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**Sachs Harbour - Banksland Tourism Strategy -
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**SACHS HARBOUR-BANKSLAND
TOURISM STRATEGY,
1993-1996**

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— Lutra —

SACHS HARBOUR-BANKSLAND TOURISM STRATEGY-PART 1

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PART 1 : TOURISM STRATEGY

1. TOURISM AT SACHS HARBOUR AND ON BANKSLAND¹

1.1 Background

In **1978** the Federal Government announced a program to assess the feasibility of establishing five new national parks in the north. The Thomsen River area on northern Banksland was the site for one of these parks. After years of intermittent discussion, an agreement was signed in 1992 among the Governments of Canada and the Northwest Territories, and the Inuvialuit Game Council and Regional Corporation, establishing Aulavik National Park on Banksland.

In 1986 the Western Arctic Visitors Association (WAVA) prepared a regional tourism development strategy which included Banksland and a community tourism strategy for Sachs Harbour. A decline in oil and gas activity, the implementation of the IFA, and the development of the Dempster Highway/Inuvik as travel destinations dated these strategies, making them somewhat inappropriate. The 1992 national park agreement recognized the need for a tourism strategy suitable for Sachs Harbour and Banksland (particularly the Thomsen River area).

1.2 Purpose and Process

The intent of this assignment is to prepare a tourism strategy and opportunity identification study for Sachs Harbour and Banksland. In accordance with the goals and objectives set out in the Terms of Reference (Appendix A), the purposes of the strategy and study are:

- to obtain a representative perspective on community goals and objectives for tourism,
- to consider tourism development potential directly related to the evolution of Aulavik National Park, and
- to respond to the socio-economic and political environment surrounding the Inuvialuit Final Agreement.

¹ The residents of Sachs Harbour refer to what is commonly known as Banks Island, as Banksland and have requested that this strategy do likewise.

The process for developing this tourism strategy and opportunity identification study responds to the Terms of Reference, The Sachs Harbour Parks Committee/Tourism Planning Steering Committee has been active in this planning process. Rather than retain one local resident to liaise with the community, the Committee performed this function. The planning process involved:

- two visits to Sachs Harbour and Inuvik;
- Steering Committee, community, individual and interest group meetings,
- a survey of 30 residents of Sachs Harbour,
- input from tourism and other business operators, government agencies and Inuvialuit organizations, and
- a review of relevant written materials.

Community views collected in the local survey are attached in Appendix B and a list of contacts and bibliography is included in Appendix C.

This report is made up of two parts. Part One is the Sachs Harbour and Banksland Tourism Strategy and it provides the necessary rationale for the tourism development opportunities which are detailed in Part Two. Part Two is entitled Tourism Development Opportunities. Part Two is made up of detailed business plans for three business opportunities. These opportunities are consistent with local goals and objectives for tourism development, trends in the tourism industry, and the level of regional and territorial support for tourism development. Part Two is the action-oriented section of the report. Operators and/or groups interested in pursuing these opportunities will find the steps necessary to access financing and funding.

2. TOURISM RESOURCES, ACTIVITIES AND DEVELOPMENT OPPORTUNITIES: THE HISTORY OF TOURISM DISCUSSION AND PLANNING

2.1 Tourism Resources

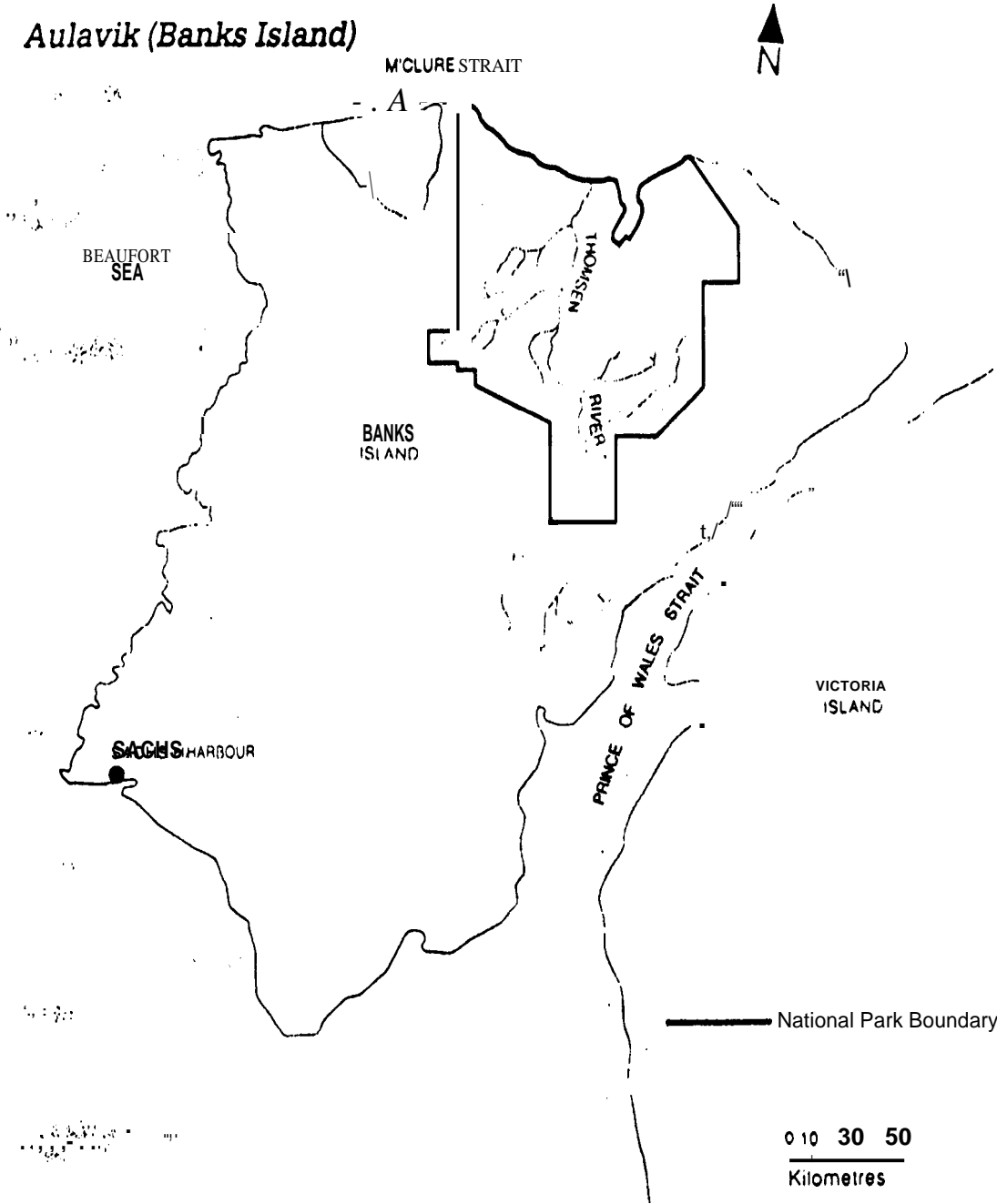
Tourism resources are the natural, cultural, topographical, and archaeological features of a region which have the potential to attract visitors. Banksland is an excellent example of a far northern tundra landscape. The area may be unique to some tourism markets because it is an isolated Arctic destination, unexploited and largely unexplored. Visitors to Banksland (Figure 1) are treated to a vast and often sharply contrasting landscape. Wildlife viewing opportunities are numerous due to the abundance and accessibility of terrestrial and aquatic mammals, and birdlife during different seasons of the year. Summer wildflower offer another excellent viewing opportunity. River systems flowing from the interior of the island have some potential for canoeing, rafting, and fishing, A number of fish-bearing lakes are also scattered over the island.

Characteristics and Unique Features of Aulavik National Park

The National Park should be officially proclaimed in September 1993. For the ten years after proclamation the Canadian Parks Service will set-up an administration, hire staff, build infrastructure, develop interim management guidelines and a park management plan, and promote the park to target markets throughout the world. The Thomsen River has been described as **the most northerly navigable river in North America.** It is the widest and one of the longest rivers on Banksland. Traveling by canoe, raft or kayak and by foot will bring the visitor in touch with outstanding natural landscapes, the largest concentration of muskox in the world, an abundance of geese, spectacular wildflower displays, Thule archaeological and Copper Inuit historical sites. The Thomsen and Muskox River Valleys are broad valleys with gently rolling hills and lush, abundant vegetation along the river valleys. In sharp contrast, is the Parker Plateau and Gyrfalcon Bluff, a high plateau with deep canyons and high sheer cliffs, and Castel Bay with its badland topography. Aulavik National Park contains some of the best muskox habitat on Banksland. Visitors can be assured of seeing muskox along the Thomsen River and Muskox River Valley s. Many snow

FIGURE 1: BANKSLAND

Aulavik (Banks Island)



geese, and black brant use the lower Thomsen River Valley and Castel Bay. Peregrine falcons also nest in the park area.

The archaeology of the park is contained in the artifacts from sites on the Thomsen and Muskox Rivers. These sites show evidence of a dependence by the Thule culture on muskox resources rather than on caribou, fish and marine mammals. Although there are few artifacts, there is still evidence of tent rings, food caches and flag stone paving (for drying meat). Passage Point overlooking M'Clure Straits near the mouth of the Parker River is where M'Clure sighted the last link of the Northwest Passage in 1850.

Access and climate are the main considerations in planning activities in the park area. The remoteness is reflected in the high cost of air charter transportation. (A trip from Inuvik to the Thomsen River and pick up can cost \$17,650 for a twin otter capable of carrying 12 passengers over that distance.) Alternatively access by 4 wheel AIVs or snowmobiles is possible in three or four days overland from Sachs Harbour to the north end of the island and the park area. (Vehicle traffic in the park will be restricted by the Interim Management Guidelines.)

During the summer season the climate is variable and water travel may be halted by high winds, fog conditions, or low water conditions in the Thomsen River watershed. Waters are fast during the spring break-up period and become slow moving, gentle and shallow later in the summer season. The late winter and spring climate offer long hours of daylight with potential to see areas of the park not readily accessible in the summer season. The winter and spring climate may have moderating temperatures suitable to more rugged wilderness adventurers.

Characteristics and Unique Features of Banksland

Immediately outside of Aulavik National Park the landscape and wildlife resources are similar to those within the park. Topographical and natural features of the land to the east and west of the park have less tourism resource appeal than within the park itself. The southern half of Banksland is characterized by typical Western Arctic low relief, gentle tundra, east to west flowing rivers, numerous lakes, and archaeological sites scattered throughout and along the south shore. The southern half of Banksland is well used by the Inuvialuit of Sachs Harbour. Most hunting and fishing is done inland and along the coast.

Along the coast to the west of Sachs Harbour, the Big, Egg, Bernard, and Kellet Rivers flow to the sea. These rivers are favourite hunting grounds for the Inuvialuit of Sachs Harbour. Cape Kellet and the adjoining Duck Hawk Bluffs are significant cliff features along this coastline while Bird Sanctuary No. 1 is the summer breeding ground for thousands of geese, and numerous other birds. To the east of Sachs Harbour the Masik River empties into the sea. From this point east past Rufus River, the cliffs continue to rise along the shore to Nelson Head where there are spectacular sheer cliffs 2000 feet at the highest point. From Nelson Head east and north to the De Salis River and Prince of Wales Strait there are additional cliff formations.

The southern area of Banksland is also inhabited by a large number of muskox. During the summer, visitors may see these animals quite close to the community or while traveling in one of the river valleys along the coast toward Nelson Head. The south and west coasts of Banksland are considered prime polar bear habitat. This area has provided big game sport and domestic hunting opportunities for the Inuvialuit of Sachs Harbour. Banksland Bird Sanctuary No.1 is to the northwest of Sachs Harbour in the Egg and Big River Valleys. The sanctuary is the summer nesting home to 250,000 geese. Though large numbers of beluga whales congregate during the spring south of Sachs Harbour, the presence of sea ice between the town and offshore open water areas prevent boat travel.

There are a number of lakes and rivers with fish resources on Banks Island. Subsistence fishing occurs in the Sachs River, Raddi Lake, Capron Lake, Middle Lake, Fish Lake, Kuptana Lake and "25 Minute Lake". Three lakes near town (Kuptana, Middle and Fish Lakes) are known to have Arctic char and lake trout and are fished by Sachs Harbour residents. Outfitters do not take guests to sport fish in these lakes. The community has requested the Fisheries Joint Management Committee to undertake a study of sport fishing potential for the above five lakes and a study of one lake per year is likely to happen. Those lakes and rivers identified with a potential for sport fishing include De Salis River, Masik River, Capron Lake, Sachs River, Thomsen River and adjacent lakes (usually at the tributaries of other rivers). The De Salis River is known to have a stock of large anadromous Arctic char, There is some interest in commercial fishing on the De Salis River, however it is considered too far to access by boat for sport fishing. The Storkerson River along the west side of Banksland is known by local subsistence fishermen to have populations of Arctic char and lake trout and is considered locally to be a suitable location for a sport fishing tent camp establishment.

Boat travel along the coast must be carefully planned due to few good anchorages in areas such as Nelson Head and the potential for trip delays due to ice and wave/weather conditions.

Historical and Cultural Resources of Banks Island

Numerous Thule archaeological sites are found on the south end of Banksland. The remains of Thule houses may be seen within hiking distance from the community and there are at least 18 Thule houses along the south shore between Cape Kellett and Cape Cardwell. Recent history of Banksland indicates that Inuvialuit hunters and trappers travelled to the island for trapping of white fox and to harvest muskox. It was not until the 1950s that Inuvialuit settled in Sachs Harbour. The remains of white fox trapping camps are evident along the west coast of Banksland. The "Fox" a 42' wooden schooner used in the 1950s to supply settlements and camps on Banks and Victoria Islands today remains drydocked in Sachs Harbour. Today the Inuvialuit live a contemporary community life retaining some oral history and artifacts of the traditional Inuvialuit culture.

2.2 Tourism Activities, Attractions and Development Opportunities

Recent planning studies (Lutra Associates Ltd., 1990, RT and Associates, 1989) identify a range of land, natural, cultural and historically-based activities that may be possible in Aulavik National Park and on Banksland. These are summarized below and in Tables 1-1 and 1-2.

A sample of the potential tourism development opportunities which flow from the resources and potential activities in the park include:

1) Guided hiking and boating activities from a main permanent or tent base camp at a selected location on the Thomsen River (i.e. Castel Bay; confluence of the Muskox and Thomsen Rivers; or near the southern boundaries of the proposed park). Naturalists could embark on day trips to observe the unique archaeology, study the flora and fauna, and view interesting landforms. Fishing would also be of interest to the visitor,

2) Guided rafting activities from a location on the Thomsen River near the southern boundary of the park and Castel Bay. This activity was introduced as an outdoor adventure travel tour in the late 1980s.

3) Independent/unguided canoeing/kayaking expeditions between mid-June and early July would offer the thrill of canoeing the most northerly navigable

TABLE 1-1 : A SUMMARY OF DOCUMENTED TOURISM ACTIVITIES WITHIN AULAVIK NATIONAL PARK

<u>ACTIVITY</u>	<u>PRIMARY LOCATION</u>	<u>SEASONALITY OF ACTIVITY</u>	<u>COMMENTS</u>
Canoeing/ Kayaking/Rafting	Thomsen River/Muskox River	late June/early July	Whitewater experience from near southern park boundary to Castel Bay.
Rafting/ Canoeing/ Kayaking	Thomsen River/Muskox River	mid-July-early August	Leisure experience on the most northerly navigable rivers.
Hiking	Prince of Wales coast; Castel Bay/Badlands; Thomsen River Valley; Muskox River Valley; Parker River Plateau; Gyrfalcon Bluff; Thomsen River	July/August	Combined with river travel, may be the best experience to view landscapes, flora and fauna.
Boating	Thomsen River	July	Sightseeing opportunity by boat originating from a base camp with limited range on the River.
Camping	Thomsen and Muskox River Valleys, Castel Bay, Parker River Plateau.	July/August	
Nature Study/ Sightseeing	Peregrine falcon, Parker River Plateau; flora - throughout; muskox - Thomsen and Muskox River Valleys	June to August	Hiking is required to experience the impressive displays of wildflowers.
	Muskox in the Thomsen and Muskox River Valleys; Brant and Snow Geese at Thomsen River and Castel Bay and Prince of Wales coastline.	July and August	Guaranteed viewing of muskox and geese. At coast, opportunity to view marine life but access to area is uncertain.

TABLE I-Icon't: A SUMMARY OF DOCUMENTED TOURISM ACTIVITIES WITHIN AULAVIK NATIONAL PARK

<u>ACTIVITY</u>	<u>PRIMARY LOCATION</u>	<u>SEASONALITY OF ACTIVITY</u>	<u>COMMENTS</u>
Archaeological Observation	Head Hill complex, Umingmak on Shoran Lake, Passage Point	July-August	To be guided.
Fishing	Numerous lakes to the east of the Thomsen near the southern park boundary, and Thomsen River.	July - August	Arctic char and lake trout available although trophy sizing is questionable.

SOURCE: Appendix D

TABLE 1-2: A SUMMARY OF EXISTING AND POTENTIAL ACTIVITIES DOCUMENTED FOR BANKSLAND

<u>ACTIVITY</u>	<u>PRIMARY LOCATION</u>	<u>SEASONALITY OF ACTIVITIES</u>	<u>COMMENTS</u>
Hiking	From Sachs to muskox viewing areas (i.e. within 16 km of community).	Summer	Good opportunity to see herds of muskox - guides advised.
Marine Mammal Viewing	Beaufort Sea west of Area B; south coast	Summer	Bowhead and beluga whales; ringed and bearded seal
Bird Watching	Egg and Big Rivers	July	Large populations of snow and brant geese in Bird Sanctuary no.1.
Muskox Viewing	Egg/Kellet River areas, and within 16 km radius of community	Spring in Egg/Kellet area and summer for near community	Spring travel by snowmachine and summer travel by boat or ATV.
Camping	Inland by fish lakes and mouth of Mary Sachs River	May	Excellent opportunity for visitor to experience traditional Inuvialuit life.
Dogsled Trips	Inland to fish lakes and to muskox herds	May	Possible conflict with sport hunting.
Ski Touring	Inland to fish lakes and muskox herds	May	Combined with camping with a local family and travel by dog team or snow machine.
Snowmachine Touring	Inland to fish lakes and muskox herds	May	Should be planned with a guide.

TABLE 1-2 con't: A SUMMARY OF EXISTING AND POTENTIAL ACTIVITIES DOCUMENTED FOR BANKSLAND

<u>ACTIVITY</u>	<u>PRIMARY LOCATION</u>	<u>SEASONALITY OF ACTIVITIES</u>	<u>COMMENTS</u>
Wildflower Viewing	Near Sachs Harbour	Late June-mid-August	
Sport Fishing	Big, Egg, Kellet and Masik Rivers	Spring-Summer	Anadromous char and lake trout in lakes.
Sport Hunting	South end of Prince of Wales Strait, West coast of Banks Island, Egg/Big/Kellet River Valleys	March-May in south and fall-spring in west and river valleys	Polar bear in south in March-May and caribou and muskox in the fall.
Exploring/ Experiencing/ Observing	Sachs Harbour	Spring and Summer	Traditional Inuvialuit customs, community life, arts and crafts, White Fox Jamboree.
Boat Touring/ Observing Archaeological Sites	Cape Kellet, south shore, Big/Egg/Sachs/Kellet/Masik River Valleys	July-August	Excellent viewing opportunities between Sachs and Nelson Head; fishing at Masik River, numerous Thule sites on south shore.

SOURCE: APPENDIX D

river. Sightseeing, fishing and camping are secondary activities of this opportunity. " (Lutra Associates Ltd., 1990)

Outside the Aulavik National Park, excellent range of tourism resources enable numerous activities to occur. **Big game sports hunting** for muskox until recently was the most prominent tourism activity with a history reaching back into the 1980s. Also, over the past decade there has been some product testing for guided boat tours along the coast and inland along the river systems, camping experiences with an Inuvialuit family, nature study tours, interpretive visits to archaeological sites, wildlife/bird viewing, boat touring to the spectacular cliffs at Nelson Head, on-the-land four wheel AN and truck sightseeing primarily of muskox close to the community and sport fishing . Table 1-2 indicates that **guided touring activities** may begin in Sachs Harbour and make use of the excellent resources along the coast south to Nelson Head or to the west coast via Cape Kellet. Guided sightseeing or nature trips from the community may also be planned overland to see muskox, wildflowers and archaeological sites. The unique and contrasting features have encouraged the Canadian Parks Service (CPS) to consider developing Nelson Head as another regional attraction/historic attraction. This idea will be on hold until the Inuvialuit promote the idea further. (The community does not have an active interest in pursuing Nelson Head as a tourism attraction at this time.)

Existing and potential tourism activities have been focused outside of the community because there has been little emphasis on the development of community events and attractions to make Sachs Harbour a tourism destination. In previous planning studies (Lutra Associates Ltd., 1990 and RT and Associates, 1989) reference was made to **planning interpretive displays, demonstrations of local customs, and a museum/visitor centre for Sachs Harbour.**

Quality and distinctive arts and crafts can complement tourism development, providing opportunities for tourist activities, The **purchase of arts and crafts souvenirs** ranks very high on the list of tourist activities in N.W. T. communities. Sachs Harbour arts and crafts producers have a distinctive resource in muskox qivuuq /wool and horn. Carvers and weavers have developed the more expensive line of products from these resources over the years.

2.3 The Current Status of Tourism Development at Sachs Harbour and on Banksland

Sachs Harbour Tourism Human Resources

There is a labour force of 23 **licensed Class C big game sport hunting guides**. The Hunters and Trappers Committee (HTC) is the licensed big game outfitter, and Banks Island Big Game Hunts (an arm of the HTC) promotes and books the big game hunts. The Tourism Planning Steering Committee felt that there may be 20 **qualified adventure tour guides** living in Sachs Harbour. Only two are licensed Class 1 guides. Level 1 guide training is being scheduled for Sachs Harbour in mid-June of this year.

Three licensed outfitters (White Fox Tour Outfitters, Iyak's Banks Island Nature Tours and Banks Island Tundra Tours) offer naturalist/non-hunting outfitting. White Fox Tour Outfitters has not taken tourists in the past three years, although they are licensed to operate a bed and breakfast, Iyak's Banks Island Nature Tours has also been inactive during the past three years. The reasons for the inactivity of these operators are unknown. Banks Island Tundra Tours is an active non-hunting outfitter who is showing a steady growth in client bookings. The operator has aggressively pursued assistance from the GNWT Department of Economic Development and Tourism and last year was able to employ four people in seasonal operations. The operation is equipped to offer four season tourism activities to six or eight visitors at a time. The outfitter is flexible and depending on weather conditions will choose a land and/or sea trip itinerary for his clients. Most of the trips are one day by boat and two nights-three days overland. The outfitter is anxious to extend the tours to possibly 10 days, thereby providing up to five days on the land and another five days along the coast. The business is family owned and operated and provides direct spin-offs to other community residents through the rental of equipment, as needed. A fourth outfitter, Overland and Sea Ice Expeditions is planning to offer five day tours from Sachs Harbour to Holman Island by snowmachine in April/May 1994.

Two wool producers/weavers and five carvers in the community support the Banksland tourism industry.

Tourism Infrastructure and Equipment

The tourism infrastructure and equipment in Sachs Harbour and on Banksland are listed in Table 2.

Table 2. Tourism Infrastructure and Equipment

Tourism Infrastructure	Number or Units	Comments
Bed and Breakfast	2 licensed establishments, 7 beds	Licensed for tourism
Norway Island Cabin		HTC uses for subsistence & sport hunting. Not licensed as tourism establishment.
Icicle Inn		Closed now and will not be opened in its present condition.
Tourism Equipment		
Aluminum Boats	15 (2-16', 12-18' 1-20')	Most boats operate with one engine. Boats are privately owned.
Snowmachines/ATV's	12 ATV's & 13 snowmobiles	Umayot Corp. (corporate arm of IRC) purchased equipment in 1991 for the muskox harvest.
Snowmachines/ATV's	1-2 snowmachines/household and 20 ATV's	Equipment is privately owned.
Trucks	10-7 will carry 4-9 passengers each	
Dog Teams	9 working teams and equipment	Suitable for tourism, used primarily for polar bear sport hunting.

There are a number of homes which may be suitable as additional bed and breakfast establishments or to house a local museum. These houses may be available in the private market or are approaching HAP maturity (an owner of a Housing Assistance Plan (HAP) is no longer restricted in his/her use of the unit).

Trends in Banksland Tourism Activity

Sport Hunting - Muskox sport hunting is active in the fall and again from March through April. The number of hunters is variable (1991-4, 1992-1, and 1993-15 are booked) but perceived to be stable. Muskox hunts are sold by Banks Island Big Game Hunts (BIBGH) for \$2,650 U. S. (1993). Hunters are lodged in the community and travel to the hunting grounds with local guides. The muskox hunt may be three or five days in duration. BIBGH charges a 10% administrative fee.

Booking for Banksland polar bear sport hunts has declined significantly in recent years. The number of non-resident and non-resident alien sport hunts in the Northwest Territories peaked in 1989 and has declined by 28% since then. The Boone and Crocket Club, a major North American sport hunting club, reports little activity in "The Super Slam" (a record combining polar bear and other North American sport hunt trophy species). Polar bear sport hunts are sold for \$13,050 U.S. In 1992, Sachs Harbour hosted one polar bear hunter and there is one

hunter booked for 1993. Cumulative receipts for muskox and polar bear sport hunting amounted to slightly over \$22,387 Cdn. in 1992 and in 1993 may triple that amount reaching in excess of \$60,000. Sport hunting for Peary caribou is now closed until populations recover.

Sports Hunts are now managed exclusively by BIBGH. BIBGH books hunts and retains seven to eight booking agents worldwide. Agent commissions are 10% to 15% depending on the number of years experience and their delivery of sport hunters to the Hunters and Trappers Committee (HTC). Until 1990, big game sports hunts were booked by Guided Arctic and the HTC.

Customized Sightseeing /Naturalist Tours- The Inuvik based Arctic Tour Company is licensed as a booking agent and has been active on Banksland since 1990, offering customized package tours from Inuvik. In recent years Banks Island Tundra Tours has been the licensed outfitter for the expeditions. Expeditions are three or five days and priced at about \$280 per day with accommodation and transportation. Bookings are increasing annually.

Bird Watching Trips - One organized trip was conducted to the Egg River/Banks Island Bird Sanctuary No. 1 in 1988 and since then, bird watching trips have been conducted by licensed outfitters (White Fox Tour Outfitters and Banks Island Tundra Tours) along the coast east of Sachs Harbour.

Muskox Viewing Trips - Muskox can be viewed at any time of the year, however spring viewing from April to mid-May prior to the geese returning is best. Muskox viewing trips have been short duration (a few hours by truck to the end of the road) and longer inland trips (2-3 days inland from Sachs Harbour by 4 wheel ATV to destinations up to 30 km from the community).

Luxury Cruise Ships - In 1992 two luxury cruise ships stopped at Sachs Harbour. The two boats were of Russian and U.S. origin. Rough water prevented shore contact with the U.S. boat. Shore contact with the visitors (primarily a group of tour wholesalers and travel writers) from the other boat was approximately two hours. It is unlikely that the community will have regular visits from cruise boats until more shore activities are planned and pre-sold to the tour agent. Typically 70-100 passengers might be expected on a cruise ship (pers. comm. Margaret May).

2.4 Local Preference for Tourism Activities and Development Opportunities ,

Boat Touring/Observing Archaeological Sites - While there are few visible archaeological sites, such sites as near Fish Lake and Dun Hill provide a base or focal point for relating oral history. Currently there are mixed feelings about taking tourists to archaeological sites despite the lack of obvious artifacts. Outfitting operators currently avoid using these sites for tourism activities.

Guided Snowmobile Touring and Dog Sledding - Outdoor touring by snowmobile or dog sled is most comfortable in October and April-May. There have been some inquiries for aurora viewing to mid-March. Trips from Sachs Harbour lasting at least 2-3 days would give the visitor a chance to overnight in a snow house. Two outfitters are now beginning to offer tours in April. This kind of experience can provide the client an opportunity to learn, observe and experience the Inuvialuit lifestyle.

Canoeing and Kayaking Expeditions - There is the potential to guide canoeing and kayaking expeditions particularly on the Thomsen River, and on the Bernard, Big and Sachs Rivers especially towards Raddi Lake.

Community Activities and Host - The Tourism Planning Steering Committee foresees an opportunity to organize and host a variety of in-town activities. They recognize that a community host/tour guide would be useful for in town activities, however it would be necessary to train someone and ensure that they are paid for their time. In-town activities might include muskox or fish "bakes", community walking tours, possibly greeting guests at the airport, introducing them to their guides and showing them to their accommodation, story telling, or organizing a shore feast. There is some local interest in taking on a community host(ess) position.

Museum/Visitor Centre - Tourism studies in 1990 and 1988 identified a community museum/visitor centre as a potential tourist attraction. The community/hamlet approached the Prince of Wales Northern Heritage Centre a number of year ago for funds to assist in the implementation of the project, however was turned down. The Tourism Planning Steering Committee believes that the concept has broad community support and there are a number of local ideas for artifacts and a structure for the museum. The "Fox", a 42' wooden supply boat used extensively in the 1940s and 1950s to supply coastal settlements on Banks and Victoria Islands, might be a centrepiece for such a

museum along with old sleds, kayaks, traps and photos. The museum should be developed by the community and adequately funded for operations and maintenance (pers. comm. Sheila Nasogaluak).

Accommodation - At least one of the bed and breakfast operators indicates that the business is “getting better slowly” and that there is more money in accommodation than outfitting or guiding tourists on Banksland. At the present level of visitors to Sachs Harbour, bed and breakfast establishments are satisfying accommodation needs. Sports hunters may be billeted with their guides. Community support presently favours the “bed and breakfast approach” to accommodation over other forms of tourism establishments (eg. hotel or lodge). The Sachs Harbour Tourism Survey (Appendix B) shows that improved accommodation ranked second in “things which could be changed in the community to improve tourism.”

Sport Fishing - Sport fishing is not presently promoted as a tour package to Banksland. Visitors may angle while they are touring with an outfitter. Though there is no permanent lodge available outfitters have wall tents and access to cabins that could be used for sport fishing. To adhere to outfitting licensing, the cabin may not be used for sleeping accommodation but can be used for cooking (pers. comm. Margaret May). An equipped sport fishing tent camp at the Storkerson Bay/River was suggested as a tourism opportunity with some potential by the Banksland Tourism Planning Steering Committee.

3. PERSPECTIVES ON TOURISM DEVELOPMENT ON BANKSLAND

3.1 Views on Tourism Development at Sachs Harbour and on Banksland

Local Attitude

Community residents have a range of concerns and perspectives on tourism development on Banksland. Many of these views were voiced by the Banksland Tourism Planning Steering Committee, and remain consistent with those expressed in previous planning studies (Community-Based Regional Land Use Plan for the Mackenzie Delta-Beaufort Sea Region, 1991 and Sachs Harbour Conservation Plan, 1992). Overall, the attitude of the community is favorable for tourism development with common-sense limitations on resource and land use, and managing potential conflicts among different interests. By-laws respecting resource and land use are being passed and are consistent with documentation in the Sachs Harbour Community Conservation Plan. Tourism development must respect terms and conditions established in this plan.

At least one tourism operator is concerned that potential visitor markets are unwilling to pay the high prices of transportation to and from Sachs Harbour and the National Park, and for goods and services on Banksland. With low tourism occupancy and high costs of operations, operators on Banksland experience a low return on their investment of time. As a result, the community has not shown a high level of commitment in the industry and some local tourism operators have shifted their focus away from tourism activities, to concentrate on more lucrative work. To counter high transportation, there is local opinion that regional air carriers should offer special tourist fares to support travel to Sachs Harbour.

Industry Organization

The community accords a high priority to the establishment of a local/community tourism association. Residents believe that membership guidelines should be put in place to ensure that unbiased persons are appointed or voted into the association. A mission statement for the community association might be **“to foster greater awareness, dialogue and co-operation for the Banksland tourism industry.”** The association would likely become a member of and may join the board of directors of the Western Arctic Tourism Association.

The Sachs Harbour association would link the local tourism industry to:

- the Western Arctic Tourism Association and its various marketing, visitor information and tourism program funds,
- the NWT Travel Industry Association and its lobbying function, and involvement with the Tourism Training Group,
- other community associations/corporations (eg. the hamlet, the HTC, the Community Development Corporation, the Coop and the Umayot Corporation),
- the Canadian Parks Service for marketing Aulavik National Park and visitor information, and
- the Hamlet of Sachs Harbour to ensure that the interests of the local industry operators are represented in decisions affecting the entire community, and that there is orderly development and promotion of the community as a travel destination. (For example, a tourism association could lobby council to: ensure that a community clean-up is completed prior to peak tourism seasons; develop and promote White Fox Jamboree as a regional tourism event; and assist the council in lobbying the GNWT/Parks for improved capital infrastructure in the community fitting for the entrance to a national park.)

Typically tourism associations are made up of volunteer members and have strong representation from local outfitting and tourism establishment operators, the Hamlet Council, HTC, and arts and crafts producers. A community tourism association should not interfere in the day-to-day operations of tourism operators, but should act as a resource to operators.

Resource and Land Use and Potential Conflicts

Sachs Harbour is interested in protecting and preserving land and resources for use by local tourism operators and for traditional users. The community would for example, voice its concern and seek mitigation to possible impacts to its polar bear sport hunt harvest and other tourism operations, should tanker traffic resulting from oil, gas or mining activity threaten these pursuits. The community is also concerned about the protection and conservation of artifacts at the many archeological sites throughout the island. While these artifacts are protected by legislation, Steering Committee members are concerned that it may be difficult to control the possible removal of artifacts by visitors. For this reason the community is interested in restricting access or at the very least, requiring the services of a guide for expeditions to archaeological sites.

Arctic char and lake trout are known to exist in many rivers and lakes on the island. Management plans for subsistence, sport and commercial uses have

been summarized in the Sachs Harbour Community Conservation Plan, 1992. These plans acknowledge the different uses of the fish resource as long as uses are prioritized and locally managed and controlled. Fish will be protected by the enforcement of by-laws.

The HTC considers it to be inappropriate for outfitters and guides to take tourists to the more active nesting areas of the bird sanctuaries when residents themselves don't go. The community is also sensitive to potential conflicts between sport hunting and non-consumptive tourism (i.e. dogsledging). The community manages potential conflicts by instructing guides to avoid areas where other guides may be working. Further, some community members feel that it is inappropriate for tourists to visit the community during the fall and spring muskox harvests.

The Inuvialuit Game Council (an Inuvialuit wildlife management agency) is currently co-operating with the Fisheries Joint Management Committee in a series of regional workshops addressing the tourism-beluga harvest issue. While there is potential for the designation of whale watching areas along the coast the issue has less importance to Banksland. Beluga whale watching is not an inshore activity near Sachs Harbour during the open water season. The Inuvialuit Game Council and HTC may however intervene if there is the potential for tourism development to interfere with traditional harvesting activities.

The Tourism Planning Steering Committee indicated that their community is less traditional than other Inuvialuit communities. For this reason, the Committee felt that Sachs Harbour may be reluctant to stage activities demonstrating the traditional Inuvialuit culture. However some of the arts and crafts producers may welcome the opportunity to have visitors in their homes to demonstrate their particular craft.

Visitor Safety and Special Rules Regarding Use of Inuvialuit Lands

The Tourism Planning Steering Committee feels that for safety reasons tourists should travel with a guide while on Banksland. Tourists should also be made aware by an outfitter or the air carrier that special rules or fees may apply to IFA private lands. Tourists should further be aware of and avoid sensitive areas. If visitors are traveling independently on Banksland, it is to their advantage to register their trip itinerary with the RCMP or the Community Corporation before embarking on their trip.

3.2 Local Goals and Objectives for Tourism Development at Sachs Harbour and on Banksland

The community survey (Appendix B) indicates that most people in Sachs Harbour are in favour of tourism development on a scale that can bring new full time employment benefits to the community. The community and local tourism outfitters are in favour of controlled tourism development in Sachs Harbour and on Banksland. Some mechanisms are currently in place locally to control the scale of development, and access to resources (eg. Sachs Harbour Community conservation Plan, 1992). The community feels that it can comfortably handle about 200 tourists per year (two times the current population).

Tourism operators and arts and crafts producers are interested in generating more revenue from visitor markets. To achieve this goal, arts and crafts producers recognize the need to plan their production and products to suit the needs of visitors. Local craft producers are seeking informed advice on the most saleable products for tourism markets.

Tourism operators recognize a need to offer longer duration tours, late winter and spring tours, and to provide more activities for visitors while they are in Sachs Harbour and on Banksland. Improved marketing, expanded community accommodation, increased product capacity, and more attractions and events are required to achieve the goal. While there is a desire to expand, outfitters have a practical interest in keeping their operations simple. Community outfitters are willing to work with marketing agents and tour operators from outside the community.

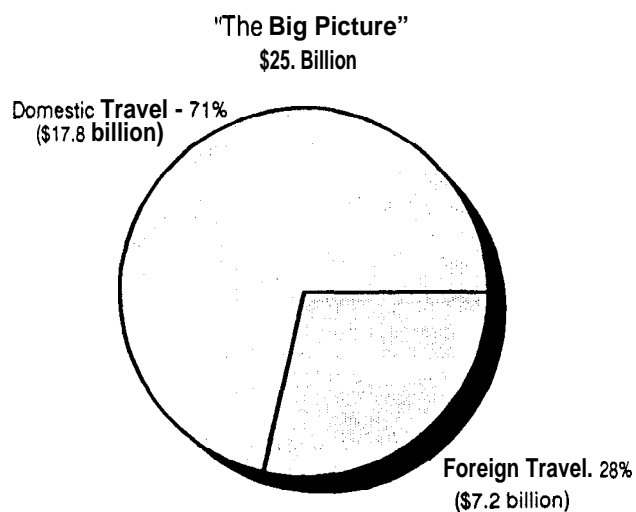
4. TOURISM MARKETS

4.1 General Industry Trends and Prospects

“International tourism is now the world’s largest industry generating more than \$2.5 U.S. trillion per year - 5% of the value of all goods and services produced in the world and 12.3% of consumer spending. Today, international tourism is characterized by increasingly aggressive competition in terms of sophisticated infrastructure, technological change, product development and marketing as well as more sophisticated and demanding customers. ” (McKim Baker Lovick/BBDO, 1992) Much of the rapid growth occurred in the last decade however the outlook for the 1990’s is for a slowing trend from the frantic pace of the late 1980s.

Figure 2 illustrates the “big picture” for one of the largest industries in Canada. The United States is Canada’s largest tourism export market, however the overseas market over the past five years has been Canada’s growth market. Japan, Germany, France and the U.K. have demonstrated definite outbound travel strength for Canada. In 1989, Japanese outbound travel to Canada ranked 12th in terms of all Japanese foreign travel destinations.

Figure 2 Canadian Tourism



Recognizing that there will be slower growth in tourism in the 1990s, Tourism Canada has established an objective to increase foreign tourism traffic to Canada from the \$7.2 billion level in 1989 to the \$10 billion level by the year

2000. The growth markets listed above are expected to carry this projection with France at 10Yo growth, Germany at 5%, U.S. at 1.5%, and Japan is expected to continue it's growth.

4.2 Market Appeal of The Western Arctic and Banksland

The Western Arctic

There is little substantive data documenting the market appeal of the Western Arctic Tourist Region and Sachs Harbour/Banksland as travel destinations. The most recent visitor survey (Bufo Inc., Emerald Sea Computing, 1992) provides a snapshot of the market.

- the Dempster/Delta Visitor Centre in Dawson is an important influence on the decisions of visitors to drive the Dempster Highway;
- . visitors felt that their experience on the Dempster Highway was more satisfying than in the communities;
- all visitors to Inuvik identified lack of information as the largest factor affecting the length of time spent in the Inuvik area. Other important factors were the perceived lack of access to arts and crafts, and the lack of a secure compound for vehicles;
- . little time was spent in the Western Arctic (a highway experience lasted less than seven days) and most visitors spent less than \$21 per day on souvenirs/gifts.

The profile of visitors to Inuvik in the Western Arctic is as follows:

- Canadian - 47%; Americans - 39% and overseas - 14%
- . Retired - 42%; Employed 57%; Students -1%
- . Age: 21-40, 19%; 41-60, 32%; over 61, 42%
- . Education: Completion of college/university - 49%, some college or university - 27%
- Income: \$30,000-\$39,000- 23%; \$40,000-\$59,000- 15%; \$70,000+ 13%
- Interests: Touring, wildlife viewing and aboriginal culture ranked highest of interests, while physical activities such as hunting were ranked low in interest.

Bankland

In the 1990s the number of **annual pleasure visitors** to Banksland was about 25-35. In 1993 it is expected that the number of visitors will reach 35 mainly due to a gradual increase in the non-consumptive travelers and a stable big game hunting market. In recent years, non-consumptive visitors have been coming

primarily from Canada/British Columbia, and some from the United States, Japan and Spain. They usually spend five days and four nights touring on the island. Guests typically pay about \$250 per day for outfitter fees and an additional \$675 for scheduled transportation to and from the island. A five day all inclusive tour package from Inuvik is priced at over \$1395, equivalent to \$280 per day.

Markets which are presently or potentially attracted to Banksland, fall into the following categories or segments.

Outdoor/Adventure Travel - Consumptive and Non-Consumptive

Outdoor/adventure travelers are distinguished by their consumption or non-consumption of tourism resources. The primary activities and reasons for taking a trip are very different for these types of travelers.

- Consumptive travel is generally for hunting and fishing
- . Non-consumptive travel is generally for wildlife viewing, birding, outdoor recreation (camping, hiking and canoeing), naturalist expeditions and study, photo safaris, adventure experiences (rafting, kayaking, dog sledging) and cultural/historical appreciation.

Markets attracted to adventure travel products in the N.W.T. most often require guiding and outfitting services and are purchased as part of a package tour. There is however, a smaller group of outdoor/adventure travelers or “wilderness users” who choose to independently make their own adventure travel arrangements and set out unguided on a canoeing, fishing, kayaking, backpacking or camping expedition. “Wilderness users” are most often attracted to our northern parks or heritage rivers to undertake an adventure or expedition.

4. The Consumptive Outdoor/Adventure Traveller

The sport hunter traveling to Banksland is a relatively affluent visitor who earns on average more than \$50,000; has a high school diploma; travels long distances, some from as far as Europe; and may spend up to two - three weeks away from home. Sport hunters traveling to Banksland may expect to pay in U.S. funds: \$2650 for a muskox hunt, and \$13,050 for a polar bear hunt.

Sport hunting and fishing enthusiasts often belong to clubs or associations and like to share information about their travel and experiences. They like to make heavy and regular purchases of clothing and equipment related to the activity.

Although hunters and fishermen may be repeat customers, they enjoy new environments and challenges.

Future Trends For Consumptive Outdoor/Adventure Travel

Improving excellence in customer service, combined with continually accessing high quality hunting or fishing resources will be a major factor ensuring a flourishing sport hunting and fishing market. There may however be some external influences on this market which will impact on the number of visitors to Banksland. These are: changing market attitudes toward the consumption of natural resources; economic conditions; the state of the resource and competing use for the resource; international agreements (i.e. The Marine Mammals Protection Act); the level of local interest in providing services to the market; and competition (i.e. the ability of the outfitter to engage the services of a reliable booking agent). The greatest impacts will likely result from changing attitudes toward resource consumption, however a relaxation of regulations regarding importation of marine mammals into the U.S. may substantially improve sport hunting market potential. Still the emerging attitude for the 1990s is one of resource conservation.

2. The Non-Consumptive Outdoor/Adventure Traveller

The non-consumptive outdoor adventure traveller is usually young, and has annual incomes in excess of \$45,000. These travelers are usually well-educated and have a professional, managerial or business owner status. They will likely be physically active and travel to get away from the demands of a busy job.

It is expected that the the segment of the non-consumptive outdoor adventure travel segment destined for Banksland will resemble current visitors to Ellesmere Island National Park Reserve. These visitors are referred to as "wilderness users" by Canadian Parks Service. They may seek the following activities: guided rafting and canoeing; guided hiking and backpacking; or guided naturalist trips from a base camp or boat. "Wilderness users" plan their vacation in advance and often use the services of a tour company/booking agency to finalize details, They *generally* require the minimum components of a tour package including: transportation from a major centre such as Inuvik; accommodation either in hotels or base camp/lodge; meals; outfitting of equipment (i.e. rafts, canoes, kayaks, camping gear, cooking and safety equipment, and fishing equipment); and professional guiding services, Trip itineraries most often are longer in duration than those who are on a customized sightseeing vacation. The "wilderness user" usually seeks a remote area and requires some physical activity, however, not too demanding so that all family members may participate

in the tour. The "wilderness user" is highly motivated, and is often willing to pay more in return for a high quality, interesting, almost rare experience.

Future Trends For Non-Consumptive Outdoor/Adventure Travel

Relative to other market segments such as fly/drivegroup tours, **the outdoor/adventure travel/"wilderness user" market appears to have the greatest potential for Banksland and the Aulavik National Park.**

- The outdoor/adventure traveller will be primarily attracted to a summer experience, however there is a growing segment of adventurers who through exposure to Arctic products, will be attracted to shoulder season activities in the spring. Activities for this group should focus on a spring experience at a fish /hunting camp and involve learning and observing the natural and cultural environment on-the-land and on-the-ice. The activity mix for this group might include, viewing of Arctic marine mammals on the sea ice at the floe edge, wildlife viewing of the abundant muskox herds, living and traveling with an Inuvialuit family, cross country skiing and dogsledging/ snowmobiling to points of interest or perhaps ice fishing for lake trout or Arctic char.
- . Markets seeking independent outdoor adventure travel form an integral part of the wilderness user group. To date, rafting on the Thomsen River has been the primary activity attracting independent adventure travelers to Banksland.

The potential to attract markets to non-consumptive outdoor adventure travel activities and products on Banksland over the next decade will depend on a number of factors. There is a good mix of resources on Banksland to allow for a variety of tourism and recreational activities, The primary activities will be rafting, canoeing/kayaking, nature study, interpretation, viewing, camping, dog sledding, hiking, snowmobiling, experiencing the rich cultural and historical features of the island and shopping for arts and crafts. The activity mix is best suited to the late spring and early summer (i.e. May and July).

Banksland is a costly destination with limited facilities and experience with adventure travel tour products. The cost of travel to Banksland and particularly the Thomsen River Valley, is a limiting factor to markets seeking independent outdoor adventure travel experiences. Although the Thomsen River is featured as Canada's most northerly canoeable river, the transportation cost for a round trip air charter from Inuvik to the Thomsen River area can be as much as \$17,500 for a drop off and a pick up. As such, **the market segment with the greatest potential is the group** seeking organized/packaged and guided activities and services. (An outfitter/tour operator can make more efficient use

of air charters and control transportation costs to destinations on Banksland. The outfitter/tour operator however, must overcome the costly marketing obstacle, namely that Banksland is a little known travel destination.)

It can be expected that visitors touring Banksland and the Thomsen River area will engage in similar activities as visitors touring Ellesmere Island National Park Reserve. As such, the activity mix should include:

- **1. Guided Rafting and Canoeing** - camping, interpreting, experiencing and photographing the natural and cultural environment, fishing - longer duration between 10 to 16 days
- **2. Guided Hiking and Backpacking** - camping, interpreting, experiencing and photographing the natural and cultural environment - longer duration between 10 to 16 days.
- **3. Guided Naturalist Day Trips** either from a boat, from a base camp or the community interpreting, studying, photographing and experiencing the flora and fauna, natural and cultural environment, fishing - longer duration 7-10 days.

General Touring Travel

General touring is independent travelers or guided touring groups traveling for example, by motorcoach. General touring has no single activity focus and involves a mix of activities, products, and destinations. About one general touring trip in five from the U.S. to Canada involves a package deal. The remainder are independently organized. Activities may include sightseeing, camping, fishing, visiting historic sites, museums and parks, participating in some form of recreation, experiencing local/regional culture and customs, a cruise, and shopping for arts and crafts.

In the Inuvik Region there is an increasing array of activities and products available for the general touring market. This is as a result of increasing number of general touring visitors traveling the Dempster Highway. There are a variety of guided and interpretive day trips by water or air to points of interest and/or communities close to Inuvik. For example, two Inuvik based operators offered competitively priced day trips to Tuktoyaktuk and there are ten or more boat tour itineraries for the Mackenzie River,

Some general (independent) touring has brought visitors from Inuvik to Sachs Harbour to spend a few days sightseeing in the community and at nearby coastal areas of Banksland. However the **general touring market has not shown great interest in visiting Banksland**. The main reasons for this are:

- Banksland is not and has not been promoted as a N.W.T. "brand name" destination with significant features to attract the general touring visitor. The Dempster Highway is an example of an emerging "brand name" visitor attraction in the N.W.T.
- The range of Banksland tourism activities and services is limited.
- Banksland tourism activities, services and travel are not competitively priced in comparison to other regional general touring destinations (i.e. flight tours to Tuktoyaktuk are priced in the \$100 range).

The Cruise Ship Market

The cruise ship market is relatively new to Sachs Harbour. Two ships were scheduled to contact Sachs Harbour in 1992- The Frontier Spirit, Florida and Captain Kolebnokov, a Russian icebreaker with travel trade representatives organized by Blythe and Co. out of Toronto. Notice of the ships arrival was provided to the community in 1992 by the Department of Economic Development and Tourism. However, one ship was delayed due to ice conditions in the Bering Strait and there was no shore contact with the other vessel due to rough sea conditions. No cruise ships are scheduled to stop at the community in 1993. Future visits to the community by cruise ships will depend on the availability of community-based events, attractions and activities and pre-selling a short duration community package to the tour companies.

Summary and Conclusions

The market with the greatest potential for growth for Banksland are non-consumptive outdoor adventure travellers. The ability of Banksland to attract these "wilderness users" will depend on the development of tour products tailored to the demands of these travelers. The development of Aulavik National Park will expose Banksland to adventure travellers and encourage them to come to the island if guided tours are offered in the park. Tours to other destinations on Banksland could be tied to park adventures.

Visitor Markets for Arts and Crafts

Visitors to the Beaufort Delta would like better access to the producers and a range of gift and souvenir items. Sachs Harbour is currently examining options for marketing arts and crafts. One option is for visitors to come into the homes of carvers and weavers for demonstrations or sales of art and crafts. Another

option is to develop a properly managed arts and crafts retail outlet for producers. Producers feel that they are not getting the best return for their arts and crafts from the local co-operative store. Reorganization and co-operation in the local arts and crafts industry will give the visitor to Banksland better access to the producers, ultimately improve sales and improve the return to the producer.

The GNWT Department of Economic Development and Tourism and the Inuvialuit Community Economic Development Organization (CEDO) have, in recent years, been working with the community to increase arts and crafts markets and introduce new product ideas. (At least two community weavers were sponsored by Umayot Corporation to develop computerized weaving skills which could be shared with other community arts and crafts producers.)

5. OTHER FACTORS INFLUENCING THE VIABILITY OF THE TOURISM INDUSTRY ON BANKSLAND

5.1 The Regulatory and Legislative Environment for Tourism Development

Licensing for Business in Aulavik National Park

An outfitter or guide operating in the park will require a National Park Act business license specifying the activities the holder is entitled to undertake. Conditions of licensing will be addressed in the Interim Management Guidelines due in 1994 and formally in the Park Management Plan due in 1998. An applicant will be required to complete a formal test/examination which demonstrates familiarity with the area and conditions.

Inuvialuit have priority for park business licenses. Quotas on the number of business licenses will be established through consultation between the Inuvialuit Regional Corporation and Canadian Parks Service. Under a quota, 50% of the licences will be guaranteed to the Inuvialuit. (The Park Establishment Act, Article 9 and 9.05) Prior to the official proclamation of the National Park in September 1993, all applications for business licenses on the island will be subject to regular GNWT licensing procedures.

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Licensing for Tourism Businesses on Banksland Outside Aulavik Park

Outfitters and tour operators are required to hold the Outfitter's License and all establishments catering to tourists (lodges, hotels, tent camps, and bed and breakfast establishments catering to some guests that are traveling for 100% pleasure) are required to have a Tourism Establishment License. The licenses are issued by GNWT, Economic Development and Tourism and apply to Banksland operations outside Aulavik National Park. Other commercial bed and breakfast establishment (eg. bunk house operations) licensing, and health/safety inspections are under the jurisdiction of the Hamlet of Sachs Harbour.

Each year the GNWT Department of Renewable Resources renews the HTC's outfitters license for big game hunting. The HTC must be in good standing with the companies or societies registry for annual license renewal. AH guides working for the Sachs Harbour HTC are required to hold a guide license. The Department of Renewable is responsible for guide licensing, however vending of licenses in the community is done by the HTC.

Guides involved with a range of non-hunting activities (sport fishing and naturalist lodge operations, community hosts, nature and/or adventure tours) are not currently required to hold a guide license, but must work for a licensed outfitter or hold an outfitting license themselves. Formal guide training may be taken from Arctic College.

Tourism proposals for activities on Inuvialuit lands are considered developments by the Environmental Impact Screening Committee (a regulatory agency established under the Inuvialuit Final Agreement). A tourism proposal is screened by the committee to determine if there may be potential impacts to the environment resulting from the activity. The screening process takes at least six to eight weeks and upon completion will be referred to the licensing agencies (Economic Development and Tourism or Renewable Resources) for their approval or sent for further environmental review and public hearings. Further review and public hearing may take from one to five months depending on the complexity of the proposal.

5.2 Tourism Funding, Financial and Program Support”

Much of the tourism funding, financial and program support may be obtained from or coordinated through the GNWT Economic Development and Tourism office in Inuvik. Departmental resources and support is not restricted to departmental programs. The Department of Economic Development and Tourism and the Inuvialuit Community Economic Development Organization (CEDO) indicate a preference for funding applications from established agencies or collectives (Community Development Corporation, arts and crafts producers) rather than individuals for infrastructure development (lodge, hotel, arts and crafts shop). Funding programs are summarized below and in the Table 3.

Program Support

Program support is available to tourism establishment operators, outfitters, and communities. Tourism and guide training, parks and visitor services, research and marketing are categories of program support available to tourism operators and the community.

Visitor information is very important to the development of the Banksland tourism industry. Presently visitor inquiries and information on Banksland and the in region are handled by the GNWT sponsored “tourism hotline”, the Western Arctic Tourism Association and at the Dawson Visitor Centre (opened in 1991 and scheduled for completed in 1993). As soon as the Senior Park Officer and support positions are staffed in Sachs Harbour, the Sachs Harbour Park office,

Table 3: Summary of Funding Programs

APPLICATION OF FUNDS	AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
Business Research and Opportunity Identification	Economic Development & Tourism	Business Development Fund	NWT Businesses	Funding assistance not to exceed \$100K for capital and \$15K for O & M expenses. Feasibility, legal, new product testing, and pilot projects using new technology.
Business Development-Market, Product & Infrastructure	Economic Development & Tourism	EDA Fine Arts, Crafts and Souvenirs Category 1.3 Enhanced Production	NWT arts/crafts-persons or support agencies	Funding is to help increase the range of competitively priced arts/crafts by purchasing capital assets, start-up costs, hold workshops and do training.
	NWT Development Corporation	Partnership and Joint Venture funding	Companies, partnerships and sole proprietors	Venture capital, loans, loan guarantees for capital expansion, new technology and operational improvements. Loans and loan guarantees of up to \$1,000,000 per applicant.
	Economic Development & Tourism	Business Development Fund	NWT Businesses	Purchase, installation, renovation or expansion of equipment or infrastructure. Maximum contribution of \$250K or \$50K per job created.
	Employment & Immigration Canada	Community Futures Program	NWT Businesses	Technical, advisory and loan investment services to small businesses to a maximum of \$75,000.
	Economic Development & Tourism	EDA Category 3.1 Business Physical Infrastructure	Non-profit groups and local governments	Maximum contribution of \$100K to develop public infrastructure that will result in business expansion. Sponsoring group assumes ongoing costs.
	Renewable Resources	Community Harvester's Assistance Program	Hunters and Trappers Committees	Formula based funding allocation to facilitate harvesting (trapping, community hunts etc.)
	Economic Development and Tourism	Small Tools Program	Arts and crafts producers	A one-time fund to buy tools. The 5 community carvers have accessed this fund and have their own tools.

Table 3: Summary of Funding Programs con't....

APPLICATION OF FUNDS	AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
	Community Economic Development Organization (CEDO)	Small Loan Portfolio	Businesses, Development Corporations	Equity funds may be available to a maximum of \$10,000 per applicant.
Human Resources and Industry Support	Canadian Aboriginal Economic Development Strategy (CAEDS)	Regional Opportunities Program (ROP)	Aboriginal owned businesses	Region-wide, sector specific initiatives as well as policy research and pilot projects.
	Employment & Immigration Canada	Job Opportunities, Workplace Based Training, Summer Employment	NWT Employers	Wage and/or training subsidies to develop NWT labour force. Maximum rates vary.
	Economic Development & Tourism	EDA Category 3.4 Board of Directors skill upgrading	NWT Businesses	Support includes needs assessments, curriculum development and training.
	Economic Development & Tourism	EDA Category 3.2 Business Services	NWT Businesses and communities	Maximum project contribution of \$25K for seminars, training, business counseling, and trade shows.
	Economic Development & Tourism	Short Term Employment Program	Projects with community support.	The maximum wage subsidy is 75% of wage costs or 100% of training costs or up to 100% for non-profit sponsors.
	Education, Culture and Employment Programs	NWT Workers Training Fund	Businesses, organizations, or community governments	Each local gov't has an approved allocation from \$12,000 to \$175,000. The objective is to increase community participation in economic and labour force development.

and the Canadian Parks Service office will assume an information role for Aulavik Park and Banksland tourism destinations. The Canadian Parks Service is co-operating with the GNWT in developing a media display for all Western Arctic parks and heritage/historical designations. The display will be integrated into the Inuvik Visitor Centre when it is complete in 1994. GNWT, Parks and Visitors Services is currently working on interpretive programs for the Inuvik centre and will be hiring local people from each community to identify significant interpretive features close to their community. While the Canadian Parks Service is unwilling to commit to the construction of a new Park office in Sachs Harbour, it may be amenable to a combined office, visitor reception centre and/or museum that can be cost shared with the GNWT.

The **Western Arctic Tourism Association (WATA)** activities and member benefits include: receiving and responding to 100-120 letter and 10-15 phone call inquiries per month primarily about the Dempster Highway from RV markets; distribution of tourism information for regional members (presently the stock of brochures, flyers etc. is limited, however WATA is developing a generic information package which answers standard questions and has room for industry inserts); operating a tourism information booth; a member public liability insurance package; and funding cooperative marketing/advertising initiatives between member operators or communities.

Assistance developing funding proposals and business management services are available from the Inuvialuit Community Economic Development Organization (CEDO), the Department of Economic Development and Tourism and the Western Arctic Community Futures/Business Services Centre. The CEDO produces the Community Guide to Government Programs which provides updated information on funding and training programs.

Tourism, Outfitting and Guiding Skills Development

The residents of Sachs Harbour are interested in promoting tourism and there are skills in the community to do so. However individuals have had little if any formal training and see a need for skills to be developed in all areas of the industry including management, hospitality and cooking for visitors.

Tourism and guide training are sponsored by the Tourism Training Group and the Department of Economic Development and Tourism, The tourism training program has been delivered by the Arctic College, Yellowknife Campus for the past two years, The course is for all levels from entry level to advanced, and lasts for 10 months. The course offers work experience at a hotel, lodge, visitor

centre or other tourism business. Delivery of guide training has been contracted to Arctic College and has been delivered for the past seven years. The training program is portable and can be delivered in a community, at a lodge or outfitters operation. A 15 day level 1/entry level guide training course will be given in Sachs Harbour in mid-June to approximately 23 guides. The Tourism Training Group is also responsible for the advanced level 2 guide training.

Arctic College's senior instructor/ coordinator is responsible for community liaison and recruiting. If a community is interested in some form of tourism training it should approach the co-ordinator to discuss needs and suitable/available programs through Arctic College. The community should specify how participants would like the training delivered (i.e. length of course, evenings, 5 days per week etc.). If a program does not exist, the co-ordinator may be able to develop a program to meet community needs. The community must then forward a proposal or request to either Economic Development and Tourism or EIC's "Pathways" Program.

Other training programs available from the Tourism Training Group are a three day "Northern Most Host" program which deals with tourism customer service and awareness, and training for visitor centre counselors and community hosts. The Tourism Training Group is developing an owner/outfitter course for delivery in communities. The course duration is 28 days. To promote owner/outfitter awareness, the Department of Renewable Resources will consider sponsoring a successful outfitter to travel to other communities to improve awareness.

Job sharing is a training strategy that is having some success. For example, of a tourism entrepreneur who lacks the necessary marketing skills to make his/her business a success would be matched with a marketing agent or other professional to shadow/observe the preparation and implementation of a marketing plan. Two agencies, the Federal Business Development Bank (CASE program) and Canadian Executive Service Organization (CESO) have professionals who offer this type of on-the-job training. The Department of Economic Development and Tourism will assist entrepreneurs to contract CESO workers. The Department of Economic Development and Tourism may also arrange for training outside the community however supports Sachs Harbour's view that training undertaken in the community is more effective.

While not a condition of the Park Establishment Agreement, the Canadian Parks Service would like to see a hospitable and friendly approach to visitors in Sachs Harbour, high quality customer services and professionally delivered tour

products offered on Banks[and. These aspirations are shared by all involved in the industry. Taking advantage of training and greater exposure to the industry will go along way to achieve these ends.

5.3 Industry Organization

The Tourism Planning Steering Committee has identified that the need to establish a **local tourism network or association**. However local outfitters and tourism establishment operators suggest that there is limited commitment to making this idea a reality. As the industry grows in the community there will be an excellent opportunity to network with other local operators and refer overbooked clients to other operators. Operator cooperation will be beneficial to the overall growth of the community tourism industry and a local association may enable this to occur.

The community is aware that animal hides and carcasses are sometimes left on the beach or out to dry in the spring and summer and that some tourists may be offended by this. The community undertakes a **community clean-up** in the spring/summer season to deal with this. A local tourism association could work with the Hamlet Council to promote the regular clean-up and care of the community. A local association could also promote travel to the community at a time that is appropriate to local people. For example, the association would recognize that the spring waterfowl harvest from mid-May to mid-June is a very important time for the community, a time when most people are out on the land. It is not a good time to see or cater to tourists.

A local tourism association would also advocate to address such concerns as those raised by the Tourism Planning Steering Committee members, namely:

- 1. The high cost of charter and scheduled transportation,
- 2. The need for more **marketing and tourism administration** expertise, and
- 3. The need for more accommodation in the community.

Sachs Harbour/Banksland is not currently represented on the Board of Directors of the Western Arctic Tourism Association (WATA). A local tourist association could represent the interests of the island on this regional body. It is noted that WATA seeks input from its member tourism operators and communities, and consistent representation on it's Board of Directors. To date, WATA has had strong representation from Inuvik operators and less involvement from smaller communities in the tourism zone.

5.4 Access and Transportation

The use of motorized vehicles within Aulavik National Park will be permitted for traditional subsistence harvesting activities and will not be allowed for commercial purposes with one exception. The ~~Park Establishment Agreement~~ provides Inuvialuit big game sport hunting guides with permission to transport their guests and equipment by motorized means through the National Park to hunting areas outside park boundaries.

There will be **minimal development in the National Park** although guidelines for access and transportation in and around the Aulavik will be set out in the Interim Management Guidelines. It is not expected that hiking trails or landing strips will be built in the park.

Transportation to Sachs Harbour and other destinations on Banksland is very **expensive**. The vast distance covered from Inuvik to Banksland means that in most circumstances, a charter aircraft will need to refuel in Sachs Harbour on a "leg of the trip" to destinations on Banksland north of Sachs Harbour. A scheduled ticket from Inuvik-Sachs Harbour return is \$675. A twin otter charter from Inuvik -Sachs Harbour and return for pick-up will cost \$11,449 or a seat charge of \$954 (based on a capacity of 12 plus gear and fuel). Transportation to other destinations on Banksland may range up to \$1471 (Inuvik, Thomsen River, and return to Castel Bay for pick up). Assuming that transportation is costed at no more than 30% and the risk factor is one trip per season with occupancy of twelve guests, the retail value for the tour must be \$4900 per customer to break even.

6. THE SACHS HARBOUR-BANKSLAND TOURISM STRATEGY

This section summarizes the current strengths and weaknesses which impact on the development of the Sachs Harbour-Banksland tourism, and proposes a strategy to develop the industry.

6.1 Strengths and Weaknesses in the Sachs Harbour-Banksland Tourism Industry

Community Views and Resources

Residents of Sachs Harbour have a positive attitude about developing a tourism industry in the community and on Banksland. In developing the industry, no more than 200 visitors annually could be comfortably handled by the community. The community must have overall management responsibility for and control of tourist access to and use of land and resources. Under no circumstances should the development of tourism pose conflicts with subsistence resource harvesting or the quality of life of local residents. ,

The community has a number of specific concerns about the development of tourism for example, situations where local guides should be employed; the best time of year for travelers to come to the community; places on the land that travelers should not go. There is however no organized way at the community level to deal with these or other concerns. Lack of industry organization has implications for cooperation among local and regional tourism operators and for enabling Banksland to develop as a competitive tourist destination. The arts and crafts sector can be linked and complementary to the development of the tourism industry, but this industry too is not well organized at the local level.

Many Sachs Harbour residents have tourism industry skills and there are tourism businesses in place. The lack of profile of Sachs Harbour/Banksland as a tourist destination, the high cost of getting there, and the high expectations from the travel market require that skills and tourist infrastructure be "top-notch" if the industry is to succeed. Right now, the local skills and infrastructure do not meet these standards. A high level of local motivation and commitment, and a variety of industry training will be required to develop a professional, service-oriented, skilled labour force. Further, significant local effort will be required to develop high quality tourism infrastructure and products.

Tourism Infrastructure and Equipment

Visitor information is essential to the growth of the Sachs Harbour/Banksland tourism industry. Each of the Canadian Parks Service, GNWT Department of Economic Development and Tourism, and WATA are able to provide these services. However it will be important for the local industry to work with these organizations to ensure that appropriate information is made available.

The community acknowledges the need for improved local accommodation and bed capacity for its visitors. The community has responded to this need and is seeking funding from CAEDS for this purpose.

A wide range of privately and corporately owned equipment exists in the community which could be used in the tourism industry. Presently guides rely on their personal equipment (4 wheel ANs and snowmobiles) when working with an outfitter. To support the development of a professional tourism industry, consistently available and well-maintained equipment and camp gear is required. to support the development of the industry.

Tourism Products

Banksland has excellent natural resources (muskox, polar bear and bird resources), unique landforms, and archeological resources accessible by boat or land from Sachs Harbour or from within Aulavik National Park. The remoteness of this Arctic destination, the aboriginal lifestyle and culture, and the variety of resources have excellent appeal for the outdoor adventure market, both consumptive and non-consumptive. In addition, Sachs Harbour carvers and weavers have an excellent reputation for their distinctive muskox horn carvings and qivuuq/muskox wool woven goods.

While Banksland is an excellent resource base from which to develop a tourism industry, few products/activities have been developed. The community offers few planned tourism activities, or visitor events and attractions to make it desirable as a destination or as a place people wish to visit for any period of time, Local arts and crafts available in the community are higher priced products which are unsuitable for the pleasure traveller. Tourism products/tours delivered on Banksland are expensive and high risk, due primarily to the isolation and vast distance between Inuvik and Banksland. (Consumptive packaged tour products from Inuvik are currently short duration, about 4 days and are priced at \$350 per day. 30% of the daily rate is for travel to and from the community.)

Tourism Markets

There are enough pleasure visitors currently visiting Banksland to maintain the interest of one big game sport outfitter and one non-consumptive tour outfitter. While the big game market is considered stable by the community, hunt fulfillment has been sporadic since Banks Island Big Game Hunts took over the hunts in 1990/91. This may in part be due to the Boone and Crockett decision to declassify polar bear and remove from the North American "grand slam". Naturalist/photographic tours are showing steady growth and the establishment of Aulavik National Park will attract more "wilderness users" to the area. Also, the luxury cruise market is beginning to develop. (A travel trade familiarization tour took place last year.) Cruise markets to Alaska appear to be stable and with an aggressive approach, the Northwest Passage including Sachs Harbour, could be part of the itinerary. The ability of Banksland to capture a share of these growing markets will depend on the development, promotion and market appeal of island tourism products appropriate to these markets.

Currently, Banksland and the Western Arctic are relatively unknown in the domestic and international tourism marketplaces. This situation is not expected to change as plans to develop and market tourism products are limited. Currently, Banks Island Big Game Hunts uses 7 agents as well as their own agency to book polar bear hunts. No agency is promoting to and/or outfitting for the adventure/group tour market, although at least one agent has completed a feasibility study relating to an adventure tour on the Thomsen River.

Industry Support

The lack of a tourism organization at the community level and the poor linkages with regional tourism developments are limiting factors to a professional and efficient industry on Banksland and Sachs Harbour. These factors can be overcome with greater involvement and use of the public and private sector agencies which are available to assist in the development of the industry - such agencies as CEDO, ED&T, WATA, and Western Arctic Business Service Centre. A host of business and human resource development programs are also available to support the tourism industry, such as guide training, board of director training, marketing and capital funding programs. These programs should be investigated and accessed.

6.2 The Sachs Harbour-Banksland Tourism Strategy

The Sachs Harbour-Banksland Tourism Strategy provides the framework for developing a community controlled and managed tourism industry. The strategy seeks to develop a tourism industry that is culturally, socially and economically acceptable to the community. It also seeks to establish viable locally-owned business opportunities. To achieve these ends, a variety of activities must be undertaken. These activities are outline in the Table 4.

TABLE 4: SACHS HARBOUR-BANKSLAND TOURISM STRATEGY, 1993-1996

<u>TIMEFRAME</u>	<u>INITIATIVE</u>	<u>RESPONSIBILITY/COSTS</u>	<u>COMMENTS</u>
Spring/Summer 1993	Establish a Sachs Harbour/Banksland Tourism Association and Establish Linkages to the Western Arctic Visitors Association (WATA).	The Tourism Planning Steering Committee should take the lead role in bringing local operators, businesspeople, public and aboriginal government reps, artists and craftspeople together to form a tourism association. No costs should be involved in this volunteer effort.	The constitution and by-laws should reflect the concerns, issues, parameters and objectives laid out in this strategy. These should be reviewed/confirmed annually with the residents of Sachs Harbour.
Spring 1993	Develop and Implement Marketing Plan for Banksland Big Game Hunts	The Sachs Harbour HTC and Banks Island Big Game Hunt should jointly develop and implement the marketing plan. As shown in the (Part 2) business plan, the estimated costs for marketing in year 1 are \$17,000; \$21,500 in year 2; and \$15,000 in year 3.	A marketing plan should be developed and implemented immediately to improve bookings for fall (1993) and spring (1994) hunts.
Summer 1993	Equipment Acquisition for Banksland Big Game Hunts	Sachs Harbour HTC should purchase equipment in accordance with budget prescribed in the business plan (see Part 2).	Equipment should be in place for the 1993 fall hunts.
Summer 1993-Winter 1994	Planning and Lobbying for the Development of Comprehensive Community-based Visitor Services	The Tourism Association should develop a workplan for working with the Canadian Parks Service, Economic Development and Tourism and other regional agencies to develop a combined National Parks office, visitor information centre, and community museum with an arts and crafts display. No cost is associated with this effort.	The Tourism Association should plan to have a workplan in place prior to the official proclamation of the National Park in September 1993.

**TABLE 4 con't: SACHS HARBOUR-BANKSLAND TOURISM STRATEGY,
1993-1996**

<u>TIMEFRAME</u>	<u>INITIATIVE</u>	<u>RESPONSIBILITY/COSTS</u>	<u>COMMENTS</u>
Winter 1994- Ongoing	Community-Based Industry Awareness Programming	The Tourism Association together with the Tourism Training Group, ED&T and WATA should develop a multi-year industry awareness program for the community. The Awareness Program would feature week-long events and training opportunities that improve understanding of the tourism industry, increase interest and participation, and encourage individuals/businesses to upgrade industry skills.	Industry Awareness is critical to the development of the industry. The workplan should provide for community-specific events, National Parks related events, regional events and events related to segments of the industry such as big game hunting and non-consumptive outdoor adventures.
Winter /Spring 1994	Advocate for the Implementation of the Banksland Naturalist Expeditions Business Plan	The Tourism Association should work with ED&T and/or the existing operator (Banks Island Tundra Tours) to increase the tour offerings available. Costs are detailed in the business plan (see Part 2) and range between \$64,359 in year one to \$68,705. in Year 2.	This business plan should be implemented in the spirit intended, that is, to complement the existing tour product. A spring 1995 start-up should be considered for this business opportunity.
Spring/Summer 1994	Develop and Implement Marketing Plan for Bank Island Naturalist Expeditions	The Tourism Association, ED&T and/or the existing operator should ensure that the marketing plan for the business is developed and implemented. As shown in the (Part 2) business plan, the estimated costs for marketing in year 1 are \$10,500; \$16,500 in year 2; and \$8,000 in year 3.	Market planning and implementation should be considered equally important as other business development tasks.

**TABLE 4 con't: SACHS HARBOUR-BANKSLAND TOURISM STRATEGY,
1993-1996**

<u>TIMEFRAME</u>	<u>INITIATIVE</u>	<u>RESPONSIBILITY/COSTS</u>	<u>COMMENTS</u>
Winter 1994	Assess Initiatives to Improve and Expand Community-Based Accommodation and Bed Capacity	The Tourism Association should advocate for improved/expanded community-based accommodation to support the development of the tourism industry. If current proposals have not been implemented, the Association may be required to seek feasibility funding to address accommodation needs.	Currently, a proposal for additional accommodation facilities in the community has been submitted to CAEDS for funding. The feasibility of improving and expanding accommodation and bed capacity in the community is based in part on growth in the tourism industry but will also require initiatives in other sectors (eg. growth in business travel) to achieve viability.
Spring 1994- Ongoing	Human Resource Development initiatives	The Tourism Association together with local operators and other local businesses/ organizations should develop a workplan to assess training needs and implement skill development programs in the community. Business plans (see Part 2) should be used as reference documents.	There is a need for ongoing guide refresher training. The development of a professional, service oriented industry is critical if the Banksland tourism industry is to be competitive. Human resource development should strive to achieve this end.

**TABLE 4 con't: SACHS HARBOUR-BANKSLAND TOURISM STRATEGY,
1993-1996**

<u>TIMEFRAME</u>	<u>INITIATIVE</u>	<u>RESPONSIBILITY/COSTS</u>	<u>COMMENTS</u>
Spring 1994	Field reconnaissance for Aulavik Outfitting Business.	The Tourism Association together with CPS and ED&T should identify a local operator interested in implementing the Aulavik Outfitting business plan (see Part 2). A field/canoe trip to the Thomsen River should be undertaken for the purposes of planning logistics. There should be no costs involved if a local operator "catches a ride" with CPS.	The business plan (see Part 2) does not provide logistical detail. Field reconnaissance is critical to the development of this opportunity.
Summer/Winter 1994 -Ongoing	Planning for In-Town Tourism Activities and Events	The Tourism Association should plan to develop a slate of community-based activities which could be marketed by tour companies or to luxury cruise travelers. Planning could provide for the development of a community-host position. This activity will be undertaken by the Association. The cost of training or infrastructure development, etc. will be costed in the planning process.	Fish bakes, guided walking tours, and story telling are activities that could be included. Activities should be phased in over 1994-1996.

**TABLE 4 con't: SACHS HARBOUR-BANKSLAND TOURISM STRATEGY,
1993-1996**

<u>TIMEFRAME</u>	<u>INITIATIVE</u>	<u>RESPONSIBILITY/COSTS</u>	<u>COMMENTS</u>
Spring 1995	Start-Up of the Banksland Naturalist Expeditions	The Tourism Association should provide support as required, to the operator of this new tour.	
Summer 1995/ Winter 1996	Develop and Implement Marketing Plan for Aulavik Outfitting	The Tourism Association should provide support as required by this operator. Marketing costs are estimated at \$12,200 in year 1, \$13,000 in year two, and \$5,000. in yhear three.	Market planning and implementation should be considered equally important to other business development tasks.

**TOURISM AND PARKS
ECONOMIC DEVELOPMENT AND TOURISM
GOVERNMENT OF THE NORTHWEST TERRITORIES
INUVIK REGION**

Honourable John Pollard, Minister

Terms of **Reference**

For

Tourism Strategy and Opportunity Identification Study for Sachs Harbour NT.

1.0 INTRODUCTION

The attached information constitutes a terms of reference for the preparation of **and an estimate for** a Tourism Strategy and Opportunity Identification Study for Sachs Harbour, Northwest Territories. The closing date for receipt of proposals is January 03, 1993. One copy of the written proposal is to be delivered to:

Regional Tourism Officer
Economic Development and Tourism
Bag Service #1
Inuvik, NT, XOE OTO

Physical Address - 2nd Floor, **L.F. Semmeler** Building
Mackenzie Road, **Inuvik, NT**
Telephone: (403) 979-7237

Concurrently, one copy of the proposal is to be delivered to:

Special Advisor, Parks Development
Planning and Program Development, Tourism and Parks
Economic Development and Tourism
P. O. Box 1320
Yellowknife, NT XIA 2L9

Physical Address - 2nd floor, Northern United Place
50th Avenue, **Yellowknife, NT**
Telephone: (403) 920-6167

The sealed envelopes must be clearly marked:

Tourism strategy & Opportunity Identification Study **for** Sachs Harbour, NT

The proposal must clearly detail:

- related project experience.
- professional staff to be involved with the project and
 - their related experience and
 - assigned role on the project and
 - fee schedule on a per diem basis.
- an indication of the amount of time to be spent in the project area.
- a project schedule which outlines time frames, a sequence of events, project stages, and related technicalities, a concise outline of the work to be carried out, including key meetings with government staff and community groups and interested individuals.
- a fixed cost (fees and expenses) subtalled for each of the project stages.

The Government of the Northwest Territories anticipates spending \$25,000.00 on this project.

2.0 PROJECT ORGANIZATION

The project Manager, the Regional Tourism Officer, **Inuvik**, in conjunction with the Special Advisor, Parks Development, Yellowknife, is **responsible** for the work of the consultant and approving the consultant's invoices and reports,

3.0 BACKGROUND

The 1986 Western Arctic Tourism Strategy, the 1989 Western Arctic Tourism Strategy, and the 1990 Banks Island Tourism Strategy have all suggested general areas of tourism development which might be suitable for **Sachs Harbour** and Banks Island.

At this time, specific investigations and recommendations are required on the following:

- the development of a consensus on community goals and **objectives for** tourism.
- a strategy developed for and by the community, taking into consideration the **tourism** development potential directly related to the evolution of the proposed national park.

4.0 OBJECTIVES

- (i) Identify what type and scale of tourism development activities would be acceptable culturally, socially and economically, and which would be unacceptable to the community.
- (ii) Identify how the community can control and manage tourism in the region.
- (iii) Identify what **structures** and mechanisms should be put in place locally to administer the development of tourism.
- (iv) Identify and evaluate viable business opportunities, which will include, but are not limited to:
 - commercial accommodation units,
 - outfitting for fishing, hunting, and naturalist activities,
 - lodges, cabins, **tent** frames for fishing, hunting, naturalist and/or cultural activities.These businesses would be owned and operated by local people, thereby increasing local employment.
- (v) Identify the target market by geography, activity and **socio-demographic** segmentation,
- (vi) Identify efficient and cost-effective methods of marketing the tourism products of the region.
- (vii) Recommend how community and/or individual businesses could be initiated through locally available capital and current Federal, Territorial and **Inuvialuit** Regional Corporation funding programs.

5.0 PROJECT AREA

The project area is generally defined as follows:

- Sachs **Harbour**, NT
- Proposed Banks Island National Park, focused on the Thomsen River.
- Banks Island, in general.

6.0 PROJECT REQUIREMENTS

6.1 Work Program

The consultant will prepare and submit a detailed work program to the Department for review. The work program and review will be noted in the project schedule. The program will include, but not be limited to, the following:

- identification of all **component** tasks and their inter-relationships. milestones (points in the work program for interim **review** and approval of work completed to that time) .
- required meetings with the community, interest groups, and government agencies.

6.2 Schedule

The consultant should schedule the first visit to the community on January 20, 1993, and proceed with initial community discussions.

The first draft of the final report should be received by the Department and the Sachs **Harbour** Parks Committee by March 02, 1993.

The consultant should show a **contingency** in the schedule and associated cost estimate for delays due to weather. The Department will consider up to four (4) days for fees and disbursements attributable to weather delays,

6.3 Information and Data collection

The consultant is solely responsible for the gathering and interpretation of all information required to successfully complete the project requirements. Any **base** plans prepared will use the **metric** system.

6.4.0 Scope of Work

6.4.1 Travel and Public Consultations

Consultations will be made with the residents of Sachs **Harbour** to solicit comments and *concerns* regarding the nature and extent of tourism development. These consultations will be organized through community and individual meetings which will include elected community leaders, prominent individuals and elders of the community. The **Sachs Harbour** Parks Committee, which includes representatives of the community Corporation, the Hunters and Trappers Committee, the Hamlet Council and the **Elders** Society, will serve as the **Steering** Committee for this project. The scheduling and coordinating of these meetings is to be arranged by the consultant, and will include, but not be limited to:

- Sachs **Harbour** Parks Committee
- Sachs **Harbour** Hamlet Council
- Sachs **Harbour** Hamlet Manager
- Sachs **Harbour** Community Corporation
- Sachs **Harbour** Hunters and Trappers Committee
- Sachs **Harbour** Elders Society
- Local businesses (e.g. hotel, co-op, crafts producers, outletters, bed and breakfast establishments)
- Inuvialuit Game Council
- Environmental Impact Screening Committee
- Umayot** Corporation (formerly the **Inuvialuit** Renewable Resource Development Corporation
- Inuvialuit** Land Administration, Tuktoyaktuk
- Canadian Parks Service (specific contacts to be identified by the Project Manager)
- Regional Tourism Officer. Economic Development & Tourism, Inuvik Manager, Parks and Visitor Services, Economic Development & Tourism, Inuvik

- Special Advisor, Parks Development, Economic Development & Tourism, Yellowknife
- Arts and Crafts Officer, Economic Development & Tourism, Inuvik
- Renewable Resources Officer, Economic Development & Tourism, Inuvik

The consultant, with the recommendation of the Steering Committee, is to engage a local resident to act as liaison with the community and to assist with information gathering and ensure extensive community input. This task will form part of the procedure for the first of three community visits. The second visit must entail a community meeting and a comprehensive review of the data compiled by the liaison. The final draft strategy will be presented on the third and last community visit. The Steering Committee may choose to have a community meeting at this time.

6.4.2 Documentation

Preliminary Report - ten copies to be produced, submitted for review and containing the following information in draft form:

- (i) cultural, social and economic aspects of the development of tourism potential.
- (ii) a list of viable business opportunities.
- (iii) suggested markets and methods of marketing.
- (iv) identification of funding opportunities.

Final Report - twenty-five copies to be produced, submitted for review and containing the following information:

- (i) detailed documentation of the study process.
- (ii) basic elements of a community consensus on goals and objectives for tourism development in the community, and of a tourism strategy that reflects those goals and objectives.
- (iii) recommendations on the structures and mechanisms to be used by the community to administer the development of tourism.
- (iv) identify the types of tourism products most appropriate for Banks Island, reflecting the natural and cultural resources of the area, the community consensus on goals and objectives for tourism development, and the resultant tourism strategy.
- (v) a minimum of three business plans which reflect local interest and capacity; strategic natural resources; existing and anticipated marketing trends and development; priorities relative to implementation; appropriateness of scope and scale of operations as relating to potential economic viability; and availability of capital through various funding programs.
- (vi) rationale for the markets identified and the methods of marketing recommended.
- (vii) recommendations on accessing of funding opportunities.

7.0 REFERENCE MATERIALS

The Government of the Northwest Territories will make available for the purpose of this study the following documentation:

Western Arctic Tourism Strategy, 1986
 Western Arctic Tourism Strategy, 1989
 Banks Island Tourism Strategy, 1990
 Northwest Territories Visitors Survey, Summer 1990
 Motoring Visitors - Volumes and Origins - 1989

Markets for Travel to Canada and the Northwest Territories, 1981
Annual Sales of Northwest Territories Sports Fishing Licences
Geographic Markets for Northwest Territories Sports Fishing
Non-Resident Big Game Hunters of the Northwest Territories
Dempster Highway Surveys
Adventure Travel and the New Destination (Lori Waldbrook)

8.0 PROJECT STAFF

One of the **major** criteria for the selection of the consultant will be the assigned project staff and their roles in the project. Only project **staff** in their specified roles in the consultant's proposal are to be utilized in completing the project requirements, unless approval in writing is granted by the Regional Tourism Officer in consultation with the **Special Advisor**, Parks Development.

9.0 INTERNAL AND EXTERNAL CONTACTS

Notwithstanding prior approval of the detailed work program required under section 6.0, the consultant will notify and receive concurrence **from** the Regional Tourism Officer prior to any anticipated contacts with **government** staff, the public, or media.

Similarly, the consultant will contact and receive concurrence of the Regional Tourism Officer prior to any community visits.

10.0 OTHER CONDITIONS

10.1 Extra Services

If the consultant wishes to receive remuneration for any additional work or expenses (i.e., work or expenses not covered *in* the terms of reference or the consultant's proposal), then the work and the associated cost estimate must be approved in writing by the Regional Tourism Officer **before the work is undertaken**.

10.2 Terms of Payment

Payment to the consultant on account of his/her fee will be made as follows:

Consideration will not be given to providing the consultant with an advance at the outset of the project.

Subject to performance of *work*, payment will be made for professional fees at the conclusion of **each** study phase, upon receipt of **invoices**, detailing the work which **has been completed**.

Subject to performance of the work, disbursements (i.e., expenses **for** transportation, room and board, printing and xerox, **long** distance telephone **calls**) will be reimbursed by the client to the consultant at the **conclusion** of each study stage upon receipt of documented invoices. All long distance telephone calls must be itemized and identified. Where a personal vehicle is being used for the project, an allowance of **0.375** cents per **kilometre** for travel *in* the Northwest Territories and **0.295** cents per **kilometre** for travel elsewhere can **be** claimed. Other disbursements are incurred at the same per diem **rate as** for employees of the Government of the Northwest Territories, (i.e., breakfast - \$9.55; **lunch - \$10.00; dinner \$27.30; incidentals \$6.00**).

The consultant may, with prior written approval of the Regional **Tourism** Officer adjust the ratio of estimated fees and expenses but the total cost of the study shall not exceed the total agreed **"fixed upset Cost"**.

The Government of the Northwest Territories **will** make payments twenty (20) days for a **'Northern Business'** and thirty (30) days otherwise, from the receipt of the goods (services) or from **the date the invoice is** received,

whichever **is** later.

It is certified that the goods (services) purchased by the Government of the Northwest Territories are being purchased with Crown funds, and therefore not subject to the Goods and Services Tax.

It is a condition of any *contract* resulting from this terms of reference and a suitable **proposal** being accepted, that payment of monies will **be** subject to funds **being made available** by the Legislative Assembly in the fiscal year for which payment is due and an expenditure pursuant to the *contract* will be incurred only if there is sufficient uncommitted balance in the **appropriation** for the fiscal year **in** which the expenditure is required under the contract.

10.3 Proposal Process/Contract Termination

The Department of Economic Development and Tourism Government of the Northwest Territories reserves the **right** to accept or reject any or all proposals **in** whole or in part.

Should it become necessary to terminate the contract prior to its completion, the consultant will be 'paid in full for all disbursements and 'for all itemized portions of the work accepted by the Regional Tourism Officer. Sections not yet completed will be paid based directly on the percentage of work completed therein.

10.4 Sub-Contracting

The consultant will agree, that unless otherwise agreed to by the **Regional Tourism Officer**, all fees for the services of any other consultant **obtained** by subletting any part of this agreement will be the responsibility of the prime consultant.

10.5 Ownership of Reports, Artwork, and Photographs

All background reports, maps or photographs, purchased or reproduced by the consultant and charged to the project, are to be turned over to the Inuvik Regional Office, Economic Development and Tourism, Government of the Northwest Territories at the *conclusion* of the project. Furthermore, the originals of all photographs taken by the consultant's staff, for the project, are to be turned over to the **Inuvik** Regional Office at the completion of the project.

The consultant is also responsible for obtaining all releases and waivers for the use of the photographs, artwork, quotations, or any other original work used or commissioned for this project, and providing credits as required under the terms of these waivers.

10.6 Insurance/Indemnification

The consultant shall indemnify and hold harmless the Government of the Northwest Territories, its officers, employees, servants and agents *from* and against all claims, actions, causes of action, demands, costs, losses, damages, expenses, suits or other proceedings by whomever made, brought or prosecuted in any manner based upon or related to the activities of the consultant under this agreement.

The consultant shall, without-limiting his obligations or liabilities hereto, obtain, maintain and pay for, during the period of this agreement, the following insurance with limits not less than those shown:

- A. Workers' compensation insurance covering all employees engaged in the work in accordance with the statutory requirements of the territory of province having jurisdiction over such employees. If the consultant is assessed any additional levy, extra assessment or super-assessment by a Workers' Compensation Board as a result of an **accident** causing injury or death to an employee of the consultant or sub-contractor, or

due to unsafe working conditions, then such levy or assessment shall be paid by the consultant as its sole cost and is not reimbursed by the Government of the Northwest Territories.

B. Comprehensive General Liability insurance with limits of not less than two million dollars (\$2,000,000.00) (inclusive) per occurrence for

bodily injury, death and damage to property including loss of use thereof. such insurance shall include, but not be limited to the following conditions:

1. Blanket Contractual Liability
2. Broad Form Property Damage
3. Personal Liability Insurance
4. Cross Liability
5. Medical Payments
6. Employees as Additional **Insureds**

All policies shall provide that thirty days notice be given to the Government of the Northwest Territories prior to any material changes or cancellations of any such policies.

The policies shall name the Government of the Northwest Territories and all subcontractors as additional **insureds** (except on Workers' Compensation Insurance) and shall extend to cover the employees of the **insureds** hereunder.

The consultant shall be responsible for any deductibles, **exclusion** and or insufficiency of coverage relating to such policies.

The consultant shall deposit with the Government of the Northwest Territories prior to commencing with the work, a certificate of insurance evidencing the insurance(s) required by this clause in a form satisfactory to the Government of the Northwest Territories.

10.7 Rating of Proposals

Proposals shall be evaluated by an evaluation team, only to the degree to which they fill the criteria of the attached 'Rating Format'. The evaluation team will include a representative from the Sachs Harbour Parks Committee.

10.8 Call for Proposals

Calls for proposals, for the above mentioned, have been sent to the following individuals/companies for their consideration:

1. **Avati** Associates
2. Lutra Associates
3. **Marcom** Resources
4. Mike Freeland & Associates
5. RT & Associates

APPENDIX B: SACHS HARBOUR COMMUNITY SURVEY

(BASED ON PERSONAL INTERVIEWS WITH 30 LOCAL RESIDENTS AND ADMINISTERED UNDER THE GUIDANCE OF THE TOURISM PLANNING STEERING COMMITTEE CHAIRPERSON CHARLIE HOAGAK.)

Previous Involvement in Tourism: 20/30* interviewees

Desire to be Involved in Tourism: 23/30

Previous Tourism Training: 2/30**

Desire for Tourism Training: 21/30***

*previous involvement was primarily in sport hunting although a few people indicated had been involved in the hotel and summer guiding by boat and on land.

**These two people indicated training related to sport hunting. It wasn't clear whether it was feral or informal/on-the-job training.

***It was interesting to note that a few people who said they had no desire to be involved in tourism subsequently indicated interest in tourism training and activity (eg. sport fishing, cultural events, etc.) .

<u>Activity Interest</u>	<u>Number of Interested People</u>
Hunting	16
Fishing Guide	20
Wildlife Watching	20
Community Host	11
Accommodation	12
Arts & Crafts	11
Cultural Events	18
Story Telling	7
Equipment Rental to Tourists	22
Equipment Rental to Guides	19
Retail	1

<u>Tours</u>	<u>Number of People Willing to Do Tours</u>
Land Tours	22/25
Boat Tours	20/25
Dog Team Tours	9/25
Snow Machine	19/25
ATV	23/25
Hiking Tours	14/25

Type of Tourism Training Desired (15 respondents although 21 expressed interest in training)

All Areas	5
Hospitality	5 (eg. "how to deal with tourists")
Guide	2
First Aid	1

Management 1
Getting Licensed 1

General Assistance Required (30 respondents)

Funding for Equipment 23
Training (in General) 10
Marketing 2
Lodging 1

Community Tourism Management At Present (30 respondents)

Satisfied: 12
Unsatisfied: 8
Partially Satisfied: 3
Uncertain: 7

12

Creation of Tourism Association (30 respondents)

Support: 29
Do Not Support: 1

Creation of Museum (30 respondents)

Support: 30
Do Not Support: 0

Arts and Crafts Point of Sale Preference

House 5
New Shop 6
coop 1
Willing to Have Tourists in Home 5
Unwilling to Have Tourists in Home 4

Things Which Could Be Changed in Community To Improve Tourism

Community Clean-Up 6
Improved Accommodation 4
Improved Hospitality 3
Improved Marketing 3
More Training 1
Shop for Craft Sales 2
Hunters Made to Stay 1
(with B&B rather than guides)
More Handicrafts 1

Are There Areas Unacceptable for Tourism? (6 respondents)

Yes: 5 (3 said bird sanctuary in spring; 1 said old campsites; 1 said dump)

No: 2 (2 people specifically said there weren't areas that were unacceptable.)

SACHS HARBOUR TOURISM SURVEY

Are you happy with the way tourism is managed in the Community?

Yes No

Would you like to see a local/community Tourism Association to help assist tourism operations (guides, arts and crafts producers, accommodation, equipment rental) and to ensure Sachs Harbour has a good reputation for tourists?

Yes No

Are You or have you been involved in the tourism business?

Yes No

If yes, How -----

Would you like to be involved in tourism

Yes No

If yes, How -----

Activity: Hunting Guide_____ Fishing Guide_____
Wildlife Watching_____ Community Host.---
Provide Accomodation_____ Arts & Crafts- ,
Participating in cultural events (singing, dancing, feasts, drum
dancing, ect_____ Story Telling — Equipment rental to
t o u r i s t s t o guides

For Tours: Are you interested in: L a n d Tours Boat Tours
Dog Tours_____ Snowmachine Tours_____ 4-wheel Tours— .
Hiking Tours_____

Have you had any Tourism Training?

Yes No

If yes, specify _____

Would you like Tourism Training?

Yes No

If yes, specify _____ - - - . _____

What equipment do you have that could be used for Tourism?

What types of assistance do you need to participate in Tourism Industry

Are there areas you feel where Tourism is not acceptable?

W _____

In what seasons is Tourism in these areas unacceptable

For Crafts Producers: Do you prefer to sell from your house?

Yes No

or from shop? C o - o p

Would you welcome people to your house to watch you making crafts?

Yes No

Is there anything that should be changed in the Community to help
Tourism?

Do You support the Creation of a Museum in **Sachs** Harbour?

Yes

No

1
1
1
1

APPENDIX C: LIST OF CONTACTS AND BIBLIOGRAPHY

CONTACTS

Sachs Harbour Tourism Planning Steering Committee
(and Project Liaison/Research)

1. Charlie Hoagak, Chairperson
2. Les Carpenter
3. Larry Carpenter
4. Andy Carpenter
5. Peter Esau

6. Peter Lamb, Canadian Parks Service
7. Bob Gamble, Canadian Parks Service
8. Richard Binder, Inuvialuit Game Council
9. Murray Cutten, Inuvialuit CEDO
10. Matt Stabler, Fisheries Joint Management Committee
11. Marshall Netherwood, Environmental Impact Steering Committee
12. Norm Snow, Joint Secretariat
13. Jim Roger, IRC Legal Council

14. Lena and Geddes Wolkie, White Fox Tours
15. John Lucas, Banks Island Tundra Tours
16. Jackie Kuptana, Hamlet of Sachs Harbour
17. Larry Cruikshank, Hamlet of Sachs Harbour
18. Les Raddi, Sachs Harbour HTC
19. Shelia Nasogaluak, Community Corporation

20. Roger Binne, Dept. of Renewable Resources
21. Ed Henderson, Dept. of Renewable Resources
22. Doug Stewart, Dept. of Renewable Resources

23. Ron Seal, Economic Development and Tourism
24. Margaret May, Economic Development & Tourism
25. John Cournoyea, Economic Development & Tourism
26. Gerd Fricke, Economic Development & Tourism
27. Lloyd Binder, Economic Development & Tourism
28. Terry Lancaster, Economic Development & Tourism

29. Dave Robertson, Western Arctic Tourism Association
30. Juan Carlos Gonzalez, Arctic College
31. Bill Tait, Adventure Northwest
32. Bill Gawletz, Air Tindi
33. Dannette Jaeb, The North Group
34. Bill Sterling, Overland Sports
35. Kim Staples, Arctic Tour CO.
36. Outcrop Ltd.
37. Marlin Yellowknife Travel
38. Aklak Air

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SUMMARY OF DOCUMENTED TOURISM OPPORTUNITIES
SACHS HARBOUR AND BANKS ISLAND, 1985-1992

Note: This information has been summarized from existing reports and will be further analyzed and reviewed.
In some cases where a box is blank, the study did not provide any relevant comments.

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
Sport hunting, (Banks Island Tourism Study, 1990 and Sachs Harbour Proposed Protected Areas, 1989)	The document indicates that polar bear sport hunting occurs during March-May at the south end of Prince of Wales Strait, ocean areas around Banks Island from the Gore Islands to Treadwell Point during December to May while caribou and muskox occurs in Sept. & Oct. on the west coast of Banks Island and Egg/Big/Kellet river valleys.	Sport hunters may travel from as far as Europe. Hunts are priced from \$3750 US for a caribou hunt to \$16,500 US for a polar bear hunt. Annual receipts for sport hunting on Banks Island were estimated to range from \$150,000 for polar bear to \$250,000 for all hunting.	Sport hunters may be repeat customers, however they enjoy new environments and challenges. Non-consumptive tourism activities such as dogsledding may conflict with sport hunting particularly where the activity is inland naturalist viewing.	Sport hunting is well developed in Sachs Harbour with 10-15 guides and 8 dog teams in Sachs Harbour. Guided Arctic and the Hunter's and Trapper's committee are responsible for booking hunts.
Customized sightseeing tours Sachs Harbour and Banks Island, (Banks Island Tourism Study, 1990).	It is indicated that boating, camping and naturalist activities are featured in a July 5 day tour from Inuvik and Sachs Harbour along the south coast of Banks Island. Naturalist and local guides provided.	Tour rates range to \$340 day. Arctic Tour Co. in Inuvik packages and markets the product primarily to group tour markets.	Banks Island is a relatively unknown tour destination for general touring visitors. Transportation costs are high.	Sightseeing tours were offered in 1988 and 1989 and planned for 1990.

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
Naturalist, group touring. (Banks Island Tourism Study, 1990)	The document indicated that naturalist group touring, rafting and hiking occurred in the proposed park Thomsen River valley. Trips may last up to 15 days.	Tours may cost from \$250 per day. There is European, American and domestic in wilderness adventure tours. Groups are usually small (2-8) and participants are usually in their thirties.	The cost of travel particularly to the Thomsen River Valley is noted as a major limiting factor to markets seeking independent adventure travel experiences.	The first rafting tour was in 1989. At least four rafting and canoeing trips with 25-35 visitors were conducted in 1989. The "wilderness user" may pay higher rates for quality experiences.
Bird watching trips, (Banks Island Tourism Study, 1990)	Bird watching trips were conducted to the Egg River in July during the late 1980's to see large populations of geese in Bird Sanctuary No. 1.	Independent tours were organized by interest groups in the U.S.	The shared twin otter transportation cost to the Egg River can be expected to range from \$1200 to \$2000 per person from Inuvik.	At least 3 trips were organized in the late 1980s.
Guided hiking trips, (Banks Island Tourism Study, 1990)	The tours were suggested from Sachs Harbour to muskox viewing areas within 16 km. of the community during the	The opportunity caters to the adventure travel and sightseeing markets.		The same trip could be aided with an ATV or boat.

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES. SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
Muskox viewing trips, (Banks Island Tourism study, 1990)	The report indicates trips may begin in Sachs Harbour and go to the Egg/Kellet River areas in the spring, and to destinations within 16 km. of community in the summer.			Spring travel may be aided by snowmobile and summer travel by ATV and/or boat.
Dogsled, ski or snowmobile touring, (Banks Island Tourism Study, 1990)	Touring was suggested inland to fish lakes and muskox herds in Hay coordinated with a guide.	Adventure travel and sightseeing markets are best suited to this type of activity.		The activities can be combined with camping with a local family and travel by dog team or snowmobile.
Boat touring/observing archaeological sites (Banks Island Tourism study, 1990)	The study indicates that there are excellent viewing opportunities in July and August between Sachs Harbour and Nelson Head for guided tours. There are numerous Thule Sites on the south shore. Cape Kellet, south shore, Big/Egg/Sachs/Kellet/Masik River valleys provide opportunities..	The naturalist/wilderness user markets are well suited to the activity.		The activities can be combined with sport fishing at the Masik River.

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
Sport fishing (Banks Island Tourism Study, 1990)	Angling for Arctic char and lake trout is a potential tourism activity during the spring and summer on the Big, Egg, Kellet and Masik Rivers	The sport fishing market is primarily middle aged men. They enjoy fishing for a variety of species and enjoy new environments and challenges.		
Exploring/experiencing /observing, cultural touring (Banks Island Tourism Study, 1990)	The opportunity identified a primary location for cultural touring in Sachs Harbour during the spring and summer seasons.			Traditional Inuvialuit customs, community life, arts and crafts and the White Fox Jamboree are attractions and activities which can be packaged with other "tours.
Guided Hiking and Boating (Banks Island Tourism Study, 1990)	This opportunity offers naturalist activities from a main base camp located within the park boundaries. Depending on the location of the base camp, the visitor could embark on summer season day trips to observe the unique archaeology, study the flora and fauna, view interesting landform, or even fish.	The opportunity is targeted at the naturalist market. The naturalist typically requires a well organized, interpretive and comfortable experience.	The high cost of transportation to the park from Inuvik is noted as a major limiting factor to tour products in the park .	

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
<p>Independent/unguided canoeing/kayaking expeditions (Banks Island Tourism Study, 1990)</p>	<p>The report indicates the activity would occur in June and July offering the thrill of a whitewater experience on the Thomsen River combined with hiking, camping and naturalist activities in the Park.</p>	<p>"Wilderness users" usually travel in small groups ranging from 2 to 12. For more northerly destinations such as Ellesmere Island National Park group sizes were larger (8-12) and usually accompanied by an outfitter.</p>		<p>While some groups may not want the services of a guide, there is concern that tourists may remove artifacts from the cultural sites. (A Community-Based Regional Land Use Plan for the Mackenzie Delta-Beaufort Sea Region, 1991)</p>
<p>Banks Island Outfitting, (Western Arctic Tourism Strategy, 1990 and Western Arctic Tourism Strategy, Sachs Harbour, 1988)</p>	<p>The opportunity is geared to providing qualified guiding services for adventure tours throughout the island. Naturalist activities originating from tent camps at the Big, Thomsen and Masik River. The report indicated that there were at least four guides with the required skills to establish</p>	<p>The estimated annual business revenue is \$80,000. By 1993 it was proposed that it would be possible to conduct 3 to 4 five day trips to each of the 3 camps generating \$195,000 revenue from 144 visitors.</p>		<p>The business development costs were adjusted from \$485,000 (for equipment for 3 camps, 4 wheelers/snowmobiles, boats/marine equipment and start-up training) to \$140,000 for a scaled down version of the business opportunity depending on the report.</p>

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
<p>Native Cultural Activities and Village, (Western Arctic Tourism Strategy, 1990 and Western Arctic Tourism Strategy Sachs Harbour, 1988)</p>	<p>The opportunity was proposed to broaden the community tourism base and to increase the activities for Sachs Harbour visitors on tour packages. Activities would include evening entertainment of a cultural nature, singing and art/craft festivals, guided museum tours, community walking tours, fish bakes and tours of a cultural village depicting contact-traditional and modern lifestyles of the Banksland people.</p>	<p>The report did not indicate specific market information however the activities suggested would be undertaken co-operatively and packaged with existing and planned tours. Cultural tourism, sightseeing and adventure travel markets would be prime targets for these activities.</p>		<p>Development costs for the cultural village were in the order of \$100,000 while staging of smaller scale evening entertainment i.e. estimated to be \$10,000 - \$25,000. Anticipated annual revenues from the activities were \$8,500-\$15,000. 60% the revenue may be paid in local wages.</p>
<p>Community Host, (Western Arctic Tourism Strategy Sachs Harbour, 1988)</p>	<p>The community host would greet inbound visitors to Sachs harbour, tour them around the community, organize tourist activities and provide interpretation of the community, culture and Banks Island.</p>			<p>Development costs for the opportunity were \$55,000 and included the preparation of brochures and information packages.</p>

TOURISM OPPORTUNITY AND SOURCE	PRIMARY ACTIVITIES, SEASON AND LOCATION	MARKET INFORMATION	CONSTRAINTS	COMMENTS
<p>Museum Renovation/Visitor Centre, (Western Arctic Tourism Strategy, 1990 and Western Arctic Tourism Strategy Sachs Harbour, 1988)</p>	<p>Although Sachs Harbour has a museum, it lacks sufficient artifacts and interpretive materials to be a good tourism attraction.</p>			<p>Original estimates to undertake the renovation and collection of artifacts were \$45,000 however with interpretive materials estimates were adjusted to \$100,000. If someone looked after the museum during the tourism seasons wages of \$8,000 might be paid.</p>
<p>White Fox Tour Outfitters - licensed operator (Economic Development and Tourism, 1992)</p>	<p>Boat and ATV tours to Cape Kellet, Kellet River, Fish Lakes, Masik Pass and inland from Sachs Harbour.</p>			
<p>Iyak's Banks Island Nature Tours - licensed operator (Economic Development and Tourism, 1992)</p>	<p>Boat and ATV naturalist photography tours along the coastline of Banks Island to Rufus River and Kellet River.</p>			
<p>Banks Island Tundra Tours - licensed operator (Economic Development and Tourism, 1992)</p>	<p>Naturalist tours and casual fishing trips in the Sachs Harbour area.</p>			