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***Community Based Tourism - A Strategy For
The Northwest Territories Tourism Industry***

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COMMUNITY BASED TOURISM

A Strategy for the Northwest Territories Tourism Industry

Department of Economic
Development and Tourism,
Government of the
Northwest Territories,
Yellowknife, N.W.T.

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1.0 Introduction

This paper outlines a **community** based tourism strategy for the development and marketing of the tourism industry and its travel products, in the Northwest Territories. It can be referred to as the **N.W.T. Tourism Strategy**.

One purpose of this strategy is to provide a basis for the budgeting, planning and **programming** process for the government. To date, there has **been no overall, long range, strategy to give direction to the government** in its development and marketing programs. The strategy should allow the tourism businesses and travel associations of the **N.W.T.** to draw together with each other, and with the government to carry out a **co-ordinated** effort to develop the tourism industry of the **N.W.T..**

The strategy outlines some new themes or thrusts. The emphasis **is** placed on assisting **N.W.T.** residents derive full benefit from the tourism industry. As such, GNWT priority **will** be placed on supporting **community** based tourism initiatives.

To improve the effectiveness and efficiency of the proposed programs, the Government of the **N.W.T.** is willing to place responsibilities for the delivery of many of the programs in the hands of the travel associations which are made up of representatives of member communities and tourism businesses.

The time frame of this strategy is five years, the period of 1983-1987 inclusive.

2.0 Evolution of the N.W.T. Tourism Industry

The tourism/travel industry of the Northwest Territories has a recent history. Prior to the **1960's**, only a few hardy individuals ventured into the North by the then tenuous airline links; organized tourism was almost absent. The 1960's saw the completion of the Mackenzie Highway system to the Great Slave Lake area and the influx of motoring tourists and campers. Also at this time, several large sport fishing lodges were built, mainly on Great Slave and Great Bear Lakes in pursuit of trophy sized lake trout. These two types of tourists, along with a few groups and individuals traveling by air, comprised the tourism industry of 1969; and the total number of pleasure visitors total led about 12,500 in that year.

Throughout the 1970's motoring and lodge visitors increased modestly while a considerably larger growth occurred in air travelers as airlines improved their services with faster aircraft, increased frequencies and more comprehensive routes. Development of the package tour industry was especially notable and this introduced considerable numbers of tourists to the **N.W.T.** on an organized basis.

These developments meant that by 1980, the **N.W.T.** had a valuable but still moderate sized tourism industry with about 25,000 tourist visitors. Business travel had grown, with oil and mineral exploration and government travel, at a greater rate so that business travelers numbered several times that of pleasure travelers.

Over all these years of development, the geographic distribution of tourists had remained about the same. Tourism was born in the western part of the **N.W.T.** and the majority of traffic is still concentrated in the Mackenzie Valley and northward to the Mackenzie Delta area. The **Baffin** area receives a modest number of tourists and smaller numbers visit the **Keewatin** and Arctic Islands. On the whole tourism, like all other NWT economic activities, centres in the larger communities. There is **also** considerable **non-community** based lodge activity in the hinterland. This means that the approximately fifty smaller **N.W.T.** communities are scarcely touched by the tourism industry.

This pattern of tourism also means that the people of the **N.W.T.**, especially the native people, have only a small involvement in the tourism industry. The lodges, airlines, large hotels and package tours **all** are owned by large businessmen, many from outside the **N.W.T.**; and, much of the staff is from outside the **N.W.T.**. For these reasons there is a considerable leakage of tourism revenues from the **N.W.T.** in the industry. The aim of the government is to offer a redirection of tourism and its economic benefits to all parts of the **N.W.T.**, especially to smaller communities and to involve **many more** people of the **N.W.T.** in the industry. Through encouraging the development of a **community** based tourism program, these goals can be achieved.

3.0 Deficiencies in the N.W.T. Tourism Industry

3.1 General

The tourism industry consists of several components: facilities such as hotels and restaurants; services such as outfitting, package tours and guiding; manpower resources involving several skills; financial resources; transportation services; and, supporting policy, planning and legislation.

The lack of improvement over the years of these components and in the quality and quantity of our visitor offerings, has weakened our competitiveness with comparable destinations elsewhere. The future of the tourism industry in the N.W.T. depends to a large extent on the development of improved products, that are unique to the N.W.T., that give value for their cost, and are competitive price-wise in the marketplace.

In the marketing field, the N.W.T. image has been distorted by the big fish syndrome. There is the inefficient and extreme concentration on the short summer season, products have not been sufficiently packaged, potential visitors have difficulty finding information about the N.W.T. and making reservations, government promotion has been too broad and diluted to be really effective, product performance has often been poor leading to complaints, and there is a lack of knowledge about our markets.

In this strategy, the deficiencies of each of these components is addressed. Although many of these deficiencies are common throughout the tourism industry of Canada, some are more pronounced and have unusual characteristics in the N.W.T..

3.2 Accommodation Facilities

Hotels or other accommodation facilities now exist in nearly all N.W.T. communities; but, except for a few larger communities, the size and standard of these facilities is not adequate to service discerning southern tourists and tour operators. There is a need for additional facilities in some communities, and especially for renovations and improvements to many of our existing accommodation facilities.

There are about forty-five communities that require improved accommodation services. Since accommodation facilities are the key component of tour packages, it is essential that they be of good quality. The N.W.T. has a long way to go in this respect compared to the remainder of Canada and most other tourism destination areas.

3.3 Eating Place Facilities

The existing situation concerning eating facilities is similar but more pronounced. Many communities have no dependable restaurant and many restaurants are very rudimentary. There is a need for clean eating facilities that can be depended upon each day throughout the year. Restaurants need not be elaborate but must serve at least wholesome basic food and ideally they should operate in conjunction with the hotel. In addition to serving individuals and small parties, restaurants should be capable, upon sufficient notice, of catering to the occasional large group of visitors.

Restaurants are the second (to accommodations) most essential component in tour packages and dining is usually regarded as one of the key "experiences" of a tourism trip. In the N.W.T. there is first needed a system of basic dependable eating places and thereafter concentration on providing "dining experiences" (unique decor, northern dishes, professional table service, etc). Tourists desire a variety of dining spots and this is lacking in all but the few largest communities. In summary, the N.W.T. food services industry requires a vast improvement in facilities, menus, service and staffing.

3.4 Community Package Tours and Outfitting

Package tours of individual N.W.T. communities are virtually absent. Most existing outfitting and guiding services are related to the hinterlands remote from communities, and are targetted at sport fishermen and hunters. There is a need for in-community and near-community, guided and self-guided tours on foot and by vehicle (boats, bus, all terrain vehicles, etc.) for the purposes of landscape and cultural appreciation.

3.5 Manpower Resources

Tourism businesses are labour intensive and require employees that have definite, if not sophisticated skills. The N.W.T. with its small population and its generalized education system does not produce many skilled tourism workers. In addition the seasonal nature of the tourism industry causes a periodic loss of employment and there is a great turnover in staff, including people coming and going from Southern Canada. There is a need for upgraded skills and increased stability in the work force. There is a special requirement for employees, who interact directly with tourism visitors, to be better aware of visitor needs and how to treat tourists.

At the moment there are no federal or territorial tourism training programs set up, and there have been very few courses in the past. There is the need for a wide range of training courses, from specific skills to general awareness; and, these will involve considerable numbers of people. Programs must be ongoing to serve individuals as they advance in their professions; and to serve the new people who are entering a vocation that traditionally has a high staff turnover rate.

In addition to training there is the need for a complementary system of job placement to service the mobility of this **labour** market and to accommodate the fluctuating seasonal needs of tourism businesses.

3.6 Financial Resources

Sources of finance are few at the moment, and they often carry limiting qualifications. There is a need to better publicize existing programs and at the same time generalize the applicability of programs. Government capital funds are required to support major projects. High building costs, the short operating season, **high operating** costs, and the southern **view** of the health of the small northern business climate make bank loans for tourism businesses extremely expensive, if even obtainable.

3.7 Transportation Services

Transportation services (road and air) have a profound effect on the development of a tourism industry. In the **N.W.T.** air transportation is especially important with most communities wholly or largely dependent on aircraft services. In this strategy, this issue has been lightly dealt with. There is only limited opportunity for this government to influence transportation services (e.g. airline route **licences**, through intervention and lobbying with the Federal Government).

3.8 Policy, Planning and Legislation

To date there has not been one overall government or industry strategy or set of policies to guide the direction of the tourism industry. There are a few isolated policy statements, some fragmented planning and a set of now somewhat out-of-date legislation. Required is a comprehensive approach by government and private industry.

3.9 Tourism Activities

A major deficiency, largely the result of the above listed items, is the lack of tourism activities and experience in which visitors can participate. Physical facilities and services are important but they are really supportive of the main reason for a visit - to learn about and become involved in the local scene.

3.10 Image

The image of the **N.W.T.** as a tourist destination is not conducive to an expanding industry. The **N.W.T.** is perceived as being too cold, too far away, having too many insects, having too much inhospitable wilderness, being too expensive and having no major attraction other than trophy sized fish in every lake. Our image must be reshaped if we are to make the **N.W.T.** more attractive to tourists.

3.11 Seasonality

The **N.W.T. summer** is short and the tourism activity concentrates at this time, making for some **summer** crowding and idle facilities at other times of the year. There is a need for shoulder season activity to reach new markets and to spread the existing visitation.

3.12 Information/Reservations

Consumers have a difficult time finding out about our travel products, and it is **not** easy for them to buy most of our offerings at home or even after arrival in the **N.W.T.**. The **visitor** who arrives in our **communities** with a desire to spend one day touring is often faced with an insurmountable task; it can take two or more days just to make the necessary arrangements. Many of the smaller operators live with reduced sales because of the problems associated with selling to clients who live thousands of kilometers **away** and who are neither familiar with their service or their "name". **Required** is a system whereby tourists can easily obtain information about the **N.W.T.** and easily make bookings, while they are still in their home communities.

3.13 Promotion Budget

The government's promotion budget has been too small to do an adequate job, especially when it has been expected to accomplish basic image awareness, to do specific product promotion, to reach all markets, domestic and international, and to provide a counseling information service as well. A larger government budget is required, more specific uses should be determined, and marketing should be carried out co-operatively with our neighboring provincial/territorial governments, associations, and businesses to better use resources.

3.14 Product Performance

Living up to the promises of promotions is not only ethical, it is good business. It leads to extension of visits, repeat **visits** and cheap and effective "word-of-mouth" advertising. Travel Arctic has been receiving an increasing number of complaints. Our visitors are not convinced that they are regularly receiving full value for their dollar, and in some instances, advertising has led our visitors to expect more than they have received.

For several reasons our products will continue to cost more than those of southern competitors. Therefore, **N.W.T.** operators must strive hard to keep costs down, provide quality products and most of all give good value for monies received.

3.15 Knowledge of Markets

Because of a lack of studies and **surveys** in the recent years, neither the government nor our businesses are fully aware of the potential and existing markets for our tourism products. There is a need to define the markets geographically and demographically by way of an expanded research program.

3.16 Government Support

Government efforts in tourism to date have been largely centred on the promotion field with virtually no programs or funds devoted to infrastructure or manpower development. Without weakening its marketing efforts, there is a need for government to supply private businesses and tourism associations with a more complete set of programs which they can take advantage of, to build up the tourism facilities, services, and manpower resources of the **N.W.T.**

4.0 Outside Influences on the Tourism Industry

There are external forces (federal policies, etc.) which have a substantial influence on the health of the **N.W.T.** tourism industry. Government and industry must take a more active role in lobbying for or against proposals before the fact, to make them change for the benefit of the **N.W.T.** tourism industry. Examples of major influences/changes include possible completion of the Mackenzie Highway between Fort Simpson and **Inuvik**, paving of the **existing Mackenzie Highway system**, air fare structures, federal land use plans, development of **warfage**, and improved airport facilities.

Tax structures influence investment and these bear examination for the **N.W.T.** One could argue that special federal tax incentives are required to stimulate business activity in an otherwise unrewarding frontier setting. Precedent has been set in the mining and oil/gas industries that could be applied to our tourism industry.

5.0 Goals for This Strategy

In consideration of the historical and current state of the N.W.T. tourism industry as earlier described, and the mandate of the government to assist its people with economic development, the government is offering to direct new tourism efforts and resources to all parts of the N.W.T. and to all possible participants. The aim of the government and this strategy is - over the next five years, to assist communities and their residents across the N.W.T. in achieving their tourism revenue and employment objectives in a manner compatible with their lifestyles and aspirations.

In addition to direct economic benefits, the tourism industry can enhance the quality of life of N.W.T. residents through contributing to the conservation of significant elements of our cultural and natural environments and through the provision of outdoor recreational opportunities.

This strategy emphasizes the preparation of communities, their residents and their businesses, so that they can be more active participants in the tourism industry. It will take at least five years for many of the communities to even start to capitalize on their potential.

From the viewpoint of the tourist, the object of this strategy is to provide better facilities and services; and, most of all, to provide more enlightening and satisfying tourism experiences.

6.0 Guiding Principles

New tourism programs should reflect the following key principles:

- a) Tourism is a desirable industry for the Northwest Territories; and, its opportunities should be dispersed throughout the Northwest Territories and not to just a few large **centres**.
- b) Tourism should only be developed and promoted **in** those communities which are ready and interested in being involved in the industry, and where a tourism wage economy is, judged by the **community** residents, to be compatible and complimentary to their lifestyles. Priority will be given to those **communities** that have a limited range of economic development opportunities.
- c) Opportunities for jobs, training and business development shall be directed to ensure maximum economic benefits for the Northwest Territories' residents; and tourism development shall be phased to reflect and be integrated with, the training and skill levels of Northwest Territories residents.
- d) Tourism should be primarily a private sector industry; and, this includes all profit-oriented forms of businesses, development corporations and organizations involved in the travel industry.
- e) Resident ownership of facilities and services shall be encouraged. The private sector should take the lead in developing viable operations, with the Government involved in the provision of support services (roads, airports, research, general information distribution). In the short term, however, government will need to provide incentives to encourage and facilitate tourism development.
- f) The private sector shall be encouraged to provide products and services to visitors at a fair value.
- g) Communities, local and regional development corporations and associations, and the general public shall be afforded the opportunity to participate in consultation programs to help ensure that Northwest Territories' residents derive maximum benefits from tourism-related activities in and around their community.
- h) Tourism in the Northwest Territories should be a year round industry, not just a seasonal one. The spring season has much potential.

- i) Large volumes of visitors at one time **in one location are not desirable in all but the larger communities.** Avoiding large numbers will ensure high quality experiences for the visitors, be within the capabilities of our smaller tourism businesses, and minimize disturbances to community residents.
- j) Tourism should build on the natural, cultural and historic resources of the **N.W.T.**; and, emphasize the identification and development of attractions based on learn, observe and experience opportunities. To minimize social and environmental impacts, the tourism industry should not compete **with** hunters and trappers for scarce natural resources.
- k) It is recognized that the various tourism destination zones across the **N.W.T.** are different from each other with respect to their sophistication and level of development needs; and, this will determine the selection of programs drawn upon by each, and influence the way in which the programs are used.
- l) Each tourism destination zone area has specialized **geographical/historical/cultural** products to **offer, and** this will result in distinctive and complementary tour packages for each area.

7.0 Tourism Objectives

In order to accomplish the goal, within the guiding principles, this strategy has the following specific tourism objectives.

7.1 Employment

To prepare community residents to take advantage of employment opportunities in the tourism industry.

7.2 Business Opportunities

To provide community residents with new tourism entrepreneurial opportunities and to strengthen existing tourism businesses.

7.3 New Products

To assist **community** residents to design and construct tourism products (**facilities** and services) which are **sal** cable in the marketplace, potentially profitable, and which will contribute to the achievement of **community** aspirations.

7.4 Community Control

To provide the means for communities to direct the development of their own local tourism industries.

7.5 Heritage and Crafts

To contribute to the preservation **of the community** residents' heritage/natural resources; and, strengthen their crafts industry.

7.6 Visitors' Safety and Satisfaction

To provide for the physical safety and well being of visitors, and to attempt to ensure that they receive fair value and satisfaction in terms of trip experiences.

7.7 Distribution of Tourists Among Communities

To distribute tourists into interested communities across the N.W.T., and thus spread the benefits of tourism to all interested **communities**.

7.8 Research and Planning Support

To provide research and planning support for community based tourism and its development and marketing programs.

7.9 Tourism Information

To make certain that **our tourist visitors** are well informed about the **N.W.T.**, have **realistic trip** expectations, and have a basic **understanding** of the **N.W.T.** culture/lifestyle.

7.10 Consumer Promotion

To stimulate a desire in appropriate consumer groups to visit the **N.W.T.** and to purchase **community** based tourism products.

7.11 Travel Trade Promotions

To make the southern based travel trade (travel agents, tour operators, meeting planners) aware of the **N.W.T.** tourism products.

7.12 Assistance for Industry Promotions

To assist **N.W.T.** tourism businesses with their promotion programs directed to potential visitors and to the southern based travel trade.

8.0 Community Based Tourism

8.1 General Description

It is believed that encouragement and support for a program of **community** based tourism is the most appropriate means for accomplishing the goals of this strategy.

Many tourists are prepared to travel and stay in **N.W.T. communities**, if they can be assured of being welcomed and if they are provided with quality opportunities to explore, enjoy, and learn about the cultural heritage of those communities, and the natural landscapes which surround them. By encouraging the tourists to use communities as the "base camps" or "**centres**" for their visit and concentrating effort on developing those points of interest to the tourists that are located close to communities, we can increase the use of existing **community** services, reduce the need for constructing and servicing new tourist facilities, increase local benefits and facilitate local control.

The communities cannot offer holidays on sunny beaches, fancy hotels, or numerous movie houses and theatres - but they can offer tourists a unique opportunity to experience a different land and its culture.

At the present time there is little understanding in most communities of the tourism industry, what it implies, how they can direct it, or how to derive maximum local benefits. Communities require assistance, if they are to knowledgeably determine the extent to which community based tourism could assist them in achieving their social and economic development goals and objectives.

Community based tourism is the envisaged means to address the deficiencies in the **N.W.T.** tourism industry, and the way in which the **governments'** goal and tourism objectives can be accomplished. The intention of community based tourism is to allow communities to use the tourism industry as a means to self determination, especially economically. This Government's role in **community** based tourism is that of a consultant in the planning stages, and that of a provider of direct financial support in the developmental stage. We will advise and assist community councils and businesses, on their request, in the development and promotion of **community** based tourism endeavors.

8.2 As a Tourism Experience

The essence of **community** based tourism, from the **viewpoint** of the tourist **visitor, is** the **availability** at the **community** level of all **inclusive** tour packages that **will** involve visitors in the cultural and natural attributes of the **community** and its **immediate** surroundings.

The visitors' trips and experience **will typically have emphasis on the historical and cultural aspects of man and his use of the land.** Rather than be spectators, tourists will actively participate in primarily non-consumptive outdoor recreational activities, many of which are water or shoreline oriented. **Community** based tourism activities can include fishing and hunting, but special emphasis would be placed on non-consumptive learn/observe/experience activities.

The visitor activities and experience must be interesting and organized into packages. The ideal **community** based tourism package will **involve** many community operators - the hotel operator, tour organizer, restaurateur, outfitter, and guide. The package will keep visitors busy for two to five days in and around any one **community.**

8.3 As a Business Venture

The size of **community** based tourism packages and their individual business components will vary across the **N.W.T.** according to the size of communities and the facilities and services available. **Community** based tourism can be of any size and involve any community; but, it is worthwhile to point out tourism business characteristics that may prevail at the simplest level in the smallest **communities.** The businesses may have basic facilities/services, limited capital investment, require a minimum of operating skills, involve flexible schedules to **accommodate** the entrepreneurs, be complementary to other activities of the owners and employees, and make dual use of equipment.

8.4 Compatibility with Community Wishes

In order to satisfy the economic and political aspirations of communities and to be complementary to the lifestyle of residents, a program of **community** based tourism should also be premised on several conditions. Communities should exercise control over the planning, growth and nature of tourism operations within their jurisdictions; and, community residents should preferably manage and be employed by the businesses. The **majority** of the economic benefits should be retained and distributed within the **community.**

8.5 Impact On Natural and Cultural Resources

Our sensitive environment requires that tourist attractions and activities be closely monitored and controlled in order to avoid permanent negative impacts on natural and cultural/historical resources and to prevent potential mishaps. Non-consumptive interpretive and viewing activities are much easier to control than consumptive activities such as hunting. Furthermore, the serious conflict which can arise when tourists begin to compete for a limited biological resource or interfere with traditional Dene and **Inuit** land uses, can be avoided through adopting community based "learn/observe/experience" programs.

8.6 Summary

Community based tourism is a term which describes a tourism industry focused on a specific community, with tourism opportunities and infrastructure and activities centred in and around the **community**. The intent of a community based tourism industry is to focus the economic benefits and opportunities from tourism into the **community**. With the relative isolation of our communities, this type of nodal tourism development can work.

9.0 Ar. Overview of Facilities Development and Marketing Programs

The majority of the programs proposed by this strategy and as outlined below, are completely new or, at the least, a modification of some existing programs. Also, nearly all these programs are intended for implementation through the travel associations. The extent to which these programs are implemented in any one **region/community**, will depend on the choices made by implementing associations/agencies and the amount of government funding available.

9.1 Employment Programs

In order to provide **community** residents with opportunities for employment in the tourism industry, it is necessary to make available skills training, job preparation at the secondary school level, job mobility assistance and performance recognition.

9.1.1 Tourism Skills Training

In order to prepare **N.W.T.** residents for employment in the tourism industry there is a need to identify manpower needs, create training programs, facilitate job placement and ensure liaison among the several responsible agencies.

9.1.2 Tourism as a Career

To provide an early foundation for tourism careers for **N.W.T.** residents, programs should be placed in secondary schools to acquaint and guide students with tourism career possibilities.

9.1.3 Employee of the Month/Year Awards

To stimulate pride and quality of service, a set of prizes and awards should be given to deserving employees in the tourism industry.

9.2 Business Opportunities Programs

Our hotels and restaurants require capital improvements and in some instances expansion. Programs of advice and financial assistance will address these needs.

9.2.1 Accommodation and Eating Place Contribution

Financial contributions would be available for the construction and renovation of hotels and restaurants.

This assistance would be available to new and existing businesses; and where justifiable to the second and additional **accommodating/eating** place businesses in any one **community**. Contributions would be towards capital construction or renovation costs.

With consideration of the number of communities involved, the number of businesses existing and required, and the extent of construction and renovation required, it is evident that large amounts of funding will be required.

9.2.2 Tourist Home Accommodation

To fulfill a need for limited and seasonal **accommodation**, a new emphasis is to be placed on the establishment of "tourist" homes. **This is** room and board style accommodation within private homes.

9.3 New Products Programs

These programs involve mainly new **community** package tours and their components such as **community** trails and visits to the homes of **community** residents. In addition, there are contributing efforts in the fields of planning and **community** appearance improvement. In **summary**, these **programs** **comprise** the heart of community based tourism.

9.3.1 Planning Assistance

The government needs to ascertain which communities are interested in and have potential for **community** based tourism. **Communities** which are so doubly qualified can obtain planning assistance to construct their respective plans for community based tourism. In addition, planning is required to construct regional tour packages comprised of several **communities**, including liaison with southern based tour operators for incorporation of **N.W.T.** tour packages into their still wider offerings.

9.3.2 Community Tour Packaging

Each community requires its own all-inclusive package tours. This program would provide start-up funds to an organizer/manager to co-ordinate all tour elements and to operate the tours.

9.3.3 Multi-Community Package Tour Development

Most currently successful package tours to the **N.W.T.** include several **communities** in their itineraries. This program would work with southern package tour operators to integrate several individual community tours (as per 9.3.2) into larger more comprehensive tours.

9.3.4. Tourism Related Public Infrastructure in Communities

Local tourism information booths and public washrooms are two important services required in nearly all **N.W.T.** communities. This program would fund the construction and operation of such facilities.

9.3.5 Community Beautification (Clean Up)

Many **N.W.T. communities**, especially smaller ones, do not present a neat and clean appearance to tourists and this has a very detrimental effect **on tourist** impressions. This program would provide prizes and awards as incentives to clean up communities.

9.3.6 Tourism Hospitality

All **N.W.T.** residents, especially those in tourism businesses, need to know how to treat tourists. This program would produce and deliver training presentations on the treatment of tourist visitors.

9.3.7 Visit a Northerner

Tourists are curious about how Northern residents live. This program would allow tourists to visit residents in their homes for short time periods, with **renumeration** paid discreetly and indirectly.

9.3.8 Visitation to **Sample** Community Based Tourism Projects

There are now several de facto community based tourism situations in **N.W.T.** communities and elsewhere. This program would identify these and arrange for interested groups from other **communities** to inspect these situations.

9.4 Heritage and Crafts Programs

Cultural, heritage and crafts resources can be used as attractions in the tourism industry. With this justification, in addition to the basic worth of the resources, this tourism strategy should devote efforts to protect and strengthen the resources.

9.4.1 Native Foods

Restaurants should be encouraged by awards and prizes to serve native foods. This would accomplish the two purposes of preserving an aspect of culture while providing an authentic experience for tourists.

9.4.2 Natural and Archaeological Sites

Outstanding natural and archaeological sites should be protected and preserved for all time while making them available for appreciation by tourists in a controlled manner.

9.4.3 Arts and Crafts

Arts and crafts sold to tourists act as important lures and souvenirs. The production and sale of high quality arts and crafts should be fostered by an award program for saleable tourism oriented designs.

9.5 Visitors' Safety and Satisfaction Programs

Visitor safety and satisfaction are paramount; and, it is necessary to safeguard aspects of a visitor's trip that are beyond his control.

9.5.1 Consumer Protection

To make certain that visitors have a safe and satisfying visit, and that they receive good value for their money, they require protection in the fields of fire and health precautions, currency exchange and truthfulness in advertising.

9.5.2 Personal Services Audit

On a confidential basis, hotels, lodges and restaurants would be offered the program of an independent audit of their services and facilities.

9.6 Distribution of Tourists Among Communities Programs

To have its full impact, **community** based tourism should be applied to all **communities** across the **N.W.T.**; and, **programs** are required to encourage tourists to visit many **communities**.

9.6.1 Attractions

This program would assist in funding the construction and operating costs of **community** attractions that are of sufficient size and interest to attract and hold tourists.

9.6.2 Events

This program would assist in funding the operating costs of annual community events that are of sufficient size and interest to attract and hold tourists.

9.7 Research and Planning Support Programs

The programs advocated in this strategy require support and feedback in the form of research projects; and, the programs must be translated into actual working plans.

9.7.1 Research Support for Tourism Marketing and Development Programs

Various surveys and studies would be conducted to identify the **N.W.T.** tourism markets and need for improved facilities and services. The funding would also provide the basis for follow-up assessments to measure visitor satisfaction, and the effectiveness of our marketing and development programs.

9.7.2 Planning Support for Tourism Marketing and Development Programs

The programs of this strategy would be translated into annual (or biannual) plans entailing budgets, targets, and priorities by program and by region. These plans would be the working documents for the government, travel associations and communities in their implementation of programs.

9.8 Support for Travel Associations Programs

To strengthen travel associations through their increased involvement in the delivery of programs.

9.8.1 Assistance to Travel Associations

Funding would be provided to travel associations to partially offset their costs in operating their offices and carrying out their programs.

9.9. Information Programs

To ensure visitors and potential visitors are well informed about travel to and within the N.W.T., a number of brochures will be produced and counseling systems put into place.

9.9.1 Explorers' Guide Book

There would be produced annually a comprehensive factual guide book.

9.9.2 Explorers' Map

There would be produced a map incorporating N.W.T. travel information.

9.9.3 Special Interest Pamphlets

There would be produced brochures on specialized subjects for visitors with particular interests.

9.9.4 Awareness of Tourism

Audio-visual shows and brochures would be produced to illustrate the value and benefits of tourism.

9.9.5 Pre-Trip Orientation Brochure

Brochures would be produced to inform visitors of the etiquette of travel in the N.W.T., what to expect in frontier travel and how to plan and dress for the N.W.T. climate and conditions.

9.9.6 Highway and Community Information Services

Information booths would be operated in communities and at highway border locations.

9.9.7 Travel Counseling Services

Travel inquiries would be fulfilled by mail and in person by offices in major centres.

9.9.8 Information/Reservation Systems

An information/reservation system would be set up using telephone and/or telex and/or computer systems.

9.10 Consumer Promotion Programs

Advertising and promotion programs would be carried out using several media directed at potential visitors to the **N.W.T.**

9.10.1 Creative Themes

To portray the **N.W.T.** and its regions as attractive tourism destination areas, themes and **logos** would be produced and incorporated in all promotion **programs**.

9.10.2 **N.W.T.** Lure Publication

To entice visitors to the **N.W.T.** a photo oriented "lure" brochure would be produced.

9.10.3 Target Market Advertising

Advertisements would be placed in magazines that match **N.W.T.** tourism markets.

9.10.4 Direct Mail Marketing

A current list of prospective visitors would be developed and they would be approached by direct mail promotion campaigns.

9.10.5 Feature Travel Releases

Stories on topical travel subjects would be written and released to the news media.

9.10.6 Sport and Travel Shows

Information and display booths would be arranged at sport and travel shows; and they would be manned by government and industry personnel.

9.10.7 Ambassadors for the N.W.T.

Prominent people in the South would lend their names and appearances to promotional functions that feature the **N.W.T..**

9.10.8 Cultural Presentations

Displays and demonstrations of arts, crafts and native activities would be staged at conventions and meetings **in** our prime market areas.

9.10.9 Promotion/Presentation Items

Souvenirs and display items would be produced and distributed to act as visual reminders of travel to the **N.W.T..**

9.10.10 Traveling Exhibits

Portable exhibits would be constructed and made available to government and industry personnel attending southern conventions and meetings.

9.10.11 Audi o-Vi sual Li brary

Photos would be taken, acquired by purchase and stored in a film library in support of brochure production, news releases and all other promotion projects.

9.10.12 Travel Promotion Film

A movie film of general appeal to prospective visitors and the travel trade would be produced and placed in film libraries for distribution.

9.10.13 Travel Feature Television Clips

Short movie/tape travel features would be produced for use on television.

9.11 Trade Promotions Programs

9.11.1 Travel Trade Manual

A supplement to the guide book (see 9.9.1) would include information, such as commissions, of particular interest to travel agents.

9.11.2 Travel Agent Market Places

The government and travel **associations** would exhibit at market places where retail travel agents attend to gather information about tourism destinations.

9.11.3 Travel Trade Market Places

The government and **N.W.T.** tourism businesses would attend market places where tour operators and wholesalers shop to purchase existing tours and components for new tours.

9.11.4 Travel Trade Familiarization Trips

Writers, photographers and travel agents would be sponsored on trips to the **N.W.T.**, to prompt their publicity and patronage of the **N.W.T.** as a desirable tourism destination.

9.11.5 Meetings and Conventions

Promotion efforts by several means **would** be directed at meeting influencers to entice them to hold meetings in the **N.W.T..**

9.11.6 Canada West/North

There would be liaison with our neighboring provinces/territory to jointly market the **N.W.T.** to distant markets.

9.12 Assistance for Industry Promotions Programs

9.12.1 Marketing skills for Tourism Operators

Handbooks and workshops would be produced to improve the marketing skills of tourism operators.

9.12.2 Co-operative Promotions

The government would co-operate and share costs with tourism businesses for advertisements, **travel shows** and other promotion projects.

9.12.3 Promotion of Package Tours

The government would co-operate and share costs with tour organizers to promote tours via evening **travelog** presentations.

9.12.4 Promotion of Resident Travel

Special promotion efforts would be made **to N.W.T.** residents to attempt to persuade them to vacation in the **N.W.T.**, and to invite their friends and relatives to visit the **N.W.T..**

9.12.5 Business Travelers As Tourists

Promotion efforts would be directed at business travelers to the N.W.T. in an attempt to have them extend their visits into vacations which incorporate tourist type offerings.

9.12.6 Promotion of Community Attractions and Events

To serve as lures to specific communities and to extend length of visitor stays, attractions and events would be inventoried and highlighted in special promotions.

9.12.7 Promotion of Shoulder Season Travel

Visitors would be encouraged, by several promotional means, to visit the N.W.T. during the currently under utilized spring (especially) and fall shoulder seasons.

9.12.8 New Markets - New Promotions

New markets (especially international) would be identified and new promotion efforts directed at those markets.

10.0 The Role of Travel Associations

10.1 General Role

It is envisaged that travel associations (the Travel **Industry** Association, **N.W.T.** and the zone travel associations) will play an increased role in encouraging the growth of the **N.W.T.** tourism industry. Association members comprise travel businesses, **community** councils and other groups and individuals interested in fostering the orderly growth of the travel industry. In particular they would deliver many of the new programs that are part of this strategy and the corresponding funds would be routed via the associations. This would assist **in reducing the pressure for growth of government, improve the utility and accessibility of the programs, and should** increase the availability of dollars to entrepreneurs and communities. Money would be used to fund programs, rather than a growing government bureaucracy.

10.2 Government Policy Towards Travel Associations

- (a) The Government recognizes the need for an **NWT-wide** umbrella travel association (Travel Industry Association, **N.W.T.**) and six zone travel associations representing their respective tourism destination zones.
- (b) Government should provide annual core funding to each travel association to assist in offsetting basic administrative and office expenses.
- (c) Government should contribute to travel association programs normally, by providing matching funds to actual association funds.
- (d) The criteria for evaluating travel association applications for "core" and "program" funds should be set out clearly by government (see section 10.3). The travel association presidents should jointly make **a co-ordinated** recommendation to government annually concerning the division of government "**core**" and "program" funds among the travel associations.
- (e) The Department of Economic Development and Tourism would appoint one **ex-officio** non-voting government representative to the **TIANWT** board of directors upon request. The Regional Superintendents of the Department, upon request would appoint one **ex-officio** non-voting government representative to the zone travel association boards of directors located within their respective Regions.

10.3 Criteria for Core and Program Funding to Travel Associations

- (a) A **co-ordinated** annual application for core and program funding should be made by interested travel associations by an established date.
- (b) Core funding would be made available only upon application. Those travel associations which have an active and duly elected board of directors, have members and represent various interests across their zone would be eligible. To a stipulated maximum amount, there is no requirement for matching association funds.
- (c) Core funding would be applicable to the salary of a manager, salary of a secretary, travel expenses for a manager and Executive members, a newsletter, office rental and general administrative expenses. It is realized that travel associations will have need for additional funds. In these cases it is expected that associations will raise their own additional funds from membership fees, donations, etc.
- (d) Associations shall receive core funding assistance from a single government source only.
- (e) Program funds will be made available upon application only and generally on a shared cost basis with government. These funds must be used for programs contained in, or complementary to, the marketing and development strategy and plans. Depending on the program responsibility (as given in the appendixes of programs) program funds may be used directly by associations or passed on to community organizations or private businesses for their use. Such organizations and businesses need not be members of a travel association to be eligible for funding.
- (f) Funds will not be committed for more than one fiscal year. Multi-year association initiatives would have to be **re-submitted annually** and **re-evaluated** annually. Therefore, association proposals should have at least some objectives which can be accomplished within the same fiscal year.
- (9) Expenditure of core and program funds must be **accounted** for to the government at the end of each year. The success of the previous year's programs and use of funds will affect the evaluation of the current years' application.

11.0 Tourism Areas of the N.W.T.

11.1 Three Systems of Sub-Division

For several purposes the N.W.T. has three systems of geographic sub-division. For the most part the three systems are **co-incident**, but it is useful to outline the three systems, their respective areas and the names for the areas.

11.1.1 G.N.W.T. Regions

The Government of the N.W.T. has a system of five administrative "Regions" each of which has a Regional Tourism Officer(s).

11.1.2 Travel Association Zones

There are six existing zone travel Associations responsible for their respective "zones" of the N.W.T.. In addition, there is one umbrella N.W.T. travel industry association (Travel Industry Association N.W.T.). The names, images and activities of the zone travel associations should be compatible with their respective tourism destination **zones** next described.

11.1.3 Tourism Destination Zones

Based on the travel patterns of visitors, the transportation **routes** and the concentrations of attractions, events and facilities, there have been identified six "tourism destination zones." These comprise the Six Arctics which are used for marketing **the N.W.T. on an area by area basis.**

The interrelationship among the three systems are shown on the chart and maps.

11.2 THE INTERRELATIONSHIP OF GEOGRAPHIC TOURISM SYSTEMS

G.N.W.T. Regions	Zone Travel Associations	Tourism Destination Zones (Six Arctics)
Fort Smith	Northern Frontier Visitors Association	Southern Arctic: Yellowknife & Area
	Big River Travel Association	Southern Arctic: South of Great Slave Lake
Keewatin	Keewatin Tourism Committee (of Keewatin Chamber of Commerce)	Keewatin Arctic
Inuvik	Western Arctic Visitors Association	Western Arctic
Kitikmeot	Arctic Coast Tourist Association	Coastal Arctic
Baffin	Baffin Tourism Zone Association	Eastern Arctic

11.3.1

G.N.W.T. REGIONS

- Fort Smith
- Keewatin
- Inuvik
- Kitikmeot
- Baffin



11.3.2

ZONE TRAVEL ASSOCIATIONS

- Arctic Coast Tourist Association
- Big River Travel Association
- Keewatin Tourism Committee
- Northern Frontier Visitors Association
- Western Arctic Visitors Association
- Baffin Tourism Zone Association



11.3.3

**TOURISM DESTINATION ZONES
(SIX ARCTICS)**

- Southern Arctic
(Yellowknife and area)
- Southern Arctic
(south of Great Slave Lake)
- Keewatin Arctic
- Western Arctic
- Coastal Arctic
- Eastern Arctic



12.0 Travel Associations and Government Names and Addresses

12.1 Travel Associations

Big River Travel Association, P.O. Box 457, Fort Smith, N.W.T.,
XOE OPO.

Keewatin Tourism Committee, c/o Keewatin Chamber of Commerce, Rankin
Inlet, N.W.T., XOC OGO.

Arctic Coast Tourist Association, P.O. Box 97, Cambridge Bay, N.W.T.,
XOE OCO.

Northern Frontier Visitors Association; P.O. Box 1107, Yellowknife,
N.W.T., X1A 2N8.

Western Arctic Visitors Association, P.O. Box 1525, Inuvik, N.W.T., XOE
OTO.

Baffin Tourism Zone Association, P.O. Box 719, Frobisher Bay, N.W.T.,
XOA OHO.

Travel Industry Association of the NWT, P.O. Box 506, Yellowknife,
N.W.T., X1A 2N4.

12.2 Government of the N.W.T.

Regional Tourism Officer,
Department of Economic Development and Tourism,
Government of the Northwest Territories, in:

Kitikmeot Region:	Cambridge Bay, NWT, XOE OCO.
Inuvik Region:	Inuvik, NWT, XOE OTO.
Keewatin Region:	Rankin Inlet, NWT, XOE OGO.
Fort Smith Region:	Fort Smith, NWT, XOE OPO.
Baffin Region:	Frobisher Bay, NWT, XOE OHO

and

Division of Tourism and Parks,
Department of Economic Development and Tourism,
Government of the Northwest Territories,
Yellowknife, NWT,
X1A 2L9.

APPENDIX "A"

TOURISM FACILITIES DEVELOPMENT PROGRAMS

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FORMAT

The following proposed programs are grouped, by section, in **relation to their respective objectives of Section 7.**

Each program is listed in this standard format.

Objectives - These are the **desired** end accomplishments and they relate respectively to the Objectives of Section 7.

Implementation Strategy - This outlines what preliminary action is required to initiate the program. Not every program has this category in its format.

Program Activities - This is an outline of some of the possible program activities that could be put into action to accomplish the stated objectives. The outline includes the likely objects of expenditure, non-monetary actions and limitations to the activities.

Measurement of Effectiveness - This indicates a potential measure of accomplishments based on visitor satisfaction and/or contribution to the Northwest Territories tourism industry and its participants.

Program Delivery - Named **is** the organization that is responsible for carrying out the program, and distribution and accounting for the funds used. This is either the government by retention of all controls and funds, or the Travel Industry Association Northwest Territories or zone travel associations, the latter two deriving many of their funds from the government. In turn, for some programs, zone travel associations may pass on responsibility for programs and the associated government funds to **communities** or private entrepreneurs.

For most programs it is intended that the government assume only part of the costs with the remainder **being** contributed **by** TIANWT, zone travel associations, communities or **private businesses.**

Note: All programs are **proposed** only, with implementation dependent upon the **availability** of government funding, and interest shown by the organizations responsible for program delivery.

SECTION I EMPLOYMENT PROGRAMSObjective:

To **prepare interested community** residents so that they **can take advantage of** employment opportunities in the **tourism industry.**

1.1

Tourism Skills TrainingObjective:

To prepare Northwest Territories residents for employment in the tourism industry by providing training in all the skills of the industry; and to facilitate job placement.

Implementation Strategy:

Detailed liaison is required among the agencies responsible for training programs:

Department of Economic Development & Tourism, **GNWT**

Department of Education, **GNWT**

Employment & Immigration, Government of Canada

plus-involvement of the travel industry

Program Activities:

1. assistance to the tourism industry for participation in the National Advisory **Committee** on **Accommodation** Food and Beverage Service (**N.A.C.**).
2. use of Tourism Manpower Needs **Committee (T.M.N.C.)** to quantify the manpower needs in the Northwest Territories tourism industry by types of skills:
 - managerial and professional/business owners, government staff
 - hotel related (desk managers, housekeeping etc.)
 - outfitting and guiding
 - restaurant related (chiefs, waitresses)
 - travel agency
 - others (e.g. small engine repairs)
3. identification of training needs to fulfill the manpower needs
4. identification of existing training programs provided by the above named agencies.

5. creation of any required training programs to fill the gaps **in the current roster of programs**
6. creation of certification **programs** for tourism skills
7. **co-operation among the agencies to ensure their programs dovetail smoothly**
8. cause the set up, publicity, and use of a tourism job placement service to complement the training programs
9. publicity is required to make known the opportunities for **employment in** the Northwest Territories tourism industry and the availability of training programs.

Measurement of Effectiveness:

degree of industry participation in **N.A.C.** and **T.M.N.C.**
number of training courses set up
number of trainees and graduates
number of job placements

Program Delivery:

primarily government
Manpower Needs **Committee** to advise re needs
TIANWT/zone travel associations to assist in publicizing training programs
funding would be a government responsibility.

Note:

This program is the largest single requirement and contributor to the tourism development strategy. It is also by far the most complex program to put into place because of the several agencies involved and the dependence on interest by the potentially trainable **workforce.**

Tourism As a CareerObjectives:

1. To acquaint Northwest Territories secondary school students with the workings and career opportunities of the tourism industry.
2. To enhance the "value/statue" of a career in tourism.

Implementation Strategy:

Proposal to Department of Education, GNWT to include a tourism course (optional) in the grade 10 to 12 curriculum

Assistance to Department of Education to design a tourism course

Ensure the secondary school counseling program is fully aware of, and publicizes, the post secondary school tourism courses that are available at Southern institutions (e.g. Northern Alberta Institute of Technology).

Promote the pursuit of careers in the tourism industry.

Program Activities:

Provision of information about tourism career possibilities to the teenagers of the Northwest Territories and the development of a public relations program to promote the status of careers in the tourism industry by:

brochures, posters

advertising

seminars

audio-visual presentations

Measurement of Effectiveness:

Measurement of number of students that enroll in tourism courses, graduate, and enter the Northwest Territories tourism industry.

Measurement of the (reduced) rate of turn over of tourism staff in businesses.

Program Delivery:

government, TIANWT and zone travel associations

funding would be a government responsibility.

1.3 Employee of the Month/Year Awards

Objective:

To stimulate pride and quality of service in the employees of tourism businesses.

Program Activities:

1. an award and/or cash prize to employees who provide outstanding service to tourists
2. There could be categories of jobs, and geographical areas.

Measurement of Effectiveness:

number of applications for awards

feedback from tourists about good personal service received.

Program Delivery:

zone travel associations

funding would be government responsibility.

SECTION II BUSINESS OPPORTUNITIES PROGRAMSObjective:

To provide **community** residents with new tourism entrepreneurial opportunities and to strengthen existing tourism businesses.

2.1 Accommodation and Eating Place ContributionObjective:

To **establish, expand and upgrade accommodation and eating facilities in communities**

Implementation Strategy:

Eligible projects include:

construction of new hotels and restaurants

renovation of existing hotels and restaurants

a second facility in a community, if needed.

Program Activities:

Provision of funds to partially offset capital purchases or bank interest for the construction and/or renovation of hotels and restaurants owned and operated by Northwest Territories residents.

Measurement of Effectiveness:

number of establishments built or renovated using the contributions (especially considering what establishments would have been built or renovated in absence of contributions).

Program Delivery:

primarily government

the majority of the funding would be provided by the owner of the business. Government would contribute a share only.

2.2 Tourist Home Accommodation

Objectives:

1. To provide **for a type of tourist accommodation facility that is within the need and capability of many small communities and small entrepreneurs.**
2. To provide tourists with a basic, **reasonably priced type** of accommodation.

Implementation Strategy:

The **GNWT** would adjust current legislation, to allow for this new style accommodation

Program Activities:

1. The **GNWT** would provide publicity and counseling advice on the set-up of "tourist homes" or "**guest homes**".
2. Normal financial assistance programs would be available including the Accommodation and Eating Place Contribution program, (2.1). Funding would be contingent on the usual approvals by health and fire authorities.

Measurement of Effectiveness:

number of tourist homes opened and operated

feedback from visitors as to the desirability of this form of **accommodation**

Program Delivery:

government primarily

endorsement and publicity by tourism associations

funding for publicity and counseling would be a government responsibility only and would be minimal.

SECTION III NEW PRODUCTS PROGRAMSObjective:

To assist **community** residents to design and construct tourism products (facilities and **services**) which are **saleable** in the market place, potentially profitable and which would contribute to the achievement of **community** aspirations.

3.1 Planning AssistanceObjectives:

1. To ascertain **which communities have potential and are interested in pursuing a community based tourism program; and to provide a planning service to those communities which are interested and have potential.**
2. **To provide a planning program** for regional and highway corridor studies.

Implementation Strategy:

Initially meetings and consultations would be held with all communities to ascertain interest, **commitment**, and potential.

This program would be carried out in conjunction with the Awareness of Tourism program (Appendix B - Marketing Program 9.4).

Program Activities:

1. For communities that qualify re interest, commitment and potential the planning service **would** constitute:
 - an assessment of the resource base and inventory of existing facilities and services
 - an identification of tourism business opportunities and need for new and improved facilities' and services
 - a description of potential markets
 - provision of an overall **community** based tourism plan including alternative concepts, costs, benefits and staging
2. the government would co-ordinate planning for **regional** and highway corridor studies.

Measurement of Effectiveness:

number of communities found to be 'qualified' and to partake of the planning service

Program Delivery:

government

funding would be a government responsibility.

3.2

Community Tour PackagingObjective:

To co-ordinate all the elements of an all-inclusive **community** tour package within individual **communities**.

Implementation Strategy:

initiation by zone travel associations of the program with communities that score highly in the Planning Assistance program - see program 3.1

Program Activities:

Provision of partial wage funding for up to a two year period for a **community** package tour organizer/manager, who is a **community** resident, and who would co-ordinate **all** elements of a complete **community** package tour into an offering to visitors and to larger package tour companies. Functions would include:

Planning and integration of trip elements (**accommodation**, outfitting, etc.) into an all-inclusive **community** package(s) available to the consumer and to the trade.

Listing and promotion of the **community** package(s).

Acceptance of reservations and booking fees.

Hosting and reception of visitors.

Co-ordination among other communities. The organizer/manager should be certified (see program 1.1)

Measurement of Effectiveness

number of new tours set up

number of tourists booking these tours

number of instances of **community** tours incorporated into wider tours offerings

Program Delivery

zone travel associations

funding would be shared by government and zone travel associations and communities

3.3

Multi-Community Package Tour Development

Objective:

To encourage the formation of multi-community package tours, by established tour companies.

Program Activities:

1. Identification of tour companies (usually based in **southern Canada or USA**) that specialize in the products the Northwest Territories has to offer
2. **Develop** and **keep** current a "package tour prospectus" (facilities, attractions, etc.) for each destination zone, as a sales aid/prop for use when dealing with prospective southern wholesalers
3. contact with, and conveyance to, these companies of the new tour possibilities in the **NWT**, with use of the prospectus
4. detailed liaison between prospective tour companies and suppliers of tour components (including **community** based tours) in interested **NWT communities**
5. sponsorship of tour companies on product inspection tours to the **NWT**.

Measurement of Effectiveness:

number of inspection trips undertaken by prospective tour companies

number of new **multi-community** package tours set up.

Program Delivery:

zone travel associations and communities

funding would be shared by the government, zone travel associations and industry.

3.4

Tourism Related Public Infrastructure In CommunitiesObjectives:

1. **To assist smaller communities which don't have an adequate tax base, in constructing public infrastructure required by tourists**
2. To **provide visitors with** more informative and interesting activities in and around communities.

Implementation Strategy:

these programs would put the planning exercise of 3.1 into actual practice.

Program Activities:

funding to **community** councils or their designated organizations for the construction of public infrastructure such as: **community** tourism information booths; public washrooms/showers; sewage "dumping" stations; foot trails; road and airport signage, etc.

Measurement of Effectiveness:

number of facilities built under this program

number of visitors using these facilities.

Program Delivery:

zone travel associations to assist in identifying needs/priorities

government would construct facilities and pay capital costs

any operating costs would be borne by communities/or associations.

3.5 Community Beautification (Clean Up)

Objective:

to encourage **community** councils to beautify and clean up **their grounds and buildings**

Program Activities:

a set of awards and prizes to **communities** that **excel** in beautification and clean up. Categories could be set up as:

- regionally
- by community size
- most clean and tidy
- most improved
- etc.

Measurement of Effectiveness:

number of applicants for awards
visual inspection of improvements in **community** tidiness

Program Delivery:

zone travel associations
funding would be a government responsibility.

3.6

Tourism HospitalityObjectives:

1. to instruct **community residents, businesses, and organizations on how to treat tourism visitors**
2. design of hosting projects including, themes, logos, messages and types of media.

Program Activities:

1. **production of slide/tape show, brochures and other projects tailored to the various tourism destination zones illustrating tourist expectations and how tourists should be hosted**
2. **delivery in person of these shows (along with lecture, discussion, question and answer sessions) and other projects.**

Measurement of Effectiveness:

feedback from tourist visitors on how they were treated on their visits to the **N.W.T.**

Program Delivery:

design of program -- joint government/travel associations

production of program aids - government

delivery - zone travel associations and/or government

government would fund the cost of production of brochures and audio visual aids

government and zone travel associations would share in the funding for the presentation of shows.

3.7

Visit a NorthernerObjectives:

1. to encourage **N.W.T. residents to meet visitors in the setting of their (residents) home**
2. to **allow visitors to satisfy their curiosity about how Northerners live.**

Program Activities:

1. **N.W.T. households would register their availability to host a visitor for a short time. Interests would be matched. Fees would be modest and not paid directly by the visitor to the host. The visit would appear as a "free" item in the community package, with the cost (fee) built into the package.**
2. implementation of the program would require publicity, inventory of host households, matching and introduction of visitors and hosts, and administration of fees.
3. to be managed by the organizer/manager of program 3.2

Measurement of Effectiveness:

number of households registered
 number of visits recorded
 feedback of tourist visitors of desirability of the program and the quality of their home visits.

Program Delivery:

zone travel associations
 funding would be shared by government and zone travel associations.

3.8

Visitation to Sample **Community** Based Tourism ProjectsObjective:

to **facilitate travel to successful community based tourism projects** by residents of other interested **communities.**

Program Activities:

1. **identification of communities with successful community based tourism operations; and, agreement by those communities to serve as examples and to receive visitors from interested and qualified communities**
2. **generation of interest in qualified communities to inspect successful **community** based tourism operations in other communities.**

Measurement of Effectiveness:

number of inspection trips undertaken
degree in which observations are put into practice by the inspecting communities.

Program Delivery:

zone travel associations and/or government
 funding would be a government responsibility.

SECTION IV HERITAGE AND CRAFTS PROGRAMSObjective:

to contribute to the preservation of the **community residents'** cultural and natural resources and to **strengthen their crafts** industry.

4.1

Native FoodsObjective:

to encourage the **use of native foods in the restaurants** and hotel dining **rooms of the N.W.T.** (including "tourist homes")

Implementation Strategy:

the government would take the initiative to clarify regulations and confirm permission to serve native foods.

Program Activities:

1. an awards and prizes program for menu preparation and serving of native foods in restaurants. There could be categories of:
 - ethnic areas, Dene and **Inuit**
 - restaurant sizes
 - types of dishes
2. promotion of the program is required. The government would certify/promote restaurants that serve native foods.

Measurement of Effectiveness:

number of native food dishes made available in restaurants (as evident from the number of applicants for awards)

feedback from tourists as to the quality of native food dishes and tourist acceptance of such dishes.

Program Delivery:

government to investigate legal implications
 zone travel associations to carry out the awards program
 funding would be a government responsibility.

4.2

Natural and Archaeological SitesObjective:

to make selected natural and archaeological sites available to visitors as attractions while protecting these resources.

Program Activities:

1. areas and sites would be identified, designated and interpreted for the benefit of tourists e.g. brochures, signs
2. sites and areas would be placed under protective legislation and as necessary be protected/managed (fencing, controlled access, etc.)
3. policies/legislation are required to regulate the movements of tourists in the areas surrounding communities.

Measurement of Effectiveness:

the pleasure and appreciation of sites and areas by tourists would be gauged

the protection given to sites and areas would be judged by the increase (or decrease) in their damage and wear.

Program Delivery:

government

funding would be a government responsibility.

4.3 Arts and Crafts

Objective:

to make available quality arts and crafts to the tourists while fostering the production of authentic items.

Program Activities:

1. awards and prizes for products specifically designed for mass "on-site" sales
2. encouragement of displays/merchandising to facilitate "on-site" sales.

Note:

This program will not become involved in the production of arts and crafts.

Measurement of Effectiveness:

number and **quality** of arts and crafts items designed and displayed for "**on-site**" sales.

Program Delivery:

government to produce guidelines for an award program for designs
zone travel associations to construct and carry out the award program
funding would be a government responsibility.

SECTION V VISITORS' SAFETY AND SATISFACTION PROGRAMSObjective:

to provide for the physical safety and well being of visitors, and to make certain they receive fair value and satisfaction in terms of trip experiences.

5.1 Consumer ProtectionObjective:

to attempt to ensure tourist visitors have a safe and satisfying visit and receive good value for their money.

Program Activities:

1. policies and legislation would be prepared/enforced in the fields of:
 - fire and health safety precautions
 - consumer protection re value of products offered and currency exchange
 - truthfulness in advertising
2. these controls would be directed at all tourism operations carrying on business in the N.W.T.
3. there would be considerable promotion of these measures
4. industry to be encouraged to develop, operate and promote a "complaint bureau".

Measurement of Effectiveness:

number (absence) of tourist complaints about their trip safety and satisfaction.

Program Delivery:

government to prepare the policies and legislation

travel associations to publicize and implement the measures

government would act in cases of violation of legislation

for the operation of a complaint bureau, funding would be shared by government and travel associations.

5.2

Personal Services AuditObjective:

to provide tourism business operators with methods to check the quality of their services and facilities.

Implementation Strategy:

to discuss this program frankly and confidentially with operators to ensure they understand its sensitive nature

Program Activities:

1. facilitate/encourage inclusion of a "personal services quality check", as part of the Regional Tourism Officers' "annual" inspection of hotels, lodges and restaurants
2. provision of a "personal services" audit and counseling service to hotels, lodges and restaurants by use of an independent and confidential consultant.

Measurement of Effectiveness:

the number of (lack of) deficiencies uncovered by the inspections and audits, especially the improvement hopefully found in successive inspections and audits of the same businesses.

Program Delivery:

the **R.T.O.** inspections will be a government responsibility

the audit and counseling service will be designed and publicized by travel associations

funding of the audits and counseling service will be the responsibility of travel associations and government.

Objectives:

to distribute tourists into interested **communities across the N.W.T.**
to **distribute the benefits from tourism into all interested communities.**

6.1

AttractionsObjective:

to assist **communities to construct and operate attractions of a sufficient size and interest to attract and hold tourists.**

Program Activities:

1. a one time matching contribution towards the construction of an-attraction **such as museum, scenic look out, map board, historical buildings, and displays of traditional skills**
2. assistance **in identifying other funding sources, and assistance to communities** in accessing them
3. matching annual operational contributions for the first three years of the life of an attraction
4. for some large projects such as museums and historical sites, the government may take the sole initiative.

Measurement of Effectiveness:

number of new or expanded attractions built under this program.

Program Delivery:

zone travel associations to help set program priorities

for most projects funding for capital costs and operations and maintenance costs would be shared by government and **communities**

for some large projects government would have sole responsibility.

6.2

Events**Objective:**

to **assist communities** in staging events that will be of interest, size and duration to attract and hold tourists.

Program Activities:

1. **provision of matching contributions to community councils or organizations to help with all aspects of the organization of tourism events. New and existing events qualify. Events could include festivals, traditional sporting games, arts and crafts demonstrations, angling contests, etc..**
2. assistance to **communities** in identifying and accessing Federal Government funding sources.

Measurement of Effectiveness:

number of new or expanded or improved events assisted by this program.

Program Delivery:

zone travel associations to identify proposals and to help set program priorities

funding **would be shared by government and communities/associations.**

SECTION VII RESEARCH AND PLANNING SUPPORT PROGRAMSObjective:

to provide research and planning support for **community** based tourism and its tourism marketing and development programs.

7.1

Research Support for Tourism Marketing and DevelopmentObjectives:

1. to provide the **N.W.T.** tourism industry with information concerning existing and potential markets
2. to monitor the amount of use and effectiveness of the marketing and development programs.

Implementation Strategy:

to meet with tourism businesses and travel associations on a annual basis to determine research needs and to seek industry cooperation in studies and surveys.

Program Activities:

1. **annual** surveys of visitors to the **N.W.T.**
2. annual (or **bi-annual**) monitoring of the existing tourism development programs according to their respective "Measurement of Effectiveness"
3. some studies and surveys would be conducted jointly with other agencies such as the Canadian Government Office of Tourism and the travel associations.
4. to **analyse** studies and surveys carried out by other agencies to obtain information useful to the **N.W.T.**

Measurement of Effectiveness:

knowledge of markets gained

degree to which program needs are uncovered and are responded to (e.g. number of new or improved programs)

Program Delivery:

government

funding would be a government responsibility.

7.2 Planning Support for Tourism Marketing and DevelopmentObjective:

within the framework of the approved tourism development and marketing plans, provide a specific set of objectives/targets annually for the various programs.

Program Activities:

1. **development of specific implementation plans annually to guide and co-ordinate Headquarters, Regions and the travel associations, in tourism marketing and development activities**
2. to obtain input from the travel associations to the plans, prior to their finalization
3. as part of the plan, develop annual quantifiable performance targets for tourism **marketing** and development programs
4. to finalize the plan and submit it **for approval as part of the government budgeting exercise.**

Measurement of Effectiveness:

analysis of achievement of targets, and extent of **co-ordination** in program delivery

Program Delivery:

government

funding would be a government responsibility.

SECTION VIII SUPPORT FOR TRAVEL ASSOCIATIONS PROGRAMSObjective:

to strengthen travel associations through their increased involvement in the delivery of programs.

8.1 Assistance to Travel AssociationsObjective:

to provide travel associations with partial financial assistance, to allow them to operate their offices and to deliver programs.

Implementation Strategy:

travel associations need to become better organized, to become more interested in carrying out programs and to become aware of the assistance available from government.

Program Activities:

as per section 10 of the main Tourism Strategy, funds would be provided to the umbrella travel association, Travel Industry Association, **N.W.T.** and the six zone travel associations to assist in operating their offices ("core" administration funds). In addition, funds would be provided on a matching basis for associations to carry out many of the programs of the Tourism Strategy.

Measurement of Effectiveness:

- degree of organization of **associations** as measured by
 - number of members
 - representation of industry
 - activity of executive
 - activity of associations as measured by
 - number of programs adopted
 - success of each program adopted
 - wise use of funds (by audit)

Program Delivery:

associations should show their initiative through increasing their membership, improving their services to members, and obtaining non-government funds to aid in program delivery.

A P P E N D I X "B"

TOURISM MARKETING PROGRAMS

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Note: The numbering of sections and programs is continuous from Appendix A into Appendix B.

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FORMAT

The following proposed programs are grouped, by section, in relation to their respective objectives of Section 7.

Each program is listed in this standard format.

Objectives - These are the desired end accomplishments and they relate respectively to the Objectives of Section 7.

Implementation Strategy - This outlines what preliminary action is required to initiate the program. Not every program has this category in its format.

Program Activities - This is an outline of some of the possible program activities that could be put into action to accomplish the stated objectives. The outline includes the likely objects of expenditure, non-monetary actions and limitations to the activities.

Measurement of Effectiveness - This indicates a potential measure of accomplishments based on visitor satisfaction and/or contribution to the N.W.T. tourism industry and its participants.

Program Delivery - Named is the organization that is responsible for carrying out the program and distribution and accounting for the funds used. This is either the government by retention of all controls and funds, or the Travel Industry Association N.W.T. or zone travel associations, the latter two deriving many of their funds from the government. In turn, for some programs, zone travel associations may pass on responsibility for programs and the associated government funds to communities or private entrepreneurs.

For most programs it is intended that the government assume only part of the costs with the remainder being contributed by TIANWT, zone travel associations, communities or private businesses.

Note: All programs are proposed only, with implementation dependent upon the availability of government funding, and interest shown by the organizations responsible for program delivery.

SECTION IX INFORMATION PROGRAMS

Objective: to ensure that our tourists, particularly those from the south, are well informed, have realistic expectations, and have at least a basic understanding of our different cultures/lifestyles. A sales force of community residents and satisfied visitors will very effectively promote N.W.T. tourism.

Sub-objective: to increase the awareness among community residents of the opportunities, benefits and costs potentially associated with tourism.

9.1 Explorers' Guide BookObjectives

1. To provide accurate, up-to-date information on the N.W.T. to visitors and potential visitors.
2. To provide detailed background information to enhance the visitors' appreciation of the Northwest Territories.

Implementation Strategy

1. Production of factual listings and descriptions of the N.W.T. communities, transportation services, hotels, motels, lodges, outfitters and tours, to inform prospective visitors of N.W.T. services, facilities, vacation products, etc.
2. TIANWT (if interested) to submit proposal for producing the guide book on a contract basis.
3. Adjust as appropriate the format and content of the existing Explorers' Guide when a "lure" brochure (program 10.2) and "pre-trip orientation" brochure (program 9.5) are available. These brochures should result in the need for producing fewer Guides (only a lure brochure or a pre-trip orientation brochure might be required to answer an inquiry in some instances), and a guide book which serves a more specialized and narrow purpose (i.e., primarily a listing and description of the available tourism related services, attractions and products).
4. Consider selling ads in the guide book to help offset the costs of producing the book in colour.

Program Activities

1. **Production of an annual factual guide** book (currently the Explorers' Guide).
2. Distribution of the guide **book with a map to consumers in response to written inquiries** for information.
3. Distribution of the guide book to visitors via auto associations, visitor centres, etc., as an aid to visitors' enjoyment and experience of **N.W.T.** travel.

Measurement of Effectiveness

Analysis of coupons returned by guide **book** "users".

Focus group comparisons **with** other guide **books**.

Maintenance of records concerning the distribution of the guide book.

Program Delivery

government and/or Travel Industry Association, **N.W.T.**
would have production responsibility

government to fund production of the guide book.

9.2

Explorers' MapObjective

To provide an accurate travel map of the Northwest Territories for use by the traveling public, and for trip planning by potential visitors.

Program Activities

1. Production of a four **colour** fold-out map: one side with the **entire N.W.T.**, the **other** side concentrating on the highway network and **communities**.
2. Distribution of the map, with the guide and/or lure brochure in response to written inquiries.
3. Distribution of the map in bulk via auto associations, visitor centres, Canadian Government Office of Tourism, Canada West partners (provincial/territorial tourism offices of Alberta, British Columbia and Yukon) etc.

Measurement of Effectiveness

Maintenance of records concerning the distribution of the map.

Focus group comparisons with competitive state and provincial maps.

Program Delivery

government

funding would be a government responsibility.

9.3

Special Interest PamphletsObjective

To provide special information pamphlets to meet specific travel needs.

Program Activities

1. Production of new, low cost, long life special interest travel counseling information pamphlets, to assist in responding to frequent "special interest" requests. Priority will be placed on designing/producing specific pamphlets concerning: rock hounding; the **Liard loop drive; bird watching; canoe/hiking trails; the Dempster Highway; sport fishing; and budget travel.**
2. Maintenance of stocks of well used special interest pamphlets.
3. Distribution of the special interest pamphlets in response to specific visitor inquiries.

Measurement of Effectiveness

Analysis of the demand for different types of information.

Record of the distribution of pamphlets.

Program Delivery

government

funding would be a government responsibility.

9*4

Awareness of Tourism**Objectives**

1. To work with travel associations in developing a greater understanding in all interested **N.W.T. communities** of the opportunities, benefits and costs potentially associated with tourism.
2. To foster positive attitudes by residents towards tourists, as well as encouraging understanding and respect between **N.W.T. residents and tourists**.

Implementation Strategy

1. In conjunction with the travel associations, develop guidelines to ensure co-ordination of travel association and government "awareness program" activities.
2. This program will often be carried out in conjunction with the Planning Assistance Program (Appendix A 3.1).

Program Activities

1. **Consistent with the program guidelines, design and production of audio-visual programs, brochures, etc., for use across the N.W.T.** when informing **communities** of the opportunities, benefits and costs potentially associated with tourism development.
2. The availability of tourism awareness related brochures, audio-visual programs, guest speakers, etc., would be promoted across the **N.W.T.**
3. Government representatives and/or travel association representatives, would meet with interested community groups on request to discuss tourism.
4. Government to **provide** funds to assist travel associations in implementing their own awareness programs.

Measurement of Effectiveness

number of awareness seminars held, especially those sponsored by travel associations

number of awareness aids produced

evidence of **community** awareness, as seen by tourist feedback on attitudes and **service**.

Program Delivery

Shared government/travel association responsibility for the design of program implementation guidelines.

Government responsibility for the design and production of the standardized "awareness" audio-visual programs, brochures, etc.

A shared travel association/government responsibility for program implementation.

Some funding to be provided by government to the travel associations, to assist in offsetting their costs in implementing their programs.

9.5

Pre-Trip Orientation BrochureObjectives

1. To **contribute to the tourists' enjoyment of their Northwest Territories visits.**
2. To **provide visitors with accurate information about the availability, likely cost, level and quality of services prior to their arrival.**
3. To minimize unwanted social impacts, by creating an understanding in visitors of the unique aspects of the **N.W.T.** lifestyles, heritage and aspirations.

Program Activities

1. Design and production of a **pre-trip** orientation booklet for visitors on the "do's" and "**don'ts**" of travel in the **N.W.T.** (eg. Don't take people's picture without asking; Do try to meet "Northerners"). The booklet will stress information and actions which tourists can take to improve the quality of their visit.
2. Distribution of information via travel associations, airlines, lodges, hotels, tour operators, etc.
3. Design of posters and signs for particular problems.

Measurement of Effectiveness

The success of this program would be measured through comparing visitor **pre-trip** expectations with their actual experiences.

Program Delivery

government and/or the travel associations

funding would be a government responsibility.

9.6

Highway and Community Information ServicesObjectives

1. To make information available to Northwest Territories highway travelers, at the border, of road conditions, attractions, events, available services, etc.
2. To enable travel associations to assist the communities in informing their visitors on arrival, of local attractions, events, the availability of services, etc.

Implementation Strategy

Requests for travel association supported proposals that would provide useful and cost-effective information services to visitors on arrival in communities.

Program Activities

1. The government **would operate and maintain information centres** on the **Mackenzie, Liard and Dempster highway** routes.
2. Government funding to zone travel associations would be **used to cover the direct costs associated with the design and implementation of community "information service" proposals** (e.g. construction of information booths, map displays, street signage, community pamphlets/brochures for distribution to hotel guests).

Measurement of Effectiveness

- Through the visitor surveys, the quality and utility of public information services would be monitored.

Program Delivery

- government, **for the highway border information centres.**
- travel associations, for **in-community** information programs.
- **government would fund the border information centres.**
- funding for **community** information booths would be shared by government and communities/travel associations.

9.7

Travel Counseling ServicesObjective

To **provide accurate and detailed travel information** to consumers, the travel trade, and the media.

Program Activities

1. Service of **travel inquiries received by TravelArctic by telephone and mail. Both government and private sector literature** would be provided.
2. Referral of specific requests for more detailed local information to the appropriate zone travel association offices.
3. Maintenance of a current factual and relevant information file and retrieval system.
4. Provision of information and contacts for developers of group travel.
5. Control of stocks of **N.W.T.** travel literature from all sources, and maintenance of adequate supplies to fulfill requests.
6. Assistance to editors and writers engaged in writing travel books and articles.

Measurement of Effectiveness

1. Maintenance of a record of all inquiries received and serviced.

Program Delivery

government

funding would be a government responsibility.

9.8 Information/Reservation Systems

Introduction

Automated government supported information/reservation services are available to the trade and consumer **in many regions (particularly internationally). Business is shifting to those destinations which offer** such services. These systems provide a full range of information (weather, places to go, costs, convention facilities, things to do, transportations facilities, etc.) and booking services (a day at an event, meals at a restaurant, lodging, guided trips, campsites, seat on a bus, etc.). In the near future, such systems **will be a pre-requisite** to a continued healthy and growing tourism sector.

Such information/reservation systems have substantially increased: visitor trip satisfaction (take the worry out of traveling); visitation levels; visitor length of stay (**you are more likely to participate, if you are aware of the opportunities**); and visitor expenditures (the more you do, the more you spend). **N.W.T.** operators, if the system was connected to a national system, would have an inexpensive and effective means for directly listing and selling their products in the international and national retail/wholesale marketplace.

Objectives

1. To enable consumers and the trade to conveniently find out about, and reserve all tourist-related services based in **N.W.T. communities.**
2. To facilitate advance sales of **N.W.T.** tourist offerings to consumers and the trade.

Implementation Strategy

1. Set out, in conjunction with industry, specific objectives for a government supported information/reservation system.
2. When designing an appropriate **N.W.T.** system, consider the potential utility and feasibility of adopting one of the existing government supported (e.g. P.E.I., Nova Scotia) or a **private sector (Reservac II, Tel idon, Travel Canada)** information/reservation systems.

Program Activities

1. Existing information/reservation systems would be evaluated.
2. A system would be purchased or designed to fit the **N.W.T.** situation.
3. Information would be fed into the system and reservation agreements would be made with participating businesses.
4. The interchange of information/reservations would be carried out between suppliers and buyers of **N.W.T.** travel products.
5. The system would require an administration of fees and periodic updating of information.

Measurement of Effectiveness

- Monitoring the use of the system by consumers and entrepreneurs would provide an indication of the utility of the system.
- Monitoring visitor length of stay and visitor expenditure patterns, would provide an indication of the **value** of the system.

Program Delivery

- The government would have prime responsibility for system design.
- Industry would have prime responsibility for **operation** of the system.
- Government would have the entire funding **responsibility** for system design.
- For operation of the system, funding initially would be shared by government and tourism businesses. Over the longer term, the system should be self-supporting through collection of "booking fees".

SECTION X CONSUMER PROMOTION PROGRAMSObjective

To **stimulate desire** in appropriate consumer groups to purchase **community** based tourism products.

10.1

Creative ThemesObjectives

1. To develop a central **N.W.T.** theme, illustration guidelines, logo, and slogan to effectively convey the desired vacation image of the **N.W.T.** as a whole.
2. To develop creative and complementary themes, illustration guidelines, logo designs and slogans for the Six Arctics to effectively convey the desired images of these tourism destination zones and to match their respective types of products.

Program Activities

1. Carry out comparative market testing/analysis of the existing polar bear logo and "Explore Canada's Arctic" slogan with alternatives, to assist industry/government in selecting the most effective theme, illustration guidelines, logo and slogan for conveying the desired image for the **N.W.T.** as a whole.
2. Identification, in consultation with industry of alternative themes, illustration guidelines, logos, slogans which convey the desired image for the **N.W.T.** as a whole (e.g. community based tourism, modern services, amenable weather).
3. The design/layout of all government supported tourism promotion/information material dealing with the **N.W.T.** as a whole would be consistent with the approved theme, illustration guidelines, logos, and slogans.
4. Provision of funds to travel associations to assist them in identification of their markets, identification of their special products and design of marketing strategies to match markets and products.
5. Provision of funds to zone travel associations for use in designing and the market testing of complementary themes, illustration guidelines, logos and slogans for each of the Six Arctics.
6. The design/layout of all government supported tourism promotion/information material dealing with any of the Six Arctics would be consistent with the approved theme, illustration guidelines, logos and slogans for the Six Arctics.

Measurement of Effectiveness

The proposed market testing program which is incorporated in the design/selection of the logos, slogans, etc., will provide quantitative assessment of the program **effectiveness**.

After some use, public response to the new images would be gauged.

Program Delivery

Primarily government responsibility for the development and selection of an appropriate N.W.T. wide slogan, logo, etc.

Primarily the responsibility of the zone travel associations for the development and selection of appropriate strategy slogans, logos, etc., for each of the Six Arctics.

Funding for the N.W.T. wide theme would be a government responsibility only.

Funding for the strategies and identification of the themes for the Six Arctics would be provided by government to the zone travel associations.

10.2

N.W.T. Lure PublicationObjectives

1. To create awareness in consumers, of the **N.W.T.** as an **attractive travel destination.**
2. **To reduce the inefficient use of the Explorers' Guide** as a lure piece, by developing a less expensive, specialized brochure.

Program Activities

1. Design and production of a high quality brochure, which generates commitment in **consumers to travel to the N.W.T.**
2. Distribution of a high quality brochure to potential consumers. This piece will be designed to create **commitment** among top quality prospects to purchase **N.W.T.** travel products.
3. Use of direct mailings to distribute the brochures, consistent with the annual marketing plan.
4. Tabulations of reply cards would be utilized to provide information on: volume, geographic and demographic client information; northern geographic interest; product interest; and, travel modes.

Measurement of Effectiveness

- The brochures would be pre-tested for effectiveness at the design stage.

Program Delivery

government

funding would be a government responsibility.

10.3 Target Market AdvertisingObjectives

1. To stimulate public/trade interest **in N.W.T. travel.**
2. To encourage **written inquiries about editorial material** that appears in selected publications.

Note: **It** is unlikely that the government magazine advertising budget would be sufficient to achieve a satisfactory level of market penetration.

Program Activities

1. **Solicitation of private operator/travel association proposals** for co-operative print advertising.
2. Meet with travel associations annually, to jointly establish advertising plans.
3. Purchase of ad space (including reply coupons), primarily in those magazine editions which include **N.W.T. travel features** and which reach our markets.
4. **G.N.W.T** funding priorities for this program include: **G.N.W.T.** ads place in co-operation with Canadian Government office of Tourism or the Yukon Government or the provincial governments; and, **G.N.W.T.** ads co-funded with private operators and travel associations, for placement in magazines carrying **N.W.T. travel features.**

Measurement of Effectiveness

Comparison of ad dollars with consumer replies.

Program Delivery

Shared industry- government responsibility.

Funding would be shared by government with travel associations or individual operators.

10.4

Direct Mail MarketingObjectives

1. To create interest in key market groups and supply new information to proven markets.
2. To **maintain interest among these prospects with direct mailings.**

Program Activities

1. Maintenance of retrievable multi-indexed mailing lists of travel prospects, serious inquiries and previous visitors.
2. Seek referrals from visitors, the travel trade and other agencies **for subsequent direct mail promotions.**
3. Engagement in direct mail promotion programs using **TravelArctic** and other agency (i.e. Canadian Government Office of Tourism) lists.
4. **TravelArctic** would prepare lists of addressees or labels for tourism operators on request. These would be selected for appropriate interest and demographics.

Measurement of Effectiveness

A sample of those mailing would be surveyed after the vacation period, to determine the number of people who came to the **N.W.T.**

Program Delivery

government, travel associations and businesses

funding for system design, system maintenance and the production of address labels and would be a government responsibility.

travel associations and businesses would be responsible for the postage and supply of letters, and brochures for their own direct mail campaigns.

10.5

Feature Travel ReleasesObjective

To **provide a variety of feature articles addressed to specific identified markets to encourage editorial coverage** in newspapers and magazines.

Program Activities

1. Provision of funds to support the production and distribution of government, zone travel associations' and writers' feature releases.
2. Ideas for feature stories would be solicited from tourism businesses by zone travel associations.
3. Encouragement of the wider use of releases by media by issuing black and white photos with releases.
4. **Releases would be distributed to large publications to generate interest in their staff writers to come and cover N.W.T. events and attractions.**
5. **Distribution of releases to medium sized publications in our market areas.**

Measurement of Effectiveness

Clipping service to measure "pick-up".

Program Delivery

government.

funding would be a government responsibility and would be minimal.

10.6

Sport and Travel Shows**Objective**

To make personal promotion appearances in **our prime market areas**, in order to present an image and provide information about the **N.W.T.** as a desirable travel destination.

Program Activities

1. Through discussions with industry and in accordance with the annual marketing plans, select shows to be attended.
2. Creation of displays to support our operators, and to encourage information requests.
3. Provision of funds to travel associations so that they can build their own booths/displays for **their use** at shows.
4. Attendance at sport and travel **shows in our target market areas and southern gateway cities.**
5. **Identification of whether government, government/industry or just industry should attend shows through discussions with industry representatives.**
6. **Government of the Northwest Territories to stage receptions in conjunction with the shows for outdoor writers, travel trade.**
7. **Carry out other promotional activities complementary to sport shows (e.g. radio interviews).**

Measurement of Effectiveness

The success of these direct consumer contacts would be measured by inquiries generated. A portion of these would be later surveyed to determine how many actually came to the Northwest Territories.

Program Delivery

primarily government

government to provide funds to assist travel associations in attending selected sport shows.

government to provide funds to assist travel associations in constructing their own exhibits.

10.7

Ambassadors for the Northwest TerritoriesObjective

To promote the Northwest Territories by association with highly creditable public figures.

Implementation Strategy

The success of this program would depend on the willingness of prominent Northwest Territories residents and ex-residents to act as ambassadors for the Northwest Territories without any financial reward.

Program Activities

1. A select member of prominent Northwest Territories residents and **former Northwest Territories residents now** living in Southern Canada would be approached and offered **official** appointments as "ambassadors" for the Northwest Territories.
2. The ambassadors would be expected, as convenient, to lend their names and voices through public appearances at various events and **public** happenings in Southern Canada and internationally that feature the Northwest Territories.
3. The ambassadors **would** be supplied with a **full** range of Northwest Territories promotional material, brochures, flags, buttons, etc..
4. The Government would aid the ambassadors' efforts and reward them to an extent by arranging invitations to prestigious functions, and by providing travel assistance.

Measurement of Effectiveness

amount of media coverage of ambassador assisted functions.

number of inquiries generated by ambassador assisted functions.

Program Delivery

government would appoint and co-ordinate the appearances of ambassadors upon the advice of travel associations.

Funding would be a government responsibility.

10.8

Cultural PresentationsObjectives

1. To improve consumer and the trade awareness of our rich cultural heritage.
2. To employ selected Northwest Territories cultural activities as tourist attractions.

Program Activities

1. Maintenance of an inventory of, and arrangement of contracts with, Northwest Territories residents who would perform/demonstrate interesting skills (drum dancing, carving, moose tufting, northern games, etc.), at conventions, trade shows, sport shows, etc.
- 2* Identification and arrangement of contracts with native people who would work at trade shows, etc., to publicly speak and respond to questions about the variety of cultures **which exist across the Northwest Territories.**
3. Design and production of static displays for use at trade shows, etc., to portray our cultural heritage. Northwest Territories businessmen would be encouraged to take these displays to southern business meetings.
4. Make full use of all free media coverage to actively promote the performances/speakers.

Measurement of Effectiveness

the number of demonstrators/speakers maintained in the inventory.

number of demonstrations/speaking performances undertaken in Southern Canada.

number of times displays are set up at southern business meetings.

public reaction to the demonstrations, speaking performances and displays.

Program Delivery

government and/or travel associations

funding would be shared by government and travel associations.

10.9

Promotion/Presentation ItemsObjectives

1. To provide souvenir and display items to foster word of mouth advertising.
2. To provide limited quantities of items to the private sector, on a cost recovery basis, which they can use to support their promotions.

Program Activities

1. Design and production of a series of posters depicting tourism destinations zones, travel products, outdoor activities, and experiences.
2. Design and production of decals, pins, certificates, coasters, napkins, matches etc., to **promote an awareness** of Northwest Territories travel opportunities and consumer programs.
3. Design and production of merchandising/business aids to support Government of the Northwest Territories travel trade activities and community events.
4. In response to legitimate requests, provision of souvenir and display items to visitors and to Northwest Territories delegates to functions in the south.
5. On a **cost recovery basis, provision of promotional/presentation items** to Northwest Territories tourism businesses for their use.

Measurement of Effectiveness

Monitor of the numbers, use and geographic distribution of our promotional items.

Program Delivery

government, to design, produce and distribute the items.

travel associations to share in the distribution.

funding for design and production would be a government responsibility.

travel associations and businesses would distribute on the basis of purchase.

10• 10

Traveling ExhibitsObjective

To display material to consumers and to the trade which will present an image of the Northwest Territories as a desirable travel destination.

Program Activities

1. Production and provision of traveling exhibits, including audio-visual presentations for public display.
2. **N.W.T.** residents, government employees, and travel industry members would be encouraged to make use of the exhibits when traveling south.
3. Arrangement for the exhibition of displays in our gateway cities for our prime market areas during conventions, meetings, and conferences.
4. Displays would be shipped on request to exhibitions or **special events, where" government employees and Northwest Territories residents were not in attendance.**

Measurement of Effectiveness

number of times exhibits are requested and put to use.

number of inquiries generated by the exhibits.

Program Delivery

government, industry and travel associations.

funding would be a government responsibility.

10.11

Audi o-Vi s u a l L i b r a r yObj e c t i v e s

1. To provide high quality photographic records of current tourist attractions, activities, and destinations across the Northwest Territories. The photography would be used **in advertising, publications, slide and tape shows, special projects, feature releases and by the travel trade and media** for the promotion of Northwest Territories tourism.
2. To provide innovative and imaginative audio visual presentations depicting various aspects of Northwest Territories tourism products and activities.

Program Act i v i t i e s

1. The photographic collection **would** be kept up-to-date by organizing photographic sessions across the Northwest Territories, based on approved marketing strategies.
2. Zone travel associations would be requested to help in **co-ordinating** shooting schedules and in assisting with logistical support. Jointly funded shoots with Canadian Government Office of Tourism would be undertaken annually.
3. While general coverage in most zones would continue, more emphasis would be placed on specific activities and attractions such as destination points and packaged products.
4. Photographs would **be** loaned to travel associations and businesses for use in producing their brochures, posters, audio-visual shows, etc.
5. Technical assistance **would be** made available, on request, to industry and travel associations-to assist them in developing their own audio-visual sales aids.

Measurement Of Effectiveness

Photographic and audio-visual services performance would **be** measured and evaluated by their *use* in the marketplace.

Program Del i v e r y

government

funding would be a government responsibility.

10.12

Travel Promotion FilmObjective

To produce for general public and trade audiences an up-to-date promotional travel film which projects the images, products, and experiences available **in the Northwest Territories.**

Implementation Strategy

1. **Canadian Government Office of Tourism (C. G. O. T.) participation in formulating the technical terms of reference for producing the film (e.g. length, technical quality).**
2. **Negotiation with C.G.O.T.** for Federal /Territorial shared funding of film prints and translation.

Program Activities

1. **Government** would have the film produced, by contract.
2. Contract with the National Film Board (Canadian Travel Film Program), for the distribution of the film through their 'network of offices across Canada, the U.S. and Europe.
3. Copies would be loaned or sold to Northwest Territories tourism businesses to assist them in promoting their products at film nights.
4. Issue of news releases on the film's "in progress" production, alluding to the "Premier".
5. Staging of a simultaneous "Premier" screening of the film on the same evening in **Yellowknife**, Ottawa, and Edmonton. Guests would be predominantly trade (travel influencers), the media, **C.G.O.T.**, and **N.F.B.**

Measurement of Effectiveness

The **N.F.B.**'s computerized information system would provide use data including audience type, number of viewings by national regions, and use by media.

Program Delivery

government and the travel associations.
funding would a government responsibility.

10.13

Travel Feature Television ClipsObjectives

To create background awareness of the Northwest Territories among audiences and to prepare them for further Northwest Territories promotions.

Implementation Strategy

1. **Government/industry steering committees to direct production of film clips.**
2. Select themes that reflect the **immense** variety of the Northwest Territories travel experiences, and that are consistent with the approved marketing strategy.

Program Activities

1. The production of ten, twenty-second and fifty eight-second, television film clips featuring Northwest Territories travel experiences ("N.W.T. Minute").
2. Government would have the film clips produced, as a part of the promotion film contract (program 10.12).
3. Promotion and distribution of the film clips for free T.V. broadcast and cable use in Canada, the Northwest Territories and U.S.A.

Measurement of Effectiveness

Monitor of the frequency of use of the T.V. "Clips".

Program Delivery

government

funding would be a government responsibility.

SECTION XI TRADE PROMOTIONS PROGRAMSObjective

To **increase the awareness of the Northwest Territories tourism offerings among travel agents, tour operators and meeting organizers.**

11.1 Travel Trade ManualObjective

To **provide accurate, up-to-date information, re prices and commissions of the Northwest Territories products,** to help the travel trade make bookings.

Program Activities

1. Production of a travel trade manual (possibly a supplement to the Explorers' Guide) listing: price; **commissions and other relevant travel data on Northwest Territories hotels; motels and lodges; outfitters; package tours; conference facilities; etc.,**
2. Distribution of the manual to the travel trade, consistent with the approved marketing plan.

Measurement of Effectiveness

- An analysis of those returned and completed reply cards, which are included in the manual, would indicate the agencies' use of the manual.

Program Delivery

government

government to provide funding.

11.2 Travel Agent Market Places

Objective

To reinforce the Northwest Territories' presence in the retail market place and increase travel agent interest in marketing Northwest Territories travel-products.

Program Activities

1. Government and travel associations would meet annually to set priorities (consistent with approved annual marketing plans) for attendance at retail travel agent gatherings in key market areas. These meetings are organized to allow retail travel agents in a given city to meet tour operators, airlines and government tourism officers.
2. Government officers and travel associations representatives would attend these meetings to impart information about existing facilities and tours to retail agents.
3. Key meetings are the American Society of Travel Agents (Canadian Chapter) annual meeting and the Canadian Government Office-of Tourism organized "Consortia" in several Canadian cities.

Measurement of Effectiveness

The number of tourist visitors generated by retail agents.

The awareness of the Northwest Territories exhibited by retail agents.

Program Delivery

government and travel associations.

funding would be shared by government and travel associations.

11.3

Travel Trade Market PlacesObjectives

1. **To increase the number of Northwest Territories tour packages in the international market.**
2. To increase the awareness of the Northwest Territories as a tourism destination among international tour operators and wholesalers.
3. To keep abreast of international market demands.
4. To facilitate the sale of existing Northwest Territories offerings to international buyers.

Program Activities

1. Attendance at Rendezvous Canada, ITB Berlin, and other wholesale travel trade market places. At each marketplace our suppliers can meet with buyers to negotiate actual sales/purchases.
2. Analysis of the package tour components being sold by Canadian sellers at Rendezvous Canada and other market places. Provision of product identification and market demand analysis to regional Government of the Northwest Territories Tourism Officers and the zone travel associations.
3. Co-ordination of government attendance with that of the Northwest Territories tourism businesses.

Measurement of Effectiveness

Number of new tours to the Northwest Territories set up.

Awareness of the Northwest Territories exhibited by wholesalers and tour operators.

Program Delivery

government, travel associations and tourism businesses.

funding would be shared by government, travel associations and tourism businesses.

11.4

Travel Trade Familiarization TripsObjectives

1. **To increase the exposure of Northwest Territories travel products by sponsoring high calibre travel writers, freelance journalists, filmmakers and Canadian Government Office of Tourism staff writers to report on the Northwest Territories as a desirable holiday destination.**
2. **To familiarize travel trade members with existing offerings in Northwest Territories.**

Program Activities

1. Invitation of media representatives, freelance journalists and Canadian Government Office of Tourism staff writers, who write for publications read by our target markets, to travel in the Northwest Territories.
2. Support of the travel of selected travel members who are designing/offering Northwest Territories packages. Tour itineraries would highlight those services, facilities, events, and attractions in communities and regions that would ensure favorable media exposure.

Measurement of Effectiveness

Calculation of dollar values of published stories would measure the value of this program.

Program Delivery

government and/or travel associations.

funding would be an responsibility of the government or travel associations, or shared.

11.5

Meetings and ConventionsObjectives

1. **To increase the number of business meetings and small conventions held in the Northwest Territories.**
2. To link meetings and conventions with tourism activities and packages.

Implementation Strategy

Inventory of existing facilities and services available for use for business meetings and small conventions.

Program Activities

1. Supply of contacts, technical assistance and funding to municipalities and zone travel associations for developing and implementing promotional programs directed at "meeting influencers".
2. Supply of displays, travel films, slide shows, and promotional items **for use by municipalities and travel associations.**
3. Production and distribution of publications which list available meeting facilities, services and related tourism opportunities.

Measurement of Effectiveness

- Monitor, through the business and visitor surveys, the number of business meetings and small conventions held annually.

Program Delivery

government in 1984, and primarily travel associations thereafter.

funding would be shared by government and travel associations.

11.6

Canada West/NorthObjective

To **create an awareness** of the Northwest Territories, and to market the Northwest Territories as part of a wider Canadian vacation destination.

Implementation Strategy

Participate in co-operative or complementary **promotion** campaigns with **other provincial or Territorial governments to create awareness of the NWT as a vacation destination among international** tour operators and wholesalers.

Program Activities

Establish liaison with other provincial groupings (i.e. Ontario, Heartland Canada etc.) for co-operative promotion projects.

Measurement of Effectiveness

Number of tourist visitors from target market areas.

Program Delivery**government**

funding would be government responsibility.

SECTION XII ASSISTANCE FOR INDUSTRY PROMOTIONS PROGRAMSObjective

To assist **community** based tourism businesses with their consumer promotions and promotion to the travel trade.

Sub-Objective

To assist **community** based tourism businesses in capturing a share **of** previously untapped promising markets, and lengthening the season of their operations.

12.1

Marketing Skills For Tourism OperatorsObjective

To upgrade marketing skills among community based tourism businesses.

Program Activities

1. Prepare "how-to" marketing handbooks for use by **community** based businesses.

An illustrated kit would be tailored for operators in each region. These would contain market analysis data, samples of effective promotions, applicable case histories, etc.

2. Workshops would be conducted by marketing professionals using the kits, slide presentations, etc., Participants would work out sample strategies.
3. On request, Northwest Territories resident operated and owned businesses would be assisted in drafting their individual short and long term marketing plans.

Measurement of Effectiveness

Number of businessmen participating in workshops

Evident marketing successes of Northwest Territories businessmen

Program Delivery

Primarily government.

funding would be a government responsibility.

12.2

Co-operative PromotionsObjective

To **enable tourism associations to assist communities and private entrepreneurs to further** promote their tourism products.

Implementation Strategy

Suggested funding priorities for this program are for **regional-wide promotions and co-operative ads to promote complimentary** services provided by groups of small owner operated businesses.

Program Activities

1. On an annual basis, request tourism association supported proposals for co-operative promotions.
2. Funding would be used to cover those direct costs of **community** and private projects that implement approved marketing plans (e.g., travel to sport shows, sport show booth rentals, printing/distribution of brochures, magazine ads.)

Measurement of Effectiveness

- Monitoring of industry dollars used for promotions
- conversion studies.

Program Delivery

tourism associations.

Funding would be shared by government and tourism associations.

12.3

Promotion of Package ToursObjectives

1. To increase the number of Northwest Territories tour products in the national market.
2. To support the promotion of existing Northwest Territories tours, which enjoy the support of their host communities.

Implementation Strategy

Tour operators should make their requests for support directly to government. All requests should be supported by the appropriate zone travel associations.

Program Activities

1. **Staging of joint travelog evenings with tour operators in strategic target market cities.**
2. **In the travelog presentation the government would show its travel films, provide literature and information and give a talk on the overall Northwest Territories vacation experiences.** The tour operators would carry out similar activities for his own products; and he could go on to solicit actual business.
3. The same arrangement could include a promotional presentation by a zone travel association and tour operator.

Measurement of Effectiveness

number of **travelog** evenings held
 number of attendees at **travelog** evenings
 number of subsequent inquiries
 number of bookings made by tour operators.

Program Delivery

government and travel associations
 funding would be shared by government and travel associations.

12.4

Promotion of Resident TravelIntroduction

This program is designed to entice Northwest Territories residents to holiday at home, and to capitalize on the fact that a significant **reason for recreational travel to the Northwest Territories is to visit with friends and relatives. N.W.T. residents**, as well as southerners should be made aware of the kaleidoscope of interesting recreational opportunities in the Northwest Territories.

"Instead of going out to visit your relatives this year, invite them to spend their holiday with you; enjoy a northern adventure together - Holiday at Home".

Objectives

1. To **increase the number of Northwest Territories residents that vacation in the Northwest Territories.**
2. To **minimize the travel deficit in the Northwest Territories tourism industry.**
3. To **increase the exposure and knowledge of the Northwest Territories' travel plant and products to Northwest Territories residents.**
4. To **increase the awareness of the positive social and economic effects of Northwest Territories residents vacationing at home.**
5. To **enable the industry associations to assist private entrepreneurs in developing/promoting products designed for "residents" and "friends and relative" markets.**

Implementation Strategy

1. In conjunction with industry, preparation of a specific marketing campaign and establishment of program implementation guidelines.
2. Placement of particular emphasis on Big River Country and Northern Frontier Country, as these are the two highway serviced regions; and, they contain the largest populations and widest variety of products.

Program Activities

1. Support for the industry in designing medium priced packages for, and promoted to, Northwest Territories residents.
2. Posters, newspaper advertisements, travel features by northern writers, radio spots, Anik Info T.V. spots, and direct mailing of "Holiday at Home" material would be targeted to residents, as per the established marketing campaign.

3. **Provision of funding** for travel association activities which are consistent with the marketing campaign, and which identify and promote products attractive to residents and friends/relatives of residents.

Measurement of Effectiveness

- . **A component of the market research program includes the surveying of resident vacation patterns. Trends and changes would be monitored and measured through that program.**

Program Delivery

- . Shared industry/government responsibility for designing the marketing campaign and establishing program implementation guidelines.
- travel associations would have prime responsibility for program delivery.
- funding would be shared by government and zone travel associations.

12.5

Business Travelers as TouristsIntroduction

There is presently more business travel than recreational tourism travel in the Northwest Territories. This program is designed to capitalize on that fact.

Northwest Territories tourism businesses, communities, chambers of commerce and travel associations should be encouraged to promote tourism products and activities that business travelers desire, have the time for, or will make time for - under the slogan "You Can Mix Business with Pleasure".

Objectives

1. To maximize the economic benefits of business travel to the Northwest Territories by encouraging businessmen to stay longer and participate as tourists.
2. To **thoroughly acquaint the business traveller with the tourism/recreational opportunities available in the Northwest Territories.**
3. To thoroughly acquaint southerners working on a rotational basis in the Northwest Territories (eg. mega project workers), with the tourism/recreational opportunities available in the Northwest Territories.
4. To enable travel associations to assist private entrepreneurs in developing/promoting products designed **for "businessmen" and rotational worker" markets.**

Program Activities

1. Analysis of the recreational demands of business travelers and rotational workers.
2. **In conjunction with industry, design of a campaign directed at business travelers and rotational workers to induce them to stay longer and/or sample some Northwest Territories tourism products. Co-operation with the employers and employee associations of rotational workers to permit the promotion of Northwest Territories vacations, at the places of work.**

3. **Airlines, hotels, motels, and eating and drinking places are all facilities** used by business travelers. Promotion to the business market would be directed to business travelers at those facilities.
4. Provision of funds for travel association activities consistent with the approved marketing strategy, to promote to and develop packages for, business travelers and rotational workers.

Measurement of Effectiveness

- Revenues accrued from business and worker travel would be measurable through the government travel survey.

Program Delivery

- Shared industry/government responsibility for designing the marketing campaign and establishing program implementation guidelines.
- Travel associations would have prime responsibility for program delivery.
- Funding would be shared by government and travel associations.

12.6

Promotion of **Community** Attractions and EventsObjectives

1. To encourage visitors to visit the smaller, less visited **communities** of the Northwest Territories; and, to encourage visitors to stay longer in the Northwest Territories.
2. To enable the travel associations to assist communities and **community** based operators to identify and promote facilities, *services* and attractions within our communities that would attract, hold and satisfy business and tourist travelers.

Program Activities

1. Request for travel association supported proposals that would promote attractions located within member **communities**: museums, crafts shops, local arts displays, industrial tours, libraries, historic walks, local foods, and municipal parks - under the slogan of "Lots to Do". Priority should be placed on those smaller communities, which have the potential to make better use of existing facilities.
2. Funding would be used to cover direct costs for any project **that** specifically promotes **community** attractions and events (eg. brochure production, advertising of events, posters).

Measurement of Effectiveness

- Measurement of visitor expenditures and length of stay prior to and following implementation of the program in **communities**.

Program Delivery

travel associations and community organizations.

funding will be shared by government, zone travel associations and/or communities.

12.7

Promotion of Shoulder Season Travel**Objective**

To assist travel associations and/or community based businesses to channel tourist traffic into the shoulder seasons.

Program Activities

1. Request for travel association proposals that would promote winter and spring season tourism offerings - under slogans such as "Spring Into Marketing".
2. Program priorities should include promotions for existing under-utilized offerings and new tourism offerings.
3. Funding would be used to cover the costs associated with the design and implementation of projects that specifically promote shoulder season travel (eg. brochures, posters, audio-visual show).

Measurement of Effectiveness

number of tourism offerings (tours, events, etc.) staged in the shoulder seasons.

number of tourist visitors during shoulder seasons.

Program Delivery

- travel associations, businesses and/or community organizations.
- funding will be shared by government, travel associations and businesses.

12.8

New Markets - New PromotionsObjectives

1. To enable travel associations to assist/encourage **community based tourism businesses to re-vitalize their marketing plans, and reach new markets.**
2. To increase the national and international exposure of the wide variety of Northwest Territories offerings.

Program Activities

1. Request for travel association supported proposals that would:
 - promote existing products to new demographic and geographic markets;
 - encourage the design and implementation of innovative promotional schemes;
 - promote new products, particularly "specialty" offerings.
2. **Funding would be** used to cover the costs associated with the design and implementation of innovative marketing projects that are aimed at new markets (geographic market groups and demographic market groups).

Measurement of Effectiveness

number of new products offered.

number of new promotion programs implemented.

number of inquiries and visitors responding to the new products and promotions.

Program Delivery

travel associations,

funding would be shared by government and travel associations.