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***Northern Frontier Zone Tourism
Development Strategy - 1989 - 1993 -
Technical Report Tourism, Tourism - North
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Date of Report: 1989
Author: Lurta Associates
Catalogue Number: 11-27-2***

11-27-2
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**NORTHERN FRONTIER ZONE
TOURISM
DEVELOPMENT STRATEGY-
1989-1993
TECHNICAL REPORT**

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

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PART 1 - Background

1. INTRODUCTION

1.1 Background to the Tourism Strategy

The Northern Frontier Tourism Zone is made up of five (5) small traditional Dene communities, one (1) medium sized traditional/quasi-urban Dene community, one (1) large urban centre and the lands traditionally used by the residents of these seven (7) communities. The extent of the Northern Frontier Tourism Zone is illustrated in Figure 1.

The Northern Frontier Tourism Zone has very well developed tourism infrastructure and sophisticated products and services in some parts of the zone and, limited tourism development and awareness of the industry in others. The diversity of people, businesses, natural features and resources makes the Northern Frontier Tourism Zone one of the more interesting tourism environments in the N.W.T. The Northern Frontier Visitors' Association (NFVA) serves the interests of the zone's tourism industry.

For some years NFVA, its membership and the Government of the Northwest Territories (GNWT) have been concerned that the Zone's tourism industry may be hindered by the lack of a long range development strategy. Three years ago the NFVA outlined a process for preparing a zone tourism development strategy. Unfortunately that process was never pursued. The continuing need for a blueprint for tourism development in the Northern Frontier precipitated a funding request to the Canada/N.W.T. Economic Development Agreement (EDA) in 1987. Funds to prepare a Northern Frontier Tourism Development Strategy were approved by EDA in early 1988. The availability of tourism planning funds enabled NFVA to contract **Lutra Associates Ltd.** of Yellowknife and **Derek Murray Consulting Associates Inc.** of Regina to prepare a Zone tourism development strategy and community tourism development plans. This contract was awarded in February 1988.

The development of the Northern Frontier Zone Tourism Development Strategy and community Tourism Development Plans occurred over a 12 month period. The planning process was directed by a Steering Committee comprised of Northern Frontier Visitors' Association Board and staff and, the G.N.W.T. Dept. of Economic Development and Tourism (North Slave Region's Regional Tourism Officer). The planning process involved Northern Frontier tourism operators, community residents, tourism related socio-cultural organizations, industry associations and government agencies.

Figure 1

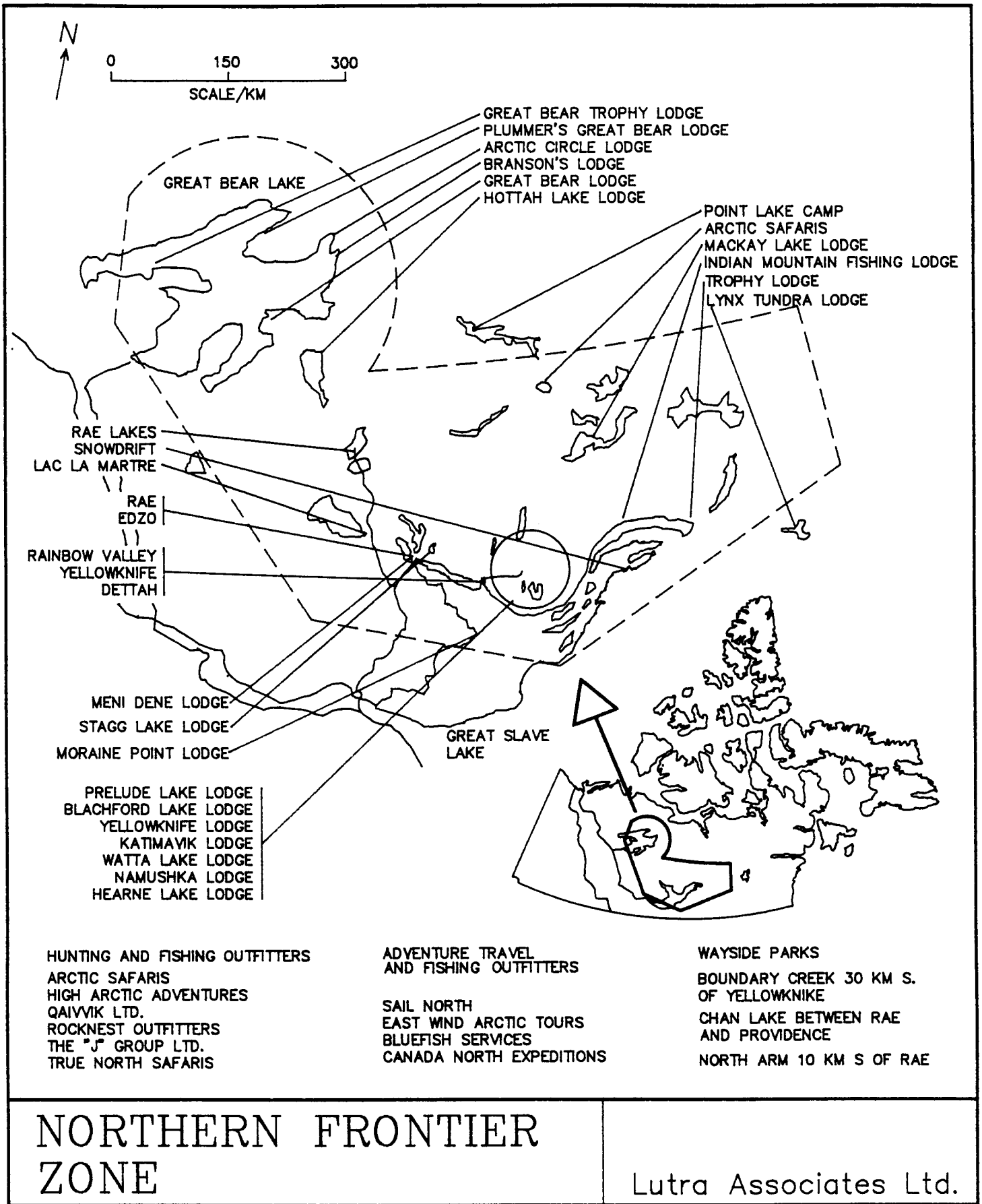
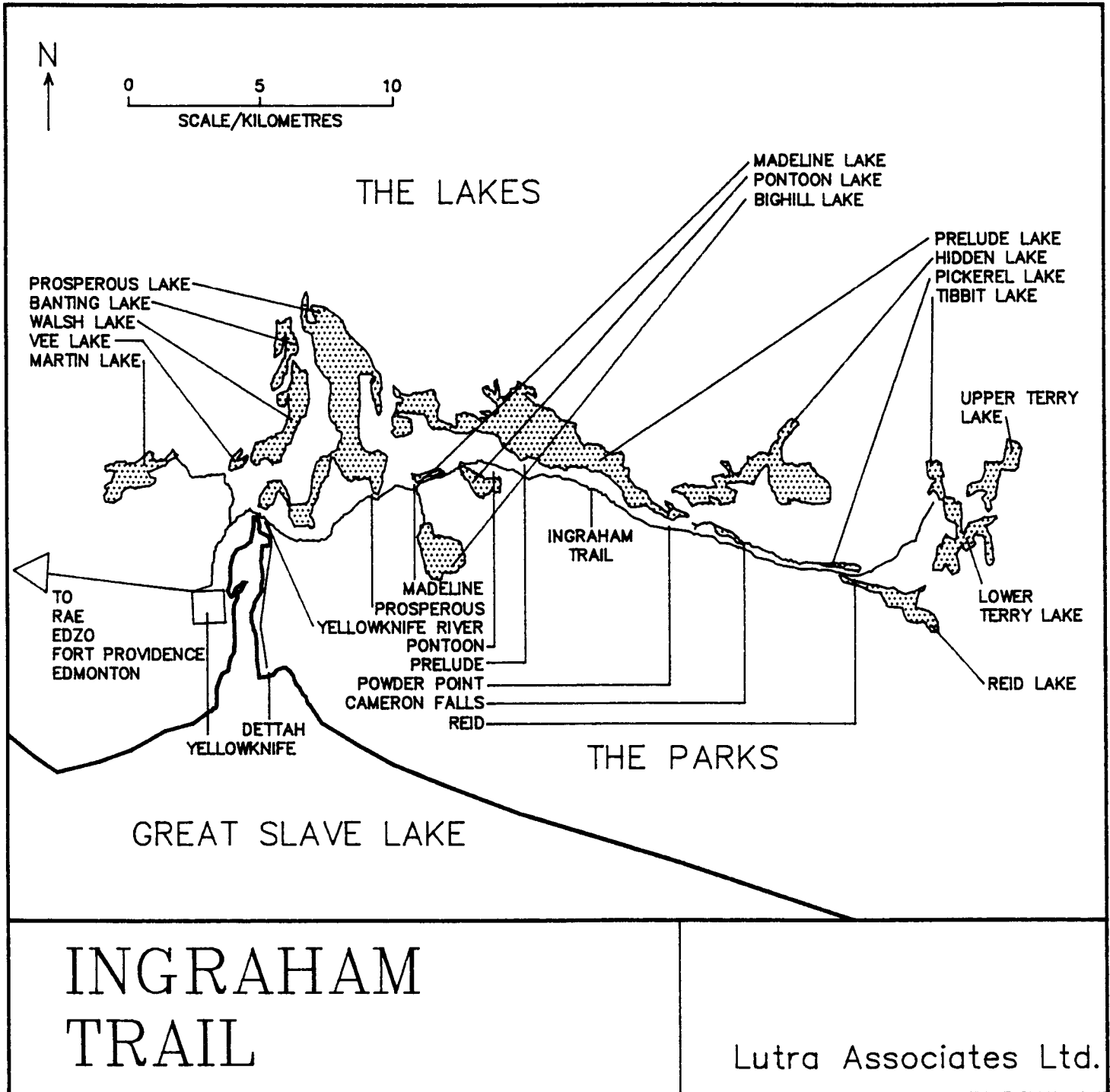


Figure 1



1.2 Goals, Objectives and Scope of Tourism Planning Process

The Terms of Reference for this planning assignment identified the goal of a tourism development strategy for the Northern Frontier Tourism Zone as "**a blueprint which can guide private, public and community investment in and development of the zone's tourism-leisure industry**". Specific tourism planning objectives designed to achieve this goal and also identified in the Terms of Reference were:

- 1) to increase industry awareness, understanding and involvement among zone residents, communities and businesses;
- 2) to assess tourism-leisure opportunities in the zone;
- 3) to describe existing and potential markets;
- 4) to describe community-zone integration/linkages;
- 5) to describe community-zone development themes;
- 6) to describe a tourism development strategy for the zone and for each of the seven (7) zone communities;
- 7) to detail a realistic implementation plan for the zone and for each of the seven (7) zone communities; and
- 8) to supply the necessary regional input into the G.N.W.T. Capital Planning process.

The extent to which these objectives could be pursued or the scope of the tourism planning process was defined by the funding and timeframe assigned to this planning project. Relative to other N.W.T. tourism zones, the Northern Frontier received about one-third of the funds usually expended in zone planning processes and was initially required to complete the planning assignment in six months. While the timeframe was finally expanded, the budget was not.

Given the scope of the planning project, the Northern Frontier Zone Tourism Development Strategy:

- Focuses on the supply side of the industry (ie. product development) and seeks compatibility with the Northern Frontier's current marketing strategy. This planning assignment therefore does not include a marketing strategy.
- Is developed from existing product and market information (ie. published reports). This planning assignment therefore did not involve in-depth surveys or interviews with tourism operators.

- Relies heavily on operator/community direction in the identification of realistic, workable tourism opportunities and programs. Evaluation matrices which often characterize tourism planning reports therefore have not been included. Evaluation criteria used in the assessment of opportunities have however been identified.
- Relies on prefeasibility assessments of realistic opportunities. Considerable effort was expended preparing these assessments. These assessments enabled community residents, operators and other interest groups to evaluate the appropriateness of goals and objectives and of each opportunity/program. Prefeasibility assessments also enabled the formation of the implementation strategy.
- Is not supported by graphic displays/drawings/renderings of priority opportunities. Resources did not allow for the elaboration of priority opportunities. Therefore, the output of this planning process are realistic 'no frills' development plans.

1.3 The Tourism Planning Process

The Northern Frontier tourism planning process was structured to achieve the goal and objectives described above. The process exploited the planning team's 'hands-on' Zone and industry knowledge and expertise and was enhanced by the accessibility of the project managers (Lutra Associates) whose offices are located in Yellowknife. Community planning associates in Rae Lakes, Lac La Martre and Snowdrift further enhanced the process by offering specific linguistic, cultural and industry knowledge.

The planning process had five phases. Each phase was structured to enable community/public ratification and/or participation. The process also featured regular formal and informal reporting to NFVA. Regular telephone communications were maintained with the General Manager and numerous meetings were held with the Steering Committee and/or individual members of it. A list of meetings held during this planning process are shown in Appendix A. Features and highlights of the five planning phases are summarized below.

PHASE 1: Organization and Orientation

The intent of this phase was to ensure understanding of the planning process, outputs and, local involvement.

A detailed work plan and, job descriptions/information materials for community based planning staff were prepared and disseminated. Introductory meetings were held in zone communities (see Appendix A). Community staff were hired in

Rae Lakes, Lac La Martre, Snowdrift, Dettah and Rae Edzo. Staff in the former three communities participated for the duration of the planning process.

Excerpts of information materials provided to community staff are attached in Appendix B.

PHASE 2: Zone/Community Profiles and Policy/Funding Framework

The intent of this phase was to develop from secondary sources, profiles of tourism resources (see Chapter 2), policies (see Chapter 4) and funding (see Chapter 5) available to the tourism industry in Northern Frontier. Resource and funding profiles were reviewed and verified by community staff.

PHASE 3: Opportunity and Constraint Identification

The intent of this phase was to identify the strengths and weaknesses of existing tourism resources, plant and infrastructure to attract markets and meet potential demand.

Information for this phase was drawn from secondary sources and from expert opinion offered by zone operators and residents in planning forums (see Appendix A).

Community meetings and tourism open houses were generally well attended. Examples of advertising tools and attendance at these forums are provided in Appendix C.

PHASE 4: Strategy Formulation

The intent of this phase was to gain consensus on industry targets and product requirements, establish goals and objectives, prioritize opportunities and to assess costs and benefits. This was done through the dissemination of draft community specific and zone wide tourism plans.

Lutra reviewed draft community plans and the Zone strategy with Northern Frontier communities and with the NFVA Tourism Steering Committee. Input provided in this phase allowed for the finalization of plans (see Phase 5 below).

PHASE 5: Reporting

Finalizing community and Zone reports and preparing implementation strategies for each community and for the Zone as a whole was the intent of Phase 5.

It was anticipated that seven (7) community Tourism Development Plans and a zone wide strategy would be produced. Lutra Associates however had no success in its attempts to involve Snare Lakes in this planning process. Therefore, a tourism plan for that community has not been prepared.

Tourism development plans for the period 1989 to 1993 are available for Rae Lakes, Lac La Martre, Yellowknife, Rae-Edzo, Snowdrift and Dettah/Rainbow Valley. Part 2 of this technical report describes the Northern Frontier Zone Tourism Development Strategy for 1989-1993.

1.4 Lay-Out and Structure of the Technical and Community Tourism Reports

The Northern Frontier tourism planning process has culminated with the production of seven (7) documents:

Northern Frontier Zone Tourism Development Strategy: Rae Lakes Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Lac La Martre Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Rae Edzo Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Yellowknife Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Yellowknife B Band Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Snowdrift Tourism Development Plan, 1989-1993

Northern Frontier Zone Tourism Development Strategy: Zone Technical and Strategy Report, 1989-1993

Each document profiles the tourism environment in light of natural, physical and human resources, community attitudes, market conditions and, the financial support available to the industry. Each planning document also articulates the goals and objectives for tourism development over the period 1989-1993, offers an assessment of community/zone tourism development opportunities and, provides a detailed implementation strategy for realizing opportunities.

The Northern Frontier Zone Tourism Development Strategy: Technical Report is divided into two parts. Part 1 is made up of Chapters 1-6 and comprises the technical report or background to the Zone Tourism Development Strategy and specific community Tourism Development Plans. Part 2 is made up of Chapters 7 and 8. These chapters present the components of the Northern Frontier Zone Tourism Development Strategy for 1989 to 1993.

Part 1 - Background

2. TOURISM RESOURCES IN THE NORTHERN FRONTIER

2.1 Overview

The geographic boundaries of the Northern Frontier Tourism Zone are illustrated in Figure 1. The Zone is made up of seven (7) communities, four (4) of which are small traditional Dogrib communities - Rae Lakes, Lac La Martre, Snare Lake and Dettah/Rainbow Valley - and, one the small Chipewyan community of Snowdrift. A sixth community is Rae Edzo, a medium sized traditional/quasi-urban Dene community. The seventh Northern Frontier community is the Territorial capital of Yellowknife. The Northern Frontier Tourism Zone also includes the lands traditionally used by the residents of the seven (7) communities.

The Northern Frontier Zone is ecologically diverse. The Zone includes tundra, treeline, and boreal forest landscapes. It also features two of the largest and deepest lakes in North America (Great Bear Lake and Great Slave Lake), a diversity of natural geophysical wonders and a variety of wildlife species. The Zone is renowned for its fish resources and has a sport fishing lodge industry with more than 20 years of experience.

The capital of the N.W.T. and Northern Frontier Tourism Zone has the best developed infrastructure in the N.W.T. Yellowknife is the transportation gateway to zone communities and to much of the N.W.T. Yellowknife's well developed business community and strong tourism infrastructure dominate tourism activities in the Zone. However Yellowknife is not typical of the Northern Frontier rather it is the exception. In some communities there is a very well developed tourism infrastructure with sophisticated products and services. In other parts of the Zone, there is limited tourism development and awareness of the industry.

2.2 Community Specific Tourism Resources and Constraints

Tourism resources is a generic term applied to tourism establishments, tourism related infrastructure and services, wildlife resources and, natural and cultural features. The Northern Frontier Zone has significant resources which enhance tourism potential. Tourism resources specific to each community and/or the traditional lands are discussed in detail in community Tourism Development Plans. Significant tourism resources, strengths and weaknesses are summarized below.

RAE LAKES

The community has:

- *Good fish resources in Faber, Rae, Sarah and Hottah Lakes;
- *A community-owned outpost camp (Hottah Lake Lodge) which requires upgrading/refurbishing; and
- *Good historic, wildlife and scenic viewing opportunities.

Currently there is no tourism activity in the community. Main constraints are: inappropriate commercial or public infrastructure suitable for pleasure travellers; high transportation costs from Yellowknife to Rae Lakes; and lack of a skilled, industry aware labour force.

LAC LA MARTRE

The community has a three year history of involvement in the tourism industry and is developing a reputation as a sport fishing destination. The community also actively pursues northern meetings/conferences. The community's key tourism resources are:

- *Excellent sport fishing for trout, grayling and northern pike;
- *Community owned hotel and lodge with licensed capacity of 20 both based in Lac La Martre; and
- *Traditional camp sites, Marian Village and other historic/cultural resources.

Weaknesses in Lac La Martre's tourism industry are those common to all communities in Northern Frontier such as inadequate local industry understanding, skills and involvement.

RAE EDZO

Despite easy access the number of pleasure travellers to the community is not high. The community offers few tourism specific products and services. Rae Edzo has the human resources and physical infrastructure to attract, co-ordinate and host short term events. Tourism potential in Rae Edzo is enhanced by:

- *Highway access via Hwy. #3;
- *Proximity and access to the North Arm of Great Slave Lake; and

*Access to an abundance of wildlife resources including caribou, wood bison, geese and, ducks.

YELLOWKNIFE

Yellowknife is serving a growing number of tourists annually. The strength of the City's tourism industry is in its:

*Access to 13 lodges with a total bed capacity of 178, six (6) Class B hunting outfitters and five (5) bus and tour operators.

*Six (6) commercial hotels/motels with a combined capacity of 800 beds; 27 year-round eating establishments with a combined seating capacity of 1720; and 17 licensed beverage establishments seating over 1800 patrons.

*Role as gateway to the natural riches of Great Slave Lake, Northern Frontier hinterland and other N.W.T. locations.

*Access to guided and self-guided fishing, sightseeing and/or adventure touring.

*Special events and features unique to the most northerly capital city in Canada.

Weaknesses in Yellowknife's tourism industry are: poor scheduling/lack of co-ordination; poor/limited information services; limited access to Great Slave Lake; and limited public infrastructure to support self guided touring activities.

DETTAH/RAINBOW VALLEY (YELLOWKNIFE B BAND)

The Yellowknife B Band has been involved in the tourism industry for almost two years. The Band is building an industry around:

*Access and proximity to the cultural and natural features of Great Slave Lake;

*Scheduled lake touring opportunities;

*Traditional Dene cultural experiences; and

*Proximity to Yellowknife markets and willingness to joint venture with Yellowknife based tourism operators.

Lack of commercial infrastructure, business organizations and skilled human resources are major constraints to the development of the tourism industry in Dettah/Rainbow Valley.

SNOWDRIFT

While the East Arm of Great Slave Lake is a tourism destination for sport fishermen, itinerant boaters and some adventure travellers, the community of Snowdrift experiences little in the way of tourism activity. The resources of the East Arm are unquestionably Snowdrift's greatest tourism assets whether it be:

- *Trophy lake trout, grayling and northern pike;
- *A wide range of cultural/historic resources;
- *Spectacular scenery and diversity of landscape and wildlife; or
- *The proposed East Arm of Great Slave Lake National Park.

Tourism industry development in the community is hampered by under-developed infrastructure, business organizations and human resources.

2.3 Northern Frontier Zone Tourism Resources and Constraints

The nature of the Northern Frontier Zone is such that many tourism resources are not specific to any one community. The five (5) lodges located on Great Bear Lake are an example of this. These lodges have a combined licensed guest bed capacity of 226. Three (3) Great Bear Lake lodges are accessed from Edmonton, one is accessed from Winnipeg and one from Yellowknife (see Appendix D).

While the Northern Frontier's six (6) sport hunting outfitters all work from a Yellowknife base, these operations are of interest to Rae Edzo, Rae Lakes, Lac La Martre and Snare Lakes as these activities parallel those pursued domestically by community residents. As such sport hunting in Northern Frontier is perceived as a zone-wide activity.

The Northern Frontier is included in a number of package tours, some of which originate in southern Canada. Ten companies offering packaged community, bus, naturalist, adventure and sightseeing tours to/in the Zone are listed in Appendix D. These packages are identified as a zone wide tourism product as more than one community is often involved.

The Northern Frontier Tourism Zone can be accessed by Highway 3. This highway and the Ingraham Trail are considered a zone resource as the road, campground and wayside park infrastructure has impacts/benefits to the zone as a whole. Campground and park infrastructure located on Zone highways is described in Appendix D.

A summary of the number and capacity of key tourism resources found in the Northern Frontier Zone are summarized in Figure 2 below.

FIGURE 2: SUMMARY OF TOURISM INFRASTRUCTURE IN NORTHERN FRONTIER TOURISM ZONE

Type	Number of	Licensed Capacity: 1988
SPORT FISHING LODGES/TENT CAMPS	23	506
SPORT HUNTING OUTFITTERS	6	N/A
COMMERCIAL FIXED ROOF ACCOMMODATION	9	852
EATING ESTABLISHMENTS	32	1864
BEVERAGE SERVICE	17	1761
OUTFITTERS (Short Duration)	16	N/A
PACKAGE TOURS ORIGINATING WITHIN ZONE	12	N/A
PACKAGE TOURS ORIGINATING OUTSIDE OF ZONE	11	N/A

SOURCE: Appendix D

The Northern Frontier Zone's tourism industry is very well developed in some communities and underdeveloped in others. While diversity within the Zone is an attraction, it is also an impediment. Weaknesses in the Northern Frontier's tourism industry include:

- * poor positioning and packaging of Zone products
- * lack of cultural tour packages

* inconsistent and inadequate Zone information, orientation and promotional services

* weak linkages among Zone operators and Zone communities

* inadequate and/or insufficient skilled human resources and organizational structures.

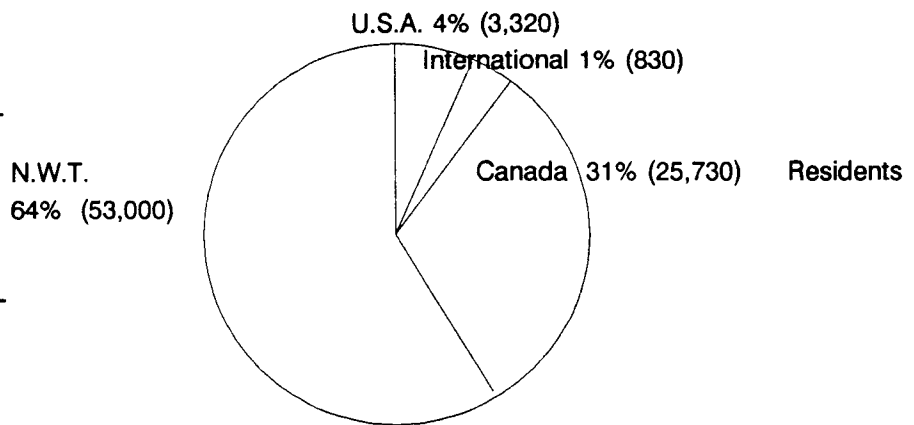
Part 1 - Background

3. MARKET CONDITIONS IN THE NORTHERN FRONTIER

3.1 Introduction

To develop a realistic tourism strategy for the Northern Frontier, it is important to understand who our visitors are, where they come from, and how many are attracted by Zone products, events and resources. Perhaps more important, it is necessary to understand the direct expenditure benefit to Zone businesses. This is the intent of this chapter.

Figure 3: Northern Frontier Tourism Market Share
Origin of Visitation to the Zone



Northern Frontier visitor information is

poor. For years data on the Zone was compiled with that of the Big River Tourist Zone. Available market structure and impact data is drawn mainly from survey work¹ completed in the Zone in 1982-84 and recently completed Zone market and product development strategies/plans². An example of data which can be extrapolated is presented in Figure 3.

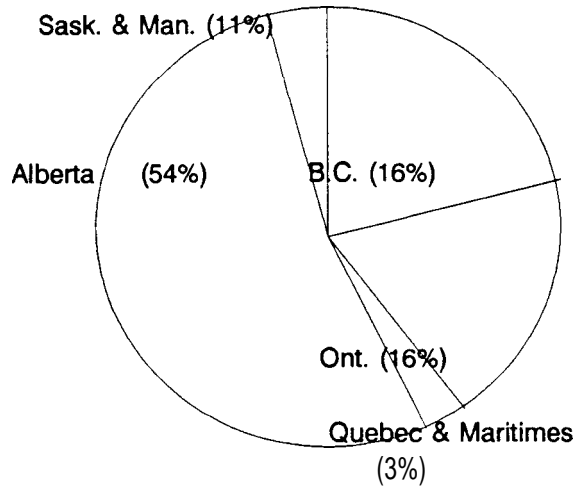
The Department of Economic Development and Tourism and NFVA recognize that explicit market data is required for the Northern Frontier Zone. It is expected that with the regional realignment of the Department and the creation of the

- 1 Visitors To The Northwest Territories 1984, Canadian Facts, prepared for G.N.W.T., Dec. 1984; Visitors To The Northwest Territories 1982, G.N.W.T., 1982
- 2 A Strategic Marketing Plan For Tourism For The Government of The Northwest Territories, 1986, Briar International Business Resources Ltd.

North Slave Region that future visitor surveys will coincide the Zone's geographic boundaries.

Northern Frontier's market data information base will improve in the future as a result of co-operative efforts with Travel Arctic and the Travel Industry Association of the Northwest Territories to develop a visitor inquiry system. A by-product of the system will be the capacity to produce data reports on visitor inquiries giving details on the reason for the inquiry, where and who it came from and the particular activity and product required by the inquirer. Data of this nature will undoubtedly improve and update our understanding of the Zone's market share of Canadian visitors as shown in Figure 4. Currently the Zone can assist operators by producing labels for over 20 main categories of Zone activities. The Zone gets its inquiries from the Travel Industry 1-800 Hotline, by mail in response to Zone advertisements, by phone, referrals from municipal agencies and "off-the-street" inquiries. All inquiry information is stored in an easily accessible micro-computer data base.

Figure 4: Northern Frontier Zone Market Share Canadian Visitor Market



Source: A Product Development Plan for the Northwest Territories' Tourism Industry

3.2 Market Structure

An estimated 83,000 trips³ (or 45% of all Territorial travel) are made to and in the Northern Frontier Zone annually. Some 53,000 trips are made by northerners resident in the Territories while our next largest visitor group is the non-N.W.T. resident Canadian. Travelers from the United States and international origins represent a smaller portion of visitors. Figure 3 summarizes the origin of total visitors to and in the Northern Frontier Zone.

It is noteworthy that an estimated 65% of the non-resident travel market originates directly to the south of the Zone in the western prairie provinces. This is largely due to the relative ease of air and road access to the Zone. Figure 4 further refines geographic origins for the Zone.

During the early 1980's non-resident travel to the N.W.T. declined with largest decrease realized in the Fort Smith Region which included the Northern frontier Zone. Per trip expenditures however managed to improve during the decline period indicating that longer trips are being taken in the region/zone. Although there is no new travel data for the Fort Smith Region or the Northern Frontier

- 3 Zone travel by N.W.T. residents is estimated @ 53,000 annual trips or 52% of Territorial residential travel. It is assumed that N.W.T. residents travel an average of 2.2 trips annually within the N.W.T. (Source: Economic Study of Proposed East Arm of Great Slave Lake National Park), 1987, Lutra Associates Ltd. Zone non-resident travel for business and pleasure is estimated at 62.5% of territorial and 60% of Fort Smith Region travel, for a combined business & pleasure annual trip equivalent to 30,000 annual trips. (Source: A Product Development Plan for the Northwest Territories' Tourism Industry), 1987 Derek Murray Consulting Associates Inc. It also assumes that 60% of Fort Smith Region non-residential travel arrives at destinations within the Zone. Zone residential and non-residential combined trip totals = 83,000.

Tourism Zone since 1984, recent ⁴ consultants' reports forecast corrections in the downward visitor trend.

3.3 Market Impact

The Northern Frontier Zone's share of the Territorial travel market ranks highest among all the other travel zones in the N.W.T. The Zone has relatively well developed transportation and service infrastructure to support its tourism products, ranks as the N.W.T. centre for commerce, government and, has diverse and skilled human resources. **The Northern Frontier** also has a lengthy history in the tourism sector of the N.W.T. economy. All of these factors contribute to our Zone's relatively high share of the Territorial visitor market.

The 83,000 trips to/in the Northern Frontier Zone account for \$51.5 million annually in visitor expenditure. Although non-N.W.T. resident Canadians, American and international travelers take significantly less trips to the Zone, they stay longer and spend an estimated \$3 million more than the Northern Frontier Zone's share of the N.W.T. resident travel market. Residents spend \$24.2 million⁵, while non-resident visitors spend the remaining \$27.4 million. In comparison to our neighbors in the Yukon, it can be expected that our non-resident visitor will spend approximately 5 times more while visiting sites, attractions and products in the Northern Frontier. In today's dollars we can expect that our combined resident and non-resident visitors will spend an average \$621 per trip.

4 A Product Development Plan for the Northwest Territories Tourism Industry, Derek Murray Consulting Associates Inc.

5 N.W.T. resident travel expenditure is an average of 50% less per trip than non-residents (Ibid 4). Due to the apparent higher number of 'low-spend' rubber tire visitors, the expected per trip expenditure should be lower than the territorial average. In 1982, the Fort Smith Region per trip expenditure was 75% of the Territorial trip expenditure and in 1984 the expenditures were equivalent (Ibid 1). If the 1984 per trip expenditure relationship is assumed for the Northern Frontier Zone and applied to the most recent expenditure figures, then the most recent non-resident trip expenditure is estimated at \$912. If resident travel expenditure is on average 50% less per non-resident trip expenditure, then resident trip expenditure is \$456.

Figure 5: Summary of Visitors to the Northern Frontier Zone

	N.W.T.	Zone
Resident Travel	101,200	53,000
Business	50,600	26,300
Pleasure	50,600	26,300
Resident Travel Expenditures (000)	\$46,173	\$24,181
Non-Resident Travel	80,418	30,000
Business	46,730	12,600
Pleasure	33,688	17,400
General		10,400
Adv. Travel		7,000
Nan-Resident Travel Expenditures ('000)		\$27,360

3.4 Market Characteristics

In order to make good planning decisions, operators in the Northern Frontier should have some bottom-line information about markets. The above summary (Figures 3,4 and 5) breaks out two broad categories of visitors to the Zone, resident and non-resident. Alone however these categories do not tell us much about our markets. Therefore a profile of the characteristics of Northern Frontier's travel markets has been prepared.

The Resident Market

**Territorial residents travel often, and annually slightly less than half of them will travel in or to the Zone.*

- Resident travel is highlighted by short duration 3 day trips. Residents will travel slightly more than twice per annum in the N.W.T. with at least one of those trips taken for pleasure while the other will be for business purposes. Residents can be expected to take 53,000 trips in the Zone annually.

**Residents will spend less money traveling in the Zone than non-resident visitors primarily due to fewer annual trip days.*

- Residents will spend an estimated \$456 per trip compared to approximately \$912 per trip for non-residents. As stated above, the annual resident Zone travel expenditure is an estimated \$24.2 million.

**If we assume that our resident travel markets desire similar activities as Canadian adults interested in visiting the N. W. T., the following activities are considered to be somewhat to very important and rated accordingly:*

- Wilderness/Undisturbed (93%), Visiting Historic Sites (72%), Visiting National Parks (71%), Local Festivals/Events (65%), Purchasing Local Crafts (55%), Experiencing New and Different Lifestyles (45%)⁶.

We suspect that the N.W.T. resident pleasure traveller may seek these activities along with others in perhaps a slightly different order. It is noted that the destination for much of the resident travel market is Yellowknife. Visiting friends and relatives, shopping trips and local festivals/events are assumed to be prime travel activities in the Zone. These activities would replace visiting national parks and historic sites because we don't have any parks and few developed historic sites.

**Long range market potential for Zone resident travel is not expected to significantly increase through 1995.*

- Resident travel is tied to population growth, industry and government spending for travel, and discretionary income for travel. Population growth is forecasted at slightly less than 2% for the Territories, while government/ industry spending should not change significantly over the next five years.

The Non-Resident Market

** Relative to resident visitor travel in Northern Frontier, a higher portion of the Zone's non-resident visitor market is pleasure oriented.*

6 A Product Development Plan for the Northwest Territories' Tourism Industry, 1987, Derek Murray Consulting Associates Inc.

- Pleasure travel represents 58% of Zone non-resident visitation while N.W.T. residents traveling in the Zone do so for business at least 50%⁸ of the time. Pleasure travel trips are estimated to account for 17,400 of the total 30,000 annual trips made to the Zone.

Although the resident travel market has stimulated the development of infrastructure, it **will be the non-resident pleasure travel market that will provide opportunities for growth.*

- It is significant to note that existing strategies for Zone market segment development acknowledge the importance of the non-resident pleasure travel market. Primary Zone target pleasure markets are Western Canada (Alta., B.C., Yukon), midwest and central U.S. States and California. Secondary pleasure markets are Ontario, Northeastern and North Atlantic States, Texas and Arizona. Tertiary pleasure markets are overseas (Germany and Switzerland).⁹ It is noteworthy that with competitively priced air transport from eastern Canada via Iqaluit, new USA and eastern Canadian markets are now available to the Zone.

*The **non-resident** pleasure travel market **generally will arrive** at destinations in the Zone by air (**ie.** as opposed to road) and will come primarily **from** Western Canada.

- Although trip information does not distinguish the Northern Frontier Zone from the Fort Smith G. N.W.T. administrative region, historical data demonstrates that air travel is roughly one third higher than road travel.¹⁰

- 7 58% of total non-residential trips are pleasure (This assumes a direct relationship between Fort Smith Region and the Zone). (Source: A Product Development Plan for the Northwest Territories Travel Industry, 1987, Derek Murray Consulting Associates Ltd.)
- 8 Economic Study of the Proposed East Arm of Great Slave Lake National Park, 1987, Lutra Associates Ltd.
- 9 A Strategic Marketing Plan for Tourism for the Government of the Northwest Territories, 1986, Briar International Business Resources Ltd.
- 10 Ibid 7

**The non-resident pleasure travel market to the Zone pursues activities similar to market segment arriving in the most N. W.T. locations.*

● There are two broad pleasure market segments visiting the Zone. They are:

- 1) General Touring
- 2) Outdoor Adventure Travel¹¹

General Touring

**In the N.W.T., general touring accounts for 50% of all pleasure travel largely due to highway infrastructure and opportunities for auto touring. In the Western N.W.T. 60% of all pleasure travel is general touring.*

**The Zone non-resident pleasure market is estimated at 17,400 trips annually. General touring is roughly 60% of zone pleasure travel thereby providing about 10,400 trips annually.*

**The general/ touring visitor is an independent traveller or is on a packaged tour. General tour travel in the Northern Frontier is primarily independent. There are some packaged bus tours arriving in Yellowknife (see Appendix D).*

**General touring activities include camping, sightseeing, sport fishing, visiting historic sights, and shopping for local arts and crafts.*

**The general/ touring market is a high volume low-spend market. In the Western N. W. T., it accounts for 60% of all pleasure trips, however only 20% of total pleasure travel expenditure.¹²*

Outdoor/Adventure Travel Market

** Specialized travel products attract the outdoor/adventure travel market to the Northern Frontier. Particular activities attractive to this segment are packaged sport fishing, sport hunting, naturalist/wildlife viewing, dog sledding, hiking, backpacking and boating.*

11 Ibid 7

12 A Product Development Plan for the Northwest Territories Tourism Industry, 1987, Derek Murray Consulting Associates Inc.

**The outdoor/adventure travel market is further segmented by consumptive and non-consumptive activities. Consumptive activities are sport hunting and sport fishing. Non-consumptive activities are sightseeing, hiking, canoeing, etc. and generally have little or no impact on the natural environment.*

**The market potential for outdoor/adventure travel demand in the N.W.T. and consequently in the Zone shows greatest strengths in the hiking/backpacking, sport fishing, sport hunting, and rafting/canoeing sector. Declining markets are forecasted for hiking/backpacking while increases can be expected in the sport fishing and rafting/canoeing market. No change is anticipated in the potential of sport hunting.¹³*

**The adventure travel market amounts to an estimated 7000 pleasure travel trips annually in the Zone. It is not possible to accurately and reliably calculate the distribution of these trips by consumptive and non-consumptive activities.¹⁴*

3.5 What Should We Look For in Our Pleasure Travelers?

It is beyond the mandate of this tourism strategy to develop a marketing plan for the Zone. A Marketing Strategy and Plan for the Zone (see Appendix E) already exists. It is helpful to understand some characteristics of target markets.

Outdoor/Adventure Traveller

Origin: Western Canada, Ontario and Quebec, major U.S. cities, West Germany

Age: 25-44 years

Income: High and Upper Middle - \$45,000+

Transportation: Fly/Drive

Lifecycle: Young singles, couples (only a few will bring children if they have children) Education: Degrees, Diplomas, Better Educated

Occupation: Professionals, Managers, Business owners

Accommodation: Hotels and Private Cottages

Trip Planning: Use Travel Agents, Will Plan Trips in Advance

13 Ibid 11

14 The residual of the General Touring Market (60% of non-resident pleasure travel to the Fort Smith Region) is the Adventure Travel Market. If it is assumed that there is a direct relation between the Zone and the Fort Smith Region then adventure travel is estimated at 40910 of non-residential pleasure travel or 7000 trips.

Travel Philosophies, Benefits and Amenities Sought:

- . they feel money spent on a vacation is money well spent
- . they have travelled a lot to international destinations
- . want to participate in sporting activities
- . they are physically active
- . travel to get away from the demands of a busy job
- . interested in good food

Sport Fishing Target Market

Demographics:

Male: 90% Female 10%

Age: 35-54 years

Income: \$40,000+

Education: High School Graduate +

Characteristics: Avid sport fishermen who fish as a lifestyle, fish out of state and country, long-haul travelers, heavy and regular purchasers of fishing-related merchandise, such as equipment and clothing; sport fishing enthusiasts who fish for a variety of species and enjoy new environments and challenges; outdoors enthusiasts who enjoy adventures; social/intellectual status orientation

Key Influencers:

- personal special interest, hobbies, habits
- societal affiliations (clubs, associations)
- special events/sportsman's shows
- community (including retail stores)

Sport Hunting Target Market

Demographics: Male 95% Female 5%

Age: 35-65 years

Income: \$50,000+

Education: High School Graduate

Characteristics: Avid hunters who practice hunting ritualistically as a lifestyle, travel out of state and country, long haul travelers, heavy and regular purchasers of hunting-related merchandise, such as equipment and clothing; sport hunting enthusiasts who hunt for a variety of species and enjoy new environments and challenges; outdoors enthusiasts who enjoy adventures; trophy hunting motivation

Key Influencers:

- personal special interest, hobbies, habits
- societal affiliations (clubs, associations)
- media/communication
- special events/sportsman's shows
- community (including retail stores)

Arts/Culture/Tourina Taraet Markets

Demographics:

Female: 70% Male 30%

Age: 54+ years

Income: \$40,000

Education: Post-secondary education

Characteristics: Lovers of natural history, cultural studies, world societies, participants in regular cultural tours and package tours, frequent travelers, prefer vacation settings which include: unique ethnic environment, intellectual stimulation, historical-educational interpretations, guiding, spectacular scenery, unique wildlife and flora, many points of interest, different interests, different regions, lots to see and do, social/intellectual status orientation, once-in-a-lifetime "adventure"

Key Influencers:

- personal special interests and hobbies
- media/communications
- societal affiliations (clubs, associations)
- community¹⁵

15 All profile descriptions derived from A Strategic Marketing Plan for Tourism for the Government of the Northwest Terr-, 1986, Briar International Business Resources Ltd., and A-et Development Plan for the Northwest Territories' Tourism Industry, 1987, Derek Murray Consulting Associates Inc.

3.6 NORTHERN FRONTIER COMMUNITIES: VISITOR MARKETS

There is little or no published market data for Northern Frontier communities. Information which may be available is of a proprietary nature (ie. only one operator in a community) and thus cannot be published. A broad overview of community visitor markets is provided here and in each community Tourism Development Plan report.

YELLOWKNIFE

- **Yellowknife** is host to a growing number of conferences and meetings on both a territorial and national level. Conferences are generally attracted through a northern based government or professional affiliation. Conferences can last for one week, however, are generally of shorter duration. Delegates enjoy extra conference activities, however few seem to stay beyond their conference dates unless activities are **co-ordinated** directly into the conference schedule. Conference/meetings vary in size. The meeting market is likely to have 15-40 delegates, while the conference market can have 150-600 delegates.
- There are a variety of planned special events which attract visitors to **Yellowknife**. The relatively low profile of these events limits markets outside the N. W.T.. Regional and territorial traffic likely represent the bulk of visitation expected to Caribou Carnival, Folk on the Rocks and **sporting/recreational** events. Periodically, a national sporting tournament will be staged in **Yellowknife**.
- **Yellowknife** attracts the general touring market:

The independent "rubber tire" traffic finds its way to the end of the road and either stays in one of the campgrounds on the **Ingraham Trail** or at Long Lake, or stays in one of the hotels. This independent "rubber tire" traffic begins arriving in mid-May and slows down considerably in September. The peak season is mid-June through mid-August. The "rubber tire" market is relatively self-contained in either a **R.V.** camper or with portable camping equipment. It is a perception that the "rubber tire" market would stay longer if services were improved and more activities offered.

Packaged sightseeing tours are becoming more evident in **Yellowknife**. During the past number of years, bus tours of senior citizens have been arriving in **Yellowknife**. Similarly air tours are arriving from southern destinations. These groups are taking advantage of the "ground operator, accommodation, food service and car rental services offered in the city.

- **Yellowknife** attracts the adventure travel market:

Canoe trippers, anglers, hunters, dogsled enthusiasts, and naturalists are frequently seen prior to or after their adventure either in the Zone or outside the Zone. In 1988 one air charter company commented that its canoe trips were higher than previous years. There are indications that the U.S. sport fishing market may be slightly lower in 1988 and 1989 thereby impacting the long distance higher priced sport fishing lodges in the Zone. The sport hunting market is served from **Yellowknife**. The sport hunting market appears to be a growth segment. At least 200 caribou tags are now used by **Yellowknife** operators to attract sport hunters primarily from the United States.

LAC LA MARTRE

- Lac La Martre has experienced growth in the adventure travel/sport fishing market during the past two years. Lodge guests originate in the U. S., southern Canada and other Northern Frontier Zone communities. There is an indication that the community is also experiencing growth in the conference/meeting market. Due to the facilities in the community, conferences would be limited to smaller 15-40 delegate groups.

RAE EDZO

- Special events (ie. tournaments and organized group tours) are staged from time-to-time in Rae Edzo and attract short duration (one or two day) visitation to the community. The independent "rubber tire" market is drawn from Highway #3, however the perception is that these visitors are few. Those who do wander into the community do not stay long. Visitation has been hampered by a lack of commercial accommodation, tourism related activities and attractions.

RAE LAKES

- Visitors to Rae Lakes are the adventure travel type/canoeing and fishing, and visiting friends and relatives. Annual visitor trips originating outside the Zone were few in 1987, while in 1988 there was some evidence of at least one group visiting friends and relatives.

SNOWDRIFT

- Tourism visitation directly to the community of Snowdrift is marginal. An estimated 3 parties, primarily adventure travel visited the community in 1988

for sport fishing and photography. Although there is now accommodation and food service in the community, bed space is generally at a premium during the high tourist summer season due to construction and **government/service** sector use of space. Guests from Bricker's Frontier Lodge adjacent to Snowdrift occasionally visit Snowdrift purchasing available crafts.

Part 1- Background

4. HUMAN RESOURCES AND TOURISM ORGANIZATIONS

4.1 Introduction

This chapter discusses the human resources and the organizational structures available to support the Northern Frontier's tourism industry. The legislative, policy and licensing environment in which the Zone's tourism organizations and businesses function is also briefly discussed.

4.2 Human Resources: A Situational Analysis

Throughout the Northern Frontier Zone there is concern for the quality and quantity of human resources available to the industry. As is discussed in each community Tourism Development Plan, skilled and available human resources are perceived as a major constraint to the development of the industry. Operators and community groups identify human resource deficiencies in:

- tourism business and hospitality management;
- food and beverage services such as cooking, serving and hosting;
- accommodation services such as cleaning, hosting, camp management, desk clerks, and/or managing;
- lodge operation such as camp management, hosting, guiding of sport hunting or sport fishing guests, and cooking; and
- travel and information services such as ticket agents, travel/ interpretive guides, and co-ordinators.

In addition to specific industry skills/knowledge, Zone operators and community groups identify a lack of understanding about the tourism industry and, lack of awareness of the economic benefits relative to the costs of developing and pursuing tourism businesses as major barriers to the development of the industry.

Little quantitative information exists on the demand for or the supply of human resources in Northern Frontier. Information which does exist is anecdotal in nature or is so broadly based that it is difficult to extrapolate, estimate or analyze the specific human resource situation in the Northern Frontier. A summary of human resource needs which have been identified for Northern Frontier's tourism industry are as follows.

a) Guiding:

In early 1988 there were 237 guides employed in the Northern Frontier Zone tourism industry. 172 guides were employed by Northern Frontier sport fishing lodges. 84% of these guides were employed by 6 Zone lodges. 24 non-hunting guides were employed by 11 non-hunting outfitters operating in the Northern Frontier Zone. 41 guides were employed by five (5) Class B hunting outfitters operating in the Northern Frontier Zone. (Source: G. Connon - March 4/88) Between 1984-1987 20 Northern Frontier guides received Level I guide training and six (6) of these received Level II sport fishing training.

Deficiencies in the Zone's guides have been identified by operators, staff of the G. N.W.T. and, in the report "Guide Development: Strategy Report", 1987 prepared by Wilderness Consultants. Northern Frontier's guiding requirements are:

- *Certified, generally skilled or Level 1 guides
- *Certified Level II guides specializing in caribou sport hunting
- *Certified interpretive guides for non-consumptive tours.

The Northern Frontier Visitors' Association continues to lobby for additional guide training programs in the zone.

b) Tourism Industry and Hospitality Awareness:

In the opinion of Zone operators and industry representatives, tourism and hospitality awareness is limited or nonexistent among many Northern Frontier residents. Lack of industry awareness and hospitality acumen are seen as factors contributing to high industry turn-over rates, recruitment difficulties and, marginal successes in industry training and development efforts. (It is noted that statistics on turn-over rates, recruitment costs/ difficulties and, training and development needs, costs and benefits have not been documented for the Northern Frontier's tourism industry.)

In 1988 the Northern Frontier Visitors' Association managed or participated in two projects which sought to address lack of awareness. The "**Tourism as a Career**" program resulted in a video and manual which promotes careers in the industry. The "**Northern Most Host**" program provides a curriculum for hospitality and tourism awareness training. As of January 1989 funding had not been secured to implement either of these programs in the Zone.

c) Business and Hospitality Management:

Small business development and operational skills are lacking in many Northern Frontier Zone communities. The management functions related to personnel, finance, marketing, business planning and inventory and quality control are particularly weak.

To a large extent generic business management training programs such as those offered by **FBDB**, Arctic College and some private sector consultants could meet many industry needs. Unfortunately, the extent of management needs in the tourism industry or many other economic sectors has not been identified. Thus, there is little rationale or incentive for agencies to provide such programs in the Zone.

d) Food, Beverage and Accommodation Services:

Operators in the Northern Frontier report difficulties recruiting and retaining staff for cooking, serving, hosting, cleaning, clerical and/or managerial functions within the Zone's food, beverage and accommodation industries. The level of these difficulties is unknown although some **Yellowknife** operators report a **200-300%** turn-over rate per annum in these positions.

While each industry within the tourism sector seems to suffer from human resource problems, the greatest human resources problems facing Northern Frontier are the lack of specific information on human resource needs and, a plan of action for meeting these needs. Lack of specific or quantifiable human resource data and a plan of action prohibits the industry from mounting an effective, credible lobby for increased industry training and educational programs for the industry.

Lack of tourism industry human resource data has not gone unrecognized in the industry or among agencies/groups which fund or deliver industry training. In fact, the Canada Employment and Immigration Commission's (**CEIC**) Canadian Job Strategy program recommends that industry specific planning be provided as a rationale for training support funding. The Travel Industry Association of the **N.W.T. (TIA)** and the **G. N.W.T.** Dept. of Education did propose a tourism labour force survey (October 1988) for the purposes of gathering demand and supply information. Unfortunately this survey was not implemented.

The **G. N.W.T.** Dept. of Education is currently attempting to link **N.W.T.** product development and marketing strategies and, zone specific tourism development strategies in an effort to project human resource needs in the tourism industry throughout the **N.W.T.** Unfortunately, the output may not be a zone by zone human resource plan but a plan for the whole of the **N.W.T.** As such, the benefits

and appropriateness of this planning work to Northern Frontier may be marginal.

It is noteworthy that the Yellowknife Campus of Arctic College is undertaking a sectoral training and educational needs assessment in the City of Yellowknife. This assessment will provide baseline human resource data on a sample of Yellowknife's tourism businesses.

4.3 The Legislative, Policy and Licensing Environment

The tourism industry in the Northern Frontier Zone is impacted by legislation and the policies which subsequently evolve. Of particular relevance are four (4) Government of the N.W.T. Acts:

G. N.W.T. Travel and Outdoor Recreation Act:

which provides a framework for the operation of tourism establishments and for controlling outdoor recreation activities involving hunting, fishing and camping. It is administered by the Dept. of Economic Development and Tourism.

G. N.W.T. Territorial Parks Act:

which promotes recreation and tourism opportunities and the establishment of natural environment recreation parks, outdoor recreation parks, community parks, wayside parks and historic parks. It is administered by the Dept. of Economic Development and Tourism.

G. N.W.T. Wildlife Act:

which provides an overall framework for the management of wildlife in the N.W.T. It is administered by the Dept. of Renewable Resources.

G. N.W.T. Historical Resources Act:

which enables investigation, recording, salvaging and protection of historical/archaeological resources. It is administered by the Dept. of Culture and Communications.

Other pertinent legislation administered by the Federal Government are:

National Parks Act:

provides the framework for establishing National Parks and National Historic Parks. Policy provisions also exist for the creation of National Marine Parks, Canadian Landmark Sites and Heritage Rivers. It is administered by Environment Canada-Parks.

Fisheries Act:

provides for the comprehensive and proper management of fish resources. It is administered by the Dept. of Fisheries and Oceans.

Territorial Lands Act:

enables the orderly administration of crown lands in the N.W.T. It is administered by the Indian and Northern Affairs Canada.

Regulations and policies which evolve from legislation have significant impact on the tourism industry. Licensing practices which ensure quality of product, protection of consumer interests and, proper management and use of natural resources are perhaps the best indicators of impact.

Throughout the N. W.T., tourism operators must comply with outfitters' regulations, tourism establishment regulations, fishing regulations, hunting regulations and guiding regulations to name a few. Whether as a result of the increasing profile of the tourism industry; the devolution of Federal responsibilities to the Government of the N. W. T.; or native land claim legislation requiring participation of Dene/Metis, Inuvialuit or Inuit in the management of lands and resources, the licensing regime for the tourism industry is in a state of change. Some key issues currently being debated are:

- the requirement for revisions to existing tourism establishment legislation and licensing format;
- the requirement for an outfitting policy; and
- the need to establish and regulate various tourism professions.

Public consultation and input into the development of legislation, policy and management regimes has become an accepted practice in the N.W.T. It is therefore opportune for Northern Frontier's tourism operators and representatives to input into the development of legislation, regulations and policies impacting on the industry.

4.4 Tourism Organizations: Roles, Responsibilities and Relationships

The tourism industry in the Northern Frontier Tourism Zone is served by a number of groups/agencies/organizations which have a particular mandate or interest in the industry. Groups which dominate are:

- The Northern Frontier Visitors Association (NFVA)
- The Travel Industry Association of the N.W.T. (TIA-NWT)
- The G.N.W.T. Dept. of Economic Development and Tourism (ED&T)

- Local Municipal and/or Band Councils.

Lack of clarity in roles and responsibilities of the various organizations and the relationship among them is a general concern which has plagued the development of the tourism industry in the Northern Frontier Tourism Zone. The role and responsibility of these four (4) main organizations is discussed below.

The Northern Frontier Visitors' Association (NFVA):

NFVA is a regional or zone tourism industry association which represents resident and non-resident tourism operators doing business in the Northern Frontier Tourism Zone, and the seven zone communities. The Association is mandated to promote and develop the tourism industry in the zone.

The Association is headquartered in **Yellowknife**. Its offices are staffed by a full time general manager and a support person. The affairs of **NFVA** are directed by a **Board of Directors** elected annually. Each of the seven zone communities are represented on the **Board of Directors**.

This tourism planning process identified the need for **NFVA** to become the focal point for tourism development in the zone and to increase its involvement in the community, raise its profile, and clarify its role and responsibilities.

The Travel Industry Association of the N.W.T. (TIA-NWT):

The **TIA** is a Territorial-wide tourism industry organization which supports the six (6) **N.W.T.** zone tourism associations including the Northern Frontier Visitors' Association. **TIA** is mandated to ensure maximum growth within the **N.W.T.** tourism industry; to develop and promote the tourism industry; and to support the activities of the zone associations.

The **TIA** is headquartered in **Yellowknife** and maintains a full time executive director and support staff.

G. N.W.T., Dept. of Economic Development and Tourism

The Program and Services Manual, December 1987 for the Government of the **N. W.T.**'s Department of Economic Development and Tourism lists the mandate of the Department as:

"1. To promote the establishment and maintenance of viable Northwest Territories businesses that are able to meet the needs of **N.W.T.** industry and resi-

dents for goods, services and employment, consistent with community and regional aspirations;

2. To create opportunities for employment and income through the use of traditional skills and pursuits;
3. To develop territorial parks to meet the outdoor recreational needs of Northwest Territories residents and visitors while maximizing employment of local residents and utilizing local business services;
4. To ensure that maximum economic benefits accrue to Northwest Territories residents from renewable and non-renewable resource development activities;
5. To promote a viable tourism industry employing Northwest Territories residents and utilizing community goods and services; and
6. To increase the number of business and pleasure travelers visiting the Northwest Territories.”

The Tourism and Parks Division of the Department promotes tourism development throughout the N. W. T.; promotes the **N.W.T.** as a tourist and business destination nationally and internationally; develops tourism infrastructure; and maintains and develops Territorial Parks.

The mandate of the Department is implemented through the provision of human and financial support.

The Northern Frontier Tourism Zone is directly served by the North Slave Regional Office of the Dept. of Economic Development and Tourism (**ED&T**). The North Slave Region maintains an office in each of Rae **Edzo** and Yellowknife. The staff complement in each office consists of at least one Economic Development Officers or business officer. The North Slave Regional Tourism Officer (**RTO**) is located in the Rae **Edzo** office.

Over the course of this tourism planning process it was noted that compared to other regions of the **N.W.T.** and relative to the level of tourism activity in the Northern Frontier Zone, there is inadequate support available to the industry. **Inadequacy** of support is expressed by the:

*number of **Regional Tourism Officers (RTO's)** in the **Zone**

*location and accessibility of **RTO** (ie. currently located in Rae **Edzo**)

*roles and responsibilities of the Dept. of Economic Development and Tourism.

Local Municipal and/or Band Councils:

Municipal and/or Band Councils in the Northern Frontier Tourism Zone have a general mandate to support economic growth within a specific geographic area or among a particular interest group. If **the tourism industry has been identified as a priority economic development** sector these councils accord special attention or undertake incentives to stimulate the growth of the **industry**. This is the case in Yellowknife, Lac La Martre and, **Dettah/Rainbow Valley**.

Part 1- Background

**5. A SUMMARY OF FINANCIAL/FUNDING RESOURCES
AVAILABLE TO THE NORTHERN FRONTIER ZONE TOURISM
INDUSTRY**

5.1 Introduction

What kind of support can be expected when it is time to develop, expand or upgrade the tourism industry or a specific business? It may be surprising to find that a wide variety of programs designed to assist with most aspects of business development and industry support do exist. Accessing these programs maybe as simple as telephoning the Regional Tourism Officer (RTO) in Rae Edzo or the North Slave Regional Office of the Department of Economic Development in Yellowknife.

The climate for tourism development in the Northern Frontier Zone couldn't be better. Zone communities and business operators have excellent access to regional, territorial and federal government personnel and programs. There are at least six (6) Federal and Territorial government departments offering direct tourism product and market development programs, business and financial support, and training and human resource development.

The Zone also has easy access to professional business services such as management consultants, small business planners, accounting services and banking. At least five (5) chartered banks and one federal bank are located within the Zone. The head offices of the Northwest Territories Travel Industry Association, and the Legislature of the Northwest Territories are located in Yellowknife.

The co-ordination and delivery of services to Northern Frontier business operators and Zone communities is better facilitated today than in the past as a result of an expanding locally scheduled and charter air service. Secondly, public sector agencies are beginning to see the value in providing similar programs through a single delivery mechanism. While access to and delivery of services is good and all communities can be easily accessed from Yellowknife, the tourism industry must take the initiative when seeking support. Businesses should allow plenty of time to implement a plan of action.

Tourism businesses should also be aware of the pitfalls associated with contribution funding. Although a good business plan and funding/financing proposal may have been developed, opportunities for contribution funding can be negated.

Prior commitment, market disruption and need (incrementally) are pitfalls that a business or agency should avoid when considering the contribution funding approach. "Don't jump the gun!" Beginning a project before approval indicates to the funding agency that there may not be a need for the contribution agreement and penalties can result. Market disruption and contribution funding don't get along. Public/government funding agencies do not want to be seen as favouring one business over another operating in the same market area and delivering the same product(s). Some contribution funding programs have specified proposal intake dates or banking days. In the smaller communities an open link with the North Slave Regional Office is essential.

Northern Frontier residents who attended one of the Northern Frontier Tourism Open Houses (see Appendix C) had an opportunity to discuss **funding and resource programs**. These are summarized in Appendix F.

PART 1- Background

6. PERSPECTIVES ON THE TOURISM INDUSTRY

6.1 Introduction

The Northern Frontier tourism planning process included a comprehensive community consultation program. As is indicated in Appendices A and C, residents of Northern Frontier communities attended a number of planning meetings, tourism open houses and general public meetings. These forums enabled Zone residents to express individual, business and community specific concerns about the development and future of the tourism industry in the Northern Frontier. These forums also enabled the exchange of information about the industry, the role of communities in tourism and, the role of the Northern Frontier Visitors' Association. These forums were in part an educational process.

Community specific Tourism Development Plans provide more detail on local concerns. A compendium of local issues and concerns are provided below.

6.2 Community Attitudes and Perspectives

There are seven (7) communities in the Northern Frontier Tourism Zone. In four of the communities - Yellowknife, Dettah/Rainbow Valley, Lac La Martre and Snowdrift- the tourism industry has been identified as an economic development priority. In the communities of Rae Edzo and Rae Lakes, there is a growing interest in the sector and some initiatives are being undertaken. Snare Lake did not participate in this planning process, therefore the level of interest in the industry is unknown.

Attitudes and perspectives common to all Northern Frontier communities were:

- Even though the tourism industry has been active for a number of years in the Northern Frontier Zone, it is not well understood.
- Many residents particularly those in small communities feel somewhat intimidated by the prospect of more visitors to their communities.
- Some zone residents believe that tourism is a consumptive industry only and one which will deplete or increase competition for natural resources.
- Residents say there is little co-operation or communication among groups and businesses involved in the tourism industry.
- Existing, skilled human resources and business organizations are already 'stretched to the limit' in most Northern Frontier communities. Additional

human resources and business organizations experienced and/or committed to developing the tourism industry are few.

- It is difficult to attract or expand local interest in the tourism industry because wages/remuneration are not competitive with other N.W.T. industry sectors.
- Some communities expressed a need to ensure that tourism planning information is kept confidential.
- Within smaller Zone communities, priority has been accorded to those economic sectors which have year-round employment potential.

6.3 Tourism Operator Attitudes and Perspectives

The Annual General Meeting of the Northern Frontier Visitors' Association provided one of the best forums for gathering operator attitudes and perspectives on tourism development in the Zone for the next five years. Direction provided by Zone operators is as follows:

- A Northern Frontier Zone Tourism Development Strategy must be realistic, workable and achievable. It must recognize the strengths and weaknesses of the industry.
- The Zone has adequate products and services. Many however are under-developed. The strategy should not create more competition (ie. create more products) within the Zone. Rather there is a need to:

*improve and expand existing Products;

*improve the quality of existing products/services;

*better position existing products in the market place (ie. through better scheduling and packaging);

*improve employment and income benefits from Zone Products;

*improve industry co-operation (ie. among operators within the Zone); and

*improve information on existing Zone tourism products/services (ie. through a Zone visitors' centre).

PART 2: Strategy and Implementation Plan

7. NORTHERN FRONTIER ZONE TOURISM DEVELOPMENT STRATEGY

7.1 Introduction

An appropriate and realistic Northern Frontier Zone Tourism Development Strategy for 1989-1993 responds to markets, natural and human resources and, the needs and aspirations of tourism operators and residents throughout the Zone.

Community and zone-wide approaches were used to develop the Northern Frontier Zone Tourism Development Strategy. As a result five year community Tourism Development Plans exist for each of Lac La Martre, Dettah/Rainbow Valley, Yellowknife, Snowdrift, Rae Lakes and, Rae/Edzo. The Northern Frontier Zone Tourism Development Strategy integrates community plans and, addresses zone-wide issues and industry directions. The Northern Frontier Zone Tourism Development Strategy also plans for industry sectors, resources and concerns which are not addressed in community specific plans.

7.2 Planning Principles

In formulating a tourism development strategy for the Northern Frontier Tourism Zone, it is necessary to define the context or the environment in which the strategy will be implemented. Part 1 of this report provides this background. Secondly, it is necessary to identify the principles which underlie the goals and objectives of the Northern Frontier Zone Tourism Development Strategy. Principles which were identified in this planning process are:

- The existing Zone marketing strategy and the distinct marketing image/theme for the Northern Frontier (ie. the image of the 'frontier' and the caption - 'share the frontier spirit') will be reflected in a tourism development strategy for the Northern Frontier.
- The objective of the Zone's marketing strategy is "to support existing market segments in order to increase the number of visitors, length of stay and expenditures by visitors". This objective should be reflected in a tourism development strategy for Northern Frontier.
- The Northern Frontier Zone Tourism Development Strategy must strive for high quality and competitive products/services.

- A Zone development strategy must recognize the dominance of **Yellowknife** in the tourism industry. At the same time, maximum involvement and participation in the industry must be sought from all Zone communities and residents.
- A tourism development strategy for the Northern Frontier must ensure that zone residents receive maximum economic benefits from the industry and that benefits are broadly disbursed throughout the Zone.
- A tourism development strategy for the Northern Frontier must accurately reflect community/business aspirations and concerns.
- A tourism development strategy for Northern Frontier must maximize opportunities for industry and community co-operation and communication. A development strategy should minimize competition between Zone communities/operators.
- Northern Frontier's tourism industry must be complementary to the development of the industry throughout the N.W.T.
- The Northern Frontier's tourism industry must be developed in an environmentally sensitive manner and be cognizant of potential land use conflicts.
- A tourism strategy for the Northern Frontier must ensure that development opportunities are economically viable given the parameters of existing policies and programs.

7.3 Goals and Objectives

The goal of the Northern Frontier Zone Tourism Development Strategy was stated in the Terms of Reference for this planning assignment as **“providing a blueprint which will guide private, public and community investment in and the development of the tourism industry in the Zone”**. Following an assessment of existing tourism products, facilities, markets, resources and, human and organizational capabilities on a community by community basis and for the whole of the Northern Frontier Zone, the goals and objectives for tourism development in the Northern Frontier were further refined.

The goals of the Northern Frontier Zone Tourism Development Strategy for 1989-1993 are two fold:

- 1) A viable, year round tourism industry which offers high quality, competitive products; and
- 2) A framework for establishing and controlling tourism development on a community and a Zone level.

The goals of the Zone tourism strategy can be accomplished through the following objectives.

- 1. To improve and expand the quality of existing zone products;
- 2. To develop shoulder season tourism products;
- 3. To better position Zone products in the marketplace, improving the Zone's ability to capture tourist and non-tourist travel dollars;
- 4. To improve the quality and availability of information, promotion and orientation services;
- 5. To upgrade tourism related infrastructure;
- 6. To improve industry standards, profile and rewards;
- 7. To clarify and strengthen the role and profile of the NFVA;
- 8. To develop appropriate human resources and organizational structures required by the tourism industry;
- 9. To improve industry awareness, communications and co-operation.
- 10. To develop industry baseline data to improve planning, monitoring and evaluation capabilities within the Zone.

7.4 Community Tourism Development Goals, Objectives, Themes and Opportunities/Programs

The zone-wide strategy addresses industry sectors, resources or concerns which are not planned for in community specific documents and, integrates Northern Frontier community Tourism Development Plans. To identify gaps and linkages, a summary of community plans is provided here.

LAC LA MARTRE:

Goal:

A viable year-round tourism industry.

Objectives:

- 1. To improve industry co-operation, commitment and communications**
- 2. To build on and integrate the community's cultural resources in the tourism industry**
- 3. To improve the quality of existing and new services**
- 4. To develop shoulder season activities**
- 5. To upgrade and improve community infrastructure and human resources.**

Themes:

Sport Fishing and Dene Traditions in the Northern Frontier

Development Opportunities/Programs:

1. Opportunities

Float Sport Fishing Package; Sightseeing Packages: Summer and Winter Tours
Learn/Observe/Experience Summer and Winter Adventure Packages
X-Country Ski, Hike and Canoe Touring

2. Industry Support Programs

Guide Training
Hospitality/Cook Training
Business Training
Tourism Awareness
Tourism Implementor
Fish Management Program
Familiarization Tours

3. Infrastructure

Community Information Program
Traditional Village
Community Trail Upgrade and Cabin Program
Big Sky Upgrade

RAE LAKES:

Goal:

A framework for developing and controlling tourism in Rae Lakes and for maximizing employment and training opportunities for local residents.

Objectives:

- 1. To ensure the viability of Hottah Lake Lodge**
- 2. To develop human resources and organizational capabilities in support** for a local tourism industry
3. To pursue slow, steady growth in the tourism industry
4. To improve industry co-operation, communications and commitment locally and throughout the Zone

Theme:

The Frontier and Hinterland: Sport Fishing and Hunting

Development Opportunities/Programs:

1. Opportunities

Caribou Sport Hunting
Short Duration Boat Trips
Faber Lake Traditional Tent Camp
Canoe Tripping
Learn/Observe/Experience Dogrib Adventure Travel Packages

2. Industry Support Programs

Guide Training
Hospitality Training
Business Training
Cook, Food and Beverage Training
Camp Management Training
Community Information and Signage Program
Tourism Awareness
Tourism Co-ordination Structure/Board Training

3. Infrastructure

Arts, Crafts, Information Kiosk
Clearing of Faber Lake Channel

RAE EDZO:

Goal:

Establishment of Rae Edzo as a service centre and gateway community to the Northern Frontier Zone.

Objectives:

- 1. To expand the community's role as a destination thereby increasing visitation to and extending the stay of visitors to the community**
- 2. To improve tourism related infrastructure and expand services available to business and pleasure travelers**
- 3. To develop human resources and organizational support for tourism**
- 4. 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.**

Theme:

Gateway to the homeland of the Dogrib and the North Arm of Great Slave Lake:
Information Services, Tours

Development Opportunities/Programs:

1. Opportunities

Fly Out Fishing
Sport Hunting
Short Duration Boat Trips
Packaged Bus Tours
Learn/Observe/Experience Adventure Packages
Hiking Adventures Special Events

2. Industry Support Programs

Guide Training
Hospitality/Tourism Awareness
Business Management Training

Community Information and Signage Program
Historic Site Development
Legends and History Project

3. Infrastructure

Mosquito Creek
North Arm Territorial Park
Frank Channel Edzo Campground

YELLOWKNIFE:

Goal:

Establishment of Yellowknife as a desirable, attractive and vibrant tourism destination.

Objectives:

1. To improve co-operation, communications and commitment among local tourism operators and ancillary service groups
2. To improve product packaging
3. To improve local product information services
4. To improve the quality of services and products provided by local tourism operators.

Theme:

The Frontier Capital: Information Services, Tours, Special Events and Attractions Development Opportunities/Programs:

1. Opportunities

Caribou Carnival - Canadian Dog Derby
Short Duration Packages (ie. Fly Out Fishing; Self Guided Community and In-
graham Trail Tours; You-Drive Tours)
International Midnight Sun Slopitch/Hockey Tournament
"Share the Frontier Spirit" Summer Festival

2. Industry Support Programs

Receptive Operator
Travel Counselors
Litter Campaign
Community Information/Orientation Program
Community Heritage Interpretive Program
Full Scale Industry Awareness/Northern Most Host Program
Interpretive Guide/Counsellor Training,
Guide Training,
Short Duration Clinics/Seminars
Yellowknife Tourism Board Development

3. Infrastructure

Yellowknife Visitors' Centre - Airport Information Kiosk
Mining Museum
Northern Botanical Gardens
Signage Program/Entrance Signage
Main Street and Heritage Program
Comprehensive Trail System
Increased/Improved Camping Facilities

DETTAH/RAINBOW VALLEY:

Goal:

A framework for controlling and maximizing the benefits from tourism development in and around the communities of **Dettah** and Rainbow Valley

Objectives:

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

Theme:

Gateway to Great Slave Lake: Water based touring

Development Opportunities/Programs:

1. Opportunities

Short Duration/Long Duration Boat Tours

Learn/Observe/Experience Dogrib Cultural Sightseeing Packages

Learn/Observe/Experience Dogrib Adventure Travel Packages

2. Industry Support Programs

Guide Training
Hospitality Training Marketing Seminars
Minor Water Master Course
Business Training
Communications Network
Historical Interpretive Program and Training
Community Information Program
Signage and Road Upgrade
Tourism Awareness
Economic Development Co-ordinator

3. Infrastructure

Traditional Camp Upgrade
Satellite Summer/Winter Tent Camp
Docking/Passenger Handling Facilities
Arts, Crafts, Information Kiosk
Tour Boat
Tour Boat Refit

SNOWDRIFT:

Goal:

A framework for controlling tourism development in the East Arm of Great Slave Lake and maximizing the benefits of tourism development to residents of Snowdrift and Reliance.

Objectives:

1. To test small scale community based tourism opportunities which will make the hotel grow
2. To slowly increase pleasure travel to Snowdrift
3. To improve understanding, co-operation, communications and commitment to the industry within the East Arm and throughout the zone
4. To develop infrastructure and attractions within and surrounding Reliance and Snowdrift
5. To develop human resources and organizational support for the tourism industry.

Theme:

East Arm of Great Slave Lake: Tours, Information Services

Development Opportunities/Programs:

1. Opportunities

Physical Expansion and Service Upgrade to Snowdrift Hotel

Short Duration Boat Trips

Learn/Observe/Experience Chipewyan Cultural Sightseeing Packages

Learn/Observe/Experience Chipewyan Adventure Travel Packages

2. Industry Support Programs

Guide Training
Hospitality Training
Business Training
Cook Training
Historical Interpretive Program and Training
Community Information Program
Tourism Awareness Tourism Co-ordination Structure

3. Infrastructure

National Park Establishment

Territorial Park Establishment
Docking Facilities
Arts, Crafts, Information Kiosk
Hiking and Ski Trails

7.5 Northern Frontier Zone Tourism Development Opportunities and Programs

In keeping with the goals and objectives of the Northern Frontier Zone Tourism Strategy (see 7.3 above), a requirement to integrate six (6) community Tourism Development Plans and, a need to address those industry sectors, resources and concerns not addressed in community plans, the following zone-wide development opportunities and programs have been identified:

1. Attractions/Tours/Events

***Cultural Tour Packages**

- Stand Alone Cultural Package
- Development of Components for Bus Tours
- Development of Components for Air Tours

***Special Attractions and Events - Northern Frontier's Signature Event**

- East Arm of Great Slave Lake National Park
- Winter Extravaganza/Break Up in Northern Frontier
- Northern Frontier Summer Festivals

2. Industry Support Programs

a) Research

- Zone and Community Human Resource Data Base and Monitoring System
- Northern Frontier Visitors' Survey (exit, motorist, visitors' centre)
- Northern Frontier Market Trend Analyses/Segmentation Studies and Monitoring Program
- Economic Baseline Study of Zone Sport Fishing and Outfitting Industries (ie. Zone specific update of Topolinski study)

b) Information/Orientation/Interpretation/Promotion

- Northern Frontier Visitors' Centre: Zone Information System (including Zone brochure)
- Integrated Interpretive Planning for Historic Sites

c) Human Resource Development

- Development and Implementation of a Zone-wide/Community Specific Human

Resource Development Plan integrating community needs (ie. guide, business, food/beverage, cook training, implementation of the 'Northern Most Host Program')

3. Industry Organization and Resource Management

-Zone-wide Tourism Awareness Program

-Lobby for Input into the Devolution of Fisheries Management to G. N.W.T. Dept. of Renewable Resources

-Lobby for the Development of a Long-Range Plan for Sport Hunting Outfitting in the Zone to address land and resource use, management issues, policy requirements and licensing

-Annual Operational Plan for the NFVA

4. Infrastructure

-Co-ordinated inter-travel zone lobby for the upgrading/maintenance of N.W.T. Highway systems, as described in the Ingraham Trail Master Plan and, Highway #3 and #1 Corridor Studies

-Establishment of Zone-wide canoe routes

-Great Slave Lake Marine Parks

-Marine Facilities

-Northern Frontier Visitors Centre

The above mentioned Northern Frontier Zone tourism development opportunities and programs have been described in some detail in Appendix G and summarized in Figure 6.

SUMMARY OF DEVELOPMENT OPPORTUNITIES AND PROGRAMS: NORTHERN FRONTIER ZONE

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>AITRACTIONS, TOURS AND, EVENTS</p> <p>“Share the Frontier Spirit” Sightseeing and Interpretive Tour Packages</p>	<p>A co-operative approach will be necessary to deliver a high quality zone wide package tour. The opportunity will require tour components comprised of Zone operators who will commit to a partnership arrangement; a tour company or receptive operator to coordinate the package; and support from NFVA, the proposed Zone Visitor Centre and staff to host and arrange operator seminars/training sessions, provide partner liaison, and be a cooperative advertising partner. The opportunity can benefit from contact with Tourism Canada/Park Canada, TIA and Travel Arctic. Timeframe: The Zone lacks a variety of tour components in the hinterland and smaller communities, however Yellowknife operators should be prepared to initiate planning and implementation in year one. We expect that the opportunity will grow with awareness during the 5 year planning timeframe and more components introduced thereby diversifying tour package options.</p>	<p>Working capital assistance should be available at the pre-operational phase to plan and implement product, market and human resource development. A range of tasks are required during each of the product development, market development and human resource development phases. A considerable time investment will be required for these phases.</p>	<p>The benefits should include: a high degree of market awareness for the Zone as a travel destination; and Zone operator awareness of the market potential for these tour products. As the tour product(s) grow the spin-off effect should be improved services in the smaller communities: increased labour income and employment; and a broader support base for the local tourism industries.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>Northern Frontier's Signature Attraction (A) East Arm of Great Slave Lake</p>	<p>Northern Frontier Visitor Association, should collaborate with the Snowdrift tourism committee and Environment Canada Parks in an effort to support a positive tourism development of the proposed East Arm of Great Slave Lake National Park. Timeframe: At the pre-park decision stage there should be human resource training workshops and seminars conducted in the community with resource persons from ED&T, NFVA & industry; tourism awareness; funding and human resource assistance for a pilot program to launch Snowdrift into the industry; continued active representation on the NFVA board; and industry cooperation and liaison with Environment Canada- Parks. During the Park planning phase there should be identification and familiarization of hospitality and business opportunities associated with the park; preparation of human resources and zone operators to serve park visitors; and a cooperative marketing strategy and working relationship established with the proposed Zone Visitor Centre and Park Information Centre.</p>	<p>Working capital costs will be required to finance the efforts of the Zone and its staff. Similarly funds should be found and allocated for the development of park awareness programs, tourism business opportunity identification, hospitality training programs, cooperative market planning and a pilot project. Funding sources for these activities should include: NFVA, TIA-NWT, EDA Travel Arctic, Environment Canada - Parks and the community of Snowdrift.</p>	<p>The benefit of this program should initially be awareness of features and benefits of a national park for the Northern Frontier Zone. Subsequently Zone involvement/representation in the planning and implementation of a national park should ensure development is consistent with Zone and community tourism strategies. Long term employment and income benefits can be expected from the implementation of a national park, not to mention the protection of the land and its resources from exploitation by outside resource developers.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
(B) "Share the Frontier Spirit Midnight Sun Festival" - Travel Generator	<p>The opportunity is a Zone wide public relations and awareness campaign ; co-ordination of themed products, activities and events; and a targeted marketing campaign. The festival spirit would be staged over a one month period to take advantage of existing events and provide the opportunity to introduce new attractions, events and activities. The NFVA and the proposed Zone Visitor Centre's staff can provide a support function to the coordination of the festival. The opportunity would benefit through the use of volunteer groups. Timeframe: Due to a higher level of coordination and commitment, the opportunity should be developed over the 5 year time frame involving an increasing number of local partners.</p>	<p>Primarily a coordinating and marketing budget will be required for the successful implementation and planning of this event. Staffing costs and budgets have been identified in the Northern Frontier Visitor Centre feasibility study for operational and support staff for the centre. This staff could be seconded to provide planning and implementation support.</p>	<p>The festival will improve the economic benefit to the tourism, retail, service and transportation sectors of the Zone economy. Increasing and extending visitor trips and improving the level of per trip expenditure should be benefits of the festival. Because the tourism industry is less affected by boom and bust cycles than other industries, the long term effect may be improvements to service, retail and tourism wage and benefit scales and reductions to chronic staff turnover rates. A disadvantage of the festival will be the concentration of activities into a defined period and the attendant stresses on Zone merchants.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>Northern Frontier Northern Lights Carnival/ Canadian Dog Derby Championship Package Tour</p>	<p>The Northern Lights Carnival is similar to the Summer Festival described above. Packages should include air, accommodation and a range of tour activities located throughout the Zone. The NFVA would be a logical group to promote the features and benefits of developing the carnival as an attractive shoulder season Zone tourism option. The NFVA would not replace existing Carnival Committees however provide a support function to coordination. Zone duties might include tourism industry coordination and marketing. Timeframe: Long term planning should be undertaken to expand the concept to fill a 2 week and possibly a three week period during the shoulder season. It is recommended that assistance be offered to the Canadian Dog Derby and Caribou Carnival Committee. Planning should begin in year 1 with full implementation by year 5.</p>	<p>Primarily a coordinating and marketing budget will be required for the successful implementation and planning of this event. Staffing costs and budgets have been identified in the Northern Frontier Visitor Centre feasibility study for operational and support staff for the centre. These staff could be seconded to provide planning and implementation support.</p>	<p>The Zone will benefit by an improved market image and profile as a year round travel destination. The long term spin-off should be improved employment opportunities and labour income in the local tourism, retail and service sectors. As a shoulder season signature event, the opportunity should provide the basis for future growth during that season.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>Short Duration Fly-Out sport Fishing/ Adventure Travel Packages</p>	<p>Coordination between the air charter operators and Zone outfitters or lodge operators to offer a short duration outdoor fishing, camping or canoeing experience in the hinterland adjacent to zone communities. Day packages should be competitively priced and targeted at the rubber tire, and visiting friends and relatives markets. Timeframe: This opportunity could be implemented in Rae Edzo, and/or Yellowknife during the first year of the plan.</p>	<p>A \$40,000 capital budget is suggested to include basic outfitting equipment such as boats and motors, shelter, accommodation and kitchen for attendant, and dock.</p>	<p>The benefit of this opportunity would be improved short duration activities for the rubber tire and visiting friends and relatives markets. Better use of air charter equipment might be a spin-off of the opportunity.</p>
<p>Short Duration Self-Guided Community Highway #3 and Ingraham Trail Hikes</p>	<p>Interpretive and orientation booklets should be produced for a series of hikes designed to occupy from 1 hour to 1 day. NFVA and Travel Arctic in conjunction with special interest groups could combine resources to produce the interpretive materials. Timeframe: Production of material-Year 1</p>	<p>A full colour booklet could be produced for resale as a souvenir and fund raiser for the Zone Association. Costs should not exceed \$5000-\$7000.</p>	<p>Opportunity benefits include: extended stay; more activities leading to a higher quality trip experience.</p>
<p>You-Drive Community and Environs Tours</p>	<p>An interpretive guide and orientation booklet would be useful with advertising by local restaurants, tour outfits etc. The NFVA, and Travel Arctic combining resources with communities and operators on the road system should be cooperating partners in this endeavour. Timeframe: Planning and implementation of interpretive/orientation materials should begin in year 1.</p>	<p>A full colour booklet could be produced for resale as a souvenir and fund raiser for the Zone Association. Costs should not exceed \$5000-\$7000.</p>	<p>Opportunity benefits include: extended stay; more activities leading to a higher quality trip experience and an opportunity for car rental agencies to contribute to the tourism industry.</p>

Program Title	Agency /Time Frame	Capital Costs	Benefits
INDUSTRY SUPPORT PROGRAMS			
Research Programs	<p>A full range of research programs should be undertaken over the next five years: Tourism Human Resource Data Base; Northern Frontier/North Slave Visitor Exit Survey; Airline Passenger Traffic; Motoring Visitor Counts; Visitor Information Counts; Sales of Big Game Hunting and Sport Fishing Licenses; Hotel Occupancy Studies; Park Use Studies; Market Segmentation Studies; and Economic Baseline Study of Zone Sport Fishing and Outfitter Industry. The Department of Economic Development and Tourism should provide resources for research programs while the NFVA should initiate contact with industry to ensure a cooperative approach and that research needs are being met. Timeframe: Baseline data should be developed in year 1 and monitored annually thereafter. Significant studies such as exit surveys, market segmentation studies and economic baseline studies of Zone sport fishing and big game should be scheduled for year 1 and recur again in 1993 (year 5).</p>	<p>Costs of research programs can vary depending on the complexity of data collection, analysis and type of publication. Costs have traditionally been absorbed by the Department of Economic Development and Tourism. In the case of economic baseline studies of the sport fishing and sport hunting industries costs are estimated at \$25-\$40,000. Costs should be absorbed by the Departments of Renewable Resources and Economic Development and Tourism. The estimated cost of conducting a Zone wide human resource inventory is estimated at \$50,000. The cost of this research program maybe shared by CEIC, and the Departments of Education and Economic Development and Tourism.</p>	<p>A comprehensive, consistent research and reporting system will allow industry, government and tourism operators to make informed planning decisions in a rapidly growing industry.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>HUMAN RESOURCE DEVELOPMENT: Training Strategy</p>	<p>Each Zone community reports that there are inadequate skilled, available human resources available to meet the needs of the tourism industry. Local community tourism authorities in conjunction with Northern Frontier are required to develop a five year training strategy to be implemented in conjunction with this tourism development strategy. Components of the strategy should include: industry awareness programs, interpretive guide training, guide training, hospitality management. Timeframe: Planning, funding proposals and scheduling should occur in Year 1. Implementation be ongoing.</p>	<p>The cost of developing a Northern Frontier industry training strategy could range from \$15-25,000. An annual core budget of \$10,000. might be expected to implement industry awareness programs in the Zone. Guide training can be provided by Arctic College at a per seat cost to CEIC. Hospitality management training can occur at a nominal cost.</p>	<p>A comprehensive training strategy implemented in concert with this tourism strategy will ensure a well integrated and cost efficient approach to human resource development in the Northern Frontier. Building on the above mentioned human resource inventory in an organized fashion will ensure support from funding agencies.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>INFORMATION/ ORIENTATION/ INTERPRETATION SYSTEM</p>	<p>Information and interpretive programming will become an important aspect of our product to develop existing and new markets. With the proposed Zone visitor centre in the planning stage and a variety of products requiring interpretation, the Northern Frontier can take a lead role in planning and implementing a system to improve information and interpretation throughout the Zone. It is suggested that a working group be established with membership from industry, government and professional services to establish the goals, objectives and programs for the system. Timeframe: Planning should be initiated in year 1 while full implementation of the system correspond with the opening of the proposed visitor centre.</p>	<p>The Prince of Wales Heritage Centre can provide valuable resources to the planning and research component of the system. Funding for the design and fabrication of exhibition displays, electronic media, print and video marketing aids can be accessed via the EDA program.</p>	<p>The introduction of an information/interpretive system will aid operators specializing in guided interpretive tours. A broader range of materials and resources will be available. The spin-off will be a high quality product thereby assisting in an improved market share. Better Zone information will improve the quality of experience by visitors to the Zone.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
INFRASTRUC- TURE			
Comprehensive Trail System and Park Development Plan	The NFVA can take a lead role in ensuring the Department of Economic Development and Tourism is aware of planning priorities for trails and parks throughout the zone. The Ingraham Trail and Highway #3 planning studies are current planning documents for improvements. The Northern Frontier should consult with its membership and communities prior to its representation to the Parks and Tourism Infrastructure Capital Programs of the Department. Consultation should include local tourism infrastructure priorities. Timeframe: Annual planning function.	Refer to Ingraham Trail Master Plan, EDA Collaborative Inc., 1985; and Highway # 3: Corridor Plan, EDA Collaborative inc. 1987 for long range planning considerations and budget.	The trail system and park development upgrade will have direct benefits to selected target markets. The intent of the upgrade should be to improve the quality of experience while in the Zone.
Northern Frontier Visitor Centre	The Northern Frontier and Yellowknife Chamber of Commerce were proponents for the project pre feasibility study. The NFVA, however, will likely be responsible for carrying the project through development to the operational phase. Funding considerations could include an industry equity position, a mortgage against available rental space in the complex and government capital assistance or EDA funding. Timeframe: Planning undertaken 1988; Design and Construction should occur pre-1 991.	For details on building design and construction and display design and fabrication refer to <u>Northern Frontier Regional Visitor Centre Feasibility Study</u> , 1988, Lutra Associates Ltd. The report recommends a \$1.56 million "stand alone" structure and integrated interpretive display/exhibition located adjacent to the Prince of Wales Northern Heritage Centre.	The Visitor Centre will be the central agency for the delivery of zone wide interpretive and information programs. It will serve as a catalyst to generate tourism and merchant product sales to Northern Frontier pleasure and business visitors.

Program Title	Agency/Time Frame	Capital Costs	Benefits
Zone Wide Canoe Routes and Marine Park/Facility Access and Development for Great Slave Lake	Regarding the development of Zone canoe routes and marine access and facilities on Great Slave Lake, the Zone must demonstrate a commitment to developing water based adventure travel and sightseeing markets. The Zone Association can then become involved in supporting and coordinating efforts to improve infrastructure. Efforts would be similar to those undertaken with the parks and trails planning process.	Capital funding should be budgeted in the GNWT Economic Development and Tourism Capital Planning process. Shelter, portage clearing, marine access/boat handling and marina support will be accorded a priority against other capital planning projects.	The Canoe route and Great Slave Lake Marine Access and Facilities program will have direct benefits to selected target markets. The intent of the programs should be to improve the appeal of the zone as an adventure travel /sightseeing destination and improve quality of visitor experience.
INDUSTRY ORGANIZATION			
Outfitting Policy	The Zone Association in conjunction with special interest groups such as the Barrenground Outfitters Association should seize the opportunity to input into the future direction that outfitting will take concerning the use of our Zone fish, wild and birdlife populations. The Department of Renewable Resources will initiate the policy on behalf of the GNWT. Timeframe: Year 1		A well informed industry representation will ensure a good balance to the delicate issues of resource use and allocations, and land use. The outfitting policy will provide industry with a single clear statement by government vis a vis consumptive and non-consumptive outfitting.

Program Title	Agency/Time Frame	Capital Costs	Benefits
Licensing	<p>There are a number of licensing issues which are outstanding within the Zone. The Zone Association can provide industry input into the resolution of these matters. Timeframe: The Department of Economic Development will be calling for feedback on a new licensing regime prior to 1990.</p>		<p>A revised licensing format for the tourism industry should allow greater product planning flexibility for new and existing markets. A new licensing arrangement should improve the investment potential for zone and northern business operations.</p>
<p>Annual Operational Planning for the Northern Frontier Visitors Association</p>	<p>With a maturing Industry Association, increasing and varied responsibilities, there exists the opportunity for the Board of Directors to work with the Zone manager to devise an operational planning calendar. The operational calendar should accord priorities to Zone market development, product and public infrastructure development, human resource development, public relations/awareness and budgeting components of our zone association. The competition for funding resources for projects will depend more and more on a good annual and long range operational plan with goals and objectives, and programs to meet these goals. Timeframe: Planning framework and implementation year 1- ongoing</p>		<p>The entire industry will benefit from having an association with a clear direction. The spin-off should be a higher quality zone product resulting in an improved visitor experience.</p>

PART 2- Strategy and Implementation Plan

8. NORTHERN FRONTIER ZONE TOURISM IMPLEMENTATION PLAN 1989-1993

8.1 Why is the Tourism Development Plan Implementation Important?

The plan gives the Northern Frontier Zone a complete set of tourism programs and business opportunities designed to build a viable year-round 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 zone tourism infrastructure;
- more tourism shoulder season activities;
- a greater focus of activities and information for the general touring market.
- and a “bottom line” of improved market penetration for zone products, providing more revenue and tourists for local business, and more career and job opportunities and benefits for zone 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. The Northern Frontier Zone has the richest penetration of tourist travel and expenditure in the Northwest Territories. Zone communities and tourism operators, as well as the territorial tourism industry are depending on the Zone Association to cooperate and do its 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 community planning reports identify and summarize tourism programs and opportunities (see Figure 6) discussed during consultation meetings. The opportunities and programs are ready for implementation with program descriptions, and preliminary feasibility assessments (see Appendix G). 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.

8.2 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 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 Zone Association, funding or program agents. There will be a development phase during implementation which will further define your priorities and costs.

8.3 What Will the Zone Need to Implement this Plan?

- A commitment from the Zone Association and its membership to build 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 zone wide tourism industry. That is, a commitment from the communities and local operators to use their plans and participate with the Zone in achieving the Zone wide plan.
- 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.)

8.4 Where Will The Zone 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. The logical coordinating structure to implement the zone wide plan is the Board of the Northern Frontier Visitors Association. The Board with community and operator representation, is well positioned to solicit the necessary partners to action the plan.

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, and zone operators however with the resource materials supplied in the community plans and Zone technical document, and the help of government and/or the Northern Frontier Zone Association staff the tasks will not be difficult.

8.5 How Will Implementation Take Shape in the Zone?

Implementation Coordination

- The first step will be for the Northern Frontier Board to appoint a **committee** to coordinate the implementation of the plan. **The** Board should consider co-chairpersons representing community and operator interests. Committee **strengths** should include coordination; public relations; and product, market, human resource, and financial development.

Partner Identification

- Implementation partners should include-but not be limited to the tourism, transportation and service sectors of the Zone economy and **community/municipal** representatives. The Regional Tourism Officer or designate would be excellent partners.

A formal board mechanism is in place at the zone to deal with the mandate, programs, and on-going operations of Northern Frontier. The function of the board should be adjusted slightly to provide policy and planning direction to the general manager. The board might consider an annual operational planning exercise to set and adjust goals and objectives annually and provide functional direction to Association operations.

A board policy and planning/implementation committee would be instrumental to the on-going programming and planning function of the Board. The committee should provide the functional linkage to the 6 on-going community planning processes.

The following is guideline to the operational planning process.

Annual Operational Planning for Northern Frontier

The work of the Northern Frontier Visitor's Association should be guided by an annual operational plan. The annual operational plan should be developed by NFVA Board members immediately following the AGM.

An operational planning exercise identifies annual goals, objectives ongoing program functions and single/one-time projects. A framework for annual operation planning for NFVA is:

Set annual goals and objectives

Establish Zone Marketing Plan (ie. mix for the year)

- liaise with zone membership
- co-op advertising program
- consumer show reception schedule
- familiarization tours, travel writers, trade delegations
- research program -information/interpretation program
- budgets and funding proposals

Establish Product/Public Infrastructure Plan

- liaise with zone membership/communities
- identify priorities
- capital plan submission
- identification and allocation of resources to Zone products

Establish Public Relations Plan

- Design and implement awareness campaigns
- Schedule calendar of meetings
- Schedule calendar of Board and AG meetings
- Identify Lobby efforts
- Newsletter

Establish Human Resources Development Plan

- Update inventory information
- Set up annual training calendar
- Liaise with communities/members
- Negotiate for training seats
- Prepare funding proposals

Establish Zone Financing Plan

- Identify Fund Raising Priorities

- Membership Drive
- Contribution Agreements
- Annual Financial Statements

Special Projects

- Identify One Time Projects (ie. licensing reiveiw, guiding and outfitting policy, Mackenzie Bicentennial, human resource inventory)

8.6 What Will be the Impact of Tourism Development in the Zone?

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

Economic

- Increased direct and indirect seasonal and full time employment opportunities in the tourism and hospitality, arts and crafts, transportation and construction sectors of the economy.
- Increased awareness of the tourism industry; improved support to tourism industry staff; and a reduction in staff turnover.
- Skill development opportunities; better informed, more professional tourism personnel; and improved levels of local income and employment.
- . Improved market awareness/profile of the **Zone**.
- A membership better prepared for financial self sufficiency.

Socio/Cultural

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

Political

- . Improved organization and co-operation among merchants, tourism operators, transportation businesses and the municipal councils and their agents.

- Improved and better co-ordination among leadership groups within the Zone.
- Improved ability to lobby other levels of Government for tourism industry support programs.
- Improved ability to market the Zone nationally and internationally.

APPENDIX A: SCHEDULE OF TOURISM PLANNING MEETINGS

DATE	MEETING
PRE CONTRACT	
Nov. 27/87	Review Proposal - acceptance in principle
Dec. 17/87	Presentation to board - Study Process
Feb. 1/88	Draft workplan review
Feb. 15/88	Review of contract
Feb. 16/88	Finalize workplan
POST CONTRACT	
Mar. 1/88	Intro. Meeting - Rae Lakes
Mar. 2/88	Intro. Meeting - Lac La Martre
Mar. 7/88	Intro. Meeting - Dettah
Mar. 9/88	Intro. Meeting - Rae Edzo
Mar. 28/88	Steering Committee & Board Meeting
Mar. 30/88	Meeting Alexis Arrowmaker & Gary Jaeb
Mar. 31/88	Meeting Alexis Arrowmaker & Gary Jaeb
April 5/88	YK Chamber of Commerce Tourism Corn.
April 7/88	YK Chamber of Commerce Tourism Corn.
April 21/88	NFVA Meeting re. Capital Plan
May 12/88	YK Chamber of Commerce Tourism Corn.
May 14/88	NFVA AGM
May 26/88	Informal review Connon/Neugenbauer
June 9/88	Tourism Day in Fort Rae
June 14/88	YK Tourism Planning Workshop
June 15/88	Lac La Martre tourism open house
June 16/88	Various meetings/Lac La Martre
June 16 & 17	Tourism open house Rae Lakes
June 20/88	Tourism workshop - Rae Edzo
June 22/88	Snowdrift Tourism Day & band meeting
July 15/88	NFVA Steering Committee Meeting
Aug. 9/88	Meeting at YK B Band Rainbow Valley
Aug. 11/88	Meeting at Dettah with YK. B Band
Aug. 12/88	NFVA Steering Committee Meeting
Oct. 3/88	NFVA Steering Committee Meeting
Oct. 13/88	Telephone Meeting - Steering Committee
Oct. 17/88	Meeting in Lac La Martre
Oct. 27/88	NFVA Board Meeting
Dec. 7/88	NFVA Board Meeting
Dec. 14/88	Meeting with Yellowknife B Band in Dettah
Jan. 3/89	NFVA Board Meeting
Jan. 23/89	Meeting with Yellowknife B Band in Dettah
Feb. 2/89	Meeting in Lac La Martre to Finalize Plan
Mar. 9/89	Meeting in Rae Edzo to Finalize Plan
Mar. 10/89	Meeting with Yellowknife B Band to Finalize Plan

NORTHERN FRONTIER VISITORS '
ASSOCIATION FIELDWORKERS/
RESEARCHERS IN FORMATION PACKAGE.

— Lutra —

NORTHERN FRONTIER VISITORS' ASSOCIATION

TOURISM DEVELOPMENT STRATEGY:

FIELDWORKER INFORMATION PACKAGE

The Northern Frontier Visitors' Association (NFVA) has hired Lutra Associates Ltd. of Yellowknife to prepare a tourism development strategy and implementation plan for the Northern Frontier Tourism Zone and each of the seven (7) communities located within the Zone.

Some of the objectives of this tourism planning or strategy development process are to:

- *increase the awareness and participation of residents and businesses in the tourism industry;
- *identify and **priorize** tourism **related** opportunities (ie. businesses, activities, special events) in the zone;
- *prepare community/zone tourism development themes (overall idea for tourism development); and
- *prepare a realistic implementation plan for the zone and **for each of the seven (7) zone communities.**

The Northern Frontier Tourism Zone tourism strategy will be put together in 5 steps or phases. One **fieldworker** will be hired in each community to work on the development of the tourism strategy. **Fieldworkers** will help community residents to participate in the planning process.

Community participation will ensure a worthwhile and workable strategy accepted by, and helpful to, your community.

Members of Lutra's study team are:

-Lois Little	Yellowknife	873-8903
-Bob Stephen	Yellowknife	873-8903
-Sandy Auchterlonie	Yellowknife	873-8903
-Derek Murray	Regina	(306) 395-3217

Work **will** commence on **Feb. 3, 1988** and will be completed **by July 15, 1988.**

Fieldworkers will be paid \$120.00 per day and will work as contractors to Lutra Associates.

Fieldworkers are needed **for a total of 10 days (8 hours** of work per day). between March 1, 1988 and July 15, 1988.

Lutra Associates requires **fieldworkers** with the following experience and/or skills:

- *bilingual;
- *good reading and communication skills;
- *experience in, **or an** understanding of, the tourism industry;
- ***knowledge of the community's** businesses and activities; and
- ***ability to work with Lutra** in a workshop situation"

Fieldworker - Job Description and Work Plan

Phase 1: ORIENTATION TO THE PLANNING PROCESS (Getting Started)

Fieldworker Time: 1 1/2 days

Lutra will meet with you in your community to ensure as a fieldworker, you understand:

- the objectives of the tourism development strategy;
- what is expected at each phase of the process;
- your jobs and responsibilities in each phase;
- your** contractual agreement with Lutra;
- what tourism development means to your community; and
- how to effectively get community residents involved.

Fieldworker Duties: You will meet with Lutra and with elected council members and other interested people in the community.

Phase 2: ZONE/COMMUNITY PROFILES (Tourism in Your Community Now)

Fieldworker Time: 3 1/2 days

In Phase 2, Lutra will develop an list of existing tourism related facilities and activities in and around the community, as well as examine tourism travel to your community. This list will be sent to you to discuss with community members.

The inventory of existing tourism related facilities will describe:

- accommodation;
- tent camps;
- camp/picnic grounds;
- food and beverage services;
- transportation facilities;
- crafts and other related goods and services;
- outfitting and guiding;
- package tour products;
- attractions/events; and
- any other tourist facilities and services.

Information on tourism travel to the community will describe:

- number of trips;
- how much money visitors spent in the community;
- how visitors **travelled** to the community;
- the time of year they came; and
- their reasons for traveling to the community.

Fieldworker Duties: You will review and verify this information with community residents. Given the time available, it is recommended that, at minimum, you invite comment from:

- local operators of tourism related businesses (for example: the hotel manager, the co-op/Bay manager, airline representatives and the manager of the craft store);
- the Community Economic Development Co-ordinator (or members of the Band Economic Development Committee);
- the Area Economic Development Officer, G. N.W.T. Dept. of Economic Development & Tourism;
- the Band Manager;
- the Regional Tourism Officer, G. N.W.T. Dept. of Economic Development & Tourism; and
- elected Council members.

Phase 3: OPPORTUNITY AND CONSTRAINT IDENTIFICATION (What Can Happen and What to Consider)

Fieldworker Time: 2 1/3 days

As part of Phase 3 Lutra will:

- 1) identify the strengths and weaknesses of existing tourism related facilities to meet potential tourism demand;
- 2) identify tourism development opportunities (and factors that may affect these opportunities) at the community and regional level; and
- 3) establish guidelines for evaluating tourism development opportunities. (businesses, attractions, events).

Fieldworker Duties: With Lutra, you will participate in community workshops to gather input from residents. From this workshop, we will identify and evaluate tourism development opportunities and constraints at the community and zone levels.

At the end of Phase 3, fieldworkers and community residents will have started to make some decisions about what kinds of tourism businesses should be started and when they should start.

Phase 4: STRATEGY FORMULATION (Making a Plan)

Fieldworker Time: 1 day

Lutra will:

- *priorize tourism development opportunities by type or services offered, season of operation and community/region benefits in the short and long term;
- *assess the costs and benefits of these opportunities; and
- *develop an implementation strategy for each community and the region including training and other staff requirements, costs and timing.

Fieldworker Duties: With Lutra, you will participate in workshops to gather input and gain consensus from community residents on development opportunities and your community implementation plan.

Phase 5: REPORTING

Fieldworker Time: 1 2/3 days

in this final phase, Lutra will put together a report about each community and a report on the whole zone. These reports will recommend development ideas, directions and an implementation strategy.

Fieldworker Duties: will prepare drawings of two tourism activities in each community. Examples of the type of drawings that could be done are attached.

MEETING TO DISCUSS THE FINAL STRATEGY

Northern Frontier Visitors' Association will hold a workshop to discuss the final tourism development strategy and each of the community plans. This workshop will discuss:

- *tourism development strategies: are they acceptable?
- *what can we expect to happen?; and
- *how d. we make the plans work?

The Northern Frontier Visitors' Association will co-ordinate this workshop.

BAKER LAKE FISH CAMP

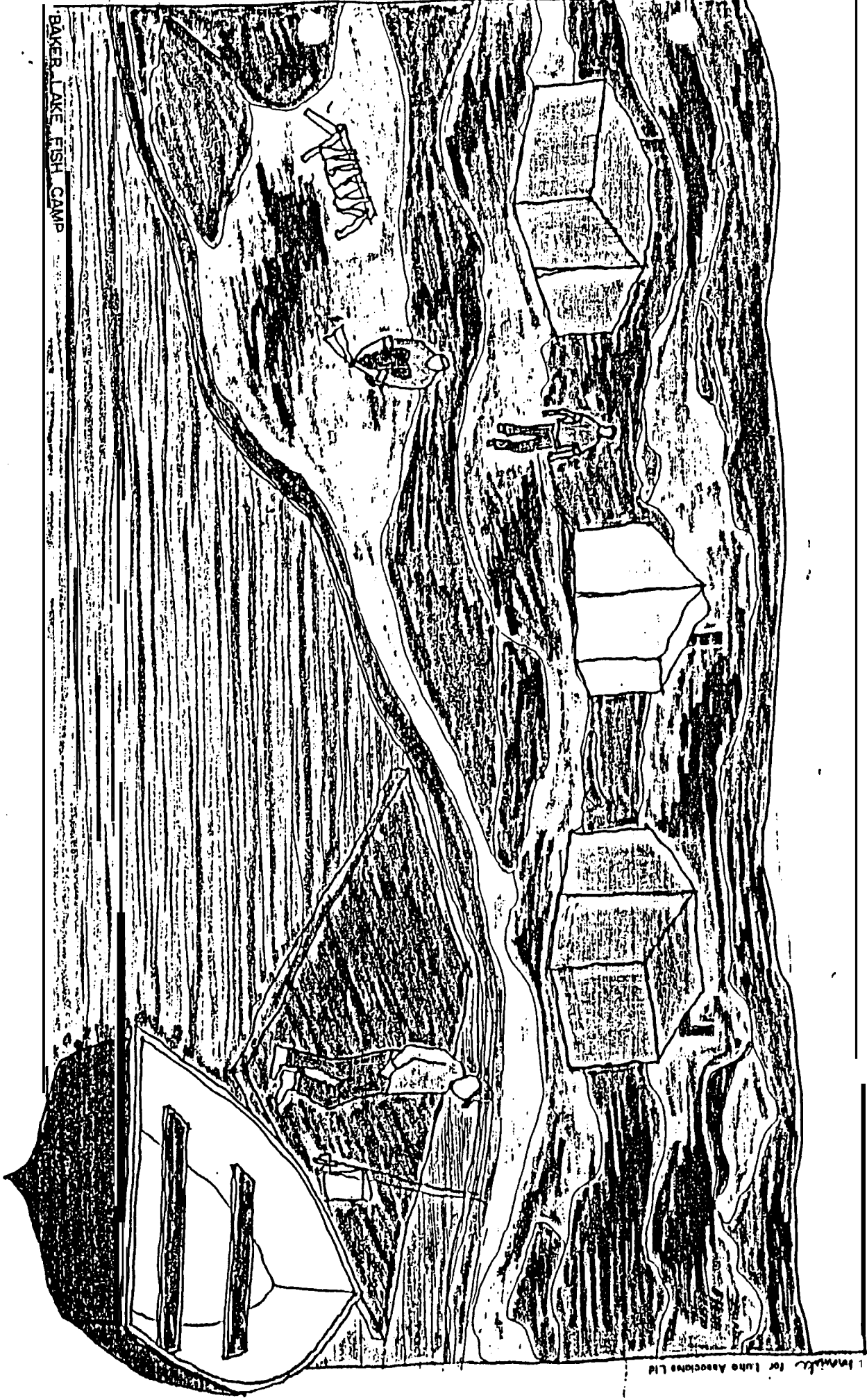


Illustration for Lingo Associates Ltd

CONTRACTUAL AGREEMENT

This is a contractual agreement between:

Lutra Associates Ltd., a body corporate under the laws of the N.W.T. (herein after known as Lutra)

&

(herein after known as the Sub-contractor)

The duration of this contract will be from March 1, 1988 to July 15, 1988. During this time the Sub-contractor agrees to:

- 1) Participate in an orientation to the tourism development strategy project.
- 2) Review and verify profiles of existing tourism related facilities and demand with selected community residents.
- 3) Participate in workshops to gather input from residents on: 1) tourism development activities or opportunities and; 2) constraints or concerns that people have about tourism.
- 4) Participate in workshops to gather input from residents and come to consensus on: 1) prioritized tourism development opportunities; 2) an assessment of the costs and benefits of opportunities; and 3) an implementation strategy for the community and region including training and employee requirements, costs and timing.
- 5) Prepare drawings of development opportunities.

Fieldworker time will total 10 days. Fieldworkers will be paid at \$120. per day based on a 8 hour working day. Fieldworkers will not be paid for time spent beyond the 10 days (80 hours).

Nothing contained in this agreement shall be deemed to create the relationship of employer and employee between Lutra and the Sub-contractor.

In witness of the parties in this agreement hereto affixed their hands.

SUB-CONTRACTOR DATE WITNESS

LUTRA ASSOCIATES DATE WITNESS
LTD.

TOURISM IN THE N.W.T.

***In 1984, from the end of June to the beginning of Sept., over 15,600. people visited the N.W.T. and spent approximately 10.6 million dollars.**

***We must provide visitors with a pleasant experience
- clean, reasonably priced facilities, friendly workers
and memorable experiences.**

COMMUNITY BASED TOURISM - WHAT DOES IT MEAN TO COMMUNITY RESIDENTS?

***promotes community economic development and
autonomy**

***provides business and career opportunities**

***Does not pollute or disrupt the land**

***promotes community pride**

***Can increase community cultural awareness**

***Activities . fishing, canoeing, hiking, naturalist tours and hunting - are land based and compliment traditional Dene activities and lifestyle**

***Activities can be seasonal and not disrupt traditional activities like trapping, hunting and fishing**

COMMUNITY BASED TOURISM DEVELOPMENT

***The preparation of a tourism development strategy is the first step towards community based tourism development.**

***A tourism development strategy will investigate, then recommend community tourism development opportunities that match the resources of the community and what visitors want to see and experience.**

***Tourism development should happen at a speed that the community accepts and is comfortable with.**

***Tourism development can only succeed with community acceptance and support.**

***community acceptance and support comes from participation in the tourism development strategy.**

***Residents must be aware of the costs and benefits of tourism development.**

***Residents must have a positive attitude towards tourists.**

TOURISM ADVERTISING AND ATTENDANCE AT OPEN HOUSES

See attached examples of advertising for Tourism Planning Meetings and Open Houses.

ATTENDANCE AT TOURISM OPEN HOUSES/PLANNING WORKSHOPS

June 9:	Tourism Day in Rae Edzo	100 visitors
14:	Tourism Planning Workshop in Yellowknife	8
15:	Tourism Open House in Lac La Martre	25
17:	Tourism Day in Rae Lakes	34
20:	Tourism Planning Workshop in Rae Edzo	5
22:	Tourism Day in Snowdrift	25



Northern Frontier Visitor's Association

A five year tourism plan is being prepared for Northern Frontier. If you are interested in planning the future of tourism in your community and in the Northern Frontier zone, plan to attend:

★ **Yellowknife's Tourism Planning Workshop**

June 14th, City Council Chambers
City Hall 7:00 - 10:00 p.m.

A **Tourism Day in Detah/Rainbow Valley**

June 21st from 1:00 - 5:00 p.m.
Detah Band, Office'

For more information contact **Lutra Associates 873-8903**

ARE YOU INTERESTED IN TOURISM AS A CAREER OR BUSINESS POSSIBILITY?

Stop by the Tourism Workshop and talk to us about what you would like to see happen in the tourism industry in Lac La Martre

People from the Northern Frontier Visitors' Association, Tourism Planning Team and G.N.W.T. will be on hand to answer your questions and to show you videos and to talk to you about some tourism opportunities

Plan to attend this Tourism Open House at the Community Hall, on Wednesday, June 15th, at 8 p.m.

The Lac La Martre Tourism Workshop on Thursday, June 16th, at 10 a.m. at the Hamlet Council Chambers

ARE YOU INTERESTED IN TOURISM AS A CAREER OR BUSINESS POSSIBILITY?

Stop by the Tourism Workshop and talk to us about what you would like to see happen in the tourism industry in Rae Lakes

People from the Northern Frontier Visitors' Association, Tourism Planning Team and G.N.W.T. will be on hand to answer your questions to show you videos and to talk to you about some tourism opportunities.

Plan to attend this Tourism Open Workshop at the Band Office, Thursday, June 16th, at 8 p.m.

INVENTORY OF RESOURCES

NORTHERN FRONTIER ZONE

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

** Lac La Martre

Name: Meni Dene Lodge	Activities: Fishing, dog sled
Location: Lac La Martre	expeditions, conferences for 30-40,
Accessed From: Yellowknife	handicrafts.
Season: June-Sept/Nov-March	Fish: Lake Trout, Arctic Grayling,
Capacity: 12	Whitefish, Northern Pike
Cost:\$675./for 3 days from Yk	Facilities: All inclusive - meals,
(Cdn)	guides, boats, motor.

** Northern Frontier

Name: Arctic Circle Lodge	Activities: Fishing
Location: Great Bear Lake /	Fish: Lake Trout, Arctic Grayling,
Coppermine River Outpost Camp	Arctic Char, Northern Pike,
Accessed From: Edmonton	Whitefish,
Season: July & Aug.	Facilities: All inclusive - meals,
Capacity: 34 (16 Rooms)	guides, boats, freezer.

Name: Branson's Lodge	Activities: Fishing, rock hounding,
Location: Great Bear Lake /	conventions.
Kdtseyedie Outpost Camp	Fish: Lake Trout, Arctic Grayling,
Accessed From: Edmonton	Arctic Char, Whitefish, Northern
Season: July & Aug.	Pike
Capacity: 40	Facilities: All inclusive - meals,
cost: \$2600/8 days from	guides, boats, freezer.
Edmonton	

Name: Great Bear Lodge	Activities: Fishing, conventions
Location: Great Bear Lake	Fish: Lake Trout, Arctic Grayling,
Accessed From: Edmonton	Arctic Char, Northern Pike
Season: July & Aug.	Facilities: All inclusive - central
Capacity: 54	heating, showers, lounge, meals,
	boats, guides, 1800m air strip.

Name: Great Bear Trophy Lodge	Activities: Fishing, conventions
Ltd.	Fish: Lake Trout, Arctic Grayling,
Location: Great Bear Lake	Arctic Char, Northern Pike
Accessed From: Edmonton	Facilities: All inclusive - dining
Season: July & Aug.	room, boats, guides, lounge,
Capacity: 44 (22 rooms)	commissary, 1563 m air strip.

Name: Plummer's Great Bear	Activities: Fishing
Lodge	Fish: Lake Trout, Arctic Grayling,
Location: Great Bear Lake /	Arctic Char
Tree River Outpost Camp	Facilities: All inclusive - indoor
Accessed From: Winnipeg	plumbing, boats, motors, guides,
Season: July & Aug.	dining room, lounge, 5400 ft.
Capacity: 54	airstrip.

<p>Name: Indian Mountain Fishing Lodge Location: Great Slave Lake (East Arm) Accessed From: Yellowknife Season: July & Aug. Capacity: 10</p>	<p>Activities: Fishing Fish: Lake Trout, Arctic Grayling Facilities: Boats, tackle, freezers, guides. Guests arrange own float plane transport.</p>
<p>Name: Plummer's Great Slave Lake Lodge Location: Great Slave Lake (Talttheilei Narrows) Accessed From: Winnipeg Season: Mid July - Mid Aug. Capacity: 44</p>	<p>Activities: Fishing Fish: Lake Trout, Arctic Grayling, Northern Pike, Walleye Facilities: All inclusive - indoor plumbing, boats, motors, guides, dining room, lounge, 5400 ft. airstrip.</p>
<p>** Rde Edzo</p>	
<p>Name: Nishi Expeditions Ltd. Location: Mattberry & Basler Lakes Accessed From: Rae Edzo Season: June 21 - Aug. 31. Capacity: 6(Mtbrry),4(Basler)</p>	<p>Activities: Fishing, dog sled expeditions. Fish: Lake Trout, Northern Pike, Walleye Facilities: Accommodation in tents, Dene guides, boats, motors. *Note: Should be licenced in 1989.</p>
<p>Name: Stagg Lake Lodge Location: Stagg Lake Accessed From: Rae Edzo Season: June-Sept./Dec.-May Capacity: 15</p>	<p>Activities: Fishing, photography, skidooing, cross country skiing. Fish: Lake Trout, Northern Pike, Walleye, Whitefish Facilities: Boats, motors, skidoos, skis.</p>
<p>** Rae Lakes</p>	
<p>Name: Hottah Lake Lodge Location: Hottah Lake Accessed From: Great Bear Lake Season: July & Aug. Capacity: 8</p>	<p>Activities: Fishing, Class B Outfitting - Barrenground Caribou Fish: Lake Trout, Arctic Grayling, Northern Pike Facilities: Boats, motors, main lodge with 3 bedrooms, privies. *Note: Being renovated for 1989 operation.</p>
<p>** Snowdrift</p>	
<p>Name: Frontier Fishing Lodge Location: Great Slave Lake Accessed From: Edmonton via Yellowknife Season: Mid June - Mid Sept. Capacity: 24 cost: \$2,500./week/guest</p>	<p>Activities: Fishing, conferences (max 35) . Fish: Lake Trout, Arctic Grayling, Whitefish, Northern Pike Facilities: Licenced dining, sauna, guides, boats, freezers, store, tackle.</p>

** Yellowknife

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Name	Capacity	Facilities
** Lac La Martre Meni Khon Hotel	8 (4 rooms)	Shared bath, coffee shop, T.V., phone. Canoe rentals and guides available. Souvenirs. Overflow facilities available.
** 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
** Rae Lakes Rae Lakes Transient Centre	2	Small log housekeeping cabin. cost: \$25./day
** Snare Lake Snare Lake School	N/A	The school is used as a transient centre. Facilities are minimal .
** Snowdrift Snowdrift Hotel	6 (3 rooms)	Shared accommodation, shared bath, kitchen facilities. Additional 19 beds available in the summer. Meal service in summer. cost: \$80./night \$120. with meals
** Yellowknife Discovery Inn	82 (42 rooms)	Private bath, conference facilities licenced restaurant, lounge, cable T.V., phone, air conditioning.
Explorer Hotel	220 (110 rooms)	Private bath, conventions/banquets (max 400), licenced dining, lounge, cafe, gift shop, cable T.V., phone, executive suites, courtesy van.

Gold Range Hotel	72 (42 rooms)	18 rooms with private bath. Phone, T.v. , banquets (max. 40).
Northern Lights Motel	29 (20 rooms)	Private bath, T.V., parking with plug-ins, complementary tea and coffee.
Twin Pine Motor Inn	100 (44 rooms)	Private bath, breakfast service, kitchenettes, phone, T.V., conferences.
Yellowknife Inn	300 (150 rooms)	Private bath, phone, T.V., radio, ice, shops, cafe, lounge, tavern, licenced dining, banquets, conferences.
YWCA	33	co-ed furnished bachelor apartments, radio. Hostel accommodation.
Barb Bromely	2 (1 room)	Bed & breakfast accommodation. Private 1/2 bath, radio, phone, continental breakfast. Year-round.

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

	Capacity	Type of Establishment
** Lac La. Martre Men i Khon Hot e l	24	Family Restaurant
Men i Dene Lodge	30	Family Restaurant
** Rae Edzo Rae Cafe	32	Family Restaurant
Dene Cafe	40	Family Restaurant
** Snowdrift Dene Hall	n/a	Canteen/Video Games
Bernie's Confectionery	n/a	Fast Food / Video Rental
** Yellowknife Millie's Hoist Room	72	Dining Lounge
Mackenzie Dining Room (Yellowknife Inn)	30	Family Dining
The Office Lounge	130	Dining Lounge
Our Place Dining Lounge	120	Dining Lounge
Papa's Hideaway Dining Lounge	48	Dining Lounge
Airporter Restaurant	40	Family Restaurant
Factor's Club (Explorer Hotel)	88	Family Dining
Treeline Cafe (Explorer Hotel)	80	Family Restaurant

Great Gold City Food & Beverage Emporium	75	Family Restaurant
Gold Range Cafe	65	Family Restaurant
Kentucky Fried Chicken	52	Family / Take Out
Lunch Box	75	Family Restaurant
Mike Mark's Chinese Food	50	Family Restaurant
Mr. Mike's	88	Family Restaurant
Good Times Restaurant	110	Family Restaurant
Papa's Restaurant	44	Family Restaurant
Red Apple Restaurant	116	Family Restaurant
Smitty's Pancake House	130	Family Restaurant
Wildcat Cafe (Seasonal Operation)	39	Family Restaurant
Miner's Mess (Yellowknife Inn)	100	Family Restaurant
Georgio's	n/a	Take-Out
The Pizza Man	n/a	Take-Out
Save on Deli	n/a	Take-Out
Luigi's Pizza & Deli	n/a	Family Restaurant
The Split Pea	n/a	Take-Out (Lunch)
YK Bakery & Sub Shop	n/a	Take-Out
YK Pizza	70	Family / Take-Out

Prelude Lake Lodge (Seasonal Operation)	n/a	Family Restaurant
Sam's Monkey Tree	166	Family Restaurant
YK Pizza 2	n/d	Take-Out
Brownies Chicken	n/a	Take-Out
Adrian's	33	Family Dining

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

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

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

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

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

Name of Store	Type of Merchandise
** Lac La Martre Meni Dene Co-op	General merchandise
** Rae Edzo Dene Video & Gifts Amy's Dene Stores 'rhe Bay	Dene arts and crafts General merchandise General merchandise General merchandise
** Rae Lakes Rae Lakes General Store	General merchandise
** Snare Lake Snare Lake General Store.	General Merchandise
** Snowdrift Snowdrift Co-op Assoc. Bernie's Confectionary	General merchandise Confectionery, video rentals, Dene crafts, fast food
** Yellowknife Treeline Trappings Ltd. Northern Images Ltd. Northern Impressions Trading Post Wolverine Sports Overlander Sports The Sportsman Explorer Gift Shop Yellowknife Hardware Ltd McLeod's Hardware Polar Parkas & Supplies The Bay YK Inn Smoke Shop	Dene arts and crafts Dene/Inuit arts and crafts Dene/Inuit arts and crafts Dene/Inuit arts and crafts Sporting goods store Sporting goods store Sporting goods store Souvenirs, crafts, magazines Sporting goods Sporting goods Parkas, crafts General merchandise Souvenirs, magazines

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

Name of Business	Type of Service
** Lac La Mdrtre Meni Dene Hotel Meni Dene Co-op	Canoe rentals Gas and diesel sales
** Rae Edzo JB Gas Bar	Service station
** Rae Lakes P.O.L. Agent	Gas and diesel sales
** Snare Lake P.O.L. Agent	Gas and diesel sales
** Snowdrift P.O.L. Agent Individual boat owners	Gas and diesel sales Some residents will rent boats.
** Yellowknife Avis Rent-A-Car Budget Rent-A-Car Hertz Rent-A-Car Tilden Rent-A-Car N.A.R.W.A.L.. Northern Adventures Overlander Sports Prelude Lake Lodge Sail North The Sportsman Yellowknife Trading Post Frame & Perkins Ltd. Raven Tours YK Esso Service Yellowknife Motors (Petro Canada) Red Rooster (Turbo) Rent A Relic Yellowknife Tourist Cabin Northern Frontier Visitors' Assoc.	Vehicle rental Vehicle rental Vehicle rental Vehicle rental Canoe rentals Canoes, mountain bikes, skis Boat rentals Boat rentals Canoe rentals Boat rentals Service station, charter/tour buses Sightseeing/charter buses Service station Service station, zodiac boat rentals Gas bar Vehicle rental Visitor Information Visitor Information
** Yellowknife: Mack Travel Top of the World Travel Prestige Planning Marlin Yellowknife Travel Treeline Planning Services Words North Writing & Editing Serv.	Travel Agency - IATA approved, reservac Travel Agent/Tour Organizer - reservac Conference planning dnd organization Travel Agent - IATA approved, reservac. Conference planning and organization Conference organization

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

Park Facilities

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

**

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

Park Facilities & Features

** Northern Frontier Zone

Name: Fort Enterprise
Type: Historic (Proposed)
Location: 40 km N.E. of
Yellowknife

Facilities: None
Features: Not Available

Name: Hidden Lake
Type: Outdoor Recreation
Location: 40 km N.E. of
Yellowknife

Facilities: None
Features: Hiking, fishing,
canoeing, camping.

Name: Boundary Creek
Type: Wayside
Location: 30 km S. of
Yellowknife (Hwy #3)

Facilities: 5 picnic sites.
Features: Fishing, picnicking.

Name: Cameron River Crossing
Type: Wayside
Location: Ingraham Trail

Facilities: 8 camping/picnic sites.
Features: Viewing rapids/falls
hiking, fishing, swimming.

Name: Chan Lake
Type: Wayside
Location: Between Rae &
Providence (Hwy #3)

Facilities: 5 picnic sites.
Features: Day use/rest area,
wildlife viewing (bison), hiking.

Name: Madeline Lake
Type: Wayside
Location: Ingraham Trail

Facilities: 3 picnic sites.
Features: Hiking, boating.

Name: North Arm
Type: Wayside
Location: 10 km S. of Rae
turn-off (Hwy #3)

Facilities: 6 picnic sites.
Features: Boating, swimming,
fishing, hiking, picnicking.

Name: Pontoon Lake
Type: Wayside
Location: Ingraham Trail

Facilities: 6 picnic sites.
Features: Fishing, boating,
swimming, picnics.

Name: Powder Point
Type: Wayside
Location: Ingraham Trail

Facilities:
Features: Fishing, hiking, boating.

Name: Prelude Lake
Type: Wayside
Location: Ingraham Trail

Facilities: 50 camping/picnic
sites.
Features: Hiking, fishing, camping,
boating, swimming.

Name: Prosperous Lake
Type: Wayside
Location: Ingraham Trail

Facilities: 1 picnic site.
Features: Hiking, fishing, boating.

Name : Reid Lake
Type: Wayside
Location: Ingraham Trail

Facilities: 39 camping/picnic sites.
Features: Hiking, fishing, boating, swimming, camping, picnicking

Name: Yellowknife River
Type: Wayside
Location: Ingraham Trail

Facilities: 6 picnic sites.
Features: Canoeing/boating, picnics, fishing.

Name: Old Fort Providence
Type: Historic (Proposed)
Location: 20 km S.E. of Detah

Facilities: None
Features: Not Available

Name: Fort Confidence
Type: Historic (Possible)
Location: Dease Arm (Great Bear Lake)

Facilities: None
Features: Not Available

** Rae Edzo

Name: Edzo
Type: Community
Location: Edzo

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

** Yellowknife

Name: Fred Henne
Type: Community
Location: Yellowknife

Facilities: 92 camping/picnic sites, concession, boat rentals.
Features: Swimming, boating, hiking, fishing, camping/picnicking .

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

	Tour Activities	Zone/Location of Activities
** Calgary		
Name: Universal Fun Finders Tours	Community tours	Northern Frontier / Big River
Begin Tour: Regina		
** Edmonton		
Name: Canadian Motor Coach Tours Ltd.	Bus tour	Northern Frontier / Big River
Begin Tour : Edmonton		
Name: North Horizon Tours	Community tours	Northern Frontier / Arctic Coast / Big River / Keewatin
Begin Tour: Edmonton		
** Fort Smith		
Name: Great Slave Circle Tour	Escorted tours	Big River / Northern Frontier
Begin Tour: Edmonton / Calgary		
** Ontario		
Name: Arctic Waterways	Canoeing, fishing, bird and wildlife viewing	Arctic Coast
Begin Tour: Yellowknife		
Name: Camp Wanapitei Co-ed Camps Ltd.	Guided canoe trips	Arctic Coast
Begin Tour: Yellowknife		
Name: Horizon Holidays Ltd.	Escorted tour and cruise	Northern Frontier / Western Arctic
Begin Tour: Edmonton		
Name: Nature Travel Service	Naturalist tours	Arctic Coast
Begin Tour: Yellowknife, Inuvik		
** Vancouver		
Name: Evergreen Tours	Bus tour	Big River / Northern Frontier
Begin Tour: Vancouver		
** Washington		
Name: Special Odysseys	Historical/cultural experiences, sightseeing	Baffin
Begin Tour: Yellowknife		

** Yellowknife

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

** Yellowknife/Whitehorse

Name: Oldsquaw Lodge Begin Tour: Whitehorse	Hiking, wildlife observation	Western Arctic
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NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF VARIOUS PLACES/EVENTS OF INTEREST, 1988.

Comments

** Lac La Martre

Site: Lac La Martre
Significance: Recreational

Various skiing/hiking trails near the community. Ski cabin 3 miles from community.

Site: Lac La Martre
Significance : Natural

Beaches along the N.E. shore of Lac La Martre.

Site: La Martre River
Significance: Natural/Cultural

Falls and very rough rapids. Falls are a sacred dreaming spot.

Site: Lac La Martre (N.E. shore)
Significance: Historical

The old settlement of Lac La Martre.

Site: Riviere Grandin (mouth)
Significance: Historical/Cultural

Cemetery (cabins destroyed by fire).

Site: Lac La Martre
Significance: Historical

Northwest Company trading post est. 1789. Site has not yet been discovered.

Site: Mud Lake
Significance: Historical

Trading post built in 1924.

Site: Various Waterways
Significance: Recreational/Trans .

Most rivers and lakes near the community are used.

Site: Various Trails
Significance: Recreational/Trans .

There are numerous skidoo and trapline trails in the vicinity of the community.

Site: Lac La Martre
Significance: Cultural

Many women are skilled in the production of a variety of handicrafts.

Site: Lac La Martre
Significance: Cultural

Feasts, drum dancing and tea dancing are popular activities in the community.

Site: Lac La Martre
Significance: Cultural

Most residents spend time on the land and have retained bush skills.

Site: Lac La Martre
Significance: Cultural

Many older people know songs, legends and stories.

Site: Lac La Martre
Significance: Cultural

Some residents still maintain and use dog teams. (5 dogteams in the community)

Site: Lac La Martre Significance: Recreational	Hiking trail from the community to the La Martre River falls.
Site: Lac La Martre Significance: Cultural	Spring Carnival. End of March. Dog races, hand games, drum dance, other traditional games
Site: Lac La Martre Significance: Cultural	Canada Day celebrations - July 1st. Sports, games and feasts.
Site: Lac La Martre Significance: Historical	Traditional camp sites along the shore of Lac La Martre & on various islands in the lake
Site: Lac La Martre Significance: Natural/Recreational	Many picnic sites on the islands in Lac La Martre.
Site: La Martre River Significance: Natural/Recreational	Canoe trips to Rae Edzo via the La Martre River available with return by air.
** Northern Frontier	
Site: Dene Games Significance: Event	Traditional games, drum dances etc. Annual event, different host community each year.
** 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: Whitebeach 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)	Old Dene camp and cemetery.
Significance: Historical/Cultural	
Site: Trout Rock (Great Slave Lake)	10-15 cabins (many still in good shape) , some cabins have hand-built chimneys.
Significance: Historical	
Site: James Lake (S.W. shore)	Cabins and cemeteries. James-Marion Lake portage has a spiritual place of offering.
Significance : Historical/Cultural	
Site: Wecho River system (Mosler/Wheeler Lakes)	Cemeteries
Significance: Historical/Cultur&il	
Site: Marion Lake (north end)	Old Dogrib village and burial ground.
Significance: Historical/Cultural	
Site: Hislop & Wageradi Lakes	Old cabins with hand-built fireplaces, camping areas, burial grounds.
Significance: Historical/Cultural	
Site: Jim Darwish's trading post (Rae)	
Significance: Historical	
Site: Marion Lake, Backwater & Faber Lakes	Various legends associated with the landscape.
Significance: Cultural	
Site: Mosquito Creek (Beside Hwy #3)	Features: 8 km of rapids, pickeral run each spring,
Significance: Recreational	Facilities: None
Site: Road to Russel Lake	Facilities: bodt launch, garbage bins.
Significance: Recreational	
Site: Various Waterways	Most rivers and lakes are used by residents.
Significance: Recreational/Trans .	
Site: Various Trails	There are numerous skidoo and trapline trails in the vicinity of the community.
Significance: Recreational/Trans .	
Site: Winter Carnival	Held in March, features a dog derby, traditional games .
Significance: Event	
Site: Happy Daze	Held in the summer, features feasts, dene games, drum dancing, hand games.
Significance: Event	
Site: Rae Edzo	Most local women are skilled in traditional handicrafts and hide preparation.
Significance: Cultural	
Site: Rae Edzo	Mdny older people know traditional Dene legends, stories, skills, etc.
Significance: Cultural	

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.
** Rae Lakes	
Site: Faber Lake (S.W. shore) Significance: Natural	Good beaches
Site: Cossino, Faber, Tonggot & Lac Sequin Lakes Significance: Cultural	Burial grounds of spiritual significance.
Site: Hottah Lake Significance: Historical	Old fish camp.
Site: Beaverlodge Lake Significance: Historical	An old uranium mine with two crashed planes.
Site: Faber Lakes Significance: Historical	Old, handhewn cabins with clay fireplaces, made without nails or modern tools.
Site: Various Waterways Significance: Recreational/Trans .	Most rivers and lakes near the community are used.
Site: Various Trails Significance: Recreational/Trans .	There are numerous skidoo and trapline trails in the vicinity of the community
Site: Rae Lakes Significance: Cultural	Many local women produce Dene crafts. Gary Mantla-artist Jim Ratratie-local drum maker.
Site: Rae Lakes Significance: Cultural	Feasts, drum dancing and tea dancing are still popular in the community.
Site: Rae Lakes Significance: Cultural	Most residents spend time on the land and have retained bush skills.

Site: Kae Lakes
Significance: Cultural

Many older people know old songs, legends and stories.

Site: Rae Lakes
Significance: Cultural

There are three dog teams in the community.

** Snare Lake

Site: Mesa & Granville Lakes' portage.
Significance: Historical

Chiefs Akaitcho & Edzo made peace here. Trees have grown in a circle, from the dancing.

Site: Snare Lake (across Lake from community)
Significance: Historical

Remains of an old cabin with a handbuilt chimney & underground storage area.

Site: Various Waterways
Significance: Recreational/Trans .

Most rivers and lakes near the community **are** used.

Site: Various Trails
Significance: Recreational/Trans .

There are numerous skidoo & trapline trails in the vicinity of the community.

Site: Snare Lake
Significance: Cultural

Feasts, drum dancing and tea dancing are still popular in the community

Site: Snare Lake
Significance: Cultural

Most residents spend time on the land and have retained bush skills.

Site: Snare Lake
Significance: Cultural

Some residents still maintain and use dog teams.

Site: Snare Lake
Significance: Cultural

Many women are skilled in the production of Dene handicrafts.

** Snowdrift

Site: Various Waterways
Significance: Recreational/Trans .

Most rivers and lakes near the community are used.

Site: Various Trails
Significance: Recreational/Trans .

There are numerous skidoo and trapline trails in the vicinity of the community

Site: Snowdrift River
Significance: Historical/Cultural

Burial ground at the mouth of the Snowdrift River.

Site: Snowdrift
Significance: Historical/Cultural

Old Chipewyan burial ground.

Site: Snowdrift River
Significance: Natural

There are a number of sets of rapids on the Snowdrift River.

Site: Lockhart River (mouth)
Significance: Historical

Three impressive stone chimneys-the remains of cabins built in **1831** by Cpt. Back.

Site: Lockhart River (mouth) Significance : Historical/Cultural	An old Chipewyan burial ground and seasonal camp.
Site: Reliance Significance: Historical	Various cabins, old trading post.
Site: Reliance Significance: Historical	Archaeological sites:Reliance, Belle Island, Artillery Lake and the Lockhart River
Site: Lockhart River Significance: Natural	Spectacular falls located along the Lockhart River.
Site: Pike's Portage Significance: Natural/Historical	A series of lakes and portages connecting Great Slave Lake with Artillery Lake.
Site: McLeod Bay (north side) Significance: Historical	A series of archaeological sites from Taltheilel Narrows to Reliance.
Site: Snowdrift Significance: Cultural	Many women are skilled in the production of Dene art & craft items.
Site: Snowdrift Significance: Cultural	Feasts and old time fiddle dances are still popular in the community.
Site: Snowdrift Significance: Cultural	Most residents spend time on the land,many trapper's cabins located near the community.
Site: Snowdrift Significance : Cultural	Many older people know Chipewyan legends, stories and songs.
Site: Snowdrift Significance: Cultural	There are two dog teams in the community that are used regularly.
Site: Snowdrift Significance: Event	South Slave Regional Winter Games-April 7,8,9. Sports, traditional games & activities
Site: Mouth of the Stark River Significance : Recreational	Picnic site with fireplace and table.
Site: The Gap (Great Slave Lake) Significance: Natural/Recreational	A narrow waterway with steep cliffs connecting Wildbread & Tochatwi Bays
Site: Great Slave Lake Significance: Recreational	Numerous picnic, fishing, swimming sites in the vicinity of the community.
Site: Parry Falls (Lockhart River) Significance: Cultural	A spiritual place of offering, known as "The place where the old lady sits".

Site: Various Locations Significance : Cultural	A number of trappers cabins in the vicinity of the community are still in use.
** Yellowknife	
Site: Yellowknife Significance : Event	Ravin' Mad Daze, in June - lat night shopping, solstice celebration, street concerts
Site: Yellowknife Significance : Event	Midnight golf tournament - in June. Solstice celebration, celebrities, sand course.
Site: Yellowknife Significance: Event	Caribou Carnival. In March on Back Bay - traditional games, entertainment, fireworks.
Site: Yellowknife Significance: Event	Canadian Championship Dog Derby. Same weekend as Caribou Carnival . 3 days - 150 miles.
Site: Yellowknife Significance : Event	Staging of the Akaitcho / Franklin reunion - end of June.
Site: Yellowknife Significance: Event	Folk on the Rocks. Southern & northern musicians gather for a weekend music festival. July
Site: Yellowknife Significance: Event	Fall Fair - end of Aug. Fresh flowers & veg., handicrafts & business displays.
Site: Great Slave Lake Significance: Event	Commissioner's Cup sailing race from Yellowknife to Hay River. August.
Site: Martin Lake Hiking Trail Significance: Natural	Marked hiking trail
Site: Big Lake Hiking Trail Significance: Natural	Marked hiking trail.
Site: Cameron Falls Trail Significance: Natural	Marked hiking trail. Views of falls, rapids dnd bridge.
Site: Reid Lake Trail Significance: Natural	Marked hiking trail.
Site: Giant Mines (Brock Shaft) Significance: Historical	Giant Mines' first test shaft.
Site: Ptarmigan Mine Significance: Historical	Abandoned mine (1942).
Site: Pegmatite Dikes (Pontoon Lake) Significance: Natural	Course-grained granite rocks good for "rock-hounding" .

Site: Old Town Significance: Historic	Walking heritage tour of Old Town.
Site: Bush Pilot's Monument Significance: Natural	A large rock outcrop in Old Town with stairway. Views of Great Slave Lake & Yellowknife
Site: Joliffe Island Significance: Historical	"Saunder's Cabin" an abandoned log house.
Site: Yellowknife Bay (south of Dettah) Significance: Historic	Old Indian settlement
Site: West Mirage Islands Significance: Natural	International Biological Prog. (IBP) Proposed Reserve. Rich avifauna resources.
Site: Baker Creek Significance: Natural	IBP Proposed Reserve - International Hydrological Decade study area.
Site: Walsh, Banting & Jackson Lakes Significance: Recreational	Easily accessible, used for fishing as well as other recreational uses.
Site: Yellowknife Significance: Natural/Recreational	There are a variety of lakes & rivers in the vicinity. Use is limited by water level/craft.
Site: Yellowknife Ski Club Significance: Recreational	A number of trails used in the winter for skiing, in summer for hiking.
Site: Yellowknife Significance: Recreational	Numerous skidoo and hiking trails are located close to the community.
Site: Duck Lake Trail Significance: Natural	Skidoo, ski & hiking trail from Yellowknife Bay to Duck Lake.
Site: Dettah / Rainbow Valley Significance: Cultural	Many Dene women produce traditional handicrafts.
Site: Prelude Lake Significance: Natural/Cultural	Dene elder provides insights into bush life while guiding along a trail.
Site: Near Dettah Significance: Historical	Two fur trading posts located in the area from 1922-27. Condition of remains unknown.
Site: Yellowknife Significance: Event	Sportsman Bonspiel - Easter weekend. 'Round the clock curling.
Site: Yellowknife Significance: Event	1990 Arctic Winter Games - in March. 1'cams from Alaska, NWT, Yukon & Northern Alta. & Que.

Site: Yellowknife
Significance: Event

Labatt's Invitational Hockey
Tournament - Easter Weekend

Site: Yellowknife
Significance: Cultural

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

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

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

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

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

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

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

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

Type of
Infrastructure

- ** Dettah
Developable Land: Land is available along the access road. Development costs are high.
- Electric Power: Capacity: Hydro - 23,720 kW
Diesel - 12,270 kW.
- Airport Facilities: No Airport Facilities
- Water Linkage: Communities on Great Slave Lake.
- Road Linkage: All weather gravel road link to YK via Ingraham Trail. Ice road link to Yellowknife.
- ** Lac La Martre
Developable Land: Little or no land available till airstrip is moved.
- Electric Power: Capacity: Diesel - 440 kW
- Airport Facilities: 672m clay runway, no terminal building, limited maintenance. Unlicensed floatplane access.
- Road Linkage: A winter road links Lac La Martre with Rae Edzo & Yellowknife.
- Water Linkage: By canoe to Rae Edzo (3-5 days) via La Martre River. By canoe to Fort Providence 2-3 weeks (currently uncharted) .
- 'A' 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

** Rae Lakes

Developable Land: Planning is required.

Electric Power: Capacity: Diesel - 180 kW

Airport Facilities: 853m sand runway, no terminal building, limited maintenance. No floatplane facilities.

Road Linkage: A winter road links Rae Lakes with Rae Edzo & Yellowknife

Water Linkage: Access to the barren grounds, by boat/canoe to Terra Mines, via the Camsell River. The route needs to be charted.

** Snare Lake

Developable Land: Land available but no equip. , roads, etc.

Airport Facilities: Unlicensed floatplane access with dock.

Road Linkage: There is no road access to Snare Lake.

Water Linkage: Access to barren grounds, 3-4 day trip to Rae Edzo via Snare River.

Electric Power: No Electric Power Facilities

** Snowdrift

Developable Land: Land is available near the school.

Electric Power: Capacity: Diesel - 430 kW

Airport Facilities: 683 m gravel runway, limited maint. , no terminal building. Unlicensed floatplane access.

Water Linkage: Great Slave Lake links all communities on the lake. Barge transportation to Snowdrift.

** Yellowknife

Developable Land: Limited developable land available.

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

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

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

Water Linkage: Communities on Great Slave Lake.

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

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

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

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

RECEIVED JUN - 2 1988

MARKETING STRATEGY AND PLAN

Northern Frontier
Visitors Association

June 1, 1988

Northern Frontier Visitors Association

MEDIA PLACEMENT

Objectives

- To develop an awareness of Northern Frontier as a travel destination, highlighting the available products in the zone.

- To **generate quality responses, so additional selling** can be done via the mailing of a response package, and via direct operator contact since operators will be provided with respondents names **per** market segment.

- To generate 1,500 responses, particularly **in** areas where product exists.

Explanation

In line with the Northern Frontier market segments, ads **will be placed in** specific publications which match these markets. Placements will be in both U.S. and Canadian publications and will be geared to reach some three million plus primary readers. The ads will be set up so they can be used as a banner format to encourage participation by zone operators. For example, the fishing ad could run under a heading of "Share our Northern Frontier Fishing" with general copy related to the zone. Operators would be able to buy in to the page, or half page, and in the event there were no buy-ins, the ad could still work as a stand alone ad.

Suggested Media Plan

<u>Publi cat ion</u>	<u>Ad Size*</u>	<u>Insertion Date</u>	<u>cost**</u>
Field/St ream	Class/dis.	With T/A ad***	\$ 1, 000. U.S.
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 /Lei sure	1/6 class	TA special	3,020. Us.
Alaska Milepost	1/3 pg.	1989 edition	1,500. Us.
Outside	1/6 pg.	With T/A ad	2,300. U.S.
Participation in Explorers Guide, Cdn. Airlines mag. etc.	various	as scheduled	<u>2,500.</u>
	Sub total		\$18,995.
	U.S. exchange @ 32%		2,959.
	Color seps, other technical		<u>2,000.</u>
	TOTAL		\$23,954.

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

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

*** T/A indicates placement via the Travel Arctic Marketing program.

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

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

MARKETING AIDS

1. ZONE BROCHURE REPRINT

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

Distribution

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

Cost Estimate

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

2. PRODUCT INFORMATION GUIDE REPRINT

Objectives

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

Explanation

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

Quantity

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

Distribution

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

Estimated Cost

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

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

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

Quantity

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

Cost Estimate

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

4.0 NORTHERN FRONTIER FISHING BOOKLET

Objectives

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

Explanation

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

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

Quantity

Print run will be 2,000 copies

Distribution

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

Estimated Cost

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

5.0 NORTHERN FRONTIER HUNTING FLYER

Objectives

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

Explanation

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

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

Quantity

Printing quantity **will be 1,000 copies.**

Distribution

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

Estimated Cost

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

6.0 EVENTS/ATTRACTIONS CALENDAR POSTER

Objective

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

Explanation

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

Quantity

Printing quantity will be 3,000 copies

Distribution

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

Estimated Cost

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

8.0 RETENTION SHEETS

Objective

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

Explanation

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

Quantity

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

Distribution

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

Estimated Cost

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

No funds are being sought through EDA for this project

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 media kit will naturally go to all the fishing magazines, outdoors columnists at major newspapers, etc.

Estimated Costs

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

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

The total amount will be sought under the EDA program.

PUBLIC RELATIONS

Objective

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

Explanation

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

Quantity

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

Distribution

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

costs

The costs will be mainly for the development of specific information pieces for the information packages. This is estimated at **\$1800. (6 x \$300) IN** addition there **will be a cost for support materials** to be used by speakers. This will involve visual **materials, development of speaking notes, etc.** This cost would be about \$1,000. Total estimated cost, \$2809. All **will be applied** for under EDA

NORTHERN FRONTIER VISITORS ASSOCIATION

Marketing Budget - 1988/89

PROGRAM	Applied for under EDA	Industry & Other Contrib.	Total Budget
I. CONSUMER ADVERTISING	\$20,000	\$4,000.	\$24,000.
II. MARKETING AIDS			
1. Zone brochure reprint	7,000.	1,000.	8,000.
2. Product guide reprint	4,000.	2,800.	6,800.
3. Misc. resp. materials reprint	1,000.	900.	1,900.
4. Fishing guide	3,500.	1,000.	4,500.
5. Hunting flyer	500.	500.	1,000.
6. Events/attractions calendar	-	4,500.	4,500.
7. Driving guide		4,500.	4,500.
8. Retention sheets		6,000.	6,000.
9. Folders/shells	3,000.	-	3,000.
10. Image bank	1,500.	500.	2,000.
11. Postcard/teaser	1,000.	1,000.	2,000.
12. Display panels		3,0(-)0.	3,000.
III. MEDIA RELATIONS	3,000.		3,000.
IV. PUBLIC RELATIONS	2,800		2,800.
Sub total	\$47,300.	\$29,700.	\$77,000.
DELIVERY @17%	8,041.		
TOTAL	\$55,341.	\$29,700.	\$85,041.

NORTHERN FRONTIER VISITORS ASSOCIATIONSchedule of Contributions
to Marketing Programs

<u>PROGRAM</u>	<u>NFVA Cent' ~</u>	<u>Ind. Cont.</u>	<u>Other Cont. *</u>	<u>Total Cont.</u>
CONSUMER ADVG.			\$ 4,0(-)0.	\$ 4,000.
MARKETING AIDS				
1. zone brochure		-	1,000.	1,000
2. product guide	-	\$ 2,800.		2,800.
3. misc. response mat.	\$ 900.			900.
4. fishing guide		1,000.		1,000.
5. hunting guide		500.		500.
6. events/attractions cal.		2,000.	2,500.	4,500.
7. driving guide	1500.		3,000.	4,500.
8. retention sheets		6,000.		6,000.
9. folder/shells				
10. image bank	500.			500.
11. postcard/teaser	1000.			1,000.
12. display panels			3,000.	3,000.
MEDIA RELATIONS				
PUBLIC RELATIONS				
TOTALS	<u>\$3,900.</u>	<u>\$12,300.</u>	<u>\$13,950.</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.

SUMMARY OF CONTRIBUTION FUNDING
PROGRAMS AND TOURISM RESOURCES

SUMMARY OF CONTRIBUTION FUNDING PROGRAMS AND TOURISM RESOURCES

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

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING	All programs are carried out on behalf of all N.W.T. travel and tourism related business	TravelArctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination.
	*Print & T.V. ads, film prod.		
	*Trade Shows		
	*Public Relation Campaigns		
	*Fan Tours for travel trade		
	*Financial support to writers & photographers		
	*Finan. Support to travel assoc. & businesses		
	*Conducts market research & evaluation of marketing projects		
	*Travel counseling through protection of brochure% maps posters, & promo. items		
	*Provides travel info. & computerized listing of inquiries	response to mail, telephone and in person inquiries	
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 CANAM	*Canadian Trade Representation abroad & U.S.	Zone Operators/ Public Sector Zone Associations & T.I.A.	*Tourism Canada has representation in Trade Offices abroad and in the U.S. Reprs. are available to industry.
	*b-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		

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

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

AGENCY	PROGRAM	ELIGIBILITY	C =	
BUSINESS DEVELOPMENT	INDUSTRY, SCIENCE & TECHNOLOGY, CANADA	*Special ARDA(1)	Indian & Inuit Business	*priority is placed on improving business and management skills; Commercial Undertakings funding for establishment, modernization & acquisition of businesses employing a majority of native people. Related Infrastructure funding for capital infrastructure such as access roads, or docks. Viability & no. of jobs created are min. criteria.
		*Native Eco. Development Program(1)	Inuit, Metis, Status & Non-status Indians	*Contributions to business & economic development planning activity at the community level; product and process Innovation; viable Native business ventures including viable primary resource businesses; marketing of Aboriginal products.
	ARCTIC CO-OPERATIVES LTD.	*Co-operative Development Fund	Member Co-ops	*loans available for co-op business development at preferred rates.
	CHARTERED BANKS, FBDB	*Small Business Loan Act: Business Improvement Loans	Small business in transportation, service, wholesale & retail trade.	*loans for the Purchase of land, renovation, improvement extension, modernization and/or purchase of premises and/or equipment; gross revenue of business not to exceed \$2m; Loan limit \$100,000 to finance up to 90% of land/premise costs & 80% of equip. costs; 10 year repayment @ 1% over prime.
INDIAN AND INUIT AFFAIRS	● Economic Development Program	Status Indians	*equity contributions for individuals of Status Indian descent. Up to \$25,000 per application available as a leverage fund.	

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

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	11A, NFVA, Communities, and Groups of Communities	*to develop individual but co-oral. themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90% of approved costs.
		*Hospitality Awareness	TM, NFVA, Regional Councils, & Community Associations	*program development - up to 100% including fees to develop prog. and support materials; program implementation - assist in form of a direct contribution to sponsoring assoc. for delivery of hosp. awareness programs
		*Standards and Ratings	TIA	*development of an industry wide standards & ratings system for tourism products and services. Up to 100% for prog. development & 50% for implementation.
	ECONOMIC DEVELOPMENT & TOURISM	*Canadian Executive Service Organization (CESO)	Sole Proprietor, Com- panies, co-ops., non- profit organizations	*counselling from retired experts in a variety of business dev. fields,
		*Tourism Hospitality Training	TIA, NFVA, Business	*funding for territorial wide needs assessment, training prog. dev. & regional, community and industry pilot projects & delivery.
	*Tourism Planning and Program Development	TIA, NFVA, Regional & Tribal Councils, Commu- nities & Private Sector	*services include regional, area & community tourism planning; industry & staff training; enforcement of tourism regs., liaison with gov't & industry. Consultation & assistance delivered through the Regional Tourism Officer.	
	*Tourism & Parks Capital Planning	G.N.W.T.	*NFVA & communities can input to the Tourism and Parks capital regarding capital infrastructure for their area.	
ARCTIC COLLEGE	*Levels 1 & 2 Guide Training	Individuals, Outfitters	*application to Reg. Tourism Officer; location and scheduling of program decided by Tourism Training & Man- power Needs Board.	
INDIAN & INUIT AFFAIRS	*Inuit & Indian Community Human Resource Strategy	Individuals, Bands, Councils, Community Associations, Public & Private Employees	*funds used towards development of human resource & job opportunity inventories & strategies; support to local employment projects; community economic enterprises providing equity financing to business which yield lower than normal rates of return on investment; business training & support services to existing & potential native business people; youth entrepreneurship resources to cover costs to develop & deliver projects for youth aged 17 to 30.	

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
F, B.D. B.	*CASE Counselling	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', 1994, DRIE-14-038

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

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APPENDIX G:

NORTHERN FRONTIER ZONE TOURISM DEVELOPMENT
OPPORTUNITIES AND PROGRAMS: AN ASSESSMENT

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

ATTRACTIONS TOURS AND EVENTS

“Share The Frontier Spirit” Sightseeing and Interpretive Tour Packages

Description

The opportunity is designed to draw together existing and proposed Zone tour product components into marketable 4, 7 and 10 day tour packages. Tour packages would focus on existing and proposed Zone cultural features. Tour packages could be marketed as “escorted, all-inclusive tours”, “motor coach tours”, or “group inclusive tours”. Group tour capacity would be subject to availability of suitable accommodation in smaller communities such as Rae Edzo, Lac La Martre or Snowdrift.

The goal of the tour product should be market recognition of the Northern Frontier Zone as a culturally unique, international destination. The development of the package should be sensitive to community tourism aspirations and service capacities of smaller communities.

A major focus of Zone tour packages should be sightseeing and **experiencing/observing** the traditional lands of the Dogrib and Chipewyan people, traditional lifestyles of the Dene and, modern community lifestyles. Transportation, resource harvesting and, the people, language and customs of the Northern Frontier would be suitable themes for the tour packages.

For the ease and convenience of visitor markets, it is suggested that the packages originate from southern Canadian cities (ie. Edmonton/Calgary, Winnipeg, Ottawa/Toronto and Vancouver). Tour departures should be arranged for both the summer tourism season and spring shoulder season. Packages should include:

- . transportation to the City of **Yellowknife**
- transfers to all hotels
- accommodation in **Yellowknife** and Zone community hotels
- breakfast in **Yellowknife** Hotels
- “dine around” passes (lunch and dinner) for **Yellowknife** restaurants
- air or ground transfers to Zone communities (ie. **Lac La Martre, Rae Edzo, Snowdrift**)

- hosted reception and orientation tour of each community by a community ground operator/community tour operator
- meals and accommodation in community hotels
- an itinerary of activities and events in **Yellowknife** and Zone communities
- outfitted and guided on-the-land/water tours of historical and natural sites, seasonal/cultural camps on **Lac La Martre**, **Yellowknife Bay**, **Christie Bay** and/or North Arm of Great Slave Lake/Frank Channel
- camping or picnicking at the Gap, Wool Bay, La **Martre Falls** or islands on **Lac La Martre**
- Dene drumming, hand games, hide tanning and drying fish demonstrations
- arts and crafts exhibits/displays and the opportunity to purchase local arts and crafts.

Market

There is a developing market in the Northwest Territories and particularly in the road accessible Western Arctic for cultural experience and sightseeing tour products. Tour packages and promotional materials should be designed to access widest possible market distribution. A co-operative packaging and advertising approach with well-established tour brokers and operators should be pursued for maximum benefit.

Airlines, motorcoach tour operators, government (Travel Arctic, Environment Canada-Parks, and Tourism Canada), well-established travel consultants and the Northern Frontier Visitor's Association are excellent cooperative marketing partners for this type of product. Geographic targets should include U. S., domestic Canadian, European and Pacific Rim markets. Currently, Zone operators are marketing tour components for longer duration adventure travel/sightseeing products to Pacific Rim markets.

The better established U.S. and domestic markets are more readily accessed by Zone operators through product distribution networks and consumer show programs. With improved jet service to the Zone from eastern, central and western Canada and, **virtually** same day service from major centres in the U. S., there is an excellent opportunity for improved penetration to non-consumptive outdoor adventure travel markets.

Distinctive Northern Frontier adventure travel packages with varied and exciting activities, comfortable accommodation and a taste of our "Share the Frontier Spirit" hospitality will be prerequisites to market share growth. The proposed es-

establishment of the East Arm of Great Slave Lake National Park can enhance market potential and should “stretch” the advertising budget for this product.

Delivering a high quality product to mature markets will require a network of ground operators/contacts in participating Zone communities, suitable accommodation and food service, reliable transportation, reliable tour components and, receptive/tour operator(s) to organize an itinerary and negotiate price.

Competition in this marketplace is well established throughout the world. Small group exploratory holidays/treks and unique cultural tours are offered on practically every continent. If there is somewhere unique to see and experience, there is probably a tour package or an agent attempting to create one. Competitive products in the Northwest Territories are few.

Capital and Operating Cost Guidelines, Profitability and Funding

It is assumed that all tour components and services should be available or planned for within the five (5) year timeframe of the Northern Frontier Zone Tourism Development Strategy. Working capital expenditures will primarily be devoted to product, human resource and market developments. Planning and evaluation should be ongoing functions of product development to accommodate changing market conditions.

The opportunity should maximize economic benefits for Zone ‘partners’. To achieve this end, the product should not be limited to one tour but rather varied for greater market potential. A five (5) year phased approach, building a portfolio of high quality marketable tours is recommended.

Working capital assistance should be available at the pre-operational phase to plan and implement product, market and human resource development.

Product, market and human resource development planning steps should include but not limited to:

1. Product Development

- Market driven tour package concept
- Market penetration selling price range
- Identification of receptive operator/tour operator
- Evaluation of Zone resources and interpretation suitable to target markets
- Inventory of service, transportation and tour partners

- Contact with potential tour partners regarding rate structures
- Refining of tour components and initial itinerary scheduling
- Follow-up contact/seminar with tour partners
- Confirmation of package dates, services performed and rate structures/commission rates
- Agreements
- Product testing/familiarization tour with travel wholesalers, tour operators, brokers and travel consultants, and evaluation
- Product adjustment as required
- Financial System controlling budget, payable and receivables
- Operations and monitoring/client questionnaire.

2. Market Development

- **An evaluation of target markets and development of a marketing strategy**
- Development of marketing aids: a full range of marketing aids such as trade/consumer show portable display, trade fact sheet and consumer brochure with rate card and itinerary, product video or sound-on-slide presentation, and high quality photo display
- Market distribution network: direct mail
- Media familiarization tour
- Co-operative advertising strategy with airlines, motorcoach tour operators, Travel Arctic, Environment Canada Parks, Tourism Canada
- Media advertising strategy
- Trade and consumer show program
- Direct marketing to special interest groups, clubs and associations
- Product resource kits to **N.W.T. visitor centres** and for follow-up with prospective clients
- Booking system.

3. Human Resource Development

- Product packaging and market awareness seminars with partners
- Hospitality Training as required
- Operator/trade seminars

- Specific skill upgrading as required.

Working capital financing for product and market development should be shared by industry partners and government funding programs. EDA, Travel Arctic, TIANWT, and the Northern Frontier Visitors Association have program resources available for the development of tour packages.

Operating Cost Guidelines and Profit

It is assumed that a "signature" Zone tour package will follow industry commission standards for booking. That is, a net rate, net-net rate and net-net-net rate system will describe commissions paid on retail price to travel agents, on retail price for resale purposes via tour wholesalers/operators and travel packagers, and the lowest possible price available. Commission margins range from 10Yo - 30%.

Profits should be expected by tour partners from increased occupancy levels and greater utilization of service or tour.

Agency Responsible for Planning and Implementation

A cooperative approach will be necessary to deliver a high quality Zone package tour, "stretch" marketing budgets and, penetrate the competitive market. Industry partners will be required to share expertise and resources to reduce the initial working capital financial burden required to stage the opportunity.

There are a number of roles in the planning and implementation of the opportunity:

A tour company/receptive operator should have excellent marketplace contacts; good community and liaison skills; an industry "track" record; the ability to access enough working capital to coordinate the product and market development; and maintain financial control of the **opportunity**.

The Northern Frontier Visitor's Association and the proposed Northern Frontier Visitor **Centre** staff can play a major role in: hosting and arranging operator seminars and training sessions; providing a valuable liaison function among tour partners, member communities and the designated tour company; arranging co-operative print advertising assistance; contacts, arrangements and financial assistance for trade and media familiarization tours; and hosting trade receptions via Tourism Association affiliates throughout Canada.

The Tourism Industry Association of the Northwest Territories can provide training **seminars and assistance** specific to marketing and product development; consumer/trade show assistance via the Consumer Show Program; cooperative media advertising; and 1-800 Hotline inquiries.

Travel Arctic has market and product resource programs; cooperates with the TIA in a cooperative advertising program to marketing the NWT and can recommend reputable trade contacts; inquiry system for direct marketing; and product development resources.

Tourism Canada/Canadian Consulate can identify and arrange receptions with reputable trade representatives in major U. S., Pacific Rim and European cities.

Environment Canada-Parks can provide cooperative marketing opportunities at such time as the East Arm of Great Slave Lake National Park is established.

EDA can provide marketing and product development funding.

Human Resources

The tour package will require a skilled coordinator who has: community liaison and product development skills; trade contacts; booking and promotion skills; hospitality industry experience; the ability to access enough working capital to co-ordinate the product and market development; and above all, good management and business administration skills. The tour coordinator should be capable of identifying skill shortages/weaknesses and notifying **tour partners** of such. Tour partners should be encouraged to enroll themselves and/or their staff in recognized training programs such as Guide training, hospitality, product packaging and selected marketing seminars.

Tourism awareness sessions should be encouraged at the community level to address impacts to smaller communities from increased tourism activity.

Local Benefits and Advantages/Disadvantages

A co-operative approach to tour delivery should have positive effects on the delivery of a high quality product and the subsequent recognition of the Zone as a unique northern travel destination. As tour product(s) grow, the spin-off effect should be improved services in the smaller communities, increased **labour** income and employment and, broader support for local tourism businesses.

Special Attractions and Events - Northern Frontier's Signature

A) East Arm of Great Slave Lake National Park

In a Northern Frontier Zone plan focusing on product development due recognition should be given to the proposed East Arm of Great Slave Lake National Park.

The proposed National Park will be established within the context of a **Dene/Metis** final land claim settlement and as a **result of lands selected** by Snowdrift. A final settlement is expected within two years. It is therefore, possible that Environment Canada-Parks may establish and begin to develop this **wilderness** park within the life of this planning document. However the timeframe and development scenario envisioned by Environment Canada-Parks is uncertain. While the proposed wilderness park is a prime Northern Frontier summer and winter tour destination for outdoor/adventure and sightseeing markets, it is not known whether the proposed Park will attract visitor markets within the next decade. The Park will clearly give broader Zone market exposure and provide an excellent naturalist feature to our inventory of resources.

The future of this Northern Frontier Zone attraction rests firmly with the Snowdrift people and their successful negotiations with Environment Canada. To date an economic study and a consultation process with Snowdrift have been undertaken. The community of Snowdrift has also requested a study to identify and evaluate economic opportunities associated with the proposed Park.

Recognizing the tourism potential of a proposed National Park in the East Arm of Great Slave Lake and, the uncertainty surrounding its development, the Northern Frontier Zone should work to more clearly identify the tourism opportunities, benefits and constraints associated with the park establishment. Specific initiatives which may be undertaken are:

Pre Park decision

- Support Snowdrift in its tourism goals and objectives through the provision of human resource development training programs and, tourism awareness programs
- **Secure** funding and human resource assistance for a pilot tourism program to launch Snowdrift into the industry
- Stage at least one (1) Northern Frontier Board of Directors meeting in Snowdrift prior to the **Dene/Metis** Final Agreement

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- Encourage Snowdrift's continued representation on the Northern Frontier Visitors' Association Board of Directors
- Support community based hospitality business development workshops and seminars with resource persons from the Department of Economic Development and Tourism, Northern Frontier and industry operators
- Ensure industry co-operation and liaison with Environment Canada Parks stressing the benefits of a Parks administrative base in the Northern Frontier Zone.

Park Plannina Phase

- Northern Frontier Zone familiarization of features and benefits of a National Park - NFVA and Environment Canada Parks
- Identification and familiarization of hospitality and business opportunities surrounding the park
- Preparation of Zone human resources and operators to serve park visitors
- Co-operative marketing strategy between the Northern Frontier and Environment Canada Parks *vis-a-vis* the East Arm of Great Slave National Park
- Lobby for a relationship between the Northern Frontier Zone Visitor Centre and Park Information Centre.

B) "Share the Frontier Spirit Midnight Sun Festival"- Travel Generator/Event

Description

A Zone wide celebration can be built around the broad base of resources, attractions, events and tour products and can focus on a cultural and natural perspective. Other tourism destinations successfully market their festivals, stampedes, and Mardi Gras carnivals with the same or fewer resources than exist in the Northern Frontier Zone.

Although described as a travel generator primarily for Yellowknife, spin-off economic benefits to the Zone can be high. This opportunity has potential to heighten market recognition of the Zone, its people, resources, activities and events. **The** event must be linked to the imagery and theme of the Zone; offer a lure to the market distribution network; and above all, welcome and convince the pleasure **traveller** that travel in the **N.W.T.** and **particularly** the Zone is more appealing than visiting another competitive travel destination.

In essence the opportunity develops public relations and awareness of a festive mood throughout the Zone; improves co-ordination of themed products, activities and events; and enables target marketing.

The midnight sun festival should be staged over a one month period to **enhance/support** existing events such as Canada Day Celebrations; **Folk-on-the Rocks**; Zone community summer festivals; scheduled appearances by northern authors; northern talent festivals (ie. **CBC North** and The Metis Association annually sponsor talent festivals); Dene Summer Games; northern country food festivals in Zone hotels and restaurants; a northern film festival featuring a range of northern and southern productions; community arts and crafts fairs with artisan demonstrations and sales; and a fishing derby sponsored by a brand named fishing equipment supplier.

Due to the high level of coordination and commitment required, the opportunity should be developed over time and involve an increasing number of local partners. The Northern Frontier Visitors' Association and the staff of the proposed Northern Frontier Visitor Centre can provide a support function to the co-ordination of the festival.

Marketing Considerations

The travel generator provides an excellent opportunity to develop a stronger market profile for the Northern Frontier Zone. The City of Yellowknife has experienced growth in the servicing of Zone's hinterland adventure travel products. The general touring segment has, however, not received the same attention until recent years. A month long festival is particularly well suited to the "rubber tire", air and bus group tour, and visiting friends and relatives markets. The festive atmosphere will also offer travel generation potential for conferences.

Alberta, British Columbia, Eastern Canada (Ontario) and the U.S. Eastern Seaboard (Boston area) target markets offer excellent market potential for air, "rubber tire" and group tour packages.

The travel generator will involve a high level of commitment to coordination and long term market planning. A marketing campaign should be developed with specific goals, objectives and marketing programs. The following components might be considered in the marketing program:

Marketing Aids:

- Travel Writers - Articles placed in inflight, motoring and selected travel magazines

- Co-op Advertising - Print advertising with travel partners such as the Northern Frontier, Travel Arctic, charter and scheduled air carriers, Travel Alberta, British Columbia Tourism
- Market access through retailer/wholesaler product distribution networks for air and land packages
- . Print Advertising - **Local** and Territorial newspapers
- Product packaging arranged via local receptive and tourism operators Full Colour Brochure displaying features and benefits of the month long festival.

Capital and Operating Cost Guidelines, Profitability and Funding

The major cost of staging the festival will be a program and staff budget for planning and coordinating the festival. It is assumed that the festival will depend on the co-operation of Zone tourism, service and transportation sectors/merchants for its success. Volunteer staff support may be supplied by volunteer agencies (sport & recreation clubs, community service and senior citizen agencies) where an incentive is offered.

An operating budget would be used primarily for co-ordination and marketing. A Zone-wide public relations campaign, operational and market planning are first year requirements. The marketing budget may be "stretched" through co-operation with industry partners such as air carriers, provincial and territorial government tourism departments, larger group tours and, the Northern Frontier Zone Association. An operating budget can be supplemented via EDA marketing assistance and merchant contributions.

A long term developmental approach should be pursued with annual achievable and measurable goals. Festival benefits will be in overall visitor growth and expenditures in Zone communities.

Staffing costs and budgets have been identified in the Northern Frontier Visitor Centre feasibility study. A budget of 2.5 person years and benefits totalling \$66,000. with promotional program of \$15,000. have been set aside to undertake Visitor Centre activities, part of which should be dedicated to the development of this opportunity.

Agency Responsible

Co-ordination of activities should be undertaken by a management board or committee of the Northern Frontier Visitors' **Association**.The committee/board

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should have membership from tourism, **transportation** and service sectors as well as Zone merchants.

Human Resources

The **co-ordinating** committee/board should have support staff both paid and volunteer. The **Co-ordinator** of the proposed Northern Frontier Visitor's **Centre** with the part-time assistance from **NFVA** staff, could be seconded to undertake developmental aspects of the opportunity. Staffing duties would include public relations, liaison, marketing, and organization and co-ordination of a variety of volunteer agencies, retail, service and tourism merchants in the Zone business community.

Planned activities should be undertaken by: local volunteer agencies interested in fund raising; the service and retail sectors; and, the local tourism industry. Where necessary, the **NFVA** should provide tourism hospitality training sessions to participating businesses.

As the operating structure takes form in year 1, the **co-ordinating** board/committee would be required to meet regularly to review activities leading up to and during the festival month.

Local Benefits and Advantages/Disadvantages

An intent of the festival concept is to improve economic benefits to the tourism, retail, service and transportation sectors of the Zone economy. Increasing and extending visitor trips and, improving the level of per trip expenditure is central to this intent. By creating a festival atmosphere in the Zone for a defined period, it is expected that these spin-offs will occur. Local residents may also feel more involved in the tourism industry thereby encouraging residents to contribute to the "people imagery" so necessary in our Northern Frontier theme.

At the concept stage it is difficult to forecast a quantifiable economic benefit from the festival. Improved tourism expenditures in the local economy will increase employment and **labour** income opportunities. Because the tourism industry is less affected by boom and bust cycles than other industries, the long term effect may be improvements to **service**, retail and tourism wage and benefit scales and, a reduction in chronic staff turnover rates.

A disadvantage/constraint of the festival will be the concentration of activities into a defined period and attendant stresses on Zone merchants. The festival must not detract from other season tourism planning.

Northern Frontier Northern Lights Carnival/Canadian Dog Derby Championship Package Tour

The Northern Frontier Northern Lights Carnival/Canadian Dog Derby Championship is a travel generator which is conceptually similar to the previously described summer festival.

An extended carnival event with a variety of staged activities, events and tour package options should be central to the concept. Packages should include air, accommodation and a range of tour activities. Activities might include:

- dog musher training school in participating communities such as Yellowknife, Lac La Martre or Rae Edzo;
- special race for "musher trainees" during community carnivals;
- overnight trek to a traditional camp such as Dene K'e;
- ice fishing derby with cash prizes donated by recreation equipment sponsors;
- attendance and participation at community carnivals;
- tickets to scheduled events such as Crowning of Caribou Carnival Queen, drum dances, feasts, casino nights, northern talent show/festivals, sponsored theatre or art dinner shows;
- escorted community tours with ground/air transfers to communities;
- tickets to celebrity 'old timer' hockey game; and
- modified meal plan including food festivals at community hotels/restaurants (dine-around concept).

The **traveller** should be given ample opportunity to shop for northern merchandise, country foods, and arts and crafts. A reputable receptive operator/tour packager would be required to co-ordinate trip packages and liaise with a Northern Lights Carnival Committee.

Diversifying and escalating the nature and extent of community events, activities and attractions will enhance the Carnival spirit. Frontier dress and a Zone-wide proclamation marking the event would also heighten the Carnival mood and awareness.

Marketing Considerations

Group tour, independent touring, adventure travel and visiting friends and relatives markets are targets for the Northern Lights Carnival.

During the initial stages of development, a two (2) week carnival period should be encouraged. As viability improves, the Northern Lights Carnival could be extended over a three week timeframe. The extended timeframe will allow tour

operators a series of options for tour packaging. Planning by receptive operators would result in a number of primarily in-town packages and package options which could be marketed via group tour operators and air carriers.

Adventure travel operators, learn/observe outfitters or lodges offering cross country skiing day trips, winter camping, ice fishing and **survival** experiences in the hinterland and dog sledging could coordinate packages to include an in-town component thereby capturing the carnival event. Tournament organizers might co-ordinate a **bonspiel**, hockey or squash tournament to take advantage of the carnival event.

Zone merchants, service, tourism and transportation sectors, municipal administrations, Northern Frontier Visitors Association, the Government of the Northwest Territories/Travel Arctic and, air carriers would be likely carnival partners. Marketing techniques might include:

- package products with group tour, air carriers
- print advertising in selected magazines
- co-operative advertising and retailer distribution via air carriers/group tour operators
- local **pre-carnival** promotion/awareness (radio, flyers, travel nights at the proposed Visitor **Centre**) directed at Zone residents detailing package options, activities and events
- “fare” tours with travel writers and articles in inflight magazines and selected travel magazines.

The Northern Frontier Zone will be required to compete globally for a share of the winter shoulder season travel dollar. That is, in March the domestic market is usually looking for a “fun-in-the-sun” holiday. Price competitiveness with sun holiday packages may be difficult for the one-two week **traveller**, however 4 day long weekend/sprint vacations featuring unique experiences and amenities could be an approach to attract the group tour market.

Capital and Operating Cost Guidelines, Profitability and Funding

Service clubs and volunteer committees currently organize community carnivals as regional events. To transform the carnival to a major domestic travel generator will require co-ordination and market planning. Access to paid support staff would improve success potential.

If the carnival/festival is staged as a national cultural event, assistance can be secured for **25%** of project costs. It is assumed that the festival will depend on

the commitment and co-operation of Zone tourism operators, service and retail merchants, air carriers, Travel Arctic/Northern Frontier and municipal governments. The co-ordination of volunteer agencies such as sport and recreation clubs, community service and senior citizen agencies should also be pursued as a source of carnival programming/co-ordination support.

An operating budget would be used primarily for marketing and co-ordination. Initial operating requirements will be a public relations program directed at local merchants selling the features and benefits of the carnival, followed by a marketing program directed at specific target segments. A budget may be "stretched" if industry partners such as air carriers, provincial and territorial government tourism departments, larger group tour operators and the Northern Frontier Visitors' Association are carnival participants. EDA and merchant contributions can supplement marketing budgets.

A long term development plan should be pursued with annual, achievable and, measurable goals. Festival costs and benefits will be in overall visitor growth and expenditures in the Zone.

Staffing costs and budgets have been identified in the Northern Frontier Visitor Centre feasibility study. A budget of 2.5 person years and benefits totalling \$66,000. and promotional program of \$15,000. have been set aside to undertake Zone activities. A component of the Visitor Centre program should be dedicated to the development of the carnival opportunity.

Agency Responsible

The Northern Frontier Visitors Association would be a logical group to promote the features and benefits of the Northern Lights Carnival as an attractive shoulder season tourism option. The Association would not replace existing Carnival Committees but rather provide support to them. NFVA duties could include tourism industry coordination and marketing.

Human Resource

Support staff, paid and volunteer are required to stage the Northern Lights Carnival. The Co-ordinator of the proposed Visitor Centre could be seconded for liaison and developmental aspects of the program. 2-2.5 person years are available to the event through the proposed Visitor Centre.

Staff should have good public relations, organizational, marketing skills and travel counseling skills. Training and resources may be available through the 'Northern Most Host' program and the TIA-NWT. Planned activities should be un-

dertaken by local volunteer agencies; the service, retail and transportation sectors; and the local tourism industry. Where necessary, tourism hospitality training sessions should be staged to encourage businesses and staff to participate.

A Carnival Steering Committee should meet regularly to review activities leading up to and during the carnival period. The Committee should evaluate activities and the performance of the Carnival annually.

Local Benefits and Advantages/Disadvantages

Given that winter carnivals are popular regional events increased commercial accommodation within the Zone may be a future requirement. The viability of adding rooms to accommodate peak tourism needs will require further investigation by hotel operators in participating Zone communities.

The image and market profile of the Northern Frontier Zone will improve as a year round travel destination. The long term spin-off should be improved employment opportunities and labour income in the local tourism, retail and service sectors. As a shoulder season event, the Northern Lights Carnival should provide the basis for future growth during that season.

Time Frame

The Northern Frontier Northern Lights Carnival/Canadian Dog Derby Championship should be co-ordinated with the development of the Northern Frontier Visitor Centre in order to maximize use of resources and staff. Planning should begin in 1989 with a view to full implementation by 1993.

Short Duration Package Tour Components

Zone tour components suitable for the conference, business and independent touring visitor markets are required to improve the Northern Frontier Zone as a business/pleasure and independent touring destination. Marketable examples include but are not limited to:

a) Fly-Out Sport Fishing Tour

Description

Currently sport fishing and camping trips are offered by Zone outfitters/lodge operators and air charter companies. The longer duration product is primarily supplied to the adventure travel market as weekend or 5 day full service and housekeeping packages. The general touring "rubber tire", group tour and busi-

ness/conference markets may take advantage of these packages but look for a shorter duration 1-2 day challenging and exciting adventure.

Although there are sport fishing/outdoor adventure lodges, sport fishing boat charters, and canoe outfitters within the Zone, fishing adventures of 1 day in duration are limited by cost to the charter boat outfitters and boat rental merchants. The visiting angler may charter a float equipped aircraft, however due to licensing restrictions, most air charter companies could offer only a shore fishing experience.

An opportunity may exist for air charter companies and lodge operators/outfitters to package short duration fly-out angling experiences. The experience should have scheduled departures daily or every second day during the high tourism season July - August from suitable locations such as Frank Channel or **Yellowknife**. To maintain competitive rates, the angling destination should be **closeby**, sheltered, have safe/reliable boats and motors, and be functional with or without guides. Target markets should include the "rubber tire", visiting friends and relatives, and independent touring markets. The product is well suited as a tour component for group tours/and the "sprint" market.

The product should be priced competitively within the range for Great Slave Lake and coastal deep sea fishing day packages in the U. S., British Columbia and Mexico. A day long (6-8 hours) fishing trip can exceed \$100 (U.S. funds) per **person**.

Licensing and viability are the major opportunity constraints. A joint venture between an air charter company and an existing/proposed licensed outfitter would satisfy licensing requirements. At \$125 Cdn/\$100 U. S., viability will depend on high volume sales. Fixed costs would initially be high.

A \$40,000 capital cost budget will include basic outfitting equipment such as boats and motors (4) , shelter, accommodation & kitchen for attendant, and dock.

B) Short Duration Self-Guided Community Highway #3 and Ingraham Trail Hikes Tour

Interpretive and orientation booklets should be produced for a series of 1 hour to 1 day long hikes/treks. Hiking themes might include: the North Arm of Great Slave Lake, the La **Martre** River, the East Arm of Great Slave Lake, the natural environment and proposed Botanical Gardens, community heritage (self-guided tours already exist), mining heritage (**ie.** rock hounding, a mine tour and a visit to the proposed mining museum), cross country skiing, and recreation/fitness run or hike about the community or on the **Ingraham** Trail. The Northern Frontier

Visitor Centre or suitable centre in Rae Edzo could be the origin for some treks. Opportunity benefits include more activities leading to a fuller/higher quality experience and extended stay.

C) You-Drive Community and Environs Tours

Similar to the above opportunity, self guided tours would be directed at the motoring/sightseeing visitor. Tours could integrate highway and community opportunities for natural interpretation, purchase of snacks (ie. country food - dry fish/meat, bannock, caribou burgers), arts and crafts including cultural displays and, boat rentals. An interpretive and orientation guide booklet would be development requirements. Planning (refer to Highway #3: Corridor Study, EDA Collaborative Inc. 1987 and Ingraham Trail Master Plan, EDA Collaborative, 1985) has been initiated with Economic Development and Tourism, G. N.W.T. capital plan resources.

INDUSTRY SUPPORT PROGRAMS

RESEARCH

Tourism visitor surveys, market trend and baseline information for the Northern Frontier is inadequate and out-of-date. To monitor and evaluate the performance of tourism plans and specific business initiatives in the Northern Frontier Zone and, to make informed decisions to cope with industry changes, specific research programs must be undertaken in the Zone.

During the first year of implementation of this tourism plan, effort should be made to develop a comprehensive data base which can be updated regularly. Such a data base would facilitate trend analysis and enable adjustments to be made to product development and marketing directions. A research program in the Northern Frontier must be consistent with other travel zones.

Priority should be accorded to:

- **Northern Frontier Zone/North Slave Region Visitor Exit Survey** to be conducted in 1989 and updated in 1993 (ie. at beginning and end of this five year plan);
- **Northern Frontier Zone Motoring Visitors** by volumes and origin to be conducted in 1989 and monitored annually; (It should be noted that the Department of Public Works and Highways/Transport currently conduct annual counts. However, the data are not wholly representative of visitors to the

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NWT. A conversion factor should be developed to make data more useful to the Zone.)

- . **Northern Frontier Airline Passenger Traffic** to Northern Frontier destination(s) or pass through to another NWT destination to be conducted in 1989 and monitored annually;
- . **Visitor Information Centre Users** to be conducted in conjunction with the establishment of the proposed Zone Visitors' Centre and monitored annually thereafter.
- . **Sale of Big Game Hunting Licences and Fishing Licences** to be collected annually on a zone by zone basis. (A Zone-wide count of licences sold to non-resident visitors would be useful planning data.)
- . **Hotel Occupancy Studies:** Visitor use patterns within our Zone hotel industry can be monitored annually. The existing hotel occupancy data collection program should be refined and promoted within the hotel industry. Refinement of the data collection methods and outputs is also required.
- . **Park Use within Ingraham Trail and Highway #3** must be monitored. Consideration should be accorded to examining the Environment Canada-Parks model for monitoring park use as a vehicle for monitoring similar use of GNWT parks.
- . **Market Segmentation Studies:** Within the Northern Frontier Zone the independent highway traveller and his product needs is probably our least known market segment. A study to examine this segment is required.
- . **Economic Baseline Study of Zone Sport Fishing and Outfitter Industries:** In 1981 the NWT'S sport fishing industry was examined in terms of its economic contribution to the NWT gross domestic product. The report was completed in manner to enable area specific data to be extracted. It is recommended that the study be updated and expanded to include big game sport hunting. Data should be compiled and made available on a zone specific basis. This study and report may be done co-operatively by the Department of Fisheries and Oceans, Department of Renewable Resources, Department of Economic Development and Tourism and, the TIA-NWT.

Tourism Industry Human Resource Inventory: For each proposed development opportunity, a human resource allocation of trained guides, business managers, boat captains etc., has been suggested. Where it was assumed there were skill shortages, training programs have been recommended. Inventories of skilled and available human resources (ie. supply) and, the number of jobs and associated qualifications (ie. demand) within the tourism industry in the Zone is not available. As such, it is not possible to accurately determine deficiencies in the tourism industry's labour force or to plan ways in which any deficiencies may

be met. At the same, there is the perception that there are shortages of skilled industry trained personnel.

The Northern Frontier is required to prepare a zone-wide human resource inventory identifying the supply and demand for human resources within the Zone's tourism industry. A **sectoral** training and educational needs assessment currently being undertaken by the **Yellowknife** Campus of Arctic College would be an appropriate model upon which to build. Inventory data should be updated regularly.

The Northern Frontier Visitors Association should initiate this inventory in cooperation with the Tourism industry Association of the NWT, Department of Economic Development and Tourism, Department of Education, and Canada Employment and Immigration Commission (CEIC).

The estimated cost of the Arctic College **Yellowknife sectoral** needs assessment is \$35,000. The cost of preparing a human resource inventory throughout the Zone is estimated at \$50,000. assuming that the model and inventory of Arctic College-Yellowknife Campus is built upon.

INFORMATION/ORIENTATION/ INTERPRETATION

Each Northern Frontier community Tourism Development Plan stresses the need for interpretation or information programs focusing on products, events and resources. With the proposed development of a Northern Frontier Visitors' **Centre** and the expressed interest of the Prince of Wales Northern Heritage **Centre** in tourism information and interpretation, comes the opportunity to plan and implement a Zone wide information, orientation and interpretation system and support programs. (Background information is available in the "Northern Frontier Visitor Centre Feasibility Study", Lutra Associates, 1988 and each of Northern Frontier community Tourism Development Plan.)

To ensure an integrated, cost efficient approach to Zone wide information, orientation and interpretation programming, it will be necessary for the Northern Frontier Visitors Association to take a lead role in expressing the need and **co-ordinating** a response to it. In addressing Zone information, orientation and interpretive needs the following steps might be pursued:

- Establish a working/steering group with membership from the tourism industry and government
- Establish goals and objectives for an information/orientation/ interpretation system
- Identify and confirm interpretation/information/orientation needs

- Identify and co-ordinate resources for planning, design, and implementation
- Monitor and evaluate results and make adjustments as required.

Program components of an information/orientation/interpretation system should include:

a) Intercxetation/information

- Inventory of Zone historical, natural and wildlife resources suitable for tourism product development or as a developed attraction;
- Secondary source and field assessment of selected resources;
- Preparation of interpretive aids; and
- Interpretive program delivery seminars (ie. effective use of interpretive sites/materials and delivery/communication of interpretive message to tourism markets).

b) Interrxetation/information/Orientation

Travel Counselors: With the proposed establishment of a Northern Frontier Visitor's Centre there will be a requirement for a visitor information program and for trained professional travel counselor staff. The Visitors Centre will require at least 1 year round professional travel counsellor/coordinator, and up to 5 seasonal counselors. Professionalism, product knowledge, a good appreciation of Northern Frontier heritage and cultural resources, and excellent communication skills will be essential qualifications for these staff.

An order of magnitude budget forecast for travel counselor wage and benefit package is \$66,000 annually.

c) Northern Frontier Travel Communications Program

A travel zone communications plan dictates the "message mix" of information, orientation and product promotion efforts and is linked to a Zone wide information system. An effective message should heighten hospitality awareness within local communities.

The Northern Frontier Visitors Association should undertake to develop a revised and coordinated communications plan for the Zone. The communications message should target selected markets (visiting friends and relatives, **business/pleasure**, conference, rubber tire and independent touring) and, feature up-to-date information/orientation about the range of activities, events and prod: :s in Northern Frontier Zone.

Available Zone resources for planning and implementing a communication plan include Yellowknife based: advertising agencies; exhibition display planners; landscape architects; print and audio/visual services; and tourism planners and consultants.

Examples of communications aids which might be employed are:

- Community Service Broadcasting on local radio and television networks of activities, events, services, road conditions, weather;
- Locally and frequently published tabloid of activities, events and services; (Currently a City of Yellowknife tourism supplement appears once in the Yellowknifer/News North during the high tourism season.)
- Public relations and orientation “refresher seminars” for Visitor Centre staff, tour escorts and other tourism industry staff serving and informing the public;

- Co-ordinated travel features in selected northern and southern magazines;
- Protected and attractive community bulletin boards/orientation maps and information kiosks located in all Zone communities (hotels or other prominent centres) and major point of entry airports;
- Staged events to attract, inform and orient pleasure, business and local markets (ie. travelogues, local mini-trade shows);
- Continuous use of local TV information channel with screens strategically located (ie. in proposed Visitors Centre);
- Programmable Electronic Message Boards/Computer Linkage among Visitor Centres in the Zone and across the Northwest Territories;
- Northern Frontier Information/Orientation Brochure/Booklet with a map of hiking trails, major facilities, shopping and services; map insert locating the Zone to other major North American centres; photos of our frontier people, heritage sites, modern air travel support facilities, the Northern Frontier Visitor Centre, winter dog mushing and cross country skiing, and sailing and power boating on Great Slave Lake;
- Portable Exhibition Display (ie. a photo display of features and benefits of visiting the Zone) showing active economic sectors, welcoming and friendly residents, air transportation network and services facilities; and
- Northern Frontier Video: A short, focused high quality/interest video for use at trade shows/conventions featuring benefits and services of the Zone.

HUMAN RESOURCE DEVELOPMENT

Each community Tourism Development Plan identifies training needs ranging from organizational/co-ordination training for Tourism Boards to hospitality training for Zone residents to specific industry skill (ie. guide training) development. **The extent of training required in each community and throughout the Zone is however unknown.**

There is a need to build upon Zone human resource inventory data (see above) to determine the extent of human resource training required in Northern Frontier. Secondly, there is a need to develop a cost effective strategy for meeting Zone wide training needs. A Zone training strategy should include:

a) Industry Awareness Program/Northern Most Host Program

Education and public relations programs stressing the importance of the tourism industry in the Northern Frontier should target not only the tourism, service and transportation sectors but also the retail sector, local citizens and schools. **NFVA** and local tourism structures can collaborate to ensure a well focused industry awareness campaign. **NFVA** might assume responsibility for initiating this program. Training resources and trainers are available in the Zone to conduct awareness sessions.

b) Interpretive Guide/Counsellor Training

Tour escorts and travel counselors must be good communicators and professional ambassadors of the Zone. These skills are required in all Zone communities.

The Level 1 guide training program offered through Arctic College provides general training for tour escorts/guides and travel counselors. The Prince of Wales Heritage **Centre** may be approached to provide shorter duration training for interpretive guides.

c) Guide Training

There is an apparent shortage of well trained sport fishing and hunting guides in the Northern Frontier Zone. Because of the short guiding season and wage competitiveness of other industry sectors (ie. mining, government), it has been difficult to maintain a reliable local **labour** pool. Wage benefits for sport hunting and fishing are low. Further and unlike other jurisdictions, a guiding license has little value in the **N.W.T.** This is in large part as a result of the lack of professional

designation that come with lengthy and quality service in the outfitting industry. The number of guide training programs held in the western **N.W.T.** is less in the eastern **N.W.T.** Those which have been staged in the western **N.W.T.** have had a low attendance and high drop-out rate. The impetus to have a well trained guide labour pool should come from local outfitters, lodge operators and Hunters and Trappers Associations. Awareness, training, apprenticeship, and professional designation would also improve the value of guiding as a career within the Zone.

d) Short Duration Hospitality Management Clinics/Tourism Seminars

Zone tourism operators may take advantage of a variety of hospitality seminars and management training programs which are offered on a regular basis within the Zone. Programs are delivered by a variety of agencies including the Tourism Industry Association of the **N.W.T.**, Federal Business Development Bank, Arctic College, the Native Women's Association, and the Dept. of Economic Development and Tourism. Each agency has course registration calendars, while the Tourism Industry newsletter "**NWT Tourism Today**", highlights many industry specific training sessions. Zone operators can be included on agency mailing lists upon request. Course costs are minimal and provide good value for dollar invested.

Currently, the Dept. of Education is working on a human resource plan for the tourism industry in the **N.W.T.** The NFVA might consult with the Department regarding a framework for a training strategy. The cost of developing a Zone tourism industry training strategy could range from \$15-\$25,000.

INFRASTRUCTURE

Comprehensive Trail System and Park Development Plan

The Zone has had planning studies completed recently for trail and park development on the **Ingraham Trail** and **Highway #3**. Some recommendations are currently being implemented by the Dept. of Economic Development and Tourism.

The formulation of Zone capital priorities are based on a Dept. of Economic Development & Tourism and Zone Association consultation process which involves municipal councils and **MLA's**. The Northern Frontier Visitors' Association should by annual resolution, identify its capital planning priorities to the Department of Economic Development and Tourism for the immediate fiscal year and subsequent 4 years. A copy of the resolution should then be circulated to all interest groups including those involved in its development. Trail and park development priorities will then appear in the context of other Zone and community specific tourism and infrastructure capital priorities. Refer **Ingraham Trail Master Plan**, **EDA Collaborative Inc.**, 1985 and **Highway #3: Corridor Plan**, **EDA Collaborative Inc.**, 1987 for long range capital planning considerations and budget.

Northern Frontier Visitor's Centre

The Northern Frontier Visitor's **Centre** is seen as a catalyst, generating tourism and merchant product sales to Northern Frontier pleasure and business visitors. Feasibility planning for the Visitor's **Centre** was undertaken in the last half of 1988 (Northern Frontier Regional Visitor **Centre** Feasibility Study, **Lutra Associates Ltd.**). The report recommends a \$1.56 million "stand alone" structure and integrated interpretive display/exhibition located adjacent to the **Prince of Wales Northern Heritage Centre** in **Yellowknife**. The proponents of the facility are the **Yellowknife Chamber of Commerce's Tourism Committee** and the **Northern Frontier Visitors Association**.

The impetus to proceed beyond the feasibility stage must come from **NFVA'S** Board of Directors and involve an active lobby with municipal and territorial politicians in the Zone. Further, there is a requirement to contractor second a resource person to conduct the necessary support tasks to ensure the project is carried through to the operational phase and, to ensure continuity to display/exhibits and communications programming.

Zone-Wide Canoe Routes and Marine Park/Facility Access and Development for Great Slave Lake

The river and lake resources in the Northern Frontier together with community facilities in Lac La Martre, Rae Lakes, Snowdrift, Dettah, Rae and Yellowknife enable marketing of the Northern Frontier as attractive canoeing and boating destinations. A long range plan to improve and upgrade voyager/canoe routes, improve access to Great Slave Lake and provide marine support on Great Slave Lake are development constraints. The uncertainty of the licensing regime for water based activities also restricts investment and development of opportunities.

a) Canoe Routes

The Northern Frontier Zone should take a lead role in co-ordinating Zone tourism interests respecting the development of canoe routes. In this regard, the following steps might be taken:

- Establish linkage with the N.W.T. Canoe Association and liaise with member communities;
- Complete an inventory of navigable routes in the Zone;
- Assess Zone canoe routes for improvements, upgrading to portage routes and charting/rating of waters;
- Conduct an archival investigation and develop a resource bibliography;
- Prepare a resolution of the NFVA Board of Directors to include improvements in capital planning priorities;
- Develop printed materials grading navigable waters, offering trip orientation, and providing interpretation to the flora, fauna, physical, historical and archeological sites; and
- Develop a marketing strategy to improve the Zone's market penetration among adventure travel/canoeing travelers.

b) Great Slave Lake Marine Access and Facilities

The tourism potential of Great Slave Lake will improve as interest in the resource grows. Some product development has occurred during the recent past, and future market penetration should improve in light of the proposed East Arm of Great Slave Lake National Park. Limiting factors to tourism development on Great Slave Lake include:

- . Reasonable lake access for the independent boater and tour operators from communities such as Rae, Yellowknife, Dettah, and Rainbow Valley;
- Adequate safety shelters (ie. at designated locations on the lake); and
- Outfitter licensing regimes.

The Northern Frontier Visitors Association might take a lead role in co-ordinating interests among Great Slave Lake tourism user groups and communities. In this regard, the following steps might be taken:

- Establish linkage with local yachting and sailing associations and liaise with member communities;
- Inventory Zone proposals to develop access to the Lake (ie. Yellowknife Marina Proposal, Yellowknife B Band Proposal for Rainbow Valley Marina, and Frank Channel development proposals);
- Inventory sites on Great Slave Lake suitable for safety shelters;
- Prioritize support for capital dollars for marine access and safety/shelter facilities;
- Prepare a resolution of NFVA Board of Directors to include improvements in capital planning priorities; and
- Develop a marketing strategy to improve the Zone's market penetration as an adventure travel/boating destination.

INDUSTRY ORGANIZATION

Outfitting Policy

Currently, the G. N.W.T. is preparing a policy on guiding and outfitting in the N.W.T. This policy will guide the use of wildlife resources by the tourism industry.

The opportunity exists for the Northern Frontier Zone to input into the future direction of guiding and outfitting in the N.W.T. The NFVA will however be required to co-ordinate interest group and community input and make representation to the Department of Renewable Resources. Timing is of the essence as the policy is currently being drafted.

Licensing

The GNWT Department of Economic Development is currently working to revise Territorial licensing structures and legislation. The Northern Frontier Visitors AS-

sociation can play an important role in co-ordinating member/interest group participation and input into the license review.

Annual Operational Planning for Northern Frontier

The work of the Northern Frontier Visitor's Association should be guided by an annual operational plan. The annual operational plan should be developed by NFVA Board members immediately following the AGM.

An operational planning exercise identifies annual goals, objectives ongoing program functions and single/one-time projects. A framework for annual operation planning for NFVA is:

Set annual goals and objectives

Establish Zone Marketing Plan (ie. mix for the year)

- liaise with zone membership
- co-op advertising program
- consumer show reception schedule
- familiarization tours, travel writers, trade delegations
- research program
- information/interpretation program
- budgets and funding proposals

Establish Product/Public Infrastructure Plan

- liaise with zone membership/communities
- identify priorities
- capital plan submission
- identification and allocation of resources to Zone products

Establish Public Relations Plan

- Design and implement awareness campaigns
- Schedule calendar of meetings
- Schedule calendar of Board and AG meetings
- Identify Lobby efforts -Newsletter

Establish Human Resources Development Plan

- Update inventory information
- Set up annual training calendar
- Liaise with communities/members
- Negotiate for training seats
- Prepare funding proposals

Establish Zone Financing Plan

- Identify Fund Raising Priorities
- Membership Drive
- Contribution Agreements
- Annual Financial Statements

Special Projects

- Identify One Time Projects (ie. licensing review, guiding and outfitting policy, Mackenzie Bicentennial, human resource inventory)

APPENDIX H

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