



**Arctic Development  
Library**

**Liard Highway Corridor Tourism Development  
And Marketing Strategy  
Date of Report: 1984  
Author: Marshall Macklin Monaghan  
Catalogue Number: 11-36-4**



11-36-4)  
CS

January 24, 1984

Mr. Terry Ward,  
Regional Tourism Officer  
Government of N.W.T.  
Fort Smith, N.W.T.  
XOE OPO

Dear

Re: Liard Highway Corridor and Area Tourism Development  
and Marketing Strategy

We are pleased to submit five (5) copies of our proposal to prepare a Tourism Strategy for the Liard Highway Corridor Area. It is based upon your Terms of Reference and our extensive experience in tourism planning.

Our proposal provides a description of our methodology, project experience, fees, timing and our qualifications to undertake the assignments.

The members of our project team have been drawn from the firms of Marshall Macklin Monaghan Western Limited and Lutra Associates Ltd.

Our experience permits us to provide our clients with real "value for their money". Our products are comprehensive, cost effective and achievable.

This is evidenced by the number of provincial and regional tourism planning assignments that we have completed, including:

- . Province of British Columbia Tourism Strategy and Regional Plans (9)
- . Province of Manitoba Tourism Development Plan
- . Baffin Region Tourism Strategy and Community Tourism Plans (13)
- . Southwest Saskatchewan Tourism and Recreation Opportunity Study
- . Battle River Tourism Destination Area Study
- . Fishing Lakes Tourism and Recreation Master Plan
- . Saskatchewan Provincial Tourism Strategy

Our fee for the work, as outlined in our submission, is \$109,840, including disbursements representing about 202 person-days of professional time.

... continued on page two

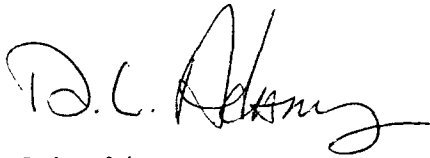
Mr. Lyall Adams, who has directed numerous tourism and recreation studies throughout Western Canada, will be Project Manager and will be assisted by a core team of professionals, each of whom has been assigned specific responsibilities throughout the course of the study.

We believe that after reviewing our submission, you will agree that the experience and diversification of our personnel and the depth of the firms are well-suited to the proposed assignment.

We look forward to the opportunity of undertaking this challenging assignment and would welcome the opportunity to further elaborate on our proposal. If you have any questions regarding this proposal or our related work, please do not hesitate to contact the undersigned.

Yours very truly

MARSHALL MACKLIN MONAGHAN WESTERN LIMITED

A handwritten signature in dark ink, appearing to read "D.L. Adams", written in a cursive style.

D.L. Adams  
Associate  
Head, Tourism and Recreation Planning

DLA:ef

encl.

## EXECUTIVE SUMMARY

### THE FIRMS

- . Marshall Macklin Monaghan Western Limited is the leading consulting firm in tourism planning known nationally and internationally with over two (2) dozen provincial, regional and community tourism development and marketing strategies completed.
- . Marshall Macklin Monaghan Western Limited has been instrumental in developing the techniques and approaches for successful tourism planning in the N.W.T.
- . Lutra Associates Ltd., a locally based community and economic planning firm, brings to the project specific working knowledge and contacts in the study area.

### THE APPROACH

- . We have summarized our work programme (products), time schedule and community involvement programme on Figure 5.1 of this proposal. The emphasis of our approach is to be "action-oriented", community sensitive and innovative in terms of products and techniques.
- . We intend to make three (3) extended visits of the study area to consult with local groups and individuals, be available to answer questions regarding the study and provide training programmes.
- . We propose to spend 102 person-days within the communities over three separate seasons.
- . A working group will be responsible for the western sub-region and the eastern sub-region and we will integrate and co-ordinate the strategies and development plans for these sub-regions.

## THE TEAM

- . We propose a multi-disciplinary project team - each member has a proven expertise in the preparation of realistic tourism development and marketing strategies.
- . Mr. Adams, as Project Manager, has extensive management experience on similar tourism assignments.
- . Mr. French brings to the project his experience with working in the N.W.T. and the development of many of the techniques suggested in this submission.

## FEES

- . The total fee for the suggested work programme is \$109,840. This represents \$70,140 for professional time and \$39,700 for disbursements.
- . The fee is based upon 202 person-days of professional and technical time.
- . Over \$15,000 in disbursements will be incurred in the study area.
- . Approximately \$6,000 will be allocated to the Educational/Training programme.

## TIMING

- . We propose to commence the study within 10 days of receipt of a letter of intent.
- . A suggested start up date is February 20, 1984.
- . We propose to complete the study by March 29, 1985.
- . Our time schedule is flexible to meet the requirements of the Steering Committees.

IN SUMMARY, WE OFFER A CONSULTING TEAM THAT HAS WORKED TOGETHER FOR A NUMBER OF YEARS ON A VARIETY OF ASSIGNMENTS: A TEAM THAT IS FULLY CONVERSANT WITH LOCAL CONDITIONS, AND A TEAM THAT HAS DEVELOPED A METHODOLOGY WHICH HAS BEEN DESCRIBED BY OUR CLIENTS AS "A PROVEN APPROACH TO THE DEVELOPMENT OF A CREATIVE PRODUCT".

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# Introduction

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1.0 INTRODUCTION

This proposal has been developed in response to an invitation for the preparation of the Liard Highway Corridor Tourism Development and Market Strategy Study. We have developed our work programme after careful review of your extensive Terms of Reference, discussions of the study intent with the following members of the Steering Committee and other individuals involved directly in the provision of tourism services, and our past tourism planning experience across Canada and, more specifically, in the Baffin Region and the Peace River Alaska Highway region in northeastern British Columbia.

- . Jim Antoine, Western Steering Committee, Fort Simpson
- . Terry Ward, Regional Tourism Officer, Yellowknife *Fort Smith*
- . John Sheehan, Area Economic Development Officer, Fort Simpson
- SP* . Peter Heugebauer, Northwest Territories, Economic Development and Tourism
- . Allan Vaughan, Director, Northwest Territories, Economic Development and Tourism
- . John McKee, Fort Liard Band Council
- . Gregg Williams, Nahanni Butte Outfitters
- . Paul Gammon, Village of Fort Simpson
- . Bert Wilson, President, Big River Tourist Association, Pine Point
- . Joanne Pilkey, Fort Providence Settlement Council
- . Jim Johnston, Parks Canada, Winnipeg
- . Gary Ironsides, Lands Directorate, Ottawa

We wish to state Marshall Macklin Monaghan Western Limited and Lutra Associates Limited are committed to a corporate philosophy of providing their clients with a high standard of innovative work based upon comprehensive research and analysis accomplished within specific time schedules and at reasonable cost. We believe that this is particularly important in the development of the Territories where new solutions must be developed and implemented.

If awarded this assignment, we wish to assure the Steering Committee that this philosophy will govern our performance. In addition, we wish to emphasize that the professional reputation of our firms as, in fact, any consulting firm, is established and maintained on the basis of performance of excellent, cost effective work regardless of the size or complexity of the project. We pride ourselves on providing personalized services to our clients. Accordingly, Mr. D.L. Adams, Project Manager, and Mr. H. French, Project Advisor for this study, have been instrumental in the development of Marshall Macklin Monaghan's tourism planning services since 1975 and will provide major technical and management co-ordination roles in this project.

#### 1.1 Big River Tourism Zone

In the preparation of this proposal considerable research was undertaken of ongoing research (tourism, park management, economic development, environmental, etc.) in the Big River Zone. This research has assisted our planning team in outlining innovative research techniques that would be most appropriate for this diverse study area. Our team's accessibility to agencies and resources, such as the Boreal Institute, CGOT offices, GNWT Economic Development and Tourism and the study area, will contribute significantly in our preparing a development plan and implementation strategy that will meet the needs and ability of Band Councils, Settlement Councils, private individuals, the Big River Association, provincial and federal governments, and others to initiate.

Over the past 20 to 25 years, this tourism zone has seen dramatic changes occurring in the tourism industry and particularly the participation and resultant economic impact to the local communities. Starting with holiday travel along the McKenzie Highway in the 1960's, the industry expanded in the 1970's into package tours with vacationers participating in several consumptive and non-consumptive activities. Designation of Nahanni National Park brought both national and international

exposure to this area. Continued development of oil and gas research, pipeline development and highway construction all have had a major effect through the increase of business travel to the area with resultant improvements in leisure services. Other significant factors that will continue to affect an increase in the industry are:

- . development of a circle transportation route connecting with the Alaska Highway in British Columbia;
- . continuation (proposed) of the highway from Fort Simpson to Wrigley and Fort Norman as well as other improvements in the transportation network;
- . continued financial and technical assistance to the industry at all levels by the GNWT through the provision of marketing, planning, implementation assistance (EDA and GDA agreements);
- . Continued growth of the package tour bus industry in Canada and the United States that are continuing to look for new attractions and places of interest to visit;
- . growth in backcountry travel markets seeking high quality consumptive and non-consumptive tourism experiences;
- . a growing interest in better understanding the opportunities associated with tourism by Band and Settlement Councils and the opportunities for their people; and
- . the lure of Canadian northern experiences and the drawing force of Nahanni National Park that now may be realized as a result of road and hospitality improvements.

Because of the many activities ongoing in the Zone it is very appropriate that a region-wide, although community-oriented, tourism and marketing study be undertaken at this time. As

consultants with significant experience in the tourism industry we believe that the proposed work will be a major awareness and learning exercise for many Settlement Councils about the opportunities and constraints related to developing and marketing tourism operation. As a result, our team is particularly aware of the different levels of understanding of the industry; sensitivity of communities to research consultants; need for both innovative but simplistic and easily understood approaches to tourism development and marketing; and community involvement. To ensure that the momentum required to implement the plan once the study is complete remains with the community and others involved, we will develop a product that is "cook book" oriented with readily understood steps and procedures identified for developing new and expanding existing tourism services and attractions in the Big River Zone.

# Interpretation of Your Study Requirements

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## 2.0 INTERPRETATION OF YOUR STUDY REQUIREMENTS

Prior to the preparation of our proposal for the Liard Highway Corridor Tourism Development and Marketing Study we undertook to establish a clear understanding of your study requirements. This was accomplished in part through a review of your terms of reference in association with our team's knowledge of the tourism industry in the NWT.

The interpretation of your requirements formed the basis of our approach and methodology which is designed to accomplish your primary study objectives as detailed in the Terms of Reference.

If we are awarded this assignment, our first task will be the review of these requirements with the two Steering Committees to ensure an overall group consensus on the products to be produced.

The following is our interpretation of your key study requirements:

1. You require a tourism development strategy which reflects and portrays the uniqueness, character and geographical diversity of the eastern and western sections of the region.
2. You require and the study must produce an "action-oriented" tourism development programme which:
  - o Establishes realistic and achievable objectives and opportunities in light of the oil industry, highway development and other related factors affecting the economic base of the communities.
  - o Provides future direction and priorities for the development and marketing of the tourism industry.
  - o Ensures a high degree of community control while retaining economic benefits within the Region.

- o Defines an appropriate tourism role for each community and the Region as a whole.
  - o Facilitates the creation of local employment and enterprise.
3. You require the identification of specific new development/ investment opportunities that can be realistically implemented based on the different levels of understanding of tourism and skills found in the communities. These opportunities must:
- o be market driven and supportive of existing development;
  - o build upon existing resource strengths such as Nahanni National Park, remedy plan weaknesses while recognizing new opportunities such as tour bus trips along Highway 1;
  - o be harmonious with the character, aspirations and potential of the Liard, its residents and local tourism operators/ association; and
  - o be financially viable (providing adequate return on investment).
4. You require a strategy which will act as a catalyst to unite the various communities and operator support for tourism industry development. In this regard, our work should include:
- o assessment of public and private sector and community groups involved in the tourism industry, and taking their plans into account in the development of the strategy;

- o integrating with plans of surrounding regions, such as the Peace/Alaska Highway in B.C., as well as Alberta with whom co-operative efforts to attract tourists may be required, (the joint marketing efforts with B.C., Alberta and Saskatchewan are especially acknowledged in this region);
  - o creating an awareness of tourism and its benefits and gaining the support and interest of the Band and Settlement Councils, private sector and residents in the study area;
  - o initiating the action plan, as appropriate, prior to completion of the project by identifying certain opportunities early in the study and providing initial implementation direction to the Steering Committees, (to take advantage of EDA, G.D.A./I.R.D.P. funding early);
  - o guidelines to develop a strong and consistent tourism image(s) for the Liard Highway Corridor and overall region.
5. In our opinion, following discussions with many individuals, you need a public awareness/involvement programme which:
- 1) is sensitive to community concerns and which creates a recognition in the residents of what is tourism and the benefits of well-planned and well-managed tourism developments and which
  - 2) outlines a process and related activities for preparing the residents to take advantage of assistance of the Economic Development and Tourism offices and therefore be able to deal positively with the impact of any tourism development.
6. Finally, you require an implementation programme: 1) which is cognizant of current tourism development policy and



and funding programmes, 2) which establishes innovative approaches to the market place, and 3) identifies the necessary on-going training activities for residents.

In summary, you require a detailed implementation programme and schedule that specifies what action or developments should be initiated, at what time and by whom. This implementation programme and schedule will form the foundation for successive capital development and works programmes, promotional strategies, and industry organization.

With this understanding of your study requirements we would like to introduce you to our team's qualifications to meet these requirements.

# Qualification Highlights

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3.0 QUALIFICATION HIGHLIGHTS

To assist the two Steering Committees in selecting the most appropriate consulting team to undertake the assignment, we have detailed below what we feel might be your consultant selection criteria. We have indicated the qualifications our team to fulfill these criteria.

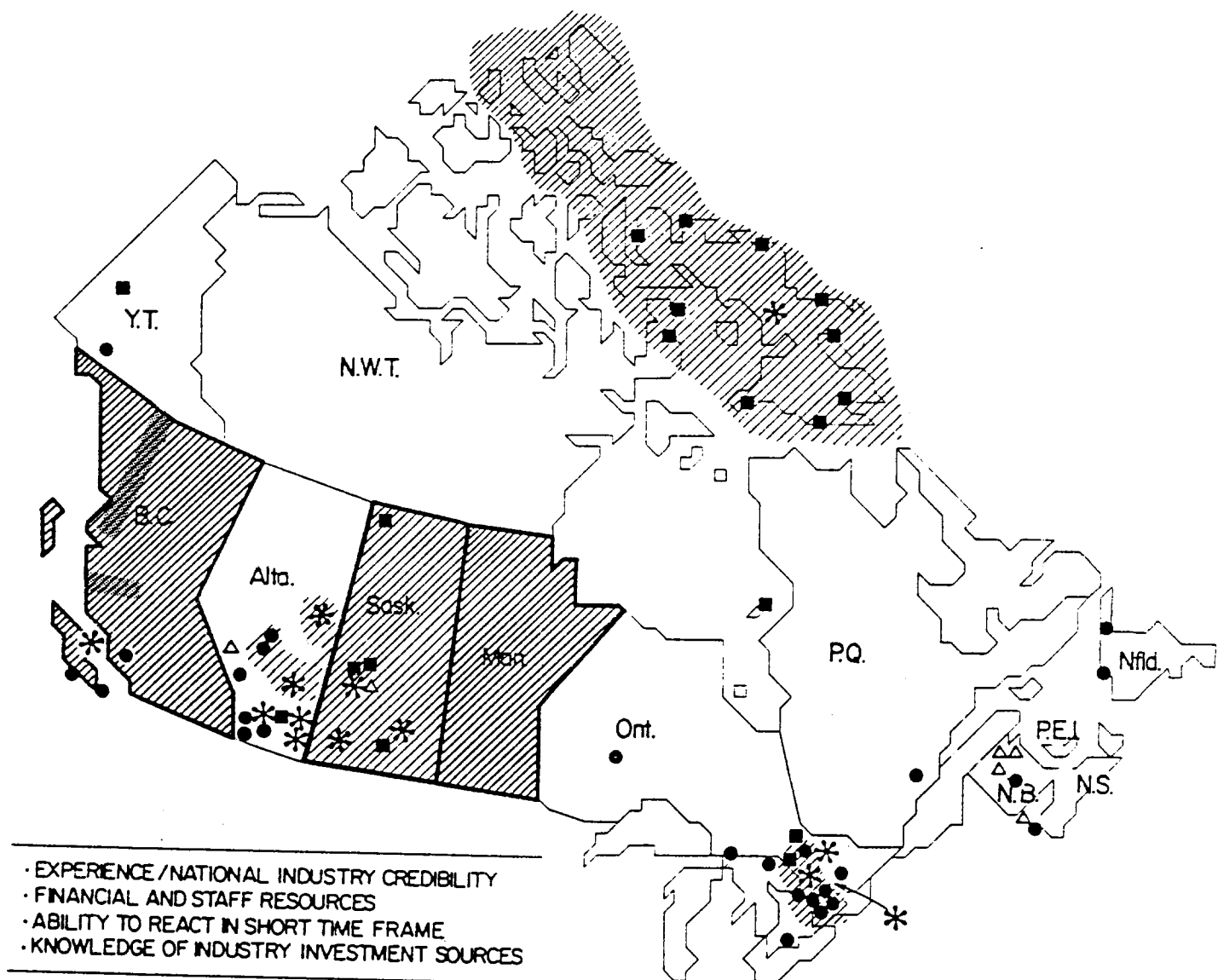
We invite you to compare our qualifications with those of our competitors and encourage the Committees to contact those referenced at the end of this section.

1. National Experience and Exposure to the Tourism Industry

On the basis of our National and Provincial experience and exposure to the tourism industry, we are able to offer you three key elements not available through out competitors.

- a) creative and innovative approaches to tourism industry planning, development and marketing;
- b) value-for-money in terms of professional consulting services offered. With our knowledge of the industry we are able to provide our clients with a more cost-effective, comprehensive product, one which is directed at the "real issues" confronting the industry (both internal and external to the Liard Highway Region); and
- c) a professional commitment to the continued growth and health of the industry.

The enclosed map graphically indicates our national tourism planning experience, including:



## Recent Tourism Related Projects

### Legend

-  Provincial Tourism Strategies including Regional Development Plans
-  Regional Tourism Development Plans
-  Municipal Tourism Development Plans
-  Planning / Design Implementation Projects
-  Tourism Destination Projects
-  Highway Tourism Corridor Projects

- o B.C. Provincial Tourism Strategy and nine separate Regional Tourism Development Plans (especially noteworthy is the Peace-Alaska Highway Plan);
- o Battle River Tourism Destination Area Plan, Alberta;
- o Planning Assistance to B.C. Government and B.C. Indian Brotherhood for Provincial Native and Non-Native Handicraft Industry;
- o Battle River Regional Tourism Development Plan, Alberta
- o Southwestern Saskatchewan Regional Tourism Plan;
- o Saskatchewan Provincial Tourism Development Strategy;
- o Manitoba Provincial Tourism Strategy and ten separate Regional Tourism Plans;
- o Watson Lake-Terrace (Highway 37) Highway Corridor Tourism Assessment, B.C.;
- o Bella Coola - Williams Lake (Highway 20) Highway Corridor Tourism Assessment, B.C.

Our national experiences have provided us with a detailed understanding of "markets" in provinces adjacent to the N.W.T.

## 2. Extensive Tourism Project Experience in the Northwest Territories

Members of our team were instrumental in developing the techniques and approaches required for successful tourism development planning in the Northwest Territories. Our experience includes:

- o Baffin Regional Tourism Planning Project and twelve separate community tourism development plans including:
  - Resolute Bay
  - Pond Inlet
  - Clyde River
  - Broughton
  - Arctic Bay
  - Cape Dorset
  - Igloolik
  - Hall Beach
  - Frobisher Bay
  - Grise Fiord
  - Lake Harbour
  - Sanikiluaq
- o Concept Development, NWT Pavillion Expo '86
- o Pangnirtung Community Tourism Study
- o Mackenzie Valley Regional Plan appraisal, (D.I.A.N.D.)
- o Production of N.W.T. Visitors Guide (82/83)

**3. Knowledge of Community Tourism Planning Requirements, Marketing Techniques and Assessment**

Our experience at the community tourism planning level has provided our team with detailed knowledge of the specific issues and problems confronting the delivery of tourism services; techniques for improving community image and awareness of tourism and the means of developing practical implementation strategies for tourism industry development. Representative studies that have been completed or are underway include:

- o Development Strategy and 5-Year Development Plan for Elkwater Townsite, Alberta
- o Tourism Recreation Management Plan for the City of Edmonton

- o An Action Strategy for Tourism Development: Thunder Bay
- o Tourism Master Plan: Regional Municipality of Sudbury
- o Muskoka Economic Opportunity Study: Tourism Sector
- o Cornwall Tourism Development Strategy
- o Town of Parry Sound Waterfront Redevelopment Plan
- o Development Plan and Economic Assessment of the Weasel Valley Reservoir, Peigan Band, Alberta
- o Feasibility Analysis and Master Plans for selected ski resorts in Alberta.

In total, these studies have included in-depth personal interviews with over 200 major operators of attractions and accommodation establishments.

**4. Proven Experience in Realistic Feasibility and Marketing Assessment**

Your selected consultant must have proven experience in feasibility assessments. Our team members have been involved in a wide variety of projects for which we have provided a "realistic" assessment of financial feasibility and economic benefits as demonstrated by the following representative sample:

- o Deer Ridge Lodge Development, Sooke, British Columbia
- o Globe Theatre, B.C.
- o Lakeshore Lodge Concept Development and Feasibility Study

- o Sandbanks Provincial Park, Ontario
- o Cape Dorset-Frobisher Bay Boat Tour
- o Pangnirtung Hotel Feasibility Assessment
- o Typical Outfitter Package, Financial Assessment
- o Natural and Heritage Culture Tours, Cape Dorset
- o Yukon Steam Train Feasibility Study
- o Numerous hotel and attraction feasibility studies

5. Experience in the Assessment of the Economic Impact of Tourism

- o In addition, we were retained by the Canadian Government Office of Tourism to undertake a study directed to assess the impact of tourism development on employment in Canada.

6. Proven Experience in the Assessment of the Training Needs of the Hospitality Sector

Members of our team have directed several studies which specifically entailed the development of tourism industry training programmes. Examples include:

- o Baffin Region Plan; Assessment of Adult Training Needs for the Tourism Industry
- o Georgian College: Assessment of the School of Tourism and its ability to service tourism industry training needs



**7. Knowledge of the Investment Community**

- o Our private and public sector clients presently number over 4,000, many of which represent a significant portion of the development and investment industry in Canada
- o We have been successful in focussing many of our development clients' interest on tourism developments including:
  - Deer Ridge Resort Lodge, B.C.
  - Lyon Mountain Ski Resort Feasibility and Master Plan, Alberta
  - Lakeshore Lodge Resort Master Plan, Ontario
  - Sudbury Regional Tourism Plan Development Opportunities, Ontario
  - Eastbourne Shores Resort/Retirement Community, Ontario
  - Talisman Resort Redevelopment Plan, Ontario
  - Globe Theatre Theme Attraction, B.C.
  - Utik Lake Lodge, Manitoba

**8. Flexibility and Commitment to Tourism Development in the N.W.T.**

We strongly believe in the growth potential of tourism development in the N.W.T. Our staff are both personally and professionally committed to sensitive development which reflects local aspirations and have extensive experience in remote native and non-native communities. The enclosed letters of reference attest to this fact.

In addition, we want to ensure the Steering Committees that we are flexible, our proposal sets out our overall

work programme - you are however, dealing with a sensitive topic in a sensitive environment in this regard; we are prepared to adjust all work programmes "on site" to reflect local concerns.

Our work with Dene communities in Pangnirtung, Northern B.C. communities and the Baffin Region is clearly demonstrative of this intent.

#### 9. Ability to Deliver "Action-Oriented" Programmes

We pride ourselves on delivering to our clients practical "action-oriented" plans and programmes which recognize the realities of the marketplace.

In summary, we offer a consulting team that has worked together for a number of years on a variety of assignments; a team that is fully conversant with local conditions, and a team that has developed a methodology which has been described by our clients as "a proven approach to the development of a creative product".



City of Lethbridge  
ALBERTA - CANADA

11/24/83  
CIVIL  
11/24/83

OFFICE OF  
Galt Museum and Archives

November 24, 1983

Mr. Robert Wong, Project Planner  
Marshall Macklin Monaghan Western Ltd.  
6th Floor  
9919 - 105 Street  
Edmonton, Alberta  
T5K 1B1

Dear Mr. Wong,

I am writing to thank you for the prompt receipt of the final report and executive summary of the City of Lethbridge: Historical Interpretive Master Plan. The final report appears well-written, well-organized and well presented. An initial review indicates to me that the various data, concepts and principles required in a sound planning document are all there. In particular, I feel the suggestions incorporated as "Facilities Design Implications" and "Man Year & Cost Estimates" make the report a particularly useful and well-balanced document for our civic program planning needs.

Yours sincerely,

W.J. Elliott,  
Museum Supervisor

WJE/tc

cc: Culture and Recreation Director  
Urban Parks Director

May 25, 1982

Mr. L.A. Kentridge,  
Vice President,  
Marshall Macklin Monaghan Limited,  
275 Duncan Mill Road,  
Don Mills, Ontario.

Dear Mr. Kentridge:

I wish to bring to your attention the results of our analysis of the performance of your Recreation and Environmental Planning Division in fulfilling their requirements under the Pangnirtung Community based tourism contract.

Both my Regional and Headquarters Officers who had responsibility for directing the contract, were most impressed with the professionalism which your staff displayed while carrying out their project duties in the Community and the overall quality of the final project report. The rapport which H. French established with Community residents, was a major factor in the Council's prompt endorsement of the project conclusions.

It is refreshing to review consultant recommendations which are both realistic and affordable. The target completion dates were met, and the study budget adhered to.

As a final note, the reputation of Marshall Macklin Monaghan, the quality of the final report and associated audio-visual programme, and the efforts of B. Longden - helped immeasurably when we requested C.G.O.T. assistance in implementing the various study conclusions.

Sincerely,



Rod Morrison,  
Deputy Minister,  
Economic Development  
and Tourism.

March 7, 1983

MAR - 9 1983

Marshall Macklin Monaghan Western Ltd.  
6th Floor, 9919 - 105 Street  
Edmonton, Alberta  
T5K 1B1

Dear Sirs:

Subject: Battle River Tourism Destination Area Study

We wish to acknowledge receipt of all materials in completion of this project. We would also like to take this opportunity to note the comprehensive, professional character of the work done on the study.

During the course of the study, your staff, particularly Robert Wong, developed a very good rapport with the Zone 5 directors and members, as well as local tourism operators. The good working relationship likely contributed to the realistic assessment of the Zone's tourism potential as contained in the final report.

Your firm has given us a product that fully meets the requirements specified in the project terms of reference. We would be pleased to consider your firm for any future tourism and recreation planning studies.

Sincerely,

*C. Louise McGillivray*

C. Louise McGillivray  
Destination Area Coordinator  
Planning Unit

*Donna Poon*

Donna Poon  
Destination Area Planner  
Planning Unit

CLM:cmk

October 15, 1982

Mr. Kees Verberg,  
Head, Recreation,  
Tourism & Resource Planning,  
Marshall, Macklin, Monaghan,  
275 Duncan Mill Road,  
Don Mills, Ontario  
M3B 2Y1

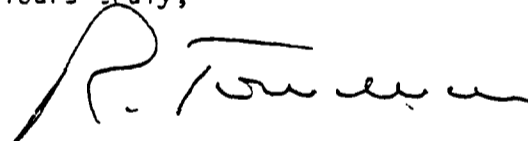
Re: Baffin Region Tourism Planning Project

With the Regional Tourism Planning Project now complete I would like to express, on behalf of the Department, our satisfaction with the work accomplished by your firm. As you are no doubt aware, this project posed challenges beyond those usually encountered in tourism planning. Most noteworthy was the cross-cultural setting in the Baffin and the attendant problems in communication and involvement of the communities in the planning process. Also the logistical problems posed by the vast geographical areas and the time constraints were additional factors complicating this exercise.

In spite of these difficulties we feel that Marshall Macklin Monaghan adopted an intelligent, comprehensive and sensitive approach and these qualities are demonstrated in the final products submitted by your firm. The regional strategy, individual community plans and the background research have placed our Department in a much stronger position to provide leadership to the communities in the upcoming years. Of primary importance too, is the fact that the communities now have plans which largely reflect their own development aspirations.

In closing I would like to add that we would have no hesitation in recommending your firm for future projects of this nature.

Yours truly,



Robert Trudeau,  
Regional Superintendent.

# Project Team

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## 4.0 PROJECT TEAM

### 4.1 Project Staff

Staff selected to contribute to this project have been chosen for their individual specialized knowledge in the field of:

- o Tourism development planning
- o Community planning
- o Market investigations
- o Economic impact and financial feasibility analysis
- o Public consultation techniques
- o Project management

Key staff assigned to the project have previously worked in the Northwest Territories.

In addition, for the assignment, we have chosen to associate with the Yellowknife firm of Lutra Associates Ltd.

Lutra Associates Ltd. will bring to the study over 25 years of combined working and living experience in the communities of both the western and eastern N.W.T. The firm specializes in rural economic and community development and will specifically bring to the study their knowledge of community based planning and financial feasibility assessment of community tourism projects. Lutra Associates Ltd. has a "hands on" work experience in the major communities during the past six years.

### 4.2 Project Organization

The following section summarizes the various reporting relationships and levels of responsibility of the people assigned to the project.



Mr. Lyall Adams will be assigned as the Project Manager responsible for the day to day client contact on the project and the overall project management. Mr. Adams is Manager of the Tourism and Resource Management Group.

Mr. Adams has recently completed a number of major tourism development and market assignments for which he was Project Manager.

- o B.C. Provincial Tourism Development Plan
- o Nine B.C. Regional Tourism Development Plans
- o Battle River Tourism Destination Area Plan, Alberta
- o Saskatchewan Provincial Tourism Development Marketing Strategy
- o Native and Non-native Handicraft Study - Liaison Officer to B.C. Government
- o Weasel Valley Reservoir Tourism Plan, Alberta
- o as well as many others.

Mr. Adams specific northern experience includes:

- o Peace-Alaska Highway Regional Tourism Plan, B.C.
- o Yellowhead Highway Regional Tourism Plan

Mr. Harry French, as a Project Advisor/Co-ordinator on this assignment, will provide the necessary link among the other region tourism strategies in the N.W.T. In addition, Mr. French brings to this project his extensive northern working experience on:

- o The Pangnirtung Community Tourism Study;
- o Baffin Regional Tourism Plan; and
- o the Mackenzie Valley Regional Plan Appraisal.

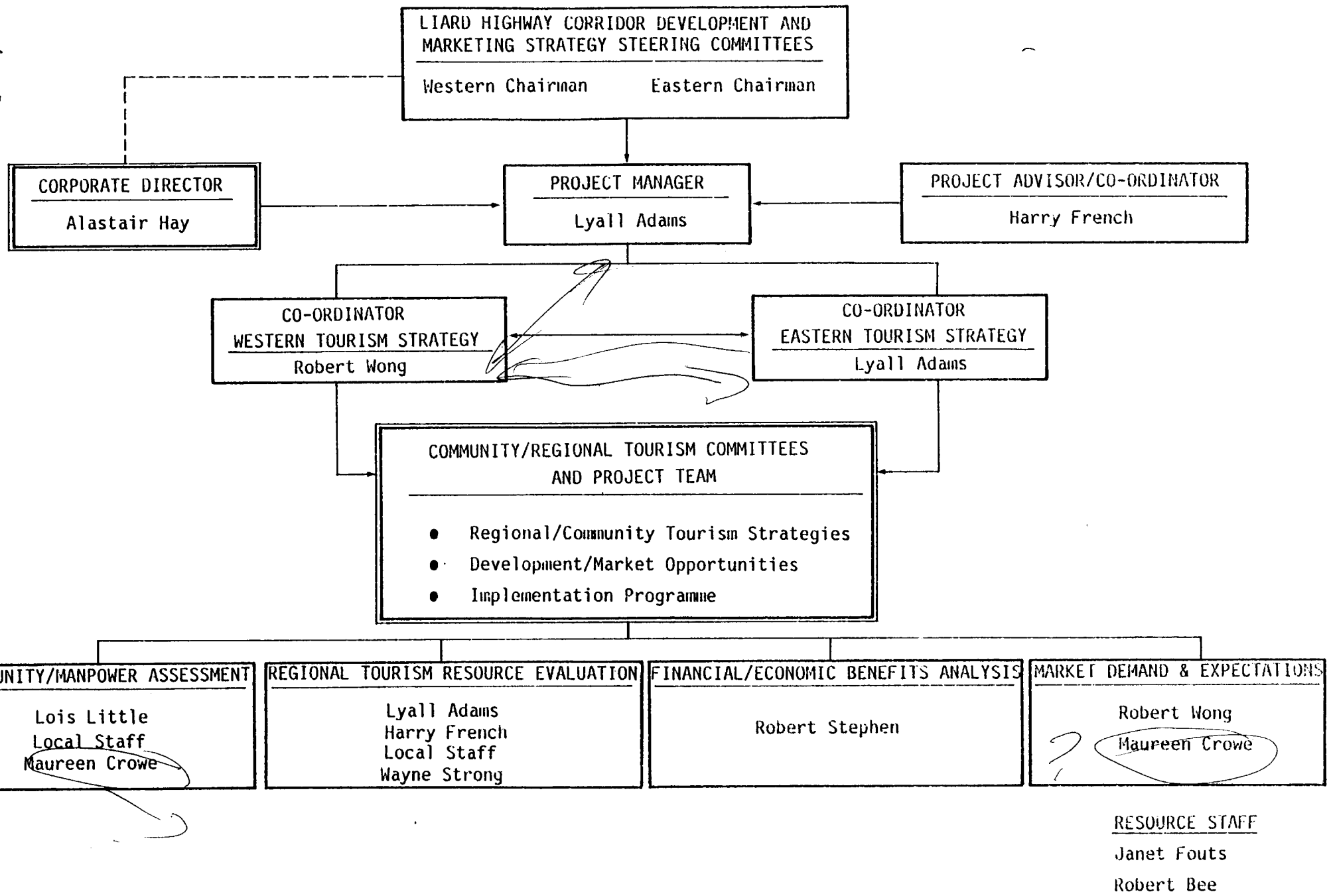
He will play a strong role in the preparation of the tourism development plan and marketing strategy along with the other members of the project team.

*Now  
with!*

Professional staff from Lutra Associates Ltd. will be assigned to the project to assist in the community based assessment of tourism resources and services as well as provide specific input to the typical financial feasibility assessment of select identified projects. Lutra Associates Ltd. working knowledge of the areas and the communities will facilitate our understanding of the resource, land use, cultural and economic conditions of the Region.

The following chart indicates the project organization and reporting relationships of key people assigned to the project. Our team structure is flexible to meet your project needs and expectations. We offer experienced, senior level commitment to the study.

The relevant resumé of major staff are presented in Section 8.0.



RESOURCE STAFF  
Janet Fouts  
Robert Bee

# General Approach and Methodology

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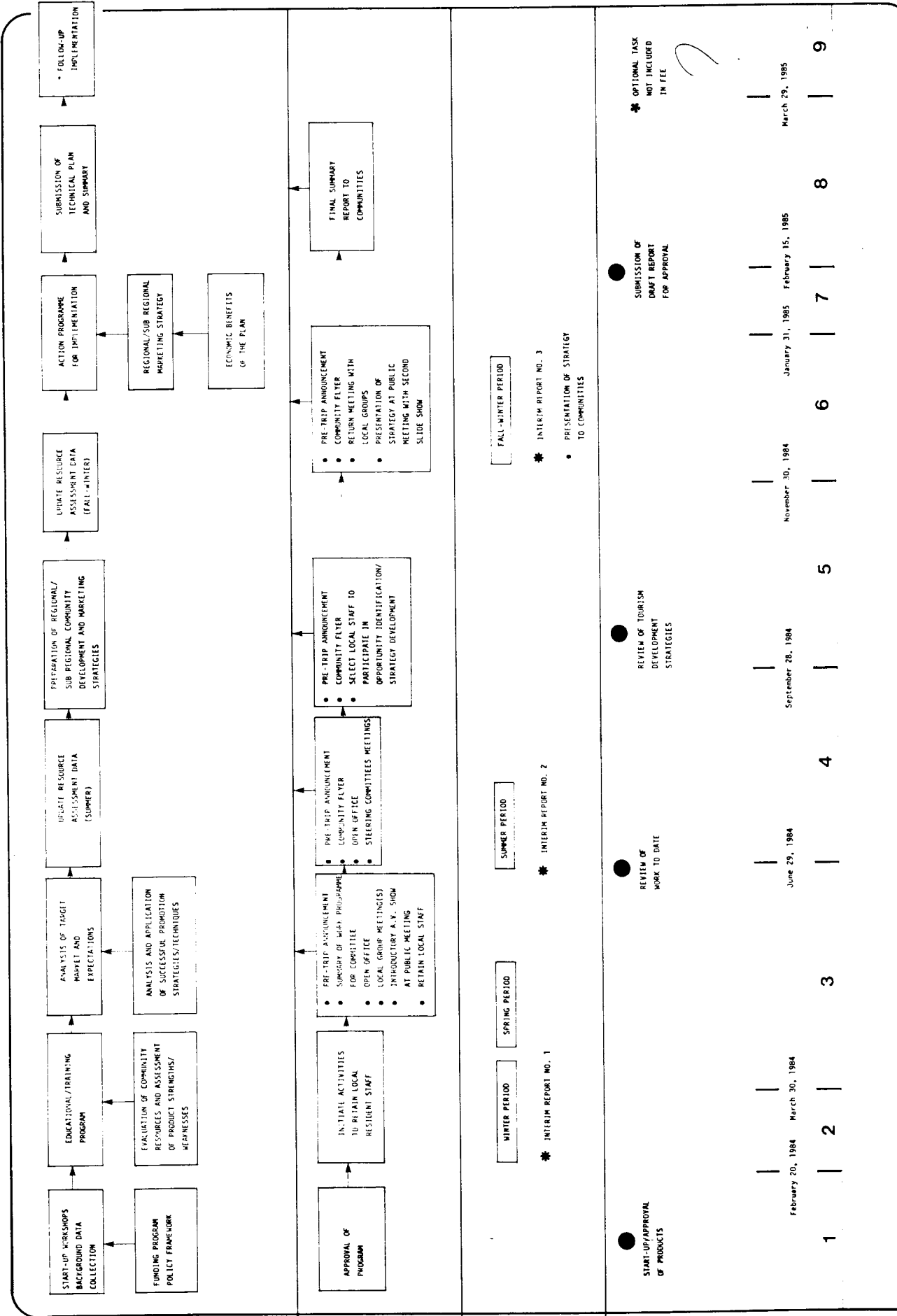
Our work programme has been developed to reflect the requirements of your very comprehensive terms of reference. In addition, the work program reflects our working experience in the field of tourism gained in the Pangnirtung and Baffin Region Projects as well as in other tourism strategies across Canada.

Regional tourism planning assignments are very complicated, span a substantial period of time and are particularly sensitive due to the nature of the resources and concerns of the communities involved. Therefore, to assist the Steering Committee in evaluating our proposal, we have presented our work programme in a series of distinct "products".

Each product is described in terms of the task title, objective, approach and end products to be delivered. This study orientation will permit your Steering Committee, during the start-up meeting, to approve or modify the products to meet your expectations and community requirements.

However, you need to see the integration of products and to understand the sequence of events. To satisfy this requirement we have provided, in the following pages, a schematic outline of the work programme including key study "milestones", client meetings and general timing (Figure 5.1).

We wish to clearly state - we are flexible - the study must meet your requirements and it must reflect the best approach to be taken for each community.



# Work Programme: Liard Highway Corridor Development and Marketing Strategy Study

## TASK 1: START-UP WORKSHOP AND BACKGROUND DATA COLLECTION

### Objective:

Confirm and modify the study work programme and timing, as required, and obtain approval on the various study products to be produced, (i.e., awareness programme, number and timing of community visits, alternative levels of effort to meet the needs of the Committees).

### Approach

1.1 Organize and attend day study workshop in Fort Providence and Fort Simpson which will involve key consulting team members and the members of the Study Steering Committees. The western and eastern sub-regions are distinct in terms of biophysical resources and the size and lifestyle of the communities. Consequently, it is necessary to address the assessment of tourism development opportunities and constraints for each sub-region and develop a tourism development plan and marketing strategy which co-ordinates and integrates opportunities of both sub-regions. Thus, start-up workshops will be held in each sub-region.

The basic purpose of the workshop is to obtain agreement on the type of study products and the level of detail of investigations to ensure that the study meets your expectations as well as community aspirations and concerns. More specifically:

- o approval of the Community Involvement Programme,
- o approval of the Awareness Programme,
- o approval of Study Education Programme,
- o confirmation of the inclusion of certain communities (e.g., Tungsten)
- o confirmation of the role and on-going involvement of the Regional Tourism Officer and Area Economic Development Officer,

- o confirmation of the role and involvement of the Western and Eastern Steering Committees and local Settlement and Band Councils,
  - o confirmation of speciality market research, resource analysis, and feasibility assessment,
  - o confirmation of the overall study timing,
  - o confirmation of community office space, translation services and other contributory services as suggested in the COA Programme, and
  - o approval of other products as detailed in our proposal.
- 1.2 Define specific issues and concerns which must be addressed in each community to ensure that our "approach" to the community is sensitive to these issues.
- 1.3 Identify and obtain all relevant studies and reports respecting the nine communities and the region as a whole including base mapping. The Lands Directorate has advised that 1:500,000 maps have recently been completed for the study area. Aerial photographs for the highway corridor, communities and other sites/areas of interest would be of assistance and are assumed to be available at no cost to the consultant.
- 1.4 Obtain a listing of all community groups and individuals, tourist operators and officials which should be contacted during the study programme.
- 1.5 Clarify client/consulting reporting relationships, finalize contractual arrangements and payment procedures.
- 1.6 Organize mechanism and contacts for the winter-spring field programmes.
- 1.7 Refine technical work programme to reflect the discussions and conclusions of the workshop sessions.



**Product:**

A clear understanding of the products to be provided and to what level of detail. A clear understanding with respect to client and consultant responsibilities and participation throughout the study process. Most critically, the development of a "partner" working relationship with the two Steering Committees as well as the development of an informed sensitivity respecting the best means of approaching the various settlement communities, Band Councils and individual tourist operators.

**TASK 2: FUNDING PROGRAMS AND POLICY FRAMEWORK**

**Objective:**

Development of 1) a clear understanding respecting the policy framework within which planning will take place and 2) a development of a detailed working knowledge of criteria and direction of current funding programmes as they relate to tourism development in the N.W.T.

**Approach**

A regional planning process of the magnitude proposed for the Liard Highway Corridor to be achievable must be developed in light of current policy and regulations.

We propose to review current public sector policy, goals and objectives for the industry including:

- o Tourism Development and Marketing Strategies for the N.W.T.
- o Goals and objectives of the Big River Zone Association
- o Regional Economic Development objectives
- o Current ordinances and regulations (i.e., alcohol use) which may affect the development of the industry.

- o Settlement plans for existing communities
- o Government activities respecting highway development.

With respect to current policy, we understand that your emphasis is on:

- o Development of community based tourism.
- o Tourism activities emphasizing "learn, observe, experience" opportunities within and around the communities, activities which are non-consumptive versus consumptive.
- o Control of development by communities, in other words treating the communities as "base camps" or "centres" to lessen the need to construct new facilities while maximizing job creation impact.
- o The delivery of programmes through the big River Zone Association which is made up of community and industry representatives, and
- o Greater involvement by Settlement and Band Councils in the development and management of tourism facilities and services.

Our approach will recognize these elements and other policy considerations in both the completion of our resource and market work as well as in recommendations respecting development opportunities and organizational structure.

- 2.1 The G.N.W.T. has recently signed with the Federal Government a Subsidiary Agreement. Domestic Market Development Tourism Canada has recently announced their new I.R.D.P. Programme and there are a variety of other related and peripheral funding programmes which are available to assist the tourism industry.

We propose to identify and document funding programmes. We will identify Eligibility, Form and Method of Support, Eligibility Criteria, etc., and ensure that the development

and marketing opportunities identified within the study reflect the current forms of financial support available, as appropriate. We understand that current tourism development Subsidiary Agreement programmes have been developed for:

- o Tourism/Hospitality Awareness,
- o Tourism Association Support,
- o Tourism Superstructure,
- o Travel Generators Expansion, and
- o Tourism Marketing Support.

Other G.D.A. and public sector programmes will clearly be applicable, we will assist the Big River Zone Association in applying for these programmes as part of the follow-up consultation product identified in the latter part of our proposal.

**Product:**

A regional/community tourism development strategy and development opportunities which are compatible with current policy and which maximize opportunities for funding assistance from new and on-going public sector assistance programmes.

**TASK 3: COMMUNITY AWARENESS/INVOLVEMENT PROGRAMME**

**Objective:**

To develop a community awareness and involvement programme which is designed to ensure credible and informed input from the community while creating an awareness of the benefits of well-planned, community-based tourism development on a seasonal basis.

**Approach**

Our community awareness/involvement programme will be designed to accomplish four key objectives:

1. To provide the community with information in an innovative manner respecting the characteristics of the tourism industry, the benefits and costs of tourism development as well as information respecting the reason for the study, how the communities will be involved and when.
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 as well as what tourists will expect and why.
3. To involve the community in issue identification and decision-making regarding the future of tourism within their community and the interrelationship with the Region as a whole; and
4. To create an atmosphere of commitment in accomplishing tourism goals and objectives described in the Plan.

We consider this task to be vitally important to the success of the study. It will be through this task where opinions are formed and attitudes shaped towards the consultant's role in the study and towards overall study success. It is, therefore, important to undertake this task with a well thought out programme and initial understanding of the community, its people and its culture. In this regard, we wish to make it clear from the outset that we see our firms as professionals in the field of tourism planning and management programmes. Our overall task is to achieve maximum interface with the community while providing the community and its representatives with the benefit of our expertise. We recognize that greater differences exist between the communities and their level of involvement to date in the tourism industry.

We propose the following awareness/involvement programme to achieve this objective:

3.1 To obtain community credibility we intend to ensure that our staff are in the communities in each of the three primary seasons (Fall-Winter, Spring, Summer) for a reasonable period of time. Selected staff will be assigned to each community (groups of communities). Thus residents will see the same person each time. Our staff will be encouraged to go out on the land in each of the seasons (i.e., Winter trapline and spring hunting experiences); they will be encouraged to interact with the community on a social basis - attend bingos and sport events. Our intent is to make three community trips but would be willing to discuss additional trips during the Summer when land based people tend to be in the communities and tourist season is at its peak.

3.2 Announcements through the radio, Fort Simpson and Fort Providence, will be made prior to the start of each field trip to the communities. Use of Slave River Journal, Japwe and the Hub may be appropriate for informing the public on certain matters regarding the study.

*Japwe  
and the Hub*

3.3 Residents will be informed on each trip, through the circulation of a flyer about the study progress to date and the purpose of the current trip. As an optional task, we would be willing to conduct radio talk shows with Steering Committee members respecting the study - our primary intent would be to actively involve the Committees while presenting a forum for residents to ask questions which they may not ask in public meetings.

3.4 We intend to work closely with the Steering Committee and local Councils throughout the process. The Committees will be kept constantly informed of our activities, they will participate in the decision-making process and will provide a valuable source of information to the study.

To assist the communities we will produce a translated working paper or executive summary of the work programme. This will assist the Committees in monitoring all activities as well as facilitate their participation in the process. We assume that the Committees would provide translation services as part of their contribution to the project.

*See John  
on this*

3.5 Establish in five communities, as appropriate, an "open office" to which residents will be invited to visit to discuss the project and to make available their local knowledge as well as their concerns related to the inventory and assessment of tourism resource opportunities and constraints. Simple graphics of the work programme and our progress will be posted for viewing on an on-going basis. We would be prepared to consider the inclusion of other communities at the start-up workshop.

3.6 We will prepare a simple audio-visual slide tape show, approximately 15 min. in length, to be shown to residents in the first public meeting during the first trip to the community in the winter season. This show, as detailed in your Task 7.4, will be designed to provide residents with an overview of the characteristics of the tourism industry, potential costs and benefits, etc. Innovative approaches to obtain public involvement may be required where social research studies have been completed in the past for the oil industry.

*Davey*

3.7 We will meet with interested community groups and individuals to show them the slide show, to answer their questions, to solicit information on possible tourism development opportunities in their community as well as to identify problems and concerns.

3.8 The flyer, radio talk show (optional), newspapers and continual contact with Settlement and Band Councils,

the Steering Committees, Big River Association, other community groups will occur throughout the trips to the communities.

- 3.9 During the Summer visit, when residents return to the community from the spring hunt and winter trapping, a second AV presentation will be prepared to outline to the communities the results of the study, including the suggested role of the communities in the industry, and the types of developments which may take place in their community. The AV show will be a regional production with sub-regional emphasis, appropriate references and graphic description of opportunities identified for each community. This will allow for further co-ordination and integration of the opportunities identified in the eastern and western sections of the region.



- 3.10 As part of the awareness/involvement programme we intend to retain local staff in each community to assist in the planning process and to add credibility to our efforts as well as to actively participate in the inventory assessment process - There is further detail in Task 4 - Educational/ Training Activities of the Study.

#### Product

The production of a final community tourism plan which reflects the aspirations and input of the community as well as the community's willingness and ability to manage/implement proposed programmes.

#### TASK 4: EDUCATION/TRAINING ACTIVITIES OF THE STUDY

##### Objective:

To undertake actions designed specifically to train a selected number of local residents in the tourism planning and development process.

**SUMMARY OF COMMUNITY AWARENESS/INVOLVEMENT PROGRAM**

Awareness Involment Technique	Community Visit			
	Winter	Spring (Optional)	Summer	Fall
1. Pre Trip Announcement	x	x	x	x
2. Radio Program/Talk Show	x	x		x
3. Participate in Community Activities/Trips on the Land	x	x	x	
4. Community Flyer		x	x	x
5. Summary of Work Program for Tourism Committees	x			
6. Open Offices	x	x		
7.* Meetings with Local Groups Including Council/Tourism Committee	x	x Council/ Tourism Committee	x Council/ Tourism Committee	x
6. Public Meetings/Slide Show Presentation	x			x
7. Retain Local Staff (Educational Training Program)	x	x	x	x

\* These include Band Councils, Community/Village/Settlement Councils and the Canada Tungsten Mining Corporation



**Approach:**

As recognized by the G.N.W.T., training is the key to preparing local residents to take advantage of economic development opportunities associated with the tourism industry.

Our experience in "Pang" and Baffin studies suggest "training" should be one of the distinct by-products of these regional studies, not only in terms of recommendations provided but as an active part of the study's work programme.

- 4.1 We are proposing to hire in each community (4-5) one local resident to actively participate in the planning and development process. This was done very successfully in the "Pang" Pilot Project - both to the study's and local individual's advantage. It was done, however, on an "as needed basis" and not with a training objective.
- 4.2 We would retain local people with a specific training objective in mind. In turn, this individual will greatly benefit the study by providing translation services, knowledge of the land and the community as part of the inventory process as well as on-going study contact and liaison. These people would be part of our team. Discussions with members of the Steering Committees have indicated that a short list of appropriate people could be provided to us.
- 4.3 If the Committees are in agreement to this proposal, we would look to the Steering Committees and local Band/Settlement Council representatives, as one of their first tasks, for guidance on which individual to choose. Perhaps the individual could be part of the Steering Committee. We recognize that this may be a sensitive issue within the community - payment will be an issue, as well

*Contrary  
to 304*

the Big River Zone Association may be concerned as to the individual's knowledge of the land.

We would look to the Steering Committees for guidance on this matter.

- 4.4 Our intent would be to select two of the "best" individuals from those hired and to involve these individuals in the regional and community strategy development process - including participation in select study team meetings outside the community.

Efforts will be made to ensure that these individuals are exposed to the various elements of the planning process, trends and conditions in the marketplace and the need for marketing programmes.

In effect, we will be training local people as future "Regional-Tourism-Officers-In Training".

We are prepared to tie this initiative in with current Manpower Training Programmes in the N.W.T.

#### **Product**

The Educational/Training Activity of the study will assist in achieving community credibility, it will clearly assist the needs of the study work programme - more importantly the study end product will leave behind not only an Action Plan, but local residents who understand the rationale of decisions made and can assist in their implementation.

#### **TASK 5: EVALUATION OF REGIONAL/COMMUNITY TOURISM RESOURCES AND ASSESSMENT OF "PRODUCT" STRENGTHS AND WEAKNESSES**

#### **Objective:**

To develop a clear understanding of the strengths and weaknesses

of existing tourism resources, plant and infrastructure to "attract" markets and to assess their suitability for inclusion in visitor tours.

### Approach

As noted earlier, we intend to undertake community visits in each of the primary seasons, (as requested in your terms of reference). The initial field programme, however, will take place in the winter, further field reconnaissance will be required throughout the study programme to ensure that activities and constraints in all other seasons have been identified.

We recognize that the emphasis of this task will be on community-based, "learn/observe/experience" tourism activities in each community.

5.1 Develop a format regarding the type and nature of questions designed to determine the existing social and economic problems created by tourism.

5.2 Conduct interviews with:

- . Steering Committees members related to Task 5.1.
- . other identified officials, agencies, etc.,
- . existing tourist operators related to Task 5.1.

5.3 Develop a format for the type and nature of information required respecting the identification of tourism opportunities, related constraints, conflicts and associated activities for natural features and systems, archaeological and historical resources, current land uses, possible conflicts and lifestyles. (See example at the end of this task).

The Red Willow Craft Co-operative is an example of one handicraft industry which will be examined to identify

the past problems and potential means to re-establish the business. Another example is the opportunities for Band members to become involved in river rafting adventure product or the development of tourist services such as service stations and restaurants.

5.4 Assess the natural resources for their potential to attract tourism markets. This will involve the preparation of two products:

- . a classification and description of the study area based upon its landform, soils, vegetation cover and climate, and
- . evaluation and rating of the landscape capability to attract and support tourism and recreational activities.

The classification system will utilize secondary research for Nahanni National Park (Gimbarzevsky 1979) and the recent work by the Lands Directorate (Dr. G. Ironside 1984). The evaluation of each map unit will rely primarily upon the information from Territorial and Federal sources supplemented by consultation with local residents.

We will examine and define the possible role that Nahanni National Park will play in the tourism marketing strategy. Preliminary consultations with Parks Canada representatives have already been made.

- 5.5 Establish an "open office" which residents may visit to discuss the project and make available their local knowledge as well as concerns related to Task 5.3.
- 5.6 Arrange and conduct interviews with identified knowledgeable individuals/groups to ensure a more comprehensive inventory of opportunities as well as to confirm data collected

through the "open office". This will include biophysical resources opportunities as well as resident skills, proposed community services (e.g., gas and service stations at Fort Liard).

- 5.7 Conduct field site visits to confirm and supplement resource data as required.
- 5.8 Inventory and evaluate existing tourism infrastructure including physical features (accommodation, food/beverage, access, transportation to the community, etc.) and human resources (entrepreneurial management skills, labour availability). This will include existing and planned air access to the communities, cost and availability (your Task 7.6).

As a major component of this task, we will examine the natural and man-made resources along the new Liard Highway in order to identify potential tourism attractions for the motoring visitor. This assessment will examine the Liard Highway as a loop connecting the southwestern N.W.T. with the South and North Great Slave Lake regions as well as a "jump-off" to the Nahanni National Park.

- 5.9 Inventory and evaluate the impact of local community by-laws and territorial ordinances on future tourism developments. It is our understanding that this study will be linked to ongoing community planning studies for Fort Simpson and Fort Liard.
- 5.10 Summarize existing social and economic problems created by tourism.
- 5.11 Summarize the ability of the community to deliver/accommodate tourism development.

- 5.12 Provide both preliminary graphic and textual descriptions of learn/observe/experience tourism related opportunities in the communities and area; their attractivity and suitability potential for regional tour packages (your Task 7.13).
- 5.13 For identified tourism opportunities, provide a preliminary graphic and textual description of major (natural/man-made) constraints to the development of tourism opportunities (your Task 7.16).
- 5.14 On the basis of Tasks 5.12/5.13, provide a detailed assessment of the communities and area learn/observe/experience tourism opportunities or products. This task will also, in light of the existing infrastructure, etc., initially prioritize the community's development opportunities.

### **Product**

Detailed assessment of the strengths and weaknesses of community and area's tourism related opportunities or potential products for each of the primary seasons in light of physical constraints and existing services.

On the following pages are examples of the graphics/methods we will utilize to record and evaluate resource opportunities and constraints.

### **TASK 6: ANALYSES OF TARGET MARKET "PRODUCT" REQUIREMENTS AND EXPECTATIONS**

#### **Objective:**

To document the characteristics and volume of existing tourism visitation to the Liard Highway Corridor and to determine the growth, trends and expectations of new target markets which

may be attracted to the vacation offerings of the Region. It is anticipated that the completion of the loop road will significantly broaden the markets to the Big River Zone.

**Approach:**

6.1 Based upon secondary information we will describe existing regional and community tourism travel in terms of:

- o visitor interests and activities/volume
- o origin/visitor characteristics,
- o length of stay,
- o expenditure patterns,
- o purpose of visit,
- o source of per-trip information,
- o seasonal variation in visitation, and
- o other

Data sources to be utilized will include, for example:

- o motor vehicle surveys
- o NWT Tourism Exit Survey
- o hotel occupancy records
- o air carrier passenger stats
- o Alberta's Auto Exit Survey
- o Northern Saskatchewan Outfitters Survey

We will contact air carriers to identify if there are any existing surveys of the characteristics of their travellers. As an option, we could prepare a visitor questionnaire to be administered by airlines (volunteer basis). Further, a motor survey on the Liard Highway of rubber tire traffic could be conducted as an additional source of data.

6.2 We propose to conduct, from existing sources, a review of social trends and influences, i.e., energy costs and

availability, disposable income changes, changes in family composition and consumer behaviour as they may affect tourism travel trends to the Liard and Nahanni in particular.

*What about the Mackenzie*

6.3 Based upon the strong product offerings identified, on a community basis in Task 5, we will examine trends respecting the nature and type of market segments from distinct geographic markets which might be interested in visiting the Big River Zone and the N.W.T. as a whole, including:

- o International Markets
- o U.S. Markets
- o Canadian Provincial Markets
- o Resident Markets

6.4 Again, based upon the strong product offerings identified in Task 5 and our initial overview of markets, we will identify a number of specialty tourism markets for which we will undertake more detailed investigation. These would be markets identified as having specific potential for additional development and which build upon the strengths of the strong product offerings. We will investigate 5-8 specialty markets, they might include such markets as:

- o Tour bus market
- o Adventure tour market
- o Arts and crafts appreciation/skills market
- o Fish and hunting market
- o River rafting and canoeing
- o Scientific/Educational excursion market
- o Photographic safari market
- o Wilderness survival/skills enhancement market
- o Remote lodge market
- o Cross country ski market

o *Trail Riders Club*



Our intent would be to investigate these specific markets in terms of market potential, market characteristics/ profile and intervening areas. We will detail implications for growth as they may affect the Liard Region (as per 7.9 and 7.10 of your Terms of Reference).

We will define what these markets require in terms of:

- o Commercial accommodation,
- o Information,
- o Equipment rental,
- o Food services,
- o On-site purchases, and
- o Public support facilities.

This latter information will be utilized as part of the programme for development opportunities.

The specific market segments to be examined in detail will be confirmed with the Steering Committees prior to initiating any research.

6.6 Our research will include, but not be limited to the following:

- o Consultation with Travel Arctic, Tourism Canada and other relevant provincial tourism agencies
- o Consultation with a minimum of six international wholesalers
- o Consultation with leading operators in the Liard Highway Corridor

*- Mr. Kerzif  
Big River Service*

6.7 For the specialty market segments investigated we will review competing and/or intervening opportunities and document their expected impact on your ability to increase your penetration of these market segments.

6.8 Based upon the results of the above tasks in conjunction with Task 5, we will prepare a Tourism-Resource Market Association Matrix per community, sub-region/region which evaluates the resource potentials against market conditions/potential.

#### **Product**

A clear definition of your market strengths given your product offerings and associated constraints. A definition of product and market match defined in terms of visitor characteristics, market size, distribution of visitation, market facility and promotional requirements.

As requested in your Terms of Reference, we will provide a list of organizations, agencies, tour operators and interest groups with existing or potential identifiable interests in developing and/or selling area vacation products.

The list will be detailed for each type of product.

We have included, on the following pages, some examples of the products and techniques to be utilized.

#### **TASK 7: ANALYSIS AND APPLICATION OF SUCCESSFUL PROMOTION STRATEGIES/TECHNIQUES**

##### **Objective:**

To identify innovative/creative techniques to present/sell tourism products available in the Liard Region.

##### **Approach**

As competition for tourism markets increases, so does the sophistication and the creativity of techniques utilized to

attract the market. We are seeing clear indications of this in southern destination areas - the "I Love New York" campaign, Wisconsin's "Great Escape" campaign are all indications of the "aggressive" nature of today's tourism market.

You will have to compete in this market place, to attract visitors from national and international origins.

Our national and international tourism planning and marketing experience can assist you in this endeavour.

7.1 As part of our market evaluation interviews we will inventory and document the extent and type of successful government/private sector marketing techniques used to present/sell vacation offerings in the Liard Highway Corridor and other similar areas. Our current work in the Province of Saskatchewan provides us with an extensive data base of other regions internationally concerning marketing "themes", marketing and promotion budgets and successful techniques.

**Product**

An inventory and evaluation of current, innovative marketing/promotional techniques which may be applicable to the Liard study area. This information will be incorporated into our marketing programme recommendations.

**TASK 8: PREPARATION OF REGIONAL AND COMMUNITY DEVELOPMENT/ MARKETING STRATEGIES**

**Objective:**

To prepare a comprehensive regional and specific community(s) tourism development and marketing strategy(s) which establish

*Amptala  
with B.R. A.  
Strategy*

the future direction and priorities for the industry in the Liard Highway Corridor study area.

### Approach

In order to identify development and marketing opportunities which will provide meaningful contribution to the Regional economy as well as a consistent, co-ordinated structure for marketing and promotion, you will need to develop an overall regional/sub-regional tourism development strategies which will in turn set the stage for specific, individual community strategies.

- 8.1 We propose to summarize and evaluate the study data collected in previous tasks and to develop strategy proposals which match market requirements with resource strengths, local aspirations, operator interest as well as current policy and funding considerations.

Our strategy proposals will clearly set out the individual role of the Liard Corridor relative to surrounding Regions and will describe the distinct contribution that each community will make to attaining this role (subject to community interest and resource availability).

- 8.2 Strategies will be described in terms of:

- o A statement describing the intent of the strategy;
- o The nature and type of development required;
- o Description of the appropriate organization to implement the strategy;
- o Description of sector responsibility or roles (community, public, private);
- o Description of promotional marketing requirements;

o The implications of development intent and proposals respecting:

- season of use,
- the type of accommodation, services, events and attractions,
- the markets to be attracted and the optimum number of visitors for each community,
- steps to avoid potential conflicts between visitor activities and existing land use/lifestyle,
- requirements for intercommunity co-operation, in terms of packaging and linkages, and
- the influence of areas contiguous or related to the study region.

8.3 Our intent will be to describe the various strategies in a form and level of detail which can be presented to the Steering Committees and the various communities for their input prior to finalization of the Implementation Plan.

8.4 In this regard, we will present the tourism development strategies to the Steering Committees prior to the winter community visit. Modifications may be made at this point and the development strategies presented at a public meeting in each major community, utilizing a second AV presentation, during the visit.

*Shared*

The slide presentation will be individually shown to various community groups as part of the winter visit.

8.5 Modify the regional/community development and marketing strategies to reflect community input.

**Product**

Distinct regional and community tourism development and marketing strategies which reflect community aspirations, resource availability as well as community/operator ability to implement and control developments.

**TASK 9: ACTION PROGRAMME FOR IMPLEMENTATION**

**Objective:**

To prepare a detailed Action Programme designed to implement the intent of the various regional and community strategies.

**Approach**

9.1 Based upon the approved regional and community tourism development strategies we will prepare an implementation programme which will include the following elements:


- o A detailed description of development and upgrading opportunities for tourism services, facilities/ attractions and events ordered as to priority, scale and type of development for each community and order of magnitude capital and planning costs.
- o Development opportunities will address the infrastructure, transportation and information requirement needed, these will be costed and prioritized.
- o Recommendations on the role of the G.N.W.T., the communities, the Big River Zone Association, the private sector and the federal government in supporting the development and operation of tourism facilities.
- o The time frame, sequence of events and priority to implement various components of the Plan on a regional/sub-regional community basis.

*Good  
priorities*

*Good*

- o Order of magnitude operational costs and responsibility.
- o Manpower training requirements and programmes including nature of the programme, timing, costs and methods of implementation.
- o Recommendations respecting the desirable number and type of visitors given the community's existing/proposed facilities, environmental and social constraints; and
- o Details on organization structure to deliver the programme.

As noted in your Terms of Reference, cost estimates for each proposed programme/project will be shown by sector responsibility over the first few years of the programme.

 We are prepared to present a minimum of seven regional tour packages (five in the prime season, two in the shoulder seasons). These packages will be described as set out in your Terms of Reference 7.13.

- 9.2 As part of the implementation programme, we will prepare, where applicable, typical pre-feasibility assessments for up to 6 private sector initiatives. These will include an estimate of cost (capital/operating), revenue and order of magnitude, return on investment.

All development and marketing opportunities will be described in terms of their eligibility for funding under existing E.D.A., I.R.D.P. and other relevant tourism assistance programs.

9.3 Based upon the proposed developments we will provide a statement on the predicted "significant" changes, if any, to cultural resources and biological systems in the region. ?

9.4 Prepare sketches/renderings of a maximum of 7 opportunities which graphically describe the intent of development. Further, preparing sketches for other opportunities can be discussed at this time.

### Product

A detail action programme for each community and the region as a whole indicating what development should take place, how much it will cost, who is responsible for implementation and when.

Example of the products to be produced are included on the following pages.

### TASK 10: REGIONAL/SUB-REGIONAL MARKETING STRATEGY

#### Objective:

To prepare an overall marketing strategy to facilitate the effective promotion to the target markets identified.

#### Approach

10.1 Prepare a five year marketing strategy detailing regional/sub-regional themes and methods of presenting/selling the identified tourism products to the marketplace.

The marketing strategy will include:

- o Methods of promotion and media (trade magazines, trade show attendance, etc.),



- o Budget considerations by sector responsibility,
- o Co-operative marketing opportunities
- o Innovative marketing strategies required for specialty tourism markets,
- o Timing and phasing for marketing programs, and
- o Level of detail for promotion material.

This task will incorporate the results of our analyses of promotional techniques utilized in other jurisdictions.

**Product**

- 1 Concise marketing strategy which may be <sup>implemented</sup> immediately by the Big River Zone Association, as appropriate.

Examples of our experience in this area are included on the following pages as well as examples of the type of promotional material, placement, etc.

**TASK 11: ECONOMIC BENEFITS OF THE PLAN**

**Objective:**

To describe the economic benefits of the plan on a community and regional/sub-regional basis.

**Approach**

- 11.1 Prepare an estimate of the expected economic impact of the Plan including employment, by type, revenues generated, spin-offs from the development of community infrastructure and services, foregone opportunities with reference to alternative uses of resources if and where applicable.

11.2

Based upon available, written information and interviews with community residents and the G.N.W.T. we will provide an indication of both the existing and potential contribution of the tourism sector (Employment, resident aspirations, business income to the regional economy vis-a-vis the other major contributors to the regional economy).

### Product

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/Sub-Region.

### TASK 12: SUBMISSION OF THE FINAL REPORT

#### Objective:

To prepare all report documentation for submission to the Steering Committees.

#### Approach

As detailed in your Terms of Reference we will:

- 12.1 Prepare three, simple, short interim reports (150 copies) suitable for general public distribution (translated in Slavey).
- 12.2 Prepare a draft technical report for Steering Committees review and approval.
- 12.3 Modify the draft report as required and produce twenty-five (25) copies of a final technical report to your specifications as detailed in your Terms of Reference point 8.3 (in English).

12.4 Prepare a concise black and white summary report (150 copies) suitable for general public distribution (translated in Slavey). The title of this report should reflect its intent. It will not only be a summary of the study, it should also be a report which is utilized to present to investors, the public and private sector, tour wholesalers the tourism potential of the Region/Sub-Region.

**TASK 13: FOLLOW-UP IMPLEMENTATION PROGRAMME \***

**Objective:**

To assist the Steering Committees in implementing the intent of the various community tourism strategies.

**Approach**

13.1 Our experience with studies of this type suggests that you would be well advised to set aside a portion of your budget for follow-up implementation consultation. You may need further assistance in, for example:

- o Further detailing of opportunities,
- o Investor interviews/presentation (public/private),
- o Hiring of staff (tourism co-ordinators),
- o Completion of funding application,
- o Additional presentations to interest groups,
- o Industry contacts outside the N.W.T., and
- o Other

We have not included a fee for follow-up consultation in our fee section, if desired you could prepare a budget estimate.

**Product**

Provides flexibility for the Steering Committees to react to unforeseen circumstances.

\* Optional, not included in budget.

# Fees and Timing

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6.0 FEES AND TIMING

6.1 Fees

The work programme outlined in this submission has been developed in response to the Terms of Reference and stated objectives. We are confident that the level of effort proposed in this submission will yield **credible products** suitable for the **implementation** by the two Steering Committees, the various communities and the appropriate governmental agencies. Our experience with the preparation of tourism development strategies across Canada allows us to present a realistic fee estimate for the suggested work outline.

Our team is prepared to undertake this assignment for an all-inclusive fee of \$109,840 including disbursements. The fee consists of \$70,140 for professional and technical time and \$39,700 for disbursements. This fee estimate is based upon providing 202 person-days of professional and technical consulting time. A summary of the person-days, fees and disbursements by the stages, outlined in Figure 5.1, is presented below.

We have attempted to minimize disbursement costs through our local association as well as extended - co-ordinated community trips. Certain disbursement costs, however, may be saved (i.e., air fare, accommodation) if any of these costs can be donated by the communities. We are prepared to negotiate these items with you to minimize disbursement costs. Further, we are prepared to negotiate additional options, either all or in part, with both Steering Committees during the start-up meeting. Options include:

- . extending the length of time in the communities;
- . having an open office in all communities;
- . preparing and analyzing a visitor questionnaire on air carriers;

SUMMARY OF PERSON-DAYS, FEES AND DISBURSEMENTS BY STAGE

STAGE *	PRODUCT	PERSON-DAYS	FEES	DISBURSEMENTS
1	Start-Up	13	5,625 6,480	1,778 " 8,256
2	Community Visit (Winter)	39	13,275 15,345	8,896 10,692 26,037
3	Market Expectations	21	6,000 6,837	600 655 7,492
4	Community Visit (Spring)	26	8,610 10,680	7,526 9,325 20,005
5	Tourism Strategies	35	13,200 14,887	4,390 4,450 19,327
6	Community Visit (Summer)	38	12,900 14,970	10,660 12,456-27,426
7	Action Plan/ Economic Benefits	20	7,530 9,092 9,407	<del>5,850</del> 9,092 " 10,257
8	Final Report	<u>10</u>	<u>3,000</u>	<u>5,850</u> 10,257
TOTALS		202	70,140	39,700



\* See Figure 5.1 for the various stages of work programme

Handwritten calculations and notes:

1,467  
800

45,196

130,161

800 Local activities

- . visiting the communities in the winter of 1985 to supplement 1984 winter visit; and
- . follow-up implementation programme.

We would propose to adjust the work program and fee estimate during the contract negotiation stage to reflect specific requirements and budget restrictions if selected to undertake the work.

Person-day allocation for the entire project is outlined below:

SUMMARY OF PERSON-DAY ALLOCATION FOR THE PROJECT

	<u>Person-day</u>	<u>Per Diem Rates</u>
D.L. Adams	36	450
H. French	15	450
R. Wong	50	315
R. Stephen	10	375
M. Crowe	<u>FIRE</u> <u>HEAD</u> 51	375
L. Little		
W. Strong	13	315
Technical (J. Fouts)	27	210

One person-day allocation place emphasis on ensuring that "experienced staff" are placed in the various communities.

We have included, on the following pages a detailed breakdown of our project disbursements for your records.

As per our standard agreement, all disbursements including travel costs, printing, etc., will be charged in addition and at cost plus five percent (5%) for administration. Regular billings are submitted monthly, on a stage completed basis,



for costs incurred during the previous period and are due and payable within thirty (30) days thereafter. Interest is charged at a rate of two percent (2%) per month on all accounts outstanding for more than thirty (30) days.

## 6.2 Community Benefits from the Study

The communities in the Liard Highway Corridor Region will greatly benefit from the overall results of the study in terms of the future tourism industry direction provided and investment opportunities identified. The communities will receive other more immediate benefits as a result of the study. These are:

1. We expect to spend a total of 102 person-days within the communities as part of our involvement and inventory program.
2. During this time in the communities, our staff will incur expenditures of over \$15,000 (est.) on items associated with meals, accommodation purchase, guiding fees, equipment rental, hall rental, etc.
3. As part of the Educational/Training program we have estimated a direct local expenditure of approximately \$6,000 related to salaries for locally retained staff, translation services, disbursements, etc.

## 6.3 Timing

We are prepared to commence negotiations on contractual conditions immediately upon formal notification of award. However, since it has been our experience that the signing of formal contracts may take some time, we would commence work on the project ten days following receipt of a letter of intent.

The scheduling which we propose for the assignment was provided in Section 5 of our proposal. In summary, we have assumed

the initiation of the work by the week of February 20, 1984 and completing the assignment within thirteen months, March 29, 1985.

Our scheduling is flexible and will be confirmed during the study start-up workshop.

DISBURSEMENTS SUMMARY

● Stage 1

Airfare	2 x 300	\$600	
	Edmonton - High Level return		
	Yellowknife - Hay River	64	
	Fort Liard - Yellowknife	174	
Car Rental	3 days x \$40	120	
	gas 3 x \$40	120	
Accommodation			
	4 nights x 3 x \$50	600	
Miscellaneous			
	telephone, copying	<u>100</u>	\$1,778

● Stage 2 (Winter Season)

Airfare to Communities			
	Edmonton - Fort Simpson	403	
	Fort Liard - Nahanni Butte	918	
	Tungsten - Trout Lake		
	Vehicle Rental 2 x 8 x \$40	640	
Meals/Accommodation			
	15 x \$110	1,650	
On-site Expenses			
	guides, snowmobile	800	
Vehicle Use			
	Yellowknife - Fort Providence		
	Jean Marie River - Kakisa		
	Enterprise - 600 parallel		
	3,000 x .20	600	

Stage 2 Cont'd.

Meals/Accommodation		
14 x \$110	\$1,540	
On-site Expense	800	
Progress Report No. 1*		
1,500 pages x .15	225	
Community Flyer		
approximate households		
(800) x .15	120	
Audio Visual Show	(?)	
Local Staff Training Programme	1,000	
Acquire Base Maps & Air Photos	<u>200</u>	\$8,896

\* Assume translation services are community contribution or will be part of local staff responsibilities.

*authenticity*

● Stage 3

Miscellaneous Purchase of Marketing Data	500	
Telephone/Copying	<u>100</u>	\$600

● Stage 4 (Spring Season)

Airfare to Communities Western Study Area	\$1,321	
Vehicle Rental 2 x 8 x \$40	640	
Meals/Accommodation 12 x \$110	1,320	
On-Site Expenses	500	
Vehicle Use to Communities Eastern Study Area	600	
Accommodation/Meals 10 x \$110	1,100	
On-Site Expenses	500	
Local Training Program	1,000	
Community Flyer	120	
Progress Report No. 2 1,500 pages x .15	225	
Miscellaneous	<u>200</u>	\$7,526

Stage 5

Airfare	Edmonton - Hay River	322	
	Yellowknife - Hay River	62	
	Fort Simpson - Yellowknife	325	
Car Rental	Fort Providence - Fort Simpson		
	1,500 x .20	300	
Accommodation/meals			
	2 x 6 days x \$110	1,320	
Local Staff Training Programme			
	(2 staff) 90 hours x \$8.50	761	
Draft Strategy		1,000	
Miscellaneous		<u>300</u>	\$4,394

● Stage 6 (Summer Season)

Airfare to Communities			
	Edmonton - Fort Simpson	403	
	Fort Liard - Nahanni Butte	918	
	Tungsten - Trout Lake		
Vehicle Rental			
	2 x 8 x \$40	640	
Meals/Accommodation			
	15 x \$110	1,650	
On-Site Expense		800	
	guides, equipment		

Stage 6 Cont'd.

Vehicle Use

Yellowknife - Fort Providence  
Jean Marie River - Kakisa  
Enterprise - 600 Parallel  
3,000 x .20 600

Meals/Accommodation

14 x \$110 1,540

On-Site Expenses 500

Second A.V. presentation 2,500

Local Training Programme 1,000

Progress Report No. 3 \*

(750 pages x .15) 109 \$10,660

\* Assume translation services are community contribution or will be part of local staff responsibilities.

● Stage 7 and 8

Production of Draft Report

600 pages x .15 100

Production of the Final Report

2500 pages + covers 500

Production of Summary Report \*

150 x .15 + graphics 1,500

Word Processing 2,000

Stages 7 and 8 cont'd.

Telephone	500	
Graphics Throughout Study		
10 x \$125	<u>1,250</u>	\$5,850

\* Assume translation services are community contribution  
or will be part of local staff responsibilities

PROJECT TOTAL \$39,700

*Defunct assume*



# The Consultants and Related Experience

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7.0 THE CONSULTANTS AND RELATED EXPERIENCE

7.1 Marshall Macklin Monaghan Western Limited

Marshall Macklin Monaghan, established in 1952 and incorporated in Alberta and Ontario, is a privately held Canadian company, owned and managed by its practitioners, offering comprehensive consulting services to government and private sector clients across Canada and overseas. Sixteen principals and sixty associates share in the overall management of a practice that currently numbers 500 personnel, of whom one-third are registered professionals.

Marshall Macklin Monaghan provides a multi-disciplinary consulting service. Over the past three decades this has been developed to respond actively to changing environments and to the changing needs of clients. The basic philosophy of the company is to produce quality work, on time and within budget. The success of this approach is confirmed by the firm's rapidly growing list of satisfied clients and a corresponding high incidence of repeat and referral business.

In keeping with the firm's objective to develop comprehensive consulting capabilities to meet the ever-changing needs of the market, Marshall Macklin Monaghan merged with Fodor Engineering, a well-established consulting engineering firm, to add significant capabilities in mechanical, electrical and industrial engineering. Marshall Macklin Monaghan also acquired a substantial interest in CEP Consultants Ltd., a consulting practice specializing in the broad area of urban development, located in Calgary.

International assignments, carried out by Marshall Macklin Monaghan and through its affiliate, Cansult, in which the firm has majority ownership, have been undertaken in the Caribbean, Africa, the Middle East, India and the Far East. The export of a full range of professional services to the world market

presents a unique opportunity for the firm to provide North American capabilities and experience on world-wide projects, at the same time gaining knowledge in adapting to vastly different social, environmental and cultural conditions.

Assignments in Canada have been carried out in every Province and Territory. Offices are located in Edmonton, Calgary, Toronto, Regina, and Vancouver to serve major centres of activity. Additional local offices have been established as required to serve local or project needs, currently in Kitchener, Burlington, Mississauga, Whitby, and Elliot Lake.

The nature of most assignments undertaken by Marshall Macklin Monaghan necessitates the provision, in one organization, of a wide range of disciplines to comprehensively serve the needs of the client. The traditional disciplinary skills include ENGINEERING, in the fields of municipal, environmental, water resources, structural, transportation, traffic, mechanical, electrical, industrial and construction; SURVEYING, in the fields of legal, geodetic, photogrammetric, hydrographic and applied; PLANNING, in the fields of urban development, municipal, regional, economic, transportation, environmental and resource, tourism and recreation, urban design and landscape architecture. In addition, inter-disciplinary skills include project management, environmental assessment, market and economic analysis and computer sciences utilizing an in-house Digital VAX 11/780 computer.

**Tourism, Recreation, and Resource Management Group**

The Tourism, Recreation and Resource Management Group within the Planning Department of Marshall Macklin Monaghan is a nationally recognized team of professionals. Staff members have worked on complex assignments in every Canadian province and territory.

The following letters of reference will attest to our corporate philosophy of providing our clients with high standards of innovative design and comprehensive research and analysis on all of our tourism and recreation planning studies.

7.2 Lutra Associates Ltd.

Lutra Associates Ltd. provides community and economic development research, analysis, planning and implementation assistance to organizations in both the public and private sector.

Lutra Associates Ltd. was established in 1978 to meet a growing requirement for a northern management consulting firm, specializing in rural economic and community development.

Owned and operated by its partners, Maureen Crowe and Lois Little have a combined experience of over 25 years working and living in the communities of both the western and eastern N.W.T.

Lutra also draws on a variety of northern associates to provide a complete range of project services from initial planning and concept studies through to design, project management and staff development.

**Services**

1. Research

Lutra specializes in, but is not limited to, community-based research with the objective of developing local skills in this area. It is our belief that the successful outcome of any project planning and its implementation is the direct result of maximum local involvement and control. Lutra's community-based research programs focus on developing a clear understanding of research objectives;

Utilizing an interdisciplinary team approach, the Group provides clients with project solutions that are based on an integrated evaluation of social, political, economic and physical conditions. The Group utilizes the talents of landscape architects, economists, engineers, ecologists, and transportation, recreation and tourism planners.

The Tourism Recreation and Resource Management Group has been involved specifically with tourism/recreation planning, impact and feasibility assessments, market analysis, futures forecast studies and environmental resource inventories and analysis for approximately 17 years. During that time it has built up an impressive record through the satisfaction of its clientele.

#### Range of Services

The Tourism, Recreation and Resource Management Group provides consulting services for the planning and development of national and international tourism and related recreation resource projects. These services range from national and international tourist trends and forecasts to regional and national tourist development plans and infrastructure requirements.

The firm provides technical advice and assistance in the following areas:

- o Strategy planning
- o Economics and development of the international tourist trade
- o Tourism trends and forecast studies
- o Employment, investment and market analyses
- o Resource evaluation studies
- o Studies related to the social need for recreation
- o Financial feasibility assessment

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development of the research program; design and testing of research instruments; and careful monitoring/implementation of the same.

Lutra provides market, socio-economic, communications, and political research expertise all of which are supported by strong report writing, proposal and discussion paper preparation skills.

## 2. Analysis and Concept Studies

Based on original and/or existing research data, Lutra provides organizational, market, business feasibility and socio-economic impact analyses.

Lutra has the capability to produce pro-forma financial statements to support these analyses where appropriate.

## 3. Planning and Implementation

Oriented toward, but not restricted to, community-based planning, Lutra utilizes both a development as well as an adaptive approach in order to best accommodate both political and socio-economic factors impacting the community or organization. Essential components of the planning program are optimum community and/or organizational involvement, ownership of planning goals and a good data base to facilitate an evaluation of strategy alternatives.

Lutra can assist organizations and/or communities to implement their plans by: developing formal structures; accessing both human and material resources; and developing and/or increasing local or in-house skill levels.

Lutra offers program and project evaluation expertise to communities and organization. All evaluations are

approached from the firm's philosophy of allowing for optimum local and/or in-house involvement.

#### 4. Training

Lutra has the capability of developing and delivering training workshops in the area of communications, problem solving, conflict resolution, organizational development, research techniques, business management and cross-cultural relations. Lutra is also able to access and provide liaison services for the development of specific, "hands-on" training programs.



**Marshall Macklin Monaghan**

**BAFFIN REGIONAL PLANNING PROJECT**

**Northwest Territories Department of Economic Development and Tourism**

The object of this project was to recommend solutions for a number of developmental problems in the Eastern Arctic by providing a blueprint for resource development.

The project was also to serve as an educational tool to stimulate interest and gain the full participation of native residents in development activity. Consequently, on-site investigations and personal contact with key individuals in and around each community were extremely important.

The study area encompasses the High Arctic Islands, Melville Peninsula, the eastern half of Hudson Bay, Baffin Island, and thirteen of the major communities within this region. Mapping and documentation of the biophysical resources throughout the study area with specific emphasis upon those resources within a 50 km radius of the major communities were undertaken. Following the identification of resource opportunities, recommendations were made for the integrated development of these opportunities within the context of the existing northern social structure.

Implementation of our recommendations will provide local residents with substantial economic and social benefits without exceeding social and environmental carrying capacities.

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**Marshall Macklin Monaghan**

**BAFFIN REGIONAL TOURISM PLANNING PROJECT -  
EDUCATION AND VOCATIONAL TRAINING STUDY**

**Northwest Territories Department of Economic Development and Tourism**

This complementary study to the Regional Tourism Planning Project investigated the need for tourism related education and skill training programs in the Baffin Region, and suggested mechanisms for the improved delivery of necessary training services.

Following a thorough inventory of existing adult vocational and management training programs provided by the Government of the Northwest Territories, an evaluation was made of the existing and potential capability of available programs and facilities to satisfy the training requirements of the tourism industry.

The resultant report suggested programs and mechanisms for improving or modifying existing programs to make them more responsive to tourism related training requirements, and indicated the nature, location, scale and cost of necessary additional training programs.

Recommendations were based, to a great extent, on an understanding of the characteristics of the northern labour force and the unique problems experienced by northern training programs as derived from interviews with regional and local educators, employment counsellors, local business officials and businessmen and relevant government officials.

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**Marshall Macklin Monaghan**

**COMMUNITY-BASED TOURISM PILOT PROJECT, PANGNIRTUNG**  
**Northwest Territories Department of Economic Development and Tourism**

Our firm undertook to prepare a community-based tourism plan for this northern community.

The intent of the study was to formulate a conceptual development plan which would be within the capability of the community to implement. Further, it was intended that the process of developing the plan be an educational one for the community: one in which the nature of tourism, its benefits and costs were clearly outlined and understood.

Within the context of a "learn/observe/experience" tourism experience, the conceptual development plan attempts to minimize infrastructure requirements, strengthen local business, and create job opportunities for local residents.

The final plan and process is being utilized as a guide for the planning of community based tourism in other northern communities.

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**Marshall Macklin Monaghan**

**CAPE DORSET COMMUNITY STUDY**

**Government of Northwest Territories (1982)**

Located on Dorset Island, off the Foxe Peninsula, and home to the famous West Baffin Eskimo Co-op, Cape Dorset is known the world over for its contemporary Inuit art and sculpture in soapstone. The area is also rich in archaeological sites of past Dorset and Thule cultures.

The Inuit of Cape Dorset are interested in developing their tourism potential and have a feel for the necessary hospitality required to do so. Part of the Baffin Regional Tourism Plan, the concept development plan for Cape Dorset will emphasize the cultural aspects of the community assisted by trips on the land to various historical sites.



**Marshall Macklin Monaghan**

**FROBISHER BAY COMMUNITY STUDY**

**Government of Northwest Territories**

Frobisher Bay, a community of approximately 2 500 people, is located 2 048 kilometres north of Montreal.

As part of the Baffin Regional Tourism Planning Project, we held meetings with residents, business groups and individuals, which produced ideas and concerns that will be synthesized into a tourism development plan for Frobisher Bay.

Because of its status as a government and transportation centre, the concept plan will include attractions and programs geared to providing visitors with the level of activities required for a longer stay in the community.

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Marshall Macklin Monaghan

## **RESOLUTE BAY COMMUNITY PLAN**

**Government of Northwest Territories (1982)**

Resolute Bay currently functions as the key transportation, communications, and administrative centre in the High Arctic Islands. As a result, the community has a large non-Inuit population and does not fit the southerners' perceptions of a traditional northern Inuit community. The major tourism attractions are located in areas distant from the community, such as those around the outpost camps. Consequently, tourism development potential around the community is limited.

Resolute Bay has direct connections to both eastern and western Canada, via Edmonton and Montreal, and relatively well-developed infrastructure (i.e. hotels). The tourism development we proposed, as part of the Baffin Regional Tourism Plan, is to further develop Resolute Bay as a jump-off terminus point for High Arctic and other Baffin Region tours. This will require the upgrading and expansion of certain tourism services, such as outfitting, transportation and local handicraft production, geared towards large numbers of tourists on a short term basis.

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**Marshall Macklin Monaghan**

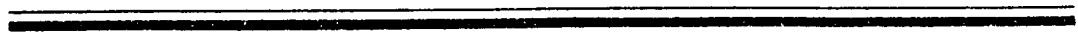
**IGLOOLIK TOURISM PLAN**

**Government of Northwest Territories (1982)**

The area around Igloolik, on the Melville Peninsula, provides a record of unbroken Inuit habitation since approximately 2 000 B.C. The numerous historical/archaeological sites provide the major attraction to this rather bleak landscape. Another major attraction is the abundant wildlife resource with large populations of birds, walrus, seals and caribou.

These resources are felt to be strong enough to develop Igloolik as a Destination Community where tourists would be attracted to spend an extended length of time. As part of the Baffin Regional Tourism Plan, we suggested the major theme for developing tourism opportunities should reflect the areas rich archaeological history, with the abundant wildlife resource providing a secondary theme.

Recommended development opportunities include dog team trips to visit the archaeological sites, bird watching tours and interpretive boat tours.





Marshall Macklin Monaghan

## GRISE FJORD TOURISM PLAN

Government of Northwest Territories (1982)

Grise Fjord, on the southern coast of Ellesmere Island, is the northern most civilian community in Canada. In 1979 the settlement had its first exposure to packaged tourism by playing host to several tour groups travelling to the North Pole. The past few years have seen a dramatic increase in tourism activity with further development of "Polar" tours and sports hunts for polar bear and muskox.

It is felt that, in addition to its function as a short-term stop-off point for north-bound tours, the Grise Fjord area has potential for certain activities which provide opportunity for developing long-term land-based tour packages.

Major development opportunities include cross-country skiing, ski touring, hiking, wildlife viewing (muskox, whales, polar bear), sports hunting and scenic boat and snowmobile tours. Our tourism development plan, part of the Baffin Regional Tourism Plan suggested that the packaging and programming of both short- and long-term tours be emphasized, with the community functioning as the destination area core.





Marshall Macklin Monaghan

**THE DAWSON CITY COMMUNITY AND TOURISM DEVELOPMENT PLAN**  
**Yukon Territorial Government**

Under the Canada-Yukon Tourism Agreement, Dawson City was designated a Tourism Destination Area; and its historical, archaeological and cultural resources were to be developed to encourage tourists to explore the northern Yukon. So that the town's tourism resources would be integrated with other economic sectors of the community, it was necessary to prepare an overall community plan.

Once the community plan had been completed, a comprehensive two-part tourism planning program was undertaken to make sure that development would complement the historic character of Dawson City while optimizing the potential economic return to the tourism industry, the City, and the Yukon Territorial Government.

After the Comprehensive Tourism Development Plan was accepted, a plan was produced which was specifically directed at downtown Dawson, where a number of historic resources are located. Design guidelines, development recommendations and control mechanisms were prepared to retain and enhance the historic atmosphere.

Extensive public participation programs permitted residents and business interests to express opinions, preferences, concerns and aspirations. A Working Group, consisting of a number of local people, carried out tasks related to data collection and organization, and a Steering Committee, consisting of representatives of local, territorial and federal agencies and organizations, provided overall direction.

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**Marshall Macklin Monaghan**

WEASEL VALLEY RECREATION STUDY, PEIGAN RESERVE

Peigan Band/Alberta Environment

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Marshall Macklin Monaghan recently completed an assessment of the recreation and tourism potential of a major reservoir on the Oldman River, adjacent to Highway 3, in southwest Alberta. The study consisted of an evaluation of the natural resource based recreation and tourism resources, preparation of alternative master plans, and completion of conceptual site plans of proposed development nodes for the preferred master plan. The scope of the study included traditional reservoir recreation facilities for the Peigan Band members and the general public, and an evaluation of the feasibility of tourism oriented facilities which could capitalize on the cultural and natural resource base of the site as well as its proximity to Highway 3.

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**Marshall Macklin Monaghan**

**BATTLE RIVER TOURISM STUDY**  
**Alberta Tourism and Small Business**

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The primary purpose of the Battle River Tourism Study was to inventory and evaluate, through a detailed feasibility analysis, specific opportunities and constraints related to the orderly and systematic development of the tourism industry in the Battle River Destination Area.

To this end, special emphasis was placed on the examination of regional infrastructure and the existing tourism and recreation plant in order to identify optional locations, modifications, improvements and additions required to permit or assist in the development of identified tourism and recreation opportunities.

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**Marshall Macklin Monaghan**

**NORTH COAST TRIBAL COUNCIL CHATHAM DEVELOPMENT PROJECT**

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Marshall Macklin Monaghan was engaged by the NCTC in Prince Rupert to develop a project on a one acre parcel owned by the group on the waterfront of Prince Rupert. The project which has both a tourism component and a strong commercial component with residential and commercial uses involved the following: — market studies, costing and financial feasibility. Various means of capitalization were explored and the most appropriate recommended. Organization recommendations included job descriptions for the major company functions.

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**Marshall Macklin Monaghan**

PROJECT: Alert Bay Solar Housing Feasibility Study

CLIENT: Nimpkish Band

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Conducted in conjunction with the Solar Group Architects, Phase I and II of this study included assessing the solar potential of Nimpkish Band land at Alert Bay, B.C., preparing solar capability maps, designing three passive solar energy efficient homes, and identifying potential sources of funding for building one home. The Band Council will select the house design and the lot from alternatives prepared by the consultants.

Subsequent phases of the study will involve preparing funding applications on the Band's behalf, and supervising construction of a test home whose performance will be monitored during 1983/84. Members of the Nimpkish Band will be trained in construction techniques while the house is being built.

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PROJECT: Employment and Training Needs Survey Analysis

CLIENT: North Coast Tribal Council

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The purpose of this project was to provide the North Coast Tribal Council with useable information on employment and unemployment among native people in the Prince Rupert Region. The study involved the computer coding, key-punching, programming and analyses of over 1000 questionnaires completed by native people on B.C.'s northern mainland, and the Queen Charlotte Islands. Data collected and analysed included employment history, training courses completed, job-related skills, jobs most desired, willingness to work on expected mega-projects, and facts regarding the operation and funding of native-owned small businesses. Basic socio-economic information such as age, sex, and place of residence was also analysed.

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**Marshall Macklin Monaghan**

LIARD RIVER BASIN RECREATION CAPABILITY STUDY

British Columbia Hydro and Power Authority

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This project required the identification and evaluation of existing and potential recreational sites in the vast Liard River basin of northern British Columbia and the southern Yukon, including assessment of the effects of various reservoir schemes on prime recreation sites. The study was conducted through detailed airphoto analysis to identify the sites with physical characteristics appropriate for recreational development.

These high priority sites were evaluated in the field. The resulting site data were integrated with reservoir levels and mapping data using the innovative THEMAPS computer mapping and evaluation programmes. Computer-generated three-dimensional perspectives of the Liard Valley under various reservoir schemes also were generated. For the sites with the highest recreational capability, conceptual development proposals were prepared. Economic evaluations were conducted to determine the effects of various reservoir configurations on existing and potential recreation resources.

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**Marshall Macklin Monaghan**

PROVINCIAL TOURISM STRATEGY

British Columbia Government

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This assignment represents the most comprehensive tourism/leisure planning project undertaken in Canada, and resulted in a province-wide development strategy for the short- and long-term growth of British Columbia travel industry.

Our report provided a creative planning framework for the future growth of tourism, and identified investment and development opportunities in the private and public sectors over a 20 year horizon.

The provincial strategy established a policy to guide the comprehensive studies and preparation of development strategies for nine designated Tourism Regions within the province.

We prepared the strategy from the approach of viewing tourism as a system of elements with an integrated hierarchical structure. By respecting the integrity of the system, complementary rather than competitive relationships are established among provincial and regional priorities.

The development strategy recognizes societal trends that influence tourism development - changes in lifestyle, the energy crisis, world economics, and new patterns in demographic profiles.

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## Marshall Macklin Monaghan

### TOURISM PLAN

Kootenay Boundary Region, British Columbia

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This region of 32 000 sq. km adjacent to the Canada-United States border shares its other boundaries with major tourist destination regions. Therefore, the region has not been under severe pressure for tourism development and has many uncompromised natural resources. It is composed mainly of high rugged mountain terrain bisected by long valleys with lakes and rivers.

Given the lack of major tourism infrastructure and the comparative distance from major markets, a conserver orientation was recommended. Under this approach, the high quality resources will be preserved until competing regions are developed to their resource capacity and market potential.

The intent for the five- to twenty-year horizon is to develop facilities in designated areas to complement existing and proposed facilities, events and attractions, essentially for regional and local markets.

Key development proposals were recommended to enhance regional destination areas focussed on Slocon Lake and Nelson, and regional and local tourist centres; establish a series of Regional Loop Tours; establish regional heritage, wildlife and Hydro attractions; and broaden the outdoor recreational opportunities by expanding facilities in appropriate locations.

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**Marshall Macklin Monaghan**

REGIONAL TOURISM PLAN

Okanagan-Similkameen, British Columbia

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The dominant feature of this 30 000 sq. km region is the long narrow Okanagan Lake basin, bordered by highlands and rolling upland plateaux. The alpine heights and settings of the Cascade Mountains in the southwest provide a stark contrast.

With a hot, sunny summer climate and an abundance of water-based resources, the region has traditionally had a strong summer tourism season, especially in the lower Okanagan Lake area.

A resource-conserver orientation approach was taken to guide future tourism growth. The development intent is to preserve the resources and expand tourism into the shoulder seasons, while diversifying the opportunities and activities. As well, tourism in the less developed areas should be strengthened.

Development proposals were designed to enhance the urban centres of Osoyoos, Penticton, Kelowna and Vernon as foci of the regional tourism destination areas. Specific proposals were made to establish and/or expand major regional heritage attractions and wilderness/outdoor recreational activities with extended or four season potential.

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**Marshall Macklin Monaghan**

VANCOUVER ISLAND REGIONAL TOURISM PLAN

British Columbia Government

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This 49 000 square kilometre region in the extreme southwest of the Province, includes the islands in the Strait of Georgia and a wilderness portion of the mainland. The home of British Columbia's famous rainforests, the area abounds in mountainous terrain, fjord coastlines, ocean beaches, inland lakes and pastoral landscapes.

In developing a tourism plan for the Region, which is close to major markets, we decided to employ a resource-oriented approach; and planned a strategy that would benefit from the abundant and complex array of terrestrial and marine resources. Our strategy viewed the capability of particular resources as a determinant for the location and intensity of future development. It also sought to relieve the heavy development pressures on the Victoria area by drawing tourists to the other attractions on the Island and mainland.

The Region has enormous potential and our proposals were directed towards the developing new or expanding selected destination resort communities and service centres on a three and four season basis. Given the diversified resource base, and the strong existing regional and provincial markets, the plan and proposals provided a framework to realize the array of specialty market development opportunities. We strongly recommended tourism programs which would appeal to international, U.S., interprovincial and provincial markets.

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**Marshall Macklin Monaghan**

PROJECT: Alert Bay Solar Housing Feasibility Study

CLIENT: Nimpkish Band

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Conducted in conjunction with the Solar Group Architects, Phase I and II of this study included assessing the solar potential of Nimpkish Band land at Alert Bay, B.C., preparing solar capability maps, designing three passive solar energy efficient homes, and identifying potential sources of funding for building one home. The Band Council will select the house design and the lot from alternatives prepared by the consultants.

Subsequent phases of the study will involve preparing funding applications on the Band's behalf, and supervising construction of a test home whose performance will be monitored during 1983/1984. Members of the Nimpkish Band will be trained in construction techniques while the house is being built.

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## Marshall Macklin Monaghan

Peace River - Alaska Highway Regional Tourism Plan, British Columbia

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The Peace River-Alaska Highway Tourism Region is comprised of approximately 265,600 sq. km, and is one of the nine tourism regions within British Columbia for which Marshall Macklin Monaghan has developed in plans. Located in the northeast of British Columbia, the Region includes two major mountain ranges, the Cassiar/Onuneca and the Rocky Mountains, and a broad plateau and lowland bisected by numerous valleys, lakes and rivers. The full length of the British Columbia portion of the Alaska Highway Traverses the Region.

The Plan for the region recognizes the resource base and the remoteness of many area attractions from major market centres. Within the study, an inventory and analysis was undertaken of the natural, physical, human and historic resources of the area to determine existing and potential opportunities for development. Tourism resources, many of which are based on outdoor recreation, were identified and evaluated on a landscape basis to determine the location of outstanding tourism resources. Visitor profiles, existing attractions, tourism markets and access were also considerations. The resultant development plan suggested specific proposals identified to meet market requirements and resource opportunities. The Liard River and its hot springs, provincial policies on park and recreation development, and B.C. Hydro reservoir projects were all addressed at this broader scale.

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## Marshall Macklin Monaghan

### Hazelton and Area Tourism Development Programme

(Provincial Study Co-ordinator for this TIDSA project). Major study elements included: tourism demand (highway traffic, airport traffic, ferries, campground use, hotel/motel occupancies, package travel, visitor volume, visitor characteristics); tourism facilities; tourism in Hazelton; and future prospects (marketing and development opportunities).

### Community Involvement/Tourism Social Sensitivity Study

A series of workshops were held through the province to obtain information on local goals and aspirations for the B.C. tourism industry, local concerns and issues and views on local opportunities. Meetings within the proposed B.C. Hydro study area were held at Smithers, Hazelton, Terrace and Prince Rupert and Queen Charlotte City. A detailed report has been prepared for the Minister on the results of these workshops.

### B.C. River Rafting Study/Native and Non-Native Handicraft Studies

Our firm was retained by the Planning Sub-Committee of TIDSA to co-ordinate the activities/research between the consulting firms undertaking these projects, the Planning Sub-Committee and various travel industry sectors. Information was obtained on river rafting on the Stikine (Canadian River Expeditions) as well as the resources being developed in the Terrace-Hazelton-Meziadin Lake corridors.

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**Marshall Macklin Monaghan**

PROJECT: Community Plan and Land Entitlement

CLIENT: Saulteaux Indian Band

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The Saulteaux Band was recently granted the rights to over 40,000 acres of crown land in Saskatchewan. At the same time the Band required a development plan for the existing reserves which totaled over 14,000 acres. Marshall Macklin Monaghan was retained to prepare a development plan for the reserve including a plan for the central core area and identification of land suitable for land entitlement. Of particular concern were social problems, economic development opportunities, community input to the process, the preparation of a practical planning document and selection of high potential lands for entitlement.

The planning effort involved a multidisciplinary team of specialists including a sociologist, environmental and recreation planners, airphoto interpretation, community and regional planners and land use economists to prepare options for growth and a comprehensive plan for 5 and 15 year time frames.

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PROJECT: Waglisla (Bella Bella) Ferry Terminal Socio Economic and Environmental Impact Study

CLIENT: Heiltsuk Tribal Council

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This study was undertaken for the Heiltsuk Tribal Council to examine the impacts of transforming the current passenger only ferry service to a vehicle ferry service. Waglisla, a community of approximately 1,100 persons, is an isolated settlement on the central coast of British Columbia enroute for cruise ships to Alaska and the connecting ferry service between Port Hardy and Prince Rupert. Access problems as well as the significant impacts (traffic/transportation, social, economic and environmental) were discussed. Impacts were separated into those caused by residents themselves or by visitors. Suggestions for mitigation of key impacts were recommended. The report is intended to assist residents in understanding the possible impacts related to the transformation of this ferry service and to document for various officials the value of establishing the vehicle ferry service.

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**Marshall Macklin Monaghan**

**FISHING LAKES TOURISM AND RECREATION MASTER PLAN**  
Saskatchewan Government

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Tourism and recreation strategies proposed for the Fishing Lakes area in this master plan reflect the optimum development potential and existing resources within the context of existing and anticipated market demands, and competing or complementary regional tourism and recreation opportunities.

The Fishing Lakes area has traditionally been a day trip and weekend destination for residents of the Qu'Appelle Valley Basin which includes Regina and Moose Jaw. The resources for water based recreation, which forms the basis of the area's popularity, are already developed almost to capacity. At the same time, other resources with high capability or potential for land based recreation and historical or biophysical interpretation remain largely undeveloped, often ignored and increasingly threatened by agricultural practices and expansion, cottage and urban development and incompatible recreational uses.

The implementation of proposals contained in the master plan will improve the quality of life for the residents of nearby cities through the provision of a variety of high quality recreation and leisure opportunities while improving the quality of life of Fishing Lakes residents through the stimulation of their economy without significant degradation of the area's natural, historical and cultural resources.

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**Marshall Macklin Monaghan**

LAKESHORE LODGE RESORT FEASIBILITY STUDY  
Ontario Ministry of Industry and Tourism (1982)

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Lakeshore Lodge is an historical resort near the Sandbanks Provincial Park in Prince Edward County. We were commissioned to assess the financial feasibility of redeveloping the lodge to a major four-season resort.

The study included initial market analysis, followed by concept development, detailed programming, the production of a resort master plan, assessment of the economic impact of the development in Prince Edward County, and a detailed financial assessment of the future viability of the resort development.

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**Marshall Macklin Monaghan**

TOURISM DEVELOPMENT PLAN

Manitoba Government

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The tourism strategies recently prepared for the Province of Manitoba will serve as a framework to guide the implementation of programs under the Canada-Manitoba Subsidiary Agreement for Tourism Development.

Specific objectives of this undertaking are to identify destination areas and tourism development corridors within the province, to identify private and public sector investment opportunities for these destination areas, corridors and service centres; to provide guiding concepts for tourism development by designating appropriate themes for destination areas; to develop a detailed strategy to guide the implementation of the Rural Tourism Industry Incentives Program; to assess and provide guidelines for the upgrading of the existing accommodation plans; and to formulate recommendations that will direct funding to development opportunities and provide selection criteria against which applications for financial assistance can be evaluated.

In addition, the study identified the delivery mechanisms necessary for the implementation of development strategies and developed a marketing plan for the province, based on destination areas and tourism corridors.

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**Marshall Macklin Monaghan**

**AN ACTION STRATEGY FOR TOURISM DEVELOPMENT:**

**CITY OF THUNDER BAY**

**The Corporation of the City of Thunder Bay**

The basic objective of this assignment, undertaken for the City of Thunder Bay, is to produce an action strategy for tourism development to achieve both short term results, as well as lay the ground work for long term sustained growth of the City's tourism economy. The approach taken on this study reflects several key principles as follows:

- To develop a highly practical development plan emphasizing affordable opportunities which will succeed in the City of Thunder Bay.
- Solutions or strategies proposed must be based on strong local knowledge of the area and consultation with all interested groups.
- Opportunities must be identified which build upon the current state of development, rather than conflicting with it.
- Any new development proposals must be selected using criteria which ensure that strong negative impacts on existing successful developments will not be prevalent, so that new development does not occur at the expense of existing enterprises.

The final product of the study will be a detailed implementation program and schedule that specifies what action or developments should be initiated, at what time, and by whom. This implementation program and schedule will form the foundation for successive capital development and works programs, promotional strategies and industry organization.

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**Marshall Macklin Monaghan**

**AN ACTION STRATEGY FOR TOURISM DEVELOPMENT:  
COUNTY OF PRINCE EDWARD**

**The Corporation of the County of Prince Edward**

Due to its relative isolation from major markets, the County of Prince Edward has been passed over by the industrial development which characterizes so much of the Lake Ontario shoreline, and, as a result, has been able to retain its pastoral and predominantly agricultural ambience.

Over the years the number of visitors to the County has increased to the point that there is now a major tourism industry, which provides seasonal and full-time job opportunities for numerous County residents. The Corporation of the County of Prince Edward, in recognition of the tremendous tourism potential offered by the wealth of natural, historical, cultural and outdoor/recreational resources, retained our firm to undertake a tourism master planning study for the County.

The final product of this interesting assignment will be an "action-oriented" tourism development plan comprised of an ongoing public tourism awareness program, an industry organization plan, a marketing plan; and identification and preliminary assessment of viable development opportunities and an ongoing implementation program.

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**Marshall Macklin Monaghan**

**TOURISM MASTER PLAN FOR THE REGIONAL MUNICIPALITY OF  
SUDBURY**

**Sudbury Regional Development Corporation**

The basic objectives of this Tourism Master Plan Study are to develop a tourism plan which reflects and portrays the uniqueness and character of the Regional Municipality of Sudbury; to develop an "action-oriented" tourism development program; to identify specific development opportunities; and to provide direction on the development of an overall tourism marketing and promotional strategy.

A key objective of the study is to identify specific development opportunities to create employment and enterprise by encouraging joint private and public sector investment in the industry. In this regard through an overview of existing resource and market characteristics in conjunction with an industry consultation program, the study will identify a realistic range of preliminary regional development opportunities. Following a market viability assessment of the identified regional development opportunities, detailed feasibility assessments will be undertaken for the "high interest" development opportunities.

On the basis of the financial feasibility assessment of the select opportunities, private developers/investors will be introduced to the projects to determine interest and perceptions in order to help identify the degree of incentive required to attract private sector investment.

The final step will be to develop a series of guidelines directed towards developing a marketing strategy for the project.

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**Marshall Macklin Monaghan**

## **TOURISM DEVELOPMENT STRATEGY STUDY**

### **City of Cornwall and Area**

The City of Cornwall has for a number of years been attempting to diversify its economy by developing a viable and self-sustaining tourism industry. Past efforts to create a major focal point around which the tourism industry would grow have been unsuccessful, and the need for a re-examination of alternative strategies became apparent.

In response to this situation, our firm was retained by the City to determine why past efforts had failed; to evaluate alternative means of developing a strong tourism industry; and to make recommendations for an appropriate strategy. Alternatives examined included the development of a major tourism attraction, development of a small scale unique attraction or attractions, improvement and/or expansion of existing attractions, development of a series of events and festivals, and improved marketing of existing and improved attractions and events.

As part of our investigations, we undertook a survey of municipalities similar to Cornwall which have attempted to develop successful tourism industries. Fifteen case studies were developed from municipalities across North America to illustrate the success or failure of various approaches. These case studies provided us with valuable information as to the preconditions for success or failure of tourism development strategies at the municipal level.

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**Marshall Macklin Monaghan**

**MUSKOKA ECONOMIC OPPORTUNITY STUDY, TOURISM SECTOR**

**District Municipality of Muskoka, Ontario**

The basic objectives of the Muskoka Economic Opportunity Study, Tourism Sector were to evaluate the contribution of the tourism industry to the District economy; to identify tourism development opportunities; and to prepare a strategy for the expansion of economic activity in the tourism industry.

This study was heavily oriented towards the development of innovative forms of roofed accommodation especially those which minimize infrastructural costs in recognition of the problems of seasonality. Investigations in this area included the identification of potential and existing entrepreneurs, a review and assessment of current marketing practices, a review of trends and new developments in the roofed accommodation sector, an evaluation of the merits of new forms of roofed accommodation, and an inventory of applicable incentives and assistance programs.

The end product of the study was a documented course of action which outlines for both short and long term horizons, specific development opportunities that should be utilized to stimulate the growth and development of the tourism industry in the District Municipality of Muskoka.

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**Marshall Macklin Monaghan**

**GEORGIAN COLLEGE SCHOOL OF TOURISM STUDY**

**Georgian College of Applied Arts and Technology**

This assignment involved the development of a strategy for the future use and management of the Kempenfelt Centre which presently functions as a Government training centre. It is proposed that the Centre be expanded and developed to a level where it could be utilized as a commercial college-run resort, functioning as a student training institute.

An important component of this project was a review of other Provincial and Territorial objectives, existing programs and future plans for tourism industry-related training as well as documentation of their training requirement deficiencies.

In order to identify development options we identified other select institutions in North America and overseas who utilize instructor-supervised student industry co-operative programs as a means of training prior to post-graduate job placement.

The final report will provide recommendations on operational and management programs for the centre and will detail a development, planning and management program for the preferred recommendations.

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SERVICES PERFORMED:

CLIENT GROUP:

1. RESEARCH

*land use research *Dene Community Gov't research	Dene Nation
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*delivery and assessment of media -use (radio & T.V.) in Arctic and Mackenzie regions of the N.W.T.	Canadian Broadcasting Corporation (CBC)
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\*development, delivery and assessment of energy use in the lower Mackenzie region of the N.W.T. Energy, Mines & Resources

\*production of the N.W.T. visitor' guide (1982 & 1983) Travel Arctic, G.N.W.T.

*preparation of tourism discussion paper	Dene Community Council, Fort Good Hope, N.W.T.
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\*preparation of position paper Office of Native Employment, G.N.W.T.

\*preparation of discussion paper N.W.T. Native Courtworkers Association

2. ANALYSIS & CONCEPT STUDIES

\*feasibility study into the expansion of the Ikaluit Co-op store Ikaluit Co-op,  
Frobisher Bay, N.W.T.

*feasibility study into the construction of a hotel/coffeeshop in Fort Good Hope	Dene Community Council, Fort Good Hope, N.W.T.
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\*supplementary market study for the proposed hotel/coffeeshop in Fort Good Hope

\*socio-economic impact studies Taloyoak Crafts Assoc.,  
Spence Bay, N.W.T.

Kooneak Miksuvik,  
Arctic Bay, N.W.T.

\*feasibility study into the development of a cod processing plant on Great Slave Lake East Arm Freighting,  
Yellowknife, N.W.T.

SERVICES PERFORMED:

CLIENT GROUP:

\*development and implementation of a public participation program over a two year period

Wood Buffalo National Park, Fort Smith, N.W.T.

\*conference planning and implementation

Dept. of Indian & Northern Affairs, Yellowknife

Metis Development Corp., Fort Smith, N.W.T.

N.W.T. Science Advisory Board, Yellowknife

\*financial planning

Yellowknife B Band Council

Etthen Mines, Yellowknife

Blachford Lake Lodge, Yellowknife

\*Dene language proposal preparation

Dene Language Research Project, Fort Good Hope

Tree of Peace, Yellowknife

4. TRAINING

\*business management seminars

N.W.T. Native Women's Assoc.

\*community development workshops

Katimavik  
Metis Assoc. of the N.W.T.  
Fort Good Hope Dene Council  
Dene Nation

\*life skills and management training workshops

Taloyoak Crafts Assoc.,  
Spence Bay, N.W.T.

\*development and delivery of inter-cultural communication workshops in Yukon, N.W.T. and Ontario

Canadian Broadcasting Corp.

# Lutra Associates Ltd.

Public Participation Program  
Wood Buffalo National Park  
Ft. Smith, N.W.T.

September 1980 - June 1982

Parks Canada conducted a management planning exercise for the Wood Buffalo National Park over a two year period. The objective of the exercise was to plan the management of certain park resources for the subsequent fifteen years with periodic reviews.

Issues included bison management, whooping crane management, the Peace-Athabasca Delta, Park roads, Pine Lake development boundaries, commercial resource extraction (timber berths and commercial fishing), Slave River dam proposal, the Indian settlements at Peace Point and Garden Creek, resource management, regional roads, historical resources, zoning, levels of development, and fur management policy and alternatives.

Lutra Associates Ltd. was engaged to plan and co-ordinate the public participation aspects of the program. A \$50,000 program, it included stimulating interest in the management program through the use of verbal and print media, development of materials appropriate to disseminating information about the project in the Northwest Territories, co-ordination of travel and meetings for the management group throughout the southern Mackenzie as well as Yellowknife, liaison with Native groups concerned with various Park issues, development of materials for use in the management program, and speaking to public forums regarding the issues.

The public participation program findings were incorporated into the overall plan for the management of Wood Buffalo National Park.



# Curriculum Vitae

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D. LYALL ADAMS, C.P.R.A.

Manager, Tourism and Recreation Planning  
Associate

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EDUCATION

1968 B.A., Western Washington University, U.S.A.  
1974 M.A., Land Use, University of Calgary, Alberta

RELEVANT PROJECT EXPERIENCE

Manager of the Saskatchewan Tourism Development Strategy and Marketing Study. Preparation of the strategy involved a province-wide resource identification and evaluation for tourism purposes, digitization and assessment of the accommodation base, assessment of special events and attractions, resident and non-resident market analysis, northern corridor analysis and preparation of 5 alternative strategies and implementation programmes. The strategy will provide the basis for a proposed federal-provincial agreement on tourism.

Manager for the Saskatchewan Tourism Data Base Evaluation Study. The study involved the assessment of the baseline data in terms of their relevance and ease of application to tourism studies and the identification of alternative planning approaches to the development of a tourism strategy for the Province of Saskatchewan.

Project Manager for the Battle River Tourism Destination Area Study completed for Alberta Tourism and Small Business. The regional development plan included resource evaluation, corridor assessments, market analysis, industry workshops, and financial feasibility assessments.

Project Manager for the British Columbia Tourism Development Plan. The provincial plan included detailed inventory and resource assessment, market analysis, futures research, public participation, feasibility analysis, plan development, and social and financial impact assessment.

Liaison Planner to B.C. Tourism for the preparation of the Highway 37 (Watson Lake, Yukon to Kitwanga, B.C.) tourism corridor plan. The project included analysis of special features of interest to package tour operators, development and re-development plans for service centres, community planning investigations and site planning studies.

Project Manager and principal planner for nine regional tourism development plans completed in Phase II of the Canada - B.C. Tourism Industry Development Agreement including the Peace - Alaska Highway and Yellowhead 16 plans.

Senior Project Advisor on the Manitoba Tourism Plan completed under the Canada-Manitoba Subsidiary Agreement for Tourism Development. Project included comprehensive provincial strategy document and regional plans.

Liaison Planner to B.C. Tourism for the preparation of the Highway (Bella Coola to Williams Lake) tourism corridor. Recommendations were prepared for site development and information of service centre developments and outfitter operations at selected locations.

Senior Tourism and Recreation Planner for the Alberta Grand Centre - Bonnyville Regional Tourism Plan. Plan included resource assessment, market investigation, plan development and impact assessment.

Senior Tourism Planner and Study Co-ordinator for the Southwestern Saskatchewan Tourism and Recreation Development Study. The project was undertaken for Saskatchewan Tourism and Renewable Resources, DREE and Parks Canada to determine regional needs and tourism opportunities.

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## Marshall Macklin Monaghan

D. LYALL ADAMS, C.P.R.A.

Manager, Tourism and Recreation Planning  
Associate

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Senior Planner responsible for the site planning and feasibility analysis associated with development of a fly-in hunting and fishing lodge on Utik Lake in Northern Manitoba.

Liaison Planner for B.C. Tourism on several base-line studies including native and non-native handicrafts, downhill ski industry, heli-ski industry, small craft marine industry, cruiseship industry, East Kootenay Regional Plan and Panorama Resort Development.

Project Manager and principal planner for the City of Edmonton's Heritage Festival Park. Project included detailed analysis of program/design requirements for indoor/outdoor spaces; administrative, financial, operating and marketing plans; and master development plan with associated capital costs and a five-year operating plan.

Project Director for the West Park Chabot Parklands Recreation Master Plan in Fort Saskatchewan. The plan included preparation of conceptual and development plans, and analysis of user statistics, programmes, themes of nodes and corridors and a comprehensive assessment of the landscape.

Senior Planner for the Oman Tourism Study involving inventory and analysis of the tourism resources of the Sultanate, and recommendations on infrastructure and service requirements, and relevant world tourism trends.

### OTHER PROJECT EXPERIENCE

Manager for preparation of a community settlement plan and 5-year development programs for the Alexis Band, Lac St. Anne, Alberta.

Project Director for the Jackfish-Murray Lakes Shoreland Management Plan, near North Battleford, Saskatchewan. Plan includes recommendations for the management of recreational land uses along the shorelands of the lakes based upon an assessment of current and potential use and shoreland carrying capacity.

Project Manager for the identification and assessment of policy options for the management of private and public recreation developments on irrigation reservoirs for Alberta Environment. Assessment included: management practices by other provinces, private utility companies, irrigation districts and on-site investigation of reservoirs in Colorado, Wyoming and California.

Environmental Co-ordinator for Canada's Wonderland theme park over a four-year period. The environmental assessment included: the natural environment, land use, servicing, noise, aesthetics, social and marketing economic factors and traffic. This \$185 million park opened in 1981.

Project Director for a comprehensive reservoir recreation master plan on the Oldman River within the Peigan Reserve in Southern Alberta.

Prepared plans for tourist resorts and cottages on two lakes, assessed shoreline resources, and undertook land use planning for an 18-hole golf course, commercial and housing development for Charger Plan Limited.

Project Co-ordinator of the resource assessment, site selection and planning for estate housing and commercial and marina resort development along the Trent Canal for Dufferin Aggregates. Assessed recreational boating patterns, facility requirements, cost benefit analysis and ecological and land use implications.

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## Marshall Macklin Monaghan

D. LYALL ADAMS, C.P.R.A.

Manager, Tourism and Recreation Planning  
Associate

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### OTHER PROJECT EXPERIENCE CONT'D.

Project Manager for the preparation of five lake management plans for the Ontario Ministry of Natural Resources. These involved environmental and recreation site selection studies for a proposed tourist development. Several hundred kilometres of shorescapes were assessed for water- and land-based recreation, suitability of soils for resort development, effects of tourist development on aquatic/terrestrial ecology, identification and analysis of market segments and user profiles, development of site plans, cost analysis and phasing.

Project Co-ordinator for the preparation of a resource management plan for the Trent River including planning for resort facilities, marinas, human and natural history interpretative programs and facilities, canal operations, land acquisition and fiscal and human resource programs (capital and operational), for the Federal Department of Regional Economic Expansion (Parks Canada).

Project Manager of the North Saskatchewan River Valley and Ravine System Management Plan in Edmonton. Responsible for directing the environmental/user analysis and computer capability and suitability mapping. The plan included development of concepts, policies and guidelines regarding the short- (5 years) and long-term (25 years) management and development of the river valley and ravine system. Second phase of the project involved detailed planning and analysis of facility requirements.

Chief Planner responsible for the preparation of an area structure plan and industrial park plan near Bonnyville, Alberta, for North East Companies.

Chief Planner in charge of the development of a residential subdivision in Grand Centre, for Alberta Housing Corporation.

Senior Planner, responsible for the townsite selection and assessment of land use suitability for a community planned to house 25,000 persons in Elliot Lake.

Senior Resource Management Planner involved in preparing two comprehensive resource management plans (120,640ha) in northwestern Ontario. The plan included inventory of the resource base and of the resource capability and suitability of the areas for timber production, mining, fishing (sport and commercial), wildlife and various types of recreation.

Provided landscape analysis and site planning for a regional resort estate recreational development of Brewster Lake, southcentral Ontario for Victoria Wood Developers.

Principal Park Planner for several provincial parks in Manitoba. Involved in preparation of master plans for Whiteshell, Grand Beach, Birds Hill, Hecla Island, Winnipeg Beach and Lundy Beach master plans.

### PROFESSIONAL BACKGROUND

1975 - present      MARSHALL MACKLIN MONAGHAN

Manager (1979 - date)

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**Marshall Macklin Monaghan**

D. LYALL ADAMS, C.P.R.A.

Manager, Tourism and Recreation Planning  
Associate

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Responsible for the administration and day-to-day management of planning services undertaken in Western Canada including tourism and recreation, municipal and regional planning, landscape architecture and land use economics.

Senior Planner  
(1975 - 1979)

Responsible for the preparation of regional tourism studies, detailed master plans for municipal and national parks, recreation and resort areas, interdisciplinary environmental studies, and participation in a variety of related urban and rural land use development and redevelopment studies.

1974 - 1975

Ontario Ministry of the Environment

Environmental Planner

Responsible for the environmental assessment of a wide range of governmental and private land development projects (industrial-recreation).

1971 - 1974

Manitoba Department of Tourism, Recreation and Cultural Affairs

Regional Planner

Responsible for the preparation of conceptual, master park plans and site plans in Eastern and Southern Manitoba. Co-ordinator of commercial resort facilities in provincial parks.

1970 - 1971

Saskatchewan Department of the Environment

Economist

1968 - 1970

Manitoba Department of Mines, Resources and Environment Management

Land Use Analyst

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# Marshall Macklin Monaghan

ROBERT A.G. WONG

Senior Planner  
Western Canada

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## EDUCATION

1979 M.A. University of Alberta  
1976 B.A. University of Western Ontario

## RELEVANT PROJECT EXPERIENCE - TOURISM AND RECREATION

Senior Planner responsible for the land use and market demand analyses for two lake management plans: Lake Wabamun and Jackfish/Murray Lakes. Both projects involve the preparation and analysis of a user survey, land use and environment evaluations, policy planning and plan formulation.

Senior Planner responsible for the physical tourism plant and infrastructure assessment and strategy formulation for the Saskatchewan Provincial Tourism Strategy.

Senior Planner responsible for the audience analysis, plan formulation and client liaison for the Lethbridge Historical Interpretive Master Plan.

Project Planner responsible for project management and the preparation of technical reports regarding regional tourism and recreational opportunities for Battle River Tourism Destination Area study; the Saskatchewan Tourism Data Evaluation and Planning Framework study and the Comox-Strathcona Regional Parks study.

Project Planner responsible for project management, questionnaire survey, market analysis, alternative concept development plans for various municipal park developments including: Edmonton Heritage Festival Park and Fort Saskatchewan West Parklands. Participated in resource analysis component of the North Saskatchewan River Valley and Ravine System study for the City of Edmonton.

Project Planner responsible for project management and the preparation of technical components for a variety of recreation planning studies for reservoirs. Preparation of a technical document concerning "policy" alternatives for the management of recreational developments on the shorelands of irrigation reservoirs under the administration of Alberta Environment. Preparation of the biophysical resource and market demand analyses components of the Weasel Valley - Reservoir Recreation Study for the Peigan Indian Band.

Project Planner responsible for project management, administration and co-ordination of two ski facility utilization studies in southwestern and southeastern Alberta (Westcastle and Cypress Hills Ski Areas). The studies involved the preparation of a retroplan for upgrading the facilities. Involvement included environmental analysis, market analysis and policy planning components. Participated in cost proforma analysis for Strathcona Science Park Ski Facility and Lyon Mountain Ski Area.

## OTHER PROJECT EXPERIENCE

Senior Planner responsible for the environmental planning and client liaison for the Saskatchewan Environment lakeshore management study. The study involves the development of a subdivision development evaluation form and field testing.

Project Planner responsible for identifying current and potential land uses which could have implications upon the water quality of the Elbow River. Participated in the inventory and analysis of the land uses, and management practices in the rural and urban areas of the watershed with the intent to provide recommendations for further study and mitigation.

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## Marshall Macklin Monaghan

Project Planner and Planner responsible for the preparation of biophysical resource inventory and analysis for a number of land development and resource management plans on the Saulteaux Indian Reserve, Edmonton's Northwest Annexation area and in local municipalities.

Planner responsible for the preparation of biophysical inventory and evaluation of 6400 ha. of property in the Regional District of East Kootenay, B.C. for a private landowner. Resource management strategies for activities such as agriculture, recreation and tourism, wildlife management and Christmas tree farming were prepared.

Planner involved in the preparation of an environmental impact evaluation for the relocation of an oil pipeline and power lines near the Dickson Dam Reservoir. Responsible for the community involvement programme and corridor and route selection and evaluation components.

### PROFESSIONAL BACKGROUND

1980 - present

Marshall Macklin Monaghan. Planner, Project and Senior Planner responsible for project management and preparation of a range of recreation and environmental projects including: regional park and tourism strategies, municipal recreation master plans, park master plans, environmental impact assessment studies and resource management plans.

1979 - 1980

Recreation/Environmental Planner with Ecoplans Limited. Responsible for project management, survey administration for a variety of land development projects.

1979 - 1980

Special Consultant with Western Social and Geographic Surveys Limited. Responsible for the organization and management of community involvement programmes for environmental impact assessment.

1978 - 1979

Project Co-ordinator with the Department of Geography, University of Alberta, Junior Atlas of Alberta Project. Responsible for project management and administration, determination of the content of the atlas, compilation and design.

### PUBLICATIONS

Jackson, E.L. and Robert A.G. Wong. "Perceived Conflict between Urban Cross-Country Skiers and Snowmobilers in Alberta". Journal of Leisure Research. Vol. 14, No. 1, 1982

### PROFESSIONAL ASSOCIATIONS

Canadian Association of Geographers  
Alberta Recreation and Parks Association  
National and Provincial Parks Association of Canada  
Canadian Institute of Planners (Prov)  
Toastmasters Club International

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# Marshall Macklin Monaghan

ROBERT E. BEE, A.A.L.A., O.A.L.A.,  
C.S.L.A., A.S.L.A.

Manager of Landscape Architecture  
Western Canada

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## EDUCATION

1972 B.S.L.A. Michigan State University, U.S.A.

## PROJECT EXPERIENCE

Recreation Planner involved in the physical recreational analysis for Cypress Hills Provincial Park, Alberta.

Recreation Planner involved in the preparation of a Master Plan for the development of a large municipal park system including a golf course, campground, rodeo ground, and major sports field complex for the Town of Fort Saskatchewan, Alberta.

Landscape Architect and Recreation Planner determining land use suitability and developing recreational analysis and recreation policy formulation for the Arusha, Tanzania, Master Plan.

Landscape Architect/Recreation Planner involved in the preparation of alternative development concept plans for a recreational facility near the Giza Pyramids in Egypt.

Landscape Architect and Recreation Planner involved in the design development of a major recreational vehicle campground in the Kananaskis Country Recreation Area and the upgrading of campgrounds and day use areas in Bow Valley Provincial Park, Alberta.

Project Manager for the Campbellton Waterfront Development, New Brunswick. Completed site inventories, landscape analysis, recreational planning concepts and alternative preliminary design schemes.

Design Co-ordinator involved in the master planning for a provincial park of approximately 230 km<sup>2</sup> located at Mount Carleton and responsible for the landscape design of a tourist information centre and ski lodge at Sugar Loaf Provincial Park, both in New Brunswick.

Landscape Architect and Project Manager responsible for the preparation of alternative reclamation plans for the filling of a shale quarry with coal ash from a local hydro generating station in Mississauga, Ontario. Professional evidence regarding the reclamation of the quarry was provided at subsequent public meetings of the Environmental Hearing Board.

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# Marshall Macklin Monaghan

ROBERT E. BEE, A.A.L.A., O.A.L.A.,  
C.S.L.A., A.S.L.A.

Manager of Landscape Architecture  
Western Canada

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## PROFESSIONAL BACKGROUND

1972 - present      MARSHALL MACKLIN MONAGHAN

Manager of Landscape Architecture  
(1981 - present)

Responsible for the management of the landscape architectural section and all landscape architectural and recreational design projects in Western Canada.

Chief Landscape Architect  
(1979 - 1981)

Managed landscape and recreational design assignments for private and public sector clients in Canada and the United States.

Landscape Architect and Senior Landscape Architect  
(1972 - 1979)

Involved in and responsible for landscape architectural, recreation planning and resource management and development assignments for private and public sector clients in Canada, Tanzania and Saudi Arabia.

1968 - 1972      Roberts Landscaping Incorporated

Assistant Landscape Architect

Engaged in design and construction supervision of residential, commercial and institutional landscape projects.

## ASSOCIATIONS

Alberta Association of Landscape Architects  
Canadian Society of Landscape Architects  
Ontario Association of Landscape Architects  
American Society of Landscape Architects

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PRINCIPAL

Maureen Cecilia Crowe

Education: University of Alberta  
Bachelor of Arts, 1971  
Sociology

Experience:

1979-present  
Lutra Associates Ltd.  
Yellowknife, N.W.T.

As a principal of Lutra Associates Ltd., Miss Crowe has concentrated on government and private sector assignments in Yellowknife and the communities of the North Slave and South Slave region. Assignments have however involved community work in nearly every community in the western N.W.T.

Miss Crowe specializes in organizational development and services related to the development of small business in the N.W.T.

-Inventoried and mapped historical and current resource sector land use in the Western N.W.T.

-Conducted program to evaluate effectiveness of radio and television programming in southwestern N.W.T.

-Undertook management of production of the N.W.T. Visitors' Guide. This assignment included research into all sectors of the N.W.T. tourism industry.

-Conducted feasibility study into the development of a cod-processing plant on Great Slave Lake, including market research, site evaluation, and development of financial projections.

-Participated in assessment of potential training facilities in Mackenzie Valley.

-Researched and developed aspects of marketing program for a tourist camp in Kitikmeot Region.

-Provided organizational direction to an Inuit crafts project.

-Analyzed operations and developed procedures for a Western Arctic Native organization.

-Developed and implemented the public participation aspects of a National Parks planning program, which involved much community liaison in southern N.W.T.

-Conducted study into energy use in lower Mackenzie Valley. This included inventorying homes for energy consumption.

1973-1978

Canada Employment Commission  
Yellowknife, N.W.T. and Edmonton, Alta.

As project officer responsible for the delivery of programs to nearly every community in both the eastern and western Arctic,

-conducted planning and evaluation programs for programs in eastern Arctic, Kitikmeot region, and Mackenzie Delta region,

-undertook review of staffing operations,

-planned and assisted in development of N.W.T. service.

Miss Crowe's interaction in the last ten years with projects in many parts of the Northwest Territories has given her a good understanding of the socioeconomic and political climate of the North.

For the past three years, Miss Crowe has been a director of Etthen Mines Ltd., a small but growing mining company with headquarters in Yellowknife. In her capacity as director, Miss Crowe has planned financial programs and organizational development.

Miss Crowe is now the president of Etthen Mines Ltd.

PRINCIPAL

Lois Mae Little

Education: Trent University  
Bachelor of Arts, 1972  
Native Studies

Community Development Courses 1975-79  
Marketing & Business Law Courses  
Banff School of Management 1979  
Athabasca University 1982-83

Experience:

1978-present  
Lutra Associates Ltd.  
Yellowknife, N.W.T.

- Undertook the development of a community based economic strategy for the Fort Good Hope Dene Community Council. This exercise relied heavily on community based research and consultation.
- Conducted a recreation need/demand assessment for Rae/Edzo Band and Hamlet Councils. Community based research and consultation provided the baseline data for this assessment.
- Participated in a pre-design capital evaluation of Mackenzie Valley training facilities. Community based research and consultation was integral to this assignment.
- Acted as project consultant to the Taloyoak Crafts Association in Spence Bay on a semi-regular basis between 1977-80 providing management relief services (1-3 month duration in the community); project evaluations; fundraising and marketing support; and training programs in the areas of life skills and arts and craft business management. Also conducted a socio-economic impact assessment of this arts and crafts operation on the community of Spence Bay.
- Facilitated the second year of the Wood Buffalo National Park Management Planning Program. This assignment focussed on community liaison and organizational work.
- Conducted a socio-economic impact assessment of northern oil and gas transportation proposals on the Gov't of the N.W.T. for the Finance Committee of the Legislative Assembly of the N.W.T.

-Acted as general consultant to the Fort Good Hope Dene Community Council and Community Assembly from 1980-82 providing organizational, research and writing services. Assignments undertaken included the development of a community government constitution and the preparation of documentation and proposals on various socio-economic and political issues of concern to the community.

-Developed, delivered and analysed a number of community surveys for such groups as: the CBC on media use in the eastern N.W.T. and lower western N.W.T.; the Dept. of Energy, Mines and Resources on energy use in the lower Mackenzie; and the Fitz/Smith Native Band and Yellowknife Band Councils on the impact of the Norman Wells oilfield expansion and pipeline project.

-Developed and delivered a number of human development training programs for the Dene Nation, Metis Association, CBC, Katimavik, and the communities of Fort Good Hope and Spence Bay.

1977

Dept. of Local Government,  
Gov't of the N.W.T., Yellowknife

As training officer to the Research and Development Branch of the Department

-Developed and delivered a series of training workshops for N.W.T. Municipal Councils in the areas of problem solving, conflict and conflict resolution, political and organizational development and communications. A number of these training workshops involved liaison work with the Boreal Institute.

1975-76

Employment Development Branch,  
Canada Employment Commission,  
Yellowknife, N.W.T.

As field/project officer

-Developed and monitored a variety of short term employment projects in the area of arts and crafts, community development and improvement and renewable resource development in communities in the Keewatin, Baffin, Mackenzie Delta and Great Bear regions of the N.W.T.

1975

Employment Development Branch,  
Canada Employment Commission,  
Edmonton, Alberta

— Lutra —

-as per above in the Lac La Biche-Fort MacMurray and Slave Lake-Peace River districts of northern Alberta.

1974

Inuit Land Use and Occupancy Project (I.L.U.O.P.)  
Inuit Tapirisat of Canada,  
Ottawa, Ontario

As research co-ordinator responsible for the collection of tradition and current land use and occupancy data in the Keewatin communities of Baker Lake, Eskimo Point, Chesterfield Inlet and Rankin Inlet

- Hired and trained local research assistants
- Conducted a public awareness program on the I.L.U.O.P.
- Undertook extensive mapping of individual land use and occupancy patterns
- Conducted in-depth interviews with community residents to determine land value
- Compiled and analysed research data.

1973

Dept. of Indian & Northern Affairs,  
Ottawa, Ontario

As administrative assistant to the Cultural Education Centres Program

- Conducted liaison work with national native organizations
- Monitored and facilitated the development of cultural education centres and programs
- Provided analyses and recommendations for the development and support of native cultural education centre facilities and programs
- Also provided research and administrative support services to the Indian Affairs policy and planning group.

Ms. Little's work in the N.W.T. has taken her to most communities in both the eastern and western N.W.T. and has allowed her to develop a good rapport with a wide variety of N.W.T. residents and organization.

RESEARCH ASSOCIATE

Robert M. Stephen

Education:

Carleton University, Ottawa  
Honours Bachelor of Arts, 1972  
Sociology

Memberships:

Northwest Territories Travel Industry  
Association

Experience:

1981-present  
Lutra Associates Ltd.,  
Yellowknife, N.W.T.

As associate research consultant has specialized in the areas of economic feasibility studies, marketing research, financial research and analyses and technical assessment. Community field work has been undertaken in Pond Inlet, Fort Liard, Fort Simpson, Rae/Edzo, Norman Wells, Fort Norman, Fort Franklin, Fort Good Hope and Colville Lake.

- Conducted research and analysis into the feasibility of developing a hotel/coffeeshop in Fort Good Hope.
- Research and development of a detailed proposal for the development of a community development strategy for Fort Good Hope.
- Updated market study for the hotel/coffeeshop facility in Fort Good Hope
- Development of a marketing plan with implementation program for the Band Economic Development Committee, Fort Good Hope.
- Conducted market research and analysis and site evaluation to expand the Co-op retail outlet in Frobisher Bay.
- Undertook an assessment of potential training facilities in Great Bear region communities. This assessment was tied to the Norman Wells oilfield expansion and pipeline project and its impacts.
- Conducted a media research/survey program in Pond Inlet to measure the effectiveness of community, CBC and the Inuit Broadcasting Corp.

— Lutra —

1979-present  
Taiga Sports Fishing,  
Yellowknife, N.W.T.

As principal partner has specialized in the development, operations and financial control of the company.

Financial Analysis:

-Preparation and implementation of financial program and developmental strategy for the multi-season tourism facility.

Marketing:

-Marketing and promotional program implementation.

1978-83  
Qaiivvik Ltd.,  
Yellowknife, N.W.T.

As associate research consultant specialized in package tour planning and implementation, guide training plan development and implementation and tourism research.

-Planning and implementation of sport hunt tour package in eastern Arctic, Frobisher Bay.

-Planning and implementation of guide training program administered in the eastern Arctic to sport hunt guides.

-Planning and implementation of guide training program administered to Holman Island sport hunt guides.

-Conducted inventory research for a tourism strategy for the Rae Band, Rae/Edzo, N.W.T.

-Developmental planning for a non-consumptive tour package suitable to eastern and western Arctic communities.

-Operational supervision of a sport hunt package in Yellowknife, N.W.T. area.

1974-78  
Canada Employment Commission,  
Yellowknife, N.W.T. and  
Edmonton, Alberta

As project officer and senior project officer, was responsible for the delivery and administration of employment related programs and staff.

-Planning and financial support to craft programs in Clyde River, Pangnirtung and Cape Dorset, N.W.T.



—Lutra—

-Planning and technical support for training needs of employees at a sawmill in Fort Resolution, N.W.T.

-Provided administrative assistance to project officer staff.

Mr. Stephen's nine years in the Northwest Territories has taken him to most eastern and western N.W.T. communities as a community field worker. His interaction with community organizations and residents has contributed to his understanding of the socio-economic and cultural milieu of the Northwest Territories.



HARRY L. FRENCH  
Chief, Recreation, Tourism and Resource  
Planning Department  
Associate

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#### EDUCATION

- 1977 B.Sc. Forestry, University of Toronto, Ontario
- 1973 M.Sc., University of Guelph, Centre for Resource Development, Ontario

#### RELEVANT PROJECT EXPERIENCE

Project Manager, Tourism Master Plan Study for the Regional Municipality of Sudbury. The Master Plan provides guidelines for the development of a tourism infrastructure supportive of and complementary to the multi-million dollar Science North development.

Project Manager, Action Strategy for Future Tourism Development, City of Thunder Bay. This program involved tourism market and resource analysis directed towards identifying specific tourism development opportunities, within and adjacent to the municipality. Recommendations were presented in organization structure and marketing programs.

Project Manager, Tourism Development Master Plan, County of Prince Edward, Ontario. This study provided an assessment of the County's tourism strengths and weaknesses. An assessment was made of current tourism economic impact and an overall realistic implementation program formulated to direct future tourism development and marketing efforts in their rural area.

Project Manager, Tourism Development Study, Sibley Provincial Park, Ontario. The major direction of the study included the identification of a tourism development proposal which would maximize the economic benefits of the Park to the tourism industry. Over fifteen individual tourism market segments were analyzed and recommendations prepared for developments which were evaluated as achievable.

Project Manager for the Muskoka Economic Opportunity Study, Tourism Sector. This project evaluated the contribution of tourism to the district economy, and identified tourism related opportunities with special emphasis on the development of innovative forms of accommodation which respond to the problems of seasonality. This assignment included extensive interviews with major resort operators.

Project Manager responsible for the design and cost components of a major Trade and Recreation Complex in Niagara Falls, Ontario. This assignment included the assessment of the financial feasibility of developing an off-season tourism attraction associated with three major downtown hotel developments. The intent of the project was to define alternative means to increase yearly occupancy of the hotel establishments.

Project Manager for the Historic Lakeshore Lodge Resort Project, an undertaking which looked into development alternatives for a historic resort complex, examining the market, environmental, financial and structural implications and feasibility of each. One of the alternatives evaluated as part of this study included the development of a heritage country inn.

Project Director, Community Based Tourism Study in Pangnirtung, N.W.T. This study, in Canada's Arctic, was designed to develop a conceptual plan, identify investment opportunities of a tourism nature and evaluate social and economic impact on an isolated Inuit community in Canada's Eastern Arctic. A major component of the project involved developing and carrying out various mechanisms for the effective involvement of the community in the study.

Project Team Member, Baffin Region Tourism Development Strategy. The project, through a program of resource and market analysis in association with community input, set overall tourism development goals and opportunities for the Region.

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Harry L. French (Continued)

Project Team Member, Regional Plan Appraisal for the Mackenzie Valley Region. The assignment undertaken for D.L.A.N.D., was the first in a series of steps in a comprehensive regional land use planning exercise in Northern Canada.

Project Manager, Maple Leaf Estates Resort/Retirement Community. This project, north of Toronto, Ontario, involved the development of a physical development plan for an eight hundred and fifty (850) unit retirement community to be built in conjunction with a variety of resort facilities ranging from a luxury hotel to an equestrian centre on the shore of Lake Simcoe.

Project Manager, Georgian College School of Tourism Residential Learning Facility. The assignment included the evaluation of an existing conference facility and an assessment of the use and management alternatives respecting the conversion of the facility to a major resort - hotel learning complex for Georgian College students.

Team Member, Cornwall Tourism Development Strategy. This strategy provides for the development of an organizational structure, attractions, special events, visitor facilities and services, and most significantly, an image creation program in support of the development of a viable tourism industry in Ontario's easternmost city.

Project Co-ordinator for the physical planning and tourism strategy development components of the Manitoba Tourism Development Plan, a study designed to direct tourism development in Manitoba over a 20-year period, based on natural, historical, human and physical resource characteristics.

Project Manager responsible for the production of ten regional tourism development plans in the Province of Manitoba. Work included concept development, identification of development opportunities and development of implementation programs for a \$20 million agreement. Many of the opportunities identified are based on the Province's outstanding historical and culture resources.

#### OTHER PROJECT EXPERIENCE

Team member, Giza Leisure Attraction Feasibility Study and Conceptual Alternatives. The basic objectives of this study were the formulation of alternative concepts for the development of a major international leisure and recreational attraction in Giza, Egypt, based on the attraction of the area's historical features.

Project Director, Evan Thomas Recreational Vehicle Park, Alberta, Canada. Duties included direction and co-ordination of a multi-disciplinary team responsible for the production of detailed design and construction documents for a three million dollar resort campground.

Participated in planning teams providing policy input into Ontario Parks program: Parkway, Belt, Niagara Escarpment, Wasaga Beach, Prince Edward County.

Project Planner for the production of park master plans in the area of Georgian Bay, Muskoka and Eastern Ontario an associated public participation program.

Head, Master Planning. Responsible for co-ordination of major park master planning studies in Alberta.

Project Director for the Town of Harrow Culture and Recreation Master Plan, designed to develop a ten-year Master Plan which would direct the delivery of leisure services to residents. The study called for extensive public participation as well as an understanding of the financial implications of development.

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Harry L. French (Continued)

Team member, Town of Huntsville Culture and Recreation Master Planning Study. This project was designed to provide long-term direction to Huntsville for the delivery of cultural and leisure services based upon an analysis of community wants and the Town's fiscal ability to provide services. A community needs assessment was carried out through an extensive public involvement program.

Project Manager, Kitchener Auditorium Master Plan and Feasibility Study. Based upon a market and resource analysis, this study was designed to develop plan alternatives for a major recreation/leisure complex in the City of Kitchener. An important component of the project involved extensive public consultation.

Chief, Recreation, Tourism and Resource Planning. Responsible for the preparation of the Nanticoke Recreation Study, Sarnia Municipal Parks, Ajax Parks and Open Space Standards, and Elliot Lake Parks and Open Space Standards.

Team member, Collingwood-Midland-Orillia Tourism Zone Study designed to develop zonal tourism strategies for tourism development. Responsible for the public participation program development and implementation.

Participation in a number of master planning efforts for Ontario and Alberta parks containing significant historical and archaeological resources and supporting extensive interpretive programs.

Participated in and provided policy direction for regional studies of Prince Edward Island's North Shore for the development of a National Seashore with a tourism and resource management perspective. Responsible for policy formulation for historical and natural resource development.

Project Manager responsible for the preparation of interim guidelines and park master plan for Dinosaur Provincial Park nominated for inclusion on the UNESCO World Heritage List. This internationally renowned and scientifically important area is now a World Heritage Site dedicated to all nations for their benefit, education and enjoyment.

Supervisor of Planning and Special Studies, co-ordinated Prince Edward Island Historic Resources Study which culminated in the selection of three sites for detailed historical study and the preparation of detailed interpretive programs for these sites.

Project Manager for selected projects within the Alberta Government's Kananaskis Country Program. Responsibilities included all phases of planning and implementation of park related projects, including budget control and construction supervision.

#### PROFESSIONAL BACKGROUND

1979 - date      **MARSHALL MACKLIN MONAGHAN LIMITED**

Chief, Recreation, Tourism and Resource Planning Department

Responsible for co-ordinating various components of tourism and recreation related programs.

1976 - 1979      **Alberta Parks**

Head, Master Planning Group, Southern Alberta

Project Manager, Kananaskis Country, responsible for project implementation, park planning, policy formulation, public participation programs.

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Harry L. French (Continued)

- 1974 - 1976      **Prince Edward Island, Department of Tourism, Parks, and Conservation**  
Supervisor, Planning and Special Studies Group  
Responsible for provincial park planning, program and formulation.
- 1972 - 1974      **Ontario Ministry of Natural Resources**  
Parks and Recreation Planner, Southern Ontario  
Responsible for co-ordination of park systems planning, including public participation.

**PUBLICATIONS**

"A Regional Approach to Planning Outdoor Recreational Open Space and Its Application to Prince Edward County", July 1981.

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# Marshall Macklin Monaghan

WAYNE STRONG

Ecologist and Natural Resource Analyst

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## EDUCATION

(expected 1984) Ph.D. University of Alberta  
1975 M.Sc. University of Calgary  
1973 B.S. Central Michigan University

## RELEVANT PROJECT EXPERIENCE - Ecological Land Inventories and Analyses

Resource Analyst responsible for the classification, mapping, characterization, and analysis of Saskatchewan natural resources (climate, vegetation, soils, landform) for their potential to attract and support tourism/recreation activities. Based on the available data, an attempt was made to assess opportunities/constraints associated with climate, wildlife, fisheries, lake ecology, and environmental diversity to attract users.

Natural Resource Analyst responsible for the development and application of suitability criteria for planning in the North Saskatchewan River and Ravine System Biophysical Study for the City of Edmonton. Suitability criteria was developed for such land uses as hang gliding, sports fields, and linear developments.

Ecologist responsible for the inventory and capability analysis in southern Rocky Mountains, Swan Hills, Wood Buffalo National Park, and several other boreal forest localities. Work involved mapping and interpretation of ecological units which included vegetation, soils, geomorphic, and climatic data.

Ecological analyst responsible for the mapping and inventorying of environmental components for proposed utility corridor through the oil sands area, north of Fort McMurray.

Ecologist responsible for the development of an ecological land classification manual as a standard for work by the Resource Appraisal Section, Alberta Energy and Natural Resources.

Ecologist partially responsible for the instruction of a short course dealing with the classification, analysis, and use of ecological land classification systems in the Cache Percotte Forest at Hinton, Alberta. This course was developed for government planners and land managers.

Natural Resource Analyst responsible for the development of capability criteria for forestry, agricultural, wildlife, and environmental hazards for Government of Alberta.

## OTHER PROJECT EXPERIENCE

Ecologist responsible for the classification and characterization of climatic regions in Alberta. A more detailed mapping project was conducted in the Edmonton Regional Planning Commission area.

Ecologist dealing with plants rooting habits.

Ecologist dealing with the susceptibility of understory plants to human trampling and its ability to recover from damage in Wood Buffalo National Park.

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Marshall Macklin Monaghan

WAYNE STRONG

Ecologist and Natural Resource Analyst

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OTHER PROJECT EXPERIENCE CONTINUED

Natural Resource analyst responsible for the assessment of land for residential housing expansion in the Swan Hills and Alexis Indian Reserve.

Ecologist responsible for assessing land for potential environmental hazards to the construction of pipelines between two natural gas plants in the foothills of Alberta.

PROFESSIONAL BACKGROUND

1983 - present      MARSHALL MACKLIN MONAGHAN

Ecologist, specializing in biophysical/ecological inventories and analysis for both site specific and broad scale studies.

1977 - 1982      Ecologist/Project Leader with Province of Alberta

Responsible for the co-ordination, collection and analysis of biophysical/ecological studies in the Resource Evaluation and Planning Branch, Alberta Energy and Natural Resources. Liaison with user agencies and methodological development were a significant component.

1974 - 1977      Biophysical Analyst on Parks Canada contracts, Wood Buffalo National Park

Responsible for the mapping analysis, and interpretation of biophysical data.

PUBLICATIONS

Cordes, L.D., S. Hartwell, and W.L Strong. 1975.

Environmental Assessment of the Pine Lake Area, Wood Buffalo National Park. National and Historic Parks Branch, Department of Indian Affairs and Northern Development. Research Contract 585-74-19

Hartwell, S., and W. L Strong. 1975. Environmental Assessment of the Pine Lake Area, Wood Buffalo National Park - Continued Monitoring of Trampling Plots and Exclosures. National and Historic Parks Branch, Department of Indian Affairs and Northern Development. Research Contract 585-75-69.

Strong, W. L. 1975. Pre- and postsettlement palynology of southern Alberta. M.Sc. Thesis, University of Calgary, Calgary, Alberta.

Cordes, L.D., and W. L Strong. 1976. Vegetation Change in the Peace-Athabasca Delta 1974-1975. National and Historic Parks Branch, Department of Indian Affairs and Northern Development. Research Contract 585/74-54.

Strong, W.L., and L.D. Cordes. 1976. A coring method for lake surface sediments. Canadian Journal of Earth Sciences, 13:1331-1333.

Strong, W.L. 1977. Pre- and postsettlement palynology of southern Alberta. Review of Palaeobotany and Palynology, 23:373-387.

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Marshall Macklin Monaghan

WAYNE STRONG

Ecologist and Natural Resource Analyst

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PUBLICATIONS CONTINUED

Strong, W.L. 1978. Evidence of *Picea Pungens* in north-central Montana and its significance. *Canadian Journal of Botany*, 56:1118-1121.

Strong, W.L. 1978. Biophysical land classification and evaluation of capability - lakeland. Alberta Energy and Natural Resources, Edmonton, Alberta. Publication No. 63.

Strong, W.L. 1979. Ecological land classification and evaluation - Livingston-Porcupine. Alberta Energy and Natural Resources, Edmonton, Alberta. Publication No. 94.

Strong, W.L. and H.G. Vriend. 1980. Ecological land classification hierarchies and elk distributions in southwestern Alberta. Pages 99-106. In D.G. Taylor. Editor. Land/Wildlife Integration. Environment Canada, Lands Directorate, Ecological Land Classification Series, No. 11.

Strong, W.L. 1980. Ecological land classification - Fort McMurray Energy Corridor. Alberta Energy and Natural Resources, Edmonton, Alberta.

Strong, W.L. 1980. Ecological land classification - Swartz Lake area. Alberta Energy and Natural Resources, Edmonton, Alberta. ENR Report No. T/11.

Strong, W.L. and K.R. Leggat. 1981. Ecoregions of the Edmonton Regional Planning Commission. Alberta Energy and Natural Resources, Edmonton, Alberta.

Strong, W.L. and K.R. Leggat. 1981. Ecoregions of Alberta. Alberta Energy and Natural Resources, Edmonton, Alberta. Technical Report No. T/4.

Strong, W.L. and A. Limbird. 1981. A key for systematically classifying soils to the subgroup level as based on the Canadian System of Soil Classification. *Canadian Journal of Soil Science*, 61:285-294.

Strong, W.L. 1981. Ecological land classification and evaluation - Jean D'Or Prairie. Alberta Energy and Natural Resources, Edmonton, Alberta. ENR Technical Report No. T11-5.

Strong, W.L. 1981. Ecological land classification and evaluation - Frost Hills area. Alberta Energy and Natural Resources, Edmonton, Alberta. ENR Technical Report No. T/11-6.

Strong, W.L. 1981. Ecological land classification and evaluation - Swan Hills townsite area. Alberta Energy and Natural Resources, Edmonton, Alberta. ENR Technical Report No. T/11-7.

Strong, W.L. and G.H. La Roi. 1983. Rooting depth and successional development of selected boreal forest communities. *Canadian Journal of Forest Research*, 13:577-588.

Strong, W.L. and G.H. La Roi. 1983. Roots system morphology of common boreal forest trees. *Canadian Journal of Forest Research*, 13:000-000.

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## Marshall Macklin Monaghan

FRANK HART, B.A., Hons. M.A.

Management Consultant

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### EDUCATION

Frank Hart holds a B.A. (Hons.) from the University of Regina and is completing a Masters in Administration.

### RELEVANT PROJECT EXPERIENCE

Mr. Hart has extensive experience in the areas of parks, recreation and tourism. In 1979, he was contracted by Saskatchewan Tourism and Renewable Resources to undertake a long range planning study of Saskatchewan provincial parks. He later joined the Department and held various senior positions responsible for tourism and recreation. His experience in the field of tourism and recreation also includes:

- Consultations study with the Saskatchewan hospitality industry on the need for manpower training programs for Saskatchewan Tourism and Small Business.
- Study of relative land tenure policies and implications for tourism development in Canada for Saskatchewan Economic Development and Trade.
- Completion of a 20 year capital development plan and market analysis for Saskatchewan provincial parks.
- Development of an analysis and foresting model for determining economic impact from the Tourist Industry.
- Development of a Federal/Provincial agreement for the establishment of the Grasslands National Park.
- Supervised a number of tourism studies for the Saskatchewan government including two destination resort feasibility studies.
- Examination of the potential interest of the European travel trade for packaged tours to Saskatchewan.
- Preparation of a Tourism Development Strategy for the Province of Saskatchewan for Saskatchewan Tourism and Small Business.
- A study to determine the economic impact from tourism events in Saskatchewan for Saskatchewan Tourism and Small Business

Mr. Hart's experience in northlands and the territories includes:

- Study of the impact of land tenure arrangements on tourism operators in northern Saskatchewan.
  - Assessment of training needs and program strategies for management development within the Canadian Federation of Arctic Co-operatives.
  - Assessment of the impact and effectiveness of economic development initiatives undertaken by the Department of Indian and Northern Affairs in Northwestern Ontario.
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# Marshall Macklin Monaghan Limited

Consulting Engineers Surveyors Planners

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October 28, 1988

PROGRAM  
DEVELOPMENT

NOV 9 1988

Economic Development & Tourism  
Government of the N.W.T.  
Box 240  
Fort Simpson, N.W.T.  
XOE ONO

Attention: Mr. John Sheehan

Dear Mr. Sheehan:

**Subject: Liard-Mackenzie Highway  
Corridor Tourism Development  
and Marketing Strategy**

The final report for the above noted study was forwarded to you on June 29, 1988. This report was based upon two review meetings held with yourself and Peter Neugebauer on August 21, 1987 and in April, 1988.

The purpose of the first meeting of August 21, 1987, in Fort Smith, was to clearly set the expectations between ourselves, yourself and Peter Neugebauer on the content of the final report. Our confirming letter of August 24, 1987 is attached. As the letter outlines, the focus of the study from this point was on a summary of the strengths and weaknesses of the area and the preparation of a regional strategy. Community roles were to be incorporated as appropriate and select communities not considered at all.

A draft strategy was prepared and reviewed with yourselves in November in Toronto. The content of that report was accepted and we were authorized to proceed to the implementation stage.

Based upon the meeting of August 21, 1988, the implementation plan was prepared and forwarded to you on March 23, 1988.

At a meeting in April, 1988, the entire document was reviewed by yourselves and all agreed upon and corrections were made by ourselves. The final plan was forwarded on June 24, 1988.

In the meeting of April, Mr. Neugebauer made reference to a review by the marketing section in Yellowknife. With respect to this point, we were directed at our August meeting to utilize the Travel Arctic marketing strategy, the T.I.A. of N.W.T. marketing approach and the Product Development Plan by Derek Murray Associates as our market base. Upon review of these documents, we found them to be too broad to be useful to our study area. There was little quantifiable substance in any of the documents.

...continued on page two



October 28, 1988  
Mr. John Sheehan  
Page two

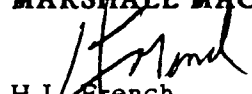
At the April meeting, Mr. Neugebauer also talked about redoing the various community plans. The latter, was not our agreement of August 21; on this point you also disagreed with Mr. Neugebauer. We agreed to reference various community roles in the final report.

The final report was prepared with yours and Mr. Neugebauer's full input.

In this context, we would appreciate immediate payment of our outstanding invoice.

Yours very truly

**MARSHALL MACKLIN MONAGHAN LIMITED**

  
H.L. French  
Vice President  
Planning Division

HLF/bes:7

cc: Mr. A. Vaughan, Deputy Minister  
Mr. T. Mason  
Mr. P. Neugebauer



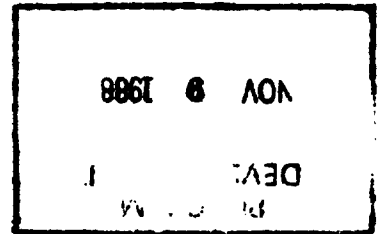
**Marshall Macklin Monaghan Limited**

Consulting Engineers Surveyors Planners

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August 24, 1987  
30.87038.RO1

Mr. Peter Neugebauer  
Manager, Program Development  
Economic Development and Tourism  
Government of the N.W.T.  
Yellowknife, Northwest Territories  
X1A 2L9



Dear Mr. Neugebauer::

**Re: Liard Highway and Corridor Tourism Study**

This letter will confirm our agreed to course of action to complete this study as discussed in Fort Simpson with yourself and John Sheehan on Friday, August 21.

A Strategy Development Report will be produced over the next six to eight weeks by the consultant. It will include the following subjects:

- o overview and objective of study
- o summary of natural resources
- o summary of man-made resources
- o resource strengths and weaknesses
- o summary of current market visitation and trends
- o market opportunities and constraints
- o review of current market framework - based upon Travel Arctic and TIA marketing strategies
- o identification of overall tourism development strategy on a regional scale incorporating community roles as appropriate (not Wrigley or Tungsten) with a focus on the corridor
- o identification of product themes and opportunities
- o suggestions for high interest opportunities

It was agreed that to the extent reasonable the current study would utilize the Travel Arctic marketing strategy document, the T.I.A. of N.W.T. marketing approach and the Product Development Plans prepared by Derek Murray Associates - the intent being to identify product in the study area which fit the objectives, of these reports rather than undertaking market work which may be a duplication.

The report will be provided to the client for review. A second meeting will be scheduled in order to confirm material presented to date and provide direction for the implementation plan.

As agreed, the client will consist of Peter Neugebauer and John Sheehan. Any other parties will be involved at the invitation of either of these individuals. However, final approval on any efforts by the consultants rest with Neugebauer and Sheehan only.

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The next meeting will be tentatively scheduled for some time during the last two weeks of October.

After the second meeting, the implementation plan can then be developed. It would consist of:


- priorities/phasing
- capital costs
- constraints to overcome
- market strategy in line with Travel Arctic Strategy
- ★ details of high interest opportunities (focus on corridor)
- economic impact analysis

Developing seven regional package tours, as agreed, is no longer required.

If this is satisfactory, we can proceed as discussed.

Yours very truly

**MARSHALL MACKLIN MONAGHAN LIMITED**

  
H.L. French  
Vice President  
Planning Division

HLF/bes:43

cc: Mr. John Sheehan, Area Superintendent - Fort Smith, N.W.T.  
Mr. David Lapp, Brandon, Manitoba