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***Western Arctic Tourism Strategy Revision -
A Proposal Tourism, Tourism - Inuvik Region
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Western Arctic Tourism Strategy Revision

a proposal

RT & Associates
July 1989

Table of Contents

Introduction	1
Study Team.....	3
Understanding of Your Requirements	4
1. Summarize Existing Strategy	4
2. Fill in Information Gaps	4
3. Develop Linkages to Government Programs	4
4. Provide an Economic Overview	5
Our Approach and Workplan	5
1. Client Consultation	5
2. Strategy Review	6
3. Draft Outline and Theme Confirmation	6
4. Review Government Reports, Studies and Initiatives	6
5. Regional Consultation	6
6. Confirm Regional Infrastructure and Tourism Products	6
7. Confirm Markets and New Opportunities	7
8. Analysis and Report Writing	7
9. Review Draft	7
10. Develop Brochure	7
Project Timing and Flow	8
Proposed Budget.....	8
Project Team Resumes	9

Introduction

The Western Arctic Tourism Strategy, ~~completed over two years ago~~ by Maclaren PlanSearch Ltd, of Vancouver, has a number of deficiencies identified by both the ED&T tourism and Western Arctic Visitors Association (WAVA) officials. These include:

- No underlying theme or direction in the numerous strategy reports, such that anyone reading the reports concludes the strategy is piecemeal and confused. Indeed the strategy fails to convince readers on the region's potential for tourism development.
- A number of pre-feasibility studies provided in the strategy are excessively detailed and wordy and in some cases fail to provide accurate financial information.
- The economic impact section of the strategy is based on questionable assumptions, and the conclusions are specious.
- Community consultation appears to have been very poor throughout strategy formulation since many community residents and leaders who were later consulted did not know a strategy had been produced with individual strategies and recommendations for each community.
- Development priorities in the strategy are not prioritized. There is no sense of what should be addressed first.
- Many of the figures and maps in the strategy reports are poor and confusing.
- Linkages to government programs, policies and initiatives are lacking throughout.

In addition to the above deficiencies, since the strategy was completed over two years ago, much of the information is out of date and does not include new tourism developments in the Inuvik and Sahtu Regions.

WAVA has determined that the only way in which it can release the strategy to regional communities and government agencies is by revising the report to:

1. summarize and correct the above deficiencies; and
2. include new and relevant information.

WAVA also requires that the revised report be produced in a cost-effective manner and that residents be provided with relevant up-to-date summary information on effective tourism strategies for their communities.

RT & Associates is extremely pleased to submit our proposal to prepare a revised Western Arctic Tourism Strategy. We feel that we can offer:

- a strong commitment to sound research and planning principles, with a sensitivity to client needs and circumstances;
- over 40 years of collective experience in economic development in the Northwest Territories;
- over 20 years of working directly with business people in the Western Arctic;
- first-hand tourism development experience in the Western Arctic;
- a good understanding of markets and tourism products in the Western Arctic;
- a practical and “results-oriented” approach to opportunity assessment; and
- a strong and effective promotional and marketing background in the Northwest Territories.

Study Team

Team members for the project would include:

Robert Trudeau: As **project leader, Mr. Trudeau** would bring a strong background in developing tourism and economic development strategies **gained** in large part from over 16 years of experience in the economic development field. **As** a specialist in conducting both community and regional economic development strategies, he would be directly responsible for overseeing all research and final report writing. Mr. Trudeau recently completed a **Sahtu** Commercial Renewable Resource Strategy that included a review of all tourism developments in **Sahtu** Region communities, as well as a review of the sports hunting industry. He also recently completed a feasibility study and business plan for a new lodge outside Norman Wells at Kelly Lake.

Eric Christensen: **As a Senior Consultant**, with an extensive background in economic development and business development generally, including a number of years as an Economic Development Officer and Business Development Officer in the Inuvik Region, Mr. Christensen would provide assistance in research, analysis and report writing. It is expected that Mr. Christensen's extensive contacts throughout the Inuvik Region will assist the project team on all research and consultation tasks. Mr. Christensen is also a former Director of Policy and Planning in the Department of Economic Development and Tourism and in the past has been responsible for preparing tourism forecasts for the Northwest Territories.

Marion **Lavigne:** **AS co-owner** of outcrop, a successful Yellowknife-based marketing and promotional agency that for over 12 years has provided services to government and corporate clients (including the tourism industry) throughout the Northwest Territories, Ms. **Lavigne** will be responsible for developing elements of the marketing strategy and developing an effective community information brochure. **Ms. Lavigne is also** directly familiar with the Western Arctic communities and has completed tourism information packages targeted at community residents (Arctic Coast Tourism Plan).

In the sections that follow, we present our **understanding** of your requirements, our approach to the project, project team resumes, budgets and a timetable for carrying out the assignment.

Understanding of Your Requirements

Based on discussions with WAVA officials, the proposed project is to address the following:

1. Summarize Existing Strategy

As noted in the Introduction, the Maclaren PlanSearch strategy is piecemeal and confusing; it is also lengthy with information provided in numerous separate reports. As such, it is difficult to read and only the most dedicated would choose to read all of the strategy reports. In order to overcome this problem the consultants must:

- summarize the existing strategy, making use of only the most relevant and accurate information;
- produce one summary strategy report no longer than 100 pages in length; ✓
- develop a theme that unifies all sections of the strategy;
- develop and include select maps and figures to present information more clearly.

2. Fill in Information Gaps

Since the strategy is out of date, it will be important to collect and include more up-to-date information. This is particularly true of the strategy's marketing section where information on trends and target markets is poorly presented.

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3. Develop Linkages to Government Programs

The strategy will have to include information on current government policies, programs and initiatives that would affect tourism development in the region. This would include information on the GNWT'S tourism capital plan, sectoral and corridor studies, marketing and product development initiatives, and national and territorial parks that could potentially be developed in the region. ✓

4. Provide an Economic Overview

The strategy should include a brief overview of the region's economy. Information should include unemployment levels, demographic trends, the limited economic opportunities for development in most communities and the consequent importance of developing the tourism sector.

5. Provide Community Information

Summary information also needs to be provided for each regional community in the form of a separate brochure that is concise and attractive with appropriate photographs. The brochure will have wide distribution throughout the region.

Our Approach and Workplan

We believe that the revised strategy report should be current, up-to-date and positive in tone. As well, the report and the brochure should be highly readable so that information is easily absorbed. RT & Associates would bring this perspective to the project.

Another distinctive characteristic of our approach is to ensure that maximum consultation occurs with both ED&T tourism and WAVA officials during all phases of the project. This would be accomplished by periodic reviews and meetings, including at least one meeting with ED&T tourism and WAVA officials in Inuvik and Norman Wells. In addition there would be many telephone conferences between parties, and meetings with Tourism officials in Yellowknife. Drafts of the report would be couriered from time-to-time so that meaningful and productive discussion would be accomplished at minimal cost.

Organizationally, we believe the project can be broken down into 10 modules:

1. Client Consultation

At the outset we propose to meet with Mr. Gerry Loomis, President of WAVA, to review and confirm project terms of reference, scheduling and outputs. We would also confirm which government officials, industry representatives, community leaders and residents need to be consulted in revising the strategy, as

2. Strategy Review

To confirm what information can be used from the **Maclaren Plan** Search strategy, we would thoroughly review and analyse the strategy reports. Serious information gaps would also be confirmed so that proper information could later be obtained from relevant sources. An attempt would be made to identify an appropriate theme or direction for the revised strategy.

3. Draft Outline and Theme Confirmation

A draft outline of the revised report and appropriate theme would be prepared for the WAVA to consider

4. Review Government Reports, Studies and Initiatives

To incorporate important government policies, programs and new initiatives in the revised strategy, a number of studies would be reviewed, including the Inuvik Regional Study completed by **Arctech Resources**, the GNWT'S Capital Plan, and ED&T Interpretive Centre and Corridor Studies.

In addition, we propose to meet with ED&T tourism officials in **Yellowknife** to confirm marketing and product development initiatives which the Western Arctic can capitalize on and which should be included in the strategy.

Government park initiatives would be reviewed including those involving Campbell Hill, Canol Road, Banks Island, Bluenose Hills, **Herchel Island** and Pingo Parks.

5. Regional Consultation

To ensure that the views and expectations of region residents are included in the revised strategy, in-depth interviews would be conducted with select industry representatives and tourism operators as well as with ED&T staff. It is proposed that this task would be accomplished through telephone calls and at least one trip to both Inuvik and Norman wells.

6. Confirm Regional Infrastructure and Tourism Products

The tourism infrastructure of the region and tourism products currently available would be reviewed to provide an accurate and current tourism inventory on the region. This would be summarized in the strategy.

7. Confirm Markets and New Opportunities

Discussions would be held with ED&T tourism marketing officials in Yellowknife and the region as well as with consultants actively involved in reviewing national and international markets for the Northwest Territories (Aimee Britton, Briar International), to confirm industry trends, markets, competition, and appropriate marketing strategies for the Western Arctic. In gathering this information the intent would be to ensure that concepts and priorities developed in the strategy are in line with current industry practices and TravelArctic programs.

8. Analysis and Report Writing

Based on new information gathered and relevant information in the Maclaren PlanSearch reports, a revised draft strategy would be prepared. The draft would represent a balanced approach with no one section dominating another.

9. Review Draft

The draft strategy would be presented to the WAVA for review. It is expected that ED&T officials would also review the draft.

Once approval had been obtained, a final report would be produced using desktop publishing. It is proposed that 50 copies of the final report be printed. ✓

10. Develop Brochure

Based on information in the final report, an 8 1/2" X 12" brochure with black and white photographs would be produced for distribution in all communities. The brochure would present an overview of the final report as well as information on each community. It is proposed that 1,500 copies of the brochure would be produced. ✓

Project Timing and Flow

Given an estimated starting date of August 15, we feel that the project can be completed by the end of November 1989.

Proposed Budget

Including allowances for travel, out-of-pocket and production expenses, our budget for conducting this project would be \$56,000 as follows:

Fees	\$44,000
Travel and Expenses	3,000
Telephone	800
Graphics	600
Word Processing	1,400
Report Printing	500
Brochure Printing	5,700
Total	\$56,000

RT & Associates
Project Team Resumes

Robert Trudeau

Education:	Bachelor of Arts Carleton University Ottawa, 1970.
1987 – present	<i>President and Managing Partner, RT & Associates</i>
1985 – 1987	<i>Assistant Deputy Minister, Business Development,</i> Department of Economic Development and Tourism, Government of the Northwest Territories, Yellowknife
1979-1985	Successive promotions within Economic Development and Tourism: Supervisor of Business Development (Baffin Region); Regional Superintendent (Baffin Region); Chief, Policy and Planning, (Yellowknife)
1977 – 1979	<i>Management Consultant</i> to the Fort Hope Development Corporation and the Indian Association of Alberta
1976 – 1977	<i>District Superintendent of Economic Development,</i> Department of Indian Affairs and Northern Development, Ontario Region
1975 – 1976	<i>Project Manager, Canada Manpower</i>
1973–1975	<i>Business Advisor</i> to native-owned businesses in Northern Ontario, Ontario Cooperative Development Association

Robert Trudeau

1970–1973

Marketing Division, Parke Davis Ltd. and American Hospital Supply

Professional Experience:

Program Implementation:

Directed and coordinated all departmental programs and services aimed at promoting development of the small business sector in the NW'T.

Planned and implemented policies and programs for developing the commercial renewable resource sector in the NWT.

Developed and implemented an entrepreneurial training program and an affirmative action program.

Delivered and implemented all economic development and tourism programs in the Baffin Region.

Provided business management training to Indian-owned businesses and co-ops in Northern Ontario.

Policies and Planning:

Developed a number of new policies and programs and planning initiatives for the GNWT. Specific areas involved were: government privatization, venture capital programs, economic forecasting, native

Robert Trudeau

Professional
Experience:

development corporations, tourism, business loans and grants to economic development corporations.

Developed a policy paper on the administration of justice of Indian people in Alberta and a proposal for an Indian police commission and the police force of the Province of Alberta.

Economic Development:

Responsible for the delivery of Business Development and Tourism programs in the **Baffin** Region. This included directing five Economic Development Officers, reviewing and recommending for approval business loan and grant applications, identifying business opportunities, completing feasibility studies and financial forecasts, directing the inspection and licensing of tourist establishments and developing a five-year tourism plan.

Responsible for departmental economic development programs and policies affecting seven Indian communities. Included completing feasibility studies, assisting Indian bands in managing sawmills, tourist camps, commercial fisheries and lobbying government agencies for financial assistance on behalf of Indian bands.

Publications:

When Freedom is Lost, published by University of Toronto Press, Toronto, Ontario.

Eric Christensen

Education: Bachelor of Arts (**Honours**) in Economics,
Notre Dame University – 1976

Chairman’s Award for highest Academic Achievement
for the Department of Economics – 1976 (cumulative
average of **86.3%**)

Chairman’s Award for the highest Academic
Achievement for the Department of History – 1976
(Secondary Degree, **Soc./Econ.History**)

Governor General of Canada Gold Medal for
Academic Achievement and Contribution to University
Life – 1976

Advanced Courses in Strategic Planning, Marketing and
Community Economic Development University of
Alberta – 1984

April 89 - Present *Consulting Associate,*
RT & Associates,
5125-48th Street,
Yellowknife, N.W.T.

President,
The Small Business Group Ltd. and
Arctic Diving Adventures
(a division of the Small Business Group)
#22 Rycon Drive, Yellowknife, N.W.T.

Eric Christensen

- 1985 – 1989 *Director, Policy and Planning Division*
Department of Economic Development and Tourism
Government of the Northwest Territories
- 1984-1985 *Manager of Economic Planning,*
Department of Economic Development and Tourism,
Government of the Northwest Territories
- 1981 – 1984 *Economic Consultant*
to Petro-Canada and other resource companies
- 1980 – 1981 *Head, Economic Planning Secretariat*
Department of Economic Development and Tourism,
Government of the Northwest Territories
- 1979 – 1980 *Manager, Business Development, Inuvik Region*
Department of Economic Development and Tourism,
Government of the Northwest Territories
- 1977 – 1979 *Policy Officer,*
Planning and Resource Development Division,
Department of Economic Development and Tourism,
Government of the Northwest Territories
- 1976 – 1977 *Area Economic Development Officer,*
Inuvik Region,
Department of Economic Development and Tourism,
Government of the Northwest Territories

Eric Christensen

Professional Experience:

Economic Analysis

Developed computerized simulation models to determine “economic rents” associated with the expansion of the Norman Wells oil field. Results were an integral component of the GNWT’S intervention at the National Energy Board Hearings.

Redesigned the N.W.T. Macro-economic simulation model to prepare long-term economic forecasts and impact assessments, using microcomputer technology.

Conducted numerous resource industry impact assessments using the N.W.T. Economic Model.

Conducted a labour supply and logistics/costing analysis for Petro-Canada’s submission to the National Energy Board.

Prepared an impact assessment of Petro-Canada’s Arctic Pilot Project on the labour force of high arctic communities.

Developed market-driven, size-investment-costing models used for determining the viability of retail and service facilities.

Analysis of wage compensation structures at the Trail, British Columbia smelter

Cost-benefit analysis of government investments in the Tuktoyaktuk and Aklavik fur garment factories.

Cost-benefit analysis of subsidizing at the margin:
“A Case Study To Determine Appropriate Levels of Government Financial Assistance to Publically Supported Commercial Enterprises Throughout the N. W.T.”

Developed a framework for determining industrial training needs and institutional demand in the N.W.T.

Policy Analysis and Program Development

Directed the development and successful negotiation of a \$38.6 million, three year, Canada/Northwest Territories Economic Development Agreement.

Designed and implemented the N. W.T.'s first Venture Capital Program aimed at attracting investment capital and management expertise to remote northern communities.

Designed a comprehensive Commercial Renewable Resource Development Policy valued at \$3.5 million, aimed at Renewable Resource export potential.

Developed a \$1.1 million program to provide incentives to the businesses to hire unemployed and underemployed native people throughout the north.

Designed and implemented the **GNWT's** Department of Economic Development and Tourism's computerized Management for Results system, aimed at improving the efficiency and effectiveness of Departmental programs. This system is the first of its kind in Canada.

Directed the development of a comprehensive import substitution strategy for the **N.W.T.**

Lead the development of a strategy to increase northern business and employment opportunities in the **N.W.T.** minerals industry. (market potential of \$253 million)

Represented the Northwest Territories on the Canadian Task Force on Investment, Incentives and InterProvincial Trade.

Represented the **N.W.T.** at the Canada/U.S. Free Trade Negotiations.

Program Implementation/Delivery

Directed the delivery of all business and tourism development programs offered by the **GNWT** Department of Economic Development and Tourism in the Inuvik Region, **N.W.T.** This included: The **N.W.T.** Small Business Loans and Guarantees Fund; the General Development Agreement; the Eskimo Loans and Contributions Program; Special **Arda**; the Assistance to Industry Program; the Tourism and

Hospitality Awareness Program and the Tourism Establishment Contribution Program.

Implemented the delivery structure for the \$38.6 million Canada/Territorial Economic Development Agreement (EDA).

Provided management assistance and training to a wide spectrum of small businesses in the Inuvik Region and Mackenzie Valley.

Business Feasibility Analysis

Feasibility Studies completed, include:

Kutudgevik Cooperative Ltd. expansion project in Coral Harbour, N.W.T.

Buy out and expansion of the Mad Trapper Bar and dining lounge in Inuvik, N.W.T.

Buy out and expansion of the Tuktoyaktuk Lodge in Tuktoyakuk, N.W.T.

Retail clothing and shoe store in Inuvik, N.W.T.

Feasibility of establishing a waste heat, energy efficient, commercial scale greenhouse in Hay River, N.W.T.

Eric Christensen

Feasibility of establishing a drum reconditioning plant in the N.W.T.

Feasibility of commercially manufacturing aluminum fishing vessels in Cambridge Bay, N.W.T.

Preliminary feasibility assessment of establishing a multi-use recreational park at the Campbell Lake/Dolomite Hills near Inuvik, N.W.T.

Feasibility study on the privatization of the Fort Simpson Craft Shop.

Feasibility study of establishing an energy use data base system in the N.W.T.

Affiliations:

Member of the Industrial Developers Association of Canada.

Currently serving on the Board of Directors of the Industrial Developers Association of Canada.

Member of the Northern Frontier Visitors' Association

Member of the N.W.T. Travel Industry Association

**Outcrop
Project Team Resumes**

AGENCY BACKGROUND AND PERSONNEL

Outcrop Ltd. was founded in 1975 in Yellowknife, NWT. In the 12 years to the present, Outcrop has been involved in a range of product campaigns and individual promotional campaigns, many of them in the tourism area.

Outcrop started mainly as a public relations/communications agency, but over the years expanded into a full service agency, with expertise not only in program development and execution, but also in graphic design, audio-visual productions and media planning.

In the tourism product area we have done extensive work for Travel Arctic, the TIA-NWT, all of the NWT tourism zone associations and many individual operators. Our work for these clients has ranged from the development of individual logos, displays, slide shows or brochures, to the handling of complete marketing programs. A listing of our tourism clients and work completed for those clients is attached.

Outcrop prides itself on its creative ability, and is constantly alert for new concepts and new ideas to assist in the marketing and sales of client products. Over the years, many of the new innovations in tourism marketing in the north have been developed by Outcrop. For example, we were responsible for the initial redesign of the Explorer's Guide in 1978, and then a further redesign in 1984, which was the forerunner of the present format which includes advertising. We worked with many zones to develop individual logos as part of their image identification. We pioneered the use of highly selective U.S. magazines for client ads at a time when there was little or no NWT advertising in these magazines, and we introduced sophisticated graphics to all

Outcrop

both communications practitioners prior to their move to the Northwest Territories.

As a **small northern agency, we are able to provide all the usual agency services** via our full time staff of 10 people. **More than half of our staff have been with Outcrop for at least five years**, and all are keenly interested in doing the best job possible for our clients. We consider our staff one of our greatest assets, and with the recognition gained over the years, we **know** they are more than capable of handling all client requirements.

For example, Outcrop has received a gold quill award for communications excellence, from the International Association of Business Communicators. This award was for a program conducted for **Cominco** here in the North. Our magazine has been assessed as one of the top four magazines in western Canada, and our art director has received nominations for his cover design and illustration work. Our tourism promotion efforts for TravelArctic, have earned several awards for the client in the tourism materials competitions.

With a small staff, **Outcrop has carefully structured the organization into areas of responsibility, to ensure that individuals become experts at specific tasks.**

Marion LaVigne, co-owner of Outcrop, also serves as creative director responsible for the initial development of concepts for all marketing and advertising programs. As well she has account manager duties, and deals directly with many clients, acting as the main liaison between clients and the agency.

Outcrop

MARION LAVIGNE

EDUCATION

Ryerson Polytechnical institute
Journalism
York University, Atkinson College
Economics, Humanities **courses 1967.68**

Numerous courses in design. audio-visual techniques, communications theory and business management.

PROFESSIONAL HISTORY

1976- present

President. Outcrop Ltd.
Supervised and carried out many projects involving all areas of the Northwest Territories.

1975-1976

Supervisor, Tourism Promotion, TravelArctic, Government of the Northwest Territories.

- responsible for ongoing promotional programs
- developed promotional slide show
- started a special interest marketing program for canoeists
- travel led through most areas of the NWT.

1972- 1975

Communications Manager, Clarkson, Gordon & Co./Woods Gordon & Co. Responsible for all internal and external information programs. Developed a complete information system for updating all firm administrative and technical information and producing firm manuals from this information.

1971-1972

Public Relations Manager. Libby MacNeill & Libby (Canada). Responsible for internal and external communications. Established a corporate consumer relations program and worked with product managers in developing marketing promotion programs.

1968-1971

Co-ordinator, Communications, Ontario Civil Service Commission. Developed a complete internal communications program for the Ontario Civil Service. Following approval by the Legislative Assembly. implemented all aspects of this program, including print and film recruitment packages. orientation programs and field meetings.

Was responsible for evaluating the effectiveness of the program on an ongoing basis.

Outcrop

1967- 1968	<p>Editor, publications, Ontario Department of Transport.</p> <p>Produced a monthly newsletter, press releases. Developed a youth highway safety program for the province.</p>
1964'- 1967	<p>Assistant editor/photographer, TransCanada PipeLines, Toronto, Ontario.</p>
OTHER	<p>Lectured in organizational communications at Centennial College, Toronto, 1974.</p> <p>Prepared and conducted a seminar for the international Association of Business Communicators Annual Conference, Portland, Oregon 1973.</p> <p>Past president - IABC Canada Past president - IABC Toronto Past vice-president, IABC international</p> <p>Member of judging panel for communications programs of North American Credit Unions and Co-operatives (Madison, Wis. 1974)</p>

Outcrop

TOURISM EXPERIENCE

Marion LaVigne

Consulting

- Project Manager, Arctic Coast Tourism Study 1984-85
As the lead agency, worked with two other firms to develop a comprehensive tourism development and marketing strategy for the Arctic Coast Tourism zone

- Team Member, NWT Tourism Strategy - 1980

Working with Balmer, Crappo & Co. assisted in the development of the current "community-based" tourism strategy which is currently in place across the Northwest Territories.

Project Manager, Feasibility Study re the development of a "super lodge" in the Yellowknife area

Working with the DPA Group determined the scope of such a project, if it were to be a viable operation in Yellowknife.

- Special ARDA Evaluation - Joint Venture partner

Carried out extensive research across the Northwest Territories, with special emphasis on tourism related businesses funded by Special ARDA

Marketing

- All marketing materials, Arctic Coast Tourist Association, 1985

- Tourism awareness slide show, TIA NWT, 1983

- Responsible for GNWT Explorers' Guide for 9 years

Creative director, WAVA zone brochure, Baffin Zone brochure

Marketing support program, TIA consumer show program, 1986/87

Also completed marketing/promotion programs for a range of NWT clients over the past 12 years.

Outcrop

Creative Director/Account Manager for work done for Northern Frontier Visitors Association and Western Arctic Visitors Association, 1988-89

- Creative Director/ Account Manager for marketing work for Mackenzie Bicentennial Celebrations

Creative director/Account Manager for Travel Keewatin, 1989.

- Project manager, Keewatin Visitor Information Centre exhibitry

Outcrop