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**Keewatin Destination Zone, Tourism
Development And Marketing Strategy -
Implementation Plan
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Government of the Northwest Territories
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E. Yaxley

IMPLEMENTATION PLAN

KEEWATIN DESTINATION ZONE

TOURISM DEVELOPMENT AND

MARKETING STRATEGY

Prepared for:

THE **KEEWATIN** CHAMBER OF COMMERCE

Prepared by:

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PART I - IMPLEMENTATION PLAN FOR TOURISM DEVELOPMENT IN THE **KEEWATIN** REGION

1. INTRODUCTION

1.1 **The Keewatin Tourism Study Was Initiated**
By **The Keewatin** Chamber of Commerce

The Keewatin Region, lying at the geographic **centre** of Canada, is comprised of close to one half million square kilometres of tundra and coastal landscape. The seven permanent communities found in the Keewatin are home to approximately 10% of the Northwest Territories total population. Community residents are predominantly **Inuit** who rely on hunting and fishing, the arts and crafts industry, the public sector and numerous small businesses for their livelihood. However, lack of employment, **particularly** for young people, is becoming an increasingly serious problem in the Keewatin.

For some time now the Government of the Northwest Territories and the local business community have recognized the relatively undeveloped potential that the tourism industry offers to the economy of the Keewatin Region.

In an effort to identify the potential for tourism development in the **Keewatin** Region and outline an action strategy for tourism development, the Keewatin Chamber of Commerce initiated the Keewatin Destination Zone - Tourism Development and Marketing Strategy study. In **March**, 1984, the consulting firms Marshall **Macklin** Monaghan Limited and **Lutra** Associates were hired to undertake the study.

This Keewatin Tourism Study was funded under the Economic Development Agreement for the North west Territories and was directed by a Steering Committee composed of representatives from the Keewatin Chamber of Commerce (Chairman), the Keewatin Regional Council, the Keewatin **Inuit** Association and the Keewatin Wildlife Federation.

**1.2 The Main Objective of the Study was to Define
A Strategy For Future Tourism Development**

The major objective of the Keewatin Tourism Study was to identify and evaluate the tourism potential in the region, assess the market opportunities for Keewatin tourism products and define a tourism strategy to guide future tourism development throughout the region and in the individual communities.

The more specific objectives of the study were as follows:

- i) to increase the awareness of **Keewatin** residents and businesses regarding tourism and the nature of the tourism industry as well as the opportunities for their involvement in the tourism industry;
- ii) to assess the tourism opportunities and constraints in the communities and surrounding areas;
- iii) to describe the existing and potential tourism markets;
- iv) to define a tourism development and marketing strategy for the region which identifies roles and opportunities for each community;
- v) to develop an implementation program or action plan to direct the implementation of the regional strategy and the individual community plans; and
- vi) to assess the possible costs and benefits that would result from the implementation of the development and marketing strategies.

The overall intent was to develop an action oriented tourism development program or strategy which will provide:

- i) a means to maximize the region's tourism **potential**;
- ii) a guide for desirable tourism development for both the private and public sector; and
- iii) useful background information for investors, community residents and other interested groups.

1.3 **The Study Approach Was Divided Into A Number of Distinct Products**

In order to ensure that each of the study objectives are met, the work program was divided up into a number of distinct tasks or products. Each product consisted of a number of sub-tasks intended to identify individual work tasks involved in the study and their order of progression.

The eleven products or tasks are summarized below and the integration of the products is schematically illustrated in the following Figure 1.1- Framework for Preparation of a Keewatin Tourism Strategy.

Task 1: Startup Workshop and Background Data

The products of this task were as follows:

- o a clear understanding with respect to client and consultant responsibilities and participation throughout the study process; and
- o development of a “partner” working relationship with the Steering Committee.

Task 2: Funding Programs and Policy Framework

The intent of this task was to:

- o develop a clear understanding respecting the policy framework within which planning will take place; and
- o development of a working knowledge respecting criteria and directions of current funding programs.

Task 3: Community Awareness/Involvement Program

This task detailed a community involvement program designed to ensure credible and informed input from the community while creating an awareness of the benefits of well-planned, community-based tourism development.

**FRAMEWORK FOR THE PREPARATION OF A
TOURISM DEVELOPMENT AND MARKETING STRATEGY**

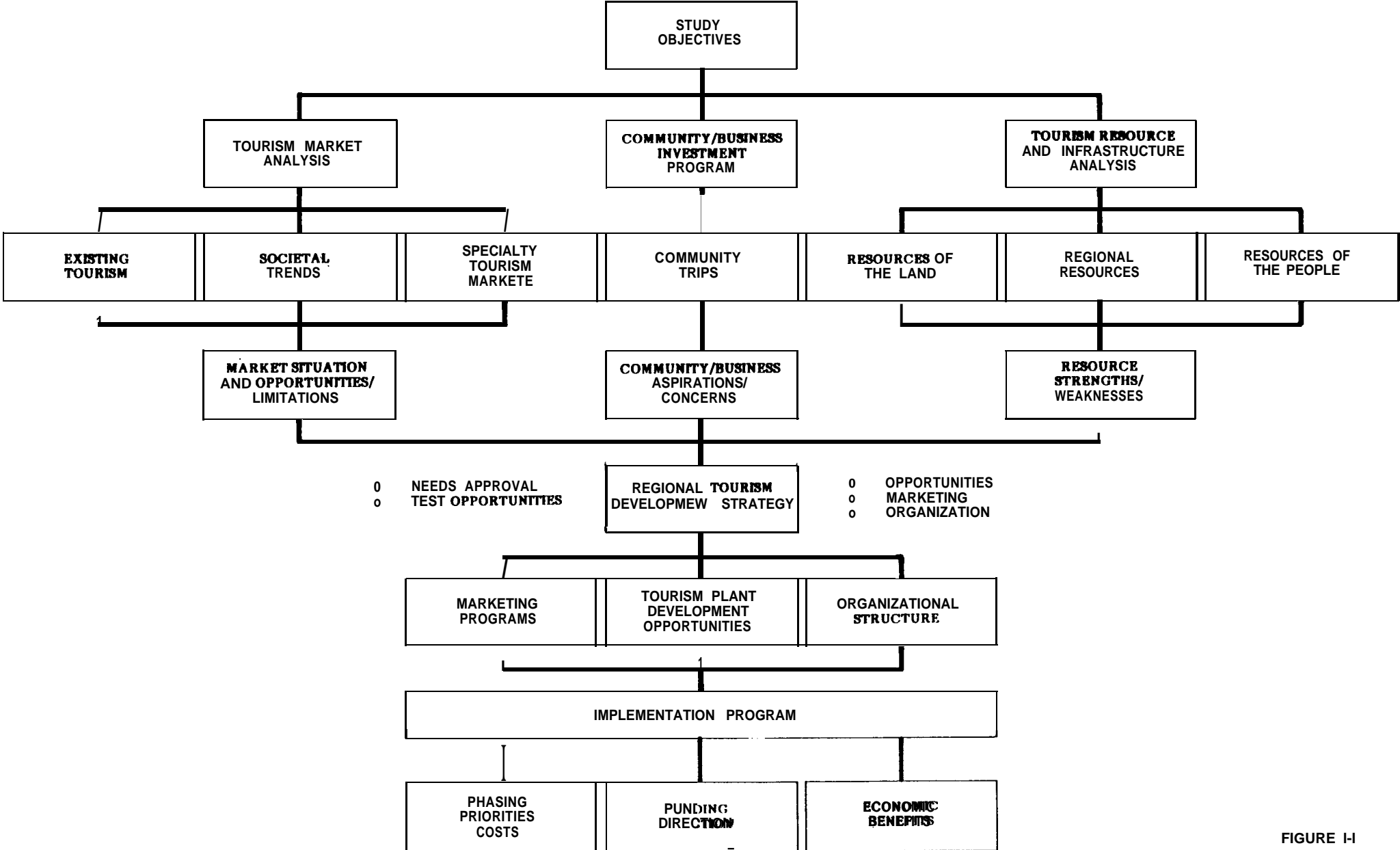


FIGURE I-I

Task 4: Educational/Training Activities of the Study

The intent of this task was to work with individuals in each community and introduce them to the tourism planning and development process.

Task 5: Evaluation of Regional/Community Tourism Resources and Assessment of Product Strengths and Weaknesses.

The products from this task included a detailed assessment of the strengths and weaknesses of community and hinterland related opportunities and identification of potential products for each of the primary seasons in light of physical constraints and existing services.

Task 6: Analysis of Target Market Product Requirements and Expectations

The intent of this task was to document the characteristics and volume of existing tourism visitation to the Keewatin region and to determine the growth, trends and expectations of new target markets which may be attracted to the region.

Task 7: Analysis and Application of Successful Promotion Strategies/Techniques

The product from this task was an inventory and evaluation of current, innovative marketing/promotional techniques applicable to the Keewatin region.

Task 8: Preparation of Regional and Community Development/Marketing Strategies.

This task resulted in the preparation of distinct regional and community tourism development and marketing strategies reflecting community and business aspirations, resource opportunities as well as community/operator ability to implement and control developments.

Task 9: Action Program for Implementation

For each community and the region as a whole an implementation program was developed outlining what development should take place, how much it will cost, who is responsible and when.

Task 10: Regional Marketing Guidelines

The intent of this task was to prepare overall marketing guidelines to facilitate the effective promotion of the Keewatin tourism products to the identified target markets.

Task 11: Economic Benefits of the Plan

The end product of this task was a definition of the overall economic benefits of tourism as well as a clear indication of the relative importance of tourism in creating employment and enterprise in the region.

1.4 **This** Report is Divided Into Two Parts

Part One - Chapters 1-8 inclusive - presents the components of the Tourism Development Strategy and Action Plan for Implementation.

Part Two - **Chapters** 1-4 - provides background analyses related to tourism resources, community involvement and tourism markets. Part Two should be regarded as a support document providing the context for the plan proper presented in Part One.

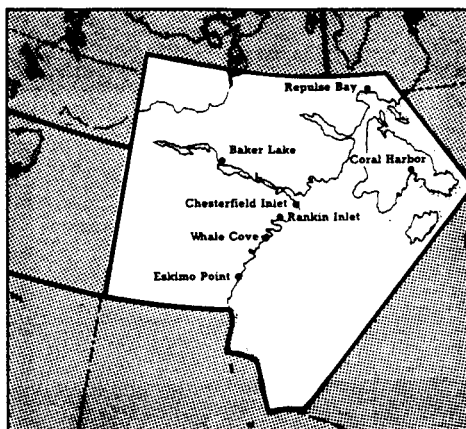
1.5 Regional Overview

The Keewatin Region represents one of the five Territorial Government administrative districts. Bounded on the west by the Fort Smith Region, the Keewatin Region lies almost entirely between the Arctic Circle to the north and the treeline to the south, and to the east forms the western shore of Hudson Bay.

The region is comprised of approximately 592 000 km² representing close to 18% of the Northwest Territories land-base. It is also of interest to note that the **Keewatin** Region lies at the **geographical centre** of **Canada**.

The seven communities which comprise the Keewatin Region are indicated on Drawing No.1. These seven communities are home for approximately 4327 people (1981 Census) of which approximately 86% are **Inuit**. This total population represents close to 10% of the Territorial population.

KEEWATIN REGIONAL CONTEXT
DRAWING I-1



PART I - CHAPTER 2

2. SUMMARY ANALYSIS OF TOURISM/RESOURCE STRENGTHS/WEAKNESSES AND OPPORTUNITIES

2.1 Introduction

The objective of the Keewatin tourism study was to examine the potential for community based tourism with the emphasis on concentrating economic benefits from tourism within specific communities. Due to the isolated nature of the Keewatin communities, community-based tourism offers the greatest potential benefits to northern residents. However, it was also the intent to identify regional or hinterland opportunities, particularly those that can provide economic benefits indirectly to the communities.

Thus the resource inventory and analysis was undertaken at two levels of detail. First, a regional analysis has identified the most significant resource characteristics of the region - those which present major opportunities or constraints to tourism development. To a large extent this phase of the analysis was completed using secondary data sources.

Second, a more detailed inventory and analysis was conducted for the community based resources including existing facilities. Information from secondary data sources was supplemented with a first hand knowledge of each community gained through four separate community visits and numerous trips out on the land.

2.2 Regional Characteristics

The Keewatin Region has a number of assets - both developed and undeveloped - in terms of its ability to attract tourists. These are described in some detail in Part II Chapter 2. However, the more significant resource strengths are as follows:

- o A variety of interesting wildlife species are accessible and visible in different areas of the Keewatin.
- o Although the overall scenic resources are not outstanding the Keewatin does have appeal as the tundra or barren land area.

- o There are several outstanding scenic resources including northern Southampton Island, Wager Bay, Lyon Inlet and the northeast corner of Coats Island.
- 0 The current image for the Keewatin is as a fishing destination.
- 0 There are a number of major rivers flowing through the region offering opportunities for canoeing and other river based activities.
- 0 The region is strategically well located with good travel connections to the east, west, north and south.
- 0 The contemporary **Inuit** culture with traces of the traditional culture is highly visible throughout the region.
- 0 There is a high degree of private sector business development particularly in the larger communities.
- 0 The regional resources portray a variety of historical themes ranging from Pre Contact **Inuit** history to the mining days in Rankin Inlet.
- 0 The region is close to and accessible from the established tourism destination, Churchill, Manitoba.
- 0 Long daylight hours in the summer are an asset.
- 0 There are a number of significant tourism destinations in the hinterland areas outside the communities including Wager Bay, **Thelon** Game Sanctuary, Coats Island, northern Southampton Island and the inland tundra (**Barrenlands**).

On the negative side there are some serious drawbacks in the ability of the Kee watin Region to attract tourists. These include:

- o The Keewatin **is** one of the coldest areas in the **N.W.T.** (considering wind chill factors), during the winter months.

- o Weather can be a major constraint to traveling with ice fog, fog, high winds and ice occurring at different times of the year. (The best time to travel from a tourism perspective is May and July).
- o The Keewatin lacks an image as a place to visit or a tourism destination; there is a general lack of awareness of the Keewatin in the south.
- o The present tourist information dissemination system is inadequate.
- o The existing tourism plant is not developed from a tourism perspective.
- o There is a lack of experienced manpower for future tourism developments.

2.3 **Community** Specific Tourism Resources

Community-based tourism is a term which describes a tourism industry focused on and around specific communities in an attempt to concentrate the economic benefits to the extent possible, in the communities. It is the policy of the Government of the Northwest Territories to encourage and support **community-**based tourism because of the remoteness and isolated nature of the Territorial communities.

In order to identify the potential tourism products for each community it was necessary for us to obtain a thorough knowledge of the resources of the land (natural resources) **around** each community and in the hinterland areas. This was accomplished through a comprehensive inventory process comprised of the following major steps.

- i) we undertook a review of all relevant secondary data sources including land use information maps, the **Inuit** Land Use and Occupancy Study and other reports.
- ii) a number of meetings were held with knowledgeable community groups, like the H. T. A., Hamlet Council and old people as well as other knowledgeable individuals in each community to identify the more interesting natural features and sites on maps.

- iii) trips were made out on the land in each of the communities, in **all** four seasons, to field check some of the resources. In addition to providing us with the necessary resource inventory, this process was intended to help create an awareness among local residents regarding the types of things tourists might like to see and do in the Keewatin.

The following sections provide a point form summary of the natural resource opportunities for each of the Keewatin communities.

2.3.1 - Baker Lake

- 0 the rolling topography around Baker Lake affords spectacular views out across Baker Lake.
- 0 there are a number of very scenic locations and unusual features close to Baker Lake including:
 - Kazan** Falls;
 - Thelon** rapids;
 - Prince River mouth;
 - eastern islands; and
 - the narrows leading to Chesterfield Inlet.
- 0 proximity to the **Thelon** Game Sanctuary provides opportunities for viewing
 - muskox**;
 - caribou;
 - birds and waterfowl; and
 - the tree-line **anomaly** extending up the **Thelon** River.
- 0 there are abundant opportunities for trophy sport fishing around Baker Lake (lake trout, char, and **greyling**).
- 0 the terrain around Baker **Lake** is well suited to three-wheeling in the summer.
- 0 there are numerous good berry picking areas around the community (blueberries and **bakeapples**).

- 0 three excellent canoeing rivers terminate in Baker Lake; the **Kazan**, **Thelon**, and the Dubawnt.
- o mosquitoes and blackflies are a constraint to outdoor activities on calm days during the summer; they are worse in Baker Lake than the other Keewatin communities.

2.3.2- Chesterfield Inlet

- o there are a number of good trout and char fishing lakes about $\frac{1}{2}$ day trip from the community.
- o there are a lot of caribou, year-round, in the area north of Chesterfield Inlet, providing potential opportunities for viewing and possibly sport hunting.
- o **beluga** whales and the whale hunts following their sighting can be viewed from the community during the latter half of August.
- o the relatively sheltered water route between Chesterfield Inlet and Baker Lake may provide opportunity for boat trips between the two communities.
- o the **Savajuaq** Lake area is very scenic and is somewhat unique in that it is an inland salt-water lake; the **biophysical** resources in the **Savajuaq** Lake area have been extensively studied by the Department of Fisheries and Oceans.

2.3.3- Coral **Harbour**

- o the terrain around Coral **Harbour** is very flat and well suited to three wheeling; several interesting destinations, including the **Kirchoffel** River falls and the "**mountains**"¹, are accessible by three wheeler.

1) Local terminology for the hills to the northeast of Town.

- o there are a number of good trout and char fishing lakes and rivers about a half days travel from the community (by boat or skidoo).
- 0 there are two bird sanctuaries (Harry Gibbons and East Bay) on Southampton Island, however, they are difficult to access.
- 0 the northeastern side of Southampton Island is very mountainous and scenic but very difficult to access.
- 0 the Coats Island area, accessible by boat (Peterhead) in one day if the weather is good, provides opportunities to view:
 - walrus;
 - polar bear;
 - sea birds; and
 - spectacular scenery.

The Coats Island area provides some of the most visible wildlife in the entire Keewatin.

2.3.4- Eskimo Point

- o the terrain around Eskimo Point is very flat and there are extensive tidal flat areas that are very conducive to three wheeling.
- 0 the McConnell River Bird Sanctuary is very accessible from Eskimo Point; this is an excellent area for bird watching.
- 0 the Maguse River, which can be reached by boat, offers excellent **grayling** fishing as well **as** interesting scenery.
- 0 **Beluga** whales are commonly seen near Eskimo Point in late July and early August.

2.3.5- **Rankin** Inlet

- o the terrain around Rankin Inlet is characterized by low rolling hills dissected by several fast flowing rivers and numerous long gravel eskers; the eskers provide a natural roadway for three wheel travel.
- o the area inland and out in the bay is quite scenic and very accessible.
- o there are numerous visible historic sites close to Rankin Inlet providing excellent opportunities for historical interpretation; these sites reflect a number of interesting historical eras from **Rankin's** past, including:
 - prehistoric **Inuit** culture
 - whaling era
 - fur trade era
 - mining era
- o Marble Island is one of the more interesting natural attractions near Rankin.
- o Peter Lake, close to Rankin Inlet, provides opportunities for char and trout fishing.

2.3.6- **Repulse Bay**

- o during the month of August **beluga** whales can often be sighted out in front of the community; **narwhales** will sometimes venture into the bay as well.
- o the topography around Repulse Bay is quite hilly and rocky providing a more striking setting than some of the other Keewatin communities.
- o the hilly terrain dotted with small lakes provides some potential for activities such as cross-country skiing and hiking; the nature of the terrain makes three-wheeling very difficult, however short trips are possible.

- 0 Repulse Bay provides the closest community access to Wager Bay which provides opportunities for:

- viewing wildlife; caribou, **beluga** whales, polar bears, sea birds and ducks.

- viewing spectacular scenery

- hiking

- interpretation of unique physiographic features such as:

- the reversing falls

- polynias**

- sport fishing.

2.3.7- Whale Cove

- o The community is easy to access from Rankin Inlet and Eskimo Point.
- o Good char fishing locations nearby in the spring.

2.4 Tourism Activity **Opportunities**

The following table provides a summary of the tourism resource opportunities in each of the individual communities along with the large hinterland area west of the communities referred to as the barrenlands. A number of selected activities were evaluated as to the degree of resource suitability for development within each. community/area on a comparative basis within the Kee watin Region as a whole.

In summary it is evident that in terms of potential, all of the communities have their own individual strengths and opportunities. However, some of the communities have a greater variety and diversity as well as stronger opportunities.

The big difference in terms of tourism potential in each of the communities is the level of interest and degree of past experience with tourism.

COMMUNITY ACTIVITY EVALUATION SUMMARY

| ACTIVITY \ COMMUNITY/AREA | BAKER LAKE | CHESTERFIELD INLET | CORAL HARBOUR |
|--|------------|--------------------|---------------|
| WILDLIFE VIEWING | ● | ○ | ● |
| SCENIC VIEWING | ● | ○ | ● |
| INTERPRETATION OF NATURAL FEATURES | ● | ○ | ● |
| VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES | ● | ● | ○ |
| BIRD WATCHING | ● | ○ | ● |
| ROCK HOUNDING | ● | ○ | ○ |
| BACKPACKING | ● | ○ | ● |
| CANOE TRIPPING | ● | ○ | ○ |
| WHITE WATER KAYAKING/RAFTING | ● | N/A | ○ |
| DOG SLEDDING | ● | ○ | ○ |
| ICE FISHING | ● | ● | ● |
| OPEN WATER FISHING | ● | ● | ○ |
| LEARN-OBSERVE-EXPERIENCE | ● | ● | ● |
| CROSS-COUNTRY SKIING | ○ | ○ | ○ |
| BOAT TOURS | ● | ● | ● |
| AMATEUR BOTANY | ● | ● | ● |
| BEACHCOMBING | ● | ○ | ● |
| BIG GAME HUNTING | ● | ● | ● |
| WATERFOWL HUNTING | ● | ● | ○ |

REGIONAL SCALE

- HIGH ACTIVITY OPPORTUNITIES
- MEDIUM ACTIVITY OPPORTUNITIES
- LOW ACTIVITY OPPORTUNITIES

2.5 **Existing** Tourism Development

The tourism industry in the Keewatin communities is still at a very early level of development. However, in relation to some of the other regions in the Northwest Territories (i.e., **Baffin**, Arctic Coast, etc.) the Keewatin region is relatively advanced due in part to a more active and organized private business sector.

Some of the more important strengths and weaknesses of the Keewatin tourism industry are summarized in point form below.

- o very few package tours are available in the Keewatin; this problem is accentuated by the problems involved in making reservations on one's own; this is a result of poor product marketing in the south and the lack of travel agents with a knowledge of northern tourism. (Very few travel agents in the south have pertinent travel information on Keewatin destinations, and as a result trying to make plane and accommodation arrangements can be very difficult).
- o tourism products in the Keewatin are necessarily going to be more expensive than more southerly alternatives; in order to offset the higher costs they **should** be of reasonably good quality, unique and varied; at the present time services and facilities in the Keewatin communities are in general not unique enough or of sufficient quality.
- o there is a limited range of tourism products being offered with a predominance of fishing camps.
- o there is an obvious lack of skilled local people to work at and run tourism businesses.
- o there are a number of fishing camps in the Keewatin which are owned and operated by southerners, providing minimal benefit to the local economy; some of these resorts provide high quality services and facilities setting a standard for any local business developments.

PART I - CHAPTER 3

3. SUMMARY OF RESIDENT **ATTITUDES**

3.1 Introduction

A comprehensive community involvement program was implemented in the communities over a period of one year to ensure that the resultant tourism plan would reflect the individual community's views and concerns, as well as the realities of the potential tourism base. It was also intended that the study would act as an educational process whereby the project would help to create a greater awareness of tourism and its implications in each community.

3.2 Summary of Community Response

Overall the community residents seemed very receptive to the idea of tourism. However, the participation and awareness of residents in the community involvement program, as gauged by attendance at meetings and response to phone-in radio shows, varied greatly from one community to another. In each of the communities, though, there were at least a couple of individuals who became interested and involved in the study process.

Typical questions, concerns and ideas expressed by the residents in each of the communities are detailed in Chapter 3, Part II. To provide some idea of the nature of the comments and questions the following lists some of the more common questions and concerns expressed in the communities.

Typical Questions:

- o What types of things would tourists like to do when they arrive?
- o When will the tourists start coming?
- o How long will the tourists stay when they come?
- o Where will tourists come from?
- o What success have some of the other communities had with tourists?

Typical Concerns:

- o Tourists should not be allowed to ruin historic sites.
- o Have to make sure the tourists are not taking advantage of the **Inuit**.
- o At this stage of development there may be problems with local businesses not being reliable enough.
- o The old culture is **dying**; it would be interesting for tourists to learn about the **Inuit** culture before it is gone.
- o It would be better if **only** a few tourists came at the same time; as some tourists may be very difficult to deal with.

In some of the communities the questions reflect an obvious lack of awareness about what tourism really is. Other past experiences with tourists are reflected in the concerns as well as some of the ideas.

Overall the communities that have experienced tourism for the most part, have had a good experience and people are interested in further tourism development. Very few negative comments were received.

PART I - CHAPTER 4

4 SUMMARY OF MARKET CONDITIONS AND OPPORTUNITIES FOR FUTURE DEVELOPMENT

4.1 Introduction

The market analysis which is fully documented in Chapter 4, Part II, is comprised of both an analysis of future trends and their implications as well as an analysis of eight specialty market segments. The wide range of trend data which were analyzed point quite consistently to a number of more general trends - demographic, economic, attitudinal and environmental - which are summarized in the following section (4.3). Section 4.4 provides a summary of the specialty market implications. **The** seven specialty markets are viewed as having the highest potential economic impact in terms of tourism expenditures and development opportunities generated. (The short-term fly-in market is considered as part of the general interest package tour market).

4.2 Current Market Situation

Tourism visitation to the Northwest Territories has steadily increased over the last few decades. An estimated 500 tourism-related visitors in 1959 increased more than 25 times to an estimated 12 500 visitors in 1969. By 1981, this number tripled to an estimated 35 000 visitors. **This** upward trend appears to have continued, according to a recent government survey which indicates that an estimated 44000 persons visited the Northwest Territories in 1982.¹⁾

Total annual expenditures by visitors and residents traveling in the **N.W.T.** in 1981-1982 have been estimated to be \$58 million. Just one season later, visitor expenditures have increased to \$65 million.²⁾

-
- 1) Source: Government of the Northwest Territories, Department of Economic Development and Tourism, Division of Tourism and Parks. November 1982. **Visitors to the Northwest Territories.**
 - 2) GNWT, 1984. Visitors to the Northwest Territories and Activity of Northwest Territories Tourism Business, 1983.

The share of these visitors to the Keewatin, however, is low, as are the economic benefits in the form of visitor expenditures.

While extensive records are not available, the data suggests that the number of visitors to the Keewatin Region is a relatively small percentage of the total number of visitors to the Northwest Territories. For example, in 1982, of 44000 tourists to the **N.W.T.** only 600 visitors had the Keewatin as their destination.¹⁾ This represents 1.3 percent of the total number of visitors to the Northwest Territories in 1982.

On a regional basis, the majority of summer visitors to the Northwest Territories overall travel to the Fort Smith region. Trips to the Inuvik region are made by about one-third of summer travelers. The Central Arctic and the **Baffin** and Keewatin regions receive far less visitors²⁾ than the above regions.

In total, approximately 600 tourists visited the Keewatin on organized packaged tours during the 1984 summer season. This total is clearly representative of a relatively undeveloped tourist industry. In addition, limited economic benefit is currently derived from tourism in the Keewatin since few meals and hotel accommodations are required for these existing short-term tours.

In order to assess current visitation to the Keewatin we consulted a number of sources including:

- o various existing publications;
- o hotel occupancy records;
- o air carrier **statistics**; and
- o tour wholesalers currently offering tours to the region.

In addition to these sources we designed a tourist exit survey for the Keewatin area specifically. A detailed analysis of these sources is provided in Part II Chapter 4. The major conclusions and implications are as follows:

-
- 1) Source: Government of the Northwest Territories, Department of Economic Development and Tourism, Division of Tourism and Parks. November 1982. Visitors to the Northwest Territories.
 - 2) GNWT, 1984. Visitors to the Northwest Territories and Activity of Northwest Territories Tourism Business, 1983.

- 0 The Keewatin receives a small share of the tourists currently visiting the Northwest Territories and an equally small share of the economic benefits of tourism.
- o Those visitors traveling to the Keewatin are either on business (UP to 75% of the total number of visitors) or part of organized commercial tours.
- o These two markets have different characteristics: visitors on tours are generally wealthier, more elderly and, for the most part, from the United States. Conversely, visitors not affiliated to a tour group are usually younger, part of a more average income group and primarily from the western provinces of Canada.
- o Popular activities while in the Keewatin include sightseeing, photography, buying handicrafts and fishing.
- o Due to lack of time, the following desired activities are not pursued: **fishing;** visiting historic sites; hunting; **canoeing/kayaking;** and photography. The implication here is that visitors could potentially be attracted to the area to participate in such activities given an adequate holiday or extended business trip time frame.
- o On the whole, travelers to the Keewatin are satisfied with services. Those not on tours express a high interest in returning to the Keewatin. Those on tours, on the other hand, consider their Arctic holiday a once-in-a-lifetime experience.

4.3 Trends Analysis

General **Trends**

The patterns of leisure, recreation and tourism all over the world are undergoing an enormous change. The travel explosion of the last two decades, generated by rising incomes and rising expectations, has ended and the travelers of the 80's, while continuing to place a high priority on travel, are forced to cope with a

recessionary and uncertain economic climate. These new travelers are more diverse in their interests, more discriminating, more demanding and more value conscious.

Tourism development in the **Keewatin** Region must cater to the tourist of the **80's, providing** value for money for an increasingly sophisticated market as well as an increasingly segmented market in terms of **specific** interests, demands and **expectations**.

The following points illustrate and support this statement:

- o In **general**, the tourism industry can no longer count on a rapidly expanding population to fuel its growth. Increased demand will, to some extent, have to be generated by cultivating interest and participation within a relatively fixed population.
- o The years between 35 and 55 are peak earning years - the period of greatest disposable income. This rapidly growing group and their families will constitute a major market for the Keewatin tourism industry. The growing number of older adults, many of whom are taking advantage of early retirement programs, have the time and often the inclination to travel extensively. According to a recent survey of Canadians by the Print Measurement Bureau, in addition to the 35-49 age group, the over 65 age group is over-represented as a visitor group in the Northwest Territories. **This** older adult market currently constitutes the biggest share of the general interest package tours to the **Keewatin**. Anticipated growth **in** the size of the market population will have **significant** impact on tourism development in the **Keewatin**.
- o The growing proportion of non-family households - consisting of single, divorced or widowed individuals or common-law couples - will create a growing demand for special types of tourism and recreation opportunities. The growth of a large singles population, often with large disposable incomes, is an important consideration for the tourism industry throughout Canada.

- o The better educated consumer tends to be more sophisticated and **knowledgeable** in his **purchasing** decisions, and tends to demand quality products and experiences. The members of the well-educated 30-44 age group are more likely than previous generations to have well-paying jobs that increase their disposable income and their importance as potential purchasers of tourism products.
- o Experiential Vacations are **likely** to become **increasingly popular**. Vacations offering opportunities to allow individuals to participate in preferred hobbies, sporting activities or fitness programs are good examples of the kind of vacation which will be selected over more traditional "sun, sea and sand" vacations offering limited stimuli and little long-term value.
- o The high tech/high touch response - the tendency to want to compensate for a highly automated world by emphasizing the things that cannot be done by a machine, the things that are "unprocessed" and uniquely human - is resulting in a demand for highly personalized services and distinctive products. The Keewatin Region is a prime example of a travel destination that could attract a market searching for a "humanizing" vacation. The community-based tourism approach preferred in the Northwest Territories stresses the participation of the local residents in various programs such as "visit a northerner" and several cultural presentations highlighting drum dancing, art work, Arctic games and other activities. Thus the visitor is encouraged to participate in the community network goings-on and experience Northern life first-hand.
- o Low consumer confidence, high levels of unemployment, and economic "stagflation" make travelers extremely price sensitive and **value-conscious**. Value for money spent will become a key factor in the purchase of any travel experience.
- o High energy costs have resulted in a careful use of energy. For the tourism **industry, this means shorter trips, greater use** of mass transportation modes and a tendency towards **single-destination trips as opposed to touring/multiple-destination** trips.

- 0 Competition from a vast array of high-tech home entertainment items will undoubtedly create greater demand for a **high** quality travel experience -an experience at least comparable to what can be enjoyed at home. On the other hand, increased media distribution generally makes for a more sophisticated market, a market with increased interest in cultural activities and stimuli (e.g., concerts, plays, historic sites, museums, etc.).

It is also important to consider the geographic market trends for the Keewatin Region. As was mentioned in an earlier section, Canada itself generates by far the greatest number of visitors to the Northwest Territories in general and also to the **Keewatin**. American visitors account for the second greatest percentage of visitors to the area with European and Far East visitors comprising the balance. Because they represent the greatest potential for market growth, the travel trends associated with these geographic markets are important to consider.

Geographic Market Trends

Canadian Market Trends

In spite of the recent decline in international travel by Canadians, many have travelled extensively with the effect that many Canadian tourists have become more sophisticated in their travel demands. They are more aware of the quality and variety of tourist products being offered outside of their country and have become more demanding in terms of their requirements.

This is reflected in a finding of the 1981 survey of Vacation Travel by Canadians. The survey found that, while Canadians felt their own country far outranked the U.S.A. in providing the environment for a quiet countryside vacation and in offering a variety of outdoor activities in winter, more Canadians felt the U.S.A. offered better value for money in hotels and motels by comparison with those in Canada.

U.S. Market Trends

The overall weaknesses in the U.S. market for Canadian travel destinations as well as the considerable efforts of U.S. **destinations** to retain their domestic markets means that the Canadian destination hoping to attract a U.S. market will have to offer a unique, high quality **resource**, promoted through skillful packaging and **marketing**. Specific market segments with special interests will have to be targeted as opposed to the general tourist market. The attraction of Canadian destinations must be based on something other than the poor state of the Canadian **dollar** relative to U.S. currency in order to ensure a strong tourism industry.

International Market Trends

Overseas visitors are influenced by similar travel trends reflected in North America. Therefore, in order to increase the level of international visitation to the Keewatin, priority will have to be placed on providing value for money, experiential oriented opportunities.

4.4 Specialty Market Analysis

The following are short summaries of the conclusions and implications taken from the analysis of the seven specialty market segments.

i) Sport Fishing

The Keewatin Region possesses outstanding resources in its lakes and rivers and has the resource potential to support additional sport fishing activities.

Continued growth in fishing and hunting organizations indicates an expanding potential market of persons with the inclination and the financial ability to pay for the opportunity to undertake a sport fishing trip to the Keewatin.

The competition for the business of existing and potential sport fishing clients is often well organized and promoted through public and private sector joint efforts. Operators and outfitters in intervening locations offer

quality fishing experiences in remote locations. In some instances, road networks allow access to these facilities by car or truck. In nearly all instances, transportation costs to the lodge or **outcamp** are significantly less expensive than travel to lodges and **outcamps** in the Keewatin Region.

As a result, the emphasis of sport fishing activities in the Keewatin should be on the trophy size and abundance of the fish resource and on the Arctic fishing experience and the provision of quality services, accommodation and food.

What **is** the best way to market **sportfishing** opportunities in the **Keewatin**?

Some of the more common and effective methods include:

- o Word of mouth (the best form of advertising)
- o Articles and ads placed in fishing magazines (i.e. Outdoor Life, In Fisherman)
- o Corporate discounts
- o Government brochures
- o Direct mailing of full **colour** brochures and regular newsletters

Less-common but effective methods include:

- o Attracting incentive travel
- o Placing newspaper ads in the U.S.
- o Placing articles and ads in airline in-flight magazines
- o Affiliations with travel agents and airlines
- o Have a reknowned fishing expert lend his name

Where are the most promising market origins for sportfishermen?

The number one market area for northern fish camps/lodges appears to be the mid-western U.S. including:

- | | |
|-------------------|--------------------------|
| o Illinois | o North and South Dakota |
| o Indiana | o Missouri |
| o Nebraska | o Ohio |

Although Canadians are not the major market they do form a high proportion of existing markets with the provinces of Ontario and Saskatchewan playing a major role.

Markets exhibiting future potential include some of the western States like California and Texas as well as the eastern seaboard States.

How many fishermen can the **Keewatin** expect to attract?

Arriving at an exact figure is difficult, however it is possible to make certain projections on the basis of existing operator experience and interest expressed by relevant tour wholesalers/operators.

There appear to be two different market types providing potential for the Keewatin Region. The first is the traditional fish **camp/lodge** market segment. The second is the short-term fly-in fishing group.

There are presently 11 fishing camps/lodges operating in the Keewatin catering to the first market segment. Typically these fish camps range in size from 4-40 person capacity with the average size in the **Keewatin** being 11 person capacity. A number of camps increase their overall capacity by combining a main camp/lodge with one or two smaller outpost camps. Over a normal season (2 months) fish camps are attracting between 60-150 **guests/year**.

As the existing camps/lodges are not currently operating at capacity a more detailed assessment would have to be undertaken along with lake fish carrying capacity studies to determine the **realistic** opportunities.

The other market segment, the short-term fly-in fishing groups such as **Norcan and** Special Interestours appear to be at an early stage of development in the Keewatin with the proper development of transient facilities (i.e. tent frames) and effective marketing this market segment offers good potential. In addition this market segment may offer more immediate potential for the Keewatin because of the relatively low capital outlay to initiate this type of business.

These tour-operators typically bring in from 20-50 fishermen at a time. (Normally dictated by the size of the plane being used).

Several interested operators who showed an interest in Keewatin opportunities or plan to run trips in '85 and who cater to this particular market segment are listed below:

1. Mr. **R.G.** Morgan
Ontario Federation of Anglers and Hunters
Peterborough, Ontario
(705) 748-6324

0 Particular interested in opportunities for **grayling** fishing.
2. Mr. Skip **Voorhees**
Special Interestours
Medina, Washington
(206) 455-1960

0 Planning to run fishing tours to Rankin and Baker in 85.
3. Mr. Tom Hinders
President
Foundation for North American Wild Sheep
Cody, Wyoming
(307) 527-6441

0 Interested in helping to promote; suggested combination upland game/fishing packages.
4. Mr. Doug Alexander
Norcan Tours
Thunder Bay, Ontario
(807) 345-2121

0 Took 40 fishermen **to** Baker Lake in '84, interested in expanding operations in the Keewatin. Expecting to take four trips to Baker in the summer of '85 and possibly a few groups to Repulse Bay.

ii) **Sport** Hunting

The Keewatin Region possesses the wildlife resources to attract the big game hunting market.

Most participants in big game hunting activities earn well above average income and are willing to pay the costs required for the opportunity to hunt Arctic **trophy-size** big game.

Membership in relatively exclusive hunting and fishing organizations such as the Foundation for North American Wild Sheep presently appears to be stable with increasing membership anticipated in the future. Such organizations represent the greatest concentration of potential participants in big game hunting activities in the Keewatin. These organizations also have information networks (i.e., membership mailing lists, quarterly newsletters) which, if properly accessed, could provide an important promotional function, reaching members in affiliated chapters and individually across the United States and Canada.

To fully exploit the market with respect to big game hunting, hunting packages might be developed which focus on providing combination hunts, **as** feasible, i.e. polar bear - musk ox, caribou - fishing etc. **This approach** seems to be of interest to American clubs and has been successful in the Western Arctic.

What are some of the other marketing opportunities for selling the **sport hunting** resources available in the Keewatin Region?

Some of the most common marketing approaches include:

- o Word-of-mouth advertising.
- o Direct mailing brochures, newsletters and reference lists.
- o Placing ads and articles in both Canadian and U.S. magazines.

Some of the less common but effective approaches include:

- o Placing newspaper ads in U.S. newspapers.
- o Give-away tours at annual association conventions i.e. Safari Club, Foundation for North American Wild Sheep.

Where are the **sporthunters** coming from?

Existing sporthunting packages in the north are attracting their **clientele** predominantly from the U.S. with considerable European and Canadian participation. It appears that because this is such a specialized market segment hunter origins are spread far and wide. For example the following is a partial list of hunter origins for one of the existing outfitters in the N. W.T.

- | | |
|--------------|----------------|
| o Louisiana | o West Germany |
| o Montana | o Belgium |
| o Michigan | o Ontario |
| o Florida | o Maryland |
| o California | o Iowa |
| o Colorado | o Nevada |
| o Arizona | o South Dakota |
| o Texas | |

iii) Remote Naturalist Lodges

The potential market for remote naturalist lodges is relatively small but is composed of individuals who are highly interested in exploring and undertaking naturalist activities in remote, wilderness locations.

Individuals who patronize remote lodges are able to readily afford or are willing to forego other luxury items in order to experience a unique, distinctive, and comfortable vacation experience at a naturalist lodge located in Canada's Arctic.

Vacation packages at remote naturalist lodges must include all costs and services up front. People are willing to pay top dollar for the opportunity to experience the Arctic's incomparable natural setting and to be shown local sites and culture. As a result, quality interpretive and guiding services are a necessity as is an atmosphere of friendly hospitality.

What are some of the possible marketing approaches to attract the Naturalist market?

The northern naturalist lodges interviewed use the following marketing techniques:

- o Word-of-mouth advertising
- o **Colour** brochure mail-outs.
- o Affiliation with tour wholesalers and travel agents.
- o Advertising in Government brochures.
- o Ruining business seminars and conferences i.e. Audobon Society seminars.
- o Placing ads and articles in magazines like Equinox and Canadian Geographic.
- o Promotion through naturalist groups i.e. Federation of Ontario Naturalists.

Where are the most **likely** market origins for the naturalist market?

Existing naturalist lodges in the **N.W.T.** attract a diverse clientele from both the U. S., Canada and Europe.

How many people normally visit these **naturalist** lodges?

Remote naturalist lodges generally tend to be relatively small accommodating at maximum between 15 to 20 guests at a time and only 80 to 100 guests in total during a six to eight week operation period.

iv) Photographic Safari

The photographic safari market can be considered **small** but strong and can be expected to maintain its stability and at best grow with the improvement of general economic conditions. The market is already prone to extensive **travel** within North America primarily and quite willing to consider new areas.

The major obstacle now in promoting tours to the Keewatin is the area's lack of exposure and apparent lack of **self-promotion** or attempts at creating an image for itself. Resource people and wholesalers offering photographic tours must become familiar with the area before being in a position **to** consider it as a potential destination.

How does one market promote a photo safari?

Some of the more common methods of promoting photographic safaris include:

- o Word of mouth
- o High quality brochures
- o Slide show seminars
- o Directing mailing to travel agents and past clients.
- o Provide trip escorts i.e. well known photographers and naturalists.

Where do these amateur photographers come from?

The photographic market is divided fairly evenly between Canada and the U.S. Penetration into the European market currently is not significant however Europe may provide an opportunity in the long term.

The following tour wholesalers expressed an interest in photographic tour opportunities in the Keewatin Region.

1. Ms. Mary Kay
Victor Emanuel Nature Tours
Austin, Texas
(512) 447-5091
 - o Running a photo safari to Churchill in 85 with Robert Taylor.
 - o Interested in bird watching opportunities in the Keewatin.

2. Ms. Courtney **Milne**
Photosynthesis
Saskatoon, Saskatchewan
(306) 373-7048
 - o Involved in running photo tour to Churchill with Nature Photography Workshops.
 - o Interested in Keewatin possibilities.

3. Ms. Marianne Rabb
Thru-the-Lens Tours
Cullver City, California
(213) 645-8480
 - o Run 5 day photo tours to Churchill.
 - o Interested in Keewatin possibilities.

4. Mr. Robert Taylor
Nature Photography Workshops
Winnipeg, Manitoba
(204) 453-8337
 - o Interested in Keewatin opportunities; costs have to be reasonable and **accomation** comfortable.

5. Mr. Lawrence **Bousier**
Great Expeditions
Vancouver, B.C.
(604) 734-4948
 - o Running a photographic tour to the High Arctic in 85.
 - o Interested in Keewatin.

How many people are likely to take part in a photo safari?

Numbers of people taking part in photo safaris are **normally** kept down (i.e. 15 people/tour) to enable a more personal and rewarding encounter. Each tour may only be offered once or twice a year, with each tour ranging from 8-28 days.

v) General Interest Package Tours

The market for general interest package tours to the Keewatin is not performing well. The Churchill area, on the other hand, appears to be penetrating the market successfully. This success may be attributed to promotional efforts on behalf of tourism officials. Given the possibility of

further promotion by Keewatin representatives, potential exists to tap the Churchill general interest tour market by selling the wholesalers in question the idea of extending their tours to Keewatin communities.

Notwithstanding the potential for growth that exists with respect to the Churchill area, tour wholesalers currently taking trips to the Keewatin are at a turning point. Either the number of tours offered will be cut back or existing tours will be redesigned to reflect the growing demand for more specialized tours.

We detected an ambivalent attitude on behalf of wholesalers respecting future Keewatin offerings. Clearly, the Keewatin must move aggressively and “go after” these operations with the right promotional material if you wish to penetrate this market further.

What are some of the approaches to marketing Keewatin **tourism** products to the general interest markets?

Some of the more common approaches are as follows:

- o **Colourful** brochures and package tour **catalogues**.
- o Direct mailings to past clients.
- o Sales reps on the road.
- o Media releases.
- o Ads in magazines and Government brochures.
- o Rendezvous Canada participation.
- o Articles and ads in tourism trade publications.

Some of the not so common approaches are as follows:

- o Tag on packages to conferences (i.e. Winnipeg Convention **Centre**).
- o Trips awarded as part of a contest (i.e. guessing the weight of the polar bears at the Metro Toronto Zoo).

Where does one find *the general* interest **traveller**?

The market origins for this specialty market segment are generally very promotion dependent. It is the origin of the wholesaler that will determine the consumers origin. For example a Toronto tour wholesaler can be expected to attract a predominance of southern Ontario clients.

The following tour wholesalers expressed an interest in the Keewatin tourism products and may provide opportunity to develop general interest tours in the near future:

- 1 Ms. Kathryn Ramstead
American Tours Inc.
Minneapolis, Minnesota
(612) 835-5151
 - 0 Plans to run a trip to Churchill in '85.
 - 0 Interested in Keewatin as a destination.

2. Ms. Gracie Hilton
Dan Dipert Travel
Arlington, Texas
(817) 265-2236
 - 0 Running a trip to Churchill in '85.
 - 0 Interested in Keewatin but somewhat hesitant because of potential weather problems.

3. Mr. **Colin** Hay
Clearwater Tours
Winnipeg, Manitoba
(204) 661-4205
 - 0 Runs tours to Churchill
 - o Interested in Keewatin but worried that transportation costs are prohibitive.

4. Mr. Grant **McLeod**
Fiesta Wayfarer
Willowdale, Ontario
(416) 498-5566

- 0 Running a trip to Churchill in '85.
- 0 Very interested in Rankin and Eskimo Point.
- o Requires reasonable airfares and 2/room hotel rooms.
- o Trying to work a deal with Calm Air.

5. Ms. Karen Harthe
Gold Tour and Travel
Lafayette, Indiana
(317) 742-4969

- o Planning to run a tour to Churchill in 1986.
- 0 May have some interest in Keewatin; knows nothing of the region.

vi) Adventure **Travel**

The adventure travel market is growing and the Keewatin has the physical and natural resources to support a variety of adventure travel experiences.

It must be recognized that there is tremendous competition for the participants in this market and consumer demands for a quality experience are high. Great care must be taken to produce truly distinctive adventure travel offerings which are competitive with available offerings.

Co-operative undertakings with key existing adventure travel wholesalers would allow direct access to the adventure travel market and would foster promotion of the Keewatin as an adventure travel destination.

What are some of the other ways adventure travel can **be** marketed?

Some of the more common approaches are as follows:

- o Full **colour** brochures.
- o Direct mail to past clients and travel agents.
- o ads in magazines (i.e. Canadian Geographic, Sierra, Outside, Outward Bound etc.).
- o Participation at trade shows.

Some of the not so common approaches include:

- o Affiliation with educational and other institutions (i.e. Naturalist Clubs).
- o Media releases.
- o Personal notes to repeat customers.
- o Participation in special events (i.e. dog sledding demonstration at Ottawa's Interlude).
- o Affiliation and copromotions with an airline.
- o Publishing articles in high profile magazines like National Geographic.

Where does one find individuals with an interest in adventure travel?

The adventure travel wholesalers and operators we talked to seem to attract **clientel** from diverse origins. One operator has been very successful in attracting the European markets from:

- | | |
|------------------|---------------|
| o Germany | o Italy |
| o Finland | o Austria |
| o England | o Switzerland |

Others have a clientele originating primarily from the U.S. with a fairly large contingent from Ontario, Alberta and B.C.

A number of wholesalers/operators interviewed expressed an interest in the Keewatin Region.

1. Mr. Jim **Allan**
Ecosummer Canada
Vancouver, B.C.
(604) 669-7741

- o Interested in opportunities for sea kayaking in Wager Bay.

2. Paul **Sevcik**
Equinox Adventures
Beamsville, Ontario
(416) 563-4542

- o Run high adventure tours.

- o Very interested in Keewatin opportunities.

What size market are we talking about with **respect** to adventure travel?

The 1981 Yukon Wilderness Adventure Travel Study suggested that the overall North American market for packaged wilderness/adventure travel tours was between 1.5 and 2.5 million individuals.

Our analysis of data available on Canadian and American urban **centres** suggests that an average of 4.0% of the urban population are young urban professionals who may be interested in adventure vacations of the type offered by the **Keewatin** resources.

vii) **Art/Cultural/Historic** Tours

The art/cultural/historic tour market appears to be comprised primarily of a small specialized core of collectors and enthusiasts. The general **public** is not disinterested but does not appear to be committed to the art, culture and history of the Arctic to the extent of considering cultural tours to the area. Although the “committed” market is small it is considered strong and qualified as possessing a relatively high **“buying** power” in terms of affording a tour to the Arctic **and** purchasing **Inuit** artwork at the source.

Promoting art/cultural/historic tours to the Keewatin does not appear to be a “money making proposition” at the outset since the market base from which to draw from is so narrow. However, such tours could possibly generate valuable spin-of **fs** in the sense of stimulating art production since artists could potentially sell their art and converse directly with those tourists genuinely interested in it.

With respect to establishing better exposure and image for the Keewatin as a place to visit, greater efforts need to be placed on the promotional “vehicle” associated with traveling arts and displays.

Another marketing approach which has shown promise in the past is to affiliate a tour with a well known expert in the **Inuit** art field.

The potential market for tours into the Keewatin lies with specialized art/educational groups such as **Inuit** Art Enthusiasts and Art and Culture in the North. Both these groups have expressed an interest in promoting Keewatin Art tours in their newsletters.

SUMMARY IMPLICATIONS

Overall we are of the opinion, based on the above **analysis**, that there is reasonable **potential** for growth in all the specialty market segments investigated. **This** potential however, won't just happen. More aggressive approaches need to be made to the market - you cannot wait for the market to come to you - it must be actively pursued with the offering of **value** for money tour packages and guarantees of good **on-site** offerings and **arrangements**.

Essentially you must manage your market more effectively and **equally** you must manage the destination to ensure **capturing** a share of the market potential noted above.



PART I - CHAPTER 5

5.1 ACTION PLAN FOR **TOURISM** DEVELOPMENT **IN** THE **KEEWATIN** REGION

5.1 Introduction

This chapter describes the process whereby a tourism strategy for the Keewatin Region is identified. This strategy is then presented in terms of its philosophical intent, and **is** further detailed in terms of individual community roles as well as specific community development and marketing opportunities. Opportunities are presented for each individual community according to the most relevant tourism development themes. The themes identified for each community reflect and emphasize the strongest tourism resources found in and around each community.

The identification of unique and complementary themes for each community allows for greater diversification of available tourist attractions and promotion throughout the Region and should help increase the tourism industry's overall potential for growth and development.

5.2 Parameters for **Defining** a Strategic Direction

Prior to the formulation of a strategy for tourism development in the Keewatin it was necessary to define the parameters which would reflect the goals and objectives of this study. Following are the nine key planning principles that have guided strategy development.

The Regional Strategy must:

- 1) Maximize economic benefits to northern residents.
- 2) Be community oriented including community involvement in hinterland opportunities.
- 3) Maximize strengths and weaknesses of each community and local business.
- 4) Reflect local community/business aspirations and concerns.

- 5) Be environmentally sensitive; recognize long-term impacts of potentially conflicting land uses.
- 6) Allow for flexible programs providing for alternatives in case of inclement weather.
- 7) **Be** complementary to the extent possible with other northern areas, with inter-regional connections.
- 8) Be consistent (as feasible) with existing policy and funding programs.
- 9) Minimize competition between communities for limited tourism markets and capital development resources while taking advantage of package tour opportunities between communities.

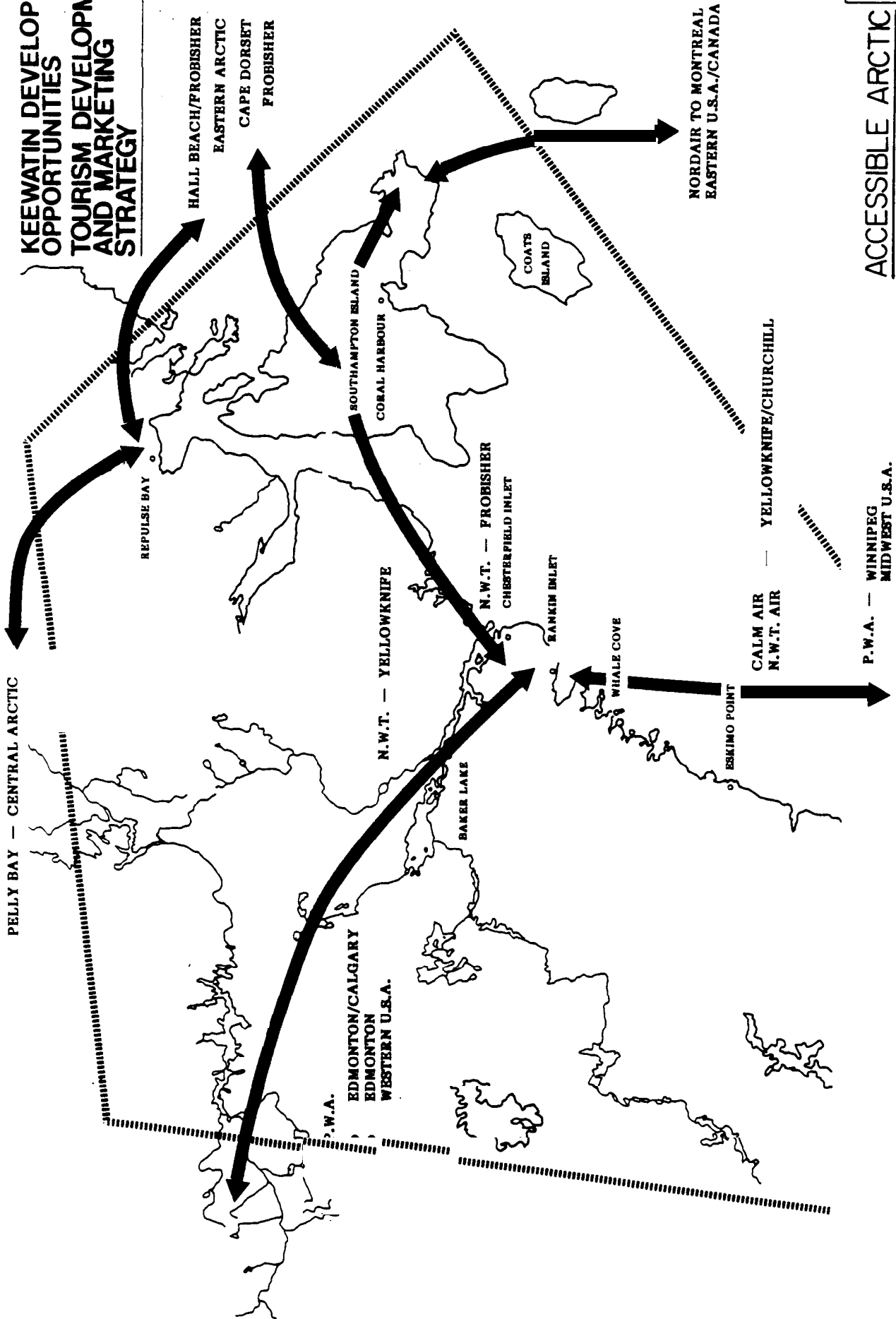
5.3 Development of a Regional Strategy

The intent of a regional tourism strategy is to establish the future direction and priorities for development of the tourism industry. Ideally a tourism strategy should: reflect the objectives of both government and private sector; be sufficiently broad in scope and flexible in approach to accommodate existing conditions; be responsive to market opportunities as well as resource development opportunities; remain cognizant of local community aspirations and initiatives; and reflect the roles and development intent for each community.

Taking into consideration the market realities of the resource base along with relevant goals, objectives and policies, we have defined the following strategy for the Keewatin Region.

“To maximize the impact of economic opportunities from the tourism sector to Keewatin residents and **businesses** by developing and conveying an exciting new image and exposure for the Keewatin Region as the “Accessible Arctic^w”. The image will focus on the region’s strategic location and will build upon creative special interest the mes and associated tourism markets that convey the unique characteristics and attributes of the region.”

KEEWATIN DEVELOPMENT OPPORTUNITIES TOURISM DEVELOPMENT AND MARKETING STRATEGY



The overall intent of the strategy **will** be to create a new market image for the region **focussing** on its accessibility and to develop attractions and events in each community that will appeal to specific specialty market segments. In this fashion each of the communities will reflect their own creative, special interest sub-themes which relate to the overall regional image of the ‘Accessible Arctic’.

More specifically the strategy will help to incorporate the following principles. It will:

- i) create a distinct marketing image or theme for the Keewatin Region;
- ii) ensure, **as** appropriate, the dispersion of economic benefits **and** development opportunities throughout the Region;
- iii) direct the development of attractions, facilities and events to reflect the dominant tourism characteristics (themes) within each community which will in turn support the overall regional image or theme; and
- iv) minimize competition between communities for the same tourism markets.

The following strategic action statements further define the objectives of the regional strategy.

- o Efforts should be made to create opportunities to attain a greater return from existing markets (i.e., fishing lodges, canoeists, etc.).
- o Consideration should be given to extending the tourist season into the shoulder months.
- o Non-tourist oriented markets should be considered a potential market area (i.e., government and business travelers and work crews).
- o **Inter-regional** linkage opportunities should be developed (i.e., with the Baffin and Kitikmeot Regions and Manitoba).

- o Tour development opportunities should focus on packaging to help reduce travel cost and assist in ease of selling the product.
- o Tour package opportunities should focus on specialty tourism markets.
- o Development opportunity recommendations should focus on trying to build on the strengths of the existing business community.

5.4 Community Development **Themes**

Due to the physical nature of the region and its population base, the basis of future tourism development should be community focussed. It is critical that the tourism potential in each community be developed in a **co-ordinated** and integrated fashion in order that the region can be promoted and marketed as a whole to develop the critical mass required to create an image as a destination area. (If one or two of the communities decide not to develop and promote tourism it is felt that the remaining communities will still be able to generate the necessary critical mass.) In recognition of this each community has been assigned a role to play as well as a development theme to portray within the strategy. The following Figure I-3 summarizes the roles for each of the seven communities and identifies the most relevant themes associated with the resources in or near each community. The table also provides a preliminary indication of the most suitable specialty markets which could be attracted as well as the best tourist seasons for each community.

From the table it is evident that all of the communities with the exception of Rankin Inlet, have been identified as Theme Communities. A theme community can best be described as a community that has significant tourism opportunities which reflect a dominant theme and thereby has the potential to attract visitors for short or long periods of time. Rankin Inlet has been identified as a Gateway/Service Community where a significant number of visitors will commence their visit to the Keewatin Region. Typically a gateway community offers a full range of tourist services as well as activities.

The list of themes identified reflect and emphasize the strongest tourism resources throughout the region including historic resources, cultural resources and **biophysical** resources. Both major and minor theme opportunities are indicated for each community.

| | BAKER LAKE | CHESTERFIELD INLET | CORAL HARBOUR | ESKIMO POINT | RANKIN INLET | REPULSE BAY | WHALE COVE | BARREN LANDS |
|----------------------------------|------------|--------------------|---------------|--------------|--------------|-------------|------------|--------------|
| THEME | | | | | | | | |
| PRE-CONTACT HISTORY | ○ | ○ | | ○ | ● | ○ | | |
| POST-CONTACT HISTORY | ● | | | ○ | | | | |
| SEARCH FOR THE NORTHWEST PASSAGE | | ○ | | | ● | | | |
| WHALE WHALING ERA | | ○ | | | ● | ● | | |
| FOUR TRADE ERA | | ○ | | ○ | | ● | ○ | |
| MISSIONARY ERA | | ● | | | | | | |
| POLICING THE NORTH | | ● | | | | | | |
| EXPLORATION | ○ | | | | | | | |
| MINING | | | | ○ | ● | | | |
| BARREN LANDS/ ARCTIC LANDSCAPE | ○ | | | ● | | ● | | |
| ARTS/CULTURE | ● | | | ● | ○ | | ○ | |
| WILDLIFE | | | ● | ○ | | ● | | |
| WATER WAYS | ● | | | ○ | | | | |
| FISHING | ● | ○ | | | ○ | | | |
| SERVICE | | | | | | | | |
| GATEWAY/SERVICE COMMUNITIES | | | | | ○ | | | |
| THEME COMMUNITIES | ○ | ○ | ○ | ○ | | ○ | ○ | N/A |
| SPECIALTY MARKET | | | | | | | | |
| FISHING | ● | | | ● | ● | | | |
| HUNTING | ● | ● | ● | | | ● | | |
| REMOTE LODGE | | | | | | ● | | |
| PHOTO SAFARI | | | ● | | | ● | | |
| ADVENTURE | ● | | ● | | | ● | | |
| SHORT-TERM FLY-IN | ● | ○ | | ● | ● | | ○ | |
| ARTS/CULTURE | ● | | | ● | ● | ● | ● | |
| GENERAL INTEREST | ● | ● | | ● | ● | ● | | |
| SEASON | | | | | | | | |
| WINTER | | | ○ | | ○ | ○ | | |
| SPRING | ○ | ○ | ○ | ● | ● | ○ | | |
| SUMMER | ● | ● | ● | ● | ● | ● | ○ | |
| FALL | | | | ○ | ○ | ● | | |

SCALE ○ MODERATE OPPORTUNITY/ASSOCIATION
● HIGH OPPORTUNITY/ASSOCIATION

The individual development proposals, which **are** detailed in the following chapters as part of the community development plans, reflect these themes resulting in a greater possibility for inter-community association and cooperation in the form of land, air and water tours. Complementarity of themes, therefore, diversifies the tourism attractions available throughout the Keewatin Region and increases the industry's overall potential for growth and development.

5.5 Community Tourism Development Plans

The following section provides an outline of the individual community tourism development plans. Each community plan is detailed in terms of:

- i) Community Concept;
- ii) Development Theme;
- iii) General Description of the Concept; and
- iv) Development Opportunities.

At the conclusion of the descriptions of each community plan there is a chart which provides a summary of the community development opportunities in terms of priorities, capital costs, roles and responsibilities, implementation time, and number of jobs created.

5.5.1- Baker Lake

a) Community Concept

To develop the community as a destination and stopover point and promote extended tourist visitation primarily during the summer months and in the spring to a lesser degree. It is felt that Baker Lake has a suitable variety of quality attractions necessary to attract a broad range of markets for extended periods of time (over 2 days).

b) Development Theme

The community of Baker Lake has been designated as a theme community focussing on the "Waterways" theme. **The** "Waterways" theme reflects the fact that Baker Lake is the terminus for a number of the large river systems that

flow across the central tundra, as well as being at the head of Chesterfield Inlet. Other themes to be represented in a major way include post-contact history, arts/culture and fishing.

Developments will include short term activities in and around the community for pass through markets as well as to provide inclement weather opportunities for the destination oriented tourist markets. However, the focus in Baker Lake will be to develop opportunities to promote extended stays in the community.

c) General **Description** of the Concept

The objective of future tourism development will be to increase the expenditures and length of stay for existing markets as well as providing new opportunities to attract destination oriented market segments as well as further stop-over traffic.

The development opportunities described in the following section focus on the tremendous sport fishing potential in the Baker Lake area, the scenic and interpretive opportunities associated with the major rivers, and the strong cultural resource base in the community.

d) Development **Opportunities**

Sport Fishing Theme

1. Undertake the development of a semi-permanent fish camp for charter-in fishing packages. A suggested location would be on the **Thelon** River just below the second rapids, an area that can be accessed by boat. The facilities would consist of insulated tents on frames or platforms along with basic, sanitary facilities (outhouses) **and** docking facilities. The campsite could be **designated** as a Territorial Park or it could be operated as a private commercial operation. In conjunction with the development of the site a study should be undertaken to identify the size of the fish resource and the rivers carrying capacity for sport **fishing**.

This type of transit fish camp could be utilized by groups like the **Norcan** fishing party that visited Baker Lake during the 1984 season. The intent would be to market the camp to other similar "charter-in" groups that are not necessarily interested in a high quality fishing lodge experience.

2. To provide more economic benefits to the Keewatin residents from the sport fishing resource, investigate over the long term, the possibility of developing locally owned and operated fish camps or lodges accessible by plane from Baker Lake. These lodges should only be developed after thorough investigation of the market taking into consideration competing resorts and lodges in the region. The most suitable locations for camps would be on the larger remote lakes (possibly Aberdeen Lake, Yathkyed Lake, etc.) but again the opportunities must be more thoroughly investigated prior to actual development.
3. In conjunction with La Ronge Aviation or another charter company, develop regular evening fishing charters to accessible areas like Schultz and Pitz Lakes. **These** trips could potentially be guided by a knowledgeable local hunter.

The evening excursions could be offered on a regular basis throughout the summer months, particularly at times when groups of tourists are in the community. **These** trips would cater to the local populace as well as tourists and individuals **travelling** on business.

4. Provide community storage, freezing, packing and possibly smoking facilities/services for fishing parties returning south. The freezing services could possibly be arranged in conjunction with the community freezing facility. The packing supplies would consist of special waxed boxes with printed sides advertising "Fresh Caught Baker Lake Trout/Char; Baker Lake, N. **W.T.** the Geographical **Centre** of Canada".

Waterways Theme

5. Parks Canada and the Territorial Department of Economic Development and Tourism are considering designating the **Thelon** River as a Heritage Waterway.

To assist in developing a media image for the Keewatin the designation of the **The lon** as a Heritage Waterway should be encouraged and supported. Actual designation of the river would lead to tremendous exposure and publicity for the area along with the provision of a variety of interpretive materials on the rivers resources.

6. To increase the economic benefits and provide more structure to the canoe tripping market develop, in co-ordination with Yellowknife interests, canoe trip packages. The community of Baker Lake would offer an end of trip portion of the package including use of showers, a camping site, transport to the airport, meals and return of rental canoe equipment. The overall package could be advertised in the Explorers Guide. All advertising should stress that canoeing the Arctic rivers is for experienced canoeists only. Guided trips could be provided for the more inexperienced.
7. **Establish** a territorial campground on the outskirts of the community, preferably accessible from the water. Facilities should include individual marked sites with tent platforms, outhouse facilities and primitive shower facilities or arrangements to use other shower facilities (i.e., Baker Lake Lodge). Sites in the campground could be provided as part of the canoe trip package. The campground could be operated as a municipal campground or as a privately owned commercial development.
8. As an alternative to flying, establish a 2-day boat tour from Baker Lake to Chesterfield Inlet. Overnight facilities could be provided at or in the vicinity of the abandoned Stoney Point outpost camp. A large boat (Peterhead size) would have to be purchased.

The tour should include stops at points of interest along the route such as Big Hips bland, the soapstone quarry and the historic sites at the end of Baker Lake.

Complete outfitting service would be provided with the trip including wet weather gear, a locally made toque and some cold weather clothing. This trip could actually be run from' either Baker Lake or Chesterfield Inlet.

9. Investigate the opportunities for white water river rafting on rivers like the Kazan and Thelon. This may best be accomplished by running a F. A.M. trip for an existing operator who has shown an interest in the north, i.e. **Equinox** Adventures, Sobek Expeditions.
10. A number of overnight boat tours could be developed to places like the Kazan Falls, the narrows and up the **Thelon** River. Transient overnight facilities (i.e., tent frames and outhouses) should be provided at key locations.

Pre-Contact History Theme

11. Continue to support the operation of the Traditional Village. The office in the community should be expanded to incorporate community orientation facilities. Information on all tourist activities in the community could be centralized in this office. In addition, a small audio visual room should be provided for viewing films and slide shows like the Arts and Culture show and historic sites show produced by Betelgeuse this past season.
12. To emphasize and explain the unique inland **Inuit** culture found in and around Baker Lake, sponsor the development of a film on the differences between the inland and sea-coast cultures. **This** is something that could possibly be produced by the I.B.C.
13. The community has an active elders society, however they have no place to gather and meet on a regular basis. The intent of this **development** opportunity is to encourage and support the development of an elders society meeting and craft area. This could be **modelled** after the **Saipalaseequt in** Pangnirtung (used to be part of the Anglican Church, now moving to the new Visitors **Centre**).

Arts/Culture Theme

The following recommendations are intended to help more fully utilize the community's arts and crafts resources.

14. Upgrade the display and sales area at the **Sanavik** Co-op. **This** would include developing more professional displays and displaying higher quality products. Although a certain amount of upgrading has occurred this year, this is envisaged as an on-going upgrading program as funds are available.

Introduce pre-arranged tours of the **Co-op** facility as well as craft demonstrations and "Meet the Artist" programs. For example, it would greatly enhance the buying experience if a tourist were able to listen to Simon Tookoome describe the meaning behind the print they are about to buy.

Wildlife Theme

15. Investigate the feasibility of developing **muskox** and possibly caribou sport hunting packages. **The** markets would have to be examined closely at such time as sport hunting is introduced in Baker Lake.
16. Develop photo safari packages to photograph muskox and caribou as well as the local birds. The **Thelon** Game Sanctuary would provide an ideal destination for photo safaris **focussing** on the Arctic tundra.

Superstructure

17. Improve local taxi services to enable handling **groups** of older adults. The best solution would be to buy a second-hand school bus. With a school bus, groups like Horizon Holidays could be taken on a guided bus tour of the community together in one group.

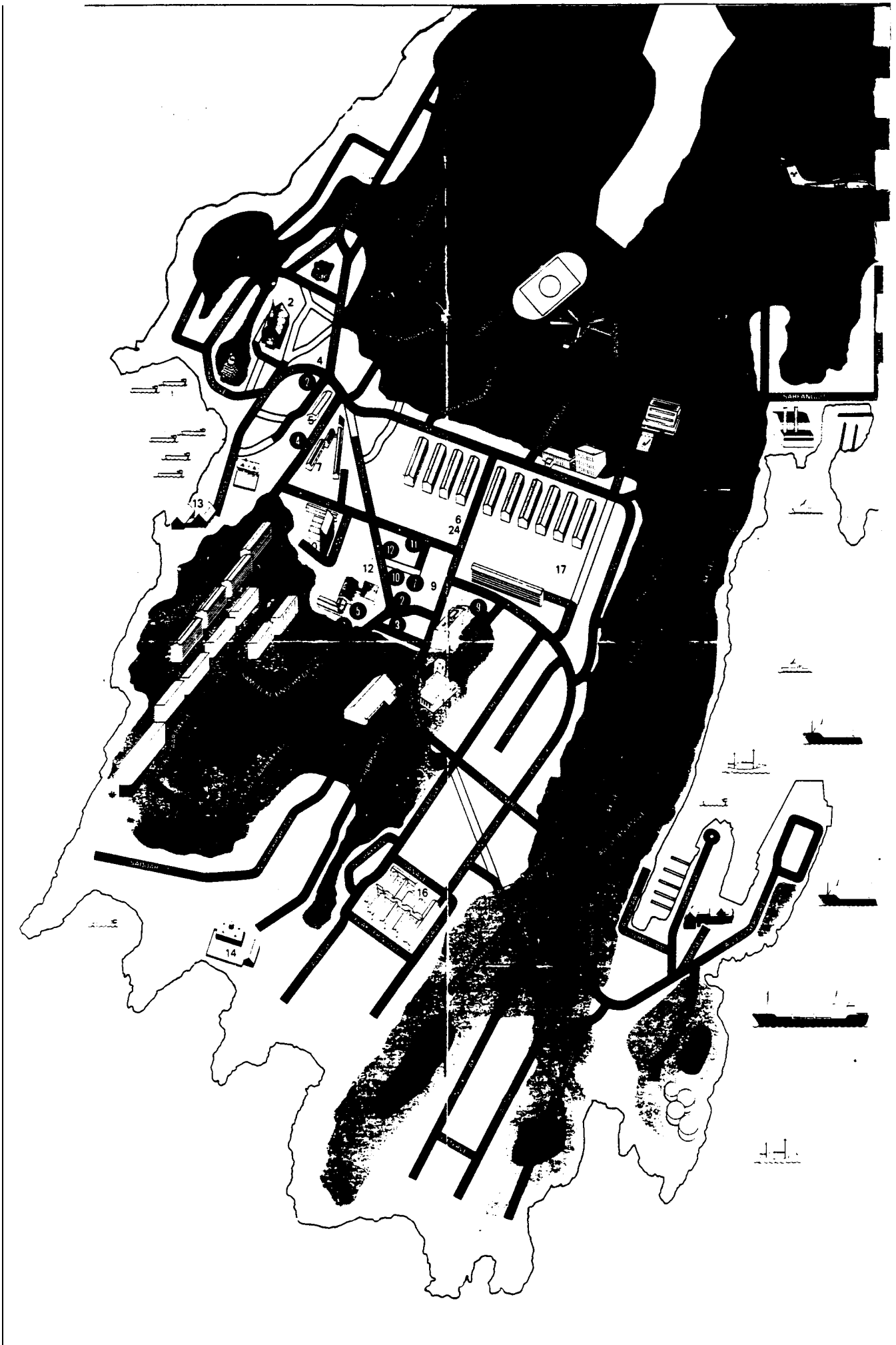
18. Promote the development of tourist homes for small groups and individuals. This could potentially help to alleviate some of the problems during the summer months when the hotels are full of construction workers (at the present time government houses cannot be used for commercial uses such as bed and breakfast or tourist homes).
19. Investigate the opportunities for developing overflow accommodation (i.e., through the use of trailers, tourist homes, empty government houses etc.). Priority for hotel rooms should be given to tourists as possible.
20. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed in a strategic location such as the airport terminal or in the proposed orientation centre.

Hospitality/Information Resources

21. Set up a local community tourism information service to be run in conjunction with the proposed orientation **centre**. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as to **assemble** and distribute required pre-trip information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required **pre-trip** information;
- o produce a pocket-size community and area tourist map which is easy to read and informative about area attractions (one example of such a map produced for the Community of Nuuk in Greenland has been reproduced on the following page).
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;
- o set up a signage system in the community to inform visitors of some of the more important community buildings including the **Co-op**, Hamlet Office, arena and so on.



This program would be best administered under the auspices of the local Tourism Committee. The office itself would be run by a local Tourism Officer who would be responsible for **co-ordinating** tours to the community as well as providing information and orientation reviews in the community.

22. Organize a variety of cultural events and programs which could be packaged with new and existing tours. An example would be the drum dances staged for tourists in Eskimo Point. Other possibilities might include community feasts, square dances, northern games, Hamlet Day (held **in the summer** rather than the spring) and other types of games and contests with a northern **flavour**. This development opportunity is dependent on having a suitable number of people in the community during the summer months.
23. Set up a community host program. This program would involve the selection and training of several community residents to work as community hosts. Their job would be to meet tour groups at the airport as well as run community tours.

In the first few years this function may be filled by the proposed Tourism Officer. With an expanded tourism industry however there may be an opportunity to involve several other students or elders.

e) **Community** Implementation Plan

Table 5-1 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

BAKER LAKE
TABLES-1
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | <u>now important is the Program</u> | | | Who Should Be Responsible For Carrying Out This Program | "Order-of- Magnitude Costs | Row Many Jobs Will Be Created |
|---|-------------------------------------|-----|------|--|-------------------------------|--|
| | <u>Priorities (Years)</u> | | | | | |
| | 0-3 | 4-6 | 7-NJ | | | |
| 1. Develop Semi-Permanent Fish Camp For Charter in Fishing Packages (Accessible By Boat). | | | | | | |
| i) Undertake fish carrying capacity study | * | | | Department of Renewable Resources | | <u>Construction</u> 1/4 man-year . 10 seasonal jobs |
| ii) Construct tent frames, out-houses and suitable docking facility. | * | | | Private sector, Department of Economic Development and Tourism (planning assistance) | \$55,000 (capital) (1) | |
| iii) Purchase necessary outfitting supplies. | * | | | Private sector | \$14,300 (capital) | |
| 2. Investigate Possibility For Developing Locally Owned/Operated Fishing Lodges. | | | | | | |
| i) Undertake a feasibility/master planning study. | | * | | Private Sector, Department of Economic Development and Tourism. | \$30,000 (Planning) | |
| ii) Undertake fish carrying capacity studies as required. | | * | | Department of Renewable Resources | | |
| iii) Assume development of 2 separate lodge facilities (capacity for 15 in each) | | * | * | Private Sector | \$500,000-\$600,000 (capital) | <u>Construct ion</u> 3.5-4 man-years <u>Operational</u> 2 Seasonal Managers 14 Seasonal Guides 4 Seasonal Cooks |
| 3. Develop Regular Evening Fish Charters * | | | | Private Sector, air charter company | \$1,000 (advertising) | Possibly 1 guide occasionally employed. |

(1) Excludes cost of purchasing boats, it is assumed guides will be hired with boats. Including boat purchases the figure would be \$139,000.

BAKER LAKE
TABLE 5-1 cent'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|---|------------------------------------|---|
| | 0-3 | 4-6 | 7-10 | | | |
| 4. Provide Community Storage, Freezing, and Packing Facilities/ Services For Southbound Fishing Parties. (Utilize existing community freezer.) | * | | | Outfitters.. Department of Economic Development and Tourism. | \$2,000 (materials) | Existing outfitters would utilize. |
| 5. Support Designation of the Thelon River As A Heritage Waterway. | * | | | Department of Economic Development and Tourism, Parks Canada. | | Possibly research/guide position(s) during study stage. |
| 6. Co-ordinate End Of Canoe Trip Package In Conjunction With Yellowknife Interests. | * | | | Private Sector, Department of Economic Development and Tourism. | \$5,000 (planning and advertising) | 1 Occasional co-ordinator position. |
| 7. Establish a Territorial Campground On The Outskirts of Town. | | | | | | |
| i) Undertake master plan/locational analysis study. | * | | | Department of Economic Development & Tourism | \$10,000 Master Planning) | |
| ii) Develop/construct campground access road and facilities. (tent-frames, vault toilet) | * | | | Department of Economic Development & Tourism, hamlet. | \$40,000 (capital) | <u>construction</u> 4 man-year <u>Operational</u> 1 Seasonal manager |
| 8. Develop Boat Tour Package From Baker Lake To Chesterfield Inlet. | | | | | | |
| i) Undertake detailed market and financial feasibility assessment. | * | | | Department of Economic Development & Tourism Private Sector. | \$10,000 (Planning) | |
| ii) Construct/upgrade halfway facilities at Stoney Point. | * | | | Private Sector | \$15,200 (capital) | <u>Construction</u> 1/E man-year |
| iii) Purchase equipment (boat, etc.) (This could be initiated by Baker Lake or Chesterfield Inlet) | * | | | Private Sector | \$37,400 (capital) | <u>Operational</u> 3 seasonal part time guides |
| 9. Investigate opportunities for white water rafting | | | | Department of Economic Development & Tourism | \$1,500 (F.A.M. Trip) | |

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program | | | Who Should Be Responsible For Carrying Out This Program | "Order-of- Magnitude Costs | How Many Jobs Will be Created |
|--|------------------------------|-----|------|---|--|--|
| | 0-3 | 4-6 | 7-10 | | | |
| 10. Develop Overnight Boat Tours To Local Attractions. | | | | | | |
| i) Planning and development of brochure | | * | | Private Sector | \$5,000 (Planning and advertising) | Existing outfitters benefit. |
| ii) Construct facilities at 2 locations (tent frames). | * | | | Private Sector | \$20,000 (capital) | <u>Construction</u> 1/8 man-year |
| 11. Develop Community Orientation Centre | | | | | | |
| i) Continue to support Traditional Village operation. | | * | | Department of Economic Development & Tourism | | |
| ii) Expand Traditional Village office into a Community Orientation Centre | | | * | Department of Economic Development & Tourism, Community Tourism Committee | \$100,000 (capital) Based on building new | <u>Construction</u> 0.7 man-years <u>Operations</u> 2 seasonal |
| 12. Develop An Interpretive Film On The Inland Caribou Culture VS The Sea Coast Inuit Culture. | | | * | Community Tourism Committee Inuit Broadcasting Corp. | \$200,000 (approach NFB or CBC for funding) | Number of temporary film parts |
| 13. Develop An Elders Society Meeting And Craft Area. | | | * | Hamlet, Local Churches, Elders Society, Community Tourist Committee | May be able to utilize an existing building. \$20,000 (for renovations) | Potential to provide revenues through craft sales and demonstrations, to community elders. |
| 14. Upgrade The Display and Sales Area At The Sanavik Co-Op And Introduce Print Shop Tours And Other Demonstrations. | * | * | * | Co-Op Board and Management | \$20,000 (capital) | Possibility for several occasional or part-time positions associated with demonstrations. |
| 15. Investigate Feasibility of Musk-Ox/ Caribou Sport Hunting | | | | Hunters and Trappers Assoc., Department of Renewable Resources. | | Several seasonal outfitting/ guiding opportunities. |

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|--|---|--|
| | 0-3 | 4-6 | 7-10 | | | |
| 16. Investigate Possibilities For Photo Safaris Focussing On Local Wildlife. | | | | | | |
| i) Undertake a more detailed analysis of local wildlife resources (including Thelon Game Sanctuary) and accessibility. | | * | | Hunters and Trappers Assoc., Community Tourism Committee | | |
| ii) Develop photo safari tours. | | * | * | Local outfitters. | \$5,000 (Planning and advertising) | Would benefit local outfitters |
| 17. Improve Local Taxi Services | * | | | Private Sector | \$30,000-\$40,000 (for used small bus) | Expanded opportunities for taxi service |
| 18. Promote Development of Tourism Homes. | | * | * | Department of Economic Development & Tourism, Private sector. | | Could provide additional seasonal income to a number of individuals. |
| 19. Investigate Opportunities For Developing Overflow Accommodation. | | * | * | Department of Economic Development & Tourism, Private sector. | | Could provide additional seasonal job opportunities. |
| 20. Develop A Scale Model Of The Community. | | * | | Community Tourism Committee | \$5,000 | |
| 21. Set Up Local Community Tourist Information Service. | | | | | | |
| i) Produce co-ordinated brochure package. | * | | | | \$3,000 | |
| ii) Produce community tourist map. | * | | | Community Tourism Committee | \$3,000 | |
| iii) Administration (Tourism Offices) | * | | | | \$3,000/year | extension of existing Traditional Village office manager's position. |
| iv) Set Up local signage system | * | | | | \$2,000 | Temporary job. |

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|--|--|----------------------------------|
| | 0-3 | 4-6 | 7-10 | | | |
| 22. Organize a variety of cultural events and programs | * | | | Community Tourism Committee | \$3,000 (planning) events would be self supporting in terms of operating costs | Numerous occasional jobs |
| 23. Set Up Community Host Program | * | | | Community Tourism Committee, Hamlet. | Dependent on tourist volume. | 1 or 2 occasional positions |

Column 4 - **Order-of-Magnitude** Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-2 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II, the Background Technical Data Report in chapter 1.7. Only the more **relevant** programs are listed on this table.

FUNDING OPPORTUNITIES - BAKER LAKE TABLE 5-2

| | FEDERAL | | FEDERAL/TERRITORIAL | | | | TERRITORIAL | | | | | | | | | | | | | | |
|--|---------|-----------|-----------------------------|--------------|---|---------------------|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|
| | IRDP | Marketing | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | Business Assistance | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | |
| 1. Sem-permanent fish camp | | | | ● | ● | | ● | ● | ● | ● | | | | | | | | | | | |
| 2. Locally owned/operated fish lodge | | | | | | ● | | | | | | | | | | | | | | | |
| 3. Evening fish charters | | | | | | | | | | | | | | | | | | | | | |
| 4. Community storage, freezing, packaging and smoking facilities | ● | ● | | | | | | | | | | | | | | | | | | | |
| 6. End of canoe trip package | | | | | | | ● | | | | | | | | | | | | | | |
| 7. Territorial campground | | | | | | | | | | | | | | | | | | | | | |
| 8. Boat tour to Chesterfield | | | | ● | | | ● | ● | ● | ● | | | | | | | | | | | |
| 10. Overnight boat tours | | | | | | | ● | | ● | ● | | | | | ● | | | | | | |
| 11. Community orientation centre | | | | | | | | | | | | | | | | | | | | | |
| 12. Interpretive film | | | | | | | | | | | | | | | ● | | | | | | |

DEVELOPMENT OPPORTUNITIES
 /
 FUNDING PROGRAMS

5.5.2- Chesterfield Inlet

a) Community Concept

To encourage both stop-over and extended stay tourism visitation primarily during the summer and spring months.

b) Development **Theme**

The community of Chesterfield Inlet has been designated as a theme community focussing on the theme "Exploration of the North". This theme reflects the important role of the community throughout the period of post-contact history.

In the early days it was believed that Chesterfield **Inlet** was part of the Northwest Passage. In the late 1800's the area was frequented by whalers as is evidenced by the remains of over-wintering sites at Cape Fullerton, Daly Bay and Depot Island. Cape Fullerton became the site of the first R. **C.M.P.** post in the Keewatin, and the community itself played an important role in the spread of Roman Catholicism throughout the Region, and navigation of Hudson Bay in the early 1900's.

Some of the secondary themes that are reflected in the diverse tourism resource base of the Chesterfield area include fishing, **pre-contact** history and wildlife.

c) General Description of Concept

In the past few years Chesterfield Inlet has had very little in the way of tourist visitation. There is one outfitter in the community who has been trying to promote the community without a great deal of success.

The objective for future tourism development in Chesterfield Inlet will be to provide more focus for the planned activities and create a diversity of interesting opportunities capable of attracting tourists in both the spring and **summer** seasons.

Chesterfield Inlet offers a variety of fascinating historical resources which require interpretation. With proper interpretation a number of these areas could be developed as tourist attractions. In addition to these historical resources, Chesterfield provides opportunities for spring fishing as well as some potential to view local wildlife.

The following development opportunities, if developed properly, should provide the community with the critical mass necessary to attract tourists on both a stop-over and extended stay basis.

d) Development Opportunities

R.C. M. P./Whaling/Pre-Contact History Themes

1. Undertake a comprehensive study to identify and document the historical (and **pre-historical**) resources along the coast between Chesterfield and Cape Fullerton. The intent of the study would be to identify potential tourist attractions and provide suitable interpretive information for inclusion in interpretive brochures.

(This study would be similar to the ones that were undertaken in the communities of Eskimo Point and Baker Lake).

2. Develop extended boat tours along the Hudson Bay coast north to Cape Fullerton. The trips would focus on the historical attractions along the way including the Cape **Silimiut Thule** houses, the abandoned Sag Lake research **centre**, Depot Island, Daly Bay and Cape Fullerton. Transient overnight facilities would be provided at Cape Fullerton including tent frames and outhouses. (An old whaling era map of Cape Fullerton is reproduced on the following page.)

A large comfortable boat such as a Peterhead would be necessary on trips of this nature.

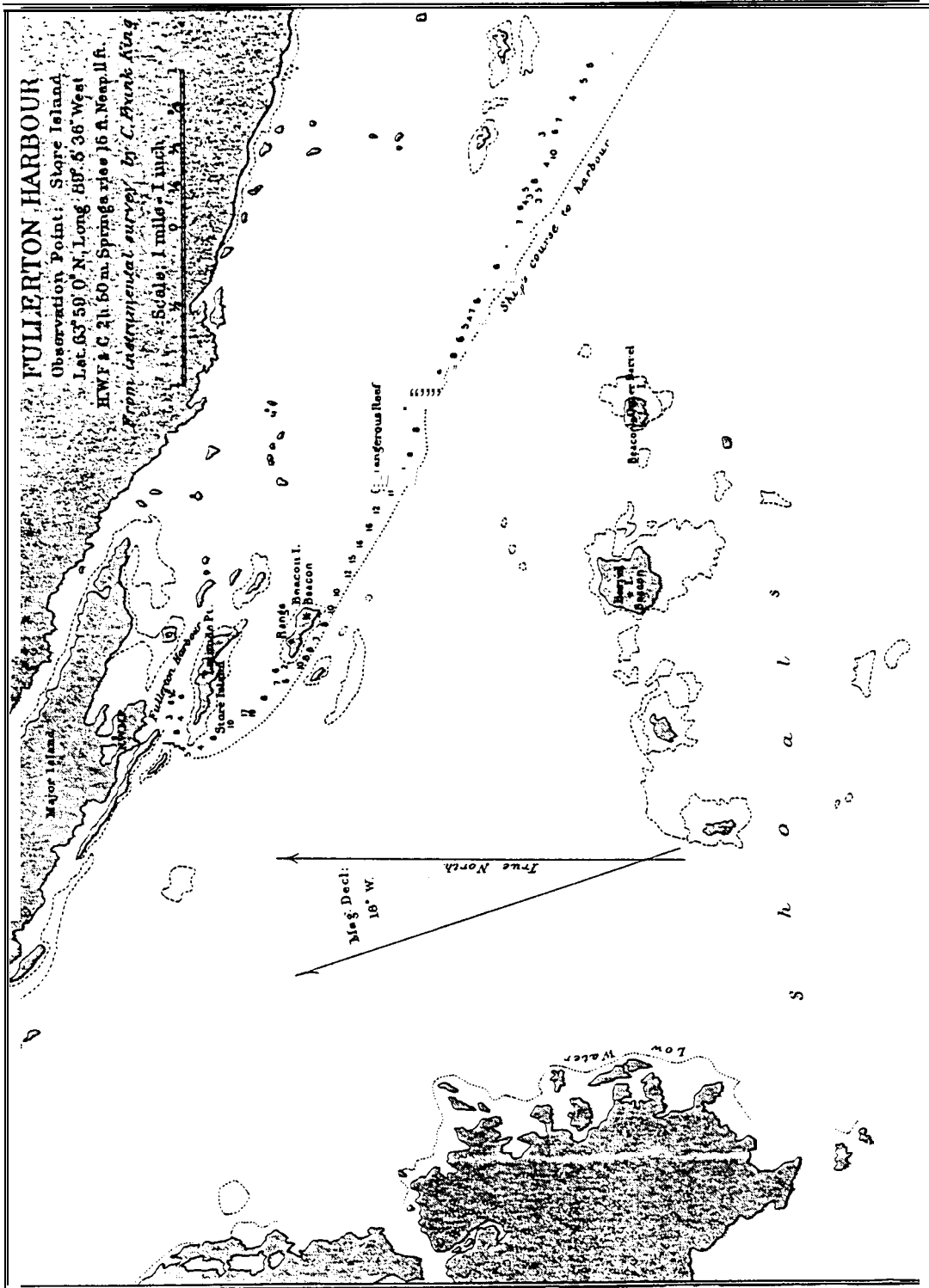


EXHIBIT I-1

Fullerton Harbour (Low 1906: end map)

Complete outfitting services should be provided on trips of this nature including wet weather gear, warm clothing and possibly rubber boots with duffel liners. Some of these items, like the boots and duffel liners, could be incorporated in the tour cost so that the person may keep them at the end of the trip. Interpretive materials could be provided in written format (brochures, booklets) in an audio format (cassette tapes) and/or as presentations by the guide.

3. Develop marked walking trails to the historic sites on the community point and the adjacent point. In conjunction with development of the trails, map/brochures should be produced providing an interpreted insight into the history of the sites along with a ruins identification guide.

A general clean-up should be undertaken in concert with the development of the trails, particularly at the old dump situated enroute to the second point.

The following map illustrates the general location of the trails. More detailed site work and reconnaissance would have to be undertaken at the design detail stage.

Missionary Theme

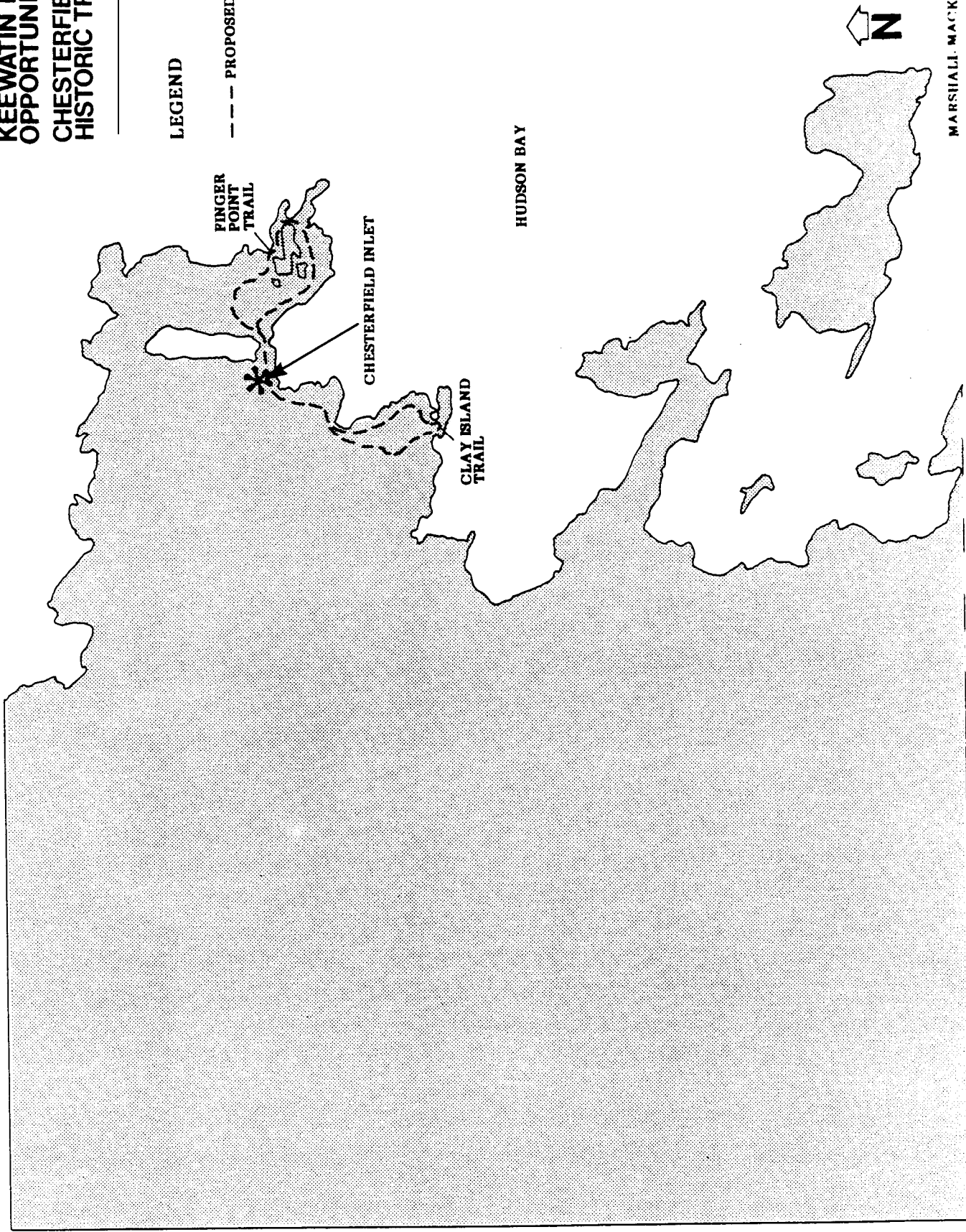
4. Produce a walking tour map of the community highlighting some of the interesting historical buildings like the Roman Catholic Church, the Roman Catholic generating plant, the old **M.O.T.** marine communication buildings and the old Hudson Bay building.
5. As an alternative to flying, establish a 2-day boat tour from Chesterfield Inlet to **Baker** Lake. Overnight facilities could be provided at or in the vicinity of the abandoned Stoney Point outpost camp.

The tour could include stops at points of interest along the route such as Sag Lake, the soapstone quarry on Baker Lake and the historic sites at the mouth of the **narrows** at the end of Baker Lake.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES
CHESTERFIELD
HISTORIC TRAILS**

LEGEND

--- PROPOSED WALKING TRAILS



Fishing Theme

6. Support the proper development of spring skidoo and early summer boat fishing trips to areas like Cape **Silimiut**. To add extra interest to these trips some of the local **historic** sites should be highlighted on the way with the outfitter providing interpretation (i.e., Sag Lake Research Centre, Cape **Silimiut Thule** houses, etc.).

Wildlife Theme

7. Investigate the feasibility and develop, if possible, fall caribou sport hunts north of Chesterfield Inlet. This would require the allocation of part of the commercial quota on the Wager herd to Chesterfield Inlet. A more detailed market analysis would have to be undertaken to more accurately define the market potential if this quota becomes available.
8. Organize spring floe edge trips to view wildlife. The floe edge by Chesterfield Inlet is relatively close to the community (approximately 10 km). In fact, it is the closest floe edge in any of the Keewatin communities.

The floe edge trips would include a **ski-doo** trip (or by dog sled if available) out to the floe edge overnighing in either an igloo or tent at the floe edge. Day trips could include a stop for tea and **bannock** in an igloo by the floe edge.

9. Organize a bombardier trip to Rankin in the spring. This excursion could be tied in with the floe edge tours. Another option would be to run skidoo excursions between Chesterfield Inlet and Rankin Inlet.

Superstructure

10. Investigate opportunities for developing overflow accommodation as needed, i.e., through the use of trailers, empty government houses, etc.
11. Upgrade the existing hotel facilities to better meet tourist requirements and expectations. It is recommended that further hotel amenities be developed to provide evening and inclement weather opportunities. These amenities could include video T. V., movie/slide set up and a small library.

e) Community Implementation Plan

Table 5-3 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. The development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - **irregular** basis

CHESTERFIELD
COMMUNITY IMP

| Recommended Program & Components | How Important is the Program | | |
|---|------------------------------|-----|------|
| | Priorities (Years) | | |
| | 0-3 | 4-6 | 7-10 |
| 1. Undertake A Comprehensive Historical Resource Study (Identifying interpretive Opportunities). | * | | |
| 2. Develop Extended Boat Tours Along The Coast To Cape Fullerton Focussing On The Historic Resources. | | | |
| i) Develop interpretive brochure | * | | |
| ii) Purchase necessary equipment | * | | |
| iii) Purchase suitable boat (could also be used for trips to Baker) | * | | |
| 3. Develop Marked Historic Walking Trails Focussing On The Historic Sites Adjacent To The Community And The Community Itself. | | | |
| i) Planning and brochure development | * | | |
| ii) Construction of trails and signage (including clean-up of garbage dump enroute). | * | | |
| 4. Support Development Of Spring Skidoo And Early Summer Boat Fishing Trips To Places Like Cape Silimiut. | * | | |

**CHESTERFIELD
COMMUNITY IMPROVEMENT**

| Recommended Program & Components | How Important is the Program Priorities (Years) | | |
|--|--|-----|------|
| | 0-3 | 4-6 | 7-10 |
| 5. Develop Boat Tour Package From Chesterfield To Baker Lake (Can Be Initiated from Either Community). | SEE BAKER LAKE WRITE-UP | | |
| 6. Investigate Possibilities For Fall Caribou Sport Hunts North Of The Inlet. | * | * | |
| 7. Organize Spring Floe Edge Tours To View Wildlife. | * | | |
| 8. Organize a Bombardier Excursion To Rankin In The Spring. | * | | |
| 9. Investigate Opportunities For Developing Overflow Accommodation As Needed. | * | | |
| 10. Upgrade Existing Hotel With New Amenities. | * | | |

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-4 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on the table.

5.5.3- Coral **Harbour**

a) Community Concept

To develop the community as a destination during the summer months primarily and to a lesser degree during the spring. **Sporadic** winter visitation will also occur due to the sport hunting market opportunities.

b) Development Theme

The community of Coral **Harbour** has been designated as a theme community **focussing** on the wildlife theme. Coral **Harbour** has some of the most marketable wildlife viewing opportunities in the Northwest Territories associated with Coats Island and northern Southampton Island.

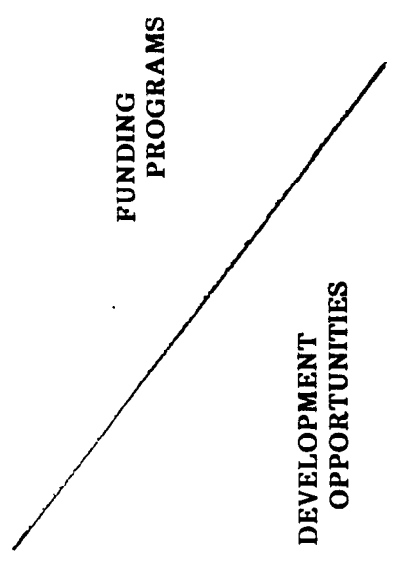
Development opportunities identified for Coral **Harbour** are mostly extended stay opportunities, however, there are several opportunities for short term inclement weather activities.

c) General Description of Concept

The objective of future tourism development will be to capitalize on the quality of the wildlife resource opportunities by developing major attractions **focussing** on the photo safari, sport hunting and adventure travel markets.

FUNDING OPPORTUNITIES - CHESTERFIELD INLET TABLE 5-4

| | FEDERAL | | PROVINCIAL | | MUNICIPAL | | PRIORITY INITIATIVES | | | | | | | | | | | | | |
|--|---------|-----------------------------|--------------|--|---------------------|---------------------|----------------------|---|------------------------------|------------------------------------|--------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|
| | IRDP | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | Business Assistance | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | |
| 1. Historic Resource Study | | | | | | | | | | | | | | | | | | | | |
| 2. Overnight coastal boat tours | | | | | | | | | | | | | | | | | | | | |
| 3. Marked historic walking trails | | | | | | | | | | | | | | | | | | | | |
| 4. Walking tour map of the community | | | | | | | | | | | | | | | | | | | | |
| 5. Boat trips to Baker Lake | | | | | | | | | | | | | | | | | | | | |
| 6. Spring and summer boat fishing trips | | | | | | | | | | | | | | | | | | | | |
| 7. Assess possibilities for caribou sport | | | | | | | | | | | | | | | | | | | | |
| 8. Spring floe edge tours | | | | | | | | | | | | | | | | | | | | |
| 9. Bombardier excursion to Rankin | | | | | | | | | | | | | | | | | | | | |
| 10. Investigate overflow accommodation potential | | | | | | | | | | | | | | | | | | | | |
| 11. Upgrade hotel amenities | | | | | | | | | | | | | | | | | | | | |



d) Development Opportunities

Wildlife Theme

1. In recognition of the superb and unique collection of wildlife and natural resources on Coats Island, the island should be designated and developed as a territorial park. This would involve the preparation of suitable literature, maps, interpretive programs and trails. The emphasis for the park should be on preservation with provision for educational opportunities and limited recreational activities.
2. Develop extended photographic tours (4-6 days) from Coral Harbour to Coats, Walrus and Bencas Islands, focussing on the walrus herds and murre colony. The boat should be larger than the Peterhead that is used now, with room to sit 6-8 tourists comfortably and with proper washroom facilities. The tours should be fully outfitted providing sleeping bags, wet weather gear, rubber boots and duffel socks, locally made toques and survival suits.

Interpretive material should be prepared on the flora, fauna and **physiography** of the areas to be visited and provided as reading material during the trip down. A suitable resource specialist should accompany the trip to act as the instructor. This person might be a noted authority on polar bears or walrus or a noted photographer.

3. Develop a remote naturalist lodge facility on Coats or Bencas Island. The facilities should provide accommodation for between 10 and 20 people. This seasonal lodge facility would function as the base facility for exploring both the Coats and Bencas Island areas. Fly-in access may also be developed in future years as an alternative to boat access. However the potential impact of planes on the local wildlife would have to be studied carefully.

Alternatives to a permanent lodge **facility** should be investigated **prior** to development. One idea might be to build a mobile resort which can be returned to the community at the end of the season for repairs, upgrading or expansion. In addition, if at some point the wildlife resource moves or changes migration routes, the mobile camp can be relocated in response. It

might be possible to build the mobile resort using ATCO trailer facilities placed on an old barge. The barge could then conceivably be towed down by two Peterheads each season.

The boat tours identified in the previous opportunity would be expanded to include a stay at the lodge. Other organized activities which could be developed on or around Coats Island could include:

- o hiking along the cliffs and beaches.
- o sea kayaking.
- o beach combing by all-terrain vehicle.
- o all-terrain vehicle treks across the northeast corner of Coats Island.
- o wildlife photography on **Bencas** and Coats Islands.

The following map (I-4) graphically illustrates the locations for some of these opportunities.

4. Develop a series of inclement weather activities in and around the community in order to provide opportunities for storm stayed and wind bound visitors. Several examples would be:
 - o guided honda or boat tours to the **Kirchoffer** River falls.
 - o guided honda trips to the mountains.
 - o fishing trips to local fishing spots.

Maps or interpretive brochures should be provided for each of the different opportunities.

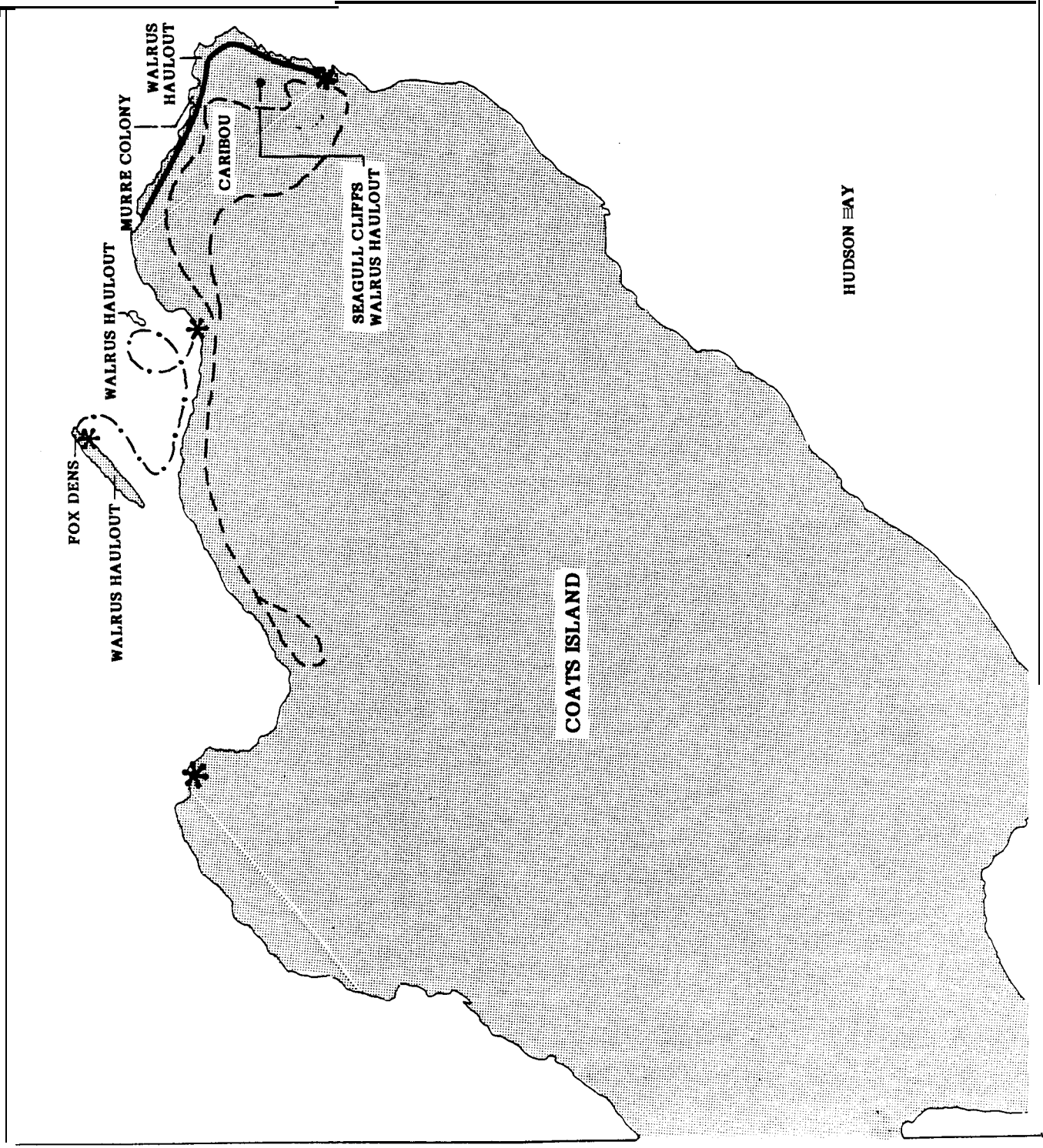
Drawing I-5 provides a conceptual illustration of several opportunities.

5. Develop an inter-regional wildlife photographic tour combined with communities like **Pangnirtung** in the Baffin and **Holman** Island in the Kitikmeot. These tours should be led by either a well known photographer or a noted wildlife authority.

KEEWATIN DEVELOPMENT OPPORTUNITIES
COATS ISLAND TERRITORIAL PARK

LEGEND

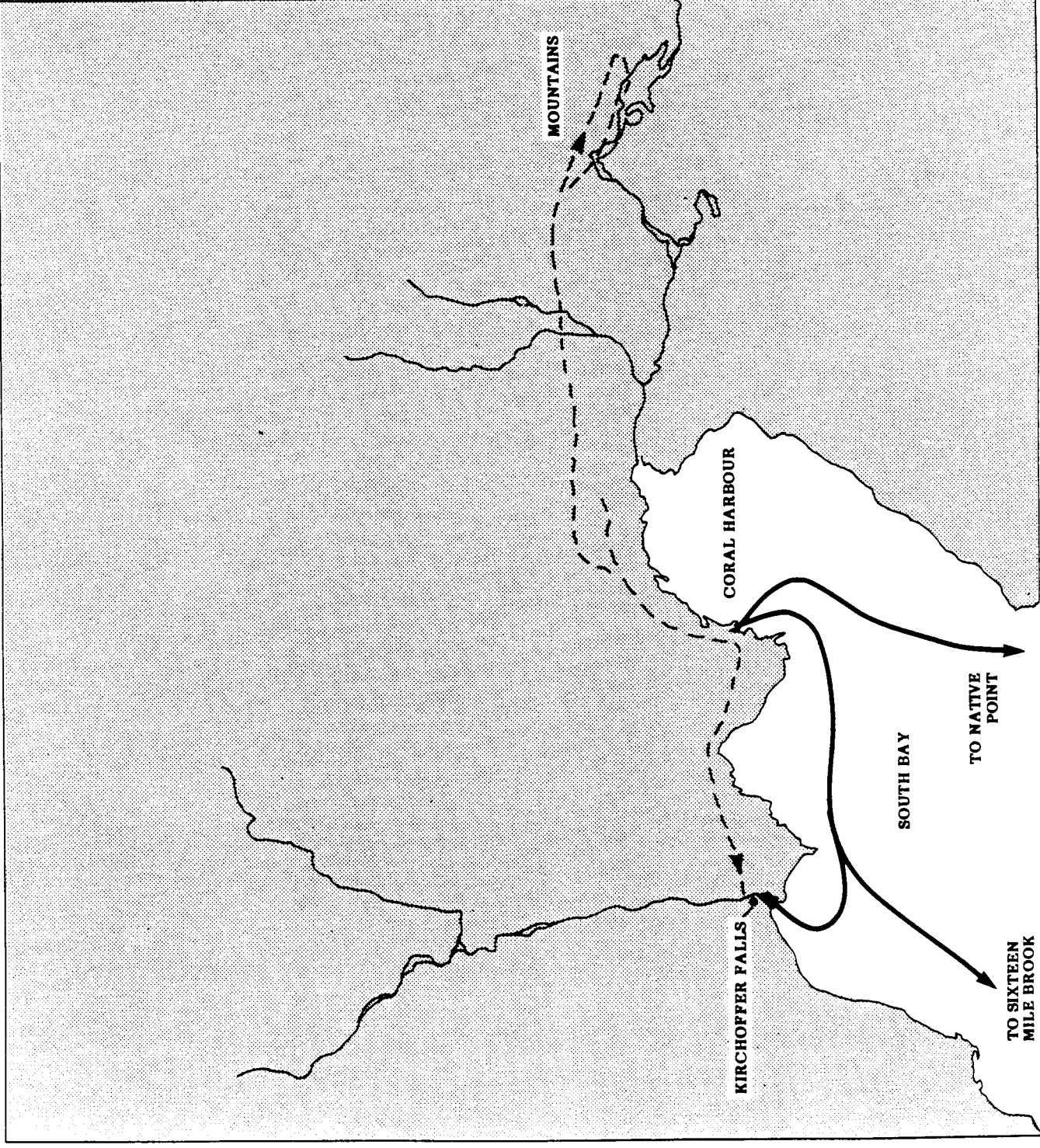
- * SAFE HARBOURS
- - - PROPOSED HONDA TRAILS
- PROPOSED HIKING TRAILS
- . - . POSSIBLE SEA KAYAKING AREA



**KEEWATIN DEVELOPMENT
OPPORTUNITIES**
**CORAL HARBOUR
HONDA TRAILS AND
BOAT TRIPS**

LEGEND

- PROPOSED HONDA TRAILS
- PROPOSED BOAT TRIPS



6. Establish winter polar bear hunts out of Coral **Harbour**. This would require development of a number of working dog teams. At the present time the community of Coral **Harbour** has the highest polar bear quota in the north (65 bears/year). It is felt that if the community were to allocate a number of these for sport hunters there would be a market because of the quality of the resource.

The polar bear sport hunts could either be run by an individual outfitter or through the Hunters and Trappers Association. In the initial years, anyway, a marketing representative would have to be hired. It will be important to select an individual who not only has the marketing capabilities but will also put some effort into helping train and organize the guides.

The possibilities for initiating walrus sport hunts should be investigated as either a complimentary or independent activity. This idea would have to be pursued with the Federal Department of Fisheries and Oceans.

- 7a. When a number of good dog teams are established in the community, develop spring dog team trips to some of the local spring attractions including:
- o the **Thule** Houses at Native Point.
 - o East Bay Bird Sanctuary.
 - o spring camping areas.
 - o floe edge.

The trips could be developed as either day or overnight trips. The day trips could include a stop at a traditional spring camp for **bannock** and tea or lunch. The overnight trips could include a night in an igloo or tent by the floe edge.

- 7b. The quality of the archaeological sites at Native Point is reportedly quite good. With the community's support it is recommended that a historic site study be done on Native Point, documenting the full history of the area and identifying a concept plan for interpretation of the site. Access to the site

would be easiest in the spring time by snowmobile or dog team, although it is also accessible by boat in the summer. During the summer high winds out on the open water are a constraining factor for boat access. Thus in terms of the number of people that can eventually visit the site it may not be viable to operate a living museum site like the Baker Lake Historic Village. However, it could be well worthwhile to develop a static display, ie., reconstruction of several **Thule** houses with brochures and possibly signage, alongside the remains of other original house remains.

(**This** project would have to be approved and coordinated with the Northern Heritage Centre).

Superstructure

8. There is no **licenced** taxi business in Coral **Harbour**. It would be preferable to have a couple of taxis in town so that one is always available. Vans or four wheel drive vehicles would be the most suitable.
9. The present airport terminal building should be upgraded/expanded to provide a more useable facility for waiting passengers. Tickets should be processed at the airport and baggage should be handled through the terminal building.
10. Jet fuel should be made available in either Repulse Bay or Coral **Harbour** to help ensure more consistent flight schedules into these communities. At the present time jet fuel is only available in Baker Lake and Rankin Inlet.
11. There are a variety of arts and crafts being made in Coral **Harbour** but at the present time there is nowhere to market these items.

Further development and sales of local arts and crafts should be promoted. Possible outlets for craft **sales** would be the **Co-op** store and the Hudson **Bay** store and the proposed craft shop at Leonies Place. **In** time, with increased traffic into Coral and Repulse, it may be viable to run a small sales outlet at the airport.

In conjunction with the craft sales an area should be set up where tourists can watch the crafts being made and talk to the artists.

12. Produce a community/area tourist map which is easy to read and informative about area attractions.
13. Upgrade and expand the existing Co-op hotel facilities to better meet tourist requirements and expectations. This would include:
 - o upgrading the bedrooms by providing individual shower/washroom facilities.
 - o purchase further hotel amenities to provide evening and inclement weather activities. These could include video T. V., movie/slide show set-up, and a small library.

This program would be undertaken according to the hotel's ability to undertake upgrading based on yearly visitation and operating profits.

e) Community **Implementation** Plan

Table 5-5 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project **imple m entation**.

CORAL HARBOUR TABLE 5-5
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | <u>How Important Is the Program</u> | | | Who Should Be Responsible For Carrying Out This Program | 'Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|-------------------------------------|----------------|------|---|---------------------------|--|
| | <u>Priorities</u> | <u>(Years)</u> | | | | |
| | 0-3 | 4-6 | 7-10 | | | |
| 1. Support The Designation And Development Of Coats Island As A Territorial Park. | * | | | Department of Economic Development & Tourism | | |
| 2. Develop 4-6 Day Photographic Safaris To Coats, Walrus and Bencas Islands, Focussing On The Walrus Herds. | | | | | | |
| i) Purchase a large more comfortable boat for traveling to Coats Island. | * | | | Private sector | \$50,000 | |
| ii) Purchase necessary equipment; wet weather gear, survival suits, camping equipment, 3 wheeled Hondas, etc. | * | | | Private sector | \$45,000 (equipment) | Existing outfitters |
| iii) Produce interpretive materials (could be produced in conjunction with Territorial Park). | * | | | Department of Economic Development & Tourism | \$30,000 | |
| 3. Develop A Remote Naturalist Lodge Facility on Bencas Island. | | | | | | |
| i) Undertake detailed feasibility assessment and master plan study (including investigation of mobile resort possibilities). | * | | | Department of Economic Development & Tourism Hamlet or Tourism Committee | \$40,000 (planning) | 1 part-time position as |
| ii) If determined feasible construct small naturalist lodge (capacity for 10-15 people). | * | | | Private sector | \$225,000 (capital) | <u>Construction</u> 2.5 man-years 16.2 seasonal jobs |

CORAL HARBOUR TABLE 5-5 cont'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | <u>How Important is the Program</u> | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude costs | How Many Jobs Will Be Created |
|---|-------------------------------------|------------|-------------|---|---------------------------|---|
| | <u>0-3</u> | <u>4-6</u> | <u>7-10</u> | | | |
| 4. Develop A Series Of Incremental Weather Activities In The Community. | | | | | | |
| i) Develop a marked honda trail to the Kirchoffer Falls and the Mountains (for guided excursions). | * | | | Tourism Committee | \$10,000 (construction) | 3 temporary jobs |
| ii) Produce interpretive trails brochure. | * | | | Department of Economic Development & Tourism Committee | \$10,000 | |
| iii) Initiate a honda rental business | * | | | Private sector | \$5,000-\$10,000 | 1 manager for seasonal operation |
| 5. Develop Inter-Regional Photographic Safaris (i.e. with Baffin or Kitikmeot Communities). | | * | | Keewatin Chamber of Commerce or Tourism Association | | |
| 6. Establish Winter Polar Bear Hunts Out of Coral Harbour. | | | | | | |
| i) Build up several working dog teams. | * | | | Private sector | | |
| ii) Purchase equipment | * | | | Private sector | \$10,000 | |
| iii) Establish relationship with a sport hunting marketing firm and organize hunts. | * | | | H.T. A. Department of Economic Development & Tourism, Private sector. | | 2-3 seasonal guides 3-4 occasional clothing sewers |
| iv) Investigate feasibility for developing walrus sport hunt either in conjunction with polar bear hunts or as a separate hunt. | * | | | Federal Department of Fisheries and Oceans, H.T. A. | | |

CORAL HARBOUR TABLE 5-5 cont'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | <u>How Important is the Program</u> | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|---|-------------------------------------|----------------|------|---|--|--------------------------------|
| | <u>Priorities</u> | <u>(Years)</u> | | | | |
| | u-3 | 4-6 | 7-10 | | | |
| a) | | | | | | |
| 7. Develop Spring Dog Team Trips To Local Areas Of Interest (i.e. Floe edge, East Bay Bird Sanctuary and Native Point). | | * | | Private sector | \$10,000 (equipment, promotional material) | 2-5 occasional guides |
| b) NativePoint historic study | | | | Tourism Committee | \$10,000 | |
| 8. Develop taxi business | | | | Private sector | \$20,000 (capital) | 1 or 2 part-time drivers |
| 9. Upgrade/Expand The Airport Terminal Building | | | * | M. O. T., C. N.W.T. | | 1 part-time ticket sales agent |
| 10. Provide Necessary Facilities For The Sale Of Jet Fuel In Either Coral Harbour or Repulse Bay. | | | | M. O. T., G. N.W.T. | | |

CORAL HAREOUR TABLE 5-5 cent'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program | | | Who Should Be Responsible For Carrying Out This Program | Order-of-Magnitude costs | How Many Jobs Will Be Created |
|---|------------------------------|---------|------|--|--------------------------|---|
| | Priorities | (Years) | | | | |
| | 0-3 | 4-6 | 7-10 | | | |
| 11. Promote Further Development And Sales Of Local Arts and Crafts. | | * | | Department of Economic Development & Tourism, Co-Op, H.B.C. Private Sector | | Numerous occasional jobs. |
| 12. Produce A Community Tourist Map. | | | | Community Tourism Committee | \$3,000 | |
| 13. Upgrade and Expand Existing Hotel Facilities. | | * | | Private sector (Co-Op) | \$20,000 (capital) | Several temporary construction opportunities. |

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. **Order-of-magnitude** costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: **This** column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Pull time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of **public** sector funding programs, private sector interests and initiatives , changing market demands, changes in the nature of competing opportunities etc.).

f) **Funding Opportunities**

The following Table 5-6 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part 11 the Background Technical Data Report in chapter 1.7. Only the more relevant

| FUNDING PROGRAMS | FEDERAL | | FEDERAL/TERRITORIAL | | | | TERRITORIAL | | | | | | | | | | | | | |
|-------------------------------------|---------|-----------------------------|---------------------|--|---------------------|---------------------|-----------------|--|------------------------------|------------------------------------|------------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|---|
| | IRDP | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | Business Assistance | Tourism Development | Skimo Loan Fund | Skimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | Non-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | |
| 1. Coats Island Territorial Park | | ● | | | | | | | | | | | | | | | | | | |
| 2. Photographic safaris | | | | | | | | | | | | | | | | | | | | |
| 3. Coats Island Naturalist Lodge | | ● | ● | | | ● | ● | ● | ● | | | | | | | | | | | |
| 4. In-clement weather activities | | | | | | | | | | | | | | | | | | | | |
| 5. In-clement weather photo safaris | | | | | | | | | | | | | | | | | | | | |
| 6. Polar bear sport hunts | | | | | | | | | | | | | | | | | | | | ● |
| 7. Spring dog team trips | | | | | | | | | | | | | | | | | | | | ● |
| 8. New taxi service | | | | | | | | | | | | | | | | | | | | |
| 9. Expanded airport terminal | | | | | | | | | | | | | | | | | | | | |
| 10. Jet fuel facilities | | | | | | | | | | | | | | | | | | | | |
| 11. Local arts/crafts sales | | | | | | | | | | | | | | | | | | | | |
| 12. Community curio shop | | | | | | | | | | | | | | | | | | | | |

1

5.5.4- **Eskimo** Point

a) community **Concept**

To enhance the community's position as both a destination and stop-over point and to attempt to extend current visitor stays and more effectively penetrate the Churchill market.

b) Development **Theme**

Based on the communities strong cultural presence (the **Inuit** Cultural Institute, cultural events and presentations, arts and crafts industry, etc.) the major theme identified for Eskimo Point is Arts/Culture.

Another major theme reflected in the areas' resources is that of the Barrenlands and more specifically the Hudson Bay coast lowlands.

The secondary theme opportunities identified for Eskimo Point include **pre-**contact history, mining, fur trade, wildlife and waterways. **These** all reflect some of the higher interest tourism resources found in the area.

c) General **Description** of Concept

At the present time Eskimo Point caters mainly to groups of pass-through tourists coming from Churchill, Manitoba, either on their way north to **Rankin Inlet** or returning to Churchill. The objective for future tourism development in Eskimo Point will be to develop a suitable diversity of activities and facilities to extend visitor stays and attract new market segments with particular attention being paid to the nearby Churchill markets.

At the present time the majority of tourists visiting Churchill are in the over 55 age group with a large percentage being retired. Thus the opportunities that are to be developed in Eskimo Point need to be sensitive to the specific requirements of this market group (i.e., comfortable travel modes, easy access, well planned itinerary, etc.).

In addition a large portion of the tourists visiting Churchill can be classified as being interested in general interest tours.

A number of the development opportunities described in the following section are suited to the older general interest market segment.

Some of the other potential specialty market types which may be attracted to Eskimo Point include sport fishing groups (for **grayling**), **arts and culture** tours and other short term fly-in and general interest markets.

Most of the opportunities identified below are geared to relatively short term visitation, 1 to 3 days.

d) Development **Opportunities**

Barrenlands Theme

1. In conjunction with packaged boat trips establish a tourist summer camp at Upper **Eskimo** Point. The focus of the trips would be to experience the Hudson Bay lowlands. The summer camp consisting of a typical traditional camp along with an outhouse would provide a rest stop and lunch area.

Weather permitting, the trip could be extended to include an excursion to visit the historic sites on Sentry Island. This component of the trip would necessitate a larger boat than a freighter canoe equipped with survival suits.

Interpretive material perhaps in the form of a descriptive brochure and map should be provided, **focussing** on the main points of interest on the route.

2. Develop a number of special interest marked **honda** trails around Eskimo Point **focussing** on the barrenland and coastal features of the area (i.e., vegetation, wildlife, coastal flats, etc.).

Interpretive brochures should be produced for each trail describing points of interest and outlining the trail on a simple map.

3. **At** the present time there is considerable interest being expressed to develop a museum facility. It is recommended that support be provided for the development of quality museum facilities large enough to accommodate group tours. The facility should not simply be a passive museum display, instead it should incorporate multi-sensory displays which provide opportunities for visitors to learn and participate in activities and demonstrations. The development of the museum should be undertaken in close concert with the Northern Heritage Centre.
4. Initiate a community host program for package tours coming to the community where a number of local residents dressed in traditional clothing greet the groups at the airport and escort them to the community.
5. Develop snowmobile and dog sled trips to the floe edge and other points of interest in the spring time (i.e., **Maguse** River, Wolfe Creek **Esker**, etc.).

To create additional interest in the trips tea and bannock could be provided in an igloo along the way or at the floe edge.

6. Develop extended boat trips to the **McConnel** Bird Sanctuary **focussing** on bird watching opportunities. These trips would be aimed at a specific market segment, bird watchers. Facilities and equipment should be kept to a minimum, using tents and back packs to enhance the wilderness adventure spirit.

Arts/Culture Theme

7. Support should be provided for the **Inuit** Cultural Institute proposal to develop a Cultural Learning Centre. The proposed program should be expanded to include skills learning - i.e., teaching survival skills, fur tanning, crafts, etc.

In concert with the development of the Centre, student exchanges with southern learning institutions/organizations should be aggressively promoted as a potential market segment.

8. Organize a variety of cultural events and programs which could be packaged with new and existing tours. The current drum dance presented to VIA tour groups is a good example. Other possibilities might include community feasts, square dances, northern games, Hamlet Days (held in the summer rather than the spring) **and** other types of games and contests with a northern **flavour**.

The most suitable location for holding the larger events would be in the new arena.

9. At present Travel Manitoba organizes pre and post conference packages for the larger conventions held at the **Winnipeg Convention Centre**. In the past they have included excursions to Churchill. **This** potential market offers a unique opportunity for Eskimo Point because of its accessibility from Winnipeg.

It is recommended that Eskimo Point should aggressively pursue the possibilities for developing pre and post conference packages aimed at the **Winnipeg Convention Centre** market.

10. The craft shop **display** and demonstration area should be both upgraded and expanded. The emphasis should be placed on quality affordable items made locally.

As an additional sales opportunity the inclusion of hats and duffel socks in tour packages could be developed.

Pre-Contact History Theme

11. Continue to support **and** expand the historic trails program.

Mining Theme

12. Organize day trips by charter to the **Cullaton** Lake Gold Mine where visitors can be taken on an escorted tour of the facilities and possibly even stay for lunch. Logistics of the trip could be worked out with Mine management.

A similar excursion is provided to the **Cornwallis** Island Mine from Resolute Bay.

13. Develop day and extended trips by boat up the Maguse River to points of interest like the first falls and possibly **Padlei** at the old ABC post on the Maguse River. **The** focus for these trips would be on historic interpretation and fishing for **grayling**.

Superstructure

14. Upgrade existing hotel facilities. Upgrading should include a lounge/social area with **connections** to the existing kitchen area. The number of **Hotel** rooms should be expanded, up to 10-15 additional units, if estimated, future hamlet construction programs occur. They should be known by the end of the 85 fiscal year.
15. Support the proposed lengthening of the existing runway
16. Support development of the Maguse River Road to facilitate the development of bus tours to the Maguse with a specific scenic destination. Tea and **bannock** would be provided as part of the package on reaching the Maguse.
17. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed in a strategic location such as the airport terminal.

Hospitality/Information Resources.

18. Set up a local community tourism information service. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as required **pre-trip** information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required pre-trip information;
- o produce a community and area tourist map which is easy to read and informative about area attractions;
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;
- o set up a signage system in the community to inform visitors of some of the more important community **buildings** including the **Co-op**, Hamlet Office, arena and so on.

This program would be best administered through the local Tourism Committee.

e) **Community** Implementation Plan

Table 5-7 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction

| Recommended Program & Components | How Important is the Program | | |
|--|------------------------------|-----|------|
| | Priorities (Years) | | |
| | 0-3 | 4-6 | 7-10 |
| Establish A Tourist Summer Camp At Upper Eskimo Point To Be Used In Conjunction With Day Boat Trips. | | | |
| i) Produce interpretive materials. | | * | |
| ii) Purchase new larger boats and other equipment. | | * | |
| iii) Construct summer camp facilities. | | * | |
| Develop Special Interest Marked Honda Trails Around Eskimo Point Focussing On Barren Land and Coastal Features. | | | |
| i) Produce interpretive brochures/ trail planning. | | * | |
| ii) Construct trails (assume 20 miles) | | * | |
| Provide Support To The Development Of Quality Museum Facilities Large Enough To Accommodate Group Tours. | | * | |
| Initiate A Community Host Program With Local Residents Dressed In Traditional Clothing. | | * | |

COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | Order-of- Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|---|---|-----------------------------------|
| | u-3 | 4-6 | 7-10 | | | |
| Develop Snowmobile And Dog Sled Trips To The Floe Edge And Other Points Of Interest. | * | | | Private sector | \$5,000 (planning and equipment purchase) | Existing outfitters will benefit. |
| Develop Extended Boat Trips To The McConnel Bird Sanctuary. | | | | Private sector | \$10,000 (planning and equipment purchase) | Existing outfitters will benefit. |
| Provide Necessary Support For Development Of Cultural Learning Centre. | • | | | Department of Economic Development & Tourism, Inuit Cultural Institute. | | |
| Organize A Variety Of Cultural Events And Programs. | • | | | Community Tourism Committee | \$3,000 (planning) - events would be self supporting in terms of operational costs. | Numerous occasional jobs. |
| Aggressively Pursue The Possibilities For Developing Pre and Post Conference Packages Aimed At The Winnipeg Convention Market. (FA M trips, information packages, etc.) | * | | | Community Tourism Committee, Keewatin Chamber of Commerce | \$15,000 (advertising and operating) | |
| Upgrade and Expand The Craft Shop Display And Demonstration Area. | * | | | Private sector | \$15,000 (capital) | |
| Continue To Expand And Support The Historic Trails Program. | | | | Department of Economic Development & Tourism. | | |
| Organize Day Trips By Charter To The Cullaton Lake Gold Mine. | * | | | Community Tourism Committee, Department of Economic Development and Tourism, Cullaton Lake Gold Mine. | | |

**ESKIMO POINT
TABLE 5-7 cont'd**

COMMUNITY IMPLEMENTATION PLAN

| commended Program & Components | <u>How Important Is the Program</u> <u>Priorities (Years)</u> | | | Who Should Be Responsible For Carrying Out This Program | "Order-of- Magnitude Costs | How Many Jobs Will Be Created |
|---|--|-----|------|--|--|-----------------------------------|
| | 0-3 | 4-6 | 7-10 | | | |
| Develop Day And Extended Boat Trips Up The Maguse River. | | | | | | |
| i) Planning | * | | | Private sector, Department of Economic Development and Tourism | \$5,000 (planning and advertising) | |
| ii) Development of transient facilities and equipment purchase. | • | | | Private sector | \$10,000 (construction and capital) | Existing outfitters will benefit. |
| Upgrade Existing Hotel Facilities. | * | | | Private sector | | |
| Support The Proposed Lengthening Of The Existing Airport Runway. | | * | | M.O.T. | | |
| Support Development Of The Maguse Road To Facilitate Bus Tours Out "On The Land". | | * | | Hamlet | | |
| Develop A Scale Model Of The Community. | • | | | Community Tourism Committee | \$5,000 | |
| Set Up A Local Community Tourism Information Service. | | | | | | |
| i) Produce co-ordinated publicity brochure package. | * | | | Community Tourism Committee | \$3,000 | |
| ii) Produce community tourist map. | • | | | | \$3,000 | |
| iii) Administration | • | | | | \$15,000/yr. | 1 seasonal |
| iv) Community signage system | • | | | | \$2,000 | 1 temporary job |

estimates which would be impossible to project at this level of **planning** detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: **The** column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

| | | |
|------------|---|---|
| Seasonal | - | Full time for a specific season |
| Full-time | - | year round |
| Part-time | - | several hours per day or several days per week on a regular basis |
| Temporary | - | several days or several weeks |
| Occasional | - | irregular basis |

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives , changing market demands, changes in the nature of competing opportunities etc.).

f) **Funding Opportunities**

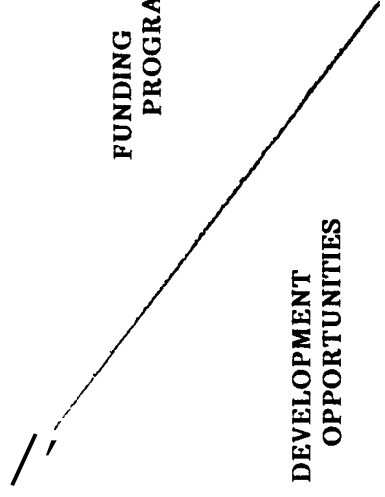
The following Table 5-8 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on the table.

| FUNDING PROGRAMS | FEDERAL | | FEDERAL / TERRITORIAL | | TERRITORIAL | | | | | | | | | | | | | | | | |
|---------------------------------------|---------|-----------------------------|-----------------------|--|-------------|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|--|
| | IRDP | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | E.D.A. | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | | |
| 1. Upper Eskimo tourist camp | | | | | | | | | | | | | | | | | | | | | |
| 2. Marked honda trails | | | | | | | | | | | | | | | | | | | | | |
| 3. Quality museum development | | | | | | | | | | | | | | | | | | | | | |
| 4. Community host program | | | | | | | | | | | | | | | | | | | | | |
| 5. Snowmobile and dog sled excursions | | | | | | | | | | | | | | | | | | | | | |
| 6. McConnel sanctuary boat trips | | | | | | | | | | | | | | | | | | | | | |
| 7. Cultural Learning Centre | | | | | | | | | | | | | | | | | | | | | |
| 8. Cultural events | | | | | | | | | | | | | | | | | | | | | |
| 9. Pre/post conference packages | | | | | | | | | | | | | | | | | | | | | |
| 10. Craft shop upgrading | | | | | | | | | | | | | | | | | | | | | |
| 11. Historic trails program | | | | | | | | | | | | | | | | | | | | | |
| 12. Cullaton Mine excursions | | | | | | | | | | | | | | | | | | | | | |

DEVELOPMENT OPPORTUNITIES

FUNDING PROGRAMS



FEDERAL FEDERAL/TERRITORIAL TERRITORIAL

| DEVELOPMENT OPPORTUNITIES | FUNDING PROGRAMS | | | | ESTABLISHMENTS | MARKETING | SPECIAL PROJECTS (N.E.D.P.) | SPECIAL ARDA | E.D.A. | | | | TOURISM DEVELOPMENT | ESKIMO LOAN FUND | ESKIMO ECONOMIC DEVELOPMENT CONTRIBUTIONS | BUSINESS DEVELOPMENT PROGRAM | RESTAURANT/MANAGEMENT CONTRIBUTION | IN-COMMUNITY TOUR PACKAGING | SPONSOR TRAVEL WRITERS | PHOTO LIBRARY | TRAVEL TRADE FAM TRIPS | INTER AGENCY CO-OPERATIVE VENTURES | MARKETING SKILLS | CO-OPERATIVE PROMOTION | PROMOTION OF PACKAGE TOURS | PROMOTION OF SHOULDER SEASON ACTIVITIES | | | |
|-----------------------------|------------------|------|------|------|----------------|-----------|-----------------------------|--------------|--|---------------------|---------------------|--|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|--|--|
| | IRDP | IRDP | IRDP | IRDP | | | | | RENEWABLE RESOURCE USE PLANNING & IMPLEMENTATION | BUSINESS ASSISTANCE | TOURISM DEVELOPMENT | | | | | | | | | | | | | | | | | | |
| PRIORITY INITIATIVES | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13. Maguse River boat trips | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14. Hotel upraading | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15. Runway expansion | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16. Maguse River road | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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5.5.5- Rankin Inlet

a) Community Concept

To stimulate tourist visitation on an extended season basis, spring and summer primarily and during the fall and winter to a lesser degree. The focus would be to develop Rankin Inlet as a Gateway/Service Community whereby it would be the departure point and/or terminus for trips to other Keewatin communities, and potentially other Regions. Because of its strong tourism resource base, Rankin Inlet could also function as a destination community on its own.

b) Development **Theme**

The community will be designated as the gateway and service community to the Keewatin Region as well as providing a suitable range of attractions and activities to be promoted as a destination community. Developments will include facilities and services for both the transient pass-through markets as well as destination or short-stay visitors with short term and long term tourist activities and attractions.

The overall theme for tourism development in Rankin Inlet will emphasize the community as the Gateway to the Keewatin. The attractions to be developed in Rankin Inlet will focus on the themes of **Pre-Contact** History, the Whaling era and the Mining eras.

c) General Description of the **Concept**

This concept recognizes four market segments - the pass-through non-stop **traveller**; the pass-through **traveller** who may be encouraged to stop; the **pass-through traveller** who stays one night because of trip scheduling and timing; and the **traveller** who has Rankin as a destination. The objectives of future tourism development will be to attempt to increase the expenditures of these markets, increase their length of stay to include at least one night and to increase visitors awareness of things to do. It is also envisioned that Rankin Inlet would provide the necessary services for travelers interested in traveling to other communities and destinations in the Keewatin.

Transient services will include an orientation **centre focussing** on the Keewatin Region, establishment of a variety of transportation modes to other communities, full airport terminal com **mercial** services including craft sales and coffee-shop, airport upgrading to accommodate jets, and a variety of accommodation types to satisfy a range of budget restrictions (as the market develops).

Destination attractions to be developed will include organized tours, **honda/hiking** trails, boat tours, historical interpretive sites and f **acilities**, special events and tours of the community.

d) Development Opportunities

Pre-Contact History Theme

1. Develop a series of all-terrain vehicle access interpretive tours to some of the more visible historic sites and scenic locations around Rankin **Inlet**. Several sites have already been designated by the Hamlet Council and interpretive brochures and signage are in place. The intent of this development opportunity would then be to develop and co-ordinate tours to these sites which could then be made available to individual tourists and package tours.

This activity would require an available Honda rental supply and maintenance outlet along with the rental of other equipment requirements including hip waders and staffs for crossing the **Meliadine** (for the more athletic types), and small **packsacks** for carrying extra gear. Trips to these sites should be guided, so it will be necessary to have several trained guides available who can provide suitable interpretation of the sites to supplement the material in the brochures.

Picnic lunches could be provided for eating at the Char River Campground on the way over or on the way back.

In future years the number of sites could be expanded to include significant historic sites adjacent to the Diana River.

2. An authentic **Thule** site should be recreated in the vicinity of the Meliadine River. The best location might be close to the already designated **Iyiraliq** site. This would include the reconstruction of a typical whale bone/sod **Thule** house along with a fox trap, kayak stand with skin kayak, and skin tent set-up.

This type of project could be undertaken by a combination of elders and young people from the community. Not only would the site be a tourist attractions but it would also provide a unique educational experience for school children in the community.

Approval for this project would have to be received from the Northern Heritage Centre. Development would then have to be coordinated by the NHC.

Whaling Era Theme (and Search for the Northwest Passage)

3. Develop overnight and day tours to Marble Island focussing on the sites and interpretive features of Knight's expedition and the Whaling era.

This will require the provision of relatively fast, reasonably priced, boat access along with appropriate survival gear on board. Overnight tours would require camp facilities such as tent frames and insulated tents or conversely suitable sleeping facilities on the boat. The overnight camp would, most logically, be located in Knight Harbour.

At the present time Marble Island has been designated as one of Rankin Inlet's historic sites and a brochure and signs have been developed to reflect the interesting history of the Island. In addition to the existing brochure, a large visitor map of the Island should be produced marking the points of interest and outlining walking trails to these sites. The individual trails to such areas as the hidden rock wall writing, the cave, East End Harbour, and so on should be marked with inukshuks and described in short brochures.

For self interpretation an interpretive cassette tape should be produced and walk man stereos should be provided to the passengers traveling to Marble Island. These cassette tapes could be **re-used** or sold as part of the package or as an extra.

The following map provides a conceptual depiction of the attractions and trail opportunities on Marble Island. Detailed site surveys and reconnaissance would have to be undertaken prior to actual development of **trails** and facilities.

Mining in the North Theme

4. The North Rankin Nickel Mine was the first truly Arctic mine in Canada and its development initiated what we know today as the Hamlet of Rankin Inlet. The old mine site has already been designated as a historic site by the Hamlet Council and an interpretive brochure and signage have already been produced. The intent, then, of this development opportunity is to reconstruct the old mine **headf** rame on the original mine site. The **headf** rame would include an upper observation platform along with an interpretive centre below. A light on top of the **headf** rame would serve once again as a beacon light to guide hunters and travelers back to the community.

The proposed interpretive centre at the base of the **headframe** would provide an audio visual presentation on the mine and community history. Small interpretive historical displays related to the mine **could** also be developed in the centre.

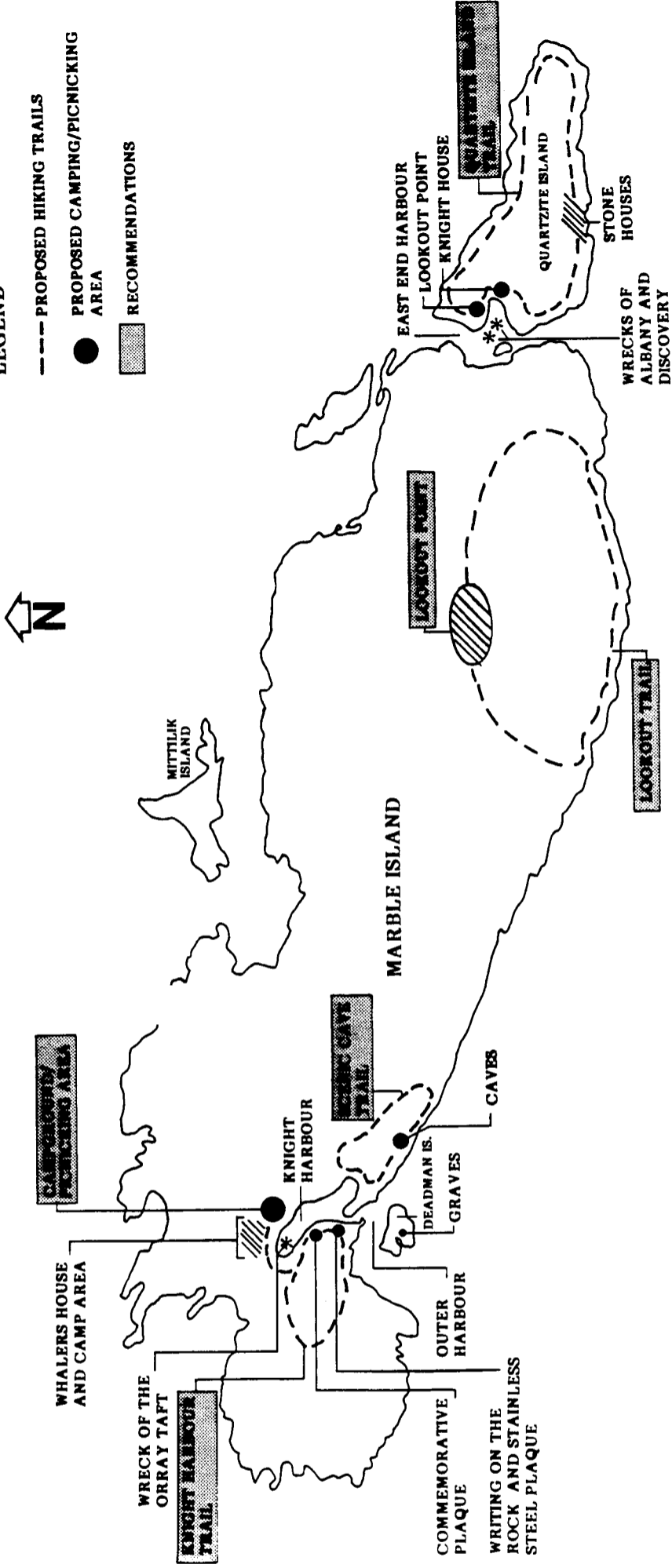
Arts/Culture Theme

5. Develop a small commercial store type outlet at the airport stocked with a full array of 'Made in the **Keewatin**' crafts and clothing, artifacts, soapstone, smoked char, etc. The f ecus should be on selling affordable arts and crafts, \$10 to \$25, that would appeal to the short stop-over air **traveller**.

KEEWATIN DEVELOPMENT OPPORTUNITIES
MARBLE ISLAND TERRITORIAL PARK

LEGEND

- PROPOSED HIKING TRAILS
- PROPOSED CAMPING/PICNICKING AREA
- ▨ RECOMMENDATIONS



D60 BAY

6. Undertake the development of a small convenience food concession (coffee shop) at the airport with a seating area to accommodate **up to 30 people**. The menu could emphasize local specialities like **charburgers** made with **bannock** or **bannock** and tea.

Depending on spatial availability it may be necessary to develop the convenience food concession and the commercial store together.

7. Throughout the summer prime season, a series of chargeable weekly or biweekly events should be developed and can be held in the arena or community hall, or even outside, depending on the event. These events should be organized to focus on **Inuit** art, culture and lifestyle. Some event possibilities might include jump and drum dancing, char smoking demonstrations, Arctic games, carving demonstrations and meet the artist sessions.

Fishing Theme

8. Develop a series of day boat/honda/plane access fishing trips to some of the better fishing locations such as Peter Lake, Char Lake, Diana River, **Ferguson** River and possibly Duke of York Bay on Southampton Island. For those locations close to other communities like the **Ferguson** River and Duke of York Bay, the trips should be organized in conjunction with the relevant communities.
9. Develop day boat trips around **Rankin** Inlet and to places like the Barrier Islands for cod fishing.

Other Support Attractions

10. With **Rankin** Inlet being designated as the Gateway to the Keewatin, it is appropriate that a Regional Orientation **Centre** be developed in the community.

The proposed “Arctic Orientation Centre” would provide through audio, visual and multi-sensory techniques an overview and orientation to the primary themes of the Keewatin Region and Arctic as a whole. It is envisioned that the orientation **centre** would be similar in size and function to the interpretive centre Parks Canada run in Churchill and the Parks Canada centre in Pangnirtung..

All visitors to Rankin **Inlet** would be directed through the “Arctic Orientation Centre”.

11. Develop an overnight hiking trail on the Pangertot Peninsula incorporating base camp facilities in combination with boat and honda access. The overnight base camp could be developed at a halfway point such as **Ituuqtuuq** Lake and would consist of tent platforms and outhouses. Groups utilizing the trail and camp would access the area either by honda to the Diana River or by boat to the Pangertot Peninsula. Arrangements should be made so that one group of hikers is picked up at either end of the trail while dropping off another group.

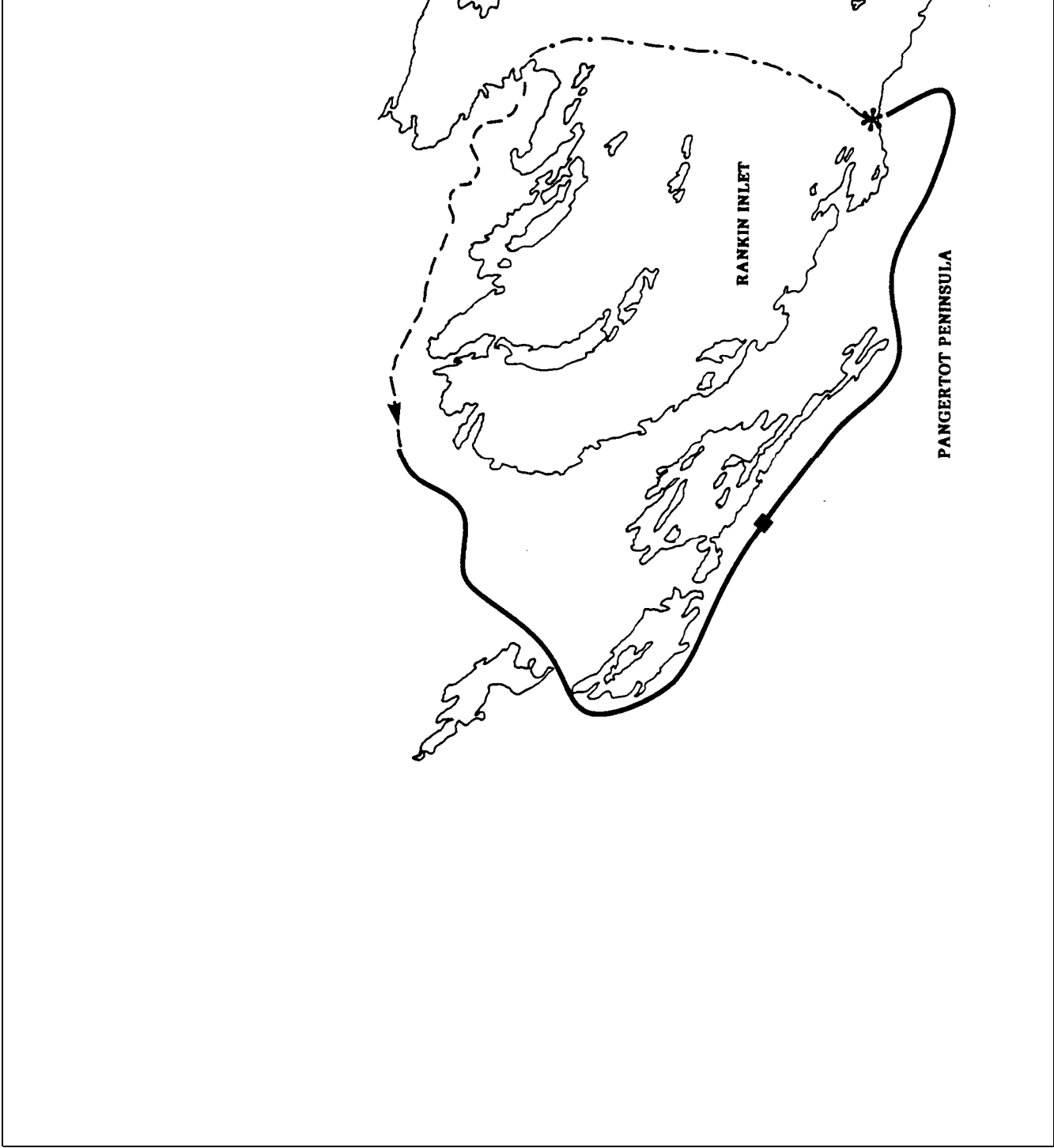
Detailed maps should be developed for the trail, highlighting points of interest, travel times and distances. The following map provides a conceptual depiction of the proposed “Tundra Trail”.

12. Establish regular charter plane excursions during the peak summer months out of Rankin for day charter trips into neighboring communities like Whale Cove, Chesterfield Inlet and Baker Lake. The trips would focus on the individual themes of these communities along with relevant activities being provided.
13. Establish organized tours for groups through the fish processing plant with appropriate interpretive/explanatory material.
14. Develop a marked hiking trail(s) down to the shoreline of Hudson Bay close to the community. For the older, less mobile visitors to the community, provision should be made to take bus trips down to the waters edge.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES
PANGERTOT
HIKING TRAIL**

LEGEND

- - -** PROPOSED HONDA ACCESS ROUTE
- PROPOSED HIKING TRAIL
- OVERNIGHT CAMP
- *—** BOAT PICK-UP POINT



Superstructure Development

15. **Focussing** on the theme of the “Accessible Arctic” and current air operations out of Rankin, initiate action to encourage the expansion of the runway and support facilities to accommodate future 737 jet service. In addition, efforts should be made to capitalize on **Rankin's** strategic location to access other regions in the Northwest Territories and thus other Arctic destinations. This might include increased regularity to the schedule between Rankin and **Frobisher Bay** during peak summer months and possibly, in the future, development of direct connection to Cambridge Bay and Resolute Bay. These route expansions would, of course, be dependent on suitable market demand.

16. Utilizing the existing road/trail system out of Rankin, investigate the possibilities for developing a ‘Tundra Buggy’ or bus tour from Rankin Inlet to Char Lake and the **Meliadine River**. The focus of the tour would be on seeing the barren lands in a comfortable tour vehicle.

Minor upgrading of the road/trail would be required as well as an interpretive brochure on the barren lands vegetation, **landforms** and wildlife.

In conjunction with this tour the group should be taken to a typical summer camp set-up on the Hudson Bay shore where they would be treated to tea or coffee and **bannock**.

17. Investigate opportunities for developing overflow accommodation, i.e., through the use of trailers, tourist homes, empty government houses, etc. Priority for hotel rooms should ideally be given to tourists.

18. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed in a strategic location like the airport building or in the proposed orientation centre.

Hospitality/Information Resources.

19. Set up a local community tourism information service to be run in conjunction with the proposed orientation centre. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as required **pre-trip** information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required **pre-trip** information;
- o produce a community and area tourist map which is easy to read and informative about area attractions;
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;

This program would be best administered through the local Tourism Committee.

20. **Set** up a community host program. This program would involve the selection and training of several community residents to work as community hosts. Their job would **be** to meet tour groups at the airport as well as run community tours.

e) Community **Implementation** Plan

Table 5-9 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

RANKIN INLET
TABLE 5-9
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important Is the Program | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|------------------------------|-----|------|---|---|--|
| | Priorities (Years) | | | | | |
| | u-3 | 4-6 | 7-10 | | | |
| 1. Develop A Number Of All-Terrain Vehicle Access Interpretive Tours To Historic Sites and Scenic Locations. | | | | | | |
| i) Develop marked trails (assume 10 miles) | * | | | Community Tourism Committee | \$7,500 (construction) | |
| ii) Purchase equipment and organization of guided tours. (Establish licensed outfitting operation.) | * | | | Private sector with funding assistance | \$18,000 for ATV'S \$5,520 equipment | 4.2 seasonal jobs |
| 2. Recreate A Typical Thule Site Close To The Iyiraliq Site. | * | | | Community Tourism Committee | \$10,000 (construction) | Several temporary positions to construct the site. |
| 3. Develop Overnight And Day Trips To Marble Island. | | | | | | |
| i) Establish outfitting business | * | | | Private sector | \$100,000 (capital) | |
| ii) Purchase suitable boat | * | | | Private sector | \$50,000 (capital) | 1 outfitter & several guides. |
| iii) Develop overnight facilities | * | | | Department of Economic Development & Tourism | \$10,000 (capital) | Several temporary construction jobs. |
| iv) Develop suitable interpretive materials. | * | | | Department of Economic Development & Tourism | \$15,000 (planning) | |
| v) Develop walking trails on the island (assume 10 miles). | * | | | Department of Economic Development & Tourism | \$10,000 (construction) | several temporary construction jobs. |

RANKIN INLET
COMMUNITY IMPLEMENTATION PLAN

TABLE 5-9 Cent'd

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|--|----------------------------------|--|
| | 1-3 | 4-6 | 7-10 | | | |
| 4. Reconstruct Mine Head Frame To House Interpretive Centre. | | | | | | |
| i) Undertake detailed financial Feasibility assessment/architectural concept development. | * | | | Department of Economic Development & Tourism, Hamlet | \$30,000 (planning) | |
| ii) Reconstruction of head frame (with displays, etc.) | | * | | Department of Economic Development & Tourism, Hamlet | \$600,000 (capital) | <u>Construction</u> 5.0 man-years <u>Operation</u> 2 seasonal |
| 5. Develop A Small Commercial Store Outlet At The Airport. | | * | | | | 2 seasonal positions |
| 6. Develop A Small Convenience Food Concession At The Airport. | | * | | | | 3-4 year-round positions |
| 7. Initiate A Series of Regular Chargeable Events. | * | | | Community Tourism Committee | \$3,000 (planning and promotion) | Numerous part-time jobs. |
| 8. Develop A Number Of Day Fishing Excursions To Peter Lake, Char Lake, Diana River, Ferguson River. | * | | | Private sector | \$5,000 (planning and promotion) | 1 or 2 guides |
| 9. Develop A Number Of Day Boat Trips. | * | | | Private sector | \$2,000 (planning and promotion) | 1 or 2 outfitters |
| 10. Construct "Arctic Orientation Centre" | | | | | | |
| i) Undertake master plan study | * | | | Development of Economic Development & Tourism, Hamlet | \$30,000 (planning) | |
| ii) construct facility | | | | Hamlet | \$300,000 (capital) | <u>Construction</u> 2.0 man-years <u>Operational</u> 3 seasonal 1 year round |

RANKIN INLET
 COMMUNITY IMPLEMENTATION PLAN

TABLE 5-9 cont'd

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|---|-------------------------------------|--|
| | 0-3 | 4-6 | 7-10 | | | |
| 11. Develop Overnight Hiking Trail On The Pangertot Peninsula. | | | | | | |
| i) Planning and promotional materials. | | * | | Department of Economic Development & Tourism, Community Tourism Committee | \$20,000 2-3 guides | <u>Operation</u> 1-2 outfitters |
| ii) Develop trail along with overnight camp facilities (assume 20 miles). | | * | | Community Tourism Committee | \$30,000 | Several temporary construction opportunities. |
| 12. Establish Regular Charter Plane Excursions During The Summer To Neighboring Communities. | | | * , | Community Tourism Committee, Charter operators | | 1 or 2 part-time tour hosts. |
| 13. Establish Organized Tours Through The Fish Plant. | | * | | Department of Economic Development & Tourism | | |
| 14. Develop A Marked Hiking Trail Down To The Shoreline Of Hudson Bay. | | * | | Community Tourism Committee | \$2,000 | |
| 15. Encourage The Expansion Of The Runway And Support Facilities To Accommodate 737 Jet Service. | | * | | M.O.T. | | |
| 16. Develop Bus Tours To Char Lake And The Meliadine River. | | | | | | |
| i) Upgrade the road (assume 4 miles upgrading). | | * | | Hamlet | \$200,000 | |
| ii) Develop bus tour package. | | * | | Private sector | \$2,000 (planning and promotion) | 1 or 2 tour hosts (part-time) |

RANKIN INLET TABLE 5-9 cent'd
COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program | | | Who Should Be Responsible For Carrying Out Tids Program | Order-of-Magnitude costs | Now Many Jobs Will Be Created |
|---|------------------------------|-----|------|--|---|--|
| | U-3 | 4-0 | 7-10 | | | |
| 17. Investigate Opportunities For Developing Overflow Accommodation | | | • | Private sector, Department of Economic Development and Tourism | | Could provide additional seasonal job opportunities. |
| 18. Develop A Scale Model Of The Community | * | | | Community Tourism Committee | \$5,000 | |
| 19. Set Up Local Tourism Information Service. | | | | | | |
| i) Produce co-ordinated brochure package. | * | | | | \$3,000 | |
| ii) Produce community tourist map. | * | | | Community Tourism Committee | \$3,000 | |
| iii) Administration | * | | | | To be run in conjunction with Orientation Centre. | |
| 20. set Up Community Host Program | * | | | Community Tourism Committee | Dependent on tourist volume. | 1 or 2 occasional or part-time positions. |

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

It should be pointed out that groups and organizations identified as being responsible for initiation of specific development proposals are not necessarily assigned full responsibility for funding and related planning development or operational activities. They are simply identified as having primary responsibility for initiating implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) **Funding Opportunities**

The following Table 5-10 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more **relevant** programs are listed on the table.

5.5.6- **Repulse Bay**

a) **Community Concept**

To develop the community as a destination area end/or **stop-over** point during the summer and the spring months. Some visitation can be expected during both the fall and winter associated with the sport hunting opportunities.

b) **Development Theme**

Repulse Bay is located in one of the most scenic areas in the Keewatin. In recognition of this fact the major theme identified for Repulse Bay is the Arctic landscape.

The other major themes identified for Repulse Bay, based on the area's strong tourism resources and opportunities, are wildlife, whaling and the fur trade. These themes reflect the abundant and visible wildlife found in areas like Wager Bay Vansittart Island and Duke of York Bay, along with the variety of visible historical sites dating back to the whaling and fur trade eras including attractions such as the **Harbour** Elands, the Wager trading post and the old whaling station in Lyon Inlet.

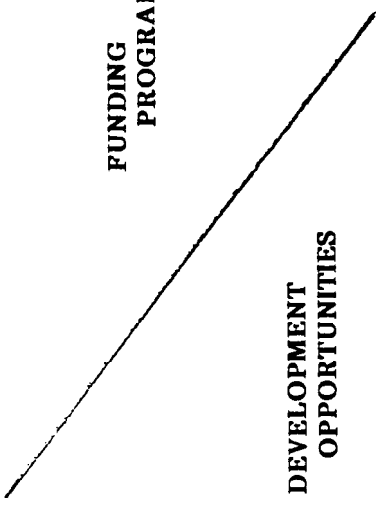
Secondary themes identified for **Repulse** Bay include **pre-contact** history and arts and crafts.

FUNDING OPPORTUNITIES - RANKIN NLET cont'd.

| | FEDERAL | | FEDERAL / TERRITORIAL | | TERRITORIAL | | | | | | | | | | | | | | | | | | | |
|--|---------|-----------|-----------------------------|--------------|------------------------|---------------------------|--------|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|--|--|
| | IRDP | Marketing | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use | Planning & Implementation | E.D.A. | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | | | |
| 13. Fish plant tours | | | | | | | | | | | | | | | | | | | | | | | | |
| 14. Hudson Bay hiking trail | | | | | | | | | | | | | | | | | | | | | | | | |
| 5. Runway expansion | | | | | | | | | | | | | | | | | | | | | | | | |
| 16. Meliadine bus tours | | | | | | | | | | | | | | | | | | | | | | | | |
| 17. Overflow accommodation possibilities | | | | | | | | | | | | | | | | | | | | | | | | |
| 8. Scale model of community | | | | | | | | | | | | | | | | | | | | | | | | |
| 19. Local tourist Info service | | | | | | | | | | | | | | | | | | | | | | | | |
| 20. Community lost program | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | |

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES



c) General **Description** of **Concept**

The objective for future tourism development in Repulse Bay will be to attract a broad base of market segments for both extended stay and short term visitation in the summer and spring with a relatively small amount of visitation in the winter and fall associated with sport hunting activities.

The community will function as both a stop-over point for pass-through tour packages as well as a destination area providing access to more remote locations like Wager Bay, **Vansittart** Island, Duke of York Bay and possibly Lyon Inlet.

In and around the immediate vicinity of the community a number of interesting activities can be planned to provide opportunities for pass-through visitors as well as inclement weather activities for destination oriented travelers. Some of these opportunities include short boat trips, a hiking trail, honda fishing excursions and cultural activities in the community.

For the destination oriented travelers some of the development opportunities described in the following section include a naturalist lodge, overnight photographic tour boat trips, support for the designation of a National Park and long distance snowmobile treks.

d) Development **Opportunities**

Arctic Landscape and Wildlife Themes

1. To assist in establishing an image for the Keewatin Region, support and encourage the designation and development of Wager Bay as a National Park. Designation of Wager Bay as a National Park would provide a number of potential benefits to the community of Repulse Bay, as follows:
 - i) Job opportunities associated with running an interpretive facility in the community as well as in the actual running of the Park (i.e. wardens).
 - ii) It would provide a great deal of exposure for the Repulse Bay area.

- iii) A great deal of interpretive material would be produced for the Park, which in turn could be used in conjunction with the community's tourism programs.

Activities which could be developed in the Park might include hiking trails, historic trails, wildlife viewing sites, historical interpretive facilities, unique natural feature interpretation and boating activities.

2. Undertake the development of a small scale remote naturalist lodge in the Wager Bay area. Facilities would include accommodation for 10 to 15 tourists, eating facilities and a number of freighter canoes for short day trips to some of the points of interest around Wager Bay. Access to the lodge would be by boat or air or a combination of both (i.e., boat to and plane from).

The idea of a mobile resort camp as discussed under Coral Harbour should be investigated.

Development of the lodge should be **co-ordinated** with the development of the proposed National Park to ensure consistency with Parks policies and boundaries.

Potential markets that could be attracted to the lodge might be photo safari groups, naturalists, adventure travelers and possibly sport hunters in the shoulder seasons.

3. In conjunction with the Remote Naturalist Lodge, develop extended photographic tour boat trips to Wager Bay. Highlights of the trip would include such Wager Bay attractions as the reversing falls, the old Hudson Bay post, the south shore cliffs and possibly caribou and polar bear sightings.

This type of operation would require the purchase of a new, faster, larger and more comfortable boat than those that currently exist in the community.

As the boat trip down will take at least two days, transient overnight facilities should be developed in Bury Cove, including tent frames, outhouse and landing area.

These boat tours could be co-ordinated with a fly back option or vice versa.

4. Duke of York Bay on northern Southampton Island is said to offer some of the best char fishing in the region.

It is proposed that a fish camp be developed in Duke of York Bay close to Thompsen River. The camp would involve construction of a number of tent frames or platforms, a small cooking/storage cabin and outhouses. Access to the camp would be by boat. This would require the purchase of a larger boat than presently exists in Repulse Bay.

In time the camp could potentially be expanded/upgraded with the development of a permanent lodge facility.

5. Caribou and polar bear sport hunting should be continued with the number of hunts increasing in concert with market demand and community interest. To ensure a higher success rate these hunting trips should be better organized. For example, **pre-hunt** spotting trips could help increase the chances of success.
6. Organize and develop extended boat trips to high interest areas like Duke of York Bay, northern Southampton Island and Lyon Inlet focussing on outstanding scenic resources and wildlife. Other points of interest which might be included in the tours are the historic sites located on Vansittart Island (Knud Rasmussen's Camp) and Lyon Inlet (old whaling station) and the numerous prehistoric **Inuit** sites located along the shorelines.

Interpretive material should be provided and, if possible, the trips should be led by a noted photographer, historian or wildlife expert.

As with the Wager Bay boat trips, this type of operation would require the purchase of a new faster, larger and more comfortable boat than those that currently existing in the community.

Transient camping facilities should be developed at a number of key strategic locations.

7. In conjunction with the development of the Wager Bay Naturalist Lodge develop spring snowmobile treks from Repulse to Wager Bay. The main activity focus would be on wildlife photography and ice fishing.

The operation could be run similar to **Bezal Jesudasen's** snowmobile treks from Resolute Bay to **Grise** Fiord. Boxes with windshields are mounted on the sleds and provide a relatively warm and comfortable ride for the tourists. Complete outfitting services should be provided with this type of operation including cold weather clothing, caribou clothing, tents, food, etc.

8. As a short term activity, spring floe edge tours could be developed stopping off at Beach Point for lunch or tea and **bannock**.

Whaling Theme

9. Develop day long interpretive boat tours to the **Harbour** Islands to view the graves and stone engravings and to Dr. John Raes cabin at the North Pole River. The outfitter should be prepared and able to provide some interpretation of the sites. (The following exhibit is a reproduction of a whaling era map of the "Ships Harbor Islands").
10. In addition to the guided tours an historic sites brochure should be produced for Repulse Bay covering the **Harbour Islands**, John Raes Cabin and the **Naujaat** site.

(This project would have to be approved and coordinated by the Northern Heritage **Centre (NHC)**.)

Pre-Contact History Theme

11. Develop a marked hiking/walking trail out to the **Naujaat** site taking advantage of scenic lookouts along the way. The trail and site should be mapped and described in the proposed Repulse Bay Historic Sites brochure.

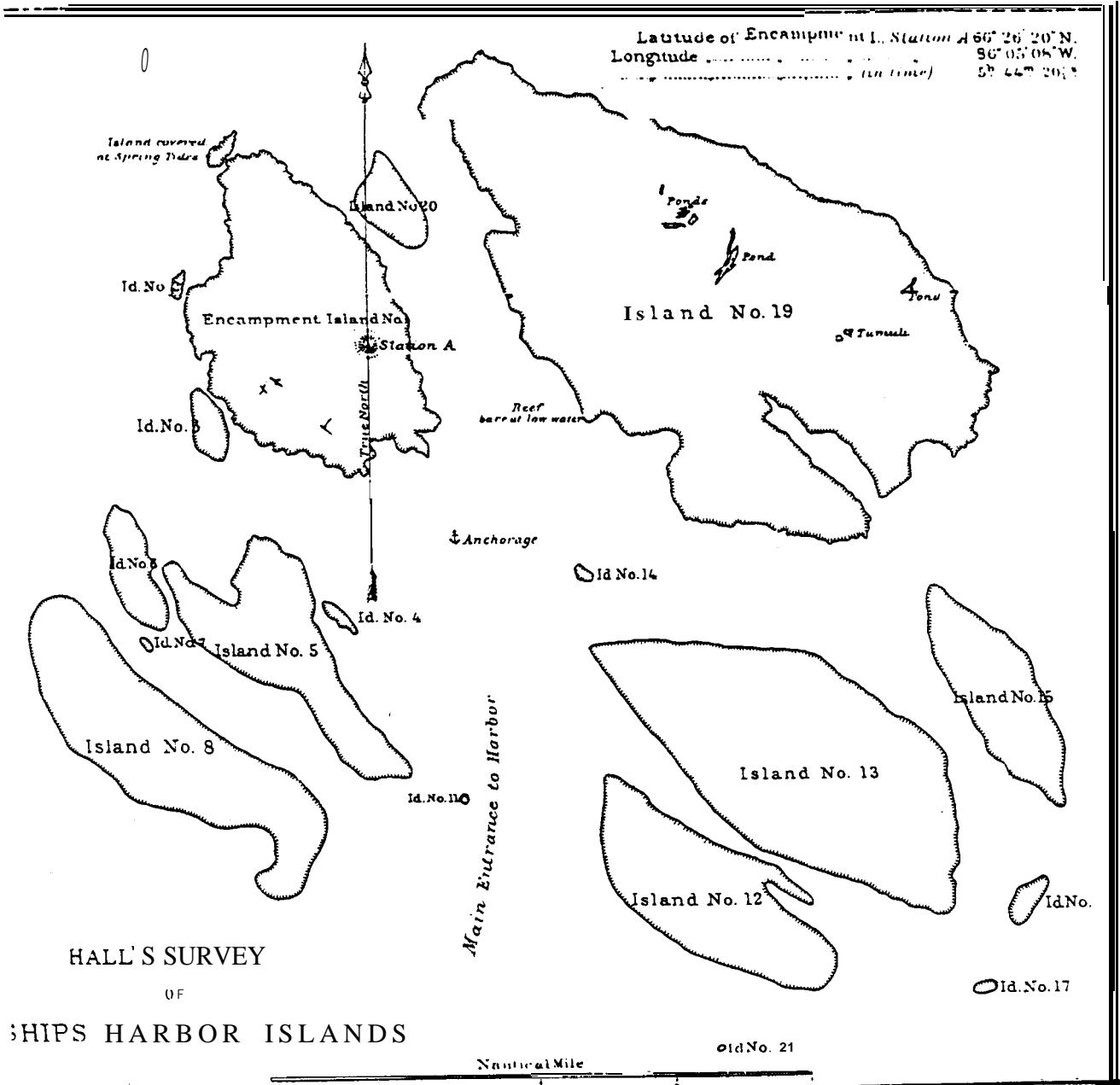


EXHIBIT I-2

Ships Harbor Islands, Repulse Bay (C. F. Hall 1879: p. 321)

The following Drawing I-8 provides a conceptual trail outline. Further detailed site reconnaissance and archaeological research would be required prior to actual development of the trail.

Superstructure

12. Support future hotel expansion and upgrading as the market dictates.
13. Produce a community/area tourist map which is 'easy to read and informative about area attractions.

e) **Community** Implementation Plan

Table 5-11 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility **planning**, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

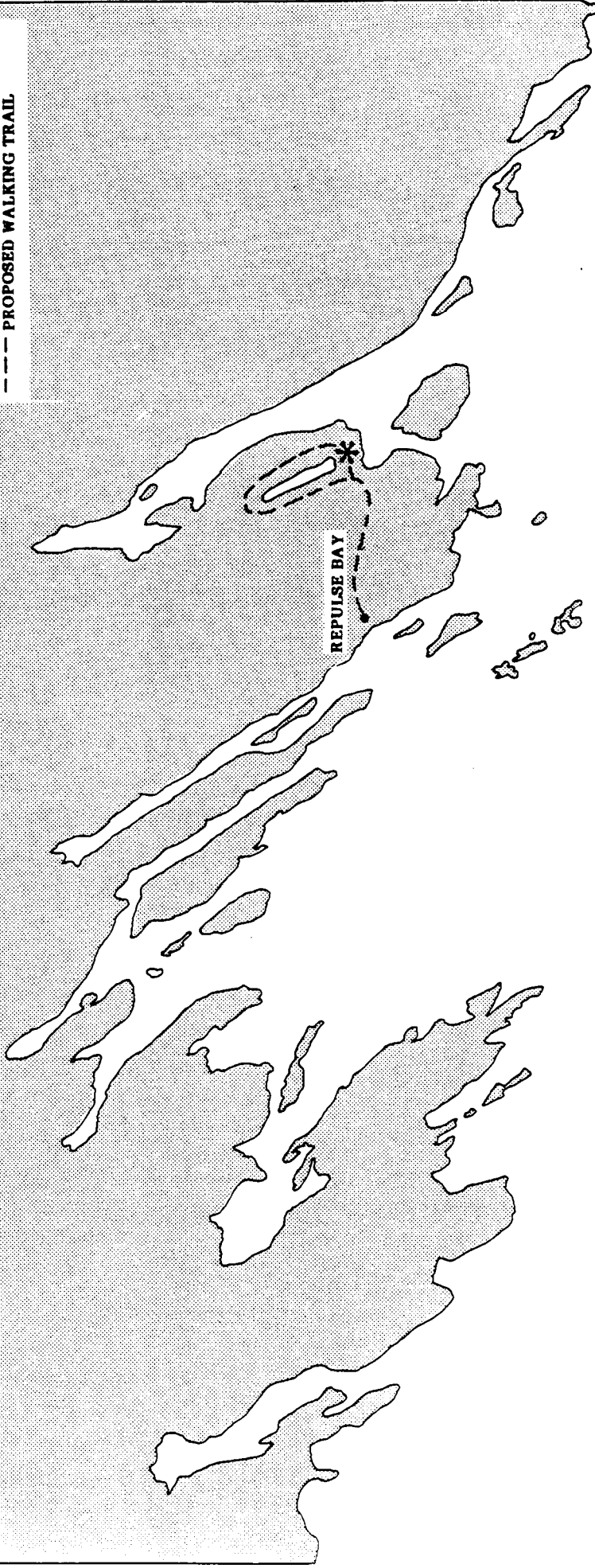
Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard **unit-price** basis as opposed to detailed construction estimates which would be impossible to project at this level of **planning** detail. Order-of-magnitude costs are included to indicate the scope of developmentenvisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES**

**NAUJAAT
HISTORIC TRAIL**

LEGEND

- * NAUJAAT ARCHAEOLOGICAL SITE
- PROPOSED WALKING TRAIL



HUDSON BAY

Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-12 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on the table.

5.5.7- Whale Cove

a) Community **Concept**

To encourage the establishment of a modest degree of tourist superstructure to accommodate short term and day excursion tour groups primarily.

REPULSE BAY

TABLE 5-11

COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | Order-o (-Magnitude Costs | How Many Jobs Will Be Created |
|---|--|-----|------|---|---|--|
| | u-3 | 4-6 | 7-10 | | | |
| 1. Support And Encourage The Designation And Development Of Wager Bay As A National Park. | * | | | Parks Canada, Department of Economic Development and Tourism, Hamlet. | | Could lead to a number of Parks Canada positions. |
| 2. Undertake The Development Of A Small Scale Remote Naturalist Lodge In The Wager Bay Area. | | | | | | |
| i) Undertake a detailed financial feasibility/conceptual development study. | * | | | Department of Economic Development and Tourism, Private sector. | \$40,000 (planning) | 1 part-time position as research assistant. |
| ii) If determined feasible construct a small naturalist lodge. (capacity for 10-15 people) | | * | | Private sector | \$350,000 (capital) | <u>Construction</u> 2.5 man-years <u>Operation</u> 1 seasonal manager 1 seasonal cook 4-5 seasonal guides |
| 3. [n Conjunction With The Lodge Develop Extended Photographic Boat Trips To Wager Bay. | | | | | | |
| i) Purchase a large comfortable boat. | | * | | Private sector | \$40,000 | 1 outfitter, several guides |
| ii) Purchase necessary equipment: wet weather gear, survival suits, camping equipment, canoes, etc. | | * | | Private sector | \$20,000 | |
| iii) Produce interpretive materials. | | * | | Parks Canada, Department of Economic Development and Tourism | \$40,000 | |
| 4. Development of Duke of York Bay Fish Camp | * | | | Private Sector, Dept. of Economic Development and Tourism | \$50,000 (incl. equipment) (cos of suitable boat included in program #6) | 1 outfitter, 1 seasonal cook, several seasonal guides |

REPULSE BAY

TABLE 5-11 Cent'd

COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How important is the Program | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|------------------------------|-----|------|--|--|--------------------------------|
| | u-3 | 4-6 | 7-NJ | | | |
| 5. Continue To Develop Caribou And Polar Bear Sport Hunting Markets. | | | * | H. T. A., Private Sector | \$3,000 (marketing and planning) | Existing jobs |
| 6. Develop Long Distance Boat Excursions To Areas Like Duke of York Bay. | | | | | | |
| i) Planning and development of interpretive materials. | | | * | Department of Economic Development & Tourism, Private sector | \$20,000 | |
| ii) Purchase new boat | | | * | Private sector | \$63,500 | 3.8 seasonal jobs |
| iii) Develop transient camping facilities (3 locations) | | | * | Department of Economic Development & Tourism | \$60,000 | |
| 7. Develop Spring Snowmobile Treks To Wager Bay. | | | * | Private Sector | \$20,000 (equipment and promotion) | Extend season for outfit t ers |
| 8. Develop Spring Floe Edge Tours | | | * | Private Sector | \$2,000 (planning and advertising) | |
| 9. Develop Day Long Interpretive Boat Tours To Harbour Islands and John Rae's House. | | | * | Private Sector | \$5,000 (planning and advertising and equipment) | Existing outfit ter |
| 10. Produce An Historic Sites Brochure And Signage. | | | * | Department of Economic Development & Tourism | \$20,000 (planning and materials) | |

REPULSE BAY
COMMUNITY IMPLEMENTATION PLAN TABLE 5-11 Cent'd

| Recommended Program & Components | How important is the Program | | | Who Should Be Responsible For Carrying Out Ttds Program | "Order-of-Magnitude Costs | How Many Jobs Will t3e Created |
|--|------------------------------|-----|------|---|---------------------------|-------------------------------------|
| | u-3 | 4-6 | 7-NJ | | | |
| 11. Develop A Marked Hiking/Walking Trail Out To The Naujaat Site. | | • | | Community Tourism Committee | \$5,000 (construction) | 1 or 2 temporary construction jobs. |
| 12. Support Future Hotel Expansion As Market Dictates. | | • | • | Department of Economic Development & Tourism, Private sector | | |
| 13. Produce A Community Tourist Map | | • | | Community Tourism Committee | \$3,000 | |

FUNDING OPPORTUNITIES - REPULSE BAY

| FUNDING PROGRAMS | IRDP | | E.D.A. | | | PRIORITY INITIATIVES | | | | | | | | | | | | | | | |
|---------------------------------------|----------------|-----------|-----------------------------|--------------|--|----------------------|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|
| | Establishments | Marketing | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | Business Assistance | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | |
| 1. Wager Bay National Park | | | | | | | | | | | | | | | | | | | | | |
| 2. Wager Bay Naturalist Lodge | | | | | | | | | | | | | | | | | | | | | |
| 3. Wager Bay photo tours | | | | | | | | | | | | | | | | | | | | | |
| 4. Duke of York Bay Sportfishing Camp | | | | | | | | | | | | | | | | | | | | | |
| 5. Sport hunting expansion | | | | | | | | | | | | | | | | | | | | | |
| 6. Long distance boat tours | | | | | | | | | | | | | | | | | | | | | |
| 7. Spring snowmobile treks | | | | | | | | | | | | | | | | | | | | | |
| 8. Spring fine arts tours | | | | | | | | | | | | | | | | | | | | | |
| 9. Day boat tours | | | | | | | | | | | | | | | | | | | | | |
| 10. Historic sites brochure | | | | | | | | | | | | | | | | | | | | | |
| 11. Nauyasat hiking trail | | | | | | | | | | | | | | | | | | | | | |
| 12. Hotel expansion | | | | | | | | | | | | | | | | | | | | | |

7

| FUNDING PROGRAMS | FUNDING OPPORTUNITIES | | PRIORITY INITIATIVES | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------------------|--------|-----------------------------|--|---------------------|---------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|--|--|--|--|--|
| | IRDP | E.D.A. | Special ARDA | Renewable Resource Use Planning & Implementation | Business Assistance | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | | | | | | |
| <p style="text-align: center;">DEVELOPMENT OPPORTUNITIES</p> <hr style="border: 1px solid black;"/> | Establishments | | Special Projects (N.E.D.P.) | | | | | | | | | | | | | | | | | | | | | | |
| | Marketing | | | | | | | | | | | | | | | | | | | | | | | | |
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13. Community tourist map

b) Development **Theme**

The community of Whale Cove has been designated as a theme community **focussing** on the traditional lifestyle elements in the community. Some of the traditional elements that are part of the everyday life of a majority of the people in Whale Cove include fishing, hunting and arts and crafts.

Other secondary themes which are represented with a relatively strong resource base in the Whale Cove area include the fur trade (old Hudson Bay Company post) and arts and culture.

c) General Description of the **Concept**

At the present time Whale Cove experiences a minimal amount of tourist visitation. The objective for future tourism development will be to create suitable opportunities and superstructure to attract some short term visitation and day excursions out of neighboring communities like **Rankin Inlet** and **Eskimo Point**.

d) Development Opportunities

Traditional Theme

1. Encourage the establishment of an outfitting business in Whale Cove. **In** order to achieve the necessary community interest and involvement in future tourism efforts in Whale Cove it might be best to **licence** the Hunters and Trappers Association as the outfitter. They will then be held responsible for hiring and training suitable guides.
2. Develop a number of day boat excursions to local attractions like the **Tavani** Hudson Bay Company Post, and the Wilson and **Ferguson Rivers**. **The** focus of these trips would be on sightseeing, historical interpretation and fishing. Freighter canoes would be sufficient for these short excursions.

3. Organize and develop summer special events and activities which reflect traditional **Inuit** ways and practices on the land. Some ideas might include:
 - o Carving demonstrations
 - o Community f casts
 - o Elders story telling sessions
 - o Whale hunting or whale watching excursions
 - o Traditional fishing demonstrations

Superstructure

4. There is a need for a new hotel facility and improved management before a substantial tourism industry can develop.

A hotel similar in size and quality to the one in Chesterfield Inlet would be most suitable.

5. There is a need for a proper airport terminal building.
6. Produce a community/area tourist map which is easy to read and informative about area attractions.

e) Community Implementation Plan

Table 5-13 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

WHALE COVE

TABLE 5-13

COMMUNITY IMPLEMENTATION PLAN

| Recommended Program & Components | How Important is the Program Priorities (Years) | | | Who Should Be Responsible For Carrying Out This Program | "Order-of-Magnitude Costs | How Many Jobs Will Be Created |
|--|--|-----|------|--|------------------------------------|--|
| | u-7 | 4-0 | 7-10 | | | |
| 1. Encourage The Establishment Of An Outfitting Business. | * | | | H. T. A., Hamlet | \$10,000 (start up costs) | 1 outfitter or organization, several occasional guiding opportunities. |
| 2. Develop A Number Of Day Boat Excursions To Local Attractions. | * | | | Department of Economic Development & Tourism, H.T.A. | \$5,000 (planning and advertising) | |
| 3. Organize A Number Of Special Events. | * | | | Hamlet | \$3,000 (planning) | Numerous occasional job opportunities. |
| 4. Develop A New Hotel | | | | | | |
| i) Undertake feasibility/ conceptual development study. | | * | | | \$20,000 | |
| ii) Design and construct a new hotel. (assume 3000 ft.*) | | * | | | \$500,000 | <u>Construction</u> 3-5 man-years <u>Operation</u> 1 manager 2 cooks (part-time) or 1 full-time |
| 5. Develop A Proper Airport Terminal. | * | | | M.O.T. | | |
| 6. Produce A Community Tourist Map. | * | | | Community Tourism Committee | \$3,000 | |

Column 4 - Order-of-Magnitude Costs: **Order-of-magnitude** costs of each **program** and recommendation have been produced in 1985 dollars and are developed on a standard **unit-price** basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. **Order-of-magnitude** costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: **This** column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job **classifications**

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

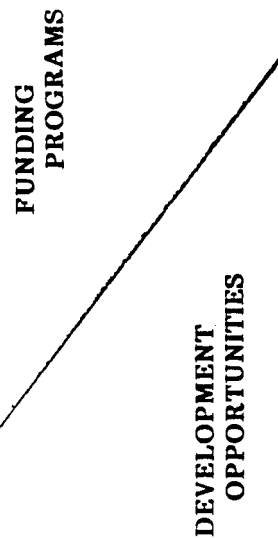
f) Funding opportunities

The following Table 5-14 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on this table.

FUNDING OPPORTUNITIES - WHALE COVE

| | FEDERAL | | FEDERAL / TERRITORIES | | TERRITORIES | | PRIORITY INITIATIVES | | | | | | | | | | | | | | |
|--------------------------|---------|-----------|-----------------------------|--------------|--|--------|----------------------|------------------|---|------------------------------|------------------------------------|-----------------------------|------------------------|---------------|------------------------|------------------------------------|------------------|------------------------|----------------------------|---|--|
| | IRDP | Marketing | Special Projects (N.E.D.P.) | Special ARDA | Renewable Resource Use Planning & Implementation | E.D.A. | Tourism Development | Eskimo Loan Fund | Eskimo Economic Development Contributions | Business Development Program | Restaurant/Management Contribution | In-Community Tour Packaging | Sponsor Travel Writers | Photo Library | Travel Trade FAM Trips | Inter Agency Co-operative Ventures | Marketing Skills | Co-operative Promotion | Promotion of Package Tours | Promotion of Shoulder Season Activities | |
| 1. Outfitting business | | | | | | | ● | | | ● | | | | | | | | | | | |
| 2. Day boat excursions | | | | | | | ● | | | | | | | | | | | | | | |
| 3. Special events | | | | | | | | | | | ● | | | | | | | | | | |
| 4. New hotel | | | | | | | ● | | | | | | | | | | | | | | |
| 5. Airport terminal | | | | | | | | | | | | | | | | | | | | | |
| 6. Community tourist map | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
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5.6 Regional Tourism Opportunities and Recommendations

The following section provides an outline of the identified regional development opportunities as well as a description of seven potential tour packages for the Keewatin Region. The regional development opportunities are opportunities that should be implemented on a regional basis to provide a more consistent and coordinated product offering between all seven communities.

5.6.1- **Development** Opportunities

1. A territorial parks system plan should be developed on a territorial wide basis by the Tourism and Parks Division with the Department of Economic Development and Tourism. The major objectives of a parks system plan would be as follows:
 - i) Social objective
 - o To provide for outdoor recreation and educational opportunities.
 - ii) Environmental and Historical Preservation objective
 - o To provide for the preservation of unique and interesting features, landscapes and historical/archaeological resources.
 - iii) Economic objective
 - o To contribute to the tourism industry.

The major steps in any parks system **planning** process are as follows:

- i) Identification of goals and establishment of a hierarchy of objectives
 - o Each responsible organization has to clearly understand what it is responsible for in order to pursue a systems **planning** process that would culminate in a plan for the elements for which that agency is responsible.

- ii) Coordinated planning and management
 - o All relevant agencies need to formulate coordinated and comprehensive policy statements for park planning and management.
- iii) Identification of supply
 - o All possible data on outdoor recreation resources and resources in need of preservation (both existing **and potential**) **needs to be** assembled.
- iv) **Socio-economic** impact analysis
 - o Any new park must fit into the existing or evolving regional **socio-economic** fabric.
- v) Assessment of consumption and demand
 - o For recreation oriented parks it is important to ensure the provision of activity opportunities in sufficient quantity and of an appropriate quality; for preservation oriented parks a judgement has to be made on what needs to be preserved and how much of it based on industry standards and scientific study.
- vi) Analysis and classification
 - o It is important to develop sound methods for evaluating the inventoried resources; classification is required to provide the means to test identified resources or areas against specific criteria to allow designation as a specific part of the overall park system.

Some examples of possible park classifications in the Keewatin context might be as follows:

- o Marble bland
 - Historic Recreation Park
 - (provision for recreational use and historical preservation and interpretation)
- o Coats Island
 - Natural Environment Park
 - (where human interference is limited and passive type recreation activities are promoted)
- o **Harbour** Islands
 - Historic Site
 - (provision for historical preservation and interpretation)
- o **Kaminuriak** Calving area
 - Nature Reserve
 - (human visitation and manipulation are severely controlled)

vii) Public participation

- o Necessary to develop public awareness and ensure the park system plan considers public needs and desires to the extent possible.

viii) Implementation evaluation

- o It is important to realize the part evaluation plays in the planning process; it is essential to evaluate the effectiveness and benefits on an ongoing basis to ensure a viable parka master planning process.

2. A standardized signage and brochure system should be initiated for the Keewatin historic sites and special interest brochure programs. At the present time there is an effort being made to standardize the format for special interest brochures produced by the Department of Economic

Development and Tourism. This standardized system should be implemented throughout the Keewatin for all brochures produced by the G. **N.W.T.** A similar standardized system should be initiated for signage used to mark and commemorate historic sites.

3. Standardized guidelines for developing outfitters rates should be developed and applied throughout the Keewatin region. These guidelines should allow for equipment costs, fuel, travel distance, staff requirements, and any other relevant costs. The idea would not be to set up identical pricing between communities but rather to provide guidelines to help eliminate major price differences.
4. In the future when a number of **quality** Keewatin fishing and/or hunting lodges are owned and operated by northerners it may be worthwhile to pursue the idea of timesharing to help promote sportf **ishing** on a regional basis.

We contacted Harvey Korman, president of the Resort Timesharing Council of Canada⁽¹⁾ to find out if there are any existing hunting or fishing lodges developed according to this concept and to elicit their comments on the feasibility of this concept. According to Mr. **Korman**, there are no timeshared hunting/f **ishing** lodges in Canada nor, to his knowledge, in the United **States**.⁽²⁾ The concept had been discussed, but, with one exception, had never gotten beyond the discussion stage. The one exception was the developer of a proposed lodge north of Lake of the Woods, who went as far as discussing his concept with a lawyer, but who never got his concept off the ground.

There are hunting and fishing lodges which sell memberships in what is essential a club. These memberships offer the purchaser the right to use the property on an annual basis, but should not be confused with 'fee

(1) The Canadian regulatory body for timesharing developments in Canada.

(2) This was confirmed with the Resort Timesharing Council in Washington, **D.C.**

simple ownership” or any kind of interval leasing plan as they do not include any kind of property rights. Membership in a hunting or fishing lodge is, in fact, no different from memberships in a country club. It merely gives the purchaser an exclusive right to use a specific facility for a given user fee. One such lodge that we are aware of is Snowbird Lake Lodge in the Northwest Territories, one thousand miles northwest of Winnipeg in the Keewatin Region.

As to the feasibility of the concept of a timeshared fishing/hunting network it would appear that this might succeed if it were packaged and marketed properly and if the resources at the various camps/lodges were of a very high and unique quality.

Because this concept calls for a fairly long-term commitment on the part of the purchaser, the accommodation and food services would also have to be of a superior quality.

Another consideration also points to the necessity for superior resources and amenities. A timeshared resort/operation affiliated with one or more of nine-international timeshare organizations opens options for its unit owners to place their units into an exchange bank in which their shares can be traded for time at resorts elsewhere.

If the future Keewatin fishing/hunting camp network could obtain an affiliation with an international exchange network (e.g., **Interval International** or **Resort Condominiums International**), unit owners could swap the weeks that they have bought for ones available at any of a large number of other resorts and pay only a nominal fee to the appropriate exchange network for handling the reservations.

In this way, unit owners of resorts affiliated with exchange networks can move about the world taking in different experiences, practically rent free.

5. A concerted effort should be made to introduce country food items to the menus in each of the Keewatin community hotels.

At the present time Repulse Bay is the only Keewatin community with a commercial caribou quota. Most of the existing quota is used at the Government subsidized transient centres in Winnipeg and Churchill.

In order to serve caribou local hotels are required to obtain a special **licence** from the Department of Renewable Resources.

The other possible country food which **could** be introduced to the local restaurant menus is arctic char. The fish plant in Rankin **Inlet** can sell char locally but in order for a restaurant to serve the char they are required to obtain a license from the Department of Fisheries and Oceans in Winnipeg.

The Navigator Inn in **Frobisher** Bay has a number of country food items on their menu such as:

- o an appetizer including **muktuk**, seal meat and smoked char.
- o baked arctic char stuffed with Greenland shrimps.
- o caribou stew and caribou roast.

It is recommended that the government fully support and help set up intersettlement trade of caribou and char for consumption in the hotel restaurants.

5.6.2- Tour **Package Opportunities**

A tour package is defined as a combination of tourism products and services included in one inclusive price. Normally the products or services would be purchased independently by the **traveller**.

The intent is to provide an all-inclusive package price that is paid for up front making the travel arrangements much easier and providing greater cost efficiency .

There are a number of distinct advantages to developing package tours particularly in an area like the Keewatin Region.

First packaging provides certain price/cost efficiencies in that the tour wholesaler developing the package can get discounts based on volume. This is an important consideration in the north where air fares and hotel rates are exorbitant compared to more southerly competing opportunities.

Additionally a package tour provides the buyer with the added convenience of purchasing **all** travel knowledge of what exactly the trip entails. This is a critical consideration when one considers the low level of sophistication of the industry in the Keewatin.

A third advantage is that the tour wholesaler is providing somewhat of a guarantee of quality in that the wholesaler is putting his company reputation on the line in selling the package.

A fourth advantage particularly relevant to the Keewatin situation is the ability to monitor and control packaged tourism more easily. With package tourism the communities will know ahead of time how many visitors are coming and when, and they will be able to prepare for the tours.

Packaging is going to play an important role in the successful development of the tourism industry in the Keewatin Region.

We have outlined below 7 typical package tours that could be developed once certain necessary infrastructure and development opportunity recommendations are in place.

All of the tours would have to be somewhat flexible in their itineraries to allow for weather delays. Promotional materials should make clear the fact that weather delays can occur and itineraries would be adjusted accordingly. The use of charter aircraft for these tours, as possible, would allow for the necessary flexibility in arrival and departure times at each destination.

1. **Keewatin** Historical Package Tour (summer)

i) Typical Itinerary

Starting from Winnipeg or Edmonton (via Yellowknife) and terminating in Winnipeg this package tour would focus on the visible history of the Keewatin Region.

- o Starting in Rankin Inlet the participants would attend an orientation seminar at the Arctic Orientation Centre. During the two days spent in Rankin Inlet the tourists would be taken on a guided honda tour to the archaeological sites at the **Meliadine** and a day boat excursion to Marble Island.
- o Stopping in at Chesterfield Inlet a two day boat trip would be organized either up the coast to view the historical sites at Cape **Silimiut**, Depot **Island** and Cape Fullerton or alternatively up Chesterfield Inlet to Baker Lake taking time to visit **Savajuaq** Lake and the interesting archaeological and historical sites on the way.
- o During a one day layover in Baker Lake the tourists would be provided with an opportunity to visit the Traditional Village and hike one of the historical trails as well as tour the print shop and meet with some of the artists.
- o The following day would be spent in Eskimo Point where a local drum dancing demonstration would be staged along with a visit to the local museum.
- o At the end of the day the group would fly to Churchill for the last day of the trip. In Churchill the focus would be on local attractions like the Eskimo Museum and Fort Prince of Wales.

The total trip duration would be 7 days with overnights in Rankin (2 nights), Chesterfield Inlet (2 nights), Baker Lake (**1 night**), and Churchill (1 night).

ii) Marketplace Appeal

The intent is to provide a package tour with a focus on the unique history of the Keewatin Region, that would appeal to the General Interest Tour Package Market. It is felt that in order to capitalize on this market segment, tours will require more sophisticated itineraries and more specialized activities than are offered at present.

Generally the tourists expected to be interested in this tour will fit within the following generalized profile:

- o average age approximately 50 years
- o generally couples
- o mid to upper income brackets
- o mix of professionals, blue collar workers and retirees

Success for this tour will be very promotion dependent. Initial promotional efforts should however be **focused** in market areas that have proven successful for other northern general interest tours, i.e.

- o Manitoba
- o Southern Ontario
- o Southern U.S. States
- o Minnesota, Wisconsin
- o Northeastern U.S.
- o It is felt that the U.S. will provide the strongest markets.

Potential Number of Tours:

The maximum size of tours would be 10-15 in order to be accommodated on the boat trip portion. If we assume four tours in a season and an average of 11 people per trip the seasons visitation would be 44 people.

The marketing strategy for this type of tour should focus on tour wholesalers/retailers rather than the ultimate consumer. this can be accomplished through contacts established by the **Keewatin** marketing agency as well as through initiations of fam tours.

Companies such as the following may potentially be interested in this type of tour program.

- o Questers Worldwide Nature Tours, New York
- o Horizon Tours, Toronto
- o Holiday Travel Service, Wisconsin
- o **Clearwater** Tours, Winnipeg

iii) Intervening Opportunities

There are very few existing historical oriented general interest tours in the **N.W.T.** to compare.

The following is an example of a short historical oriented excursion out of Resolute Bay.

1. High Arctic International Explorer Service Ltd.

Historic Northwest Passage and **Beechey** Island

cost:

Land arrangements = \$580.00

Airfare - not included

Details:

- o 5 day trip with 2 days to acclimatize in Resolute and 2 days traveling to **Beechey** Island
- o maximum 10 guests
- o completely outfitted

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for all components of the package were considered in addition to profit margin and travel agent commission.

Price:

Approximately \$2 700 from Winnipeg including accommodation, meals, taxi, camping gear in Chesterfield, all excursions and airfare.

v) Required Community Organization

- o Requires a fairly polished product in each community.
- o There should be local tour host in each community to look after travel and excursions logistics and to provide an orientation session upon arriving.
- o The following community services and facilities will be required

Rankin Inlet

orientation centre
honda trip outfitter
boat trip outfitter

Chesterfield Inlet

larger tour boat
full outfitting/camping equipment

Baker Lake

improved taxi service
organized print shop tours

Eskimo Point

museum

2. Wildlife Photo Safari (Summer)

i) Typical Itinerary

This two week-long excursion would start in Winnipeg traveling to Coral **Harbour** via Rankin Inlet. The trip would be led by a well known wildlife photographer or wildlife expert.

- o The first day would be spent in Rankin Inlet beginning with an orientation session at the Arctic Orientation **Centre** followed by a guided honda trip out on the tundra to do some birdwatching and to visit the Meliadine archaeological sites. In the evening the charter would take off for Coral Harbour.
- o In Coral **Harbour** arrangements would be made for a 5 day trip by Peterhead to Coats Island to photograph walrus, polar bears and the murre colony. Stopping at the Coats Island Naturalist Lodge the tourists would **also** be provided with an opportunity to ride hondas along the Coats Island beaches and hike along the Cliffs.
- o From Coral **Harbour** a charter (twin otter) would fly straight to Wager Bay for 4 days at the Wager Bay Naturalist Lodge where the guests would have an opportunity to travel by boat or hike around the more scenic and interesting areas of the bay. The stay would focus on opportunities for photographing wildlife and scenery including caribou, polar bear and falcons.
- o 2 extra lay days could either be used in the event of bad weather or for an extended stay at either one of the lodges.
- o The return journey would be made straight from Wager Bay to Rankin to connect with a flight to Winnipeg.

ii) Marketplace Appeal

A tour of this nature would appeal to both the Photo Safari Market and the Naturalist Lodge markets.

Photography and photographic tours appear to appeal to a broad cross-section of the general public. The market is comprised of individuals of all age groups between 18 and over 65 years of age. A mix of professional backgrounds is common among photographic groups, however, a higher degree of education among them is apparent as compared to other specialty markets. Normally individuals in these types of tours would fall into the above average income brackets.

People who stay at remote naturalist lodges generally tend to possess above average incomes. These people are frequently mature individuals (50+ years old) almost invariably with education beyond the secondary school level and employed in (or retired from) white collar, managerial or professional occupations.

The origins for these markets appear to be split fairly **evenly** between Canada and the U.S. Penetration into the European market currently is not significant but may offer potential in the future. **In** general the location of an association or a tour operation will dictate the scope of member or client origin.

Potential Number of Tours:

The maximum size of the tours would be 15 people and there could potentially be four trips per summer. The second two trips would operate on the reverse itinerary i.e. starting in Wager Bay. Thus the potential number of tourists that can be expected in a year would be 45 with 100% booking on the 4 tours.

The marketing strategy for a photo safari such as this should focus on both the tour wholesalers/retailers and the ultimate consumer. The best way to attract wholesalers would be to work through the contacts established by the **Keewatin** marketing agency and to set up a familiarization tour program. **In** order to create some awareness at the consumer level a writer familiarization tour program should be set up with the intent to have articles written in some of the higher profile trade magazines in the market place like Photo Life.

Tour wholesalers that might potentially be interested would include:

- o **Thru-the-Lens** Tours, **California**
- o Nature Photography Workshops, Winnipeg
- o North American Nature Expeditions, Alabama
- o Joseph Van Os Nature Tours, Washington

iii) Intervening Opportunities

The following are typical examples of exotic wildlife photographic safaris currently being offered in other areas of the world.

Thru The Lens Tours

1. Kenya Wildlife Safari (itinerary copied on following page)

cost:

| | |
|----------------------------|-----------------------------|
| Land arrangements = | \$3850 (U.S., 1984) |
| Airfaire (from New York) = | \$1 303 (U.S., 1984) |
| Total | \$5153 (U.S., 1984) |

Details:

- o 17 days
- o limited to 15 passengers
- o 1 departure per year

Kenya Wildlife Safari

17 Days/Departing August 9

DEPARTURE

Day 1 — Thursday

We depart New York this evening on SABENA BELGIAN AIRLINES, on our flight to Brussels, Belgium.

BRUSSELS

Day 2- Friday

Morning arrival in Brussels where we have day rooms at the SOFITEL HOTEL, The day is free to rest or explore Brussels on your own, until evening departure for Kenya.

ARRIVAL IN KENYA

Day 3 — Saturday

We arrive in Nairobi in mid-morning and have the remainder of the day at leisure. Those passengers joining us from the Rwandan gorilla safari will arrive late this evening and will be met and transferred to the hotel.

INTERCONTINENTAL HOTEL

LAKE BARINGO

Days 4/5 - Sunday/Monday

Today we venture north into the Great Rift Valley, gaining a feel for the openness and barrenness of the Northern Frontier District. Late afternoon will find us at Lake Baringo, enjoying spectacular views of the Rift Valley walls and listening to the cry of the fish eagle punctuating the silence, Lake Baringo offers some of the best bird photography in all of Africa. An early morning cruise can offer opportunities for up to 30 species including fish eagles, squacco herons, goliath herons, egrets, kingfishers and bee-eaters. After our cruise we will visit a Njemps village where we are able to photograph an offshoot of the Masai who choose fishing as opposed to the pastoral life of cattle herding.

LAKE BARINGO ISLAND CAMP

MT. KENYA SAFARI CLUB

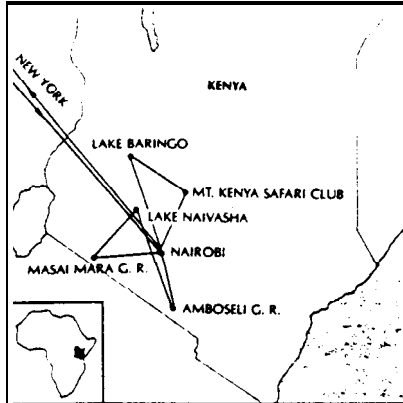
Days 6/7 - Tuesday/Wednesday

After breakfast we'll leave Lake Baringo and drive south to the world-famous MT. KENYA SAFARI CLUB. Wednesday is a day set aside to enjoy the cool and majestic solitude of Africa's highest peak (17,058 ft.). From the Club you can enjoy impressive views of the glacier-draped Mt. Kenya and photograph resident birds like the Egyptian goose, sacred ibis, flamingo and heron.

AMBOSELI GAME RESERVE

Days 8/10 - Thursday/Saturday

This morning we drive south to Nairobi, where we lunch at the Carnivore before continuing on to Amboseli and our camp for the next three nights. Amboseli is shared by an abundant variety of wildlife and the Masai tribesmen with their herds. The reserve is noteworthy for its enormous collection of big game animals and for its scenic beauty, which is often enhanced by views of snow-capped Mt. Kilimanjaro (19,340 ft.) The eastern half of



Amboseli furnishes the leopard, cheetah, buffalo and Masai giraffe, in addition to many varieties of plains game such as gazelle, impala, zebra and waterbuck. Mt. Kilimanjaro ("the white mountain") exerts an almost magical presence upon this African scene. The highest solitary mountain in the world, Kilimanjaro has fascinated the imaginations of men from Ptolemy to Ernest Hemingway.

PRIVATE TENTED CAMP

LAKE NAIVASHA

Day 11 - Sunday

Today we return to Nairobi en route to beautiful Lake Naivasha on the floor of the Great Rift Valley. The balance of the day is at leisure to enjoy the lake or to join a birding cruise on the lake.

MASAI MARA GAME RESERVE

Days 12/15 — Monday/Thursday

The climax of our Kenyan Wildlife Safari is three days of game running in the Masai Mara

Game Reserve. Home of the proud Masai people, the Mara is a rolling grassland region that features African Wildlife in abundance. In addition to Kenya's largest lion population, there are numerous hippo, elephant, buffalo, giraffe, topi and antelope. The Masai giraffe is distinguished from the Rothschild's and reticulated giraffes by a broken pattern on its neck and body, and spots on its shanks. The tall and noble-looking Masai tribesmen still tend their cattle in this area which is otherwise undisturbed by man. With its high concentration of animals and its beautiful setting on the northern border of Tanzania's Serengeti National Park. Mara is Kenya's finest reserve.

PRIVATE TENTED CAMP

RETURN TO NAIROBI

Day 16 — Friday

En route to Nairobi, we will spend several hours at Mayer's ranch, where we will have the opportunity to photograph resident Masai and Samburu villages. Thru the Lens has arranged for a private session at the ranch and we will be able to photograph ceremonial dancing and Masai and Samburu warriors in full ceremonial dress and makeup. Returning to Nairobi, we will enjoy our farewell dinner at the INTERCONTINENTAL HOTEL.

TOUR'S END

Day 17 — Saturday

Saturday is free for relaxation, shopping or sightseeing, until we transfer to the airport for our late night departure. After a brief stopover in Brussels we connect with our Sabena flight to New York, where arrival is scheduled for mid-afternoon on Sunday



Samburu Tribesman, Mayer's Ranch

© Brian Vikander

- o opportunities to photograph birds, wildlife and local people in native dress
- o tours are led by noted photographers who run photographic clinics for tour participants

2. *The Mountain Gorillas of Rwanda*

cost:

| | |
|---------------------------|-----------------------------------|
| Land arrangements = | \$2531 (U.S., 1984) |
| Airfare (from New York) = | \$1500 approx (U.S., 1984) |
| Total | \$4030 (U.S., 1984) |

Details:

- o 10 days
- o limited to 11 passengers
- o opportunity to track the gorillas with a porter and guide

3* *Kenya/Mountain Gorilla Combination*

cost :

| | |
|---------------------|------------------------------|
| Land arrangements = | \$5800 (U. S., 1984) |
| Airfare = | \$1 600 (U. S., 1984) |
| Total | \$7400 (U.S., 1984) |

iv) *Order of Magnitude costs*

To arrive at the following customer costs the estimates for all components of the package were increased to allow a suitable profit margin and travel agent commission.

Price:

Approximately \$4500, from Winnipeg including meals, accommodation, excursions and. airfare.

v) Required Community organization

People are willing to pay top dollar for a quality experience. As a result, quality interpretive and guiding services are a necessity as is an atmosphere of friendly **hospitality**.

The package should include special clothing needs, including cold weather clothing and good raingear on a loan basis.

- o The following community services and facilities will be required:

Rankin Inlet

orientation centre
honda trip outfitter

coral **Harbour**

Bencas Island Naturalist Lodge
larger more comfortable boat

Repuse Bay

Wager Bay Naturalist Lodge
larger boat

3. Arctic Summer Encounter

i) Typical Itinerary

This general interest package would commence in Winnipeg, Churchill or Yellowknife and terminate 7 days later in Winnipeg.

- o **The** first day and one half would be spent in Rankin. Activities in Rankin would include an orientation session at the Arctic Orientation **Centre** followed by a walking or bus tour of the community. A bus tour would also be arranged out on the tundra, traveling to the **Meliadine** River. For the more athletic tourist groups excursions to either the **Meliadine** archaeological sites or Marble Island could be arranged rather than the bus tour.
- o From Rankin **Inlet** the group will take a one day charter excursion to Chesterfield Inlet. **In** Chesterfield the group would be able to walk the nearby archaeological trails or go on a day boat trip to **Savajuaq** Lake to visit the abandoned research centre as well as a number of archaeological sites.
- o Catching an evening charter the group would travel to Baker Lake for a two day visit. The first day would include a community tour including a tour of the famous print shop and an opportunity to meet some of the local artists. After a lunch of fresh arctic char and trout the group would take a lightseeing tour of the area with LaRonge Aviation. If there is enough interest a short fishing stop could be added to the itinerary. The second day would consist of excursions to several of the local attractions such as the Traditional Village, the **Thelon** River or one of the historic trails.
- o The next destination (for **1** day) would be Eskimo Point where a tour of the community would be provided along with **local** demonstrations of drum dancing and other cultural activities.

0 The final day would be spent in Churchill Manitoba visiting the Eskimo Museum, the Parks Canada **Centre** and Fort Prince of Wales.

ii) Market Appeal

As envisioned, this type of tour package would cater to the general interest type tourists who currently travel to Churchill. A typical profile of this type of tourist would be as follows:

- o retired (also a high percentage of students)
- o reasonably high income level
- o either Canadian or American

At the present time about half of the visitors to Churchill are coming from Canada with the other half coming from the U.S. Foreign markets have yet to be developed.

The major Canadian markets for Churchill tours appear to be in Ontario and Manitoba. The major U.S. markets are Minnesota, Wisconsin and the northeastern U.S. states.

Potential Number of Tours:

The maximum number of tourists per trip would be 20 corresponding with a twin otter carrying capacity. If we assume 4 trips per year the yearly visitation would be a maximum 60 people.

The marketing strategy for this type of tour should be similar to that suggested for the Keewatin Historical Package Tour.

iii) Intervening Opportunities

The following are comparable examples of general interest tours traveling to the Arctic in the summer months.

Goliger's Tours Ltd.

1. The Polar Bear (itinerary on following pages)

costs:

Total (from Toronto) = \$2387 (1984)

Details:

- o 8 day trip spending 2 nights in **Frobisher** Bay, 3 nights in Pond Inlet and 2 nights in **Pangnirtung**
- o focus on sightseeing

2. Viking Explorer

costs:

Total (from Toronto) = \$3037 (1984)

Details:

- o 8 day tour spending 3 nights in Godthaab, 2 nights *in* Jacobshaven, and 2 nights aboard a coastal freighter.

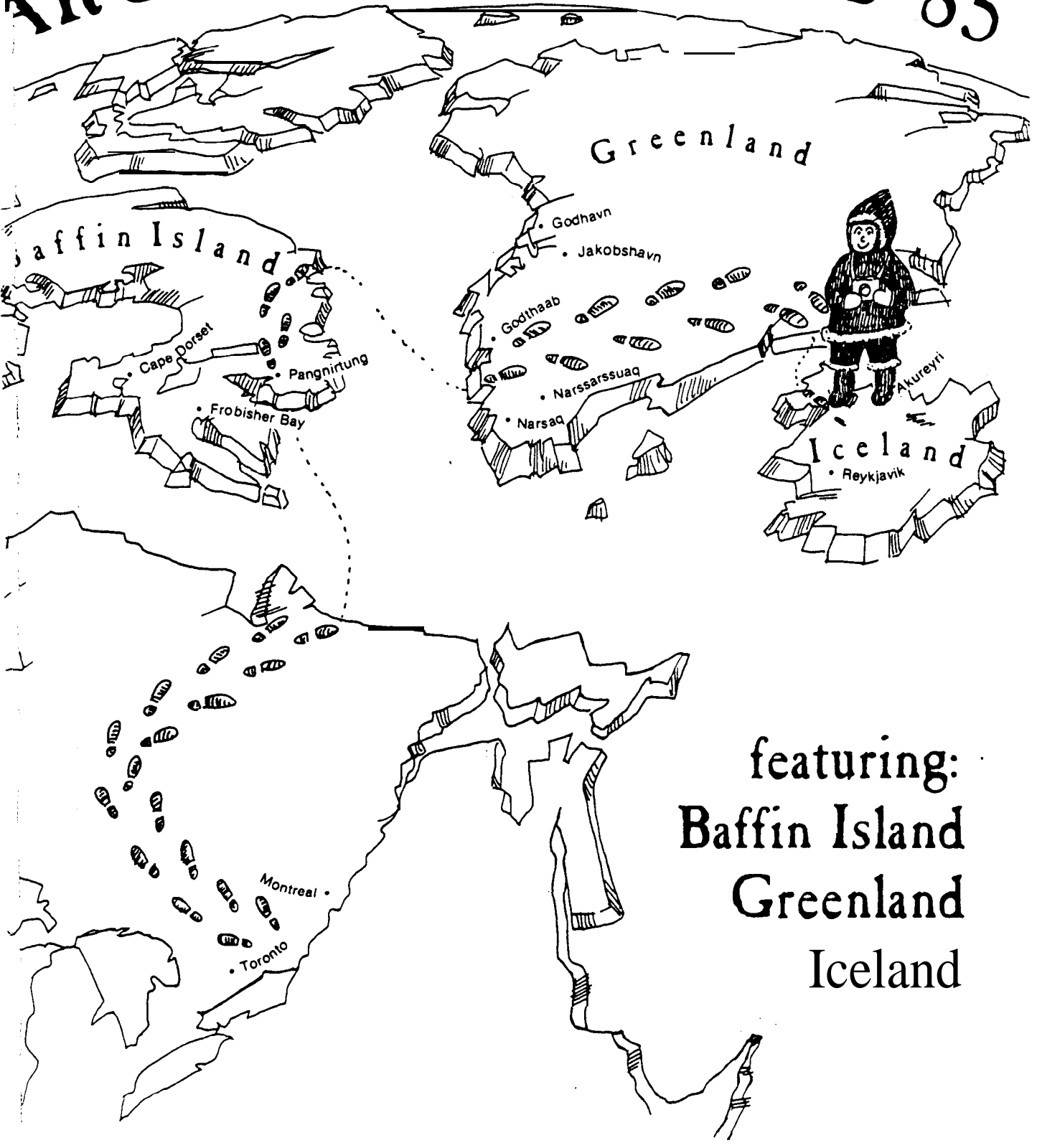
3. Top of the World

costs:

Total (from Toronto) = \$3765 (1984)

Goliger's
tours ltd.

ARCTIC EXPLORERS '85



featuring:
Baffin Island
Greenland
Iceland

The Polar Bear

8 days/7 nights Saturday to Saturday
 departures July 20, August 3, August 17, September 7
 # SNOG11PB

Pangnirtung, Frobisher Bay, Cape Dorset

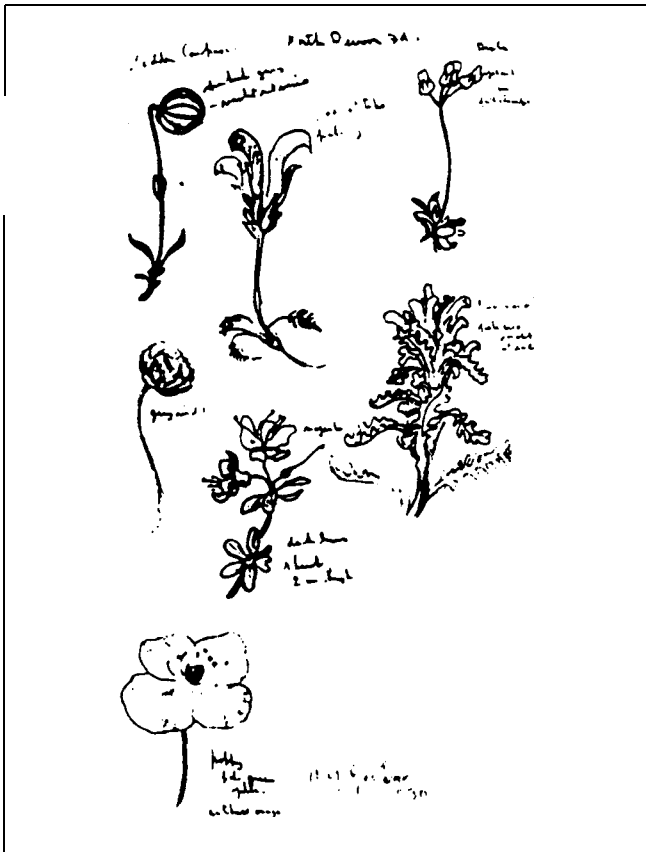
Truly the highlights of **Baffin!**

Day 1 **Saturday** Montreal-Pangnirtung ID

Depart from Montreal for your flight to **Frobisher Bay**, where you'll connect onto Firstair for your 1 hour trip to **Pangnirtung**. On arrival in Pang, you'll be met by a representative from the tourism committee who will ensure that your bags are transferred to the hotel as you stroll there from the landing strip. After you are settled in at the **Peyton Lodge** (a rustic and informal inn), you will enjoy an escorted tour of Pangnirtung, familiarizing you with the community's history and background. Dinner will be served at the Lodge, and afterwards you are cordially invited to the strikingly modern Parks Canada museum and office where you will be shown a film on nearby **Auyuittuq National Park**.

Day 2 **Sunday** Pangnirtung BLD

After breakfast at the Lodge, today you'll travel to the site of a traditional Inuit summer camp, **Nuvuattiakallak**. Here you'll find a sort of living museum where the ancient skills of living on the land in skin tents are still being practiced. Modern facilities such as picnic tables have been added in order that you may enjoy your picnic lunch in comfort! Travel by boat (about 30 minutes). Return in time for dinner at the Lodge.



Day 3 **Monday** Pangnirtung-Frobisher Bay BLD

After breakfast at the Lodge, your luggage will be transferred to the airport, just a short stroll from the Lodge. Board Firstair to **Frobisher Bay**, where you'll be met on arrival by a representative of the **Frobisher Bay Tourism Association**, and transferred to the informal **Navigator Inn**. One of our friendly northern guides will take you on a 2 hour tour of the community, explaining much of its history and modern day makeup.

Before lunch at the Inn, relax over a welcome cocktail – our specialty called a “Midnight Sunrise”!

This afternoon you will enjoy some time “on the land” at Peale Point, complete with a bar-b-que dinner! The Point is a **Thule** culture site dating back 900-1200 years. Travel will be by boat (about 30 minutes).

Day 4 **Tuesday** Frobisher Bay BLD

Late this morning, you'll start off on a fascinating day of discovery and learning, experiencing a variety of elements of the **Inuit** culture. Depending on the availability of instructors (many **Inuit**, for example, go to live on the land at various times during the summer), you'll have the opportunity to sample traditional northern cuisine, observe a soapstone carver, learn how skins are made into clothing, or even pick up a smattering of **Inuktitut**, the native language. Your instructors will be a combination of **Inuit** and southern Canadians who are longtime Arctic residents. A break for lunch at the **Navigator Inn** will be arranged.

This evening, transfer at 8:00 p.m. to the home of **Tom Webster**, a longtime Arctic resident, art collector and dealer, and self-described “entrepreneur”! Tom's lively talk will give you an excellent overview of **Inuit** art and its origins.

Day 5 **Wednesday** Frobisher Bay-Cape Dorset BLD

After breakfast at the Inn, depart on Firstair to **Cape Dorset**. After the brief flight, you'll be met at the airport by a representative of the **Kingnait Inn**. Transfer to the hotel, where a lunch will be served. Today, you will enjoy an excursion by boat to **Mallik Island** (a 20 minute journey). This Island is noted both as a **Thule** archaeological site and as a nesting site for many bird species.

Tonight, after your dinner at the cozy **Kingnait Inn**, you'll enjoy a slide show hosted by **Jim Manning** of the **West Baffin Co-op**, the outlet for the famed prints and soapstone carvings of **Cape Dorset**.

Day 6 **Thursday** Cape Dorset BLD

After breakfast today you will depart on an hour-long boat ride to the curious **Reversing Falls** in **Negus Bay**. This fascinating natural phenomenon occurs at every tide due to the large (32') tides. A picnic-style lunch will be served; and after a day on the land you'll doubly enjoy your dinner back at the Inn.

Day 7 **Friday** Cape Dorset BLD

Today's highlight is a tour of the renowned **West Baffin Co-op** where you'll learn in considerable detail the process of print making at the **Print Shop**, as well as how the soapstone is quarried and transformed into the famous **Inuit** carvings. All meals provided at the **Kingnait Inn**.

Day 8 **Saturday** Cape Dorset-Montreal BU

Today is your opportunity for a last stroll through this tiny community which at the same time is a household word in art circles worldwide. You may wish to take advantage of the excellent prices of prints and carvings to bring home a souvenir of your trip which will enhance your home for years. Transfer after lunch to the airport for your **Firstair** flight to **Frobisher**, thence southbound to **Montreal** via **Nordair**.

Please see page 2 for Bellin /s/and tour prices

Details:

- o 16 day tour spending 6 nights in Iceland, 5 nights in Greenland and 3 nights on Baffin **Island**
- o one departure in July
- o escorted by Ken **Dudley**

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for all components of the package were considered in addition to profit margin and travel agent commission.

Price:

Approximately **\$2 500** from Winnipeg including meals, accommodation and airfare.

v) Required Community Organization

There would be community hosts in each community meeting the group of the airport and providing local tours as well as ensuring local arrangements go smoothly.

Buses and/or vans would be required in each community to transport the group around the communities.

- o The following community services and facilities would be required:

Rankin Inlet

orientation centre
outfit t ing service

Chesterfield Inlet

historic trails and brochures

Baker Lake

print shop tours

4. Adventure Tour (summer)

i) Typical Itinerary

This 2 week package would begin and end in Rankin Inlet.

- o The first day the group would travel by boat to Marble Island for some warm-up hiking and sight seeing followed by an evening charter flight to Coral **Harbour**.
- o Following a night in Coral **Harbour** the group would travel by Peterhead to the **Bencas** Island Naturalist Lodge for a 3 day stay. A number of optional excursions will be planned from the Lodge each day including a seakayak trip to Coats **Island** and back, a hiking excursion above the bird cliffs and a honda expedition across Coats Island.
- o Returning to Coral **Harbour** by Peterhead the group would then take a charter directly to Wager Bay for 5 days of sea kayaking and exploring the inner coast.
- o 2 extra lay days would be used in case of bad weather or they could be added to the stays in either Wager Bay or Coats Island.
- o The return charter would go directly from Wager Bay to Rankin Inlet.

ii) Marketplace Appeal

The adventure travel market **is** not restricted to any age group. Participants range in age from teenagers to the 50's, 60's and even the 70's. The adventure travel client is also represented by a wide range of professional backgrounds ranging from blue collar to white collar, managerial and professional occupations.

However some of the more common characteristics among the adventure travel markets are as follows:

- o income levels range from average to above average
- o interested in a quality experience
- o interests include wilderness skills, adventure and photography
- o generally well travelled

At the present time the adventure travel market in the north is comprised of Canadians and Americans (half and half). It is generally felt by wholesalers that the European market offers good potential that just has to be tapped.

Potential Number of Tours:

If we assume 2 tours per summer and an average of 10 people per tour total visitation could potentially be 20 people.

The marketing strategy for this tour should focus on attracting tour wholesalers like the Adventure Travel **Centre** in Toronto, Sobek Expeditions in California or **Ecosummer** Canada. Again, in order to create the necessary awareness fam tours would be the best approach. Getting media coverage from major adventure expeditions would help to create the necessary image for the Keewatin as an adventure destination. Northern Quebec has successfully created an awareness for their adventure travel products in the market place by sponsoring and **assisting** in promoting major expeditiona which have a high enough profile to attract significant press coverage. An example of the type of expedition needed in the Keewatin context might be a first raft descent of one of the major rivers ruining into Wager Bay.

iii) Intervening Opportunities

The following are comparable examples of adventure tours that are currently being offered in the north.

Black Feather

1. Sea Kayaking in the Arctic Archipelago (brochure description on following page)

costs:

| | |
|-----------------------------------|-----------------------|
| Land arrangements = | \$1 750 (1984) |
| Airfare (charter from Resolute) = | 350 (1984) |
| Total | \$2100 (1984) |

Details:

- o 15 days in August
- o sea kayaking and camping in Lancaster Sound
- o visits to historic sites and wildlife viewing are featured

2. Circumnavigation of Bathurst Inlet

costs:

| | |
|------------------------|---------------|
| Land arrangements = | \$2495 (1984) |
| Airfare - not included | |

Details:

- o 20 day trip in July/August
- o focus on sea kayaking, hiking and wildlife observation
- o tours led by Mike **Beedall** or noted northern photographer

Great Expeditions

1. **Galapagos** and Andes

costs:

| | |
|------------------------|-----------------------|
| Land arrangements = | \$1 790 (1984) |
| Airfare - not included | |

Details:

- o 15 day tour combining 8 days of cruising the Galapagos and 2 days visiting Santa Cruz and 4 days traveling in the Andes
- o year round
- o **focussing** on natural history

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for **all** components of the package were considered in addition to profit margins and travel agent commission.

Price:

Approximately \$3400 from Rankin Inlet all inclusive.

v) Required Community Organization

Contingent on the development of remote lodges in both Wager Bay and Coats Island.

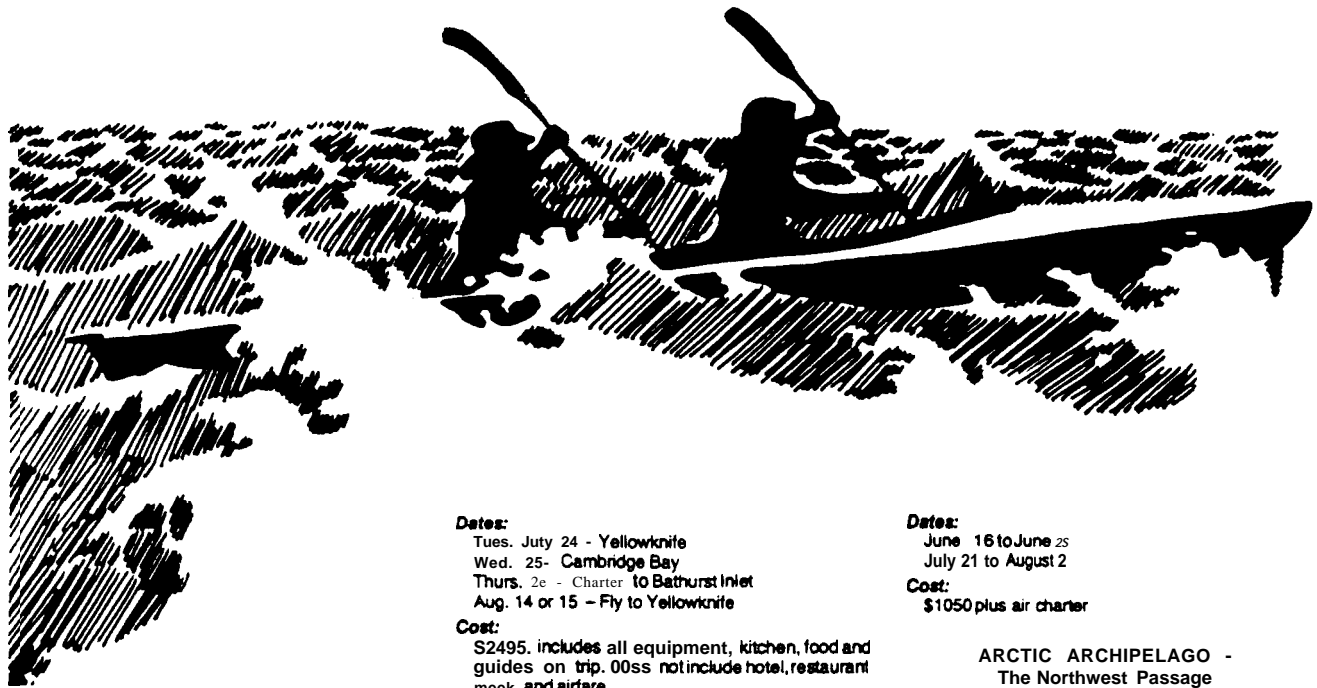
5. Churchill Extended Attraction Package (summer or Spring)

i) Typical Itinerary

The intent of this tour package would be to add on to existing tours currently running to Churchill. The duration of the tack-on tour would be 3 days terminating with a direct flight back to Winnipeg from Rankin Inlet.

- o Leaving Churchill the group would stop in for a cultural demonstration and tour of the community in Eskimo Point. An arctic char lunch would be provided at the Ootakevik Hotel.

SEA KAYAKING

**Dates:**

Tues. July 24 - Yellowknife
Wed. 25- Cambridge Bay
Thurs. 26 - Charter to Bathurst Inlet
Aug. 14 or 15 - Fly to Yellowknife

Cost:

\$2495. includes all equipment, kitchen, food and guides on trip. Does not include hotel, restaurant meals and airfare.

Dates:

June 16 to June 25
July 21 to August 2

Cost:

\$1050 plus air charter

**ARCTIC ARCHIPELAGO -
The Northwest Passage**

The silence, the beauty and the wildlife of Lancaster Sound beckons. The Sound is considered by many scientists to be one of the most ecologically significant among arctic regions, as one million seabirds reproduce here (half of the entire arctic population) and at least one third of North America's white whales summer here, as do 85 percent of North America's narwhal population.

Coupled with the obvious adventuresome aspects of the expedition will be the objective to document all sightings of large mammals: land mammals such as the polar bear, and also marine mammals, especially the beluga whale, whose communications we shall record acoustically.

To start the expedition, we fly with our kayaks from Resolute Bay along the south coast of Devon Island. Here we hike for a couple of days, searching for the small herd of musk ox that is isolated by the ice cap from the major herd to the north.

The waters of this area are a critical feeding area for seabirds and marine mammals. Walrus, seal and narwhal migrate along the east coast of Devon each year, while white whales use many of the estuaries and polar bears use the headlands as summer sanctuaries.

We follow the prevailing current westward past numerous small inlets such as the Hob House Inlet, which has a large fulmar colony, plus nesting Thayer gulls, kittiwakes, black guillemots and visiting ivory gulls. This is a spectacular coastline with seaward cliffs of 1500'. Farther along, we come to Maxwell Bay, a large beluga calving area, and then on to Radstock Bay, an area very abundant in marine mammals. Exposure to arctic foxes, hares and tundra vegetation enhances your knowledge of arctic ecology. This shoreline is studded with old habitation sites - some summer and some winter camps.

Our last stop along the Devon coast will be Beechey Island with its graves, memorials and relics of the past. This was Franklin's winter base in the first year of his disastrous search for the Northwest Passage.

Depending on the ice conditions in Wellington Channel, we will fly or paddle the remaining few miles to Resolute to complete this exciting and historic route.

Date: August 11 to August 25

Cost \$1750 plus air charter from Resolute Bay (\$350)

This year, we at Trail Head are proud to announce that, in co-operation with Eco-Summers and Eco-Marine (both of Vancouver, B.C.), sea kayaking adventures and sea-touring kayaks are available to you. Below are four exciting sea kayaking expeditions that will thrill anyone with an adventurous streak. As well, in both our Ottawa and Toronto stores, we will have a line of sea-touring kayaks and accessories to allow you to explore the waters a lie near to home. The Thirty Thousand Islands of Georgian Bay, the wild shores of Lake Superior, and the countless lakes and rivers of Ontario and Quebec are ideal for kayak touring! Drop by to see the variety of sea-kayaks available.

IRCUMNAVIGATION OF BATHURST INLET
Ocean Kayaking - Hiking - Wildlife Observation

Bathurst Inlet is a superb wildlife habitat that reaches deep into the Central Barrens of the Northwest Territories. Presently under consideration as a new national park, this 'Arctic Oasis' is rich in large game (caribou, wolves and muskoxen abound), while bird life is exceptional. Peregrine falcons and a vast array of waterfowl are inhabitants. The inlet is characterized by rugged hills and lush green tundra with numerous lands to explore. The rivers flowing into the inlet are teeming with arctic char and the myriad of lakes within say hiking distance abound with fat 15" trout. During our travels we will visit two of the most remote Inuit villages in the Canadian Arctic, where living off the land is still their essential art.

This is the ultimate trip for the keen wildlife observer, nature lover or explorer of the countryside, who wants to experience the splendour of an arctic summer. Travel will be in very stable, 2-person Kepper kayaks. Although no previous kayaking experience is necessary for this trip, individuals must be in good physical condition and provide a medical certificate for this journey. This is an easy paced trip designed to give you time for exploration and relaxation.

Leader: Mike Beedell, an internationally published photographer, and a former leader in the Canadian north, and the author of the book "The Magnetic North", will give assistance and advice to aspiring shutterbugs throughout the trip.

QUEEN CHARLOTTE ISLANDS

The Charlottes consist of six main islands grouped in a rough triangle, 83 nautical miles west of Prince Rupert, B.C. Most of our sea kayaking is on the east coast of Moresby Island, ideal because of so many small islands and inlets for exploration. As well as the spectacular 'sea-scapes' offered by the combination of mountains, grass and wind; the sea kayaker is indulged in an endless array of wildlife and human and natural history. Seabird colonies (including the comical puffin), bald eagles, sea mammals (otter, seals, whales and walrus), and marine edibles abound! Explore abandoned Haida villages and imagine the rich culture of these earliest residents of the islands. Kayak, hike, explore and immerse yourself in this very special environment. The ocean tandem kayak we will use is the Kepper Aeriis, a stable, seaworthy, large volume kayak. You will need to practice your canoeing and kayaking skills to get your shoulder muscles in shape, but anyone with canoeing experience will soon feel at home in a Kepper.

We have two Queen Charlotte options for 1984:

NORTH: SANDSPIT TO HOTSPRINGS

Participants rally at Sandspit Village Airport on Moresby Island. We will explore the beautifully intricate section of Moresby Island from Cumshewa Inlet to Hot Springs Island, north to south. Highlights include: abandoned Haida villages, sighting of peregrine falcons and eagles, sea lions, and bathing in the luxurious hot baths of Hot Springs Island.

Dates:

June 2 to June 14
August 22 to September 3

Cost:

\$1050 plus air charter from Sandspit

SOUTH: HOTSPRINGS TO ANTHONY ISLAND

Start at Hot Springs Island and explore the countless nooks and crannies along the coast. Features of this trip include: a day hike to one of the local peaks through rain forest and alpine meadows, the Dolomite Narrows with fantastic intertidal displays, Haida villages, and sea lion and sea-bird colonies!

The afternoon would consist of a brief stop in Whale Cove providing an opportunity to visit the Craft Store (this stop would be contingent on a bus or suitable vehicle being available to transport the group in Whale Cove). Following Whale Cove the group would travel on to Rankin Inlet for the night.

- o The day in Rankin Inlet would be spent touring the community along with a bus trip out to the **Meliadine** River (in the spring or fall this could be replaced by a Bombardier trip out to the **Meliadine**).
- o The third and final day would involve a day charter to Chesterfield Inlet where the group will have a chance to walk the nearby archaeological trails. (In the spring this could be replaced by a Bombardier trip out to the floe edge).
- o A direct flight will take the group from Rankin Inlet back to Winnipeg.

ii) Marketplace Appeal

As this package is envisioned as a tack-on to existing Churchill tours the market characteristics would be similar to those of existing Churchill visitors. A typical visitor profile would be as follows:

- o mostly over 55 years of age and between the ages of 15-34
- o retired people and students
- o from both the U.S. and Canada
- o interested in sightseeing and experiencing the wilderness in a unique environment
- o interested in different cultures or ways of life

Potential Number of Tours:

If we assume 15 trips per year with an average of 12 tourists per tour then maximum yearly visitation would be 180 people.

The marketing strategy for this type of tour package should focus on attracting some of the tour wholesalers currently running tours to Churchill such as:

- o Land Tours, Indiana
- o Harmon Travel, Idaho
- o Dan Dipert Tours, Texas

iii) Intervening Opportunities

The following two tours are examples of existing general interest tours that run to Churchill. These would represent the types of tours that could be extended into the Keewatin.

Thru The Lens Tours

1. Hudson Bay Polar Bear Expedition (itinerary on the following page)

costs:

| | |
|------------------------------|-----------------------------|
| Land arrangements (no meals) | \$1365 (U.S., 1984) |
| Airfare (from Winnipeg) | \$ 215 (U.S., 1984) |
| Total | \$1 580 (U.S., 1984) |

Details:

- o 8 day photo safari in the fall
- o limited to 15 passengers
- o led by a noted photographer

Black Feather

1. Polar Bear Photo Safari

costs:

| | |
|------------------------------------|--------------|
| Land arrangements (meals excluded) | \$695 (1984) |
| Airfare (from Winnipeg) | \$300 (1984) |
| Total | \$995 (1984) |

Details:

- o 5 days in the fall
- o staying at the Arctic Inn
- o **focussing** on photographic opportunities
- o tours are led by Mike **Beedall**, a noted photographer
- o photographic seminar held in Ottawa several weeks prior to the trip

iv) Order of Magnitude Costs

Price:

Approximately \$900 starting from Churchill and ending in Winnipeg.

v) Required Community Organization

- o Each of the communities to be visited would have to provide suitable transportation i.e., a small bus or van.
- o There would also have to be community hosts in each community to meet the group at the airport and host the community tours.

Hudson Bay Polar Bear Expedition

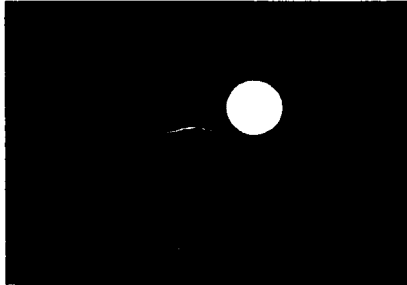
8 Days/Departing October 18

Under a setting sun Polar bears appear lemon yellow against the dazzling whiteness of the coast pack ice. The great white bears are the quintessential inhabitants of the arctic wilderness—immense, powerful, fearless. Each October dozens of polar bears crowd the coastal areas of Hudson Bay near Churchill, Manitoba, waiting for the sea to freeze. Nowhere on earth is there known to be a gathering of comparable size.

Thru the Lens offers you an opportunity to track polar bears in the safety of specially designed all-terrain Vehicles. Indeed, out on the tundra we will approach the bears within a few yards. The photographic opportunities are incredible.

Churchill, though, is more than the polar bear capital of the world. It is an area of scenic tundra and taiga, and rugged coastline. Churchill lies on the transition zone between the northern boreal forest and the flat treeless expanses of the arctic tundra. In such a favored location it enjoys wildlife from both of these environments—arctic fox, cross and silver fox, snowy owls, gyrfalcons and ptarmigan. The skies above Churchill provide an additional highlight. On clear nights spectacular displays of the aurora borealis wax and wane, Churchill, in fact, witnesses the highest intensity of auroral activity in the entire Arctic.

While in Churchill we will have first class accommodation and from there we will make daily forays out to the tundra and forests. Churchill offers the arctic on gentle terms without sacrificing the adventure and excitement inherent in a visit to the North.



© Wayne Lynch

ASSEMBLY IN WINNIPEG

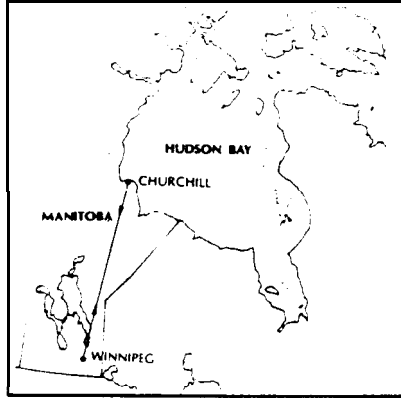
Day 1 — Thursday

Participants will meet in the evening at the Best Western INTERNATIONAL INN in Winnipeg. Welcome cocktails will be followed by a briefing on the ecology of the Churchill region and on the natural history of the polar bear.

FLIGHT TO CHURCHILL

Day 2 — Friday

A 2 1/4 hour mid-day flight takes us north to Churchill. After settling into comfortable rooms at THE ARCTIC INN, we have the remainder of the afternoon free to get acquainted with this far-north town on the western shore of Hudson Bay. We may see our first polar bears, as the massive carnivores occasionally stray right into town.



TAIGA AND TUNDRA

Days 3-6 — Saturday/Tuesday

Exploring the taiga and tundra in "tundra buggies" and vans in pursuit of polar bears and other fauna, we will have plenty of time to photograph and to acquire an appreciation of this remarkable landscape and its wildlife. We will also visit the Eskimo Museum, with its comprehensive collection of Inuit artifacts, the innovative Town Complex, and the Arctic Trading Company which offers one of the largest selections of Indian and Inuit arts and crafts in the entire North.

RETURN TO WINNIPEG

Day 7 - Wednesday

The morning will be devoted to further exploration in and around Churchill. An early afternoon flight returns us to Winnipeg, where we will enjoy a farewell dinner this evening.

INTERNATIONAL INN

TOUR'S END

Day 8 - Thursday

Our Far North adventure concludes this morning as tour members depart on individual flights for their home cities.



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(NOTE: See National Geographic magazine, March 1982, for article and pictures on the Hudson Bay area and the polar bears: "Henry Hudson's Changing Bay," page 380.)

TOUR PRICE\$1365

Air fare, round trip

Winnipeg/Churchill\$ 215

Single Room Supplement\$ 150

Tour price includes the farewell dinner on the 7th day. No other meals are included.

Land and air fares are based on tariffs and currency exchange rates at time of printing, and are subject to change.

The tour is limited to 15 passengers.



© Wayne Lynch

6. Arts/Culture **Interest** Tour (spring)

i) Typical Itinerary

The focus of this **5-day** tour package would be on the Keewatin arts and crafts industry along with providing an insight into the **Inuit** way of life. The tour could be initiated in Winnipeg or through the Baffin Region in conjunction with a trip to Cape Dorset. The trip could also function as an add-on to existing Churchill tours. Therefore we have assumed an all-inclusive tour package from Rankin Inlet.

- o Following a night in Rankin Inlet the first day would be spent with an orientation session followed by a tour of the community and a visit to the local craft shop where the tourists would have an opportunity to meet some of the local artists.
- o Day two would start with a charter flight to Baker Lake where the group will have a chance to visit the famous print shop, the local sewing centre as well as Paul Toolooktook's artifact shop. At the **co-op** the group would have a chance to meet with some of the well known print makers who will explain the print making process and perhaps discuss the stories behind the prints themselves. Part of the day would be spent with the elders society listening to stories of the olden days.
- o The next morning the group will catch a flight to Eskimo Point for a 1 day stay. In Eskimo Point the group would be treated to a number of cultural demonstrations as well as a tour of the community.
- o After spending one night and one day in Eskimo Point the tour would leave for Whale Cove to visit the craft shop and meet the local artists. Instead of flying on to Rankin Inlet the group will take a bombardier trek first out to the floe edge where they will be treated to tea and **bannock** in an igloo and then travel to

Rankin Inlet along the sea ice. If the floe edge is too distant from the track to Rankin (ie., an extra hours journey) then the group could fly to Rankin following a trip out to the floe edge and back.

- o The trip would terminate in Rankin Inlet with the option to catch a direct flight back to Winnipeg. If the package was integrated with Cape Dorset in the **Baffin** Region the connection would be made through Coral **Harbour** at either the beginning or end of the trip.

ii) Marketplace Appeal

The intent of this 5-day package is to cater to both the arts/culture special interest groups as well as the more general interest markets. The tour would essentially be a general interest package with a focus on **Inuit** art and culture.

This type of package could also potentially be marketed to special interest groups that have an interest in northern Arts and Crafts. Members of such groups are generally represented by all adult age groups, they tend to be white collar workers and normally have above average incomes.

Groups such as **Inuit** Art Enthusiasts in Edmonton and Arts and Culture in the North based in New York could provide possible marketing opportunities, either through newsletters or by direct mail utilizing mailing lists.

Another opportunity presented by groups such as these would be to attract art specialists to join a wholesaler in promoting a tour.

Potential Number of Tours:

These tours would accommodate as many as 15 people.

If we assume 3 tours per summer with an average of 10 people per tour maximum yearly visitation would be 30 people.

The marketing strategy for this type of tour should be similar to that suggested for the Keewatin Historical Package Tours.

iii) Intervening Opportunities

The following are two examples of similar Arts/Culture tours dealing with a northern culture.

Finnair

1. Reindeer Safari Tour (Itinerary on following pages)

cost:

| | |
|------------------------|-----------------------|
| Land arrangements | \$969 (1984) |
| Airfare (from Toronto) | \$985 (1984) |
| Total | \$1 864 (1984) |

Details:

- o **8** days tour to **Lapland**
- o **fo**cussing on the **Lapland** culture and arts of Finland
- o tours in March
- o feature reindeer tours and a visit to a traditional Lapp village

2. Canada North Outfitting

Inuit Art Tour

cost:

| | |
|-------|--|
| Total | \$ 1965 all-inclusive from Montreal |
|-------|--|



Lapland snowmobile excursion



Colorful Lapp ceremony

Discovering the adventures of

ROVANIEMI—Lapland's colorful capital

7 days/6 nights US\$189

8 days/7 nights CA N\$259

Single Supplement US\$80, CA N\$120

TOUR PRICE INCLUDES: IT-4-AYIHELRVN04-95

- Round-trip air transportation between Helsinki and Rovaniemi
- 3 nights accommodations in a first class hotel in Helsinki
- 3 nights' accommodations in first class hotel in Rovaniemi
- Round-trip bus transportation from airport to Helsinki terminal
- Full Finnish breakfast daily
- Half-day sightseeing tour of Helsinki
- Morning sauna and swim
- Helsinki Card
- Guide to Finland's restaurants
- All service charges and taxes
- 4 nights from Canada

ABOUT ROVANIEMI

Located right on the Arctic Circle, Rovaniemi is the capital of Finnish Lapland. Having been virtually destroyed in World War II, its present layout was designed by Alvar Aalto in the form of reindeer antlers. The phenomenon of the Northern Lights frequently turns the city into a spectacular light show. And centered as it is in Lapland, Rovaniemi provides a superb base for discovering the fascinating Lapp culture and way of life.

LAPLAND'S DELICIOUS AND DELICACIES

Unique in all the world, Finnish Lapland and its rugged arctic beauty are part of a different and exotic culture. Colorful Lapp costumes date back to the 15th century and can be seen not only at festival times but also as the Lapps go about their daily tasks. From Rovaniemi, visitors can enjoy such adventures as a night safari that includes dinner in a Lapp tent, or a trip to a working reindeer farm.

THE HOTEL POLAR

The Hotel Polar Rovaniemi, located in the city's center, has comfortable, spacious rooms, a well-known restaurant that serves Lapp specialties, two saunas, a large heated pool, an informal restaurant for meeting friendly locals, and the Lapponia Club, open until three in the morning for dancing and dining.

LAPLAND SKI TREK, US\$409, CAN\$519 (per person)

For true adventurers (and skiers of at least intermediate ability), this 8-day hut-to-hut ski trek will provide a lifetime of memories. The average day's trek is 12 to 20 miles across the dramatic landscapes of winter Lapland. Skiers are accompanied by an expert wilderness guide.

Finnish Lapland

REINDEER SAFARI AND OTHER LAPLAND ADVENTURES
8 days/7 nights US\$769, CA N\$969
Single supplement US\$110, CA N\$150

TOUR PRICE INCLUDES: IT-4 - AY1SAFARI85

- Round-trip air transportation between Helsinki and Rovaniemi
- 1 night accommodation in Hotel Polar Rovaniemi
- 2 nights accommodations in a first class hotel in Helsinki
- 4 nights accommodations in Enontekiö Hetta Hotel
- Round-trip bus transportation from airport to Helsinki terminal
- Transfer from Rovaniemi airport to hotel
- Private motorcoach transfers between Rovaniemi and Enontekiö
- Full Finnish breakfast daily
- Welcome dinner in Rovaniemi
- All meals in Enontekiö
- Daily sauna
- Half-day sightseeing tour of Rovaniemi
- 2 full-day Reindeer Safaris
- Experienced guide in Lapland
- Lapp guide while in Enontekiö
- Full-day excursion by snowmobile to a Lapp home, including special lunch
- Reindeer Driver's License
- Arctic Circle certificate
- Helsinki Card
- Guide to Finland's restaurants
- Luggage handling in Lapland
- All service charges and taxes

THE ADVENTURE OF A LIFETIME

This unique experience might be the adventure of your lifetime: a reindeer safari, with you driving your own reindeer sleigh. Under the direction of an experienced Lapp guide, your caravan will head out in the early morning from Enontekiö, in the very north of Finland. You'll stop at a wilderness hut for mid-morning sandwiches and coffee, and again in the early afternoon at a Lapp village, where your hosts will entertain you with joyful "joika" songs and award you with a reindeer driver's license. There may even be time to try your hand at ice fishing and lariat throwing. On the way back, you'll stop again to sample Finnish sausages, grilled over a crackling fire. Then on to your hotel, for a well-deserved sauna and dinner. When you return to Rovaniemi after your adventures in Enontekiö, you'll feel you've been on top of the world . . . and you have.

1985 DEPARTURE DATES: (Reindeer Safari only)

New York & Montreal—March 8, 15, 22, 29
Los Angeles—March 21, 28
10 days/9 nights, tour price slightly higher.



Winter twilight



Safari by reindeer

Details:

- o 5 day tour spending 1 night in **Frobisher** Bay, and 3 nights in Cape Dorset
- o **Focussing** on arts and crafts.

iv) Order of Magnitude Costs

To arrive at the following customer cost the estimates for all components of the package were increased to allow a suitable profit margin and travel agent commission.

Price

Approximately \$1000 all inclusive from **Rankin Inlet**.

v) Required Community Organization

- o Each of the communities to be visited would have to provide suitable transportation ie., a small bus or van.
- o There would also have to be community hosts in each community to meet the group at the airport and host the community tours.

7. Skidoo Expedition to Wager Bay (spring)

i) Typical Itinerary

This 7 day 'all inclusive package includes a **snowmobile-sledge** journey from Repulse Bay to Wager Bay combined with several days of sightseeing and ice fishing at the Wager Bay Naturalist Lodge. The package would include accommodation, **meals**, complete outfitting of Arctic clothing and camping equipment. The journey itself would take 3 days stopping off at points of interest along the way including the large **polynia** at the mouth of Wager Bay to view local wildlife.

The trip would end with a charter flight from Wager Bay to Rankin Inlet to connect with a direct flight to Winnipeg.

ii) Marketplace **Appeal**

It is envisioned that this type of tour would attract a similar clientele to the **snowmobile-sledge** expeditions run out of Resolute Bay by **Bezal Jesudasen**.

High Arctic International Explorers attract an international clientele with the average age of participants being in the 50s. However, **all** clients are very active and physically fit.

Most of **Bezal's** patrons are European, coming from the following countries :

Japan
Germany
Finland
England
Italy
Austria
Switzerland

The remainder of his clientele is made up of Americans with very few Canadians.

Potential Number of Tours

If we assume an average of 8 persons per trip with 2 trips each spring the maximum yearly visitation would be 18 people.

iii) Intervening Opportunities

The following are brief descriptions of two of the snowmobile expeditions offered by **Bezal Jesudasen**.

High **Arctic** International Explorer Services

1. On Top of the World (itinerary on following pages)

cost:

Land arrangements \$1980 (1985)

Airfare not included

Details:

- o 10 day snowmobile trek from Resolute Bay to Grise Fiord
- o complete outfitting services provided as part of the package (ie. clothing, sleeping bags, etc.)
- o 3 days to **climatize**, 5-6 days traveling, and 1 day in Grise Fiord
- o maximum 10 guests
- o season April 15- June 5

2. Magnetic North Pole

cost:

Land arrangements \$2480 (1985)

airfare not included

Details:

- o 10 days snowmobile trek from Resolute Bay to the magnetic north pole

iv) Order of Magnitude Costs

To arrive at the following customer cost the estimates for all components of the package were increased to allow a suitable profit margin and travel agent commission.

“ON TOP OF THE WORLD”

A Snowmobile/Sledge Expedition
Between Resolute Bay and Grise Fiord
Canada's Northernmost Inuit Communities

Length: 10-day package holiday from Resolute Bay,
N.W.T.

Season: April 15th-June 5th.



Have an unforgettable High Arctic experience on a sledge journey between Resolute Bay on Cornwallis Island and Grise Fiord on Ellesmere Island. Great opportunity to see Polar Bears, Muskoxen and other Arctic wildlife, as well as spectacular scenery of land and ice formations, glaciers, icebergs. While traveling with our experienced Inuit guides, learn about their Arctic survival skills including igloo building. Overnight in Grise Fiord and enjoy a day of sightseeing around the community. Fly back to Resolute in our charter aircraft. Optional flight to the Magnetic North Pole available at extra cost.

Cost: All inclusive from Resolute, ground transportation, accommodation, meals and sightseeing in Resolute. Complete outfitting of special Arctic clothing, camping equipment, sleeping bags, food for the journey, 1 night accommodation in Grise fiord and guides for the 10 days.

Three days in Resolute preparing and acclimatizing, 5 to 6 days traveling and camping, 1 day in Grise Fiord. Extra days due to delays caused by bad weather or plane cancellation will be extra. Optional routing of the plane via the Magnetic North Pole will be at extra cost.

Age is not a factor but guests should be in good physical condition as the journey by sledge is physically strenuous.

Minimum number of guests: 4
Maximum number of guests: 10

MAGNETIC NORTH POLE

A Snowmobile/Sledge Expedition

Length: 10-day package from Resolute Bay,
N.W.T.

Season: April 15th-June 5th

Have an experience of a lifetime on a sledge journey to learn about the wandering Magnetic North Pole which is presently northwest of King Christian Island. Enroute see Polar Bear, Muskoxen and other Arctic wildlife as well as the fabulous High Arctic scenery. Visit Canada's northernmost mine on Little Cornwallis Island. While traveling with our Inuit guides learn about their survival skills of the Arctic including igloo building.



Cost: All inclusive from Resolute, complete outfitting of Arctic clothing, ground transportation, sightseeing, meals and accommodation in Resolute, camping equipment, sleeping bags, food for the journey and guides for the 10 days.

Extra days in Resolute due to delays caused by bad weather or plane cancellations will be extra.

Age is not a factor but guests should be in good physical condition as the journey by sledge is physically strenuous.

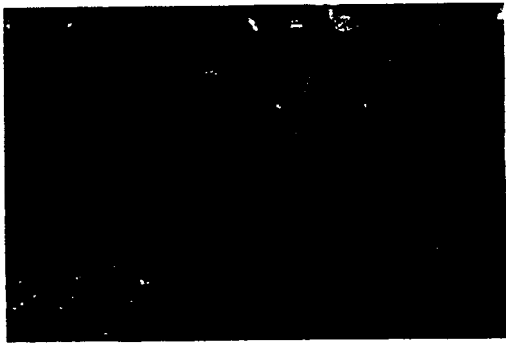
Minimum number of guests: 4
Maximum number of guests: 10

HIGH ARCTIC

CANADA



HIGH ARCTIC INTERNATIONAL EXPLORER SERVICES LTD.



BOX 200, RESOLUTE BAY
NORTHWEST TERRITORIES, CANADA
X0A 0V0

TEL.: (81 9) 252-3875

IN RESOLUTE BAY, N.W.T.

All Through The Year

We provide accommodation and meals as well as ground transportation for sightseeing tours. While staying with us you will have the opportunity to taste some of the Arctic delicacies like Arctic Char, Musk-oxen and Caribou meat.

We have all the necessary special Arctic clothing for winter or Arctic summer to outfit up to 50 people, complete camping equipment, numerous 5-Star and other special Arctic sleeping bags, double-wall tents, kitchen tents, all kinds of Arctic survival and safety equipment.

We operate a fleet of 15 snowmobiles with reliable sledges built by Inuit, freighter canoes and inflatable boats with outboard motors and Honda All Terrain Cycles. We have SSB-HF base radios and portable radios, with a base station in Resolute for communication support to our field parties with range up to the geographic North Pole. Our equipment includes portable forced air heaters, generators for A.C. and D.C. power and a good stock of spare parts and repair materials for many kinds of Arctic equipment.



We employ some of the best Inuit guides — experts in old Inuit survival skills. Our home library has a good collection of Arctic books.

To complement our excellent Arctic equipment we have more than fifteen years experience and knowledge of the High Arctic area, Inuit culture and other Arctic sciences. We can provide the best logistic support and consulting for any kind of Arctic travel, nature photography, expedition or research in the High Arctic.

Price

Approximately \$2500 all inclusive from Winnipeg.

- v) Required Community Organization
 - o Requires a well equipped and experienced outfitter along with development of the naturalist lodge in Wager Bay.

5.7 **High Interest Opportunities**

In order to provide direction to both the government and **KCC** in assisting with the implementation of the development opportunities outlined in the previous chapters it is necessary to outline perceived regional development priorities.

As part of the overall implementation program a number of the "**high interest**" (higher priority) development opportunities were identified. **These** opportunities were selected on the basis of a combination of the following criteria:

- o degree of impact on regional tourism industry (i.e. jobs, economic benefits, etc.)
- o ease of implementation (within local capabilities)
- o helps create the desired image for the Keewatin (community based, focussed on specialty market segments, etc.)
- o degree of interest and support in the community
- o quality of the opportunity
- o degree of private sector involvement and opportunity

According to these criteria then, the following projects were identified as "**high interest**" opportunities.

The priority for implementation of the following opportunities should be based on the necessary community/private sector interest and initiative.

1. Semi-permanent fish camp for chartered fishing packages - Baker Lake
2. Boat tour operation with excursions to Baker Lake and the historical points of interest like Cape Fullerton - Chesterfield Inlet.
3. Develop a series of guided interpretive Honda tours to the Meliadine River.
4. Summer tourist camp development at Upper Eskimo Point developed in conjunction with boat tours from Eskimo Point.
5. Photographic safaris to Coats Island with possibility for developing a small naturalist lodge facility - Coral Harbour.
6. Development of a regional tourist orientation centre - Rankin Inlet.
7. Develop short term boat trips to local attractions like the Harbour Islands and overnight excursions to Duke of York Bay and Lyon Inlet focussing on scenery and wildlife - Repulse Bay.
8. Establish an outfitting business in Whale Cove.

Evaluation **Methodology**

The pre-feasibility assessment of identified high interest opportunities focusses on each business' potential to achieve a point of profitability rather than the generation of specific pro forma statements. This approach provides a clearer illustration of the potential for profitability and facilitates a general assessment of the merits of proceeding with further detailed feasibility work and the preparation of necessary funding proposals.

The prefeasibility assessments do not attempt to detail the specific promotional requirements of each business, management and organizational structures, specific equipment specifications, **pre-operational** planning, **start-up** costs or all potential sources of grant funding. The assessments assume an operating business, and grant funding input has been factored in at a reasonable level.

5.7.1- Baker **Lake Fish** Camp

Project Description

To establish a semi-permanent camp, for fishing packages, on the **Thelon** River below the second rapids. The camp would have facilities to accommodate 40 visitors who would be transported by boat or plane from Baker Lake. The camp, basically an insulated tent frame operation, would have two employees on location through the season (a manager and a cook) and guest scheduling/resupply would be co-ordinated by establishing an expediting arrangement with an individual or individuals located in Baker Lake. Guides would be employed from Baker Lake and the number of guides would fluctuate with the utilization of camp facilities.

Facilitating Assumptions

General

For the purposes of establishing a break-even point for this operation, certain expenses have been designated as fixed and some as variable. This categorization will not reflect all efficiencies of scale flowing from increased occupancy of the camp. The analysis does not take into account costs associated with transporting guests to and from the camp as it is assumed that this expense would be either factored into the basic per diem rate on a package basis at cost or, that transportation will be provided by local boat owner/operators in Baker Lake. The ideal relationship between guests/boats/guides is two guests/boat with one guide. Sixteen boats have been assumed which provides for optimum configuration to 80% of camp capacity. Above this level some boats will carry 3-4 guests.

Revenues

Based on a daily rate of \$200.00/guest. A full season is assumed to be six weeks, or 42 days. Guests could be brought in on 7 day package tours. All facilities and supplies will be provided to guests except for basic fishing gear and necessary clothing.

Expenses

Labour - the Camp Manager's wage is based on a rate of \$120/day and the cook's wage on \$100/day. These two **individuals are** assumed to be employed for a total of 8 weeks to allow for 2 weeks camp set up/dismantle involvement. Guiding fees are based on a rate of \$100/day and it is assumed that guides will assist with general camp chores.

Maintenance - an allowance of \$5000.00 has been provided to facilitate general repairs to tent equipment and seasonal repairs/maintenance to equipment.

Fuel - based on a rate of \$20.00/boat/day with total fuel expenses related to equipment utilization.

Food - a rate of \$30.00/day/person, including staff and guides.

Advertising and Promotion - a charge has been allocated on the basis of 4% of revenues at 100% camp occupancy. This expense is assumed to be static regardless of the occupancy rate. Included in the advertising and promotion charge is the time input of the manager or other designated individual in the promotion of the business, the preparation of **necessary** pamphlets, etc.

Annual set up/dismantle - \$4000.00 has been provided for the transportation of 'start-up' goods and supplies, tent erection and general work associated with gearing up the operation at the start of the season and closing down at the end of the season.

Other expense items - provision based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Requirements

A list of equipment required by the business is provided and costed. Most of this equipment is basic to an operation of this type. The portable steel storage silo is required to reduce seasonal start up costs and protect equipment during the **off-**season.

Financing

It is assumed that the capital requirements can be financed through application to Special ARDA. Debt **Servicing** is computed on the basis of 40% of capital costs, amortized over 5 **years** at 12%. It **is assumed** that start up and working capital requirements have been met through grant funding during the **initial** stage of the business operation.

Employment Creation & Economic Impact

The fish camp will create a total of 18 seasonal jobs directly at an occupancy rate of 100%. At a level of operation required to break even, a total of 9 seasonal jobs will be created directly. In addition, seasonal employment will be created through transportation of guests, supply requirements and the expediting function. The operation will generate an income flow of \$336000 and \$117500 at 100% and 35% of capacity respectively. The indirect impact of such expenditures through income and employment multipliers is expected to be relatively high as there is little opportunity for leakage. An income and employment multiplier of 1.5 indicates expenditures of \$176400 and the creation of 9 seasonal jobs at break-even.

Comments Re Pre-Feasibility

On the basis of the assumptions made, the Fish Camp will reach **a** cash flow **break-even** point at 35% occupancy. Given an advertising and promotion budget of \$15000, the attractiveness of the area as a fish camp, and the planned initiatives in tourism regionally, it is not unreasonable to anticipate an occupancy rate well in excess of this level.

In addition to some efficiencies of scale not fully provided for, projected profit levels could be further enhanced by providing a lower per diem rate for the guiding function. The preparation of the final feasibility and funding proposal should also address:

- a) Basic training requirements for all employees which would probably include a basic course in cooking, simplified bookkeeping and guiding skills in addition to general tourism awareness.

- b) The relative merits/costs of sub-contracting the guiding operation (including associated equipment) to individuals in Baker Lake.
- c) Details of an appropriate advertising/promotional program and the assumption of responsibility for same.
- d) Detailed **pre-operational** and start-up costs and the funding for same.

TABLE 5-15
BAKER LAKE FISH CAMP
COST ESTIMATES

CAPITAL COSTS

| | |
|------------------------------------|--------------|
| 10-Equipped tent frames (12x14) | \$ 30 000.00 |
| 2-Kitchen/mess tent frames (16x18) | 8000.00 |
| 3-Staff tents (12x14) | 9000.00 |
| Kitchen equipment & supplies | 2000.00 |
| Boat equipment | 8000.00 |
| 16-16' Aluminum boats | 32000.00 |
| 16-30HP motors | 40000.00 |
| 8-15HP motors | 12000.00 |
| Generator | 1500.00 |
| Freezer | 800.00 |
| 4-Outhouses | 500.00 |
| Radio | 2000.00 |
| Storage Silo | 2000.00 |
| ToTAL | \$147800.00 |

FIXED COSTS

| | Per day | Season |
|-------------------------|---------|---------------|
| Labour - Camp Manager | 120 | \$ 8064.00 |
| Cook | 100 | 5600.00 |
| Maintenance | | 5 000.00 |
| Debt service | | 15677.00 |
| Insurance | | 3000.00 |
| Legal & audit | | 1500.00 |
| Advertising, promotion | | 50400.00 |
| Expediting | | 2000.00 |
| Annual set-up/dismantle | | 4000.00 |
| License fees etc. | | 2000.00 |
| TOTAL | | \$ 97241.00 |

TABLE 5-15
(cont'd)BAKER LAKE **FISH** CAMP
COST **ESTIMATES****VARIABLE COSTS**
(based on Full Season)

| | |
|---------------|-------------|
| Labour-guides | \$ 67200.00 |
| Fuel | 13440.00 |
| Food | 73080.00 |
| TOTAL | \$153720.00 |

TABLE 5-16
BARER LAKE **FISH** CAMP
CASH FLOW BREAK EVEN ANALYSIS

PROJECTED PROFIT & **LOSS**

| OCCUPANCY | 100% | 50% | APPROXIMATE CASH FLOW BREAK-EVEN 35% |
|-----------------------------|-------------|--------------|---|
| REVENUES | \$336000.00 | \$ 168000.00 | \$ 233734.57 |
| Labour - Camp Manager | 8064.00 | 8064.00 | 8064.00 |
| Cook | 5600.00 | 5600.00 | 5600.00 |
| Guides | 67200.00 | 33600.00 | 23520.00 |
| Fuel | 13440.00 | 6720.00 | 4704.00 |
| Food | 73080.00 | 36540.00 | 25578.00 |
| Advertising & Promotion | 15000.00 | 15000.00 | 15000.00 |
| Maintenance | 5000.00 | 5000.00 | 5000.00 |
| Expediting | 2000.00 | 2000.00 | 2000.00 |
| Annual set-up/dismantle | 4000.00 | 4000.00 | 4000.00 |
| Debt service | 16400.00 | 16400.00 | 16400.00 |
| Insurance | 3000.00 | 3000.00 | 3000.00 |
| Legal & audit | 1500.00 | 1500.00 | 1500.00 |
| License fees etc. | 2000.00 | 2000.00 | 2000.00 |
| | | | |
| Total Expenses | 216284.00 | 203661.00 | 116366.00 |
| | | | |
| NET PROFIT | \$119716.00 | \$-35661.00 | \$ 1234.00 |
| | | | |
| INDICATED EMPLOYMENT | 18.00 | 10.00 | 9.00 |

5.7.2- Baker Lake/Chesterfield Inlet Boat Tour

Project Description

To implement two day boat tours between Baker Lake and Chesterfield Inlet. The tours would be undertaken utilizing two 22 ft. Winnipeg Lake Boat type craft operating in tandem or individually, depending on demand. Overnight facilities would be provided at Stoney Point and consist of insulated tent frames, an outhouse and other basic equipment. In order to allow for changing weather conditions each boat will be equipped with basic camping gear which **would** permit stops at alternate points along the route. The boats, equipped with 90 HP outboard motors and a cutty cabin, would cruise at 25 mph and complete the trip in approximately 10-12 hours of traveling time thereby permitting stops at points of interest such as Big Hips Island, the soapstone quarry, and the historic sites at the end of Baker Lake. The boats would be fully equipped with communication equipment, wet/cold weather gear and necessary safety equipment.

The working capacity of each boat would be 4 passengers plus crew (1) and the operation would be run on a charter basis - regardless of number of passengers carried.

Facilitating Assumptions

General

The boat tour is envisaged as an alternative to flying, thereby catering not only to the tourist market but also intersettlement transportation requirements and government travelers. The boats would make "paid" runs from Baker Lake and Chesterfield Inlet and return. The operation could be based in either community or a boat could be based in each. It is assumed that qualified operators are available or that individuals can be trained.

Revenues

It is assumed that the season extends for a period of 6 weeks and that each boat (operating at full capacity) makes two return trips per week. Revenues are based on a boat charter rate of \$1600.00 per one way trip. This rate is cost competitive with a Baker Lake/Chesterfield Inlet aircraft charter. Maximum number of trips per season is 48.

Expenses

Labour - salary for an expeditor/manager is provided for at a rate of \$150/day. This individual would be responsible for lining up charters, scheduling trips, basic bookkeeping and the operation's advertising and promotional efforts. The crew members are paid at the rate of \$150/day whether the boats are in operation or not. When not actually operating the boats, the crew will be engaged in general equipment upkeep and maintenance and assisting the manager/expeditor. Labour costs include benefits.

Gas and oil - nautical mileage assumed at 150% of air mile distance between the two communities and boats perform at a rate of 6 mpg of gas/oil valued at \$3.50/gallon (\$154/trip).

Food - to be provided for passengers and crew and an allowance of \$30/person is allocated (5 people/boat or \$150/trip).

Maintenance - based on seasonal charge of \$1000 per boat. Most **labour** charges associated with boat and equipment maintenance included in crew **labour** charge.

Advertising and promotion - based on 6.5% of revenues generated at 100% utilization and held static regardless of capacity utilization.

Annual Set-up/Dismantle - \$1000 is provided principally to allow for **set-up/dismantle** of camp at Stoney Point. Associated expenses will be contained by using the portable steel storage silo provided for.

Other expense items - based on general prevailing rates. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in any material way from amounts projected.

Capital Requirements

A costed list of equipment requirements is provided. The actual cost of the boat acquired will depend on type but the requirement is for a type similar to that suggested. The equipment provisions for the Stoney Point camp are basic to an overnight facility capable of accommodating 8 passengers and two crew.

Financing

It is assumed that a portion of the capital requirements can be financed through application to Special ARDA. In addition, the potential of accessing financial support (operating costs and some equipment costs) through the Natural Resource Development sub-agreement of EDA (Intersetlement Trade) should be pursued. Debt servicing is computed on the basis of 40% of capital costs, amortized over 5 years at 12%. It is assumed that start-up and working capital requirements have been met through grant funding during the initial stage of the business operation.

Employment Creation & Economic Impact

The boat tour operation between Baker Lake and Chesterfield Inlet will generate a total of 3 seasonal jobs directly and through employment and income generators, additional employment in both communities. In addition to employment creation, the project has the capacity to contribute to intersettlement trade between the two communities with attendant socio-economic benefits.

Comments on **Pre-Feasibility**

While projections indicate a fairly high level of capacity utilization (76%) to achieve a break-even point, the operation, nevertheless, is viable on the basis of the assumptions made and an effective advertising/promotion program in

conjunction with regional tourism initiatives will go a long way toward achievement of the required capacity level.

The area which affords the best potential for cost cutting measures, without impairment of the service provided, is in restructuring the wage arrangements of the crew to eliminate payment for days when boats are not operational. This would necessitate some increase in provision for maintenance and annual **set-up/dismantle** charges but the net impact would be a significant increase in net profits. The preparation of the final feasibility and funding proposal should also address:

- a) The availability of operational support for a period of several years; in effect, a subsidy (possibly through EDA as the project definitely has an Intersettlement Trade component).
- b) Details of an appropriate advertising program and how this may be coordinated with other tourism initiatives in the area.
- c) Basic training requirements for all those involved in the business. In particular, attention should be given to courses in safety, small craft operation, basic cooking, first aid, basic bookkeeping and business management and tourism awareness.
- d) The development of detailed pre-operational and start-up costs and funding of same.

TABLE 5-17
BAKER LAKE/CHESTERFIELD INLET BOAT TOUR
COST ESTIMATES

CAPITAL CO-

Boat -merit **&** Gear

| | |
|---|--------------------|
| 2-22' Winnipeg Lake Boat (Incl. motors) | \$ 25000.00 |
| 8-Sets, Wet Weather/Safety Gear | 3200.00 |
| 2-Radios | 3000.00 |
| 4-Portable 4 Man Tents | 1000.00 |
| 2-Portable 2 Man Tents | 500.00 |
| 10-Bedrolls | 2000.00 |
| 2-Coleman Stoves | 200.00 |
| 2-Lanterns | 100.00 |
| 8-Parkas | 2400.00 |
| TOTAL | \$ 37400.00 |

Camp Equipment **and** Set-Up

| | |
|--|--------------------|
| 3-Insulated Tent Frames (with heaters) | \$ 9000.00 |
| 1-Outhouse | 200.00 |
| 10-Cots & Foamies | 1500.00 |
| 2-Picnic Tables | 500.00 |
| 1-Portable Steel Storage Silo | 2000.00 |
| -Site Clearing etc. | 2000.00 |
| TOTAL | \$ 15200.00 |

TOTAL CAPITAL COST **\$ 52600.00**

TABLE 5-17
(continued)

BAKER LAKE/CHESTERFIELD INLET BOAT TOUR

FIXED COSTS

| | |
|-------------------------------------|--------------------|
| Labour-Expeditor/Manager @\$150/day | \$ 6300.00 |
| Crew (2) @\$150/day | 12600.00 |
| Maintenance | 1000.00 |
| Insurance | 2000.00 |
| Advertising/Promotion | 5000.00 |
| Legal & Audit | 1000.00 |
| Debt Service | 5398.00 |
| License, Fees etc. | 1000.00 |
| Annual Set-up/Dismantle | 1000.00 |
| TOTAL | \$ 35298.00 |

VARIABLE COSTS
(full **capacity**)

| | |
|------------------------------|--------------------|
| Gas & Oil | 7392.00 |
| Food | 7200.00 |
| TOTAL | \$ 14592.00 |
| TOTAL OPERATING COSTS | \$ 49890.00 |

TABLE 5-18

BAKER LAKE/CHESTERFIELD INLET BOAT TOUR
BREAK-EVEN ANALYSIS

| | | | BREAK-EVEN |
|-------------------------|-------------|--------------|-------------------------|
| # BOAT TRIPS | 48 | 24 | 36⁽¹⁾ |
| CAPACITY % | 100.00 | 50.00 | 76.00 |
| REVENUES | \$ 76800.00 | \$ 38400.00 | \$ 58368.00 |
| EXPENSES | | | |
| Labour | 18900.00 | 18900.00 | 18900.00 |
| Gas & Oil | 7392.00 | 3696.00 | 5617.92 |
| Food | 7200.00 | 3600.00 | 6150.00 |
| Maintenance | 1000.00 | 1000.00 | 1000.00 |
| Insurance | 3000.00 | 3000.00 | 3000.00 |
| Advertising/Promotion | 5000.00 | 5000.00 | 5000.00 |
| Legal/Audit | 1000.00 | 1000.00 | 1000.00 |
| Debt Service | 5837.00 | 5837.00 | 5837.00 |
| License Fees etc. | 1000.00 | 1000.00 | 1000.00 |
| Annual Set-up/Dismantle | 1000.00 | 1000.00 | 1000.00 |
| Depreciation | 10180.00 | 10180.00 | 10180.00 |
| Total Expenses | \$ 61509.00 | \$ 54213.00 | \$ 58006.92 |
| NET PROPIT | \$ 15291.00 | \$ -15813.00 | \$ 361.00 |
| INDICATED EMPLOYMENT | 3 | 3 | 3 |

- 1) This allows for either foul weather or lack of patrons on 23% of the potential operating days.

5.7.3- **Rankin** Inlet - Interpretive Tours

Project Description

To develop a series of all-terrain vehicle access interpretive tours to some of the more visible historic sites and scenic locations around Rankin Inlet. Individual and/or package tours will be made available to tourists wishing to visit sites which have been designated by the Hamlet Council; some of which already have interpretive brochures and signage.

The business would utilize the services of a local supplier of three wheelers and tourists would rent machines (including gas) either directly or through the business at cost. The business would supply necessary equipment except for appropriate clothing. Essentially, the interpretive tours would be a guiding service designed to promote and co-ordinate tours creating employment for trained **guides**.

Facilitating Assumptions

General

The operation will consist of a Manager/Expediter (also a guide) and five guides as well as an inventory of basic tour equipment. The business would arrange grant funding for **all** capital requirements including three wheelers for each guide. It is expected that grant monies would be secured for 100% of equipment costs, except for the \$18 000 required to purchase 6 trikes. Of this **amount**, a maximum of 50% would be financed by the individual guides who would own their equipment. The Manager/Guide would, in effect, run the business, expedite, schedule and look after promotion and basic bookkeeping. The business could, perhaps, be structured as a small co-operative with profits shared equally at the end of the season.

Revenues

Eased on a daily guiding fee of \$150 over a six week (42 day) period. **Groups** of various size would be accommodated but the basic fee would be maintained regardless of group size.

Expenses

Labour - guides are compensated at a daily rate of \$80 for their services. The Manager/guide is paid the basic guiding rate plus 10 percent of revenues. Guides provide for the operating cost of their own vehicles.

Brochure Kits etc. -\$1 500/per season is allocated to cover the costs associated with the printing of brochures and maps etc. It is noted that some of these have already been developed.

Capital Requirements

As detailed, the anticipated capital requirements of the project would be minimal. The bulk of capital would be required to facilitate the acquisition of three wheelers by the guides. The balance of capital items are depreciated over three years, straight-line.

Financing

Grant financing would be accessed to cover capital costs including at least 50% of that required for the purchase of three wheelers by the guides. A number of avenues exist for accessing the necessary funds.

Employment Creation & Economic Impact

The project will create 6 and 4.2 direct seasonal jobs at 100% and 70% (**break-even**) of capacity. In addition, the implementation of interpretive tours will enhance the overall attractiveness of the area to tourists providing day activities which utilize human resources and capabilities already in place. Indirect employment and income generation will be created by employing the equipment and services of an established three wheeler dealer.

Comments **Re Feasibility**

Adequately promoted, the business should experience few problems in achieving a point of profitability. This is a small operation but one which would create significant employment relative to the level of investment required. Further detailed feasibility work and funding proposal development should pay particular attention to alternative ways of structuring the operation.

TABLE 5-19
RANKIN INLET INTERPRETIVE TOURS
COST ESTIMATES

CAPITAL COSTS

| | |
|----------------------------|------------|
| 24-Sets, Hipwader & Staffs | \$ 2400.00 |
| 24-Sets, Misc. Equipment | 2400.00 |
| 24-Packsacks | 480.00 |
| 24-2 Gallon Gas Tanks | 240.00 |
| Total | 5520.00 |
| 6-ATV's | 18000.00 |
| Total Capital Costs | \$23520.00 |

(assuming trails are already in place)

TABLE 5-20
RANKIN INLET INTERPRETIVE TOURS
BREAK-EVEN ANALYSIS

| UTILIZATION (%) | 100 | 50 | 70 |
|-------------------------------------|-------------|-------------|-------------|
| REVENUES | \$ 31500.00 | \$ 15750.00 | \$ 20454.52 |
| EXPENSES | | | |
| Labour - Guides | 16800.00 | 8400.00 | 10909.07 |
| Expeditor/Manager | 6510.00 | 4935.00 | 5405.45 |
| Audit/Legal etc. | 800.00 | 800.00 | 800.00 |
| Brochure Kits etc. (advertising) | 1500.00 | 1500.00 | 1500.00 |
| Depreciation | 1840.00 | 1840.00 | 1840.00 |
| Total Expenses | \$ 27450.00 | \$ 17475.00 | \$ 20454.52 |
| NET PROPIT | \$ 4050.00 | \$ -1725.00 | \$ 0.00 |
| INDICATED EMPLOYMENT | 6 | 3.5 | 4.2 |

5.7.4- **Eskimo** Point - Boat **Trips/Summer** Camp**Project Description**

The project assumes the establishment of a traditional summer camp at Upper Eskimo Point, perhaps run by a family, and basic facilities for tourists to visit as part of a boat trip, and enjoy a learn/observe experience. The boat trips, run in conjunction with the camp, would enable tourists to experience the Hudson Bay lowlands, and interpretive material, in the form of descriptive brochures and maps, **would** serve to focus on the main points of interest in the area and enhance the observe/learn experience.

The camp and the boating operation could be run as two separate endeavors but some mechanism for co-ordination would have to be developed. For the purpose of **pre-feasibility** analysis the operation is considered as one, although principal operating and capital costs have been segregated in order to illustrate the relative requirements of each.

Facilitating Assumptions

General

It is assumed that the Camp will have the required facilities to offer overnight accommodation in addition to lunch stop' capabilities. Also, it is assumed that visitors will be provided with a basic camp cooked meal. The camp would be equipped with 'traditional' accommodation for eight visitors in addition to the crew and the requirements of the family/individual running the facility. Two fully equipped boats are provided for, each operated by a crew of one who would also serve as guide. Specific management costs have not been provided for as the camp operator or one of the boat operators is assumed to act as proprietor of the operation or, alternatively, all those involved may assume a management /ownership role. Provision is made for expediting costs for services performed by an individual or individuals based in Eskimo Point.

Revenue

Each boat would charter out at a daily rate of \$800 and have the capacity to accommodate four guests in comfort. The charter rate would include a scheduled stop-over at the camp with the election to overnight if desired. The season is based on 6 weeks or 42 days.

Expenses

Food - costs are based on a daily rate of \$15 per person including boat operators and guests but excluding the camp operator and his family. This provides for one basic camp cooked meal.

Fuel - the boats are assumed to operate for an average period of 6 **hrs/day** and consume fuel at a rate of 3 **gal/hr**. Fuel costs are based on \$3.50/gal.

Labour - based on a per diem rate of \$100 for the camp operator and the crew of the two boats.

Maintenance - an allowance of \$3 000 has been provided to cover costs associated with basic camp maintenance (expected to be a minimal) and boat up-keep. It is anticipated that crew will perform on-going maintenance on the boats.

Advertising & Promotion - based on 15% of revenue at 100% capacity utilization and held static regardless of occupancy rate.

Other Expense Items - provision based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Requirements

A costed list of equipment required by the business is provided. The camp equipment is basic to the type of operation envisaged. The costing for the two boats has been based on the acquisition of two Winnipeg Lake Boat types

equipped with 70-90 HP outboard motors. The actual craft acquired may differ in regard to specifications but the capital cost allocation is assumed to be appropriate for the project's craft requirements. Communication equipment has been provided for to facilitate the scheduling/expediting function between the boats and the camp and to implement an additional safety factor to the operation.

Financing

It is assumed that grant financing will be accessed to offset 50% of the total capital cost requirements of the project. Debt Servicing is based on 40% of the Capital Cost at a rate of 12%, amortized over 5 years. It is assumed that start up and working capital requirements have been met through grant funding during the initial stage of business operation and initial promotional/brochure development costs have been offset by application to GNWT Tourism funding and/or EDA.

Employment Creation & Economic Impact

The boat trip/summer camp operation will generate a total of 3 direct seasonal jobs at full capacity and 2.5 jobs at break-even. While the nature of the operation, if run efficiently, creates limited employment, the relationship to investment is favourable and limited leakage of income and employment is expected to occur. Inputted income and employment multipliers of 1.5 indicates total expenditures (direct and indirect) of \$81856 and the creation of 3.75 part time seasonal jobs at break-even. The operation will also serve to compliment other tourism related activities in the community of Eskimo Point thereby contributing to the attractiveness of the area as a tourism focal point.

Comments Re Pre-Feasibility

The pre-feasibility assessment indicates that the operation, as envisaged, will reach a break-even point at 83% of capacity utilization. While this level may appear high and allow little room for deviation from the assumptions made it should be recognized that the operation offers significant opportunities for cost cutting measures which would have a material impact on profitability and the

capacity utilization rate required to achieve break-even. Most evident of these is the provision of food services at the camp which could be eliminated with no material detraction from the attractiveness of the boat trip/summer camp operation to tourists.

Similarity, camp overnight facilities could be eliminated with a resultant savings in capital cost and maintenance/depreciation provisions.

The preparation of the final feasibility and funding proposal should also focus on:

- a) The specific details of an appropriate management/organizational structure.
- b) The details of an appropriate advertising/promotional program and how this may be **co-ordinated** with planned regional tourism development initiatives.
- c) The possible segregation of the camp operation from the boat tour operation; including the availability of existing boat owner/operators.
- d) the training requirements of the projects which may include courses in small craft operation, guiding, basic safety, camp cooking, basic management practices and bookkeeping.

TABLE 5-21

ESKIMO POINT-BOAT TRIPS/SUMMER CAMP

COST ESTIMATES

CAPITAL COSTS

| | | |
|-------|----------------------------|-------------|
| Camp | 6-Traditional Tents | \$ 2400.00 |
| | 1-Outhouse | 500.00 |
| | 1-Colemen Stove | 200.00 |
| | 12-Cot/Mattresses | 1200.00 |
| | 2-Picnic Tables | 600.00 |
| | 6-Kerosene Heaters | 1200.00 |
| | 6-Colemen Lanterns | 600.00 |
| | Radio | 1500.00 |
| | Misc. Equipment & Supplies | 2500.00 |
| | Total | \$ 10700.00 |
| Boats | 2-Boats | \$ 25000.00 |
| | Wet Weather/Safety Gear | 3000.00 |
| | 10-5 gal. Gas Tanks | 200.00 |
| | 2-Radios | 3000.00 |
| | Misc. | 2000.00 |
| | Total | \$ 33200.00 |
| | TOTAL CAPITAL COSTS | \$ 43900.00 |

TABLE 5-21
(continued)

ESKIMO POINT-BOAT TRIPS/SUMMER CAMP

OPERATING COSTS (100% utilization)

| | | |
|------------------------------|----------------------------|--------------------|
| Camp | Food | \$ 6300.00 |
| | Fuel | 300.00 |
| | Labour | 4200.00 |
| | Maintenance/Set-up | 1000.00 |
| | Portion Debt Service | 1135.00 |
| | Total | \$ 12935.00 |
| Boat | Fuel | \$ 4704.00 |
| | Maintenance | 2000.00 |
| | Labour | 8400.00 |
| | Insurance | 3000.00 |
| | Portion Debt Service | 3 5 2 2 . 0 0 |
| | Total | \$ 21626.00 |
| Both | Adverting & Promotion | \$ 10080.00 |
| | Legal/Audit/Lic./Fees etc. | 3000.00 |
| | Expediting | 2000.00 |
| | Total | \$ 15080.00 |
| TOTAL OPERATING COSTS | | \$ 49641.00 |

TABLE 5-22
ESKIMO POINT-BOAT TRIPS/SUMMER CAMP
BREAK-EVEN ANALYSIS

| | BREAK-EVEN | | |
|-----------------------------------|-------------------|---------------------|-------------------|
| # BOAT TRIPS | 84 | 42 | 70 |
| UTILIZATION (%) | 100.00 | 50.00 | 83 |
| REVENUES | \$ 67200.00 | \$ 33600.00 | \$ 55776.00 |
| EXPENSES | | | |
| Food | 6300.00 | 3150.00 | 5229.00 |
| Fuel | 5003.71 | 2501.86 | 4153.00 |
| Labour | 12600.00 | 8400.00 | 10458.00 |
| Maintenance | 3000.00 | 3000.00 | 3000.00 |
| Debt Service | 4871.00 | 4871.00 | 4871.00 |
| Advertising & Promotion | 10080.00 | 10080.00 | 10080.00 |
| Legal/Audit/Lic./Fees etc. | 3000.00 | 3000.00 | 3000.00 |
| Expediting | 2000.00 | 2000.00 | 2000.00 |
| Insurance | 3000.00 | 3000.00 | 3000.00 |
| Depreciation | 8780.00 | 8780.00 | 8780.00 |
| Total Expenses | \$ 58634.71 | \$ 48782.86 | \$ 54571.00 |
| NET PROFIT | \$ 8565.29 | \$ -14988.86 | \$ 1205.00 |
| INDICATED EMPLOYMENT | 3.00 | 2.00 | 2.50 |

5.7.5- Coats Island Naturalist Facility

Project Description

The project is designed to capitalize on the wildlife and natural resources of Coats Island by establishing a seasonal tourist facility on the island. Initially, the operation would consist of tent frames and associated equipment and, later, expand into a more permanent sort of facility such as a lodge or, alternatively, a barge equipped with ATCO trailer units which could be moved in reaction to changing migratory patterns of wildlife and returned to the community at the end of the season for repairs and maintenance. Package tours of a week (7 days) would be sold and guests brought over from the community for a naturalist experience supported by trained and informed guides, suitable literature and interpretive programs and maps.

A feasibility study **as** identified in Table 5.-5 should be undertaken to develop a concept for the lodge. This study would also identify the most suitable location for the lodge (ie. Coats or **Bencas** Island).

Facilitating Assumptions

General

The pre-feasibility assessment of this project is broken into two phases. The first phase assumes the creation and operation of a 16 man tent frame facility and focusses on the occupancy rate required to achieve break-even. The second phase envisages a continuation of the tent frame facility (utilized as two - 12 man outpost camps) and the acquisition of a **barge/ATCO** trailer unit base camp with accommodation for 12 guests. The second phase **focusses** on the capital costs (for Barge/trailer acquisition) that can be supported at the same level of occupancy required to achieve break-even determined by Phase I analysis. For the purpose of establishing a break-even point for this operation certain expenses have been designated as fixed and some as variable. This categorization does not reflect all efficiencies of scale flowing from increased occupancy of facilities.

Revenues

The season is based on 42 days (or 6 weeks) and rates are based on a per diem of \$200 per person exclusive of transportation to and from Coats Island which would be factored into a **'package'** at cost or provided independently by Coral **Harbour** boat **owner/operators**. Phase I assumes maximum capacity of 16 people while in Phase **II** this number would increase to 36 through utilization of base and outpost camps.

Expenses

Labour - costs during the first phase assume full-time involvement of a cook for the season plus two weeks (set-up/dismantle) at \$100/day and the services of a camp manager at \$168/day for a period of 4 months to provide for his/her input into the promotional/management aspects of the business. Costs associated with the guiding function of the business are based on a rate of **\$100/day** and **vary** according to the occupancy rate (one guide for **four** guests). In Phase **II** of the operation, provision is made for an additional cook. Guides would be expected to assist with general camp chores.

Fuel - this expense item, which is related to the occupancy rate of the camp, covers the operation of camp kitchen equipment and vehicles.

Food & Supplies - based on a rate of \$30/day to cover feeding of the guests and staff. This cost is variable depending on occupancy rate.

Maintenance - provision of \$5000 has been allowed for general up-keep during Phase I with this amount doubled for the combination barge/tent operation. It is expected that guides will assist with minor on-going maintenance when not actively guiding.

Expediting - an arrangement with an individual or individuals in Coral **Harbour** will be established to undertake general expediting duties and provision of \$2000 and \$3000 has been made in Phase I & II respectively for these part-time services during the season.

Advertising and Promotion - based on 15% of revenues generated at 100% occupancy and held static regardless of capacity utilization.

Annual Set-up/Dismantle -\$4000 and \$8000 has been provided for Phase I & II respectively. This expense item includes costs associated with the transportation of 'start-up' goods and supplies, tent erection and the towing of the barge to and from location.

Other Expense Items - provisions based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Requirements

A list of equipment required by the business is provided. The equipment requirements associated with the tent frame operation is basic to the type of operation envisaged. Five **AATC's** (three wheelers) have been provided to assist with moving of equipment/supplies and use by guests. Detailed capital requirements associated with the **barge/ATCO** operation have not been determined as this will depend on the availability of an appropriate second-hand barge and trailer units. Instead, different capital cost levels for barge and equipment have been assumed during Phase II.

Financing

It is assumed that capital requirements (grants) can be arranged through application to Special ARDA. Debt Servicing is computed on the basis of 40% of capital costs at a rate of 12%. Capital costs associated with the tent-frame operation are amortized over 5 years and the barge operation over 10 years. It is assumed that start-up and working capital requirements have been met through grant funding in the early stages of the business operation.

Employment Creation & Economic Impact

The tent frame operation will generate directly 6.0 and 5.0 seasonal jobs at 100% and 75% (break-even) occupancy respectively. **Indirect** impacts of tourist expenditures are expected to be relatively high as there is little opportunity for

leakage of such income to other areas. It is expected that overall income and employment multipliers would be at least 1.5. This indicates total expenditures, both direct and indirect, of \$141737 at break-even and the creation of 7.5 seasonal jobs. With the combined barge/tent frame operation, income and employment multipliers suggest total expenditures in the order of \$308657 with the creation of 16.2 seasonal jobs.

Comments Re Pre-Feasibility

On the basis of the assumptions made the operation (both Phase I & II configurations) would have to achieve a fairly high level of utilization to be successful. However, an effective advertising and promotional program, in conjunction with regional tourism initiatives, should generate the required levels of occupancy. The scenario displayed for the combined barge/tent frame operation (Phase II) suggests that an 75% occupancy rate would accommodate barge/ATCO trailer unit capital costs of \$329846. Alternatively, and possibly more likely, the business may be able to acquire an old barge and used ATCO units for \$200 000 (equipped and set-up). **In** this case, the business would achieve a break-even point at 68% occupancy. Overall, occupancy requirements would be reduced by increasing the grant portion of funding.

The preparation of the final feasibility and funding proposal should also address:

- a) Basic training requirements for all employees including possibly courses in cooking, guiding, basic safety, basic bookkeeping **and** tourism awareness. Training-on-the-job would impact **favourably** on profitability in the first year of operation through wage offsets accessed through **CEIC**.
- b) Grant funding available through GNWT to assist in the establishment of tourism facilities, marketing, promotion, and support material as well as funding through EDA (Domestic Market Sub.) for promotional and capital costs should be pursued.
- c) Detailed pre-operational and start-up costs and the funding of same.
- d) Details of the organizational/ownership structure.

TABLE 5-23
COATS ISLAND NATURALIST FACILITY
COST ESTIMATES

PHASE ONE

(Tent Frame Operation)

CAPITAL COSTS

| | |
|--------------------------------|-------------|
| 4-Equipped Tent Frames (12x14) | \$ 12000.00 |
| 1-Kitchen/Mess Tent (16x18) | 4000.00 |
| 2-Staff Tents (12x14) | 6000.00 |
| Kitchen Equipment & Supplies | 2000.00 |
| Generator | 2000.00 |
| Refrigerator/Freezer | 1000.00 |
| 2-Outhouses | 300.00 |
| Radio | 2000.00 |
| Storage Silo | 2000.00 |
| 5-ATC Vehicles | 12500.00 |
| 1-ATC Trailer | 400.00 |
| Misc. Equipment & Supplies | 2500.00 |
| Total | \$ 46700.00 |

TABLE 5-23
(continued)COATS ISLAND **NATURALIST** FACILITY**PHASE ONE**
(Tent Frame Operation)**FIXED COSTS**

| | |
|------------------------------|--------------------|
| Labour-Camp Manager | \$ 8064.00 |
| Cook | 5600.00 |
| Maintenance | 5000.00 |
| Debt Service | 12384.00 |
| Insurance | 2500.00 |
| Legal/Audit | 1500.00 |
| Advertising & Promotion | 20100.00 |
| Expediting | 2000.00 |
| Annual Set-up/Dismantle | 4000.00 |
| License Fees etc. | 2000.00 |
| Transport, Guides & Supplies | 2400.00 |
| Total | \$ 65548.00 |

VARIABLE COSTS
(Pull season)

| | |
|-----------------|--------------------|
| Labour | \$ 16800.00 |
| Fuel | 3675.00 |
| Food & Supplies | 27720.00 |
| Total | \$ 48195.00 |

TABLE 5-24
 COATS ISLAND NATURALIST **FACILITY**
 BREAK-EVEN ANALYSIS

| | | | BREAK-EVEN |
|------------------------------|-------------|--------------|-----------------|
| OCCUPANCY (%) | 100.00 | 50.00 | 75.00 |
| REVENUES | \$134000.00 | \$ 67000.00 | \$100500.00 |
| EXPENSES | | | |
| Labour-Camp Manager | 8064.00 | 8064.00 | 8 064.00 |
| Cook | 5600.00 | 5600.00 | 5600.00 |
| Guides | 16799.58 | 8399.79 | 12599.68 |
| Fuel | 3675.62 | 1837.81 | 2756.71 |
| Food & Supplies | 27719.24 | 13859.62 | 20789.43 |
| Maintenance | 5000.00 | 5000.00 | 5000.00 |
| Debt Service | 5182.00 | 5182.00 | 5182.00 |
| Insurance | 2500.00 | 2500.00 | 2500.00 |
| Legal & Audit | 1500.00 | 1500.00 | 1500.00 |
| Advertising & Promotion | 20100.00 | 20100.00 | 20100.00 |
| Expediting | 2000.00 | 2000.00 | 2000.00 |
| Annual Set-up/Dismantle | 4000.00 | 4000.00 | 4000.00 |
| License, Fees etc. | 2000.00 | 2000.00 | 2000.00 |
| Transport, Supplies & Guides | 2400.00 | 2400.00 | 2400.00 |
| Total Expenses | \$106540.44 | \$ 82443.22 | \$ 94491.82 |
| NET PROFIT | \$ 27459.56 | \$ -15443.22 | \$ 6008.18 |
| INDICATED EMPLOYMENT | 6.00 | 4.00 | 5.00 |

TABLE 5-24
(continued)

COATS ISLAND NATURALIST FACILITY

PHASE TWO
(Combination Tent & Barge Op.)

ASSUMED CAPITAL COST

| | | | |
|---|-------------|--------------|-------------|
| Barge & ATCO Units (Incl. related equipment) | \$100000.00 | \$ 200000.00 | \$329846.00 |
|---|-------------|--------------|-------------|

PROJECTED PROFIT & LOSS

| | | | |
|-----------------------------|-------------|-------------|---------------------------|
| REVENUES @ 75% OCCUPANCY | \$226800.00 | \$226800.00 | BREAK-EVEN \$226800.00 |
|-----------------------------|-------------|-------------|---------------------------|

EXPENSES

| | | | |
|----------------------------|-------------|--------------|--------------|
| Labour-Camp Manager | 8064.00 | 8064.00 | 8064.00 |
| cooks (2) | 11200.00 | 11200.00 | 11200.00 |
| Guides | 32886.00 | 32886.00 | 32886.00 |
| Fuel | 7216.50 | 7216.50 | 7216.50 |
| Food & Supplies | 54422.38 | 54422.38 | 54422.38 |
| Maintenance | 10000.00 | 10000.00 | 10000.00 |
| Debt Service | 7079.00 | 14159.00 | 23351.00 |
| Insurance | 15000.00 | 15000.00 | 15000.00 |
| Legal & Audit | 1500.00 | 1500.00 | 1500.00 |
| Adverting & Promotion | 45360.00 | 45360.00 | 45360.00 |
| Expediting | 3000.00 | 3000.00 | 3000.00 |
| Annual Set-up/Dismantle | 8000.00 | 8000.00 | 8000.00 |
| License, Fees etc. | 2000.00 | 2000.00 | 2000.00 |
| Transport, Supplies/Guides | 4800.00 | 4800.00 | 4800.00 |
| Total Expenses | \$210527.88 | \$ 217607.88 | \$ 226799.88 |
| NET PROFIT | \$ 16272.12 | \$ 9192.12 | \$ 0.00 |
| INDICATED EMPLOYMENT | 10.80 | 10.80 | 10.80 |

TABLE 5-24
(continued)

COATS ISLAND NATURALIST FACILITY

| | |
|--|--------------------|
| PHASE TWO (Combination Tent & Barge Op.) | |
| ASSUMED CAPITAL COST | |
| Barge & ATCO Units & Tent Frames (Incl. related equipment, capacity for 36) | \$200000.00 |
| PROJECTED PROFIT & LOSS | |
| | BREAK-EVEN |
| REVENUES @ 68% OCCUPANCY | \$205771.37 |
| EXPENSES | |
| Labour-Camp Manager | 8064.00 |
| Cooks (2) | 11200.00 |
| Guides | 28767.77 |
| Fuel | 6312.80 |
| Food & Supplies | 47607.80 |
| Maintenance | 10000.00 |
| Debt Service | 14159.00 |
| Insurance | 15000.00 |
| Legal & Audit | 1500.00 |
| Advertising & Promotion | 45360.00 |
| Expediting | 3000.00 |
| Annual Set-up/Dismantle | 8000.00 |
| License, Fees etc. | 2000.00 |
| Transport, Supplies & Guides | 4800.00 |
| Total Expenses | \$ 205771.37 |
| NET PROFIT | \$ 0.00 |
| INDICATED EMPLOYMENT | 10.80 |

5.7.6- Rankin Inlet - Arctic Orientation Centre

Projected Description

As primary point of entry for tourists visiting the Keewatin, Rankin Inlet is the obvious location for the establishment of a tourist/visitor information centre. The proposed facility would be located in the historic site of the North Rankin Nickel Mine. The original **headframe** would be reconstructed to house the facility including an upper observation platform and Orientation Centre on the ground floor. The Orientation **Centre** would provide, through audio and visual equipment, an overview and orientation to the primary themes of the Keewatin Region and the Arctic as a whole.

While not strictly a business opportunity, the Arctic Orientation **Centre** is a necessary piece of infrastructure in support of tourism initiatives within the Keewatin Region. The design, construction and operation of the Centre is more properly viewed as a 'Program' undertaking rather than a business enterprise.

Facilitating Assumptions

General

The Centre will perform two primary roles: Selling - the promotion of the Keewatin, and Servicing - the provision of counseling and helpful information. The design of the structure, equipment, promotional/informative materials and staff ing will reflect the role of the Centre. Equipment, including audio-visual materials will be easily operated and maintained. The information that will be provided by the Centre would be **focussed** toward:

- an awareness of - travel options
 - tourist attractions in the region including pricing
 - safety/comfort considerations
- orientation to - the region
 - customs, culture, **socio-economic** conditions and
 - history of native people
- promotion of - various Keewatin destination sites as well as
 - business opportunities

Video, film and Slide/ tape presentations will be made, utilizing semi-automated equipment for ease of delivery.

Re

Although a small revenue base could be established for the Centre through, perhaps, the inclusion of an arts & crafts operation etc., the facility's operating and maintenance costs are assumed to be derived entirely from government grants.

Expenses

Labour - it is assumed that the facility will be staffed with a full-time manager, a caretaker, and two Information Officers who would operate equipment and generally respond to visitor requests, the manager and the caretaker would be employed 12 months/year. The manager's duties would not only include running the day-to-day operations of the **Centre** and planning for each seasons **activities/presentat** ions, but also the playing of a coordinating/f **acilitating** role in the implementation of the **Keewatin's** tourism initiatives. The two Information Officers would be employed on a seasonal basis. The manager's and caretakers salaries are assumed to be \$30000 and \$20000 respectively. Information Off **icers** are paid \$2 000 per month for an assumed 4 month season.

Heat, Light, Power - based on a four month season at \$3 000/month.

Insurance - general prevailing rates indicate provision of \$10000.

Literature Printing - includes up-date of written material and printing charges.

Tourism Development - includes costs associated with the activities of the manager in the area of general tourism development. Grouped into this category are items such as travel, postage, phone and purchase of minor promotional materials.

Capital Requirements

It is assumed on a preliminary basis that the cost of reconstructing the **headframe** will be equivalent to building a 4000 square foot structure which has been costed at \$150.00 per square foot. In addition an allowance has been made for architectural and engineering services of 10% of the capital cost of the building. Furnishings and equipment includes basic seating facilities for audio-visual presentations and display equipment. Audio-equipment costing is based on semi-automated equipment. A total of \$40000 has been allocated toward the development/procurement of films, slides, brochures etc. In order that the facility may properly reflect the culture of the Region, provision has been made for \$150000.00 worth of displays

Financing

It is assumed that the capital and operating costs of the Centre will be met by government grants or donations from industry/individuals.

Employment Creation & Economic Impact

The project will create two full time and two seasonal jobs. It is expected that the **Centre** will play a significant role in the long-term development of tourism in the Keewatin Region. In addition, the reconstruction of the **headframe** to accommodate the facility will employ an estimated 6-8 people.

Comments Re **Pre-Feasibility**

On the basis of the assumptions made, the Arctic Orientation Centre would seem to be a worthwhile venture deserving of government and industry support. The capital and operating costs are not viewed as being prohibitive, given the impact the centre will have on the local economy and on Keewatin tourism development generally. Further detailed **feasibility** work is warranted.

TABLE 5-25

RANKIN INLET-ARCTIC ORIENTATION CENTRE**COST ESTIMATES****CAPITAL COSTS**

| | |
|------------------------------------|-----------------|
| Architectural/Engineer | \$ 60000.00 |
| Building | 600000.00 |
| Furnishings & Equipment | 8000.00 |
| Audiovisual Equipment | 20000.00 |
| Development of Promotional Film | 15000.00 |
| Development of Brochures | 20000.00 |
| Development of Slide Presentations | 5000.00 |
| Displays | 150000.00 |
| Misc. Capital Items | 10000.00 |
| Total Capital Costs | \$888000.00 |

SUPPORTING GRANTS**EXPENSES**

| | |
|-------------------------------|-----------------|
| Labour - Manager | \$ 30000.00 |
| Caretaker | 20000.00 |
| Information Officer (2) | 16000.00 |
| Heat, Light, Power, Utilities | 12000.00 |
| Insurance | 10000.00 |
| Literature Printing etc. | 10000.00 |
| Slide/Film Copying | 2000.00 |
| Maintenance | 10000.00 |
| Tourism Development | 20000.00 |
| Misc. Expenses | 5000.00 |
| Total Expenses | \$135000.00 |

OPERATING SURPLUS (DEFICIT) 0

5.7.7- *Repulse Bay* - Extended Boat Tour

Project Description

This project envisages extended boat tours from the community which last for two or more days and involves trips to high interest areas like Duke of York Bay, northern Southampton Island and Lyon Inlet for **boating** on outstanding scenic resources, wildlife and fishing in Duke of York Bay. Other points of interest which might be included in the tours are the historic sites located on **Vansittart** Island (**Knud** Rasmussen's Camp) and Lyon Inlet (old whaling station) as well as numerous prehistoric **Inuit** sites located along the shorelines.

Three transient camping facilities would be established at selected sites and supplied with the basic equipment necessary for overnight stops. The vessels envisaged for the operation would be in the order of 40 feet and of heavy displacement with comfortable seating for 12 guests plus crew (2). Food would be supplied for passengers at shore stops.

Facilitating **Assumptions**

General

It is assumed that the operation would include three transient camps and two boats. It is felt that this configuration would result in better utilization of the camp facilities than a one boat operation. Camps would not be permanently staffed. Tours would be sold on a flexible basis exclusive of travel costs although package prices could be developed. The captain of each boat would also fill the role of tour guide.

Revenues

A full season is assumed to be 6 weeks or 42 days. Revenues at full capacity based on 12 people/boat at \$200/day.

Expenses

Labour - the captain and crew are paid at the rate of \$150 and \$100/day respectively when the boats are operating.

Food - provision based on feeding guests and crew at \$30 per day.

Fuel - an allocation of \$115 per operating day per boat has been made. At three miles/gallon and a fuel charge of \$3.50/gallon each boat can average 100 miles/day.

Maintenance -\$2500 per boat is provided. This would seem reasonable given the short season.

Advertising & Promotion - based on 5% of revenues at 100% capacity utilization and held static regardless of occupancy rate.

Expediting - provision of \$2000 has been made to accommodate the services of an individual or individuals in **co-ordinating** guest travel and expediting boat and camp supplies.

Other Expense Items - based on general prevailing rates.

Capital Requirements

A list of capital items required by the project is detailed. The cost of the boat is based on \$1500 per foot which seems to be a reasonable approximation of the cost of the required vessel purchased used. The camp facilities are basic to the requirements of an overnight transient operation.

Financing

It is assumed that grant funding can be accessed for 60% of the total capital cost of the project. Debt Service charges are based on financing 40% of total capital

cost at 12%, amortized over 5 years. **computed on** the basis of 5 years, **straight-**line. It is assumed that start-up and working capital requirements have been met through grant funding during the initial stage of business operation.

Employment Creation & Economic Impact

The project will create 4 seasonal jobs at 100% and 2 jobs at 35% (break-even) of capacity utilization. Income and employment multipliers should be relatively high for this type of operation. A multiplier **of** 1.5 indicates the creation of 3 jobs in the community and the generation of \$107101 at break even. The overall direct economic impact will be relatively small, however, the project will materially enhance the com **munity's** attractiveness as a tourism area with attendant benefits over the longer term.

Comments Re Pre-Feasibility

On the basis of assumptions made, the project would reach a point of profitability of 78% of capacity utilization. While this level is fairly high, an ample budget for advertising and promotion together with Regional tourism initiatives should go a long way toward insuring achievement of the required occupancy levels. The option of running one large craft with cabin facilities was reviewed but did not appear to be viable given the high capital cost requirements and short season. The preparation of the final feasibility and funding proposal should also address:

- a) The specific details of the most appropriate ownership, management, and organizational structure.
- b) Details of an appropriate advertising and promotional program and how this may be **co-ordinated** with **planned** regional tourism initiatives.
- c) Training requirements, including perhaps an on-the-job training component.
- d) Details of specific start-up and working capital requirements.

TABLE 5-26
 REPULSE BAY-EXTENDED BOAT TOURS
COST ESTIMATES

CAPITAL COSTS

| | |
|-------------------------------------|--------------------|
| Transient Camping Facilities (each) | |
| 4-Equipped Tent Frames | \$ 12000.00 |
| 1-Kitchen/Mess Tent | 4000.00 |
| 1-Outhouse | 300.00 |
| Site Preparation | 1000.00 |
| Storage Silo | 2000.00 |
| Misc. Equipment | 1000.00 |
| Total | \$ 20300.00 |
| | |
| Boat and Equipment | |
| 1-40ft. Boat | \$ 60000.00 |
| 1-Radio | 1500.00 |
| Safety & Survival Gear | 2000.00 |
| Total | \$ 63500.00 |
| | |
| TOTAL CAPITAL COSTS (3 Camps) | 187900.00 |
| (2 Boats) | |

FIXED COSTS (100% Occupancy)

| | |
|--------------------------------|----------------|
| Maintenance | 5000.00 |
| Debt Service | 19930.00 |
| Insurance | 4000.00 |
| Advertising & Promotion | 10000.00 |
| Expediting | 2000.00 |
| Annual Set-up/Dismantle | 2000.00 |
| License, Fees etc. | 1500.00 |
| Other Expenses | 3000.00 |
| Total | \$ 47430.00 |

TABLE 5-26
(continued)

REPULSE BAY-EXTENDED BOAT TOURS

VARIABLE COSTS

| | |
|-----------------|-------------|
| Labour | \$ 21000.00 |
| Food | 35200.00 |
| Fuel & Supplies | 9660.00 |
| Total | \$ 65860.00 |

TABLE 5-27

REPULSE BAY EXTENDED BOAT TOURS
BREAK-EVEN **ANALYSIS**

| | BREAK-EVEN | | |
|-----------------------------|-------------|--------------|-------------|
| OCCUPANCY (%) | 100.00 | 50.00 | 35.00 |
| REVENUES | \$201600.00 | \$ 100800.00 | \$ 70560.00 |
| EXPENSES | | | |
| Labour | 21000.00 | 10500.00 | 7350.00 |
| Food | 35200.00 | 17599.68 | 12320.00 |
| Fuel & Supplies | 9660.00 | 4830.34 | 3381.00 |
| Maintenance | 5000.00 | 5 000.00 | 5000.00 |
| Debt Service | 20850.00 | 20850.00 | 20850.00 |
| Insurance | 4000.00 | 4000.00 | 4000.00 |
| Advertising & Promotion | 30240.00 | 30240.00 | 30240.00 |
| Expediting | 2000.00 | 2000.00 | 2000.00 |
| Annual Set-up/Dismantle | 2000.00 | 2000.00 | 2000.00 |
| License, Fees etc. | 1500.00 | 1500.00 | 1500.00 |
| Other Expenses | 3000.00 | 3000.00 | 3000.00 |
| Total Expenses | \$114210.00 | \$ 81280.02 | \$ 71401.00 |
| NET PROFIT | \$ 87390.00 | \$ 19519.98 | \$ -841.00 |
| INDICATED EMPLOYMENT | 4 | 2 | 2 |

5.7.8- Repulse Bay - **Interpretive** Tours

Project Description

To acquire the necessary equipment to implement a day long boat tour operation to the **Harbour** Islands to view the graves and stone engravings and to Dr. John Rae's cabin at the North Pole River. The tours would be supported by descriptive literature/brochures and the boat operators would serve a dual role as informative guide.

Facilitating Assumptions

General

For the purpose of pre-feasibility analysis a purely boat/guiding operation is envisaged although there would seem to be opportunity to provide tourists with shore lunches at additional cost. A one boat operation is reviewed although a number of boats may be employed subject to demand - possibly with each boat owner operated.

The business is reviewed as an 'on-going established' operation and all start-up expenses have been met through grant funding in the early stage of operation.

Revenues

Based on boat capacity of four guests at \$150 each. The fee is inclusive of all costs and the season is established at 6 weeks or **42** days.

Expenses

Labour - the operator serves as guide and is paid at the rate of \$150/day.

Fuel - the boat is estimated to consume 15 gallons of fuel/day, priced at \$3.50/gallon.

Maintenance - estimated at \$1 000 for the six week season. It is anticipated that the owner/operator will assume most general maintenance duties.

Advertising & Promotion - based on 15% of revenues at 100% capacity utilization and held static regardless of occupancy.

Other Expenses - based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Requirements

The operation will require a low maintenance, relatively fast craft. For costing purposes a Winnipeg Lake Boat type craft, 22 feet long, powered by a 75 HP outboard motor, is assumed. The vessel would accommodate 4 guests and operator along with basic gear and safety equipment. The actual craft acquired may differ in regard to specifications but the capital cost allocation is assumed to be appropriate and reasonable given the project's requirements.

Financing

It is assumed that grant financing will be accessed to offset 60% of the total capital cost requirements of the project. Debt Servicing is based on 40% of the Capital Cost at a rate of 12%, amortized over 5 years.

Employment Creation & Economic **Impact**

Each boat put in operation will generate 1 seasonal position at full capacity and the equivalent of 0.5 positions at the point of break-even. The number of such boats that can be established will depend on the success of Repulse Bay in the promotion of the area as a destination site and the effectiveness of the promotional program development for the interpretive tour operation.

Comments Re Pre-Feasibility

On the basis of the assumptions made, the **pre-feasibility** assessment suggests that the operation will reach a break-even point at 52% capacity utilization. This would seem to be a reasonable level given the flexibility that the project

seems to offer. Specifically, it may be possible to reduce costs by utilizing less costly equipment and the attractiveness of the tour may be enhanced by shore based activities (lunches etc.). In short, there would seem to be scope for adjustment to both revenue and expense items. The preparation of the final feasibility and funding proposal should also focus on:

- a) The specific details of the most appropriate ownership/management/organizational structure.
- b) The details of inappropriate advertising/promotional program and how this may be co-ordinated with planned regional tourism initiatives.
- c) Training requirements in small craft operation, basic safety, and tourism awareness.
- d) Details of start-up and working capital requirements.

TABLE 5-28
 REPULSE **BAY-INTERPRETIVE TOURS**
COST ESTIMATES

CAPITAL COSTS

| | |
|---------------------------------------|--------------------|
| 1-22' Winnipeg Lake Boats (and motor) | \$ 12500.00 |
| 5-Sets Weather/Safety Gear | 2000.00 |
| Pamphlet/Brochure Dev. | 2000.00 |
| Total Capital Costs | \$ 16500.00 |

FIXED COSTS

| | |
|--------------------------|-------------------|
| Maintenance | \$ 1000.00 |
| Insurance | 1000.00 |
| Advertising & Promotion | 3780.00 |
| Legal, Audit | 500.00 |
| Debt Services | 1750.00 |
| License, Fees etc. | 500.00 |
| Total Fixed Costs | \$ 8530.00 |

VARIABLE **COSTS** (at 100% capacity)

| | |
|-----------------------------|-------------------|
| Labour | \$ 6300.00 |
| Fuel | 2205.00 |
| Total Variable Costs | \$ 8505.00 |

TABLE 5-29
 REPULSE BAY-INTERPRETIVE TOURS
 BREAK-EVEN ANALYSIS

| | | | BREAK-EVEN |
|-------------------------|------------|------------|------------|
| OCCUPANCY | 100.00 | 50.00 | 52.00 |
| REVENUES | \$25200.00 | \$12600.00 | \$13104.00 |
| EXPENSES | | | |
| Labour | 6300.00 | 3150.00 | 3276.00 |
| Fuel | 2205.00 | 1102.50 | 1146.60 |
| Maintenance | 1000.00 | 1000.00 | 1000.00 |
| Insurance | 1000.00 | 1000.00 | 1000.00 |
| Advertising & Promotion | 3780.00 | 3780.00 | 3780.00 |
| Legal & Audit | 500.00 | 500.00 | 500.00 |
| Debt Service | 1831.00 | 1831.00 | 1831.00 |
| License, Fees etc. | 500.00 | 500.00 | 500.00 |
| Total Expenses | \$17116.00 | \$12863.00 | \$13033.00 |
| NET PROFIT | \$8084.00 | \$-263.00 | \$ 70.40 |
| INDICATED EMPLOYMENT | 1 | 0.5 | 0.5 |

5.7.9- Whale Cove - Outfitting **Business**

Project Description

To develop an outfitting business in the community of Whale Cove which initially will focus on the provision of day boat excursions to local attractions like the Tavani Hudson Bay Company Post, and the Wilson and Ferguson Rivers. Guests would be given the opportunity to participate in sightseeing and fishing activities in addition to learning about the history of the area. The business would be run by the HTA as the licensed outfitter and the necessary equipment could be either owned and operated by the Association or, alternatively, by individuals under contract. Customers would be attracted from the neighboring communities of Rankin Inlet and Eskimo Point.

Basic boating facilities would be provided for visitors and would include a 24 freighter canoe equipped with a 50 HP motor. Provision of meals/shore lunch is not considered, although this may be implemented at an additional charge.

Facilitating Assumptions

General

For the purpose of **pre-f** feasibility assessment, a one boat operation is envisaged although the scope of the business, depending on demand, could involve a number of vessels. It is assumed that the HTA, with its existing organization, will provide all management and expediting functions and develop the necessary promotional material which would include community/area tourist maps, historical interpretive brochures, etc. The business is viewed as an 'established'^w operation and it is **assumed** the bulk of promotional literature development and start-up costs have been accessed through grant funding. The costs of transportation to and from Whale Cove has been excluded from the **assessment**.

Revenues

Based on a six week season (42 days). The freighter canoe will be capable of carrying four to six guests, but maximum capacity is viewed as being four guests.

This will ensure an improved level of passenger comfort and safety. The canoe charter rate is based on \$500/day (with four passengers - \$125/person; with six passengers-\$83/person).

Expenses

Labour - canoe operator/guides are compensated at a rate of \$100/day when operating. Labour costs are related to the utilization rate of the equipment.

Fuel - related to utilization and based on the consumption of **15 gallons/day** at \$3.50/gallon.

Maintenance - **\$1 000** provided to cover repairs to the canoe and engine maintenance for the six week season.

Advertising and Promotion - based on 15% of revenues at 100% of capacity utilization and held static regardless of the volume of business.

Other Expenses - based on general prevailing rates.

Capital Requirements

The purchase of a freighter canoe (equipped) and a 50 HP outboard motor is assumed. While the actual cost may differ somewhat from that estimated (depending on actual craft purchased), any discrepancy is expected to be minimal. Costs associated with the development of a promotional brochure specifically tailored to the outfitting business is provided for as part of the business capital cost.

Financing

It is assumed that capital requirements (grants) will be arranged through application to Special ARDA. Debt servicing is computed on the basis of 40% of capital cost, at a rate of 12% amortized over five years. It is assumed that start-up and working capital requirements have been met through grant funding in the early stage of the business operation. Depreciation is based on five years, straight-line.

Employment Creation and Economic Impact

While the project creates **only** one seasonal job per operational unit (one boat) at full utilization, the success of the outfitting business could result in a number of operating units and significant seasonal employment. Further, as the community's first tourist related initiative designed to encourage and increase the level of tourist visitation, the project should have a material economic impact.

Comments Re: Feasibility

On the basis of the assumptions made, the project will reach a break-even point at 52% of capacity utilization. This would appear to be a level which can realistically be achieved. Further, it should be noted that the projections are conservatively based on four people per boat. The possibility of **carrying** six people in a boat adds a dimension of flexibility to the operation — allowing for an adjustment to charter rates or a reduced **break-even** point. The preparation of the final feasibility and funding proposal should also address:

- a) the specifics of the business organizational structure and operational plan.
- b) basic training requirements for all boat operators including, possibly, courses in small craft operation, basic safety, tourism awareness, etc.
- c) detailed pre-operational and start-up costs and funding of same.
- d) specific promotional plans.

TABLE 5-30

WHALE COVE - OUTFITTING BUSINESS
COST ESTIMATES

CAPITAL COSTS

| | |
|-------------------------------|-------------|
| 1-24" Freighter Canoe | \$ 4 000.00 |
| 1-50 HP Outboard Motor | 3 500.00 |
| 5-Sets Safety/Weather Gear | 2 000.00 |
| Pamphlet/Brochure Development | 2 000.00 |
| Total Capital Coats | \$ 11500.00 |

FIXED COSTS

| | |
|--------------------------|------------|
| Maintenance | \$ 1000000 |
| Insurance | 1000.00 |
| Advertising & Promotion | 2 520.00 |
| Legal, Audit | 500.00 |
| Debt Services | 1220.00 |
| License, Fees etc. | 500.00 |
| Total Fixed Costs | \$ 6740.00 |

VARIABLE COSTS (at 100% capacity)

| | |
|----------------------|-------------|
| Labour | \$ 4 200.00 |
| Fuel | 2205.00 |
| Total Variable Costs | \$ 6405.00 |

TABLE 5-31

WHALE COVE - OUTFITTING BUSINESS
BREAK-EVEN ANALYSIS

PROJECTED PROFIT & LOSS

| | BREAK-EVEN | | |
|-----------------------|-------------|-------------|------------|
| OCCUPANCY (%) | 100 | 50 | 52 |
| REVENUES | \$21 000.00 | \$10 500.00 | \$10920.00 |
| EXPENSES | | | |
| Labour | 4 200.00 | 2 100.00 | 2184.00 |
| Fuel | 2 205.00 | 1 102.50 | 1146.60 |
| Maintenance | 1 000.00 | 1 000.00 | 1 000.00 |
| Insurance | 1000.00 | 1000.00 | 1000.00 |
| Advertising | 3 150.00 | 3 150.00 | 3 150.00 |
| Legal, Audit | 500.00 | 500.00 | 500.00 |
| Debt Service | 1276.00 | 1276.00 | 1276.00 |
| License, Fees etc. | 500.00 | 500.00 | 500.00 |
| Total Expenses | \$13831.00 | \$10628.50 | \$10756.60 |
| NET PROFIT | \$7169.00 | \$-128.50 | \$ 163.40 |
| INDICATED EMPLOYMENT | 1.00 | 0.50 | 0.50 |

6. IMPLEMENTATION PROGRAM

6.1 Organizational Recommendations

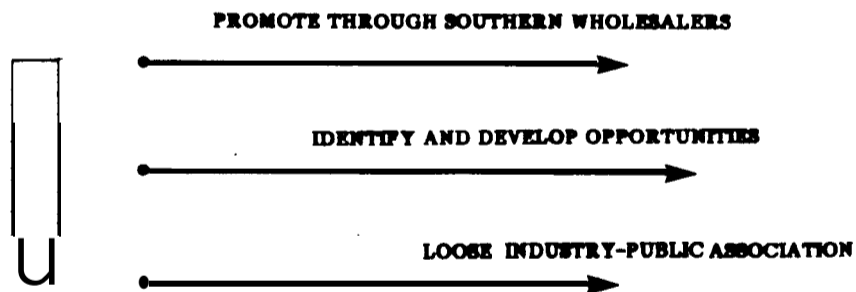
The preceding chapter outlines a series of tourism development opportunities designed to build on the tourism strengths of the Keewatin Region vis a vis your competition while remedying identified weaknesses. These opportunities are part of an overall strategic approach which is directed at building a new image for the Keewatin.

A critical component in attaining this new image for the Keewatin is the development of an organizational structure which would be responsible for the **planning**, development and marketing of the tourism industry **within** the Keewatin. Such an organization is needed to 1) provide program consistency, 2) access private sector entrepreneurial expertise and 3) to provide leadership to the broader regional community.

Traditional approaches to the development of the tourism industry has taken one of or a combination of the following approaches:

IMPLEMENTATION OF THE KEEWATIN REGION TOURISM STRATEGY

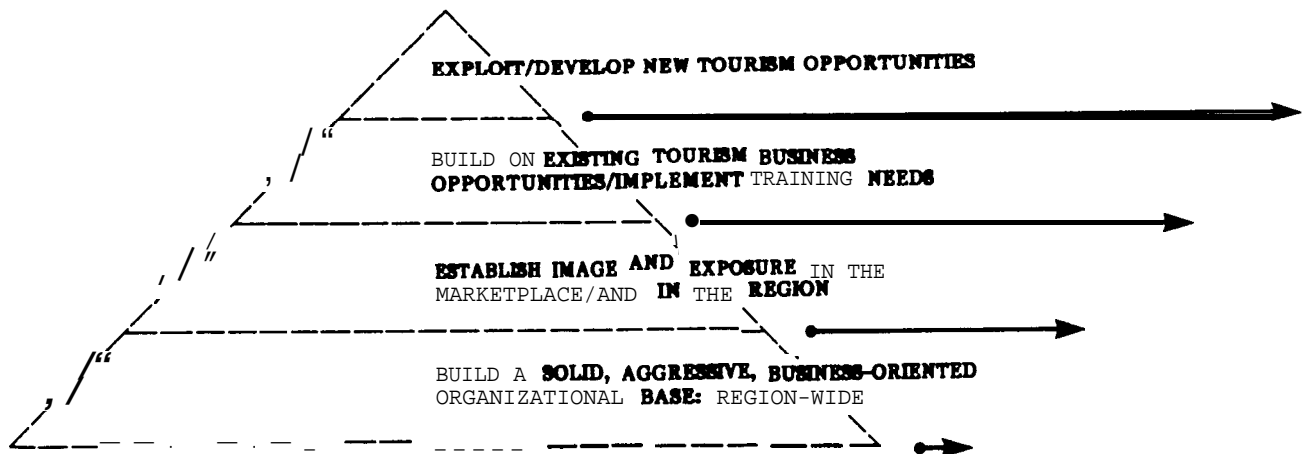
"TRADITIONAL APPROACH"



These **approaches** have had their successes; the market place, however, has changed, and in our view the above approaches no longer represent the best approach for the Keewatin. Competition in the market place is fierce, consumers are much more knowledgeable about alternative destinations and are much more insistent upon value for the vacation dollar spent. Under these circumstances, we are of the opinion that successful tourism development in the Keewatin will only be obtained with the formation of a responsive, aggressive and progressive organization.

This organization should provide the base for a business-oriented organization with region-wide representation. With this base, as the following exhibit displays, the Keewatin tourism industry will then be in a position to establish and carry out programs designed to build image and exposure in the market place; this in turn will create the consumer/wholesale interest to take advantage of or **build** on existing tourism business **opportunities** and then in turn to create the initiatives to develop new opportunities for new markets.

"RECOMMENDED APPROACH"



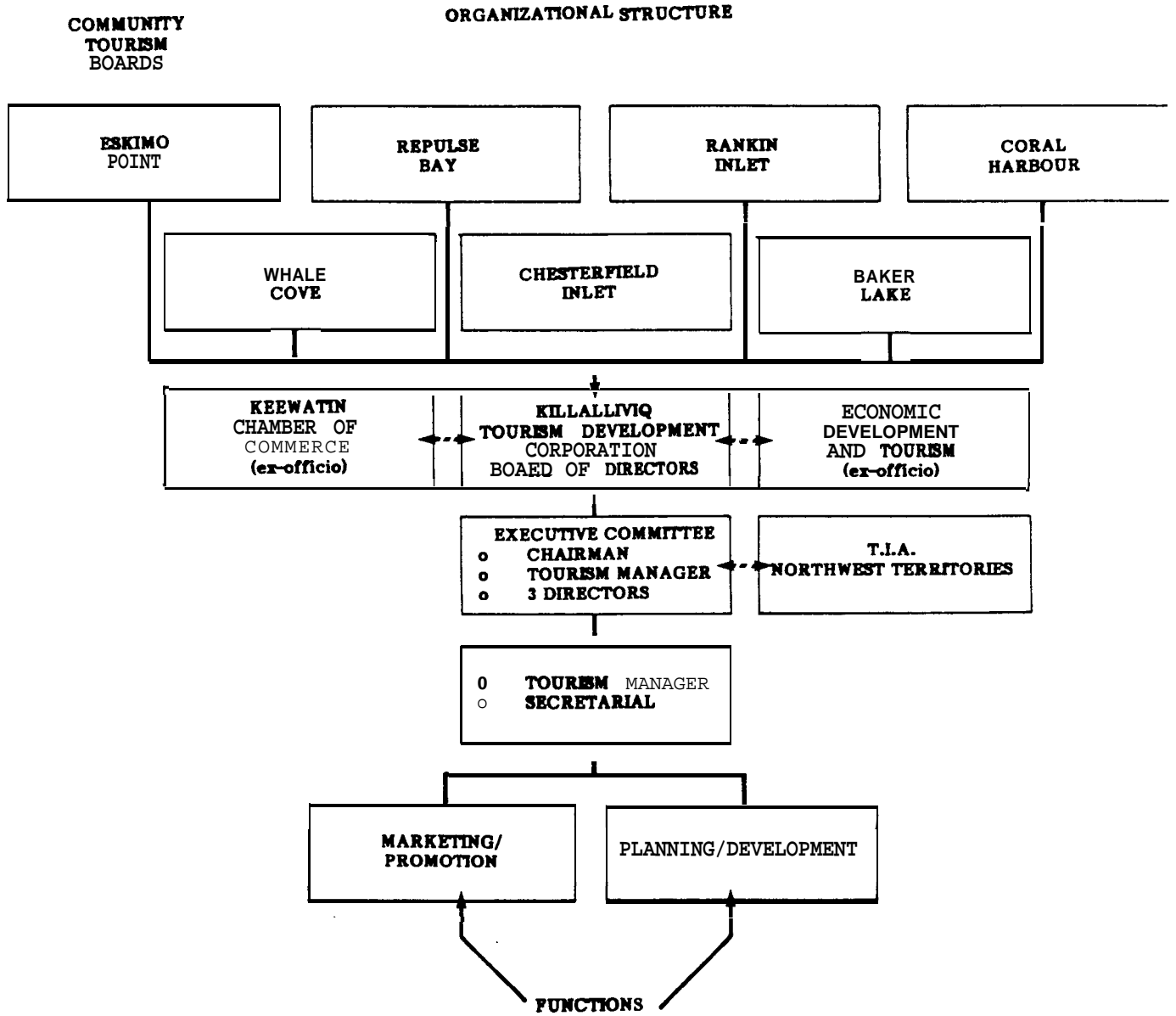
To establish this organizational base we are proposing, in the long term, the formation of the **Killalivingq** Tourism Development Corporation. This corporation, as the following graphic “Organization Structure” displays would be under the direction of a Board of Directors selected from a membership representative of the seven Keewatin communities. The Corporation would have official ties with for example, the **T.I. A.**, Economic Development and Tourism etc. The **K. T.D.C.** would be charged with accomplishing five key objectives:

- 1) Create an image and identify for the Keewatin as a place to visit.
- 2) Convey excitement and provide a focus for the integration of tourism activities.
- 3) Ensure private sector continuity in programs.
- 4) Ensure effective management of Keewatin markets - existing and potential.
- 5) Implement destination management programs. outlined in this report.

With these objectives the Board would be responsible for carrying out two key functions - Management of the Market and Management of the Destination Area.

The market management functions include:

- o Activities to develop image and exposure.
- o All trade/consumer media-public relations.
- o Management of media works.
- o Development of touring events and event/exhibit promotional material.
- o Initiation of joint programs with southern based science, education institutes/attractions to establish exposure for the Keewatin.



- o Trade show logistics/presentation.
- o Lure brochure production.
- o Market material placement and distribution.
- o Tour package literature development.
- o Creative packaged associations with other complementary destination areas eg. Baf f in, Churchill, Moosonee/Moose Factory.

The Destination Area Management functions include:

- o The provision of single point contact to outside consumers/wholesalers on a region-wide basis.
- 0 Select tour package, development, organization and delivery.
- 0 Coordination of infrastructure development and **liasion** with government to assist in funding search and delivery — Essentially, to effect regional plan implementation.
- 0 **Government-private** sector interface.
- 0 Represent regional industry.
- 0 Provide administrative functions.

The formation of the **Kivalliviq** Tourism Development Corporation is a long term objective which should be realized as the tourism industry evolves in the Keewatin and the momentum of the industry has established to the point where it needs its own representative association.

For immediate implementation and to form the core for a future K. T. D. C., we are proposing that the Keewatin Chamber of Corn **merce** through its Tourism Committee undertake to implement those responsibilities outlined for the market management and destination area management functions.

The **K.C.C.** is the regional travel association under the N. **W.T.** Travel Industry Association; it has broad **regional/community** representation through the various community chambers and — of critical importance it has taken the private sector initiative in association with government to develop the tourism industry in the Keewatin.

As noted above, as tourism industry evolves and grows, its organizational needs will change. The Keewatin Chamber of Commerce will form a solid foundation for the future implementation (5 years est.) of the **Kivalliviq** Tourism Development Corporation.

In our view to immediately implement market and destination area management programs through the Keewatin Chamber of Commerce will require retaining outside expertise. We would recommend the following course of action:

- 1) Retain an advertising agency for the market management function.
- *2)** Investigate the possibility of a consultative association with a well known tour wholesaler.
- 3) Retain a local individual for administrative and the **on-site** destination area management function.
- 4) Introduce a training component from 1 and 2 above for the destination area management function. This will insure over time that the full scope can be outlined for within the Keewatin.

To carry out the market management function (see marketing guidelines section 6.2) including ad agency consultation we would recommend a first year start up cost of \$125000 rising to between \$150000-\$175 000 (constant dollars) in subsequent years to the fifth year. For the designation management function including salary, subsistence, travel and administrative needs, we would recommend a second year start up cost of between \$75-85 000 (constant dollars) generally maintaining the same level over the first five years of the program.

6.2 Marketing Guidelines

6.2.1- Marketing/Promotional Program

The following section details a series of marketing guidelines and programs which should be initiated by the agencies responsible for marketing and promotion in the Keewatin region, to assist in achieving the intent of the identified Keewatin tourism development strategy. It should be clearly understood that this is not a marketing plan, but a series of marketing opportunities which complement existing and proposed promotional efforts made by the **N. W.T.** government, individual tour wholesalers and tourist operators in the region.

Current Situation

The tourism industry in the Keewatin region is at a very early level of development and as a result marketing of the region has been done on a somewhat sporadic and hoc basis.

In southern market areas there is a general lack of awareness of the Keewatin Region and its offerings. In addition the Keewatin Region which is one of the six tourist destination zones in the **N.W.T.** lacks a suitable image to differentiate it from the other five **N.W.T.** tourist destination zones. To describe the Keewatin simply **as** the Barrenlands **implys** an area devoid of scenery and tourism opportunities other than fishing.

In short the Keewatin region lacks a saleable image and identity in the market place.

Action Required

The overall direction for the marketing program will be to establish an image for the Keewatin region in the market place as a unique tourist destination. In addition to an extensive advertising program the region needs to set up an ongoing public relations program to help increase the general awareness of the market place towards the north and the Keewatin in particular.

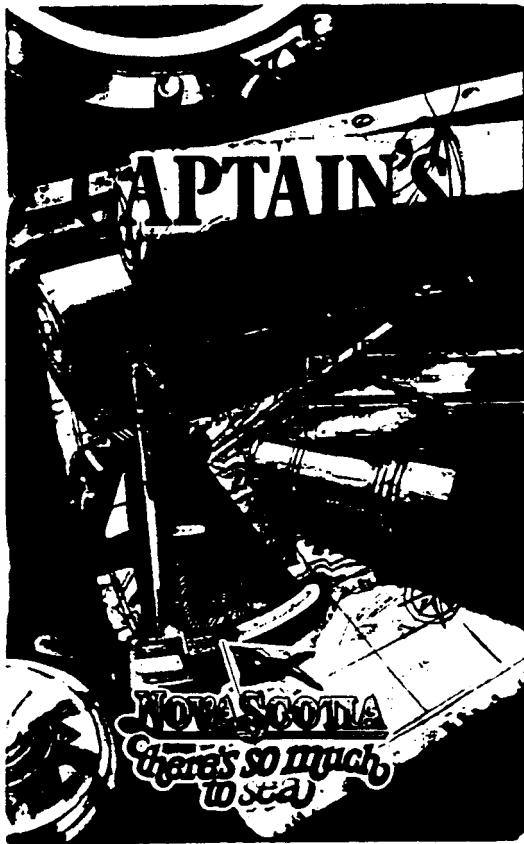
Marketing Guidelines

1. To provide the critical mass necessary to develop a market awareness of the Keewatin tourist products it will be essential to coordinate marketing on a regional basis. In order to do this the Keewatin needs a saleable image. Because of the strategic location of the region it is suggested that **the** Keewatin be portrayed **as** the Accessible Arctic.

This image focusses on the region's strategic location with respect to the major **market** centres in the U.S. and Canada. In order to back UP this image with a saleable product it will be important to portray a number of creative special interest themes reflecting the stronger tourism resources in the region, i.e. the visible wildlife, unique historical resources, **culture**, scenic variety and opportunities for adventure tourism, and sport fishing and sport hunting resources.

This image should be consistently portrayed through the use of an appropriate slogan and logo on all regional promotional **materials**.

2. To emphasize the cultural differences and the unique opportunities in the Keewatin it is recommended that the region be promoted **as** a foreign destination even within Canada. This may best be accomplished by developing a Keewatin Adventure Passport booklet similar to those used in Alberta (Stamp Around Alberta), Nova Scotia (Captain's Log) **and** at **Expo 67** in Montreal. We have reproduced, on the following pages, a number of pages from the Nova Scotia "Captain's Log" as an example of a typical passport format.



Full colour cover


Now that you **have** your passport to Nova Scotia. Check **In cart** help you on your journey.

Our computerized information system and our friendly, professional staff have all the vacation information you need — from hotel reservations to marine ferry schedules and weather forecasts.

Just call toll free:

| | |
|----------------|-----------------|
| Nova Scotia: | 1-W-565-7 105 |
| Canada-Wide: | 1-800-565-7166 |
| United States: | 1-800-341-0286 |
| (In Maine: | 1-800-492-0643) |

And when you're back home sharing your vacation memories with friends, don't forget to tell them about your direct line to Nova Scotia.

 When you want to know about Nova Scotia.

Where to **obtain** other information/services

NOVA SCOTIA

| | |
|-------------------------|-----------------|
| NAME | |
| ADDRESS | |
| POSTAL/ZIP CODE | |
| HEIGHT | BIRTH PLACE |
| HAIR | EYES |
| ISSUE DATE | EXPIRATION DATE |
| DISTINGUISHING FEATURES | |
| SIGNATURE OF BEARER | |

Owner identification
(**personalizes brochure**
and tour **experience**)

TYPICAL PAGES FROM NOVA **SCOTIA'S CAPTAIN'S LOG**
(Xerox Reductions)



FUNDY SHORE

No doubt there's an adequate scientific explanation for the phenomenon of the Fundy Tides, but for most visitors it produces a sense of mystery and wonder. After all, these are the highest tides in the world, sometimes rising more than 45 feet. It's not unusual to see ocean-going ships left high and dry when the tides recede, and the local fishermen take advantage of the tides by stringing their nets on poles in the sand and waiting for the tides to fall to drive out and harvest their catch. The Fundy Tides are not merely fascinating scenery, however. There are plans to construct barrages and harness their power in a massive tidal power project, the only one of its kind in North America.

The Fundy Shore is rich in the creations of the legendary man-god, Glooscap, supreme ruler of the Micmac Indians; fascinating geological formations abound in the area. The beaches of the Fundy Shore are rich with semi-precious stones like amethysts and agates. It's a rockhound's delight. And there are fossils and prehistoric relics along the beaches of Joggins. (Collector's permit required).

For those with a passion for suspense, Spencer's Island is the place where the famous mystery ship, the Mary Celeste, was built in 1861. She was later discovered drifting somewhere between the Azores and Gibraltar. "with all sails set and everything in order, but not a person on board or ever found."

And inland at Springhill, there's the drama and tragedy of a coal mine disaster to ponder.

Route description



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PRINCE OF WALES TOWER NATIONAL HISTORIC SITE

Built in 1795, this was the first in a long series of Martello Towers to be constructed as coastal defences in North America. Exhibits describe the Tower's history and architectural features. It is located in Point Pleasant Park.

Hours: June 15 to September 7
10:00 a.m. - 6:00 p.m. Daily

PUBLIC ARCHIVES OF NOVA SCOTIA

Historical documents and records, stamps, coins, books, paintings and prints, newspapers, microfilm.

Hours: Monday to Friday 9:20 a.m. - 10:00 p.m.
Saturdays 9:00 a.m. - 6:00 p.m.
Sundays (Except Statutory Holidays) 1:00 p.m. - 10:00 p.m.

YORK REDOUBT NATIONAL HISTORIC SITE

Originally a defence post in 1793 it was enlarged with the construction of a Martello Tower in 1798. York Redoubt continued to serve well in the 20th century, firstly, as a training ground for Canadian Troops during World War One and, secondly, as a Fortress Command Post and co-ordinating centre for Halifax defences during World War Two.

There are historical displays in the Fire Command Post and Fortress Plotting Room, both built during the Second World War.

Hours: June 15 to September 7
10:00 a.m. - 6:00 p.m. Daily

HALIFAX COUNTY

LOWER SACKVILLE

SACKVILLE HERITAGE SOCIETY

A small collection of photographs of early Sackville and other miscellaneous items housed in the Fultz property.

Hours: July and August 10:00 a.m. - 12:00 noon
1:00 p.m. - 4:00 p.m.
Sunday 1:00 p.m. - 4:00 p.m.

Attraction descriptions



Typical attraction stamp



Typical route logos

The passport might contain page long descriptions of each of the communities as well as the major attractions. following each description would be a blank page so that the visitors can have the back stamped. The stamps could be specifically developed for each community to reflect the community tourism themes. The following page illustrates the concept of community logo stamps as developed for the communities in Greenland. It may also be possible to incorporate certain **N.W.T.** tourist awards into the book as well (i.e. sport fishing awards, crossing the Arctic Circle etc.).

The intent would be to provide the visitor with a lasting souvenir and guide book for the Keewatin region. The passport could also be used to encourage visitors to prolong their trips or increase their expenditures in a given area. To accomplish this one method would be to create added incentives to obtain the stamps from different attractions or communities. For example if a person has obtained 5 different stamps as a result of visits to 5 different attractions or communities then they would receive a souvenir coin or award of some sort. Premiums awarded can increase with the number of stamps obtained.

3. Develop a consistent and high quality brochure package for the Keewatin focussing on one main guide or lure brochure.

Many of the 'lure brochures' distributed at travel and sportsman shows, by travel agents and through direct mail confuse those elements that are intended to lure the tourist to a specific destination and those elements that will tell the tourist where to stay and what to do once he/she has decided to visit that destination.

It is recommended that the Keewatin Region develop a graphically attractive lure brochure using **colour** photography to the extent possible, designed to emphasize the specialty market opportunities found throughout the region. We have reproduced a number of pages from the Yukon lure brochure which was designed in such a manner to highlight their specialty market opportunities. This type of brochure ensures that the reader is immediately presented with those elements that will attract tourists to the region, followed by all the details needed to organize a trip to the region.



NANORTALIK = The Bear Plain. The name and town arms of the municipality symbolise the rather frequent occurrence around the south point of Greenland of polar bears that arrive floating on ice floes down the east coast. Otherwise polar bears do not live in West Greenland.



NAARSSAQ = The Plain. Char can be caught all over Greenland. The municipality has many fine char rivers that are fished by local anglers as well as by tourists from the whole world.



QAQORTOQ = The White. Julianehåb is situated on the banks of a river. Principal town of South Greenland. The scales symbolise the founder (a merchant), the anchor means hope and the crown refers to the fact that the town was named after a queen.



IVIGTUT = The Grassy. The two arctic foxes – white fox and blue fox – symbolise the two important activities of the municipality: the Cryolite Quarry at Ivigtut and Greenland's Command at Grønnedal. The arctic fox is also very common in the region.



PAAMIUT = The People by the Estuary. Fredrikshåb district has a large number of sea eagles, hence the two hovering sea eagles.



NUUK = The Promontory. Godthåb is Greenland's biggest town, symbolised by the building, the old teachers college. The town is situated on the sea (waves) with Sermitsiaq Mountain in the background.



MANIITSOQ district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.



SISIMIUT district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.



KANGARSUAQ district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.



AASIAAT district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.



QOORTARSUAQ district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.



QASIGIANNGUA district is rich in reindeer. The name (Sugar Mountain) refers to the mountain that is rich in reindeer.

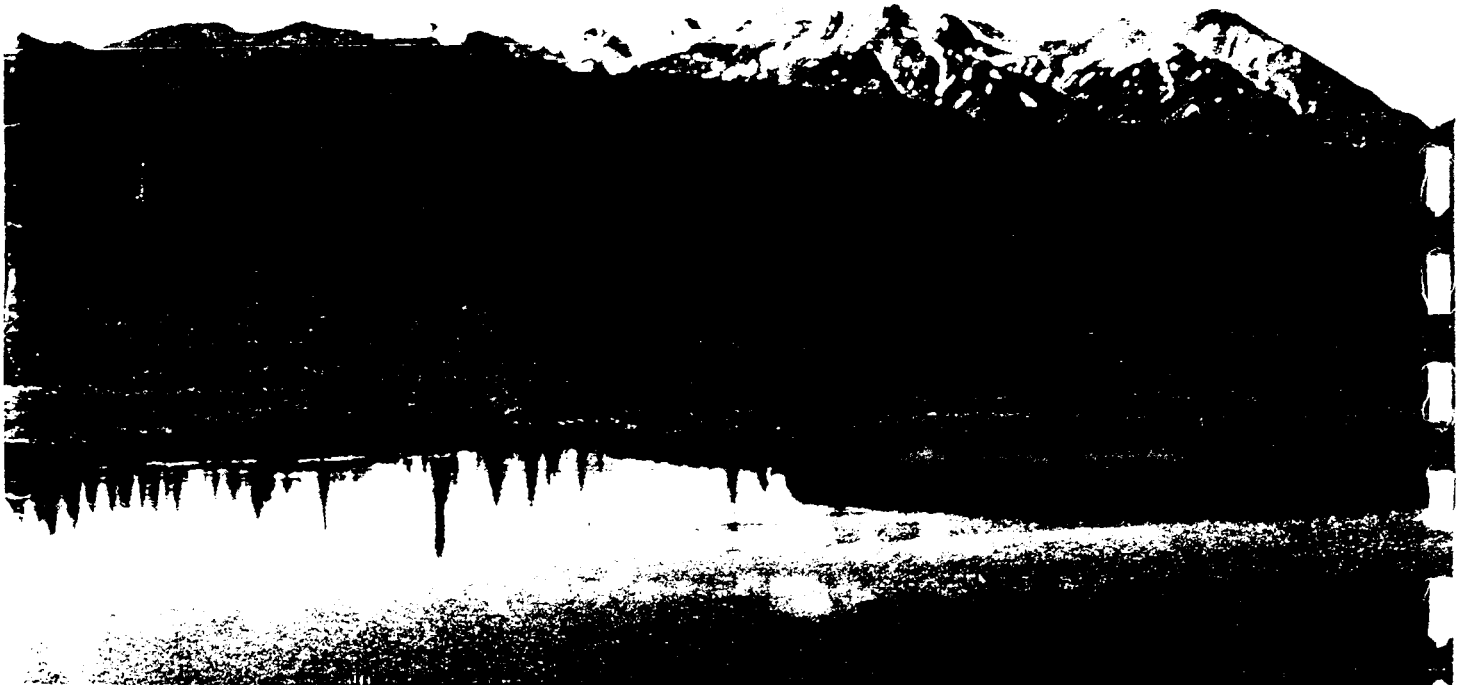
Some of the themes that could be portrayed in the Keewatin lure brochure include:

- o Accessible Arctic
- o Exotic Destination/Unique Culture
- o History and Tradition
- o Outdoor Tourism
- o Visible Wildlife
- o Arts and Crafts

The brochure should capitalize on large **full colour** photographs which portray the unique variety of tourist opportunities found throughout the region. Messages should be brief and to the point.

A central telephone number (hot line) in the brochure **should** enable those who are interested to easily obtain additional information or to make reservations.

YUKON



1985 Vacation Guide

Yukon is history



A turn of the century gold mining operation (above) at 'Rupert's Claim' on Cheechako Hill near Dawson City. An abandoned log cabin [opposite page] at the historic site of Silver City near Haines Junction, Yukon.

Yukon's history as a Territory spans less than 100 years, but it is full of rich memories, from the great gold rush stampede to the construction of the Alaska Highway during the height of World War II.

Now Yukon communities cherish their past in museum collections that reflect the contributions of the early settlers. But glimmers of the past are by no means limited to such formal displays. Riverboats that once travelled the first highways of Yukon

now elegantly restored, rest on the shores of rivers and lakes.

Graveyards contain reminders of the hardy souls who opened the Territory, plied its waters and flew the first airplanes over its dense forests.

Quaint turn of the century buildings line the streets of towns such as Carcross and Dawson City. Ghost towns and old abandoned Indian villages dot the woodlands. Remnants of the mining industry that

founded and still sustains the Territory, from ancient picks and pans to the huge stream-sucking gold dredges, can be found everywhere.

Yukon also has its share of living legends: Indian elders who have witnessed the many changes in the Territory, prospectors who spent their lives tramping the Yukon hills, and men and women who together recorded many "firsts" in this challenging frontier.

Yukon is adventure

Space and silence. A mere 25,000 people living within borders that encompass 482,515 square kilometres (186,299 miles). Skies so wide and so clear it is possible to glimpse the fine etchings of weather and time on distant mountains. A myriad of colourful wildflowers, endless forests, clean blue-green lakes, and swift cool rivers and streams. And in summer, up to 24 hours of daylight in which to see and sense some of the most beautiful and rugged country in the world. This is a land for true wilderness adventure.

In Yukon, the modern tradition of man against the environment began when thousands of men and women challenged the seas, mountains, glaciers and rivers in their rush to reach the goldfields of the Klondike. The tradition lives on.

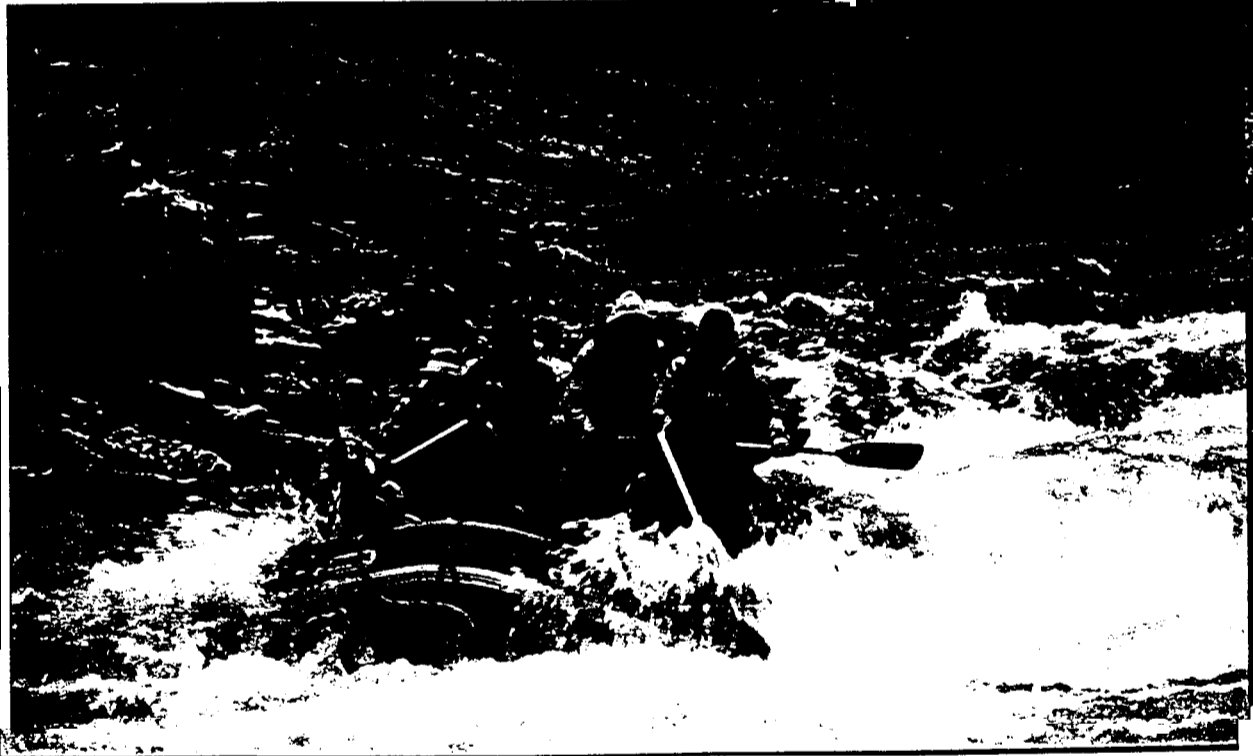
Today, our visitors can follow the path to the Klondike, hike the famous Chilkoot Pass from Skagway,

paddle the scenic lake system to the Yukon River, then drift down to Dawson City. You can explore the Yukon backcountry on horseback or, in winter, you can travel by ski or dogsled routes impassible in summer. You can climb to peaks in the world's second highest coastal range, the St. Elias, or rock climb the more accessible mountains and rock bluffs. There are white water rivers to kayak, great lazy water courses to canoe, and raft trips to the Arctic Ocean, the Bering Sea and the Pacific Ocean.

A float plane will take you to remote lakes for incomparable fishing, or you can hire a helicopter to tour Kluane National Park and the largest non-polar icefields in the world.

Stillness and silence abound in the vast Yukon wilderness, as do the opportunities to enjoy the magnificent landscape.

Yukon is unequalled for adventure opportunities such as white water rafting ● xcumlons (below) or mountaineering with, or without, professional guides (opposite).



How to get to Yukon

As remote and isolated as Yukon may seem, getting to the Territory is not only easy, it can be very exciting.

Visitors, anxious to explore Yukon's colourful history and wild beauty, can travel by several modes: car, recreational vehicle, jet, motor-coach, cruise ship, ferry, or a combination of the above. Here are some examples -

Drive:

Two southern road routes lead to Yukon. The Alaska Highway begins at Dawson Creek, British Columbia, near the B.C./Alberta border and winds 1,016 kilometres (632 miles) through forests and mountains to Watson Lake, Yukon, near the B.C./Yukon border. You will pass through stunning scenery: an array of jewel-like lakes surrounded by rolling and serrated mountains, and rivers which slash a course to their destination.

The Cassiar Highway winds through the interior of British Columbia from Highway # 16 (which connects Prince George to Prince Rupert) before it meets the Alaska Highway near Watson Lake, Yukon. Once a simple logging road, the Cassiar Highway is now 755 kilometres (470 miles) of excellent scenery including the Skeena Mountains, the Stikine River and Dease Lake.

Drive/ferry:

A very popular route by many visitors is to drive one way into the Territory, then return to Prince Rupert on the Pacific Coast by Alaska State Ferry. This mixed mode of transportation is an ideal way to see and understand the vast diversity of the northern environment.

Jet:

Daily jet service is available from

Edmonton and Vancouver to Whitehorse, Yukon's capital city. On a clear day, the air routes flown by Canadian Pacific Airlines and Pacific Western Airlines offer a spectacular view of seemingly endless alpine regions which cradle the lakes and rivers for which the north is famous.

Yukon's Trans North Air provides scheduled flights to locations in the Northwest Territories and Alaska, and to most Yukon communities.

Fly/drive:

Fly-drive excursions are becoming increasingly popular throughout North America. And understandably so. There are over 4,000 miles of roads within Yukon, and with other connecting points in Alaska and the Northwest Territories, there are routes enough for a very extended vacation.

In Whitehorse, rental cars, trucks, four wheel drive and recreational vehicles are available (but should be reserved). Our hotels, highway lodges and campgrounds assure comfort in traveling throughout the Territory.

Cruiseship/ferry

The Inside Passage along the magnificent Pacific coastline is a spectacular way to travel into or depart from Yukon. Beginning in Seattle, Vancouver or Prince Rupert, the ships cruise along the Marine Highway which pass the scenic Queen Charlotte islands and the Alexander Archipelago.

Towering mountains, immense glaciers and stunning waterfalls make this one of the most scenic cruises in the world. At Skagway, Alaska, visitors can board a motor-coach to travel the scenic and historic route over the White Pass and along the 110-mile highway to Whitehorse, Yukon.



Yukon is easily accessible by air (above) or by highway (opposite) with various types of combined modes available for individual or package tour travellers.

Motorcoach

Scheduled motorcoach service is available six times a week from Edmonton and Vancouver to Whitehorse. Travailing the Alaska Highway, the comfortable coaches offer a convenient and cost-efficient way to see northern British Columbia and Yukon. Coach connections can be easily made to many communities in Yukon and to points in Alaska.

Coach travel is a perfect way to combine a drive/cruise vacation. Coach the Alaska Highway one way, then take the Marine Highway on your return. Both routes offer stunning scenery.

Airlines

CP AIR*
Operations Centre, North
Whitehorse International Airport
Whitehorse, Yukon Y 1A 3E4
Phone: (403) 668-3535
Telex: 036-8-217

continued on page 71

It is also important that the regional lure brochure briefly discuss typical pre-trip information needs such as health services, clothing requirements, availability of banks etc. We have reproduced a number of pages from the Greenland brochure dealing with pre-trip awareness.

Additional information to be part of a Regional Package would include special brochures produced by the government and communities as well as individual community attraction and tourist operator brochures. **There** should be some coordination between the production of special interest brochures, the lure brochure and the community information brochures in order to avoid unnecessary duplication in terms of identification of attractions, facilities and services available in the region.

A standard brochure format should be developed for the special interest brochures and the regional lure brochure to ensure a consistent product.

4. **Maximize** exposure to the travel trade press and specialty magazines through a constant flow of articles and press releases.

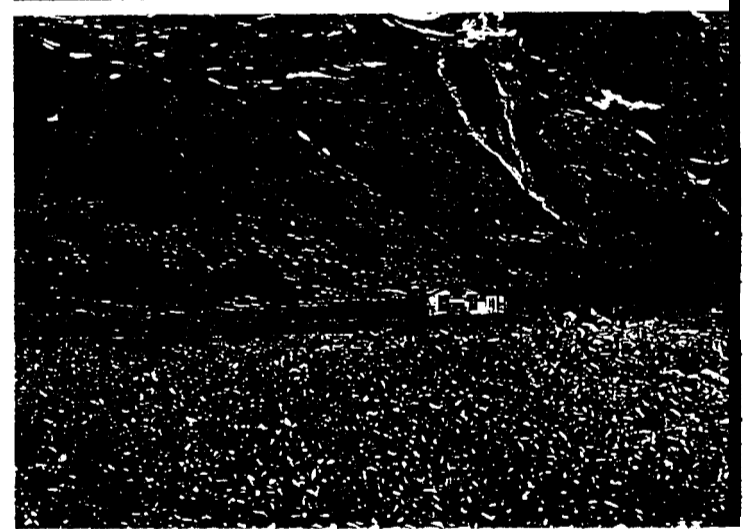
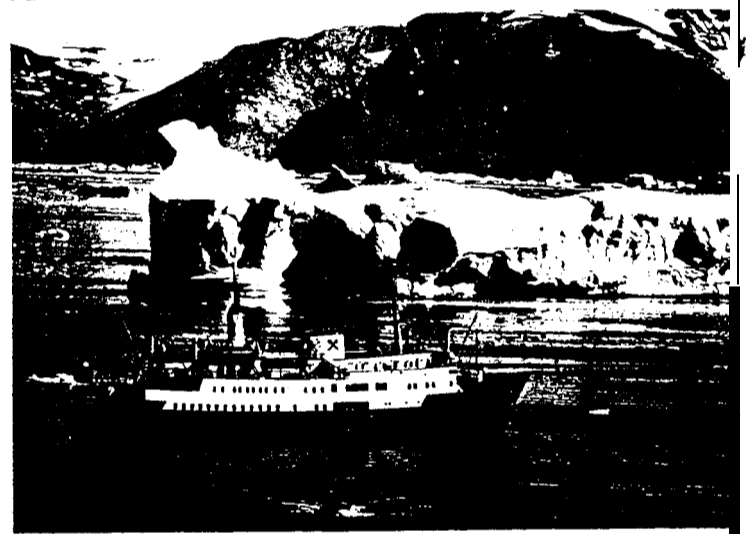
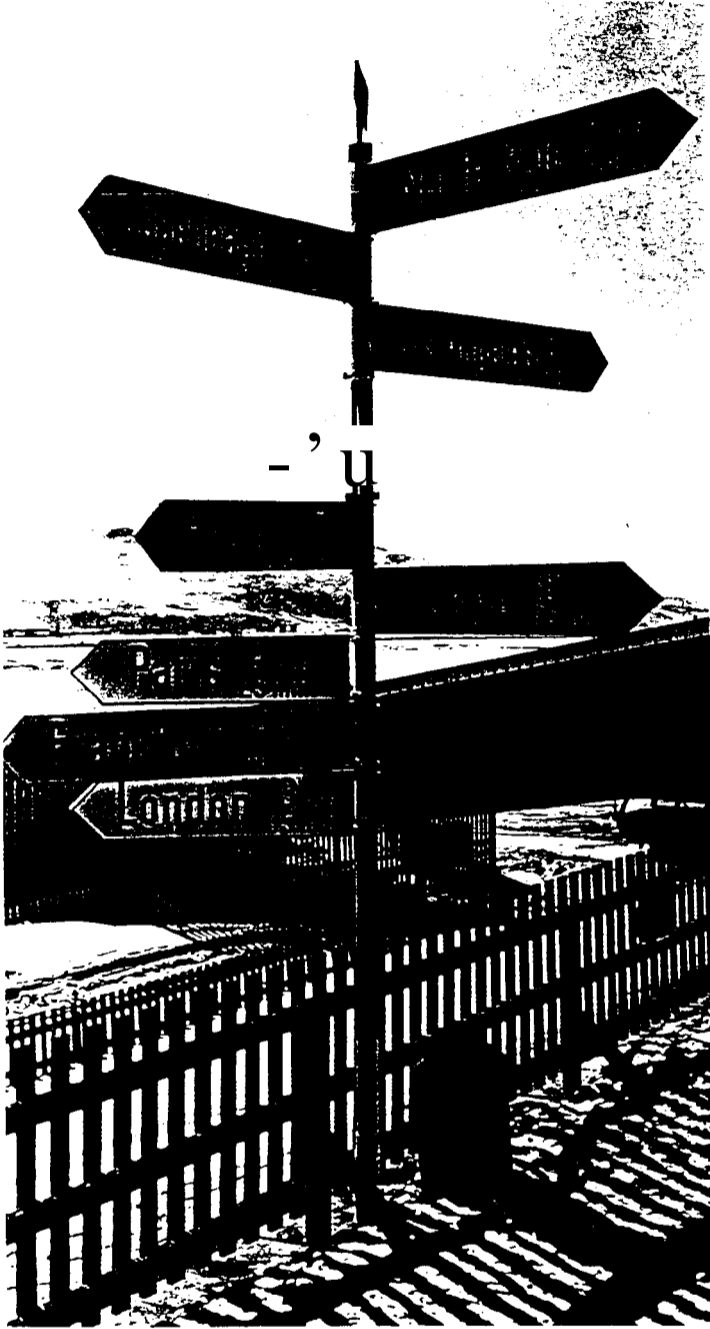
A great number of publications exist for the sole purpose of informing people where they can spend their vacations. These include newspaper travel sections (i.e. New York Times Sunday Travel Section), air passenger magazines (found in the back pocket of airplane seats), and many others. There are **also** a number of trade magazines that exist for the sole purpose of informing and attracting travel agents and tour wholesalers about international opportunities. Examples of these types of trade magazines include Canadian Travel Press, Travel and Leisure and a number of others. The following two pages illustrate the types of articles that can be printed in Travel Trade Journals.

The Keewatin Region offers a suitable variety of unusual and unique attractions and travel opportunities to ensure that articles can be written and placed in those magazines and journals. We have also reproduced two examples of newspaper advertising; one paid advertising, the other to have a feature article written on a particular destination.

Because many of the most suitable magazines/newspapers have their own writing staff or prefer to work with a limited group of Freelance writers, efforts should be made to bring these writers into the region and to ensure that they see the best attractions.

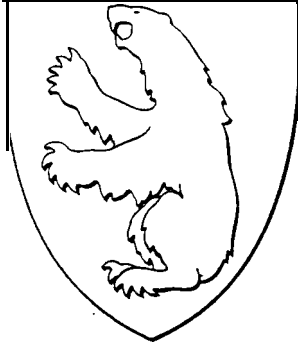


GREENLAND



A dventure begins on the arrival at Narsarsuaq, Kulusuk, Nuuk or Søndre Strømfjord - the four gateways to Greenland from the whole world.

Greenland ... Not Ice Only



Greenland's national coat of arms. A sitting bear on a field of blue. The polar bear is the biggest land animal in the arctic region. It occurs in particular in North and East Greenland. Denmark's national coat of arms has included a depiction of the polar bear since 1666.

Most people come to think of ice and snow when Greenland is mentioned - the inland ice that air travelers see on flights between North America and North West Europe, the icebergs known from pictures and descriptions etc.

All these factors do make out a central part of the impression tourists receive of Greenland. But nevertheless they only create the setting for the ice-free coastal areas visited by tourists.

The Greenlanders live in the coastal regions and here are the large unspoiled sceneries which the tourists visit - on excursions from town hotels or as participants in small walking groups carrying tents on their backs or setting out for a hut a few hours ahead.

The coastal regions can be as wide as 200 km, and just a few kilometres inland from the shore the climate gets stable with good weather being the general rule. This is especially true of the head of the deep fjords which cut into the land to the inland ice. Fine weather may also be expected in the Disko Bay and in valleys sheltered from the dominating winds.

The summer months are therefore mostly characterised by weather conditions permitting all types of outdoor activities: mountain walks of short or long duration, angling, mountain climbing etc. Greenland also offers innumerable opportunities to pursue special interests like geology, botany, ornithology and archaeology. All of them outdoor activities to practise in the arctic summer when flora, fauna and bird-life reach their hectic peak.

All these experiences are open to tourists, also to those who prefer staying at a hotel. In half an hour you can walk out of any Greenland town - none of them are bigger - and find yourself in the middle of the arctic scenery.

The unspoiled scenery is Greenland's principal attraction. Exciting and varied - Greenland is not ice only.

Come and See for Yourself.



Wooden dolls in national costumes.



Soapstone drum dancer.

This Is Greenland Today

Geography

Greenland is the world's biggest island. Its position in the North Atlantic where this ocean meets the Arctic Ocean is the cause for the mainly cold sea currents surrounding Greenland. One of them is the East Greenland current which carries vast masses of ice down along the east coast and up along the west coast to a point a little south of Nuuk. Thus the coastal areas are continuously cooled, which results in the arctic climate of Greenland when combined with the radiation of cold from the inland ice.

The inland ice covers 1,833,900 sq. km, stretching 2,500 km north-to-south and up to 1,000 km east-to-west. In the middle, the ice layer is up to 3 km thick.

Along the coasts and in the islands are the ice-free areas, covering a total of 341,700 sq. km. The ice-free zone can be as wide as 200 km, but it is intersected by deep fjords which connect the inland ice with the sea.

The Greenland landscape was given its shape by Ice Age glaciers but in several places you will find traces of geological processes like earthquakes, mountain range formations, volcanic activity etc. No wonder then that Greenland is an eldorado for the geology-minded.

climate

Greenland has an arctic climate, but owing to the size of the country there are great variations in the weather. As a general rule, the best and most stable weather conditions must be said to be dominating at the head of fjords and in the Disko Bay.

The same picture appears with regard to precipitation which prevails along the shore. Further inland, summers are generally dry, although with great fluctuations in certain years. It is hardly ever total calm.

Midnight Sun and Polar Night

The midnight sun can be experienced north of the Polar Circle, for tourists this means the Disko Bay. The length of the midnight sun period depends on how far north you are staying. It can be added that south of the Disko Bay the midnight sun can only be seen from the top of a hill because the sun is just above the horizon.

It is polar night in winter, but in the Disko Bay this only means that it is twilight in the daytime. Real polar night can only be experienced in the northernmost parts of Greenland.

The return of the sun after the polar night - which means the day when the sun rises above the horizon again - is celebrated in many places in Greenland.

Northern Lights

During the autumn and winter months you can experience this splendid sight of auroral bands and draperies waving across the night sky.

agency in Nuuk have the following hours: **Mon-Fri 10am to 4pm**. However, the ticket offices in Sdr. **Strømfjord** and **Narsarsuaq** are usually open in connection with flight arrivals and departures.

public Holidays

January 1, January 6, **Maundy Thursday** and Good Friday, Easter Monday, Ascension Day, Common Prayers Day, Whit Monday, December 24,25,26 and 31.

Clothing

Travelers to Greenland are advised to carry with them good, warm wind- and waterproof sportswear as well as sensible, moulded sole shoes or maybe Wellington. It is very important to be able to vary **one's clothing during a full-day excursion** since the change in temperature between noon-time hours and the **hours** before and afternoon can be **substantial**.

The sun and clear sky make sun glasses and protective sun **creme** an absolute necessity. To fjord regions and further inland it is recommended to bring some mosquito repellent.

During the winter months, visitors to Greenland can expect temperatures as low as **-50° C (-58° F)** and **should** therefore bring a warm coat as hand luggage on the plane from **Copenhagen**.

Going to Greenland for a dog sledge holiday, you **should** bring extra warm clothes with you, e.g. **thermo** or down dress. Ordinary winter clothes are not **sufficiently** warm when you sit **still** on a sledge. Extra clothes are not always available for hire in Greenland.

Photography

An **UV filter** or skylight **filter** and a **lense** shade must always be fitted. In winter your **camera** must be polar-oiled. **Films** can be purchased in Greenland but it is advisable to bring your own **films**, especially if you use special brands. Development of **films** is not possible in Greenland.

Health Service

There are hospitals and dentists in all towns. The **general** rule is that medical aid is free of charge, whereas you will have to pay for dental surgery.

Travelers are advised to bring their own medicines and other drugs **normally** taken, as such products cannot always be obtained.

Local Time

Greenland time is GMT minus three hours. There are, however, special time zones around **Scoresbysund** (Northeast **Greenland**) and **Thule** (North **Greenland**).

Foreign Offices of the Danish Tourist Board

Australia: The Danish Tourist Board, 60 Market Street, P.O. Box 4531, Melbourne, Vic. 3001.

Austria: Fremdenverkehrsvertretung für Dänemark, P.O. Box 172, A-5010 Salzburg.

Belgium: Office National Danois de Tourisme/Deens Verkeersbureau, Rue Ravenstein/Ravensteinstraat 60, B-1000 Bruxelles (letters only).

Brazil: Scandinavian National Tourist Offices, Denmark-Sweden, Rua da **Ajuda**, 35-5° andar, 20.040 Rio de Janeiro RJ.

Canada: The Danish Tourist Board, P.O. Box 115, Station «N», Toronto, Ontario M8V3S4.

Finland: Danska Turistbyrå, P.O. Box 836, SF-00101 Helsinki.

France: Office National du Tourisme de Danemark, Maison du Danemark, 142 Champs **Elysées**, F-75008 Paris.

Holland: **Deens** Verkeersbureau, Piet **Heinstraat** 3, NL-2518 CB Den Haag.

Italy: Danimarca Informazioni Turistiche, Casella Postale 6179,1-00195 **Roma-Prati**. Tel. 06-3282645.

Japan: The Danish Tourist Board, Sanno Grand Building, Room 401, 14-2 **Nagata-cho** 2-chome, **Chiyoda-ku**, Tokyo.

Norway: Danmarks **Turistkontor i Norge**, Karl **Johansgate** 1, N-Oslo 1.

Great Britain: The Danish Tourist Board, U.K. Office, **Sceptre** House, 169/173 Regent Street, GB-London WIR 8PY.

Switzerland: **Verkehrsbüro für Dänemark** und Island, **Münsterhof** 14, CH-8001 **Zürich**.

Sweden: Danska **Turistbyrå**, Gustav **Adolfs** Torg 14, Box 1659, S-111 86 Stockholm.

Germany: **Dänisches Fremdenverkehrsamt**, **Glockengiesserwall** 2, Postfach 101329, D-2000 Hamburg 1.

USA: The Danish Tourist Board, 75 Rockefeller Plaza, New York, **N.Y.** 10019 & The Danish Tourist Board, P.O. Box 3240, **Los Angeles**, California 90028-3240.

Tours to Greenland

Agents in Great Britain

Sonicworld Ltd

8 **The Boulevard**, **Crawley**, West Sussex CH 101 XX. Tel: 0293547755. Telex: 878155.

Mainly South **Greenland** - camping or hotel **accommodation**. Dog sledding in **West Greenland** in March-April.

Twickenham Travel Ltd

84 Hampton Road. P.O. Box 11. **Twickenham**, **Middlesex** TW2 5QS. Tel: 018989681. Telex: 8954593.

Tours by air to Greenland, **mainly** East **Greenland**. Winter programme with **dog sledding** to East **Greenland**.

Regent Holidays Ltd

Regent Hs, Regent Street, **Shanklin**, Isle of Wright PO37 6AE. Tel: 0983864212J4225.

All travels to **Greenland** - summer and winter.

Erskine Tours

14 Inverness Place, Edinburgh EH3 **SP7**. Tel: 0315522673.

Expeditions to **West Greenland** and Northeast **Greenland**.

Scantours

8 Spring Garden, **Trafalgar Square**, **London** SW 1A 2B6. Tel: 018392927. Telex 919008.

Summer programme to South **Greenland**, betel **accommodation**.

Fred. Olsen Travel

11 Conduit **Street**, **London** WIR 065. Tel: 01491 3760. Telex: 263 670.

Circular tours of West **Greenland** with hotel accommodation. **Hikings**.

Mackenzie Travel

144 St. **Vincent Street**, Glasgow G25LH. Tel: 0412487781.

Excursions and short breaks to East **Greenland** from Iceland.

Waymark Holidays

295 **Lillie Road**, London SW67LL. Tel: 013855015.

DVL Travel's programme (**Hikings** etc.).

Venturing

49 **Conduit Street**, **London** WIR 9FB. Tel: 01439 6919.

DVL Travel's programme (**Hikings** etc.).

By Air to **Greenland:**

Scandinavian Airlines System SAS, **Icelandair**.

Holland

Cross Country Travel

Weeresteinstraat 17,2182 GP **Hillegom**. Tel: 02520 -21006.

Tours to the Disko Bay with **accommodation** in huts.

Publications catering to specific specialty markets or demographic groups can also help you communicate directly with your most important markets.

For example adventure travel markets can be reached through magazines like Outside and Equinox.

Naturalist markets can be reached through membership publications produced by groups like the Sierra Club, the Canadian Nature Federation, and so on.

Photographic Safari markets can be reached through trade magazines like Photo Life and Camera Canada.

Sport fishing and sport hunting markets can be reached through magazines like Field and Stream and membership publications for groups like the prestigious Boone and Crockett Club.

There is no limit to the number of publications that could potentially carry the Region's message directly to your most important markets.

5. An ongoing Keewatin awareness program should be developed and implemented.

Prior to the initiation of the Keewatin Tourism Study a large proportion of community residents did not even have a clear understanding of what a tourist is, does and seeks and they had no idea that a visitor to the community represents an exploitable developable industry.

As part of the Keewatin Tourism Study a community awareness/involvement program was designed and implemented to accomplish four key objectives:

1. To provide the communities with information respecting the characteristics of the tourism industry.
2. To educate the community with respect to the value of community based tourism and the unique role and responsibility of the community in industry development.

3. To involve the community in issue identification and decision making regarding the future of tourism within their community.
4. To create an atmosphere of commitment in accomplishing tourism goals and objectives.

It is recommended that a continuation of this awareness program be designed and implemented on an ongoing basis for the next few years to ensure the momentum continues.

6. It is recommended that the Keewatin Region focus promotional efforts on an annual basis, on a number of select high profile specialty media events which will attract extensive national and possibly international media coverage. If done properly this type of exposure can result in a media coverage value well beyond the **dollars** spent. In addition large events will bring significant economic benefits to the region.

Specialty events which could potentially be developed in the Keewatin Region might include:

- o Spring dog sled race from Churchill to Rankin Inlet.
- o Canoe race (long distance).
- o Spring snowmobile race from Eskimo Point to Baker Lakes.
- o Lottery to guess when the ice goes out in Baker Lake.
- o Fishing derby.
- o Northern **triathlon** (ie. dog sled race or cross country skiing, kayak race and indoor **Inuit** tests of agility and strength).

The **key** to the success of these events is the development of sponsorships with major product/suppliers which relate to the character of the event.

7. Ensure the maintenance of existing markets through select trade show attendance and travel association affiliations, but do not increase these traditional efforts.

The Keewatin Region now allocates a considerable portion of its promotional budget to participation in trade shows like the Toronto Sportsmen Show. We believe that while this is one means of increasing the general awareness of the Region, it does not enable the Keewatin to develop a distinct image for itself among its key specialty markets - i.e. those markets that are most compatible with the Region's resources and with the type of tourism industry that will be developed.

Although it is still important to continue affiliations with the N. W.T. Travel Association and advertising through the Territorial government the aim of the recommended marketing strategy for the Keewatin Region is to market on a regional basis.

8. A familiarization tour program should be set up to introduce new tour wholesalers to the products offered by the Keewatin Region.

This program should be organized on an ongoing basis. One useful forum for identifying interested wholesalers is Rendezvous Canada.

This program should be coordinated with the Travel Writer Familiarization Tour Program identified in Guideline 4.

9. Regional tours, particularly those associated with the photo safari and naturalist markets, should be led well known experts in the respective fields.

The intent would be to increase the marketability of the tour package to targeted special interest groups.

For example a photo safari tour to Wager Bay might be led by a famous nature **photographer** like Courtney **Milne**.

Or a cultural tour might be led by a well known northern arts/culture authority like Gabe **Geli**.

The ad on the following page provides an example of a marketing approach for African Safaris utilizing the talents of a well known authority on Africa.

AFRICAN SAFARIS

Donald Young is one of the world's leading experts on Africa. Educated at Cambridge he has spent the last 10 years working and studying in Africa with Richard Leakey and speaks Masai, Swahili, and Kalenjin.

Each year he takes a number of small groups and families on safari to Kenya and Tanzania. They stay in province safari ranches and tented camps and enjoy individual attention not found in larger trips.

Join us for a "delightful slide presentation at our office with Donald Young.

Tuesday April 23, at 7:30 p.m. R.S.V.P.

Blyth & Company

84 YORKVILLE AVE., TORONTO
ONTARIO M5R 1B9 (416) 964-2569
1-800-387-1387

10. To help increase the profile of the Keewatin Region tourism products it is recommended that suitable audio visual materials should be prepared and distributed to be shown at sport and trade shows, southern based scenic institutions, art tours, etc., to be used by tour wholesalers as a sales tool.

The shows would be themed to correspond with the specialty market segments being targeted.

These audio-visual shows could also be used for **pre-trip** orientation of tour packages prior to coming north. To accomplish this the films would provide practical advice and information on the availability of travelers services, outdoor travel requirements, cultural differences and potential problems.

6.3 **Training** Requirements and Opportunities

This section identifies manpower training needs and programs which will enhance the development of the tourism industry in the Keewatin. Each training program described in this section addresses the nature of the training program required, funding opportunities, the consultant's recommendations and the estimated demand and associated costs. The program represents a series of desirable training activities, we fully recognize that not **all** can be immediately implemented.

Human Resource Development Needs:

As recognized throughout the course of this planning process, local awareness, participation and control of tourism in the Keewatin are critical to the successful development of the industry in the region. **The level** to which these objectives are achieved is in large part contingent on the nature of local human resources available to the industry.

Although inventory work conducted at the outset of the Keewatin tourism planning program identified a variety of human resources available in the region to develop the industry, there is an ongoing need to expand local participation in the industry. An **assessment** of existing tourism related opportunities in the Keewatin noted an obvious lack of **skilled** local people to work at and run tourism businesses. Additionally, based on discussions with community residents, it was recognized that a universal understanding of what tourism really is, is lacking in the region.

Participation in the industry, at all levels, requires at minimum, strong:

tourism industry awareness,
hospitality awareness,
management and administrative skills, and
specific industry skills such as guiding/hosting and food/accommodation
service skills.

In addition to these basic skills which are required in the development and operation of local tourism businesses, it is necessary to ensure a large, readily available, trained **labour** pool to maximize participation.

The Keewatin Region in its role as an emerging tourism destination needs a comprehensive approach to tourism industry training covering a broad range of activities, from outfitter training to **planning** and development skills. **In** addition, programs have to be sensitive to the unique cultural elements and the cross cultural nature of the industry.

The following sections provide a brief outline as to the nature of the types of programs required, along with a summary of available funding programs and an indication of demand and order of magnitude costs.

6.3.1- Tourism Awareness Programs

i) Description

The provision of Tourism Awareness Programs are essentially a function of the various Travel Zone Associations in conjunction with the Travel Industry Association of the N. **W.T.** (T. I. A.) and Tourism Canada. Programs offered by zone associations include tourism awareness workshops, tourism awareness days, and tourism awareness media campaigns. The objective of these programs is to increase community understanding of the tourism industry and the possible impacts of the industry to the community/region.

ii) Funding Opportunities

Funding support to develop and deliver tourism awareness programs is as follows:

Source: Tourism Awareness (Tourism Development) Economic Development Agreement (Canada, N. W. T.) Domestic Market Development Sub-Agreement.

Program **Objectives:** To improve community understanding of the tourism industry.

Eligibility: Travel associations that will develop and deliver tourism awareness programs.

Level of Support: Funding will provide: a) support materials and b) for consultants to develop programs. Travel associations will **recieve** 100% of costs for the development of pograms and materials, and 100% of costs for conducting the programs.

Criteria: Development work must be done in consultation with the G. N.W.T. Department of Economic Development and Tourism.

iii) Recommendation

Through the Keewatin Tourism Committee of the **Keewatin** Chamber of Commerce, tourism awareness **programs** can be offered on a **regional, community or business specific basis**. Tourism Awareness **programs** should be an ongoing feature **in** the implementation of the **Keewatin** Destination Zone Study. Programs should be **designed** to occur on a **semi-regular** or annual **basis**.

Implementation Methodology: The main components of tourism awareness training are an analysis of the tourism industry and how the tourism **dollar** is spent; the characteristics and expectations of a tourist; and the impact of tourism on a community. Practical demonstration of what the tourism industry is and how it can **positively** and negatively impact a community is

possibly the best method of undertaking this type of training. As such, exploratory trips to successful tourism operations, **a.v.** presentations and discussions, hands-on workshop experience, local media campaigns and tourism awareness events around a specific aspect of the industry (ie. outfitters' day) are seen as the most effective methods of implementing this type of training. Resource materials are available through Tourism Canada, T. I. A., other N. **W.T.** travel associations and private operators.

iv) Demand and **Estimated Costs**

An annual budget of \$5000 per community is estimated for this **training**. The number of communities that implement tourism awareness campaigns will be dependent on the level of interest and initiative in each community to develop their industry. At this point all communities have expressed an interest in tourism.

6.3.2- **Hospitality** Awareness Programs

i) Description

Hospitality Awareness programs are often offered in conjunction with tourism awareness programs through regional travel associations and the **T.I.A.** The main objective of this type of training is to improve the level of services that both communities and specific tourism businesses can provide to tourists.

ii) **Funding Opportunities**

Support available to provide this type of training is as follows:

source: Hospitality Awareness (Tourism Development) Economic Development Agreement (Canada, N. W. T.) Domestic Market Development Sub-agreement.

Program objectives: To improve the level of service provided to tourists.

Eligibility: The **Travel** Industry Association of the N. **W.T.** may apply to develop an awareness package, and sponsoring associations, organizations or firms may apply for delivery of the program.

Level of Support: **Eligible** costs include consultant fees for developing programs and support materials; and costs of producing and distributing these materials. 100% of eligible costs will be covered for both development and delivery of programs.

iii) Recommendation

Hospitality awareness programs have met with the greatest level of success when applied to a specific business development opportunity and then relating this to the tourism industry in general. Hospitality awareness training should be an integral part of the development of any tourism business and be continued at least annually as a 'refresher' course for staff and/or as an orientation vehicle for new staff.

Implementation Methodology: The main objective of hospitality awareness training is to develop service levels that ensures that the tourist feels welcome, comfortable and satisfied with his/her experience **in** your community/business. To accomplish this objective, hospitality training must focus on good verbal communications and 'attending' or non-verbal behavioral skills. As with tourism awareness training, practical demonstration of hospitality in action is the best method of implementing this type of training. **A.V.** presentations, hands-on workshop experience and on-the-job training are perhaps the most effective methods of implementation.

Resource materials are available from T. I. A., **G.N.** W. T., and Tourism Canada and include such videos as "Smile-The Importance of Hospitality" and training videos for the food service industry.

iv) Demand and Estimated **Costs**

An **annual** budget of \$3000 per community for the duration of the tourism strategy is estimated for each community in the region. The number of communities covered **will** depend on level of interest and commitment to tourism industry development.

6.3.3- Management & Administrative **Skills** Programs

i) Description

Tourism operators require a range of business skills to effectively manage tourism business. Skill requirements include financial, marketing, personnel management, administrative and general business management skills. Most operators or potential operators do not have the resources or the time to access these skills through institutions and therefore rely heavily on on-the-job training to develop the necessary skills to effectively manage these businesses.

There are two main types of management and administrative skills programs that should be considered for the Keewatin Region.

a) Hotel/Restaurant Management

This would include training programs for middle and upper management personnel ie. assistant managers, managers, restaurant managers.

b) Operational Staff Development

This would include training programs for operational staff in local hotels and restaurants including clerks, housekeeping staff, waiters/waitresses, etc.

There are a multitude of training programs which are currently available in the **N.W.T.** to develop these skills. It is noted however that each program does have certain limitations with respect to duration or training activities which can be undertaken. It is therefore highly probable that potential and existing operationa will have to access a variety of support programs in order to fully develop a base of competent managerial and administration personnel.

ii) **Funding/Program Opportunities**

The following management training programs are currently available.

- A.** Source: Management and Training Contributions, Dept. of Economic Development and Tourism.

Program **Objective:** To provide financial assistance for the training of the management and staff of tourism establishments and restaurants.

Eligibility: Tourism establishments.

Level of Support: Contributions are limited to the lesser of 50% or \$5000 of the total cost of the training program.

Criteria: A comprehensive proposal and financial statements are required.

- B.** **Source:** On-the-Job Training Program, Dept. of Education, **G.N. W.T.**

Program Objectives: To help employers fill positions for which skilled, qualified workers are not available; to retain employees who might otherwise be laid off because of technological or economic changes; to participate in support of industrial development strategies in various regions of the country; to fill new job vacancies resulting from expansion of a company's operations; to provide jobs and training for special-need workers who find it difficult to obtain and hold permanent employment; and to encourage the training of women in non-traditional occupations.

Eligibility: Any northern resident requiring training.

Level of **Support:** Financial assistance will be provided to subsidize on-the-job training. A trainee will work with a skilled person until the trainee can take the job.

Implementation **Costs:** Costs are variable pending training requirements.

C. Sources: Federal Business Development Bank

Program Objectives: To support the growth and development of small business.

Eligibility: all small business.

Level of Support: Small business management training programs are available to assist in the areas of joint management, management clinics and owner/manager courses. Management counseling is also available through C. A.S.E. to evaluate and strengthen small business enterprises. All management support services are available at a modest cost.

D. Source: Tourism Canada/Dept. of Regional & Industrial Expansion

Program Objectives: To provide strategic direction, information and develop new markets.

Eligibility: Open to all operators and industry related groups and business.

Level of **Support:** Rendez-vous Canada and Tourcan are two programs which are designed to bring buyers and operators together both internationally and nationally, respectively. Tourism Canada also provides advice, counseling and training services; planning manuals for campgrounds and accommodation establishments; and tourism reference materials.

E. Source: Business Management Development Program, Economic Development Agreement (Canada, N. W. T.) Human Resources Development Sub-Agreement.

Program **Objectives:** To improve the management capabilities of northern businesses and to make opportunities available for northerners to be employed as business managers.

Eligibility: Individuals, groups or associations and local development corporations.

Level of Support: Funding is available in 3 areas:

Evaluation/review of options which would improve the management skills of northerners. Examine the deficiencies in the existing **labour** force.

Consulting services to help prepare teaching materials or support programs for an individual firm or **an** entire industry.

Implementation programs which would employ a consultant or trainer to assist in the development of managerial skills within an organization.

Funding is provided up to a maximum of \$100000 and will be limited to a 12 month period. Maximum limit of funding for any project is \$300000 over a maximum of 36 months.

Criteria: To be eligible, projects must prove that the required skills are not available in the local **labour** market. For industry-wide management development projects, there must be proof that employment opportunities exist in the industry for this skill, or will become available upon termination of the project. Industry-wide programs must have community or regional support. Applicants must be prepared to develop projects which **will** ultimately produce qualified northern business managers.

Comments: Priority consideration will be given to projects which affect people who are having difficulty obtaining or keeping employment at the managerial level due to lack of education or experience.

- F. source: Economic Development Agreement in the NWT; Domestic Market Development Sub-Agreement.

Business Services Infrastructure Program.

Program Objectives: To provide incentives to attract professionals to areas of the **N.W.T.** that require and can support them.

Eligibility: Communities or community/regional economic development organizations can sponsor qualified, professional candidates to establish business services in their community/region.

Level of Support: Assistance will cover up to 75% of relocation **costs**, with the sponsoring organization providing remaining 25%.

Criteria: Amounts eligible will be based on Government of Canada **regulations** applying to the relocation of federal employees.

- G. Source: Economic Development Agreement in the N. W. T.; Domestic Market Development Sub-Agreement. Small Business Intern Program.

Program Objectives: To assist small businesses to hire skilled personnel for newly created positions that may improve the management of a firm.

Eligibility: Small businesses (under \$2 million annual sales) and community and regional development organizations can apply.

Levels of Support: Up to 50% of a managerial candidates salary for a twelve month period, up to a maximum of \$15000\$1 250/month.

Criteria: The program will not apply to a program already created.

iii) Recommendations

1. It is recommended that a combination of the forementioned programs be utilized to develop regular and **ongoing** training **programs** for existing and new tourism businesses throughout the **Keewatin** Region.
2. It **is** recommended that both the Rankin Inlet High School and the **Frobisher** Bay Campus of Arctic College develop and implement **programs specially** aimed at management and operational training for the tourism **industry**.

Implementation Methodology

Management and Training Contributions Program

Limited resources available under this program dictate a short term, concentrated managerial training program. A desirable approach may be to retain a manager trainer under the Canadian Executive Services Overseas (C. **E.S.O**) to undertake very specific aspects of a management training program ie. personnel management or small business financial management systems. Follow-up training could be undertaken onsite under funding from one of the programs described below.

On-the-Job Training Program

On-the-Job training programs would be helpful in developing new skills and expanding the local **labour** pool. Accounting, booking agency skills, promotion and marketing might well be areas which this program could be applied to.

Federal Business Development Bank

Most FBDB workshops and seminars are held in regional centres on a **semi-regular** basis. Perhaps the most meaningful approach to utilizing this training is to first retain the services of CASE to assess business and human resource requirements, prior to seeking specific FBDB management development training programs. Based on a needs assessment, a schedule of short duration skill upgrading training courses could be developed. Specific management training seminars and workshops should be accessed during the 'shoulder' season as much as possible so as not to interfere with regular operations.

Tourism Canada

If well integrated into human resource training plans, published materials accessed through Tourism Canada as well as marketing opportunities can enhance any management training program in place of business. It is noted that marketing experience garnered through Tourism Canada opportunities can be supplemented with **onsite** training utilizing the **soon** to be completed Travel Industry Association of the N. **W.T. Marketing** Handbook.

Business Management Development Program

Application for management training under this program might best be applied on an industry wide basis. Assuming this approach, specific human resource development plans, management development materials and **on-site assistance** could be developed for all outfitters, lodge operators and/or community based tourism businesses in the Keewatin. Management training programs would naturally include the integration of all existing materials currently available for **small** business management and those which apply directly to the operation and management of specific tourism related business.

Economic Development Program

These programs can be utilized to train and complement the skills of existing and new tourism businesses.

Rankin High School and the Arctic **College**

Tourism related programs at the High School level could be developed in conjunction with existing programs such as Math (business accounting) and Home Economics (**waitressing/cooking**). The focus of these courses would be more on creating hospitality awareness than job preparation.

Because of the importance of the tourism industry in the north the **Frobisher** Campus of the Arctic College should develop both short and long term courses in hotel/restaurant/business management along with programs related to operational level training.

iv) Demand and Estimated Costs

In consideration of the potential size of the industry in the Keewatin and the number of people to be employed and businesses created it is conservatively estimated that access to training (on-the-job, regional seminars, community seminars, etc.) programs will need to be provided to 15-20 businesses each year.

Estimated costs \$50000-\$75 000/year. It is also conservatively estimated that **as** many as 5-7 students per year be sent to the **Frobisher** Campus of Arctic College for management and operational training courses. Estimated costs \$20000-\$28000.

6.3.4 - LabOur Pool Development **Programs**

i) Description

The development of a readily available, trained **labour** pool is critical to the successful evolution of a regional tourism industry. An acceptable vehicle for developing a skilled **labour** pool is to provide experience in the industry which can then be followed up with specific training programs in accordance with **labour** pool interest and commitment, and industry opportunities.

ii) **Funding/Program Opportunities**

A variety of support programs are available to facilitate exposure to the industry, at minimal cost to the industry itself. Programs which are available to assist this process include:

- A. Source:** Options North, Economic Development Agreement (Canada, N. W. T.) Human Resources Development Sub-Agreement.

Program Objectives: To encourage and support native northerners to overcome the barriers they face in a wage economy.

Eligibility: Employers, associations, agencies, non-profit organizations and institutions. Organizations or societies should have been in existence at least 6 months before making application to this program.

Level of Support: Funding will be provided to recruit and hire trained counselors to deal individually with people to prepare them for employment opportunities. Life **skills**, family, alcohol and drug awareness counseling would also be provided as needed.

Funding will be provided up to \$10000 for a period of 12 months. **The** maximum limit for any project will be \$300000 over a **maximum** period of 36 months.

Funding may be provided to cover increased administrative costs; sponsors must be able to indicate the need for such funding and the effect on the project if funds are not approved.

Criteria: The sponsor must provide administrative support to the project. Proposals must have community or regional support, and show how projects will compliment existing programs and services in communities.

- B.** Source: Special ARDA (Agricultural and Rural Development Act), Department of Regional Industrial Expansion (Canada).

Program Objectives: To assist residents of remote and northern areas (in particular those of native ancestry) to improve their economic circumstances.

Eligibility: Three types of projects are eligible:

Those involving the establishment, acquisition, expansion and modernization of any business which provides jobs for native people,

projects started by groups or associations which will improve the incomes of native people engaged in fishing, forestry, trapping, and agricultural activities, and;

those that provide counseling, training and special social services, not provided under other programs, which are needed to help native people take advantage of job opportunities.

Level of Support: Assistance in project planning, filing application; up to 50% of **total** cost of type (1) projects. Assistance usually takes the form of a cash grant.

Criteria:

More than half of the people who work in the project should be native people. Good training should be available for these people (costs may be paid through Special ARDA).

Owners should show that the project will make enough money to pay the bills and salaries for at least 5 years.

Applicants should show that the project will be well managed.

Applicants are expected to put something of their own (equity) into the project.

- C.** Source: **Local** Employment Assistance and Development, Program (LEAD), Canada Employment and Immigration Commission.

Program Objectives: To increase the number of permanent jobs in localities of chronically high unemployment.

Eligibility: Any organization representing community development interests in an area where less than 50 000 reside and where there is a serious unemployment problem. The area must have potential for increased employment, and the organization must demonstrate a capacity for **planning** and economic development.

Level of Support: LEAD Corporations will be set up to provide **counselling** services and technical and investment assistance to help start new businesses or expand existing ones (maximum \$25 000/business/year); equity financing to incorporated businesses, loans to principals; grants to local business projects that will produce employment.

Community LEAD Corporaton can receive: planning stages—\$50 000 for up to 1 year; operational stage—\$130 000 per year for costs; maximum annual \$220 000 for investment purposes. After 3 years of operation based on performance, the maximum annual grant may be raised to \$350 000 and the maximum **annual** contribution may be raised to \$180000.

LEAD planning projects enable communities that cannot establish corporations to initiate an employment plan to develop either an infrastructure or enterprise project. Eligibility: Board of Trade, Municipal Council, etc. Maximum funding is \$50000 for 1 year.

LEAD infrastructure projects: Maximum \$350000 over 2 years to meet infrastructure needs that are part of employment plans.

LEAD enterprise projects: Maximum \$350 000/year up to \$1.5 million over 5 years, to establish ongoing enterprises in the community.

Criteria:

Projects must be competently managed with good prospects for viability;
projects must form part of an accepted community development plan;
without LEAD support the project would have been impossible;
proposed new businesses must not compete unfairly with those already existing in the community;
proposed work must be completed within the specified time frame.

- D. Source: Canada Works, Canada Employment and Immigration Commission

Program Objectives: To create incremental, productive term employment for unemployed persons or for students during the summer months. Program priorities are activities which will: promote economic recovery and long range development in the private sector; result in incremental continuing employment; contribute to the improvement of community assets and/or services which will not create a dependency on program funding.

Eligibility: Organizations, businesses and individuals are eligible employers. A fully authorized resolution showing collective support for the project must accompany proposals from unincorporated municipalities.

Level of **Support:** Projects are supported from 6 to 52 weeks. Participants receive either wages or **U.I.** benefits, in which case they receive an enhanced **benefit** and are eligible for an extended duration of benefits. Total program contribution will not exceed an average of \$325/work-week, with a ceiling of \$125 per work-week for costs other than wages. In very exceptional cases (no other funding exists and project is of exceptional merit) an additional program contribution for matched funds (on a **dollar-to-dollar** basis) up to \$100000 may be available.

Criteria: Projects must:

- have competent management (inc. financial and administrative control);
- provide for 3 or more full time jobs;
- provide employees with supervision, training and/or support to complete their tasks;
- create new jobs in addition to planned employment for the period of project operation;
- not compete with existing services or displace work normally performed by volunteers or existing or **laid-off** employees;
- meet local needs and program priorities.

Acceptable Participants/Employees:

- must be legally entitled to work in Canada;
- must be referred to employers by Canada Employment **Centres;**
- must be unemployed;
- project jobs must match the skills of the locally unemployed;
- members of immediate family of the employer may not be paid for project employment from this contribution.

E. Source: Career-Access, Canada Employment and Immigration Commission

Program Objectives: To help employers hire and provide valuable work experience to people who face severe difficulties in finding work.

Eligibility: Any firm, organization or individual in business for 6 months or more may participate. Smaller employers (up to 10 employees) can hire 2 eligible workers at any one time; others up to 20% of total number of regular employees.

Level of Support: Subsidies are generally paid at 50% of gross wages to a maximum of \$15000 per employee. The subsidy can be 85% in exceptional cases. Maximum subsidy periods are 52 weeks for **non-students**; 18 weeks/year for up to 3 years for students. A maximum of \$10000 may be paid for facilities or equipment for disabled persons. Up to \$80/week may be paid to non-profit or charitable organizations.

Criteria: For employers:

- the job offered must provide full time employment;
- personal services to the employer are excluded;
- there must be reasonable expectation of continued employment after the subsidy period;
- no existing employee can be displaced;
- employment provided to students must relate to his/her studies;
- employment paid by commission or "piece-work" is excluded.

Potential employees include:

- those who are unable to get a job due to lack of experience;
- disabled or disadvantaged people;
- men and women returning to work force after a prolonged absence;
- older people who have been permanently laid-off;
- in the summer, students intending to return to school.

iii) Recommendations

It is recommended that, as part of the ongoing **labour** pool development **programs** in the Region, tourism **industry** employment play an increasingly important role consistent with the expansion of the **tourism industry**.

Implementation Methodology

Options North

Initially, employment concerns should be gathered from existing operators and industry staff and from such previous surveys as the G. N. **W.T.** Education Survey of Keewatin Youth (1984) and the G. N. **W.T.** Labour Force Survey (1985), to determine the extent of counseling and employment support needs. Based on this assessment, the focus of programs which could be undertaken by either a community or regional counselor might include: pre-employment **life** skills workshops, cross cultural workshops and business specific counseling. Target groups to receive employment support might include youth and elders.

Special ARDA

Utilization of this program would be similar to that noted previously under the Option's North program (ie. provide **counselling** and job maintenance support services).

Local Employment Assistance and Development

LEAD projects are an ideal method of injecting training support funds into a business to enable maximum local participation and training.

Canada **WORKS**

Like the LEAD program, Canada Works offers resources to improve local participants and upgrade skills.

Career-Access

Under the direction of **local** tourism Steering Committees, **labour** pool development might begin with working with students to implement Planning **Festivals** and Events (a publication of Tourism Canada); developing a regional guide **to all** training resources **applicable** to the development of **the** industry (ie. utilizing such Tourism Canada publications as Directory of Courses; Tourism/Hospitality/Recreation and Directory of Business Resources); **and/or providing visitor** information services.

iv) Demand and **Estimated** Costs

It is impossible at this point in time to define the demand for these programs.

6.3.5- Industry **Specific Skills** Development

i) Description

In addition to the training programs mentioned above, a variety of industry specific skills are required in order to both enhance the quality of services available and to increase local participation in it. Such skills include outfitter training, culinary training and highly specialized skills like small engine repairs and marine safety.

a) **Outfitter Training**

The N. **W.T.** tourism industry has **already** recognized that there is a need to develop training programs to improve: the level of service available to tourists; the competency level of northern guides; and the level of participation of northerners in the tourism industry. These requirements have been addressed by the **G.N.W.T.** Development of Economic Development and Tourism through the Guide Training Program, a Territorial wide skill development program.

In the N. **W.T.** outfitting skills pertain not only to sport fishing and hunting guides but also other types of adventure travel guides (ie. trekking, **photo-safaris**, boat tours, etc.).

b) **Culinary Training**

The two levels of culinary training programs required in the Keewatin are advanced culinary training for certain facilities like **Siniktarvik** and the Rankin Steak House and more basic training for support staff and cooks at **hotels/restaurants** in some of the smaller communities.

c) **Specialized Skills**

The more relevant highly specialized training skills needed for the Keewatin tourism industry include:

- o small engine repairs
- o captain and/or first mate training

Small engine repair skills are needed in a number of occupational areas ranging from boat tour operators to cab drivers.

Captain and/or first mate training should be instituted for boat tour operators running long distance tours (ie. Coat Island tours, or Rankin Lake & Chesterfield Inlet tours).

ii) **Funding/Program Opportunities**

Most industry specific skills can be developed through special field training programs provided by **Thebackon** College and **Frobisher** Bay Arctic College under the sponsorship of the **G.N.W.T.** Development of Education or the Canada Employment and Immigration Commission.

(C. E. I.C.). The Colleges offer a variety of field training programs which can be complimented with short duration courses at the **College** in Fort Smith or in **Frobisher** Bay. Field training programs include **pre-employment** cooking and small engine repair.

The following funds are available to implement the N. **W.T.** guide training program.

Source: Tourism Association Support Program (Tourism Development) Economic Development **Agreement (Canada, N. W. T.) Domestic Market Development Sub-Agreement.**

Program Objectives: To encourage the growth **of the tourism industry in the N. W.T.**

Eligibility: Tourism **associations** that will deliver specific projects.

Level of Support: Funds are available on a cost-bared basis, though up to 100% of costs will considered. Eligible costs include program development fees, production and distribution of support materials, costs of seminars and travel costs.

Criteria: Projects should benefit the tourism industry by improving or upgrading tourism services and skills.

iii) Recommendations

1. The Guide Training Program should be made available to all tourism operators (outfitters and lodge operators) throughout the **Keewatin** Region. A program of this nature should be implemented in the developmental phase of each **business**. On an on-going **basis**, the program should be offered as a **'refresher'** course for staff and as an orientation vehicle for new staff.

Implementation Methodology: The Kee watin Tourism Corn **mittee/Committee/Chamber** of Corn merce should retain a professional facilitator to hold regional workshops on guide training on a regular basis. Facilitator and program development and delivery support is available through the **Thebacha** College or **Frobisher** Bay Arctic College under the sponsorship of Canada Manpower.

Workshop content should be developed from the Tourism Guide Training Universal Skills Program - Training Manual and include such components as: leadership and communications; lifestyles; safety and first aid; staff/guest relations; and land based and community based guiding skills.

2. Head chefs at the better quality eating establishments should be provided with an opportunity to attend advanced cooking **courses**.

Implementation Methodology: Advanced culinary programs outside the Territories include:

- o **Sault** College of Applied Arts and Technology in Ontario
- o George Brown College in Ontario
- o **Fanshawe** College in Ontario

3. To access special skill development **programs**, (ie. **small** engine **repairs**, culinary **skills**, etc.) community and regional organizations should consult with local adult education and/or Canada Manpower **personnel** to stage such training courses. Canada Manpower under the National Industrial Training Program can provide a training wage to participants in these four-six week community based training programs as well as provide for the trainer's costs.
4. A **captain/first** mate certification program should be initiated either in the Keewatin Region or in an area like Churchill where a similar **program already exists**. (Local boat tour operators in Churchill were required to get their papers from the Coast Guard this past summer.)

This program should be made mandatory for boat tour operators ruining long distance boat tours ie. to Coat Island.

iv) Demand and **Estimated** Costs

outfitter **Program**

Costs for implementing a three week program of this nature are estimated at approximately \$4000 per participant. A desirable workshop size is 10-12 participants (consistent with perceived demand). Assuming **two** courses per year the estimated costs are \$80000-\$96 000/year.

Chef Program

The estimated cost of sending 2 chefs to a course would be \$12 000/year.

Special **Skills** Program

The estimated demand for these courses is 15-20 people per year. Estimated costs equal \$15000-\$20000.

Captain Program

The estimated cost to send 3-4 persons to Churchill to take the course is \$75000,-\$10000.

6.3.6- Tourism **Planning**, Development and Marketing **Skills**

i) Description

In order to maintain the momentum that was initiated with the implementation of the Keewatin Region Tourism Development and Marketing Strategy it will be necessary to have individuals who are involved in the organizational and management aspects of the industry trained to a sufficient level to follow through with the myriad of study recommendations. The two areas of expertise required should include:

a) Tourism Planning and Development

The intent of this program would be to prepare individuals involved in the overall organization responsible for **planning**, developing and marketing Keewatin tourism industry (Keewatin Tourism Committee) for an active role in implementing the Keewatin Region Tourism Development and Marketing Strategy and to handle all planning and development related issues and problems that arise.

b) Marketing

The intent would be to provide local operators and the individuals involved in the Tourism Committee with the necessary skills to successfully implement and develop marketing programs.

ii) Recommendations

Although local residents may be supported to attend these outside institutions we see this **as a long** term objective. **In** the short term it is recommended that a consultant with established skills in tourism planning, development and marketing be hired to develop and conduct a one week seminar **addressed** to the specific needs of the **Keewatin tourism industry**. **In addition**, an apprenticeship program should be developed in cooperation with the **on-going** marketing activities of Henderson Associates. **The** extent is to provide **on-the-job** training for local residents.

iii) Size and Estimated Costs

All local operators along with the manager and support staff from the Tourism Committee should take part in the seminar.

| | |
|------------------|---|
| Estimated Costs: | \$15000-\$20000 |
| | \$35000-\$50000 apprenticeship Program |

The Keewatin Region with its emerging tourism industry needs a comprehensive approach to tourism **industry training** covering a broad range of **activities**, from outfitter training to planning **and** development **skills**. The preceding analysis has provided a brief outline as to the nature of the types of programs required, an indication of participant numbers and order of magnitude costs.

6.4 Economic Benefits of Tourism in the Communities

In the preceding sections of the report we have outlined a variety of development opportunities for each of the seven communities. For each community we have developed community implementation plans outlining the development opportunities along with priorities for their implementation over the next ten years, the order-of-magnitude costs, and the potential number of jobs to be created.

Most of the opportunities identified are business opportunities that could potentially turn a profit for the operator given a realistic proportion of capital funding assistance at the outset. However there are also a number of **infrastructural**, cultural and marketing opportunities identified that will generate little or no revenue and therefore would not directly justify the **associated capital** expenditure. A good example would be the proposed Arctic Orientation **Centre** in **Rankin** Inlet. As a result there is little likelihood of attracting private sector investment and management in these projects. As these projects are considered **necessary** to enhancing the tourism experience and marketing the tourism products in the Keewatin it is essential that Government support be provided, both in terms of financing and implementation.

Nine of the higher interest opportunities identified were examined in enough detail to determine financial break-even points. On the basis of these analyses we were able to identify fairly specifically the associated economic impact of implementing the projects. If all nine projects were initiated and operating at their respective break-even points a total of 37.4 direct seasonal jobs would be created with a total capital investment of \$1235720. If we assume an employment **multiplier** of 1.5 to include indirect employment generated, the total figure would be 56.1 seasonal jobs. In addition to the seasonal jobs, 2 full time jobs would be created as well as a number construction-related job opportunities.

In a more general way we have identified the employment inputs for the other development opportunities. The following is a community by community summary of total development costs and projected job creation over the next 10 year period, including the jobs created with the high interest opportunities:

Baker Lake

| | |
|--|---|
| Total capital expenditure | \$1055900 |
| Total expenditure for planning , advertising and marketing | \$ 96500 |
| Direct operational jobs created | 33 seasonal 3 seasonal part-time Numerous occasional and temporary jobs. |
| Direct construction job opportunities | 4.95 man years |

Chesterfield **Inlet**

| | |
|---|------------------------------------|
| Total capital expenditures | \$52000 |
| Total planning and marketing expenditures | \$74000 |
| Total direct operational jobs created | 1 seasonal 6 seasonal part-time |

Coral Harbour

| | |
|---------------------------------------|---|
| Total capital expenditures | \$375 00or planning and marketing \$90 00v |
| Total direct operational jobs created | 19.2 seasonal 3 part-time Numerous occasional |
| Total construction opportunities | 2.5 man years |

Eskimo Point

| | |
|---|------------------------------------|
| Total capital expenditures | \$107900 |
| Total expenditures for marketing and planning | \$139000 |
| Total direct operational jobs created | 4 seasonal 3 seasonal part-time |

Rankin Inlet

| | |
|--|--|
| Total capital expenditures | \$1344500 |
| Total expenditures on planning and marketing | \$ 115000 |
| Total direct operational jobs created | 2 full time 14.2 seasonal 2 seasonal part-time |
| Total construction related employment | 7.0 man years |

Repulse Bay

| | |
|--|--|
| Total capital expenditures | \$608500 |
| Total expenditures on planning and marketing | \$133000 |
| Total direct operational jobs created | 12.8 seasonal 4 seasonal part-time several part-time and occasional |
| Total construction related employment | 2.5 man years |

Whale Cove

| | |
|---|----------------------------|
| Total capital expenditures | \$511500 |
| Total expenditures for planning and marketing | \$31000 |
| Total direct operational jobs created | 1 full time 2 part-time |
| Total construction related employment | 3.5 man years |

Total for the Keewatin Region as a whole would be as follows:

| | |
|--|---|
| Total capital expenditures | \$2727000 |
| Total expenditures on planning and marketing | \$668500 |
| Total direct operational jobs created | 84.2 seasonal, 3 full time, 17 seasonal part-time, numerous occasional and part-time |

In addition to these direct economic impacts in the communities there would also be indirect employment generation and induced expenditures. However at this level of detail it is not realistic to estimate the indirect and induced impacts from all the identified opportunities.