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***Northern Frontier Zone Tourism
Development Strategy - 1989-93 -
Yellowknife***

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

**YELLOWKNIFE B BAND TOURISM
DEVELOPMENT PLAN**

YELLOWKNIFE (SOM K'e) TOURISM DEVELOPMENT PLAN

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

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1. INTRODUCTION

1.1 WHY PREPARE A TOURISM DEVELOPMENT PLAN?

A tourism development plan focuses efforts and guides the growth of the tourism sector for a defined period of time. From the perspective of operators and communities, more specific benefits of a tourism plan are in the support such documents provide to specific business plans. Tourism development plans increase the ability of operators and communities to access public and private support and to attract investment. Similarly, from the point of view of industry organizations and governments, a tourism plan is essential in order to rationalize and guide public sector product, market, human resource and operational support to operators and local communities.

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

1.2 WHAT IS A TOURISM DEVELOPMENT PLAN?

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

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

- serve as an educational tool,
- stimulate tourism related

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

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

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

1.3 THE TOURISM PLANNING PROCESS

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

The planning team used a number of planning studies related directly and indirectly to the Northern Frontier Zone's tourism industry as background to the planning process. Key planning documents include "A Product Development Plan for the Northern Frontier Zone" and "A Strategic Marketing Plan for the Government of the Northwest Territories" as well as others listed in Appendix D.

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

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

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

1.4 THE SCOPE OF THE TOURISM STRATEGY/PLAN

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

Zone and community specific plans examine tourism business development opportunities and industry support programs in sufficient detail to allow for initial decisions to be made. These plans also provide sufficient detail to attract investment in the industry as pre-feasibility assessments have been prepared for priority developments. This level of assessment is accurate to about 50% and should be viewed as a guideline to income, costs and profitability. _____ and _____ sons/groups interested and responsible for implementation of opportunities and

programs identified in these plans are encouraged to pursue further or more specific business planning and feasibility assessment prior to implementation.

The technical report ("Northern Frontier Zone Tourism Development Strategy: Technical Report"); supplements the community specific tourism plans and, provides more detailed information on markets, resources and the overall tourism development strategy for the zone for the next five years. The zone strategy should be used in concert with specific community plans.

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR S FOR VALLEY

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

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

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

i) Market

Northern Frontier and Rainbow Valley have direct access to the Northern Frontier, and domestic Canadian markets. The Northern Frontier is currently 'testing' the tourism market and their participation in the industry. The Band is completing its first year of a joint venture relationship with Sail North of the Arctic in the operation of Arctic Enterprises (lake cruises, fishing, shore lunches, sightseeing). Arctic Enterprises works from a base. The operation serves the general touring market, both group and independent. Much of the Arctic Enterprises are senior citizens. Arctic Enterprises also serves the business/ conference market. From time to time, Arctic Enterprises sightseeing cruises utilize the services of the Northern Frontier Tourist Camp. A marketing plan guides the operations of Arctic Enterprises.

The Northern Frontier Tourist Camp offers cultural experiences and lake cruises and is in its second year of operation. The Northern Frontier Tourist Camp serves mainly the general touring and business/conference market. While

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

Enterprises has sought exposure to target markets through print ads, travel/consumer shows, 'fare' tours and some printed articles. Booking agencies are purchased through travel based agencies. The Tourist Camp works with a booking agent/in-bound tour operator based in

The Camp has sought exposure to target markets through 'fare' tours, print ads and printed articles. Visual media opportunities have been provided to the Tourist Camp. These opportunities have not, however, been pursued.

ii) Product and Facility

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

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

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

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

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

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

iii) Human Resources and Local Organization

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

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

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

Although combined Inuvik labour force data is not documented in census bulletins, a detailed force activities of Inuvik Village are provided. The 1986 census identifies a Inuvik Village population of 95 over the age of 15 years with a labour force of 40. The 1986 labour force participation rate was 42% while the unemployment rate was 10%. Comparing 1984 and 1986 Census and Inuvik Force Data, labour force participation declined from 50% to 42% while the unemployment rate increased from 48% to 50%.

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

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

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

i) Viewing

Yellowknife and Rainbow Valley have access to a number of cultural/ historic sites located on the north shores of Great Slave Lake in proximity to the two communities. These sites have historic significance to the establishment of the community and/or have cultural significance to the Dene. The most popular sites are: Chief Akaitcho's burial spot, Gros Cap, Old Fort Providence, the old Mink Farm and, the Wool Bay fish plant. The Dene/Metis Negotiating Secretariat has identified many other historic sites through its land selection process. The Government of Canada has also expressed interest in working with the "North" reports to develop cultural/historic sites. This would be done through the G. N. capital infrastructure development process. These historic/cultural sites could be developed to become the focus of short duration viewing trips by boat. Currently, there are 5 operators providing bus or boat tours in the area, north of the Bay and surrounding area. None of these operators offer an historic tour experience focusing on Great Slave Lake's local points of interest.

ii) Fishing

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

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

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

There are 2 baseball/s based operators offering day or extended trips on Great Slave Lake. These operators provide Arctic lake trout and northern pike fishing opportunities. Short duration guided fishing trips on Great Slave Lake hold some potential for DEVE and Rainbow Valley.

iii) Hunting

and Rainbow Valley residents harvest barren-ground caribou throughout their traditional land use areas. The caribou herd winters near and are hunted in the fall before the rut when animals are in peak condition or in the early winter when travel is easier and handling in the field is not hampered by flies and warm temperatures. A sport hunting quota has been established for the by community herd and was distributed in 1987/88, among six (6) class B hunting outfitters in the Northern Frontier Tourism Zone. There is also a class B outfitting allocation of caribou to HTA's for general hunting. The holders.

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

iv) Adventure Travel

The traditional lands of the B Band have an extensive network of trapping, hunting and Prince of Wales trails. These routes are generally accessed from Great Slave Lake and the Courtho Trail. These trails hold potential for hiking in summer and cross country skiing, rifle's historic and dogsledding in winter. The Duck Lake Trail is an example of these trails.

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

Members of the Northern Frontier B Band maintain strong ties to their cultural heritage and a traditional bond to their homeland and Great Slave Lake. The Northern Frontier Tourist Camp offers an opportunity to observe/learn/experience the culture and the traditions of the Dogrib Northern Frontier.

2.3 Northern Frontier AND RAINBOW VALLEY'S TOURISM FACILITIES, PRODUCTS AND CAPABILITIES

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

i) Products and Tourism Facilities

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

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

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

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

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

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

ii) Human Resource Capabilities

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

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

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

2.4 HOW DOES THE B BAND FEEL ABOUT TOURISM?

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

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

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

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

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

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

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

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

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

2.5 WHO SHOULD VISIT AND RAINBOW VALLEY?

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

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

The Northern Frontier's three (3) year marketing strategy targets potential growth in travel markets. As a result of geographic proximity, target markets for Ramp 5 and Rainbow Valley parallel those identified for Prelude Lake. They are: 1) General Touring, 2) Outdoor/Adventure and, 3) Business/conference/meeting travelers. The General Touring (arrives on a packaged tour (bus tour) or travels independently (in their own vehicle)). Most general touring travelers arriving in the Northern Frontier Zone spend time in or pass through These travelers are interested in camping, sightseeing, sport fishing, shopping and viewing historical sites. These activities are available in and can be expanded or enhanced by Tourism and Rainbow Valley.

Compared to other travelers, general tour travelers have traditionally not been 'big spenders' yet they still seek an unique, travel experience. Volume, attention to packaging and, diverse product offerings and attractions will improve spending patterns among these travelers. Proau and Rainbow Valley is advised to carefully assess the needs of this market segment when developing its tourism products.

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

With the headquarters of the Territorial Government and of a number of northern companies located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. In particular, is host to a growing number of conferences. Activities attractive to conference and meeting travelers are those which can be co-ordinated within the schedule of pre-arranged meetings/conferences. nt oper: Enterprises and inform: K'e Dene Tourism Camp have demonstrated an ability to attract these travelers through short duration, unique/special interest activities.

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

Appendix A-1, "Northern Inuvialuit Zone Tourism Technical" 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 Inuvialuit and Rainbow Valley. It is noted however that funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA funding should be viewed as a short term measure.

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

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

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

A management 'track record', commitment and sound planning are essential to accessing financial resource support. While the B Band Council has in the past experienced difficulty securing funding support, staff believe that the B Band is now beginning to build credibility with funding agencies. The Band's joint ownership of Inuvialuit Enterprises and its involvement in a range of new construction and planning initiatives certainly suggest that this is the case.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. NORTHERN YELLOW AND RAINBOW VALLEY'S TOURISM DEVELOPMENT PLAN

The Yellow and Rainbow Valley Tourism Development Plan for 1989-1993 responds to tourism markets, the environment and resources of the Yellow Band and, to an overall framework for tourism development in the Northern Frontier Tourism Zone. On this latter point and as discussed in the The "Northern Frontier Zone Tourism Development Strategy: Technical Report", this community tourism plan recognizes the overall zone tourism theme - "share the frontier spirit".

The area to other the Valley Tourism development plan identifies:

- goals and objectives;
- business opportunities;
- or/Adventure programs;
- costs, benefits and impacts of opportunities and programs; and
- implementation program.

3.1 TOURISM DEVELOPMENT GOALS AND OBJECTIVES

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

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

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

These objectives and thus, the overall goal of tourism development in is ex- and Rainbow Valley can be accomplished by pursuing the following tourism development opportunities and programs.

3.2 TOURISM DEVELOPMENT OPPORTUNITIES AND PROGRAMS

During the planning process, a range of tourism development opportunities and industry support programs were identified and discussed with residents of and Rainbow Valley. As a basis for discussion, opportunities identified in previous studies were used. Given that no formal tourism or economic development

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

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

Attractions/Tours/Events

- *Expansion of atinn mi Enterprises
 - boat rentals
 - expansion of the cruise fleet to meet the need for new and expanded sighseeing and adventure travel boat tours on Great Slave Lake
- *Expansion n the om the K'e Dene Tourism ars of
 - development of second camp its Great innoor Lake)
 - development of shoulder season activities such as dog team trips
- *Historical and istory and to \ tour day trips -including such sites as Gros Gap, Wool Bay, Chief Akaitcho's burial site, etc.
- *Track vehicle tours

he tourism industr with icv irr fishing, hunting Or naturalist isolation. In k'ani though the Band had been contacted regarding lodge interest, the initial reaction was to maintain a community based approach to tourism development. The approach has since changed with the impending acquisition of a lodge.

Industry Programs

- *Development of a Marina and Tourism store in the City
 - as a central staging point for selling the Band's tourism products
- *Tourism next fo Professional Services
 - central support/agency if tr booking, bookkeeping and marketing)
- *Business Infrastructure
 - receptive operator



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

*Interpretive information programs

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

*Human resource development programs

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

*Group insurance for all Yellowknife B Band tourism businesses

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

*Advertising in co-operation with NFVA

Industry Organization and Resource Management

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

- Industry awareness programs to stimulate interest

Infrastructure

*Development of historic sites

*Signage programs

*Lobbying to upgrade infrastructure such as dock and roads

*Traditional camp upgrade and summer and winter camp

*Dock passenger handling facilities

BILOW and crafts and information kiosk

*Tour boat

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

Table 1: Summary Draft Tourism Plan Yellowknife B Band

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

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

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

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

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

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

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

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

Economic:

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

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

Political:

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

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

4.1 Why is the Tourism Development Plan Implementation Important?

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

- improved cooperation, commitment and communications;
- a better level of services including, trained and professional tourism personnel and improved community tourism infrastructure;
- more tourism shoulder season activities;
- a greater focus of activities and information for the general touring market.
- and a "bottom line" of improved market penetration for the Dettah and Rainbow Valley product, providing more revenue and tourists for local business, and more career and job opportunities and benefits for community residents.

Action or implementation is the single most important aspect of the plan. Without implementation the plan will sit on a shelf and only be dusted off when yet another planning study is commissioned in the future. Your community is one part of a tourism zone network which has the richest penetration of tourist travel and expenditure in the Northwest Territories. Other communities and tourism operators are depending on you to cooperate and do your bit to improve the quality of product and range of activities to the tourist **traveller**.

Plan implementation requires a coordinated effort. Those who were part of the planning process will recognize that the community planning **report** identifies and summarizes tourism programs and opportunities (see Chapter 3) discussed during community consultation meetings. The opportunities and programs are ready for implementation with program descriptions, and preliminary feasibility assessments (see Appendix C-2). The preliminary feasibility assessments and program descriptions identify community, industry and government agencies suitable for implementation, and further provide preliminary marketing, capital & operating cost guidelines, profitability, funding and human resource requirements.

4.2 What is Plan Implementation?

A plan or strategy is the preliminary stage of development. Because it is preliminary, many of the opportunity and program concepts will require "fine tuning" or additional information before they can be fully operational. Implementation is the process of further developing your community planning concepts to the operational stage. Due to the preliminary nature of the development programs, infrastructure and business opportunity concepts, the planning team's approach was to allow flexibility in implementation and not lock in timeframes or costs that could not be achieved by the community, funding or program agents. There will be a development phase during implementation which will further define your priorities and costs.

4.3 What Will Rainbow Valley and Need to Implement this Plan?

- A group or individual with tourism awareness, organization skills, contacts and a commitment to building a solid tourism industry.
- A commitment from others to be partners and participate in the process of achieving the goals and objectives necessary to build a solid community tourism industry.
- A set of goals, objectives and programs for organizers and operators to follow.
- . Time and Resources (resources being materials, others with tourism skills and financial resources.)

4.4 Where Will Rainbow Valley and 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 ~~sm dev~~ Implementation will require effort on the part of community partners, ~~at signifi~~ with the resource materials supplied in your community plan and the Zone technical document, and the help of government and/or the Northern Frontier Zone Association staff the tasks will not be difficult.

4.5 How Will Implementation Take Shape in Rainbow Valley and

Implementation Coordination

- **The** first implementation step will be for a community group to emerge with a commitment to coordinate the development of the local tourism industry. The choice for The B Band may have already been made. The Band Economic Development Committee has been active throughout and should leadership evolve from this group it will be the logical coordinating function.

Partner Identification

- Implementation partners should include but not be limited to ~~ke~~ ~~camp.~~ Enterprises, B Band ~~and~~ members interested in **Broader** joint venture partners, booking agents, art and craft producers, and the ~~dents.~~ Tourism "Officer or ~~would~~ be excellent partners.

The First Business Meeting

- Prepare an agenda
- Choose a chairperson and a recording secretary.
- Give the ~~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 ~~ved~~ a whether it has the resources to complete the entire program or a portion of the program in the first year.

- . You may want to examine the possibility of having a resource person help your group part time with some of the paperwork. If this is your choice get working on it right away.
- Set a date for the next meeting.
- Let the community and the Northern Frontier Zone know what you are doing.

The Second Business Meeting

- Partners report on their capability to contribute time and resources for coordinating the implementation of a development program or opportunity
- Partners identify their own strengths and weaknesses in implementing new opportunities. You might look to those better established sectors to initially draw active membership and coordination from. At the conclusion of the second business meeting you should have your first annual action plan with a confirmed set of goals, objectives, priority programs, opportunities and partners to implement.
- Set a date for the next meeting but allow for enough time for each partner to accomplish something in their action plans
- . During implementation each partner will need “to fine tune” its development program or opportunity and phase action over time. The fine tuning of opportunities and program must include a refinement of capital costs and priorities. The planning approach used in assessments described in Appendix C-2 did not evaluate costs beyond a class D estimate or 50% accuracy. In a great many cases the planning concepts are not refined enough to calculate a capital or program cost. It is assumed that as implementation progresses and there is consultation with government, community and zone resource persons occurs, that priorities and costs will become more evident.
- Between meetings share your progress with others, including the coordinator.
- Let the community know what you are doing. Chose an active community tourism member to be your delegate to Northern Frontier Visitors Association, and provide the delegate with an agenda of community based needs to take to the meetings.

The Next Meetings

- Invite Northern Frontier, GNWT and the public to your meetings.
- Each partner should review progress to date. Let the community know what you are doing. Perhaps you need a newsletter or a simple news bulletin or an interview with the media.

Year End

- After your first year, you should be able to take a step back and examine what you have done. Congratulate yourself on your successes. The coordinating committee may want to have a tourism day, where Zone operators and community members are invited to share information on new products, programs and infrastructure. You might want to package the day with tours, a chance to buy crafts, a luncheon etc. thereby deriving some revenue.
- During the business meeting 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 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 _____ Island, the first Zone to have a 5 year developmental plan, a 2nd five year plan is now being completed.

The foregoing is a description of the process of implementation. Your community may choose another approach if it desires, but the important elements should be cooperation, getting others involved, following your plan, and making and measuring progress.

INVENTORY OF RESOURCES
YELLOWKNIFE/DET. TAH

Figure 1

- Choose a match partner
- Ask a representative of the partner
- You will have 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

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DETTAH

Associates Ltd.

Figure 1

The Next Meetings

- Invite Northern Frontier, GNWT and the public to your meetings.
- Each partner should review progress to date. Let the community know you are doing. Perhaps you need a newsletter or a simple news interview with the media.

Year End

DOCKS 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 coordination committee may want to have a tourism day, where Zone operators and community members are invited to share information on new products, products and infrastructure. You might want to package the day with tours, a buy crafts, a luncheon etc. thereby deriving some revenue.

? TO LODGE During the business meeting analyse your successes and failures in achieving your 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 the community, set new goals, objectives and priorities.

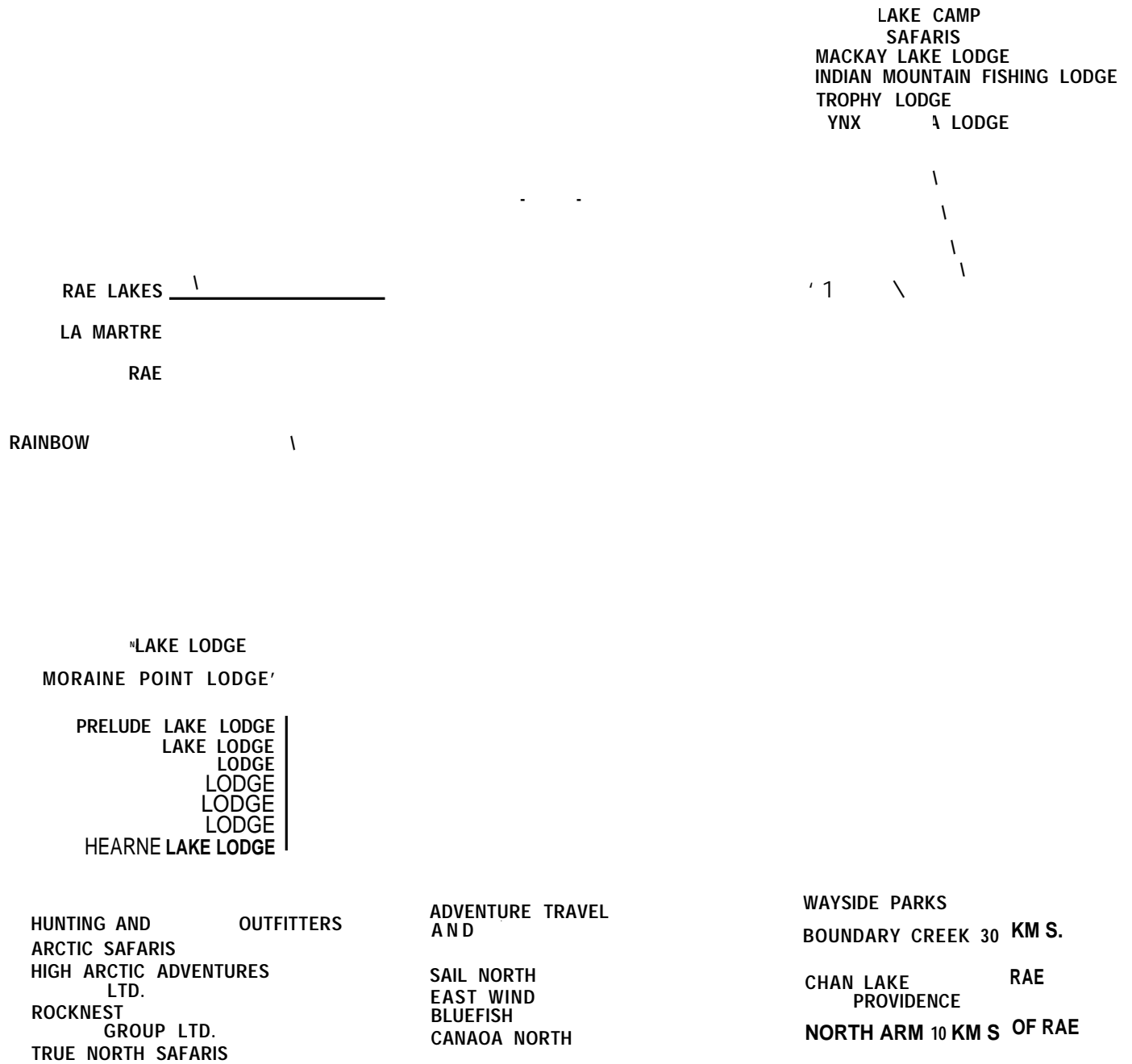
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**RAINBOW
VALLEY**

Associates Ltd.

Figure 2

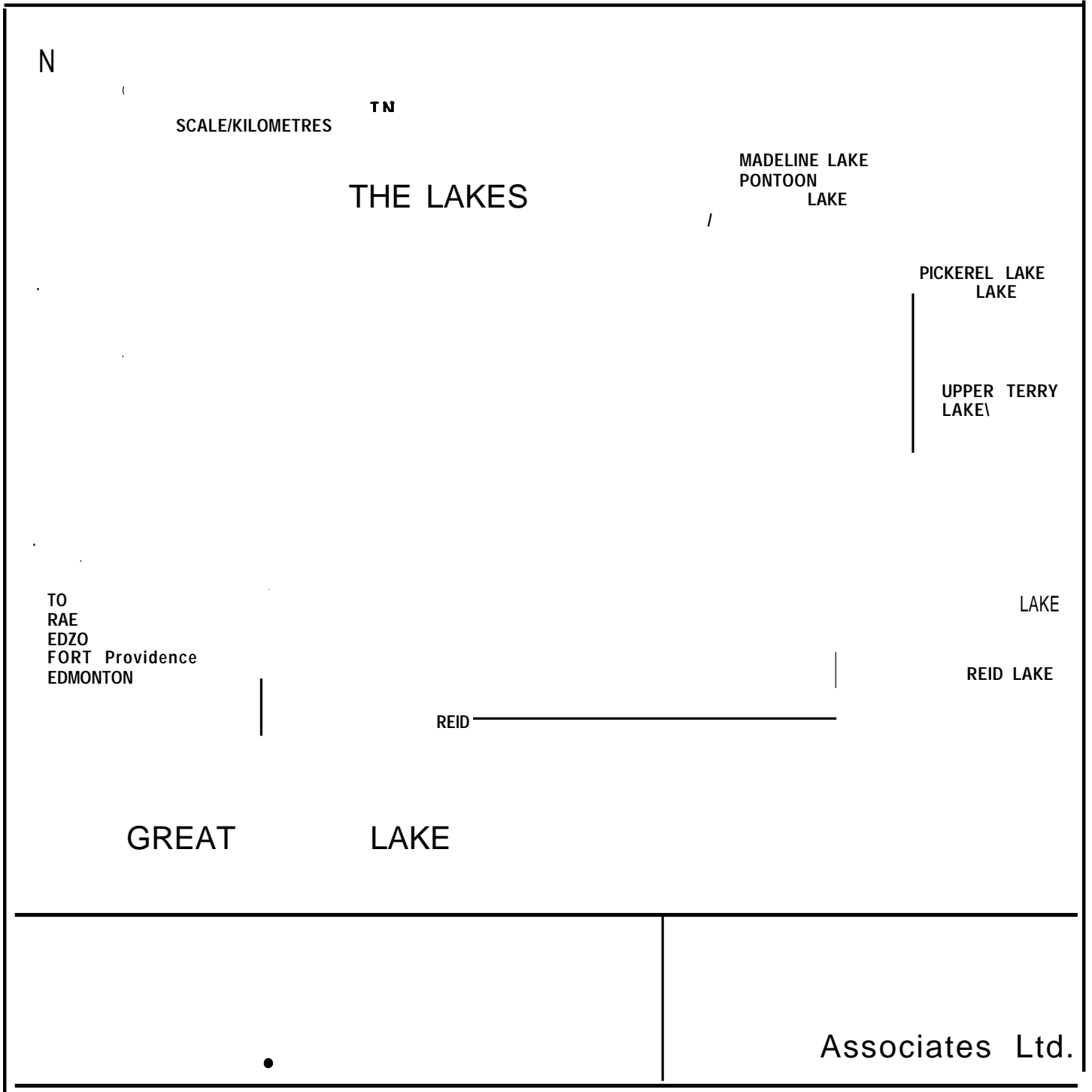
may choose another approach if it desirable to be cooperation, getting others involved, measuring progress



NORTHERN FRONTIER
ZONE

Ltd.

Figure 2



NO FRONTIER VISITORS' ASSOC.
INVENTORY OF LODGES,

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Fish: Northern

ilities: Boats, ife
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NAOCHA ENTERPRISES
RAVEN TOURS
FRONTIER TOURS
GREAT SLAVE SLEDGING CO.
NORTHERN FRONTIER VISITORS' ASSOC.

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Showers,
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LONG: Lynx Tundra Lodge
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Season: June -
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Activities:
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#ish: Lake Arctic
Arctic Northern Pike
Showers, maid sel'vice,
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17.

ROCKIN Mac / PORT
Mac Lake
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City: 12 PLACE OF WA

(v t i e s : F i s h i n g , W i l d l i f e .
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Fish: Lake L, Pike
Showers,
tackle, freezers .
food and sleeping

URIST IN) CABIN
ati : GERRY URPHY, ENA
R.
Year-round
15

Activities: Fishing,
ski ,
wildlife (bison)
Fish: Trout
Facilities: All inclusive --
plumbing,
snowshoes , skis , snowshoes,

I Prelude
L cat on: Prelude
Accessed From:
Season: - 30
lt :

Activities: Fishing, conferences
Fish : Trout, Northern
P ke , White i
ilities: House cabins,
boa ts , equipment,
1
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S e a s o n : Late June- Sept.
Capacity : 16 (4

Act i v i i : F i i
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Northern Pike
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SCALE/CM



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 f r e e z e r , g u i d e s .



A c t i v i t i e s : F i s h i n g ,
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 - i t , N o r t h e r n P i
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 t h , s h o w e r s , b o a t s , m o t o r s ,
 f r e e z e r .

L A G : M A R I E Lake Lodge
 t : Lake
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 e o n : June
 R A I N B i V : 8

A c t i v i t i e s : F i s h i n g
 F i s h : T r o u t , A r c t i c
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STAGG LA

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A c t i v i t i e s : F i s h i n g , s u r v i v a l
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Bed breakfast accommodation.
Private 1/2 bath,
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Yea - round.

NORTHERN FRONTIER ASSOC.
 INVENTORY OF EATING ESTABLISHMENTS

Name	Address	Phone	Type
Location: Blachford, Long Lakes Accessed From: Yellow			
		30	Family Dining
Name: Katimavik Loc		130	Family Dining
Address: D		120	Family Dining
		40	Family Dining
Address: Restaurant		40	Family Dining
Factor's C ()		80	Family Dining
(Explorer / Lall)		75	Family Dining
Address: Gold City Food & Accessed From: Yellow		65	Family Dining
Address: Great Ch... ..		52	Family Dining
Lunch box		75	Family Dining
Mark's Ch... .. Food			Family Dining
Address: S			Family Dining
Address: L... .. a... .. t		44	Family Dining

ame: Watta Lake Lodg	301	fishery, natural
Season: June 10-Sept. 1	130	Outing Fishu n
	æ	y L t
ame: Yellowknife Lod	150	trout i restaurant
ocation: Duncan & Gr akes		
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cessed : D S Yellow	11/a	Take-Out
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ame: Point Lake Cal ocation: Obstruc	11/a	Take -Out
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NORTHERN FRONTIER VISITORS' ASSOC.
 INVENTORY OF DRINKING ESTABLISHMENTS, 1988.

County	Name	Type of	Address	Establishment
YELLOWKNIFE	Checkers	Cocktail	111 St. James	n/d
	The Elk's	Club		140
		Cocktail Lounge		61
	Gold Tavern	cocktail		200
		Cocktail Lounge		150
	Bowl	Cocktail Lounge		130
	EXP. OF Bar	Cocktail	100 St. James	200
	Rec Hall Tavern	Cocktail		200
		Canadian Club		encl
	50 Mansion/Right Spot	Club		n/a
		Cocktail		138
	The Off Ice			130
	Our	Cocktail Lounge		120
	Gold Rat Hoist Room	Cocktail	100 St. James	72
	Mackenzie	Cocktail	100 St. James	40
	Factors Club	Cocktail Lounge		60
	club x	Cocktail Lounge		n/a
North Monkey US F	Cocktail Lounge		n/a	

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

Type

<p> Northern Imp Ltd. Northern Imp Ltd. Northern Impressions Sports Over lander The Sportsman Gift Place Dining Room Ltd. Hardware & Supplies The Bay YK Inn Shop </p>	<p> arts and arts and arts and crafts and Sporting goods store store Sporting goods store Souvenirs, crafts, goods goods Parkas, crafts General merchandise Souvenirs, magazines </p>
---	---

NORTHERN 110 VISITORS' ASSOC.
 INVENTORY OF SERVICES, 1988
 (POTENTIALLY USED BY VISITORS)

Name of Business	Type of Service
Yellowknife I	
Avis Rent-A-Car	Vehicle
Georgi Rent-A-Car	n/a rental
Hertz	Vehicle rental
Rent-A-Car	
The Pizza Ma Northern Adventures	Canoe rentals
Sports	Canoes, bikes, skis
Prelude Lake Lodge	Boat T
Sail North	Boat rentals
The Sportsman	Canoe rentals
Quidi's Piz Trading Post	n/a rentals
Frame & Perkins Ltd.	Service station, charter/tour buses
Raven Tours	Sightseeing/charter buses
YK S&I Service	Service station
Motors	Service station, zodiac boat rentals
Red Rooster (Turbo)	Gas bar
Rent A Relic	Vehicle rental
Tourist Cabin	Visitor Information
Northern Frontier Visitors' Assoc.	Visitor Information
** Prelude Lake Lo	
Travel	Travel Agency - approved,
Top of the World Travel	Travel Agent/Tour Organizer -
Prestige Planning	Conference planning and organization
Travel	Travel Agent - approved,
Treeline Services	Conference and organization
Words North Writing & Editing Serv.	Conference organization
North Expeditions	Tour Organizers
Key West Travel	Travel Agent - -Out

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

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

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

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

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF [REDACTED] PARKS

Park [REDACTED] & Features

Ye 11 [REDACTED] fe
[REDACTED]: Fre [REDACTED] mn
Type: C [REDACTED] i a,
L [REDACTED] t on: [REDACTED] 11 fe

Facilities: 92 camping/picnic
[REDACTED] concession,
Features: Swimming, boating,
[REDACTED] [REDACTED] [REDACTED] /
camping/picnicking .

Name :
Type :
[REDACTED] t on:

Facilities: For [REDACTED] [REDACTED] Trail
Hwy 3 [REDACTED] [REDACTED] Inventory, see
Features: Northern Frontier
Tourism Strategy: Tech. Rep.

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

8.

1100 Location	Playground, basketball court, picnic tables, horseshoe pitch, Dav	ne-
St.	Playground, picnic tables	in
The i l	Ball diamond, playground, picnic tables, crui	on
Park	Playground, picnic tables	ibou ay
Park	Playground, basketball court, picnic tables	
& name. of Beach	Playground, od sl expec	ea July
Park	Playground, tennis courts picnic tables, crui: horseshoe pitch	j &
Tennis Court	courts	
1 Draw	Playground, basketball, picnic tables	of ft.

Site: Aivvik Lt Dikes (Pontoon boat)	Significance: Natural	good granite rocks
Site: Old Town	Location: Macleod Historic	heritage tour of Old Town.
Site: The Pilot's Monument	Location: Point Lake	A rock outcrop in Old Town with stairway. Views Great Slave Lake &
Site: John Lake	Significance: Historical	"Cabin" an abandoned house.
Site: Yellowknife Bay (south of trail)	Significance: Historic	Old Indian settlement
Site: West Great Slave Lake	Significance: Natural	international fly & led to traps. Proposed Reserve. Rich resources.
Site: Baker Creek	Location: North Natural	Proposed Reserve - International Decade study
Site: Walsh, Northern Fl & Jackson Lakes	Significance: Recreational	Easily accessible, used for as well as other recreational uses.
Site:	Significance: Natural/Recreational	There are a variety of lakes & rivers in the vicinity. Use is limited by water level/craft.
Site:	Ski Club Recreational	A number of trails used in the winter for skiing, in summer for hiking.
Site:	Recreational	Numerous and hiking trails are located to the community.
Site: Duck Lake Trail	Significance: Natural	ski & trail from to Duck Lake.
Site: / Rainbow Valley	Significance: Cultural	Many women produce traditional handicrafts.
Site: Prelude Lake	Significance: Natural/Cultural	elder provides insights into bush life while guiding along a trail.
Site:	Historical	Two fur trading posts located in the area from 1922-27. Condition of remains unknown.
Site:	Significance: Event	Sportsman - Easter weekend. 'Round the clock curling.

te : Yell i
Event

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

Site:
Event

Tournament - Easter Weekend

Site:
: Cultural

collection of
carvings - Courthouse

NORTHERN VISITORS' ASSOC.
 INVENTORY OF TRANSPORTATION BUSINESSES, 1988

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

<p>: Ltd. : Between & within zones Mode: Service: Charter</p> <p>Name: Roadrunner Transit Travel: Within the Zone Service: Scheduled</p>	<p>As required</p>	<p>All Planes: Cessnas. Skis & floats.</p>
<p>Name: Ptarmigan Airways Ltd. Travel: Between & within travel zones Mode: Air Service: Scheduled/Charter</p>	<p>La Martre/Snowdrift: Lkes: 2/wk</p>	<p>Charter: All communities Planes: Turbo Beaver, Skis, floats wheels.</p>
<p>Name: Aviation Travel: Between & within zones Mode: Air Service: Charter</p>	<p>As required</p>	<p>All communities Planes: Beech King, Otter, Beaver. Skis, floats & wheels.</p>
<p>Name: Aviation Services Ltd. Travel: Between & within travel zones Air Service: Charter</p>	<p>As required</p>	<p>All communities Planes: Twin Beech Barons, Beavers. Skis floats.</p>
<p>Name: Island Airways Travel: Between & within travel zones Mode: Air Service: Charter</p>	<p>As required</p>	<p>All communities Planes: Turbo Beaver, Twin Otter, Cessna. Skis, floats & wheels.</p>
<p>Name: Ltd. Travel: Between & within travel zones Mode: Service: Charter</p>	<p>As required</p>	<p>All Twin Otters, Cessna. Skis, floats & wheels.</p>
<p>Name: Spur Aviation Ltd. Travel: Between & within travel zones Mode: Air Service: Charter</p>	<p>As required</p>	<p>All communities Planes: Single & twin engine aircraft. floats.</p>
<p>Name: Frontier Travel: Within the zone Mode: Bus Service: Scheduled</p>	<p>3/week</p>	<p>Rae</p>

Name : City Cab Co Ltd. As required ST 1022 Rae
Travel : Within the zone Edzo
Mode: Taxi
Service: Hired

Name: East Arm Freighting , required
Travel: Between & within zones Snowdrift &
Reliance
Service: Charter

Name: Northwest Territorial Midr
Airways
Travel: Between travel zones
Mode: Air
Service: Scheduled
Edmonton \$526.
return (Air
Planes:
DC-3, 737

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

Type of
Infrastructure

** Dettah

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

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

Airport Facilities: No Airport Facilities

Water Linkage: Communities on Great Slave Lake.

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

** Yellowknife

Developable Land: Limited developable land available.

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

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

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

Water Linkage: Communities on Great Slave Lake.

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

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

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

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

SUMMARY OF CONTRIBUTION FUNDING
PROGRAMS AND TOURISM RESOURCES

INVENTORY OF TRANSPORTATION BUSINESSES, 1980

Agency/Program	Activity	Operator	Notes
SCIENCE CANADA	E. D.		2nd of 3 agreement
	*Consumer		; to 100% of eligible costs
	aid/tools	Private Sector	collateral industries
	or expanding facilities, prod.	Private Sector	*develop & product info.
	Lines,	Private Sector	to 45% to a of
	*Joint	Private Sector	include 'fare' adv.
	●Package Tour Promotion	Private Sector	direct marketing & aids
	Conferences	Private Sector	*assistance for 3 or more operators
	of Incentive Travel	Private Sector	to 45% to a
	Marketing Studies	Private Sector	held in the
			*application intake
			destinations
			& expanding tourism business
E, D. A.	INFO. SYSTEM		tin 2nd of 3 agreement
*program	Development		, to including fees for
	Implementation	Consortia	dev. & support materials
			to 100% including fees for
			Piper distribution of floa
			materials! data collection!
	PROGRAM		The intent to market the
Marketing aids		All programs are	as a destination &
*Distribution		carried out on	an & of
*Travel Trade		behalf all	in the wrld market.
'1986) Air		and tourism	
		related business	
		& travel	
	Relations		
*public Relations			
●Inti5trg			
*Research and Evaluation			
	Commercial		
*Travel			

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Show *Public Relation Campaigns *Fan Tours for travel trade *Financial support to writers & travelassoc. & photographers *Finan. Support to travel assoc. & businesses M-ducts market research & evaluation of marketing projects *Travel counseling through protection of brochures! maps posters, & promo. items *Provides travel info. & computerized listing of inquiries, response to mail, telephone and in person inquiries	All Programs are carried out on behalf of all N.W.T. travel and tourism related business	Travel Arctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination,
T, I.A.N.W.T.	*Arctic Hotline Enquiry	Private Sector, Zones Public Sector	*every ad or commercial carried by TravelArctic's marketing program carries the toll-free Hotline no. Enquiries receive a customized information package.
.	*Consumer Show Program	Licensed N.W.T. Operators k Zone Members	*target locations in Canada & U.S. offers a range of services including booking show space, booth requirements discounted airfares and complete promotional program in each city. Emphasis is on selling actual products.
N.F.V.A.	*Computerized Enquiry System	Zone Members	*offers printed labels to operators for enquiries to different activities happening in the zone.
	*Zone Advertising Campaign	Zone Members	*target print advertisements in selected and market tested magazines. Co-op adv. is available for zone operators in conjunction with N.F.V.A.
INDUSTRY SCIENCE & TECHNOLOGY CANADA	*Canadian Trade Representation abroad & U.S. *Co-ordination of Media Events in Canadian Trade Centres abroad & U.S. *Connection with industry market segments in Canadian Trade Centres abroad & U.S. *Travel writer credentials *International Market Research Tourism Reference and Document	Zone Operators/ Public Sector Zone Associations & T.I.A.	*Tourism Canada has representation in Trade Offices abroad and in the U.S. Reprs. are available to industry.

PRODUCT & FACILITY DEVELOPMENT	AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
	EC. DEV. & TOURISM/ E.D.A.	*Project Feasibility	Individuals & tourism business in N.W.T.	*opportunity identification new business development, expansion or Modernization/upgrading of existing tourism related business. Up to 75% of approved costs of consulting services.
		*Tourism Business Development	individuals, businesses community based org.	*financial incentives to offset capital and increased cost of doing business. Establishment of new business up to 40%; upgrading & expansion of existing business up to 30%. Including capital costs of bldgs., machinery, equip., site servicing & improvements.
		*Tourism Related Public Infrastructure	TIA, NFVA, Regional Councils & Community Associations	*establishment, modernization, upgrading, expansion of tourism related public infrastructure; up to 80% of eligible costs
	EC. DEV. & TOURISM, GNWT	*Product Development Contributions (to be discontinued in 1969)	New or existing northern business duly registered to carry on business - NUT	#preference is based on demonstrated need to expand or improve pkg. tour services and facilities. Up to \$25k
		*Tourism Facilities Development Contribution (to be discontinued in 1989)	Active northern business duly registered to carry on business in NWT	*preference is based on need for the purchase, installation! renovation? improvement or expansion of premises or equipment. Limited to tourism establishments or restaurants. Up to \$25k per recipient.
		*Tourism Support Program	TIA & NFVA	*contribution funding up to 100% of costs is available for: community tour packaging to coordinate tourism products in ind. communities; dev. of multi-community pkg. tours by established tour companies; const. tourism related public infrastructure in small communities; promotion of pkg. tours to increase no. of tour
	FISHERIES & OCEANS, CANADA	*Tourism Wharf program	Canadian businesses	wharves or launching ramps must serve tourism industry. Can provide access to National Historic Site. Amount available not to exceed \$15,000.
	COMMUNICATIONS CANADA	*Museum Assistance Program	Museums, art galleries, exhibition centres, non-profit institutions	*Exhibitions Assistance Program: max. \$300,000. for exhibit productions *Planning Grants: Up to 50% to max. of \$50,000. for institution development *Equipment Grants: Up to 50% of purchase and installing of museum related equip.
	COMMUNICATIONS CANADA	*Capital Assistance Program	Professional, Non-profit, Cultural assoc., Municipal and Territorial 60V.	*construction, renovation, repair of cultural buildings; equip. purchases, preliminary studies to 25% of costs.
	COMMUNICATIONS CANADA	*Festivals and Special Events	*See Capital Assistance Program above	*cultural events of national scope. assist in increasing audiences for cultural products. max. 25% of costs.

DEVELOPMENT

EC. DEV. & TOURISM

*Business Development Programs:

-Business Guarantees Fund Loan Fund

Northern Businesses Controlled Northern Business

*lender of last resort providing loans & guarantees total of granted for most legitimate bus, applied against existing

-Financial Assistance to **QAD.**

Northern **11011** Financial **OS**

*for legitimate expenses incurred **1197** normal business operations demonstrate they contribute to economy. Eligible costs include fixed costs, of person annual wage

-Business Development

Business registered to carry on business the **CR**

*for purchase, installation, renovation, or expansion of equipment or premises. per additional time created to a **max. of** not to exceed **---** of purpose.

CO Business **QWKI**

. registered to carry on business in the

*contributions up to \$2500 for need and where other financial resources are not available.

-Venture Capital

Individuals, Corporations, **QAD** are encouraged to form an investment known as a Venture Capital **Q -**

... equivalent to 30% of initial investment to a max. of Venture co. must be invested into an business within one & remain for a min. 3 years.

INDUSTRY, SCIENCE &
 *Special 1 Indian Business

is placed on improving business and **Commercial** Undertakings for establishment, modernization & acquisition of businesses a majority of native people. Related Infrastructure funding for capital infrastructure such as or **jobs created are**

*Native Development Program(l) & Non-status Indians

to business & economic development planning activity at the product and process viable Native business ventures primary resource marketing Aboriginal products.

ARCTIC CO-OPERATIVES LTD. *Co-operative Development Member Fund

*loans available for co-op business development at preferred rates.

CHARTERED FBDB *Small Business Loan Act: Business Improvement Loans Small business

*loans for the **purchase of**

service, wholesale & retail trade.

and/or purchase of premises and/or revenue of business not to exceed Loan to finance up to of land/premise costs & of year **a 1% over**

INDIAN AFFAIRS Program

contributions for of Status Indian descent. Up to per available a fund.

After March 1989 & NEDP lapse to be a

AGENCY	PROGRAM	ELIGIBILITY	-S-	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	TIA, NFVA, Communities, and Groups of Communities	● to develop individual but co-oral themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90% of approved costs.
		*Hospitality Awareness	TIA, NFVA, Regional Councils, & Community Associations	*program development - up to 100% including fees to develop prog. and support materials; program implementation - assist in form of a direct contribution to sponsoring assoc. for delivery of hosp. awareness programs
		*Standards and Ratings	TIA	*development of an industry wide standards & ratings system for tourism products and services. Up to 100% for prog. development & 50% for implementation,
	ECONOMIC DEVELOPMENT & TOURISM	*Canadian Executive Service Organization (CESO)	Sole Proprietor, Com- panies, co-ops., non- profit organizations	*counselling from retired experts in a variety of business dev. fields.
		*Tourism Hospitality Training	TIA, NFVA, Business	*funding for territorial wide needs assessment, training prog. dev. & regional, community and industry pilot projects & delivery.
		*Tourism Planning and Program Development	TIA, NFVA, Regional & Tribal Councils, Commu- nities & Private Sector	*services include regional, area & community tourism planning; industry & staff training; enforcement of tourism regs., liaison with gov't & industry. Consultation & assistance delivered through the Regional Tourism Officer,
		*Tourism & Parks Capital Planning	G.N.W.T.	NFVA & communities can input to the Tourism and Parks capital regarding capital infrastructure for their area.
ARCTIC COLLEGE	*Levels 1 & 2 Guide Training	Individuals, Outfitters	*application to Reg. Tourism Officer: location and scheduling of program decided by Tourism Training & Man- power Needs Board.	
INDIAN & INUIT AFFAIRS	● Inuit & Indian Community Human Resource Strategy	Individuals, Bands, Councils, Community Associations, Public & Private Employees	*funds used towards development of human resource & job opportunity inventories & strategies; support to local employment projects; community economic enterprises providing equity financing to business which yield lower than normal rates of return on investment; business training & support services to existing & potential native business people; youth entrepreneurship resources to cover costs to develop & deliver projects for youth aged 17 to 30.	

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

Sources:

Programs and Services manual, 1987, Policy & planning Division, Dept. of Economic Development & Tourism

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

Booklet: 'The Native Economic Development Program: Proposal Development Guide', 1984, DRIE-14-03B

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

RECEIVED JUN - 2 1988

MARKETING STRATEGY AND PLAN

Northern Frontier
Visitors Association

June 1, 1988

MEDIA PLACEMENT

Objectives

- To develop an awareness of Northern Frontier as a travel destination, 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 general copy related to the zone. able to buy in to the page, or half page, and in the event there were no buy-ins, the ad still work as a stand alone ad.

Suggested Media Plan

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

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

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

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

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

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

MARKETING AIDS

1. ZONE BROCHURE REPRINT

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

Distribution

This brochure will be mailed as part of the response package to requests for Northern Frontier travel information. As well, it will be made available to operators in limited quantity for distribution at consumer shows in the zone 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 approximately 5,000 copies of the brochure, including approximately 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 ' ° Northern Frontier Country

Explanation

In the past year the zone produced a 36-page product information 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 within the zone. Using the same format, the zone 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 be distributed to who actually come into the area.

Estimated Cost

The total cost to prepare and print this guide will be \$6,800. 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 estimated that about 56 will select the buy-in option, to provide -industry revenue to this project of EDA be \$4,000.

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

To expand the image of the Frontier, the zone used on 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 FISHING BOOKLETObjectives

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

Explanation

In the past, TravelArctic produced a fishing guide with listings of all lodges across the Northwest Territories. In the new edition will deal mainly with fishing in 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 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 be approximately 20 pages plus cover.

Quantity

Print run will be 2,000 copies

Distribution

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

Estimated Cost

The estimated cost of this fishing guide will be \$4,500. Using the 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 the expected revenue will be \$1,000. The amount applied for 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 ~~importance~~ caribou
- To assist in establishing Northern Frontier as the major North American location for ~~caribou~~ hunting.

Explanation

Currently there are some 17,000 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 11 x 17, 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 program 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 **area.** To attend Northern Frontier events.
- To display the range of Northern Frontier events. **approximately 4**, cultural sports, etc.
- To serve a secondary purpose of supporting existing 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 11 x 11 piece, suitable for mailing and will highlight events such as Caribou Carnival, the Midnight Sun Golf tournament, the Dene summer games etc. **fe and '1' be ide ava li** collection of other information which introduced zone products. For example **dates (pouring of** 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

quantity be 3,000

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 **and** local interest **packaging some of the**

Estimated Cost

The estimated cost of this event be Airlines and other companies will be solicited for sponsorship. No funds are being requested from EDA

8.0 RETENTION SHEETS

Objective

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

Explanation

Currently, there is only a limited number of package tours in place in Northern Frontier zone. Although there is development work underway in this area, it is not likely **many** new products will be in place by the summer of 89. As an interim measure, and in **linewith likely local packages to be developed, the zone plans to produce three inexpensive broadsheets, tiedinto the frontier theme**, which provide incentive for visitors to extend their stay, or enjoy more of the offerings of Northern Frontier. One will be geared to the aviation story of the zone, one will relate to the **geology/rockhounding/mini ng** aspects of the zone, and one will deal with the culture/history and arts and crafts of the zone. **All willtie in closely with products** where they exist and will also work as "self-guides" to the area.

Quantity

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

Distribution

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

Estimated Cost

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

No funds are being sought through EDA for this project

Objectives

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

Explanation

In the 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 shells are required for the upcoming year. The same design, color separations will be used only changes.

Quantity

Printing quantity will be 1,500

Distribution

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

Estimated Cost

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

10.0 IMAGE BANK

Objective

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

Explanation

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

Usage

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

Estimated Cost

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

11.0 POSTCARD/TEASER PROGRAM

Objectives

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

Explanation

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

Quantity

1,500 cards will be printed.

Distribution

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

Estimated Cost

The estimated cost of producing the cards will be \$1,500. The full cost will be applied for under EDA.

12.0 DISPLAY PANELS

Objectives

- To visually present the Northern Frontier zone image in a to the area, thus encouraging participation poster. 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 er eve areas.

Explanation

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

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

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.

Cost

The cost to produce new panels for the 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 mediakits will be sent out each mailing.

Distribution

Distribution will be geared to the subject matter in the kits. For example, a fishing mediakit will naturally go to all the fishing magazines, outdoors columnists at major newspapers, etc.

Estimated Costs

Much of the material for the kits will be drawn from existing materials produced via other segments of the marketing program. The only additional item required will be the actual release to be included in the package. As well, there will be some costs for development of the mailing lists for the release.

Total estimated cost for this program will be \$3,000. Releases (8 x \$300) will account for the major expenditure, while mailing list development will account for \$600 of the budget.

The total amount will be sought under the EDA program.

PUBLIC RELATIONS

Objective

To develop more awareness and interest in the development of tourism potential in Northern Frontier, by providing ongoing information in various forms to members and residents of the zone. To reach the southern market on a more direct basis, by arranging for members to make presentations in southern locations, to select groups of people in conjunction with other marketing activities.

Explanation

More emphasis will be placed on in-zone communications, with the production of ongoing information packages to be distributed to all operators, municipal councils, groups and organizations in the zone. Over the year a total of six information kits will be distributed. Each will deal with a different topic (i.e. how to become involved in the zone marketing efforts, hospitality, etc) For the southern market, a type of speaker's bureau will be developed, and the zone will arrange for members to speak to at least four groups during the winter promotional season. These groups could include fishing clubs, hunting organizations, travel writers luncheons, etc. The role of the zone will be to arrange these speaking engagements, and supply required materials for the member handling the assignment. The engagements will be scheduled with known participation at sportsmen shows, promotional tours of operators.

Quantity

The information packages will be produced in quantities of 200, to be distributed six times per year. A minimum of four engagements will be established in one year.

Distribution

Information packages will be distributed to members, potential members, municipal councils, bands, zone organizations.

costs

The costs will be mainly for the development of specific information pieces for the information packages. This is estimated at \$1800. (6 x \$300) IN addition there will be a cost for support materials to be used by speakers. This will involve visual materials, development of speaking notes, etc. This cost would be about \$1,000. Total estimated cost, \$2800. All will be applied for under EDA

NORTHERN FRONTIER VISITORS ASSOCIATION

Marketing Budget - 1988/89

PROGRAM	Applied for under EDA	Industry & Other Contrib.	Total Budget
I. CONSUMER ADVERTISING	\$20,000	\$4,000.	\$24,000.
11. MARKETING AIDS			
1. Zone brochure reprint	7,000.	1,000.	8,000.
2. Product guide reprint	4,000.	2,800.	6,800.
3. Misc. resp. materials reprint	1,000.	900.	1,900.
4. Fishing guide	3,500.	1,000.	4,500.
5. Hunting flyer	500.	500.	1,000.
6. Events/attractions calendar		4,500.	4,500.
7. Driving guide		4,500.	4,500.
8. Retention sheets		6,000.	6,000.
9. Folders/shells	3,000.	-	3,000.
10. Image bank	1,500.	500.	2,000.
11. Postcard/teaser	1,000.	1,000.	2,000.
12. Display panels		3,000.	3,000.
III. MEDIA RELATIONS	3,000.		3,000.
IV. PUBLIC RELATIONS	2,800		2,800.
Sub total	\$47,300.	\$29,700.	\$77,000.
DELIVERY @ 17%	8,041.		
TOTAL	<u>\$55,341.</u>	<u>\$29,700.</u>	<u>\$85,041.</u>

NUK

Schedule of Contributions
to Marketing Programs

<u>PROGRAM</u>	<u>NFVA</u>	<u>Ind. Cont.</u>	<u>Other Cont. *</u>	<u>Total Cont.</u>
CONSUMER			4,000.	4,000.
MARKETING AIDS				
1. zone brochure			1,000.	1,000.
2. product guide				
3. misc. response mat.	\$ front	\$		
4. fishing guide		1,000.		1,000.
5. hunting guide		500.		500.
6. events/attractions		2,000.	2,500.	4,500.
7. driving guide	1500.		travel	4,500.
8. retention sheets		6,000.		6,000.
9. folder/shells				
10. image bank	500.			500.
11. postcard/teaser	1000.			1,000.
12. display panels			3,000.	3,000.
MEDIA RELATIONS				
PUBLIC RELATIONS				
TOTALS	<u>\$3,900.</u>	<u>\$12,300.</u>	<u>\$13,500.</u>	<u>\$29,700.</u>

Other contributions could come from available TIA marketing funds under EDA, direct access to funds from Dept. of Economic Development and 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 (Adventure Travel and General Touring), suitability to tour packaging and compatibility with regional appeal/image ('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 (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 (non-renewable resource industry, aboriginal groups), inter-industry use conflicts (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 tourism sector

<p>MEDIA - centrally located tour agent for local and regional tour products</p>	<p>Verbal & ind. operator</p>	<p>Primarily general travel bus.</p>	<p>ing agents in town</p>
<p>providing local tour and transportation services</p>	<p>Verbal zone operators</p>	<p>General Touring</p>	<p>ORCA Raven</p>
<p>*Gambling operi - legalize gambling and art with hotels and/or conference concept.</p>	<p>es on sp ric operi ded in & Assoc.</p>	<p>General Tour</p>	<p>Legal ramifications</p>
<p>travel/trade for convention Canada's most natl conference</p>	<p>Twin Pines Feasibility/D. &</p>		<p>Needs facility requirement</p>
<p>*Convention Packaging - with special Caribou Carnival, Folk-on-the e me air existing adventure travel fly-out (to traditional community)</p>	<p>Murray & Associates</p>	<p>Adventure Travel</p>	<p>Few short door tl travel available in high shoulder seasons. Professional Planning available,</p>
<p>and othe travel info - ic lieu of developing products for new markets, build on established product base and market ity for outdoor travel and specialty markets. Product another means of improving the level of for outdoor adventure travel Products.</p>	<p>Zone</p>	<p>Adventure Travel Specialty General Touring</p>	<p>Some already offer a and proper capitalization</p>
<p>create events in the zone such as a northern air on which be act travel generators both into and within the</p>	<p>& Zone Assoc.</p>		

INDUSTRY SUPPORT OPPORTUNITIES

Boundary

will be day area #3 Study Road System Touring/Rubber Tire Not implemented

<p>*Boundary will be day area #3 Study Road System</p>	<p>Touring/Rubber Tire</p>	<p>Not implemented</p>
<p>2.</p>		
<p>*Giant Site - count for re mai Trail Road itur</p>	<p>Ind. Touring</p>	<p>et d unknown Low/med.</p>
<p>River - boat launch/ vill h Trail Road unde</p>	<p>Ind. Touring</p>	<p>unknown Med./high</p>
<p>parking expansion & picnic upgrade</p>		

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Prosperous Lake - new floating dock/signage	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Big Hill Lake Trail - signage parking lot	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown High priority
*Pontoon Lake - signage, new trails picnic sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Prelude Lake - signage, boat launch, campground, day use, shower bldg. & Parking upgrade	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown High priority
*Powder Point - floating dock, signage, upgrade to picnic site	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Falls Trail - signage, trail upgrade, rest stops	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Rapids Bridge - signage, trail upgrade, picnic sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown high priority
*Reid Lake Campground - upgrade picnic/beach & day use; new playground, roadway intersection! floating dock, walk-in tent sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown low/med. priority
*Tibbit Lake - upgrade to a minor day use area	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown low/med. priority
3. General Zone				
*Zone Canoe Routes - identify, and develop	Zone Capital	Zone	Ind. Touring/ Adv. Travel	Status unknown
4. Yellowknife-Based				
*Yellowknife Visitor Centre-local and regional info./interpretive centre	Zone Capital Planning	Yellowknife	All	Planning process initiated
*Main Street Program - revitalize downtown core/co-op. with local merchants reflecting local heritage	Y.K. Chamber of Commerce	Yellowknife	All	Organizational planning begun
*Main Entrance R&, - landscaping, attractive uses on adjoining land, view & vista corridors? signage	City of Y.K. General Plan	Yellowknife	All	Signage component in concept/siting stage
*Heritage Identification/Preservation Program	Heritage Committee, Y.K.	Yellowknife	All	Inventory complete

INDUSTRY SUPPORT OPPORTUNITIES

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

APPENDIX C-2 DEVELOPMENT OPPORTUNITIES and SUPPORT PROGRAMS
- SEPARATE -

APPENDIX D

—Lutra—

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Raven Tours. Your Northern Hosts

— **Lutra** —

11-1-7

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

**YELLOWKNIFE TOURISM
DEVELOPMENT PLAN**

YELLOWKNIFE (SOMBA K'e) TOURISM DEVELOPMENT PLAN

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

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A-2 Tourism Industry Support Programs and Resources

B. NORTHERN FRONTIER MARKETING PLAN

C. DEVELOPMENT OPPORTUNITIES AND INDUSTRY
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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 ISA TOURISM DEVELOPMENT PLAN?

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

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

- serve as an educational tool,

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

The Yellowknife Tourism Development Plan provides a blueprint for 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 **Yellowknife's** awareness of the tourism industry and of other zone products,
- examines the current tourism environment in and around **Yellowknife**, determines what development opportunities and industry support programs could occur in **Yellowknife**,
- analyzes constraints associated with future tourism activities and identifies impacts to suggested development opportunities,
- articulates **Yellowknife's** tourism development goal(s) and objectives for the next 5 years,
- lists tourism priorities for the next five (5) years as well as the costs associated with pursuing these,
- provides pre-feasibility assessments of the high priority tourism development 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, community and operator consultation/ discussion, community tourism awareness 'open houses', and rigorous analysis of information and perceptions.

The planning team used a number of planning studies related directly and indirectly to the Northern Frontier Zone's tourism industry as background to the planning process. Key planning documents include "A Product Development Plan for the Northern Frontier Zone" and "A Strategic Marketing Plan for Tourism For the Government of the Northwest Territories" as well as others listed in Appendix D. Specific documents used as background to **Yellowknife** plan were:

"The Ingraham Trail Master Plan", the "Yellowknife Waterfront Development Study" and the "Yellowknife General Plan (Draft 1988)".

The tourism planning team established working relationships with the **Yellowknife** Chamber of Commerce and the City of **Yellowknife** and, maintained regular discussions with other interest groups and business people in the City. In preparation of this draft plan, the planning team facilitated a seminar at the Northern Frontier Visitors' Association AGM, attended meetings with the Chamber of Commerce's Tourism Committee, met with City of **Yellowknife** officials, hosted a public planning workshop and, conducted a number of one to one discussions within the City. The plan was reviewed to allow its content to be verified; goals and objectives to be confirmed; and prioritization of opportunities and programs to take place. The development of an implementation plan completed the planning process.

Tourism planning is an ongoing process and should not terminate with this document. Fluctuating market conditions and, growth and change within the City of **Yellowknife** necessitate that tourism planning be an ongoing industry function. **The City of Yellowknife's** representation on the Northern Frontier Visitors' Association Board of Directors and active involvement by the Chamber of Commerce's Tourism Committee will in part ensure that industry development and planning is an ongoing process.

1.4 THE SCOPE OF THE TOURISM PLAN

For economic reasons the scope of Northern Frontier's tourism planning process has been limited. The process built on existing tourism documentation and plans. Nevertheless NFVA and the planning team have endeavored to develop plans which are practical, realistic and, within the grasp of zone operators and communities given the resources and organization available to them. The planning team has attempted 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 done of priority developments. This level of assessment is accurate to about 50% and should be viewed as a guideline to revenues, expenses and profitability. Persons/groups interested and responsible for implementation of the opportunities and programs

identified in these plans are encouraged to pursue further or more specific business planning and feasibility assessment prior to implementation.

The technical report ("Northern Frontier Zone Tourism Development Strategy: Technical Report") supplements community specific tourism plans and, provides more detailed information on markets, resources and the overall zone tourism development strategy for the next five (5) years. The zone strategy should be used in concert with specific community plans.

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR YELLOWKNIFE

A range of considerations impact tourism development in Yellowknife - market, products/facilities, human resources, organizational capabilities, local perceptions and funding/ financing. This part of the report discusses these factors.

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

This section summarizes inventory data presented in Appendix A and relevant data from the "Northern Frontier Zone Tourism Development Strategy: Technical Report". Factual information and perceptions provided by residents of Yellowknife, local tourism operators and tourism related interest groups in the City are also presented here.

i) Market

Yellowknife is well connected to Northern Frontier, N. W. T., domestic Canadian and North American markets. The City is easily accessed by air from both eastern and western Canada and by all-weather road from Alberta and British Columbia. Improvements in and competitive pricing of air services from southern Canada have substantially enhanced access to tourism markets in the eastern and western seaboard of the United States.

As is discussed in more detail in the "Northern Frontier Zone Tourism Development Strategy: Technical Report", Yellowknife receives about 50% of all visitors from outside the N.W.T. The capital of the N.W.T. and headquarters of the Government of the N.W.T., Yellowknife attracts: visitors attending conferences/meetings; independent or general touring travelers; adventure travelers; and N.W.T. resident special occasion travelers. While visitors are attracted year-round to the City, peak visitation is between June to August. Yellowknife is also the major transportation "hub" in the Northwest Territories. As a major hub

the majority of 'pass through' territorial and regional travelers touch down on their way to other regional and territorial business, community and tourist zone destinations. **Yellowknife** has distinction as a destination community, and perhaps more importantly as a regional and territorial centre feeding other tourist zones.

Yellowknife offers peak season activities attractive to existing tourism market. Some shoulder season activities such as dog sledging, canoeing and hiking are beginning to develop in and around the City.

Many Yellowknife-based tourism operators expose their products to target markets through print ads, print articles, brochures, 'fare tours' and, consumer/travel shows. In **Yellowknife** four (4) travel agencies, an in-bound tour agency, and at least three (3) conference organization/planning businesses enhance the ability of local operators to sell their tourism products.

Tourism information services within the City are available on a seasonal basis (June 16-Sept. 1) by the **Yellowknife** Chamber of Commerce. These services are provided under a contractual agreement with the City of **Yellowknife**. Northern Frontier Visitors' Association provides information on all zone tourism products including those found in **Yellowknife**, on a year-round basis.

Data on visitation to **Yellowknife** in the past is poor. As discussed in the "Northern Frontier Zone Tourism Development Strategy: Technical Report", information available and current industry perceptions indicate that visitation is on the increase. Slow steady industry growth can be expected for the foreseeable future. Growth in **Yellowknife's** tourism industry can be attributed to a number of factors, the most pertinent of which is more focused product promotion, more consistent zone **theming** and, improved product packaging. At the same time however, access to markets is hampered by inadequate local information and orientation services; poor overall promotion of the City of **Yellowknife** as a destination; weak linkages between the City of **Yellowknife** and the Northern Frontier Zone; and at times, inconsistent quality of services and/or poorly packaged products.

ii) Product and Facility

Yellowknife's tourism products are supported by well developed transportation **services**, good municipal/public infrastructure and, diverse retail, food and accommodation establishments. A growing population base, expanding commercial activity and a lengthy history in the tourism industry enables the City to actively compete in the tourism marketplace and attract a large share of visitors.

Yellowknife is well situated to access the cultural/historical and natural resources of Great Slave Lake and, the smaller rivers, streams and lakes along the **Ingraham Trail** and those along Highway #3. **Yellowknife's** access to these resources is by all-weather road, water and/or float/ski plane. Ongoing upgrading of the **Ingraham Trail**, the creation of temporary marina facilities in **Yellowknife's** Old Town and, **Yellowknife's** \$8.5 million airport expansion project further improve access to area resources. **The City's** Old Town is home to most of **Yellowknife's** seven (7) charter aircraft companies. Float and ski planes with capacities of 2 to 17 people are available throughout the year, except for a brief period during fall freeze-up and spring break-up. **Yellowknife** has a long history of being the "jump-off point" for hunting, fishing and canoeing experiences in the hinterland.

As described in Appendix A, 13 lodges with a total bed capacity of 178 operate from a **Yellowknife** base. These lodges offer sport fishing, sport hunting, naturalist/historical tours, dog sledging, skiing, hiking and rock hounding activities. The operating season for many of these lodges falls between June and September. Six (6) Class B Hunting Outfitters also work from a **Yellowknife** base. These outfitters conduct caribou sport hunts near the eastern boundaries of the Northern Frontier Zone. Only one (1) lodge accessed by road from **Yellowknife** operates year round. Three (3) of the lodges accessible from **Yellowknife** offer conference facilities. Within **Yellowknife** itself, four (4) of the six (6) commercial hotels/motels offer convention/conference facilities. The six (6) **Yellowknife** accommodation establishments have a capacity of 800 and a further 90 beds are expected to be available in 1989. **Yellowknife** also offers the finest array of eating and drinking establishment north of 60.27 year-round eating establishments provide **Dene/Inuit**, Italian, Ukrainian, Chinese and Euro-Canadian cuisine and, have a total seating capacity of over 1720.17 licensed beverage establishments within the City can seat over 1800 patrons.

Yellowknife-based tourism operators offer a range of general touring and adventure opportunities. Lake cruises and sightseeing day trips are available on **Yellowknife** Bay, North Arm and East Arm areas of Great Slave Lake. Short duration city tours and mine tours are also available. Extended stay trips can also be arranged with local outfitters and can include sailing, white water rafting and other wilderness adventures. Two (2) outfitters provide year-round naturalist viewing opportunities and dog sledging expeditions during the winter. There are currently no outfitters in the City offering short duration or extended guided trekking/hiking activities.

Yellowknife is the staging point for and, is included in a number of package tours. Package tours range from naturalist activities to canoeing to sailing expeditions to dog sledging. Bus tours (see "Northern Frontier Zone Tourism Development Strategy: Technical Report") originating in southern Canadian cities also fre-

quent **Yellowknife**. In the summer of 1988, local operators estimated that some 25 tour buses visited the City.

Commercial tourism establishments are supported by good public infrastructure. Fred Henne Park located at Long Lake has 92 camping/picnic sites. There are also nine (9) municipal parks and playgrounds. The City boasts a number of baseball diamonds, cross country ski trails, a Ski Club, two (2) hockey/skating arenas, a new eight (8) sheet curling rink, a new 25 m competition swimming pool, a Territorial museum and an arts and culture centre. A 1989 proposal has been submitted by the City of **Yellowknife** to the Economic Development Agreement for trail development around Frame Lake. These facilities enable **Yellowknife** to attract national and territorial sporting events, theatre groups and exhibits.

iii) Human Resources and Local Organization

1986 Census data reports a **Yellowknife** population of 11,753 and a **labour** force of 7,485. In 1986, **Yellowknife's** labour force participated at a rate of **87%**. Unemployment in that same year was **5%**, the lowest in the **N.W.T.** Unemployment rates in the City have generally remained at **4-5% since** 1981. The **labour** force has grown by 24% since the 1981 Census and by 15% since a **G. N.W.T. 1984 labour force survey**. Of the total **Yellowknife** labour force in 1986, about **27%** were employed in government services compared to **6%** in accommodation, food and beverage **services**. The average family income in **Yellowknife** in 1986 was \$52,680. with average individual income for the population 15 years of age and over at \$26,184.

"News/North" reports (March 7/88) that 1016 businesses operated in the City in 1987, up by about **12%** over 1986. In excess of 300 **Yellowknife** businesses are members of the **Yellowknife** Chamber of Commerce. The Chamber maintains a Tourism Committee to address needs of that sector. Many of **Yellowknife's** tourism businesses are members of the Northern Frontier Visitors' Association. The City of **Yellowknife** is represented in the Chamber and NFVA.

A variety of non-profit and not-for profit agencies operate in the City. Many of the social action groups are members of the Storefront for Voluntary Agencies. Cultural, arts/crafts and historical societies are numerous and extremely active within the City. For example, the Old Stope Association is organized to maintain and promote the cultural heritage of the City's Old Town. That Association does that through the operation of the Wild Cat Cafe, a seasonal eatery located in one of **Yellowknife's** oldest buildings. The Wild Cat Cafe is a popular tourist attraction. Another cultural organization The Society for the Encouragement of Northern Talent, sponsors the annual Folk on the Rocks music festival which fea-

tures northern musicians. The Northern Arts and Cultural Society operates the Northern **Arts** and Cultural **Centre** and promotes both northern and southern Canadian drama and music productions.

The City also has a number of sporting associations some of which are affiliated with territorial and national organizations. These organizations sponsor hockey tournaments, **baseball/slopitch** tournaments, and curling **bonspiels**.

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

This section integrates resource inventories and market information and, highlights tourism activities in and around the City of **Yellowknife**.

i) Viewing

Yellowknife has access to a number of cultural/historic sites located on Great Slave Lake. Many of these sites are significance to the early history of **Yellowknife** and nearby communities and/or, to the **Dene**. Popular sites in close proximity to **Yellowknife** are: Chief Akaitcho's burial spot, **Burwash**, Gros Cap, Old Fort Providence, the old Mink Farm and, the Wool Bay fish plant. The **Dene/Metis** Negotiating Secretariat has identified many other historic sites through its land selection process and the **G. N.W.T.** has expressed interest in working with local groups to develop these sites. While, five (5) **Yellowknife** operators offer bus or boat tours in the area, a guided historic tour focusing on Great Slave Lake's local points of interest is not available.

As identified in the City's resource inventory (see Appendix A), the **Ingraham** Trail provides visitors with exposure to the typical landscapes of Northern Frontier country. Within the City of **Yellowknife**, many viewing opportunities exist which reflect modern and past lifestyles in the capital. Some of these include frontier and contemporary architecture throughout the City, displays of the **N. W.T.**'s rich history at the Prince of Wales Northern Heritage **Centre**, a fine collection of **Inuit** carvings at the **N.W.T.** Courthouse and, the City's attractive recreation complexes. A 1985 inventory of **Yellowknife's** historic buildings provides direction to the City of **Yellowknife's** Heritage Committee for the preservation of historic buildings.

Bush Pilot's Monument located in the City's Old Town offers tremendous views of **Yellowknife** and Great Slave Lake. Similarly, the rock outcropping and the natural/recreation areas in the downtown core and Old Town areas provide excellent viewing opportunities. In 1988, the City of **Yellowknife** and the **Yellowknife** Chamber of Commerce launched a three (3) year Mainstreet Program designed

to improve Franklin Avenue from Mildred Hall School to the Bush Pilot's Monument site in the City's Old Town. The program will enhance the physical appearance of the downtown area, work toward the preservation of historic sites and, design a promotion strategy for the downtown area. Specific components of the program may include: signage, public improvements, window displays, main street designs, marketing and, maintenance and repair.

Within the City, viewing opportunities are somewhat hampered by an incomplete trail system linking local points of interest and/or natural features. A City-wide General Planning process, a Community Services Master Plan planning process, 1989 proposal for trail development around Frame Lake, and an expansion project proposed by the Yellowknife Ski Club are however seeking to come to terms with these deficiencies. While operators provide access to viewing opportunities on Great Slave Lake, the absence of a permanent staging point (i.e. a marina) is a major constraint to the development of these opportunities. A Yellowknife destination and amenity signage project is about to be implemented. Improved signage will enhance self guided touring. Finally, local operators cite poor road conditions in and around Yellowknife as also negatively impacting touring activities.

ii) Fishing

Yellowknife serves the sport fisherman seeking an exceptional and uniquely northern fishing experience. The City is the staging point for 13 lodges which offer both full and partial service. Located throughout the zone on Great Slave Lake, Great Bear Lake, on smaller lakes and rivers and, near the barrenlands, these lodges offer angling opportunities for trophy lake trout, northern pike, Arctic grayling, walleye and whitefish. The natural backdrop of these operations provides exposure to the landscapes of the Northern Frontier zone. Access to most of these operations is by air.

Yellowknife has direct access to Great Slave Lake's rich fish resources - lake trout, northern pike, Arctic grayling, walleye (pickerel) and whitefish. While commercial fishing occurs in most locations on the lake, it is prohibited in Yellowknife Bay, the North Arm and the East Arm areas. Commercial use restrictions minimize conflicts with sport and domestic fisheries. As tourism activities expand to include the Wool Bay fish plant, there are both opportunities and constraints which must be considered for both the commercial and sport fisheries.

There are 2 Yellowknife based operators offering day or extended trips on Great Slave Lake to areas. These operators provide Arctic grayling, lake trout and northern pike fishing opportunities.

Self guided fishing opportunities available to visitors traveling by road or foot, are limited. Fish stocks in lakes and streams accessible from the **Ingraham** Trail or from Hwy. #3 (between Rae and Yellowknife) have been diminished by local harvesting. Lake trout, northern pike, whitefish and pickerel can however be caught in Prelude, Prosperous, Reid and **Tibbett** Lakes. These lakes are adjacent to the **Ingraham** Trail.

iii) Hunting

Six (6) Class B hunting outfitters conducting caribou sport hunts near the eastern boundaries of the Northern Frontier Zone, use **Yellowknife** as a base. The **Bathurst** caribou herd is the resource for these operations. A sport hunting quota has been established for the **Bathurst** herd and was distributed in 1987/88 among six (6) Class B hunting outfitters in the Northern Frontier Tourism Zone.

iv) Adventure Travel

Many of the zone's outdoor adventure activities can be accessed from **Yellowknife**. Six (6) self guided hiking opportunities exist around **Yellowknife**. The Long Lake trail begins at the north end of Long Lake beach. This two (2) mile hike and the one (1) mile Martin Trail off the Vee Lake Road take the adventurer through several old prospectors camps and is of interest to rock hounds. The two (2) mile **Bighill** Trail at the southeast end of Madeline Lake on the **Ingraham** Trail offers an excellent view of the **Yellowknife** skyline while the two (2) Cameron Falls trails take the hiker to a 50 foot and a 25 foot waterfall. A short trail also exists at Reid Lake. The Northern Frontier Visitors' Association has in the past offered a guided walking tour in the Prelude Lake area.

The myriad of lakes and rivers in the **Yellowknife** area offer a number of possibilities for short or long duration self guided canoe trips. Hidden Lake which offers good canoeing, fishing and opportunities to visit two (2) abandoned gold mines and the upper Cameron River which takes the canoeist through **Tibbett**, Terry and Reid Lake, are just two of these opportunities. Two outfitters based in **Yellowknife** offer week-end and extended stay canoe expeditions in various locations throughout the Northern Frontier Zone. Many canoeists traveling in the zone tend however to choose self guided adventures.

Like the South Seas, adventure travelers to **Yellowknife** can travel the North Seas by participating in a sailboat flotilla to the East Arm of Great Slave Lake for seven days. 26 to 50 foot yachts are also available for charter for self guided sailing trips. This is a relatively new tourism product and is still in the product testing phase.

Yellowknife provides access to naturalist lodges on the Arctic Coast, Great Slave Lake and the Mackenzie Mountains. The City also affords access to lodges which offer birdwatching and bison/wildlife viewing.

The area surrounding **Yellowknife** is resource rich with bird and plant life typical of the Precambrian Shield. Bald eagles, ducks, geese, and raptors occupy many of the sub-islands at the mouth of **Yellowknife Bay**. One set of islands the West Mirage Islands, is a designated **IBP** site and is a favourite among adventure travelers. Natural marshlands within the City attract over 100 species of birds.

v) Special Events

Yellowknife annually hosts a number of special events. Sporting events such as baseball and hockey tournaments, curling **bonspiels** and, **Yellowknife's** Midnight Golf Tournament bring visitors from across Canada. In 1990, **Yellowknife** will host the Arctic Winter Games which will bring visitors from Alaska, Yukon and Northern Alberta and Quebec to the City. The Canadian Championship Dog Derby held in March to coincide with Caribou Carnival and, the Folk on the Rocks summer music festival are also an attraction for special interest groups throughout Canada and the United States.

2.3 YELLOWKNIFE'S TOURISM FACILITIES, PRODUCTS AND CAPABILITIES

This section examines **Yellowknife's** overall capability to support and deliver tourism products. Community and Northern Frontier Zone tourism operations, features and infrastructure are located on the community map figure 1 and the Northern Frontier Map figure 2. (see Appendix A-1)

i) Products and Tourism Facilities

Yellowknife offers the best commercial and public infrastructure of any municipality in the **N.W.T.** The City provides a diversity of food, accommodation, beverage, and transportation services and, access to a full range of tourism services/products. While recognizing the strengths of the **Yellowknife's** tourism products and facilities, maximum utilization of them is often hampered by a lack of co-ordination, co-operation and sharing of information. Efforts are however being made to address current weaknesses. These efforts and recurring problems are summarized here.

Accommodation Facilities:

Scheduling of (government/industry) conferences during the peak tourism season creates unnecessary competition for rooms for 2-3 months of the year.

Camp site leases to local residents at Fred Henne and Prelude Lake campground removes up to 1/3 of available camping/picnic sites for use by tourists.

Food/Beverage Services:

Closure of some local eating establishments for the July 1st and August 1st holiday has in the past negatively impacted the tourism industry.

High staff turn-over in the food and beverage sector has had some impact to the quality service available to the traveling public.

Tourism Related Events, Services/Products:

Inappropriate scheduling among ground operators and local tour groups has diminished the growth potential of these businesses.

While excellent attractions, special events such as Caribou Carnival, Folk on the Rocks and northern sporting events are often poorly **co-ordinated** and packaged. Few special packages are presented for these occasions.

Information Services:

The **Yellowknife** Chamber of Commerce provides tourism information services for the City on a seasonal basis. The Northern Frontier Visitors Association provides information year-round on the whole of the Zone including **Yellowknife**. The Travel Industry Association and G. N. **W.T.**'s Travel Arctic is an information source for all **N.W.T.** tourism zones.

Seasonal city and year-round zone information services are provided from two separate storefront locations. **N.W.T.** tourism zone information services are not available **from** a storefront operation. To improve information services and co-ordination, the NFVA and the **Yellowknife** Chamber of Commerce commissioned a pre-feasibility assessment of a visitors' **centre**. The proposed **centre** would be located in **Yellowknife** and serve this community as well as other **Northern Frontier** zone communities/operators.

A **Yellowknife** destination and amenity signage study was completed in 1988. Application for funding to EDA will be made for the erection of these signs throughout the City.

Public Infrastructure:

It is expected that the **Yellowknife signage** program will significantly improve access to and use of City parks, recreation areas, natural open space areas and public facilities, The **Mainstreet** Program will enhance the physical appearance of the downtown and Old Town public and commercial facilities. **Co-ordinating** image and theming and, maintaining the physical attractiveness and cleanliness of public use areas are issues which could be addressed through that Program.

The development of the **Yellowknife** Community Services Recreation Master Plan is underway and should be completed by early '89. This plan will consider such proposals as: a Northern Botanical Garden, the expansion of the **Yellowknife** Ski Club as a year-round recreation facility, the development of walking and bicycle trails, and improvements/new indoor facilities such as a **library**. These developments can have positive implications to the City's tourism industry.

A need has also been identified to better reflect the economic history of the community. To this end, there is some interest in the development of a mining museum/orientation centre within the City.

Lack of permanent facilities permitting ease of access to Great Slave and accommodating commercial water-based operations remains a deficiency in **Yellowknife's** public and commercial infrastructure.

Yellowknife promotes itself as the City "Where Yesterday Rubs Shoulders with Tomorrow". The **Mainstreet** Program involving the City of **Yellowknife** and the **Yellowknife** Chamber of Commerce, continued effort by the City of **Yellowknife's** Heritage Committee to preserve and restore historic sites and, linkages with the Northern Frontier Visitors' Association promotional campaign ("Share the Frontier Spirit") should enhance this image. These initiatives are also expected to improve the overall co-ordination of tourism developments among the City, the Chamber and the Northern Frontier Visitors Association.

ii) Human Resource Capabilities

A generally well educated populace, a healthy economy, high cost of living and high employment creates an environment in **Yellowknife** of substantial competition for both skilled and unskilled labour. Competition for labour is heightened by benefits offered by the public sector and government or private corporations.

Those businesses which offer seasonal employment, lower rates of pay and may not have a high industry profile have a particularly difficult time competing for and retaining human resources. Yellowknife's hospitality and tourism businesses certainly find themselves in this situation.

Operators and funding agencies alike are concerned with high turn over rates among tourism personnel and the lack of success of industry training efforts. In Yellowknife, managers of food and accommodation establishments report that turn over can be as high as 200-300% annually. Efforts to train on the job and in institutional settings meet with a slightly higher level of success. It is noted however that actual turn over rates and the impact of training are not known as a human resource data base of industry personnel in the City or in the Northern Frontier does not exist.

In southern Canada, elderly and youth populations have provided a solution to labour shortages. In Yellowknife, only 12% of the population over 15 years of age in 1986 were not in the labour force. Persons not in the labour force included pensioners, students, housewives, and the infirmed. Nonetheless, many tourism operators depend on local students, non-resident students coming north for a summer experience and family members to meet their labour needs. Depending on a transient labour force has negative impacts for the City's tourism industry as it is not always possible to develop and retain a skilled staff complement.

2.4 HOW DOES **YELLOWKNIFE** FEEL ABOUT TOURISM?

The Yellowknife Chamber of Commerce maintains a Tourism and Hospitality Committee. This Committee is mandated:

- to promote and develop tourism, conventions, events and facilities;
- to co-ordinate the operation of the Visitors' Information cabin; and
- to review, develop and maintain tourism information services and brochure information.

The City of Yellowknife has adopted a number of policies respecting the development of tourism within the city. These policies are:

- a) the development of tourism and its support facilities be encouraged within the City and that all promotion of the tourist industry be assisted by whatever means are available;
- b) the City appoint a member to actively represent the City of Yellowknife on the Northern Frontier Visitors' Association and the Chamber of Commerce Tourism Committee;

- c) considering means to develop tourism initiatives in consultation with the Chamber and NFVA; and
- d) consulting with the G. N.W.T. (Dept. of Economic Development & Tourism) in promoting **Yellowknife** as a capital city.

The City of **Yellowknife's** commitment to tourism is discussed in its 1988 Draft General Plan which proposes to:

- a) develop a strategy that focuses on the delivery and management of tourist programs and facilities within and around the City; and
- b) develop a comprehensive policy for historical and heritage preservation within the City.

While the Main Street Program is new, the business community widely supports this project. A basis of support is in its potential for enhancing the tourism industry.

Tourism operators in the community are optimistic about the future of the industry. At the same time, local operators clearly articulate industry needs:

- more products;
- better packaging of existing products;
- better positioning of products in the market place; and/or
- better information on existing products/services.

2.5 WHO SHOULD VISIT YELLOWKNIFE?

The resources, products and activities in and around **Yellowknife** can attract a range of visitors. An analysis of special tourism markets is discussed in more detail in the "Northern Frontier Zone Tourism Development Strategy: Technical Report".

The Northern Frontier's three (3) year marketing strategy targets potential growth in travel markets. Target markets identified for **Yellowknife** are: 1) General Touring, 2) Outdoor/Adventure and, 3) Business/conference/meeting travelers.

The General Touring **traveller** arrives on a packaged tour (**ie.** bus tour) or travels independently (**ie.** in their own vehicle). Most general touring travelers arriving in the Northern Frontier Zone spend time in or pass through **Yellowknife**. These travelers are interested in camping, sightseeing, **sport** fishing, shopping and viewing historical sites. Many are visiting friends and relatives.

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 will improve spending patterns among these travelers.

The Outdoor/Adventure traveller is attracted to the Northern Frontier Zone for its sport fishing, sport hunting, naturalist/viewing activities, hiking, backpacking, boat trips and dog sledding opportunities. Yellowknife has access to the resources necessary to attract the outdoor/adventure traveller. Growth potential has been identified (see Northern Frontier Zone Tourism Development Strategy: Zone Strategy Report) among those outdoor/adventure travelers attracted to water and naturalist activities. Yellowknife's proximity to and/or ability to access Great Slave Lake, Great Bear Lake and a host of other fresh waters certainly enables the City to attract these particular outdoor/adventure travelers.

With the headquarters of the Territorial Government located in Yellowknife, the City continues to attract business/ conference/meeting travelers year round. Activities attractive to conference and meeting goers are those which can be co-ordinated within the schedule of pre-arranged meetings/conferences. Through innovative packaging and pricing, many Yellowknife operators have demonstrated an ability to attract and retain these travelers.

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

The "Northern Frontier Zone Tourism Development Strategy: Zone Strategy 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 Yellowknife. It is noted however that funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA and SARDA funding should be viewed as short term programs.

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

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

Access to funding, organizational and human resource support is contingent on a number of factors. In particular, a management 'track record', commitment and sound planning are essential to accessing financial resource support.

Yellowknife operators and interest groups are required to stay abreast of changes in funding programs. This can be achieved through establishing good working relationships with the Dept. of Economic Development & Tourism's North Slave Regional office, through consistent participation in the Northern Frontier Tourism Association and, through ongoing communications and tourism development planning at the community level. **Yellowknife** operators can also take advantage of co-operative advertising with other zone operators to maximize their marketing monies.

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

Yellowknife has a lengthy history in the tourism industry. Many of the operators working within or from the City have many years of experience in the industry and can offer tremendous insights and support to their peers. This tourism planning process afforded the opportunity for that kind of sharing to occur. Continuing this co-operation, communication and commitment is vital to the overall health of the industry and to **Yellowknife's** future in it.

Yellowknife boasts a multitude of organizations with a tourism related interest. The City also supports a fine array of public infrastructure. While policies exist which allow these organizations and infrastructure to contribute to the growth of the tourism industry, policy implementation often occurs in isolation. In keeping with the need for more co-operation and communication, the City of **Yellowknife** and the Chamber of Commerce will be required to ensure compatibility and integration of this tourism plan with other planning processes which occur in the City.

Like other communities in the zone, **Yellowknife** faces a minor crisis in securing skilled human resources. Certainly, operators in the City have employed some unique approaches to resolve staffing problems but **skill/labour** shortages remain. Therefore, a third requirement for **Yellowknife's** tourism industry is to increase respect for, commitment to and participation in the sector. Participation in the industry will increase if tourism is perceived as interesting and rewarding. To stimulate interest, **Yellowknife** operators in conjunction with the Northern Frontier Visitors' Association can take steps to increase understanding and involvement in the industry. To increase rewards, a more global effort is required to elevate the profile of industry professions and equity in wages and benefits (ie. with other northern industries).

3. YELLOWKNIFE'S TOURISM DEVELOPMENT PLAN

The Yellowknife Tourism Development Plan for 1989-1993 responds to markets, resources and, the concerns/needs of local operators, residents, the City of Yellowknife and Chamber of Commerce members. This plan reflects the overall framework for tourism development in the Northern Frontier. On this latter point and as discussed in the "Northern Frontier Zone Tourism Development Strategy: Technical Report", the Yellowknife Tourism Development Plan seeks integration of the City's theme "Where Yesterday Rubs Shoulders with Tomorrow"; Northern Frontier's theme "Share the Frontier Spirit"; and the natural theming of the Frontier Capital. Finally, the Yellowknife Tourism Development Plan recognizes the territorial tourism development theme of "Within Reach Yet Beyond Belief".

The Yellowknife Tourism Development Plan identifies:

- goals and objectives;
- business opportunities;
- development programs;
- costs, benefits and impacts of opportunities and programs; and
- implementation program.

3.1 TOURISM DEVELOPMENT GOALS AND OBJECTIVES

The overall goal of tourism development in Yellowknife as articulated by local operators, residents and interest groups during the planning process is "**establishment of Yellowknife as a desirable, attractive and vibrant tourism destination.**"

- To achieve this goal, Yellowknife residents, operators and interest groups identified the following tourism industry objectives for the next five (5) years:
- To improve co-operation, communications, and commitment among local tourism operators and ancillary service groups;
- To improve product packaging through developing a wider range of distinctive yet compatible tour/ground package components and a stronger distribution network to the consumer.
- To improve product information services and the co-ordination of events and attractions; and
- To improve the quality/quantity of services and activities provided by local tourism operators.

Yellowknife's tourism objectives and thus, the overall goal of tourism development in the City will be achieved by pursuing a range of development opportunities and programs.

3.2 TOURISM DEVELOPMENT OPPORTUNITIES AND PROGRAMS

During the planning process a number of tourism development opportunities and industry support programs were identified and discussed with Yellowknife tourism operators and interest groups. Opportunities identified in previous studies were used as a basis for discussion. A list of these opportunities is attached in Appendix C-1. As a guideline for discussion, preliminary criteria for evaluating these opportunities and programs (also see Appendix C-1) were also used.

The following tourism development opportunities and programs were discussed with Yellowknife operators and interest groups.

Attractions/Tours/Events

*Camping and Fly-out Fishing

- 1-2 day minimum distance to outfitted/spike camps

*Local Tours

- Escorted Walk-Abouts/Treks,
- Escorted Scheduled and Charter Community Sightseeing Tours,
- Escorted and Scheduled Yellowknife Bay Sightseeing Boat Tours,
- Guided Great Slave Lake Boat Tours,
- Shopping and Strolling in Yellowknife

*Share the Frontier Spirit Summer and Shoulder Season Drama/Music Festival

- Including "Folk-on-the-Rocks, Northern Arts Cultural Centre Summer Theatre Program, Native Theatre/Music Program, Northern Film Festival

*Events To Coincide with Selected Markets

- Local hotels, volunteer agencies and/or business co-sponsor events including dinner theatre, dinner art shows, northern cuisine nights, northern frontier nights, gala evenings of northern entertainment/dancing/casino gambling

*Midnight Sun International Slopitch/Hockey Tournament packages

- Hockey, Slopitch, Golf

*High and Shoulder Tourism Season Tour Components (packaging with staged events, conferences and tournaments)

-Dogteam trips, fly-out cross country skiing treks, fly-out/you-drive outfitted ice fishing packages (co-ordinated via outfitter,lodge or hotel)

*Host of 1990 Arctic Winter Games/MacKenzie Bi-Centennial

Industry Support Programs

*Receptive operator

*Travel Counsellors

*Travel Communications Information/Orientation Program

-Linked to proposed visitors centre and media
-Co-ordinated Monthly/Weekly Event Calendar

*Historical/Heritage Interpretive Program/Interpretive Training

*Human Resource Development programs

-Comprehensive Industry Awareness Program with education/public relations component aimed at improving industry profile among residents, business community, industry operators and those students considering career opportunities
-Implementation of the Northern Most Host Program
-Interpretive Guide/Counsellor Training
-Short Duration Clinics/Tourism Seminars
-Guide Training Program
-Travel Counselor Training Programs
-Yellowknife Tourism/Service Industry Human Resource Plan

*Organizational Development Programs

-Yellowknife Tourism Co-ordinator
-Yellowknife Convention/Tourism Bureau with Attractions/Events Committees
-Downtown/Oldtown Business Improvement District coordinated with Mainstreet Program
-Co-ordination of Heritage/Tourism Agencies

*Other Support Considerations:

-Effective Litter Campaign

Infrastructure

*Co-operative Lobby/Planning

- Mining Museum

- Northern Botanical Gardens
- Comprehensive/Integrated Trail System

***Co-ordinated** Tourism Input into

- Mainstreet Program,
- City Recreation Master Planning,
- General Planning and
- Community Services initiatives

***Co-ordinated** Tourism Input into Marina Planning to consider:

- Great Slave Lake Interpretation/Orientation Needs,
- Tour Outfitting Service Needs,
- General Access To Great Slave Lake Resources

*Fred Henne Community Park Upgrade

***Yellowknife Visitor's Centre**

- including Airport Information Kiosk

*Recreation Vehicle park

***Signage** Program/City Entrance Signage

- (ie. Distinctive Sculpture)

Those opportunities and programs most suited to the goals and objectives for tourism development in the City and, which in the judgement of the planning team and **Yellowknife** residents require further study are assessed in Appendix C-2. A summary of these assessments are provided in Table 1. Opportunities and programs analyzed in Appendix C-2 will be prioritized to form the basis for the implementation of **Yellowknife** Tourism Development Plan.

Table 1: Summary Tourism Plan Yellowknife

Program Title	Agency/Time Frame	Capital Costs	Benefits
ATTRACTIONS TOURS EVENTS			
Share The Frontier Spirit Midnight Sun Festival - Month Long Festival Event /Travel Generator	Y.K. Chamber Tourism Committee, Proposed Yellowknife Tourism Board, N. F.V.A., Y.K. Chamber of Commerce Planning Yr. I/Implementation Yr. 1-	Share staff & budget with YK Visitor Centre -\$81,000. The human resource should be augmented through volunteer agencies, and budget via a cooperative festival partner approach.	Improved Y.K. profile in marketplace, - direct & indirect employment opportunities, - Improved labour income and benefits, - reduction in staff turnover rates, - increased tourism awareness spin-off to local business, and residents, - improved cooperation between local merchants, tourism operators, service & transportation sectors, & the city of Y.K.
Midnight Sun International Recreation Tournament - Travel Generator	Y.K. Team, League, Proposed Y.K. Tourism Board, Proposed Y.K. Visitor Centre Timeframe: Tournament marketing & planning year 1- event implementation year 2	N/A	Break Even 12 teams/240 person trips \$88,220, - Employment and labour income will be indirect derived from increased sales of goods and services provided by merchants in the tourism, service , retail and transportation sectors of the Y.K. economy.

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>Caribou Carnival/Canadian Dog Derby Championship Package Tour/Travel Generator</p>	<p>Proposed Yellowknife Tourism, Y.K. Chamber of Commerce, Proposed Y.K. Visitor Centre, Caribou carnival Committee Timeframe: Planning Year 1, Implementation 1990 Arctic Winter Games</p>	<p>Shared Staff & Budget with YK Visitor Centre -\$81,000. The human resource should be augmented through volunteer agencies, and improved budget via a cooperative carnival partner approach.</p>	<p>Improved Y.K. profile in marketplace, - direct & indirect employment opportunities, - Improved labour income and benefits, - reduction in staff turnover rates, - increased tourism awareness spin-off to local business, and residents, - improved cooperation between local merchants, tourism operators, service & transportation sectors, & the city of Y.K. - improved shoulder season tourism opportunities</p>
<p>Fly-Out sport Fishing Short Duration Tour</p>	<p>Air Charter Company/Outfitter Timeframe: Planning Year 1, Implementation year 1</p>	<p>Marine Equipment, Dock and Shelter, Communications \$40,000</p>	<p>Due to high fixed costs, competitively priced day trips would require high volume for viability - employment would be restricted to a camp attendant. In Northern Ontario camps are often serviced by the charter pilot. The opportunity would supply an apparent demand by the itinerant "rubber tire", visiting friends & relatives, and business/conference markets.</p>
<p>Short Duration - Community, Highway #3 and Ingraham Trail Hikes - Self-Guided Interpretive Hiking Tours</p>	<p>NFVA, Economic Development and Tourism, City of Yellowknife, Proposed Yellowknife Visitor Centre, YK Ski Club, Ecology North Timeframe: Ongoing</p>	<p>Capital Planning reference: YK Draft General Plan, Ingraham Trail Master Plan, Yk Ski Club Proposal, Highway #3 Corridor Study - A complete set of interpretive materials, identified points of interest, and orientation maps should be available at the proposed YK Visitors Centre for a series of short duration hikes. Interpretation resources available through the Prince of Wales Heritage Centre, Economic Development and Tourism</p>	<p>Recreation itinerary option for our visiting business and pleasure markets. The employment benefit would beat the construction and servicing phase of the opportunity.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>You-Drive Community, In-graham Trail and Highway #3 Self-Guided Interpretive Tours</p>	<p>NFVA, Economic Development and Tourism, City of Yellowknife, Proposed Yellowknife Visitor Centre, Timeframe: capital and interpretive material development should coincide and be on-going</p>	<p>Capital Planning reference: YK Draft General Plan, Ingraham Trail Master Plan, Highway #3 Corridor Study - A complete set of interpretive materials, identified points of interest, and orientation maps should be available at the proposed YK Visitor Centre for a series of short duration tours. Interpretation resources available through the Prince of Wales Heritage Centre, Economic Development and Tourism</p>	<p>Recreation itinerary option for our visiting business and pleasure markets. The employment benefit would beat the construction and servicing phase of the opportunity.</p>
<p>INDUSTRY SUPPORT PROGRAMS</p>	<p>Under consideration by the NFVA and Dept. of Economic Development & Tourism Timeframe: Immediate</p>	<p>Office Furnishings & Equipment -\$15,000</p>	<p>Break Even @ \$65,000 commissions or product sales of \$300,000- \$500,000; Employment calculated at 1 person year with labour income @ \$24,000- Improved sales for industry operators - Constraint: Market disruption</p>
<p>Receptive Operator - Independent Booking Agent/Travel Consultant</p>	<p>NFVA/YK Chamber of Commerce Tourism Committee, Proposed Yellowknife Visitor Centre Timeframe: Ongoing with the YK Visitor Cabin and coinciding with the opening of the Proposed YK Visitor Centre</p>	<p>Infrastructure requirement - the YK Visitor Centre,</p>	<p>Employment creation would be 2-2.5 person years, labour income @\$48,000 -\$60,000, - Improved coordination of tourist information and orientation for pleasure and business markets</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
NFV Zone and YK Travel Communications Program	NFVA/YK Chamber of Commerce Tourism Committee, Proposed YK Visitor Centre Timeframe: YR. 1 planning phase- Implementation of program to coincide with opening of the YK Visitor Centre	Display and Exhibit Planning, Design and Fabrication Budget Forecast @ \$150,000 for YK Visitor Centre; Supplementary Travel Communication Programs throughout the community contingent on planning assessment. Funding for planning, design and fabrication via EDA and Economic Development and Tourism Capital Plan	A coordinated approach to communications programming will improve the quality of visit expected by our pleasure and business visitors. The spin-off should be an improved market profile for the community and the potential for increased and extended stay visitor trips.
Heritage Interpretive Program	YK Chamber of Commerce Tourism Committee, Proposed YK Visitor Centre, NFVA Timeframe: YR. 1 planning phase - Implementation of program to coincide with opening of YK Visitor Centre	Display and Exhibit Planning, Design and Fabrication Budget Forecast @ \$150,000 for YK Visitor Centre; Funding for planning, design and fabrication via EDA and Economic Development and Tourism Capital Plan	A coordinated and themed approach to Heritage Interpretation will improve the quality of visit expected by our pleasure and business visitors. The spin-off should be an improved market profile for the community and the potential for increased and extended stay visitor trips.
Human Resource Programs			
Guide Training	Barrenground Outfitters Association, NFVA, Proposed Yellowknife Tourism Board/Yellowknife Chamber Tourism Committee Timeframe: Immediate	Seat costs absorbed by CEIC	Community will have a labour pool of trained guides for hunting and sport fishing products.
Tourism Related Clinics and Seminars	FBDB, Arctic College, NWT Tourism Industry Association	Training costs can be offset by CEIC funding.	Training seminars and clinics are short duration allowing business managers and key staff to participate. The long term result of training is a better informed professional labour force to serve visiting markets.

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>Industry Awareness Program/Northern Most Host Program</p>	<p>Coordinated by proposed Yellowknife Tourism Board. Contact with NFVA Zone Manager and/or Regional Tourism Officer re: scheduling programs. Program should be targeted at Yellowknife merchants, tourism operators, service and transportation sector and staff, and local residents.</p>		<p>Improved awareness focussing on industry features & benefits will build a tourism industry profile & help sell Yellowknifers on the long term benefits of a career in the tourism industry. As industry expands and awareness improves, career opportunities will become more evident. The program should have long term benefits to the quality of service provided by service, tourism and transportation sectors to Yellowknife business and pleasure markets.</p>
<p>Interpretive Guide/Counsellor Training</p>	<p>Coordinated with the YK Visitor Centre Interpretive Program will be the training of professional staff to interpret exhibits and displays. The Level 1 Guide Training Program, Arctic College, and Prince of Wales Heritage Centre maybe contacted for training opportunities. The Regional Tourism Officer identifies guide training needs & schedules training for the zone. In December 1988, the Yellowknife Campus of Arctic College called for proposals to complete a Yellowknife Training and Educational Needs Assessment. The final product should provide training needs for the Yellowknife Tourism, service, retail and transportation sectors. Timeframe: Needs identification Year 1, Training - ongoing</p>	<p>Seat costs and a minimum training allowance is absorbed by CEIC.</p>	<p>The long term benefit of well trained professional counselors will be a higher quality visitor experience. An informed visitor is better equipped to make travel decisions regarding his/her visit to the community. Counselor labour income and benefits should be competitive to tour agency travel counselor levels. With the integration of summer student and winter work placement programs into the proposed Visitor Centre program, the opportunity exists for students to receive professional training and make better informed career choices.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
INFRASTRUCTURE			
YK Visitor Centre	<p>NFVA/YK Chamber of Commerce, Tourism Committee, funding resources EDA/Economic Development and Tourism Capital Plan Timeframe: Planning Yr. 1, Implementation Yr. 2-3</p>	\$1,562,000	<p>Employment and labour income benefit during the design and construction phase, with 2-2.5 person years during the operating phase. The structure will be a tourism attraction/show piece and will welcome, inform and orient visitors to Yellowknife. The Visitor Centre will be a catalyst to generate tourism and merchant product sales to Yellowknife pleasure and business visitors.</p>
Mining Museum	<p>The Yellowknife Chamber of Commerce/Proposed Yellowknife Tourism Board - Tourism Industry involvement should include liaison and membership on the steering committee.</p>		<p>The tourism benefit to a mining museum will be an incentive and natural origin for guided interpretive tours.</p>
Northern Botanical Garden	<p>The Yellowknife Chamber of Commerce/Proposed Yellowknife Tourism Board - Tourism Industry involvement should include liaison and membership on the steering committee.</p>		<p>The tourism benefit to a botanical garden will be an incentive and natural origin for improved short duration interpretive tours.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
Comprehensive Trail System	The Yellowknife Chamber of Com-merce/Proposed Tourism Board and NFVA should make representation /lobby the City of YK. & Department of Economic Development and Tourism planning processes to demonstrate the tourism industry benefit of trail and highway/park facility upgrade and improvements. Implementation per planning documentation. The agencies should lend support to the Yellowknife Ski Club multi-season trail network proposal.		The benefit of an expanded and upgraded trail network can be tied directly to interpretive/naturalist/recreation hiking opportunities for pleasure and business travelers.
INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT			
Yellowknife Tourism Board	Yellowknife Chamber of Com-merce/NFVA/YK Visitor Centre The Board should be directly involved in the operation of the YK Visitor Centre and undertake long-term planning for community based tourism events.		The benefit will be a YK based agency representing the service, transportation, retail and tourism interests of the local economy. A more coordinated planned approach should improve the quality of tourism experience to the Yellowknife travel destination.
Yellowknife Beautification and Litter Campaign	City of Yellowknife, Y.K. Visitor Centre, Dept. of Renewable Resources	Program costs directed at awareness, public relations and incentives.	The campaign would strive to clean-up and improve the facade of the City - a long standing complaint of visitors.

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

The impact of tourism development over the next five years can have economic, social and political significance for Yellowknife. Key impacts are highlighted below.

ECONOMIC

- Increased direct and indirect seasonal and full time employment opportunities in the tourism and hospitality, arts and crafts, transportation and construction sectors of the economy.
- Increased awareness of the tourism industry; improved support to tourism industry staff; and a reduction in staff turn over.
- Skill development opportunities; better informed, more professional tourism personnel; and improved levels of local income and employment benefits.
- Improved market awareness/profile of Yellowknife.

SOCIO/CULTURAL

- Broader range of and improved quality of activities/events available to City residents.
- Improved co-ordination and communications with the City's socio-cultural organizations.
- Increased support to heritage preservation initiatives in the City.

POLITICAL

- Improved organization and co-operation among local merchants, tourism operators, transportation businesses and the Council and administrative staff of the City of Yellowknife.
- Improved and better co-ordination among leadership groups within the City.
- Improved ability to lobby other levels of Government for tourism industry support programs.
- Improved ability to market the City nationally and internationally.

4. YELLOWKNIFE'S TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

The plan gives Yellowknife 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 Yellowknife 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 Yellowknife 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 Yellowknife 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.

Yellowknife has the advantage of choosing from a number of different groups to coordinate plan implementation. The local Chamber of Commerce has a tourism sub-committee, the City administration and council have designated tourism resource persons while the Northern Frontier Visitor's Association

derives many of its members from the Yellowknife tourism business community.

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.

It will be important for each of these groups to meet regularly, work together and maintain excellent communication. The City of Yellowknife has important land use (City of Yellowknife General Plan) and recreational planning documentation (Community Services Department's Master Plan 1989-1994) which must be considered during implementation of development opportunities, infrastructure and programs. The plan recommends the formation of a Yellowknife tourism and convention board to oversee plan implementation.

Concept planning for the proposed Northern Frontier Visitor's Centre was co-sponsored by the Yellowknife Chamber of Commerce and Northern Frontier Visitor's Centre. With continued involvement by the Yellowknife Chamber, the opportunity exists to second Visitor Centre program staff to co-ordinate tourism plan implementation. (Reference: Northern Frontier Regional Visitor Centre Feasibility Study, Lutra Associates, Pinn Matthews Architects 1988)

4.5 How Will Implementation Take Shape in Yellowknife?

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 Yellowknife may have already been made.
- Implementation partners should include but not be limited to the City of Yellowknife tourism liaison designate, Northern Frontier Visitors Association staff and local members, the Yellowknife Chamber of Commerce tourism sub-committee, local service agencies, the Main Street Project, consulting and Regional Tourism Officer or designate.

The First Business Meeting

- Prepare an agenda
- Choose a chairperson and a recording secretary.
- Give the **committee/Board** a purpose for being: i.e. set your **annual** community goals and objectives - remember the community tourism development plan states five year goals and objectives in section 3.1.
- Define roles - particularly the coordinator
- Choose priority development programs and business opportunities and match them with community partners.
- Ask each group to examine how the priority program can fit into its operational plan, whether it has the resources to complete the entire program or a portion of the program in the first year.
- . You may want to examine the possibility of having a resource person help your group part time with some of the paperwork. If this is your choice get working on it right away.
- Set a date for the next meeting.
- Let the community and the Northern Frontier Zone know what you are doing.

The Second Business Meeting

- Partners report on their capability to contribute time and resources for coordinating the implementation of a development program or opportunity
- Partners identify their own strengths and weaknesses in implementing new opportunities. You might look to those better established sectors to initially draw active membership and coordination from. At the conclusion of the second business meeting you should have your first annual action plan with a confirmed set of goals, objectives, priority programs, opportunities and partners to implement.
- Set a date for the next meeting but allow for enough time for each partner to accomplish something in their action plans
- During implementation each partner will need "to fine tune" its development program or opportunity and phase action over time. The fine tuning of opportunities and program must include a refinement of capital costs and priorities. The planning approach used in assessments described in **Appendix C-2** did not evaluate costs beyond a class D estimate or 50% accuracy. In a great many cases the planning concepts are not refined enough to calculate

a capital or program cost. It is assumed that as implementation progresses and there is consultation with government, community and zone resource persons occurs, that priorities and costs will become more evident.

- Between meetings share your progress with others, including the coordinator.
- **Let** the community know what you are doing. Chose an active community tourism member to be your delegate to Northern Frontier Visitors Association, and provide the delegate with an agenda of community based needs to take to the meetings.

The Next Meetings

- Invite Northern Frontier, GNWT and the public to your meetings.
- Each partner should review progress to date. **Let** the community know what you are doing. Perhaps you need a newsletter or a simple news bulletin or an interview with the media.

Year End

- After your first year, you should be able to take a step back and examine what you have done. Congratulate yourself on your successes. The coordinating committee may want to have a tourism day, where Zone operators and community members are invited to share information on new products, programs and infrastructure. You might want to package the day with tours, a chance to buy crafts, a luncheon etc. thereby deriving some revenue.
- During the business meeting **analyse** your successes and failures in achieving annual goals and objectives. Assess progress on your longer range 5 year goals and objectives. Adjust your action plan accordingly, review the community tourism development plan, get a **confirmation** of commitment from partners, set new goals, objectives and priorities.
- Repeat the entire process each year until the final year of the plan.
- In year 5, it will be necessary to complete a final assessment of the 5 year goals, objectives and priority programs. The results will help you plan ahead for the next 5 years. This will be a Zone wide exercise and should be conducted by your Northern Frontier Zone Association. It will be very important that your community contribute to this exercise, because it will shape community and industry growth for the next 5 years. On Baffin Island, the first Zone to have a 5 year developmental plan, a 2nd five year plan is now being completed.

The foregoing is a description of the process of implementation. Your community may choose another approach if it desires, but the important elements should be cooperation, getting others involved, following your plan, and making and measuring progress.

INVENTORY OF RESOURCES

YELLOWKNIFE

Figure 1

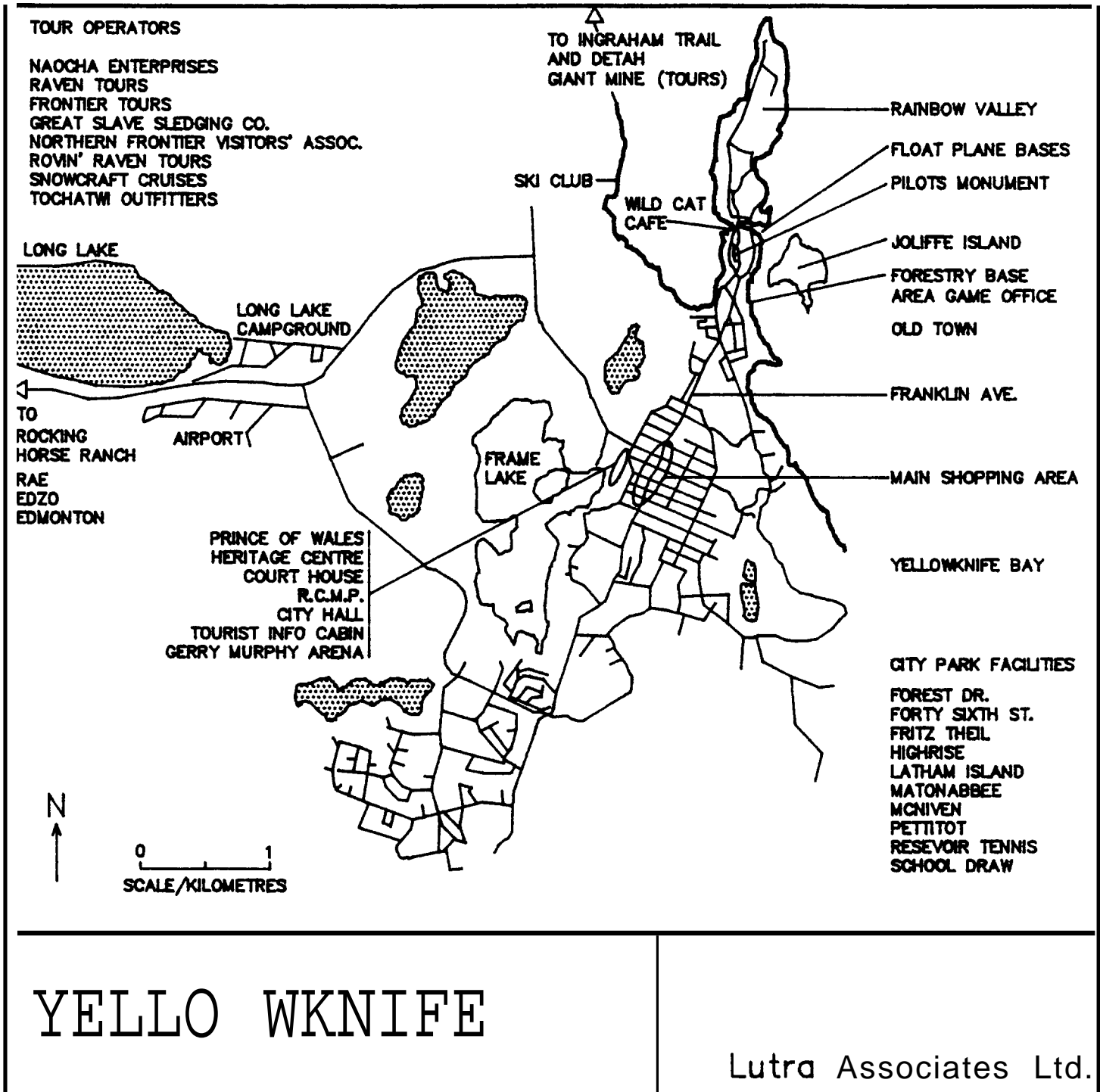


Figure 2

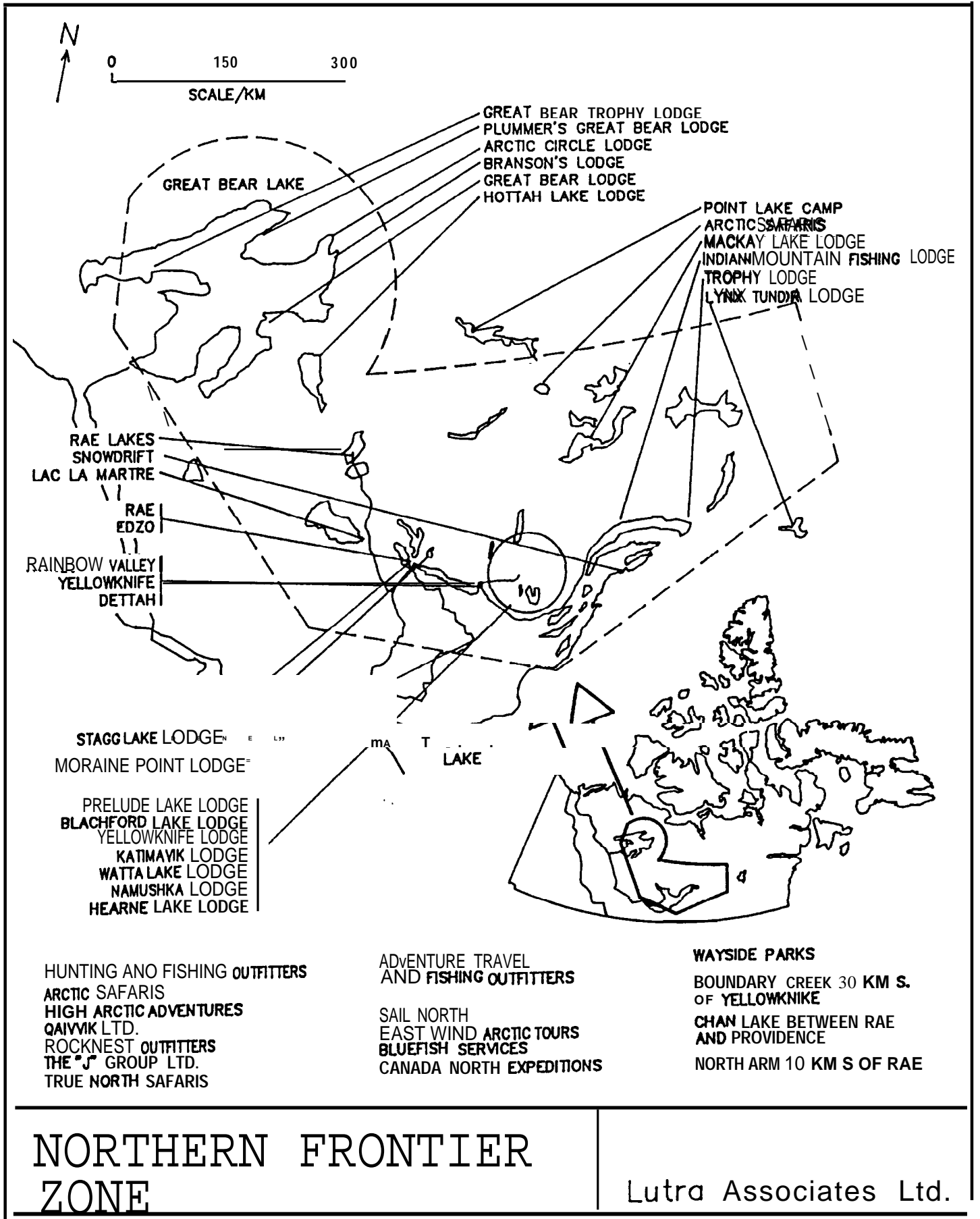
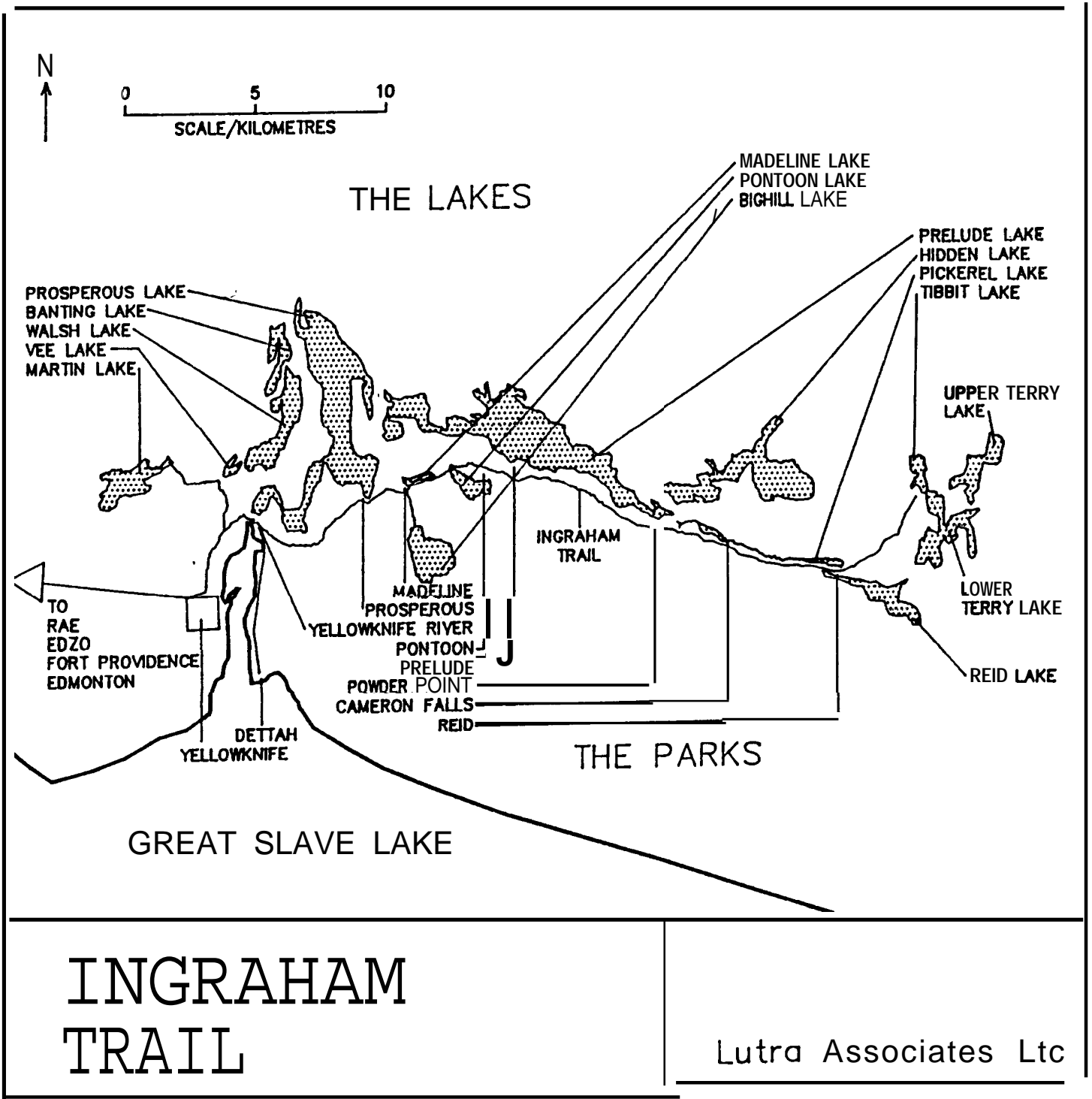


Figure 2



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

** Yellowknife

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

Activities: Fishing, skiing, ice
fishing snowshoeing, conferences.
Fish: Lake Trout, Northern Pike,
Arctic Grayling, Walleye, Whitefish
Facilities: Boats, 1110 tons, life
jackets, ice house, sauna. Guests
provide food, tackle, sleeping
bags.

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

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

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

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

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

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

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

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

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

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

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

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

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

Activities: **Fishing, naturalist
tours.**
Fish: **Lake Trout, Arctic Grayling,
Whitefish, Northern Pike**
Facilities: **Private bath, lounge,
guides, boats, motors, dining,
freezers.**

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

Activities: **Fishing**
Fish: **Lake Trout, Arctic Grayling,
Whitefish, Nor'tile I-n Pike**
Facilities: **Plumbing, dining,
licenced bar, confectionary,
freezer, guides.**

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

Activities: **Fishing, rockhounding,
bird watching.**
Fish: **Lake Trout, Wall eye,
Whitefish, Northern Pike**
Facilities: **Cooking facilities,
bath, showers, boats, motors,
freezer.**

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

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

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

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

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

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

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

Name	Capacity	Facilities
** Ye ll owkn i fe D is cove r y Inn	82 (42 rooms)	private bath, conference facilities licenced restaurant, lounge, cable T.V. , phone , a i r c o n d i t i o n i n g .
Expl or er Ho te l	220 (110 rooms)	Private bath , con ven t i o n s /banque ts (max 400) , li cenced d i n i n g , l o u n g e , ca f e , q u i f t s h o p , c a b l e T.V. , phone , e x e c u t i v e s u i t e s . c o u r t e s y v a n .
Gold Range Hotel	72 (42 r o o m s)	18 r o o m s w i t h p r i v a t e b a t h . Phone , T . V . , b a n q u e t s (m a x . 40) .
Northern Lights Motel	29 (20 r o o m s)	Private bath, T . V . , p a r k i n g w i t h p l u g - i n s , c o m p l e m e n t a r y t e a a n d c o f f e e .
Twin Pine Motor Inn	100 (44 rooms)	Pr i v a t e b a t h , b r e a k f a s t s e r v i c e , k i t c h e n e t t e s . p h o n e , T.V. , c o n f e r e n c e s .
Ye ll o w n i f e Inn	300 (150 rooms)	Pr i v a t e b a t h , p h o n e , T.V. , r a d i o , i c e , s h o p s , c a r e , l o u n g e , t a v e r n , l i c e n c e d d i n i n g , b a n q u e t s , c o n f e r e n c e s .
YWCA	33	c o - e d f u r n i s h e d b a c h e l o r - a p a r t m e n t s , r a d i o . H o s t e l a c c o m m o d a t i o n .
13a r b B r o m e l y	2 (1 r o o m)	Bed & breakfast accommodation . Private 1 / 2 bath, radio, phone , c o n t i n e n t a l b r e a k f a s t . Y e a r - r o u n d .

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

	Capacit y	Type of Es tab l i shmen t
** Yellowknife Millie's Hoist Room	72	Dining Lounge
Mackenzie Dining Room (Yellowknife inn)	30	Family Dining
The Office Lounge	130	Dining Lounge
Our Place Dining Lounge	120	Dining Lounge
Papa's Hideaway Dining Lounge	48	Dining Lounge
Airporter Restaurant	40	Family Restaurant
Factor's Club (Explorer' Hotel)	88	Family Dining
Treeline Cafe (Explorer Hotel)	80	Family Restaurant
Great Gold City Food & Beverage Emporium	75	Family Restaurant
Gold Range Cafe	65	Family Restaurant
Kentucky Fried Chicken	52	Family / Take Out
Lunch Box	75	Family Restaurant
Mike Mark's Chinese Food	50	Family Restaurant
Mr. Mike's	88	Family Restaurant
Good Times Restaurant	110	Family Restaurant
Papa's Restaurant	44	Family Restaurant

Red Apple Restaurant	116	Family Restaurant
Smitty's Pancake House	130	Family Restaurant
Wildcat Cafe (Seasonal 1 Ope L-d t i on)	39	Family Restaurant
Miner's Mess (Yellowknife Inn)	100	Family Restaurant
Georgio's	n/a	Take -Out
The Pizza Man	n/a	Take -Out
Save on De 11	n/a	Take-Out
Luigi's Pizza & Deli	11/a	Family Restaurant
The Split Pea	n/a	Take-Out (Lunch)
YK Bakery & Sub Shop	n/a	Take-Out
YK Pizza	70	Family / Take-Out
Prelude Lake Lodge (Seasonal Operation)	n/a	Family Restaurant
Sam's Monkey Tree	166	Family Restaurant
YK Pizza 2	n/a	Take -Out
Brownies Chicken	n/a	Take-Out
Adrian's	33	Family Dining

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

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

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

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

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

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

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

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

Name: Qaiivvik Ltd. Location: Courageous Lake, Lac de Gras	Hunting outfitter-Class B, fishing.	Aug. -Sept .
Name : Rocknest outfitters Location: MacKay Lake	Hunting outfitter-Class B, fishing.	Aug. -Sept.
Name: The "J" Group Limited Location: Point Lake	Hunting outfitter-Class B, fishing.	Aug. -Sept.
Name: True North Safaris Location: Jolly Lake	Hunting outfitter-Class B, fishing.	Aug. -Sept.
Name: Raven Tours Location: Yellowknife/Ingraham Trail	Bus tour/hikes	June-Sept.
Name: Sail North Location: Great Slave Lake	Sailboat charters, sailing lessons, rentals. Day & extended trips.	June-Sept.
Name: Narwal Northern Adventures Location: Northern Frontier	Weekend white water canoe and kayak expeditions	June-Aug.
Name: East Wind Arctic Tours Location: Northern Frontier	Wilderness adventures, photo safaris, historic viewing.	July-Sept.
Name: East Wind Arctic Tours Location: Northern Frontier	Wilderness adventures, photo safaris, historic viewing	July - Sept.

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

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

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

Park Facilities & Features

** Yellowknife

Name : Fred Henne

Type: Community

Location: Yellowknife

Facilities: 92 camping/picnic sites, concession, boat rentals.

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

Name:

Type:

Location:

Facilities: For Ingraham Trail &

Hwy 3 parks inventory, see

Features: Northern Frontier Zone

Tourism Strategy: Tech. Rep.

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

Park Facilities

** Ye ll owknife k orre st Drive park	Playground, basketball court, picnic tables, horseshoe pitch, track
Forty Sixth St.	Playground, picnic tables
Fritz Theil	Ball diamond, playground, picnic tables, track.
High Rise Park	Playground, picnic tables
Latham Island Park	Playground, basketball court, picnic tables
Matonabee & McNiven Beach	Playground, BBQ's , picnic tables
Pettitot Park	Playground, tennis courts picnic tables, BBQ's , horseshoe pitch
Reservoir Tennis Court	Tennis courts
School Draw	Playground, basketball, picnic tables

**

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

Comments

** **Yellowknife**
Site: **Yellowknife**
Significance: **Event**
Ravin' Mad Daze, in June - late night shopping, solstice celebration, street concerts

Site: **Yellowknife**
Significance: **Event**
Midnight golf tournament - in June. Solstice celebration, celebrities, sand course.

Site: **Yellowknife**
Significance: **Event**
Caribou Carnival. In March on Back Bay - traditional games, entertainment, fireworks.

Site: **Yellowknife**
Significance: **Event**
Canadian Championship **Dog Derby**. Same weekend as Caribou Carnival. 3 days - 150 miles.

Site: **Yellowknife**
Significance: **Event**
Staging of the Akaitcho / Franklin reunion - end of June.

Site: **Yellowknife**
Significance: **Event**
Folk on the Rocks. Southern & northern musicians **gather** for a weekend music festival. July

Site: **Yellowknife**
Significance: **Event**
Fall Fair - end of Aug. Fresh flowers & **veg.**, handicrafts & business displays.

Site: Great Slave Lake
Significance: **Event**
Commissioner 's Cup sailing race from **Yellowknife** to Hay River. August.

Site: Martin Lake Hiking Trail
Significance: **Natural**
Marked hiking trail

Site: Big Lake Hiking Trail
Significance: **Natural**
Marked **hiking trail**.

Site: **Cameron Falls Trail**
Significance: **Natural**
Marked **hiking trail**. Views of falls, rapids and bridge.

Site: Reid Lake Trail
Significance: **Natural**
Marked hiking trail.

Site: Giant Mines (Brock Shaft)
Significance: **Historical**
Giant Mines' first test shaft.

Site: Ptarmigan Mine
Significance: **Historical**
Abandoned mine (1942).

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

Site: Yellowknife
Significance: Event

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

Site: Yellowknife
Significance: Event

Labatt's Invitational Hockey
Tournament - Easter Weekend

Site: Yellowknife
Significance: Cultural

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

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

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

**** 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 11/d
Travel: **Within** the Zone
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
Travel: Within the zone
Mode: Taxi
Service: Hired

Yellowknife, Rae
Edzo

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

Yellowknife,
Snowdrift &
Reliance

**** Yellowknife/Edmonton**

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

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

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

Type of
Infrastructure

**** Dettah**

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

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

Airport Facilities: No Airport Facilities

Water Linkage: Communities on Great Slave Lake.

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

**** Yellowknife**

Developable Land: Limited developable land available.

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

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

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

Water Linkage: Communities on Great Slave Lake.

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

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

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

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

SUMMARY OF CONTRIBUTION FUNDING
PROGRAMS AND TOURISM RESOURCES

APPENDIX A-2: SUMMARY OF CONTRIBUTION FUNDING PROGRAMS AND TOURISM RESOURCES

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT ECONOMIC DEVELOPMENT & TOURISM, INDUSTRY SCIENCE & TECHNOLOGY CANADA	E. D. A. MARKETING INCENTIVES *Consumer Programs *Distribution Network	N.F.V.A./T.I.A. N.F.V.A./T.I.A.	*in 2nd yr. of 3 yr. agreement *up to 100% of eligible costs *joint marketing with collateral industries
	Marketing aid/tools	N.F.V.A./T.I.A. Private Sector	*develop market & product info. *up to 45% to a max. of \$10,000, could include 'fare' tours, adv. direct marketing & aids
	*Marketing new or expanding tourism facilities, prod. lines, services	Private Sector	*assistance for 3 or more operators
	*Joint marketing	Private Sector	*up to 45% to a max. of \$10,000
	*Package Tour Promotion	Private Sector	*promotions held in the N.W.T.
	Marketing/Business Meetings Conferences	Private Sector	*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	tin 2nd yr. of 3 yr. agreement *up to 100% including fees for prog. dev. & support materials
	*Program Implementation	N.F.V.A./T.I.A. & Consortia	SUP 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 titivation & establish an image & greater awareness of N.W.T. in the world market.

AGENCY	PROGRAM	ELIGIBILITY	mi d-----: -
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Show *Public Relation Campaigns *Fam Tours for travel trade *Financial support to writers & photographers *Finan. Support to travel assoc. & businesses *Conducts market research & evaluation of marketing projects *Travel counselling through production of brochure% maps posters, & promo. items *Provides travel info. & computerized listing of inquiries, response to mail, telephone and in person inquiries	All programs are carried out on behalf of all N.W.T. travel and tourism related business & travel assoc.	TravelArctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination.
T.I.A.N.W.T.	*Arctic Hotline Enquiry	Private Sector, Zones Public Sector	*every ad or commercial carried by TravelArctic's marketing program carries the toll-free Hotline no. Enquiries receive a customized information package.
	*Consumer Show Program	Licensed N.W.T. Operators & Zone Members	*target locations in Canada & U.S. offers a range of services including booking show space, booth requirements discounted airfares and complete promotional program in each city. Emphasis is on selling actual products.
N.F.V.A.	*Computerized Enquiry System	Zone Members	*offers printed labels to operators for enquiries to different activities happening in the zone.
	*Zone Advertising Campaign	Zone Members	*target print advertisements in selected and market tested magazines. Co-op adv. is available for zone operators in conjunction with N.F.V.A.
INDUSTRY SCIENCE & TECHNOLOGY CANADA	*Canadian Trade Representation abroad & U.S. *Co-ordination of Media Events in Canadian Trade Centres abroad & U.S.	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.
	*Connection with industry market segments in Canadian Trade Centres abroad & U.S.		
	*Travel writer credentials		
	*International Market Research Tourism Reference and Document		

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
PRODUCT & FACILITY DEVELOPMENT	EC. DEV. & TOURISM/ E.D. A.	*Project Feasibility	Individuals & tourism business in N.W.T.	*opportunity identification! new business development, expansion or modernization/upgrading of existing tourism related business. UP to 75% of approved costs of consulting services.
		*Tourism Business Development	Individuals, businesses community based org.	*financial incentives to offset capital and increased cost of doing business. Establishment of new business up to 40%; upgrading & expansion of existing business up to 30%. Including capital costs of bldgs., machinery, equip., site servicing & improvements.
		*Tourism Related Public Infrastructure	TIA, NFVA, Regional Councils & Community Associations	*establishment, modernization, upgrading, expansion of tourism related public infrastructure; UP to 80% of eligible costs
E.C. 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 NWT	*preference is based on need for the purchase, installation! renovation, improvement or expansion of premises or equipment. Limited to tourism establishments or restaurants, UP to \$25k per recipient.
		*Tourism Support Program	TIA & NFVA	*contribution funding up to 100% of costs is available for: community tour packaging to coordinate tourism products in ind. communities; dev. of multi-community pkg. tours by established tour companies; const. tourism related Public Infrastructure in small communities; promotion of pkg. tours to increase no. of tour
FISHERIES & OCEANS, CANADA	*Tourism Wharf Program	Canadian businesses	*wharves or launching ramps must serve tourism industry. Can provide access to National Historic Site. Amount availab. 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	E.C. DEV. & TOURISM	Business Development Programs: -Business Loans k Guarantees Fund -Eskimo Loan Fund	Northern Businesses Inuit Controlled Northern Business	*lender of last resort providing loans & guarantees to a MAX. total of \$250k #loans granted for most legitimate bus. purposes/not applied against existing debt.
		-Financial Assistance to Business	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 resources are not available.
		-Venture Capital	Individuals, Corporations, Groups are encouraged to form an investment co, known 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(1)	Inuit, Metis, Status & Non-status Indians	● Contributions to business & economic development planning activity at the community level; product and process innovation; viable Native business ventures including viable primary resource businesses; marketing of Aboriginal products.
	ARCTIC CO-OPERATIVES LTD.	*Co-operative Development Fund	Member Co-ops	*loans available for co-op business development at preferred rates.
	CHARTERED BANKS, FBDB	*Small Business Loan Act: Business Improvement Loans	Small business in transportation, service, wholesale & retail trade.	*loans for the purchase of land, renovation, improvement, extension, modernization and/or purchase of premises and/or equipment; gross revenue of business not to exceed \$2m; Loan limit \$100,000 to finance up to 90% of land/ premise costs & 80% of equip. costs; 10 year repayment a 1% over prime.
	INDIAN AND INUIT AFFAIRS	*Economic Development Program	Status Indians	*equity contributions for individuals of Status Indian descent. Up to \$25,000 per application available as a leverage fund.

After March 1989 SARDA & NEDP will lapse to be replaced by a combined program.

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	TIA, NFVA, Communities, and Groups of Communities	*to develop individual but co-oral. three 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	ECONOMIC DEVELOPMENT & TOURISM	*Canadian Executive Service Organization (CESO)	Sole Proprietor, Com- panies, CO-OPS., non- profit organizations	*counselling from retired experts in a variety of business dev. fields.
		*Tourism Hospitality Training	TIA, NFVA, Business	*funding for territorial wide needs assessment, training prog. dev. & regional, community and industry pilot projects & delivery.
		*Tourism Planning and Program Development	TIA, NFVA, Regional & Tribal councils, Commu- nities & Private Sector	*services include regional, area & community tourism planning; industry & staff training; enforcement of tourism regs., liaison with gov't & industry. Consultation & assistance delivered through the Regional Tourism Officer.
		*Tourism & Parks Capital Planning	G.N.W.T.	*NFVA & communities can input to the Tourism and Parks capital regarding capital Infrastructure for their area.
ARCTIC COLLEGE	*Levels 1 & 2 Guide Training	Individuals, Outfitters	*application to Reg. Tourism Officer: location and scheduling of program decided by Tourism Training & Man- power Needs Board.	
INDIAN & INUIT AFFAIRS	*Inuit & Indian Community Human Resource Strategy	Individuals, Bands, Councils, Community Associations, Public & Private Employees	*funds used towards development of human resource & job opportunity inventories & strategies; support to local employment projects; community economic enterprises providing equity financing to business which yield lower than normal rates of return on investment: business training & support services to existing & Potential native business people; youth entrepreneurship resources to cover costs to develop & deliver projects for youth aged 17 to 30.	

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

Sources:

Programs and Services Manual, 1987, Policy & Planning Division, Dept. of Economic Development & Tourism

Grants and Loans, June 1986, Northwest Territories Culture and Communication Booklet: 'The Native Economic Development Program: Proposal Development Guide', 1984, DRIE-14-03B

Assistance to Business in Canada - ABCFederal/Provincial, FBDB, 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>Publication</u>	<u>Ad Size*</u>	<u>Insertion Date</u>	<u>cost**</u>
Field/Stream	Class/dis.	With T/A ad***	\$ 1,000. Us.
Outdoor Canada	1/3 pg.	Fishing special	2,0513.
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/Lesure	1/6 class	TA special	3,020. U.S.
Alaska Milepost	1/3 pg.	1989 edition	1,500. U.S.
Outside	1/6 pg.	With T/A ad	2,300. U.S.
Participation in Explorers Guide, Cdn. Airlines mag. etc.	various	as scheduled	<u>2,500.</u>
	Sub total		\$18,995.
	U.S. exchange @ 32%		2,959.
	Color seps, other technical		<u>2,000.</u>
	TOTAL		\$23,954.

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

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

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

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

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

MARKETING AIDS

1. ZONE BROCHURE REPRINT

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

Distribution

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

Cost Estimate

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

2. PRODUCT INFORMATION GUIDE REPRINT

Objectives

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

Explanation

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

Quantity

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

Distribution

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

Estimated Cost

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

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

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

Quantity

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

Cost Estimate

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

4.0 NORTHERN FRONTIER FISHING BOOKLET

Objectives

- 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

10.0 IMAGE BANK

Objective

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

Explanation

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

Usage

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

Estimated Cost

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

11.0 POSTCARD/TEASER PROGRAM

Objectives

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

Explanation

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

Quantity

1,500 cards will be printed.

Distribution

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

Estimated Cost

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

12.0 DISPLAY PANELS

Objectives

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

Explanation

Northern Frontier currently owns the hardware and **shipping** case for an Instand Display. It also has a number of individual display panels, but these do not tie in with the current theme, nor show the zone to best advantage. The zone proposes purchasing a new set of panels for the existing hardware, and incorporating its new theme, visual image into these panels. The panels would be designed in such a way, that interchangeability would be possible. For example, two of the panels, may stress the Northern Frontier message, while the other two are general visuals. These visuals could be changed to fishing visuals (provided by a lodge operators) or hunting visuals. This approach makes it possible for operators to tie in with the display at relatively low cost.

Usage

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

Estimated Cost

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

No funds are being sought under EDA for this project.

MEDIA RELATIONS

Objective

The objective of the program will be to develop ongoing contact with appropriate-media, and encourage the media to consider coverage of northern Frontier products in their publications. It will be designed to tie in with operators, encouraging articles on specific operators. Actual costs of any media tours will not be considered in this program, since operators can obtain funding via other EDA programs.

Explanation

During the course of the year, a series of eight different media kits will be sent to appropriate media. Two of the kits will deal specifically with fishing, one will deal with hunting, and the other five will deal more generally with the products of the zone. An overall media mailing list will be developed and will include contacts at U.S. and Canadian publications, newspaper travel editors and other travel influencers.

Quantity

Approximately 200 mediakits 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 \$15000.** **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.
II. MARKETING AIDS			
1. Zone brochure reprint	7,000.	1,000.	8,000.
2. Product guide reprint	4,000.	2,800.	6,800.
3. Misc. resp. materials reprint	1,000.	900.	1,900.
4. Fishing guide	3,500.	1,000.	4,500.
5. Hunting flyer	500.	500.	1,000.
6. Events/attractions calendar		4,500.	4,50(-).
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.			\$ 4,0(-)0.	\$ 4,000.
MARKETING AIDS				
1. zone brochure			1,000.	1,000.
2. product guide	-	\$2,800.		2,800.
3. misc. response mat.	\$ 900.			900.
4. fishing guide		1,000.		1,000.
5. hunting guide		500.		50(-).
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				
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTALS	\$3,900.	\$12,300.	\$13,500.	\$29,700.
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

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

PRELIMINARY TOURISM DEVELOPMENT EVALUATION CRITERIA

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

1. MARKETABILITY:

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

2. COSTS/FUNDING:

Developmental and operational costs, availability of support funds

3. PROFITABILITY:

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

4. COMMUNITY ISSUES:

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

5. HUMAN RESOURCES:

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

6. ACCESSIBILITY:

Climactic conditions, distance of resource, mode of transport

7. TIMING:

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

8. ENVIRONMENTAL SENSITIVITY:

Impacts of development to the environment

9. RESOURCE ABUNDANCE:

Traditional use of resource, longevity of resource

10. LAND USE (CONFLICTS)

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

11. IMPACTS TO ECONOMY

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

————— **Lutra** —————

DEVELOPMENT OPPORTUNITIES

APPENDIX C-1

DEVELOPMENT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Receptive Operator - centrally located tour booking agent for local and regional tour products	Verbal Comm. N.F.V.A./G.N.W.T & ind. operator	Yellowknife	Primarily general touring/some adv. travel & bus.	competitive booking agents in town
*Ground Operators - city based businesses Providing local tour and-transportation services	Verbal Comm. zone operators	Yellowknife	General Touring	Some businesses exist ie. Raven Tours
*Gambling Casinos - legalise gambling and pkg. with hotels and/or conference centre concept.	Legislative Assembly/D. Murray & Assoc.	Yellowknife	General Touring	Legal ramifications
*Convention Centre - put Y.K. forward to travel/tradeshows for convention planners as Canada's most unique conference centre.	Twin Pines Feasibility/D. Murray & Assoc.	Yellowknife	Specialty	Needs analysis of facility requirement
*Convention Packaging - with special events (ie. Caribou Carnival, Folk-on-the Rocks, air show; with existing adventure travel products ie. fly-out sport fishing, naturalist trips visits to traditional community)	D. Murray & Associates	Yellowknife	Adventure Travel	Few short duration door adv. travel products available in high & shoulder seasons. Professional conference planning available,
*Zone Product/Facility Diversification - in lieu of developing new facilities & products for new markets, build on established Product base and market awareness for new outdoor adv. travel and specialty markets. Product packaging is another means of improving the level of service for new outdoor adventure travel products.	Lutra Assoc./ D, Murray & Assoc.	Zone	Adventure Travel Specialty General Touring	Some zone operators already offer a product mix; requires license and proper level of capitalization
*New Events - create new events in the zone Such as a northern air show which would act as travel generators both into and within the zone	D. Murray & Assoc.	Zone		

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
1. Hwy. #3				
*Boundary Creek -small day use area	Hwy #3 Study	Road System	Ind. Touring/ Rubber Tire	Not implemented
2. Ingraham Trail				
*Giant Mine Site - road & pull-off and signage	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Low/med. priority
*Yellowknife River - boat launch/parking expansion, group camp, signage & picnic upgrade	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Prosperous Lake - new floating dock/signage	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Big Hill Lake Trail - signage parking lot	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*pontoon Lake - signage, new trails picnic sites	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Prelude Lake - signage, boat launch, campground day use, shower bldg. & parking upgrade	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown High priority
*Powder Point - floating dock, signage, upgrade to picnic site	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Falls Trail - signage, trail upgrade, rest stops	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Rapids Bridge - signage, trail upgrade, picnic sites	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown high priority
*Reid Lake Campground - upgrade picnic/beach & day use; new playground, roadway intersection! floating dock, walk-in tent sites	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown low/reed. priority
*Tibbit Lake - upgrade to a minor day use area	Ingraham Trail Road System Study	Y.K./Dettah	Ind. Touring	Status unknown low/med. priority
3. General Zone				
*Zone Canoe Routes - identify, and develop	Zone Capital Baldwin St. Hwy Rae	Zone	Ind. Touring/ Adv. Travel	Status unknown
4. Yellowknife-Based				
*Yellowknife Visitor Centre-local and regional info. /interpretive centre	Zone Capital Planning	Yellowknife	All	Planning process initiated
*Main Street Program - revitalize downtown core/co-op. with local merchants reflecting local heritage	Y.K. Chamber of Commerce	Yellowknife	All	Organizational planning begun
*Main Entrance Rte. - landscaping, attractive uses on adjoining land, view & vista corridors signage	City of Y.K. General Plan	Yellowknife	All	Signage component in concept/siting stage
*Heritage Identification/Preservation Program	Heritage Committee, Y.K.	Yellowknife	All	Inventory complete

INDUSTRY SUPPORT OPPORTUNITIES

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

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

APPENDIX D

— Lutra —

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