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**Action Plan For Tourism In The Northwest  
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ACTION PLAN FOR TOURISM  
IN THE ~~NORTHWEST~~ TERRITORIES

PREPARED FOR  
THE **TOURISM STEERING COMMITTEE/**  
DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM  
GOVERNMENT OF NORTHWEST TERRITORIES

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**SUMMARY** OF THE **N.W. T.**  
TOURISM DEVELOPMENT AND **MARKETING** STRATEGIES  
**RECOMMENDED** ORGANIZATIONAL STRUCTURE AND  
PROPOSED ACTION **PLAN**

In May of 1979, **Balmer,Crapo** & Associates and their associates, Outcrop Ltd. and **Qaivvik** Ltd. ,were commissioned to prepare a Travel Industry Strategy and Action Plan For The Northwest Territories. Three reports have been produced: a preliminary report 'Analysis of Background Information, Appendices for the Northwest Territories Tourism Strategy' investigates and analyses the existing tourism resources and current and potential markets. The main document 'Tourism Development and Marketing Strategies' for the Northwest Territories' presents the recommended strategy on how the Territories should be developed. Marketing directions and programs are detailed and the proposed tourism industry organizational structure is described. The 'Action Plan For Tourism' is the third report. This document contains **descriptions of** the various programs required, the agencies responsible for implementation, timing and budget requirements. The functions of the different tourism agencies and associations are also outlined and **priorized**. The following discussion is a summary of the conclusions and **recommendations** from these three reports.

The Northwest Territories has the potential to become a significant tourism destination area with international recognition. It was assumed when undertaking this investigation that tourism is a desirable industry for the North. To date, however, it has been given little recognition. If the N.W.T. is serious about tourism (and from the examination of the benefits it can offer the North, it should be), then it requires more time and interest from government and the people.

There are many resources that offer potential but there are also many problems which need to be addressed.

### TOURISM RESOURCES

The N.W.T. has many resources which offer tremendous potential for tourism. Despite the lack of development and the current difficulties with northern travel, visitors are already coming to view and participate. The uniqueness of the natural resources - tundra, icecaps, location, wild flowers, wildlife, etc., places the N.W.T. in a very competitive position in the international marketplace. The cultural resources, if developed properly, could be the greatest tourism resource for the Territories.

The facilities to service visitors such as accommodation and restaurants are generally of mediocre quality and are high priced. The markets to the N.W.T. will be willing to and expect to pay higher prices, however, they want value for their expenditures. Many of the tourism facilities and services are not offering enough value. Information services are another problem area. Information services are practically non-existent, resulting in most visitors not being aware of available attractions and services--therefore they are not staying long nor spending as much as they could.

Table I details realities or problems confronting the tourism industry. It also outlines the implications for tourism and what steps are required to improve the situation.



TABLE I

A SUMMARY OF PROBLEMS AND THEIR IMPLICATIONS  
FOR TOURISM IN THE N.W.T.

<u>REALITIES</u>	<u>IMPLICATIONS</u>	<u>METHODS OF IMPROVEMENT</u>
<p>'Small resident population - <i>A continuing relatively small future population</i></p>	<ul style="list-style-type: none"> <li>● Few capable trained staff</li> <li>● Small 'pool of potential resident users <b>of opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>● Training programs for residents</li> <li>● Utilize non-resident staff</li> </ul>
<p>○ Dispersed resident population <i>Continuing in future</i></p>	<ul style="list-style-type: none"> <li>● Activities involving coordination are difficult (expensive) because of travel costs</li> </ul>	<ul style="list-style-type: none"> <li>● Use regional approach to accomplish activities</li> </ul>
<p>'Travel markets are distant</p>	<ul style="list-style-type: none"> <li>● Transportation to the <b>N.W.T. will</b> continue to be a major proportion of the total trip costs</li> <li>● <b>Air</b> transportation is a key variable in the future of <b>N.W.T.</b> tourism</li> <li>● Because the <b>N.W.T.</b> is distant and unique, it has appeal for those travelers seeking unique travel experiences</li> <li>● Usually one trip in a lifetime ('one shot' visits)</li> </ul>	<ul style="list-style-type: none"> <li>● Service special interest market groups where cost of travel is not a limitation</li> <li>● Encourage more coordination between air carriers and ensure they provide good service and a quality experience to their passengers</li> <li>● Promote different <b>experiences</b>, opportunities available to visitors while in the <b>N.W.T.</b></li> </ul>
<p>'Information about the current status of the tourism industry segments is virtually non-existent; <b>e.g.</b>, number of visitors, expenditures, length of stay</p>	<ul style="list-style-type: none"> <li>● Difficult <b>to assess</b> the tourism industry's current status, <b>evolving</b> trends, and the success of tourism-related programs</li> </ul>	<ul style="list-style-type: none"> <li>● Simple indicators must be measured and information must be distributed quickly</li> </ul>

TABLE I  
(continued)

REALITIES	IMPLICATIONS	METHODS OF IMPROVEMENT
<p>○ <b>Visitors are</b> not prepared for northern conditions; e.g., incorrect <b>expectations</b></p>	<p>● Some visitors are <b>disappointed</b> because the area they are visiting does not have all of the features they have expected from the 'north'</p> <p>● NO one describes <b>why</b> the conditions are as they are; i.e., the conditions and deficiencies are more readily accepted if the reasons for them are outlined</p>	<p>● Better <b>pre-trip information</b> and an efficient information distribution system</p> <p>● Explanatory information distribution <b>enroute</b> to the <b>N.W.T.</b></p> <p>● Tourism information focus in communities. Need for tourism coordinator in the <b>community</b></p>
<p>○ <b>Business practices are not</b> usually efficient; e.g., many meetings, few <b>actual</b> products (output doesn't equate with time and energy input), <b>apparent lack</b> of objectives</p>	<p>● Tourism operators are <b>frequently 'runoff their feet'</b>, but there is little <b>evidence</b> of the time and energy commitment</p> <p>-What are the objectives? priorities?</p> <p>● Few operations offer staff training programs</p>	<p>● Opportunities to <b>improve</b> business practices must be made available:</p> <ul style="list-style-type: none"> <li>• management procedures</li> <li>• marketing</li> <li>• staff training and management</li> <li>• workshops, courses</li> </ul>
<p>○ <b>Insufficient cooperation</b> among tourist operators          ° 'individual' emphasis          ° critical rather than reinforcing</p>	<p>● Fragmented industry</p> <p>● <b>Waste</b> of human and financial resources competing among themselves-same dollars if pooled <b>co-operatively</b> would be more effective</p>	<p>● Existing industry organization(s) should offer benefits to its members making it <b>worthwhile</b> for all tourism operators to join</p>

TABLE I  
(continued)

REALITIES	IMPLICATIONS	METHODS OF IMPROVEMENT
<p>General lack of understanding of tourism, how it works, benefits</p>	<ul style="list-style-type: none"> <li>● Given low priority by government</li> <li>● <b>Operators</b> providing mediocre facilities" and services</li> <li>● Native <b>people</b> hesitant to initiate or <b>allow development</b>; many opportunities being lost</li> </ul>	<ul style="list-style-type: none"> <li>● Awareness campaign to inform both residents and people in the industry of the benefits of tourism and what tourism entails</li> <li>● Distribution of this and similar reports to all existing and potential operators</li> </ul>
<p>○ <b>Monopoly situation</b> has destroyed entrepreneurial objectives</p> <p>○ monopoly situation reinforced by government regulation</p> <p>○ operators not interested in expanding</p>	<ul style="list-style-type: none"> <li>● Incentives to upgrade or expand operations (usually through competition) are not present in monopoly situation; some operations not responding to demand, complacent</li> <li>● Not being forced to respond to needs of the <b>N.W.T.</b> in general; i.e., employment and a year round industry</li> </ul>	<ul style="list-style-type: none"> <li>● Reinforce monopoly when operator is providing a good service and quality experience</li> <li>● Remove <b>monopoly</b> position if operator is not responding to the needs of the <b>N.W.T.</b> and the industry.</li> </ul>

Tourism in the Northwest Territories should capitalize on and support those operations/facilities that are working well. Generally the fishing lodges and outfitting services offer an excellent travel experience. Tour packages have also been successful. It has been largely through their efforts that the number of pleasure travelers have increased over the last five years. They should be encouraged to develop new packages for the summer months but also for other times of the year. The air service into and within the N.W.T. is a definite asset. Considering the population it serves and the volume of passenger traffic, the N.W.T. has excellent air service.

#### MARKETS (NON-RESIDENT)

The N.W.T. has not even begun to tap its potential markets. The current appeal, however, is very limited. Business travelers represent almost eighty (80%) percent of the total visitors. The pleasure travel market is limited primarily to "visiting friends and relatives" travelers, fishermen, and package tour visitors. Only a small percentage of visitors are sightseeing extensively or participating in outdoor activities such as hunting, canoeing, or climbing.

The western area of the Territories receives the largest number of visitors. The Baffin area receives around ten percent of the visitors and has been the area to experience the greatest growth in tourism. Other areas receive very few pleasure travelers.

Visitor satisfaction within the N.W.T. has generally been high. There is however, the need to provide more attractions/activities in the communities so that visitors will stay longer in the area and will spend more money. In addition, visitors are uninformed as to what to expect. Many expect to see ice, igloos and eskimos when they get off the plane in Yellowknife. An educational program directed at visitors is needed.

#### LAND CLAIMS

The land claims issue is at the forefront of everyone's mind. The uncertainty

as to the implications for all development has resulted in practically a 'no growth' situation in the N.W.T. Many residents of the North have adopted a very pessimistic attitude and this is reflected in **their** approach to tourism and tourism development.

The opportunities for tourism in the N.W.T. are numerous. However, every opportunity has a time component. The development of a prosperous tourism industry can't wait for the land claims to be settled, nor does it need to. Tourism tends to be focused in **communities**. This is where new development is needed and where the majority of development should occur. New **activities, suggested** in this report, to take place outside of the communities generally require minimal physical development and thus a 'paralyzed' land lease system does not stop development. New lodge developments are affected the most by the unsettled land claims. Government and the private sector must support good proposals to ensure that the development is approved. If native lands are affected, a partnership relationship should be established between the parties involved so that a suitable agreement can be reached **by** all.

#### GOALS FOR TOURISM

The suggested strategy is based on a set of broad goals for tourism. These are: to optimize the contribution of tourism to the economic development of the N.W.T.; to develop and maintain a healthy and profitable tourism industry; and to improve social conditions in the Northwest **Territories** through tourism. The development and marketing strategies were formulated in accordance with these **goals**.

#### SELECTED POSITIONING OF THE N.W. T. IN THE MARKETPLACE

The Northwest Territories should be positioned as a year-round travel area providing varied and uniquely 'northern' travel experiences. Its appeal should be based on the fact that it is the 'true North' and that **only** a few have **travelled** within its borders. It is a vast, undeveloped territory offering numerous opportunities for exploring and discovery. The experiences offered will be of a special **ized** nature and visitors will receive personal **ized** attention. The travel

experience should relate to 'learning' and 'participating in new and different types of activities', and 'living-in' and 'discovering' the unique resources of the land and its people. In addition, the positioning should be to develop and market 'Six Arctics', each offering different travel experiences and activities, and in different settings. The Six Arctics identified are: Eastern Arctic, Keewatin Arctic, High Arctic, Coastal Arctic, Western Arctic and Southern Arctic (refer to Figure II-1).

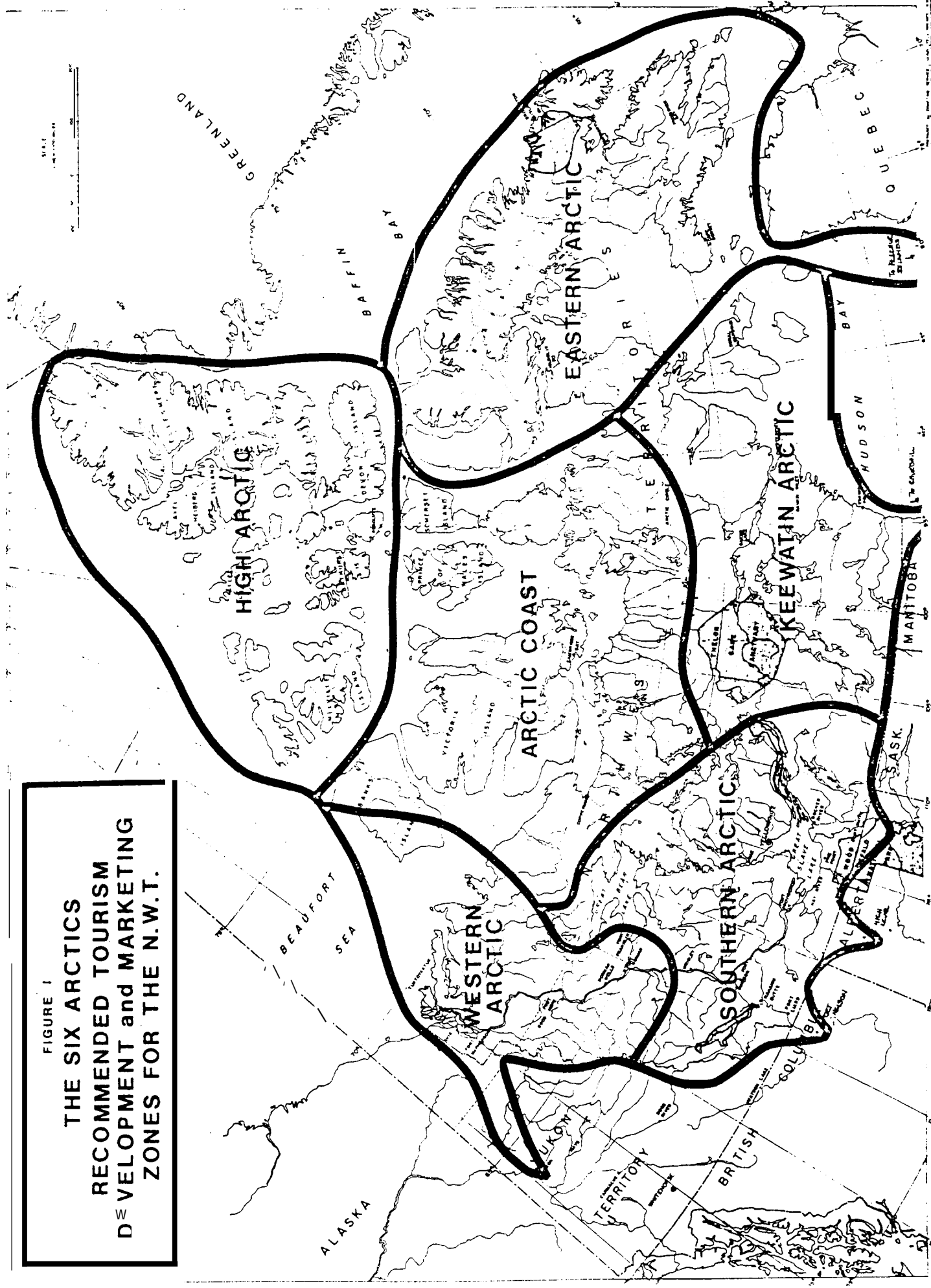
#### THE DEVELOPMENT STRATEGY

Tourism development in the N.W.T. should be implemented at a slow rate of growth as opposed to a great deal of major development in a short time span. Emphasis in the short term should be on upgrading existing facilities and attractions, and the development of a series of small scale new attractions. A few medium to large **scale** attractions/facilities need to be developed in each region/zone to act as models of good operations and to stimulate new interest in the industry. All development activity should strive to diversify the appeal of the N. W. T., to provide a year-round tourism industry and to create and reinforce the 'Six Arctics'.

#### SPECIFIC DEVELOPMENT NEEDS AND OPPORTUNITIES

Several forms of development are recommended, involving new construction, diversification, expansion and upgrading. Better quality accommodation is needed. A 'first-class' hotel with several amenities (e.g., saunas, pool, pub, lounge, fine dining facilities and other recreation activities) is missing in the N.W.T. Potential for more fishing lodge also exists. Cultural events and performing groups are potential opportunities which can be offered year round. Attractions which interpret the natural, historical and cultural resources need to be developed. These can include photography tours, whale hunts, trapline tours, development of museums and historical sites or packages where visitors can live with a native family.

**FIGURE 1**  
**THE SIX ARCTICS**  
**RECOMMENDED TOURISM**  
**DEVELOPMENT and MARKETING**  
**ZONES FOR THE N.W.T.**



More information centres in airports and road entrances need to be developed. Existing centres need to be relocated and upgraded. All communities interested in tourism need to address beautification. Entrance way development to set the theme is important. Regular clean-up programs should be implemented. Landscaping of public areas and upgrading of walkways are just a few activities communities should undertake. There are numerous opportunities for more local tour operations including road, boat and air tours. A specialty restaurant serving native foods is also a potential development opportunity for a community.

### THE MARKETING STRATEGY

Resources available for tourism marketing are limited. Thus the 'rifle' approach should be used, rather than aimlessly directing efforts at geographic markets. Marketing efforts should be placed on those activities/experiences unique to the N.W.T. Promotion should be finely directed at special interest groups, clubs, agencies which are interested in the products the N.W.T. has to offer. In the short term, priority should be given to experiences which can be offered in the non-summer months. All marketing activity should also incorporate the Six Arctics. Packaging should be the major marketing approach for the N.W.T. Both predesigned packaging and assembling packages specifically for a group or agency should be developed and promoted.

### TARGET MARKETS

Several new markets are recommended for the N.W.T. These were identified because they will allow control of and distribution of visitors throughout the Territories. Markets identified include specialized interest groups, organized group tour markets, small conventions/conferences, the incentive travel market and combined business and pleasure travelers. Thus, the emphasis is on small numbers with specific interests.

Specialized interest groups includes a number of market segments. Types of markets for which the N.W.T. should have appeal are rock hounds, mountain climbers, photography buffs, bird watchers, biology clubs, arts and craft guilds,



specialty hunters, history buffs, canoeists, cultural groups and many more.

## INDUSTRY ORGANIZATION

To implement these strategies and development recommendations, a strong effective industry will be required. The characteristics of the industry in the Northwest Territories dictates the need for a unique organizational structure - one that enhances a close cooperative relationship among all the groups and agencies of the tourism industry.

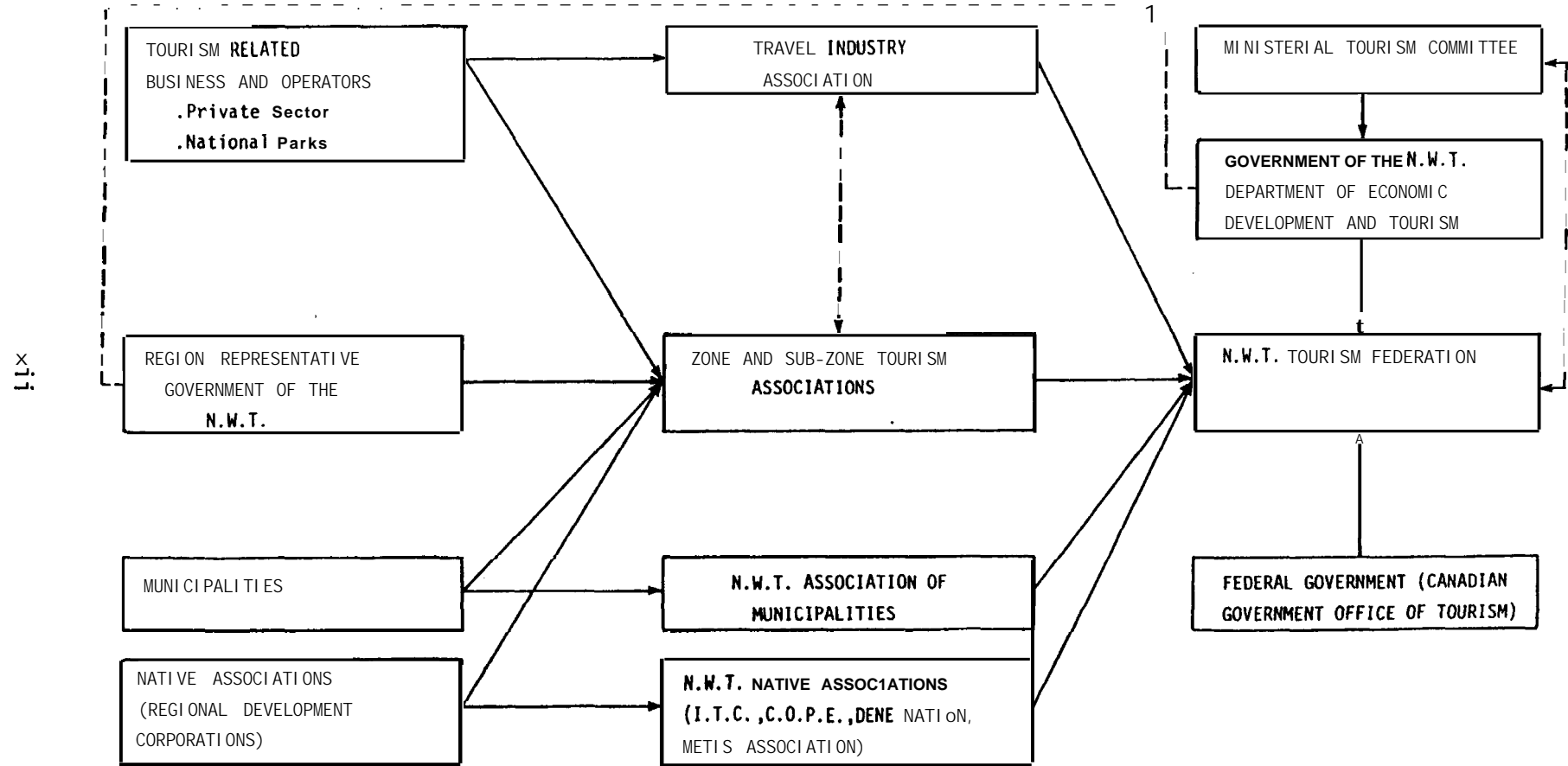
The recommended structure is composed of a joint private sector/government tourism federation to be the major coordinating body responsible for policy and distribution of financial assistance; a stronger, program oriented, Travel Industry Association; six zone associations actively involved in programs specific to each zone; and the Department of Economic Development and Tourism responsible for coordination, regulation and research.

It is recommended that the title 'Travel Arctic' be transferred to the tourism federation. The federation should be responsible for setting policy for all the agencies/organizations involved, **co-ordinating** all tourism activities, monitoring the effectiveness and productivity of those groups receiving funding and eventually distributing funds. The federation should be comprised of sixteen representatives:

- .Chairman - Minister of Economic Development and Tourism or Designated Representative
- .Chief of Tourism and Parks (GNWT)
- .President and Executive Director of T. I.A. (2)
- .Zone/Sub-Zone Travel Association Executive Directors(6)
- .N. W.T. Association of Municipalities (1)
- .Native Association Representatives (4)
- .Canadian Government Office of Tourism (1)

It is also recommended that a representative from the Federal Department of Indian and Northern Development (**DIAND**) sit on the federation as a non-voting **ex-officio** member. The federation would not have a full time staff but as a **committee** would meet three to four times a year.

FIGURE 1:  
 PROPOSED ORGANIZATIONAL STRUCTURE  
 FOR  
 TOURISM IN THE NORTHWEST TERRITORIES



In addition, because tourism is so important to the N.W.T., the industry strongly feels a ministerial committee on tourism is needed. This ministerial **committee** could be responsible for distribution of funds to the various members of the Federation and other actors/associations involved in tourism.

The Travel Industry Association (T. I.A.) would be the agency responsible for marketing and development. In addition they **should** be the lobbying body for the entire industry, have major input into all planning and manpower training programs and be responsible for **communications**. The T.I.A. should also take over the responsibility of operating information centres.

It is recommended that six (6) zone associations be established. The zone associations should incorporate the development/marketing zones. In two of the development/marketing zones (High Arctic and Arctic Coast) there are few operators. Therefore it is suggested that the High Arctic be organized with the Arctic Coast. The Southern Arctic Zone should also be comprised of two sub-zone associations - Yellowknife and Area, and the Fort Smith-Hay River-Fort Simpson sub-zone. To make these zone and sub-zone associations function, a full time staff person is required in each. The zone associations should be involved in promotion and development of packages for the zone. Assistance to developers should be provided. These associations would also represent the interests of the zone to the Federation.

The Department of Economic Development and Tourism would no longer contain a body known as TRAVEL ARCTIC but rather be one component of the tourism federation - Travel Arctic. Within the department, the tourism functions should be research, planning (both development and marketing) and regulation. It should also be responsible for co-ordination of the various government programs (Territorial and Federal) impacting on tourism.

## ACTION PLAN FOR IMPLEMENTATION

To achieve the desired tourism industry which provides more employment and increased economic return many programs must be implemented. Some of the programs or activities are necessary in all areas of the **N.W.T.** while others are zone specific.

A very important tourism program is Manpower Training and Education. This is critical if the employment and entrepreneurial opportunities for residents is to be increased. Six specific activities have been identified as necessary.

These are:

- . Hosting Training
- . Guiding Training
- . **Accommodation/Restaurant** Management and Staff Training
- . Regional Staff of **G.N.W.T.** Upgrading Program
- . Awards Program, and
- . Industry Improvement Tours.

More Development of tourism facilities and attractions is needed. Development includes upgrading what exists and new opportunities. Specifically, improvement of Information Services, Community Beautification and Upgrading of Accommodation and Food Services are imperative development activities in the **N.W.T.** There are also numerous opportunities which have been identified. These include:

- . Hosting
- . Guiding
- . Outfitting
- . Several Interpretive Tours
- . Cultural Performing Groups
- . Usage of Native Foods
- . Museums
- . Fishing Lodges (char and other), and
- . Specialized Tours (e.g., Midnight Sun Tours)

These **opportunities** based on preliminary investigation of cost and area analysis of market trends appear to provide good development potential. More **detailed** feasibility work on each however, should be undertaken **prior** to actual site implementation.

Marketing programs which are selectively targeted at specialized markets have been identified for the N.W.T. In total 13 programs are recommended, some of which are new and others are continuations of existing programs. The marketing activities identified are:

- . Production of a 'Six Arctics Film'
- . Preparation of a Six Arctics Lure Brochure
- More package development
- . Attendance at key Travel/Sport Shows
- . Production of the Explorers' Guide and Map
- . Participation in Canada West
- . Attendance at Special Events in other parts of the country
- . Involvement and assistance to Familiarization/Media Tours
- . Development of Posters and Presentation Items
- . Inventory of Planned Conventions at Gateway Cities to promote pre and post convention packages
- . Inventory of Special Interest Clubs and Associations, and
- . The development of Convention Promotion Kits.

The thrust of all marketing activities is to highlight the Six Arctics within the N.W.T. and the different specialized experiences offered year-round.

Planning is an ongoing activity whether it be to update existing plans or prepare new plans. The tourism strategies should be reviewed regularly and updated every 3 to 5 years. Marketing plans for both the zones/sub-zones and N.W.T. as a whole need to be prepared annually. The different development opportunities identified require additional investigation in the form of site specific plans. In addition, communities interested in tourism **should** be involved in planning. They should undertake a tourism resource analysis which is basically an inventory of the physical and human resources in the **community** which can contribute to tourism.

It is important that more research be undertaken within the N.W.T. Without data on number of visitors, their expenditures, and different travel characteristics, etc. it is extremely difficult to effectively plan. Feasibility studies, in particular are dependent on market data. It is also necessary information to measure the effectiveness of different marketing programs. Research programs recommended are as follows:

- . A Simple Count of Total Visitors
- . Road Travel Surveys
- . Special Market Surveys
- . Have input into the Northern Air Travel Survey
- . Collect and Monitor Trend Information, and
- . Implement Marketing Objectives by Occupancies

Some of these research programs are annual undertakings while others such as the road travel survey should be conducted every three years.

In addition, Communications/Representation is a vital function for all agencies, associations and individuals directly or indirectly involved in tourism. To enhance **communication and** representation several programs are recommended. These include:

- . Monthly Tourism Newsletters,
- . Organization of Zone Associations,
- . Membership on **T.I.A.C.** (the Travel Industry Association of Canada),
- . Coordination/Communication with other **N.W.T.** Groups and Organizations, and
- . Coordination with Other Government Bodies.

Distance between **communities** and the small resident population make formalized communication channels critical to the development of the industry in the **N.W.T.**

The sequence in which these various programs and activities are implemented is also important. Care must be taken to identify and develop the products (both physical and human resources) before major efforts are put into promotion. The desired markets which can be attracted need also to be identified as a first step. Table II describes the general sequence for implementation of the tourism strategy; the agency or group responsible for implementation is also identified.

TABLE II

GENERAL SEQUENCE OF THE TOURISM STRATEGY

STAGE	ACTIVITY	IMPLEMENTATION AGENCY/GROUP
1	IDENTIFY <b>RESOURCES</b> (Facilities, services, people, attractions) WHICH COULD BE AVAILABLE FOR VISITORS	DONE PRIMARILY AT THE COMMUNITY - LEVEL. ASSISTANCE CAN BE OBTAINED FROM ZONE ASSOCIATIONS, REGIONAL OFFICES OF THE GOVERNMENT OF THE <b>N.W.T.</b> , EXTERNAL SPECIALISTS
2	ORGANIZE THE INDUSTRY AT ZONE AND TERRITORY-WIDE LEVELS	THE <b>N.W.T.</b> TOURISM FEDERATION IS ESTABLISHED. THE ZONE ASSOCIATIONS ARE FORMED WITH THE ASSISTANCE OF THE <b>T.I.A.</b> , <b>N.W.T.</b> AND THE REGIONAL OFFICES, GOVERNMENT OF <b>N.W.T.</b>
3	OBTAIN CONSENSUS ON DESIRED MARKET SEGMENTS	BY ZONE ASSOCIATIONS
4	BEGIN DEVELOPMENT OF NEW ATTRACTIONS AND FACILITIES PRIMARILY SMALLER SCALE, COMMUNITY BASED. TRAIN MANPOWER	BY LOCAL ENTREPRENEURS. COMMUNITIES MAY PARTICIPATE. MANPOWER TRAINING BY ZONE ASSOCIATIONS AND THE GOVERNMENT OF THE <b>N.W.T.</b>
5	BEGIN MARKETING OF DEVELOPING PRODUCTS	BY <b>T.I.A.</b> , THE ZONE ASSOCIATIONS AND OPERATORS
6	UNDERTAKE MORE DEVELOPMENT--LARGER SCALE, BOTH WITHIN AND OUTSIDE OF COMMUNITIES	BY ENTREPRENEURS.
7	MORE MARKETING	BY <b>T. I. A.</b> , THE ZONE ASSOCIATIONS AND OPERATORS

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# CHAPTER 1

## INTRODUCTION

The creation of a healthy and **viable** tourism industry requires the coordinated mix of a number of different activities. Six major functions must be addressed and undertaken; these are:

- . Manpower Training/Education
- . Development
- . Marketing
- . Planning
- . Research
- . Communications/Representation.

The various programs/activities which comprise these functions are identified in Table 1-1. **Each and** every program must be undertaken to have an effective tourism industry.

There is, however, also a sequence in which these programs/activities should be undertaken. It is critical in tourism to have a quality 'product' to sell and to have the trained manpower to service the visitor. Without these two resources - product and manpower, a tourism industry can not operate. Too often tourism is sold without the product at the destination (attractions, **accommodation, food** services, transportation). Those visitors attracted to an area by the **promo-**tion/advertising are often disappointed and communicate to others the poor travel experience found at that certain area. To overcome a poor reputation can take years, even decades (for example, Jamaica). Product and manpower development should take place concurrently. Once development is started, marketing activities can commence. As more development of products is undertaken then marketing activities should receive' more emphasis. The process of developing a strong tourism industry involves a number of steps as demonstrated in Figure 1-1.

Other activities, such as planning, research and maintaining communication within the industry are important on-going activities which provide needed input for

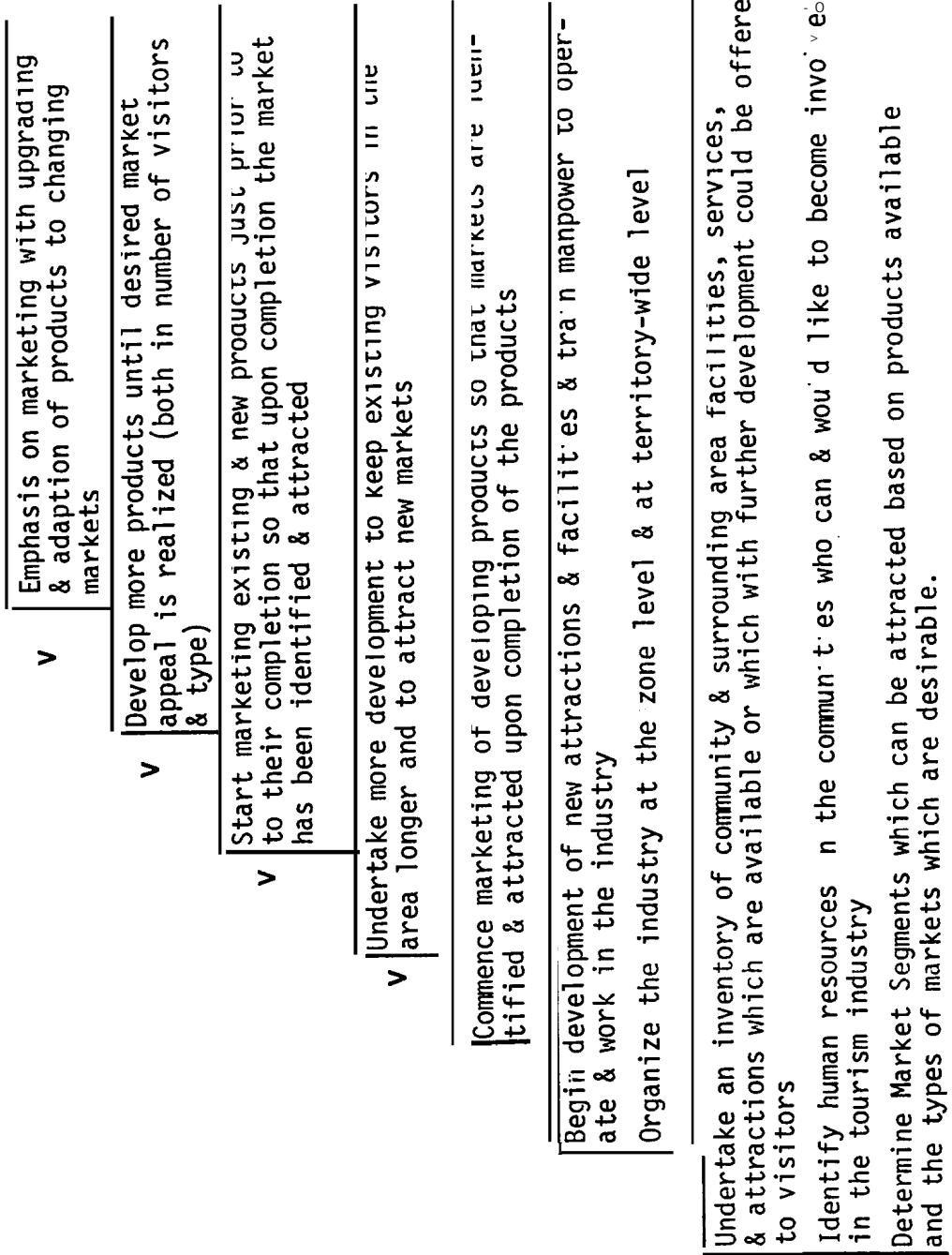
TABLE 1-1  
TOURISM FUNCTIONS

PLANNING	DEVELOPMENT	MARKETING	RESEARCH	COMMUNICATIONS/ REPRESENTATION	MANPOWER/ TRAINING AND EDUCATION
<ul style="list-style-type: none"> <li>.overall plan including marketing and development</li> <li>.tourism development strategy</li> <li>.tourism marketing strategy</li> <li>.regional strategies</li> <li>.local or site specific</li> </ul>	<ul style="list-style-type: none"> <li>.advocate and coordinate development (operational)</li> <li>.assistance financial management, advisory</li> <li>.coordinate with other services (infrastructure)</li> <li>.operational standards (grading)</li> <li>.regulation</li> </ul>	<ul style="list-style-type: none"> <li>.advocate and coordinate (operational)</li> <li>.assistance -financial -advisory</li> <li>.promotional programs               <ul style="list-style-type: none"> <li>- media</li> <li>- travel information centers</li> </ul> </li> <li>- packaging</li> <li>- trade shows</li> <li>- fam tours</li> <li>- direct mail</li> </ul>	<ul style="list-style-type: none"> <li>.monitor activity</li> <li>.likely future conditions</li> <li>.forecast usage and implications</li> <li>.special studies               <ul style="list-style-type: none"> <li>- remedial</li> <li>- new</li> </ul> </li> </ul>	<p><u>To Tourism Industry:</u></p> <ul style="list-style-type: none"> <li>.current situation, evaluations, research interpretation</li> <li>.new developments elsewhere</li> <li>.likely future conditions</li> <li>.directions for industry improvement</li> </ul> <p><u>To Other Industries And Agencies:</u></p> <ul style="list-style-type: none"> <li>.importance of tourism</li> <li>.representing interests of tourism</li> <li>.lobby</li> <li>.coordinate activities</li> </ul>	<ul style="list-style-type: none"> <li>.recruiting staff at all levels</li> <li>.initial education and training</li> <li>.offering courses</li> <li>.upgrading skills</li> <li>.rewards and reinforcement</li> <li>.regulation</li> </ul>

FIGURE 1-1

SEQUENCE IN THE DEVELOPMENT OF

THE TOURISM INDUSTRY IN THE NWT



Marketing Emphasis

More Developments

More Marketing

Further Development

Market that is or will be available

in Development

and

Organize

development and marketing decisions. The inter-relationship of the six tourism functions and their sequencing should be recognized and acted upon accordingly by all agencies/associations involved in the industry.

This report presents the 'Action Plan' for implementation of the programs required to achieve the desired tourism strategies as described in the report '**TOURISM DEVELOPMENT AND MARKETING STRATEGIES FOR THE NORTHWEST TERRITORIES**'. The programs are identified and described. The amount of time which should be allotted for implementation and estimated costs are presented for each.

The report also contains the tourism strategies for the six Arctic zones: Eastern Arctic, High Arctic, Arctic Coast., **Keewatin** Arctic, Southern Arctic and the Western Arctic. The zone strategies define how they should be developed and describe the programs required to achieve the desired development and marketing. The programs are **prioritized** and timing for their implementation is presented (**immediate**, intermediate and longer term). The agency(s) responsible for the various programs and budget requirements are identified.

The last chapter **prioritizes** all the programs by function (e.g., marketing, planning, research, etc.). For each agency involved in the tourism industry, their programs are **prioritized**, timing is assigned (first 5 years, between 5 and 10 years, after 10 years) and the annual estimated costs by year for the first 5 years are presented.

This 'Action Plan' is in essence the procedures manual for the various tourism associations and agencies. It should direct all activities for at least the next five years. It is, however, important to review the goals and objectives for tourism and the Territory-wide strategy from time to time to ensure that the overall perspective to development and marketing is incorporated in all activities.

## CHAPTER 2

### TOURISM NEEDS AND OPPORTUNITIES

#### **COMMON** THROUGHOUT THE **N.W.T.**

There are a number of specific tourism programs which need to be undertaken in the Northwest Territories. Some of these **programs should** be carried out right across the **N.W.T.** and others are needed only in certain areas. There are also those that need to be implemented by a central agency representing the interests of the overall industry.

This chapter describes in detail those programs or activities which need to be implemented in more than one tourism development zone as **well** as those which should be the responsibility of a central agency(s). Zone specific programs are presented in Chapters 3 to 8 where the zone strategies are detailed.

The detailed programs are presented by function--A) Manpower Training and Education, B) Development, C) Marketing, D) Planning, E) Research, and F) **Communications/representation.**

## A, MANPOWER TRAINING AND EDUCATION

### PROGRAMS REQUIRED:

- Hosting Training
- Guiding Training
- Accommodation/Restaurant Management and Staff Training
- Regional Staff Upgrading Program
- Awards Program
- Industry Improvement Tours

The importance of good service and hospitality to tourism can not be over emphasized. The interaction between the visitor and the tourism employee can often determine the success of a travel experience. The unpleasant front desk person can negatively affect the entire vacation for the visitor. It is not enough to just provide a service (e.g., rental of boats, restaurant, etc.). The manner in which the service is provided is very important to the tourism business. The visitor should be made to feel welcome and shown that it is a pleasure to serve him or her.

Within the N.W.T., there is a need for better service in practically every facet of the industry. To improve service and hospitality, training and education is required. A number of training programs have been identified which need to be implemented.

A first priority should be Hosting Training. This would in effect be an awareness program for those currently involved or interested in employment in the industry. The training program would entail gaining a better understanding about tourism, and identifying what visitors like to see and do. Role playing would be a major part of this training, i.e., putting the resident in the position of the visitor coming into his/her community. The basic concept of hosting is to treat visitors in the same fashion one would behave towards a visiting friend or relative.

Hosting training should be a prerequisite for all other tourism training. In addition, participation in the hosting program should include more than just

those employed directly in the industry (e.g., waiters, desk clerks, motel managers, fishing guides, etc.). Local council members, the drug store or hardware store employers and employees should also take part in the program. Even the cashiers at the grocery store and "the movie theatre **should** be involved for all these people are involved in tourism.

When a visitor comes into a **community**, the dollars that he spends tend to have a far greater effect on the area than most people are aware of. Benefits received are both direct and indirect. Obvious direct benefits are income to the initial recipient of the money and employment. However, the following chart, Figure 2-1, shows how the visitor dollars are distributed further, indirectly benefiting many members of the community. In fact it is hard to identify any businesses which do not in some way benefit from tourism.

**It is** often thought that airlines, hotels and restaurants are the only businesses which profit from tourism. The chart shows, though, that many other types of businesses do gain from tourism, whether they are directly or indirectly involved.

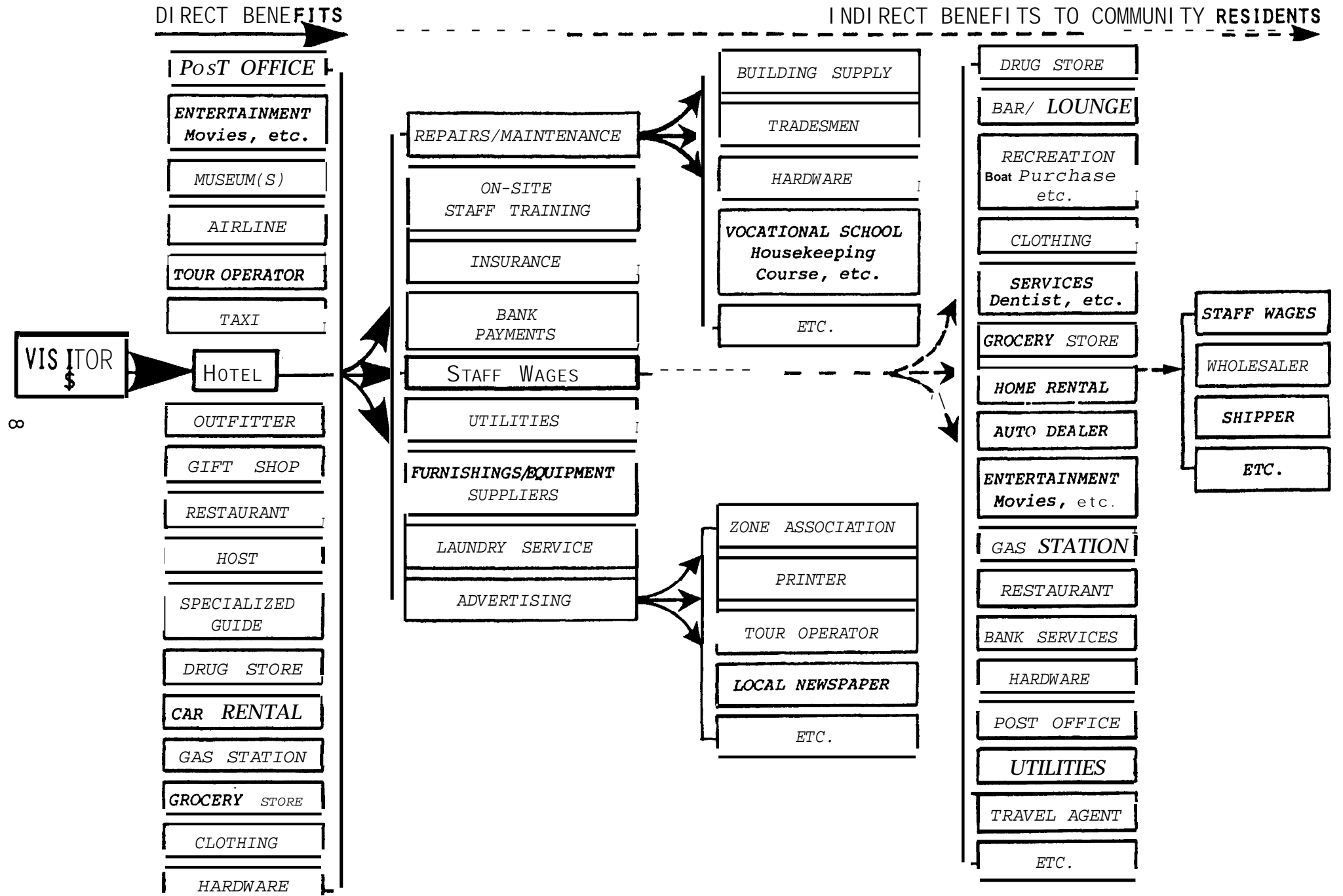
Visitors help support the businesses and services that the residents require. Without the visitor, some **communities** might not be able to support a drugstore or a restaurant. On the other hand, perhaps without the visitor there would only be one food store, thus less selection and no competition to keep prices lower and service better.

Tourism and the visitor dollars can help improve the quality of living in a community. Many individuals and businesses play a part in servicing the visitor. **All** must recognize this and work collectively towards making a better community for both visitors and residents.

Guiding has been identified as an important component of the strategy as it is a means of involving more residents in the industry in areas they are best suited.

HOW THE TOURISM DOLLAR IS DISTRIBUTED THROUGHOUT THE COMMUNITY

FIGURE 2-1





There is, however, a difference between being a trapper and taking visitors out on a trap line tour. The person with a dog team may be very skilled in handling the team but may not have the capabilities to service visitors on a dog team tour. There are many potential northern experiences which could be offered as packaged travel tours. However, the operators must understand they are to service their visitors. They must be knowledgeable about the needs of the visitor markets and the types of services which should be included in the package. Potential operators should also have a certain level of skill (e.g., first aid, radio operation, small engine repairs, etc.) before they are permitted to take visitors on any type of tour whether it be by **land**, air or water. Guide Training, in both general hosting and specific to the type of guiding, needs to be implemented.

The different positions in the Accommodation and Restaurant operations require various types and levels of skill. Most involve visitor contact and thus employees should have hosting training as well **as** in-house training for their specific position. While a general training program for waitresses/waiters, chambermaids, front desk clerks, etc. is beneficial as a preliminary step, far more effective is 'on-the-job' training where it is easier to relate to the day to day operations. Such training can **result** in the development of more pride in ones work while also **in-**creasing efficiency.

To date there has been little or no incentive for employees in the industry to do the best job possible of servicing visitors. An Awards Program can be very effective in increasing productivity and **level** of service. Through such a program, recognition would be given to outstanding members of the industry. To be most effective an awards program should be operated in each travel' zone and the different types of positions in the industry should be included in the program.

It is recommended that more emphasis be placed on the development of tourism at the zone level. For this reason, it is important that regional government personnel responsible for tourism be well qualified. A Regional Staff Upgrading Program should be an annual or semi annual occurrence. The intent should be to introduce new techniques used in the industry and to review changes in government policies. The program should also be a refresher course in the different areas of responsibility (i.e., planning, development, feasibility, research, and marketing).

The training and education programs identified as necessary for the Territories are described in more detail in the following tables.

## A-1 HOSTING TRAINING PROGRAM

### PROGRAM DESCRIPTION:

Hosting training is an important aspect in the development of the tourism industry in the **N.W.T.** It is a critical first step to providing more employment opportunities to residents and to expand the economic base of the communities.

The intent of this program is to increase the awareness of tourism while also providing the very base skills required to be involved in the various aspects of the tourism industry. Four basic functions have been identified for the program; these are:

- .to make residents aware of tourism and visitors
- .to develop an appreciation in residents of their **community, region** and the **N.W.T.** in total; in essence to create a sense of 'pride' in where they live and what it has to offer.
- .to relate what visitors like to see and do, and the services they require with those offered in their particular **community.**
- .to outline the basic concept of hospitality and the manner in which to best treat visitors (e.g., the importance of a smile; volunteering information to the visitor; making the visitor feel glad that he/she is in your community; or even just taking the time to talk; etc.).

A hosting training manual for use throughout the Territories would be desirable. The emphasis of the program should however, be on the **in-the-community** trainer-student interaction. A great deal of the program should be structured around 'role playing', in other words, the process of putting oneself in the position of both the

A-1 HOSTING TRAINING PROGRAM (continued)

visitor and the tourism employee (e.g., a host, guide, taxi driver, desk clerk, etc.).

It should not only be a classroom program. The program should **travel** throughout the entire community identifying places and activities of interest to the visitor. It should identify those things that the visitor **will** like (e.g., the opportunity to talk with residents on the street or in a store, the history and culture of the community and also those features they will not like (e.g., garbage on the streets, unkept homes and yards).

To accomplish all of these activities, a 3 day training program will be required. A written test at the end of the program is a means of adding importance to the course for the participants. Presentation of certificates to successful trainees also develops a sense of achievement.

Hosting itself has been identified as potential development (**TableB-4**). There is the opportunity in most **communities** to have individuals called 'Hosts' that visitors whether in a group or as an individual can contact to take them on a tour of the community and arrange for their activities and attractions (e.g., arrange for a fishing guide, charter a plane, rent a boat, etc.).

Participants of the Hosting Training program should thus be people in the various communities who are interested in becoming 'Hosts'. But the program should also cater to a much broader participant market. It should be for all those currently involved or interested in **becom**ng involved in tourism. This would **include:**

gui des  
outfi tters

A-1 HOSTING TRAINING PROGRAM (continued)

all restaurant owners and employees  
all hotel/motel owners and employees  
information centre hosts and counselors  
lodge operators and employees (both fishing and natural-  
alist).  
**.community councillors** and mayors  
store owners and operators (drugstore, hardware,  
The Bay, **Co-ops, clothing** shops, craft shops, etc.)  
airport personnel  
taxi drivers  
bus drivers  
tour operators (including those who are residents of **the  
community** and non-residents who bring **visitors** into the  
community)  
gas station attendants  
tourism personnel, Department of Economic Development  
and Tourism  
**.Chamber** of Commerce staff and members  
**.Travel** Association staff and members  
etc.

The list of potential participants is endless. It is **strongly**  
recommended that all hosts, guides and outfitters be certified under  
the program to be eligible for their licenses. Hosts of packaged  
tours should be encouraged to participate in the hosting training  
program held in those communities that they include in their pack-  
ages. An objective should be to encourage the package tour operator!  
to use resident hosts in each community. The program **should** be  
open to anyone who wants to attend **irregardless** of whether they are  
involved in the industry.

A-1 HOSTING TRAINING PROGRAM (continued)

In the short term (2 to 3 years) it will likely be necessary to utilize external specialists in tourism training and hospitality to teach the program. The ultimate objective however, should be to have the participants develop the skills to teach the programs themselves. Regional staff of the government or travel association staff could undertake this responsibility. Other participants (e. g., a **community** host, hotel owner, **co-op** manager, etc. ) may also desire to be responsible for hosting training. The ideal situation would be to have a teacher for the program in every interested community so that the program could be held on a regular basis with minimal cost. Potential teachers should have participated in at least 2 of the programs.

Hosting training programs should be held in those communities that are interested in tourism and desire to expand their involvement in it. It is recommended that the communities be required to guarantee 15 to 20 participants from in and around the **community**, in order to be considered. As an incentive, the first 10 communities with the required number of participants should have a program. These 10 programs should be held within the first two years. Other communities should be considered at the end of this period. To be effective the hosting training program should be renewed in each participating **community** every three years.

TIME FRAME: On-Going

ESTIMATED COST: First year \$90,000

(Other awareness programs have been discussed but it is recommended that the Hosting Training Program be the tool used for increasing awareness. )

## A-2 GUIDING TRAINING PROGRAMS

### PROGRAM DESCRIPTION:

In order to ensure guides are properly qualified, a certificate training program should be initiated. In the future anyone wanting a guiding license should be required to have successfully completed the certificate guiding program. This includes existing fishing lodges and hunting outfitters. Existing guides **should** have at least certified first aid training until the training program is developed.

Two phases of a guide training program need to be developed. Part 1 should be a general program applicable to all types of guiding. Part 2 would be directed at specialty skills required by the different types of guiding.

The general training program should take place at least twice a year (winter and spring) in at least three locations each season that it is offered. This type of program should last about 3 days and include:

- . hosting training
- . first aid training
- . cleanliness
- . basic cooking/menu planning
- . radio operation
- . etc.

The Workers' Compensation Board and St. John's Ambulance will send training staff to this type of program. They should be encouraged to participate.

A-2 GUIDING TRAINING PROGRAMS (continued)

Part 2 of the guide training program involves the development of specific skills related to the type of guiding. There are many types of guiding being recommended for the N.W.T. It would be impossible to hold training programs for each and every opportunity. The programs fall into four categories which can be used as the base for the specific programs; these are:

- i) resource extraction (big game hunting, polar bear, muskox, and fishing),
- ii) viewing/interpretive guiding by land (snowmobiling, trapline tours, flora tours, dog sled tours, mountain climbing),
- iii) viewing/interpretive guiding by water (boat tours, whale hunt tours, seal hunt tours, canoeing, kayaking, rafting),
- iv) viewing/interpretive guiding by air (air tours, outfitting).

Each of these specific training programs would require three days to cover the various materials. They should be offered at least once a year in locations where the skills can be immediately tested. Frequency of the programs should be based on the demand.

Recognition of successful completion of the Guiding Certification Program is very important. Various levels of achievement could also be introduced (e.g., level 1, 2, 3, and failure).

For both Part 1 and Part 2 of the program manuals should be produced. They should be fairly simple and be produced in both English and Inuktitut. In total 7 manuals are viewed as necessary, these are:

A-2 GUIDING TRAINING PROGRAMS (continued)

- . general guiding manual
- . big game hunting manual
- . polar bear/muskox guiding manual
- . guiding by air
- . guiding by water, and
- . guiding by **land** manual.

The Canadian Government Office of Tourism can provide assistance in training and manuals.

TIME FRAME: On-going

ESTIMATED COSTS: Part 1 General - \$60,000, year 1  
Part 2 Specific -\$115,000, year 1



### A-3 ACCOMMODATION/RESTAURANT STAFF TRAINING

#### PROGRAM DESCRIPTION:

The majority of accommodation/restaurant staff training should be done through on-site facilities and programs. This would allow people to learn in the same type of environment that they will be working in and, at the same time, reduce costs.

A good portion of the training should include participation in the **community** hosting training program to give staff a good basic awareness of hospitality.

As **incentives** for operators, training **should be carried** out at facilities which are doing well. Trainees **would** then have a chance to view and learn what is involved in running a successful operation. This on-site training should be supplemented periodically by courses **of a** short duration.

- good operators can be brought in to help deal with specific problems such as staff turnover,
- staff can attend training courses at the Fort Smith Training **Centre** i.e., short courses in cleaning, maintenance and training for housekeepers, (the chefs program at Fort Smith should include restaurant foodservice training as opposed to institutional),
- a bartender program of one week in length could be offered once a year in a couple of locations,
- a week long manager/assistant manager training program should be offered at a regional level in a working hotel - course content for this could be identified by a steering committee.

A-3 ACCOMMODATION/RESTAURANT STAFF TRAINING (continued)

A simple manual should also be developed for accommodation and food services. It should include basic operational tasks and items like checklists for various staff positions. This type of manual could be distributed and discussed at T.I.A. meetings and approved by the Zone Travel Associations.

Regional staff should be involved in all types of training with the intent that after they have been through a couple of training sessions, they can begin to take over instruction themselves. Participation in the various training programs would also assist them in their day to day activities.

TIME FRAME: On-going

ESTIMATED COSTS: Development of a training manual \$10,000  
Bartender program would cost about \$5,000

#### A-4 REGIONAL STAFF UPGRADING REFRESHER PROGRAM

##### PROGRAM DESCRIPTION:

Regional or zone staff **should** eventually be responsible for the coordination and instruction of most manpower training and education programs. To assist them in carrying out this function they should take part in an annual program so that their skills, ideas and training are always current. Possible topics for training programs/workshops to be included are:

- . awareness programs
- . hosting training programs
- . feasibility
- . marketing
- . packaging
- . development planning
- . inventory/control

With regional staff well versed in all these areas, communities that are just starting to develop tourism will have an 'on the scene' person to contact for advice and guidance.

TIME FRAME: On-going

ESTIMATED COSTS: \$10,000 per year

## A-5 AWARDS PROGRAM

### PROGRAM DESCRIPTION:

To stimulate interest and provide incentives in tourism - related industries, an awards program should be initiated.

Awards should be presented on a regular basis (monthly/seasonally) to outstanding personnel in the industry.

e.g., most hospitable waitress  
friendliest bartender

Awards could be in the form of a **small** cash bonus (\$25.00) as well as a certificate and trophy or memento of some type. More importantly, **a highly** visible recognition should be given to the winner. Included in this could be a newspaper photograph and article identifying why he/she had won that month. An end of the year, Territory-wide awards program could also be organized.

TIME FRAME: On-going

ESTIMATED COSTS: **\$600 per** year per zone

## A-6 INDUSTRY IMPROVEMENT TOURS

### PROGRAM DESCRIPTION:

Occasionally tours should be organized to give industry operators and key staff a first-hand **look** at good operations in other areas of the country. The tours, although the financial responsibility of the participants, should be organized by the zone travel associations. These tours would give tourism/hospitality **people** a chance to exchange ideas and bring back new methods to improve their own **operation.**

Possible tour destinations could be well run operations in Greenland, Alaska, Northern Quebec, Hawaii, Florida **and** other parts of Canada. Visits to operations in **the south could possibly be** tied in with travel/sport shows marketing to maximize the benefits of the expenditures.

TIME FRAME: On-going

ESTIMATED COSTS: Vary by tour destination

## B, DEVELOPMENT

### DEVELOPMENT NEEDS AND OPPORTUNITIES:

- Hosting
- Guiding
- **Outfitting**
- Interpretive tours
- Cultural Performing Groups
- Native food usage
- **Museums**
- **Char** Fishing Lodges
- **Information centres**
- Community beautification
- Upgrade accommodation and food services
- Guest houses
- Package Tour Co.
- **Midnight** Sun tours
- Noon Moon tours
- Radio rentals

Development in the N.W.T. can be divided into two categories, a 'need' or an 'opportunity'. Certain developments are needed immediately to respond to gaps in the existing resource base (i.e., hindering existing tourism activities and/or limiting future growth of the industry). At the same time there are numerous opportunities which a good operator could develop that would complement the tourism strategy and could be a viable business.

Development needs identified include upgrading of existing Information Centres and the addition of new **centres**. Community Beautification is a very definite need in practically **all** the communities involved or interested in servicing visitors. Another development needed right across the Territories is the Upgrading of Accommodation and Food Services. Many of the facilities need external maintenance and the interiors often require refurbishing.

There are few opportunities for the visitor to meet and talk with residents. Through Hosting, visitors would be received upon their arrival by a resident host and can if desired be escorted throughout their stay. Specialized Guiding offers tremendous potential for there are very few activities outside the communities that a visitor would participate in without an experienced resident

guide. Guiding opportunities include: fishing, big game hunting, polar bear and muskox hunting, various boating tours, and numerous special interest tours (e. g., photography, hiking safaris, mountain climbing, bird watching, etc.). Guiding activities offer another opportunity, Radio Rentals. Every guide should be equipped with a good radio for emergency situations.

Outfitting opportunities are also numerous. As the majority of the visitors fly to the Territories, few bring their own equipment except for very basic, small articles (e.g., fishing rods). Boat rentals, fly-in fishing, camping equipment rental, cross country ski rentals, snowmobile rentals are just a few of the outfitting opportunities.

Educational experiences are becoming increasingly popular. The Interpretive Tours which can be offered throughout the Northwest Territories can appeal to this growing market group. Whale and seal hunt tours with traditional **Inuit** hunters would have tremendous appeal. Dog sled tours across the ice flow could be another specialized experience. Bird watching, flora, or historical tours also offer opportunities. Cultural tours involving living with **Inuit** and Dene people would be of particular interest.

The largest market for the **N.W.T.** is the general sightseeing group. There will always be a market interested in seeing as much of the Territories as possible in a relatively short time span. This is particularly true of the 'one time only' visitor. General Sightseeing Tours can be offered by air, boat, bus, ice road or snowmobile.

Visitors to the north want to experience the culture and way of life of the people. Cultural Performing Groups are always of interest. Usage of Native Foods on menus in the restaurants or specialty native food restaurants would add considerably to the experience. Community Museums with local artifacts and displays of historical activities are also of interest.

Char fishing is practically unique to the Northwest Territories and yet there are few opportunities to participate in this type of fishing. Even though

there are existing lodges and outfitting services specializing in char fishing there appears to be the demand for additional Char Fishing Lodges.

Many communities are just starting to get involved in tourism and as a result do not have the **accommodation** to service visitors. Rather than investing a great deal of capital initially, an alternative is the development of Guest Houses. Guest houses could service the visitors until the market **appeal** for the area is established and for many communities desiring to keep the visitor market small, a guest house could be adequate.

Package tours have been identified in the Territory-wide strategy as being critical to the development of the industry. Most of the tourism products will be in the form of a package. However, it requires a fair amount of expertise to develop packages. An obvious entrepreneurial opportunity is a Package Tour Company which services the operators by developing packages throughout the **N.W.T.** and marketing them.

Midnight Sun Tours have been particularly popular with visitors. There is the need however, to provide more activity opportunities for the tour groups while in the **communities**. It is also desirable to keep these groups in the area for a couple of days rather than four or five hours. If midnight sun tours are marketable, then it is also possible to market Noon Moon Tours. The arctic in the dead of the winter when the sun never rises **holds** a mystical appeal to a certain market segment. While outdoor activities can not be promoted for long periods of time the opportunity to wear arctic clothing such as parkas, **qamiks** and caribou pants would be a memorable experience for visitors.

Most of these development needs and opportunities do not require large amounts of capital to start implementation. In fact many only involve the organization of the human resources. The challenge is open to the residents of the **N.W.T.** to capitalize on these opportunities.

The following tables describe in more detail the tourism **development** needs and opportunities. These opportunities described have only been **given** preliminary investigation for feasibility. Detailed feasibility investigation should be undertaken prior to implementation.



## B-1 TRAVEL INFORMATION CENTRES

### CHARACTERISTICS:

An information **centre** is an excellent means of handling visitor queries, distributing travel information about the **N.W.T.** and its various zones and communities, and generally assisting the visitor in any way possible. Every **centre** should serve to welcome the visitor and create further interest in the **N.W.T.**'S many attractions and activities, possibly leading to increased lengths of stay.

Staff should be very friendly and knowledgeable about the area and its people. All information **centres** should contain a good display area and carry basic information on **accommodation**, attractions and events. To satisfy the variety of travel situations found in the **N.W.T.**, several types of information **centres** should be initiated.

### LOCATION:

To be located in all areas through which visitors pass, serving both road and air travelers. In every location, adequate identification is a must. Common signing or symbols should be used throughout the **N.W.T.** so that information **centres** can be easily found by the visitor.

### MARKET APPEAL:

The market would be made up of all those traveling to or within the **N.W.T.** who require travel information. **Local** residents would also use the services.

### ROUGH CAPITAL COST ESTIMATES:

Varies according to location and type.

3-1 TRAVEL INFORMATION CENTRES (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Varies according to location and extent of information services offered.

B-1-1 AIRPORT INFORMATION CENTRES  
(GENERAL)

CHARACTERISTICS :

Airport information **centres** should be attractive and eye-catching in order to **hold** visitor attention.

LOCATION :

At major regional and community airports in the **N.W.T.** - also in gateway **centres**

MARKET APPEAL:

The entire travel market which uses air as their primary mode of transportation to or within the **N.W.T.**

ROUGH CAPITAL COST ESTIMATES:

Ranges from \$200 per location to \$1,500 per location

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Territorial and municipal governments

A, AIRPORTS IN GATEWAY CITIES

CHARACTERISTICS:

Information **centres in gateway** airports should set an 'image' for the **N.W.T.** and present it as an appealing new "experience". These

B-I-I-A AIRPORTS IN GATEWAY CITIES (continued)

**centres** would be unmanned and would provide general information about the Territory and specific information on attractions, events and **accommodations**. Material on the various package tours should also be available.

LOCATION:

Should be located in airports in all major gateway cities or **centres**. Presently this would include Winnipeg, Churchill, Edmonton, Calgary, Whitehorse, Toronto and Montreal.

MARKET APPEAL:

The majority of air travelers to the N.W.T. must use one of these gateway points. Markets include the bulk of the business and convention **traveller** market, package tour groups, special interest groups and the pleasure **traveller**. **Centres** in gateway airports can serve not only those already traveling to the N.W.T. but can also interest potential new visitors.

ROUGH CAPITAL COST ESTIMATED:

Capital costs would provide for the set-up of a display area in each gateway airport. This would cost not more than \$1,000 per centre for a **total** of \$7,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Responsibility for **centres** in major gateway airports should lie with the Territorial Government.

**B. MAJOR N.W.T. AIRPORTS**

CHARACTERISTICS:

Information **centres** in major territorial airports should provide

I-1-1-B MAJOR N.W.T. AIRPORTS (continued)

information on all zones of the N.W.T. These **centres should** be manned when scheduled flights arrive. However, at this time only **Yellowknife** Airport warrants year-round staffing. Staff that are present should be friendly, outgoing, very knowledgeable about all aspects of the Territory and act as "salespeople" for the N.W.T. - this is particularly true of the **Yellowknife** Airport **centre**, which will receive the greatest number of travelers.

LOCATION :

A large information **centre** should be located in the **Yellowknife** Airport as well as **centres** in the **Frobisher Bay** and **Inuvik** Airports.

MARKET APPEAL:

These information **centres** are very important because for most visitors, they represent their first contact with the North and Northerners. Market groups serviced would be as above. There will be some use of services by local residents.

ROUGH CAPITAL COST ESTIMATES:

Capital costs for large high quality display area in the **Yellowknife** Airport for \$1,500. Costs for information **centres** in the **Frobisher** and **Inuvik** airports would run at \$1,000 each with a total figure of \$3,500.

C. REGIONAL N.W.T. AIRPORTS

CHARACTERISTICS :

While the **centres** located in major N.W.T. airports should attempt to stimulate visitor interest in the Northwest Territories overall, the smaller regional airport information **centres** should concentrate

B-I-I-C REGIONAL N.W.T. AIRPORTS (continued)

on "selling" their particular zone. Emphasis should be on the unique features of that tourism zone and what it can offer to visitors in the way of activities, events and attractions.

There will be some overlap in responsibilities in major **centres**. **Yellowknife**, for example, should be promoting both the city and the Southern Arctic zone as well as the whole of the **N.W.T.** The centre at Cambridge Bay would concentrate on providing visitors with information on the Coastal Arctic and their own tourism environs.

LOCATION:

At present, information **centres** providing zone or regional information should be located in the following airports:

- .Rankin Inlet,
- .Frobisher Bay,
- .Resolute,
- .Cambridge Bay,
- .Inuvik,
- .Norman Wells,
- .Yellowknife,
- .Fort Smith,
- .Hay River,
- .Fort Simpson.

MARKET APPEAL:

Air **traveller** markets as noted previously.

ROUGH CAPITAL COST ESTIMATES:

Capital costs will range depending on the size of the airport. As above, the larger airports will run \$1,000-\$1,500. In air-

3-I-I-C REGIONAL N.W.T. AIRPORTS (continued)

ports such as Norman Wells and Hay River costs would be about \$500 per location.

D, **COMMUNITY** AIRPORTS

CHARACTERISTICS:

Each of the smaller communities that are interested in developing tourism should be offering information services to visitors on arrival. This would consist of a small display area, clearly indicating where further information can be obtained in the town.

LOCATION :

Initially these smaller airport **centres** should be located in Baker Lake, Fort Franklin, **Pangnirtung**, Pond Inlet, and Tuktoyaktuk as well as **centres** mentioned previously.

MARKET APPEAL:

Market would be as noted previously.

ROUGH CAPITAL COST ESTIMATES:

Small communities that also provide more detailed information elsewhere in the community would require only modest display areas - the cost would be about \$200 in each case.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Information **centres** at smaller airports throughout the N.W.T. should be implemented by the local town or settlement **council**.

## B-1-2 COMMUNITY INFORMATION CENTRES

### CHARACTERISTICS :

Because not all visitors to the N.W.T. travel by air, it is necessary to provide information services within the communities themselves.

### A. MAJOR DISTRIBUTION COMMUNITIES

#### CHARACTERISTICS:

Information **centres** in the key communities of the N.W.T. should be large, free-standing buildings that are attractions in themselves. Excellent staff with comprehensive training in hospitality and all aspects of tourism and related facilities should man these **centres**. A sincere, personal approach to visitors can greatly contribute to the success of these and any other information **centres**. **Information** should be presented in a variety of ways (audio-visual, static display, etc.) and should encompass all areas of the N.W.T. as well as zone specific and community specific material.

#### LOCATION :

Should be located near the main downtown commercial areas of **Yellowknife, Frobisher Bay and Inuvik**. As with the airports, all information **centres** should be very well signed and easily accessible.

#### MARKET APPEAL:

Would serve all markets covered by airport information **centres** as well as all those visitors traveling by road and those who have been in the area for some time.

-1-2-A MAJOR DISTRIBUTION COMMUNITIES (continued)

ROUGH CAPITAL COST ESTIMATES:

Many of the materials required could be donated and the actual time involved to organize and build could also be donated.

Estimated costs without donations about \$15,000 to \$20,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

These major information **centres** should initially receive funding and direction from the Territorial Government.

**B. OTHER COMMUNITIES**

CHARACTERISTICS:

Other important **communities** in the N.W.T. receive a **lot** of visitor traffic and should therefore provide information services in addition to those located at the airports. These **centres** should also be large free-standing buildings **which** are appealing to visitors. They should provide general information on the N.W.T. but concentrate on promoting their Arctic zone and their respective communities and attractions.

LOCATION:

Should be located near the town **centres** of Hay River and Fort Smith.

MARKET APPEAL:

Markets **would** be as noted previously.

ROUGH CAPITAL COST ESTIMATES:

Again materials and time could-be donated; estimated cost without approximately \$8,000 to \$10,00 each



B-I-2-B OTHER COMMUNITIES (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

As these are major communities of the N.W.T., the Territorial government in connection with the Municipal governments should undertake development of the centres.

C, SMALLER **COMMUNITIES/SETTLEMENTS**

CHARACTERISTICS:

Each community should offer specific information to the visitor about the community and surroundings.

While their focus should be on the immediate area, they should also be knowledgeable about other communities and attractions in their own zone.

Staff should be very friendly and knowledgeable about the area and its people. The information **centre** should include a map of the community identifying where points of interest are. A pictorial display and samples of local crafts could be included, as well as a listing of local events. The **centre** could identify local guides or hosts and those residents who are willing to demonstrate crafts or who like to tell tales of past days. The information **centre** would be open year round as staff would consist of present town office personnel.

LOCATION :

Should be located in the town or hamlet office. If a museum exists in the community it could be located there. The **centre** should be well signed so that visitors readily know where to go for information.

B-1-2-C SMALLER COMMUNITIES/SETTLEMENTS (continued)

MARKET APPEAL:

Market would be primarily visitors coming into the area for a short period of time. This would include individual visitors, those on package or group tours and any business travelers to the area.

ROUGH CAPITAL COST ESTIMATES:

Minimal capital costs because an existing town office or museum would be used.

Set up of a display area, events bulletin board and appropriate furnishings for, about \$1,500.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Set up would be the responsibility of the Town Settlement Council or the area Chamber of Commerce if one exists.

COMMENTS/CONSTRAINTS:

Low capital outlay and operation costs make this an easy opportunity to develop. Range of services offered can easily be expanded as the area tourism industry grows.

B-1 -3 KEY ROAD ENTRANCE CENTRES

CHARACTERISTICS :

The growing number of vehicles entering the N.W.T. makes it necessary to ensure these visitors have adequate information. They should be manned throughout the summer months. Staff should be friendly and familiar with all areas of the N.W.T., particularly with the road access areas, campsites, etc. Their design should incorporate a major unmanned display area to service visitors in the

B-1-3 KEY ROAD ENTRANCE CENTRES (continued)

non-summer months.

LOCATION:

Should be located on the outskirts of Enterprise and Fort McPherson. Excellent access and parking for all types of road vehicles should be provided. Once again, signing is crucial. An unmanned centre in Valleyview, Alta. should also be developed.

MARKET APPEAL:

Markets served would be primarily visitors traveling by road. This would include a large part of the 'outdoors' market sector, i.e., campers, hikers, bus tours, etc.

ROUGH CAPITAL COST ESTIMATES:

\$10,000 to \$15,000 each

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

Should be the responsibility of the Territorial Government.

B-2 **COMMUNITY** BEAUTIFICATION

CHARACTERISTICS :

- .**General** garbage clean ups on a regular basis, not just the spring, are required in all communities
- .**Entranceway** development themed according to tourism opportunities available in the area adds to the visitor experience.
- .**Landscaping** and availability of aesthetic benches and waste containers should be considered.
- .**Development** of walking paths would add to the community.
- .**Residents** should be encouraged to maintain their properties as well.

LOCATION :

- .**All** communities interested in tourism.
- .**Inuvik, Frobisher Bay, and Yellowknife** should pay particular attention to this because of their role as distribution centres for visitors to other communities.

MARKET APPEAL:

- .**While** the attractiveness of the community may not be the main reason for the visitor being in the area, the unattractiveness of a community (unkept, dirty) may keep the potential visitor away.
- .**This** program may develop pride within residents of the community which may decrease the number of short term residents.

ROUGH CAPITAL COST ESTIMATES:

- .**Larger communities** \$15,000 to \$20,000 each year for the next 3 to 5 years.
- .**Small communities** \$2,000 to \$5,000 annually.

B-2 COMMUNITY BEAUTIFICATION (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Local councils and community groups.

B-3 UPGRADING OF **ACCOMMODATION AND** FOOD SERVICES

CHARACTERISTICS :

- .Both internal and external physical upgrading is required in many of the accommodation and restaurant establishments.
- .Externally, activities such as themed signage, painting and landscaping could be undertaken.
- .Internally, more theming of the facilities would add to the establishment. Refurbishing of the rooms should be a priority as well as **lobby/common** areas.
- .Better construction material more suitable to the northern environment should be considered when upgrading and renovating.
- .Energy efficiency should also be considered in upgrading,
- .Upgrading of service and related staff is another **immediate** need.

LOCATION:

- .Most of the facilities throughout the N.W.T.

MARKET APPEAL:

- .Those facilities which are first to upgrade their facilities and their service will have a definite competitive advantage.
- .Business traffic will start to patronize the better facilities and as packages and other attractions are developed the pleasure **travelers** will utilize these facilities as well.

ROUGH CAPITAL COST ESTIMATES:

- .Vary by facility and operation
- .Could be between \$5,000 in some of the better facilities to \$100,000 in those facilities which have let the maintenance fall behind.

B-3 UPGRADING OF ACCOMMODATION AND FOOD SERVICES (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** operator

.**Zone** Travel Associations should encourage upgrading and assist in locating the necessary finances.

.**Financial** assistance may be obtained through L.E.A.P.

COMMENTS/CONSTRAINTS :

.**Care** must be taken to not invest in those facilities which are basically beyond repair, are poorly located or are in areas where councils have decided tourism is not desirable.

## B-4 HOSTING

### CHARACTERISTICS :

- . **Eventually** all hosts should have been through the host training program.
- . **No** capital involved; hosting involves 'making the visitor(s) welcome'.
- . **Can** involve: meeting visitors at the airport; giving them presentation items, arranging for luggage and transportation to the hotel/motel; being available to take visitors on tours of the community or arranging for tours (**boat,air,bus,etc.** ); helping to put together individual day trips.
- . **Be** the local host for the existing package tour groups coming into the **N.W.T.** (e.g., Horizon,U.T.L. , Consolidated)
- . **Could** be part-time work initially and be coordinated with 2 or 3 other people (hosts) in the **community**.
- . **Hosting** fees would vary, but \$15 - \$20 an hour could be easily tolerated by a large group. Daily fees of \$100 would not be unreasonable. Fees should be included in the package beforehand so that there is no exchange of money between hosts **and the** visitors.
- . **Tour** operators should be receptive to local hosts for it would add a 'Personal touch' to their experience.
- . **Important** in hosting is putting oneself in the place of the visitor and deciding what they like and what services, assistance they require.
- . **A HOST SHOULD BE A FRIEND.**

### LOCATION :

- . **In** all communities interested in tourism.
- . **There** should be at least 3 to 4 people per community.



B-4 HOSTING

MARKET APPEAL:

- .All package tours coming into the N.W.T.
- .Personalized packages (3 or 4 individuals) will become increasingly popular -hosting will play a key role in these types of packages.

ROUGH CAPITAL COST ESTIMATES:

- .No capital costs involved unless purchase of a vehicle (van or mini bus) to escort visitors (\$8,000 to \$15,000 for these types of vehicles).
- .Only other expenses would be in promotion - informing package tour operators and airlines - brochure development for airports and information centre (does not have to be expensive)
- .Estimated cost for promotion from \$200 to \$500.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector/resident with encouragement

COMMENTS/CONSTRAINTS :

- .Individuals should be friendly and well groomed.
- .Knowledgeable about the area.
- .Ideally the hosts should have been born in the N.W.T.

## B-5 GUIDING AND/OR OUTFITTING

### CHARACTERISTICS :

- .**There** are a number of different types of guiding opportunities available in the **N.W.T.**
- .**These** include:
  - Big Game Hunting
  - Fishing
  - Polar **Bear/Muskox** Hunting
  - Interpretive Tour Guides
- .**The** skills for each differ except for the basic hosting services.
- .**Distance** and primarily air access results in most visitors preferring to rent the required equipment.
- .**Outfitting** opportunities are numerous, such as:
  - cross-country skis
  - camping equipment
  - boats
  - snowmobiles
  - fishing equipment

### LOCATION :

- .**Should** be based out of most communities in the Territories.

### MARKET APPEAL:

- .**Practically** every non-community based activity requires an experienced guide.
- .**Even** community-based - if specialized will involve guiding (e.g. , cultural tour)
- .**Tremendous** market appeal if specialized and provide a good service.

3-5 GUIDING AND/OR OUTFITTING (continued)

ROUGH CAPITAL COST ESTIMATES:

.**Dependent** on the type of guiding and the outfitting.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** sector/resident.

B-5-1 FISHING GUIDE AND/OR OUTFITTING

CHARACTERISTICS :

- .**May** operate independently and include an outfitting service or may be available for hire by lodges - or even individuals with equipment.
- .**Should** be licensed and have at least Part 1 in the guide training program.
- .**Must** be knowledgeable about the area and be able to identify good fishing spots.
- .**Fishing** guides should be friendly and interested in conversing with visitors.
- .**Native** guides add considerably to the experience.
- .**Could** be one day, half a day or overnight service.
- .**Skilled** in repair of equipment.

LOCATION:

.**Based** out of every community with good fishing opportunities near by.

MARKET APPEAL:

- .**Lodges** would be most interested in hiring good reliable guides.
- .**Residents** of the N.W.T. would also utilize guide service.

B-5-1 FISHING GUIDE AND/OR OUTFITTING (continued)

- .**Business** travelers **would** be most interested in hiring a guide for an afternoon or a day.
- .**The** market is large and could likely support 20-25 new guides during the season.

ROUGH CAPITAL COST ESTIMATES:

- .**Unless** into outfitting no capital costs.
- .**Outfitting** depending on scale could vary from \$20,000 to \$30,000 for boat, camping equipment and fishing gear.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector/resident

COMMENTS/CONSTRAINTS :

- .**Generally** seasonal
- .**Fishing** guides should diversify - e.g. become skilled as a hunting guide and also do ice fishing guiding.

B-5-2 BIG GAME HUNTING GUIDING (SHEEP/GOAT/MOOSE/BEAR)

CHARACTERISTICS :

- .**May** either work with an outfitter or also provide own outfitting service.
- .**Should** be licensed and have guide training
- .**Skilled** in safety, cooking, hunting and keeping hunters organized.
- .**Must** be very knowledgeable about the area.

LOCATION :

- .**Particularly** in the Western Mountain area.

B-5-2 BIG GAME HUNTING GUIDING (SHEEP/GOAT/MOOSE/BEAR) (continued)

MARKET APPEAL:

.**Trophy** hunting very specialized but market does travel far distances and will pay a lot of money for the experience and the trophy.

ROUGH CAPITAL COST ESTIMATES:

.**Limited** if do not provide outfitting.

.If outfitting, need - camping equipment, base lodge (use existing establishments), horses and feed, and first aid equipment.

.**Estimated** cost to set up about \$10 to \$15,000 depending on quality of horses and equipment.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** sector/resident

COMMENTS/CONSTRAINTS :

.**Seasonal** opportunity should diversify business.

B-5-3 POLAR **BEAR/MUSKOX** HUNTING GUIDING AND/OR Outfitting

CHARACTERISTICS :

.**This** is a very specialized/unique type of hunting and thus requires special skills.

.**Dog** teams are required for this type of hunting.

.**Guides** must be well trained with dogs and be familiar with the conditions of the environment.

.**Arctic** clothing and gear would need to be provided.

.**Potential** hunters would need to be **well** informed of what they need to bring.

B-5-3 POLAR BEAR/MUSKOX HUNTING, GUIDING AND/OR OUTFITTING (continued)

- .**Accommodation** arranged before and after the hunt.
- .**Camping** equipment required during the hunt.
- .**First Aid** kits and radios are needed.
- .**Guides** should be able to flesh the hides.
- .**Guides** should be licensed and be certified by the Hosting Training Program.
- .**Guides** should be personable for it is a one on one hunt.

LOCATION :

- .**Those** areas with fairly high quotas.
- .**Where** residents are willing to sell tags to the hunters.

MARKET APPEAL:

- .**Specialized** market but easily targeted.
- .**Safari** Clubs can be contacted directly by mail.
- .**Market** is adventurous as well as being big spenders.
- .**Quality** of the experience must be high but are tolerant of rugged conditions.

ROUGH CAPITAL COST ESTIMATES:

- .**To** start up without a dog team would be fairly expensive.
- .**Arctic** clothing and camping equipment must also be purchased.
- .**Total** estimated cost approx. \$10,000, includes maintenance of dog team.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector/resident.

B-5-4 ICE FISHING TOURS (GUIDING AND OUTFITTING)

CHARACTERISTICS :

- .Could vary in length from - ½ day
  - 1 full day
  - overnight
  - 3-5 day tour

Equipment required includes:

- snowmobiles or bombardiers
- ice augers
- ice fishing tents
- cooking equipment and stoves
- first aid and radios

.If overnight trip, may use tents out on the land or lodges/cabins already developed.

.Rods and lures would also need to be included in the package.

.Overnight tours would need to include other activities such as snowshoeing, skiing, recreational snowmobiling or traditional games.

.Guides should have hospitality training.

.They should know good fishing areas and be able to entertain visitors while on the tour through telling of local stories and explaining the history of the area.

.Groups to a maximum of 10 would be the most easily accommodated.

LOCATION :

.Practically any communities could be the base for ice fishing.

.The non-road access lakes would be the best lakes.

B-5-4 ICE FISHING TOURS (GUIDING AND OUTFITTING) (continued)

MARKET APPEAL:

- .**Southern** Ontario market currently very interested in ice fishing - southern Albertans as well.
- .**Many** of the business/commercial travelers would take advantage of the ½ day or day trips.
- .**Local** residents particularly those new to the N.W.T. would also be interested.

ROUGH CAPITAL COST ESTIMATES:

- .**Day** Tour Operations if all new equipment purchased vary from \$15,000 to \$25,000 or \$36,000 if bombardier (12 passenger) is used.
- .**Overnight** Tours if tent frames are used 4-4 man tents plus sleeping bags estimate an additional \$5,000 to \$5,500.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION: .

- .**Private** sector/residents or Co-operatives in the communities.

COMMENTS/CONSTRAINTS :

- .**Best** season would be from March to May when the sun is out longer and the days are getting warmer.

B-5-5 CROSS-COUNTRY SKIING TOURS

CHARACTERISTICS :

- .**Develop** day, overnight and longer tours.
- .**For** longer tours, 2 days to a week, an experienced guide would be required.
- .**Longer** tours are best suited to small groups where there will be cooperation, including 'camp style'. On these tours, **equipment**



B-5-5 CROSS-COUNTRY SKIING TOURS (continued)

and supplies would need to be sent out by **skidoo** ahead of time.

.**Trail** maps should be distributed and ski routes clearly signed, particularly for short day tours not using a guide.

.**To** make the tour a more uniquely 'northern' experience, clothing such as parkas, wind pants, **qamiks**, could be made available for use.

LOCATION:

.**Almost** all communities across the **N.W.T.** could offer day tours in the vicinity.

.**Areas** offering longer tours should be within the treeline both for protection from the elements and variety in scenery.

MARKET APPEAL:

.**Would** appeal to both residents and visitors.

.**Longer** tours would appeal to special interest groups, from established ski touring clubs - as they are interested in outdoor recreation, the 'on the land' camping experience would be of importance as well.

.**Possible** groups that could be approached are:

CANADIAN SKI ASSOCIATION

333 River Road

Vanier City, Ontario K1L 8B9

(Also has Western, Quebec and Ontario divisions)

-governing body for cross-country and downhill skiing in Canada - has a number of provincial affiliates as well.

Various Nordic or Cross-Country ski clubs in all major cities in Canada.

B-5-5 CROSS-COUNTRY SKIING TOURS (continued)

SKI TOURING COUNCIL

c/o Rudolf F. **Mattesich**

W. Hill Road

Troy, Vermont 05868

Executive Committees - 21

- promotes non-competitive cross-country skiing, arranges ski touring trips, workshops
- publishes an annual Schedule of Events and Ski Touring Guide

UNITED STATES SKI ASSOCIATION

1726 Champa St., Ste. 300

Denver, Colorado 80202

Members - 109,000

Executive Officer: Evelyn **Masbruch**

- promotes cross-country and downhill skiing - has a number of committees dealing **with all** facets of skiing including recreation (charter flights, mountaineering, ski touring).

EASTERN SKI ASSOCIATION

22 High Street

**Brattleboro**, Vermont 05301

Members - 35,000 with 792 **local** groups

Executive Director: **T.F.** Rogers

- dedicated to both cross-country and downhill skiing - promotes technique, competitions, formation of clubs, safety - sponsors charter flights to ski areas, ski touring, etc. - puts out a number of publications on a regular basis.

ROUGH CAPITAL COST ESTIMATES:

.Depending on size of community would require from 30 to 50 sets of equipment - packages including all equipment run \$70 - \$120 so assuming 40 sets, costs would range from \$2,800 to \$4,800

B-5-5 CROSS-COUNTRY SKIING TOURS (continued)

- .Rent space for distribution.
- .Camping gear for 10 (tents, sleeping bags, wood stoves, cooking equipment) would cost approximately \$5,500.
- .Preparation of trail maps, signing of routes estimated to cost not more than \$200.
- .Optional purchase of 'northern' apparel - approx. \$350 per set with 15 sets to start \$5,250.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private operator opportunity.

COMMENTS/CONSTRAINTS :

- .Skill level would be a determinant of type of trip taken - i.e., beginning skier should be discouraged from taking a week long tour.
- .Ski season is between February and May.
- .Must ensure that visitors have adequate clothing and know what to expect particularly on longer tours.

B-5-6 SNOWMOBILE TOURS (OUTFITTING AND GUIDING)

CHARACTERISTICS :

- .Varying lengths of tours can be offered:
  - . day tours
  - . weekend tours, or
  - . week tours
- .Groups of 4 or 5 would be a manageable size; perhaps larger if qumatuks are used.
- .Route followed should be scenic and circular.

-5-6 SNOWMOBILE TOURS (OUTFITTING AND GUIDING) (continued)

.**Points** of interest such as trappers cabins or caribou feeding grounds would add to the experience.

.**Equipment** required includes:

- snowmobiles with sleds for gear
- tents/or very basic cabins
- arctic sleeping bags
- winter clothing
- cooking equipment

.**Food** should include native foods such as caribou, char, seal and bannock.

.**On** overnight trips different types of entertainment should be informally planned, e.g., northern games, jigging to harmonicas, telling of northern-tales.

**LOCATION :**

.**Good** opportunity for smaller communities as well as the major centres.

.**Those** tours not in the treeline should probably incorporate communities into their week trips (e.g., tour from Baker Lake to Rankin Inlet).

**MARKET APPEAL:**

.**Day** Tours - both residents plus visitors already in the **communities** for other reasons.

.**Weekend** Tours - could capitalize on the **business/commercial** market that is already in the **N.W.T.**

.**Southern** markets could be attracted for long 3 or 4 day weekends.

.**Week** Long Tours - target markets should be snowmobile clubs in relatively direct air access cities.

B-5-6 SNOWMOBILE TOURS (OUTFITTING AND GUIDING) (continued)

ROUGH CAPITAL COST ESTIMATES:

An operation with 10 snowmobiles and sleds plus camping equipment \$30,000 to \$34,000. If very basic wood cabins built about \$15,000 each.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector, group of residents with basic equipment.
- .**Co-operatives** in the communities.

COMMENTS/CONSTRAINTS :

Season somewhat limited to latter part of February, March and April and in northern regions May.

B-5-7 **DOG** SLED TOURS

CHARACTERISTICS :

- .**This** unique experience could be offered as: 1 or 2 hour trips, day trips or overnight tours from 2 days to 5 days.
- .**Short** duration trips could be around the perimeter of the community to points of interest.
- .**Full** day trips should include a meal (e.g. ,**caribou** stew and **bannock** with tea.).
- .**Overnight** trips would need to include a number of other activities, for example:
  - visiting an outpost community
  - viewing wildlife
  - following an historical/exploration route
  - visiting several different communities
  - to learn about the different cultures

B-5-8 BOAT TOURS/OUTFITTING

CHARACTERISTICS :

- .A number of different types of boating outfitting and guiding could be offered in the N.W.T.
- .These include: canoeing, rafting, jet boating, kayaking and scow boats.
- .These boats could be rented with the option of guides available.
- .Organized tours. could also be provided.
- .Facilities/services included in the tour would vary somewhat by the type of boating.
- .Jet boats, scows and rafts would likely require more services, particularly fixed roof accommodation.
- .Canoeists and kayakers on the other hand tend to be more interested in camping and hiking.
- .Use of guides should be encouraged as much as, possible.
- .Routes selected should be scenic (wildlife, scenery, wildflowers).
- .Any historical or cultural points of interest can also be included.
- .All trips should be designed so that the visitors spend a night in a community at the beginning of the trip and at the end.

LOCATION:

- .Canoeing is best on rivers particularly those rivers which originate from the southwest portion of the N.W.T.
- .Yellowknife, Fort Smith, Fort Simpson, Rae-Edzo, are good starting points.
- .Keewatin and Coppermine also good areas.

3-5-8 BOAT TOURS/OUTFITTING (continued)

- . Rafting would be good on fast flowing mountain rivers such as the **Nahanni**.
- . **Jet** boating on the rivers around Norman Wells/Fort Norman is good.
- . **Kayaking** can be done on most rivers but also off sheltered shores of the ocean.
- . **Scow** boats are designed for the ocean thus those communities on the Hudson Bay and Arctic Coast could offer scow boat tours.

MARKET APPEAL:

- . **Canoeing** is an increasingly popular activity: with the numerous rivers and the unique terrain of the **N.W.T.** canoeing can have fairly large market appeal.
- . **Rafting** - is still a relatively new sport; because it does not require a great deal of skill from the visitor it has very broad market appeal.
- . **Jet** boating is a popular river boating activity; it offers potential on some of the rivers of the Mackenzie River.
- . **Kayaking** is very specialized but North American market large enough to support one or two outfitters in the **N.W.T.** and using an original arctic means of transportation makes kayaking more attractive.
- . **Scow** boats are the main form of water transportation for the **Inuit**; this type of tour would also have a cultural appeal.
- . **Special** markets which could be targeted include:

AMERICAN CANOE ASSOCIATION

4260 E. Evans Avenue

Denver, Colorado 80222

Members - 6,000

Commodore - Eric Leaper

-includes Canadian affiliate - dedicated to canoeing, kayaking,

B-5-8 BOAT TOURS/OUTFITTING (continued)

rafting in North America - sponsors races, encampments, classes, safety, etc. - bimonthly magazine and quarterly newsletter.

CANADIAN CANOE ASSOCIATION

333 River Rd.

Vanier City, Ontario K1L 8B9

Exec. Director - Mrs. J.M. Matheson

(also Atlantic, Pacific, Prairie, Quebec and Ontario Divisions)

-Canadian affiliate of the American Canoe Association.

CANADIAN RECREATIONAL CANOEING ASSOCIATION (1972)

441 Rideout Street North

London, Ontario N6A 2P6

President - John Latimer

AMERICAN WHITEWATER AFFILIATION

P. O. Box 321

Concord, N.H. 03301

Members - 3,000 with 160 Affiliate Clubs

-interested in all types of paddle craft, promotes safety, conservation, technique, etc. - publishes a bimonthly journal.

UNITED STATES CANOE ASSOCIATION

606 Ross Street -

Middletown, Ohio 45042

Members - 2,000

Chairman - Jim Mack

-promotes recreational and competition paddling in both scenic and wild waters - sponsors races, canoe trips - provides training and design criteria, promotes safety.



B-5-8 BOAT TOURS/OUTFITTING (continued)

ROUGH CAPITAL COST ESTIMATES:

- .**Canoes:** between \$1,000 to \$1,400 for boat, paddles, life jackets and packs.
- .**Rafting:** each raft (10 passengers) about \$8,000 including motor and life jackets.
- .**Jet Boats:** vary from \$3,000 up including motors and life jackets.
- .**Kayaks:** traditional kayaks are priceless; fiber glass vary from \$1,300 to \$2,000 for everything.
- .**Scow Boats** plus motor about \$3,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector/residents with existing equipment.

B-5-9 WINTER CAMPING OUTFITTING AND TOURS

CHARACTERISTICS:

- .**These** tours could be weekend trips or week trips.
- .**They** would include a variety of activities including viewing, wildlife, visiting a trappers cabin, perhaps some hunting and fishing.
- .**The** tour would be themed around arctic winter survival and would concentrate on the development of the various skills required for survival.
- .**Equipment** needed to be provided include:
  - arctic clothing
  - camping gear
  - cooking equipment
  - either snowmobiles or dog teams
  - first aid kit and radio

B-5-9 WINTER CAMPING OUTFITTING AND TOURS (continued)

- .The guides would have to very good with people and good teachers.
- .Groups of 4 or 5 would be the most manageable size.

LOCATION:

- .Based out of any community.
- .For the more general interest tour, below the tree line location would be best suited.
- .For the real arctic winters coastal locations would make the experience much more exciting.

MARKET APPEAL:

- .Business/commercial travelers would be a target for the weekend tours as well as residents.
- .Winter camping is becoming increasingly popular with arctic gear being more accessible.
- .Outdoor enthusiasts desiring to experience real winter would be the target market.
- .Target markets could include:

NATIONAL CAMPERS AND HIKERS ASSOCIATION

7172 Transit Road

Buffalo, N.Y. 14221

Members - 200,000 with 2,700 local groups

-family campers, hikers and those interested in outdoor activities and conservation, information exchange, safety, courses - publications monthly and quarterly.

B-5-9 WINTER CAMPING OUTFITTING AND TOURS (continued)

INTERCOLLEGIATE OUTING CLUB ASSOCIATION

3410 G Paul Avenue  
Bronx, N.Y. 10468

Members - 30,000                      Exec. Secretary - Lauren Lader  
-encourage safe enjoyment of the wilderness - sponsors carving,  
canoeing, rock climbing, winter backpacking and other trips -  
publish news bulletins monthly and quarterly.

ROUGH CAPITAL COST ESTIMATES:

.**Would** vary by type of equipment used.

.**Start** up costs estimated between \$10,000 and \$15,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** sector/resident.

COMMENTS/CONSTRAINTS :

.**Could** be a year-round activity if the tour was moved to the ice  
cap in the **summer** months.

B-5-10 RADIO RENTALS

CHARACTERISTICS :

.**Rental** of two way long distance radios for use when going out on  
the land.

.**Could** be based out of an existing shop (hardware) or out of one's  
home.

.**Would** not warrant development of a new building.

LOCATION :

.**Based** out of larger communities, e.g., **Yellowknife, Inuvik, Frobisher.**

B-5-10 RADIO RENTALS (continued)

MARKET APPEAL:

.**Most** guides would rent radios on a fairly regular but seasonal basis.

.**Groups** going out without guides (e.g. ,**canoeist**, hikers, climbers) could also be encouraged to rent radios for their own protection.

ROUGH CAPITAL COST ESTIMATES:

.**Good** radios range from \$600 to \$1,000 each.

.**Likely** need about 20 to begin with.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** sector.

B-6 INTERPRETIVE TOURS

CHARACTERISTICS :

- .Many potential interpretive tours are afforded by the N.W.T.
- .These tours would be educational and would be based on cultural, historical, industrial and natural resources of the Territories.
- .They can vary in length from a few hours to a week.
- .Guides of the tours should be very knowledgeable about the resource.

MARKET APPEAL:

- . Increasingly, people are seeking educational experiences when they travel.
- .Few are familiar with the North and many are interested in learning about it and its people.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Primarily private sector, in particular residents already involved in the different activities.
- .Some government financial assistance may be required.

B-6-1 WHALE OR SEAL HUNT INTERPRETIVE TOURS

CHARACTERISTICS :

- .A very specialized package for **small** groups of 2 to 3.
- .Would involve viewing the activities of the whale and seal hunters but not actually participating in the hunt.
- .Package would include accommodation in the base communities settlements either with hunter's family or tent frames, meals, proper clothing.

3-6-1 WHALE OR SEAL HUNT INTERPRETIVE TOURS (continued)

.**Would** use same accommodation facilities used by the hunters while on the hunt.

.**Guide** of the tour would be the hunter who should be able to converse with the visitors and explain the activities.

.**Should** also recognize the needs of the visitors and be able to entertain them when necessary such as evenings or weathered in times.

LOCATION :

.**Baffin** Island, Tuktoyaktuk, along the Arctic Coast.

MARKET APPEAL:

.**Specialized** market interested in photography and cultural experience.

.**Must** be adventurous and able to withstand the ruggedness of the experience.

.**Specialty** markets which could be targeted include:

CIRCUMNAVIGATOR CLUB

24 E. 39th Street

New York, N.Y. 10016

Members - 800

Exec. Director - Ray Wood

-men with a special interest in other countries, have circled the globe for purposes of exploration, research, commerce, big game hunting, military, maritime or government service - bimonthly publication.

ADVENTURERS CLUB OF NEW YORK

23 E. 74th Street

New York, N.Y. 10021

Members - 368

Founded - 1903

B-6-1 WHALE OR SEAL HUNT INTERPRETIVE TOURS (continued)

-made up of male 'adventurers' including hunters, fishermen, travelers, aviators, explorers, etc. - membership is **mainly** in the New York area but has affiliations with other clubs - could possibly promote interest in trophy hunting tour, (i.e., polar bear, muskox, sheep) whale or seal hunts or an 'arctic adventure'.

ROUGH CAPITAL COST ESTIMATES:

- .**Utilize** existing facilities and equipment already in the **communities**.
- .**Capital** costs minimal except for camping gear and arctic clothing if required.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Existing** whale and seal hunters.

B-6-2 PHOTOGRAPHY TOUR

CHARACTERISTICS :

- .**Tours** could focus on both natural and human resources of the **N.W.T.** but should have a specific theme, e.g. ,'**The** People of the North', 'Arctic Safari'.
- .**Tours** should be composed of small groups led by experienced guides - can use various modes of transportation, e.g., float plane, boat, snowmobile in winter.
- .**If** a tour group is coming into a small **community** intending to photograph the people and their lifestyle, residents should be informed before hand.
- .**If** the tour focus is on wildlife, guides should be familiar with locations, time for optimal viewing.

B-6-2 PHOTOGRAPHY TOUR (continued)

.Quality of service important to these groups - fixed roof accommodation is most desirable but if camping, should have all comforts, good meals, etc.

LOCATION:

.Could take place in virtually any area of the N.W.T. as most areas have unique scenic value.

.Any community interested in tourism could become part of a package if they have necessary accommodation/food services.

MARKET APPEAL:

.Appeal to special interest photography groups and clubs.

.Also hold appeal for any sightseer/amateur photographer, naturalists, etc.

.Particularly suited to individuals interested in "photographic safaris"

.Some possible organizations to contact are:

Innumerable local photo clubs/associations across Canada as well as wildlife associations, e.g., Foothills Camera Club in Calgary.

PHOTOGRAPHIC SOCIETY OF AMERICA

2005 Walnut Street

Philadelphia, PA 19103

Members - 18,700

-amateur, professional photographers and camera clubs - sponsor competitions, awards, technical services, have a travel committee, publish monthly journal and hold regional meetings.



B-6-2 PHOTOGRAPHY TOUR (continued)

CANADIAN WILDLIFE FEDERATION

1673 **Carling** Avenue

Ottawa, Ontario K2A 1C4

Members - 20,000

-parent federation for Fish and Game Associations in every province across Canada - membership is made up of sportsmen and other individuals with special interest in hunting/fishing/wildlife - provincial organizations could be contacted on an individual basis. e.g., Alberta Fish and Game Association comprises 120 local clubs with 24,000 members.

AMERICAN INSTITUTE FOR EXPLORATION

1809 Nichols Rd.

Kalamazoo, MI 49007

Members - 165                      Exec. Director - **T.P. Bank, II**

-membership include scientists, writers, photographers and others actively interested in exploration - intent is to "further knowledge of the world and its life through expeditions and regional studies" - sponsor expeditions, courses, lectures, films, maintains library, museum - offices also in Alaska - occasional publications and semi-annual meetings.

ROUGH CAPITAL COST ESTIMATES:

- .**Use** existing facilities so that capital costs are minimal.
- .**Cost** will be based on type(s) of transportation used - initially transportation will probably be rented or chartered.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION :

- .**Private** sector opportunity.

1-6-2 PHOTOGRAPHY TOUR (continued)

COMMENTS/CONSTRAINTS :

- .Growing interest in photography (as evidenced by increase in "how to" classes, greater sophistication of average person's camera equipment, etc.) gives this opportunity good scope for future development.
- .Has year-round application.

B-6-3 BIRD WATCHING TOURS

CHARACTERISTICS:

- .Primarily would cater to small groups of 10 to 20 people, particularly when the only access is by **small** plane.
- .In some cases where bird areas are a distance from possible base communities, a field camp would be necessary.
- .Would require experienced guide familiar with bird habitats and northern camping.
- .Bird concentrations vary widely from perhaps only 40 pairs to 3 million birds in one location - thus good scope for various types of tours, i.e., scientific tours of protected or rare species, general tours.

LOCATION:

- .Several areas throughout the N.W.T. would be of prime interest to ornithological groups.
- .Inuvik and Tuktoyaktuk would be good jump-off points, as several significant areas are accessible from here, e.g., Tuk Peninsula, Anderson River Bird Sanctuary; Banks Island Bird Sanctuary; Mackenzie Delta.
- .Southampton Island, using Coral Harbour as a base is an area of interest.

3-6-3 BIRD WATCHING TOURS (continued)

.Pond Inlet could be a tour base for visits to Bylot Island Bird Sanctuary, with important concentrations of **Murres**.

.**Resolute** is an ideal base point for tours to the Prince Leopold Island area and Cambridge Bay could act as a jump-off point for tours visiting the Queen Maud Gulf Bird Sanctuary and Victoria Strait areas.

MARKET APPEAL:

.**Would** hold appeal for both professional birders with scientific interest and hobbyists.

.**Would** attract special interest groups - ornithological societies, bird clubs.

.**Also** naturalist groups with general interest in wildlife.

Following are some examples of organizations which might be interested in this type of tour:

AMERICAN BIRDING ASSOCIATION

P. O. Box 4335

Austin, Texas 78765

Members - 4,000 with 22 regional groups.

-promotes the hobby and sport of birding - research, study of birds in their natural habitat - publishes bimonthly magazine.

WILSON ORNITHOLOGICAL SOCIETY

Museum of Zoology

University of Michigan

Ann Arbor, MI 48109

Members - 1,592

-made up of professionals and hobbyists particularly interested

13-6-3 BIRD WATCHING TOURS (continued)

in scientific field studies - provides grants, prizes for scientific papers, maintains large library and sponsors **field** trips - publishes a quarterly bulletin.

CORNELL UNIVERSITY LABORATORY OF ORNITHOLOGY

159 Sapsucker Woods Rd.

Ithaca, N.Y. 14853

Members - 2,600

-world centre for study and appreciation of birds - sponsors courses, bird sanctuary, gathers data, museum, large library, quarterly and annual publications.

LINNAEAN SOCIETY OF NEW YORK

c/o American Museum of Natural History

Central Park W. on 79th Street

New York, N.Y. 10024

Members - 700

-made up of people interested in natural history, primarily ornithologists and amateur birders - sponsors field trips and active in bird/wildlife protection, research fund - holds frequent meetings and publishes newsletter 9 times a year along with other articles, papers.

Many local and regional clubs throughout **Canada, e.g.** , Ontario Bird Banding Association; Edmonton Bird Club.

ROUGH CAPITAL COST ESTIMATES:

- . Costs would be minimal as existing facilities would be used primarily.
- . In some areas, camping equipment would be necessary - this should include 'northern' tents, arctic sleeping bags, cooking equipment, wood stoves, etc.

B-6-3 BIRD WATCHING TOURS (continued)

- .Costs for 10 people would run approx. \$5,000 - \$5,500.
- .Most avid birders would provide their own specialized equipment such as binoculars, cameras, etc.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector opportunity.

COMMENTS/CONSTRAINTS :

- .Season varies, depending on bird species and tour location.
- .Generally tour market would run from May to September.
- .Some important bird areas in the N.W.T. are not easily accessible and special transportation might be required.

B-6-4 CULTURAL TOURS

CHARACTERISTICS :

- .Consists of small groups traveling to several communities in the N.W.T., who are particularly interested in cultural aspects.
- .Tours would start/finish in a major centre such as Yellowknife or Frobisher Bay which offers attractions like museums, historic sites, crafts outlets, etc.
- .Tours would visit perhaps 2 other smaller communities using a local host in each one. They would view local craftsmen at work, meet with residents, sample native foods or view traditional activities such as hunting, fishing, trapping.
- .Cultural evenings, possibly with a story teller or watching Drum Dancers could be arranged.
- .Tours could be timed to coincide with community special events.

B-6-4 CULTURAL TOURS (continued)

LOCATION :

- .Any community that is interested in tourism could be included in such a tour.
- .Particularly those with a more traditionally based economy or those known for their handicraft work.

MARKET APPEAL:

- .Would appeal to specialized markets such as craftsmen or those interested in **Inuit** art - also groups interested in personal contact with other cultures.
- .**Short** tours of 2-3 days which take in a special event or games could be sold as a pre or post convention package.
- .**Some** possible contacts for this type of tour include:

CANADIAN CRAFTS COUNCIL

**Rm. 16, 46 Elgin Street**  
Ottawa, Ontario K1P 5K6

Members - 30,000                      Exec. Director - Peter H. **Weinrich**  
-members are **craftspeople** across the country - affiliated with World Crafts Council - could possibly interest members in a craft oriented tour with demonstrations of native northern crafts - magazine published **bi-monthly**

GLOBETROTTER'S CLUB

**BCM/Roving**

London **WCIV6XX** England

Members - 2,000                      President - Richard **Snailham**  
-members interested in international travel and opportunities to meet people of other countries - club offers information exchange, travel tips, advice on destinations - bimonthly newsletter with monthly lectures.

B-6-4 CULTURAL TOURS (continued)

Also local clubs/associations across Canada, e.g., Alberta Handicrafts Guild.

ROUGH CAPITAL COST ESTIMATES

.Minimal capital costs because existing facilities would be used.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Private sector opportunity.

COMMENTS/CONSTRAINTS :

- .Important that groups remain small with emphasis on personal contact - hosting critical.
- .Limited to communities which have adequate accommodation/food service as transportation costs dictate that each tour stop is of at least overnight duration.

B-6-5 FLORAL TOURS

CHARACTERISTICS:

- .The brief but overwhelming display of arctic wildflowers is a very unique summer resource of the N.W.T.
- .Tours would be of 2 types, both primarily for viewing/photographic purposes. General interest day tours could be arranged for visitors that are already in the area and wish to have a closer look at this phenomenon. These would be conducted by a guide giving some background on the growing season, vegetation, etc. and could possibly include a picnic lunch and plenty of opportunity for photography.
- .The second type would be a longer tour, several days to a week, made up of small groups particularly interested in flora.

B-6-5 FLORA TOURS (continued)

- .These tours would be led by an experienced interpretive guide who could provide detailed information on plant species, characteristics and northern vegetation in general. The tour would include visits to several areas by boat, plane or hiking.
- .Another type of tour should be developed for small special interest groups to view and study the tundra vegetation (**mosses, lichens**) These would again be conducted by experienced guides and would likely involve more intensive field study including overnight stays.

LOCATION:

- .Many areas of the **N.W.T.** offer potential.
- .Day tours could be conducted from **Inuvik, Tuktoyaktuk, Frobisher Bay.**
- .Longer tours could take place from Broughton Island (Auyittuq Park), Pond Inlet, Eskimo Point, **Rankin** area or be based at Bathurst Inlet.
- .Tundra tours could be based out of Baker Lake, **Rankin Inlet** or Eskimo Point.

MARKET APPEAL:

- .Day trips would appeal to most **N.W.T.** visitors generally.
- .Longer tours, both floral and tundra, would appeal to special interest groups of botanists, horticultural **ists**, and hobby gardeners.
- .Examples of these specialized markets are:



3-6-5 FLORA TOURS (continued)

AMERICAN BRYOLOGICAL AND LICHENOLOGICAL SOCIETY

Missouri Botanical Garden

2345 Tower Grove

**St. Louis, MO 63110**

Members - 506

**Sec. Treasurer - M.R. Crosby**

-made up of professional botanists and hobbyists who are particularly interested in the study of mosses, liverworts and lichens - issue quarterly publication.

ALPINE GARDEN SOCIETY

Lye End Link, **St. John's**

**Woking, Surrey GU21 1SW** Engl and

Members - 6,200 with 45 local groups

Secretary - Michael Upward

-amateur and professional gardeners, botanists who encourage the study of Alpine plants - organize overseas tours to study Alpine plants in their native habitat - have shows, conferences, maintain library, issue quarterly bulletin.

ROUGH CAPITAL COST ESTIMATES:

- .Day tours would have minimal capital costs - boat rental.
- .Longer flora tours also have minimal costs - use existing facilities.
- .Tundra tours would require camping equipment - **total** costs for a group of 10 persons would be approx. \$5,500.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector opportunity.

1-6-5 FLORA TOURS (continued)

COMMENTS/CONSTRAINTS :

- .Arctic flowering season is rather short - about 6 weeks in mid June to July.
- .Possible time frame for tundra tours is considerably longer - approx. June to end September.

B-6-6 HISTORICAL TOURS

CHARACTERISTICS:

- .Tour should be based around a selected theme, e.g., Whaling Days, Search for the Northwest Passage, Missionary Era, Fur Trading or Mining Development.
- .Re-living of the original experience should be strived for (e.g., following Franklin's route and relating to his diary throughout the trip).
- .Mode of transportation used should be applicable to the theme.
- .Accommodation would also be determined by the theme as well as the type of food served.
- .Recent historical themes should be guided by residents who may have been a part of the history.
- .Guides should be very knowledgeable about the history and the area.
- .These tours could be day tours for general history or overnight extended stay tours for specialized tours.

LOCATION:

- .Fort Smith
- .Yellowknife
- .Mackenzie River
- .Frobisher Bay

3-6-6 HISTORICAL TOURS (continued)

.Bathurst Inlet

.Mackenzie Delta

.These communities are just a few which offer opportunity for historical tours.

MARKET APPEAL:

.Day Tours: will appeal to general visitors already in the area/ community.

.Extended/Overnight Tours: must be high quality experience and very well researched to attract the specialized highly educated market who would be interested in this type of tour.

.Markets which could be selectively targeted could include the following:

SOCIETY FOR THE STUDY OF THE HERITAGE OF CANADA

65 Adelaide Street

Toronto, Ontario

Vice-President - **B.G. Todd**

HERITAGE CANADA

Box 1358, Station 'B'

Ottawa, Ontario K1P 5R4

Exec. Director - **R.A. Phillips**

SOCIETY FOR THE HISTORY OF DISCOVERIES

9219 Bells Mill Road

Dotomac, M.D. 20854

Members - 200

Sec. Treasurer - **R.E. Ehrenberg**

-mainly college/university professors interested in the history of geographical exploration - publish an annual newsletter.

B-6-6 HISTORICAL TOURS (continued)

Many local historical societies across Canada could be contacted.

Perhaps even missionary societies would be interested in tours which look at the impact the different churches had on the development of the Territories.

B-6-7 TRAP LINE TOURS

CHARACTERISTICS":

- . **Small** groups (of 2-3 persons) who would live with a trapper for 5 to 7 days.
- . **The** experience would be **education-oriented** and would include - tours of the **trapline** - learning how to flesh and tan skins - setting traps - general lifestyle of a trapper.
- . **The** trapper would lead the group but the group would also be involved in activities such as cooking, checking the traps, in other words, it would be participation oriented.
- . **Accommodation** would be the trappers cabin.
- . **If trapline** long enough might include some winter camping.
- . **Package** should include accommodation in the base community for the first and last nights.
- . **Trappers** must have hosting and guiding training.
- . **They** should be good with small groups and be able to talk knowledgeably about trapping.

LOCATION:

- . **Based** out of Fort Simpson, Rae-Edzo, Fort Providence, Fort Smith, Lac la Martre, Fort Franklin, **Inuvik**, Fort McPherson.

3-6-7 TRAP LINE TOURS (continued)

MARKET APPEAL:

- .**Specialized** but fairly large market.
- .**Selective/very** targeted promotional activities should be used on groups such as teachers or the National Trappers Association (c/o Don Hoyt Sr. , 15412 Tan Road, **Marshall, MI** 49068) which has a membership of about 10,000. Members are trappers and outdoorsmen interested in small animal trapping.

ROUGH COST CAPITAL ESTIMATES:

- .**Limited** capital costs assuming trappers equipment and building(s) are adequate.
- .**Likely** require additional sleeping facilities (beds/linens, etc.) which cost about \$500 **to** \$600.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Existing** trappers interested in supplementing their income.

B-6-8 TRADITIONAL CULTURAL EXPERIENCES

CHARACTERISTICS:

- .**These** experiences would involve **small** groups of 2, 3, or 4 maximum going to outpost camps or out on the land with the people in the spring and staying with a native family for a week or longer.
- .**The** family would be the hosts to the visitors and would introduce them to historical/cultural methods as well as current day lifestyles.
- .**All** food and accommodation would be included in the package.

3-6-8 TRADITIONAL CULTURAL EXPERIENCES (continued)

LOCATION :

- .In many locations around the N.W.T.
- .Lower Mackenzie Delta Area
- .Upper Mackenzie Dene cultural experience
- .Coastal Inuit Lifestyle
- .Baffin Island Inuit Lifestyle
- .Keewatin Inuit culture

MARKET APPEAL:

- .Very specialized but potentially of tremendous appeal.
- .Should be very selective in markets because of possible negative social interaction - would want well educated markets who would be sensitive to and respect the cultures of the people.
- .Would be an ideal extension of a university program.

ROUGH CAPITAL COST ESTIMATES:

- .Costs would be minimal.
- .Only costs would be purchase of additional furniture or expansion of home to **accommodate** guests.
- .Could vary from no costs to \$10 to \$15,000 depending on what is needed.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Residents

COMMENTS/CONSTRAINTS :

- .The whole family **would** need to be involved in the operation of the tour.
- .All should participate in the hosting training program.

B-7 GENERAL SIGHTSEEING TOURS

CHARACTERISTICS:

- .Any visitor to a community or area likes to obtain an overall impression/feeling about the area.
- .Touring by different modes of travel can add to the experience.
- .Many communities can offer boat, air, bus, or even three wheel honda tours.
- .Tours can vary in length from 1 hour to several days.

MARKET APPEAL:

- .Short duration tours tend to appeal to a large percentage of visitor markets.
- .Generally have very broad market appeal.

B-7-1 AIR TOURS

CHARACTERISTICS :

- .Several types of air tours should be made available. All, however, would accommodate small groups and be accompanied by a guide who would point out various features of interest.
- .Short Duration: last less than an hour - viewing of scenic coastline areas, tundra, Mackenzie River, looking for wildlife, marine mammals - view of wildflowers in season.
- .Half Day Tours: would include lunch/snack on a lake(perhaps at fishing lodge or camp) or could go into a community which produces handicrafts to view/purchase.
- .Two Day Tours - fly to a community and stay overnight - sightsee by air, view wildlife, terrain - in community 'cultural' evening or some entertainment planned.

B-7-1 AIR TOURS (continued)

LOCATION:

- .**Could** be developed out of almost any area of the N.W.T. that was interested in tourism.
- .**Community** must have adequate **accommodation**, food services.

MARKET APPEAL:

- . Would appeal to visitors already in the area - photographers, business travelers, middle-aged and older couples-in southern regions, highway traffic would be key market.
- .**Include** people that wish to experience 'remoteness' of a lake with no access, but only for a short time interval. People can say that they have been in the 'wilderness' without committing a number of days to the experience.
- .**An** interpreted flying tour would hold appeal for road visitors, wishing to visit a more remote community.
- . Photographers, naturalists, people interested in cultural experience.

ROUGH CAPITAL COST ESTIMATES:

- . Initially, use surplus' flying time on existing aircraft in the area. As demand warrants planes should be obtained which have better window viewing space.
- . Initially, charter planes/float planes, i.e., Otter - 10 passengers \$180/hour.
- .**For** longer tours would use existing accommodation facilities -again, initially planes should be chartered.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector opportunity.



B-7-1 AIR TOURS (continued)

COMMENTS/CONSTRAINTS :

- .Some coastal areas experience fog and low cloud during the summer.
- .Few daylight hours in winter months limit availability along with poorer flying weather.
- .Inland areas generally have good flying weather from spring to fall.

B-7-2 BOAT TOURS

CHARACTERISTICS :

- .Good opportunities are available for the development of boat tours - these could take several forms:
- .Short Duration: half day or less - usually 2 to 3 hours.
- .An interpreted boat tour along the shorelines, concentrating upon the natural beauty and history. A host or guide should accompany the tour as verbal interpretation during the cruise is of special importance to ensure passenger enjoyment. It should be as personal as possible (not mechanical or "canned") and should include discussion about natural processes, historical development, and topical concerns.
- .Ideally, the boat used would be capable of conversion to other uses, (e.g., commercial fishing) when the summer tour season finishes.
- .Docking facilities should be as visible as possible in order to encourage tour attendance.
- .Full Day: similar to short duration cruises, with the added feature of more distance (and scenery) traveled, and on-board or shoreline food services.
- .It is possible to assemble multi-mode transportation packages including a full day one way cruise, overnight stay in a community and return by air.

B-7-2 BOAT TOURS (continued)

- .Two or More Days: overnight accommodation provided on land - the boat is used to transport passengers from one overnight location to the next with sightseeing en route.
- .Visits to as many communities as possible should be encouraged.
- .Multi-mode packages could also be developed.

LOCATION:

- .Boat tours could be based out of a number of communities in most zones of the N.W.T.

MARKET APPEAL:

- .Day trip/short duration market would be visitors already in the area - this would be an ideal component of a convention package.
- .Business travelers would also take advantage of weekend tours.
- .Overnight tours would appeal to adventurers and general sightseeing.

ROUGH CAPITAL COST ESTIMATES:

- .Costs would vary with type of boat - tours up Mackenzie River would be best by barge - as NTCL is currently for sale, special prices could possibly be negotiated.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector opportunity.

COMMENTS/CONSTRAINTS :

- .The short operating season.
- .Weather and the resulting water conditions will occasionally force cancellation of tours in areas.

### B-7-3 BUS TOURS

#### CHARACTERISTICS :

- .Short tours of 1-2 hrs. or a half day should be offered from a number of communities. These would utilize a **minibus** and take small groups on general sightseeing tours of the town and area. In the southern areas, trips could be along the highways (i.e., Hay River to Louise/Alexandra Falls or Fort Smith into "Wood Buffalo Park". The tours could be accompanied by a host or the bus driver could point out features of interest.
- .Half day tours could include a picnic lunch stop at a scenic area **as well** as photo stops or arts/crafts stops (either to purchase or to view, e.g., at a sewing centre).
- .In the winter, ice roads could be utilized.
- .If possible, hosts capable of speaking other languages could be used when required for certain groups.
- .Could incorporate other activities into the bus tours such as a short boat cruise.

#### LOCATION:

- .Could take place in almost any larger community in the N.W.T. even those not on the road system.

#### MARKET APPEAL:

- .Would appeal to any visitor coming into the area for a short period of time - particularly those who fly into a community and would have little other chance to see the immediate surrounding area.
- .Could be incorporated into a **pre-convention** package for business travelers.

B-7-3 BUS TOURS (continued)

ROUGH CAPITAL COST ESTIMATES:

.Only major cost would be purchase of a suitable mini-bus - estimated costs range from \$8,000 to \$15,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Private sector opportunity.

B-7-4 ICE ROAD TOURS

CHARACTERISTICS :

.The **iceroads** make many communities accessible by road which are not normally.

.The scenery along the roads mixed with visits to the communities could be very popular.

.Other features of interest on such tours could include:

engineering aspect of the **iceroads**

viewing of wildlife

winter **picnicing**

off the road snow shoeing

cultural performing groups

arts and crafts

meals of native foods

general tours of the communities

.Tours could be - 1 day - weekend - week trips.

.They would be of a general nature to introduce visitors to the various historical, cultural and natural features of the areas being toured.

.Mini buses or 4 wheel drives with a crew cabin could be used.

.Overnight trips would use commercial accommodation perhaps with the

B-7-4 ICE ROAD TOURS (continued)

option of winter camping depending on the group.

LOCATION :

- .Mackenzie Delta
- .Yellowknife and surrounding area to Great Bear Lake.
- .Norman Wells and area

MARKET APPEAL:

- .Would appeal to **business/commercial** travelers in the area already
- .Visiting friends and relatives would also find this experience appealing.
- .Target markets for the weeklong tour could be engineers (because of ice roads) or groups such as:

EXPLORERS CLUB

46 E. 70th Street

New York, N.Y. 10021

Members - 1,800

-made up of professional explorers and scientists interested in expeditions - maintains archives, museum, large library with map collection, public lecture - 2 publications quarterly - club absorbed the 'Arctic Club' in 1913.

ROUGH CAPITAL COST ESTIMATES:

- .Mini bus/four wheel drive vehicles would be the major cost (\$10,000 to \$20,000).
- .Other winter survival equipment would be needed. (4-10 sleeping bags, stoves, first aid kits) \$800 to \$1,200.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION :

- .Private sector/resident.

B-7-4 ICE ROAD TOURS (continued)

COMMENTS/CONSTRAINTS:

.Some years the ice roads are not **driveable** until late in the season.

.**Depending** on the area somewhat; the season for such tours would be from mid-January to May.

B-8 CULTURAL - PERFORMING GROUPS

CHARACTERISTICS :

- .**Enhancement** and development of performing groups doing cultural and traditional activities.
- .The opportunities for visitors and residents to view activities (e.g., dances, games, singing, etc.) must be increased.
- .**Besides** providing a way of preserving traditional activities, performances can also entertain and attract visitors.
- .**Traditional** native activities (e.g., hide sewing, etc.) are of interest, as well as adapted activities, e.g., squeeze boxes and spoons, jigging, fiddles.
- .**Individual** performances and demonstrations by small groups would be desirable.

LOCATION:

- .**Throughout** the N.W.T.

MARKET APPEAL:

- .**All** visitors and residents.
- .**Performing** groups could travel outside of the N.W.T. and help promote travel to the N.W.T. at special events, e.g., Calgary Stampede, Caravana.

ROUGH CAPITAL COST ESTIMATES:

- .**Initial** formation of performing groups could be stimulated by small grants, (e.g., **\$3,000**) payable in installments to assure that a minimum of 5 performances take place.
- .**Estimated** costs year one - \$15,000 5 groups  
year two - \$10,000  
Year three - \$10,000  
year four - \$6,000

B-8 CULTURAL PERFORMING GROUPS (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Local groups

.Initial seed funding from Government of the N.W.T.

COMMENTS/CONSTRAINTS:

.Research may be needed to 'rediscover' traditional activities  
e.g., a trip to Greenland to see demonstrations may be necessary.



B-9 NATIVE FOOD USAGE AND SPECIALTY RESTAURANTS

CHARACTERISTICS :

- .To develop more dishes utilizing native foods, to feature these dishes in northern restaurants and to develop restaurants which specialize in native foods.
- .More ways to serve available foods (e.g. ,char, reindeer, etc.) should be developed and promoted in the N.W.T.
- .Smoked char, marinated char and plain red char are but a few of the ways that char could be served.
- .Additional experimentation must take place, with awards to the best menu suggestions.
- .Bannock and berry pies with other traditional northern foods could also be featured.

LOCATION:

- .Throughout the N.W.T.

MARKET APPEAL :

- .All visitors to and residents of the N.W.T.

ROUGH CAPITAL COST ESTIMATES:

- .An award program to 'best' menus of preparing new dishes utilizing available fish and game would cost \$2,500/year (10 awards of \$200 each plus advertising).

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Awards - Government of the N.W.T.

## B-9-1 SPECIALTY RESTAURANTS

### CHARACTERISTICS :

- . **Restaurants** offering only native or traditional foods could be developed in the larger centres.
- . Means of making native game available (e.g., **caribou, seal**, etc.) within these restaurants should be investigated.

### LOCATION:

e.g., Yellowknife

### MARKET APPEAL:

- . **All** visitors to and residents of the N.W.T.

### ROUGH CAPITAL COST ESTIMATES:

- . **Native** foods restaurants could be developed for costs equivalent to other types of restaurants.

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

. **Private** sector.

### COMMENTS/CONSTRAINTS :

- . **Availability** of wild game meat would have to be assured.

## B-10 MUSEUMS

### CHARACTERISTICS :

- .**Most** visitors regard museums as the focal points for their interest in heritage and cultures.
- .**Local** museums should complement their 'gallery type' displays with description of customs, evolution, traditional procedures, etc. In addition to artifacts or copies of artifacts, photographs, films and written description should be used.
- .**Rotating** displays could be developed and exchanged. These displays could be used in museums and in other high traffic locations, e.g., airports, stores.
- .**Museums** can act as visitor information centers, or visitor information centers can be established adjacent to museums.
- .**Museums** should be identified with tasteful signs.
- .**Hours** of operation should be posted outside and at other high traffic locations, e.g., hotels.
- .**Details** about arrangement of special tours should **also** be posted.
- .**Lending** informative books to visitors (cash deposit required) could **also** be implemented. Sales of books could be conducted at the museums.

### LOCATION:

- .**Throughout** N.W.T. communities.

### MARKET APPEAL:

- .**Visitors** and local residents.
- .An increasing proportion of visitors are interested in heritage and cultural interpretation.
- .**Although** museums are usually not enough of an attraction to motivate

B-10 MUSEUMS (continued)

travel to an area, concentrations of museums and small restorations among neighboring communities might add up to be a primary destination attraction.

ROUGH CAPITAL COST ESTIMATES :

.Through exist'ng museum ass' stance programs.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Local museum committees

B-11 CHAR FISHING LODGE/CAMP

CHARACTERISTICS :

- .Quality/comfortable small lodges accommodating 15 to 20 persons.
- .Facilities which would be needed include:
  - boats and motors
  - fishing equipment
  - bedrooms (accommodating 4 persons)
  - central dining area and kitchen
  - large common area with fire place and games/entertainment.
- .Because of the short season, portable facilities/buildings (as used by Esso) might be preferable.
- .Marketed by packages.
- .Packages should include accommodation in base community (beginning and end of tour), (e.g., Cambridge Bay), transportation to and from lodge, meals, fish packing and boats, motors.

LOCATION:

- .Coastal Arctic, Keewatin and Baffin Island.

MARKET APPEAL:

- .Fishermen who want to fish for something different and exotic.
- .Char fishing, if the experience is of a high quality would be very popular.

ROUGH CAPITAL COST ESTIMATES:

- .Estimated cost from \$100,000 to \$300,000, varying as to whether or not the facilities are portable such as are often used by mining companies or permanent cabins/buildings are used.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION: Private Sector.

## B-12 GUEST HOUSES

### CHARACTERISTICS :

- .Guest houses would serve as the commercial accommodation facilities in a community.
- .Small facility part of someones home or attached wing/trailer to accommodate 4 to 8 persons.
- .Meals and room would be provided.
- .Must meet health standards.
- .Many communities have empty houses (government) which could be operated as guest houses.
- .Operators/families should have host training and general accommodation/restaurant training.

### LOCATION:

- .Communities with no commercial accommodation but are interested in tourism.
- .For example, Fort Franklin and Rae-Edzo
- .Until the full potential of tourism and its impact is recognized by the community,should not develop large motel/hotel facilities.

### MARKET APPEAL:

- .All business and pleasure travelers coming into the community.
- .The opportunity to live with resident of the N.W.T. has additional appeal.
- .Could work with guides and outfitters to develop packages to bring more visitors into the community.

### ROUGH CAPITAL COST ESTIMATES:

- .To improve or expand on an existing home may involve additions

B-12 GUEST HOUSES (continued)

of bedrooms , upgrading additional washrooms, expansion of cooking and dining area.

.There may be limited costs or costs of \$25,000 to \$35,000 to bring the home up to required standards.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Private sector/resident family.

COMMENTS/CONSTRAINTS :

.If government housing, by law not allowed to make income from it.

.There should be changes made to this regulation so that guest houses can be provided.

.Perhaps the room rent could be represented in the charges for meals and services rather than the room itself.

B-13 PACKAGE TOUR COMPANY.

CHARACTERISTICS :

- .There are numerous package development opportunities in the N.W.T. but few experienced individuals capable of putting a package together and selling it.
- .As the opportunities for packaging are taken up, the need for such a company will undoubtedly grow.
- .This type of company would work with operators to identify what can be promoted and what additional developments and services are needed.
- .They would identify the components of the packages, the pricing of it, the length of the tour, the target markets and the promotional tools to use.
- .They should receive a certain fee for organizing the package plus a commission for its sale.
- .They would also need to be bonded to guarantee the product.
- .A packager could also put together tours for walk-in trade.

LOCATION:

- .Based out of the larger communities but could service any community interested.

MARKET APPEAL:

- .The company's markets are all the existing operators in the N.W.T.. including:
  - accommodation operators
  - .restauranteurs
  - airlines
  - outfitters
  - guides



B-13 PACKAGE TOUR COMPANY (continued)

tour (bus/boat/air) operators  
local cooperatives, etc.

ROUGH CAPITAL COST ESTIMATES:

.**Limited**

.**Rental** of office space with telex, phones, typewriters, etc.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Private** operator.

.**Zone** associations could also take over this function which could be a means of financial support for the association.

.....continued.....

## B-14 MIDNIGHT SUN TOURS

### CHARACTERISTICS :

- .To expand and improve short duration tours to **Inuvik** and Frobisher Bay.
- . Information about the **N.W.T.** and the communities to be visited should be distributed en-route in the plane. It would be desirable to have an informed tour director with the group during the entire tour.
- .**More** information about the places within the community that will be visited should be distributed a couple of weeks prior to departure. This would help to increase the local sales of arts and crafts by alerting participants to the fact that they will have the opportunity to visit stores and purchase goods.
- .**More** demonstrations of native games and dances should be offered **in the** communities.
- .**Information** about other tours and packages in the **N.W.T.** should be distributed on the return flight.
- .**Expansion** of these tours to **2 or 3** days would permit participants to experience activities in and around the communities, e.g., tours by boat, native food dinners, viewing wildlife, visiting an outpost camp, etc.

### ROUGH CAPITAL COST ESTIMATES:

- .**Little** additional cost.

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Tour** operators.

B-15 NOON MOON TOURS,

CHARACTERISTICS :

- .Noon Moon short duration tours.
- .The opportunity to experience this short daylight period during arctic winters and to experience arctic winters.
- .These tours should originate in Southern U.S.A. or Canadian cities.
- .A duration of 2 or 3 days would be desirable, as this would permit tour participants to view native activities (e.g., igloo building, skinning, carving), Northern Lights, long nights, and to take short tours around the communities by snowmobile or dog sled.
- .Scheduled flights or charters could be used.
- .Season of tours would be December.

LOCATION:

- .Frobisher Bay, Inuvik, Resolute, Cambridge Bay.

MARKET APPEAL:

- .Those who have not experienced arctic winters.
- .Retired southerners, adventurers and self employed.
- .Key market cities include: Los Angeles, Miami, Phoenix, Atlanta, New York, Toronto, Vancouver, Calgary, Montreal.

ROUGH CAPITAL COST ESTIMATES:

- .Tour price should be \$800 - \$1,300.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector.

## C, MARKETING

- |                            |  |
|----------------------------|--|
| ● Six Arctic Film          | . Attend Special Events                                |
| ● Six Arctic Lure Brochure | ● Familiarization/Media Tours                          |
| ● Package Development      | ● Posters and Presentation Items                       |
| ● Travel/Sport Shows       | ● Inventory of Planned Conventions at Gateway Cities   |
| ● Explorers' Guide         | ● Inventory of Special Interest Clubs and Associations |
| ● Explorers' Map           | ● Convention Promotion Kits.                           |
| ● Canada West              |  |

Marketing can be very expensive unless a great deal of care is taken to identify the marketing approach which will give the best return for the dollar invested. It is very easy to spend \$50,000 on a marketing campaign, but if it only attracts 50 people it is difficult to justify the expense. Each visitor will have to have expenditures of at least \$1,000 to justify the promotion alone. Care must also be taken to ensure that the product being sold matches the image being portrayed in the advertising/promotional material. In other words, the promotional program must portray a realistic, honest picture of the product available.

Too often, in the tourism industry, expensive promotion is undertaken without the product, without defining the target market and without assessing what should be spent on promotion. The tourism industry in the Northwest Territories must place more emphasis on identifying the markets which should be attracted and determining the best and most economical means of capturing them.

The marketing strategy identifies special interest groups as the key markets for the N.W.T. The specific marketing programs recommended are described in Tables C-1 to C-12. These programs respond to the targeting of the desirable specialty markets, identify required changes in existing programs to make them more effective, and fill in gaps in the existing activities to provide a more rounded marketing program.

## C-1 SIX ARCTICS FILM

### PROGRAM DESCRIPTION:

The Northwest Territories is not a well known area in Canada. Few are aware of the variety of resources it offers and the opportunities available. Even residents of the N.W.T. do not fully appreciate its potential as a tourism destination.

A quality film highlighting the unique features in each of the 'Six Arctics' should be produced. To maximize resources, the film should be multipurpose. It should be designed to create interest in the N.W.T. as a tourism destination as well as to show residents of the Territories that it is an interesting area which people would like to visit. Thus the film would be a lure piece as well as an 'awareness' tool.

Components of the film should include the following:

- . establish the appeal of the N.W.T. in general as being adventurous, educational, physical and fun;
- . establish the unique images of each of the 'Six Arctics';
- . highlight the resources unique to each Arctic (e.g., natural, cultural, historical);
- . present the N.W.T. as an area for general touring/sightseeing which would interest many, as well as an area for specialized interest groups or individuals;
- . identify the availability of pre-packaged trips and customized packages for groups of any size;
- . emphasize the specialty features of the hosting/guiding services;
- . emphasize the interaction of residents with visitors in the various service areas of the industry (desk clerk, waiter/

3-1 SIX ARCTICS FILM (continued)

waitress, chambermaid, guide, general host, etc.), highlighting how both residents and visitors gain pleasure from the experience; and  
present in the film the different facilities and activities the visitor to the N.W.T. enjoys (e.g., the opportunity to converse with residents, particularly Dene and Inuit people).

Ideally, the film should be prepared so that portions of it can be shown, e.g., it can be a three, five or ten minute film. The film could then be used for the following purposes:

- . filler for television
- . shown in display areas at conferences and conventions
- . lent to special interest groups expressing interest in visiting the N.W.T.
- . school programs both in the N.W.T. and outside
- . the host training program
- . a **travelog** in movie houses

There should be 100 plus copies of the film produced so they can be lent on request and placed in various film libraries around the world.

TIME FRAME: 6 to 8 months

ESTIMATED COSTS: \$100,000 to \$150,000

## C-2 SIX ARCTICS LURE BROCHURE

### PROGRAM DESCRIPTION:

A lure brochure should be prepared which also identifies the 'Six Arctics' of the N.W.T. It should be a quality **colourful**, glossy brochure, available for distribution by operators, zone associations, the Travel Industry Association and any other group responding to enquiries.

The effectiveness of lure brochures related to the cost of producing them is often questioned. The brochure for the N.W.T. should be fairly simple and kept relatively inexpensive. The brochure prepared by the Keewatin Chamber of **Commerce** would be a good format to follow. One side could be a **colour** poster again identifying the 'Six Arctics'. The other side of the brochure could contain more detailed information on each of the 'Arctic' zones such as:

- . examples of packages available in the zone,
- . a **summarized** description of facilities and services available,
- . where **to** write for additional information, and
- . additional pictures of the key attractions in the different zones.

The brochure might also be designed so that it could be easily modified to be a specific 'zone' brochure. The poster could remain the same with the other side totally designated to one specific zone.

TIME FRAME: 2 to 3 months

ESTIMATED COSTS: \$30,000 for the basic brochure; does not include modification costs for zone brochures.

### C-3 PACKAGE DEVELOPMENT

#### PROGRAM DESCRIPTION:

Packaging has been identified as critical in the tourism strategy. From a marketing perspective it should be a priority activity for the Northwest Territories. Development of tourism packages **should** be encouraged throughout the **N.W.T.**

Each zone association should place priority on developing at least one package for their zone which includes travel to more than one community.

There are two approaches which can be used to develop packages. The first way is to develop an appealing package and then promote it in the general or specialized marketplace. The second approach involves identifying potential markets and approaching them to determine their interests. The package is then designed to meet their specialized interests and needs.

Packages that are developed must be unique and exciting. The mix of **activities** offered is extremely important to the success of the package, whether they have a passive (i.e., viewing) or active (i. e., participation) orientation. A successful package must also have a personal touch. It should offer not just supervision, but an interpretation of the attractions, both natural and man-made, and an insight into the cultures and lifestyles found in the area. Personal encounters with residents of the areas-will be remembered long after the trip itself.

Initially, attention should focus on packaging in the shoulder and off-seasons. Currently almost all visitors come to the **N.W.T.**



C-3 PACKAGE DEVELOPMENT (continued)

in the summer months of June, July and August. Most government and business people also come during this period as do work crews. Consequently, facilities are overcrowded in the summer and many are virtually empty for the rest of the year. Off-season packages could utilize these vacant facilities. Many opportunities exist for package tours in September, October, March, April, and May, including activities such as cross-country skiing, ice fishing, **trapline** tours and trips 'out-on-the-land'. Even the dark winter months offer potential for more indoor oriented activities. In smaller **communities**, many people prefer visitors in the off-season when people have moved back into the **community** and other employment opportunities are limited.

More detailed guidelines for packaging are found in the document 'Tourism Development and Marketing Strategies For The Northwest Territories' on pages 66 to 78.

TIME FRAME: On-going

ESTIMATED COSTS: \$10 to \$15,000/package, plus posting of bond of similar amount

#### C-4 TRAVEL/SPORT SHOWS

##### PROGRAM DESCRIPTION :

There are two types of travel/sport shows. There are very specialized shows which are directed at attracting a specific market such as the avid fisherman, hunter, recreational vehicle owner, skier, camper, canoeist, etc. The other type of show offers a general mix of exhibits and display area. This type of show has broad market appeal and tends to attract people who are looking for a recreational outing and are not necessarily interested in a vacation package. The cost to attend travel/sport shows is quite high. The Northwest Territories can no longer afford to attend these shows without being more selective of their markets. The general travel shows are probably the least productive shows.

To be most effective, the product being displayed at these shows should be specialized. In other words, it is the package or resort which is the primary product; selling the N.W.T. generally is secondary. Thus, it should be the operators of the products who should be attending the shows. They should, however, be supplied with general N.W.T. promotional literature.

If several operators identify one particular show as being of benefit to their establishment they should be encouraged to cooperate. Rather than sending 5 people from 5 different facilities, one or two neutral individuals could represent all their interests. This could be a function of the Travel Industry Association.

From a review of travel/sport shows, the maximum number of shows the N.W.T. should attend is about 5 per year. An evaluation of the effectiveness of each show attended should also be done.

C-4 TRAVEL/SPORT SHOWS (continued)

Some shows that might be considered are:

Arrowhead Snow Show

Larry Jorgensen, United Expos Inc.

P.O. Box 13, Green Bay, WISCONSIN 54305

Trade and consumer show for the snowmobile and winter sports industries.

Incentive Travel and Meeting Expo

Richard T. **Glaser**, Assistant Managing Director

7237 Lake St. River Forest, ILLINOIS 60305

Exhibits of hotels, airlines, wholesale travel house and related services for corporate executives, meeting planners and association executives.

More effective than travel/sport shows would be attendance as an exhibitor at annual conferences of special interest associations (e. g., naturalists, fish and game, photographers, cultural groups, etc. ). There are many large national and international organizations which hold conferences frequently.

TIME FRAME: Maximum 25 days/year

ESTIMATED COSTS: \$5,000 plus \$500/person to assist private sector to attend

## C-5 EXPLORERS' GUIDE AND MAP

### PROGRAM DESCRIPTION:

The existing guide is a good source of information. Only a few modifications need to be made. These include:

- a map of the 'Six Arctics'
- presentation of the information (accommodation, transportation, attractions, events, community profiles, etc.) by arctic travel zone so that all information about a community is found in the same place.

Zone associations and individual operators should be supplied with copies of the Explorers' Guide for their own distribution.

The most recent edition of the Explorers' Map should also continue to be produced. The boundaries of the 'Six Arctics' could be put on the map and the slogan "Six Arctics of The Northwest Territories." Zone associations and Travel Arctic contact names and addresses should also appear on the map.

TIME FRAME: On-going

ESTIMATED COSTS: \$40,000 for production of 100,000 copies of the Explorers' Guide  
\$25,000 for the map, produced every 3 to 5 years

## C-6 ATTEND SPECIAL EVENTS

### PROGRAM DESCRIPTION:

Participation in special events can be through an information/display booth, participation in parades, or **actual** performance by **N.W.T.** residents (e.g., Drum Dancers). This type of activity will give the **N.W.T.** a high profile at relatively little cost. The advantage of this tool is that it is known that the market at the event likes to travel, and is interested in the special activity(s) of the event. Special events thought to offer potential include Toronto's Cultural Caravan, the **Folklorama** in Winnipeg, and the Calgary Stampede, (e.g., using reindeer in the chuck wagon race). Similar types of events in the United States could also be considered. Events such as the Rose Bowl Parade however, should not be considered for the market is too general.

Specialty events appealing to wholesalers should also be participated in, Well done, **colourful** display areas in 'Rendez Vous Canada' and Canada Marketplace' have proven to be particularly successful in the sale of package tours. If the travel agent and wholesalers are convinced that the **N.W.T.** is an exciting travel area, they will do much of the promotion themselves.

TIME FRAME: Every year

ESTIMATED COSTS: \$10, 000 per year

## C-7 FAMILIARIZATION/MEDIA TOURS

### PROGRAM DESCRIPTION:

The N.W.T. , because it is an unknown and unique area in the world, is popular with travel writers and photographers. More magazine articles should be encouraged. To do this, more support needs to be given to these travelers. Accommodation and travel within the N.W.T. should be provided. In return, the articles should contain Travel Arctic's address so that readers can obtain additional information.

Financial assistance plus trip organization aid should also be provided for travel wholesalers expressing interest in the N.W.T.

The private sector should take on more of the financial responsibility if their facility is to be highlighted in an article or is to be selected by the tour wholesaler.

Fam and media tours should be encourage *for* the non-summer months. Participation in specialized packages should be promoted to the wholesalers and the media and also to the designers of the packages.

TIME FRAME: On-going

ESTIMATED COSTS: \$10,000- \$15,000 per year

## C-8 POSTERS AND PRESENTATION ITEMS

### PROGRAM DESCRIPTION:

Availability of these items is important to those visitors already in the **N.W.T.** Posters are very popular souvenirs, usually because they are attractive while also being relatively inexpensive. They can be self-supporting through sales. They can be **sold** in a number of different places such as:

- . information **centres**,
- . airport gift shops in the **N.W.T.** and at gateway **centres** (e.g., Churchill, Edmonton),
- . hotels/motels/lodges, and
- . craft and gift shops in the **N.W.T.**

It is, however, important to keep the retailing fairly **simple** so that the posters do not become too expensive.

Stickers with the name and address of Travel Arctic should be produced to be put on the back of the posters.

Presentation items can add significantly to a travel experience. The items should be representative of the **N.W.T.** or the travel zone, such as quality pins, necklaces of caribou horns, beadwork merchandise or small stone carvings, perhaps on a necklace.

Presentation items should be included in the price of every package so that when people get off the plane or arrive at their accommodation they receive, **along** with a warm welcome, a quality souvenir of the Territories. An additional 5 to 10 dollars onto the **total** package price for a presentation item is insignificant but can be very important in setting the quality of the experience to be found.

TIME FRAME: CM-going

ESTIMATED COSTS: Eventually self supporting; \$20,000 to \$25,000 up front cost which will be returned **through** sales.

## C-9 INVENTORY OF PLANNED CONVENTIONS AT GATEWAY CITIES

### PROGRAM DESCRIPTION :

The intent of this program is to identify **conventions/conferences** which are planned in those cities with direct air access to the **N.W.T.** so that pre and post convention packages can be promoted. This involves obtaining lists of the organizers, a good six months to a year before the convention is scheduled. Arrangements should be made to enclose package details in literature being mailed to delegates or to obtain a list of the delegates and conduct a direct mailing of the information.

Cities considered to be gateways include Edmonton, Calgary, Winnipeg, Montreal, Whitehorse, or Anchorage, Alaska. Selected conferences should have a delegate market with special interests which the **N.W.T.** can offer.

Lists of the conventions and contact names should be distributed semi-annually to zone associations and operators.

TIME FRAME: 2 times/year

ESTIMATED COSTS: \$5,000 per year. Major cost is membership in the convention associations of gateway cities.



## C-10 INVENTORY OF SPECIAL INTEREST CLUBS AND ASSOCIATIONS

### PROGRAM DESCRIPTION:

A central library in the N.W.T. should contain documents such as:

- . National Trade & Professional Associations of the United States and Canada, 15th Annual Edition, 1980, Columbia Books Inc., Washington, D.C.
- . Directory of Associations in Canada, 1978 edition, Brian Land, University of Toronto Press, Toronto.
- . Encyclopedia of Associations, Gale Research Co., Detroit, MI.
- . Who's Who in Association Management 1976, American Society of Association Executives, Washington, D.C.
- . Directory of Conventions, Sales Meetings Magazine, Philadelphia, PA.
- . Scientific and Technical Societies in the United States, National Academy of Sciences, Washington, D.C., 1971.

These reports and documents are updated periodically and current editions should be purchased as they become available.

The intent of this inventory is to identify clubs and organizations which would be target markets for a particular package or product. For example, the African Safari Club of Philadelphia could be a potential market for an arctic safari or the Wilson Ornithological Society, made up of professional and hobby bird watchers, could be a potential market for a bird watching tour.

**When** a particular package has been developed promotional literature can be sent **to** the organization(s). **In turn**, the organization may distribute the information to its members or prepare a write-up in their newsletters or magazines about the package.

C-10 INVENTORY OF SPECIAL INTEREST CLUBS AND ASSOCIATIONS (continued)

A customized package could be developed for a particular club or association. When a zone or group of operators have products that they think might interest a club or organization they can work directly with that group to **develop** a package specific to their needs and interests.

TIME FRAME: On-going

ESTIMATED COSTS: \$4,000 **initially**. Updated every two years.

## C-11 CONVENTION PROMOTION KITS

### PROGRAM DESCRIPTION:

The best promoters for the convention/conference market are residents of the **N.W.T.** attending a conference in which they are a member. National and international organizations generally hold their annual meeting in different **centres** every **year**. Conference **centres** particularly popular are those areas which are unique or popular as a recreation destination. For this reason, the **N.W.T.** has the potential to capture a large percentage of the convention market.

**N.W.T.** resident members must be equipped to submit a proposal or bid for their annual convention. Convention kits should be assembled which contain such things as:

- . meeting room space
- . accommodation facilities
- . food services
- . transportation services
- . possible pre or post convention packages
- . attractions and events
- . examples of presentation items
- . posters

The film on the **N.W.T.** could also be included in the kit. A supply of pins should be provided for distribution to convention delegates.

The zone associations should inform residents in their area that these kits are available. The C.B.C. and local newspapers could

**C-11** CONVENTION PROMOTION KITS (continued)

also do a feature on the availability of the kits and the importance of encouraging more convention travel to the area. This awareness program should be done at least once a year.

**TIME FRAME:** On-going

**ESTIMATED COSTS:** \$2,000 to \$3,000 per year

C-12 REPRESENTATION ON CANADA WEST

PROGRAM DESCRIPTION :

Canada West is a cooperative marketing body made of government officials from British Columbia, Yukon, Alberta and the N.W.T. The Northwest Territories being the least developed and having the smallest marketing budget has received good, inexpensive promotion from their involvement in Canada West. While participation should be continued, the representative from the Department of Economic Development and Tourism must be in a position that he/she can make on-line decisions (e.g., have authority in budget allocation) with the representatives from the other provinces/territory.

TIME FRAME: On-going

ESTIMATED COSTS: \$5,000 in 1980

## D, PLANNING

### PROGRAMS REQUIRED:

- Site Specific Plans
- Update Tourism Strategies
- Territory-wide and Zone Marketing Plans
- Community Tourism Resource Analysis

Prior to any development or marketing activities, a certain degree of planning should be undertaken. The Territory-wide tourism strategies should be used as the base for all planning.

A number of investment opportunities have been identified in the N.W.T. strategies. Many of these opportunities, especially the large scale projects, will require Detailed Site Plans. Operators should be encouraged to investigate the feasibility and to clearly define the development concept prior to actual development.

Any strategy or plan has a limited life span. Changes in economic conditions, government policy and even the achieved implementation of programs in a plan/strategy, requires that the Strategy Plans Be Revised and Updated. This would involve an annual review and major revisions after 3 to 5 years.

Detailed Territory-Wide and Zone Marketing Plans need also to be prepared annually.

Through implementation of the program, Marketing Objectives By Occupancies (program E-5) , the effectiveness of the previous year's programs can be assessed. The occupancy data **will** also help in deciding on the next year's marketing activities.

Planning for tourism is important at the community level. Those communities interested in tourism, should as a first step undertake a Tourism Resource Analysis. This resource analysis is an inventory of the physical and human resources in the community which can contribute to tourism and its development. The following tables describe in more detail the 'planning' programs which are needed in the Northwest Territories.

## D-1 SITE SPECIFIC PLANS

### PROGRAM DESCRIPTION:

The initiative for undertaking site specific plans should come from the private developer/entrepreneur. Government personnel as well as industry organization representatives should assist new developers or existing operators interested in expanding. Planning assistance which should be available to the private sector includes:

- i) development of concept (facility layout, services and facilities which should be included, size of facility)
- ii) feasibility analysis
- iii) technical and site plans (site selection, design of infrastructure system, environmental protection)
- iv) management/operational guidelines (accounting systems, staff and staff training, incentives/award programs, etc.)
- v) market analysis and determination of marketing programs (target markets and promotional tools to be used)
- vi) locating financing for planning, feasibility, and actual development (e.g., Federal Business Development Bank, Small Business Loan Fund, Indian Economic Development Fund, Eskimo Loan Fund and Associated Financial Assistance Programs, Special ARDA, N.W.T. Assistance to Industry in addition to traditional lending agencies).

D-1 SITE SPECIFIC PLANS (continued)

The government and industry association staff should at least be able to direct the operator to specialists and other agencies providing assistance. For large scale developments, operators should be encouraged to hire the services of external expertise.

TIME FRAME: Dependent on proposed development

ESTIMATED COSTS: Can vary from \$5,000 to \$500,000 depending on the scale of development



## D-2 UPDATE TOURISM STRATEGIES

### PROGRAM DESCRIPTION:

The Territory-wide tourism development and marketing strategies should be reviewed annually, particularly when planning for the next year's budgets and **priorizing** programs. After three to five years revisions based on what has been accomplished **and** changes in the economy, travel trends, etc., **will** require that a detailed evaluation of the strategies be undertaken.

The goals and objectives should be assessed as to whether or not they are still the desired targets. The 'positioning' of the **N.W.T.** might also need to be changed, if for example a great deal of road development occurs as a **result** of resource extraction industries.

The zone strategies should also be reviewed on a regular basis. The priorities and program directions of the strategies should be discussed at the annual meeting of the associations.

TIME FRAME: On-going

ESTIMATED COSTS : Every 3 to 5 years \$25,000 to \$50,000

### D-3 TERRITORY-WIDE AND ZONE MARKETING PLANS

#### PROGRAM DESCRIPTION:

Marketing plans should be prepared annually. The program E-5, Marketing Objectives By **Occupancies, should** be used in setting the marketing plan. The occupancy data is useful in determining when new visitors can be **accommodated** and when it is critical to encourage more usage (i.e., during very low occupancy periods, weekdays, weekends, certain weeks, months).

Other questions which need to be addressed in developing the marketing plans include:

- i) types of visitor markets which are desirable (bird watchers, fishermen, general **sightseeing, etc.**)
- ii) size of visitor parties which can be serviced (small groups of 3 to 4, 15 to 20, or 40 to 45)
- iii) length of stay (are there enough attractions to keep visitors 2 days, 5 days or 10 days)
- iv) upon selection of the target markets what types of promotional techniques will be used (direct mail to special interest clubs, participation in special events and specialized travel shows, preparation of a brochure, encouragement of magazine articles and free press promotion, etc.)

The budget available to implement the marketing plan will determine the programs undertaken.

When the plans are in their final stages, input on the marketing plan should be requested from operators in the zone or, in the

D-3 TERRITORY-WIDE AND ZONE MARKETING PLANS (continued)

case of the territory-wide plan, zone associations. Ideally, the territory-wide plan should be developed first so that the zone **plans can be** co-ordinated with it. Taking this process a step further, the operators should also be well informed of these marketing plans, so they too can coordinate their own **promotional** activities.

TIME FRAME: 2 or 3 months annually

ESTIMATED COSTS: Travel Zones \$10,000 to \$15,000 each  
(includes implementation of the plan)

#### D-4 **COMMUNITY** TOURISM **RESOURCE** ANALYSIS

##### PROGRAM DESCRIPTION:

A preliminary step in all planning and marketing activities is the identification of the resources which a community or area has to offer. Communities interested in developing their tourism business should undertake this type of inventory.

The resources include not only physical facilities/services but also the human resources. **Communities** need to identify residents who would be interested in tourism in the following ways:

- i) hosting (at least 3 to 4 people per community)
- ii) guiding by type (e.g., boat, air, snowmobile, dog team, hiking, etc.)
- iii) cultural performing groups (dancers, games, singing, traditional activities such as skinning or cooking)
- iv) renting equipment (outfitting) (e.g., boats, snowmobiles, cross country skis, snow shoes, camping equipment, etc.)
- v) displaying/interpreting arts, crafts, traditional life styles, or
- vi) interested in establishing a tourism business (e.g., guest home, arts/craft shop, boat tour company, etc.).

The physical inventory of attractions and services should be very detailed. Many facilities residents take for granted are in fact attractions to the visitor, such as a power generating plant, the **utilidor** system, or the home of an outstanding re-

#### D-5 COMMUNITY TOURISM RESOURCE ANALYSIS (continued)

sident. To complete this inventory, one should walk throughout the community and identify at **least** one feature on every street which could be explained to and viewed by a visitor.

**With** this analysis of the community resources completed, walking tours of the communities can be prepared (i.e., a map highlighting attractions which can be given to the visitors). Lists of residents who can be contacted to host, guide or outfit can be posted at the airport or the **local** council office. In addition, it can be determined what resources or services are missing which need to be developed.

The inventory benefits the visitor, but at the same time the process will also help give residents an appreciation of their **community** and what tourism involves.

TIME FRAME: Each community should set a time frame of 2 to 3 months to complete; **annual** updates should also be done

ESTIMATED COSTS: Nominal

## E, RESEARCH

### PROGRAMS REQUIRED:

- Simple Count of Total Visitors
- Road Travel Surveys
- Special Market Surveys
- Northern Air Travel Survey
- Collection and Monitoring of Trend Information
- Marketing Objectives By Occupancies

Research is an activity which so often is forgotten or pushed aside in favour of other more visible activities such as development and promotion. And yet, without good research it is difficult to justify development and promotion decisions. It is the lack of research and the resultant void of data/information which makes it difficult to obtain financial assistance from traditional lending agencies. Without research, it is also difficult to present a well supported case to the upper echelons of government proving that tourism is important and that it should be given higher priority.

At the very least, an on-going or Simple Count of visitation should be undertaken. This would include recording of occupancies in the various types of accommodation, road traffic counts, air passenger volumes and group tour visitors. On-going collection of this information can be quite simple. Occupancy/user volumes should be recorded on a monthly basis and submitted at least four times a year. To ensure full cooperation this could be a requirement for licensing.

More detailed air **traveller** surveys need to be conducted. The Northern Air Travel Survey by the Federal Department of Transport can be used to obtain information on the air market group. The administration and design of the survey needs to be improved for it to be more useful. More detailed information on visitor characteristics would **also** be needed. Arctic Transport Canada has expressed interest in working with potential users of the survey data. They should be contacted and an agreement worked out.

Special Road Travel Surveys should also be conducted every three years. This type of survey would investigate travel characteristics such as origin, trip purpose, activities, destination(s), **length of stay, income**, etc. The intent of this survey should be to monitor changes in travel patterns so that development and marketing program priorities can be determined. Sampling techniques and questionnaire design should be as consistent as is possible to permit comparison. Both the road and air travel surveys should also be fairly comparable so they can be compiled to present the whole visitor picture.

Special Market Surveys will be needed to identify desirable markets and determine future development needs. These special studies would include travel characteristics of tour groups, fishing lodge visitors, business travelers, work crews, etc. Survey tools effective in measuring the economic and social benefits of tourism should be used whenever possible. It is very difficult to measure the benefits of tourism but there are econometric models which can be applied.

Currently, Statistics Canada, in its reporting of travel related information, groups the Yukon and **N.W.T.** together making it difficult to use the information. National household surveys often do not include residents of the **N.W.T.** Statistics Canada should **be** encouraged to give the Northwest Territories more consideration and to recognize it as a separate territory.

In addition to **collection of** data on visitors to the **N.W.T.**, it is important to review travel trend information elsewhere and general national/international **socio-economic** trends. One agency should be responsible for the Collection and Monitoring of Trend Information.

Resources available for marketing the **N.W.T.**'S products are extremely limited. For this reason, it is important to ensure that each dollar spent is used effectively. A good means of ensuring marketing effectiveness is by the setting of Marketing Objectives by Occupancies. Through **analysing** daily accommodation occupancies, marketing programs with assigned occupancy targets can be established. Based on the occupancies achieved, the success of the marketing program can be

assessed and re-evaluated. The collection of the occupancy data and analysis of it by zone and communities (when large enough to make it applicable) should be a research function.

The following **Tables** E1 to E5 describe these specific research programs.



## E-1 SIMPLE COUNT OF TOTAL VISITORS

### PROGRAM DESCRIPTION:

Collection of volume of visitors coming into and leaving the N.W.T. by the different modes of transportation should be an on-going year-round activity. For the last 5 to 6 years there has been little research done in the N.W.T. and as a result there is no means of determining how the industry is doing and what changes are **occurring**. The little planning that has been done in the past, was based primarily on assumptions. Without hard facts, planning for development or even marketing cannot be done properly. Data on occupancies and visitor statistics should be collected from the following operations:

- . hotels/motels
- . lodges
- . campgrounds
- . outfitters - fly-in
  - hunting
  - boating
- . all group tours (large and small)
- . air lines - Pacific Western
  - Nordair
  - and the regional carriers
- . bus line

Road counts and visitor information centre statistics should also be collected.

Forms should be developed to compile this information. In some cases, similar information is being collected by other agencies (e. g., Statistics Canada, Transport Canada). Arrangements should then be made to receive the required information from these other

E-1 SIMPLE COUNT OF TOTAL VISITORS (continued)

agencies. To do so may even require modifications to the existing forms used, however, double reporting of similar data must be avoided. Generally, these agencies are receptive to sharing of information, particularly if it increases the efficiency of collecting the data and if there are opportunities for cost sharing.

The information collected by specific operation would be confidential. Only when grouped by geographical area or type of operation would it be made public information.

The most useful information would be daily reports. Minimal information-required would be monthly statistics. Beyond that, the information is not useful enough to justify the cost of collecting and **analysing** it. Standard definitions should be developed and used by all operations involved.\* This is important to ensure that the method of calculating occupancies and total **visitors is** consistent.

To encourage participation, reporting of statistical information should be required by regulation. This regulation would **apply** to all operations listed above including **non-N.W.T.** based operations (e.g. **group** tour operators). Experiences elsewhere in Canada have found that enforcing such regulations can often lead to cheating. As a result, few actually enforce the regulation and are satisfied with a voluntary 75 to **80** percent response rate of valid informa-

\* Refer to Canada Standard Definitions and Classifications For Travel Surveys by The Tourism Research Planning Committee, Federal-Provincial Conference On Tourism, Ottawa, 1975.

3-1 SIMPLE COUNT OF TOTAL VISITORS (continued)

tion as opposed to 100 percent with many doubts about the accuracy of the data.

When information is collected, it is important that there be a fairly quick turn around in distributing the information back to the operators. Otherwise interest in submitting statistical data is lessened. Monthly **summaries** of occupancy rates and visitor volumes should appear in either the **T.I.A. - N.W.T.** newsletter or in a letter form to each participating operator.

Upon collection of the statistical information, analysis should be undertaken immediately. The information **should** be **analysed** by:

- . zone
- . sub-zone
- . larger communities
- . type of operation
- . day/month/weekday/weekend

It should also be available for any individual or group to use as long as a certain degree of confidentiality is maintained.

This program is best conducted by government for they can create regulations and are best able to maintain confidentiality.

TIME FRAME: On-going

ESTIMATED COSTS: \$2-\$3,000/year not including salary of staff

E-2 ROAD TRAVEL SURVEY/SPECIAL TRAVEL MARKET SURVEYS

PROGRAM DESCRIPTION:

These two programs are being discussed together because the intent is to undertake special studies on a rotating basis with the road travel survey.

The road travel survey should be conducted every 3 years (5 years minimum). There should be two survey stations, one just south of Enterprise on the Mackenzie Highway and the other at the Peel River ferry crossing on the Dempster Highway. Upon completion of the **Liard** Highway a survey station should also be operated just south of Fort **Liard**. **With** the interviewing points close to existing **communities**, costs will be reduced and supervision of surveyors will be easier. Ideally the survey should be conducted in the different seasons, not just summer. In the short term, however, the volume of non-summer road traffic is likely too little to warrant the expense of a year round survey. Through the monitoring of road counts (part of program E-1), the decision as to when a detailed road survey should be done can be determined. Should road travel decrease significantly with higher gasoline prices, there might not even be the need for a detailed road survey in the future. This program thus needs to be evaluated fairly regularly.

It is desirable to utilize or collect similar information each year the survey is undertaken. After the surveys have been conducted for 2 or 3 years, they should prove to provide very useful trend information. Types of information which should be collected include:

E-2 ROAD TRAVEL SURVEY/SPECIAL TRAVEL MARKET SURVEYS (continued)

- . Trip Purpose
- . Plain Activity
- . Other Activities Participated In
- . Origin
- . Main Destination
- . Other Places Visited
- . Type of Accommodation Used By Location of Overnight Stay and Length of Stay
- . Party Size
- . Age/Sex/Income/Occupation/Education
- . Length of Stay in N.W.T.
- . Length of Trip
- . Expenditures - by:
  - . accommodation
  - . transportation
  - . food services
  - . attractions/entertainment
  - . souvenirs/crafts
- . Dates of Days Spent in the N.W. T.
- . Type of Vehicle

Each year the survey is done, there may be special questions included. For example, questions dealing **with** motivation may also be desirable.

During those years the road survey is not conducted, the resources should be used to undertake special studies. These may consist of detailed investigations of the Territories' different market segments, such as:

E-2 ROAD TRAVEL SURVEY/SPECIAL TRAVEL MARKET SURVEYS (continued)

- . Tour Groups
- . Fishing Lodge Visitors
- . Business Travellers/Work Crews
- . Caribou Carnival Visitors
- . Hunters
- . Special Interest Groups
- Bus Travelers
- Boaters

Types of information collected for these market segments could be similar to that outlined for the road survey. The questions asked would be determined by the purpose of the survey.

Special studies can be administered in a variety of ways depending on the sampling required. Ticket agents such as Pacific Western can ask the client to fill in short questionnaires. Surveys can be conducted while en route in a plane, bus, or boat. Accommodation establishments can also request that their guests fill out questionnaires.

Whenever possible, surveys should seek to measure the benefits of tourism to the N.W.T., particularly economic benefits. Several methods can be used to determine economic impact. Some examples are: expenditures made by all visitors to the area/region can be collected or businesses can determine the percentage of their sales attributed to tourism. Other measurements include employment generated, tax revenues generated, or estimated capital value of the tourism plant.

TIME FRAME: Road Travel Survey every 3 years; Special Studies 2 out of 3 years.

ESTIMATED COSTS: \$25,000/year excluding salary; includes administration and ana

### E-3 NORTHERN AIR TRAVEL SURVEY

#### PROGRAM DESCRIPTION:

This survey conducted by the Arctic Transportation Directorate of Transport Canada can be a very useful survey for the Northwest Territories. Better administration of the survey, however, needs to be encouraged. Currently, the airlines involved are somewhat unsystematic in their sampling techniques and in actual days of conducting the survey. To date, it has been difficult to use the results of the surveys because they are not representative of the air market. They need to be encouraged to follow tight instructions regarding distribution. More cooperation from the airlines might be achieved if they are given the opportunity to include questions specific to their own needs.

The survey should be conducted at various times of the year to provide a year round picture of who is traveling to the N.W.T.

Ideally the design of the air travel questionnaire should be comparable with that of the road travel survey. Arctic Transport has expressed a willingness to make changes to the questionnaire should it increase its usefulness. Arctic Transport thus should be involved in the review of the questionnaire design for the road survey.

TIME FRAME: On-going - as information needs change

ESTIMATED COSTS: nil

E-4 COLLECTION AND MONITORING OF TREND INFORMATION

PROGRAM DESCRIPTION:

Important in any planning process whether it be for marketing or development is the monitoring of trend information. Both general **socio-economic** and tourism/recreation trends should be collected and presented to the various members of the N.W.T. tourism industry.

**Socio-economic** trends which impact on tourism/recreation activities include:

. ECONOMIC CONDITIONS

- GNP
- disposable income (personal )
- distribution of wealth
- % of population in **labour** force
- unemployment
- % employed in tertiary sector
- % employed as artisans/craftsmen
- % self-employed

. PHYSICAL ENVIRONMENT

- % population in urban areas
- % population in 'high density' housing
- ratio: energy supply to demand
- ratio: supply of other resources to demand

. SOCIO-DEMOGRAPHIC

- age of population/distribution
- % population retired
- % population school age
- household size
- dependency ratio
- marital status



E-4 COLLECTION AND MONITORING OF TREND INFORMATION (continued)

SOCIAL WELFARE

social welfare expenditure

- health status
- health/longevity

TECHNOLOGY

efficiency of production (productivity)

efficiency of transportation

efficiency of communication

medical

This type of information is published by most provincial governments. Statistics Canada is also a good source. Special studies forecasting the future situation and the implications for tourism are often being done. The Canadian Government Office of Tourism should be aware of these reports.

Specific tourism/recreation trends should also be monitored. These trends would include travel to and within the N.W.T. and general national trends. Both past trends and forecasts need to be reviewed. Factors which should be included are:

TRIP PURPOSES

- . main activities
- . other activities

FACILITIES USED

- . types of accommodation
- . food services

MODE(S) OF TRAVEL USED

- . to destination
- . at destination

PARTY MAKE-UP

- . number
- . age/sex
- . occupation/income

E-4 COLLECTION AND MONITORING OF TREND INFORMATION (continued)

POPULAR DESTINATIONS

- . weekend/week
- . seasonal

SALE OF RECREATIONAL EQUIPMENT

- . motor homes
- . skis
- . snowmobiles, etc.

GENERAL PARTICIPATION IN ACTIVITIES

e.g., increased interest in

- . physical exercise
- . outdoor activities
- . educational experiences

The road and air travel surveys would be the key sources used for N.W.T. trends. The Canadian Travel Survey and other national annual surveys (e.g., 8 M, Market Survey) could be used to monitor national trends. Again, there are special studies constantly being done which should be obtained if of use to operations in the Northwest Territories.

This type of information should be collected by one agency and summarized for presentation in a N.W.T. tourism newsletter every three months. An existing newsletter such as T.I.A.'s could be used or a special newsletter **could** be developed for the sole purpose of distributing trend information.

TIME FRAME: 3 to 5 days every 3 months

ESTIMATED COSTS: \$12,000 for time and **coll**ection of information

## E-5 MARKETING OBJECTIVES BY OCCUPANCIES

### PROGRAM DESCRIPTION:

Under program E-1 'Simple Count of Total Visitors', the collection of occupancies was identified as necessary. Because of its importance, means of collecting this data is further described below.

The need to evaluate the effectiveness of marketing programs is particularly necessary in the Northwest Territories with its limited financial resources. In order to evaluate the results of activities, quantifiable targets or objectives need to be identified. The translation of target accommodation occupancy rates into marketing promotion has proven to be an effective measurement tool.

This program, as a first step requires reliable daily occupancy rates from ideally 100 percent of the **accommodation** establishments. With this information available, it can then be determined by **community**, sub-zone or zone where and when emphasis should be placed on encouraging visitors to the area. The basic principle of the program is that if there is very limited **accommodation** facilities available at a certain time of the week, month or year, then tourism should not be promoted for these periods. On the other hand, if occupancy rates are low at just certain periods, then a clearly defined marketing program can be implemented which identifies:

- . the specific time of the year, month or part of the week to promote,
- . the number of rooms which can be sold (not already filled)

E-5 MARKETING OBJECTIVES BY OCCUPANCIES (continued)

- the size of the market needed to achieve desired occupancy rate
- the resources available in the area during the specific time of the year, which can be used to promote the area
- the desired market (e.g., canoeist, **snowmobilers**, etc.)
- and the promotional techniques to capture the desired market.

The marketing program can then be evaluated when the occupancy rates for the particular area and specified time of the year are collected.

Obviously the success of the program is dependent on the full cooperation of operators. Some steps which can be taken to enhance participation in such a program include:

- the operators are not required to sign their submissions; rather each operator would be given a code number.
- while it is necessary to have the reporting required by regulation, it should not be rigidly enforced; response should be encouraged but experience elsewhere suggest forcing leads to submission of 'guessed at' information, not correctly calculated data.
- a fast return of the information to the operator each month, with the data summarized by **small** enough areas (centre, sub-zone, **zone** to be meaningful to the operator.

E-5 MARKETING OBJECTIVES BY OCCUPANCIES (continued)

the monthly reporting form should be such that it lends itself to being filled out by the night clerk; in other words fairly simple so that an accountant is not required.

Each month the operators should receive a package which contains 2 forms (one for his own records), a report from the previous month's submission and a return envelope.

The occupancy program can be very beneficial to all involved in the industry. The collection and analysis of this data is a research function. The use of data is a marketing function and should be used by all agencies involved in marketing activities (e.g., operators, zone associations and the T. I.A.-N. W.T ).

Once the program is in place, the operators themselves will find the information very useful and **will** put pressure on other operators to participate.

TIME FRAME: On-going

ESTIMATED COSTS: \$2 to \$3,000 per year - not including salary

## F, COMMUNICATIONS/REPRESENTATION

- Monthly Newsletter
- Membership on T. I. A. C.
- Coordinate/communicate With Other N.W.T. Groups and Organizations "
- Organizations of Zone Associations
- Coordination With Other Government Bodies

An important function in tourism is the flow of information between industry members and between the industry and other groups, governments and other industries. Mechanisms to represent the interests of the operator, the community, tourism areas, and the entire industry of the N.W.T. are needed.

The implications are that a strong Territory-wide organization is needed to represent the interests of the entire industry to government and on national organizations particularly T.I.A.C. (The Tourism Association of Canada) and Canada West. The Travel Industry Association of the N.W.T. in addition must represent the interests of all types of operators and all areas in the " territories. Thus it should establish formal Communication channels with Organizations and Groups such as the I.T.C., I.D.C., COPE, the Metis Association and the Dene Nation. Memberships should be extended to these groups.

T.I.A. has become and is increasingly becoming more representative on the different types of operations in the N.W.T. There still exists, however, a lack of regional/area representation. Zone Tourism Associations are imperative if tourism as an industry is to grow and prosper in the territories. All agencies both government and industry organizations must work and encourage the development of zone associations.

The strategy for the **N.W.T.** emphasizes the strengthening of private sector associations. Strong government representation is also still needed, but a tourism government agency receives **much of** its strength from a good, well organized industry. The industry must be able to express its interest to the government. **In** turn the government agency **repsonsible** for tourism must represent the interests of the industry to Other Government Bodies, e.g., Parks Canada, Education, Economic Development, etc.

Other representative bodies become tied up in issues and activities and forget to **maintain** communications with its members. Monthly Newsletters are the best means of maintaining **liason** while also providing useful information to the members.

The following tables describe **in more** detail the programs identified as necessary to maintain communications and representation.

## F-1 MONTHLY NEWSLETTER

### PROGRAM DESCRIPTION :

Monthly newsletters should be educational as well as informative. They should provide members with material that will assist them in their day to day operations and will also guide their future activities. Types of information that should be included in a monthly newsletter include:

general economic/social trends impacting on tourism, travel trends - nationally, internationally, territorially, and sub-areas in the N.W.T. (trends between areas, months, seasons, years, operations, markets and market characteristics), guidelines for different operations found in the N.W.T.

(perhaps allocated each month for guidelines to specific types of operations); guidelines for management, accounting, construction, general operation, staffing and training, promoting, packaging, etc.,

summaries from the findings of the General Count program (road traffic volumes, occupancies, etc.)

analysis of results of the Marketing Objectives By Occupancies Program.

identification of possible new target markets taken from the on-going Inventory of Special Interest Groups and Associations program.

announcement of upcoming trade/travel shows, fare/media tours which would be of interest to different members, and

identification of proposed conventions in gateway cities which could be offered pre and post convention packages in the N.W.T.

This type of information will assist and guide operators. In addition there needs to be the regular informative types of information:



F-1 MONTHLY NEWSLETTER (continued)

recent gov't policies and programs - federal  
-territorial  
-local

activities of the association and other communities,  
activities of other affiliated associations/parent  
associations,  
recent activities of private sector in development  
and marketing, and  
other general announcements.

The newsletter should be territory-wide but should ideally also contain zone sections which are only sent to the respective zone members. The zone sections would thus be prepared by the zone associations. They would contain similar types of information listed above but would be zone specific.

The monthly newsletters should be interesting but they should also be professional.

TIME FRAME: On-going  
ESTIMATED COSTS: \$6,000

F-2 MEMBERSHIP ON T, I.A.C.

PROGRAM DESCRIPTION:

T. I.A. - N.W.T. is currently a member of the Tourism Industry Association of Canada (T. I.A.C. ). This membership is important both for the tourism industry in the N.W.T. and the national industry as a whole. The T.I.A. representative on T.I.A.C. should be well prepared with issues and concerns for presentation at all meetings attended. Membership on committees, particularly those with issues of concern directly impacting on the N.W.T., should be encouraged.

TIME FRAME: On-going

ESTIMATED COSTS: \$2,000/year

F-3 COORDINATE/COMMUNICATE WITH OTHER

N.W.T. GROUPS AND ORGANIZATIONS

PROGRAM DESCRIPTION:

There are many groups and organizations in the N.W.T. who are involved in activities that will directly or indirectly affect tourism and its development. Many of these groups are also looking at tourism as an activity they may become involved in in the future. Examples of these groups are:

- .I.T.C.
- .I.D.C
- .K.D.C
- .C.O.P.E
- .Metis Association
- .Dene Association
- .Chambers of Commerce
- .Northern Air Carriers
- .Municipalities

It is best for all involved to develop on-going communication with these groups. The intent should be to receive feedback on proposed activities so that modifications/adjustments can be made prior to implementation. In addition, greater assistance can be given to these groups deciding to become involved in tourism.

Memberships in tourism associations should be extended to all groups/organizations both at the zone and territory-wide level. It must be recognized that the industry needs the support of these groups to grow and develop. In turn tourism should be viewed as a desirable industry for the people of the N.W.T. and should be seriously considered by the various organizations.

TIME FRAME: On-going

ESTIMATE COSTS: Nominal

F-4 ORGANIZATION OF ZONE ASSOCIATIONS

PROGRAM DESCRIPTION:

The tremendous inter-relationships between the different components of the tourism industry requires that there be a mechanism at the travel region level to encourage communication between the different operations (e.g., airlines with hotels, motels with attractions, all operations with information services, etc.). Currently in the N.W.T. there is a void of area/regional representation.

It should be the priority of all tourism agencies to enhance the development of regional or 'Zone Associations.' Support needed will include advisory assistance (how to go about organizing the associations), financial support for travel, legal fees, registration etc., and membership development.

It is recommended that six zone/sub-zone associations be encouraged and supported; these are:

- . **Eastern** Arctic Zone
- the **Keewatin** Arctic Zone
- the Coastal and High Arctic Zone
- the **Yellowknife** and Area Sub-Zone
- the Fort Smith/Hay River/Fort Simpson Sub-Zone
- the Western Arctic Zone

Development of these six associations will occur at different times. The **Keewatin** Arctic Zone is the most organized currently, but they have expressed the desire to work on internal relationships/activities before receiving external assistance. The Western and Eastern Arctic Zone areas on the other hand require immediate external assistance to organize. The two sub-zone associations in the Southern Arctic Development Zone, will require

F-4 ORGANIZATION OF ZONE ASSOCIATIONS (continued)

funding assistance for programs but the organization of the association can and should be done without assistance. The Coastal High Arctic Zone is the least developed and **has not** fully decided on the type and scale of tourism they desire. It is unlikely that this zone will be ready for an active association within a year or two but some financial assistance should be provided.

While **support, both** financial and manpower is being strongly **re-**commended, it is also important that industry representatives in each zone actively work towards association development. A **commitment** from operators should be necessary before any funding assistance is provided. The intent is to fund only those associations which are going to give a good return on the dollars invested. The **N.W.T.** cannot afford to fund poorly organized, unproductive associations.

TIME FRAME: On-going

ESTIMATED COSTS: \$200,000 Year 1, \$370,000 Year 2

The Eastern Arctic Zone is the closest part of the Northwest Territories to the heavily populated Eastern seaboard and to Europe. This is a distinct advantage over the other zones in the **N.W.T.** Scheduled jet service from Montreal and Resolute Bay, and turbo-prop service from Timmins, Ontario and Rankin Inlet - Yellowknife provides ready and convenient air access. At present, the majority of the 'pleasure' travelers (total estimated at 1950 visits) only stay in the zone five hours--they are participants in the Midnight Sun Tours to **Frobisher Bay**. Most other pleasure travelers are fishermen (3 fishing camps in the zone) and visitors to **Auyuittuq National Park**.

This zone received 9% of the total air passenger traffic to the **N.W.T. Frobisher Bay** had 16,200 inbound and outbound passengers in 1978. Most of the traffic was traveling for business reasons or for **N.W.T.** residents' vacations.

Clearly, there is great potential to increase the number of pleasure travelers to the Eastern Arctic zone. More attractions are needed and there must be an improvement in the facilities and services available to visitors. There is the opportunity to develop more smaller scale tourist attractions in and around the **communities**. More fishing camps can be developed and more services can be offered around existing natural attractions e.g., **Auyuittuk National Park**.

The large number of business travelers throughout the zone offer an immediate market for new tourism development. Eventually, small specialty tours will be the chief contributor of pleasure travelers within the zone.

## B, OVERVIEW OF TOURISM RESOURCES

The tourism resources available in this zone are summarized in Table 3-1, Figure 3-1 and Table 3-2. It must be remembered that written descriptions of the landscape do not do it justice--it must be seen.

TABLE 3-1  
EASTERN ARCTIC - ZONE SUPPLY INVENTORY

NATURAL AND RELATED MAN-MADE FEATURES	HISTORICAL/CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICES	INFORMATION SERVICES	TRANSPORTATION	INTERNAL POPULATION
<ul style="list-style-type: none"> <li>natural features include mountains, fiords, glaciers, ice caps - all of virtually untouched beauty</li> <li>pockets of bird and animal life including, seal, narwhale</li> <li>bird nesting sites</li> <li>Bylot Island Bird Sanctuary</li> <li>Auyuttuq National Park</li> <li>Allooloo's outfitting service offers charter fishing, photography, sightseeing</li> <li>Aquik Ltd., transportation and guide services for snowmobile trips and fishing</li> <li>Baffin Kamutauyait operate photography and snowmobile tours and summer boat cruises</li> <li>Baffin Travel and Charter Service provide fishing charters and sightseeing tours</li> <li>Bylot Island Bird Sanctuary</li> <li>Reversing Falls in Cape Dorset</li> <li>also mountain climbing, hiking and icecap/icefield crossing</li> </ul>	<ul style="list-style-type: none"> <li>a number of traditional Inuit lifestyle outpost camps</li> <li>various arts and crafts centres at Pangnirtung, Cape Dorset, Lake Harbour, Frobisher Bay and Belcher Islands</li> <li>early exploration routes (mainly by water) by explorers searching for North-West passage</li> <li>the Franklin expedition travelled and stayed in the area</li> <li>Franklin's Stonehouse at Repulse Bay, Broughton Island</li> <li>Cape Dorset, ruins of Dorset culture</li> <li>Frobisher Bay museum</li> <li>igloo shaped church</li> <li>the movie, 'the White Dawn', filmed here</li> <li>Hall Beach, nearby Whaler's Caves, Dew Line Site</li> <li>Nanisiuik, mining silver, zinc, lead</li> <li>oil and gas explorations</li> <li>soap stone carvings and weaving unique to area</li> <li>seal hunting</li> </ul>	<ul style="list-style-type: none"> <li>Frobisher Bay is the regional transportation centre supplying accommodation, food, shopping, and other essential services</li> <li>other communities have only basic services</li> <li>8 hotels/motels accommodating 230</li> <li>4 transient centres</li> <li>4 lodges accommodating 60</li> </ul>	<ul style="list-style-type: none"> <li>minimal information services in all communities including Frobisher Bay</li> </ul>	<ul style="list-style-type: none"> <li>air access only (depending on the weather)</li> <li>frequent connection to Frobisher Bay from Montreal</li> <li>also connections from Resolute Bay and Yellowknife</li> <li>Frobisher Bay is the transportation centre for Baffin, connections to other communities good to fair</li> <li>barge re-supply to some areas in the short summer season</li> <li>no roads outside communities</li> </ul>	<ul style="list-style-type: none"> <li>Arctic Bay - 420</li> <li>Broughton Island - 364</li> <li>Cape Dorset - 685</li> <li>Clyde River - 409</li> <li>Frobisher Bay - 2,452</li> <li>Hall Beach - 311</li> <li>Igloolik - 717</li> <li>Lake Harbour - 255</li> <li>Nanisiuik - 239</li> <li>Pangnirtung - 879</li> <li>Pond Inlet - 586</li> <li>Repulse Bay - 277</li> <li>Sanikiluaq - 305</li> </ul>

TABLE 3-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 EASTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
ARCTIC BAY continued	.Arctic Bay Women's Sewing Group - parkas .Strathcona Sound - lead zinc mine - 21km away some recreation mainly wage employment but still some hunting, trapping	water transportation - MOT from Montreal - August - September.			
CLYDE RIVER (409)	former US Naval Station 10mi away .sealing, trapping arts/crafts co-op mainly carvings	.First Air - 2 flts. weekly from Frobisher Bay water transportation - MOT from Montreal, July to Sept.	none	none	.1 store nursing station
BROUGHTON ISLAND (364)	nearby Auyuittuq National Park beautiful fiord and mountain scenery mountain climbing bird nesting sites .1 outfitter-sightseeing .DEW Line site hunting and sealing arts/crafts outlet -Tulugak Co-op	.First Air - 2 flts. weekly from Frobisher Bay water transportation - MOT from Montreal, July and Aug.	.1 hotel -Seeneetaknik Hotel (20)	restaurant and lounge close to hotel	.2 stores nursing station

160



TABLE 3-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 EASTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (Population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
161 HALL BEACH (311)	.Thule Eskimo archeological sites whalers' graves nearby .DEW line site .fur trapping, walrus hunting .arts/crafts outlet .recreation facilities .spring games in May close to Nunapariavik with 5 waterfalls .new fishing camp at Hall Lake	.Nordair - 2 flts. weekly from Montreal/Frobisher Bay water transportation - MOT from Montreal, Aug. to Sept.	transient centre (10)	cooking facilities	2 stores nursing station liquor not permitted
SANIKILUAQ (305)	.arts/crafts outlet .unique soapstone carvings .southernmost settlement of the NWT .fishing, hunting and trapping iron ore in area .1 Peterhead boat available	.Austin Air - scheduled flts. from Timmons, Ont. and Great Whale River, Que. water transportation - NOT from Montreal and Churchill July to NOV.	.1 motel -Amaulik Motel (12) run by Inuit Co-op	dining room at motel	2 stores nursing station liquor not permitted
LAKE HARBOUR (255)	.rich seal hunting area .arts/crafts outlet -Kimik Co-op-soapstone found here, carvings .scenic location on fiord, high stone cliffs .traditional hunting, fishing	.First Air - 2 flts. weekly from Frobisher Bay water transportation - MOT from Montreal ;Aug. to Sept.	transient centre (14)	cooking facilities	1 store nursing station

TABLE 3-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 EASTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
162  NANISIVIK (239)	newest community in the North (1974) economy based on lead, silver zinc mining little wildlife or vegeta- tion arts/crafts outlet	Nordair - 2 flts. weekly from Frobisher Bay/Montreal	transient centre	cooking facilities	.1 store bank nursing station

## C, MARKETS

The number of visitors to this zone has steadily increased in the past few years. In 1978, 16,200 people debarked and embarked aircraft at **Frobisher Bay**. Only 1950 visits were categorized as being for "pleasure".

## D, PROBLEM/FACTORS WHICH LIMIT TOURISM DEVELOPMENT

As there are relatively few visitor services in the zone, residents lack familiarity with tourism and tourists. There are no good examples of tourist operations which are of high quality. Therefore, there has been little opportunity to learn tourism business techniques through observation. Most communities have indicated that they are interested and want to be involved in tourism, but they do not know what to do and where to start.

There is little to do in and around the communities. Natural resources in the zone are spectacular but they are not enough, by themselves, to entertain visitors year round. More variety of attractions and services is needed.

Travel information services are practically non-existent. Visitors cannot easily find out about things to do. Residents often don't know about attractions and services because either they don't use them or because they have not been in the area long enough to find out. It must be made easier to identify facilities, attractions and services to visitors.

There is no organization of those interested and involved in tourism within the zone. Although there was an attempt to begin a tourism organization a few years ago, there is no existing organization. Therefore, communications within the "tourism community" are poor. There is little understanding of a common tourism goal for the zone, and very little cooperation amongst operators.

The visible evidence of the **Inuit** culture is limited. Housing in most communities resembles housing in the south. Snowmobiles have replaced dog teams and there are few opportunities to observe traditional games and dances.

## E. THE DESIRED DEVELOPMENT STRATEGY FOR THE EASTERN ARCTIC

The strategy outlines the means of obtaining the tourism improvements that are desired. Outlined within the strategy are the positioning or image of the Eastern Arctic, the desired development approach, possible themes, markets to be attracted, developments/opportunities and the marketing approach.

### 1. POSITIONING STATEMENT

The Eastern Arctic has five major advantages when compared with the other tourism zones. First, it contains those features and characteristics that most southerners associate with the Arctic. It contains icebergs, glaciers, mountains, lots of shoreline, seals and polar bears, **Inuit**, and lots of undeveloped space. In fact, the classic documentary "**Nanook** of The North" was filmed within this zone, in **Belcher** Highlands. The Eastern Arctic is the "familiar Arctic" to most people.

The second major advantage **is** the proximity to major markets. The large population concentrations on the Eastern seaboard find the Eastern Arctic Zone the easiest zone to get to.

The third advantage is the variety of resources available for development. Although there are several **communities** scattered throughout the zone, it is possible to be in areas where you are hundreds of miles away from the next person. From rugged mountains and fjords to the gently rolling hills of Southern **Baffin** Island, a splendid diversity of scenery and landscapes are available.

The Eastern Arctic was the original explorers gateway into the Northwest Territories, the first part of the Arctic the European explorers saw.

The flourishing crafts produced by current **Inuit** crafts people are well recognized throughout the world. The excellent carvings, prints from Cape **Dorset** and **Pangnirtung**, weaving from **Pangnirtung**, **jewellery** from **Frobisher** Bay, etc. are well known and respected as art forms.

In **summary**, the Eastern Arctic is near, available to visitors, and offers them a wide range of landscapes, crafts, and experiences.

## 2. DESIRED DEVELOPMENT APPROACH

Tourism improvement in this zone must focus first on development (to improve the product) with limited specialty market advertising. When there are more things and better *services* to do, then there should be more promotion. Initial development will be small and intermediate scale--it can be done primarily by residents with limited external assistance. Growth **will** be steady and when it is apparent to residents and outsiders alike that there is a genuine interest and momentum in tourism development, there will be large scale development.

Marketing of the zone will require external help and should initially be done through a centralized agency for the entire Northwest Territories. With few exceptions, development will be focused in **and** around communities--community **improvement** is a necessity if tourism development in the North is seriously desired.

## 3. POSSIBLE THEMES

The rich and varied resources (e.g., natural, historical, cultural) provide a variety of themes that can be used for physical development and promotion of the zone. In fact, the harsh demands of the Northern environment and the lack of continuity of any current themes permits a new architectural or structural theme to be developed and implemented, if desired. Transportation, exploration and **Inuit** culture warrant special consideration as possible themes.

## 4. MARKETS TO BE ATTRACTED

Small group specialty markets offer the best potential for **this zone**. Limited availability of **accommodation**, the small size of communities, and the limited capacity of aircraft servicing the smaller centers all point to the **desirability** of small group travel (10 - 20 people).

Promotional concentration on those specialty markets in Eastern Canada and the United States would be the logical direction. The European market is also fertile for **this zone**.

Business travel **lers** offer an immediate market for other non-business **activities** and services.

#### 5. DEVELOPMENT NEEDS AND OPPORTUNITIES

Examples of the development opportunities afforded within this zone are presented in Table 3-3. Examination of this table reveals that there are many opportunities for private investment in the tourism business. The **major** opportunities are described in Tables 3-4 to 3-6. \* Figure 3-2 identifies the types of developments needed by location. Thanks are extended to Mr. Rick Hamberg, Government of The N.W.T., for his identification and comments.

#### 6. MARKETING APPROACH

Care must be taken not to "over-market" this zone before the product is improved. Initially, special interest markets should be contacted by direct mail with the focus being in Eastern Canada, U.S.A., and Europe.

Eventually, advertising in special interest publications (e.g., Smithsonian, GEO, etc.) should be tried and monitored. Because the markets are small and specialized word of mouth and direct contact are very important marketing tools.

#### 7. PRIORITIES

The first step in improving tourism is to improve communities for visitors. We must understand what resources are available for visitors and interested communities should catalog the attractions, facilities and services which could be made available to visitors.

The next step is to develop more things to do in and around communities. It should be possible for visitors to spend 3 to 4 days in a community with different activities, short tours and observing craft preparation or traditional activities

\*Those opportunities/needs not detailed are described in **Chapter 2**.

Informing visitors about what is available is the next step. Attention must be paid **to** airports and museums/community halls to ensure that visitors have contacts and lists of available activities.

Organization of a zone tourist association is essential if cooperation amongst tourism operators is to take place. A tourism association can assist and encourage other residents to be involved in tourism.

Program/project implementation is outlined in Table 3-7.

TOURISM DEVELOPMENT NEEDS AND OPPORTUNITIES IN THE EASTERN ARCTIC

NEW CONSTRUCTION

- NATURALIST LODGES
- • MILNE INLET
  - • NOTTINGHAM ISLAND

- FISHING CAMPS
- • HALL LAKE
  - • AMADJUAKE LAKE

- 168  
YEAR-ROUND RESORT
- • NEAR FROBISHER BAY
  - • PANGNIRTUNG

- A • EVENTUAL REDEVELOPMENT OF NANISIVIK INTO A RESORT COMMUNITY

- RECONSTRUCTION OF A TRADITIONAL INUIT CAMP
- A • IGLOOLIK

- RECONSTRUCTION OF A WHALING CAMP
- A • PANGNIRTUNG

UPGRADING

- GENERALLY THROUGHOUT THE ZONE
- ENCOURAGE YEAR-ROUND OPERATIONS

- HOTEL
- • IGLOOLIK

TOURS

- MINERAL AND SEMI-PRECIOUS STONE EXPLORATION
- • LAKE HARBOUR

- CROSS-COUNTRY SKIING YEAR-ROUND ON ICE CAPS
- • PANGNIRTUNG
  - • POND INLET
  - • BROUGHTON ISLAND

- MOUNTAIN CLIMBING
- • PANGNIRTUNG
  - • BROUGHTON ISLAND

- SCENIC AIR TOURS
- • FROBISHER BAY
  - • POND INLET

- NATURALIST TOURS
- • LANCASTER SOUND

OUTFITTERS

- • IGLOOLIK
- • ARCTIC BAY / NANISIVIK
- • LAKE HARBOUR
- • SANIKILUAQ

PROFESSIONAL IMPROVEMENT

A TOUR TO GREENLAND

ORGANIZATION

- ★ ESTABLISH A HIGH PROFILE TOURISM CO-ORDINATOR IN FROBISHER BAY

PRIORITIES:

- ★ IMMEDIATE ACTION
- IMMEDIATE ENCOURAGEMENT
- A LONGER TERM ACTION



3-4 NATURALIST LODGES  
(Milne Inlet and Nottingham Island)

CHARACTERISTICS :

- .A lodge with sleeping and dining facilities for 20-40 people
- .A sitting/discussion area is necessary, as is a workroom for consulting reference materials and doing mounting, **desection**, etc.
- .A photography workroom would also be very desirable.
- .**Although it is** desirable to have all **facilities** within one building, several structures may be located close together and used.
- .**Year-round** operation **should** be planned for.
- .**Existing** structures can be utilized on an interim basis.

MARKET APPEAL:

- .**Naturalists** and those interested in conservation.

ROUGH CAPITAL COST ESTIMATES:

- .**Range** of 1.5 - 2.5 million dollars.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** sector.

COMMENTS/CONSTRAINTS :

- .**Nottingham** Island has access problems. Air transportation must be utilized.

3-5 YEAR ROUND RESORT  
(Near **Frobisher** Bay or in Pangnirtung)

CHARACTERISTICS:

- . **Accommodation** for from 25-50 people.
- . **Dining** area, sitting area, activity area--for indoor activities"
- . **Should** be of a unique architectural styling, efficient, distinctly northern.
- . **Should** offer variety of activities:
  - . **fishing**
  - snowmobile touring
  - dog team touring
  - boating
  - cross-country skiing
  - observing **Inuit** activities

MARKET APPEAL:

- . those seeking 'experiential' vacations, small business meetings.

ROUGH CAPITAL COST ESTIMATES:

- . **Ranges** of 2-3 million dollars

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- . **Private** sector.

3-6 FISHING CAMPS  
(Hall Lake, Amadjuak Lake)

CHARACTERISTICS:

- . **Accommodation** for 20-40 people per camp.
- . **Tent** frames may be used initially, but rigid-wall structures are desirable to permit ice fishing.
- . **Hall** Lake could likely accommodate 2 or more fishing camps.
- . **Air** access **is** necessary, although surface access would provide a memorable **trip**.

MARKET APPEAL:

- . **Trophy** fishermen.

ROUGH CAPITAL COST ESTIMATES:

- . \$60,000 - \$225,000 initially.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- . **Private** sector.

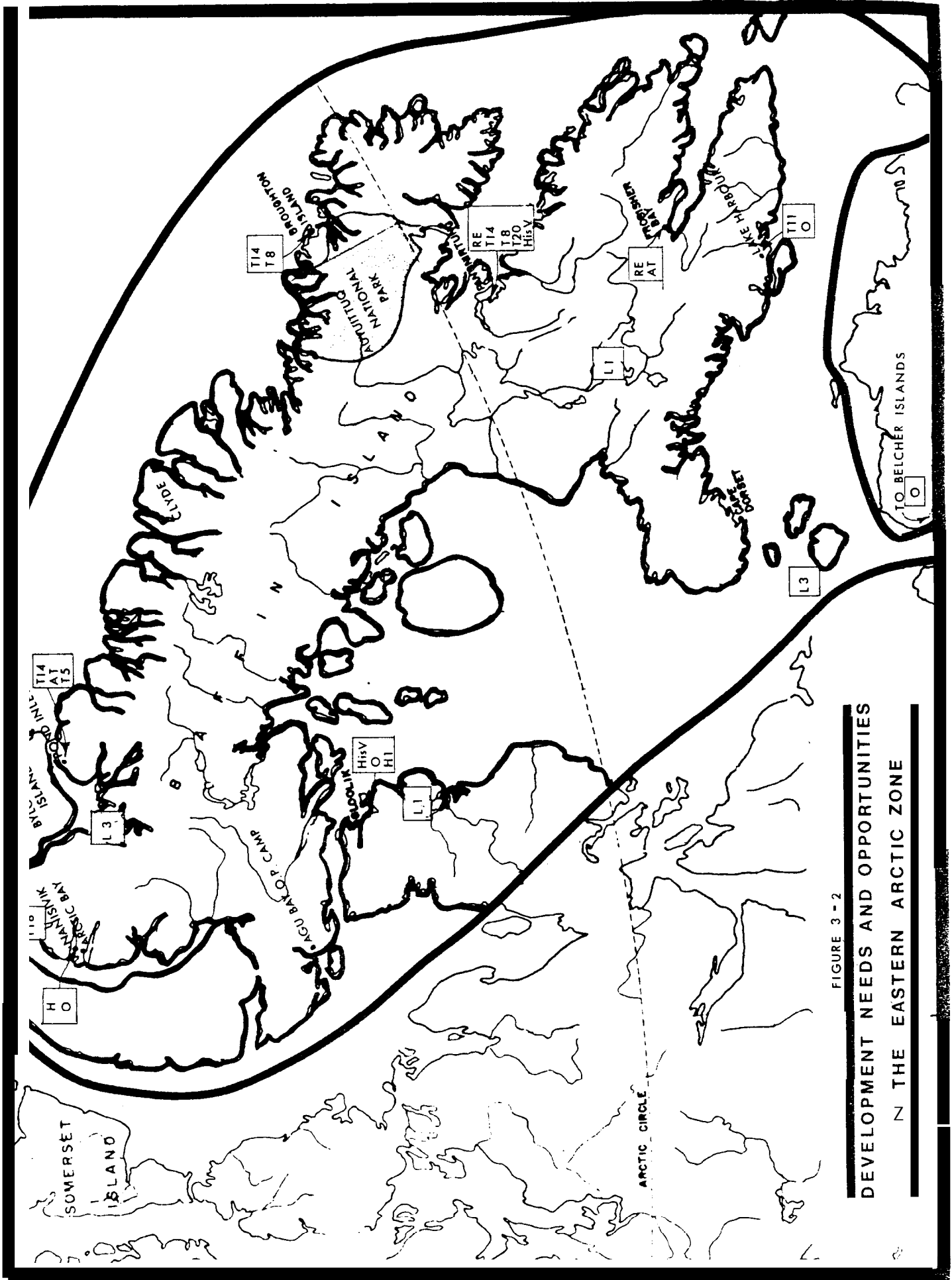


FIGURE 3 - 2  
 DEVELOPMENT NEEDS AND OPPORTUNITIES  
 IN THE EASTERN ARCTIC ZONE

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air	◆ <b>Air</b> Tour	B-7-1
AT	Airport Expansion	
AI	Air Charter Operator	
AZ		
B - Boat	Boat Tour	B-7-2
BT	Boat Rental	
B1	Riverboat Development	
<b>B2</b>	Bicycle Rental	
<b>bi</b>		
c - <b>Centre</b>	<b>Arts Centre</b>	
cl	<b>Activity Centre</b>	
<b>C2</b>		
E - Event	Cultural Festival	
E1	Arts Festival	
E2	Curling <b>Bonspiel</b>	
E3	Snowmobile Race - expansion of	
E4	Carnival - expansion of	
E5		
F - Fishing	Ice Fishing	B-5-4
<b>F1</b>	Char Fishing	
F2	Arctic Char Bake	
F3	Guest House	B-12
GH	Hosting and Guiding Services	B-4
HG	Guiding Services	B-5
G	New Hotel Development	
H - Hotel	◆ <b>Hotel</b> Expansion	
<b>H1</b>	General Hunting	B-5-2
h - Hunting	Polar Bear Hunts	B-5-3
<b>h1</b>	Muskox Hunts	B-5-3
h2	Historical Attraction	B-10
<b>His</b>	◆ <b>Historical</b> Village	
<b>HisV</b>	Information Services	B-1
I - Information	Information <b>Centre</b>	
<b>Ic</b>		
L - Lodge or Camp	◆ <b>Fishing</b> Lodge	
<b>L1</b>	Char Fishing Camp	B-n
L2	◆ <b>Naturalist</b> Lodge/Camp	
L3	◆ <b>General</b> Outfitting	
o - Outfitting	Fishing Outfitter	B-5-1
01	Char Fishing Outfitter	
<b>02</b>	Canoeing/Kayaking Outfitter	B-5-8
<b>03</b>		

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	◆ <b>Resort</b>	
s	Service Station	
T - Tour		
T1	General Package Tour	
T2	Walking Tour	
T3	Day Tour	
T4	Bus Tour	B-7-3
T5	◆ <b>Birdwatching</b> Tour	B-6-3
T6	Scuba <b>Diving</b> Tour	
T7	Trap Line Tour	B-6-7
T8	◆ <b>Mountain</b> Climbing Tour	
T9	Snowmobile Tour	
T10	Mining Tour	
T11	◆ <b>Rockhounding</b> Tour	
T12	'On the Land' Tour	
T13	Dog Sled Tour	B-5-7
T14	◆ <b>Cross</b> Country Ski Tour	
T15	Ice Road Tour	B-7-4
T16	Reindeer Sled Tour	
T17	Midnight Sun/Noon Moon Tour	B-14/B-15
T18	◆ <b>Naturalist</b> Tour	
T19	Commercial Fishing Operations Tour	
T20	◆ <b>Whale/Seal</b> Hunt Interpretive Tour	B-6-1
T21	Historical Tour	B-6-6
T22	Cultural Tour	B-6-4
T23	Package Tour Company	B-13
w - Water	Waterfront Development	

TABLE 3-7

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE EASTERN ARCTIC ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS					Long Term	COMMENTS
	1980	1981	1982	1983	1984		
1. INVENTORY OF TOURISM RESOURCES	\$60,000						Assembling community - prepared material -Costs for inventory and development combined Handled out of the same office For use in promoting zone to groups and for repetitive operation at meetings conferences etc. Assembled from out-takes of the territory-wide promotional film. To assist writers and media. To improve appearance and efficiency.
2. INCREASE ATTRACTIONS/SERVICES IN AND AROUND COMMUNITIES		continuous					
3. ESTABLISH A ZONE TOURISM ORGANIZATION	\$10,000	\$10,000					
4. TOURISM CO-ORDINATORS IN FROBISHER BAY	\$30,000	\$60,000	\$65,000	\$70,000	\$77,000		
5. OPERATION OF A ZONE TOURISM ORGANIZATION (WITH "PACKAGING" ASSISTANCE)	\$0,000	\$40,000	\$4,000	\$50,000	\$55,000		
6. UPGRADING OF TOURISM OPERATIONS		continuous				Implementation up to Private Enterprise	
7. PROMOTIONAL BROCHURE AND DISPLAYS	\$5,000	\$9,000					
8. PROMOTIONAL SLIDE SHOW		\$5,000					
9. PROMOTIONAL FILM		\$5,000					
10. CO-ORDINATED MEDIA PROGRAM		continuous					
1. COMMUNITY IMPROVEMENT							
12. HIGH-QUALITY YEAR-ROUND RESORT						Potential immediate but implementation up to private enterprise	

TABLE 3-7  
(continued)

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE EASTERN ARCTIC ZONE

PROGRAM /	INITIATION, COMPLETION AND ESTIMATED COSTS					Long Term
	1980	1981	1982	1983	1984	
13. NATURALIST LODGES	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
14. FISHING CAMPS • Hall Lake • Amadjuak Lake	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
15. DEVELOPMENT OF SCENIC AIR TOURS	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
16. NATURALIST TOURS TO LANCASTER SOUND	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
17. PROMOTION OF CROSS COUNTRY SKIING TOURS	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
18. TOURS FOR MINERAL AND SEMI-PRECIOUS STONE COLLECTION • Lake Harbour	Potential immediate	Potential immediate	but implementation up to private	but implementation up to private	but implementation up to private	enterprise
19. INCREASE MOUNTAIN CLIMBING • Pangnirtung • Broughton Island						
20. TOURISM OPERATORS' PROFESSIONAL IMPROVEMENT TOURS TO GREENLAND AND OTHER LOCATIONS				Can occur as soon and as frequently as demand indicates		
21. RECONSTRUCTION OF A TRADITIONAL INUIT CAMP Igloodik	Can begin immediately	Can begin immediately	but will likely take a few years	but will likely take a few years	but will likely take a few years	to complete
22. RECONSTRUCTION OF A WHALING CAMP • Pangnirtung	Can begin immediately	Can begin immediately	but will likely take a few years	but will likely take a few years	but will likely take a few years	to complete
23. REDEVELOPMENT OF NANISIVIK INTO A COMMUNITY						

As depletion of mineral reserves takes place, redevelopment can occur.



## CHAPTER 4

### THE **KEEWATIN** ARCTIC TOURISM ZONE STRATEGY AND ACTION PLAN

#### A, INTRODUCTION

The **Keewatin** Arctic is a large area made up mainly of **barrenlands**, with only a small section in the southwestern corner below the **treeline**. The population of **approximately** 3500 people, mainly **Inuit**, live in seven **communities--five** along the Hudson Bay coastline, one inland, and one on Southampton Island. **Rankin Inlet**, the **N.W.T.** government regional administrative centre **is** the only **community** serviced regularly by two airlines.

The traditional lifestyle is very evident in all communities, and the people want to maintain this lifestyle to a certain degree, while taking advantage of the benefits tourism can bring to the region.

There are 10 fishing lodges in the zone, but these lodges, mainly serviced out of northern Manitoba, have had little relationship **with** the **communities**, although some have hired local people as guides. The majority of these lodges are located below the **treeline**, quite far from the coastal communities.

The main gateway to the **Keewatin** Arctic is through Churchill (from Winnipeg) although a secondary access route is via Northwest Territorial Air out of Yellowknife and Frobisher Bay.

Within the zone there is potential to develop a sub-zone which would include **Rankin Inlet** and Baker Lake. This sub-zone could be developed and marketed as a unit, since certain facilities are in place and the **communities** are **more ad-**vanced in their acceptance of visitors.

As part of its internal tourism planning, the **Keewatin** Zone has started a tourism **sub-committee** of the **Keewatin** Chamber of Commerce and has started some

development and marketing programs. This **committee** represents six of the seven **communities**. There is participation in the committee by both **community** councils and business people. The committee at this time does not include any lodges/operators controlled by people living outside the area. Communities, as of yet, do not recognize the benefits that the lodges could contribute if they were to cooperate.

This committee functions not only to develop tourism awareness within the zone and to discuss tourism directions for the area, but also as an advocate of tourism development within the guidelines set by the committee, and as a marketing unit for the zone.

The **Keewatin** zone is currently in a delicate and sensitive transition stage. It feels very strongly about autonomy and controlling its own future and at this time would like to handle the task of tourism on its own, obtaining outside expertise as required.

The **Keewatin** has started on a number of projects outlined in the overview strategy, and shows every indication of wanting to carry through, although gradually, on its efforts to develop tourism in the **Keewatin**. Since this group is largely **inexperienced**, it will require a great deal of assistance in realizing its tourism goals.

## B. OVERVIEW OF TOURISM RESOURCES

### TRANSPORTATION

The main communities in the zone, **Rankin**, Baker Lake and Eskimo Point are well serviced by Calm Air flights from Churchill. The smaller **communities** receive less frequent service, mainly out of **Rankin** (although there is one flight weekly from Churchill to Coral **Harbour**). There are also two flights a week from **Yellowknife** to **Rankin Inlet**, and two flights weekly from **Frobisher Bay** into **Rankin Inlet**. With a recent switch from **PWA/Transair** service to Calm Air service in the region, there is some concern that the new planes being used will be unable to fulfill the dual freight passenger role, without limiting the passenger capacity. With the new service, passenger seats could be limited to 20 into some **communities**, down from close to 40 provided by the former service.

There is a need for a terminal **building** at Baker Lake, particularly if **off-season** tourism **is** encouraged. At present, there **is** no **facility** there, and passengers can only seek shelter in a small shack, which merely protects them from the wind while waiting for baggage.

Also in the near future, if tourism is to increase, and if **Rankin Inlet** is to develop into a dispersal centre for the other **Keewatin** zone communities, some runway resurfacing work will be necessary at **Rankin**, to allow jet aircraft to land in the community.

#### NATURAL RESOURCES

Although the "**barrenlands**" image of the **Keewatin** implies a lack of life, the opposite is the case. The gently rolling tundra of the **Keewatin** is a main resource in itself, since it is a prime example of tundra in the world. This tundra supports a variety of plant and wildlife. Many varieties of wildflowers, lichens and mosses can be found on the tundra, as well as many species of wildlife, including caribou, muskoxen, **grizzlies**, wolves, foxes, etc. The problem with the wildlife as a tourism resource is that it is constantly moving, and not easy to predict its location at any one time. Along the coastline, there is also a fairly large polar bear population, which also moves through the area.

In addition to land mammals, the area is rich in marine **mammals**, fish and birds. Walrus are plentiful around Southampton and Coats Island, seals are fairly **common** and there are some whales in the area, including an occasional killer whale. The area has char and lake trout as well as arctic **grayling** and great northern pike.

The rugged coast line, with its many off shore islands and sheltered inlets an attraction in itself, as are specific features such as **Kazan** Falls, the reversing falls at Wager Bay, the **Thelon** Game Sanctuary, and several bird sanctuaries, which shelter geese on their annual migrations.

The semi-mountainous area of the northern section of the zone around Repulse Bay is also an appealing natural feature which adds diversity to the zone. **In this** area, Repulse Bay is **the** only community in **the** Northwest Territories, which is

located right at the Arctic Circle.

There are a number of canoe routes in the area, including the well-known **Thelon** and Back River routes with some canoeing on the **Dubawnt, Kazan** and **Ferguson** River systems. Generally the canoeing in this region is for experts only.

#### HISTORICAL

The historical features date back to the early **Thule** culture, with remnants of sod houses in the Repulse area. Also, **Inukshuks**, many constructed hundreds of years ago can be seen on the land outside certain communities. There is some visual evidence of early exploration in the area, with John Rae's stone house in the Repulse area, but the main historical attraction is the whaling history of the area. It includes bits of over-wintering camps, several sunken ships, and many stories of adventure and hardship related to the early whalers. **The Inuit** people of **this** area assisted the early whalers by providing food and clothing for their winter stays, and some of the people of the area are descendants of both early whalers and explorers.

In more recent times, the history of the Roman Catholic missions, the RCMP, the Hudson Bay Company and the mining industry are evident in a number of locations, and portray the more modern history of the zone. Within the zone, the historical development of particular communities is **quite** interesting as well, i.e., Baker Lake as the only inland **eskimo** community in the world, established at the geographic centre of Canada.

#### SPECIAL EVENTS

There are few special events in the area. Many communities celebrate Hamlet Days in the spring, but this is generally done for **local** participation only. Probably the only major event, which could be developed, is the annual round trip snow-mobile race between Rankin Inlet and Whale Cove,

#### ARTS/CULTURE

One of the main attractions of the Keewatin is the culture of the people. The **Inuit** Cultural Institute at Eskimo Point is involved in cultural activities,

and much of the **lifestyle** of the people in the areas is based on traditional hunting/trapping/fishing and related activities such as stretching skins, manufacturing skins into products, etc. In addition to making clothing etc. for their own use, the people are involved in producing articles of clothing for sale, ivory and soapstone carvings, wall hangings, print making, etc. The **Inuit Pitqosii** in Baker Lake, which make replicas of traditional tools, weapons and other implements such as combs and needles, is also a **main** cultural attraction in the area.

### INFORMATION SERVICES

**Within** the communities, limited information services exist. Generally the larger hotel in the **community** serves as the information **centre**.

### SUPPORT SERVICES

Hotels - There are two **hotels** in the **Keewatin** which are equipped for year round leisure visitors - one in **Rankin** Inlet and one in Baker Lake. Two small hotels exist in Coral **Harbour** and Eskimo Point, but generally accommodate only business people, and require upgrading. **In** Eskimo Point there is also a bunkhouse left over from a construction company which could be upgraded for accommodation. The other communities provide accommodation in transient **centres** which are usually of quite low quality.

Food Services - are good in Baker Lake and **Rankin**. Repulse and Eskimo Point also have restaurants. Apart from a few coffee shop/restaurants in **Rankin, Eskimo** Point and Repulse, most food services are hotel based, and follow set timetables for meals.

Outfitters - There are a number of licensed outfitters throughout the **Keewatin**, usually with boats, but few do much business, or have had the required training to provide the services required by visitors.

Taxis/Rental Vehicles - Taxi service is available in most communities, and is usually very efficient at community airports. **In** some cases the taxis are window vans with touring possibilities, and in some cases are enclosed backs of trucks with no sightseeing capabilities. There are rental vehicles available in **Rankin** Inlet and Baker Lake, but few if any in other communities.

Fishing Lodges - There are 10 lodges in the zone, but only a few of these are close to communities. Most are below the treeline. There are a couple of established camps (one on Ferguson Lake - **ex-Inco** Exploration camp now owned by Sinniktarvik, one possible **ex-commercial** fishing camp on Kami nuri ak Lake) which have not operated on a regular basis.

Table 4-1, Figure 4-1, and Table 4-2 further describe the resources found in this zone.

### C, CURRENT MARKETS

Although no hard data exists, it is **estimated** up to 2,000 people visited this area last year (1979). Of this number, probably 75 percent were fishermen **going to the 10 fishing lodges** in the zone. Next to fishermen, the next largest group into the area, but quite small in actual numbers, was likely canoeists. . . finishing trips at Baker Lake or the Hudson Bay coast. In the past summer there were a few small group tours into the area, and on occasion, individuals dropped in to see the area.

The fishing market appears to be mainly from the United States with small groups (apart from fishermen) from large U.S. and Canadian centres. Apart from fishing lodges, most visitors come to Rankin Inlet and Baker Lake, with only a small number going into the other **Keewatin** communities.

### D, PROBLEMS/FACTORS WHICH LIMIT TOURISM DEVELOPMENT

In the **Keewatin** Zone, tourists have been synonymous with fishermen for many years. The local people have some concern about the fish resources, and this, combined with lack of equity participation in the existing lodges has left a negative feeling towards fishermen and fishing lodge owners.

Although fishing continues to be mentioned as a possible visitor activity, gradually this area is looking to its other resources for tourism development. It is very

TABLE 4-1  
KEEWATIN ARCTIC ZONE SUPPLY INVENTORY

NATURAL AND RELATED MAN-MADE FEATURES	HISTORICAL/ CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICES	INFORMATION SERVICES	TRANSPORTATION	INTERNATIONAL POPULATION
<ul style="list-style-type: none"> <li>• pockets of bird and animal concentrations including polar bears, whale, walrus, caribou and muskox</li> <li>• waterfowl flyway near Eskimo Point</li> <li>• The Iqon Game Sanctuary</li> <li>• Walrus Off Coats, Mangel and Walrus Islands</li> <li>• natural attractions include: barren lands, mountains of North Kewatin, Hudsons Bay, Rapids and Falls at Wager Bay, Kazan Falls and Marble Island</li> <li>• Arctic Waterways - wilderness trips on the Coppermine River</li> <li>• Blackfeather wilderness adventures offer fly-in canoe trips</li> <li>• Canoe Arctic Inc., are fly-in canoe tripping operators</li> <li>• Padle, Co-op Eskimo Point, provide fishing guides</li> <li>• Siniktaruik, boat tours for fishing and sightseeing</li> <li>• hiking and canoeing</li> </ul>	<ul style="list-style-type: none"> <li>• early exploration routes through barren lands and from Churchill to Repulse Bay</li> <li>• Hudsons Bay is a historical whaling ground</li> <li>• the sunken ship, the "Angel Gibbs" at Rankin Inlet</li> <li>• one of Franklins Stone Wintering Houses is west of Repulse</li> <li>• the mission and hospital at Chesterfield Inlet</li> <li>• abandoned Hudsons Bay Co. Posts at Padle, and Wager Bay etc.</li> <li>• sports fishing - excellent char fishing on west coast</li> <li>• Baker Lake is the geographical centre of Canada</li> <li>• Baker Lake is the only inland Inuit community</li> <li>• Inuit Cultural Institute</li> <li>• 144 km. snowmobile race Rankin to Whale Cove</li> <li>• abandoned nickel mine at Rankin Inlet</li> </ul>	<ul style="list-style-type: none"> <li>• Rankin Inlet is the regional service centre and provides basic accommodation, food and transportation services</li> <li>• Churchill, Manitoba also provides essential services and is also a jump off point for Kewatin</li> <li>• accommodation and food services are also available in Baker Lake and Eskimo Point</li> <li>• the remainder of the communities offer few services</li> <li>• 6 hotels/motels in total in all communities accommodating 132 persons</li> <li>• one transient centre</li> <li>• ten lodges accommodating approximately 105 persons (3 lodges did not list the number they could accommodate)</li> </ul>	<ul style="list-style-type: none"> <li>• very limited tourist information services in all communities</li> </ul>	<ul style="list-style-type: none"> <li>• air transportation is the only year round access</li> <li>• new east-west air route will be the first direct air connection between Frobisher Bay, Rankin Inlet and Yellowknife</li> </ul>	<ul style="list-style-type: none"> <li>• Baker Lake - 887</li> <li>• Chesterfield Inlet - 264</li> <li>• Coral Harbour - 426</li> <li>• Eskimo Point - 913</li> <li>• Rankin Inlet - 876</li> <li>• Whale Cove - 184</li> </ul>

**TOURISM FACILITIES IN THE  
KEEWATIN ARCTIC ZONE**

FIGURE 4-1

- LEGEND**
- ZONE BOUNDARY
  - ☰ SUPPLY
  - 🏠 HOTELS/MOTELS
  - 🏠 NO. CAP. 1 - 12
  - 🏠 TRANSIENT CENTRES
  - 🌲 PARKS
  - ☀️ EVENTS
  - 🏛️ MUSEUMS/HISTORICAL ATTRACTIONS
  - 🌲 OUTFITTERS
  - 🐟 FISHING LODGE
  - ✈️ MAJOR AIR TERMINAL
  - ✈️ REGIONAL AIR SERVICE

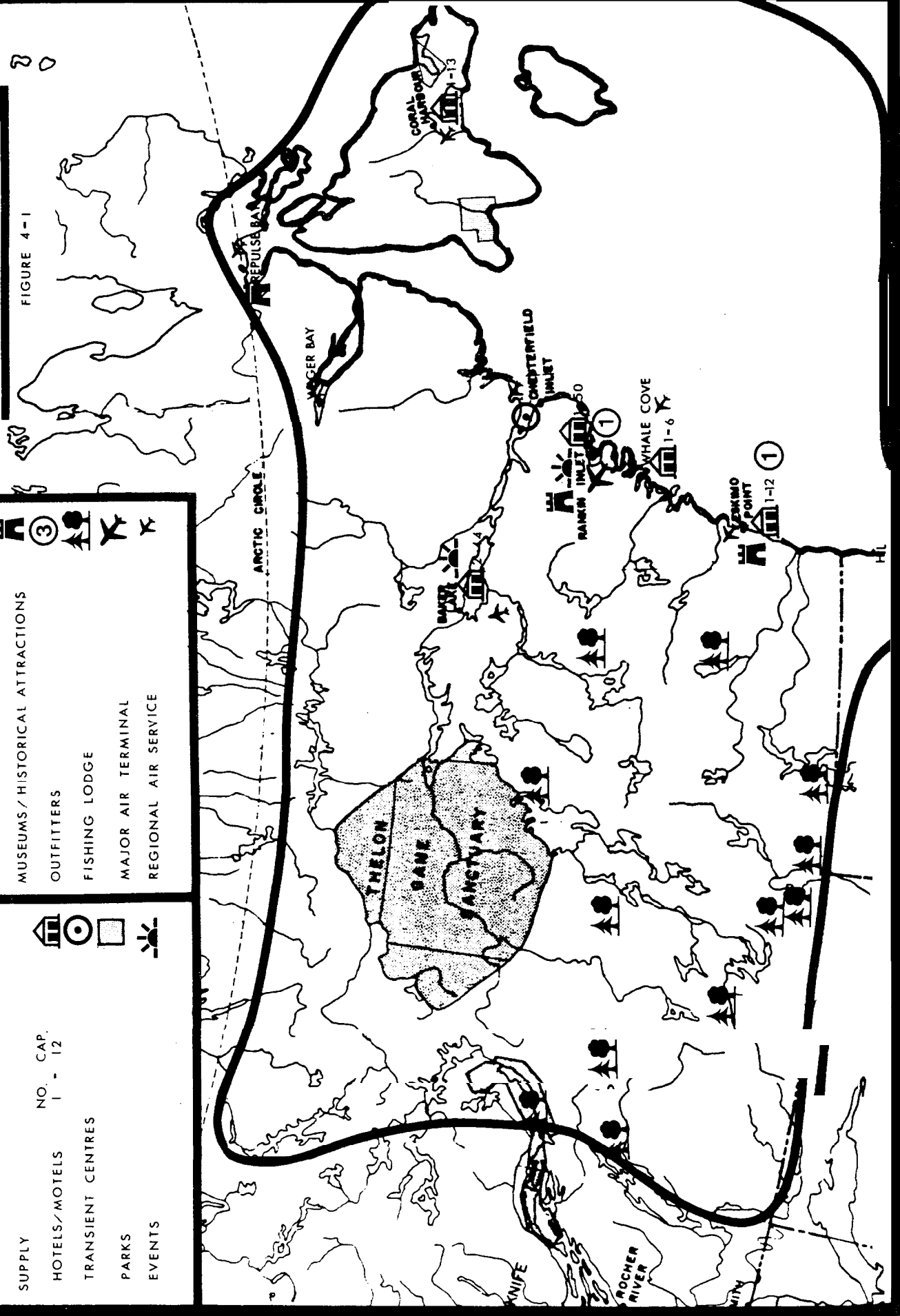




TABLE 4-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 KEEMATIN ARCTIC TRAVEL ZONE

COMMUNITY (population)	ATTRactions/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
RANKIN INLET (876)	<ul style="list-style-type: none"> <li>.transportation and communication centre of the area</li> <li>.abandoned nickel mine</li> <li>.arts/crafts production centre - 2 outlets</li> <li>.regional govt. centre</li> <li>.3 Peterhead boats</li> <li>.fishing lodges close by</li> <li>.Marble Island, wreck of ship 'Ansel Gibbs'</li> <li>.Sivkatarvik outfitters offer varied tours</li> <li>.recreation facilities</li> <li>.144km snowmobile race in April (Rankin Inlet to Whale Cove)</li> </ul>	<ul style="list-style-type: none"> <li>.7 flts. weekly from Churchill via Transair and Calm Air</li> <li>.water transportation-NTCL from Churchill, July to Sept.</li> <li>.taxi service</li> </ul>	<ul style="list-style-type: none"> <li>.1 hotel</li> <li>-Rankin Inlet Lodge (50)</li> </ul>	<ul style="list-style-type: none"> <li>.dining room at hotel</li> </ul>	<ul style="list-style-type: none"> <li>.2 stores</li> <li>.nursing station</li> <li>.liquor at hotel</li> <li>.bank</li> </ul>
BAKER LAKE (887)	<ul style="list-style-type: none"> <li>.geographical centre of Canada</li> <li>.only inland Inuit community</li> <li>.Kazan Falls close by</li> <li>.arts/crafts outlet</li> <li>-Sanavik Co-op; worldwide reputation for tapestry and prints</li> <li>.Inuit Pitquosii-traditional tools &amp; games</li> </ul>	<ul style="list-style-type: none"> <li>.3 flts. weekly from Churchill and Rankin Inlet via Transair and Calm Air</li> <li>.water transportation - NTCL from Churchill, Aug. to Sept.</li> <li>.taxi service</li> </ul>	<ul style="list-style-type: none"> <li>.1 lodge (cabins-summer only - 20) Baker Lake Lodge</li> <li>.1 hotel</li> <li>-Iglu Hotel (24)</li> </ul>	<ul style="list-style-type: none"> <li>.dining room at Iglu Hotel</li> <li>.coffee shop</li> </ul>	<ul style="list-style-type: none"> <li>.2 stores</li> <li>.nursing station</li> </ul>

TABLE 4 - 2  
 TOURISM RESOURCES BY **COMMUNITY** IN THE  
**KEEWATIN** ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
186 ESKIMO POINT (913)	. <b>Inuit Cultural Institute</b> nearby <b>bird sanctuaries/fly</b> ways wildlife and <b>fishing</b> excur- sions old HBC post/settlement at <b>Padlei</b> arts/crafts outlet recreation facilities hunting & fishing soapstone in area	. 3 flts. weekly from Churchill via <b>Calm Air</b> and <b>Transair</b> water transportation <b>NTCL</b> from Montreal and Churchill Aug. to Oct. vehicle rental in hamlet	. 1 motel - <b>Ootakevik Motel</b> (12)	meals available for motel guests	3 stores nursing station liquor not permitted
CORAL HARBOUR (426)	weather station good Arctic char fishing near by and other excellent sport fishing economy based on fur - polar bear, fox, seal, walrus	scheduled flts. from <b>Rankin</b> Inlet via <b>Calm Air</b> water transportation- <b>NTCL</b> from <b>Churchill, Aug. to Sept.</b>	. 1 motel - <b>Esungarq Motel</b> (13) opera- ted by <b>Katudgevik Co-opera-</b> tive	dining at motel	1 store nursing station
REPULSE BAY (277)	arts/crafts outlet - noted for <b>stone, ivory</b> and bone carvings . sealing, fishing & hunting numerous bird nesting areas historic area- <b>Franklin's</b> stone house and original <b>community</b> of <b>Naujat</b> close by	. <b>Calm Air</b> - 2 flts. weekly from <b>Rankin Inlet</b> water transportation - <b>MDT</b> from Montreal - mid-Aug. to Sept.	none	one coffee shop	1 store nursing station liquor restricted generally negative to tourism

TABLE 4-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 KEEWATIN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
185 CHESTERFIELD INLET (264)	.2 large buildings - old R.C. mission and hospital arts/crafts outlet <b>-Pitsulak Co-op</b> good char fishing in area recreation facilities . hunting, trapping of fox, polar <b>bear, caribou, wolf</b>	.5 flts. weekly from Rankin Inlet' via Calm Air water transportation - <b>NTCL</b> from Churchill, July to Aug.	transient centre this may be upgraded	none	.2 stores hospital
WHALE COVE (184)	arts/crafts outlet hunting and fishing sports fishing in area	.3 flts. weekly from Rankin Inlet via Calm Air water transportation- <b>NTCL</b> from Churchill, September taxi service	.1 motel (6-8)	available at motel	.1 store nursing station negative to tourism

emphatic about having tourism community-based, and is quite concerned about controlling the type and pace of tourism development. For these reasons, tourism development should proceed slowly, keeping in mind the timing considerations of the marketplace. In other words, proceed with tourism development in areas that are ready now for development and allow the pace of development to flow from these experiences into the other communities/areas of the Keewatin.

The area has many resources that are unique, but apart from fishing lodges, the area is totally underdeveloped both in attractions, facilities, activities, and events. Extensive training is required as well as upgrading of existing plant and beautification of communities to prepare for visitors.

## E. THE DESIRED DEVELOPMENT STRATEGY FOR THE KEEWATIN TOURISM ZONE

### 1. POSITIONING STATEMENT

- little development and few services in the zone
- fair to good accessibility from the south and other N.W.T. locations
- vast tracts of unpopulated land
- would appeal to visitors interested in new scenery, lifestyles, wildlife, plant life, fishing, outdoors, adventure, history....generally to people who want certain comforts, but who are prepared "to rough it" a bit
- basically can only assimilate and accommodate small groups on extended visits, although could accommodate larger groups on short stays, or non-overnight visits

### 2. DESIRED DEVELOPMENT APPROACH

Rankin Inlet should be the main service centre with the function dispersing visitors to other interested communities via chartered aircraft. It should be a destination zone, with different products offered by different areas within the zone - i.e., fishing, scenic touring, Baker Lake; marine mammals, Coral Harbour; culture, Eskimo Point; art Baker Lake; history, Rankin Inlet.

Initially Rankin Inlet and Baker Lake should be where the majority of development is concentrated with some limited development in other communities. Emphasis should be on upgrading and expansion of what already exists in an around these

communities, and development of activities and events to keep visitors in these areas for three days or more. Development of services and activities in other communities should be gradual as they are ready, and new facilities (i.e., fishing lodges) away from the communities should occur over time but they must be serviced from the major communities.

The advantage of this approach, is that the communities that want tourism and are prepared to do the necessary development will be able to proceed without waiting for the other communities who are not yet ready for tourism. This strategy will also build Rankin as a dispersal centre, preparing it for its later role as a main zone dispersal centre once tourism increases. Another advantage of this approach is that initially smaller communities will be introduced to tourism through day trip people and will not have to invest a great deal of capital in tourism immediately. They will have time to develop services, activities and events, and will also be able to get the proper trained personnel into place. The disadvantage is that the smaller communities will have to wait for benefits from tourism for some time, while most of the benefits will go to Rankin and Baker who are better prepared for tourism.

In summary the strategy would:

- . develop Rankin Inlet as a dispersal centre to other communities
- . develop combination tours of Rankin and Baker Lake
- . start short duration (daytrips) tours into other communities so training, attractions and services can be developed before more people visit
- . develop one or two major attractions in prime areas, based on the theme of the zone, to serve as a main focus for the theme and for future tourism development.

### 3. POSSIBLE THEMES

The zone as a whole should adopt a theme, with each community/area emphasizing the theme and promotional materials reinforcing the theme.

The word Keewatin is also used in northern Ontario and in Minnesota. For this reason a sub line to Keewatin Arctic, which would tie in with the theme is recommended - "Keewatin - in the Heart of Canada's Arctic". Possible theming which

could be developed includes the following:

- Culture - historical, current
- Natural Resources - fish, wildlife, landscape,  
-historical (whaling history)
- Arts and crafts
- Exploration - historical, current
- Hudson's Bay Co. - historical

#### 4. DEVELOPMENT NEEDS AND OPPORTUNITIES

The Keewatin being an aggressive zone has already started to implement many of the needs and opportunities. Developments identified for this zone are listed in Table 4-3. Tables 4-4 to 4-12 describe in more detail the unique and major developments which should occur in the Keewatin. In addition Figure 4-2 shows the types of development needs and opportunities by location within the zone.

#### 5. MARKETING APPROACH

The marketing approach for this zone should be to concentrate on attracting specialized visitors or small general interest tours. Emphasis should be put on attracting these groups throughout the year not just the summer. Promotional tools to use would include direct mailing to special interest clubs with follow up visits to design packages. Undeveloped, vast tundra, naturalist tours, (Southampton/Coast Island) and cultural experiences are the main themes to be used in promotional activities and in selecting the markets.

#### 6. PRIORITIES

The Keewatin Arctic is the most organized zone and for this reason less emphasis needs to be placed on the creation of a strong zone association. Efforts can immediately be put towards developing community and surrounding area attractions. Table 4-13 identifies the priorities or action plan for the Keewatin. In the short term, this zone should concentrate on identifying and improving what exists and then developing general packages to attract small groups. Rankin Inlet and Baker Lake will be the most active in tourism development in the short term. As more

development occurs other communities may choose to become involved.

Other programs which should be on-going include:

- hosting training,
- guiding training,
- development of a better relationship between communities and fishing lodges,
- improvement of air service to communities (schedules, terminal building in Baker Lake, and airstrip upgrading in Rankin Inlet), and
- historical research on the area with further selection of 2 special features/events which can be developed.

Training for hosting and guiding has been recommended as a territory-wide strategy. Improved relationship between the communities and lodges will take time but efforts must start immediately. Air service improvement will also occur over a longer period of time. The historical research can commence immediately.

The communities and businesses in the zone are currently excited about tourism. This interest must be maintained through support from the government and the Travel Industry Association. It is the cooperative efforts of all that make for a strong tourism industry.

**TABLE 4-3**

**TOURISM DEVELOPMENT NEEDS/OPPORTUNITIES FOR THE KEEWATIN ARCTIC ZONE**

UPGRADING	NEW DEVELOPMENT ATTRACTIONS	NEW DEVELOPMENT SERVICES	DEVELOPMENT OF HUMAN RESOURCES
■ HOTEL EXPANSION IN BAKER LAKE	★ DAY TOURS FROM CHURCHILL TO ESKIMO POINT	★ INFORMATION SERVICES:	★ TRAINING PROGRAMS
■ FISHING OUTFITTERS	★ PACKAGE TOUR - RANKIN INLET/BAKER LAKE	• Churchill • Winnipeg	★ HOSTING PROGRAM
■ ACCOMMODATION AND FOOD SERVICE:	★ SNOWMOBILE RACE	★ INVENTORY OF FACILITIES/ SERVICES	
• Eskimo Point • Coral Harbour	★ CURLING BONSPIELS	★ DEVELOP STRONGER LIAISON WITH CHURCHILL	
★ COMMUNITY BEAUTIFICATION	★ ICE FISHING TOURS	■ HISTORICAL RESEARCH	
★ SIGNAGE AT AIRPORTS, IN COMMUNITIES	★ CULTURAL EXPERIENCE - ON THE LAND	★ INFORMATION CENTRE	
	★ COMMUNITY TOURS	• Rankin Inlet	
	■ POLAR BEAR HUNTS	★ COMMUNITY INFORMATION SERVICES (ALL COMMUNITIES)	
	■ FISHING LODGE(S)	■ TERMINAL BUILDING	
	■ MARBLE ISLAND BOAT TOUR	• Baker Lake	
	■ ARTS FESTIVAL (BAKER LAKE)	■ RESURFACE AIRSTRIP	
	■ NATURALIST TOURS	• Rankin Inlet	
	■ HISTORIC WHALING SITE	▲ HOTEL FACILITIES	
	▲ WHALING HISTORY DISPLAY	• Repulse Bay	
	• Rankin Inlet	• Chesterfield Inlet	
	▲ CULTURAL FESTIVAL	▲ CHARTER AIRCRAFT BASE	
	• Eskimo Point	• Baker Lake	
		★ IMMEDIATE ACTION	
		■ IMMEDIATE ENCOURAGEMENT	
		▲ LONGER TERM ACTION	



#### 4-4 RANKIN INLET/BAKER LAKE PACKAGE TOUR

##### CHARACTERISTICS:

- .Five day package tour of Rankin Inlet and Baker Lake
- .To originate in Winnipeg and go by air to Churchill, then north to Rankin.
- .Could be extended into week long package if the Winnipeg-Churchill leg were done by train.
- .Initially late spring early summer tour, which could also be developed into an early spring tour.
- .Approximately 3 days in Rankin. Rankin summer activities could include a trip to Marble Island (or option air trip to Chesterfield Inlet if water weather is unfavourable), community tour, short trip by mini bus on the tundra out to the Meladine River for picnic, plus other activities which would have to be organized within the community.
- .Approximately 2 days in Baker Lake with emphasis on arts and crafts and traditional activities.
- .In both locations activities could be tailored to specific groups such as photographers, artists, naturalists, etc.
- .Could plan for approximately four packages into the two areas the first summer.
- .Groups should be limited to 12-15 people so they can be handled by existing facilities.
- .Cost, including either air transportation from Winnipeg, or combined train transportation and overnight costs in Churchill, would be in the \$1,000 range all inclusive.
- .The tour would originate in Winnipeg, stop briefly in Churchill, then to Rankin, on to Baker, and from Baker back to Churchill and south to Winnipeg.

#### 4-4 RANKIN INLET/BAKER LAKE PACKAGE TOUR

##### MARKET APPEAL:

.At a reasonable price, people are given a chance to see the real arctic and its people. The arts, crafts, traditional activities, lifestyle of the people, natural features of the land, and history would provide the appeal.

.Although it could be tailored specifically for photographers or naturalists, it would have to include an overview appeal of offering people a chance to experience life in the heart of Canada's Arctic.

##### ROUGH CAPITAL COST ESTIMATES:

.To develop the package within the communities, to work with packagers, to work with tour groups already going into Churchill, to assist with marketing, estimated costs would be up to \$10,000.

##### COMMENTS/CONSTRAINTS:

.All activities, events and facilities must be in place and able to handle such groups before they start coming into the communities.

.Groups coming into the area, must be prepared in advance for what to expect.

.Baker Lake would require more accommodation in the summer to accommodate such groups, or would have to receive bookings well in advance.

.Community hosts must be ready to assist groups throughout their stays in the communities.

NOTE: A similar trip at a similar price tag could originate from Yellowknife, via N.W.T. Air.

4-4 RANKIN INLET/BAKER LAKE PACKAGE TOUR

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Keewatin Tourism committee working with packagers, with assistance from hamlets of Rankin and Baker, and assistance from the government.

#### 4-5 ANNUAL SNOWMOBILE RACE - RANKIN - WHALE COVE & RETURN

##### CHARACTERISTICS:

- .This could be billed as the world's most gruelling snowmobile race for it goes over frozen tundra and sea ice, and is something of an endurance test for both man and machines.
- .The race already takes place and could be developed into a major event, which could attract people to Rankin Inlet in the off season, and could also provide substantial promotion for other off season activities in the area.
- .All snowmobile manufacturers could be invited to participate, with drivers provided locally, or independent drivers/teams invited to take part. Perhaps there could be some type of regionalized competition, with teams from the Baffin, from Alaska, from northern Manitoba, maybe even from Greenland and the Yukon.
- .A number of complimentary activities such as dances, dinners, movies, special craft demonstrations could be part of the event.
- .Film crews could be invited to the event to assist with promotion.
- .The prize for the event would have to be worthwhile to encourage participation ... although companies could likely be encouraged to take part just as a promotional effort for their equipment.

##### LOCATION:

- .Rankin Inlet

##### MARKET APPEAL:

- .Snowmobile enthusiasts across North America. Could possibly arrange a small charter for snowmobile club members in the south.

##### ROUGH CAPITAL COST ESTIMATES:

- .Minimal

4-5 ANNUAL SNOWMOBILE RACE - RANKIN - WHALE COVE & RETURN

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Tourism committee, Keewatin Chamber of Commerce

COMMENTS/CONSTRAINTS:

.The event should be held over a weekend, since the hotel appears to have a lower occupancy rate at that time. A great deal of organizational, and scheduling work would have to be done in advance. The event itself would not likely draw a high number of visitors, but could be used as a good promotional tool for other off season events, or could be part of an off season package which could include ice fishing, trips out on the land, etc.

#### 4-6 MARBLE ISLAND TOURS

##### CHARACTERISTICS:

- .A well organized tour to Marble Island could be the first step in the development of a) day packages out of the community b) special interest packages, as the tour could concentrate on both the history and natural features along the route.
- .The tour should include a commentary of the resources of the area, and should include information on the whaling history of the area. Possibly the first part of the trip could start in Rankin Inlet, with a slide show presentation about the early whaling history. In this way, although little actually remains, the commentary could point out where certain things happened, where ships anchored for the winter, and where the whalers did their trading with the Inuit.
- .The trip would be a full day, with about six hours spent on a longliner/peterhead outfitted to accommodate visitors comfortably. On site time should be no more than two or three hours, with a guide to accompany the passengers on the island. Possibly some type of portable shelter could be put up there for the summer season to protect the visitors from possible bad weather.
- .Such a tour should cater to small groups of 6 to 8 people.
- .Approximate cost, including picnic lunch at the site, could be in the range of \$35 - \$50 per person. Departure schedules should be present for business visitors in the area who might like to take the trip.

##### LOCATION:

- .Based out of the community of Rankin.

4-6 MARBLE ISLAND TOURS (continued)

MARKET APPEAL:

- .Could make up part of a summer package tour into Rankin
- .Could appeal to business people who are in Rankin for extended period, or to visit friends and relatives.
- .Could be worked into specialized packages for history buffs, or naturalists.

ROUGH CAPITAL COST ESTIMATES:

- .Upgrading, reoutfitting existing longliner or peterhead - \$5,000 - \$10,000.
- .Research and development of taped commentary and slide show - \$5,000.
- .(this information could also be used for general groups coming into the area).
- .Portable shelter on Marble Island - \$5,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Keewatin tourism group, private sector

COMMENTS/CONSTRAINTS:

- .Although some boat owners do make this tour now, the boat(s) would have to be upgraded to interest a package tour operator, or other individuals who are looking for basic comforts in their travel arrangements.
- .Bad weather could cause cancellations, so alternate day trips would have to be planned in case of bad weather.
- .The trip would only be worthwhile if good commentary is available en route. This would mean research done in advance.

4-6 MARBLE ISLAND TOURS (continued)

.The season is quite short, so there would be some difficulty in operating the trip profitably over the first year or two, until the number of visitors increases.

.The museum/wildlife people have been concerned about Marble Island, so arrangements for the island part of the tour would have to be worked out carefully in advance. The fact that it is an archaeological site, would mean that a great deal of attention must be paid to where the group goes, but in the case of history buffs, this could be a great drawing card.



#### 4-7 DAY TOURS - CHURCHILL TO ESKIMO POINT

##### CHARACTERISTICS:

A day tour to the Keewatin could be combined with a general package tour or a train tour coming into Churchill. Although Churchill is somewhat the same as Eskimo Point, people visiting Churchill don't really get a chance to see a traditional community and the culture and lifestyle of the Inuit people. By adding a side trip to one of the packages, it not only adds the the package, but in the long run, keeps the people at the hotels longer in Churchill.

By developing a close working relationship with Churchill and to some degree the Manitoba government, some type of day package could be developed.

The trip into Eskimo Point, which is only about 150 miles north of Churchill, could include a four to five hour stay in the community, with organized tours in the community, special events, and other activities which could include demonstrations of traditional activities, short fishing trips if possible, handicrafts shows and sales, plus any other activities worked out by the community.

The inclusive cost considering travel by a twin otter and possible holding time could be as low as \$100 per person, and likely not higher than \$125 per person. It could include a luncheon of char (or caribou if commercial quota is available) prepared either by a local restaurant, or by a local group or association.

Possibly the Inuit Cultural Centre could get involved by showing films, giving talks on the Inuit culture and the Inuit way of life.

Advance awareness for the people on such a trip would have to be done, with community hosts acting as tour guides while people are in the community.

4-7 DAY TOURS - CHURCHILL TO ESKIMO POINT (continued)

In the beginning the trip could be once a week into Eskimo Point, with the possibility of increasing the frequency later.

LOCATION:

.Eskimo Point.

MARKET APPEAL:

.Many people want to experience "the true Arctic". Although Churchill is quite remote, it is not a traditional community. A side trip to Eskimo Point would give people a chance to see a more isolated and traditional community.

ROUGH CAPITAL COST ESTIMATE:

.Package development costs - approximately \$5,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Keewatin Chamber of Commerce working with the people of Eskimo Point.  
.Use of packager into Churchill to assist.  
.Working with the Churchill Chamber of Commerce.  
.Calm Air.

COMMENTS/CONSTRAINTS:

.The four hour stay in Eskimo Point would have to be carefully planned and coordinated.  
.People in the community would have to be prepared to stage certain events, activities. Fees could be charged.  
.Crafts would have to be available for purchase.  
.Availability of aircraft would have to be worked out so it can be worked into other scheduling.  
.Initially the trips would be in the summer, but there could be a market in the spring and early fall as well.

4-7 DAY TOURS - CHURCHILL TO ESKIMO POINT (continued)

Initially the trips would be in the summer, but there could be a market in the spring and early fall as well.

In any season, an indoor location would be required for resting and as shelter in case of bad weather.

In the summer, when many people go out on the land, there would have to be enough people in the community to service the visitors.

#### 4-8 POLAR BEAR HUNTS - POLAR BEAR VIEWING - CORAL HARBOUR

##### CHARACTERISTICS:

- .The community of Coral Harbour has a polar bear quota of approximately 65 bears per year. Since the quotas are set in direct relationship to the number of bears in an area, and since this is the highest quote in the N.W.T., this appears to be an ideal area for polar bear hunting or viewing polar bears.
- .A N.W.T. operator who packages polar bear hunts out of Holman Island has identified a good market for these hunts, and could likely develop hunting packages out of this area if the H.T.A. agreed to sell a certain number of tags to hunters. If hunting is not considered, there is also a market for taking people out to view and photograph the bears.
- .Such a package would involve bringing in small groups of two to four people, overnighing in Coral Harbour, then going out on the land with guides.
- .The total number of hunters per season would depend on the number of tags available for sale. For photo excursions the numbers would also be limited, with only several small groups per year. Packages for hunting or viewing offer good off season potential for tourism.
- .Costs per person would be in the neighbourhood of \$10,000 divided between the packager, the H.T.A. and the local people and businesses involved. It would likely operate during a three to four week period in March for hunting and possibly in April for viewing.

##### LOCATION:

- .Coral Harbour. Secondary location could be Eskimo Point if the people are interested.

4-8 POLAR BEAR HUNTS - POLAR BEAR VIEWING - CORAL HARBOUR (continued)

MARKET APPEAL:

- .World wide appeal to a select group of big game hunters. Also appeal to naturalists and photographers.

ROUGH CAPITAL COST ESTIMATES:

- .Costs to cover package development, equipment, training, marketing, dog teams, approximately \$8,000 - \$10,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Hunters Trappers Association.
- .Working in conjunction with a packager/agent
- .Liason with the N.W.T. Wildlife Service.

COMMENTS/CONSTRAINTS:

- .There is a fairly good demand for polar bear hunts, but a limited supply of tags available to sports hunters. Coral Harbour with the highest number of polar bear tags could provide 5- 10 tags per year.
- .To conduct these hunts dog teams must be used. At present there are no dog working dog teams in Coral, so these would have to be developed.
- .Such a package would also require hotel upgrading in Coral Harbour, and a great deal of training and coordination with the people.
- .At the present time Coral is only marginally interested in this type of package and the value of such a package would have to be carefully explained.
- .There is limited access to Coral Harbour.

#### 4-9 HOTEL EXPANSION - BAKER LAKE

##### CHARACTERISTICS:

.There are two hotel facilities in Baker Lake. One is primarily seasonal with cabins and a kitchen/dining building, the other operates year round with more services. With the expected increase in mining activity, it is likely that both facilities will operate at capacity during summers, with business and government people.

.To develop tourism, additional facilities will be needed to accommodate them in the summer season, and in the off season to some degree. These rooms could be built in such a way that they can be shut off during the winter season until business is expanded. Expansion could include about eight additional rooms, and a central lounge/meeting room. This would also give more capacity for attracting the small conference/meetings market.

##### LOCATION:

.Baker Lake.

##### MARKET APPEAL:

.More quality rooms for the package tour, special interest group and business and conference markets.

##### ROUGH CAPITAL COST ESTIMATES:

.2,000 sq.ft. at approx. \$100 per sq.ft.; approximately \$200,000.

##### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Private - Iglu Ltd.

4-9 HOTEL EXPANSION - BAKER LAKE (continued)

COMMENTS/CONSTRAINTS:

- .Increased off season tourism packaging will be required to keep the occupancy of these rooms up during the off season.
- .If mining exploration slows down, additional tourism activity would be needed to ensure that occupancy remains high in additional rooms.

#### 4-10 INVITATIONAL CURLING BONSPIELS

##### CHARACTERISTICS:

- .Curling is a very popular winter activity in Rankin Inlet. Although the curling rink has only two sheets of ice, it is well used by many ardent curlers, both Inuit and white.
- .As a means of bringing in visitors during the winter season, a series of invitational bonspiels could be held throughout the winter. These could be done by preparing special packages and marketing them through the curling associations in the south. The package could come in on Friday and leave late Sunday afternoon on scheduled planes (if schedules remain the same) with curling and other events/attractions worked into the package.
- .Although the curling facilities are limited, curling in Canada's Arctic aspect could be an attractive feature with visitors conditioned in advance to what to expect.
- .In addition to bringing 8-12 visitors into the area for a weekend during the slow months, this activity would give the locals better competition in curling, and could ultimately lead to increased interest and maybe improved curling facilities in the community. Price approx. \$500 per person.

LOCATION: Rankin Inlet

##### MARKET APPEAL:

- .To curling clubs, associations in western Canada, particularly in Manitoba and northwestern Ontario.

##### ROUGH CAPITAL COST ESTIMATES:

- .Package development - \$5,000.

##### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Keewatin Tourism committee with assistance from government/packager.



#### 4-11 CULTURAL/TRADITIONAL EXPERIENCES

##### CHARACTERISTICS:

- .Week long trips where small groups of two to four can live with an Inuit family and take part in their traditional activities, including trips out on the land, fishing in season or ice fishing.
- .The Outpost Camp at Wager Bay, one of the most scenic parts of the Keewatin, is interested in hosting these groups and working on the development of some type of package. The packages could be similar to Qaivvik's experiences on Allen Island, and could be offered in the spring and summer.
- .The schedule for visitors would have to include a mix of activities for participation and for viewing. A week long package might cost in the neighbourhood of \$1,500 - \$2,000.

LOCATION: Wager Bay Outpost Camp.

##### MARKET APPEAL:

- .A chance to experience the Inuit culture by living with the people and learning about their traditional activities, culture, lifestyle.

##### ROUGH CAPITAL COST ESTIMATES:

- .Package development - \$5,000. Some type of housing at the camp - possibly portable shelters like those used in mining exploration camps are about \$5,000 plus each delivered and equipped.

##### COMMENTS/CONSTRAINTS:

- .Training required for the hosts
- .Packaging required
- .Could be some problems in getting aircraft into the area.
- .This area could be an interesting naturalists area, and could appeal to naturalist groups, in addition to those who want to enjoy the cultural/traditional experience.

#### 4-12 FISHING LODGES

##### CHARACTERISTICS:

- .There are many lakes away from communities which provide good fishing, though not trophy fishing. In some cases certain facilities are in place, but require work to upgrade them and develop them into lodges. One place is Ferguson Lake, owned by Sinnik-tarvik (facilities are an old exploration camp) and another possibility is Kaminuriak Lake, where the government has an abandoned commercial fishing operation.
- .Since fishing is a major resource in the area, particularly lake trout, the area could support more fishing lodges/camps.
- .Possibly a locally owned and operated fishing lodge could be a pilot project for this zone. The lodge could be serviced out of Rankin Inlet and would have to offer quality accommodation and good service.
- .The cost per week to stay at such a lodge would run from \$1,500 - \$1,700 including air fare from Winnipeg.

LOCATION: Possibles - Ferguson Lake or Kaminuriak Lake or other lakes, following discussions with fisheries people.

##### ROUGH CAPITAL COST ESTIMATES:

- .Guess only - \$100,000 to upgrade existing camps - about the same to put in portable type camp with tent frames, dining facilities, etc.

##### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

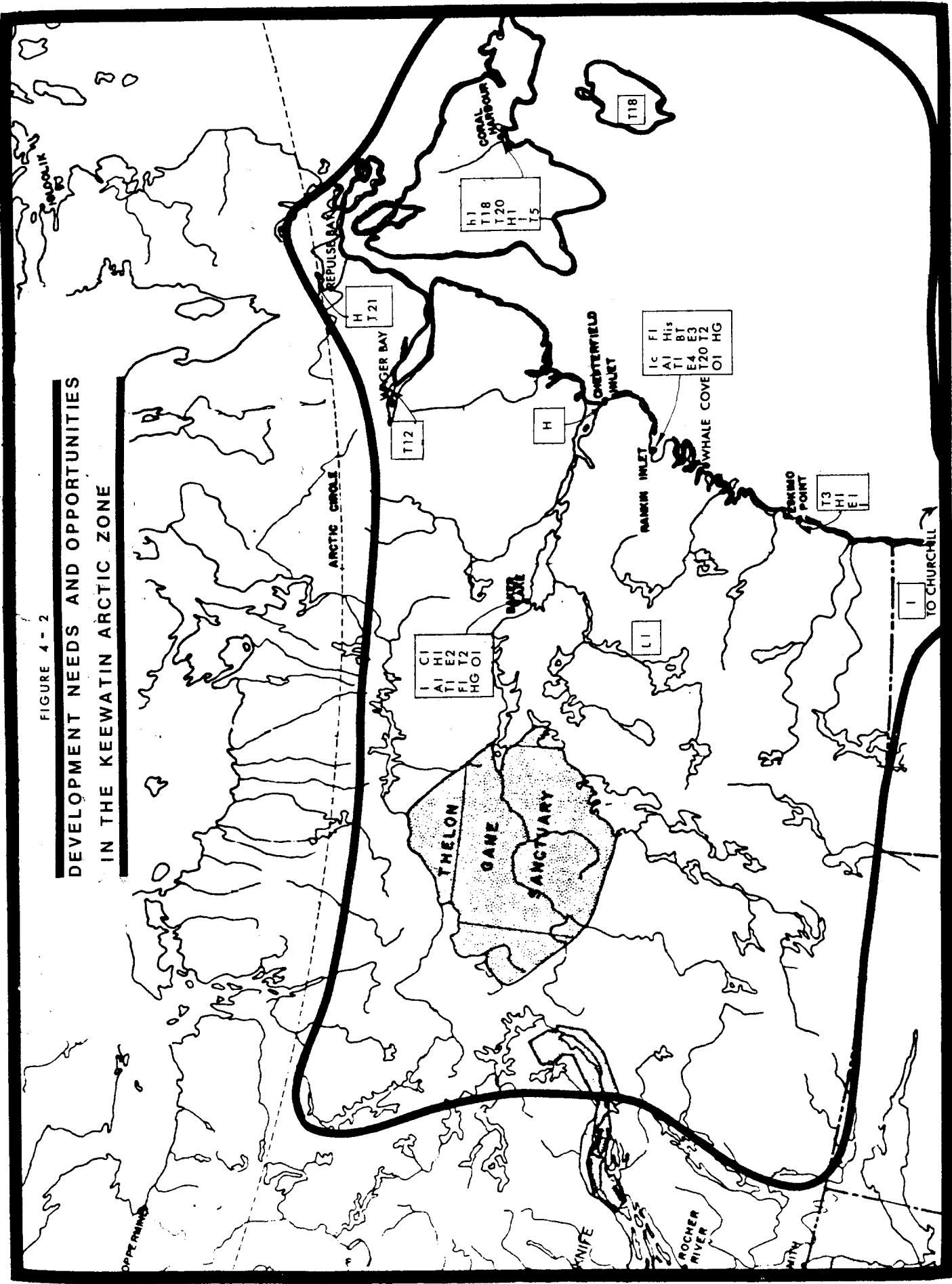
- .Private/businesses/groups

##### COMMENTS/CONSTRAINTS:

- .At this time there is little interest by the residents in attracting fishermen to the area. However, the potential for a fishing lodge does exist, and possibly if it were owned and operated by locals, the attitude would change. Much training/development work would be required.

FIGURE 4 - 2

**DEVELOPMENT NEEDS AND OPPORTUNITIES  
IN THE KEEWATIN ARCTIC ZONE**



LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air		
AT	Air Tour	B-7-1
A1	◆ Airport Expansion	
A2	Air Charter Operator	
B - Boat		
BT	◆ Boat Tour	B-7-2
B1	Boat Rental	
B2	Riverboat Development	
bi	Bicycle Rental	
C - Centre		
C1	◆ Arts Centre	
C2	Activity Centre	
E - Event		
E1	Cultural Festival	
E2	◆ Arts Festival	
E3	◆ Curling Bonspiel	
E4	◆ Snowmobile Race - expansion of	
E5	Carnival - expansion of	
F - Fishing		
F1	◆ Ice Fishing	B-5-4
F2	◆ Char Fishing	
F3	Arctic Char Bake	
GH	Guest House	B-12
HG	◆ Hosting and Guiding Services	B-4
G	Guiding Services	B-5
H - Hotel	◆ New Hotel Development	
H1	◆ Hotel Expansion	
h - Hunting	General Hunting	B-5-2
h1	◆ Polar Bear Hunts	B-5-3
h2	Muskox Hunts	B-5-3
His	◆ Historical Attraction	B-10
HisV	Historical Village	
I - Information	◆ Information Services	B-1
Ic	◆ Information Centre	
L - Lodge or Camp		
L1	◆ Fishing Lodge	
L2	Char Fishing Camp	B-11
L3	Naturalist Lodge/Camp	
O - Outfitting	General Outfitting	
O1	◆ Fishing Outfitter	B-5-1
O2	Char Fishing Outfitter	
O3	Canoeing/Kayaking Outfitter	B-5-8

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	Resort	
S	Service Station	
T - Tour		
T1	◆ General Package Tour	
T2	◆ Walking Tour	
T3	◆ Day Tour	
T4	Bus Tour	B-7-3
T5	◆ Birdwatching Tour	B-6-3
T6	Scuba Diving Tour	
T7	Trap Line Tour	B-6-7
T8	Mountain Climbing Tour	
T9	Snowmobile Tour	
T10	Mining Tour	
T11	Rockhounding Tour	
T12	◆ 'On the Land' Tour	
T13	Dog Sled Tour	B-5-7
T14	Cross Country Ski Tour	
T15	Ice Road Tour	B-7-4
T16	Reindeer Sled Tour	
T17	Midnight Sun/Noon Moon Tour	B-14/B-15
T18	◆ Naturalist Tour	
T19	Commercial Fishing Operations Tour	
T20	◆ Whale/Seal Hunt Interpretive Tour	B-6-1
T21	◆ Historical Tour	B-6-6
T22	Cultural Tour	B-6-4
T23	Package Tour Company	B-13
W - Water	Waterfront Development	

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE KEEWATIN ARCTIC TOURISM ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS						Long Term 11+ years	COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)		
1. INVENTORY OF FACILITIES/ SERVICES, HUMAN RESOURCES	\$10,000							
2. INCREASE ATTRACTIONS/ SERVICES IN COMMUNITIES	Continuous							
3. DEVELOP STRONGER LIAISON WITH CHURCHILL	Continuous							
4. DAY TOURS FROM CHURCHILL TO ESKIMO POINT	\$5,000							
5. INFORMATION SERVICES IN CHURCHILL	\$1,000							Display Area .
6. TOURISM COORDINATOR (S) IN RANKIN INLET		\$35,000	\$65,000	\$70,000	\$77,000			Co-ordinator for the whole zone.
7. OPERATION OF ZONE TOURISM ORGANIZATION (PROVIDE PACKAGE/ MARKETING ASSISTANCE)	\$30,000	\$40,000	\$44,000	\$50,000	\$55,000			Continue to strengthen and provide more services.
8. UPGRADING OF TOURISM OPERATIONS	Continuous							Encouraged by zone association.
9. COMMUNITY BEAUTIFICA- TION/ AND SIGNAGE	Continuous							
10. COMMUNITY AND AREA TOURS (RANKIN/BAKER)	\$2,000							
11. RANKIN/BAKER PACKAGE TOURS	\$6,000							
	\$10,000							

TABLE 4-13  
(continued)

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE KEEWATIN ARCTIC TOURISM ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS						Long Term 11+ years	COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)		
12. VISITOR INFORMATION CENTER (RANKIN)		\$10,000						
13. COMMUNITY INFORMATION SERVICES		\$2,000 ea.						
14. SNOWMOBILE RACE - RANKIN WHALE COVE		\$3-4,000						
15. INVITATIONAL CURLING BONSPIEL - RANKIN		\$5,000						
16. ICE FISHING PACKAGES - BAKER AND RANKIN			\$3 to \$4,000					Airport displays and in local Council Offices / Museums.
17. CULTURAL INTERPRETIVE TOUR - OUT ON THE LAND			\$5,000					Wager Bay Outpost Camp
18. POLAR BEAR HUNTS	Potential immediate \$8,000 to \$10,000					Potential immediate but implementation up to private enterprise		
19. FISHING LODGE	Potential immediate \$100,000					Potential immediate but implementation up to private enterprise		
20. FISHING OUTFITTERS	Potential immediate					Potential immediate but implementation up to private enterprise		
21. HOTEL EXPANSION IN BANKER LAKE	Potential immediately \$200,000					Potential immediate but implementation up to private enterprise		
22. MARBLE ISLAND BOAT TOUR	Implementation \$20,000					Implementation up to private enterprise		
23. ARTS FESTIVAL IN BAKER LAKE						Requires co-ordination and co-operation		
24. NATURALIST TOURS	Potential immediate					Potential immediate but implementation up to private enterprise		Southampton Island/Coats Island

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE KEEWATIN ARCTIC TOURISM ZONE CONTINUED

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS						COMMENTS	
	1980	1981	1982	1983	1984	Intermediate (5-10 years)		Long Term (11+ years)
25. WHALING INTERPRETIVE TOURS							Potential immediate but implementation up to private enterprise	Rankin
26. HOTEL DEVELOPMENT (REPULSE BAY, CHESTERFIELD INLET)							Private enterprise implementation	
27. CULTURAL FESTIVAL - ESKIMO POINT							Combination Government and private sector	
28. ART CENTRE - BAKER LAKE							Combination Government and private sector	
29. CHARTER AIRCRAFT BASE - BAKER LAKE							Private enterprise implementation	
30. HISTORIAN PACKAGE - REPULSE BAY								



## CHAPTER 5

### COASTAL ARCTIC TOURISM ZONE STRATEGY AND ACTION PLAN

#### A. INTRODUCTION

The Coastal Arctic Tourism Zone takes in a sparsely populated area of the Northwest Territories along the Arctic coast, including some of the Arctic Islands. The eight communities in the zone are quite small and depend mainly on traditional activities, Co-op operations and government programs for their livelihood.

The main centre in the zone and the only centre with scheduled jet service into it is Cambridge Bay. By virtue of its transportation link, it serves as the main centre of the zone, although, like all communities in this zone, it does not have a developed tourism industry.

Although air links to Cambridge Bay, and to a lesser degree Coppermine are quite good, the service to other communities is hampered by poor weather conditions and a shortage of aircraft stationed in Cambridge Bay. All communities however, except the very small communities of Bay Chimo and Bathurst Inlet, are serviced by scheduled flights.

Hotel accommodation in the zone is limited. Cambridge Bay and Coppermine (and to a lesser extent, Holman Island) can accommodate small groups, but hotels/transient centres in other communities would be hard pressed to handle even small tour groups.

In addition to hotel accommodation, other services and facilities in the communities are sparse and generally require upgrading. There are few attractions or events to keep people in the zone, and visitors who now come to the area are usually there for a single purpose holiday such as bird watching or fishing... spending most of their time at one of the lodges, with only brief stops in communities.

The Coastal Arctic Tourism Zone is remote and expensive to reach. For the visitor travelling the distance involved there needs to be more variety and diversification in things to do. Information services or visitor services are almost non-existent.

Despite its remote location and lack of services, the Coastal Arctic does have positive visitor features. This zone claims some of the best Arctic char fishing in North America. It has a rich and varied collection of animal and bird species and arctic plant life. It also offers an arctic coast location, has several communities which follow traditional and cultural lifestyles, and has a number of communities located in very scenic arctic settings, particularly Holman Island on the west side of Victoria Island.

Weather conditions in the zone are not favorable (likely among the poorest in the Arctic) but this could be turned into an advantage, as many people visiting the Arctic do not expect warm weather, during any season of the year.

This zone, with a certain amount of development work, could attract small, special interest groups who are interested in the products of the zone.

## B. OVERVIEW OF TOURISM RESOURCES

This zone has a small population and little tourism development, but has one of the best naturalist advantages. It has the "Arctic Coast" running across the zone, has some of the more traditional communities in the Northwest Territories within its boundaries, and produces some of the best Inuit handi-crafts in the country, ranging from prints to ivory and soapstone carvings and original clothing designs and manufacturing. It is also rich in history and culture.

### NATURAL ATTRACTIONS/FEATURES

- .Inland lakes and coastal rivers for lake trout and char fishing
- .Wilverforce Falls and Bloody Falls
- .minerals, including copper around Coppermine
- .muskox, polar bear, caribou, many species of birds during the summer season
- .rugged Arctic coastline
- .rivers with canoeing potential
- .hunting/trapping activities
- .a variation of landscape from fairly flat with an occasional small mountain, to rolling hills around Holman and semi mountainous terrain in the eastern sections of the zone.
- .includes both mainland and arctic islands.

### HISTORICAL RESOURCES

- .takes in the area where many daring explorers tried to find a Northwest Passage
- .explorer route (Franklin, Amundsen, Hearne, Parry, etc.)
- .Mission history (several interesting stone buildings constructed by missions)
- .museums, Holman and Pelly Bay
- .ice breaker patrol, early days, modern days.

### CULTURAL RESOURCES

- .Inuit culture apparent in activities in many coastal communities
- .ivory carving, soapstone carving, kayak building (Bathurst) etc.
- .traditional hunting, trapping, fishing in the area
- .Spence Bay clothing production, natural dye operation
- .Holman Island prints

### INDUSTRIAL RESOURCES

- .commercial fishing in Cambridge Bay
- .government services centre, Cambridge Bay
- .possible pipeline route through the area
- .handicraft production centres
- .co-op
- .weather stations, Ministry of Transport facilities
- .D.E.W. line sties across the zone

### DEVELOPED FACILITIES/ATTRACTIONS/EVENTS

- .two char fishing camps
- .one naturalist lodge
- .two small museums
- .craft shops
- .local spring carnivals (Holman, Cambridge Bay - for locals)
- .organized polar bera sports hunting, Holman

### ACCOMMODATION

- .Cambridge Bay and Coppermine can accommodate small package tours, but hotels require upgrading to service the clientele who take package tours
- .hotel in Holman, but can accommodate only 8-10 people.
- .limited and substandard accommodation in other communities
- .highest occupancy rate is in summer, with many government and construction travellers, which makes it sometimes difficult to get leisure travellers into the hotel.

### FOOD SERVICES

- .Adequate in Cambridge and Holman, but could be upgraded
- .limited in all other communities.

### TRANSPORTATION

- .good air connections from Edmonton and Yellowknife to Cambridge Bay
- .adequate connections from Yellowknife to Coppermine and Holman Island (three times weekly into Holman using Saunders aircraft - approx. 18 passengers)

- .scheduled air service into Pelly, Gjoa, Spence is unreliable and infrequent.
- .it is geared mainly to the resident market, although a tourism component could improve the service into the communities for local users.
- .lack of charter aircraft operators in Arctic Coast communities limits tourism possibilities (recent announcement of a company now licensed to operate in Cambridge Bay - possibly there will be two planes stationed in Cambridge Bay for charter work - a single otter and a King Air).
- .vehicle rentals in Coppermine and Cambridge Bay.
- .taxi service in most communities.

Table 5-1 summarizes in chart form the resources of the Coastal Arctic Zone and Figure 5-1 identifies the locations of these resources. Detailed assessments of the community resources are presented in Table 5-2.

### C. CURRENT MARKETS

The Coastal Arctic Tourism Zone currently attract few visitors. Most visitors fly into one of the two fishing lodges, make short trips into the zone from the Great Bear fishing lodges or visit the Bathurst Inlet Naturalist Lodge. There is some visiting in the communities of Bathurst Inlet, Cambridge Bay and Coppermine by these people, but is is limited.

There is one birdwatching tour that comes into Cambridge each summer, and there are a number of independent individuals who come into the area in the summer, either to view the birds and wildlife, or do some fishing, or just sightsee and experience this remote part of the world. There are also about 10 hunters who come into Holman Island during late February and March, usually two hunters at a time. Counting fishermen, hunters, naturalists, visiting friends/relatives and interested individuals, it is estimated the total number of leisure visitors would be approximately 700 - 1,000 annually. Most of these visitors do not use community facilities.

Apart from birdwatchers and fishermen (and excluding the historical tour out of Bathurst Inlet Lodge) there are no package tour groups into the Coastal Arctic tourism zone. This zone and the Keewatin zone are the only areas not visited by special packages. This is due mainly to the fact that accommodation and

TABLE 5 - 1  
ARCTIC COAST - ZONE SUPPLY INVENTORY

NATURAL AND RELATED MAN-MADE FEATURES	HISTORICAL/CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICES	INFORMATION SERVICES	TRANSPORTATION	INTERNAL POPULATION
<ul style="list-style-type: none"> <li>• variety of landscapes from flat tundra to rugged hills and mountains</li> <li>• distinctive Arctic tundra flora</li> <li>• Victoria Island prime area for char fishing</li> <li>• pockets of bird/animal concentrations including, muskox, polar bear, perry caribou</li> <li>• many species of bird life</li> <li>• Wilberforce and Bloody Falls near coppermine</li> <li>• Bathurst Inlet Lodge catering to naturalists, photographers, anglers, rock-hounds and artists</li> <li>• polar bear and muskox sports hunting on Holman Island</li> <li>• some canoeing</li> <li>• char fishing especially good from Victoria Island</li> </ul>	<ul style="list-style-type: none"> <li>• Pelly Bay one of the most isolated and traditional communities in the N.W.T. (known for ivory work)</li> <li>• many explorers routes in this region, land and water, i.e., Samuel Hearne</li> <li>• remains of Edmundsun's vessel "Maud" in Cambridge Bay Harbor</li> <li>• historic stone mission in Cambridge Bay</li> <li>• traditional hunting, trapping and fishing</li> <li>• museum at Holman Island</li> <li>• mineral collection-copper mines</li> <li>• traditional craft work, ivory carvings (Pelly Bay)</li> <li>• ice breaker patrol</li> </ul>	<ul style="list-style-type: none"> <li>• Cambridge Bay is region's transportation communication centre with accommodation, food, shopping and basic facilities</li> <li>• other communities have similar services but to a lesser extent</li> <li>• 5 motels/hotels accommodating 90</li> <li>• one naturalist lodge (summer only)</li> <li>• two sports lodges accommodating 33</li> </ul>	<ul style="list-style-type: none"> <li>• few information services and no centres for that purpose</li> </ul>	<ul style="list-style-type: none"> <li>• transportation link primarily by air via Yellowknife</li> <li>• Coppermine, Cambridge, Holman receive frequent air service while other communities have less regular flights</li> <li>• no roads outside communities and transportation by air service only</li> <li>• summer sea lift for re-supply</li> </ul>	<ul style="list-style-type: none"> <li>• Bathurst Inlet - 60</li> <li>• Bay Chimo - 66</li> <li>• Coppermine, Cambridge, Holman Bay - 859</li> <li>• Coppermine - 801</li> <li>• GJOA, Haven - 454</li> <li>• Holman - 306</li> <li>• Pelly Bay - 252</li> <li>• Spence Bay - 464</li> </ul>

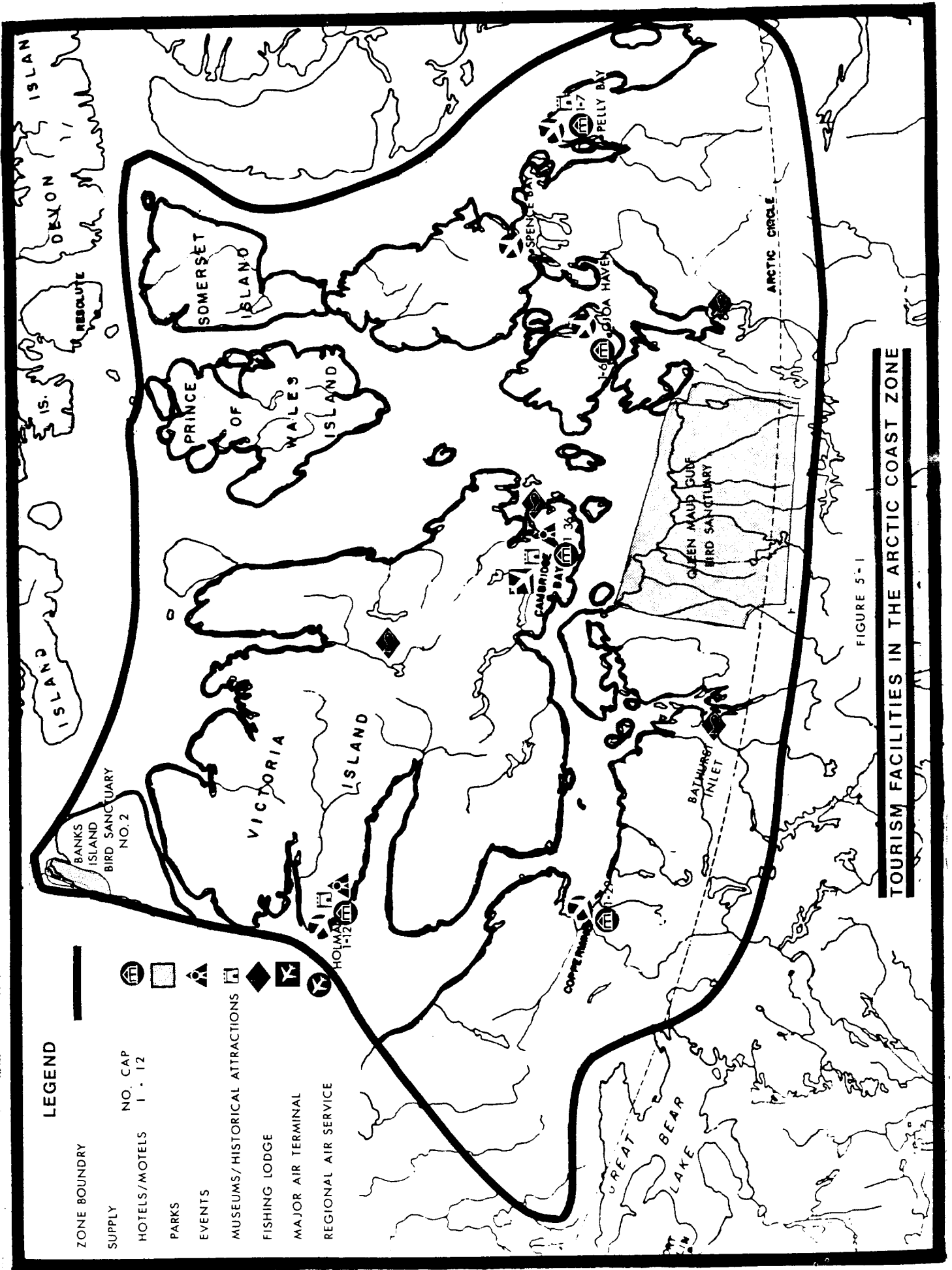


FIGURE 5-1

**TOURISM FACILITIES IN THE ARCTIC COAST ZONE**

TABLE 5-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 ARCTIC COAST TRAVEL ZONE

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
CAMBRIDGE BAY (859)	<ul style="list-style-type: none"> <li>.excellent char fishing, birdlife and wildlife</li> <li>.3 sports fishing camp in area</li> <li>.commercial fishing</li> <li>.remains of Amundson's vessel 'Maud' half sunk in harbour</li> <li>.DEW line site</li> <li>.stone mission</li> <li>.shamenism</li> <li>.fish processing plant/fresh frozen char</li> <li>.arts/crafts outlet -Ekaloktotiak Co-op</li> <li>."Umingmuk Frolics" in May</li> <li>.spring games</li> <li>.recreation facilities</li> </ul>	<ul style="list-style-type: none"> <li>.4 flts. weekly via NWT Air and PWA from Yellowknife</li> <li>.charter services available from Northward Airlines</li> <li>-also base for Northward scheduled Twin Otter flts. to Gjoa Haven, Spence Bay, Pelly Bay</li> <li>.water transportation - NTCL from Hay River-Aug. and Sept.</li> <li>.taxi service</li> </ul>	<ul style="list-style-type: none"> <li>.1 hotel -Ekaloktotiak Eskimo Co-op Hotel (36)</li> </ul>	<ul style="list-style-type: none"> <li>.dining facilities in hotel for guests only</li> </ul>	<ul style="list-style-type: none"> <li>.2 stores</li> <li>.nursing station</li> <li>.bank</li> <li>.beer only in community. Liquor available at hotel and lodges.</li> </ul>
COPPERMINE (801)	<ul style="list-style-type: none"> <li>.at mouth of Coppermine River named by Samuel Hearne in 1771</li> <li>.char fishing in 4 rivers close to the settlement</li> <li>.near "Bloody Falls" and "Wilberforce Falls"</li> <li>.terminus of canoe route</li> <li>.many sea mammals, bird and animal life</li> </ul>	<ul style="list-style-type: none"> <li>.3 flts. weekly via NWT Air and Northward from Yellowknife Cambridge Bay</li> <li>.water transportation - NTCL from Hay River</li> </ul>	<ul style="list-style-type: none"> <li>.1 hotel - Igloo Inn (29)</li> </ul>	<ul style="list-style-type: none"> <li>.dining room in hotel</li> </ul>	<ul style="list-style-type: none"> <li>.2 stores</li> <li>.nursing station</li> <li>.bank</li> </ul>

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TABLE 5-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 ARCTIC COAST TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
COPPERMINE continued	.2 arts/crafts outlets -Coppermine Co-op -Coppermine Sewing Group .recreation facilities .rafting trips on river				
225 SPENCE BAY (464)	.arts/crafts outlet -growing high fashion garment industry .some hunting, trapping, fishing	.Northward - 5 flts. weekly from Cambridge Bay .water transportation - NTCL from Hay River - Aug. to Sept.	.none	.none	.2 stores .nursing station .negative towards tourism
GJOA HAVEN (454)	.traditional hunting, trap- ping, fishing and carving .recreation facilities .arts/crafts outlet	.Northward - 3 flts. weekly from Cambridge Bay .Co-op taxi	.1 hotel -Iceberg Centre (6)	.coffee shop in hotel	.1 store .nursing station .liquor not permit- ted
HOLMAN ISLAND (306)	.museum .arts/crafts outlet -industry highly developed -known for Inuit prints .some recreation facilities .polar bear and muskox sports hunting .Kingalik Jamboree in June	.Northward - 2 flts. weekly from Yellowknife .water transportation - NTCL from Hay River, Aug. and Sept.	.1 hotel -Arctic Char Inn (12) .4 double rooms in new section opened 1979	.coffee shop in hotel	.2 stores .nursing station

TABLE 5-2  
TOURISH RESOURCES BY COMMUNITY IN THE

ARCTIC COAST TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
PELLY BAY (252)	.remains of handbuilt stone church .arts/crafts outlet -noted for its ivory carving .hunting and fishing	.Northward - 3 flts. weekly from Cambridge Bay	.1 hotel -Koonuif Co-op Lodge (7)	.meals available at hotel	.1 store .nursing station
BAY CHIMO (66)	.traditional Inuit camp of 12 families .trapping,hunting and fishing .mining exploration in the area	.no scheduled air service .charter service available from Cambridge Bay via Northward .water transportation -NTCL from Hay River	.none	.none	.none
BATHURST INLET (60)	.arts/crafts outlet at lodge .most residents live off the land .rich in wildlife, history .naturalist facility with 4 outpost camps	.no scheduled air service .charter service available from Cambridge Bay via Northward, N.M.T. Air .water transportation - NTCL from Hay River-July to Aug.	.1 hotel (summer only) -Bathurst Inlet Naturalists Lodge	.meals at lodge for guests only	.none

facilities are limited. Brief tours by Wardair have been planned into the area, but have not materialized.

Visitors to the area are usually adults and usually come in the summer. They usually spend less than a week in the zone unless they are fishing, staying at the naturalist lodge, or visiting friends and relatives. If a visitor does go to one community, there is little, if any movement to another community in the zone.

Currently, the main visitors to the area are business travellers on government, co-op, industry, construction or private business. This segment of the visitor market comes throughout the year, and tends to stay in a community from a few days to a few weeks. Even for this group there are limited services, and few attractions.

#### D. PROBLEMS/FACTORS LIMITING TOURISM DEVELOPMENT

##### ATTITUDE OF RESIDENTS

There has been little concerted or cooperative effort by residents to get something happening in the tourism industry. The activity that does exist is mainly in the western part of the zone, with little interest shown by the communities of Gjoa, Pelly or Spence.

There is little perception of the economic benefits of tourism, although starting in Cambridge Bay. While residents are not against visitors, they are not anxious to have strangers visiting in some communities. No special efforts have been made to welcome visitors.

##### GAP IN TOURISM SERVICES/FACILITIES

- .eventually will need better hotels and hotels where none exist today
- .need more food services and improvement in existing ones
- .need trained service staff who will stay in the business
- .need charter aircraft in the area, at least on a seasonal basis
- .not enough attractions to keep the visitor in the area, and what exists is not well organized or well presented
- .need trained hosts, visitor services people.

## CLIMATE

Although the area has high winds and cold temperatures for a good part of the year, it also has some seasonal warm weather in the short summers. Snow storms, blizzards, fog can make travel difficult in the zone and will limit the tourism season here, more than in other parts of the N.W.T.

## OTHER

The smaller communities could attract small groups of visitors but would require development of facilities, people and attractions. This should only occur if the community decides tourism is desirable and wants visitors in their community. There does appear to be interest in tourism development in the Coastal Arctic, (including interest by the Kitikmeot Inuit Association), but there is little knowledge of how to develop for tourism and an inability to organize.

There is little awareness of what the visitor expects when he comes to the zone and alternatively, the visitor is unprepared for what he will see and experience in the zone. There is no central information/visitor service in the zone and no information centres in any communities.

Although there is potential for events and attractions, nothing has been developed within the zone apart from limited polar bear hunts, two fishing camps and a naturalist lodge. Development work is required to attract visitors to the area and to keep them within the zone longer.

The zone has currently no definite image apart from being "way up there" and very cold. It is one of the least known areas of the N.W.T. and indeed of North America. It will require long term planning to develop a tourism industry.

## E. THE DESIRED DEVELOPMENT STRATEGY FOR THE COASTAL ARCTIC TOURISM ZONE

### 1. POSITIONING STATEMENT

Desired Image - the desired image for the zone should be 'the isolated Arctic coast', rich in animals, birds, summer plant life and fish, and populated by Inuit people who have an interesting culture, and to some degree follow a traditional way of life. The image should also portray some romance and hardship

as experienced by the early people in the area and later by the explorers seeking a northwest passage. It should also assume the definite image of Arctic coast .. the least known ocean coastline in the world.

## 2. THEMES POSSIBILITIES

The zone should develop and adopt a theme which can be used throughout the zone, or if desirable for possible areas within the Coastal Arctic Zone. Possible themes are:

- .Arctic Coast - scenic, flora, fauna, natural attractions
- .Northwest Passage - historical, current activity
- .Inuit culture - historical, cultural
- .native handicrafts - prints, carving, clothing
- .fishing - char, trout, recreational, commercial, historical (fish weirs)

## 3. DESIRED DEVELOPMENT APPROACH

The Arctic coast should be developed as a destination for small special interest groups. Tour packages should include two or three locations within the zone and should appeal to different, special interest groups. Development of events and attractions should be geared to attempt to keep people within the zone for at least a week.

Although some new facilities will be required, development should be geared to upgrading existing facilities, and using these facilities at times when they receive low usage. Although weather could be a problem, some packaging should be considered in the shoulder season, particularly in May, June and September.

In this zone development would not include any immediate large scale projects. Rather it will involve developing resources which are already there, upgrading facilities and services, starting training programs and packaging, and establishing several new, small operations such as fishing camps or naturalists tours, to expand existing markets into the area.

#### 4. MARKETS TO BE ATTRACTED

The markets for this would be specialized interest groups such as:

.birdwatchers, naturalists

.fishermen

.special interest groups such as history buffs, scuba divers

.adventurers

Some general interest tour groups could also be attracted but again the size of the group would need to be limited.

#### 5. DEVELOPMENT NEEDS AND OPPORTUNITIES

There are numerous opportunities afforded by the Coastal Arctic. The desire by the communities to capitalize on them however, still needs to be addressed. Those viewed as complementing the existing general development state of the zone and the attitude of the residents are identified in Table 5-3. Those development opportunities unique to this zone are described in Tables 5-4 to 5-10. The other opportunities/needs are detailed in Chapter 2. Figure 5-2 is a map of the zone identifying the locations for new developments.

#### 6. MARKETING APPROACH

In the short term the Coastal Arctic Zone should not place emphasis on the development of expensive promotional material. Territory-wide programs (lure film and brochure) should be adequate until the zone is able to clearly define the type(s) of visitors and developments desirable. Simple walking tour brochures for the communities of Cambridge Bay, Holman and Coppermine should be prepared.

The zone should work with existing packagers in the N.W.T. (e.g., Consolidated Tours, U.T.L.) and develop packages. External expertise should also be used to develop packages for special interest groups (birdwatchers, flower clubs, trophy hunters, etc.)

#### 7. PRIORITIES

As a first step, the communities within the Coastal Arctic Zone must decide if they want tourism and what types of development and visitors are desirable. Those

communities that are interested in tourism should join forces and work together to develop their resources.

The need for a full time tourism coordinator for a zone association is not seen as necessary in the next one to three years. Professional assistance on a fairly regular basis will however be needed.

Generally, the development of the zone for tourism should occur in the following manner:

1. Hosting - Where communities are interested in tourism, people should be identified who are interested in hosting groups within the community. These people should be given basic training in hosting skills.
2. Inventory - Each community should list what their community has in the way of facilities, attractions (natural, historical, cultural, etc.) activities and events. This should include what is there now, and what could be developed, using the current resources including human resources.
3. Zone Tourism Group - Interested communities, operators, groups, should join together to jointly and cooperatively develop tourism in line with an accepted plan. Cooperation - people involved in, or interested in tourism development will have to work together cooperatively to ensure the best results.
4. Commence development of community events and activities.
5. Packaging - Packaging the product is required.
6. Information Services are required within the communities. This could be a sign or small display at the airport, visitor information centre at the hamlet or settlement office, better signage within the community, some type of printed sheet listing the services of the community, maybe a brief history of the community.
7. Training - General skills training
  - Hospitality training for residents
8. Upgrade existing facilities - Make communities more attractive
  - Improve quality of food and services in hotels
  - Improve maintenance of facilities
9. Develop a pilot project to demonstrate a successful operation. One pilot project might be the development of a special interest package tour.

Timing for initiation and completion of these steps and other programs is presented in Table 5-11. Costs for the various programs are also presented.

TABLE 5-3

TOURISM DEVELOPMENT NEEDS / OPPORTUNITIES  
FOR THE  
COASTAL ARCTIC ZONE

UPGRADING

COMMUNITY BEAUTIFICATION

- \* • Cambridge
- • Coppermine
- • Holman

■ ACCOMMODATION AND  
FOOD SERVICES

NEW DEVELOPMENT -  
ATTRACTIONS

CHAR FISHING CAMP

- \* • Victoria Island

CHAR FISHING OUTFITTER

- \* • Coppermine

BOAT RENTALS

- \* • Outside Cambridge Bay

COMMUNITY WALKING TOURS

- \* • Cambridge
- \* • Holman
- \* • Coppermine

ARCTIC CHAIR BAKES

- • Cambridge Bay
- • Coppermine

POLAR BEAR / MUSKEG HUNTS

- • Cambridge Bay

NEW DEVELOPMENT -  
SERVICES

COMMUNITY HOSTS AND GUIDES

- \* • Cambridge Bay
- \* • Holman
- \* • Coppermine

HOTEL EXPANSION

- • Cambridge Bay

AIR CHARTER OPERATION

- • Cambridge Bay

NEW ACCOMMODATION

- ▲ • Gjoa Haven
- ▲ • Pelly Bay
- ▲ • Spence Bay

NORTHWARD SAFARIS

- • Pelly Bay / Spence Bay / Gjoa Haven

DEVELOPMENT OF HUMAN  
RESOURCES

- \* HOSTING TRAINING

- \* GUIDE TRAINING



TABLE 5-3  
(continued)

NEW DEVELOPMENT - ATTRACTIONS

PACKAGE TOUR

- ★ • Cambridge / Coppermine / Holman
- • Midnight Sun & Noon Moon Short Duration Tours
- ▲ • Cultural Safari - Spence Bay / Pelly Bay / Gjoa Haven
- ▲ • Historical Safari (Northwest Passage)

ICE FISHING OUTFITTER

- ★ • Cambridge Bay
- ★ • Coppermine

TOUR BIKE RENTALS

- ★ • Cambridge Bay

TOUR OF COMMERCIAL FISH PLANT

- ★ • Cambridge Bay

CANOEING / KAYAKING OUTFITTER

- • Cambridge Bay

BOAT TOURS - FREIGHTER CANOES

- • Coppermine

NATURALIST CAMP

- • Outside Cambridge Bay

HISTORICAL RESTORATION

- • Mission Building in Cambridge Bay

SCUBA DIVING

- • Bathurst Inlet

NEW DEVELOPMENT - SERVICES

INFORMATION SERVICES

- ★ • Centre in Cambridge Bay
- • Services in Holman and Coppermine

- PRIORITIES:
- ★ IMMEDIATE ACTION
  - IMMEDIATE ENCOURAGEMENT
  - ▲ LONGER TERM ACTION

#### 5-4 CHAR FISHING CAMP - VICTORIA ISLAND

.While there is some limited char fishing done in the zone by the Great Bear Lake lodges, there are only two operations concentrating on char fishing. Throughout the N.W.T. there are only about five operations that specialize in char fishing, the other three being in the Eastern Arctic.

.Although the season is quite short, it appears that the fish resource can support more sports fishing operations without interfering with the commercial operations, and that there is a demand for this type of experience if properly promoted.

#### CHARACTERISTICS:

.A portable camp could be flown in and set up on a lake or inlet on the island. This camp could be like the portable exploration camps used by mining companies, and possibly could be purchased second hand from one of the big companies such as Shell or Esso Resources. At the end of the season, it could be dismantled and stored in one permanent building at the site which could house all the other equipment, motors, etc. which can be left on site.

.A visit to this camp could be combined with a visit to Cambridge Bay, and possibly trips out of Cambridge or this camp to other fishing areas for char and trout.

.Approximate cost for a week's package including this camp, and some fly-ins to other lakes, and stay at the hotel, would be in the neighbourhood of \$2,000 out of Edmonton.

#### LOCATION:

.Such a camp could be located on Victoria Island at some inland lakes, or along the coast (would depend on fisheries inventories, etc.)

5-4 CHAR FISHING CAMP - VICTORIA ISLAND (continued)

.Also, if some of the other communities were interested in the char fishing business, there are many other possible locations.

.Probably the areas could support about two or three more lodges.

MARKET APPEAL:

.These lodges would appeal to the fisherman who want to fish for something different and exotic - Arctic char. It would appeal to the fisherman who is not looking for plush surroundings (although these would be comfortable) and who wants the experience of fishing in the high arctic.

.A good part of the market might come from overseas if the quality were high enough (Japan, Europe) and from the United States, with some market in southern Canada.

ROUGH CAPITAL COST ESTIMATES:

.To purchase a portable camp, boats, motors, and equipment, and to set up on site, would likely cost in the neighbourhood of \$75,000 - \$100,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Co-op, private individual or company.

COMMENTS/CONSTRAINTS:

.There would have to be something special offered in this arctic fishing experience in order to market it successfully. The experience would have to be first class in order to appeal to small packagers, particularly out of other countries. Much marketing work is required.

.Should be started by local group, possibly as a pilot project, with assistance from the government in getting the operation going.

5-5 PACKAGE TOUR - CAMBRIDGE BAY, COPPERMINE, HOLMAN ISLAND

CHARACTERISTICS:

- .A week long tour starting in Yellowknife, then to Cambridge Bay for two or three days, Coppermine for one to two days and Holman for two days. If the tour group were larger than 10 people, the Holman section could be divided, with half the group going to Holman and half going to Spence, although this would add to the cost of the package. Possibly guest house accommodation could be arranged in Holman to accommodate people in addition to the hotel there.
- .Each leg could be packaged as a different experience, with Cambridge Bay the historical, industrial segment, Coppermine the outdoors segment, and Holman the arts and crafts segment.
- .The entire trip could be tied to an Arctic coast experience, with emphasis on traditional lifestyle and Inuit culture.
- .The package could have a starting point in Edmonton or Toronto with a total price tag in the neighbourhood of \$1,500.

LOCATION:

- .Cambridge Bay, Coppermine and Holman (possibly Spence Bay)

MARKET APPEAL:

- .People seeking a chance to see and experience the lifestyle of the Inuit people in a remote arctic setting.
- .Likely to appeal to academics, professionals, who would like a learning experience, and are prepared to accept less than luxury facilities.

ROUGH CAPITAL COST ESTIMATES:

- .The costs would be mainly for individual operators and communities - to upgrade and prepare for visitors.

5-5 PACKAGE TOUR - CAMBRIDGE BAY, COPPERMINE, HOLMAN ISLAND (continued)

.Also the communities would need assistance from a packager to assist in developing and planning all aspects of the package, and marketing the package. The packager's costs would likely be in the \$10,000 - \$15,000 range.

AGENCY/GROUP RESPONSIBLE:

.This again could be treated as pilot project. If so, the government should assist in getting the package together.

COMMENTS/CONSTRAINTS:

.Although the potential for such a trip exists now, a great deal of work must be done before the actual packaging starts. Facilities must be upgraded and staff trained. Attractions, activities in each of the three communities must be identified and arrangements made to get these things underway. There must be people trained to host these visitors, etc.

.If the background work required for this package were to start right away, the earliest time for actual tours to start would be the summer of 1981.

## 5-6 SCUBA DIVING OPERATION

.The Arctic coast offers a certain amount of variety for the scuba diver, as well as a chance to dive in the Arctic Ocean. From some research work done around Bathurst Inlet, it is known that there is a range of underwater plant life, as well as fish life that includes some rare fish not found or seldom found in other places, including the wolf fish. Also, there are some shipwrecks and interesting caves in the coastal waters.

### CHARACTERISTICS:

- .A week long arctic ocean scuba diving trip, with a few side activities such as char fishing or photography worked into the package.
- .Basic facilities and equipment would be provided at the base camp, with divers bringing their own gear, etc.
- .Cost per week from Vancouver, would likely be around \$2,000 to \$2,500 but would offer a completely different diving experience.
- .It could be divided into segments - maybe a part in more sheltered inlet waters, maybe a part where there are marine mammals, and maybe a part near either ship wrecks or unusual formations.

### MARKET APPEAL:

- .To divers around the world who want the chance to try something completely different - dive Canada's arctic coast.

### ROUGH CAPITAL COST ESTIMATE:

- .If the base camp can be set up in a community or at an existing operation, the capital cost would be basically development costs, marketing and some equipment - about \$15,000. Development of a base camp or lodge could vary depending on the type of operation, either a portable camp or a permanent lodge.

5-6 SCUBA DIVING OPERATION (continued)

COMMENTS/CONSTRAINTS:

.Since the open water season is very short and the skill needed for diving in these waters is specialized, such an operation would have to hire an experienced northern diver, and would require advance research work to identify number of different places to dive. Likely a base operation should be established. This base area should provide good diving, with options for some side trips in the area.

## 5-7 AIRLINE SAFARIS

.At present it costs approximately \$600 round trip to go from Cambridge Bay to the most easterly Coastal Arctic community of Pelly Bay. Planes going into the smaller communities, and even from Yellowknife to Coppermine and Cambridge Bay quite often have vacant seats. One way to fill these seats to create revenue, and to bring small numbers of individuals into communities, might be the introduction of system passes, as in the Eurorail train passes.

### CHARACTERISTICS:

.One possibility for this service might be the Northward system which goes into all communities in the Coastal arctic zone. An Arctic Coast 'Safari Pass' could allow the holder to visit a number of communities within a prescribed time limit. Possibly the number of people travelling on these passes per flight would have to be limited, with any additional passengers flying standby and the number of legs which could be used, within a certain time limit would also have to be specified. If such system passes were attractively priced at about \$500 - \$600, for three stops, they could attract a new market group to the area.

### MARKET APPEAL:

.Very few people from Yellowknife and other larger centres (unless they work for the government) have travelled to the more remote communities. Such system passes could encourage travel from within the N.W.T. to the Arctic Coast.

.These 'Safari Passes' would also appeal to individuals or groups of two who do not want to take part in a structured package tour, but require some cost breaks in order to travel within such an "exotic" area. Again, the appeal here could be academic, photographers, adventurers, students.



5-7 AIRLINE SAFARIS (continued)

ROUGH CAPITAL COST ESTIMATES:

.costs would be airline development and marketing.

COMMENTS/CONSTRAINTS:

.One constraint might be federal legislation governing air travel which might restrict this type of pass.

## 5-8 BOAT RENTALS - OUTSIDE CAMBRIDGE BAY

.There are already a number of business people spending time in Cambridge Bay each summer. Some stay for two or three weeks at a stretch. Many of these people want to get out and try a little fishing, or get out on the water to see the area.

.There are few lakes fairly close to Cambridge Bay, which could be used as a base for a boat rental operation, which could appeal to the existing summer market, and to special tours, etc. coming into the area.

### CHARACTERISTICS:

.The operation could be canoe rentals (maybe some larger boats as well) at a lake outside Cambridge. These boats could be rented on a daily or hourly rate, with extra for motors - also rent fishing tackle.

.The operation would likely require one person stationed at the rental area permanently through the season, and would require in-town promotion to ensure usage.

.Although it would be a fairly small operation initially, tied in with around town/area tours, it could have the potential to grow as the number of visitors to Cambridge increases.

### LOCATION:

.Granier Lake or other lakes close to road system around Cambridge.

### MARKET APPEAL:

.This would appeal to the person spending some time in the community, or wanting to try a little Arctic fishing without having to charter out to a lake at a much higher cost.

5-8 BOAT RENTALS - OUTSIDE CAMBRIDGE BAY (continued)

ROUGH CAPITAL COST ESTIMATES:

.Depending on quality of boats, motors, plus safety gear, insurance, advertising, \$20,000 - \$30,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Local Businesses.

## 5-9 CANOEING/KAYAKING OUTFITTER - VICTORIA ISLAND

.There are no canoeing outfitters in the far north and there is virtually no canoeing done north of the arctic coast where the Coppermine, Back or several other rivers empty into the Arctic Ocean. There is however, a navigable river across the southern section of Victoria Island.

### CHARACTERISTICS:

- .This river could offer some expert canoeing, a chance to view wildlife, and a trip completely through treeless tundra landscape.
- .It would provide a true high arctic canoeing experience, for someone who wants to try something completely different.
- .A two week trip (depending on weather conditions) could start at the western part of the river, and canoe easterly towards Cambridge Bay.
- .Approximate cost from Edmonton would likely be around \$1,500-\$1,800.

### MARKET APPEAL:

- .To white water canoeists who want to try something different.
- .Naturalists who have canoeing experience.

### ROUGH CAPITAL COST ESTIMATES:

- .Canoes and related equipment - \$10,000
- .Marketing, promotion - \$5,000

### COMMENTS/CONSTRAINTS:

- .One constraint is a short two month season, and the possibility of running into frozen lakes, although the river may be open.
- .With charter aircraft planned for Cambridge Bay, it would be possible to move people to the starting point of the trip.
- .Research would be required on the river.

## 5-10 ACCOMMODATION - EASTERN PART OF COASTAL ARCTIC ZONE

.If the communities in the eastern part of the zone decide to become involved in tourism development and the tourism industry, at least one of these communities will require accommodation facilities of acceptable standards. Currently all have transient centres, or sub-standard hotel facilities.

### CHARACTERISTICS:

- .A small hotel to accommodate about 12-18 people is required in the area.
- .The hotel should be designed especially for arctic conditions. One possible design is that used in Baker Lake which was designed for the Arctic, was moved in on sealift, and came complete with a special vacuum pump waste disposal system, and many energy conservation suggestions.

### LOCATION:

- .Gjoa Haven, Spence Bay, or Pelly Bay.

### ROUGH CAPITAL COST ESTIMATES:

- .Approximately \$300,000. This is based on eight rooms, entrance lobby and dining room/kitchen totalling about 3,000 sq.ft. at \$100 per sq. ft. construction cost est. plus furnishings.

### COMMENTS/CONSTRAINTS:

- .Such a hotel would require on-going tourism traffic, since government and business travel through the area could not support the carrying charges of such a structure.

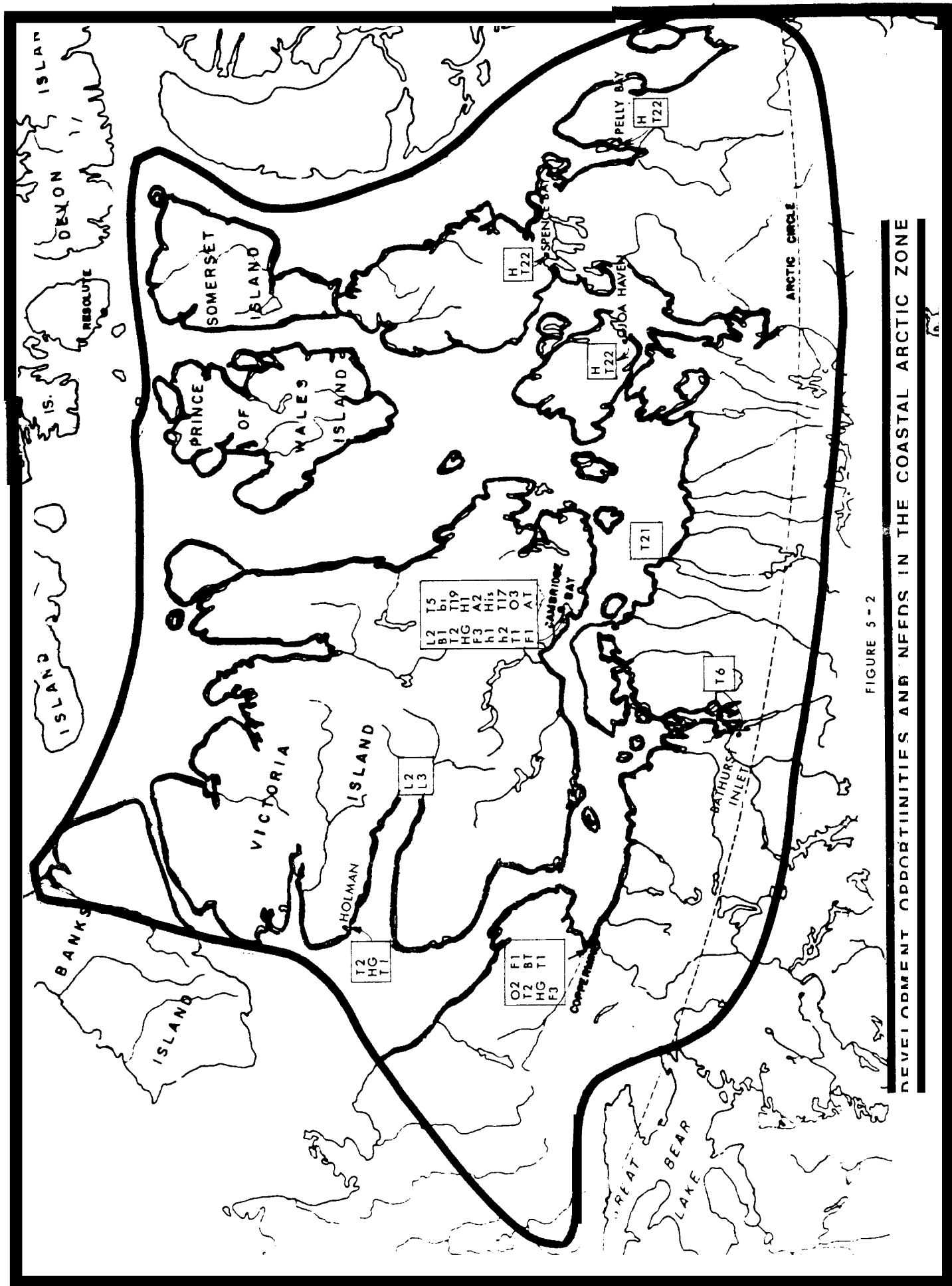


FIGURE 5-2

DEVELOPMENT OPPORTUNITIES AND NEEDS IN THE COASTAL ARCTIC ZONE

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air		
AT	◆ Air Tour	B-7-1
AI	Airport Expansion	
AZ	◆ Air Charter Operator	
B - Boat		
BT	◆ Boat Tour	B-7-2
B1	◆ Boat Rental	
B2	Riverboat Development	
bi	◆ Bicycle Rental	
c - Centre		
c1	Arts Centre	
C2	Activity Centre	
E - Event		
E1	Cultural Festival	
E2	Arts Festival	
E3	Curling Bonspiel	
E4	Snowmobile Race - expansion of	
E5	Carnival - expansion of	
F - Fishing		
F1	◆ Ice Fishing	B-5-4
F2	Char Fishing	
F3	◆ Arctic Char Bake	
GH	Guest House	B-12
HG	◆ Hosting and Guiding Services	B-4
G	Guiding Services	B-5
H - Hotel	◆ New Hotel Development	
H1	◆ Hotel Expansion	
h - Hunting	General Hunting	B-5-2
h1	◆ Polar Bear Hunts	B-5-3
h2	◆ Muskox Hunts	B-5-3
His	◆ Historical Attraction	B-10
HisV	Historical Village	
I - Information	Information Services	B-1
Ic	Information Centre	
L - Lodge or Camp		
L1	Fishing Lodge	
L2	◆ Char Fishing Camp	B-n
L3	◆ Naturalist Lodge/Camp	
o - Outfitting	General Outfitting	
O1	Fishing Outfitter	B-5-1
O2	◆ Char Fishing Outfitter	
O3	◆ Canoeing/Kayaking Outfitter	B-5-8

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITY MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	Resort	
s	Service Station	
T - Tour		
T1	◆ <b>General</b> Package Tour	
T2	◆ <b>Walking</b> Tour	
T3	Day Tour	
T4	Bus Tour	B-7-3
T5	◆ <b>Birdwatching</b> Tour	B-6-3
T6	◆ <b>Scuba</b> Diving Tour	
T7	Trap Line Tour	B-6-7
T8	Mountain Climbing Tour	
T9	Snowmobile Tour	
T10	Mining Tour	
T11	<b>Rockhounding</b> Tour	
T12	'On the <b>Land</b> ' Tour	
T13	Dog Sled Tour	B-5-7
T14	Cross Country Ski Tour	
T15	Ice Road Tour	B-7-4
T16	Reindeer Sled Tour	
T17	◆ <b>Midnight</b> Sun/Noon Moon Tour	B-14/B-15
T18	Naturalist Tour	
T19	◆ <b>Commercial</b> Fishing Operations Tour	
T20	Whale/Seal Hunt Interpretive Tour	B-6-1
T21	◆ <b>Historical</b> Tour	B-6-6
T22	◆ <b>Cultural</b> Tour	B-6-4
T23	Package Tour Company	B-13
W - Water	Waterfront Development	



TOURISM PROGRAMS PROJECTS TO BE IMPLEMENTED IN THE COASTAL ARCTIC

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							Long Term	COMMENTS
	1980	1981	1982	1983	1984	Intermediate			
1. COMMUNITIES MUST DETERMINE IF THEY WANT TOURISM									
2. HOSTING TRAINING PROGRAM									Territory-wide program
3. INVENTORY OF TOURISM RESOURCES									Continues as more communities become involved
4. ORGANIZE ZONE TOURISM ASSOCIATION - INTERESTED COMMUNITIES, OPERATORS AND GROUPS									Full time co-ordinator put in place
									\$10,000 60,000 45,000 70,000 77,000
5. COMMENCE DEVELOPMENT OF COMMUNITY EVENTS AND ATTRACTIONS									Continuous
6. PACKAGE TOUR (CAMBRIDGE, COPPERMINE AND HOLMAN)									\$10-15,000
7. INFORMATION CENTRE IN CAMBRIDGE BAY AND SERVICES IN OTHER COMMUNITIES									\$5,000
8. GUIDING TRAINING									Continuous
9. COMMUNITY BEAUTIFICATION									5,000 \$5,000 000 \$3,000 \$3,000
10. COMMUNITY WALKING TOURS/ BROCHURES									5,000

For three communities.

TOUR SM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE COASTAL ARCTIC

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							MME
	1980	1981	1982	1983	1984	Intermediate	Long Term	
1. CHAR FISHING OUTFITTER	\$15-\$20,000					Potential immediate but implementation up to private enterprise		
2. CHAR FISHING CAMP						Potential immediate but implementation up to private enterprise		
3. BOAT RENTALS						Potential immediate but implementation up to private enterprise		
4. ICE FISHING OUTFITTER						Potential immediate but implementation up to private enterprise		
5. TOUR BIKE RENTALS								
6. TOUR OF COMMERCIAL FISH PLANT AND CAMPS								Costs minimal.
7. ARCTIC CHAR BAKES		\$2,000						
8. POLAR BEAR AND HUNTS			\$15,000 to \$20,000			Potential immediate but implementation up to private enterprise		
9. CANOEING / KAYAKING OUTFITTER		\$15,000				Potential immediate but implementation up to private enterprise		
10. FREIGHTER CANOE TOURS		\$25,000				Potential immediate but implementation up to private enterprise		
11. NATURALIST CAMP								Cost on scale.
12. HOTEL EXPANSION (CAMBRIDGE BAY)			\$400,000 to \$1,000,000			Potential immediate but implementation up to private enterprise		
13. AIR CHARTER OPERATION						Potential immediate but implementation up to private enterprise		

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE COASTAL ARCTIC

PROGRAM	INITIATION, COMPLETION AND ESTIMATED COSTS					OMME
	1969	1970	1971	1972	1973	
24. RESTORATION OF MISSION IN CAMBRIDGE BAY						Cos <sup>c</sup> varies by scale
25. MIDNIGHT SUN AND NOON MOON TOURS					Potential immediate but implementation up to private enterprise \$10,000 to \$15,000	
26. NORTHWARD SAFARIS						Dependent on Airline
27. SCUBA DIVING					Potential immediate but implementation up to private enterprise	
28. ZONE TOURISM ASSOCIATION CO-ORDINATOR						
29. DETAILED MARKETING PLAN						
30. ACCOMMODATION - GJOA HAVEN, PELLEY AND SPENCE BAY					\$300,000 to \$350,000	
31. HISTORICAL SAFARI					\$10,000 to \$15,000	Dependent or communities being ready.
32. CULTURAL SAFARI					\$10,000 to \$15,000	

## CHAPTER 6

### THE HIGH ARCTIC TOURISM ZONE STRATEGY

This zone contains the most northerly portion of North America including the magnetic and true North Poles. Only two communities are located here, Resolute and **Grise** Fiord. The small resident **population** is a characteristic of the harsh conditions to be encountered here.

Many unclimbed mountains and glaciers are located **within** this zone.

The scenic beauty of the landscape offers spectacular opportunities for viewing by air. Attempts to reach the North Pole are staged through this zone, and being the "farthest North" has a universal appeal.

Two potential national parks are located **here,as well** as a potential mine development by **Cominco**. Natural gas and oil exploration continues in the southern part of this zone and natural gas finds have already been announced.

Tourism resources available in the High Arctic are outlined in Tables 6-1 and 6-2.

New developments for the zone include a hotel at **Grise Fiord** and recognition and upgrading of the hotel **facilities in** Resolute (refer to Table 6-3). **Outfitting** services **in** both Resolute and **Grise** Fiord should be improved to provide for the outfitting of adventure "expeditions" northward. Figure 6-1 identifies the existing resources and locations for new development.

Costs for organizing zone and implementation are reflected in the Arctic Coast discussion on Table 5-11.

TABLE 6-1  
 NORTH ARCTIC ZONE SUPPLY INVENTORY

NATURAL AND RELATED MAN-MADE FEATURES	STORAGE/CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICES	INFORMATION SERVICES	TRANSPORTATION	INTERNAL POPULATION
<ul style="list-style-type: none"> <li>highest alpine glaciers in North America, Arctic icecap</li> <li>snow covered mountains</li> <li>deep fiords</li> <li>true and magnetic North poles</li> <li>pockets of animal life including muskox and caribou</li> <li>year round winter</li> <li>Lake Hazen organized tours (outfitters)</li> <li>Creswell Bay outpost camp (outfitters)</li> <li>summer polar bear and muskox sports hunting</li> </ul>	<ul style="list-style-type: none"> <li>North Ellesmere Island was the starting point for most North pole expeditions</li> <li>Grise Fiord is the most northern North American community</li> <li>a few sport fishing camps</li> <li>northern oil rigs portraying the extent of technology in the quest for energy</li> </ul>	<ul style="list-style-type: none"> <li>Resolute Bay is a transportation/communication centre</li> <li>Resolute Bay offers accommodation/food/limited shopping services</li> <li>Grise Fiord offers basic services including one transient centre which facilitates ten guests</li> </ul>	<ul style="list-style-type: none"> <li>no existing tourism information services</li> </ul>	<ul style="list-style-type: none"> <li>Resolute Bay has an excellent airstrip with connections to Frobisher Bay and Yellowknife</li> <li>Grise Fiord has sporadic air connections</li> <li>sea life supply to Resolute Bay</li> <li>no roads outside of communities</li> </ul>	<ul style="list-style-type: none"> <li>Grise Fiord - 117</li> <li>Resolute Bay - 352</li> </ul>

TABLE 6-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 HIGH ARCTIC TRAVEL ZONE

COMMUNITY (population)	ACTIVITIES/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
RESOLUTE BAY (352)	near to North Magnetic Pole .key transportation, communication and administrative centre .weather station .old US/CDN Air Base .arts/crafts outlet ,2 outfitters .new townsite being built	.6 flts. weekly from Montreal, Churchill and Edmonton via Nordair, Transair, PWA .charter service available in community from Kenting Aviation, Bradley Aviation water transportation -M.O.T. from Montreal, July to Aug.	guest house operated by Transport Canada	meals available at guest house	2 stores nursing station bank bar
255					
GRISE FIORD (117)	.Canada's most northerly community - 960 mi from North Pole .Thule ruins close to settlement .small, traditional, set in beautiful fiord country .summer polar bear and muskox sports hunting plus 'on the land' travel expeditions arts/crafts outlet	.Kenn Borek Air - 1 flt. weekly from Resolute Bay water transportation MOT from Montreal 1 month in summer	transient centre (10)	cooking facilities	1 store nursing station

TABLE 6 - 3

TOURISM DEVELOPMENT NEEDS/ OPPORTUNITIES IN THE HIGH ARCTIC

NEW DEVELOPMENT

HOTEL

- •Griese Fiord

HOTEL

- •Resolute

GUEST HOUSES

- A .Resolute

MOUNTAIN CLIMBING

- •Griese Fiord (Ellesmbre Island)

OUTFITTING

- • Tours by Dog Team or Snowmobile
- m \* North Pole Tours
- . Scenic Air Tours

PRIORITIES: \* IMMEDIATE ACTIVE INVOLVEMENT  
(1 -3 years)

■ IMMEDIATE ENCOURAGEMENT

▲ LONGER TERM (3- 5 years)

**TOURISM FACILITIES IN THE  
HIGH ARCTIC ZONE**

FIGURE 6-1

**LEGEND**

ZONE BOUNDARY

SUPPLY

HOTELS/MOTELS

TRANSIENT CENTRES

MUSEUMS/HISTORICAL ATTRACTIONS

OUTFITTERS

FISHING LODGE

REGIONAL AIR SERVICE

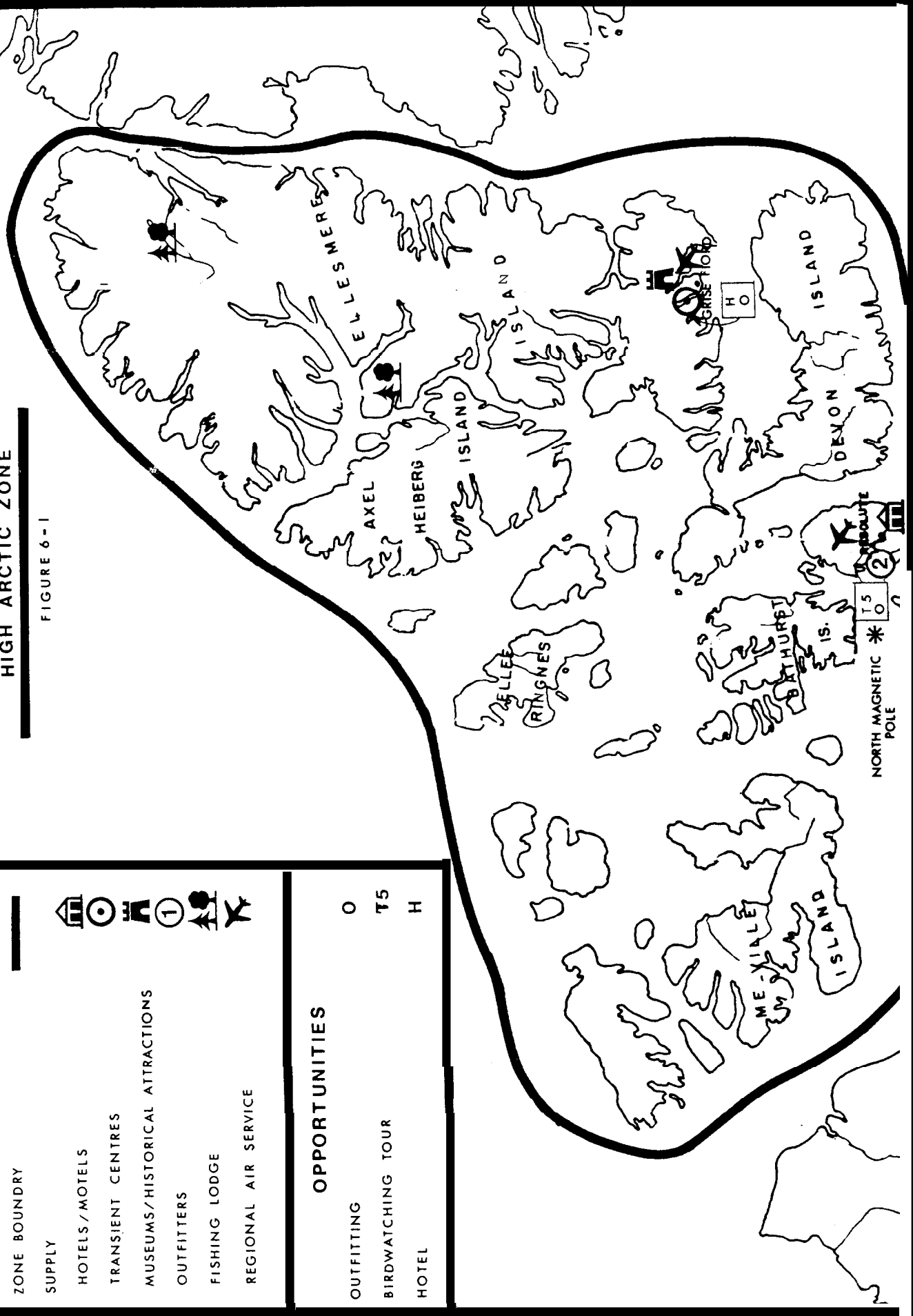


**OPPORTUNITIES**

OUTFITTING

BIRDWATCHING TOUR

HOTEL





## CHAPTER 7

### SOUTHERN ARCTIC TOURISM ZONE STRATEGY AND ACTION PLAN

#### A, INTRODUCTION

This zone is the most accessible and most developed of all the areas in the N.W.T. The majority of communities are linked by the road system. Those not on the road have scheduled air service.

Within this zone there are two sub-zones. An important territory-wide sub-zone is **Yellowknife** and the surrounding area. As the capital and the largest centre, **Yellowknife** attracts destination travelers. It contains all of the **travel** services and facilities necessary. More attractions however need to be developed, for even as a destination, many travelers only stay two or three days. **Yellowknife should** have enough attractions and activities to keep visitors in the area for at least one week. It also needs to upgrade many of its **accommodation** and restaurant facilities. Information services are another problem area.

The second sub-zone includes the highway from High Level in Alberta to Enterprise and the communities along highways number 1, 5 and 6. Once the **Liard Highway** is completed, it will also include Fort Nelson, **British Columbia**. The opening up of this highway will provide the first circle road system in the N.W.T. If the gasoline situation does not affect road travel, this **highway** system could have significant impact on the sub-zone. Road services **will** need to be developed including accommodation, restaurants and service **stations**.

Fort Smith, Pine Point, Hay River and Fort Simpson are within this sub-zone. Wood Buffalo and **Nahanni** National Parks are also included. The highway system links this area and the **communities** together. Hay River, Fort Smith

and Fort Simpson should be developed as **activity** nodes for the sub-zone. Each should have enough attractions to keep visitors in the **centres** for at least 2 or 3 days. They should also encourage travelers to visit other areas in the sub-zone.

Some of the best tourism **facilities** are found on Great Bear Lake. Several high quality fishing lodges have been developed here. It, however, has not been identified as a sub-zone for there is very little movement between the lodges and few of the lodge visitors travel into the two communities located on the lake.

The Southern Arctic area is the one zone in the Territories that can accommodate relatively large numbers of visitors. It should develop attractions and events to appeal to larger groups. More package tour groups should be encouraged to travel to the various communities in the zone. The zone should also take on the responsibility of dispersing its visitors into the other five (5) zones of the **N.W.T.**

It is recommended that within this zone two organizational associations be established. The Fort Smith/Hay River/Fort Simpson sub-zone should be one tourism association while **Yellowknife** and surrounding area plus the fishing lodges (not including those in the Fort Smith/Hay River/Fort Simpson **sub-zone**) would be a second association. Fort Providence falls on the border of both sub-zones and could relate to either. The decision as to which associations to join should be left up to the community.

The two associations will act independently but there will also be many times where it **will** be advantageous for both to work together. It must be recognized that both sub-zones will in fact be servicing the same visitor. And as it is the prime objective to service the visitor, the two associations must work together to ensure each is doing a good job.

## B, OVERVIEW OF TOURISM RESOURCES

This zone is the most developed area in the Territories. It contains the largest population, the most developed attractions, and the most extensive transportation system. (Refer to Table 7-1 for a detailed description of the tourism resources and Figure 7-1 for locations of these resources.)

This zone has the most varied landscapes of all the zones in the **N.W.T.** In the west there are the rugged mountains, while the east contains the rocky lands characteristic of the Precambrian shield. It also offers a rich history related to fur trading, transportation and mining.

The following resources were identified as key features in the Southern Arctic Zone which offer opportunities for development.

### NATURAL RESOURCES

- .**Great Slave** and **Great Bear Lakes** for fishing (including ice fishing) and touring
- .**Nahanni, Liard, Slave and Mackenzie Rivers** for various types of boating (e.g. rafting, canoeing, jet boating, scow boat)
- .**Mackenzie Mountains** for hot springs, hunting, **climbing**, hiking and lodge development
- .**Fort Smith** area as the prime fur trapping area in Canada
- .**Nahanni National Park** for boating, climbing, spelunking (cave exploration)
- .**Wood Buffalo National Park** for buffalo creeps, boating, spelunking, nature interpretation, trap line tours
- .**Yellowknife** and area for gold mining attractions
- .**Pine Point** for lead-zinc mining development.

### CULTURAL RESOURCES

various North American Indians including Dogrib, **Slavey**, Chipewyan and **Cree**. **Yellowknife** contains quite a mix of European crafts such as moose hair tufting and beading

TABLE 7-1  
SOUTHERN DISTRICT C - ZONE SUPPLY AND SERVICE

NATURAL AND RELATED MAN-MADE FEATURES	HISTORICAL/CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICE	INFORMATION SERVICES	TRANSPORT	INTERNAL POPULATION
<ul style="list-style-type: none"> <li>• Nahanni area of the Mackenzie Mountains</li> <li>• Jagged cliffs with picturesque waterfalls</li> <li>• Wood Buffalo National Park</li> <li>• water resources, e.g., Great Slave &amp; Great Bear Lakes, &amp; the 'mighty' Mackenzie River</li> <li>• hot springs &amp; caves</li> <li>• M&amp;M Co. offers cabin cruise trips on Great Slave Lake</li> <li>• Raecom Air Ltd. outfitter which flies from Yellowknife to remote fishing camps</li> <li>• Kayan Ventures operate guided tours of Pre-lude Lake area</li> <li>• Snowcraft Cruises are fishing outfitters on Great Slave Lake</li> <li>• N.W.T. Wilderness offer cruises on Great Slave Lake &amp; the Mackenzie River</li> </ul>	<ul style="list-style-type: none"> <li>• events such as Caribou carnival, Wood Buffalo Frolics (mostly local involvement)</li> <li>• recreation based primarily on boating, camping, skiing, dooing &amp; cross country skiing</li> <li>• there are a number of historical buildings &amp; relics in Yellowknife &amp; Fort Smith e.g., Wildcat Cafe,</li> <li>• a number of the smaller communities such as Trout Lake, Kakisa &amp; Fort Liard are in effect historical attractions due to natural habitat, log buildings, etc.</li> <li>• Yellowknife as the capital is the focal point of the N.W.T.</li> <li>• Prince of Wales Northern Heritage Centre</li> <li>• Mines in area include gold, salt, lead, zinc &amp; silver</li> <li>• barge operation in Hay River</li> </ul>	<ul style="list-style-type: none"> <li>• Yellowknife is the largest and main service centre</li> <li>• Fort Smith, Hay River, &amp; Fort Simpson are secondary service centres where accommodation, meals, arts &amp; crafts &amp; entertainment are offered</li> <li>• most road access communities provide a minimum of services</li> <li>• campgrounds &amp; picnic sites are scattered along highways</li> <li>• accommodation in the region includes approximately: 25 motels, hotels &amp; cabins with a capacity of 1171 persons and 26 lodges accommodating 544</li> </ul>	<ul style="list-style-type: none"> <li>• full information services are available in Yellowknife while only basic information is available in the larger road access communities</li> <li>• little or no information services in the smaller communities</li> </ul>	<ul style="list-style-type: none"> <li>• excellent air connections to Yellowknife from Winnipeg, Edmonton &amp; Whitehorse</li> <li>• good air connections to Fort Smith Hay River &amp; Fort Simpson</li> <li>• fair connections to smaller communities except for spring break up and freeze up on the Mackenzie and Liard crossings</li> <li>• Liard Highway will provide a circle route</li> <li>• with the exception of Inuvik, this is the only road access area</li> </ul>	<ul style="list-style-type: none"> <li>• Detah - 161</li> <li>• Edzo - 1186</li> <li>• Enterprise - 75</li> <li>• Fort Liard - 308</li> <li>• Fort Providence - 612</li> <li>• Fort Resolution - 527</li> <li>• Fort Simpson - 1178</li> <li>• Fort Smith - 2359</li> <li>• Hay River - 4179</li> <li>• Jean Marie River - 68</li> <li>• Kakisa - 41</li> <li>• Lac La Martre - 228</li> <li>• Nahanni Butte - 86</li> <li>• Pine Point - 1970</li> <li>• Port Radium - 139</li> <li>• Rae Lakes - 177</li> <li>• Snowdrift - 255</li> <li>• Trout Lake - 58</li> <li>• Tungsten - 234</li> <li>• Wrigley - 148</li> <li>• Yellowknife - 9965</li> </ul>

LEGEND

ONE BOU NDRY

U PPL Y

HOTE L S /MOTE LS

NO. CAP,  
1 - 12

CAM PGROUNDS

PAR KS

EVE NTS

MUSEUMS / H I STOR I CAL AT TRACT IONS

OUT FITTERS

FISHING LODGE

HOT SPRINGS

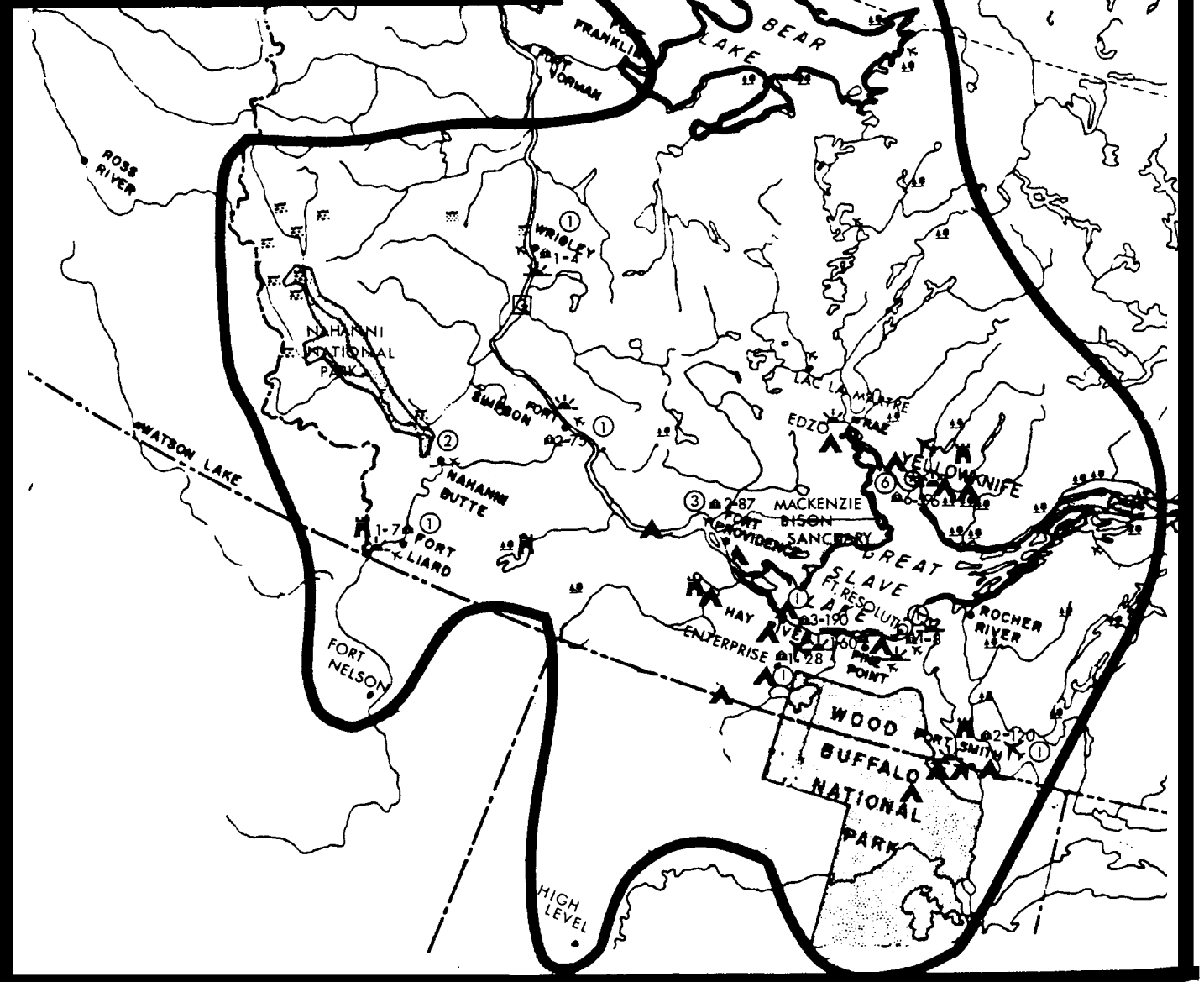
MAJOR AIR TERM I NAL

REGION AL AIR SERVICE



TOURISM FACILITIES IN THE  
SOUTHERN ARCTIC ZONE

FIGURE 7-1



#### HISTORICAL RESOURCES

.Fort Chip to Fort Smith a major transportation route  
bush pilots - from Fort **McMurray** travelled to Fort Smith, Fort Resolution  
and **Yellowknife**  
gold mining development in **Yellowknife** and surrounding area  
fur trading in the various communities  
barge transportation on the Mackenzie River and Great Slave Lake  
old town in **Yellowknife**

#### INDUSTRIAL RESOURCES

commercial fishing in Hay River  
gold mining in **Yellowknife**  
lead-zinc mining in Pine Point  
oil and gas/seismic slashes in Fort Smith area

#### DEVELOPED ATTRACTIONS AND EVENTS

.**Caribou** Carnival requires more work but offers potential  
fishing lodges (fly-in)  
outfitting services in Mackenzie Mountains  
.Northern Museum in **Yellowknife**  
two National Parks but **Nahanni** in particular

#### ACCOMMODATION

.**Yellowknife** and Hay River fairly good quality and can **accommodate** larger  
groups

#### TRANSPORTATION

road network good  
air service within the zone excellent  
ice roads not developed as a visitor attraction but they do offer potential

## C, CURRENT MARKETS

The Southern Arctic attracts the largest number of visitors. It has had the advantage of **being** accessible by road for a number of years. Until recently, a larger percentage of the pleasure visitors travel led by road than by air. Visitors to this zone include package tour groups, sightseeing by road visitors, travelers visiting friends and relatives, fishing lodge visitors and national park visitors. The zone also receives many business travelers, which comprise the largest market group for the zone.

The pleasure travel market is very seasonal. Over 95 percent of the visitors travel to this zone during the summer months. Only a few who **are visiting** friends and relatives, hunting or attending Caribou Carnival venture **into** the zone during the winter. Unlike other zones, the business travel market **is fairly** stable throughout the year.

## D. PROBLEMS/FACTORS WHICH LIMIT TOURISM DEVELOPMENT

Of all the areas in the **N.W.T.** the Southern Arctic zone can support new and larger development with the least negative impact. As it is the most developed and most populated, increased numbers of visitors are easily absorbed into the communities. It is also the zone with the greatest amount of private lands. There are, however, areas/communities within the zone where new development is not desirable. These communities should identify **themselves** so that it is taken into consideration in development and marketing **activities.**

Generally, the resident population is interested in tourism development, but is unable to organize to actually undertake development. A large percentage of the white population view their stay in the **N.W.T.** as being short term and are not interested in helping to build their community into a better place for all to live.

The Southern Arctic zone, while having a variety of resources, has very few resources that the general public perceives as being 'typical' of the arctic. In other words, it does not have tundra, or snow cover year round. Eskimos and dog teams are not the dominant features of the zone. Visitor perceptions of what they will find in this zone need to be improved.

Travel information services are poor throughout the **N.W.T.** Because this zone does and will continue to handle the largest volumes of visitors it is important that information services are convenient and conducive to creating more interest in the zone as well as the other zones in the **N.W.T.**

All the communities within this zone lack the attractions and events to keep visitors in their area for more than 2 or 3 days. There is a definite need for more attractions if this zone is to attract new and longer stay visitors.

While the Southern Arctic should be a single zone to promote to the market place and to service the visitor, the sub-zones within it should adopt their own strategies. The sub-zone strategies, however, should be coordinated in their development and implementation. The strategies for each sub-zone are presented in the following sections (E and F).



## E, YELLOWKNIFE AND AREA SUB-ZONE

### 1. Key Features

**Yellowknife** and the area surrounding it, while related to the rest of the zone, does stand alone as a destination area. Many visitors, both business and pleasure **travellers**, will visit only this sub-zone. The area, however, does require more developed attractions, better information services and a great deal of co-operation between communities and people in the tourism business to realize its full potential. There are a number of unique and interesting resources which can be developed to enhance tourism. Table 7-2 describes those features/resources considered to offer potential for further tourism development in the sub-zone.

TABLE 7-2  
KEY FEATURES IN YELLOWKNIFE AND AREA  
SUB-ZONE WHICH OFFER POTENTIAL

CATEGORY	FEATURES	IMPLICATIONS FOR TOURISM
NATURAL	GREAT SLAVE LAKE	<ul style="list-style-type: none"> <li>. Large, well known lake has appeal to many visitors</li> <li>. need to provide more opportunities to view and participate in lakeshore or water <b>activities</b></li> </ul>
HISTORICAL	GOLD MINING AND OLD TOWN	<ul style="list-style-type: none"> <li>. <b>Yellowknife</b> had its beginning from gold mining and the Old Town is the first site</li> <li>. Old Town needs to be maintained in original state as much as possible</li> <li>. <b>theming</b> of <b>Yellowknife</b> around early gold mining days</li> <li>. there are still mines operating which can offer tours and display areas</li> <li>. abandoned mine tour could also be developed</li> </ul>

TABLE 7-2 cent d

CATEGORY	FEATURES	IMPLICATIONS FOR TOURISM
HISTORICAL cent'd	BUSH PILOTS	<ul style="list-style-type: none"> <li>played a major role in the development of mining in the area</li> <li>Bush Pilots monument in Old Town a point of interest on a walking/driving tour</li> </ul>
	CAPITAL OF THE NORTHWEST TERRITORIES	<ul style="list-style-type: none"> <li>while very recent history for <b>Yellowknife</b>, as the capital it holds an attraction for many visitors</li> <li>opportunities to view government in session should be provided</li> <li>a tour of <b>Yellowknife</b> should include an explanation of the government system</li> </ul>
	INDIAN HISTORY	<ul style="list-style-type: none"> <li>history of the <b>Yellowknife</b> Indians and the Dogribs of potential interest to visitors</li> </ul>
CULTURAL	MIX OF NATIVE PEOPLE AND WHITE POPULATION	<ul style="list-style-type: none"> <li>other than <b>Inuvik</b>, <b>Yellowknife</b> is the only community where both <b>Inuit</b> and Dene people live</li> <li>the cultural mix should be highlighted so that visitors to <b>Yellowknife</b> are aware that there are different cultures in the Territories</li> <li>Rae-Edzo, the largest Indian community, history of Dogrib and their culture very interesting</li> </ul>
INDUSTRIAL	GOLD MINING	<ul style="list-style-type: none"> <li>both existing and abandoned mines offer opportunities for tourism attraction development</li> <li>underground tours desirable but often interrupts on-going work; display area can also be of interest with such things as miniature replicas of mines showing process, films of different activities, examples of products, etc.</li> </ul>
DEVELOPED ATTRACTIONS	NORTHERN MUSEUM	<ul style="list-style-type: none"> <li>nice setting as well; could be a location for more special events related to history and culture</li> <li>it is an attraction most visitors will see but it is not the main drawing feature</li> </ul>

TABLE 7-2 cent d

CATEGORY	FEATURES	IMPLICATIONS FOR TOURISM
DEVELOPED ATTRACTION cent'd	CARIBOU CARNIVAL	currently more of a local <b>event</b> , potential to develop <b>it</b> as a main event for the <b>N.W.T.</b> to attract visitors from all over North America and even overseas
	MIDNIGHT GOLF TOURNAMENT	similar to Caribou Carnival in appeal; that is primarily local potential to develop it as a major event for the <b>N.W.T.</b>
	OUTFITTING	boat tours potentially significant attractions, currently not promoted very well; most visitors not aware of opportunities available air/fishing outfitting available; again many visitors not aware of service and not promoted well outside of the <b>N.W.T.</b>
SERVICES	ACCOMMODATION	<b>Yellowknife</b> has the largest number of hotel/motel units in the <b>N.W.T.</b> , thus can accommodate larger groups there is also a variety of size and quality of facilities appealing to the different market groups
	FOOD SERVICE	a number of facilities starting to offer varied menus in <b>Yellowknife</b> appears to be upgrading
	TRANSPORTATION	scheduled air service into and out of <b>Yellowknife</b> good charter air service available to most surrounding communities year round road access to Rae-Edzo and <b>Yellowknife</b> from Alberta good and being improved ice road access to Lac La <b>Martre</b>

Table 7-3 describes in fuller detail the tourism resources by community in this sub-zone.

TABLE 7 - 3  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 YELLOWKNIFE AND AREA SUB-ZONES

COMMUNITY (population)	ATTRactions/Events	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
YELLOWKNIFE (9,969)	<ul style="list-style-type: none"> <li>.largest,most modern community of the NWT - capital since 1967</li> <li>.located on north shore of Great Slave Lake</li> <li>."boom-town" gold history and 2 gold mines operate today (tours offered)</li> <li>.offices for Territorial and Federal Government</li> <li>.rugged rock landscape,many lakes in area</li> <li>.Bush Pilots Monument</li> <li>.old Town with some restored attractions e.g., Wildcat Cafe</li> <li>.large new museum-Prince of Wales Northern Heritage Centre</li> <li>.full banquet,convention facilities</li> <li>.many recreation facilities and opportunities</li> <li>.Eskimo Dog Research Foundation</li> <li>.Ingraham Trail - fishing, hiking,camping</li> <li>.Dog Trotters Association</li> </ul>	<ul style="list-style-type: none"> <li>.termination of Hwy. 3 of the Mackenzie Hwy.system</li> <li>.bus service from Edmonton 3 times weekly</li> <li>.local taxi and bus services</li> <li>.daily scheduled flts. via PWA from Edmonton-also via Transair from Whitehorse or Churchill - scheduled flts. weekly on regional air carriers-many charter air companies based here</li> <li>.water bomber,helicopter,float plane bases</li> <li>.water transportation - NITCL from Hay River-June to Oct.</li> <li>.car rental,boat rental</li> <li>.ferry</li> <li>.ice road</li> </ul>	<ul style="list-style-type: none"> <li>.3 hotels                             <ul style="list-style-type: none"> <li>-Explorer Hotel (150)</li> <li>-Gold Range Hotel (72)</li> <li>-Yellowknife Inn (200)</li> </ul> </li> <li>.3 motels                             <ul style="list-style-type: none"> <li>-Frontier Inn Motel (18)</li> <li>-Northland Motel (6)</li> <li>-Twin Pine Motor Inn (150)</li> </ul> </li> <li>.new hotel planned</li> </ul>	<ul style="list-style-type: none"> <li>.dining facilities in all hotels and 1 motel</li> <li>.18 restaurants in total in the city</li> <li>.new restaurant planned</li> </ul>	<ul style="list-style-type: none"> <li>.over 30 stores</li> <li>.1 liquor outlet plus many licensed establishments</li> <li>.6 banks</li> <li>.78 bed hospital plus several medical clinics</li> <li>.information services</li> </ul>

TABLE 7-3  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 YELLOWKNIFE AND AREA SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
YELLOWKNIFE continued	<ul style="list-style-type: none"> <li>. 'Caribou Carnival' and Championship Dog Derby in March</li> <li>. Canada Day in July</li> <li>. 'Midnight Golf Tournament' in June</li> <li>. 'Country Fair North of Sixty' in September</li> <li>. 4-5 arts/crafts outlets</li> <li>. -crafts from all parts of the NWT available</li> <li>. several outfitting services available-aircharters, boat rentals, tours, equipment,expediting services, sports fishing</li> <li>. Welcome Wagon</li> <li>. Personalities - Tom Dornbois etc.</li> </ul>				
RAE-EDZO (1,186)	<ul style="list-style-type: none"> <li>. largest Dene settlement in the NWT</li> <li>. old trading post at Rae near caribou migration paths</li> <li>. new community planned at Edzo in 1965-70mi from Yellowknife</li> <li>. recreation facilities</li> <li>. arts/crafts outlet</li> <li>. -noted for Dene beadwork &amp; garments</li> </ul>	<ul style="list-style-type: none"> <li>. charter air service available on Mackenzie Hwy system</li> <li>. bus service - 3 times weekly via NWT coachlines</li> <li>. taxi service</li> </ul>	<ul style="list-style-type: none"> <li>. none</li> </ul>	<ul style="list-style-type: none"> <li>. 2 restaurants</li> </ul>	<ul style="list-style-type: none"> <li>. 2 stores</li> <li>. hospital, medical clinic</li> <li>. no liquor permitted</li> </ul>

TABLE 7 - 3  
TOURISM RESOURCES BY COMMUNITY IN THE

YELLOWKNIFE AND ADFA CIR-70NF - continued

COMMUNITY (population)	ATTRAC IONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT PROVIDENCE (612)	<ul style="list-style-type: none"> <li>.was one of the largest agri-cultural centres of the NWMT</li> <li>.originally a fort, then Roman Catholic mission</li> <li>.sport fishing in area</li> <li>-rental boats available</li> <li>-guides</li> <li>-outfitters; fly in trout fishing</li> <li>.camping, recreation facilities</li> <li>.2 arts/crafts outlets</li> </ul>	<ul style="list-style-type: none"> <li>.Air Providence - offers scheduled and charter service</li> <li>.on Mackenzie Hwy. system, rest area, gas station</li> <li>.bus services 3 times weekly</li> <li>.taxi service</li> <li>.ferry</li> <li>.water transportation- NTCL from Hay River, mid-June to mid-September</li> </ul>	<ul style="list-style-type: none"> <li>.1 hotel</li> <li>-Showshoe Inn (63)</li> <li>.1 motel</li> <li>-Big River Motel (24)</li> </ul>	<ul style="list-style-type: none"> <li>.licensed dining in hotel</li> <li>restaurant</li> </ul>	<ul style="list-style-type: none"> <li>general store</li> <li>.nursing station</li> <li>.gas station</li> </ul>
SNOWDR FT (255)	<ul style="list-style-type: none"> <li>.most northern Chipewyan settlement</li> <li>.traditional hunting, trapping fishing</li> <li>.fishing lodge near by</li> <li>.arts/crafts outlet</li> </ul>	<ul style="list-style-type: none"> <li>.Ptarmigan Air - 2 flts. weekly from Yellowknife</li> <li>.water transportation - NTCL from Hay River, July</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.1 store</li> <li>.nursing station</li> <li>.liquor not permitted</li> </ul>
RAE LAKES (117)	<ul style="list-style-type: none"> <li>.traditional fishing and trapping</li> <li>.picturesque</li> </ul>	<ul style="list-style-type: none"> <li>.Ptarmigan Air - 2 flts/weekly</li> <li>.winter road connecting to Mackenzie Hwy at Fort Rae-3 months of year</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.visiting nurse monthly</li> </ul>

TABLE 7-3  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 YELLOWKNIFE AND AREA SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
DETAH (161)	traditional <b>Dogrib</b> settle- ment located across bay from <b>Yellowknife</b> tea dances on special oc- casions . <b>beadwork</b> and sewing sold in <b>Yellowknife</b>	ice road in winter (4mi) to <b>Yellowknife</b> . <b>summer</b> road around bay bus service to <b>Yellowknife</b>	none	none	. <b>Weekly</b> nursing clinic
PORT RADIUM (139)	located on east coast of Great Bear Lake small silver mining centre	.no scheduled air service	none	none	none
LAC LA MARTRE (228)	rich fur and fish harvest- ing area traditional trapping, hunting, fishing	. Ptarmigan Air - 2 flts. weekly from <b>Yellowknife</b> winter road to Rae	.1 small hotel	none	.1 store health station .no liquor permitted

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## 2. Problems/Limiting Factors

While this sub-zone is the most developed for tourism, there are also a number of problems which must be addressed. Within the sub-zone, **Yellowknife** is the only community which has been actively servicing visitors. Rae-Edzo lacks the accommodation and has not developed attractions/activities to draw people off the highway. Lac La Martre, being off the road, is limited to fly in visitors. To date, they have not developed any attractions/packages to attract pleasure visitors to their community.

Pleasure visitors to this sub-zone as a result are predominantly visiting **Yellowknife**. There is very little travel to the surrounding smaller Dene communities. **Yellowknife** is an attraction centre and will continue to be the main destination for a large percentage but most visitors would also like the experience of visiting a smaller native community.

Without the business/commercial travelers, there would be little tourism activity in the non-summer months. At the same time, the summer visitors are not staying in the area for more than one or two days. Throughout this sub-zone, there is a lack of attractions and activities to keep visitors in the area for any length of time or to encourage larger expenditures while in the area. Further adding to this is the difficulty in obtaining information on the opportunities that are available. Visitors arriving in **Yellowknife** have difficulty in finding the existing information centres, particularly those traveling by air. The information that is available primarily deals with **Yellowknife**, with little on the surrounding communities.

Visitors' expectations of what they will find in the **N.W.T.** are often incorrect. As the majority of the pleasure visitors to the Territories spend some time in **Yellowknife**, it is important that they be given a true picture of what the community is like. **Yellowknife** and surrounding area must appeal to visitors based on the attractions/activities which exist, not on those found in other parts of the **N.W.T.**



### 3. The Desired Development Strategy

It is desirable to develop this sub-zone as a major year round destination area which will have enough attractions and packaged activities to keep visitors in the area for at least one week. At the same time, it should also be developed as the 'hub' of the **N.W.T.**, responsible for introducing to visitors the many opportunities and experiences available throughout the Territories.

The appeal of this sub-zone, in the short term, will revolve around **Yellowknife**. It should be positioned as the 'Gold Capital of the North', mined since the early 1930's and **still** being mined today. In addition, it should capitalize on its appeal as the major centre containing all the urban amenities surrounded by undeveloped wilderness offering many associated opportunities.

**Yellowknife** should develop new attractions and activities which relate to gold mining historically as well as current day activities. Opportunities to tour both the community and surrounding area should also be provided. Touring activities can include boat, air, dog sled, snowmobiles, cross country skis, snowshoes, bus or automobile.

To effectively function as the 'hub' of the **N.W.T.**, **Yellowknife** needs to play a major role in providing information services. There needs to be a central focus in the **community** which will draw visitors so that information on all the **N.W.T.** can be distributed. In addition, information services should be provided at key transportation nodes (e.g. airport, float plane base, road entrance to **Yellowknife**). The amount of information at these different locations would vary by traffic serviced.

The surrounding communities should play two roles in servicing visitors. They need to be developed as day-trip destination areas for visitors from **Yellowknife**. Communities such as **Rae/Edzo** who do not have accommodation, can thus benefit from tourism without requiring, in the short term, a great deal of capital to develop accommodation facilities. New development of attractions

and services is necessary for the smaller communities to even function as day-trip areas. Attractions and services which should and can be developed include cultural performing groups, craft shops, walking tours of the communities highlighting significant buildings and sites, and small cafes or restaurants.

In addition, the smaller **communities** in this sub-zone should also be developed as specialized overnight destination areas. They should be the locations where visitors to the area, who want to partake in traditional activities or to have a true wilderness experience, would travel. The development of packages, including transportation to and from **Yellowknife**, accommodation and food services plus a guide or host, are critical to the communities, if they desire to attract visitors. Packages which could be developed in communities such as **Lac-La Martre**, **Rae-Edzo** and Fort Providence include ice-fishing tours, trap line tours, both summer and winter living off the land packages or just the opportunity to live with a native family.

The success of developing this sub-zone into a major, year round destination will depend largely on all the communities working together co-operatively. **Yellowknife** must work closely with the surrounding communities. Currently the city itself does not have enough attractions to be a true destination. By combining the opportunities which can be easily provided in the surrounding communities with those in **Yellowknife**, visitor length of stay as well as satisfaction can be increased, thus benefiting all the communities in the sub-zone.

#### 4. Development Opportunities and Needs

The following tables describe developments needed to make the **Yellowknife** and Area Sub-Zone a tourism destination year round. The first table (7-4) summarizes all of the developments recommended and the suggested sequence for implementation. The development opportunities and needs are also described in more detail. Tables 7-5 to 7-16 detail those activities/programs which are unique to this sub-zone and are not detailed in Chapter 2. Figure 7-2 also identifies the development opportunities.

#### 5. Priorities

The **Yellowknife** and Area Sub-Zone should **initially** organize the tourism operators and **communities** into an association. Goals, objectives and activities should be discussed and **prioritized**. Committees responsible for various tasks (e.g. inventory of community tourism resources, information services/centres, promotional brochures, etc.) should then be established. Target dates for committees to achieve functions must be established.

This sub-zone has a number of resources which could interest visitors. These must be identified and **communicated** to the community(s) and visitors. Development of tours, outfitting and guiding services can be done fairly quickly. These are priority opportunities for this sub-zone. Table 7-17 further describes the priorities for this sub-zone and the estimated costs for implementation.

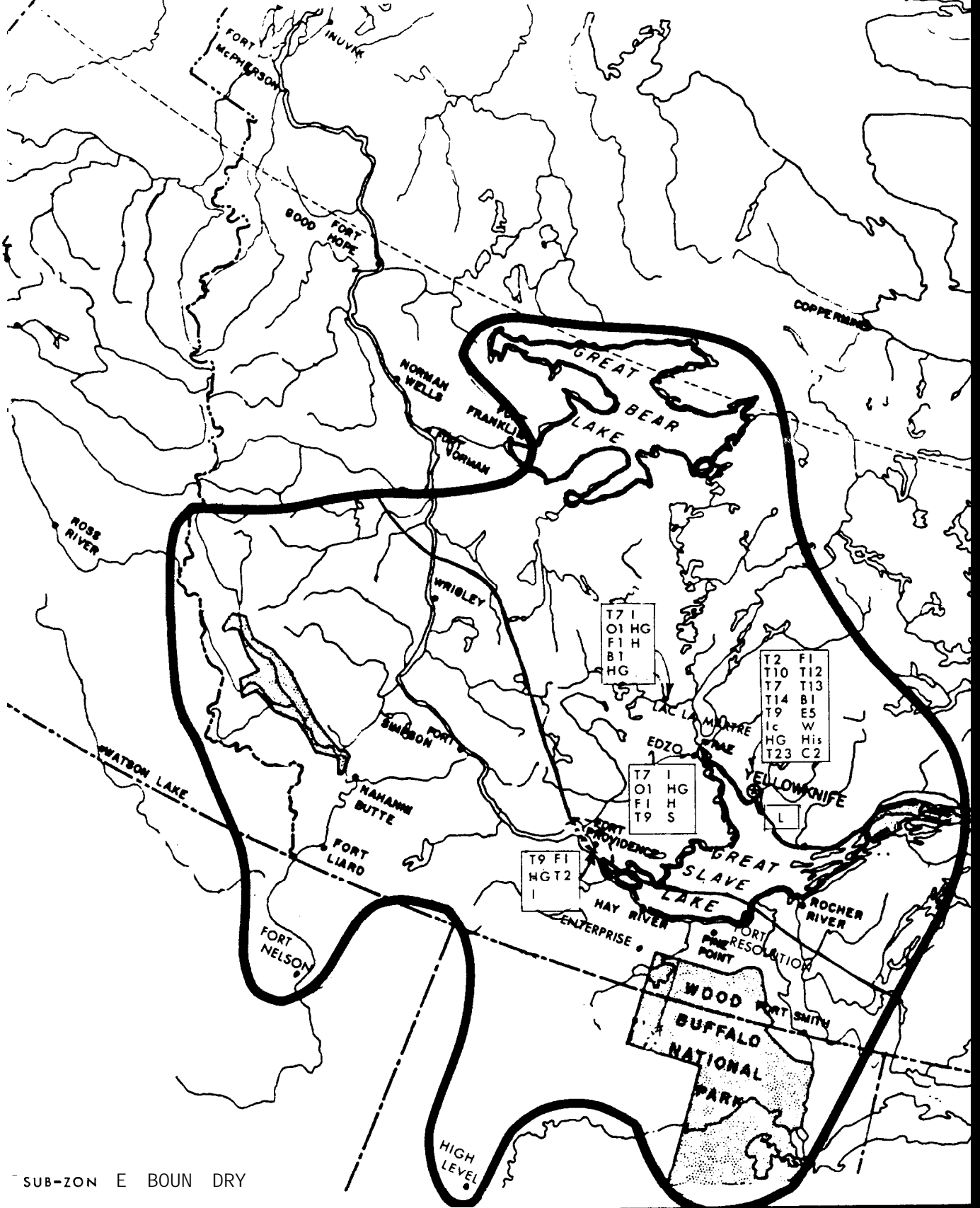
**TABLE 7-4**

**TOURISM DEVELOPMENT NEEDS / OPPORTUNITIES FOR THE YELLOWKNIFE AND AREA SUB-ZONE**

U GRAD N	NEW DEVELOPMENT ATTRACTIVEIONS	NEW DEVELOPMENT SERVICES	HUMAN RESOURCE DEVELOPMENT
★	COMMUNITY BEAUTIFICATION	★ REDEVELOPMENT OF OLD TOWN	★ INVENTORY OF RESIDENTS INTERESTED IN HOSTING AND GUIDING
■	UPGRADE ACCOMMODATION	■ CULTURAL PERFORMING GROUPS	★ INFORMATION CENTRE IN YELLOWKNIFE AIRPORT (UNMANNED - EXCEPT SUMMER)
	UPGRADE FOOD SERVICES	CROSS-COUNTRY SKI TOURS	INFORMATION SERVICES IN RAE-EDZO AND FORT PROVIDENCE
★	EXPANSION OF CARIBOU CARNIVAL	■ SNOWMOBILE TOURS	Develop Maps:
▲	WATER FRONT DEVELOPMENT	■ ICE FISHING TOURS	★ Walking Tours of Yellowknife
		★ DOG SLED TOURS	■ Walking/Hiking Trails
		■ BOAT RENTALS	■ Cross-Country Ski Trails
		GOLD MINING TOUR	■ Snowmobile Trails
		• Existing	
		○ Abandoned	
		• OUTFITTING / GUIDING	★ HOSTING SERVICES
		★ Trapping	■ SERVICE STATION IN RAE-EDZO
		■ Fishing	
		ARCTIC WINTER SURVIVAL PACKAGE (WINTER CAMPING)	★ INVENTORY OF RESOURCES
		MAJOR YEAR-ROUND LODGE	
		NATIVE FOOD RESTAURANT	
+	YELLOWKNIFE ACTIVITY CENTRE (INFORMATION, RESTAURANT, CRAFT SHOP)		PRIORITIES: ★ IMMEDIATE ACTION
■	PACKAGE TOUR COMPANY		▲ IMMEDIATE ENCOURAGEMENT
▲	ACCOMMODATION IN RAE-EDZO		★ LONGER TERM ACTION

FIGURE 7- 2

DEVELOPMENT NEEDS AND RESOURCE UTILITIES  
FOR THE YELLOWKNIFE AND AREA SUB-ZONE



LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air		
AT	Air Tour	B-7-1
AI	Airport Expansion	
AZ	Air Charter Operator	
B - Boat		
BT	Boat Tour	B-7-2
<b>B1</b>	◆ <b>Boat Rental</b>	
B2	Riverboat Development	
<b>bi</b>	Bicycle Rental	
c - <b>Centre</b>		
c1	Arts Centre	
C2	◆ <b>Activity Centre</b>	
E - Event		
E1	Cultural Festival	
E2	Arts Festival	
E3	Curling <b>Bonspiel</b>	
E4	Snowmobile Race - expansion of	
E5	◆ <b>Carnival</b> - expansion of	
F - Fishing		
<b>F1</b>	◆ <b>Ice Fishing</b>	B-5-4
F2	Char Fishing	
F3	Arctic Char Bake	
GH	Guest House	B-12
HG	◆ <b>Hosting</b> and Guiding Services	B-4
G	Guiding Services	B-5
H - Hotel	◆ <b>New Hotel</b> Development	
<b>H1</b>	Hotel Expansion	
h - Hunting	General Hunting	B-5-2
<b>h1</b>	Polar Bear Hunts	B-5-3
h2	Muskox Hunts	B-5-3
His	◆ <b>Historical</b> Attraction	B-10
<b>HisV</b>	Historical Village	
I - Information	+ Information <b>Services</b>	B-1
<b>Ic</b>	+ Information <b>Centre</b>	
L - Lodge or Camp	◆	
<b>L1</b>	Fishing Lodge	
L2	Char Fishing Camp	B-n
L3	Naturalist Lodge/Camp	
o - Outfitting	General Outfitting	
01	◆ <b>Fishing</b> Outfitter	B-5-1
02	Char Fishing Outfitter	
03	Canoeing/Kayaking Outfitter	B-5-8

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	Resort	
s	◆ <b>Service</b> Station	
T - Tour	General Package Tour	
T1	◆ <b>Walking</b> Tour	
T2	Day Tour	
T3	Bus Tour	B-7-3
T4	<b>Birdwatching</b> Tour	B-6-3
T5	Scuba Diving Tour	
T6	◆ <b>Trap</b> Line Tour	B-6-7
T7	Mountain Climbing Tour	
T8	◆ <b>Snowmobile</b> Tour	
T9	◆ <b>Mining</b> Tour	
T10	<b>Rockhounding</b> Tour	
T11	◆ 'On the Land' Tour	
T12	◆ <b>Dog Sled</b> Tour	B-5-7
T13	◆ <b>Cross Country Ski</b> Tour	
T14	Ice Road Tour	B-7-4
T15	Reindeer Sled Tour	
T16	Midnight Sun/Noon Moon Tour	B-14/B-15
T17	Naturalist Tour	
T18	Commercial Fishing Operations Tour	
T19	Whale/Seal Hunt Interpretive Tour	B-6-1
T20	Historical Tour	B-6-6
T21	Cultural Tour	B-6-4
T22	● Package Tour Company	B-13
T23	◆ <b>Waterfront</b> Development	
w - Water		

7-5 COMMUNITY BEAUTIFICATION  
(Yellowknife, Rae, Edzo)

CHARACTERISTICS:

- .More than just one spring clean-up, should be an on-going process.
- .Landscape public areas, i.e. main streets
  - open space
  - trails/walkways
- .Should include attractive planters for street areas, use of benches in open space.
- .Use natural materials of the area to landscape such as logs or line walkways with rocks.
- .Encouragement of residents and businesses to maintain their properties.
- .More garbage receptacles needed - these should be attractive looking (i.e. wooden slats, logs or pre-cast aggregate stone).

MARKET APPEAL:

- .Both residents and visitors will enjoy the community that much more.
- .Can develop a pride in community in the residents.
- .While not an activity which will bring visitors to the community, it will make a difference in the decision as to whether or not they spend time in the community or return.

ROUGH CAPITAL COST ESTIMATES:

- .Currently Yellowknife spends about \$16,500 on its spring clean-up (includes all costs).
- .Cost of garbage receptacles varies from \$100 to \$295, not including shipping.
- .Benches and street planters vary from \$150 to \$350 each.



7-5 COMMUNITY BEAUTIFICATION (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Local councils should encourage more community groups to donate time and material to make the community more attractive.
- .Use of first or minor offenders of the law for garbage clean-up could be encouraged more.
- .Local Chamber of Commerce and Travel Association encourage council's involvement.

COMMENTS/CONSTRAINTS:

- .Concept of keeping community clean and attractive not a part of many of the residents' culture.
- .Awareness of importance and how it will be more pleasant for residents will need to be described (use of C.B.C. to promote up-keep of the community).

## 7-6 OLD TOWN (RESTORATION)

(Yellowknife)

### CHARACTERISTICS :

- . **Restoration** of existing buildings to original state and use if possible.
- . **Street signs themed** to setting of old town.
- . **Special** events related to activities of early days during the summer at designated time(s) in the day.
- . **Development** of a retail area with specialty shops and restaurants.
- . **Many** pioneers **still** around who could be included in or lead a tour through old town.
- . **Plaques** identifying historical sites.

### MARKET APPEAL:

- . **Both** residents and visitors.
- . **Historical** attractions increasingly popular as people are seeking learning experiences during their travel; this combined with the recent interest in gold mining offers good market potential.
- . **Estimated** volume of traffic generated because of **old** town restoration tied in with gold mine tours, etc. **3,000 - 5,000** people per year.
- . **Extension** of " **length** of stay by individuals and tour packages far more **significant**.

### ROUGH CAPITAL COST ESTIMATES:

- . **Could** be anywhere from \$5,000 and up depending on how well the restoration is done.
- . **Recommend** that the restoration of old town be done very thoroughly to develop it to original state as much as possible.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.A **committee** within the proposed Southern Arctic Travel Zone should be established to undertake:

- . research
- . identifying funding sources  
(e.g. Museums and Historical Grants)
- . actual implementation

.Opportunities for retail/restaurant business thus potential businessmen should also be involved.

.**City Council** to be involved to set by-laws and to implement street signing.

COMMENTS/CONSTRAINTS

.**Requires** a great deal of co-ordination and co-operation from many groups.

.**By-law** should be established to ensure preservation of existing buildings and **to** direct further development.

## 7-7 THEMING YELLOWKNIFE -GOLD MINING

### CHARACTERISTICS :

.**Main** street should be **themed**:

- . store fronts and signs
- . street signs
- . sidewalks
- . markers of interest

.**Possibly** close off a couple of blocks and establish a central focus on the main street - possible location for information **centre** - put in more benches, planters, in summer - outdoor cafe

.**Strongly** encourage new developments to incorporate theme into their plans

### MARKET APPEAL:

.**Sets** mood/atmosphere for travel experience.

.**This**, combined with restoration of old town and current gold mining activity displays, would establish **Yellowknife** as a **themed** and interesting travel destination.

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Main** street merchants should establish general design theme (identify) , materials to be used, organize to apply for financial assistance.

.**Funding** to come from both private operators and city council and seek out other granting agencies.

### COMMENTS/CONSTRAINTS

.**Care** must be taken to not duplicate Dawson City in the Yukon.

7-8 CROSS COUNTRY SKI TOURS  
(Yellowknife)

CHARACTERISTICS :

. Day Trips

Rental of equipment for day trips or evening outings.  
distribute map with ski rentals  
request a deposit or credit card while rented

.Overnight Tours

Requires

- tents
- sleeping bags
- cooking equipment
- plus** cross country ski equipment

Small groups of 5 or 6 taken out with an experienced guide.

May also use roofed accommodation.

Roofed accommodation provided at beginning and end.

Two day trips plus week trips (5 - 6 days).

MARKET APPEAL:

.Day trips would appeal to residents and visitors.

- business travelers
- visiting friends and relatives market

.Overnight tours would appeal to both residents and visitors.

.Two day trips to appeal to residents and business travelers who would extend their trip.

.Week trips attract small groups from across Canada and U.S. - target is cross country ski clubs.

7-8 CROSS COUNTRY SKI TOURS (continued)

ROUGH CAPITAL COST ESTIMATES:

- .**Packages** range from \$70 to \$120
  - includes all equipment
  - assume start with 50 sets - costs involved would be \$3,500 to \$6,000
  - rent space for distribution

.Overnight Tours

- tents/sleeping bags, cooking equipment for 10
- estimated to cost \$5,000 to \$5,500

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** Sector Opportunity

COMMENTS/CONSTRAINTS :

- .**Season** primarily between February and May - some earlier if weather is good.

## 7-9 SNOWMOBILE TOURS

(Yellowknife, Rae-Edzo, Fort Providence)

### CHARACTERISTICS:

#### .Day Tours

- Guided trips with groups of 4 or 5 - more if qamatuks are used. Provision of a hotel meal out on the land, around a fire preferably.
- Start in the morning at 9 - 10 and return around 4 or 5 in the afternoon.

Should be a scenic circular route and points of interest such as trappers' cabins, feeding grounds of caribou would be of interest.

Only equipment provided is snowmobiles.

#### .Overnight Tours

2 to 3 days or week trips.

- Either tents or very basic cabins used at night.
- Meals provided.
- Tour must include areas of interest.

### MARKET APPEAL:

#### .Day Tours

Both residents of Yellowknife plus visitors already in the community for other reasons.

#### .Overnight Tours

- Target markets should be snowmobiling clubs in relatively direct air access cities in Canada and the United States.

If it is a quality package, should have fairly large market appeal.

7-9 SNOWMOBILE TOURS (continued)

ROUGH CAPITAL COST ESTIMATES:

- . **Approximately** 10 snowmobiles with sleds - \$25,000 to \$30,000.
- . **Tents** to accommodate 10 people approximately \$1,200.
- . **Sleeping** Bags (10) estimated at \$3,000.
- . **Very Basic Cabins**, each approximately \$10,000 (includes furnishings and wood stove).

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- . **Private** Sector Opportunities.



7-10 ICE FISHING TOURS  
(Rae-Edzo, Yellowknife)

CHARACTERISTICS:

.Half Day Tour

- Guided by a native person - would add to the experience; use of either snowmobiles or bombardiers from a central place to the fishing area; allow visitors to be involved in the process of preparing the hole(s).
- Ice Hut or lean-to shelter should be provided. Hot liquids should also be provided. Outfitting of rods and lines should be available for those who haven't brought their own equipment.

.Full Day Tour

- Same as above but a picnic style meal would need to be provided; a fish bake would be best but other foods should also be available

MARKET APPEAL:

.Half Day Tour

- Many of the business/commercial travelers would be eager to take such a tour, local residents and visitors of local residents would also be interested. Estimate that some 300 persons between January and April would participate.

.Full Day Tour

- Tour groups - on general sightseeing or for specialized activities may include a day trip of ice fishing. Currently few winter package tours - expect an increase in one or two years, and thus estimate 400 - 450 persons per season (Jan. to April).

ROUGH CAPITAL COST ESTIMATES:

- .Snowmobiles range from \$1500 to \$3600.
- .Qamatuks are \$200 to \$250 approximately.
- .Bombardiers (holding 12 people) can be purchased for about \$33,000.
- .Ice Augers are around \$300.

7-10 ICE FISHING TOURS (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Interested** parties/private sector opportunity.

COMMENTS/CONSTRAINTS :

.**Initially** would not require a full time position; however ideally the operator should be available 7 days a week to respond to the demand as it arises.

.**Pre-scheduled** trips could be established for weekends and Thursdays and Fridays.

7-11 ICE FISHING TOURS (OVERNIGHT)  
(Lac La Martre, Rae-Edzo, Yellowknife)

CHARACTERISTICS:

- .**Again**, guiding by a native person would add to the experience (3 to 5 days)
- .**Lac La Martre** - either day trips out from the **community** utilizing the hotel accommodation or use of tents and staying out on the land for the duration of the tour.
- .**Rae-Edzo** - will need to use tents as no accommodation available.
- .**Yellowknife** - either day trips out of the community or use tents out on the land; resorts such as Prelude Lake could also be used.
- .**Other** activities would need to be packaged with fishing, i.e. **snowmobiling**, cross country skiing, snowshoeing.

MARKET APPEAL :

- .**Good** potential appeal. Southern Ontario market currently very interested in ice fishing.
- .**Similar** to that of summer lodges.

ROUGH CAPITAL COST ESTIMATES:

- .**Snowmobiles** (6) would cost \$9,000 to \$21,600 plus sleds (6) at \$1,200 to \$1,500.
- .**If** use Bombardier (12 passengers) , cost is around \$33,000 plus shipping around \$2,000.
- .**Ice Augers** (3), \$300 approximately.
- . **Ice Fishing Tents** (2 man) \$70 - would need 6 - \$420
- .**Total** cost between \$11,000 to \$24,000 or \$36,000 if use Bombardier.
- .**A** lot of equipment already in the communities which can be used.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .**Private** operator or **co-op** in the communities.

7-12 WATERFRONT DEVELOPMENT

(Yellowknife)

CHARACTERISTICS :

.To create an activity **centre** where visitors can charter planes and rent boats, and be the starting point for outfitting services (both air and boat).

.Development should include:

- . walkways
- . benches
- . Launching ramps

.To allow visitors to feel they are on Great Slave Lake and to permit viewing of float plane and boating activity.

.Even ski plane activity during winter months.

MARKET APPEAL:

.Both residents and visitors.

.Not an attraction which will bring visitors to the area but will increase the activities available to the visitor while in the community - might help to keep visitors in the community one extra night.

ROUGH CAPITAL COST ESTIMATES:

.Landscaping/landfill activity estimated at \$20,000.

.Benches (4 or 5 needed) would cost about \$1,000.

.Launching ramp estimated at \$15,000 to \$20,000.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Town Council with assistance from **community** organizations such as the Chamber of Commerce.

7-12 WATERFRONT DEVELOPMENT (continued)

COMMENTS/CONSTRAINTS:

.**Conflict** between boating and float plane requires that they be separated.

.**Should** be a walking path between the two areas.

7-13 **GOLD** MINING TOURS  
(Yellowknife and surrounding area)

CHARACTERISTICS :

- .**Tours** of existing and abandoned mines are desirable. Safety aspect sometimes limits movement of visitors. In such cases, **display** areas of miniature replicas of process should be provided.
- .**History** related to gold mining should be highlighted in the display areas.
- .**There** are still original residents in **Yellowknife** who were involved in mining; they could be included in the tour - perhaps as story tellers or even as monitors of the tour.
- .**Trips** to abandoned mines could be by four wheel drive - groups would need to be small, maximum 10 people.
- .**Education** oriented.
- .**Guides** would need to be very knowledgeable about the area.
- .**Tours** in **Yellowknife** should be scheduled so that all visitors to the city could participate, not just those on packages.
- .**Fee** for mine tour could be charged to cover some of the costs.

MARKET APPEAL:

- .**Tours** of mines in **Yellowknife** would be of interest to most visitors (business and pleasure) already in the city.
- .**Tours** of the abandoned mines (perhaps combined with other mines in the **N.W.T.** to make up a 5 to 7 day package) **would** appeal to a much more specialized market such as:  
PROSPECTORS AND DEVELOPERS ASSOCIATION (1932)  
Suite 219, 159 Bay Street  
Toronto, Ontario M5J 1J7  
Members - 2,500 - 3,000      Exec. Vice President - Allen Klarer

7-13 GOLD MINING TOURS (continued)

a Canadian national trade association made up of mining exploration companies and interested individuals.

PROSPECTORS CLUB INTERNATIONAL

P. O. Box 1057

Anderson, Indiana 46015

Members - 3,500

President - Ron David

people with special interest in searching for hidden treasure, relics, artifacts - information exchange, library - quarterly publication - could possibly interest this group in a tour of abandoned gold mines, operating mines and seeking out veins of gold

CIRCLE OF COMPANIONS

One Exanimo Building

Segundo, CO 81070

Members - 1,024

President - Dean Miller

made up of people interested in prospecting, exploring, mining and treasure hunting - information exchange, maps, library, museum - issues a number of publications.

PROSPECTORS AND TREASURE HUNTERS GUILD

Segundo, CO 81070

Members - 6,882

**Exec. Secretary** - Dean Miller

affiliated with the above organization - also issues several publications.

ROUGH CAPITAL COST ESTIMATES:

**.Mines** should be encouraged to develop display areas ( as good corporate citizens).

7-13 GOLD MINING TOURS (continued )

.**Some** research would need to be done on the abandoned mines (\$3,000) and some safety equipment installed.

.**Packaging** and promotion of abandoned mines about \$5,000 (not including research).

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.**Chamber** of Commerce to work with Chamber of Mines and mining companies.



7-14 EXPANSION OF CARIBOU CARNIVAL  
(Yel lowkni fe)

CHARACTERISTICS :

- .Caribou Carnival should be developed as the winter event in the N.W.T.
- .It should be a Territorial-wide event with appeal to non-residents as well.
- .More activities could be included such as:
  - . dog sled rides
  - . reindeer sled rides (being developed in Inuvik)
  - . fashion show - displaying the different dress around the N.W.T.
  - . the six arctics could put on special displays (games, food, activities) representing their zone
  - . cultural /historical plays
- .It needs to be professionally organized and run; it can not give the impression of being a community carnival.
- .Professional assistance should be contracted.

MARKET APPEAL :

- .Market would include all N.W.T. residents plus those who want a general experience of the N.W.T. in the winter.
- .Package tours could be developed revolving around the event.

ROUGH CAPITAL COST ESTIMATES:

- .Professional consulting \$3,000 to \$5,000 plus any identified new activities requiring equipment, etc.

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Caribou Carnival organization with funding assistance from the Government of the N.W.T. and the local council.

## 7-15 YELLOWKNIFE ACTIVITY CENTRE

### CHARACTERISTICS :

- . **Yellowknife** requires a focal point which **will** draw **all** visitors in the community. It should be a fun, active area which encourages and enhances interaction between residents and visitors.
- . **This** focal point should be where the visitor learns about all the things that can be done in **Yellowknife**, anywhere else in the zone and in other zones throughout the **N.W.T.**
- . **This focal** point or **centre** could be a mall (close off couple of blocks on the main street) containing
  - . an attractive display oriented information **centre**
  - . restaurant (both **indoor/outdoors**) serving native foods
  - . arts and crafts distributor (both indoors & outdoors)
  - . park like setting with gold mining as the theme (cl **imbing** apparatus replicating gold mine shaft and other equipment)
  - . a lot of benches, planters and garbage receptacles.

### MARKET APPEAL:

- . **It** would give residents of **Yellowknife** a meeting place
- . **All** visitors would visit this **centre/focal** point

### ROUGH CAPITAL COST ESTIMATES:

- . Information **Centre** - \$30,000
- . **Commercial** facilities - would vary
- . **Playground** and landscaping - \$25,000 to \$30,000

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION

- . Information **Centre** - Government of **N.W.T.** funding
- . **Other** commercial facilities - private sector
- . **Playground** and benches - **Yellowknife** Council

7-16 MAJOR YEAR ROUND RESORT  
(Within commuting distance from Yellowknife)

CHARACTERISTICS :

- .A major high quality diversified resort which operates year round.
- .Room rates including meals would be from \$100 to \$150 per night.
- .Accommodation should be available for at least 60 people, permitting the resort to be used by both tour groups and other patrons. Accommodation may be provided either within a lodge (similar to a hotel) or isolated units.
- .Central lodge - should be a winterized unit which contains a minimum of 30 sleeping units, with dining and cocktail facilities and meeting rooms.
- .Retail space should be provided within the main lodge for the sale of general confectionery merchandise (e.g. personal essentials and groceries) and souvenirs and crafts.
- .A wide selection of food services should be available. Meals should be served at the dining room and also (optional) delivery to the isolated accommodation units.
- .The emphasis here would be upon the range of learning and participation opportunities for extensive outdoor recreation activities. The attraction is the combination of outdoor activities offered for both instruction and participation. Instruction could be given in activities such as backpacking, canoeing, climbing, horseback riding, fishing, cross country **skking**, snowshoeing, ice fishing, wildlife viewing, photography and wilderness survival training. These programs should be designed to appeal to family groups, people of all ages and skill levels. The experiences must be of a high quality. This requires competent instructors/supervisors.
- .Indoor recreational facilities should be provided in case of inclement weather and for evening entertainment. An indoor swimming pool,

7-16 MAJOR YEAR ROUND RESORT (continued)

saunas and hot tubs should be considered.

.The resort would have a variety of equipment for activities on hand, thereby acting as outfitters and instructors.

.It should be possible to remain at the resort for an entire vacation and to participate in different activities each day. It should also be possible to use the resort as a base camp, and to include two or three nights' stay in camps away from the resort in the middle of a week-long visit.

.Air tours (using float planes), and excursions by other modes (i.e. canoes, horses, all terrain vehicles) into the wilderness could be scheduled by a tour broker operation located on site.

.Visitor access may be by boat, but road access at least in the winter is important.

MARKET APPEAL:

.Convention/conference markets.

.Special interest groups and individuals seeking a quality/educational experience.

.Residents of the N.W.T. for both weekend and week long vacations.

ROUGH CAPITAL COST ESTIMATES:

.Total estimated cost between \$2.5 and 3.0 million

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION :

.Private sector opportunity.

COMMENTS/CONSTRAINTS:

.It is important that the facility be located close enough to Yellowknife so that staff quarters are not required on site.

TABLE 7-17

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE YELLOWKNIFE AND AREA SUB-ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS					Long Term	COMMENTS
	1980	1981	1982	1983	1984		
1. HOSTING PROGRAM	Continuous						Territory-wide Program
2. ORGANIZE SUB-ZONE ASSOCIATION	\$10,000 - \$15,000		Full-Time Co-ordinator Dependent on Programs				
3. COMMUNITY INVENTOR: OF TOURISM RESOURCES INCLUDING CULTURAL PERFORMING GROUPS	\$5,000						
4. COMMENCE TO INCREASE ATTRACTIONS/SERVICES IN AND AROUND COMMUNITIES	Continuous					Continuous Maintenance	
5. COMMUNITY BEAUTIFICATION AND UPGRADING OF TOURISM OPERATIONS							
6. INFORMATION CENTRE IN YELLOWKNIFE AIRPORT	\$6,000						
7. INFORMATION SERVICES IN SMALLER COMMUNITIES	\$2,000 each						
8. DEVELOP PROMOTIONAL BROCHURE AND DISPLAYS	\$10,000 - \$15,000					(In conjunction with other Southern Arctic Sub-Zone)	
9. PROMOTIONAL SLIDE SHOW	\$5,000					(In conjunction with other Southern Arctic Sub-Zone)	
10. PROMOTIONAL FILM	\$5,000					(In conjunction with other Southern Arctic Sub-Zone)	
11. PACKAGE DEVELOPMENT	Continuous						

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE YELLOWKNIFE AND AREA SUB-ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS						Long Term 11+ years	COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)		
12. REDEVELOPMENT OF OLD TOWN	Develop Plan		Construction					
13. EXPANSION OF CARIBOU CARNIVAL	\$5,000							Consulting Only
14. TRAINING (GUIDE/etc.)	Continuous							Territory-wide Program
15. SERVICE STATION IN RAE-EDZO								Feasibility and Construction
16. GOLD MINING TOURS	Timberline ENCOURAGE MINING							
17. DOG SLED TOURS	\$8,000							
18. TRAPLINE TOURS	Immediate but implementation up to private enterprise							
19. FISHING OUTFITTERS	Potential immediate but implementation up to private enterprise							
20. ICE FISHING OUTFITTERS	Potential immediate but implementation up to private enterprise							
21. SNOWMOBILE TOURS	\$20,000 to \$36,000							
22. CROSS-COUNTRY SKI TOURS	Potential immediate but implementation up to private enterprise							
23. MAJOR YEAR-ROUND RESORT	\$5,000							
	Potential immediate but implementation up to private enterprise							
	\$5,000							
	Potential immediate but implementation up to private enterprise							
	\$2 to \$3 Million							
	Potential immediate but implementation up to private enterprise							

T O U R I S M P R O G R A M S / P R O J E C T S T O B E I M P L E M E N T E D I N T H E Y E L L O W K N I F E A N D A R E A S S U B - Z O N E

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS						Long Term	COMMENTS
	1980	1981	1982	1983	1984	Intermediate		
24. NATIVE FOOD RESTAURANT	Potential immediate		but implementation			up to private	enterprise	
	\$120,000							
25. ARCTIC WINTER SURVIVAL PACKAGE	Potential immediate		but implementation			up to private	enterprise	
	\$15,000 to \$25,000							
26. PACKAGE TOUR COMPANY	Potential immediate		but implementation			up to private	enterprise	
								Cost dependent on is included
27. YELLOWKNIFE ACTIVITY CENTRE						\$100,000		
28. WATER FRONT DEVELOPMENT						\$35 to \$40,000		Cost dependent on what is included
29. ACCOMMODATION IN RAE-EDZO						\$250,000		May be required sooner if other developments occur (attractions)

## F, FORT SMITH/HAY RIVER/FORT SIMPSON SUB-ZONE

### 1. KEY FACTORS IN THE ZONE WHICH OFFER POTENTIAL

This sub-zone has varied landscapes with rugged mountains in the west while the east contains the rocky lands characteristics of the **pre-cambrian** shield. It also offers a rich history related to fur trading, transportation and mining.

The following resources were identified as key features in the Southern Arctic Sub-Zone of **Ft. Smith**, Hay River and **Ft. Simpson** area.

#### Natural Resources

- .**Great** Slave Lake for boating, touring, **commercial** and sport fishing.
- .**Numerous** exciting rivers for rafting, canoeing, scow, jet boat and freighter canoe trips - Mackenzie, **Nahanni**, Liard, Slave, etc.
- .**Mackenzie** Mountains - hot springs, big game sports hunting, boating, hiking, mountain climbing, naturalist activities, (cave exploration).
- .**Historic** buildings, artifacts, boats (Radium King), etc., fur trapping and trade routes.
- .**Nahanni** and Wood Buffalo National Parks and their many related attractions.
- .**Pine** Point with a lead zinc mine and mine tours.
- .**Waterfalls** along the highway system - Louise, Alexandra, Lady Evelyn, Whittaker plus Virginia on the **Nahanni** and numerous lesser known river falls and rapids.
- .**Variety** of terrain - Canadian Shield, mountains,, grassy **plains, salt flats**.
- .**Unique** concentration of wood buffalo, **dall** sheep, pelicans and whooping cranes; also various bird and animal life.

#### Cultural Resources

- .**Various** North American Indian groups - Dogrib, **Slavey**, Chipewan and Cree; their heritage and transition to present day life.
- .**Crafts** such as moose hair tufting, beadwork, carvings, clothing and moccasins, birch baskets, jewelry, embroidery and **quillwork**.
- .**A few** outpost camps - people living in a semi-traditional manner away from a **community**.
- .**Some** communities such as Trout Lake and **Ft. Liard** are attractions on their own.



### Historical Resources

- .Early fur trade and transportation routes, i.e., Fort Chip to Fort Smith.
- .Bush pilots role in development of the North.
- .Centres such as Fort Smith which have a number of attractions - most of which are presently underdeveloped.
- .Early stories, **tales** of the region, i.e., **Headless Valley**, Trapping Tales.
- .Northern Life Museum, Fort Smith.
- .Old Hudson Bay and other fur trading posts - and the history surrounding each of these.

### Industrial Resources

- .**Commercial** fishing on Great Slave Lake and processing plant based in Hay River.
- .**Mining** and mine tours in Pine Point and mining in Tungsten.
- .**Oil** and gas exploration; **siesmic** cut lines throughout the sub-zone.
- .Barge/transportation system out of Hay River.

### Events

- .**Carnivals** and events in most communities - primarily during spring and summer.

### Services/Outfitters/Camps/Lodges

- .**Big Game** Hunting in the Mackenzie Mountains for a number of specimens of North American big game.
- .**Frequent** camp/picnic sites along the roadways.
- .**Numerous** fishing lodges, camps and outfitters in the sub-zone, also one naturalist lodge.
- .**Outfitters** with limited services operate in some communities.

### Transportation

- .**Good** road and air connecting to most communities.
- .**Ferry** crossings on the Mackenzie and Liard are quite unique attractions in their own right; also winter ice crossing.
- .**Barge** system based in Hay River.

Detailed inventories of the tourism resources in each **community** are presented in Table 7-18.

TABLE 7-18

TOURISM RESOURCES BY COMMUNITY IN THE

HAY RIVER FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY	ATTRACTIVE FEATURES	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
<p>HAY RIVER (4,179)</p>	<ul style="list-style-type: none"> <li>.major transportation, communications, fishing and service centre</li> <li>.only Indian reserve in the N.W.T.</li> <li>.recreation facilities</li> <li>.freshwater fish packing plant</li> <li>.convention facilities</li> <li>.access to Great Slave Lake</li> <li>.camping facilities</li> <li>.close to Alexandra Falls and Louise Falls</li> <li>.access point for several fly-in fishing camps</li> <li>.2 arts/crafts outlets</li> <li>.July 1st Raft Race</li> <li>.Horticultural Fall Fair - August</li> <li>.Ookpek March</li> <li>.market gardens</li> <li>.saw mill</li> </ul>	<ul style="list-style-type: none"> <li>.PWA-6 flts. weekly from Edmonton also scheduled flts. via Air Providence to nearby communities</li> <li>.several charter airline services available</li> <li>.Great Slave Lake Railway freight service (terminus)</li> <li>.daily bus service from Edmonton and to Yellowknife</li> <li>.3 times weekly frequent service to nearby communities</li> <li>.charter bus service</li> <li>.taxi service</li> <li>.vehicle rental, boat rental</li> <li>.NTCL barges starting point for supply to northern communities</li> <li>.on Mackenzie Highway</li> </ul>	<ul style="list-style-type: none"> <li>2 hotels                             <ul style="list-style-type: none"> <li>-Caribou Motor Inn (50)</li> <li>-Ptarmigan Inn (106)</li> </ul> </li> <li>1 motel                             <ul style="list-style-type: none"> <li>-Migrator Motel (52)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>dining facilities in both hotels</li> <li>other food services in the community</li> <li>Back Eddy - cocktail lounge with food service</li> </ul>	<ul style="list-style-type: none"> <li>.20 bed hospitals</li> <li>.2 health centres and medical centre</li> <li>.liquor store and licensed establishments</li> <li>.banks</li> <li>.several stores</li> <li>.Chamber of Commerce information centre</li> <li>.June to September theatre, swimming pool and sauna</li> <li>.trailer dumping station</li> </ul>
<p>FORT SMITH (2,359)</p>	<ul style="list-style-type: none"> <li>.once a H.B. post</li> <li>.main territorial govt. administrative centre 1911-1967, now a regional govt. centre</li> </ul>	<ul style="list-style-type: none"> <li>.PWA - 6 flts. weekly from Edmonton and Yellowknife</li> <li>.locally based charter aircraft services</li> </ul>	<ul style="list-style-type: none"> <li>1 hotel                             <ul style="list-style-type: none"> <li>-Pinecrest Hotel (60)</li> </ul> </li> <li>.1 motel                             <ul style="list-style-type: none"> <li>-Pelican Rapids Inn (60)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>dining facilities in hotel</li> <li>one other restaurant</li> <li>new restaurant planned</li> </ul>	<ul style="list-style-type: none"> <li>.Stores - 2 Bays, Kaisers &amp; drug store</li> <li>.hospital and medical clinic</li> <li>.bank</li> </ul>

TABLE 7-18:  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 HAY RIVER - FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT SMITH continued	.1mile from Alberta border park headquarters for Wood Buffalo National Park -worlds 2nd largest park -free roaming bison plus much other wildlife -excellent interpretive program -breeding ground of whoopin crane;more than 200 specie of birds -'sinkholes' and caves -camping, <b>hiking/cross-coun-</b> try ski <b>trails,canoe</b> route .Sub Arctic Wilderness Adventures Ltd. (Raft Tours) .A.V.T.C. training college .Northern Life Museum hi stori c bui ldi ngs-mi ssi on, houses, archi ves .Bishops Palace recreati on faci li ti es ."Garden Ci ty of the N. W. T. " hi stori cal ly signi fi cant in formati on booth "Radium King" restored cargo boat .4 rapids on Slave River -nesting si te for white pel i cans	on Mackenzie Hwy. system winter road to Fort <b>Chipewyan</b> taxi and bus services car rental available			liquor store information services large adult vocational training centre.

TABLE 7-18  
 TOURISM RESOURCES BY COMMUNITY IN THE

HAY RIVER - FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT SMITH continued	<p>. "Muffaroose Trail"-Ft. McMurray to Ft. Smith</p> <p>. Tobachi-forest village near Ft. Smith</p> <p>. salt mine</p> <p>. outfitters conducting park tours and jump off point for several lodges</p> <p>'Wood Buffalo Frolics' in March</p> <p>. new dam on Slave River</p> <p>. new park study - Heritage Park</p>	<p>. PWA - 3 flights weekly from Edmonton</p> <p>. 2 flights weekly on Simpson, Northward &amp; Providence Air</p> <p>several local based charter aircraft</p> <p>. on Mile 296 of Mackenzie Hwy. ferry crossing</p> <p>. taxi and bus services</p> <p>water transportation</p> <p>-several operators</p> <p>-June to September</p>	<p>1 hotel</p> <p>-Fort Simpson Hotel (73)</p> <p>1 motel (cabin)</p> <p>-Check Point Lodge (2)</p> <p>(additional cabins under construction)</p>	<p>coffee shop at motel</p> <p>licensed dining at hotel</p> <p>one other restaurant</p>	<p>1 store</p> <p>hospital - 30 beds</p> <p>liquor store</p> <p>bank</p>
FORT SIMPSON (1,178)	<p>. oldest continuous fur trading post on Mackenzie River</p> <p>. located at junction of Liard and Mackenzie Rivers</p> <p>. departure centre for Nahanni National Park</p> <p>-park headquarters located in Ft. Simpson</p> <p>-waterfalls, wilderness, river hot springs</p> <p>-canoeing, hiking, camping</p> <p>-wildlife, fishing</p> <p>-outfitters offer boat trip</p> <p>. charter service to Mackenzie Mountains &amp; Nahanni River</p>				

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TABLE 7-18  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 HAY RIVER - FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT SIMPSON continued	camping/picnic facilities in town .recreational facilities .monument of Alexander McKenzie .native craft shop				
311 PINE POINT (1,970)	town built between 1962 and 1965 by mining company open-pit lead zinc mine is one of world's largest -tours available recreation facilities convention facilities .'Karnival Kapers' in April . 'Pine Days' in June	.Ptarmigan Air - 3 flts. weekly from Yellowknife also Air Providence scheduled and chartered flights daily scheduled bus services to Hay River & Fort Smith, (except Sundays) rail freight services via Great Slave Lake Railway to Alberta taxi service .on Mackenzie Hwy. system	1 hotel -Pine Point Hotel (60)	licensed dining at hotel	medical clinic drug store and grocery store liquor store bank
FORT RESOLUTION (527)	former HBC trading post sawmill and logging opera- tion some recreation facilities trapping arts/crafts outlets -Dene handi crafts "Winter Carnival" in March- "dog team races	.Ptarmigan Air - 3flts. weekly from Yellowknife bus service 3 times weekly from Hay River (Monday, Wed. and Friday) water transportation - NTCL from Hay River, June to Oct. .on Mackenzie Hwy. system	1 motel -Beaulieu's Motel (8) (not always operating; should be investigated)		.1 store nursing station .no liquor permitted

TABLE 7-18  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 HAY RIVER - FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
312 FORT LIARD (308)	traditional hunting and trapping scenic area-tall stands of timber - log buildings river trips, berry picking fishing, boat tours some recreation facilities arts/crafts outlet -mainly Dene handicrafts 'Sports Day' in August gas plant in area new <b>Liard Hwy.</b> will provide a <b>circle</b> route	Simpson Air - 2 flts. weekly from Fort Simpson winter road to Fort Nelson and Fort Simpson water transportation - 2 operators - mid May to mid Sept. <b>Liard Hwy.</b> connects Ft. <b>Laird</b> with Ft. Nelson and <b>Ft. Simpson</b> now under construction	1 hotel - <b>HRY</b> Holdings (7)	coffee shop in hotel	1 store nursing station
TUNGSTEN (234)	spectacular mountain <b>scenery</b> jumping off spot for <b>u-paddl</b> canoes, Whitehorse and <b>Nahar ni</b> River	charter aircraft only company airstrip road access from Watson Lake, Yukon	none	none	medical clinic bank
WRIGHTLEY (148)	located on bank overlooking <b>MacKenzie River</b> picturesque <b>community</b> of log cabins <b>hunting, trapping, fishing</b> 'Moccasin Jamboree' in March 'Mountain that comes into <b>river</b> '.	Simpson Air - 1 ft. weekly from Fort Simpson	<b>cabins</b> -Rocky Island Cafe Cabins (4 operated by local <b>Co-op</b> )	coffee shop at cabins	1 store nursing station

TABLE 7-13  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 HAY RIVER - FORT SMITH - FORT SIMPSON SUB-ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
NAHANNI BUTTE (86)	near entrance to Nahanni National Park on Nahanni River .camping,hiking,canoeing guiding services .hunting, fishing, trapping mountains of Mackenzie Range	.Simpson Air - scheduled Air service water transportation - 2 operators from Ft.Nelson, mid May to mid August	.4 tourist cabins in summer	none	<b>1 store</b> health station
ENTERPRISE (75)	first community in NWT on Mackenzie Hwy.-service centre close to Alexander and Louise Falls view of Hay River gorge	daily bus service to Hay River .on Mackenzie Hwy.	<b>1</b> motel -El Camino Enterprises (28) new units being constructed	restaurant and lounge at motel	<b>1</b> store gas station
JEAN MARIE RIVER (68)	.Slavey Indian community produces beautiful handicrafts-moose hair,porcupine quill objects. picturesque log cabins hunting, trapping .sawmill operation	charter air service from .winter road from Ft.Simpson water transportation - NTCL from Hay River,June to Sept.	.none	none	limited recreation
OUT LAKE (58)	traditional hunting, trapping and fishing fishing lodge in summer .log buildings sandy beaches,pine forest	charter air service from Ft. Simpson,Ft.Providence and Ft. Nelson winter road to Mackenzie Hwy.	.1 lodge - 3 buildings June-Sept. (14) operated by Territorial Hotels in Hay River	meals at edge for guests	none

TABLE 7-18  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 FOOT CEMENOM CIR-70NF continue

COMMUNITY	ATTRACTIONS/RECREATION	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
KAKISA (41)	scenic community on lake shore - log buildings .Lady Evelyn Falls and camp- site traditional fishing and trapping rental boats available fossils in river bed in Kakisa River	sideroad off Mackenzie Hwy.	seasonal campground	none	none



## 2. PROBLEMS/LIMITING FACTORS TO DEVELOPMENT

Although the sub-zone has numerous resources, facilities and services, they are not properly documented or promoted. The area is not yet presented to the **traveling** public as a true destination nor does it present itself as different from the very general image that the total **N.W.T.** presents.

It is most difficult for the **visitor** to find information about what **is** offered and no packages are available to make the task easier. Few **communities** can keep a tourist busy for longer than a day or two - indicating the further need for cooperation and packaging. Both residents of the area as **well** as potential visitors are generally unaware of the resources. Many residents do not recognize the value of tourism while visitors have little idea of what to expect when they visit.

Business practises are generally poorly run operations and there is little sign of cooperation between **operators**, (hotel and lodge operators or outfitters for example). There are few coordinated activities, major attractions and related services to attract **large** numbers of tourists.

Although a number of residents are highly enthusiastic about the tourism potential, there is little coordination of ideas. Jealousies between individuals or between **communities** and specific operations only stress the coordination that is needed. Monopoly operations are generally non-reactive to constructive criticism and slow to expand in new creative ideas.

Communities are generally not attractive to tourists; few parks, no showers, water and pump out services, generally unclean, no easily acquired visitor information.

## 3. THE **DESIRED** DEVELOPMENT STRATEGY FOR THE FORT SMITH, HAY RIVER, FORT SIMPSON SUB-ZONE

### Positioning Statement

The sub-zone is along with Yellowknife, the most highly developed of **all** the zones. This area is most accessible, by both road and by air and has been

exposed to the greatest **number** of visitors. Existing facilities and services in the Yellowknife and South of the Lake sub-zones are the most developed in the **N.W.T.** and are attractive to a wide variety of tourism markets.

The proposed positioning for this sub-zone is one of 'historic waterways' and 'fur trade' era. The theme is based upon the reliance on waterways, Great Slave, Mackenzie, **Liard**, Nahanni, etc., for exploration, travel, fur trade and living off the land. The historical aspect comes from the rich history of the area - early settlements, historic buildings, machinery and boats, trains, etc.

The sub-zone should be developed as a multi-facet destination zone for both road and air traffic. Packages and specific destinations within the zone should be developed around the historic waterways - fur trade theme. New developments complimenting this theme could include cultural presentations by local **Dene/**Metis bands or communities, trap **line** tours, river-scow outfitting, a multi-purpose lodge facility, etc.

Packaging of these new as well as improved services and attractions would prove beneficial to all involved. Packages involving 2-3 or more communities would offer the tourist a **wide** variety of experiences while special **interest** visitors could also take advantage of specific outfitting/camping experiences on their own.

Improvement of services, facilities and the towns themselves is an essential first step in the preparation of the sub-zone for further tourism development. Another **major** step **is** to compile and actively promote what the area has to offer so the **visitors** can spend a number of worthwhile days **in** each **community**. An active marketing program should encourage travelers to visit other parts of the sub-zone as well.

More coordination and cooperation between lodges/camps and communities would be beneficial to **all**.

Completion of the **Liard** Highway will provide an important circle route. Two other proposed developments, the Hay River Marine Park highway and a road linking

Ft. Smith to Vermilion or Ft. **MacMurray** would create 2 additional circle routes. Services relating to these highways would have to be developed at the same time.

Large scale developments such as the Hay River Marine Park highway, a multipurpose lodge **facility**, historic village and a large riverboat concept are long term developments that should be considered if larger numbers of visitors are to be enticed to travel to the sub-zone.

#### 4. MARKETING APPROACH

Four types of markets **which** the 'Land of the Mighty Waters/Fur Trade' tourism area should target include:

- .**Road** traffic
- .**Package** Tours
- .**Special** Interest Groups
- .**Existing** Travelers

##### Road Traffic Market

Depending on fuel supplies and prices, this market should slowly increase - especially with the opening of the **Liard** Highway. A marketing program **should** be centred around Alberta, Northern Canada and the Western U.S., **primarily** California. Road traffic volumes should be carefully monitored to ensure that the marketing efforts are being given the proper priority (i.e., if the road market drops considerably then promoting it should be deemphasized).

##### Package Tour Market

Depends to a large extent on cooperation between operators.

Wholesalers should be hosted by operators and the association in tours of the area. The association should encourage these tours. The intent is to have them package the concept and market it themselves. Operators involved would then service the group(s). Operator should provide discounts for their portion of the package accordingly.

Two or three wholesalers could easily operate in the sub-zone without conflict or overlap of time and facilities. The packages may be fly only; fly-drive; drive; or fly-drive-boat packages.

#### Special Interest Market

Includes canoeists, history buffs, mountain climbers, white water enthusiasts, culture oriented travelers, naturalists, etc. The most effective approach to this market is through specific magazines, clubs and organizations, meetings, conferences, etc. The market also would not necessarily be in one geographical location but in **small** pockets around North America and in many cases around the world.

As there is much competition around the world for the special interest market a promotional program has to be well thought out - used on a continuing basis over a number of years and be unique enough to attract the quality minded **traveler**.

#### Existing and Past Travelers

**Until** recently a larger percentage of the pleasure visitors travelled by road than by **air**. **Visitors** to this sub-zone include package tour groups, sightseeing by road visitors, travelers visiting friends and relatives, fishing lodge visitors and national park visitors. The sub-zone also receives many business travelers, which comprise the largest market group.

The benefit of considering existing markets is that **improvement** in catering to them can be **immediate** - you don't have to do further marketing and wait for the visitor to arrive. The best promotional campaign is to keep your present clients as happy as possible - they in turn will then market the product for you and at no cost. However, keeping your visitor happy depends on making him fully aware of what is available, and ensuring it is a quality product.

## 5. DEVELOPMENT OPPORTUNITIES AND NEEDS

Even though this sub-zone has more attractions and services than found in other zones, it still requires more attraction development in the communities. The specific needs and opportunities identified for **this** sub-zone are presented in Table 7-19 and Figure 7-5. They are **also prioritized**. More **detailed** descriptions of those programs not described in Chapter 2 or requiring special attention in the sub-zone are found in Tables 7-32.

## 6. PRIORITIES

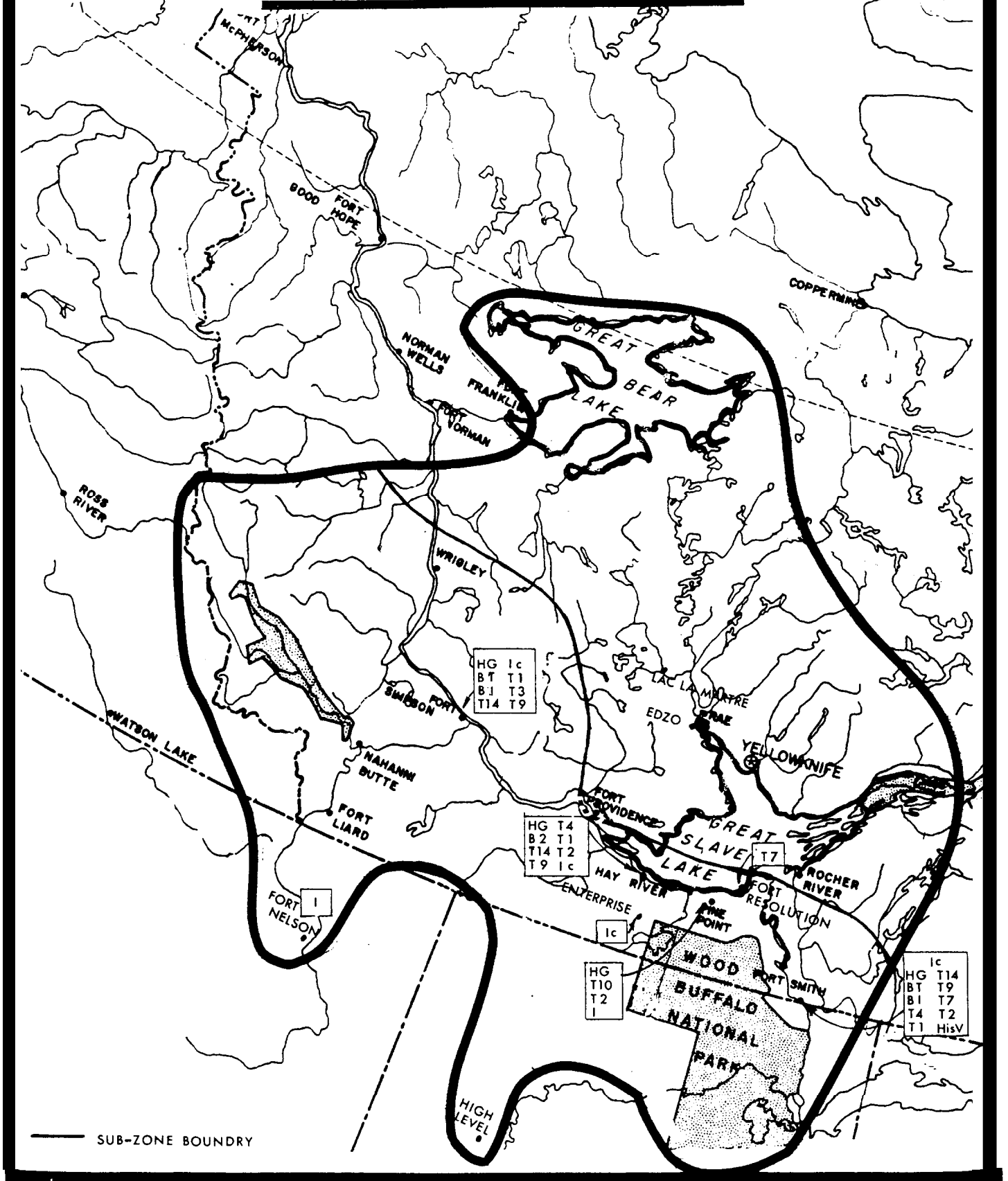
Again, this sub-zone should concentrate on organizing the industry so that needed programs can be undertaken **fairly quickly**. The existing tourism resources should be identified in each **community**. With the inventory in hand, then promotional work can **commence**. It should be recognized that initially there should not be a lot of emphasis put on a costly promotional campaign. More development of attractions and upgrading of **existing** services is needed. **As attractions are developed** more importance in terms of **financial** resources can be put on promotion. Table 7-33 **priorizes** the **different programs needed in the sub-zone**.

TOURISM DEVELOPMENT NEEDS/OPPORTUNITIES FOR THE FORT SMITH/HAY RIVER/FORT SIMPSON SUB-ZONE

UPGRADING	NEW DEVELOPMENT - ATTRACTIVE	NEW DEVELOPMENT - SERVICES	HUMAN RESOURCE DEVELOPMENT
★ COMMUNITY BEAUTIFICATION	PACKAGE DEVELOPMENT	SIGNAGE PROGRAM	HOSTING
■ UPGRADE ACCOMMODATION	TRAPLINE TOURS	★ MOVE BORDER INFORMATION CENTRE TO NEAR ENTERPRISE	★ TRAINING - GUIDES, ACCOMMODATION, RESTAURANTS, STAFF
■ UPGRADE FOOD SERVICES	<ul style="list-style-type: none"> <li>■ • Fort Smith</li> <li>■ • Fort Resolution</li> </ul>	INFORMATION CENTRES	★ CO-ORDINATED MEDIA PROGRAM
■ IMPROVEMENT/EXPANSION OF CAMPING SITES	BOAT TOURS & RENTALS <ul style="list-style-type: none"> <li>■ • SCOW</li> <li>■ • Jet Boat</li> <li>■ • Freighter Canoe</li> <li>■ • Rafting</li> </ul>	<ul style="list-style-type: none"> <li>■ • Fort Smith</li> <li>□ / Hay River</li> <li>□ / Fort Simpson</li> </ul>	
	WILDERNESS TRAILS	INFORMATION SERVICES	
	<ul style="list-style-type: none"> <li>■ • Hiking</li> <li>■ • Horseback Riding</li> <li>■ • Cross-Country Skiing</li> <li>■ • Snowshoeing</li> <li>■ • Snowmobile</li> </ul>	<ul style="list-style-type: none"> <li>● • Pine Point</li> <li>≡ • Fort Liord</li> <li>≡ • Wrigley</li> </ul>	
	★ WALKING TOURS OF THE COMMUNITIES	▲ CONNECTING HIGHWAY FROM FORT SMITH TO FORT MCMURRAY	
	CULTURAL EVENTS AND	▲ MARINE PARK HIGHWAY	
	PERFORMING GROUPS (FISH FRIES, DRUM DANCES, TOURS OF DENE VILLAGES, ETC.)		
	SNOWMOBILE		
	CROSS-COUNTRY SKI TOURS		
	BUS TOURS		
	<ul style="list-style-type: none"> <li>• Fort Simpson/Hay River/</li> <li>• Pine Point/Fort Smith</li> </ul>		
	MAJOR RIVER BOAT CRUISE		
	▲ MULTI-PURPOSE LODGE		
	■ HISTORIC VILLAGE		

FIGURE 7- 3

DEVELOPMENT NEEDS AND OPPORTUNITIES  
FOR THE FORT SMITH - HAY RIVER -  
FORT SIMPSON AREA SUB-ZONE



LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air		
AT	Air Tour	B-7-1
AI	Airport Expansion	
A2	Air Charter Operator	
B - Boat		
BT	◆ Boat Tour	B-7-2
<b>B1</b>	◆ Boat Rental	
B2	+ Riverboat Development	
<b>bi</b>	Bicycle Rental	
c - <b>Centre</b>		
cl	Arts <b>Centre</b>	
C2	Activity <b>Centre</b>	
E - Event		
E1	Cultural Festival	
E2	Arts Festival	
E3	Curling <b>Bonspiel</b>	
E4	Snowmobile Race - expansion of	
E5	Carnival - expansion of	
F - Fishing		
<b>F1</b>	Ice Fishing	B-5-4
F2	Char Fishing	
F3	Arctic Char Bake	
GH	Guest House	B-12
HG	◆ <b>Hosting</b> and Guiding Services	B-4
G	<b>Guiding</b> Services	B-5
H - Hotel		
<b>H1</b>	New Hotel Development	
	Hotel Expansion	
h - Hunting		
<b>h1</b>	General Hunting	B-5-2
h2	Polar Bear Hunts	B-5-3
h2	Muskox Hunts	B-5-3
His	Historical Attraction	B-10
<b>HisV</b>	◆ <b>Historical</b> Village	
I - Information		
<b>Ic</b>	◆ <b>Information</b> Services	B-1
	◆ <b>Information Centre</b>	
L - Lodge or Camp		
<b>L1</b>	Fishing Lodge	
L2	Char Fishing Camp	B-n
L3	Naturalist Lodge/Camp	
O - Outfitting		
01	General Outfitting	
01	Fishing Outfitter	B-5-1
02	Char Fishing Outfitter	
03	Canoeing/Kayaking Outfitter	B-5-8



LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	Resort	
s	Service Station	
T - Tour		
T1	◆ General Package Tour	
T2	◆ Walking Tour	
T3	◆ Day Tour	
T4	● BUS Tour	B-7-3
T5	◆ Birdwatching Tour	B-6-3
T6	Scuba Diving Tour	
T7	◆ Trap Line Tour	B-6-7
T8	Mountain Climbing Tour	
T9	◆ Snowmobile Tour	
T10	◆ Mining Tour	
T11	◆ Rockhounding Tour	
T12	'On the Land' Tour	
T13	Dog Sled Tour	B-5-7
T14	◆ Cross Country Ski Tour	
T15	Ice Road Tour	B-7-4
T16	Reindeer Sled Tour	
T17	Midnight Sun/Noon Moon Tour	B-14/B-15
T18	Naturalist Tour	
T19	Commercial Fishing Operations Tour	
T20	Whale/Seal Hunt Interpretive Tour	B-6-1
T21	Historical Tour	B-6-6
T22	Cultural Tour	B-6-4
T23	Package Tour Company	B-13
W - Water	Waterfront Development	

TABLE 7-20  
CO-ORDINATED MEDIA PROGRAM

CHARACTERISTICS :

- .To combine awareness programs and promotion of local facilities and attractions for residents and visitors.
- .Via short programs, interviews, articles.
- .School programs relating to tourism so children can be ambassadors.

LOCATION:

- .Regional papers, C.B.C and local radio, schools.

MARKET APPEAL:

- .Local residents and traveling market in the area will be reached.
- .Will inform visitors while they are in the community.

ROUGH CAPITAL COST ESTIMATES:

- .Little or no cost.

Public service by media and schools.

IMPLEMENTATION RESPONSIBILITY:

- .Local newspapers, C.B.C., local radio, schools
- .Sub-zone association initiative

TABLE 7-21

SIGNAGE PROGRAM

CHARACTERISTICS :

- .**Signs** indicating sites, areas of special interest whether historical, cultural, geographical, etc., and with background information.
- .Non-destructible
- .**Signs** permanent and to compliment environment and location.
- .**Universal** signs.

LOCATION:

- .**Numerous** locations throughout the sub-zone but majority to be on, or near road systems.

MARKET APPEAL:

- .**Signs** and overall brochure summarizing points of interest of high appeal to road traffic, package tour clients.

IMPLEMENTATION RESPONSIBILITY:

- .**Federal** and Territorial **gov't.**
- .**Historical** Sites Branch.
- .**Highway** Department
- .**Museum**
- .**Encouraged** by sub-zone association

COMMENTS :

- .**Program** must be coordinated between all departments.

TABLE 7-22

ALBERTA/N.W. T, BORDER INFORMATION CENTRE MOVED  
(Enterprise)

CHARACTERISTICS :

- .Signs, campground, flags, water, washrooms to remain at present site.
- .Buildings, information centre moved to Enterprise road junction/falls area. Combination of various services with information booth/interpretive centre.

MARKET APPEAL:

- .Primarily all road traffic.

ROUGH COST CAPITAL ESTIMATES:

- .\$30,000 to \$40,000.

IMPLEMENTATION RESPONSIBILITY:

- .Territorial gov't. Economic Development and Tourism.

COMMENTS:

- .High cost to maintain present site. New location a 'natural' stop with facilities, attractions, road junctions, etc.
- .Enterprise, falls, campsites to be expanded accordingly

TABLE 7-23

DEVELOPMENT OF HISTORICAL AND CULTURAL PRESENTATIONS  
BY **DENE/METIS**

CHARACTERISTICS :

.**Various** hosting of historical and cultural activities developed and presented by local **Dene/Metis**, to provide an awareness of heritage, i.e., fish fries, drum dances, tours of **Dene** village and historical interpretation, 'buffalo creeps', meeting old people of the area, storytelling, fur trapping information.

LOCATION :

.**In communities.**

MARKET APPEAL:

.**Appeal** not only to residents and road visitors but also vast appeal as part of bus tours, plane package tours.

ROUGH CAPITAL COST ESTIMATES:

.**Little** capital outlay, depends on extent of each possible program.  
.**Most** expenses will relate to organization.

IMPLEMENTATION RESPONSIBILITY:

.**Dene Nation/Metis** Association.

COMMENTS :

.To work in conjunction with sub-zone tourism group.

TABLE 7-24

IMPROVEMENT/EXPANSION OF CAMPING  
AND PICNIC SITE FACILITIES

CHARACTERISTICS :

- .**Maintenance** program improved; availability of water and dumping stations, sites regularly cleared and supervised.
- .**Separate** areas for trailers, campers and day use.
- .**More** cleaning out of brush around campsites.

LOCATION :

- .**All** present camp and picnic sites.

MARKET APPEAL:

- .**All** resident and tourist road traffic.

ROUGH CAPITAL COST ESTIMATES :

- .**Additional** funds to maintain and expansion of program.
- .**Managerial/supervisory** responsibilities tightened up.

IMPLEMENTATION RESPONSIBILITY:

- .**Gov't** of N. W. T., Department of Economic Development.

TABLE 7-25

PACKAGE DEVELOPMENT

CHARACTERISTICS :

- . **In** conjunction with present outfitters, lodges, camps.
- . Development, management and promotional assistance, i.e., more and improved rafting, freighter canoe, paddle canoe, slow travel on rivers and lakes. Improvement of existing services, i.e., cross country skiing and **skidoo** trips, equipment rentals, bus tours.

LOCATIONS :

- . **Various** locations.

MARKET APPEAL:

- . **Improved** services appeal to a wide market, both existing and potential.

ROUGH CAPITAL COST ESTIMATES:

- . Dependent on extent of assistance given to existing and developing operators.
- . 3-4 days assistance given to each operator would be very helpful.

IMPLEMENTATION RESPONSIBILITY:

- . **Gov't** of **N.W.T.** or **T.I.A.** to contract on a project or operator **basis.**

TABLE 7-26

WILDERNESS TRAILS DEVELOPED

CHARACTERISTICS :

- .**Multi-seasonal** use - hiking and horseback riding in summer, and cross country skiing, snowshoeing, ski dooing in winter.
- .**Can** use a number of existing cut lines and trails. Preferably to join 2 communities, **e.g., Simpson** to Hay River, Ft. **Smith** t. Fitzgerald, etc. Minimum of services - garbage depot, water.

LOCATION :

- .**Various** locations.

MARKET APPEAL:

- .**To multi-seasonal** residents and visitors, outdoor enthusiasts.

ROUGH CAPITAL COST ESTIMATES:

- .**Funding** could come from a variety of sources, G.D.A., manpower programs.

IMPLEMENTATION RESPONSIBILITY:

- .**Combination** of N.W.T., Federal and local town gov'ts.
- .**Impetus** should be on local groups.

COMMENTS :

- .**Provides** an additional attraction for the area. May connect to existing parks, campgrounds, lodge/camp facilities, natural attractions, etc.



TABLE 7-27

TRAPLINE TOURS

CHARACTERISTICS :

- .By dog team, 2 - 5 day packages out of a **community**, late Feb. to early April prime season.
- .**Guests** learn of **the fur** trade, trapping and life on the land.

LOCATION :

- .**Ft.** Resolution or Ft. Smith.

MARKET APPEAL:

- .**Special** interest market.

ROUGH CAPITAL COST ESTIMATES:

- .**Minimal** as most trappers already have most of the equipment.

IMPLEMENTATION RESPONSIBILITY:

- .**Private** industry and/or Development Corporation.

TABLE 7-28

HISTORICAL VILLAGE

CHARACTERISTICS :

.To combine artifacts, old historic buildings, boats and documents relating to each **in** one location.

LOCATION :

.**Ft.** Smith a priority because of numerous historical buildings in the area.

.**Could** become a major attraction, i.e., a mini Upper Canada Village or Heritage Park.

MARKET APPEAL:

.To all air and road visitors. Of specific appeal to history buffs and those on package tours.

ROUGH CAPITAL COST ESTIMATES:

.**Some** funding may be available from Heritage Canada, G.D.A.  
.\$80,000 - \$100,000."

IMPLEMENTATION RESPONSIBILITY:

.Town of Ft. Smith or a Heritage Committee.

TABLE 7-29

MAJOR RIVERBOAT DEVELOPMENT

CHARACTERISTICS :

.**Legalized** gambling on a full facility type boat capable of carrying 100 plus passengers with cars. Tours of Mackenzie River, Great Slave Lake including East Arm; Fort Smith, Slave River to Hay River, also Slave River to **McMurray** potential.

.**Tour** to include all communities along the way. Back to back trips. Used as a convention centre during the winter.

LOCATION :

.Based in Hay River.

MARKET APPEAL:

.**Road** Traffic potential one way Hay River to **Inuvik** or return, and down or up the Dempster Highway.

ROUGH CAPITAL COST ESTIMATES:

.**\$6 - \$7 million.**

IMPLEMENTATION RESPONSIBILITY:

.**Private** industry in conjunction with government. **Inuit/Metis** Development Corporations.

COMMENTS :

.**More** successful if it can tie in with improved **community** services and facilities.

TABLE 7-30

MULTIPURPOSE **LODGE** FACILITY

CHARACTERISTICS :

- .**Cater** to photographers, sports-fishermen, boaters in summer and cross country skiers, ice fishermen, snowmobiles in winter.
- .**Close** to jet airport.

LOCATION:

- .**Hay** River, Smith, Simpson area.

MARKET APPEAL:

- .**Multi-purpose** tourists plus specific market segments, i.e., cross country skiers.

ROUGH CAPITAL COST ESTIMATES:

- .**Dependent** on size and location. (\$800,000 - \$1,000,000).

IMPLEMENTATION RESPONSIBILITY:

- .**Private** enterprise or Metis, Development Corporation, etc.

COMMENTS :

- .**Can** be a new facility or extension/improvement of existing.

TABLE 7-31

MARINE PARK HIGHWAY

CHARACTERISTICS:

.To provide a scenic road route from Hay River, Kaki sa River to the ferry crossing, with campsites, boat launch areas, services, etc.

LOCATION: Hay River

.Would draw traffic to Hay River and possibly Smith, Pine Point, Resolution areas.

.Provides a safer more convenient Great Slave access to both tourist and commercial fishermen.

.Town of Hay River has initiated the concept and completed some legwork.

MARKET APPEAL:

.Residents and all road traffic into the N.W.T. including fly-drive packages.

ROUGH CAPITAL COST ESTIMATES:

.Dependent on further study.

IMPLEMENTATION RESPONSIBILITY:

.Hay River Development Corporation, Federal and Territorial gov'ts.

.Financing input from G.D.A. a possibility.

TABLE 7-32

ROAD DEVELOPMENT

CHARACTERISTICS :

.**Extension** of present road, creates a circuit route for road traffic.

LOCATION :

.**Extension of present** road, creates a circuit route for road traffic.

.**Circuit** route most important as a visitor draw. Ft. Smith would therefore have to further develop services in the area.

MARKET APPEAL:

.**Appeal** to residents and all road tourists to the **N.W.T.**

IMPLEMENTATION RESPONSIBILITY :

.**Federal** and Territorial **gov't.**

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED IN THE FORT SMITH, HAY RIVER, FORT SIMPSON SUB-ZONE

PROGRAM /	INITIATION, COMPLETION AND ESTIMATED COSTS					Long Term	COMMENTS
	1981	1982	1983	1984	Intermediate		
1. HOSTING PROGRAM	Continuous						Territory-wide program
2. FORMULATION OF SUB-ZONE TOURISM COMMITTEE	Continuous \$10,000	\$10,000					
3. COMMUNITY INVENTORIES & DEVELOPMENT OF MORE COMMUNITY-CENTERED ACTIVITIES	\$5,000						
4. COMMUNITY BEAUTIFICATION	Continuous						
5. PROMOTIONAL BROCHURE	\$5,000						With Yellowknife and area sub-zone
6. SLIDE SHOW	\$5,000						With Yellowknife and area sub-zone
7. PROMOTIONAL FILM		\$6,000					Prepared from Outtakes of Territorial Wide Promotional Fil.
8. SIGNAGE PROGRAM							
9. BORDER INFORMATION CENTRE MOVED	\$50,000	\$40,000					
10. COORDINATED MEDIA PROGRAM							
11. PACKAGE DEVELOPMENT	Continuous \$5,000	\$8,000	\$12,000	\$15,000	\$20,000		
12. TRAPLINE							Potential Immediate But Implementation up to Private Enterprise
13. CULTURAL EVENTS AND PRESENTATION	Continuous						

T O U R I S M P R O G R A M S / P R O J E C T S T O B E I M P L E M E N T E D I N T H E F O R T S M I T H , H A Y R I V E R , F O R T S I M P S O N S U B - Z O N E

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							Long Term 17+ years	COMMENTS
	1980	1981	1982	1983	1984	Intermediate 15-17 years			
14. IMPROVEMENT/EXPANSION OF CAMPGROUNDS	Major work done \$50,000		Continubus						
15. MULTIPURPOSE LODGE	Potential Immediate \$1.0million					But Implementation Up to Private Enterprise			
16. SCOW/JET BOAT/FREIGHTER CANOE TOURS AND RENTALS	Potential Immediate					But Implementation Up to Private Enterprise			
17. MAJOR RIVER BOAT DEVELOPMENT	Potential Immediate \$6 to \$7 million					But Implementation Up to Private Enterprise			
18. WILDERNESS TRAILS DEVELOPMENT									
19. ADDITIONAL INFORMATION CENTRES									As communities become more involved
20. HISTORIC VILLAGE	Research \$10,000						ion \$100,000		
21. MARINE PARK HIGHWAY									
22. ROAD DEVELOPMENT TO FORT MCMURRAY									



## CHAPTER 8

### WESTERN ARCTIC TOURISM ZONE STRATEGY AND ACTION PLAN

#### A, INTRODUCTION

The Western Arctic includes Sachs **Harbour** in the north, the Mackenzie Delta, the communities along the Mackenzie **River** to just north of Wrigley and Fort Franklin on Great Bear Lake. It also includes all of the **Dempster** Highway down to **Dawson** City. This is one of the most developed zones and has a tremendous mix of resources.

This zone contains the Arctic Circle, lands above and below the treeline, arctic coast resources, the 'mighty' Mackenzie River, the Delta and mountains. It is accessible by road, air and water. The zone's population is **tri-cultural** with **Inuit**, Dene, and whites.

Two sub-zones exist within the Western Arctic.

The most developed sub-zone is made up of the **communities** in Mackenzie Delta. Most visitors to this area will travel to several or all of the communities within the sub-zone. Thus it has the qualities of a destination area. More attractions/activities need to be developed, and more and improved facilities are necessary.

Linked with the Delta area is **Dawson** City in the Yukon. This link is due to the **Dempster** Highway and air connections. A large percentage of the visitors to the Delta also travel to or from **Dawson** City. The communities in the Delta should be working closely with **Dawson** City to coordinate activities and to share markets.

The second sub-zone is the **Canol** Road/Norman Wells area. **The communities** up the Mackenzie River are small and have had little involvement with tourism. Norman Wells is one of the most picturesque communities in the N.W.T., nestled between two mountain ranges and bordering on the Mackenzie River. It is the service centre for the surrounding area. Hunting is the major non-business travel activity in the area. A few hikers **travel** the **Canol** Road and canoeists on the Mackenzie River stop in the **communities**. Fort Franklin and Fort Norman have few tourism facilities but are interested in the industry. These communities would be interested in small special interest groups.

There are numerous development opportunities in the Western Arctic zone. To date, they have relied on business/commercial travelers and have developed few **attractions**/facilities to service the pleasure **traveller**. More tour wholesalers are interested in bringing tours to the area. The Dempster Highway will undoubtedly bring new visitors wishing to be among the few who have driven north of the Arctic Circle.

The **Beaufort-Delta** Tourism Association represents the operators in the lower Mackenzie. This association needs to be expanded to include the entire area in the Western Arctic Zone. Many of the communities and operators are interested in tourism. The tourism association will however, need assistance, both advisory and financial, to fully develop the organization and to start undertaking programs.

Within this zone there are **communities** which are eager to become involved in tourism; these are Fort Franklin, Fort McPherson, and Norman Wells. Fort Norman is also interested but to a somewhat lesser extent. **Inuvik** is very anxious to expand its tourism industry. There are also communities that are not ready for tourism, and thus development should not be encouraged, at least in the short term. Arctic Red River, **Colville** Lake, Fort Good Hope and **Paulatuk** have other concerns at the present time. **If and when** they wish to consider tourism, they should receive assistance and encouragement from the zone association.

## B, OVERVIEW OF TOURISM RESOURCES

There are many resources within the Western Arctic Tourism Zone that could be offered to visitors with minimal development required. These resources and complimentary services/facilities are identified in Table 8-1 and Figure 8-1.

The features which offer potential for further tourism development include the following:

### NATURAL

most varied mix of mountains, tundra, delta, rivers, ocean, lands above and below the **treeline**

ramparts of the Mackenzie River

#### **.pingos**

best hunting and trapping (white fox, caribou, polar bear, muskox, grizzly, dall sheep, moose, **beluga** whale)

bird **life** abundant

● idnight sun and 24 hours of darkness

#### **.Arctic Circle**

permafrost and construction resulting

### HISTORICAL

fur trading - Fort McPherson

- Fort Norman

- Fort Good Hope

- Fort Franklin

**.Mad** Trapper - Tuktoyaktuk (was Fort Brabant)

**.Inuit** and Indian wars

**.Museum** of Ancient **Inuit** Archaeology - in Sachs Harbour

**.Oil** Exploration **Canol** Road

### CULTURAL

**.tri-cultural**; - other than larger **southern centres** only area within N.W.T. with mix of **Inuit**, Indian and white population.

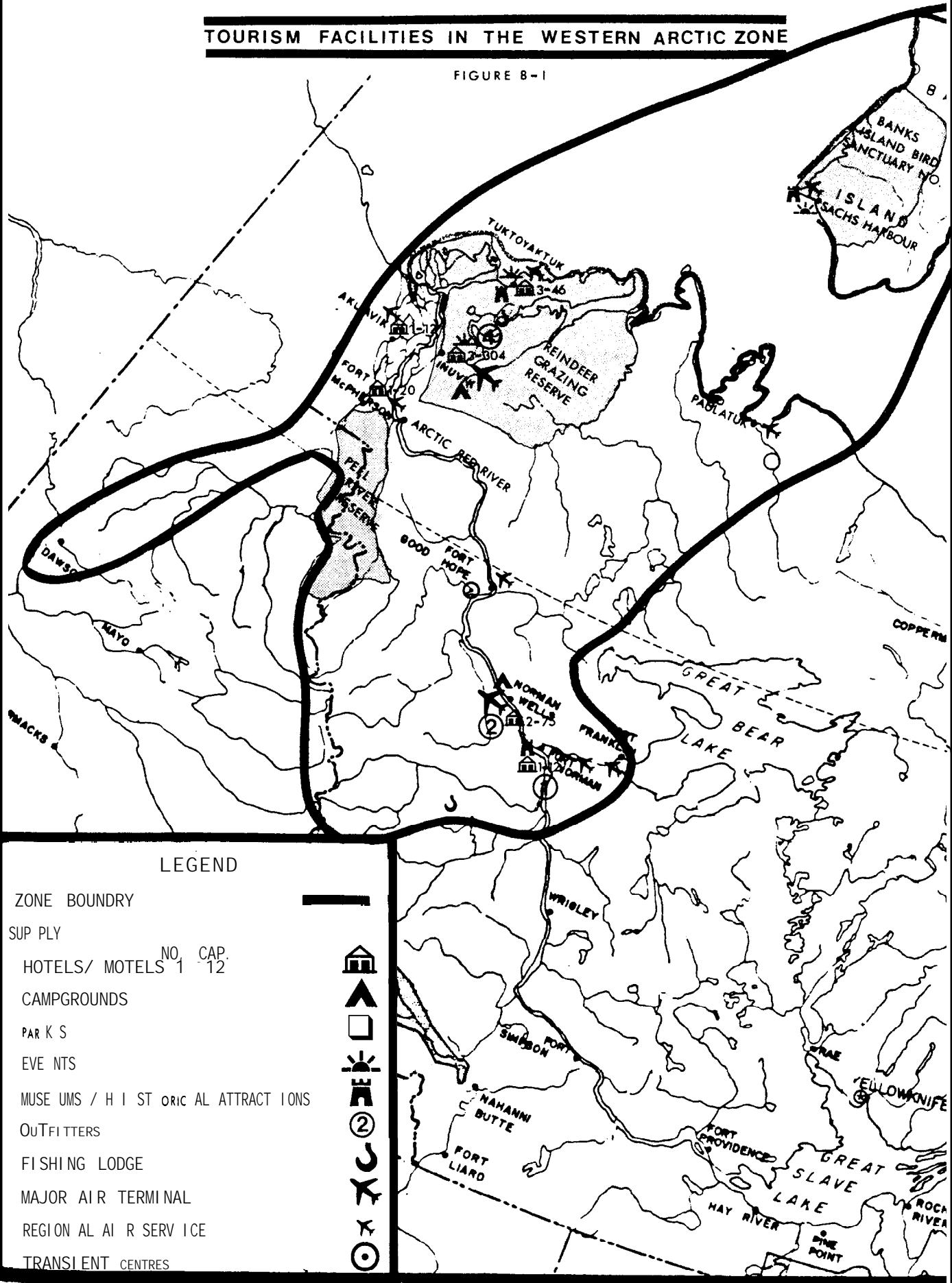
TABLE 8-1  
WESTERN ARCTIC ZONE SUPPLY INVENTORY

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NATURAL AND RELATED MAN-MADE FEATURES	HISTORICAL/CULTURAL AND OTHER RECREATIONAL FEATURES	SUPPORT SERVICES	INFORMATION SERVICES	TRANSPORTATION	INTERNAL POPULATION
<ul style="list-style-type: none"> <li>one of the largest rivers in Canada</li> <li>fjords in Liverpool Bay</li> <li>pingos, unique to permafrost</li> <li>pockets of animal life &amp; bird concentrations</li> <li>muskox, arctic fox, reindeer</li> <li>East Three Tours offer river tours to various destinations in the Delta</li> <li>Mackenzie Delta Outfitting operate boat tours of the Delta &amp; Arctic Coast - of interest to naturalists &amp; photographers</li> <li>Midnight Arctic Tours provide ice road trips to Aklavik &amp; Tuktoyaktuk and also operate summer fishing tours</li> </ul>	<ul style="list-style-type: none"> <li>tri-cultural mix of Inuit, Dene &amp; White Dempster Highway only road north of the Arctic circle</li> <li>historical aspects such as the 'Mad Trapper' &amp; 'Little Chicago'</li> <li>oil drilling exploration activities in the Beaufort Sea</li> <li>oil activity in Norman Wells</li> <li>Aklavik one of the oldest communities</li> <li>Inuit whale hunts offer potential</li> <li>original Indian village and historic church in Fort Norman</li> <li>Igloo Church in Inuvik</li> </ul>	<ul style="list-style-type: none"> <li>Inuvik is the regional centre and can provide services for medium size tours i.e., accommodation, food, bus tours, crafts, shops, etc.</li> <li>campgrounds in Inuvik and on Dempster Highway</li> <li>other communities can only provide basic accommodation facilities to travelers</li> <li>Norman Wells is a service centre for the upper Mackenzie portion of the zone</li> <li>there are 12 hotels/motels in the zone which accommodate 482 persons</li> <li>two communities have transient centres</li> <li>only one lodge - in Paulatuk and currently is not being operated.</li> </ul>	<ul style="list-style-type: none"> <li>Inuvik visitor services are minimal while those of the other communities are virtually non-existent</li> </ul>	<ul style="list-style-type: none"> <li>road access to Inuvik via the Dempster and winter road access to Tuktoyaktuk and Aklavik</li> <li>bus tour connections to the Yukon</li> <li>excellent air connections from Yellowknife and Edmonton</li> <li>good air service to outlying communities</li> <li>strong package tour connections with Dawson City, Whitehorse and Yellowknife</li> <li>scheduled bus service between Inuvik and Fort McPherson.</li> </ul>	<ul style="list-style-type: none"> <li>Aklavik - 812</li> <li>Arctic Red River - 140</li> <li>Colville Lake - 79</li> <li>Fort Franklin - 430</li> <li>Fort Good Hope - 456</li> <li>Fort McPherson - 821</li> <li>Fort Norman - 290</li> <li>Inuvik - 3161</li> <li>Norman Wells - 375</li> <li>Paulatuk - 118</li> <li>Sachs Harbour - 160</li> <li>Tuktoyaktuk - 719</li> </ul>

# TOURISM FACILITIES IN THE WESTERN ARCTIC ZONE

FIGURE B-1



- .**Aklavik** one of the first settlements in the lower Mackenzie  
commercial reindeer herding  
handicrafts and carvings
- .**Church** of the 'Lady of Fort Good Hope'
- .**Fort Norman** Anglican Church
- .**Roman Catholic** Igloo Church

#### INDUSTRIAL

- oil drilling in Beaufort Sea
- oil refinery and pumping in Norman Wells
- only developed **harbour** along **arctic** coast **in Tuktoyaktuk**

#### ACCOMMODATION

- .**Inuvik** capable of handling fairly large groups; standard tour package  
(40 persons)
- .**Norman Wells** was able to handle small **groups (20 persons)**; future ability  
will be dependent on whether or not the Mackenzie Mountain Lodge is rebuilt
- .**Tuktoyaktuk** has some capability but limited

#### TRANSPORTATION

- good air service to all communities except **Paulatuk** and Arctic Red **River**
- road access from the south via **Dempster** Highway; Fort McPherson to **Inuvik**  
linked by road
- ice roads link **Inuvik** with **Aklavik** and **Tuktoyaktuk**
- barges bring supplies down the Mackenzie River; no passenger vessels currently  
scheduled bus service to communities on highway between **Inuvik** and Fort McPherson

More detailed description of the facilities and features available in the **communities**  
are found **in** Table **8-2**.

#### C, CURRENT MARKETS

The Western Zone is the only area which has conducted surveys on their markets.  
In the summer of 1979 **Dempster** Highway road visitors were surveyed as well as  
participants of group tours. Summaries from these surveys are presented.

TABLE 8-2  
TOURISM RESOURCES BY **COMMUNITY** IN THE  
WESTERN ARCTIC TRAVEL ZONE

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
INUVIK  345	<p>. multi-cultural permafrost construction &amp; util adors parka sewing centre reindeer station . pingos/delta igloo church recreation facilities, good x-country skiing convention facilities, bus boat &amp; air tours "Delta Daze" in Sept. "Top of the World Ski "Championship in April "International <b>Bonspiel</b>" in March . 2 arts/crafts outlets . 3 outfitting services with more being developed accessible tree line flora and fauna</p>	<p>. PWA - 12 weekly fits. from Edmonton, <b>Yellowknife</b>, Fort Simpson &amp; Norman Wells . Northward - scheduled fits. t the Yukon several charter fits. , ice road to <b>Aklavik</b> and Tuktoyaktuk . Dempster Hwy. terminus taxi service water transportation - <b>N.C.T.</b> Kaps Transport, Arctic <b>Naviga</b> <b>tion</b>, Cardinal Transport from Hay River - June to September scheduled bus service between Fort McPherson and <b>Inuvik</b></p>	<p>. 2 Hotels - Eskimo Inn (158) Mackenzie Hotel (99) . 1 Motel - <b>Finto Motel</b> (47) new cabin development in Delta</p>	<p>. both hotels have dining . 5 other restaurants</p>	<p>hospital . 2 stores liquor outlet . 2 banks new <b>Arctic Summer</b> school being de- veloped</p>
NORMAN WELLS (375)	<p>oil <b>producing</b> town with refinery . 2 arts/crafts outlets close to big game hunting camps</p>	<p>. PWA - from Edm. and <b>Yellow-</b> knife 5 times per week . Northward - weekly fits. charter service available</p>	<p>2 hotels - Mackenzie <b>Mountai</b> Lodge (55) <b>Norwel</b> Inn (20)</p>	<p>dining in both hotels</p>	<p>nursing station b a n k liquor in com- munity</p>

TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 WESTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
NORMAN WELLS continued	<ul style="list-style-type: none"> <li>.outfitters in area</li> <li>.transportation centre</li> <li>.Canol Road</li> <li>.local helicopter tours</li> <li>.Spring Carnival</li> <li>.museum being built</li> <li>.recreation facilities</li> </ul>	<ul style="list-style-type: none"> <li>.taxi service</li> <li>.winter road connecting to Mackenzie Hwy. system at Fort Simpson</li> <li>.water transportation - NTCL from Hay River - July to September</li> </ul>			
3 4 5 6 TUKTOYAKTUK (719)	<ul style="list-style-type: none"> <li>.100 miles south of Polar ice cap on Arctic Ocean</li> <li>.close to beluga whale observation &amp; hunting</li> <li>.ice pingos</li> <li>.reindeer herding</li> <li>.only developed harbour along the Arctic coast</li> <li>.oil exploration activity</li> <li>.arts/crafts outlet - noted for antler carvings and fur garments</li> <li>.day trip from Inuvik on winter road (80 miles)</li> <li>."Beluga Jamboree" in April</li> <li>."Tuk Cup" golf tournament in July</li> <li>.Regatta in September</li> <li>.DEW Line site</li> </ul>	<ul style="list-style-type: none"> <li>.Northward - 4 flts. weekly from Inuvik</li> <li>.winter ice road to Inuvik</li> <li>.taxi service</li> <li>.water transportation-Northern Transportation Co.Ltd. (NTCL) from Hay River-June to Sept.</li> <li>-transshipping operation from river to ocean vessels</li> </ul>	<ul style="list-style-type: none"> <li>.3 motels</li> <li>-Beaufort Motel (24)</li> <li>-Gruben's Inn (7)</li> <li>-Tuktoyaktuk Lodge (15)</li> </ul>	<ul style="list-style-type: none"> <li>.dining room at Tuk Lodge</li> <li>.meals prepared at Gruben's Inn</li> <li>.1 restaurant</li> </ul>	<ul style="list-style-type: none"> <li>.3 stores</li> <li>.nursing station</li> <li>.bank</li> </ul>



COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES
AKLAVIK (812)  347	<ul style="list-style-type: none"> <li>.original Mackenzie Delta community - 1915</li> <li>.arts/crafts outlet - noted for manufacture of fur garments</li> <li>.old cemetery with grave of "Mad Trapper" Albert Johnson</li> <li>.delta flora &amp; fauna for naturalists</li> <li>.Richardson Mountains</li> <li>.rich trapping area-old fur trapping buildings</li> <li>.recreation facilities</li> </ul>	<ul style="list-style-type: none"> <li>.Northward - from Inuvik</li> <li>.taxi service</li> <li>.ice road to Inuvik (Jan. to April)</li> <li>.water transportation - NTCL Mackenzie River to Hay River June to September</li> </ul>
FORT MCPHERSON (821)	<ul style="list-style-type: none"> <li>.located on Peel River 70mi. SW of Inuvik</li> <li>.arts/crafts outlet</li> <li>.local museum-old fur trade buildings</li> <li>.important trapping centre</li> <li>.oil exploration activity</li> <li>.first community on Dempster Hwy.</li> <li>.Richardson Mountains</li> <li>.hunting for Dall sheep, grizzly bear, moose, caribou</li> <li>.lookout site</li> </ul>	<ul style="list-style-type: none"> <li>.Northward - 3 flts. weekly from Inuvik</li> <li>.on Dempster Hwy.</li> <li>.taxi</li> <li>.water transportation -NTCL from Hay River - June to September</li> <li>.bus service</li> </ul>

TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 WESTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT MCPHERSON continued	. "Mad Trapper" . recreation facilities				
FORT GOOD HOPE (456)	. 20 mi. south of Arctic Circle . oldest settlement in the lower Mackenzie Valley . established in early 1800's by Northwest Co. as fur trading post . traditional type of community . old church-mission established in 1859 . trapping, hunting, fishing . oil exploration activities . recreation facilities . the 'Ramparts', located 10mi South, is narrowest passage of whole Mackenzie River (approx. 7mi long and only 500ft. wide) . vertical cliffs increase from a height of 120ft. to 250ft. . could develop boat excursions to the Ramparts, Hare Indian River to Blue Fish River and Fossil Lake	. Northward - 2 flts. weekly from Inuvik . charter service via Nahanni Air . ice road connecting with Mackenzie Hwy. system . water transportation - NTCL from Hay River - June to Sept	. transient centre	. small restaurant - Ontadek Cafe (3 tables)	. 1 general store . no liquor permitted . nursing station

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TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 WESTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT GOOD HOPE continued	.a number of fishing lakes accessible by plane				
FORT FRANKLIN (430)	.named after Sir John Franklin who camped here in 1825-1827 .subsequently became Hudson's Bay post .western extremity of Keith Arm on southwestern shore of Great Bear Lake .sand ridge and beach .teepee-shaped Roman Catholic Church .excellent sport fishing .Great Bear River could be interesting canoe route between here & Fort Norman .Great Bear Cooperative ope- rates food & handicrafts store-Indian arts & crafts of good quality	.Northward - 2 flts. weekly from Norman Wells .charter service available from Nahanni Air Services in Norman Wells .water transportation-NTCL from Hay River - June to October	.cabins - summer only -Sah-Tew Lodge operated by Great Bear Cooperative	.none	.2 general stores .nursing station .liquor not permitted
FORT NORMAN (290)	.original Indian village and 100 yr. old log church .settlement site moved sever- al times-present site old HBC trading post .oil exploration activities	.Northward - 1 flt. weekly from Norman Wells .charter service available from Nahanni Air Services in Norman Wells .winter road connection with Mackenzie Hwy.	.1 hotel - rather primitive - Bear Rock Lodge (12) .developing Naturalist Lodge in Mackenzie Mountains	.dining at hotel if arranged in advance	.1 store .nursing station .liquor not permitted

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TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 WESTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
FORT NORMAN continued	<ul style="list-style-type: none"> <li>.arts/crafts outlet - good quality fur garments, handicrafts</li> <li>.recreation facilities</li> <li>.hunting, trapping, fishing</li> <li>.transportation junction since historic times - potential for canoe or kayak trips</li> <li>.Bear Rock, north of mouth of Gt. Bear River rises 1500ft. above sea level forming impressive landmark near settlement</li> </ul>	<ul style="list-style-type: none"> <li>.water transportation - major base for Northern Transportation Co. Ltd. (NTCL)</li> <li>.upgrading airstrip</li> </ul>			
350 SACHS HARBOUR (160)	<ul style="list-style-type: none"> <li>.320mi NE of Inuvik on south end of Banks Island</li> <li>.trapping white fox</li> <li>.largest NWT quota for muskox also polar bear, caribou, seal</li> <li>.oil exploration</li> <li>.stone cairn to ship 'Mary Sachs' of Cdn. Arctic Expedition</li> <li>.developing muskox hunting</li> <li>.museum of ancient Inuit archaeology</li> <li>.White Fox Jamboree in May</li> </ul>	<ul style="list-style-type: none"> <li>.Northward - 2 flts. weekly from Inuvik</li> <li>.water transportation-NTCL from Hay River in August</li> </ul>	. none	.none	<ul style="list-style-type: none"> <li>.1 store</li> <li>.nursing station</li> </ul>

TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE  
 WESTERN ARCTIC TRAVEL ZONE - continued

COMMUNITY (population)	ATTRACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
351 ARCTIC RED RIVER (140)	<ul style="list-style-type: none"> <li>.mainly fur trapping, hunting and fishing</li> <li>.small settlement located at confluence of Mackenzie and Arctic Red Rivers</li> <li>.125mi from Arctic Ocean</li> <li>.prominent position provides excellent view of Mackenzie River to south and Mackenzie Delta to the north-steep bluffs, well-wooded hills</li> <li>.chapel</li> <li>.touring by boat</li> </ul>	<ul style="list-style-type: none"> <li>.at km 128 Dempster Hwy. and is the ferry crossing point of Mackenzie River</li> <li>.winter road to Fort McPherson</li> <li>.water transportation-NTCL from Hay River -June to Sept.</li> <li>.bus service from Inuvik</li> </ul>	<ul style="list-style-type: none"> <li>.school-administered transient centre</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.1 store</li> <li>.nursing station</li> </ul>
PAULATUK (118)	<ul style="list-style-type: none"> <li>.small Inuit community</li> <li>.arts/crafts outlet -Paulatuk Co-op</li> <li>.game viewing and char fishing</li> <li>.nearby tourist char fishing camp on Hornaday River run by Hunters&amp;Trappers Assoc.</li> <li>.seal hunting, general boat touring</li> <li>.could take sportsmen on Polar Bear hunts</li> </ul>	<ul style="list-style-type: none"> <li>.Northward - 1 flt. weekly from Inuvik</li> <li>.charter service from Inuvik</li> <li>.water transportation-NTCL from Hay River-June to Aug.</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.none</li> </ul>	<ul style="list-style-type: none"> <li>.1 store</li> <li>.nursing station</li> </ul>
COLVILLE LAKE (79)	<ul style="list-style-type: none"> <li>.arts/crafts outlet -Kapami Co-op</li> <li>.log buildings</li> </ul>	<ul style="list-style-type: none"> <li>.no scheduled air services</li> <li>.charter services available from Norman Wells or Colville Lake Aircraft rental</li> </ul>	<ul style="list-style-type: none"> <li>.lodge - summer only -Colville Lake Lodge</li> </ul>	<ul style="list-style-type: none"> <li>.meals available at lodge in summer</li> </ul>	<ul style="list-style-type: none"> <li>.1 store</li> </ul>

TABLE 8-2  
 TOURISM RESOURCES BY COMMUNITY IN THE

WESTERN ARCTIC TRAVEL ZONE - continued

ACTIONS/EVENTS	TRANSPORTATION SERVICES	ACCOMMODATION	FOOD SERVICES	OTHER SERVICES
Teams still used for ig, trapping, transpor- 9				

## ROAD VISITORS IN 1979

The Dempster Highway opened in 1979, making the Inuvik region accessible to road visitors for the first time. The majority of these visitors (57%) were Canadians, mainly from the western regions of British Columbia, Alberta and Yukon. Ontario visitors were prevalent as well representing just under a fifth of all road users. The United States accounted for 32 percent of the visitors and 11 percent of the Dempster Highway travellers were European.

Most of the road visitors were males over 18 with females representing just over a third of the travellers. There were relatively few children under 18 along; they numbered only about 10 percent of the total visitors.

Overall, visitors using the Dempster Highway were quite affluent. More than one quarter of those travelling had annual incomes of \$30,000 and over. A further 55 percent fell within the \$10,000 - \$30,000 range and retired travellers represented about 8 percent of the total. The average personal expenditure over a two day period was \$197 with some visitors spending as much as \$2,000 in that time period.

A large number of recreational vehicles were used to travel the highway. The single most popular form of transportation was by van which represented almost a quarter of all vehicles. Cars both alone and with campers accounted for another 42 percent of the road traffic to the Inuvik area. Four wheel drives and off road vehicles were also popular, making up another 20 percent.

Considering the large number of recreation vehicles it is not surprising to find that the most common type of accommodation was campgrounds (65%). Another 20 percent of the visitors used hotels while relatively few stayed at motels or with friends and relatives. The average length of stay in the area was 5½ days. More than half stayed 3 days or less but these were offset by several visitors who spent 2,3, or 4 weeks in the region. Of those who responded, the average number of nights spent was 3.5.

Most road visitors to the Inuvik region had planned to drive the Dempster Highway before leaving home. However, in 1979 over a quarter of all visitors (27%) made their decision en route.

## TOUR GROUP VISITORS IN 1979

Almost half of the responding tour groups visiting Inuvik in 1979 indicated that their prime reason for vacationing in the Northwest Territories was the general appeal of the 'North'. Closely associated with this was the appeal of a 'frontier' experience, indicated by 23 percent of the tour visitors. Other reasons included the attraction of a 'cultural' experience and being able to experience a new Canadian travel area.

At least 65 percent of the respondents indicated that their main purpose in visiting the Inuvik region in particular was that it was part of the tour itinerary. Another 30 percent said that their reason for coming to Inuvik was for the cultural experience or because it was a unique area.

Virtually all of the visitors on package tours had booked their trip through a travel agent. Very few (less than 15%) had been to a trade show at which the N.W.T. was represented. The decision to travel to the Northwest Territories was influenced mainly by travel brochures (28%) and friends (25%). Books, travel agents and T.V. programs also played a fairly significant role in influencing visitors.

Most of the tour group visitors were from Ontario, the majority of those from Toronto. Less than 5 percent of the visitors were from the United States with British Columbia representing about the same number. The prairie provinces contributed just over 5 percent of the tour group visitors.

The average annual income of Inuvik tour group visitors was quite high in 1979. Almost a quarter had incomes of \$30,000 or more, 31 percent were in the \$20,000-\$30,000 range and 32 percent fell between \$10,000 and \$20,000.

This zone, primarily the Inuvik-Tuktoyaktuk area does receive a relatively large number of pleasure visitors. The business/commercial travel market however is still the largest visiting group. Because the major market remains to be the business traveller, the accommodation facilities experience tremendous fluctuations



in occupancies varying with economic activities in the area. If more emphasis was placed on the pleasure traveller, much more control over occupancy rates can be achieved.

#### D. PROBLEMS/FACTORS WHICH LIMIT TOURISM DEVELOPMENT

The tourism development which has occurred in the Western Arctic was largely in response to oil and gas activity. Many operations also were developed on speculation that the Mackenzie Valley Pipeline would go ahead. With the announcement that it would not be developed, many operators let their facilities become 'run down'. Only now are they starting to put money back into upgrading and expansion.

Within this zone, perhaps because of the turn around in the economic situation of the area, operators appear to be overly competitive. Many are so competitive they are afraid of cooperation. To organize a zone association in this area, a highly qualified, unbiased individual preferably not from the zone, will firstly be needed. It will then be the hard task of this zone coordinator to break down this unhealthy competition and encourage profitable cooperation.

Some problems may arise in this zone over size and types of markets desired. Inuvik is able to and desires to service larger more general interest market groups (35 - 40 party group tours). Other communities are only capable of handling small groups and for this reason are more interested in specialized interest markets. Care must thus be taken in distributing visitors throughout the zone. Operators in Inuvik should be working closely with other communities to develop packages which are suitable to all involved.

Tourism for many of the smaller communities is a new industry. Those interested must be given a great deal of assistance in their first years of development so that growth is controlled and the presence of visitors is beneficial and enjoyable for the community. In particular, Fort McPherson and Fort Franklin should receive guidance from qualified expertise.

TABLE 8 - 3

TOURISM DEVELOPMENT OPPORTUNITIES AND NEEDS FOR THE WESTERN ARCTIC ZONE

UPGRADING	NEW DEVELOPMENT ATTRACTIONS	SERVICES	DEVELOPMENT OF HUMAN RESOURCES
<ul style="list-style-type: none"> <li>■ COMMUNITY BEAUTIFICATION               <ul style="list-style-type: none"> <li>• All Communities</li> <li>• Ongoing Cleanups</li> <li>• Landscaping on Main Walkways - natural, that fit into the setting</li> <li>• Walking Trails</li> </ul> </li> <li>★ UPGRADE ACCOMMODATION IN FORT McPHERSON</li> <li>■ BETTER MAINTENANCE OF ALL ACCOMMODATION</li> </ul>	<p>BOAT TOURS</p> <ul style="list-style-type: none"> <li>■ Scheduled - Tuktoyaktuk</li> <li>■ - Inuvik</li> <li>■ Arranged - Norman Wells</li> <li>■ - Fort Good Hope</li> <li>■ - Fort McPherson</li> <li>■ - Fort Franklin</li> </ul> <p>AIR TOURS (SHORT)</p> <ul style="list-style-type: none"> <li>■ Scheduled - Tuktoyaktuk</li> <li>■ - Inuvik</li> <li>■ Arranged - Norman Wells</li> </ul> <li>★ MAC MOUNTAIN LODGE DEVELOPMENT           <ul style="list-style-type: none"> <li>• Canol Road</li> <li>• Hot Springs</li> </ul> </li> <li>■ BOAT RENTALS           <ul style="list-style-type: none"> <li>• Jet</li> <li>• Scow</li> <li>• Canoe</li> </ul> </li> <p>all communities</p> <li>★ SUMMER PACKAGED AIR TOURS           <ul style="list-style-type: none"> <li>• Sachs</li> <li>• Tuktoyaktuk</li> <li>• Aklavic</li> <li>• Inuvik</li> </ul> </li> <li>★ WINTER ROAD TOURS           <ul style="list-style-type: none"> <li>• Inuvik</li> <li>• Aklavic</li> <li>• Tuktoyaktuk</li> </ul> </li>	<li>★ ACCOMMODATION IN FORT FRANKLIN (GUEST HOUSE)</li> <p>INFORMATION CENTRES:</p> <ul style="list-style-type: none"> <li>★ INUVIK - Airport</li> <li>■ - Downtown</li> <li>■ NORMAN WELLS - Airport</li> <li>★ FORT McPHERSON - for community - &amp; of the zone</li> </ul> <p>INFORMATION SERVICES:</p> <ul style="list-style-type: none"> <li>■ TUKTOYAKTUK</li> <li>■ FORT NORMAN</li> <li>■ FORT FRANKLIN</li> <li>■ AKLAVIK</li> </ul> <li>★ HOSTING / GUIDING SERVICES IN ALL COMMUNITIES</li> <li>★ INVENTORY OF RESOURCES IN COMMUNITIES (NATIONAL, HISTORICAL, CULTURAL)</li>	<li>★ AWARENESS PROGRAM           <ul style="list-style-type: none"> <li>• for general residents</li> <li>• for tour operators bringing visitors into area</li> <li>• for visitors coming into the area</li> </ul> </li> <li>★ INDUSTRY ORGANIZATION</li> <li>■ TRAINING PROGRAMS</li> <li>★ INVENTORY OF HUMAN RESOURCES FOR GUIDING AND HOSTING</li>

TABLE 8-3  
(continued)

NEW DEVELOPMENTS - ATTRACTIONS

359

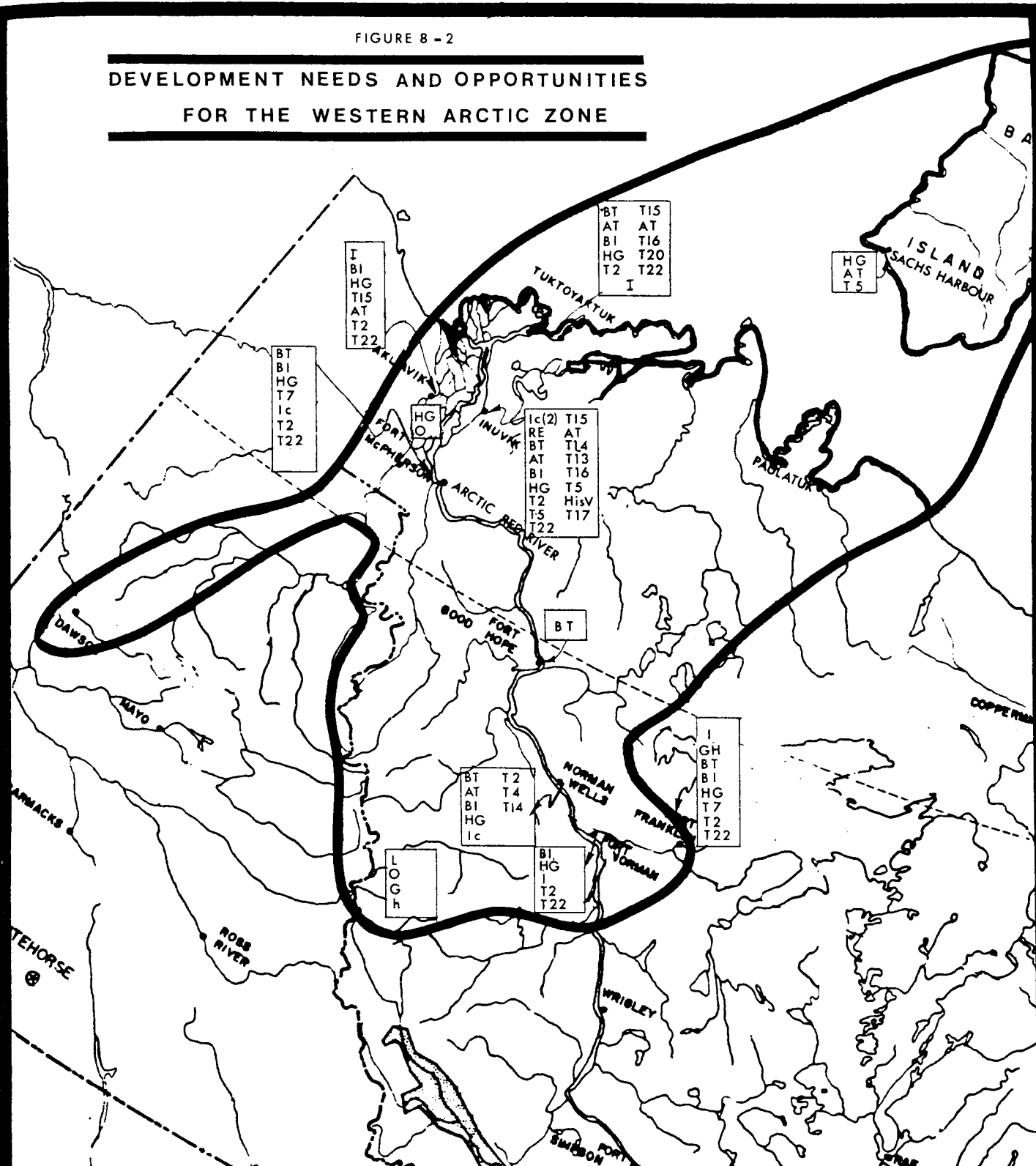
- CROSS-COUNTRY SKI TOURS
  - Day Trips
  - Overnight Excursions
- DOG SLED TOURS
  - Day Trips
  - Overnight
- ★ REINDEER SLED TOURS
  - Day Trips
  - Overnight
- ★ WALKING TOURS IN ALL COMMUNITIES
- MINI BUS / AUTO TOUR
  - Norman Wells
- ★ COMMERCIAL RIVER CRUISE
  - Tuktoyaktuk to Hay River and vice versa, using barges
- BIRDWATCHING TOUR
  - Sachs Harbour
  - Inuvik
- ▲ CULTURAL TOUR
  - Into a combination of communities
- TRAP LINE TOURS
- HUNTING, OUTFITTING AND GUIDING
  - ★ Whale Hunts
    - Polar Bear
    - Grizzly
    - Dall Sheep and Mountain Goat, etc.

- ▲ TRI-CULTURAL VILLAGE IN INUVIK
  - Inuit } early to current day
  - Indian }
  - Fur Trading
  - Missionaries
  - Bush Pilots
- CULTURAL PERFORMING GROUPS
  - Available on Arrangement
  - Drum Dancing
  - Northern Games
- ★ MULTI-MODE PACKAGE TOUR
  - Boat Trip down MacKenzie River (Fort Simpson to Tuktoyaktuk and back to Inuvik)
  - Bus / Van Tour along Dempster Highway to Dawson City
  - Fly Home

- PRIORITIES :
- ★ IMMEDIATE ACTION
  - IMMEDIATE ENCOURAGEMENT
  - ▲ LONGER TERM ACTION

FIGURE 8-2

DEVELOPMENT NEEDS AND OPPORTUNITIES  
FOR THE WESTERN ARCTIC ZONE



LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
A - Air		
AT	◆ Air Tour	B-7-1
A1	Airport Expansion	
A2	Air Charter Operator	
B - Boat		
BT	◆ Boat Tour	B-7-2
B1	◆ Boat Rental	
B2	Riverboat Development	
bi	Bicycle Rental	
C - Centre		
C1	Arts Centre	
C2	Activity Centre	
E - Event		
E1	Cultural Festival	
E2	Arts Festival	
E3	Curling Bonspiel	
E4	Snowmobile Race - expansion of	
E5	Carnival - expansion of	
F - Fishing		
F1	Ice Fishing	B-5-4
F2	Char Fishing	
F3	Arctic Char Bake	
GH	◆ Guest House	B-12
HG	◆ Hosting and Guiding Services	B-4
G	◆ Guiding Services	B-5
H - Hotel	New Hotel Development	
H1	Hotel Expansion	
h - Hunting	◆ General Hunting	B-5-2
h1	Polar Bear Hunts	B-5-3
h2	Muskox Hunts	B-5-3
His	Historical Attraction	B-10
HisV	◆ Historical Village	
I - Information	◆ Information Services	B-1
Ic	◆ Information Centre	
L - Lodge or Camp	◆	
L1	Fishing Lodge	
L2	Char Fishing Camp	B-11
L3	Naturalist Lodge/Camp	
O - Outfitting	◆ General Outfitting	
O1	Fishing Outfitter	B-5-1
O2	Char Fishing Outfitter	
O3	Canoeing/Kayaking Outfitter	B-5-8

LEGEND FOR DEVELOPMENT NEEDS/OPPORTUNITIES MAPS

CONTINUED

<u>ZONE MAP CODING</u>	<u>OPPORTUNITY/NEED</u>	<u>LOCATION OF PROGRAM DESCRIPTION</u> (Table #)
R - Restaurant	Native Foods Restaurant	B-9
RE	◆ Resort	
S	Service Station	
T - Tour		
T1	General Package Tour	
T2	◆ Walking Tour	
T3	Day Tour	
T4	◆ Bus Tour	B-7-3
T5	◆ Birdwatching Tour	B-6-3
T6	Scuba Diving Tour	
T7	◆ Trap Line Tour	B-6-7
T8	Mountain Climbing Tour	
T9	Snowmobile Tour	
T10	Mining Tour	
T11	Rockhounding Tour	
T12	'On the Land' Tour	
T13	◆ Dog Sled Tour	B-5-7
T14	◆ Cross Country Ski Tour	
T15	◆ Ice Road Tour	B-7-4
T16	◆ Reindeer Sled Tour	
T17	◆ Midnight Sun/Noon Moon Tour	B-14/B-15
T18	Naturalist Tour	
T19	Commercial Fishing Operations Tour	
T20	◆ Whale/Seal Hunt Interpretive Tour	B-6-1
T21	Historical Tour	B-6-6
T22	◆ Cultural Tour	B-6-4
T23	Package Tour Company	B-13
W - Water	Waterfront Development	

## 8-4 REINDEER SLED TOURS

(Inuvik)

### CHARACTERISTICS/COMPONENTS:

- .Initially develop short duration tours, 1-2 hours long. In the long term overnight tours could be developed. Tours could be based out of the centre of Inuvik. During the peak season schedules should be established. At other times, tours would be pre-arranged.
- .During winter, reindeer hides could be used to keep passengers warm. Tour could be around the community and along scenic routes outside of Inuvik.
- .Drivers should be guides and converse with passengers. He/she should be knowledgeable about reindeers.
- .Wearing of traditional Inuit clothing by the driver would add to the experience.

### MARKET APPEAL:

- .No where else in Canada will this opportunity be available.
- .Large percentage of all visitors and residents on the short duration tours including:
  - .road visitors
  - .package tour groups and even
  - .business/convention travellers

### ROUGH CAPITAL COST ESTIMATES:

- .Transportation of reindeer (25-30) to Inuvik from the land-\$20,000
- .Six sleds - \$30,000
- .Round-up area - \$12,000
- .Promotional material and package development - \$8,000 - \$10,000
- .Total start up cost - anywhere from \$70,000 to \$230,000.

8-4 REINDEER SLED TOURS (continued)

AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

.Private sector with assistance from association and government funding.

COMMENTS/CONSTRAINTS:

.Development of Reindeer Sled Tours in addition to being an attraction will be a very effective promotional mechanism.



## 8-5 COMMERCIAL RIVER CRUISE

(Between Inuvik and Hay River and/or Fort Simpson)

### CHARACTERISTICS/COMPONENTS:

- .This could be a quality riverboat as identified in Table 7-29 from Hay River or it could utilize the N.T.C.L. barge equipment.
- .The barge operation would permit visitors to put their cars on the boats as well.
- .Trailers for accommodation and dining could be built on these barges.
- .Down the river would be an 8 day tour and up the river 10 days.
- .Accommodate 10-15 people approximately.
- .Trip would include stops in communities and at scenic areas along the route.
- .On-board entertainment would also need to be provided:
  - games
  - cultural activities
- .Price per person would need to be comparable with that offered in Alaska.

### MARKET APPEAL:

- .Special marketing for father and son cruises.
- .Special marketing for casino/river boat excursions.
- .General sightseeing.

### ROUGH CAPITAL COST ESTIMATES:

- .Feasibility - \$15,000. Development would depend on the cost to purchase barges.

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Private sector.

## 8-6 TRI-CULTURAL VILLAGE

(Inuvik)

### CHARACTERISTICS/COMPONENTS:

- .A major cultural historical village depicting cultures from earliest recorded history to present day of the Inuit and Indian people. It should include themes such as fur trading, missionaries, wars, bush pilots, and even the oil exploration and development.
- .It should include displays and actual activity areas, e.g., building of igloos, setting up camps, fleshing of hides, stretching of hides, making of clothing, soap stone carving, dances and games and cooking of traditional foods. Fee should be charged and crafts, food and other souvenirs should be sold.

### MARKET APPEAL:

- .All visitors to the community
  - business
  - package tour groups
  - road travellers
  - special interest
- .Cultural/historical or educational groups during slow seasons, could spend time actually viewing the village.

### ROUGH CAPITAL COST ESTIMATES:

- .\$20,000 for research and planning
- .\$700,000 - this could vary with scale.

### AGENCY/GROUP RESPONSIBLE FOR IMPLEMENTATION:

- .Difficult to operate as a private business, requires government support for operation.
- .It is an attraction that although it doesn't make money directly it will increase tourism expenditures in the area (e.g., visitors using hotels, restaurants, etc.)

#### 4. MARKETING APPROACH

The zone can incorporate two marketing approaches. The larger general interest markets can be developed for and attracted to the larger centres. The small specialized interest groups can also be attracted. Specific markets to be attracted include:

- combination business/pleasure travellers  
(existing business travellers encouraged to extend stay for pleasure)(weekend/long weekend packages developed and promoted within the communities).
- conference/convention markets, particularly during slow periods of the year (e.g., December and January); direct mailing to conferences identified as being potential opportunities.
- general interest/sightseeing package tour groups - in the summer, winter and spring; package wholesalers to be encouraged to offer trips year round.
- special interest clubs/associations with interest in:
  - .cultures
  - .arts and crafts
  - .biology/geology
  - .trap line tours
  - .bird watching
  - .etc.packages developed with assistance from external expertise.
- general road traffic (marketing efforts done in cooperation with Dawson City).

Marketing plans should be prepared and reviewed annually. The zone plans should be developed first so that operators can develop their promotional plans in accordance with that of the zone.

## 5. PRIORITIES

As a first step tourism operators in the communities must attempt to organize a representative association of the zone. When they have accomplished this a tourism coordinator should be hired. A number of committees should then be established to investigate and implement (when applicable) the different high priority programs identified in Table 8-7. For example, committees to (1) undertake inventories of community resources, (2) to gain support from local councils and community clubs to implement programs for community beautification, (3) to prepare materials for information display areas and so on. The priorities and timing should also be reviewed once the association is in place.

TOURISM PROGRAMS/PROJECTS TO BE IMP

PROGRAM / PROJECT	INITIATION, COMPLETION				
	1980	1981	1982	1983	19
1. Organize Zone Tourism Association	\$6,000	Ongoing			
2. Full time Coordinator for Zone Association (packaging assistance included)	\$18,000	\$42,000	\$45,000	\$50,000	\$60,000
3. Inventory of Tourism Resources (physical & human)		Updated Regularly			
369 4. Hosting Training (awareness)		Ongoing			
5. Community Beautification	\$20,000	\$20,000	\$10,000	\$10,000	
6. Upgrading Tourism Operations		Ongoing			
7. Promotional Brochure	\$20,000			\$15,000	
8. Promotional Slide Show	\$6,000				
9. Information Services/ Centres Development	\$15,000	\$40,000			
10. Commence Development of Community Based attractions		Process of Encouraging Private			
11. Community Walking Tours		\$5,000			

TABLE 8-7  
(continued)

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE WESTERN ARCTIC ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
12. Package Tours Developed	Ongoing							
13. Reindeer Sled Tours	\$ 2,000							
14. Boat Tours/Rental	Potential Immediate But Implementation Up to Private Enterprise							
15. Cultural Performing Groups	Potential Immediate But Implementation Up to Groups							
16. Ice Road Tours	Potential Immediate But Implementation Up to Private Sector \$72,000							
370 17. Accommodation in Fort Franklin	Feasibility \$5,000 vary							Depending on individual home.
18. Update Accommodation in Fort McPherson	Feasibility Construction \$20,000 \$300,000							
19. Commercial River Cruise Development	Potential Immediate But Implementation Up to Private Sector							Also refer to Hay River based cruise
20. Multi-mode Package Tour	Potential Immediate But Implementation Up to Private Sector							
21. Trapline Tours	Potential Immediate But Implementation Up to Private Sector							
22. Birdwatching Tours	Potential Immediate But Implementation Up to Private Sector							
23. Dog Sled Tours	Potential Immediate But Implementation Up to Private Sector							
24. Cross country Ski Tours	Potential Immediate But Implementation Up to Private Sector							

TABLE 8-7  
(continued)

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED IN THE WESTERN ARCTIC ZONE

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
25. Air Tours	Potential Immediate But Implementation Up to Private Sector							
26. Tri-Cultural Village In Inuvik	Research/plan \$20,000			Construction 3 to 5 years minimum \$700,000 to \$1.0million				Dependent on scale.

## CHAPTER 9

### TERRITORY-WIDE PRIORITIES AND ROLES OF AGENCIES

The task of improving tourism throughout the N.W.T. as a way of improving economic and social conditions, is a large task. Obviously, the current approach to tourism is not adequate if major improvement is desired--Major Improvement Will Require Major Changes In The Current Scene.

The programs described earlier in this strategy will bring about major improvement only if they are completed. The task will require an increase in the services provided by all agencies involved in tourism--and a commitment by all individuals involved.

Several programs require an immediate start, because the positive effects will not be felt for 2 to 3 years. External expertise will have to be used initially to supplement the talents and manpower available throughout the N.W.T. Above all, those operations, agencies and programs which are successful and achieving results should be supported. Public funding should be used to assist expenditures by the private sector, preferably on a matching basis.

Some programs are more important than others. These higher priority programs will have to be started quickly, for they are the 'cornerstones' of major tourism improvement. Program priorities are described in Table 9-1. This table also outlines the implementation responsibilities of the major tourism agencies, including identification of the agency with prime responsibility for each program. It must be recognized that every agency must do everything possible to ensure that all programs are successful, but prime responsibility for successful implementation of each particular program must be with one particular agency. Accountability is the result.



The specific program responsibilities of the major agencies are outlined in Tables 9-2 through 9-6. Estimated costs are in 1980 dollars utilizing an average 10% inflation rate through to 1984. Since the Travel Arctic Federation has no full time staff (i.e., it coordinates, prioritizes, etc.), those programs listed under its jurisdiction are duplicated under the suggested operating agencies, e.g., T.I.A.N.W.T., Gov't. of the N.W.T., Zone Associations.

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBILITIES

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T.I.A.-N.W.T.	GOV'T OF N.W.T.
-----------------------	-----------------------------	---------------	--------------------

(Broken lines indicate agency which will)

MANPOWER TRAINING  
EDUCATION

**HOSTING TRAINING PROGRAM	<u>Fund/initiate</u>	have input into	<u>initial</u> <u>operate</u>
**REGIONAL/ZONE STAFF REFERENCE PROGRAM	Fund	Have input into	initiate organize
375 *INDUSTRY IMPROVEMENT TOURS		<u>Initiate/</u> <u>organize</u>	
*AWARDS PROGRAM	Fund	Coordinate	
*GUIDE TRAINING PROGRAM	<u>Fund/initiate</u>	have input into	<u>operate</u>
*MANAGERS (ACCOMMODATION/RESTAURANTS) TRAINING	<u>Fund/initiate</u>	have input into	<u>operate</u>
*EMPLOYEES (ACCOMMODATION/RESTAURANTS) TRAINING	<u>Fund</u>		<u>operate</u>

TABLE 9-1

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBLE FOR PROGRAM IMPLEMENTATION

- On-going
- \* Immediate Action
- Immediate Encouragement
- ▲ Longer Term Action

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T.I.A.-N.W.T.	GOV'T OF N.W.T.	ZONE TRAVEL ASSOCIATIONS	PRIVATE OPERATOR/ SECTOR	EXTERNAL EXPERTISE
-----------------------	-----------------------------	---------------	--------------------	-----------------------------	-----------------------------	-----------------------

(Broken lines indicate which agency will operate program)

<u>DEVELOPMENT</u>	Encourage all	Encourage all	Encourage all	Encourage all programs	Encourage all	
<u>NEEDS/OPPORTUNITIES</u>	programs	programs	programs		programs	

\*\*INFORMATION CENTRES

GATEWAY AIRPORTS	<u>Fund</u>	<u>Operate</u>				
N.W.T. ENTRANCES	<u>Fund</u>	<u>Operate</u>				
ZONE				<u>Operate</u>		
COMMUNITY						Local council or Chamber of Commerce

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■ ■ UPGRADE ACCOM- MODATION/RES- TAURANTS				Encourage	<u>Conduct</u>	
■ ■ HOSTS					<u>Opportunity</u>	
■ ■ BIG GAME GUIDES					<u>Opportunity</u>	
■ ■ FISHING GUIDES					<u>Opportunity</u>	
■ ■ INTERPRETIVE TOUR GUIDES					<u>Opportunity</u>	
■ ■ NATIVE FOODS USAGE			<u>Awards</u>		<u>Opportunities</u>	
■ ■ PACKAGE TOUR ASSEMBLING AND WHOLESALE				Could be operator	<u>Opportunity</u>	

TABLE 9-1

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBLE FOR PROGRAM IMPLEMENTATION

- On-going
- \* Immediate Action
- Immediate Encouragement
- ▲ Longer Term Action

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T.I.A.-N.W.T.	GOV'T OF N.W.T.	ZONE TRAVEL ASSOCIATIONS	PRIVATE OPERATOR/ SECTOR	EXTERNAL EXPERTISE
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(Broken lines indicate which agency will operate program)

DEVELOPMENT NEEDS/  
OPFOR...continued..

■ SIGHTSEEING TOURS

AIR  
BOAT  
BUS  
SNOW MACHINE

Opportunities  
Opportunities  
Opportunities  
Opportunities

\* COMMUNITY BEAUTI-  
FICATION

Encourage/Assist

Encourage

Local council  
or Chamber of  
Commerce

\* CULTURAL PERFOR-  
MING GROUPS

Encourage

'Seed'  
funding

Opportunity

■ OUTFITTING

AIR  
WATER  
LAND

Opportunity  
Opportunity  
Opportunity

■ GUEST HOUSES

Opportunity

■ MUSEUM IMPROVEMENT

Fund

Encourage

Local council  
or Chamber of  
Commerce

■ RADIO RENTAL FOR GUIDES

Opportunity

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TABLE 9-1

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBLE FOR PROGRAM IMPLEMENTATION

- On-going
- \* Immediate Action
- Immediate Encouragement
- ▲ Longer Term Action

FUNCTION/ PROGRAMS	TRAVEL ARCTIC ASSOCIATIONS	T.I.A.-N.W.T.	GOV'T OF N.W.T.	ZONE TRAVEL ASSOCIATIONS	PRIVATE OPERATOR/ SECTOR	EXTERNAL EXPERTISE
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(Broken lines indicate which agency will operate program)

<u>MARKETING</u>						
**FILM	<u>Approve funding</u>	<u>Initiate/co- ordinate</u>				Conduct
**LURE BROCHURE	<u>Approve funding</u>	<u>Initiate/co- ordinate</u>				Conduct
**PACKAGE DEVELOP- MENTS	<u>Financial Assist- ance</u>	<u>Conduct</u>		<u>Develop for zone</u>		Assist/advise
378 **INVENTORY OF 'GATEWAY' CON- FERENCES AND CON- VENTIONS	<u>Coordinate</u>	<u>Conduct</u>		Distribute		
**INVENTORY CLUBS/ ASSOCIATIONS FOR MARKETING	<u>Coordinate</u>	<u>Conduct</u>		Distribute		
*PREPARATION OF POSTERS/PRESENT- ATION ITEMS	<u>Financial Assist- ance</u>	<u>Initiate/co- ordinate</u>		Inform members/residents		
*CONVENTION PRO- MOTION KITS	<u>Coordinate</u>	<u>Prepare</u>		Prepare for zone		
*ATTEND SPECIAL EVENTS	<u>Financial assist- ance/coordination</u>	<u>Operation</u>		Participate	Participate	
● TRAVEL/SPORT SHOWS	<u>Financial assist- ance</u>	<u>Initiate/ Participate</u>		Participate	Participate	

TABLE 9-1

(Prime agency underlined>) RELATIONSHIP OF AGENCY RESPONSIBLE FOR PROGRAM IMPLEMENTATION

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T. I. A. - N. W. T.	GOV'T OF N. W. T.	ZONE TRAVEL ASSOCIATIONS	PRIVATE OPERATOR/ SECTOR	EXTERNAL EXPERTISE
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- On-going
- \* Immediate Action
- Immediate Encouragement
- ▲ Longer Term Action

MARKETING. continued.. (Broken lines indicate which agency will operate program)

- EXPLORERS\* GUIDE AND MAP      Contribute      have input      Prepare      Have input
- RESPOND TO ENQUIRIES      Coordinate      General inquiries      Specific zone inquiries      Inquiries about specific operations

- FAM/MEDIA TOURS      Financial assistance      Encourage/assist      Encourage/assist

PLANNING

- \*\*COMMUNITY TOURISM RESOURCE ANALYSIS AND DEVELOPMENT OF MORE LOCAL ACTIVITIES      Recommend for funding under D.R.E.E.      Assist      Assist      Community councils
- \*REVIEW/REVISE ZONE MARKETING PLAN      Fund and coordinate      Operate      Conduct/assist
- SITE SPECIFIC PLANS/FEASIBILITY      Recommend for financial assist.      Advise/assist      Advise/assist      Initiate/conduct      Assist/conduct
- ▲ UPDATE STRATEGY (TERRITORIES)      Initiate/fund      Assist/fund      Operate      Assist/conduct
- UPDATE ZONE STRATEGIES      Fund      Assist      Initiate/conduct      Assist/conduct

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBILITIES

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T.I.A.-N.W.T.	GOV'T OF N.W.T.
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(Broken lines indicate which agency)

RESEARCH

**ONGOING COUNTS MEASUREMENTS PROGRAM	<u>Fund/supervise</u>	Have input into	<u>Conduct</u>
**MARKETING BY OCCUPANCIES	<u>Coordinate</u>		<u>Compile analyse</u>
*SPECIAL SURVEYS ROAD TRAVEL	<u>Fund/ have input into</u>	Have input into	<u>Conduct</u>
380 *COLLECT/MONITOR TREND INFOR	<u>Fund/commission</u>	Have input into	<u>Operate</u>
●STATISTICS CANADA			<u>Have inp into</u>
●NORTHERN AIR TRAVEL SURVEY			<u>Have inp into</u>

TABLE 9-1

(Prime agency underlined) RELATIONSHIP OF AGENCY RESPONSIBLE FOR PROGRAM IMPLEMENTATION

- On-going
- \* Immediate Action
- Immediate Encouragement
- ▲ Longer Term Action

FUNCTION/ PROGRAMS	TRAVEL ARCTIC FEDERATION	T.I.A.-N.W.T.	GOV'T OF N.W.T.	ZONE TRAVEL ASSOCIATIONS	PRIVATE OPERATOR/ SECTOR	EXTERNAL EXPERTISE
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(Broken lines indicate which agency will operate program)

COMMUNICATIONS/  
REPRESENTATION

**ORGANIZE ZONE ASSOCIATIONS	<u>Assist</u>	<u>Assist</u>	<u>Assist</u>	<u>Assist</u>	<u>Assist</u>
●MONTHLY NEWSLETTER		<u>Produce</u>	<u>Input</u>	<u>Input</u>	<u>Input</u>
●MEMBERSHIP ON TOURISM INDUSTRY ASSOCIATION OF CANADA		<u>Responsible for</u>			
●COORDINATE/COMMUNICATE WITH N.W.T. GROUPS/ ORGANIZATIONS		<u>Responsible for</u>			
●CANADA WEST	<u>Coordination</u>			<u>Represent</u>	
●OTHER GOV'T. BODIES FEDERAL TERRITORIAL	<u>Input</u>			<u>Responsible for</u>	

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TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED BY THE TRAVEL INDUSTRY ASSOCIATION OF THE N.W.T.

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
1. ORGANIZE ZONE ASSOCIATIONS	Costs detailed within zone strategies							
2. FILM	\$40,000	\$60,000						
3. LURE BROCHURE	Develop and Print					Continually revised and printed		
	\$15,000	\$15,000	\$33,000	\$ 5,000	\$30,000			
4. INFORMATION CENTERS AT N.W.T. ENTRANCES	Development		-----	Ongoing	-----			
	\$55,000	\$50,000	\$25,000	\$28,000	\$31,000			
5. CO-ORDINATE/COMMUNICATE WITH N.W.T. GROUPS / ORGANIZATIONS	Ongoing							
6. 'PACKAGE' DEVELOPMENT	\$15,000	\$25,000	\$30,000	\$33,000	\$36,000			Mainly staff costs
7. INVENTORY OF 'GATEWAY' CONFERENCES AND CONVENTIONS	\$ 5,000	\$ 5,000	\$ 6,000	\$ 6,000	\$ 7,000			
8. INVENTORY OF CLUBS / ASSOCIATIONS FOR MARKETING	\$ 4,000		\$ 4,000	\$ 2,000	\$2,000			
9. INFORMATION PRESENTATION IN 'GATEWAY' AIRPORTS	\$20,000	\$20,000	\$22,000	\$24,000	\$26,000			
10. ATTEND SPECIAL EVENTS	\$ 4,000	\$10,000	\$15,000	\$18,000	\$22,000			

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TABLE 9-2  
(continued)

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED BY THE TRAVEL INDUSTRY ASSOCIATION OF THE N.W.T.

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
11. TRAVEL / SPORT SHOWS	\$15,000	\$27,000	\$30,000	\$33,000	\$37,000			
12. INDUSTRY IMPROVEMENT TOURS	Costs paid by participants							
13. PREPARATION OF POSTERS/ PRESENTATION ITEMS	\$20,000	\$ 4,000	\$ 5,000	\$ 6,000	\$ 6,500			Sales contribute additional revenue
14. CONVENTION PROMOTION KITS	\$ 3,000	\$ 3,500	\$ 4,000	\$ 4,500	\$ 5,000			
15. FAM / MEDIA TOURS	\$10,000	\$15,000	\$17,000	\$20,000	\$22,000			
16. MONTHLY NEWSLETTER	\$ 6,000	\$10,000	\$11,000	\$12,000	\$13,000			Mainly preparation costs
17. MEMBERSHIP ON TOURISM INDUSTRY ASSOCIATION OF CANADA	\$ 2,000	\$ 2,200	\$ 2,400	\$ 2,600	\$ 2,800			
TOTAL COST (in '000's of dollars)	\$214.0	\$ 246.0	\$ 226.0	\$194.1	\$243.0			\$1,123.8

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STAFFING IMPLICATIONS OF ABOVE PROGRAMS:

Marketing (including Package Development).....1 Person/Year  
Communication......5Person/Year

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED BY THE GOVERNMENT OF THE N.W.T.

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
1. HOSTING TRAINING	Development -----		Ongoing -----					
	\$ 9,000	\$50,000	\$40,000	\$45,000	\$50,000			
2. ORGANIZE ZONE ASSOCIATIONS	Costs detailed within zone strategies							
3. REGIONAL/ZONE STAFF REFRESHER AND TRAINING	\$10,000	\$12,000	\$14,000	\$15,000	\$16,000			
4. ONGOING COUNTS MEASUREMENT	\$45,000	\$50,000	\$55,000	\$60,000	\$66,000			Includes staff costs
5. MARKETING BY OCCUPANCIES	\$ 5,000	\$20,000	\$23,000	\$25,000	\$28,000			Includes staff costs
6. GUIDE TRAINING/ TOUR ESCORTS	Development -----		Ongoing -----					
	\$70,000	\$105,000	\$70,000	\$75,000	\$82,000			
7. SPECIAL STUDIES, ROAD TRAVEL SURVEYS	\$15,000	\$45,000	\$50,000	\$55,000	\$60,000			Includes staff costs
8. COLLECT/MONITOR TREND INFORMATION	\$ 8,000	\$16,000	\$12,000	\$13,000	\$14,000			
9. MANAGERS (ACCOMMODATION/ RESTAURANT) TRAINING	\$ 5,000	\$ 8,000	\$ 9,000	\$10,000	\$11,000			
10. EMPLOYEES' (ACCOMMODATION/RESTAURANT) TRAINING	Development -----		Ongoing -----					
	\$20,000	\$40,000	\$25,000	\$28,000	\$31,000			
11. NATIVE FOODS - AWARDS	\$ 2,000	\$ 3,000	\$ 3,500	\$ 4,000	\$ 4,500			

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TABLE 9-3  
(continued)

TOURISM PROGRAMS/PROJECTS TO BE IMPLEMENTED BY THE GOVERNMENT OF THE N.W.T.

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
12. STATISTICS CANADA RESEARCH	\$ 4,000	\$ 7,000	\$ 7,500	\$ 8,000	\$ 9,000			Mainly staff time
13. NORTHERN AIR TRAVELLERS SURVEY	\$ 5,000	\$ 6,000	\$ 6,500	\$ 7,000	\$ 8,000			Mainly staff time
14. 'CANADA WEST' MARKETING	\$ 5,000	\$ 8,000	\$ 9,000	\$10,000	\$11,000			
15. COMMUNICATIONS WITH OTHER GOVERNMENT BODIES	\$ 4,000	\$ 6,000	\$ 6,500	\$ 7,000	\$ 7,500			Mainly staff time
16. RESPOND TO GENERAL INQUIRIES	\$80,000	\$115,000	\$125,000	\$140,000	\$155,000			Mainly staff time
17. EXPLORERS' GUIDE AND MAP	\$40,000	\$44,000	Map Also \$70,000	\$52,000	\$57,000			
18. UPDATE TERRITORY-WIDE STRATEGY			\$40,000					
Total Cost (in 000's of dollars)	\$408.0	\$535.0	\$530.0	\$554.0	\$610.0			\$2,637.0

STAFFING IMPLICATIONS OF ABOVE PROGRAMS:

Training and Awards Programs..... 1 Person/Year  
 Research..... 1 Person/Year  
 Inquiry Response..... 2 Persons/Year

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED BY ZONE TRAVEL ASSOCIATIONS

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							Long Term 11+ years	COMMENTS  Expenditures per zone
	1980	1981	1982	1983	1984	Intermediate (5-10 years)			
1. ORGANIZE ZONE ASSOCIATIONS									
	Costs detailed within zone strategies								
2. ZONE TRAVEL INFORMATION CENTERS	\$ 1,000	\$ 1,000	\$ 500	\$ 1,000	\$ 500	\$ 1,000	\$ 500		
3. AWARDS	\$ 600	\$ 700	\$ 800	\$ 900	\$ 1,000				
4. 'PACKAGE' DEVELOPMENT									
	Costs included in zone co-ordinator's costs								
5. REVIEW/REVISE ZONE MARKETING PLAN		\$ 15,000	\$ 5,000	\$ 15,000	\$ 5,000				
6. UPDATE ZONE STRATEGIES			\$ 8,000		\$ 10,000				
7. RESPOND TO SPECIFIC ZONE INQUIRIES									
	Costs included in zone co-ordinator's costs								
Total Cost Outlined Above (in 000's of dollars)	\$ 8.0	\$ 83.5	\$ 71.5	\$ 84.5	\$ 99.0				\$ 346.5
Total Costs From Individual Zone Programs (000's)	\$ 406.0	\$ 595.5	\$ 516.0	\$ 555.0	\$ 660.0				\$ 2,732.5
Total Costs (000's)	\$ 414.0	\$ 679.0	\$ 587.5	\$ 639.5	\$ 759.0				\$ 3,079.0

TOURISM PROGRAMS / PROJECTS TO BE IMPLEMENTED

PROGRAM / PROJECT	INITIATION, COMPLETION				
	1980	1981	1982	1983	1984
1. COMMUNITY TOURISM RESOURCE ANALYSIS AND DEVELOPMENT OF MORE LOCAL ACTIVITIES	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000
2. COMMUNITY TRAVEL INFORMATION CENTERS	\$1,500	Ongoing to \$10,000		\$1,500	\$1,500
3. COMMUNITY BEAUTIFICATION	Varies, depending on Community				
4. MUSEUM IMPROVEMENT	Varies				
Total Costs (000's) for several communities	\$20.0	\$40.0	\$80.0	\$100.0	\$100.0

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TOURISM PROGRAMS/PROJECTS TO BE UNDER THE JURISDICTION OF THE TRAVEL ARCTIC COMMISSION

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							Long Term 11+ years	COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)			
1. HOSTING TRAINING	\$90,000	\$50,000	Ongoing \$40,000	\$45,000	\$50,000				
2. ORGANIZE ZONE ASSOCIATIONS		Costs detailed within zone strategies							
3. FILM	\$40,000	\$60,000							
4. LURE BROCHURE	\$15,000	\$15,000	\$33,000	\$5,000	\$30,000		Continually revised and printed		
5. INFORMATION CENTERS AT N.W.T. ENTRANCES	\$55,000	\$50,000	Development \$25,000	Ongoing \$28,000	\$31,000				
6. 'PACKAGE' DEVELOPMENT	\$15,000	\$25,000	\$30,000	\$33,000	\$36,000			Mainly staff costs	
7. INVENTORY OF 'GATEWAY' CONFERENCES AND CONVENTIONS	\$5,000	\$5,000	\$6,000	\$6,000	\$7,000				
8. INVENTORY OF CLUBS/ASSOCIATIONS FOR MARKETING	\$4,000		\$4,000	\$2,000	\$12,000				
9. INFORMATION PRESENTATION IN 'GATEWAY' AIRPORTS	\$20,000	\$20,000	\$22,000	\$24,000	\$26,000				
0. ATTEND SPECIAL EVENTS	\$4,000	\$10,000	\$15,000	\$18,000	\$22,000				
1. TRAVEL/SPORTS SHOWS	\$15,000	\$27,000	\$30,000	\$33,000	\$37,000				

TOURISM PROGRAMS/PROJECTS TO BE UNDER THE JURISDICTION OF THE TRAVEL ARCTIC COMMISSION

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
12. ONGOING COUNTS MEASUREMENT	\$45,000	\$50,000	\$55,000	\$60,000	\$66,000			Includes staff costs
13. MARKETING BY OCCUPANCIES	\$ 5,000	\$20,000	\$23,000	\$25,000	\$28,000			Includes staff costs
14. GUIDE TRAINING	Development		-----	Ongoing	-----			
	\$70,000	\$105,000	\$70,000	\$75,000	\$82,000			
15. PREPARATION OF POSTERS/ PRESENTATION ITEMS	\$20,000	\$ 4,000	\$ 5,000	\$ 6,000	\$ 6,500			Sales contribute additional revenue
16. CONVENTION PROMOTION KITS	\$ 3,000	\$ 3,500	\$ 4,000	\$ 4,500	\$ 5,000			
17. SPECIAL STUDIES, ROAD TRAVEL SURVEYS	\$15,000	\$45,000	\$50,000	\$55,000	\$60,000			
18. COLLECT/MONITOR TREND INFORMATION	\$ 8,000	\$16,000	\$12,000	\$13,000	\$14,000			
19. MANAGERS (ACCOMMODATION/ RESTAURANTS) TRAINING	\$ 5,000	\$ 8,000	\$ 9,000	\$10,000	\$11,000			
20. EMPLOYEES (ACCOMMODATION/RESTAUR- ANTS) TRAINING	Development		-----	Ongoing	-----			
	\$20,000	\$40,000	\$25,000	\$28,000	\$31,000			
21. CO-ORDINATION OF RESPONDING TO INQUIRIES	\$80,000	\$115,000	\$125,000	\$140,000	\$155,000			Mainly staff time
22. 'CANADA WEST' MARKETING	\$ 5,000	\$ 8,000	\$ 9,000	\$10,000	\$11,000			

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TOURISM PROGRAMS/PROJECTS TO BE UNDER THE JURISDICTION OF THE TRAVEL ARCTIC COMMISSION

PROGRAM / PROJECT	INITIATION, COMPLETION AND ESTIMATED COSTS							COMMENTS
	1980	1981	1982	1983	1984	Intermediate (5-10 years)	Long Term 11+ years	
23. FAM / MEDIA TOURS	\$10,000	\$15,000	\$17,000	\$20,000	\$22,000			
24. CO-ORDINATE REVIEW/ REVISIONS OF ZONE MARKETING PLANS		\$60,000	\$20,000	\$60,000	\$25,000			
25. UPDATE TERRITORY-WIDE STRATEGY			\$40,000					

THESE ESTIMATED COSTS HAVE BEEN TRANSFERRED TO THE AGENCY RESPONSIBLE FOR IMPLEMENTATION.