



**Arctic Development
Library**

**Feasibility Study Proposal For The Sachs
Harbour Icicles Hotel
Author: R.t. & Associates
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Introduction

Sachs Harbour is presently serviced by one hotel facility. Owned and operated by Les and Andy Carpenter, the Icicles Hotel is located approximately 1 km from the community on a high bluff, in a 10,000 square foot building, once used by Environment Canada as an upper atmosphere station.

Operating since 1986, the hotel offers overnight accommodation and licensed meal services for house guests. It is also equipped with a reading room, recreation area, including a pool table and television room for the use of patrons. Taxis services are also provided to hotel guests for in-town and airport transportation.

The Importance of a Market-Driven Approach

As a first principle, we believe that any investment decision regarding the future of the Icicles Hotel will require a market driven approach. By this we mean that sizing and product decisions should be based on excellent market intelligence.

The hotel's market is currently made up of sports hunters in the spring, leisure travellers in the summer and a steady flow of government and construction personnel throughout the year.

During the first year or so of operation, the hotel was partially renovated and it succeeded in achieving a steady and profitable level of sales. In the last year, however, sales have dropped off as a result of a decline in construction activities in the community. Given the facility's size and relatively high operating costs, the owners are now considering options for increasing sales and profits. Options discussed thus far include renovating the existing facility or constructing a new one, sized according to trends in visitor traffic and realistic target markets.

Future markets that may be considered include the possibility of providing regional conference services to all levels of government and private corporations. Targets include the Inuvialuit Regional Council, the Inuvialuit Development Corporation, municipal governments and the federal and territorial governments. As well, it is likely that the hotel facility could benefit

from increased tourism volumes by working with package tour wholesalers, retailers and other sales agencies in the travel industry.

It has often been said that one of the biggest challenges in the hotel and hospitality industry is to ensure that facilities are sized according to realistic markets and levels of market penetration. In most smaller remote communities like Sachs Harbour this is particularly important because high capital costs, operating and labour costs, high transportation/input costs all require that any facility must operate in the most efficient and cost-effective manner. An obvious reality is that an oversized hotel in a developing or undersized market will lose money. Conversely, one that maintains a delicate balance between visitor traffic and facilities and has the right blend of management skills will most likely succeed. Thus the linkage between markets, product offerings and facility size are of upmost importance in reaching investment decisions in a relatively *high-risk, high operating-cost industry*.

It is for these reasons that RT & Associates Ltd. believe that the foundation of any renovation/expansion or construction of a new hotel facility in Sachs Harbour must be *market driven*. The proposal which follows is based on this business principle and it is reflected in all aspects of the workplan outlined in the following sections.

RT & Associates and Barr Ryder Architects & Planners are pleased to submit our proposal for this feasibility study. We feel that we can offer:

- a strong commitment to sound business principles, with a sensitivity to client needs and circumstances;
- over 55 years of collective experience in economic and business development in the Northwest Territories;
- over six years working directly with business people in all communities in the Inuvik Region;
- first-hand business development experience in the community of Sachs Harbour, ranging from small taxi operations to retail operations;

- a good understanding of domestic demand for accommodation services in the Inuvik Region;
- a strong design capability, with extensive civil engineering experience through the NWT arctic;
- a practical and "results-oriented" approach to opportunity assessment; and
- a product researched and 100% produced by northern residents.

Team members of the project would include:

Eric Christensen: As project leader, Mr. Christensen would bring to the team many years of "hands-on" business development experience gained in large part from his residency in the Inuvik Region. His particular knowledge of Sachs Harbour and the proponents of the hotel and experience in studies of this kind would contribute positively to the responsible conduct of the project.

Don Worrall: As a Senior Consultant, Mr. Worrall would bring extensive research and market analysis expertise to the project. With many years as a business development officer in the Baffin Region and involvement with hotel feasibility studies, Mr. Worrall provides a strong practical orientation to business feasibility studies. As well, his writing and editorial abilities would ensure that the final report is concisely written, well presented and meets the needs of both the client group and prospective financing agencies.

Robert Trudeau: As well, as a Senior Consultant (and President of RT and Associates) Mr. Trudeau would provide extensive background in economic development and business development generally. As a former Superintendent of Economic Development and Tourism in the Baffin Region, and more recently as Assistant Deputy Minister of Business Development with the Department of Economic Development and Tourism, Mr. Trudeau offers a strong background in marketing and government financial programs.

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

Understanding of Your Requirements

According to the Terms of Reference the proposed feasibility study is to address the following:

1. Market Definition

As we have noted in the Introduction, the definition of key markets will be critical to making a determination on the feasibility of renovating the existing hotel or constructing a new one. Elements of the this phase should include, but should not be limited to:

- a) Researching and identifying markets over a five-year planning horizon for the facility.)
- b) Analyzing visitor flows to Sachs Harbour by origin and sponsor and determining occupancy factors on an annual and seasonal basis.
- c) Segmenting visitor flows to determine the relative importance of major travel generators with respect to occupancy and overall financial viability. This would include isolating and quantifying government, non-government and other domestic travel by such agencies as the Inuvialuit Regional Corporation, etc.
- d) Reviewing annual flows of sports hunters and other adventure travellers to the community. Such data would also be expressed in terms of their relative seasonal and annual contribution to visitor traffic.
- e) Reviewing the five-year capital plan of various government agencies and crown corporations and estimating future demand for accommodation and meal services.

2. Facility Evaluation and Construction Options

Once an exhaustive analysis of markets has been completed, it will be important to assess various options for renovation or new construction. Following the previous discussion, it will be important to ensure sizing considerations are strongly linked to prevailing market intelligence.

The study calls for the analysis and development of at least three renovation/construction plans and capital cost schedules for the two general options being considered. The study also calls for recommendations on minimum specifications, including style and available units. Prevailing regulations are to be factored into this assessment. Schematic plans are to be produced for each option examined as well.

3. Operational Requirements

Following the Facility Evaluation, the Terms of Reference indicates that operational requirements for each option are to be provided. This would include such elements as management and staffing (using local labour where possible) and training where needed.

4. Corporate Structure

Recommendations regarding a business structure and operational plan are required. Indeed, this aspect of the study would be one of the more critical phases of the project.

5. Other Study Requirements

Based on known markets, identify the type and level of service that should be offered by the revised or new hotel facility.

Identify and recommend sources of financing for the hotel.

Identify the socio-economic benefits of the project and comment on the effect the hotel would have on the community's economic self-sufficiency.

6. Assessment of Financial Feasibility

The last output calls for an assessment of the short and long term feasibility of the facility.

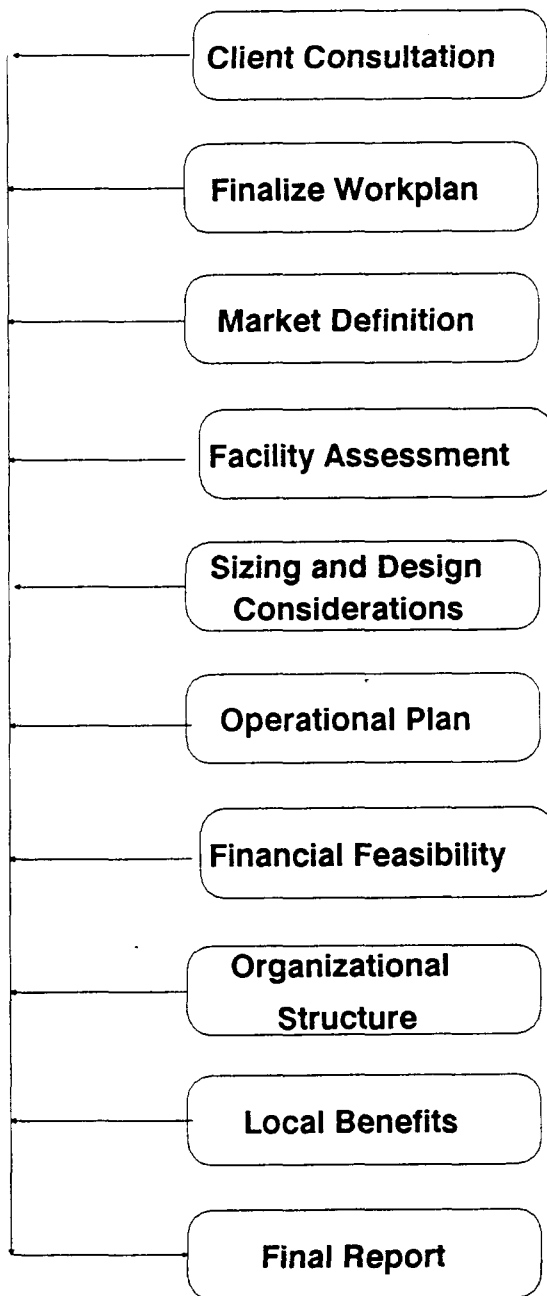
Our Approach and Workplan

We believe that any business decision must be approached from a positive, but objective perspective. RT & Associates would bring this perspective to the study.

Another distinctive characteristic of our approach is to ensure maximum client involvement at all phases of the project. This would be accomplished by periodic reviews and meetings, with both the sponsor and the client group themselves. Initially, we propose to meet personally with the clients, however, due to high travel costs we would follow up with periodic telephone conference calls. Drafts of the report would be couriered from time to time so that meaningful and productive discussion would be afforded at minimal cost.

Organizationally, we believe the study can be broken down into ten distinct work modules. The diagram on the following page shows the proposed study process and the study components.

Study Components



1. Client Consultation

At the outset we propose to meet with the Regional Superintendent, Business Development Officer and Regional Tourism Officer to review the study proposal and to clarify any outstanding issues concerning the undertaking. We would also balance this input with a comprehensive review of client needs and expectations during a visit to Sachs Harbour. Any differences in expected outputs, etc. would be brought to the attention of the Inuvik Regional Superintendent of Economic Development and Tourism.

Half a day would be devoted to this phase of the project.

2. Final Workplan

Based on our initial meeting with regional staff we would propose to finalize a workplan for the feasibility study. The workplan would detail the overall approach we would use, the timing and sequencing of community visits and outline primary and secondary information requirements.

To ensure that the study meets its objectives, we also propose to hold frequent phone conferences with the Regional Superintendent throughout the study process.

We estimate that half a day would be used to complete the final workplan.

3. Markets

As noted earlier, a thorough assessment of markets will be critical for developing design concepts and determining the financial feasibility of the undertaking. We also believe that the market assessment can be broken down into three components: Local Trade, Regional Business Travel, and the Tourism and Hospitality Travel Segment

a) Local Hotel Trade

In determining the present and future value of services offered by the hotel to community residents we propose to conduct miniature survey of consumer interest and support. The survey would determine the range and order of magnitude (in dollars) of the services that will "pull" community residents into the hotel.

b) Regional Business Travel

At the present time, regional travel by all levels of government, and related political agencies, including the Inuvialuit Regional Council, and Inuvialuit Development Corporation, represent a large and enduring market for hotel and meal services in the region. While the Icicle Inn's market share of this travel market is presently unknown, we believe there is some potential for increasing traffic to the community.

In making a determination on the potential of this market we propose to survey all major travel generators in the region with a view to estimating and distributing travel values according to major and minor market potential. The survey would also obtain information on the range of services that this market segment will support at the hotel. (i.e. conference services, etc.)

We would then develop targets within this framework and prepare a five-year forecast which would be integrated with the financial analysis component of the study.

Design and sizing criteria would also be developed using indicators developed in this study phase.

c) Tourism and Hospitality Market

The recently adopted NWT Tourism Marketing Strategy suggests that the long-term potential of the tourism industry is indeed great. Travel receipts have been estimated at some \$60 million annually.

As a travel destination in the Inuvik Region, and with the help of regional tourism personnel, the community of Sachs Harbour could become a better known place to visit. Although remote from most travel markets, the community fits well within the adventure travel niche and has many interesting and unique potential products to offer, including a rich history of arctic whalers, a unique cultural milieu and above all, a beautiful setting on Banks Island.

Given increased profile in the travel market, the Icicles Hotel would be well positioned to take advantage of tourism opportunities in the future. While we do not believe that the hotel would be able to sustain itself solely on tourism traffic, we do believe it could be an excellent supplement to the government and business travel component.

In determining the potential and targets in this market we propose to:

- interview all regional tourism personnel and request input on the range of products and services that could be included at minimal cost in a new or revised hotel facility in Sachs Harbour;
- interview representatives of the Western Arctic Visitors' Association with a view to establishing how Sachs Harbour could be better served in their product development and marketing initiatives;
- interview GNWT headquarters tourism personnel to determine how the hotel could better tie into the overall NWT Marketing Strategy, and perhaps take advantage of some of the cooperative marketing that is taking place in the U.S. and Canadian marketplace;
- interview travel wholesalers and marketers to identify opportunities for increasing sales for the hotel;
- conduct a literature review of all available tourism and travel statistics; and
- analyse traffic flows and patterns to Inuvik and Sachs Harbour and develop a model for projecting passenger movement to Sachs Harbour over a five-year period. In developing this model we would isolate and project specific variables for the tourist

component, business and government travel and regional domestic travel (i.e. inter-community travel). Depending on data availability, we would also express these projections on a seasonal basis.

On the basis of the foregoing we would provide an overview of travel markets, their significance in financial terms, suggestions for new market development and their impact on increasing revenues for the hotel facility.

In total, we estimate that eight days would be required to complete the Market Assessment.

4. Facility Assessment

To ensure that only the most realistic renovation/construction and costing options are considered, we propose to have an architectural assessment done on the existing hotel facility. The assessment would consider such factors as the suitability of the present structure, given its size, age, location, operational costs and overall appeal as a tourism and hospitality facility.

Barr Ryder Architects & Planners (a wholly owned and operated northern company) is pleased to team with our firm in carrying out the architectural assessment work and preparing concept sketches for the new hotel facility.

Barr Ryder would also provide technical assistance in costing renovation/new construction options and would act as advisors in determining operational costs for each sizing option dictated by market indicators.

Outputs from this phase would include plan view and elevation sketches of at least three options for renovation or new construction as well as preliminary costing and operational information.

Including a trip to Sachs Harbour, we estimate this component can be completed in three working days.

5. Sizing and Final Design Criteria

This phase of the study process would draw heavily on the results of the Market and Facility Assessment components. Here, we propose that after rigorous analysis, both from a practical and functional perspective, that a recommended size would be offered. We would also outline the range and timing of services that the hotel could offer as it became operational in its revised state.

Outputs from this phase would include a sketch of the recommended facility, a discussion of its operating parameters, equipment requirements, and a recommendation on its bed-night and service capacity.

We estimate three days to complete this task.

6. Operational Plan

Quite often the lack of a complete operational plan has been one of the underlying causes of business failure or poor performance. RT & Associates believes that a good business plan, combined with a good understanding of markets, is the foundation of any successful business undertaking.

In conducting this module, we would look closely at current management practices. Relative to each sizing option considered we would provide suggestions regarding management needs. For the recommended option we would develop a management plan that could be followed throughout the development and operation of the hotel facility.

If we are favoured with this assignment, we also propose to develop an operational plan which would include:

- a critical path/project management diagram showing the tasks and their sequencing to complete renovations/new construction of the facility;
- a plan for staffing and training personnel who will work at the hotel;

- an operating budget for the facility;
- a discussion on the staging and costing of new product offerings;
and
- staging information, if a phased approach to sizing the hotel is appropriate.

We estimate that approximately three days would be required to complete this work module.

7. Financial Feasibility

Once we have determined markets, services to be offered and an optimal size for the facility we would prepare a detailed assessment of the projects's financial feasibility. This would include testing the sensitivity of major assumptions using operating and costing models developed by RT & Associates Ltd. Such tests would isolate certain key cost and profit centres that require special attention in the future operation of the hotel.

With strong linkages to the operational plan we would also prepare a three-year forecast of the revenue and cost flows for each option considered and a five-year forecast for the recommended option. Outputs would include forecasted income statements, balance sheet and source and application of funds (cash flow). We would also provide a comparison of the recommended hotel's operating costs to industry averages, adjusted of course to reflect higher northern costs.

As part of the feasibility assessment we would also identify possible sources of financing (both government and commercial). A financing program for each option would be developed showing the relative mix of equity, grant/contribution funding and commercial financing. Information would be presented in such a manner that would be acceptable to funding agencies.

We estimate that four days would be required to complete this phase.

8. Organizational Structure

In accordance with the Terms of Reference we propose to examine the most appropriate organizational structure for the hotel's operation.

We believe that with a review of organizational needs and corporate expectations we would be able to complete this task in two working days.

9. Benefits to the Community

Quite often the social and economic benefits that a business generates are overlooked or discounted when assessing its worthiness. In carrying out the study RT & Associates proposes to analyze and comment on the impact the revised hotel facility would have on:

- employment opportunities for community residents;
- direct and indirect income generated;
- quality of life in the community, resulting from a new facility;
- additional services available to residents;
- increasing tourist and business visitors/expenditures in the community; and
- indirect affects on other service and retail businesses.

We believe that, when viewed in the larger context, the benefits of a new or improved business in any community should be accounted for. Our analysis of the above elements would allow for a more complete picture of the project's costs and benefits.

Given the amount of data that will have been obtained at this point in the study process, we consider this work module to be largely analytical in nature. For this reason, we estimate that the work can be completed in one working day.

10. Recommended Approach and Final Report

Lastly, on the basis of all of the foregoing we would outline a recommended approach and produce a final report. To ensure that the report is the most useful to its user group, we would ensure that all information is neatly and concisely organized to afford maximum utility. All financial information would be presented in a format acceptable to most sources of commercial/government financing.

We have estimated two working days for completing the final report.

Proposed Budget for Professional Fees and Expenses

Work Module	Estimated Days
1. Client Consultation	.5
2. Finalize Workplan	.5
3. Market Research	8.0
4. Facility Assessment	3.0
5. Sizing and Design Criteria	3.0
6. Operational Plans	3.0
7. Financial Feasibility	4.0
8. Organizational Structure	2.0
9. Economic Benefits	1.0
10. Final Report	2.0
Total	27.0

Including an allowance for travel and out-of-pocket expenses of \$3,800, our budget for conducting the feasibility study is therefore \$21,350. This figure reflects our standard per diem of \$650 per day.

The reader should note that travel expenses are for two trips to Sachs Harbour — one by a Barr Ryder consultant, the other by an RT & Associates consultant. The latter trip would include a stop-over in Inuvik to meet with regional staff and with representatives of the Western Arctic Visitors Association.

Project Team Resumes

Don Worrall

- Education:** Economics
Concordia University,
Montreal, 1974
- 1987 – present** *Managing Partner, RT & Associates;*
President, Norecon Ltd.
- 1985 – 1987** *Senior Economic Planner*
Department of Economic Development and Tourism
Government of the Northwest Territories, Yellowknife
- 1984 – 1985** *Senior Policy Evaluation Officer*
Department of Economic Development and Tourism
Government of the Northwest Territories Yellowknife
- 1983 – 1984** *Economic and Editorial Consultant*
Montreal, Quebec
- 1980 – 1983** *Policy & Planning Advisor*
Department of Economic Development and Tourism
Government of the Northwest Territories, Iqaluit
- 1979 – 1980** *Economic Development Officer*
Department of Economic Development and Tourism
Government of the Northwest Territories, Iqaluit
- 1975 – 1979** *Newspaper Editor, Lakehead Living*
Thunder Bay, Ontario
-

Don Worrall

**Professional
Experience:****Planning and Program Development:**

Supervised program development and led negotiations for the 1987 \$38.6 million Economic Development Agreement between the Government of the Northwest Territories and the Government of Canada.

Developed a number of new economic development policies, including Fisheries Assistance, Forestry Assistance, Commercial Renewable Resource Development, and others in the fields of tourism and business development.

Monitored, assessed, developed and publicized territorial and regional economic policies and programs.

Economic Analysis and Publications:

Researched, wrote and designed the annual *NWT Economic Review and Outlook* for several years.

Prepared a study on the impact of the Canada/US Free Trade agreement on the NWT economy.

Prepared numerous economic studies and forecasts for government, business and general public readership.

Scripted and produced a videotape on the NWT economy.

Don Worrall

**Professional
Experience:**

Prepared economic baseline studies for the Baffin Region and Iqaluit (then Frobisher Bay).

Wrote and designed annual newsletters explaining regional economic policies and programs in the Baffin Region.

Wrote a handbook to explain contemporary Baffin economic conditions and future options in lay terms for a mostly-Inuit population.

Economic Development Program Delivery:

Assisted clients in preparing business plans and ELF, BLF, ARDA and EDA funding proposals in the Baffin Region.

Provided ongoing management consultation to businesses in the Baffin Region.

Editorial, Copywriting and Print Production:

Photography, copywriting, design and production of numerous promotional brochures for NWT government departments and private companies involved in arts and crafts sales and tourism marketing.

Research, writing and editing for Concordia University, McGill University, St. Francis Xavier University publications.

Don Worrall

**Professional
Experience:**

Reporting, writing and editing, photography, page layout and paste-up for a 48-page weekly city newspaper.

English copy editor for the Montreal World Film Festival catalogue, 1984-1987.

Computer Programming:

Data base for the Economic Development Agreement to analyse program expenditures by type, region, etc. and to report on economic benefits.

Data base for the NWT Fire Marshall's Office to report on fire causes, value of damage, etc.

Custom spreadsheet for the NWT Fire Marshall's Office to automate production of an annual report.

Program to automate input of film credit information for the Montreal World Film Festival.

Program to translate French accent and other non-English character codes into typesetting format during transmission of magazine text to printing companies by modem.

Robert Trudeau

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

Robert Trudeau

1970 – 1973

Marketing Division, Parke Davis Ltd. and American Hospital Supply

Professional Experience:

Program Implementation:

Directed and coordinated all departmental programs and services aimed at promoting development of the small business sector in the NWT.

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

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

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

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

Policies and Planning:

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

Robert Trudeau

Professional Experience:

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

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

Economic Development:

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

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

Publications:

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

RT & Associates

Our Firm: RT & Associates is an economic and management consulting firm based in Yellowknife, Northwest Territories. The company's two principals, Robert Trudeau and Don Worrall, have more than 30 years' collective work experience in the Western Arctic, the Eastern Arctic, Northwestern Ontario and Alberta.

Our Work: RT & Associates' work for public and private sector clients has included preparation of economic development plans, sectoral strategies and business feasibility studies; production of several economic publications; computer programs for more efficient office procedures; staff handbooks and training manuals as well as marketing and tourism brochures (in English, French and Inuktitut).

Recent assignments include an economic development plan for Fort Smith, an NWT Economic Review and Outlook, a feasibility study for a Fort Mcpherson office complex, an Economic Development Officer's Manual and a tapestry catalogue for the Pagnirtung Weave Shop. The company is currently preparing a comprehensive review of the GNWT's privatization policy and two publications for the GNWT Executive.

RT & Associates

Our Clients: RT & Associates' clients have included:
Department of Economic Development and Tourism
Department of Justice (Safety Division)
Nordat Computer Services Ltd.,
Town of Fort Smith
Fort Mcpherson Band
Pangnirtung Weave Shop,
Economic Development Agreement Secretariat
Health & Welfare Canada
Shitha Regional Council
Air Tindi
Special Committee on the Northern Economy
Bathurst Inlet Lodge
Regal Financial Planners
Rae Edzo Dene Band Development Corporation

Our Staff: Both Mr. Trudeau and Mr. Worrall have worked in the economic development field for many years, Mr. Trudeau primarily in business counselling and program delivery, Mr. Worrall mainly in economic research and policy development. Mr. Trudeau has written a book on Canadian regional economic development, and Mr. Worrall has worked as a professional editor and publications manager in the private sector. Pamela Pirie has extensive experience in preparing business plans and funding proposals.

Our Affiliates: RT & Associates has access to a wide range of specialized expertise through affiliations with other Canadian and international firms.

Eric Christensen
22 - Rycon Drive
Yellowknife, N.W.T.
X1A 2V6
Canada
(403) 873-6546

Academic Accomplishments:

Bachelor of Arts (Honours) in Economics,
Notre Dame University - 1976

Chairman's Award for highest Academic Achievement for the
Department of Economics - 1976 (cumulative average of 86.3%)

Chairman's Award for the highest Academic Achievement for the
Department of History - 1976 (Secondary Degree - Soc./Econ.History)

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

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

Work Experience:

04/89 - Present
Consulting Associate, R.T. and Associates,
5125-48th Street,
Yellowknife, N.W.T.

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

08/85 - 04/89
Director, Policy and Planning Division
Department of Economic Development and Tourism
Government of the Northwest Territories

As the Director of Policy and Planning, I was responsible for managing fourteen staff in the development of plans, policies and programs targeted at the expansion of the N.W.T. economic base. Key responsibilities included advising the Minister and his cabinet colleagues on sensitive matters relating to the N.W.T. and national economies; ensuring Departmental policies and resource allocations were consistent with broad Government priorities, and evaluating

all Departmental programs. Major accomplishments include:

- Directing the development and successful negotiation of a \$38.6 million, three year, Canada - Northwest Territories Economic Development Agreement.
- Designing and implementing the N.W.T.'s first Venture Capital Program aimed at attracting investment capital and management expertise to remote northern communities.
- Designing and implementing a comprehensive Commercial Renewable Resource Development Policy valued at \$3.5 million, aimed at Renewable Resource export potential.
- Developing a \$1.1 million program to provide incentives to the businesses to hire unemployed and underemployed native people throughout the north.
- Designing and implementing the Department's first computerized Management for Results system, aimed at improving the efficiency and effectiveness of Departmental programs. This system is the first of its kind in Canada.
- Directing the development of a comprehensive Import Substitution Strategy for the N.W.T.
- Leading the development of a strategy to increase northern business and employment opportunities in the N.W.T. Minerals industry. (Market potential of \$253 million)
- Appointment to the Canadian Task Force on Investment, Incentives and Inter-Provincial Trade.
- Appointment as the official N.W.T. trade representative at the Canada - U.S. Trade Negotiations.

02/84 - 07/85

Manager of Economic Planning,
Department of Economic Development and Tourism,
Government of the Northwest Territories

In this capacity I was responsible for directing four staff in the development of regional and sectoral economic development plans throughout the Northwest Territories. Major work areas and accomplishments included conducting a needs analysis of equity capital in the N.W.T.; preparing the N.W.T. annual Economic Review and Forecast; developing programs in support of native entrepreneurship; preparing analyses of large scale developments in the Oil, Gas and

Minerals industries and providing policy advice regarding sector specific programs to increase local employment and business opportunities, and, acting as the senior economic advisor in the Department.

03/81 - 01/84

Economic and Management Consultant,
Yellowknife, Northwest Territories

Over approximately three years as a consultant in the N.W.T. I was engaged by Government and Industry in a variety of feasibility studies, planning projects and transportation analyses. Of significance were: the completion of a Labour Transport Analysis, and a Labour Supply and Demand Study for communities in the high arctic and Baffin Island, in support of Petro-Canada's submission to the National Energy Board Hearings on the shipment of Liquefied Natural Gas in the arctic to southern and European markets. Other assignments included feasibility and market studies in the retail trade area, arts and crafts production, processing and small scale manufacturing.

03/80 - 03/81

Head, Economic Planning Secretariat
Department of Economic Development and Tourism,
Government of the Northwest Territories

As the Head, Economic Planning Secretariat, I was responsible for directing a small group of research economists in the preparation of economic plans and policies for the Department. I directed the preparation of the Department's submission to the National Energy Board Hearings on the Norman Wells/Zama Lake oil pipeline construction project. As part of this work I designed and implemented a computerized model for determining economic and producer rents accruing from past and future revenue flows from the oil and gas fields in the Norman Wells area.

01/79 - 03/80

Manager, Business Development, Inuvik Region
Department of Economic Development and Tourism,
Government of the Northwest Territories

In this position I was responsible for delivering all Departmental programs including the Canada - Territorial General Development Agreement, the Small Business Loan Fund, the Eskimo Loan fund and all tourism grants and contribution programs. In carrying out the responsibilities of this

position I had five Economic Development Officers and two Tourism Development Officers under my direction.

10/77 - 01/79

Policy Officer,
Planning and Resource Development Division,
Department of Economic Development and Tourism,
Government of the Northwest Territories

04/76 - 10/77

Area Economic Development Officer, Inuvik Region,
Department of Economic Development and Tourism,
Government of the Northwest Territories

Affiliations: Member of the Industrial Developers Association of Canada

Currently serving a two year term on the Board of Directors of the Industrial Developers Association of Canada

The Partners

The quality of Barr Ryder Architects & Planners' work derives from the experience and capabilities of the partners, **Stephen Barr, MRAIC** and **David W. Ryder, MRAIC**. The interaction of the two partners' capabilities is the essential element that enhances the quality of the firm's work. The design emphasis combined with sound technology and management methods, produces appropriate solutions to Clients' needs. Both partners are fully capable of managing and carrying out services in regard to design, project management, construction and the specialty services offered by the practice.



Stephen Barr, B.E.S., B.Arch., AAA, MRAIC

Stephen received his Bachelor of Environmental Studies in 1973 and Bachelor of Architecture in 1977 from the University of Waterloo, Waterloo, Ontario.

Prior to joining the current practice he worked as a Project Architect for a variety of firms in London, England, Toronto, Yellowknife and Winnipeg. He joined the practice (formerly Eldred Barr Architects) in 1979 and has been a principal since 1980.

Although Stephen has been involved as principal in charge of a wide variety of projects, his particular strength in the practice has related to programming/planning and design.

He has been involved personally in the design of virtually all of the firm's major projects. This has given him significant experience in the management of design for large complex projects such as the award winning \$35 million Joffre Site Development project, the \$30 million Northwest Integrated Services Facility, and the \$13 million Red Deer Remand Centre.

An ongoing interest in design for northern climates acted as the catalyst for the establishment of Barr Ryder's office in Yellowknife, Northwest Territories. In the past five years, Stephen has been responsible for the majority of the projects carried out by the firm in the North.

In addition to a number of significant design awards received by Barr Ryder Architects for his work, Stephen has also been the recipient of a travelling scholarship to West Germany for selected professionals in 1985. Stephen has been asked to sit on several task forces concerning major architectural issues and has acted as a professional adviser to the Lions Aquarium Foundation, the Edmonton Concert Hall Foundation and the Edmonton Valley Zoo Foundation.

Stephen is heavily involved in community activities including the Rotary Club and serves as a Director of the Board for the Storefront Agency coordinating volunteer activities.

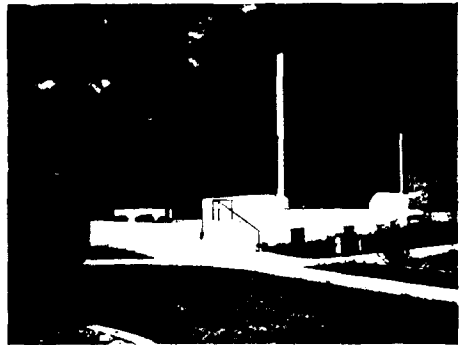
David W. Ryder, Dipl. Arch., ACT, AAA, MRAIC

David is a 1969 graduate of Ryerson Polytechnical Institute in Toronto and the Royal Architectural Institute of Canada Syllabus Program. He has also received his post-graduate diploma from the University of Waterloo in Project and Construction Management.

Prior to joining the practice, David operated his own office in Ontario providing architectural services with an emphasis on project site management for a wide variety of projects. He then spent over five years with the Government of the Northwest Territories, managing projects throughout the North. In addition, David has been involved in contract negotiations, arbitration and mediation, and has guest lectured at both the University of Waterloo and the University of Alberta on construction in the North and the management process.

David has been with the firm since 1981 providing his broad base of experience to all aspects of the work, with an emphasis on the management and technical aspects of both the practice and its projects. He has acted as both Project Architect and principal-in-charge of the firm's large multi-disciplinary team projects such as the Joffre Site Development Complex and the Red Deer Remand Centre. As well, David's experience in the North and his expertise with building science and technical issues, have allowed him to become involved with specialty studies, evaluations and other advisory services.

David is involved as a member of several committees for the Alberta Association of Architects, is on the executive of the Northern Chapter of the Project Management Institute, is a member of the Royal Canadian Legion, as well as being a volunteer for a number of community support organizations.



Specialty Services

Although Barr Ryder began as a traditional architectural practice, the firm has expanded its capabilities and experience to encompass a much broader range of services as part of its philosophy of providing holistic design services to its clientele. These services represent the experience of the partners and hence are carried out as in-house activities, and include the following:

a) Programming:

We believe that successful design solutions stem from well prepared statements of project intent and objectives. Since 1978 Barr Ryder Architects has successfully completed 30 separate programming projects for well over \$400 million worth of construction value. These projects have been carried out both in Alberta and the Northwest Territories and range from major space planning for Government institutions, to research oriented programs for major one-of-a-kind facilities.

b) Planning:

Barr Ryder has provided master planning for a number of integrated projects in the past years totalling over \$80 million in construction value. In addition, the firm has provided consulting planning services for recreation and small community projects.

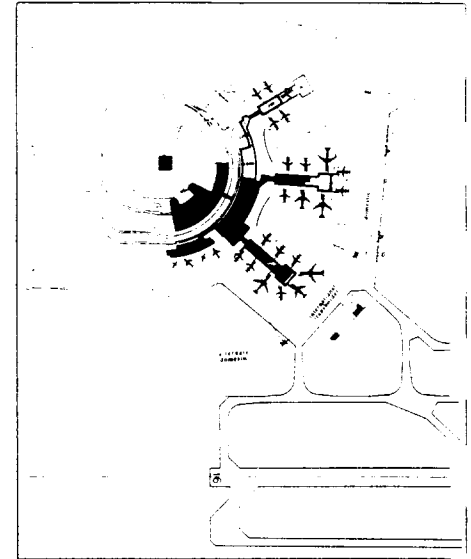
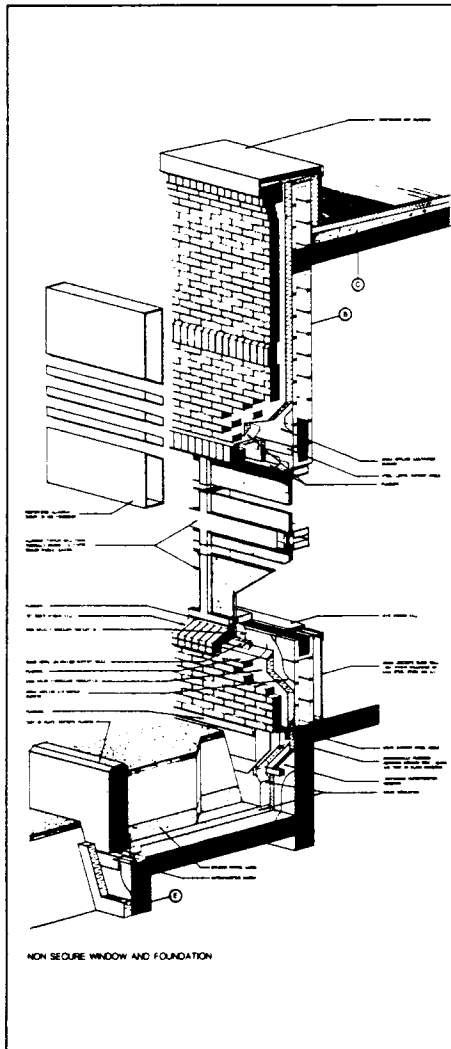
c) Feasibility Studies:

In conjunction with our expertise in programming, Barr Ryder provides in-depth analysis of functional and financial feasibility of various project types, including commercial, recreational, industrial, and cultural. These services allow the Client to make decisions with respect to the viability of projects prior to proceeding with design work.

d) Interior Design and Space Planning:

Barr Ryder maintains professional interior designers on staff to provide full services ranging from interior layouts to furniture selection. Our work has also involved extensive market research and the establishment of on-site furniture mock-ups.

This in-house interior design capability is also brought to bear on the firm's architectural projects, assuring our Clients of a full evaluation of the implications of space design, finishes and furnishings for all projects.



e) Building Technology Investigations

Barr Ryder's recognized capability in the field of building construction and technology research, has allowed us to provide services with respect to building science investigations, fire and code up-grades, building audits, and determination of renovation potential. We have also been retained as expert witnesses in disputes involving issues of technology and design in construction.

f) Arbitration and Mediation:

Due to a particular interest on the part of the partners of Barr Ryder, the firm has been retained over the past five years to act as a professional arbitrator or mediator between disputing parties, especially in the construction field.

The above noted services are the specific experience of the partners of Barr Ryder Architects and hence are available to all of our Clients in Alberta and the Northwest Territories for all projects. This scope of services allows the firm to provide virtually all of the Clients' needs from the initiation of the project to its successful turnover to the Client.

The Work

Barr Ryder Architects & Planners is founded on the principle that a broad-based, general practice offering the full range of architectural and related services provides the best response to our Client's needs. Although the primary focus of the practice since its inception has been to provide highly innovative and qualitative designs in the architectural field, Barr Ryder have also carried out significant services with respect to specialty fields.

Architectural Design:

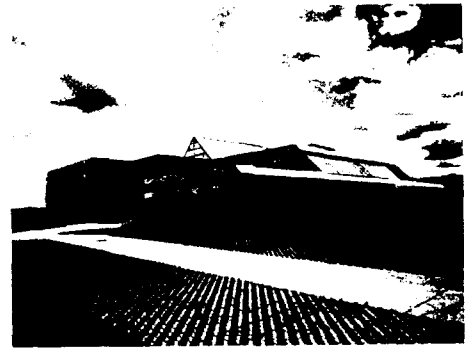
Barr Ryder have successfully completed over \$300 million of construction value on approximately 120 different projects since 1978. These range from commercial and residential projects through varied sizes of recreational and industrial projects up to major institutional projects in the \$30 to \$40 million range. The breadth of this experience speaks to the flexibility of the practice and the personal commitment of the principals and staff to achieve unique solutions in all areas of architectural design and planning. The firm can provide this flexibility by virtue of a well developed management system relying on the experience of the firm's personnel. The partners of Barr Ryder are involved personally in each project, directing an experienced senior level staff to successfully fulfill our Client's needs.

The quality of the firm's work has been recognized by a number of design awards including several Awards of Excellence from the Alberta Association of Architects and the American Institute of Architects. Barr Ryder's work has also been published in several architectural and trade journals.

Project Management:

To complement the quality of the designs, the firm provides sound project management capable of organizing diverse professional teams. In today's complex construction market the management of projects is critical to their success. Barr Ryder's experience with major multi-disciplinary work has developed management systems capable of organizing the expertise of a varied group of professionals to relate to a Client's particular needs. These teams include cost controllers, landscape architects, structural, mechanical and electrical engineers. We have also managed teams including specialty consultants such as acoustical engineers, asbestos abatement specialists, recreation consultants and specialists.

The management system also involves our own internal contract documentation process. Our blend of design and management capability allows us to produce contract documentation packages that are clear and concise, thereby assisting in reducing errors both in design and in construction.



Construction Field Services:

As the firm is primarily concerned with the successful completion of its projects, specific attention is paid to the continuity of the design and team management throughout the construction phase. When necessary, the field services team is enhanced by technical experts within the practice, whose primary responsibility is in the management of the construction process. The firm's success in providing competent construction field services has involved the practice in developing specialty services with respect to construction and project management.



The Firm

Barr Ryder Architects and Planners has operated as a full service architectural practice in Edmonton, Alberta since 1978, and in Yellowknife, N.W.T. since 1983. From these two fully staffed offices, the firm (formerly Eldred Barr Architects) offers award winning professional services throughout Alberta and the Territories.

Stephen Barr, MRAIC and David Ryder, MRAIC are the principals of the practice and represent the firm's unique blend of design and management capabilities. Stephen's design capabilities and David's management experience have combined to allow both partners the opportunity to develop expertise in handling the full scope of the partnership's work. The firm has therefore grown from a traditional architectural practice to one offering a much wider range of services to our Clients.

Following the firm's establishment in 1978 in Edmonton, it grew rapidly to become one of Alberta's leading architectural practices, capable of providing qualitative architectural services for a wide variety of project types and sizes. These have ranged from small housing projects to major institutional projects in the multi-million dollar range, and include work in the commercial, recreational and industrial fields.

Both of the firm's principals have been involved with work in Northern Canada since the mid-1970's. This continuing interest in the North caused Barr Ryder to establish a full service operation in Yellowknife to better serve their Northern clientele. The success of this office has allowed it to become one of the major architectural practices in the North.

The philosophy of the firm's work is based upon providing innovative yet appropriate solutions to each individual project. Each commission is unique and the approach to each project is equally distinctive.



In providing the best services to our clients there are some common commitments that Barr Ryder makes to each project:

- a) Strong involvement of the principals of the practice throughout each project to its completion;
- b) A commitment to involvement of the Client as an integral component of the decision making team;
- c) The use of experienced, senior staff appropriate to the project type and size; and
- d) Cost effective and technically sound design solutions.

Barr Ryder has also become highly advanced in the effective use of computers and other innovative technology. Our in-house computer systems are capable of carrying out project management, cost and schedule control, project design, contract documentation and specifications. These systems are designed to ensure that this advanced technology is used in an effective and flexible manner assuring the Client of the most appropriate process for each project. Both offices are served by sophisticated communication links providing continuity of all computer systems.



STEPHEN BARR, B.E.S., B.ARCH., MRAIC, AAA

TITLE: Partner, Barr Ryder Architects & Planners

PERSONAL: Born Vancouver, B.C., 1952, Canadian Citizen

EDUCATION: Bachelor of Environmental Studies, University of Waterloo, 1974

Bachelor of Architecture, University of Waterloo, 1977.

PROFESSIONAL REGISTRATIONS AND AFFILIATIONS:

Member - Alberta Association of Architects
Member - Royal Architectural Institute of Canada
Member - Arbitration Society of Alberta
Chairman - N.W.T. Architectural Society

PROFESSIONAL EXPERIENCE:

Partner, Barr Ryder Architects, 1987 to present
Partner, Eldred Barr Architects, 1981-1987
Senior Associate, Eldred-Haight Partnership, 1980-81
Architect, Eldred-Haight Partnership, 1979-80
Architect, Number Ten Architectural Group, Winnipeg, 1977-79
Researcher, Government of N.W.T., Project Management Division,
N.W.T., 1976
Construction Supervisor, Campeau Corporation, Toronto, 1975
Architectural Designer, Diamond & Myers Architects & Planners,
Toronto, 1974
Architectural Technician, Bell Canada, Architectural Division, Toronto,
1972-73
Architectural Technician, Renton Howard Wood Assoc., London,
England, 1971

PROFESSIONAL AFFILIATIONS:

Member; AAA, Task Force on Health Care Facilities
Member; AAA, Task Force on Practice Exemption
Advisor; Edmonton Concert Hall Foundation
Advisor; Valley Zoo Foundation

AWARDS:

Rotary International Study/Exchange Scholarship
(West Germany)1985

Award of Merit, 1985
Alberta Association of Architects Design Award
(Joffre Site Development Project)

Award of Excellence, 1985
City of Edmonton, Design Awards
(Joffre Site Development Project)

Citation
City of Edmonton Design Awards
(Presentation)

Citation of Excellence
American Association of Architects
(Red Deer Correctional Centre)

MAJOR PROJECTS:

Tuktoyaktuk Elementary School, NWT,
Hall Beach Elementary School, NWT, 1988
City of Yellowknife Fire Station, 1988
Government of NWT Prototypical Firehalls, 1988
Lake Harbour School, NWT, 1987/88
Norman J. McPherson School, Yellowknife, NWT, 1986/88
Fort Good Hope School Addition, 1985, Fort Good Hope, N.W.T.
Holman School & Multi-Purpose Hall, 1984
Thebacha College, Master Plan, 1984
Thebacha College, Trades Complex, 1985
Grollier Hall, Student Residence, 1985
Red Deer Correctional Centre, Red Deer, Alberta, 1983
Ft. McMurray Family 'Y', Ft. McMurray, Alberta, 1983
Dr. Clark School, Fort McMurray, Alberta, 1982
AGEC Site Development Project, Joffre, Alberta, 1981
City of Edmonton, Northwest Integrated Services Facility, Edmonton,
1981
Rae Recreation Centre, Rae, N.W.T., 1983
Tuktoyaktuk Community Hall, Tuktoyaktuk, N.W.T., 1983-1984
Tuktoyaktuk Government Office Building, Tuktoyaktuk, N.W.T., 1984
City of Whitehorse Family Aquatic Centre, Whitehorse, Yukon, 1981
La Fraternite de l'age d'or Senior Citizens Residence, Edmonton,
Alberta, 1980
Edmonton International Airport Phase II Master Plan, 1984
Calgary International Airport A.T.B. Master Plan, Calgary,
Alberta, 1984
Edmonton Concert Hall Feasibility Study, 1983
Lions Aquarium, Edmonton, Alberta, 1982
Arctic Museum Competition, Finland, 1983

DANIEL A. ADAM, M.E.Des(Arch.), B.A., M.R.A.I.C.

TITLE: Project Architect

PERSONAL: Born in Grimsby, Ontario on December 20, 1952
Canadian citizen

EDUCATION: Lushington Boy's School, Ootacamund, S. India
Senior Matriculation - Kelowna Secondary School,
Kelowna, B.C. 1970
Personal Growth through world travel 1972 - 1975
Bachelor of Arts (History in Art) with distinction
The University of Victoria, Victoria, B.C. 1979
Master of Environmental Design (Architecture)
Faculty of Environmental Design, The University of
Calgary, Calgary, Alberta 1984. Thesis Title:
"Low-Income Housing in Nairobi, Kenya;
Two Case Studies and an Alternative Design."

AWARDS: Frank and Margaret Gibbs Award 1977
President's Scholarship, University of Victoria, 1977
President's Scholarship, University of Victoria, 1978
Martlett I.O.D.E. Chapter Award for Excellence in
History of Art 1979
Faculty of Environmental Design Fellowship 1980
Alberta Government Graduate Scholarship 1980
Canadian International Development Agency Scholarship 1982,
1983

PROFESSIONAL REGISTRATIONS AND AFFILIATIONS:

Member, Royal Architectural Institute of Canada
Member, Manitoba Association of Architects
Member, N.W.T. Architects' Society

PROFESSIONAL EXPERIENCE:

Barr Ryder Architects, Yellowknife April 1985 - present
Chong Park Design, Yellowknife Aug. 1984 - March 1985
Woods Parker Architects, Calgary Feb 1984 - July 1984,
(also as student architect 1982)
Partner, Danon Construction, Calgary, Alberta 1981
Principal, Adam's Construction, Sointula, B.C., 1978-80

MAJOR PROJECTS:

Hay River School, 1989
Hall Beach School, 1988
Tuktoyaktuk School, 1988
Hay River Reserve Community Gym, 1987
Wrigley Community Gym, 1987
Coral Harbour Recreation Centre, 1987
Sachs Harbour Arena and Gym Extension, 1987
Fort McPherson Recreation Centre, 1986

Aklavik Recreation Centre, 1986
Fort Providence Arena and Community Hall, 1986
Fort Good Hope School Addition 1985
Decker Residence, Yellowknife 1985
Thebacha College Trades Complex, Fort Smith 1985
Christiansen Residence, Slocan Valley 1985
56 Unit Apartment Building, Yellowknife 1985
William's Residence, Yellowknife 1985
Community School, Nahanni Butte 1984
Tesar Residence, Yellowknife 1984
Parry House (mixed use dev'p), Yellowknife 1984
Campbell Residence, Nelson Island 1984
Innisfail Curling Rink, Innisfail 1984
Wilson Residence, Calgary 1984
Berean Bible College, Calgary 1982
53 & 53 Office Complex, Calgary 1982

GUIDELINES FOR RATING PROPOSALS

ET & Associates

Proposals normally shall be evaluated only on the degree to which they fill the criteria in the following table.

In terms of relative importance, the criteria are given Assigned Weight (Column A). The criteria are related to the following degree of satisfaction and this rating (ie: the unit points awarded) is placed in Column B.

Poor	1-3	Points
Fair	4-6	Points
Good	7-8	Points
Excellent	9-10	Points

Each unit assigned Weight (Column A) is multiplied by the appropriate degree of satisfaction (Unit Points Awarded, Column B) to yield the total points (Column AxB). Summation of the individual's item's Total Points yields a score, which represents the overall degree of satisfaction.

After this procedure is repeated for each individual, the Regional Review Committee normally will recommend that the contract be awarded to the individual having the highest Total Score. Exceptions to this require the Regional Director's Approval.

GUIDELINE RATING FORMAT

ITEM	DESCRIPTION	(A) ASSIGNED WEIGHT	(B) UNIT POINTS AWARDED	TOTAL POINTS
1	PRICE REALISTIC IN TERMS OF SERVICE REQUIRED.	20	8 7	140 160
2	PAST RELEVANT EXPERIENCE	20	8	160
3	PAST PERFORMANCE	20	8	160
4	NORTHERN PREFERENCE	20	10	200
5	PERSONALITY CHARACTERISTICS THAT ENHANCE PERFORMANCE	20	9	180
6	ABILITY TO DEAL EFFECTIVELY WITH THE PUBLIC	30	9	270
TOTAL SCORES		130		1170

UNIT POINTS ARE AWARDED FOR NORTHERN PREFERENCE SHALL EITHER BE 20 OR ZERO.