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

**RAE EDZO TOURISM
DEVELOPMENT PLAN**

BEHCHO KO - EDZO TOURISM DEVELOPMENT PLAN

February 1989
PREPARED BY:
LUTRA ASSOCIATES LTD.
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. Operators and communities can benefit from tourism development plans by using them as background support to specific business plans. Tourism development plans also increase the ability of operators and communities to access/attract public and private support and/or investment. A tourism plan is required by industry organizations and governments to rationalize and guide public sector input into tourism product, marketing and, human resource developments and, operations.

Of the six (6) tourism zones in the N. W. T., four (4) have prepared tourism plans 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**), has been trying to undertake a zone 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 exist for Northern Frontier through 1990 ("Three Year Marketing Strategy and One Year Implementation Plan", Briar International Business Resources, July 1986 and Marketing Strategy and Plan, Outcrop, June 1, 1988), this tourism planning process builds on those plans and focuses on product development.

1.2 WHAT IS A TOURISM DEVELOPMENT PLAN?

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

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

1.3 THE TOURISM PLANNING PROCESS

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

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

The tourism planning team established some working relationships within the community of Rae Edzo. Most consistent communications was retained with the Rae Edzo representative to the Northern Frontier Board, also a member of the Steering Committee directing the development of zone/community tourism plans. In preparation of this draft plan, the planning team held one (1) meeting with the Rae Edzo Hamlet Council, met with representatives of the Rae-Edzo Dene Band Development Corporation, held a tourism planning workshops involving local residents experienced in or interested in the tourism industry, held a tourism 'open house/tent' in Rae and conducted a general 'mail-out' to Rae business people soliciting input into the plan.

The plan was reviewed in a public meeting in Rae Edzo. This allowed the content to be verified; goals and objectives to be confirmed; and prioritization of opportunities and programs to take place. From this review, an implementation plan was developed, thereby completing tourism planning in Rae Edzo.

Tourism planning is an ongoing process and should not terminate with this document. Rae Edzo residents involved in this planning process are cognizant of this. Continued Rae Edzo representation on the Northern Frontier Visitors' Association Board of Directors will in part ensure that industry development and planning is an ongoing process.

1.4 THE SCOPE OF THE TOURISM PLAN

For economic reasons, Northern Frontiers's tourism planning process builds on existing and available information. The planning process endeavored to develop plans which are realistic and within the grasp of zone operators and communities, given the resources and organization available to them. Given economic and environmental considerations, the planning team has endeavoured 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 community leaders will result in the adoption of the seven (7) Northern Frontier tourism plans.

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

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

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR RAE EDZO

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

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

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

i) Market

Rae Edzo is one of three (3) Northern Frontier Tourism Zone communities accessible year-round by road. The two communities are about 100 km and 115 km respectively from Yellowknife. Rae is 11 km. from Hwy. 3 and Edzo is about 1 km. from the highway.

By virtue of its location and accessibility, Rae Edzo has access to Northern Frontier and N.W.T. markets. While the communities are not easily accessible to scheduled air travelers, they are convenient to float plane travelers and the independent, "rubber tire" tourist traveling Hwy. #3. Data on visitation to Rae Edzo is not documented. A very active business community and, government/administrative centre, it is assumed that business travel to the communities is high. Relative to the number of pleasure travelers using Hwy. 3, the actual number of "rubber tire" visitors to Rae Edzo is thought to be quite small.

There is one (1) resident licensed tourism operator in Rae Edzo combined with an active and growing transportation and service sector. The tourism operator markets his products through an in-bound tour operator in Yellowknife, local business in Rae, brochures and/or, print ads. Other tourism businesses operating in the Rae Edzo area are owned/operated by residents of Yellowknife or Hay River. Yellowknife-based caribou sport hunting outfitters working within or

on the fringes of traditional Rae Edzo lands market their operations aggressively at trade shows and through international print media as well as in local publications. The lodge located at Stagg Lake is marketed mainly through N.W.T. publications.

ii) Product and Facility

Rae Edzo is the district centre for the G. N. W.T.'s North Slave Region and is the administrative centre for all Dogrib communities except Dettah/Rainbow Valley. Rae Edzo is headquarters for the Dogrib Tribal Council and related organizations. The NishiKhon Complex a three storey office complex, has been erected to serve local and regional administrative bodies.

There is no commercial accommodation in Rae. However in the past, the Jimmy Bruneau School dormitory located in Edzo, has provided transient accommodation and meeting/conference facilities for groups of 15-40 people. Meeting space for small and large groups is now available through the Rae Dene Band Development Corporation at the NishiKhon Complex, through the Hamlet Council or the Khon Go Cho Sportsplex.-An accommodation facility expected to sleep 12 is currently under construction in Rae and may be open in 1989.

There are two fast food eating establishments in Rae Edzo with an estimated capacity of 72. A resident outfitter offers fishing, caribou hunting, photography and cultural expeditions on the North Arm and in proximity to Rae Edzo. Another licensed operation in the area is a 15 guest capacity sport fishing lodge at Stagg Lake. Further, a tourism business actively being developed in the Rae Edzo area is a tent camp on Mattberry (capacity 6)/Basler Lakes (capacity 4). This business is owned/operated by a certified Level 1 guide and former resident of Rae and is a multi-season operation offering cultural, adventure and fishing adventures. Construction has begun on a 12 unit/24 bed bachelor kitchenette trailer type motel, and on a 16unit/32 bed stick built motel, both ready for summer occupancy in 1989.

Tourism products around Rae Edzo may be increased in 1989 with the expansion of the existing outfitting operation to include the construction of a 4-6 guest log building and caribou sport hunts; and the licensing of a second outfitter in the North Arm/Whitebeach Point area.

Commercial infrastructure in Rae is substantial. Construction contractors, retail outlets, a service station, a hardware store and a number of personal service agencies create over 100 full and part time jobs in the community. While no commercial infrastructure currently exists in Edzo, an Edzo confectionery store is under consideration. Rae and Edzo have community educational services, while

Rae is the site for medical and policing services. Frank Channel at Highway #3 is the base for Edzo Air, a charter float/ski plane operation. Edzo Air's fleet is made up of a Cessna 185 and a 206 Turbo.

Public infrastructure in and around Rae Edzo consists of:

*Mosquito Creek: picnic area some 15 km from Edzo

*North Arm Territorial Park: 6 picnic sites, shelter, **boat launch, sand beach**

*Edzo Territorial Park at Edzo: 10 campsites, **boat launch**

*Russell Lake at Rae: **boat launch, dock and random campsites.**

The G. N.W.T. has recently completed a **signage** project for Highway #3. Improved highway interpretive, information and amenity **signage** should be erected in 1989. Within the community the **NishiKhon Complex** and the **Khon Go Cho Sportsplex** are the centre of public activity, providing good meeting environments. The **Jimmy Erasmus Old Folk's Home** and the **Friendship Centre** also offer an informal drop-in setting for small group meetings.

iii) Human Resources and Local Organization

Rae Edzo is the largest Dene community in the Northwest Territories with a total population of 1378 (1986 Census data). The Census also identifies a population of 845 over the age of 15 years and a local labour force of 395. In 1986, the participation rate of the labour force was 47% and the unemployment rate was 28%. Comparing 1986 and 1981 Census data, Rae Edzo's labour force has grown from 34% (1981) to 47% (1986) of the population over 15 years. Participation in the wage economy has grown from 34% (1981) to 47% (1986) and unemployment has increased from 13% in (1981) to 28% (1986).

The average private household income in Rae Edzo in 1986 was \$28,649. Income is derived from a variety of sources. Government services and local businesses provide the bulk of year round employment while seasonal jobs are secured in the construction, forestry and trapping industries. The Dept. of Social Services, G. N.W.T. reports that transfer payments such as social assistance, trappers' assistance, old age pension and unemployment insurance payments account for about 13% of income in Rae Edzo.

In recent years, Rae Edzo through its Band or regional development corporations or private sector contractors have secured major employment contracts in the mining, forestry and construction industries. Steady growth in the Rae Edzo

economy has allowed local businesses to remain competitive with other communities in the Northern Frontier and provide a range of employment options to local residents. Currently, Rae Edzo like other area communities, is vying for employment and business opportunities in the construction and operation of the Neptune Resources gold mine near Snare Lake.

Rae has a labour pool of guides, cooking and cleaning staff. One (1) Rae Edzo resident is known to have Level 2 guide training specializing in fishing and five (5) others have achieved recognition as Level 1 guides, Rae Edzo also has a full compliment of skilled artists, seamstresses and musicians and, most older Rae Edzo Dogrib retain a wealth of skills/knowledge about traditional Dene life. Well-known community musicians the Rae Drummers have been internationally acclaimed as has Archie Beaulieu, a local artist. David Gon a local musician, has also achieved national acclaim.

Administratively Rae Edzo is a very organized community. It is administered by a Hamlet Council which was first established in 1971. Traditional lands and resources are managed by a Chief and Band Council. The Rae Band is the 'parent' band of the Lac La Martre, Rae Lakes and Snare Lake Sub-Bands.

Rae Edzo has a number of well established social and economic organizations. The diverse Rae/Edzo Dene Band Development Corporation is a major economic force in the community, operating an office complex, restaurant, general store, video rental and fire fighting operation. The Corporation also has business investments outside of the community and is involved in a number of economic sectors. Socio-cultural organizations in the community are also well entrenched. Rae Edzo was one of the first communities in the N.W.T. to assume control of its education. This was done through the establishment of the Rae Edzo Education Society in 1971. Other active socio-cultural groups include an Elder's Council, Recreation Committee, the Beacho Kho Radio Society and the Rae Edzo Friendship Centre.

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

i) Fishing

Residents of Rae Edzo rely heavily on fish as a major food source. Domestic fishing occurs in Marian, James, Hislop, Shoti and Slemen Lakes as well as in the North Arm of Great Slave Lake. Species caught are lake trout, whitefish, wall-eye/pickrel, cisco, and northern pike. Germaine and Wheeler Lakes while fished domestically, also contain large lake trout, whitefish and cisco. Commercial fishing does not occur in any of these areas.

Whitefish migrate between the North Arm of Great Slave Lake and **Marian** Lake via Frank Channel. Mosquito Creek is a spring migration route for whitefish, northern pike, pickerel and Arctic **grayling**. **Stagg** River is a migration route and spawning area for northern pike and walleye. Because these routes are easily accessible from Highway 3, fish resources have been diminished by local harvesting.

Sport fishing in the Rae **Edzo** area has not been a major tourism activity despite the existence of a sport fishing lodge at **Stagg** Lake and a growing number of area outfitters. There are however sport fishing opportunities available, particularly short duration trips which have appeal to the 'rubber tire' market.

ii) Viewing

Throughout the traditional lands of the Rae **Edzo Dogrib**, there area wealth of historical resources. Old cemeteries, cabins and chimneys can be found near Old Fort Rae and at Old **Fort** Island on the North Arm of Great Slave Lake. Old Fort Rae also remains a spiritually significant place for many Rae-Edzo residents. Cemeteries and old cabins can also be found on the lake shores of James, Wheeler, **Marian**, Hislop and Shoti Lakes. Spiritual sites and places where ghosts have been reported (ie. near old campgrounds and/or portage trails) are also found throughout this area.

An old **Dogrib** Village and burial ground is located on the north end of **Marian** Lake. Used by both Lac la **Martre** residents and Rae **Edzo**, there is tremendous interest in and potential to restore this village.

Fort Rae with its many log homes, smoke houses, dog teams and picturesque setting on the shores of **Marian** Lake is an interesting community. Roman Catholic mission buildings from the 1920's are reminders of the past. A recent 'tipis porch' addition to the Rae church, built for the ordination of Bishop **Cruteau** in 1986 is also an interesting attraction. One of the original trading sites (James DarWish's cabin) built in the 1920's is still standing and is of historical interest.

There is potential in the area to develop walking tours and/or short duration sightseeing trips in the area.

iii) Adventure Travel

The traditional lands of Rae **Edzo** residents vary from the Great Slave Lake lowlands of poorly drained lakes and marshlands, to Pre-Cambrian Shield rock outcrops, to the gently rolling hills of the Horn Plateau, to the deep waters of the

North Arm of Great Slave Lake. The North Arm of Great Slave Lake with a mean depth of about 135 feet, is renowned for its white sandy beaches, wildlife and historic resources. **Whitebeach** Point on the North Arm is about 1/2 mile of Caribbean-like white sandy beach.

The Rae **Edzo** area is rich in the wildlife resources typical of the Northern Frontier Zone. Bald eagles are found throughout the area while swans, geese and ducks pass overhead on their spring and fall migrations. Moose, bear and waterfowl abound in the North Arm area and the nearby Mackenzie Wood Bison **Sanctuary** is home to over 1,000 wood bison. Woodland caribou are found from the North Arm to Snare and **Basler** Lakes to the Horn River.

Trapping and other land based activities remain important to most Rae **Edzo Dogrib**. Furbearing animals trapped include: beaver, lynx, marten, muskrat, fox, wolverine and mink. Dog-team and snowmachine trails criss-cross Rae **Edzo** lands. Trappers from Rae trap throughout a broad region encompassing the Horn Plateau, **Marian** River north to Hardisty Lake and Rae Lakes and, along the Snare River system. **Marian** Lake and the lower **Marian** River, Russell Lake, Snare River-Snare Lakes and the **Lac La Martre** winter road are major winter travel routes.

In August 1988, Rae **Edzo** resident travelled with people from **Lac La Martre** and Rae Lakes to Mesa Lake on the barrens, the traditional hunting grounds of the **Dogrib** Dene. In preparation for this spiritual pilgrimage and the fall caribou hunt, the **Dogrib** Tribal Council secured funding from the Dept. of Renewable Resources to cut and clear the traditional portage route to the barrens. There is some discussion/interest in developing this traditional route for tourism purposes (ie. naturalist hiking/treks).

iv) Hunting

Rae **Edzo** residents harvest barrenground caribou from the **Bathurst** herd during the fall and winter. In the fall, Rae **Edzo** hunters generally travel by aircraft to the barrenlands and in winter, snowmachines and winter roads enable overland travel. 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 Zone. There is also a class B outfitting allocation of caribou to HTA's for GHL Holders.

Traditional Rae **Edzo** lands are adjacent to those of the Fort Providence Band and the Mackenzie Bison Sanctuary. The population growth of this wood bison

herd has enabled the establishment of hunting quotas. In 1988, 16 tags were made available to the Fort Providence Band, 12 tags to the communities represented by the Dogrib Tribal Council and, 12 tags were available through a lottery system to resident N.W.T. hunters. While Fort Providence has first option on establishing outfitting businesses within the Sanctuary, an opportunity exists for Dogrib Tribal Council communities to joint venture with the Providence Band. Pursuit of this opportunity would require both the Providence Band and the Tribal Council to agree to resolve traditional conflicts.

v) Special Events

Rae Edzo stages special events on an annual basis. The North Slave Regional Dene Winter Games are held in March in a different Northern Frontier Zone community each year. Rae however often hosts this event. The Rae Edzo Winter Carnival is held each March and the Happy Daze summer festival is staged over the long weekend in August. Winter events feature dog sled races, traditional games and dances and contests. Summer events involve boat races, traditional games, drum dances and feasts.

Rae Edzo has demonstrated its ability to attract, co-ordinate and host major events. For example and over the past year, the community participated with Yellowknife in co-hosting the UNESCO conference. Rae's contribution was extremely well received as the community provided an excellent schedule of northern/cultural activities for this group of international visitors. Rae has also hosted the ordination of the Bishop of the Mackenzie Diocese, a religious/spiritual event which brought hundreds of northern and southern Canadians to the community. Rae Edzo was hosted the signing of the Dene/Metis Land Claims- Agreement in Principle, an historic event bringing residents from throughout the Mackenzie Valley to the community. In 1989, the expeditionary team commemorating the Mackenzie Bicentennial will be spending one day in Rae Edzo on their way to the mouth of the Mackenzie River.

Rae Edzo is a central meeting place for the Dogrib and special feasts and dances are often held here involving residents from the 4 other Dogrib communities. The community also has a history of hosting special sporting events, activities which are made easier today with the Khon Go Cho Sportsplex which houses an NHL sized hockey arena.

2.3 RAE EDZO TOURISM FACILITIES, PRODUCTS AND CAPABILITIES

This section identifies the strengths and weaknesses in Rae Edzo'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

As a major centre on Hwy. 3, Rae Edzo has tremendous potential to sell tourism products to the independent, 'rubber tire' traveller. Good information services and, consistent, diverse and affordable product offerings however must be made available in order to capture this market. The community as a result of its proximity to Yellowknife and its demonstrated capacity to host large meetings/conferences and special events also has good potential to extend the stay of business travelers.

Local residents report that visitation to the community is impacted by four (4) factors: 1) lack of commercial accommodation, 2) the poor condition of the Mackenzie Hwy. (#3), 3) lack of airport facilities (ie. all weather air strip) in Rae Edzo and, 4) lack of tourism related public infrastructure (ie. parks, signage, information). Currently, political lobbying is occurring in the Legislative Assembly of the N.W.T. to identify capital funds for an airstrip in Rae. Also, there are plans afoot by two (2) separate organizations to develop accommodation services in Rae Edzo. At least one of these facilities may be open in 1989, providing accommodation for 12.

A need to develop and upgrade public infrastructure along Hwy. 3 was identified in a recent study ("Highway #3: Corridor Study", 1987). While some efforts are being undertaken to improve facilities available to 'rubber tire' markets, the priorities identified in the 1987 study generally remain unimplemented. For example, the North Arm Territorial Park is one of the few opportunities the traveller has to access Great Slave Lake and therefore has the greatest potential of any campground along Hwy. 3. While the park is well used, boat launch facilities are poor and camp sites non-existent. No linkage exists between this park and the nearby, well used Mosquito Creek Hill viewpoint or day use area. The 1987 corridor study recommends that the entire area between Mosquito Creek and the present North Arm Territorial Park be upgraded to a major park site. Residents of Rae Edzo concur.

The corridor study also recommends that due to a lack of use/ maintenance, the Edzo Territorial Park be removed from the park system and replaced by a campground at Russell Lake.

The Hwy. 3 corridor study identified the development of tourism services at Frank Channel as a high priority. Frank Channel provides an ideal opportunity

for a roadside pull off and information centre. Development at Frank Channel is limited until the Hamlet of Rae Edzo completes its Development Plan. The outfitter currently operating in the Rae area will be locating a tourist establishment on the North Arm of Great Slave Lake about 1 km from the mouth of the Frank Channel.

A visitor information centre planned for the Rae-Hwy. #3 junction was partially funded by NFVA for the 1988/89 season. The Hamlet Council undertook initial work to develop the centre, and completed construction in the Fall 1989. Operational funding was returned to the Northern Frontier Visitors' Association.

ii) Human Resource Capabilities

Rae Edzo has a number of highly skilled managers, entrepreneurs, professionals and technicians. These skills are utilized in the range of well established organizations in the community. Rae Edzo's capacity to construct and manage a major office complex, invest in service businesses outside of the community, gain preferential employment conditions in business opportunities occurring on Dogrib lands and, actively participate in the mining industry are just a few examples of how local managerial and business skills have benefited the community. However despite managerial and business acumen within the community, unemployment is high.

Organizationally Rae Edzo has some of the oldest community based structures in the Northern Frontier. Organizational and skilled human resources have enabled Rae Edzo to successfully organize a number of 1-2 day territorial, national and international events. Despite Rae Edzo's success in staging short term special events on an as required basis, the community has not been able to achieve long term consistency in tourism product offerings or a commitment to tourism development and information services. In the past, the Hamlet Council rather than local economic development agencies/interests in the community have assumed primary responsibility for securing tourism support funding (ie. Visitor Information Centre), gaining support for a community brochure and lobbying for paving programs.

2.4 HOW DOES RAE EDZO FEEL ABOUT TOURISM?

In 1981, the "Rae Band Tourism Study" was completed. The study identified a number of development opportunities for Rae Edzo. As is summarized in Appendix C-1, few of the opportunities identified in 1981 study have been implemented. In discussion with residents in the community, these opportunities remain of interest but have yet to be adopted as priorities by the community. Throughout the course of this planning process, there was suggestion that a measure of suc-

cess of this .1988 plan would be the extent to which the focus of tourism development in Rae Edzo is improved and, identified development priorities are pursued.

Rae Edzo largely as a result of its size, is a difficult community in which to gain consensus or local input. The planning team sought local involvement in the development of this tourism plan through a number of different forums. Interaction with groups and individuals in the community reaped a range of perceptions/ opinions about the development of tourism in and around Rae.

The community does not have a good understanding of the tourism industry and there is clearly some difficulty communicating tourism concepts to local residents. For many, tourism is seen as strictly a consumptive industry and one which will compete with local resource harvesting activities. These attitudes are however, beginning to change as residents from the community observe/participate in caribou sport hunting operations in the Courageous and Jolly Lake areas and watch the development of the tourism industry in Lac La Martre.

There is suggestion that the economic interests and priorities of Rae Edzo business people extend to 'big money' industries only. Tourism is not one of these industries and therefore is not a community priority. However, the existence of one (1) licensed operator in the community and the development of an accommodation establishment indicate that an interest in tourism is starting to occur.

It has become evident to community leaders that unemployment is increasing in the community, and greater priority must be accorded to those economic sectors which generate jobs. The tourism/hospitality sector can be such a sector.

While Rae Edzo has well established organizations many of which have almost 20 years of experience, there is difficulty co-ordinating and gaining go-operation among community groups. Individuals in Rae Edzo cite a particular difficulty in garnering support from either or both of the Band Council and the Hamlet Council.

Lack of co-ordination and co-operation of effort spills over to private sector entrepreneurs in Rae Edzo. An example of this is seen in current proposals to development accommodation establishments - a community that for years has had no commercial accommodation facilities will have two (2) such facilities in the future.

Rae Edzo has consciously been leading the reinstatement of traditional customs within the day to day lifestyles of community people. For example, the Dogrib Tribal Council trek to the barrens (Mesa Lake) held in the fall; special (traditional)

greetings of residents from Snare, Rae Lakes and Lac La Martre at Christmas; and the establishment of an Elder's Council are all examples of this movement. Persons involved in these cultural activities note that a means of supporting the continuation of them may be through the development of specific tourism products.

There is opinion that public infrastructure development is required to stimulate interest in tourism and related activities. To this end, some residents feel that the development of the North Arm Territorial Park as a major zone attraction (i.e. on par with the proposed East Arm of Great Slave Lake National Park) should be considered a priority.

2.5 WHO SHOULD VISIT RAE EDZO?

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

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

The general touring **traveller** arrives on a packaged tour (i.e. bus/air tour) or travels independently (i.e. on their own). Most general touring travelers arriving in the Northern Frontier Zone spend time in or pass through Yellowknife. These travelers are interested in camping, sightseeing, sport fishing, shopping and viewing historical sites. These travelers may also be visiting friends and relatives. As a result the Rae Edzo's accessibility by road, many general touring travelers pass by Rae Edzo. Some stop into the community. Rae Edzo is in an excellent position to capture general tourist dollars however activities of interest to this market must be improved or expanded.

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

The Outdoor/Adventure **traveller** is attracted to the Northern Frontier Zone for its sport fishing, sport hunting and, naturalist/viewing activities and for hiking, backpacking, boating and dog sledding opportunities. Growth potential has been identified (see Northern Frontier Zone Tourism Development Strategy: Zone

Strateav Report) among those outdoor/adventure travelers attracted to water and naturalist activities. Rae Edzo has potential to attract all of these markets whether it be through hiking and naturalist activities, sport fishing or sport hunting.

With the headquarters of the Territorial Government located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. In particular, Yellowknife is host to a growing number of conferences. Activities attractive to conference and meeting goers are those which can be co-ordinated within the schedule of pre-arranged meetings/conferences. While Rae Edzo has demonstrated the capability to host conferences/meetings/large gatherings, lack of accommodation facilities and regular scheduled activities remain prohibitive to Rae Edzo consistently sharing in this market.

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

The "Northern Frontier Zone Tourism Development Strateav: Zone Technical Report" and Appendix A-2 of this report provide a comprehensive listing of public and private sector programs and resources available to support the development of tourism in Rae Edzo. Funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA and SARDA funding should be viewed as short term programs.

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

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

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

A management 'track record', organizational commitment and sound planning are basic to accessing financial support. The Rae Edzo Dene Band Development Corporation has demonstrated its business and financial acumen and, has a good reputation among financial institutions. Similarly many of the entrepreneurs in the community have successfully negotiated government and private financial assistance. Solid financial histories and the ability to respond to the accounting

requirements of government and chartered financial institutions will enable Rae Edzo groups and individuals to access many of the support programs listed in Appendix A-2.

Developing and maintaining good working relationships with representatives of government and financial agencies are important. Further, efforts must be made to stay abreast of changes in funding programs. Rae Edzo has been able to develop good relationships with government agencies largely as a result of a strong economic development history, ease of access to financial institutions and professional support in Yellowknife and, through the existence of the North Slave District office in Rae. Close proximity to the Regional Tourism Officer (also located in Rae) should definitely facilitate the development of the industry in the community.

Rae Edzo has also maintained consistent participation in the Northern Frontier Tourism Association. Continued active involvement in the association will ensure the community has access to the range of support resources available through industry zone associations.

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

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

Rae Edzo has distinct features which will facilitate the development of the tourism industry in the community. These are skilled human resources, strong organizations, road access, good natural resources and an interesting/picturesque environment. However these factors alone will not ensure the development of the industry. If a tourism plan for Rae Edzo is to be meaningful, the following issues must be addressed.

1. Tourism Awareness

Understanding of the tourism industry is generally limited to a consumptive industry which competes with local resource harvesting.

If Rae Edzo is to pursue developments in the industry, it is necessary that a broadly based understanding of the industry be developed. This understanding should extend to jobs/careers, individual/community benefits and role within the northern economy. It is incumbent upon the community, the government (ie.

Regional Tourism Officer) and the Northern Frontier Visitors' Association to ensure that such a program is implemented in Rae Edzo.

2. Identification of Interest in and Commitment to Tourism Development

Rae Edzo has not established the tourism sector as an economic development priority. As a result, the two (2) Councils and public development corporations have not rendered much assistance to local entrepreneurs seeking to develop tourism related businesses.

It is essential for the community and particularly public bodies/agencies in the community to declare their interests in the industry. Clarification of this nature will enable local entrepreneurs to develop more realistic business plans which may involve seeking financial and human resource support elsewhere. Clarification of the community's stance on the industry will also determine if this 1989 plan is implemented or remains on the shelf along with Rae Edzo's 1981 plan. Clarifying interest in the industry will also assist industry and government organizations to better plan for resource support to Rae Edzo operators.

3. Focus and Co-ordination

There are a number of distinct, well established organizations and individual entrepreneurs in the community. There is however no mechanism which brings all interests together. Thus, there is often a sense of competition, inter-group conflict and, an opinion that public bodies cannot make decisions (ie. to support business ventures). In municipalities of similar size and diversity, local Chamber of Commerce have been established to deal with such concerns.

For the tourism industry to develop in Rae Edzo, it is necessary for developments to be well focused, **co-ordinated** and for responsibilities to be clarified. This might be achieved either through the establishment of a local Chamber of Commerce or the development of a Tourism Board.

4. Rae Edzo - Entrance to the Homeland of the Dogrib Dene

This title could be a theme for tourism development in Rae Edzo.

Currently, there are growing divisions within the homeland of the Dogrib. Jealousies and conflicts arising from the distribution of wealth and management of resources among the four (4) communities which make up the Rae Band, have caused a break down in relationships and traditional decision making processes. At least one sub-band is actively seeking independent Band Council status.

The tourism industry cannot flourish amidst regional conflict and competition. This industry perhaps more than most, requires broadly based co-operation and good communications. If Rae Edzo is to become an active member of the Northern Frontier Tourism industry, it will have to accord particular priority to working with other zone operators/communities.

3. RAE EDZO TOURISM DEVELOPMENT PLAN

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

As discussed in the "Northern Frontier Zone Tourism Development Strategy: Technical Report" Rae Edzo's tourism plan recognizes the overall zone tourism development theme - "Share the Frontier Spirit". This plan also acknowledges the dominant role that Rae Edzo can play as gateway to the homeland of the Dogrib and, the North Arm of Great Slave Lake.

The Rae Edzo Tourism Development Plan identifies:

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

3.1 TOURISM DEVELOPMENT GOALS AND OBJECTIVES

The goal of tourism development in Rae Edzo for the next five (5) years was defined through discussions with local residents, operators and community leadership and, as a result of a thorough analysis of the 1981 "Rae Band Tourism Study", a document which remains relevant to Rae Edzo today.

The goal of the Rae Edzo Tourism Development Plan is the "**establishment of Rae Edzo as a service centre and, gateway community to the Northern Frontier Zone.**"

To achieve this goal, the following are identified as tourism objectives for the next five (5) years:

- To expand the community's role as a destination thereby increasing visitation to and extending the stay of visitors to the community;
- To improve tourism related infrastructure and expand services available to business and pleasure travelers;
- To develop human resources and organizational support for tourism; and
- To improve packaging, co-operation and communications among business operators in Rae Edzo and, between the community and the rest of the Northern Frontier zone.

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

The following tourism development opportunities and programs were identified and/or discussed.

Attractions/Tours/Events

***Fly-Out Fishing Trips to North^{arm}**

- Utilizing local aircraft
- Day Tripping

***Sport Hunting**

- Barren land caribou
- Wood Buffalo bison hunt

***Short Duration Boat Trips**

- Marian Lake/Village
- North Arm -Day or Overnight Trips
- Grayling and Trout Fishing
- Sandy Beaches and Historical Sites

***Hornell/Willow Lake Fishing Lodge**

***packaged Bus Tours**

- Walking, float, boat tours
- Craft shop tour,. traditional activities

***Learn/Observe/Experience Dogrib Adventure Travel Packages**

- Shoulder Season Trapline Tours
- Traditional Summer Fish Camp

***Trek/Hiking Adventures**

- Dogrib** Trail to the Barrens/Mesa Lake
- North Shore of Great Slave Lake
- North Arm Islands (ie. Old Fort)

***Special Events**

- North Slave Regional Dene Winter Games
- Happy Daze
- Winter Carnival

Industry Support Programs

***Human Resource Development**

- Level I and 2 Guide Training
- Comprehensive Hospitality/Tourism Awareness Training
- Tourism Management/Business Training

***Business Infrastructure**

- Rae Edzo Accommodation Facility
- Arts and Crafts Development

***interpretive Information Program**

- Community Information and Signage Program
- Identification and assessment of historic sites
- Legends/History Project

Industry Organization and Resource Management

***Rae Edzo Tourism Co-ordination Structure**

Infrastructure

*Mosquito Creek Development

- Day Use

-Mosquito Creek Hill

*North Arm Territorial Park

-Upgrade to Campground

*Frank Channel

-Interpretive sign/pull-off parking

-Upgrade dock

-Canoe rentals

-Camping

*Upgrading of docks at Rae and Frank Channel

*RV Dumping and Potable Water Station/Supply

*campground/day use between Rae and Yellowknife located off the highway at 2 lakes

*Reefs identified in Russel Lake/North Arm/Marian Lake

*Relocation of Edzo campground

-To Russell Lake

*plaguing and Signage throughout North Arm

*Lobby for Repaving Program -Junction to Rae

*Support lobby for airstrip

Those opportunities and program most suited to the goals and objectives identified by Rae Edzo which recognize the constraints associated with tourism development and, which in the judgement of the planning team and Rae Edzo residents require further study are assessed in Appendix C-2. The findings of these assessments are summarized in Table 1. Tourism development opportunities and programs summarized in Table 1 will be prioritized to form the basis for the Rae Edzo tourism implementation plan for the next five (5) years.

TABLE 1: SUMMARY TOURISM PLAN RAE EDZO

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--------------------------------------|--|---------------|----------|
| ATTRACTIONS TOURS EVENTS | | | |
| BusTours/ Ground Operator | <p>A ground/receptive operator should be based in Rae Edzo to organize sightseeing/recreational activity tour product components for motor coach groups traveling Highway #3. The operator would commission sell existing tour products and offer an escort service. Although tour components are limited the potential exists to package boat/sightseeing tours of Marian Lake/North Arm points of interest; visit a traditional camp where local arts and crafts, a home cooked meal or a traditional demonstration may be experienced; flight sightseeing of Marian Lake or North Arm points of interest with touch down at Marian Village or Old FortRae/Trout Rock; or an escorted walk-about or bus tour of Rae.</p> | | |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|---|--|--|
| <p>BusTours/ Ground Operator (cent'd)</p> | <p>The ground operator could operate independently or in cooperation with Yellowknife receptive operators in packaging and marketing tour components directly to air and motor-coach group tour operators. The ground operator may also wish to offer a walk-on motorcoach escort service from the Mackenzie River crossing at Fort Providence to Rae Edzo and the continuation to Yellowknife. It is unlikely that commissions sales for existing or potential tour products would be a viable business. The operator, would however be a terrific catalyst to product development in Rae Edzo. With the development of accommodation facilities in Rae, the hotel and hamlet might consider a joint subsidy arrangement utilizing the operator for other tourism related duties. Timeframe: Product planning, testing and market penetration will require at least 3-5 years for full implementation.</p> | <p>Office Furnishings and Equipment: \$15,000; Portable Marketing aids: \$10,000 An optional canopy/large tent could be purchased and erected in a central location along with smokehouses and drying racks for outdoor displays and exhibitions. Funding support via the EDA/SARDA programs.</p> | <p>There is no main point of tourism service for pleasure travelers on Highway #3. As such, most of the pleasure travelers drive onto Yellowknife by-passing Rae Edzo completely. With an increasing number of bus tours having Yellowknife as a travel destination, a ground/receptive operator in Rae could provide those on the tours with cultural/sightseeing experiences not available in Yellowknife. With hotel capacities in excess of 50 double occupancy, activities should extend visits for at least 4-6 hours and overnight. The sale of goods and services would be a direct benefit realized by the community.</p> |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|--|--|--|
| Fly-out/Charter Boat Fishing Trips to North Arm | Locally-based air operator and licensed North Arm outfitter offering scheduled and charter short distance fly-out day sport fishing/guide boat charters. Timeframe: Planning year 1, implementation year 2 | Fly-Out Option: outpost camp,docking facilities, slipways, boat outfits, marketing aids = \$42,500. Charter Boat Option: docking facilities, slipway, boat outfits, marketing aids =\$33,500. | Due to high fixed costs, competitively priced days trips would require high volume for viability. Employment would be restricted to a camp attendant/or pilot. It is likely the only viable situation for this opportunity would be the air charter company acting as outfitter in which case the benefit would be more frequent use of aircraft during the busy summer tourism season. In Northern Ontario, camps are often serviced by the charter pilot - the opportunity would supply an apparent demand by the itinerant "rubber tire" market traveling Highway #3. |
| Trekking/Hiking/ Camping - North Arm/North Shore of Great Slave Lake | The Hamlet and Band could combine efforts with Northern Frontier to lobby for inclusion in the Economic Development and Tourism capital plan the development of the Rae Edzo/North Arm area as a hiking/trekking destination. The Rae Band Tourism Study, 1981 and the Highway #3 Corridor Study, 1987detail a series of campground, picnic site, lookout and hiking/cross country ski trail infrastructure developments in the Mosquito Creek/Mosquito Creek Hill/North Arm Territorial Park area which would facilitate this process. Timeframe: Lobby to commence planning in year 1 and implementation in years 2-4. | Capital developments sourced in Rae Band Tourism Study with budget updates in Highway #3: Corridor Study, 1987. Estimated costs are in excess of \$80,000. | Although long term direct income benefits from the development would not be high, expenditures for goods and services during the construction phase and on-going maintenance would provide some benefit to local business. It is expected that the existence of a well-organized and attractive recreation area in close proximity to Rae would increase the likelihood of visitors staying in the area and purchasing locally available tours, rentals or goods/services. |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|---|--|--|
| <p>Traditional Trek to Barrenlands /Mesa Lake</p> | <p>With the resurrection of the traditional Mesa Lake/barrenlands trek in 1988 and the slashing of portages along the route, comes the opportunity for a locally based agency to sponsor and escort a unique annual traditional trek package. We would suggest that an interpretation program be tied into the tourism development opportunity. Timeframe: Year 1 :Product test program and marketing program; Year 2 : Implement at least one package date.</p> | <p>Capital costs to include traditional style Dogrib portable camp; boats, marketing aids estimated at \$25,000. Due to product operational logistics (ie. use of aircraft and manpower requirement), the viability of the project as a pure tourism venture is questionable. We would suggest that if the project were staged as an annual cultural-1 event, the tourism component would provide offset revenue for the event.</p> | <p>The trek with its high cultural significance, would improve the development of the area as a trekking/camping destination.</p> |
| <p>Mackenzie Bison Sport Hunt</p> | <p>A quota of 12 wood bison tags has been allocated to the Dogrib Tribal Council and 16 distributed to Fort Providence. Fort Providence has 1st option for outfitting in the Mackenzie Bison Sanctuary. The optimum economic product/market development scenario would be to combine tags and offer a high quality outdoor sporting activity. Ideally a joint venture including Fort Providence, the Dogrib Tribal Council and a professional outfitter with excellent credentials in the industry is the option which makes best economic sense. Timeframe: Year 1 :Concept development; Year 2: Guide training, and a test hunt program;Year 3: full marketing program and full hunt implementation.</p> | <p>Hunt may be either on foot in late fall or by snowmobile in early winter. We would suggest that a feasibility analysis be conducted of the concept, followed by a business plan, marketing strategy, concept budget and a funding/financing package. Costs for concept development should not exceed \$15,000.</p> | <p>Because of the unique wild hunting conditions and species, a full package hunt should be competitively priced with medium range wild sheep hunts offered in the Mackenzie Mountains. We suggest \$6000-\$8000. Given the development of an accommodation facility in Rae Edzo hunts can be staged from the community. Direct benefit to the community, on a per hunt basis, would include the purchase of goods and services and labour income. Those benefiting might include guides, hunt manager, stores accommodation facility, restaurant, gas bar and women who make traditional clothes.</p> |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|---|---|--|
| Happy Daze/ Winter Carnival events (Travel Generator) | <p>Tourism Board or Hamlet/Band/ Recreation Committee coordination of local events (dog races, hockey tournaments, concessions, summer and winter games, spiritual retreat, feasts and drum dances etc.) to coincide with a zone wide month long summer festival and winter carnival. The community will require a coordinating group to liaise with the various recreational and volunteer sponsoring agencies at both the zone and community levels.</p> <p>Timeframe: Year 1 planning; Yr. 2-5 event coordination and development.</p> | <p>Coordination costs will be primarily operational including staffing” and program budget. A shared staff person reporting to a tourism coordinating group of the hamlet and band could be jointly funded and provide some revenue generation through ground operation activities.</p> | <p>The event would generate tourism awareness as it developed over the five year period. The potential to market community based air, water and land tours would be increasingly evident as the event attracted more non-NWT tourists. LabOur income, sale of goods and services would be a direct benefit of the event.</p> |
| INDUSTRY OR- GANIZATION AND RESOURCE MANAGEMENT | <p>Similar to the Northern Frontier Visitor Association Board, Rae Edzo should develop a local Tourism Board. With the potential for a variety of tourism and service sector private entrepreneurs, there will be a need for community wide cooperation to effectively undertake long-term planning for community based tourism events. The tourism board should have membership from the Community, Band, Development Corporations, service sector (hotels and restaurants), and tourism operators.</p> | <p>Capital costs will not be a major factor of board formation. As above, it is suggested that staff and budget be shared. Operating revenues may be but not limited to revenue from ground operations, service contracts with Hamlet Council and Band, membership fees, and grant funding through EDA, CEIC, Indian Affairs.</p> | <p>The benefit will be a Rae Edzo based agency representing the service, transportation and retail interests of the local economy. A more coordinated planned approach should improve the quality of the tourism experience and profile of Rae Edzo as a travel destination.</p> |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|--|---------------|--|
| <p>RaeEdzo Tourism Board (con't)</p> | <p>The role of the Board would be to attract training and awareness programs and dollars to the community; develop and deliver a community visitor information program; monitor and evaluate tourism industry plans; act as a local tourism lobby group; aid in the attraction of investment to the local tourism industry; and liaise with territorial and zone tourism organizations such as NFVA, TIA and Travel Arctic. In other jurisdictions tourism interests are represented by a local Chamber of Commerce. Timeframe: Year 1- Implementation</p> | | |
| <p>Tourism Awareness</p> | <p>The Tourism Board will contact NFVA Zone Manager and/or Regional Tourism Officer regarding accessing resources and scheduling annual awareness programs. The Tourism Board might send a local delegation on an awareness & fact finding tour to a successful destination community on a road system in Alberta. The purpose of the tour would be to examine awareness programs, community destination/product development and the cooperative approach to industry development.</p> | | <p>Improved industry awareness focusing on features of the industry will help sell local residents on the benefits of careers in the tourism industry. The program should have long term benefits to the quality of products provided by service, tourism and transportation sectors to business and pleasure markets.</p> |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|---|---|---|
| Tourism Awareness (cent'd) | Awareness program can be combined with fund raising programs such as raffles and bingos; involve the NFVA; and the Regional Tourism Officer and Department of Education via school and counselor participation. Timeframe: annually | | |
| RaeEdzo Beautification and Litter Campaign | Tourism Board, Hamlet, Department of Renewable Resources, Tourism Board Timeframe: spring and fall annually | Program costs directed at awareness and public relations. | An improved visual appearance will leave a good impression with visitors and encourage them to promote the features and benefits of Rae Edzo as a tourism destination. |
| INDUSTRY SUPPORT PROGRAMS | | | |
| Human Resource Development | | | |
| Guide Training Level 1 & 2 | In cooperation with the Regional Tourism Officer, the Tourism Board will identify and assess training needs on an annual basis. Guide employment opportunities will be available in the sport fishing industry throughout the Zone; in the growing sport hunting industry both on the barrenlands and potentially in the Mackenzie Bison Sanctuary; and for community based water, air and land tours. Timeframe: Immediate | Seat costs and training allowances absorbed by CEIC. | Needs assessments conducted in RaeEdzo would contribute to zone wide tourism human resource development planning effort and increase the ability of the zone to lobby for human resource development support. Rae Edzo will have a labour pool of trained guides to stage high quality tour products. |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|--|--|---|--|
| Hospitality Management Training | <p>New tourism operators, the proposed accommodation facility staff, and restaurant staff should be recipients of business training geared to the tourism and service sector business operations. Thebacha College, FBDB and ECHRS have resources to improve business skills. The needs assessment should be coordinated with the proposed Zone tourism human resource development plan. The Tourism Board could cooperate with the Regional Tourism Officer to facilitate hospitality management training. Timeframe: Year 1- needs assessment and training program implementation.</p> | <p>Cost sharing programs can be arranged between the tourism operator, CEC and GNWT.</p> | <p>Business skill development will improve the community's ability to control tourism development. and to offer a high quality, competitive product.</p> |
| Historical Interpretive Program/Corn - Community Information Program | <p>To further the development of Rae Edzo as a tourism destination, the Hamlet/Band councils and proposed Tourism Board should improve the level of information, orientation and interpretive services available to markets likely to visit Rae Edzo. Program components should include the staffing of the highway information centre, community signage, and community information aids such as brochures and portable display, information/orientation/interpretive map to community based activities, tours and events.</p> | <p>Contact with the Prince of Wales Heritage Centre will assist in detailing study terms of reference, budgets and potential funding sources. Portable display, community brochure and map costs will vary depending on quality, and quantity. Partial funding is available via EDA marketing program</p> | <p>The information program will benefit the promotion of the community as a tour destination for adventure travel and general touring "rubber tire" market segments.</p> |

| Program Title | Agency/Timeframe | Capital Costs | Benefits |
|---|---|--|--|
| Historical Interpretive Program/Community Information Program (cont'd) | The Tourism Board should approach the Dept. of Ec. Dev. & Tourism to assist in information planning, while the Prince of Wales Heritage Centre should be contacted regarding archaeological and historical assessment studies of the area. Timeframe: Year 1/ongoing-Planning & assessment studies and interpretive material development. | | |
| INFRA-STRUCTURE | | | |
| North Arm Territorial Park Development: Upgrade to Major Park Site | Dept. of Economic Development & Tourism as described in Hwy. #3 Corridor study. Timeframe Year 2. | Cost of development contingent on extent of park development and program for facilities. Estimated cost exceeds \$60,000. | Improve services to independent travelers. Enhance North Arm theme development in Rae Edzo area. Extend stay of highway travelers. |
| Mosquito Creek Upgrade and Development of View Point | Dept. of Economic Development and Tourism as described in Hwy. #3 Corridor study. Timeframe: Year 2/3. | Develop Mosquito Creek as a day use area; Landscape and develop viewpoint; establish trail linking viewpoint to the North Arm. Hwy. #3 study estimated cost: \$18,000. orientation materials estimated at \$2-\$3,000. | Extend visitor stay. Provide an integrated approach to infrastructure development. |
| Frank Channel Development: Signage and Pull-off | Dept. of Economic Development and Tourism as described in Hwy. #3 Corridor study. Timeframe: Yr. 2/3. | Cost estimated in Hwy. 3 Study: \$8,000. | |
| Russel Lake Campground | Dept. Ec. Dev. & Tourism Community Park - Timeframe: Yr. 1 | Budget for signage, 6 campsites, access improvements & parking, dock | Off highway attraction and community use |

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

This tourism plan if implemented, could impact the economic, social and political environment in Rae Edzo over the next five (5) years. Key impacts which might be expected are:

Economic:

- . Increased purchases of local goods and services particularly from local retail, arts and crafts, hospitality and tourism businesses.
- Increased direct job opportunities in the tourism, arts and crafts, construction and potentially, the transportation sectors of the Rae Edzo economy.
- . Improved viability of existing tourism related businesses (ie. air charter company, local outfitter and (proposed) motel).

Socio-Cultural:

- Additional public infrastructure in the community and the area for use by local and regional residents.
- . Establishment of an economic base for **socio-cultural** activities thereby enhancing the continuance/self sufficiency of these.
- Increased awareness and appreciation of the **Dogrib** culture and the community of Rae Edzo.
- . Increased understanding of the tourism industry thereby reducing barriers which might now exist between residents and non-residents.
- Increased opportunities for local residents to develop new **skills/knowledge**.

Political:

- Enhanced **profile** of Rae Edzo as a community.
- Opportunities to resolve conflicts with the neighboring Fort Providence Dene Band and to promote unity within the communities of the **Dogrib** Tribal council.
- Opportunities to enhance local interest in and use of traditional lands and resources thereby improving **Dogrib** interests in **land/resource management** and protection measures.

- Improved co-ordination and focus to economic development within the community thereby minimizing jealousies and conflict.

4. RAE EDZO'S TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

The plan gives Rae Edzo 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 on cultural activities in the industry.
- and a “bottom line” of improved market penetration for the Rae Edzo product, providing more revenue and tourists for local business, and more career and job opportunities and benefits for community residents.

Action or implementation is the single most important aspect of the plan.

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

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

4.2 What is Plan Implementation?

A plan or strategy is the preliminary stage of development. Because it is preliminary, many of the opportunity and program concepts will require “fine tuning” or additional information before they can be fully operational. Implementation is

the process of further developing your community planning concepts to the operational 'stage. Due to the preliminary nature of the development programs, infrastructure and business opportunity concepts, the planning team's approach was to allow flexibility in implementation and not lock in timeframes or costs that could not be achieved by the community, funding or program agents. There will be a development phase during implementation which will further define your priorities and costs.

4.3 What **Will Rae Edzo Need to Implement this Plan?**

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

4.4 Where Will Rae Edzo 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 it's 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 com-

munity plan and the Zone technical document, and the help of government and/or the Northern Frontier Zone Association staff the tasks will not be difficult.

4.5 How Will Implementation Take Shape in Rae Edzo?

Implementation Coordination

- The first implementation step will be for a community group to emerge with a commitment to coordinate the development of the local tourism industry. The choice for Rae Edzo may have already been made. Subsequent to the final planning review meeting held in Rae, the first tourism group meeting was held.

Partner Identification

- The two hotel and food service operators, air & ground transportation operators, senior citizens, recreation groups, the band and /or hamlet **administration**, tourism operators, art and craft producers and the Regional Tourism Officer would be excellent partners. Others will join as the momentum builds.

The First Business Meeting

- Prepare an agenda
- Choose a chairperson and a recording **secretary**.
- Give the committee 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: for example Rae Edzo tourism and hotel operations are currently developing, while food service, transportation, hamlet, government or band administrations are reasonably well established. You might look to these 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 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 local community 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 another 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, feasts and drum dances thereby deriving some revenue.
- During the business meeting **analyse** your successes and failures in achieving **annual** goals and objectives. Assess progress on your longer range 5 year goals and objectives. Adjust your action plan accordingly, review the community tourism development plan, get a confirmation of commitment from partners, set new goals, objectives and priorities.
- Repeat the entire process each year until the final year of the plan.
- In year 5, it will be necessary to complete a final assessment of the 5 year goals, objectives and priority programs. The results will help you plan ahead for the next 5 years. This will be a Zone wide exercise and should be conducted by your Northern Frontier Zone Association. It will be very important that your **community** contribute to this exercise, because it will shape **community** and industry growth for the next 5 years. On Baffin Island, the first Zone to have a 5 year developmental plan, a 2nd five year plan is now being completed.

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

INVENTORY OF RESOURCES

RAE/EDZO

Figure 1

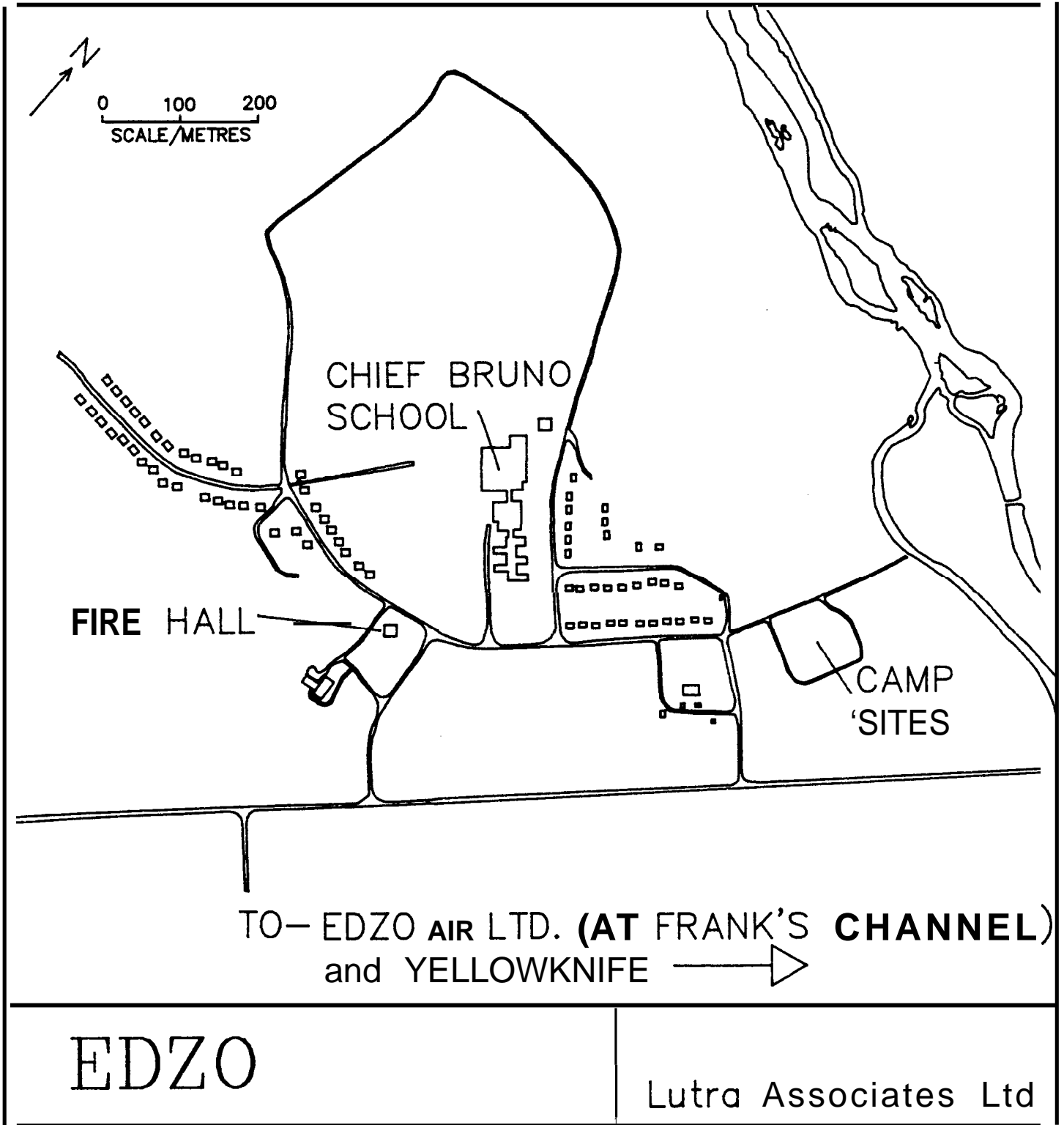


Figure 1

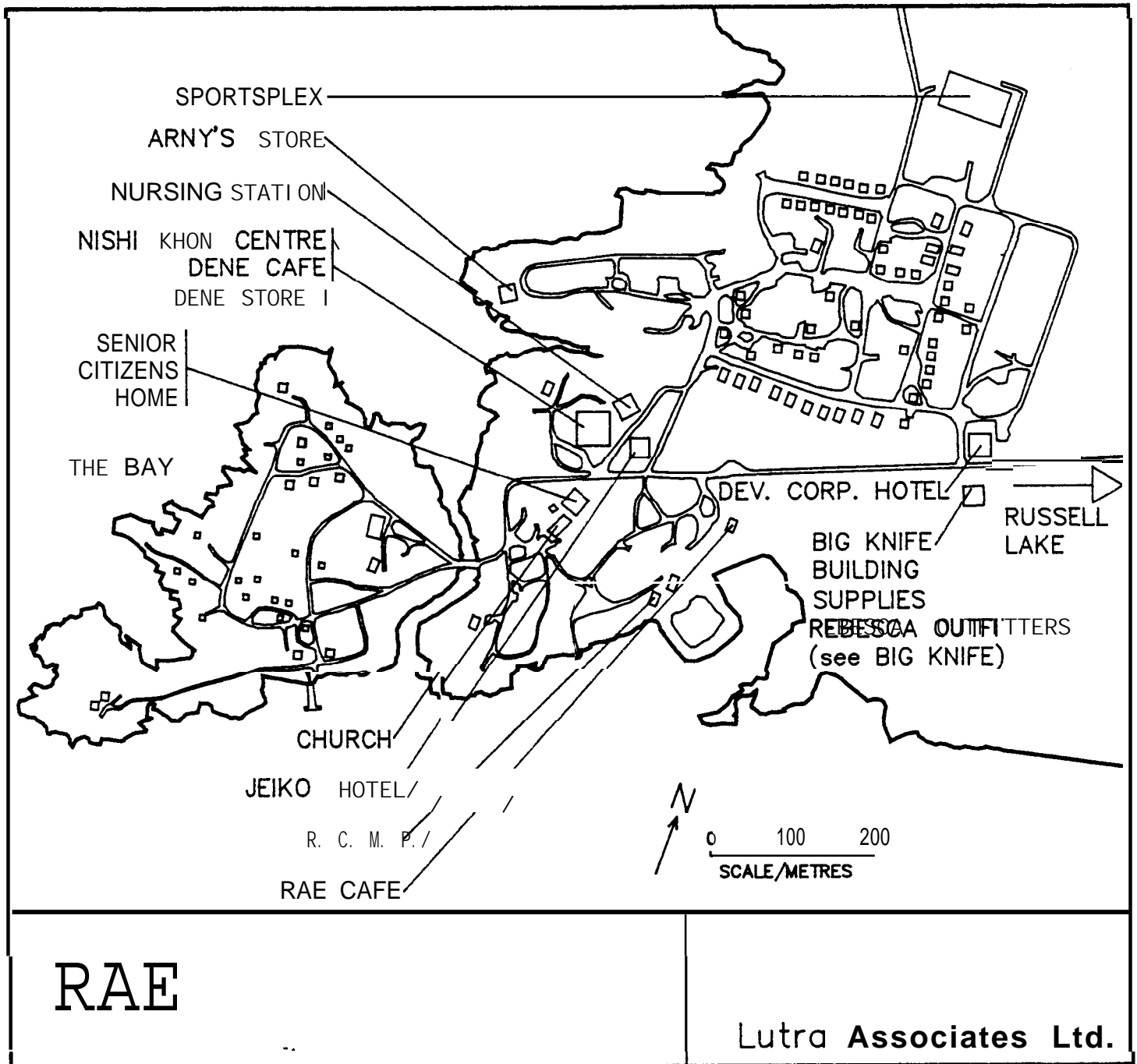


Figure 2

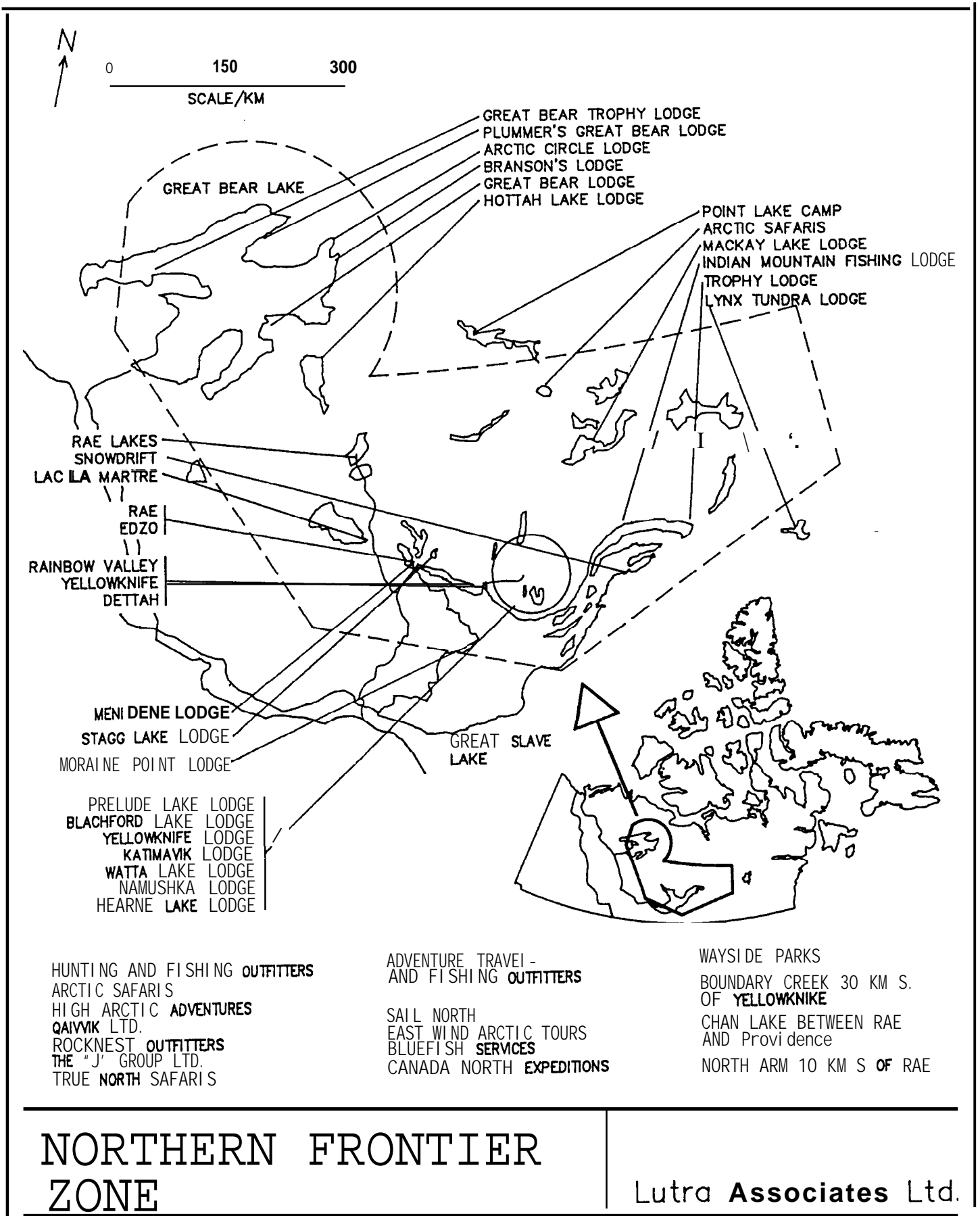
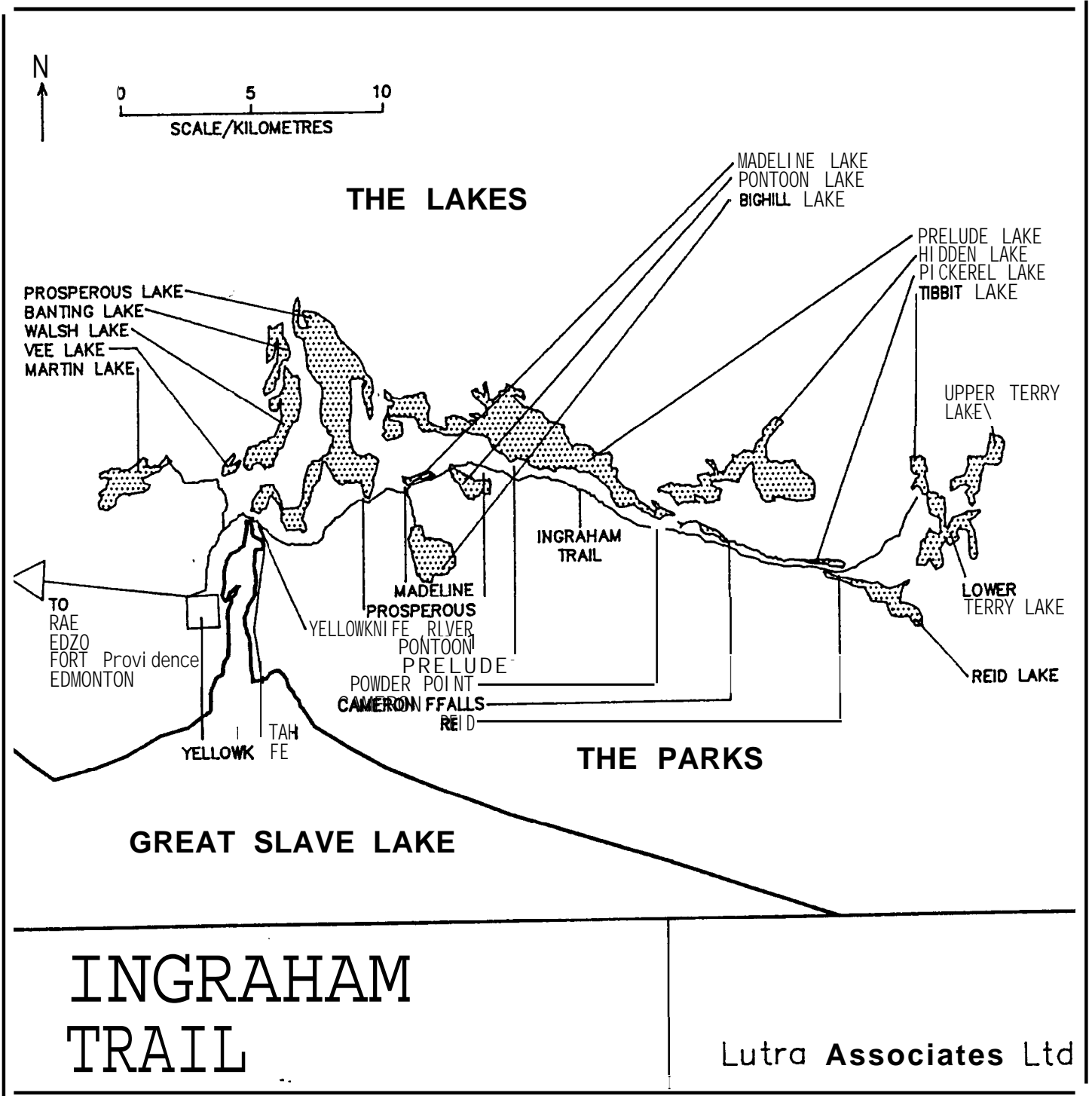


Figure 2



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

** Rde Edzo

| | |
|------------------------------------|--|
| Name: Nishi Expeditions Ltd. | Activities: Fishing, dog sled expeditions. |
| Location: Mattberry & Basler Lakes | Fish: Lake Trout, Northern Pike, Walleye |
| Accessed From: Rae Edzo | Facilities: Accommodation in tents, Dene guides, boats, motors. 'Note: Should be licenced in 1989. |
| Season: June 21 - Aug. 31. | |
| Capacity: 6(Mtbrry), 4(Basler) | |

| | |
|-----------------------------|--|
| Name: Stagg Lake Lodge | Activities: Fishing, photography, skidooing, cross country skiing. |
| Location: Stagg Lake | Fish: Lake Trout, Northern Pike, Walleye, Whitefish |
| Accessed From: Rae Edzo | Facilities: Boats, motors, skidoos, skis. |
| Season: June-Sept./Dec.-May | |
| Capacity: 15 | |

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

| Name | Capacity | Facilities |
|-----------------------------------|----------|--|
| ** Rae Edzo Chief Bruno School | N/A | The Chief Jimmy Bruno School also operates as a transient centre. Sleeping, bathroom & kitchen facilities are available. |
| Ieiko Hotel | N/A | Opening mid-June, 1989 |
| Rae Dene Hotel | N/A | Opening mid-May, 1989 |

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

| | Capacity | Type of Establishment |
|--------------------------|----------|-----------------------|
| -k* Rae Edzo Rae Cafe | 32 | Family Restaurant |
| Dene Cafe | 40 | Family Restaurant |

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

| | Activities | Season |
|--|--|------------|
| ** Rae Edzo Name: Rabesca's Company Outfitters Location: Rae Edzo | Fishing, hunting, photography excursions, cultural expeditions. Day & extended trips. | June-Sept. |

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

| Name of Store | Type of Merchandise |
|-----------------------------------|----------------------|
| ** Rae Edzo Dene Video & Gifts | Dene arts and crafts |
| Amy's | General merchandise |
| Dene Stores | General merchandise |
| The Bay | General merchandise |

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

Name of Business

Type of Service

** Rae Edzo
JB Gas Bar

Service station

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

Park Facilities & Features

** Rae Edzo
Name: Edzo
Type: Community
Location: Edzo

Facilities: 10 camping sites.
Features: Hiking, fishing, camping,
picnicking

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

| | Comments |
|---|--|
| ** Rae Edzo site: Mile 142 (Hwy #3) Significance: Natural | Paleozoic escarpment with fossils. Can be viewed from Frank Channel bridge. |
| Site: Hwy #3 (3 Mi.W. of Mosquito Creek) Significance: Natural/Cultural | Natural key-hole type arch in the rock, a spiritual place of offering. |
| Site: White beach Point Significance: Natural | Approximately 1/2 mile of white fine sand beach. |
| Site: Rabesca Lake Significance: Natural | A whirlpool in the lake. |
| Site: Russel Lake Significance: Natural | Sinkholes and a cave across from the old airport. |
| Site: Marian Lake Significance: Natural | Caves on the west of the lake.. |
| Site: Old Fort Rae (Rae Point, Great Slave Lake) Significance: Historical/Cultural | Trading post est.1852, by HBC. Spiritual site, has place of offering, cemetery opposite. |
| Site: Old Fort Island (Great Slave Lake) Significance: Historical | Remains of old buildings possibly a trading post and more recent camps. |
| Site: Old Trout Rock (Great Slave Lake) Significance: Historical/Cultural | Old Dene camp and cemetery. |
| Site: Trout Rock (Great Slave Lake) Significance: Historical | 10-15 cabins (many still in good shape), some cabins have hand-built chimneys. |
| Site: James Lake (S.W. shore) Significance: Historical/Cultural | Cabins and cemeteries. James - Marion Lake portage has a spiritual place of offering. |
| Site: Wecho River system (Mosler/Wheeler Lakes) Significance: Historical/Cultural | Cemeteries |
| Site: Marion Lake (north end) Significance: Historical/Cultural | Old Dogrib village and burial ground. |
| Site: Hislop & Wageradi Lakes Significance: Historical/Cultural | Old cabins with hand-built fireplaces, camping areas, burial grounds. |

| | |
|---|---|
| Site: Jim Darwish's trading post (Rae) Significance: Historical | |
| Site: Marion Lake; Backwater & Faber Lakes Significance: Cultural | Various legends associated with the landscape. |
| Site: Mosquito Creek (Beside Hwy #3) Significance: Recreational | Features: 8 km of rapids, pickeral run each spring. Facilities: None |
| Site: Road to Russel Lake Significance: Recreational | Facilities: bOdt launch, garbage bins. |
| Site: Various Waterways Significance: Recreational/Trans . | Most rivers and lakes are used by residents. |
| Site: Various Trails Significance: Recreational/Trans . | There are numerous skidoo and trapline trails in the vacinity of the community. |
| Site: Winter Carnival Significance: Event | Held in March, features a dog derby, traditional games. |
| Site: Happy Daze Significance: Event | Held in the summer, features feasts, dene games, drum dancing, hand games. |
| Site: Rae Edzo Significance: Cultural | Most local women are skilled in traditional handicrafts and hide preparation. |
| Site: Rae Edzo Significance: Cultural | Many older people know traditional Dene legends, stories, skills, etc. |
| Site: Rae Edzo Significance: Cultural | Almost all Dene residents speak Dogrib. |
| Site: Rae Edzo Significance: Cultural | Feasts drum dancing and tea dancing remain popular activities. |
| Site: Rae Edzo Significance: Cultural | Many residents spend time on the land & have retained bush skills. |
| Site: Rae Edzo Significance: Cultural | Some residents still use dog teams (although most use skidoos) . |
| Site: Rae Edzo Significance: Event | North Slave Regional Dene Winter Games - March 18-20. Traditional games/activities. |

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

| Name of Business | Type of Service |
|---------------------------|-----------------|
| ** Rae Edzo JB Gas Bar | Service station |

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

Park Facilities & Features

| | |
|---|--|
| ** Rae Edzo Name: Edzo Type: Community Locatio _n : Edzo | Facilities: 10 camping sites. Features: Hiking, fishing, camping, picnicking |
|---|--|

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

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

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

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

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

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

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

Type of
Infrastructure

** Rae Edzo

Developable Land: Limited availability. Require new gravel source, planning & pre-engineering.

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

Airport Facilities: Winter: ice runway. No floatplane facilities. Fuel available.

Road Linkage: Highway #3 links Rae Edzo with Yellowknife and communities to the south.

Road Linkage: A winter road links Rae Edzo with Lac La Martre and Rae Lakes.

Water Linkage: Great Slave Lake, Marian Lake, by canoe to Lac La Martre & Snare Lake.

Recreational Facilities: Khon Go Cho Sportsplex

SUMMARY OF CONTRIBUTION FUNDING
PROGRAMS AND TOURISM RESOURCES

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

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

| AGENCY | PROGRAM | ELIGIBILITY | COMMENTS |
|--|--|---|---|
| MARKET DEVELOPMENT | TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Shows *Public Relation Campaigns *FamTours for travel trade *Financial support to writers & photographers *Finan. Support to travel assoc. & businesses *Conducts market research & evaluation of marketing projects *Travel counseling through production 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 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. *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. Reps. are available to industry. |

PRODUCT &
FACILITY
DEVELOPMENT

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

*Project Feasibility

Individuals & tourism
business in N.W.T.

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

*Tourism Business
Development

individuals, **businesses**
community based org.

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

*Tourism Related
Public Infrastructure

TIA, NFVA, Regional
Councils & Community
Associations

● establishmnt **modernization,**
upgrading, expansion of **tourism**
related public infrastructure: up
to **80%** of eligible costs

EC. DEV. &
TOURISM, GNWT

*Product Development
Contributions
(to be discontinued in 1989)

New or existing northern
business duly registered
to carry on business - NUT

● preference is based on demonstrated
need to **expand** or improve **pkg.** tour
services and facilities. Up to **\$25k**

*Tourism Facilities
Development Contribution
(to be discontinued in 1989)

Active northern business
duly registered to carry
on business in 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 **availabl**
not to exceed **\$15,000.**

COMMUNICATIONS
CANADA

*Museum Assistance Program

Museums, art galleries,
exhibition centres, non-
profit institutions

***Exhibitions** Assistance Program: flax.
\$300,000. for **exhibit Productions**
***Planning Grants:** Up to **50%** to **max.**
of **\$50,000.** for institution development
***Equipment Grants:** Up to **50%** of **purchase**
and installing of **MUSEUM** related equip.

COMMUNICATIONS
CANADA

*Capital Assistance Program

Professional, Non-profit,
Cultural **assoc., Municipal**
and Territorial **Gov.**

*construction, renovation, repair of
cultural buildings; **equip. purchases,**
preliminary studies to 25% of costs.

COMMUNICATIONS
CANADA

*Festivals and Special
Events

***See Capital Assistance**
Program above

***cultural** events of national **scope.**
assist in **increasing** audiences for
cultural products. **Max.** 25% of costs.

| AGENCY | PROGRAM | ELIGIBILITY | COMMENTS | |
|------------------------|--|--|--|---|
| BUSINESS DEVELOPMENT | EC. DEV. & TOURISM | *Business Development Programs: | | |
| | | -Business Loans & Guarantees Fund | Northern Businesses | *lender of last resort providing loans & guarantees to a max. total of \$250k |
| | | -Eskimo Loan Fund | Inuit Controlled Northern Business | *loans granted for most legitimate bus. purposes/not applied against existing debt. |
| | | -Financial Assistance to Business | Northern Business in Financial Need, | *for legitimate expenses incurred during normal business operations & must demonstrate they contribute to economy. Eligible costs include fixed costs, # of Person yrs & annual wage bills. |
| | | -Business Development | Business registered to carry on business in the N.W.T. | *for purchase, installation! renovation, improvement or expansion of equipment or premises. \$10,000 per additional full time position created to a max. of \$50k not to exceed \$25k of expenditure purpose. |
| -Small Business Grants | Business registered to carry on business in the N.W.T. | *contributions up to \$2500 for need and where other financial 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. | *h-operative Development Fund | Member Co-ins | *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 & Plaster and Planning Studies | TIA, NFVA, Communities, Groups of Communities | *to develop individual but co-oral. themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90% of approved costs. |
| | | *Hospitality Awareness | 11A, NFVA, Regional Councils, & Community Associations | *program development - up to 100% including fees to develop prog. and support materials; program implementation - assist in form of a direct contribution to sponsoring assoc. for delivery of hosp. awareness programs |
| | | *Standards and Ratings | 11A | *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 Association, 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 Counseling | Entrepreneurs | *provision of business support from a Pool of counselors assigned to specific business to discuss plans and provide an assessment with recommendations. |

Sources:

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

Grants and Loans, June 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, FBDB, 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, 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>Pub l i c a t i o n</u> | <u>Ad S i z e*</u> | <u>I n s e r t i o n D a t e</u> | <u>c o s t**</u> |
|---|-----------------------------|----------------------------------|--------------------|
| Field/St ream | Class/dis. | With T/A ad*** | \$ 1,000. Us. |
| Outdoor Canada | 1/3 pg. | Fishing special | 2,850. |
| Petersen's | 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. Us. |
| Outside | 1/6 pg. | With T/A ad | 2,300. Us. |
| Participation in Explorers Guide, Cdn. Airlines Mag. etc. | various | as scheduled | <u>2,500.</u> |
| | Sub total | | \$18,995. |
| | U.S. exchange @ 32% | | 2,959. |
| | Color seps, other technical | | <u>2,000.</u> |
| | TOTAL | | \$23,954. |

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

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

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

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

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

MARKETING AIDS

1. ZONE BROCHURE REPRINT

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

Distribution

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

Cost Estimate

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

2. PRODUCT INFORMATION GUIDE REPRINT

Objectives

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

Explanation

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

Quantity

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

Distribution

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

Estimated Cost

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

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

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

Quantity

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

Cost Estimate

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

4.0 NORTHERN FRONTIER FISHING BOOKLETObjectives

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

Explanation

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

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

Quantity

Print run will be 2,000 copies

Distribution

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

Estimated Cost

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

5.0 NORTHERN FRONTIER HUNTING FLYER

Objectives

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

Explanation

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

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

Quantity

Printing quantity will be 1,000 copies.

Distribution

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

Estimated Cost

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

6.0 EVENTS/ATTRACTIONS CALENDAR POSTER

Objective

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

Explanation

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

Quantity

Printing quantity will be 3,000 copies

Distribution

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

Estimated Cost

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

8.0 RETENTION SHEETS

Objective

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

Explanation

Currently, there is only a limited number of package tours in place in Northern Frontier zone. Although there is development work underway in this area, it is not likely many new products will be in place by the summer of 89. As an interim measure, and in 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/rockhoundi** rig/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 mediakits, information packages sent to select publics, to conference delegates and for special presentations.

Estimated Cost

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

10.0 IMAGE BANK

Objective

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

Explanation

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

Usage

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

Estimated Cost

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

11.0 POSTCARD/TEASER PROGRAM

Objectives

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

Explanation

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

Quantity

1,500 cards will be printed.

Distribution

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

Estimated Cost

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

12.0 DISPLAY PANELS

Objectives

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

Explanation

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

Usage

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

Estimated Cost

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

No funds are being sought under EDA for this project.

MEDIA RELATIONS

Objective

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

Explanation

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

Quantity

Approximately **200** media kits will be sent out each mailing.

Distribution

Distribution will be geared to the subject matter **in the kits**. For example, a fishing **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

Schedule of Contributions
to Marketing Programs

| <u>PROGRAM</u> | <u>NFVA Cont.</u> | <u>Ind. Cont.</u> | <u>Other Cont. *</u> | <u>Total Cont.</u> |
|-----------------------------------|-------------------|-------------------|----------------------|--------------------|
| CONSUMER ADVG. | | | \$ 4,000. | \$ 4,000. |
| MARKETING AIDS | | | | |
| 1. zone brochure | | | 1,000. | 1,000. |
| 2. product guide | - | \$2,800. | | 2,800. |
| 3. misc. response mat. | \$ 900. | | | 900. |
| 4. fishing guide | | 1,000. | | 1,000. |
| 5. hunting guide | | 500. | | 500. |
| 6. events/attractions cal. | | 2,000. | 2,500. | 4,500. |
| 7. driving guide | 1500. | | 3,000. | 4,500. |
| 8. retention sheets | | 6,000. | | 6,000. |
| 9. folder/shells | | | | |
| 10. image bank | 500. | | | 500. |
| 11. postcard/teaser | 1000. | | | 1,000. |
| 12. display panels | | | 3,0(-)0. | 3,000. |
| MEDIA RELATIONS | | | | |
| PUBLIC RELATIONS | | | | |
| TOTALS | <u>\$3,900.</u> | <u>\$12,300.</u> | <u>\$13,500.</u> | <u>\$29,700.</u> |

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

PRELIMINARY TOURISM DEVELOPMENT EVALUATION CRITERIA

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

1. MARKETABILITY:

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

2. COSTS/FUNDING:

Developmental and operational costs, availability of support funds

3. PROFITABILITY:

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

4. COMMUNITY ISSUES:

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

5. HUMAN RESOURCES:

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

6. ACCESSIBILITY:

Climactic conditions, distance of resource, mode of transport

7. TIMING:

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

8. ENVIRONMENTAL SENSITIVITY:

Impacts of development to the environment

9. RESOURCE ABUNDANCE:

Traditional use of resource, longevity of resource

10. LAND USE (CONFLICTS)

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

11. IMPACTS TO ECONOMY

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

| DEVELOPMENT OPPORTUNITIES | SOURCE | COMMUNITY | MARKET SEGMENT | COMMENTS |
|---|-----------------------------------|-------------------------------------|--|---|
| *Tourist Cabins/Motel " - seasonal housekeeping with yr. round capability in Rae/Marian Lake, B-12 people | Rae Band Study | Rae | Ind. Tour/Business Adv. Travel | Not implemented |
| *Outfitting/guiding - winter/summer sportsfishing, dog team, sightseeing) | Rae Band Study | Lac La Martre, Rae Lakes & Rae | Ind. Tour/ Business Adv. Travel | Partial Implementation |
| *Boat Tours - 13 guided day & up to 3-5 days on adjacent rivers/lakes packaged with viewing /fishing/inter. | Rae Band Study | Rae Lakes, Rae Snare, Lac La Martre | Adv. Travel / Ind. Touring | Partial Implementation |
| *Packaged Bus Tours - day trip max. 15 Y.K.-Rae Edzo to link with craft shop, boat tours, float plane & walking tours | Rae Band Study | Rae Edzo | Ind. Touring/ Packaging | Not Implemented |
| *Airplane Charter Tour - From Rae to Old Fort Rae/Enterprise, La Martre Falls, Marian Village (hist. & general viewing) | Rae Band Study | Rae Edzo | Ind. Touring/ Packaging | Not Implemented Planned for Lac La Martre |
| *Craft Shop - develop as regional producer raw material supply depot and local tourist sales outlet | Rae Band study | Rae Edzo | Ind. Touring/ Adv. Travel | Craft shop closed |
| *Wood Buffalo Sport Hunts - Mackenzie Bison Sanctuary | Rae Band study | Rae Edzo | Adv. Travel Ind. Touring | Implemented '88 Ft. Providence |
| *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 |
|--|--------------|-------------|---------------------------|---------------------------------|
| *Chan Lk. Wayside Park - upgrade and improve park facilities and overall maintenance | Hwy #3 Study | Road system | Ind. Touring/ Rubber Tire | High priority not implemented |
| *Km. 121 - Km. 212.5 - Pts. of interest requiring signage or mention in a hwy. brochure | Hwy #3 study | Road System | Ind. Touring/ Rubber Tire | Low priority not implemented |
| *Spring at Km. 221.1 - signing | Hwy #3 Study | Road System | Ind. Touring/ Rubber Tire | Medium priority / |
| *Pull-off at Km. 224 - interpretive signage re: transition-if boreal forest to Cdn. shield | Hwy #3 Study | Road System | Ind. Touring/ Rubber Tire | Medium Priority not implemented |

INDUSTRY SUPPORT OPPORTUNITIES

| INDUSTRY SUPPORT OPPORTUNITIES | SOURCE | COMMUNITY | MARKET SEGMENT | COMMENTS |
|--|---|---|--|--|
| Mosquito Creek - establish as day use south side of hwy., camp-ground on north side 5-1 sites | Rae Band/ Hwy #3 Study | Road System | Ind. Touring/ Rubber Tire | Low Priority (hwy#3 study) not implemented |
| *Mosquito Creek Hill - view pt. GSL, transition/burn area; signage, picnic site, hiking/ski trail along escarpment from link-out | Rae Band/ Hwy #3 Study | Road System Rae Edzo | Ind. Touring/ Rubber Tire | Not implemented |
| *North Arm Territorial Park - upgrade area to major park site tie in existing park to Mosquito | Hwy #3 Study | Road System Rae Edzo | Ind. Touring/ Rubber Tire | Not Implemented |
| *Frank Channel - interpretive sign pull-off/parking: boat launch, canoe rental, boat trips, camping | Rae Band/ Hwy #3 Study | Road System Rae Edzo | Ind. Touring/ Adv. Travel | Partial Impl. |
| *Stagg River -small day use area | Hwy #3 Study | Road System | Ind. Touring/ Rubber Tire | Not implemented |
| *Awareness Program | Rae Band study | Rae Edzo, Rae Lakes, Lac La Martre, Snare | All markets | Partial impl. |
| *Legends/History Project - publications/tapes outlining Dogrib history and legends | Rae Band Study | Rae Edzo, Rae Lakes, Lac La Martre, Snare | Ind. Touring/ Adv. Travel Cultural | Partial collection |
| *Historic Site Restoration/Museum Establishment | Rae Band Study | Rae Edzo | Ind. Touring/ Adv. Travel | Not implemented |
| *Information Cubes/Displays - community brochures, signage, indoor/outdoor display | Zone Capital Planning | Rae Edzo, Rae Lakes, Snare Snowdrift | Ind. Touring/ Adv. Touring | Partial |
| *Dogrib Region Visitor Info. Centre located at the Rae turn-off to service rubber tire market | Zone Capital Planning | Rae | All markets | Not implemented |
| *Zone Canoe Routes - identify, and develop | Zone Capital Planning, Rae Band Study | Zone | Ind. Touring/ Adv. Travel | Status unknown |

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

APPENDIX D

— Lutra —

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