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***Author: Maclaren Plansearch Pelman
Associates***

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Western Arctic'

Tourism Strategy

Draft Volume 2
Tourism Strategy

Western Arctic Visitors Association Economic Development and Tourism

MacLAREN PLANSEARCH
PELMAN ASSOCIATES ARCHITECTS
ADDISON TRAVEL MARKETING
8803 40313

Lavalin

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1. INTRODUCTION

"You mean you can really drive to the **Arctic**, sounds like a winner, **what's** there to do when you get **there?**"¹

Despite his total lack of knowledge of the Western Arctic this gentleman succinctly summed up the region - its product (the Arctic), its potential (a winner) and yes its problem - (what to do when you get there?).

The Western Arctic has product. And while it too easily conjures up adjectives like "**unique**", "diverse", "world-class" and "pristine" it does offer:

- o the only public highway to the Arctic - with a short flight to the Arctic Ocean;
- o diversity of cultures, including all 3 native cultures as well;
- o diversity of scenery, including mountains, a major Canadian river and delta, barren lands and ocean coastline;
- o world-class adventure such as wildlife observation on Banks Island, canoeing the **Firth** River, photography on Herschel Island, contacting native culture in Fort Good Hope and **Paulatuk** and trophy fishing on Great Bear Lake; and
- o pristine wilderness, Richardson Mountains, Northern Banks Island and Anderson River.

It would also seem to be a winner. In recent years and especially the 1987 season growth rates in most market segments achieved astonishing high levels.

Leading the increase in visitation and in revenues was the stellar performance in the recreational vehicle segment which grew by approximately 60% over 1986. Improved conditions on the Dempster

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Highway, the affects of the N. W. T./Yukon pavilions at Expo '86, **improved** maps and promotion brought unprecedented numbers of vehicles to **Inuvik**. This growth also led to phenomenal increases in flightseeing, particularly to **Tuktoyaktuk** and **Aklavik**. Although the projected "tourism crisis" did not materialize in 1987, campgrounds were frequently filled to near capacity and retail outlets benefited.

More specifically tourism came into its own as an industry. **Tuktoyaktuk** was not exposed to the normal 100 tourists but instead 1,500 and **Aklavik** which knew very little of tourism saw 800 pass through the community. The growth was also part of a new and powerful trend towards adventure travel. While this rapidly emerging tourism segment has been experiencing 20% growth in the south for the past 5 years these markets are only starting to discover the north where similar growth rates are evident in the Yukon, **Dawson** City and Alaska. The particular element of the adventure **traveller** that is most appropriate to the Western Arctic is the casual category and particularly those that are recreational vehicle operators. This segment will continue to drive volume growth in the Western Arctic over the next 5 to 7 years.

Finally there is the issue of "what is there to do when you get **there?**"² At this time there are not enough activities and products to meet the demands of the markets. Consequently one of the objectives of this document is to indicate what can be done to satisfy existing markets as well as continue to attract new customers. The Master Plan has also gone beyond the simple identification of development opportunities, based on perceived market demand, and provided on site, hands-on information on **how** to develop product.

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The tourists will continue to come in great numbers despite what happens in terms of marketing and product development over the next 5 years. What this study addresses is the long term **viability** of a healthy tourism industry for the region based on qualified and quality tourism development.

This will require extensive:

- o private/public capital investment;
- o realistic and targeted marketing;
- o extensive hospitality training;
- o ongoing technical assistance in terms of product development and marketing; and
- o **commitment** by the government, WAVA and the-private sector.

These final five points have been described in great detail in virtually every Regional Master Plan to be produced in the Northwest Territories. There is no need to go into further detail other than to underline that where the requirements have been met, such as in the **Baffin** and the **Keewatin** regions, real growth has been realized.

If that commitment is shown, the economic impacts will be many times greater than those two regions (**Baffin, Keewatin**) combined.

The Western Arctic can become the number one tourism region in the Northwest Territories. Overall investment in this area will yield a greater return than in other regions and monies, particular government expenditures to defray construction and start-up costs will be paid back many times as the industry continues to grow.

1.1

METHODOLOGY

The Action Research Approach

The study was characterized by an action research approach that placed emphasis on:

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- o providing ongoing technical assistance to operators throughout the region in terms of:
 - product design
 - product strategy
 - marketing advice
 - pricing;
- o meeting with wholesalers who were interested in selling the Western Arctic; and
- o responding directly to requests by steering **committee**, Economic Development and Tourism and **WAVA** members. This has included everything from attending the regional economic conferences to having articles in trade magazines.

The purpose of the approach was to:

- o heighten the level of tourism industry understanding at the operator level where it is most important;
- o assist the operators with their basic concerns about product development and marketing;
- o accelerate the rate of product development in order to respond to the immediate growing demand and interest in the region;
- o create a positive atmosphere for tourism development and elevate the status of the industry in a region that has been dependent on oil and gas for so many years; and
- o establish a base of information at the operator and wholesaler level that **will** support the industry during the ongoing implementation of the study.

During the process there were substantial changes in the regional tourism industry that are directly and indirectly a result of this action research approach. It resulted in:

- o greater involvement by many operators in **WAVA** and the regional travel industry;

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- o a basic core of operators that could respond to many of the existing demands of travelers to the Western Arctic;
- o approximately one dozen wholesalers who are preparing to put tourists into the region by 1988; and
- o a confidence in a number of operators that can count on technical assistance to assist them in the growth and promotion of their product.

1.1.1 The Steps

1. Development of **Community** Awareness

Initial meetings were held in 12 Western Arctic **communities** in the fall of 1986 to heighten **community** awareness and to introduce each community to the opportunities offered by tourism development.

2. Inventory and Analysis of Resources

An inventory of all existing and potential resources was completed. The inventory included the natural, cultural, historical, **community**, and human resources of the overall Western Arctic region and each community. In addition, the interest of each community in tourist development was assessed. At this stage, the study team identified the urgent need for technical assistance with individual operators.

3. Assessment of Markets

Existing and potential target markets were assessed, markets were classified by activity segment. The market analysis was based on a detailed review of the literature, consultations with government officials and in depth interviews with private operators in southern and northern Canada.

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4* Assessment of Community Carrying Capacity and Product/Market Matching

Existing tourism-related resources and the ability of communities to accommodate tourism growth (community carrying capacity) were matched with existing and potential markets. Matching potential products and markets provided a preliminary estimate of tourism visitation as well as potential development opportunities.

5. Selection of Alternative Development Themes/Concepts

Matching resources with existing and potential markets suggested several development images - e.g. Mackenzie, Dempster Highway, Arctic Ocean, Inuit, Dene, etc. These images, in turn, suggested two development themes for the region. Both the 'Accessible Arctic' and 'Mighty Mackenzie' were selected as the preferred themes because the region is already strongly identified with the Mackenzie/Dempster access and they differentiate the region from other N.W.T. tourism zones.

6. Tourism Conference

In the spring of 1987 a Regional Tourism Conference/Workshop was held. It stimulated additional interest in the industry.

7. Formulation of the Development Strategy

The development strategy was formulated, including the development principles to be employed, development opportunities, travel products, and marketing strategies to be pursued, and other requirements for successful implementation. The development strategy identified three broad areas requiring concerted action: community awareness and training, product development and marketing.

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8. Work on Product Development and Marketing

Further work was conducted on the two action areas under the strategy and plan: product development and marketing.

9. **Formulation** of Implementation Plan

The formulation of the implementation plan involved final ranking of the development opportunities, identification of roles and responsibilities of different actors, the preparation of development projects, assessment of the feasibility and implementation requirements of each product, development of project costs and preparation of the implementation schedule.

10. Evaluation of Economic Impacts

The potential effects of the strategy and plan were evaluated on a range of economic indicators. Indicators included tourism expenditures, employment, personal income, business development and taxation.

1.2 STUDY PRODUCTS

The results of the study are presented in the following "six volumes:

- Volume 1: Executive Summary
- Volume 2: Tourism Strategy
- Volume 3: Background Report
- Volume 4: **Dempster** Highway Development Plan
- Volume 5: Western Arctic Visitors Centre Development Plan
- Volume 6: **Prefeasibility** Studies

This volume, Tourism Strategy presents the full Tourism Strategy Master Plan which includes product development opportunities, a proposed marketing strategy and implementation plan.

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SECTION 1: FOOTNOTES

1 California Recreation **Vehicle** Association (Executive).

2 The provision of "something for the tourists to do" while meeting the aspirations of the local people and their ability to deliver product is the greatest challenge of the Western Arctic travel industry.

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2. TOURISM DEVELOPMENT THEME AND CONCEPT

2.1 OVERALL THEME

The analysis of the region's natural and cultural resources and the identification of tourism development opportunities suggests a number of images for the Western Arctic. When the results of the market analysis are matched to these resources and opportunities; certain 'themes' become evident. For instance, the region is characterized by such well known features as the:

- o Mackenzie River;
- o Mackenzie Delta;
- o Beaufort Sea (Arctic Ocean) and coastline;
- o Banks Island;
- o Dempster Highway;
- o Great Bear **Lake**;
- o **Canol** Trail; and
- o Herschel Island.

As well as such cultural features as:

- o **Inuit**, Dene, **Metis** and Caucasian culture and history;
- o oil and gas exploration;
- o northern development and administration; and
- o arts and crafts.

The market analysis also indicates that visitors to the region include:

- o rubber tire travelers (**R.V.**, automobile, **motorcoach**);
- o hunters;
- o anglers;
- o outdoor adventure travelers; and
- o business travelers.

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The majority of the visitors arrive by the **Dempster** Highway via an **automobile** or recreational vehicle. They are interested in experiencing the native culture, the Arctic Ocean, history, midnight sun, Arctic Circle, scenery and indigenous wildlife. The theme of the tourism message must therefore reflect both these natural and cultural resources in order to meet visitors' expectations and expressed interest in the region.

Six optional themes or images have been considered:

- o **Inuit** Culture/History;
- o **Dene/Metis** Culture/History;
- o Beaufort Sea/Arctic Ocean;
- o **Dempster** Route;
- o Mackenzie River; and
- o Mackenzie Delta.

Unfortunately each one of these themes applies only to a portion of this vast region. Even if the Mackenzie River and Delta are considered together, visitors to one (for example, the Bear Area) rarely visit the **Delta** area. Since it is not possible to generate a single theme that expresses the entire region it seems necessary to consider two distinct yet mutually cooperative themes.

The first two, **Inuit** and **Dene** Culture although very popular **would** not be appropriate because they are also marketed by other regions. For example, **Inuit** culture is a significant part of the product in the Arctic Coast, Baffin and Keewatin Regions. Similarly **Dene** and Metis Culture are found in the Big River and Northern Frontier Regions. The 'Arctic' (Circle/Coast) is also common to three other regions and the Yukon. The difference with the 'Arctic Experience' in the Western Arctic Region is that it is accessible by the **Dempster** Highway. The Mackenzie River is usually only experienced by those who **visit** the 3 communities in the Mackenzie River Area so it does not have a common connection with the northern or 'Arctic' (Arctic Ocean) **portion** of the region.

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It is therefore proposed to have two themes for the Western Arctic. This is the only **N.W.T.** region to have two distinct tourism **themes**, although there is precedent for developing and promoting such a large area with multiple themes. In fact, it is increasingly common as market segmentation in the tourism industry becomes more clearly defined. Therefore, the two proposed themes for the Western Arctic are:

- o the Accessible Route to the Arctic (Ocean and Circle); and
- o the Mighty Mackenzie.

They" are reached by quite different means and **appeal** to **different** segments. The 'Accessible Arctic' appeals for the most part, to the rubber tire traffic while the 'Mighty Mackenzie' including Great Bear Lake is a pristine, world class fishing, canoeing, hunting, and hiking paradise for the pure outdoor adventure enthusiasts.

2.1.1

Subthemes

In order to recognize all the important resources of the region as well as respond to the major visitor segments, it is possible to have additional **subthemes** linked with the two principal themes. The possible **subthemes** include:

- o the Accessible Route to the Arctic
 - **Inuit** culture/history
 - **Dene/Metis** culture/history
 - Arctic Coastline
 - Mackenzie Delta
 - Arctic Circle
 - Banks Island
- o the Mighty Mackenzie
 - **Dene/Metis** culture
 - Mackenzie Mountains
 - **Canoe** Trail
 - Great Bear Lake
 - Arctic Circle

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COMMUNITY THEMES

COMMUNITY	THEME	SUBTHEME
<u>A. MACKENZIE RIVER AREA</u>		
a) Norman Wells	Mackenzie River Canol Trail	Oil and Gas Industry Interpretation
b) Fort Franklin	Trophy Sportfishing	Native Lifestyle
c) Fort Norman	Sport Hunting	Wilderness Tours
d) Fort Good Hope	Mackenzie River Arctic Circle"	Sport Hunting/Fishing Dene Culture
e) Colville Lake	Sportfishing	Native Lifestyle
<u>B. MACKENZIE DELTA AREA</u>		
a) Inuvik	Regional Staging Area Mackenzie Delta	Destination Attractions Information Services
b) Aklavik	Richardson Mountains History	Herschel Island Sport Hunting Arts and Crafts Mackenzie Delta
c) Fort McPherson	Dempster Highway Visitor Services	Loucheau Culture Sport Hunting Dempster Patrol Peel River Interpretation
d) Arctic Red River	Dempster Highway Services	Native Culture Fish Camp
<u>C. ARCTIC OCEAN AREA</u>		
a) Paulatuk	Nature/Ocean Tours Wilderness Lodge	Sport Hunting/Fishing Inuit Culture Arts and Crafts
b) Sachs Harbour	Banks Island Nature Interpretation	Sport Hunting
c) Tuktoyaktuk	Arctic Ocean Touring Inuit Culture	Pingos Oil and Gas Sport Hunting

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There are some obvious, overlapping themes such as the 'Arctic Circle', which also applies to the Mackenzie River Area, but the vast majority of those who experience this attraction do so on the Dempster Route to the 'Accessible Arctic'.

As the study continues to progress and individual development opportunities become more clearly defined, it will be possible to describe these subthemes more precisely. However their present identification is important to outlining the overall development concept.

2.2 OVERALL DEVELOPMENT CONCEPT

The Development Concept is the foundation of a development strategy. It sets the framework for the long term direction of the strategy. Development opportunities and marketing emphasizes may change or be modified over the life of a strategy, however the focus of the development concept remains constant.

The concept for the Western Arctic will define in overall terms, the long term development for the region. It will also respect the community-based tourism approach of Travel Arctic. Each community within the Western Arctic will also be designated a specific function or theme within the overall context of the region.

A development concept is made up of the following components:

- o Service Areas - contain concentrations of **services** such as lodging, food, automobile repairs, retail stores. They may or may not include groups of tourism attractions.
- o Activity Areas - are locations for major groups of tourism attractions and activities.
- o Staging Areas - are points of congregation and departure to other areas/communities/attractions. For instance, in the Inuvik staging area, bus tours may debark, overnight and **leave** for trips to **Tuktoyaktuk**. In addition, **Tuktoyaktuk** can be a staging area for trips to the **pingos, whalewatching, boat cruises, etc.**

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0 Access Corridors and Linkages - bring tourists into the region and provide movement between points of **interest** or **Communities**.

The first three are all located in the various communities throughout the region, thus reinforcing the community-based tourism concept.

Since the importance of a development concept is to give focus and framework to the strategy, it is essential to create a certain hierarchy or order of priority among the various service, activity and staging areas and corridors.

For these reasons, the **community centres** are defined as having regional, area and/or community level focus. Regional focus of course designates the areas or communities that have and will continue to attract the greatest number of tourists and thereby have the greatest influence in the entire Western Arctic. For this reason, **Inuvik** is regional in context while Norman Wells, which attracts fewer visitors yet has similar functions, services the Mackenzie River area. Of course this could all change if a highway was built to Norman Wells and Fort Good Hope.

The four components and their levels of focus for the Western Arctic Development Concept are described in sections 2.2.1 to 2.2.4.

2.2.1 Service Centres

Regional Service **Centres**

- **Inuvik**

Inuvik provides in excess of 75% of all the lodging (fixed roof and camping), food services, vehicle services, retail stores and hospital services in the Western Arctic. It **will** continue to serve the high number of visitors who arrive via the Dempster Highway.

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Area Service **Centres**

Norman Wells (Mackenzie River Area)

As the first stop on the main air corridor to the region as well as the staging area for the **Canol** Trail and surrounding communities, Norman Wells is a secondary service area within the Western Arctic but a primary service area to the Mackenzie River Area. Due to the previous activities of the oil and gas exploration it has the second largest tourism plant in terms of hotels/restaurants. The final Master Plan reflects the importance of increasing tourism to Norman Wells in order to maximize the benefits to these **existing** operators.

- Fort McPherson (**Dempster** Highway Area)

Although Fort McPherson has very few services, it is strategically well located along the **Dempster** Highway and could potentially be the main service area between **Dawson** City and **Inuvik**. Fixed roof accommodation has improved recently and others may be added in the future. There is also an excellent campground at the Peel River. A new garage and Visitor Service **Centre** would complete the area's function as a **Dempster** Highway service area.

Community Service Centre

All other **communities** have or potentially could have the mix of services to be designated as community service **centres**. Although they may not all have restaurants (e.g. Fort Norman) or only a **transient centre** (e.g. Arctic Red River) they all have a basic level of service to attract tourists.

2.2.2

Activity **Centres**

Regional Activity **Centre**

- **Inuvik**

Although no community offers a great number of tourist activities, **Inuvik** offers the greatest potential because of its relatively high volume of visitors. Potential activities include boat tours, native culture, and overnight trips to the communities. The Western Arctic Visitors **Centre** will also encourage greater levels of activity participation because of its marketing function.

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Area Activity Centres

Norman Wells (Mackenzie River Area)

This community's location, adjacent to the potentially popular **Canoe Trail**, the Mackenzie Mountains and Mackenzie River provides a **strong** focus for tourism development. This will be supported by such activities as canoe trips, **sportfishing**, hunting, oil and gas industry interpretation, etc. A proposed visitor **centre** would further strengthen Norman Wells' position as an activity **centre**.

- Tuktoyaktuk (Arctic Ocean Area)

Tuktoyaktuk's unique location on the Arctic Ocean and relative proximity to **Inuvik** suggests a number of opportunities to make it an important area **level** activity **centre** with emphasis placed on marine-based activities such as **whalewatching** and boat **tours**, as well as the nationally recognized Pingo Park.

- Fort McPherson (Dempster Highway Area)

This is the first native community on the **Dempster** Highway. Consequently it could become an important reception/activity stop if programs and activities such as arts and crafts, native foods, trips on the Peel River, local entertainment, etc. were developed.

Community Activity Centres

All other communities provide local-based activity **centres** and usually focus on just one or two community-specific activities:

- e.g.** Arctic Red River - arts and crafts and fish camp
 Fort Franklin - **sportfishing**
 Fort Good Hope - native culture, hunting

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2.2.3 Staging Centres

Regional Staging **Centre**

- **Inuvik**

Approximately 80% of all traffic comes through **Inuvik**, which is the point of departure for most of the tours, specifically to **Tuktoyaktuk**, and **Aklavik** which together account for 95% of all day tours in the region. As the terminus to the increasingly popular Dempster Highway, **Inuvik** will continue to be a primary staging area to communities and attractions in the Mackenzie Delta and Arctic **Ocean** Area, especially those along the popular Arctic Coastline (**Paulatuk**, **Sachs Harbour**, **Tuktoyaktuk** and Herschel Island). The combination of services and activities available in **Inuvik** will maintain its primary service function in the Western Arctic.

Area Staging **Centre**

- Norman Wells

Norman Wells is clearly the staging area for the entire Mackenzie River Area. Its strategic location on the Canadian Airlines route suggests that it will continue to be the point of departure for most hunters/anglers as well as hikers on the **Canol** Trail. Visitors to Fort Norman, Fort Good Hope and Fort Franklin will pass through Norman Wells.

Community Staging **Centre**

All other communities are staging areas for the natural/cultural resources and activities that surround their respective hamlet. For example, Sachs Harbour would be the staging area for the variety of wilderness tours proposed on Banks Island, **Aklavik** for hunting trips to the Richardson Mountains and Fort Good Hope for fishing trips to the surrounding lakes.

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2.2.4 Access Corridor

Regional Access Corridor

- **Dempster** Highway

The **Dempster** Highway is unquestionably the **major access** route into the region accounting for approximately 75% of visitor traffic. It also has the greatest potential for growth and consequent influence on the entire region. The **Dempster** Highway appeals to a number of market segments and its popularity is closely linked to the marketing efforts of the Yukon Territory or more specifically, to the 50,000 tourists presently traveling to **Dawson** City.

Area Access Corridor

- **Yellowknife** - Norman Wells - **Inuvik**

Air travel, via **Yellowknife** is the second most popular mode of access into the region, although significantly lower than along the **Dempster** Highway. Growth on this corridor will only take place with the development of high quality area level packages particularly on the **Canol** Trail, Banks Island, **Tuktoyaktuk** and Fort Franklin.

Community Access Corridors or Linkages

- **Inuvik** to **Tuktoyaktuk**, **Sachs Harbour**, **Paulatuk**, **Aklavik**;
- Norman Wells to Fort Good Hope, Fort Norman and Fort Franklin;
- **Yellowknife** to Fort Franklin; and
- Inter-Regional.

There are also minor inter-regional access opportunities from:

- **Yellowknife** to **Holman** to **Sachs Harbour** and **Inuvik**;
- Whitehorse to **Inuvik** (air); and
- **Inuvik** to Herschel Island.

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DEVELOPMENT CONCEPT

	REGIONAL	AREA	COMMUNITY
SERVICE AREAS	Inuvik	<ul style="list-style-type: none"> o Norman Wells (Mackenzie River) o Fort McPherson (Dempster Highway) 	All Other Communities
ACTIVITY AREAS	Inuvik	<ul style="list-style-type: none"> o Norman Wells o Tuktoyaktuk o Fort McPherson 	All Other Communities
STAGING AREAS	Inuvik	<ul style="list-style-type: none"> o Norman Wells 	All Other Communities
CORRIDORS/LINKAGES	<p style="text-align: center;">Dempster Highway</p> <p>Yellowknife/ Norman Wells</p> <p style="text-align: center;">Inuvik</p>	<ul style="list-style-type: none"> o Yellowknife/ Norman Wells o Inuvik/Tuktoyaktuk o Inuvik/Norman Wells 	<p>e.g. Norman Wells/ Fort Franklin</p> <p>Norman Wells/ Fort Good Hope Yellowknife/ Fort Franklin Sachs Harbour/ Holman</p>

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2.3 COMMUNITY-BASED ACTIVITY CONCEPT

Each **community** will match its unique natural and cultural resources with the overall regional themes and development concept. In order to respect the integrity of each **community**, as well as respond to the variety of market segments, it is possible to suggest a distinct focus for each **community**. In some cases more than one primary tourism activity may be suggested for a community. For example, it is not necessary to suggest that wilderness tours are more important in Sachs Harbour than sport hunting. In addition, secondary themes are sometimes appropriate for certain communities.

Designating a particular **orientation** for a community does not imply that it is locked into a rigid description. The purpose is however, to create an integrated and balanced development plan throughout the region, as well as to promote **inter-community** collaboration. One way to achieve the latter would be for two adjacent communities to offer complementary activities and thereby form one (two-community) package.

2.4 DEVELOPMENT PRINCIPLES

The following development principles are presented in their approximate order of importance (in the opinion of the study team). Of course many of the principles are interrelated and in some cases they are more directly reflected in the proposed developments.

Minimize Risk

Tourism development in the north inevitably involves high risks for both the public and private sectors. Tourism skills in the Western Arctic are relatively low, the regions travel products are still fairly unknown in the marketplace, and links with the travel trade in the south are just being developed. Furthermore, the cost of any Western Arctic vacation is high, indicating that the region may be one of the first destinations to suffer during an economic downturn.

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The development strategy **attempts** to minimize the risks to the greatest extent possible. This is to be done in a number of ways:

- o major capital investments **should** be avoided in the initial years (until the industry begins to **develop some** momentum) .If extra accommodation is needed, inexpensive expansion to existing facilities, A-frames, tents, bed and breakfast with residents, and other low-cost alternatives should be exhausted before supporting major investments for new accommodation facilities. For investments in travel generators/attractions, first priority should be given to essential facilities such as the Western Arctic Visitors Association Centre and attractions **such as vessels;**
- o visitation should not be concentrated in **Inuvik but** rather distributed among all communities to spread the risks, reduce the burden on existing facilities, minimize the disruption to local populations, and involve all destination areas in the development process;
- o private operators should be encouraged to start small and build their businesses slowly. Part time operators should not be discouraged, as long as their tourist activities fit into their current occupation (e.g. trapping, hunting, other part time work);
- o at the outset, **a** variety of tourism products and travel packages should be marketed on a small scale (almost **pilot** project) basis. Further promotion efforts could focus on the most successful products and markets, but even then, some product and market diversification would be desirable in order to spread the risks;
- o high priority should be given to shoulder season and off-season travel products to better distribute tourism visitation -- and the risks -- throughout the year; and
- o government capital support should **also** include start-up costs and marketing expenditures.

Community-based Approach to Tourism Development

The development strategy relies on a community-based approach which is fully consistent with GNWT tourism policies and the community resources of the Western Arctic. Community-based tourism focuses tourism activity on those communities where services are **locat** Tourism products will be developed in and around the communities @ P

enable visitors to experience both the northern environment as well as the social fabric of the community.

With tourists using a **community** as a base point for tours to surrounding attractions, tour operators can utilize existing local services, and thereby enhance the benefits of tourist expenditures for each community. Furthermore, by bringing tourists through the communities, local residents can be encouraged to participate in the planning of tourism development. The intent of a community-based approach to tourism development is to concentrate the economic and **social** benefits from tourism in the communities **and to offer visitors** the unique experience of participating in a community's culture and lifestyle.

While each community acts as a service **centre**, it **is also** part of a network of communities offering visitors different experiences. For balance in the region, communities need to establish individual themes with identifiable character and types of experience. Cooperation, not competition, is essential.

The quality of the tourist experience is closely associated with the degree of communication between the various components that make up the attractions and services. The performance of one operator affects the success of others and the quality of the tourist experience in one **community** affects the overall regional tourism experience. Communication between operators and communities allows for better industry understanding, cooperation and performance.

The **community-based** approach also recognizes that individual **communities** develop at different rates. The positive experience of the more aggressive communities can demonstrate to other communities the benefits from tourism development and how tourism projects can be successfully implemented. **If** one community wishes to proceed at a faster pace than others, its travel products **could** be packaged with the products of communities in other regions (e.g. Arctic Coast, Dawson City or Big River).

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Appropriate Rate of Development

The absorptive capacity of some of the communities in the Western Arctic is limited (e.g. **Paulatuk**, Arctic Red River). Also, southern wholesalers and intermediaries know relatively little about the Western Arctic's tourism potential. Time is required to build confidence in the southern markets. Major constraints such as lack of tourism expertise and travel products must be removed before full scale development can be completed. Therefore, tourism development should proceed in a gradual, phased manner, following a **logical** sequence.

Historically, successful tourism products become established through a pattern of slow growth. Gradual product development enables the community and region to grow with each new **tourism** project. As each project becomes established, it can serve as a training and demonstration vehicle for the development of hospitality and management skills.

The appropriate scale of development is also important. Specific projects should be based on a realistic assessment of potential markets and travel products, the current and projected entrepreneurial and management skills, and the carrying capacity of the Western Arctic communities.

Emphasis on Action-oriented Approach

While gradual development is essential, the plan must also respond to the rapid growth rates as well as produce measurable benefits that are readily apparent to community residents soon after plan inception. An action orientation to generate short-term benefits is critical to build momentum, interest, and credibility for local residents, the industry, local and senior government officials, and politicians. It is also important to maintain the interest that has been developed by the study. Plans that focus only on studies in the first 2-3 years provide no **apparent** benefits to communities. The consequence is loss of interest by all parties.

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Activities to be implemented right at the outset include:

- o the support for local outfitters and package tour developments to provide a clear **signal** to communities and the industry that attractive projects will receive financial and technical support;
- o training locals as outfitters and community hosts;
- o immediate development of travel products that require modest human, physical, and financial resources; and
- o preparation and implementation of a concerted marketing strategy.

Maximize Use of Existing Facilities

The high cost of construction in the north limits the feasibility of constructing new buildings and infrastructure. In order to lower the risk to both the government and private **sector**, the development strategy incorporates the maximum possible use of existing facilities and low capital cost alternatives.

Specific opportunities include use of local boats/motors, extensive use of tent frames for **summer** season accommodation, and using local housing accommodation for bed and breakfast.

Establish a Variety of Package Tours

Initial product development and market **promotion will** focus exclusively on developing and marketing packaged tours. They are proposed for both the high number of rubber tire visitors **arriving in Inuvik** as well as the all inclusive air arrivals.

Packaged tours offer four distinct advantages to an emerging tourism region such as the Western Arctic:

- o packaging **allows** the region to control the pace and community distribution of tourism development;
- o package tours control the flow of visitors, thereby enabling operators and related services to plan ahead for **labour** and supplies. Communities can better prepare for tourist arrivals, events can be developed around visitor frequency, interaction

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between host and guest can be fostered, and training programs can be fine tuned to the requirements of specific **travel** products and timed for the arrival of tour groups;

- o promoting tour packages is relatively easy because tours are a readily identifiable travel product. Tours convey a finished product to customers, thereby reducing their uncertainty and reducing the number of arrangements to be made by travel agents and operators; and
- o **packages** reduce the cost to the tourist by using group rates to lower high airfares and accommodation rates.

Emphasize Shoulder and Off-season Activities

High priority will be given to shoulder season and off-season travel products to better distribute tourism visitations, and the risks, throughout the year.

Special emphasis will be placed on travel products to be sold in April, May and June. Spring packages offer the following advantages:

- o more space is available on planes and in hotels/lodges, leading to lower fares and rates;
- o in some respects, the Western Arctic is at its best in the spring (the land is still covered with snow, and in June the north comes alive);
- o spring is the best time for traveling on the land and on the ice;
- o spring vacations do not compete directly with winter vacations (when Canadians head for the sun) and summer holidays which are family oriented;
- o most travelers to the north will be empty nesters and retired people who do not have to fit into the school schedule;
- o guides, outfitters, community hosts could provide guests with parkas and appropriate footwear (either loan or sale). This would expand local industry;
- o spring tourism could be expanded with minimal capital investment; little new accommodation would be needed, and most activities would be oriented to the outdoors; and
- o lengthening the tourist season extends employment and lowers business overheads.

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Promote Participation by private Sector and Non-government Groups

The public sector (e.g. GNWT, EDA, NEDP, Native Organizations) can provide general direction, training programs, and financial and technical support. The implementation of projects, however, should wherever possible be the responsibility of the private sector, cooperatives, joint ventures and non-profit community groups. The overall development should therefore be driven by local entrepreneurs and their initiatives.

The strategy and activities of the consultants attempt to establish an environment that fosters local initiatives and private business development. Local interest, in tourism will also be maintained through constant citizen involvement in planning tourism programs and specific projects. Given the close community ties of northern cultures, public input into the decision-making process is vital to the development of tourism resources in keeping with traditional lifestyles.

Develop Inter-regional and Inter-community Links

The tourism industry depends on a system of services, communities, and regions to provide a tourist product and experience. Tourists are not concerned with local issues that divide communities within a region; they are only concerned with the quality of the final travel experience or product. Both communities and operators must communicate and cooperate in order to ensure a trouble free trip to the tourist. Package tour development, especially, requires cooperation between communities.

To ease the process of traveling, formal and informal industry and community links must be developed to increase efficiency, cooperation, and collaboration within the industry.

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Respect Traditional Lifestyles

Developing an industry that respects the traditional values and lifestyles of its employees will enhance employee relations and host/guest satisfaction. Many small projects have been proposed to use existing lifestyles and habits and to complement and maintain traditional values. This adds to the tourism experience. **Community** awareness programs, hospitality training, and travel products should be designed to give careful consideration to traditional values and lifestyles.

Use of Rifle Approach to Marketing

Due to the facts that promotion dollars are limited, target markets are geographically dispersed, and many of **the region's** travel products do not cater to general interest tourists, a **rifle** approach is required for marketing and promotion. Promotion efforts should be directed toward special interest groups, selected wholesalers and retailers, and a few key geographic markets. As well as economizing on promotion dollars, target marketing ensures higher visitor satisfaction by selling the image of the actual experience available. In addition, maximum use should be made of joint marketing efforts with Travel Arctic and Tourism Yukon and the promotion programs of Tourism Canada.

Improve Market Research and Analysis

The information base on the Western Arctic's tourism markets, current tourist visitation, and tourism resources is very limited. Continuing efforts are needed to expand and update the information base developed throughout the study.

The implementation plan includes funds for ongoing market research to support a rifle approach to marketing. Additional funds are allocated to planning and new product development, particularly the development of package tours. Ongoing monitoring and evaluation will provide the information needed to make mid-course corrections and to enhance the effectiveness of future tourism initiatives in the Western Arctic.

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Protect the Environment

The Western Arctic's diverse natural environment is one of the important aspects of the **travel** product and experience offered by the region. The natural environment must be protected by concentrating activities in development areas and adopting a community-based approach. In addition, community hosts and private operators will be encouraged to keep sites clear of debris and to promote clean-up campaigns in communities.

Build Programs and Projects Around the Proposed Theme

Travel products and market promotion will be built around the two overall themes proposed for the Western Arctic and the subthemes developed for each community. Every opportunity will be used to promote the "Arctic" and "Mackenzie" themes to clearly separate the region's travel products from those of other northern regions. Promotion and product development around these themes will also facilitate complementary marketing with other Northwest Territories regions that possess a distinctive theme and identity. "

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3. DEVELOPMENT OPPORTUNITIES AND PRIORIZATION

3.1 PRIORIZATION PROCESS

Evaluation Process

More than **100** projects were reviewed, discussed with prospective operators, presented to Western Arctic Visitor Centre and subjected to an evaluation process.

A value rated matrix was designed specifically for the **Western Arctic** and including 25 selection criteria. Criteria were grouped-under the following headings:

- o Impact on the Aims of the Strategy;
- o Impact on the Overall Economy;
- o Impact on Regional Tourism;
- o Creating Environmental /Cultural Awareness;
- o Impact on Community;
- o Potential for the Development of the project; and
- o the Relationship to the Proposed Community Themes.

The projects were rated by criteria on a scale of 0 to 5 with 0 having no impact and 5 having the most positive impact. For example, a project like the Fort Franklin Restoration has no impact on local revenues, however it greatly contributes to the clustering benefits (synergy) of tourism development in the community.

Two criteria, "Job Creation" and "Development of New Markets" were given a 0 to 10 rating because of their importance.

The rating process was carried out at two levels:

- o with the communities, during the second series of public meetings;
- and
- o internally within the consulting team.

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The two stages were **necessary** because the rating process was met with varying degrees of interest and participation so a second review was carried out by the consultants.

Because of the inherent character of a value rated matrix, the scoring of certain projects may be open to discussion. However the purpose of the rating is to determine the order of magnitude or importance and priority of development.

In some case a highly rated project is not given a high priority. This may be due to **single** issues such as **lack of community interest**, unavailable funding, etc.

The rating system, then clearly becomes a working tool and a necessary part of the evaluation process.

The projects are listed here by decending order in each community. The matrices are in Appendix I.

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PRIORIZATION BY COMMUNITY

MACKENZIE RIVER AREA

Norman Wells

Mackenzie River Tours	102
Canoe Trip/Canol Trail Outfitter	95
Interpretive Exhibit, Visitor Centre, Museum	75
Canol Trail Development	72
Regional/Community Hosts	71

Fort Franklin

Fishing Lodge	110
Hotel Expansion	85
Arts and Crafts	84
Wilderness/Hunting Outfitting	69
Fort Franklin Restoration	51

Fort Norman

Big Game Outfitting	94
Canoe Trip Outfitter	69

Fort Good Hope

Dene Cultural Centre	83
River Tours	80
Arctic Red Outfitters	74
Community Activities	57

Colville Lake

Lodge Development	82
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PRIORIZATION BY AREA

MACKENZIE RIVER AREA

Fishing Lodge (Fort Franklin)	110
Mackenzie River Tours (Norman Wells)	102
Canoe Trip/Canol Trail Outfitter (Norman Wells)	95
Big Game Outfitting (Fort Norman)	94
Hotel Expansion (Fort Franklin)	85
Arts and Crafts (Fort Franklin)	84
Dene Cultural Centre (Fort Good Hope)	83
Lodge Development (Colville Lake)	82
River Tours (Fort Good Hope)	80
Interpretive Exhibit, Visitor Centre, Museum (Norman Wells)	75
Arctic Red Outfitters (Fort Good Hope)	74
Canol Trail Development (Norman Wells)	72
Regional/Community Hosts (Norman Wells)	71
Wilderness/Hunting Outfitting (Fort Franklin)	69
Canoe Trip Outfitter (Fort Norman)	69
Community Activities (Fort Good Hope)	57
Fort Franklin Restoration (Fort Franklin)	51

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PRIORIZATION BY COMMUNITY

MACKENZIE DELTA AREA

Inuvik

Inbound Tour Operator	109
Western Arctic Visitor Centre	109
Tour Cruise Boat Acquisition	106
Heritage/Cultural Attraction	95
Tourism Activities	90
R.V. Resort Campground	81
Delta Boat Tours	77
Seasonal Units (Happy Valley)	71
Downtown Revitalization	69
Waterfront Development	67
Campbell Hills Park	60

Fort McPherson

Visitor Service Area	106
Sport Hunting Outfitter	84
Peel River Tours	84
Arts and Crafts	83
Midway Lake	79
Community Tours/Host	76
Museum Attraction	76
Nutuiluie Campground Upgrade	45

Arctic Red River

Roadside Development	89
River Tours	78
Arts and Crafts	73
Community Activities	59

Aklavik

Herschel Island Accommodation	110
Richardson Mountains Naturalist Lodge	96
Museum/Mad Trapper Exhibit	63

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PRIORIZATION BY AREA

MACKENZIE DELTA AREA

Herschel Island Accommodation (Aklavik)	110
Inbound Tour Operator (Inuvik)	109
Western Arctic Visitor Centre (Inuvik)	109
Tour Cruise Boat Acquisition (Inuvik)	106
Visitor Service Area (Fort McPherson)	106
Richardson Mountains Naturalist Lodge (Aklavik)	96
Heritage/Cultural Attraction (Inuvik)	95
Tourism Activities (Inuvik)	90"
Roadside Development (Arctic Red River)	89
Sport Hunting Outfitter (Fort McPherson)	84
Peel River Tours (Fort McPherson)	84
Arts and Crafts (Fort McPherson)	83
R.V. Resort Campground (Inuvik)	81
Midway Lake (Fort McPherson)	79
River Tours (Arctic Red River)	78
Delta Boat Tours (Inuvik)	77
Community Tours/Host (Fort McPherson)	76
Museum Attraction (Fort McPherson)	76
Arts and Crafts (Arctic Red River)	73
Seasonal Units (Happy Valley) (Inuvik)	71
Downtown Revitalization (Inuvik)	69
Waterfront Development (Inuvik)	67
Museum/Mad Trapper Exhibit (Aklavik)	63
Campbell Hills Park (Inuvik)	60
Community Activities (Arctic Red River)	59
Nutuiluie Campground Upgrade (Fort McPherson)	45

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PRIORIZATION BY COMMUNITY

ARCTIC OCEAN AREA

Sachs Harbour

Banks Island Outfitters	92
Community Activities	62
Community Host	50
Museum/Attraction	24

Tuktoyaktuk

Ocean Going Boat	106
Tour Outfitter(s)	95
Tourist Visitor Centre	90
Arts and Crafts	83
Community Hosts	70
Eskimo/Husky Lakes Fishing Lodges	60

Paulatuk

Arts and Crafts	100
Wilderness Lodges	99
Wilderness/Sport Hunts Outfitter	90

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PRIORIZATION BY AREA

ARCTIC OCEAN AREA

Ocean Going Boat (Tuktoyaktuk)	106
Arts and Crafts (Paulatuk)	100
Wilderness Lodges (Paulatuk)	99
Tour Outfitter(s) (Tuktoyaktuk)	95
Banks Island Outfitters (Sachs Harbour)	92
Tourist Visitor Centre (Tuktoyaktuk)	90
Wilderness/Sport Hunts Outfitter (Paulatuk)	90
Arts and Crafts (Tuktoyaktuk)	83
Community Hosts (Tuktoyaktuk)	70
Community Activities (Sachs Harbour)	62
Eskimo/Husky Lakes Fishing Lodges (Tuktoyaktuk)	60
Community Host (Sachs Harbour)	50
Museum/Attraction (Sachs Harbour)	24

draft

PRIORIZATION BY COMMUNITY

DEMPSTER CORRIDOR

Dempster Highway

Klondike Highway Info Centre (Yukon)	107
Eagle Plains Info Centre	66
30 Km (Yukon) Info Kiosk	66
Tombstone Lookout/Blackstone Village	62
Interpretive Signage	54
Peel River Lookout (64 Km)	48
Deep Water Lake Boat Ramp	45
Arctic Red River Lookout	37
Campbell Hills Interpretive Stop Planning	36
Yukon/N.W.T. Border Kiosk	35
Outdoor Kitchens	34

draft

MACKENZIE RIVER AREA

draft

MACKENZIE RIVER AREA

Norman Wells

Norman Wells is unquestionably the main staging area for the entire Mackenzie River Area. The town has been relatively busy this year largely with hunters transferring to the outfitting camps in the mountains.

The Norman Wells Visitors Association was operated successfully in 1987 and took the progressive step of hiring a **community** host who met tourists as they arrive at the airport. This is an activity that could be adopted in other **communities** such as **Aklavik** and Tuktoyaktuk where visitor volume is high.

The association through donations from Heritage Canada and Economic Development and Tourism located a temporary (trailer) Visitor **Centre** next to the museum site. Visitor signs were constructed and placed at the airport, Visitors **Centre** and Mackenzie River. In addition, a brochure for Norman Wells was being distributed.

Most tourists to Norman Wells are transferring to or from a hunting camp or onto a river for canoeing which they usually do in one day, thereby leaving little money in the **community.**

Two opportunities exist that would contribute to stay over traffic:

- **Canoe** Trail Hiking Packages
- Mackenzie River Boat Tours
- **Canoe** Trail/Canoe Trip Outfitting

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1. MACKENZIE RIVER TOURS

Description: Norman Wells' location on the Mackenzie offers excellent opportunities for packaged trips on the River. Tours ranging from 2 to 6 days could be developed to Bear Rock, Fort Good Hope, the Arctic Circle and Mountain River/Fossil Lake. The project calls for camping equipment and the eventual purchase of a boat by the prospective operator.

Priority I: It is important to proceed immediately with this operation in order to respond existing traffic through Norman Wells as well as provide transportation to hikers heading for the **Canol** Trail. Tours would also establish a relationship between Norman Wells and Fort Norman and Fort Good Hope.

Rationale: This project would **establish** a permanent tour operation in Norman Wells with the result of increasing length of stay, providing an activity for business traffic and catering to the many hunters/fishermen going through the community. **Canol** Trail hikers would be encouraged by having a source of transportation across the Mackenzie River. The identified operator is probably the only one to establish a river operation in **the** next few years.

Marketing: The product would be sold both locally as well as to southern wholesalers offering **birdwatching** (Peregrine Falcons) and adventure river tours, especially to the Arctic Circle, Ramparts, Mountain River.

2. CANOL TRAIL DEVELOPMENT

Description: Existing plans indicate that this trail" will be brought up to world class standard in the next 5 to 7 years. Its

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scenic and historic values suggest that it may become one of the most important wilderness trails in North America. Planned upgrading includes construction of river crossings, huts and repair of airstrips to enable shorter hikes to be planned. Its road surface will also allow it to be used by mountain bikes.

Priority I: The present construction schedule plans for \$1 00,000 to be spent each year. Gradual upgrading will take place in concert with the slightly increasing traffic on the trail. A 1995 completion date and official launch/opening "should create the interest and enthusiasm to move it into recognized world class status.

Rationale: The **Canol** Trail represents one of the few remaining historic hiking trails to be developed and promoted. The **Chilcoot** and West Coast Trails have become less than a wilderness experience because of high volume and the demand will emerge for an alternative - especially one as scenic as the **Canol** Trail.

Marketing: There are a number of various obvious marketing tools to promote this unique natural/cultural resource. Consumer magazines (Backpacker, Outside, Explore), trade shows (videos) and film specials, especially in **the U.S.A.**, will deliver the desired visitation of 200-250 by 1993.

3. REGIONAL/COMMUNITY HOST

Description: An expansion of this present position to serve the Mackenzie River area and Western Arctic (Information Services, tour guide) would position Norman Wells as a true staging area. Activities would include interpretation and community tours, activity program, organization of tours "for business traffic and in-transit hunters.

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Priority 1: This program **is** an extension of an **existing** position created by the Norman Wells Tourism Association in 1987.

Rationale: Its popularity and positive impact indicates that it **should** be continued. Eventually the person would be located in the proposed **interpretati on/museum.**

Marketing: Tours would be offered to local, business and in transit visitors.

4. VISITOR INFORMATION/RECEPTION CENTRE

Description: This facility, to be built on the site of the existing museum, would serve as a **welcomi ng/reception centre** for those arriving in the Western Arctic by Norman Wells. As well information on the tourism features of Norman Wells, the Mackenzie Area and the Western Arctic would be presented. The facility would also include a museum and an oil and gas interpretive exhibit as well as the administration office for the regional community hosts.

Priority 111: Community efforts will take 3-4 years to fully establish the museum. At that time it will be possible to complete the facility (by 1993) when visitor volume to Norman Wells warrants this facility.

Rationale: By the early 1990's there will be enough **Canol** Trail canoeists and hunters through the community to support the full development of an interpretive **centre.**

Marketing: All tourists arriving at the airport **will** be encouraged to visit the facility to **learn** of the local and regional tourism **attractions/acti viti** es. It will also be presented to **Canol** Trail users as an interpretation/orientati on **centre.**

draft

5. **CANOL TRAIL/CANOE TRIP OUTFITTER**

Description: Expenditures on the **Canol** Trail upgrading must be met by establishing a local operator that can serve the hikers needs. All inclusive guided tours as well as expediting and the movement of goods between various locations will provide business opportunities for a local operator. Capital requirements include camping equipment, 4-wheelers, and eventually a boat.

Additional business opportunities are **available providing** guiding/expediting services to canoe/rafting groups on the local rivers and the potential lodge on the **Keele** River.

Priority II: The operator will be required within the next 3-4 years as volume on the **Canol** Trail builds and the improved facility becomes better known to wholesalers. Increased canoeing traffic by that time will also support the demand for an operator.

Rationale: The \$750,000 construction expenditure on the **Canol** Trail will eventually make it one of the most popular 3 or 4 wilderness trails in Western Canada. This will provide an excellent opportunity for an operator and a guide to offer guiding/expediting services. Together with offering the same services to canoeists the operator should have approximately 150 clients by 1993 enabling a full season operation.

Marketing: The operator would initially sell through wholesalers but after gaining experience and an understanding it would be possible to offer specialty and all-inclusive packages sold through targeted consumer magazines (Backpacker) and Trade Shows.

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MACKENZIE RIVER AREA	1989 ('000)	1990 ('000)	1991 ('000)	1992 ('000)	1993 ('000)	1994-1995 ('000)
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NORMAN WELLS

1. MACKENZIE RIVER TOURS						
Capital Start-up	\$ 20 10	\$ 20 10	\$ 55 15	\$ 5	\$ 5	\$
2. CANOL TRAIL DEVELOPMENT						
Upgrading Camps/Airstrips	100	100	100 30	100 40	100 20	75 60
3. REGIONAL/COMMUNITY HOST						
Host	10	10	10	5	5	
Activities	10	10	10	10	10	
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM						
Planning		30				
Construction			100	100	100	75
Start-up				20	20	30
5. CANOE TRIP/CANOL TRAIL OUTFITTER						
Equipment		20	30	40		
Start-up			15	10	10	

TOTAL: \$ 150 \$ 200 \$ 365 \$ 330 \$ 270 \$ 245

GRAND TOTAL: \$1,560,000

draft

FORT FRANKLIN

Fort Franklin is attractively located on the shores of Great Bear Lake, one of the most desirable trophy fishing lakes in the world. As well as its interesting Dene culture and lifestyle it also is the site of the headwaters of the Bear River, **Franklins'** Fort and the Radium **Gilbertship**. Potential activities include:

Sportfishing/Sport Hunting

Sportfishing offers the most profitable tourism opportunities for Fort Franklin. Through the assistance of Tim Hines (**Co-op** Manger) several groups of anglers arrived in the hamlet in 1987 and local guides and equipment were organized. The **community** now needs to identify an individual who could potentially take over "as an outfitter. Five Band members participated in a guide training program in 1987 at Great Bear Trophy Lodge. All five guides have subsequently been hired by Great Bear Trophy Lodge.

Also Walter Beya (Renewable Resource Officer) interested in developing grizzly bear hunts through the HTA and feels that the population can support 5 tags a year.

The **Co-op** manager is also interested in developing an arts and crafts workshop for Fort Franklin. The supply of arts and **crafts** is decreasing and in order for this activity to be successful **he** feels it is necessary for the crafts to be made in a workshop environment.

The motel was extremely busy in 1987 with construction crews, government personal and a few tourists. The hotel manager, is interested in preparing a brochure which will assist her **in** attracting anglers to Fort Franklin especially out of Yellowknife. **In** discussion with Economic Development and Tourism there is interest in expanding the hotel.

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The best opportunity for the Fort Franklin Band is to develop a fishing lodge across the lake from the community. Based on the success of the other **Great Bear Lake Lodges (the lodges average occupancy rates of 92% for 9 weeks of operation)** it appears that the area can support another lodge and a **prefeasibility** suggest it would be viable.

It is evident from discussions with **community** members that the development of the lodge is a long term initiative and that in the following 2 years of HTA is interested in developing fishing packages out of Fort Franklin, utilizing the motel and outpost camps. This will allow for the gradual introduction of tourism to the **community** and ensure that proper training of key members takes place.

draft

FORT FRANKLIN

1. FORT FRANKLIN FISHING LODGE

Description: This 10 to 12 unit lodge would be located across the bay from Fort Franklin. As the only other potential operator on one of the world's greatest trophy fishing lakes. The proposed facility would exceed the quality of existing Great Bear Lake lodges (e.g. hot tub) and would also offer **native** culture. It would also be associated with the cultural lifestyle of the community and anglers would be encouraged to spend time (e.g. an overnight) in the community to experience Dene entertainment and customs.

Priority 1: Fundamentally the sooner this facility gets built the sooner it can start generating income for the band and training opportunities for guides, cooks, etc. However present interests support the establishment of fishing trips using the hotel for accommodation.

The lodge should not proceed however until the Band is fully committed to the project. Nevertheless efforts should be made immediately to co-ordinate existing Band interest and move the project through to operation.

Rationale: Other than lost visits at Great Bear Trophy Lodge in 1986 because of an ownership transfer, all lodges on the lake fundamentally function at full occupancy. Great Bear is one of the last great trophy fishing lakes and has an international clientele. Fort Franklin is the only group that can take advantage of this resource which is protected by the Great Bear Management Committee.

Marketing: Because of the unique quality of this product, marketing is relatively straightforward. By co-ordinating con-

draft

summer magazine buys with Travel Arctic, running individual ads in select fishing magazines and attending 2 to 4 trade shows the **required** occupancy rates should be easily met.

2. HOTEL EXPANSION

Description: It is relatively simple to add an additional four units on the existing hotel. The kitchen and mechanical services are adequate to accommodate additional volumes and the facility can be designed to be closed off in the "winter. . ."

Priority II: The construction date could depend on the development of the lodge and the ability **to finance** the expansion. If the fishing lodge does not proceed immediately it would be possible to maintain full occupancy in the expansion - just with anglers.

Rationale: As with the fishing lodge it is possible to attract enough fishermen to the expansion to keep it full in the summer. This can be accomplished by selling packages to southern wholesalers or by simply selling to **N.W.T.** residents and tourists in Yellowknife. 130th this project and the lodge offer additional revenue to **Sahtu Air**.

Also, discussions with the existing manager indicate the expansion will soon be warranted just to satisfy **growing business** traffic to Fort Franklin.

Marketing: The fishing excursions would be sold similarly to the lodge however a special effort would be made to promote in Yellowknife particularly through local inbound operators.

3. FORT FRANKLIN RESTORATION

Description: This project is one of the more exciting archaeological digs taking place in the **N.W.T.** Franklin

draft

course a well known northern explorer and a restored fort would be an attractive feature to this community.

Priority II: The restoration is expected to be finished in the next 3 to 5 years which could tie it in with a full operation at the fishing lodge.

Rationale: This facility would represent one of the most readily available exhibits of the activities of John Franklin. The communities proximity to **Yellowknife means tours could be sold out of there or through southern historical societies/associations.** This theme would also make a good tie-in with the native lifestyle of the community.

4. ARTS AND CRAFTS

Description: There are at least a dozen craftsmen who could be producing on a regular basis, especially in beadwork and tanning. These skills could also be used in setting up arts and crafts workshops.

Priority III: It may take several years to establish a constant production but certainly the advent of anglers and eventually hunters going through the community should stimulate direct sales opportunities.

Rationale: There are two identifiable markets that could generate several thousand dollars in sales - sportsfishermen and the relatively close **Yellowknife** market. If the hamlet or **Co-Op** can purchase artifacts during the winter for summer sales it would stimulate production on a regular basis.

Marketing: Goods would be firstly sold to anglers and visitors to the community. Other products would go to **Yellowknife** and possibly Norman Wells.

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5. WILDERNESS/HUNTING OUTFITTERS

Description: Once the community has developed the management and guiding skills at the fishing lodge it **will** be possible to expand into other areas. Opportunity will eventually exist for an operator to provide wilderness tours around the lake, rafting on the Bear River, etc. This outfitter may also provide grizzly bear hunting trips.

Priority III: Wilderness trips are more limited **because** of the lack of outstanding resource and there is a more immediate demand for grizzly bear hunts. However there is not an identifiable operator. Efforts should firstly **go into** the fishing lodge before this venture becomes established.

Rationale: The diverse natural resource base and proximity to **Yellowknife** suggest a number of wilderness and hunting (Grizzly bear and caribou) packages. They would expand the fishing season and provide additional revenue to the hotel and guides.

Marketing: promotion of wilderness tours and hunting trips will concentrate on consumer **advertising**, 2-3 **trade** shows and sales in **Yellowknife** through an inbound operator.

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MACKENZIE RIVER AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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FORT FRANKLIN

1. FISHING LODGE						
Planning	\$ 60	\$	\$	\$	\$	\$
Construction		300	200	150		
Start-up			50	30	20	
2. HOTEL EXPANSION						
Construction			75	75		
3. FORT FRANKLIN RESTORATION						
Planning		25				
Construction			50	.25	25	
Operations				.15	15	
4. ARTS AND CRAFTS						
Production		10	10	10	10	
5. WILDERNESS/HUNTING						
Outfitting						
Equipment		20	40	20	10	
Start-up			20	10	10	
TOTAL:	\$ 60	\$ 355	\$ 445	\$ 335	\$ 90	\$
GRAND TOTAL:	\$1,285,000					

draft

FORT NORMAN

Fort Norman has one of the most picturesque locations in the **Western** Arctic. Its **siting** at the foot of Bear Mountain and the junction of the Bear and Mackenzie River make **it** an attractive stop over for trips on the Mackenzie or for those **canoesists/** rafters interested **in** doing the Bear or Redstone Rivers.

While it **is difficult** to consider Fort Norman as a **destination community in** itself it does have access to resources that themselves have an **international** appeal. They include;

- the E/1-6 **outfitting territory**
- the Redstone River.

The E/1-6 **territory** is presently **being** used by Redstone Outfitters and the owners have indicated that they are willing to sell. **This** would provide an excellent opportunity for Fort Norman residents to become involved in big game hunting and wilderness adventure travel, both of **which** are **typcially** very profitable operations.

The Redstone and **Keele** River is also one of the better wilderness **canoing** rivers **in** the Mackenzie Area and provides an opportunity for a local **outfitter** to provide canoe packages.

As well the well respected Drum Lake Lodge is operated out of Fort Norman. However its distance from Norman Wells makes packaging very difficult. Drum Lake Lodge is using Larry Wallace as an expediter. They had a slow summer with no non-resident visitors. Cost of transportation to the site is the biggest problem. The lodge should consider a lease arrangement for an aircraft and pilot if it expects to offer lower and stable (**prices** currently vary with weather conditions) transportation costs. There are at least 2 float planes in Norman Wells that are not being **used**. If a **pilot** could be found who is willing to work on an hourly basis **this** would prove to be more cost effective in terms of the overall package **price**.

draft

FORT NORMAN

1. BIG GAME OUTFITTER

Description: There is one and possibly two big game **licences** that are for sale in the E1-1 to E1-6 guiding territory. Ideally they should be sold to locals. Redstone Outfitters have expressed interest in selling to northerners and at least two parties in Fort Norman have expressed interest. A **prefeasibility** study has been prepared showing that a purchase price less than **the asking** price would be favorable to both buyer and seller. The operation has an extensive capital investment of approximately 300,000 and a solid client list of 250. The sellers have no problems filling the present hunts. It also seems possible to increase both the number of hunts as well as the existing price which will improve the profits over the next five years.

Priority **I**: Due to the expressed interest of both the seller and potential buyers this project should get a high priority status. **Since** profits are virtually assured in the first years (assuming constant management) the sooner the revenues earned by the locals.

Rationale: All operations in these guiding territories operate a full season of hunts and Redstone is consistently fully booked. A mere 12% repeat of the existing mailing **list** is all that is necessary indicate they are interested in working with local outfitters (guiding, expediting). Seven to ten day trips would be available out of Norman Wells.

Marketing: By maintaining management by existing owners over the next 2-3 years it will be **possible** to follow the existing marketing. This will allow the buyers to concentrate on product delivery and gradually learn how to market hunting.

draft

2. CANOE TRIP OUTFITTER

Description: **The Bear, Redstone and Keele Rivers offer excellent canoeing opportunities** and southern wholesalers are increasingly interested in them. Interviews with these intermediaries indicate their preference to use local operators assuming they are adequately equipped.

Priority 1: Travel trade interest in these rivers would rapidly increase if a local operator was **available within** the next 2-3 years.

Rationale: The Redstone River in particular could be easily sold if an outfitter had a designated package. There are **potentially** interested operators in Fort Norman.

Marketing: This product would be sold in targeted consumer magazines appealing to the skilled **canoeists, wildlife photographers, birdwatchers, etc.** Maximum use of existing wholesalers would be made, especially in southern Ontario markets.

draft

MACKENZIE RIVER AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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FORT NORMAN

1. **BIG GAME OUTFITTING**

Acqui si ti on/ Management	\$ 100	\$ 150	\$ 150	\$ 50	\$	\$
Feasi bi li ty/Start-up Expansi on	70	40	30	20		100
			50	100	100	

2. CANOE TRIP OUTFITTER

Equi pment			35	25	-	
Start-up			20	20		10

TOTAL: \$ 170 \$ 190 \$ 285 \$ 215 \$ 110 \$

GRAND TOTAL: \$ 970,000

draft

FORT GOOD HOPE

There is relatively little interest in tourism as compared to other **community**. This is in part due to the Chevron/Fort Good Hope joint venture for oil exploration and the present absence of tourists in Fort Good Hope. This lack of enthusiasm for tourism development is also indicated by the fact that, a 'Community Tourism Strategy' was prepared 4 years ago and nothing has been done to implement it. Even where there is a potential **tourism**-related project such as the acquisition of Arctic Red River Outfitters, there appears to be no interest to take **it** on. **No one** seems interested in working with the outfitter to get the necessary experience. Ray Woodward suggested that Barney **Masuzumi** of **Colville** Lake work as a trainee this past summer but that did not take place.

One of the better projects was proposed by the former manager of the Ramparts Hotel was very interested in setting up tours that would attract more revenue to the hotel operation. While **community** tours, river tours and even the Ramparts will not attract destination oriented visitors to Fort Good Hope they do have two attractions that are national/international in scope:

- 8 pairs of nesting Peregrine Falcons
- close proximity to the Arctic Circle

Two and three day packages were prepared with Al Wilson following a meeting with Gerard **Leprieur**, Renewable Resource Officer to outline the itinerary and marketing of such a product.

draft

FORT GOOD HOPE

1. MACKENZIE RIVER TOURS

Description: Fort Good Hope's interests over the next few years will obviously be focused on the Chevron Joint Venture. There are a number of tourism opportunities that can start within the next few years - **by optimizing their position** on the Mackenzie River. Tours to the Ramparts, **observation** of nesting Peregrine falcons and overnight excursions to **the Arctic Circle** provide exciting trips.

Priority 1: Adequate marketing should **be** able to generate several tours in the short term resulting in increased occupancy in the hotel.

Rationale: The communities proximity to the Ramparts, Arctic Circle and Mountain River provide excellent opportunity for three to five day tours. They could be sold in combination with a Norman Wells operator if the necessary management does not emerge in the next two years enabling the hotel and community to take advantage of this natural/cultural and historic resource base.

Marketing: Tours would have to be sold through southern wholesalers with a special emphasis on **birdwatchers**. As well "birder" magazines would be the source of consumer magazine advertising.

2. COMMUNITY ACTIVITIES

Description: Fort Good Hope's reputation for its intense pride and strong cultural identity could inspire numerous **community** cultural activities for visiting business and pleasure travelers. Community tours (historic church, community centre,

draft

surrounding landscape, etc.) could be available to canoeists and tour groups on the Mackenzie River.

Priority II: The volume of visitors will not warrant this effort for at least three to four years.

Rationale: The increased number of tourist along the Mackenzie, local tours and business travelers could be eager to participate in community activities. They would enhance Fort Good Hope's reputation as a culturally strong and receptive community. Development of these activities will be important with the subsequent establishment of the Dene Cultural **Centre**.

Marketing: The availability of these activities will be indicated in all literature involving stopovers at Fort Good Hope.

3. ARCTIC RED OUTFITTERS ACQUISITION

Description: This hunting operation has been for sale for the past few years. While the owner operated a full hunting season in 1987 it appears that the operation is still for sale and this may exist for several years if a buyer does not emerge. The requested price is \$300,000 but there is very little equipment involved so it is probably overpriced. There does not seem to be much interest in acquisition by a Fort Good Hope operator however the concept is certainly supported by the Band council.

Priority II: Lack of interest by an operator, a community focus on the Joint Venture and lack of available outfitting experience suggest that it might be three to five years before the opportunity may become realistic.

Rationale: Arctic Red Outfitters, like **others** in the region has the potential to operate at 100% and generate profits from

draft

year one. If the operation sells to a northern operator, Fort Good Hope is one of the more realistic bases - although the guiding territory **could** also be serviced out of Norman Wells. Nevertheless this is one of the more obvious tourism opportunities for this community.

Marketing: Since the operation was fully booked this year, any future local operator should pursue a similar marketing focus (essentially trade shows) and rely on repeat business.

4. **DENE CULTURAL CENTRE**

Description: Fort Good Hope is recognized as a **centre** for **Dene** culture and is possibly in the best position to present its history, customs, beliefs and values. The **centre** would be set up to offer three to seven day packages including workshops, conferences and training programs. A 4,000 to 5,000 **sq.ft.** facility is required.

Priority **III**: Interest in native cultural values is rapidly growing in North America. Within six to seven years the community will be **in** a better position to focus their energy on this facility and respond to this growing demand for native cultural classes, workshops, etc.

Rationale: Experiencing native culture is consistently one of the most "desired activities by visitors to northern destinations. This has been clearly expressed in surveys in the **Inuvik Visitors Centres**. Studies by **MacLaren Plansearch** for native destination cultural resorts also suggest a network of intermediaries selling cultural tours to native facilities and attractions.

Fort Good Hope represents one of the best communities in the Western Arctic to present **Dene** culture in an authentic atmosphere.

draft

MACKENZIE RIVER AREA	1989 ('000)	1990 ('000)	1991 ('000)	1992 ('000)	1993 ('000)	1994-1995 ('000)
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FORT GOOD HOPE

1. RIVER TOURS						
Equipment/Arctic Circle Camp	\$ 15	\$ 25	\$ 10	\$ 15	\$	\$
Start-up	15	15	5			
2. COMMUNITY ACTIVITIES	10	15	15	10	5	10
3. ARCTIC RED Outfitters						
Acquisition	25	100	150	25	125	
Start-up			40	20	20	
Management		20	20	30	15	
4. DENE CULTURAL CENTRE						
Planning			50			
Construction				150	100	150
Start-up				35	25	25
TOTAL:	\$ 65	\$ 175	\$ 290	\$ 285	\$ 290	\$ 185
GRAND TOTAL:	\$1,290,000					

draft

MACKENZIE DELTA AREA

draft

INUVIK

Inuvik continues to emerge as the major destination and staging area in the Western Arctic and its importance to tourism development in other communities cannot be underestimated. The 2000 plus tourists that visited the coastal community of Tuktoyaktuk and the **Delta** community of **Aklavik** in 1987 did so because of the efforts of **Inuvik's** Antler Aviation and Aklak Air operators. In fact, these communities have become **Inuvik's** best attractions and a day trip to either one of these communities usually means another "night in **Inuvik**." Many people, however, do not take a trip to the coast or Delta in part because of the lack of activities/- attractions in **Inuvik**; particularly if the party has to wait a day or two for a charter to fill up. **Inuvik** lacks the attractiveness to keep people in **the** town or to entertain them while they are waiting for a flight to other parts of the region. There are several opportunities such as the boat trips, community activities, etc. For instance, there have been small efforts to establish day and day tours on the river, however, they have not been adequately organized and pricing is not appropriate.

The intent of starting with small boat cruises **until** a larger vessel can be found that responds to greater volumes including caravans, bus tours, etc. is excellent. These tours could be worked on during the winter enabling them to be properly sold and delivered in the 1988 season.

It is critical to have a major theme park/attraction that adequately represents and displays the natural and cultural features of the Western Arctic.

A number of themes have been proposed and a combination is **probably** the most appropriate including:

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Northern/Native Shelter including everything from skin tents, to sod houses to log cabins;

Transportation;

Game Farm displaying a variety of northern animals - especially those such as caribou which tourists expect to see but rarely get a chance to.

Finally, while the renovation of **Chuk** Park and the expansion of Happy Valley campgrounds will meet the short **term R.V.** requirements they will not adequately serve the additional 2000 **to** 3000 **R.V.'s** that can be expected by 1995.

Chuk Park is too far from town to serve the interests of the travelers. They cannot walk from the park to town, thus the proposed facility should be fully serviced (showers, laundromat, sewage, water and electricity) enabling the responsible developer (private operator, Town of **Inuvik**, **Inuvik** Band, etc.) to charge \$20.00 to \$25.00/day. Every effort would be made to encourage extended stay (i.e. reduced rates for 3 days) and parking for those taking multiple day packages to the communities.

Other **Inuvik** developments that support its service/staging function include:

- Waterfront Development
- Downtown Revitalization
- Inbound Operator

1. TOUR CRUISE BOAT

Description: A 20-30 passenger vessel would operate in the Delta with optional trips to Aklavik, Herschel Island and **Tuktoy-**aktuk. The Norweta has been given serious consideration however a smaller boat would also be appropriate. It will probably be necessary to bring in a boat from the south. Tours would offer a

draft

mix of **1/2** day, day trips, evening cruises, "tea and **bannock**" trips, etc.

Priority I: The volume exists in **Inuvik** to operate a vessel within the next two years. It is also important to have an activity such as this to improve the activity options and length of stay in the region.

Rationale: Travelers come to the Western **Arctic** to experience the Arctic in all its facets. The **Delta** offers a **unique** opportunity to sell several tour packages to a variety of market segments:

- o **R.V.** operators
- o **motorcoach**
- o package tour groups.

This opportunity has been amongst the most favoured option of the travel industry in the Western Arctic.

Marketing: The packages would sell readily to the **motorcoach** operators and walk-in sales would be conducted through the Western Arctic Visitors Centre.

2. DELTA BOAT CRUISE

Description: The boat cruise would be a lower priced alternative to the tour boat. The vessels presently exist and they would be used for smaller 2-3 hour trips which would include stops to local sites and fish camps on the Delta.

Priority I: These tours could start immediately if regular departures and consistency **could** be assumed.

draft

Rationale: There is an immediate demand for activities in **Inuvik**. This is a low cost, viable alternative to increasing length of stay and improving daily expenditures.

Marketing: Initially trips can be marketed through hotels, stores and the Information **Centre** with ticket purchase at the site. Eventually they would be sold through the Western Arctic Visitor **Centre**.

3. **R.V. RESORT CAMPGROUND**

Description: Several sites have been considered - the gravel pit, the microwave tower site and the cemetery. The latter is preferable because of its topography and access to the river and downtown. It would eventually have 150 sites including the features of a full service campground (electricity, water, activity **centre**, etc.).

Priority II: Chuk Park can meet the basic accommodation needs for the next 2-5 years but its holding power will always be low. Once volumes have stretched the Territorial Park capacity a new, well **designed** attractive full service will be needed.

Rationale: The **R.V.** operators are quite prepared to **pay** as much as \$30.00 per night for a quality campground. If it has the necessary features and programs it will significantly contribute to the length of stay and expenditure in the region as well as raising the image of the Western Arctic that caters to the **R.V.** market.

Marketing: As this campground would be the highest quality facility north of the Arctic Circle it would be easily promoted in the **R.V.** magazines, **R.V.** shows and of course Milepost. It could also be sold in **Dawson** City and Whitehorse to encourage travelers up the **Dempster** Highway.

draft

4. SEASONAL UNITS

Description: Happy Valley is an attractive site and should be generating more revenues than those resulting from a \$5 campsite charge. Tent frames or small, unserviced cabins would be a viable option if priced at \$30 to \$40/night. Construction costs should be in the range of \$3,000 to \$6,000.

Priority II: Hotel occupancies and visitor demand will quickly grow to make this accommodation a viable option in 2-4 years if not sooner.

Rationale: There is presently no accommodation option between a \$5/night campsite and a \$90/night hotel. The expanding automobile traffic will expect third option within the next few years. Lower accommodation prices would result in increased length of stay and probably expenditures in other sectors.

Marketing: This novel accommodation could be sold through automobile association (magazines, trade shows). Because of its attractive northern prices they would be appealing to the high volume of automobiles in Dawson City and Whitehorse.

5. DOWNTOWN REVITALIZATION

Description: An external beautification program, including facade treatment and street landscaping would greatly improve the image of Inuvik. Facade should be architecturally and colour co-ordinated. **Streetscaping** could include lighting, barriers, trees, benches and site furniture.

Priority III: While it is very important to improve the visual image of Inuvik if it wishes to be aesthetically appealing it will not happen for several years. Firstly it is a relatively expensive undertaking with no obvious payback and secondly, the

draft

Town Council has not shown any real interest in undertaking such a venture.

Rationale: The visitor to **Inuvik** is a sophisticated **traveller** and expects clean, attractive communities (especially the experienced American, **R.V.** operator). **Inuvik** does not respond to their expectations. Whitehorse, for instance, has responded to tourist interests in visiting appealing communities with its downtown revitalization.

Marketing: An attractive community centre provides **appealing** and photographs that encourage visits. **Inuvik**, at the terminus of the **Dempster** should be developed and promoted as a true tourist destination.

6. WATERFRONT DEVELOPMENT

Description: The waterfront is **Inuvik's** most attractive feature. A waterfront development including restaurant, seasonal accommodation, as well as a departure point for tours and cruises would be a powerful draw for tourists. It could also serve as a small marina with gas and food supplies.

Priority 11: It will take 2-4 years to **build** the **volume** for a full operation however the demand is there now - **especially** to service the boat tours and cruises.

Rationale: The waterfront is an ideal location for expanded tourism development in **Inuvik**. By encouraging water-based activities it will increase length of stay and expenditures in the region. It will also respond to visitor needs to experience the Delta.

Marketing: An interesting, attractive development on the shores of the Mackenzie Delta will sell to tour group operators

draft

and motorcoach traffic through the southern trade sources. It can also be sold in the Yukon to encourage travel to **Inuvik**.

7. TOURISM ACTIVITIES

Description: Regular activities including community tours, Northern Games, entertainment can eventually be provided in the Western Arctic Visitor **Centre**. Local summer students can be hired and trained to provide appealing activities - **especially** in the evenings.

Priority 1: Programs already exist and can be expanded.

Rationale: Staged attractions and daily activities can be an excellent way of holding tourists in the community especially if it is balanced with other amenities such as an attractive **R.V.** campground, boat tours, package trips to the communities, etc.

Marketing: These activities can be promoted at the campgrounds, hotels as well as by the local operators interested in incurring increased length of stay.

8. INBOUND OPERATOR

Description: There will be well in excess of 50 packaged product offerings in the Western Arctic over the next few years. This could be enough to encourage the establishment of a local inbound operator to promote and co-ordinate multiple packages.

The operator would sell all WAVA product and work in collaboration with other tour operations in the **N.W.T.** and Yukon. They would also play a role in product development and training and would be instrumental in promoting some of the more remote packages such as in **Paulatuk** or Fort Norman.

draft

Priority I: It is important to have a knowledgeable product development and sales operator to promote **Western Arctic** product within the next two years. While the operation will only be part-time in the first years it will make an important immediate contribution.

Rationale: The region requires an **aggressive** operator to promote and sell the wide variety of packaged Western Arctic product. They could also serve to **co-ordinate** activities and product between the various communities and suppliers (**i.e.** airline, hotel, tour outfitter).

Marketing: An aggressive marketing campaign could be carried out with recognized southern wholesalers. As well, a targeted consumer magazine program that ties in with the focus of Travel Arctic would gain recognition of the operator premier products. Other activities include trade shows, sponsoring travel writers and working with WAVA to develop videos.

9. CAMPBELL HILLS

Description: The park provides a **close-to-Inuvik** opportunity to experience the natural environment; it is especially **famous** for its Peregrine falcon habitats which although protected can still afford the visitor a chance to see this bird. It also provides opportunities for guided day excursions from **Inuvik**.

Emphasis **will** be placed on trail construction, access, interpretation **signage** and possibly primitive campsite (including tent/equipment rental).

Priority III: Its impact on overall 'visitor length of stay' and expenditure will be relatively minor until regional visitation grows so its development would not be appropriate for 4-5 years.

draft

Rationale: Ready access to a park reserve and accompanying facilities is an important feature to a community/destination such as **Inuvik**. Interest in the park will grow as improved visitor volumes look for additional activities. The park will also provide an opportunity for a local tour operator.

Marketing: **Day** tours will generally be sold through the Western Arctic Visitor Centre **which** will be built before the park is developed.

draft

MACKENZIE DELTA AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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INUVIK

1.	TOUR CRUISE BOAT ACQUISITION						
	Acquisition/Refit Start-up	\$ 150 40	\$ 40	\$ 20	\$ 10	\$	
2.	DELTA BOAT TOURS						
	Start-up	20	20				
3.	R.V. RESORT CAMPGROUND						
	Planning		100				
	Construction			500	500	325	
	Start-up				50	25	
						50	
4.	SEASONAL UNITS (E. G. HAPPY VALLEY)						
	Construction		50	50			
	Start-up		5	5			
5.	DOWNTOWN REVITALIZATION						
	Planning			100			
	Construction			100	200	300	
						400	
6.	HATERFRONT DEVELOPMENT			150	100	50	
7.	TOURISM ACTIVITIES	25	30	10	10		
8.	INBOUND TOUR OPERATOR						
	Equipment	20	20	30			
	Start-up		25	15	10	10	
9.	CAMPBELL HILLS PARK						
	Planning		20				
	Construction			100	100	50	
TOTAL:		\$ 255	\$ 310	\$1,080	\$ 980	\$ 760	\$ 450
GRAND TOTAL:		\$3,835,000					

draft

FORT McPHERSON

Fort McPherson

Interest in tourism has increased substantially over the past few years as a result of a number of new opportunities including:

- Al **Wheaton's** new visitor services;
 - a successful music festival which was attended by 1000 people at Midway Lake; and
 - an increase in tourists stopping for gas, food, **etc.** and touring of the Hamlet.

There are also a number of individuals interested in offering tourism services. If the Band can reach a purchase agreement with Al **Wheaton** then they could assume a major responsibility for tourism.

As the first potential service stop after leaving Eagle Plains, Fort McPherson plays a major role in welcoming **Dempster** travelers to the region and informing them of the security of the highway. Also Fort McPherson has been identified in the **Dempster** Highway Development plan as a potential site for one of the two Secondary Visitor Service **Centres'** proposed for the highway.

What appears to be missing are attractions to hold tourists longer such as a stable arts and craft outlet, museum or community tours. In addition, perhaps the hiring of a community host such as in Norman Wells to greet and direct visitors.

There is need for some structure or kiosk on the highway" to encourage travelers to stop. Ideally **this** should be manned to - adequately explain the services and attractions of Fort McPherson and the surrounding area.

draft

The community has a fascinating **Loucheaux** history that could be interpreted for the traveler. This combined with the canvas shop could hold the visitors longer, thus encouraging greater expenditure (food, supplies, gas, crafts, etc.).

The Old Catholic church could be an adequate facility for the first few years before funds could be made available to build an appropriate facility to house many of the artifacts now located in Ottawa and **Yellowknife**.

1. VISITOR SERVICE AREA

Description: This is the first service area after **Eagle Plains** and a potentially attractive stop and Western Arctic Reception Area.

There are several services in the town that could collectively be promoted as a "Fort McPherson Visitor Service Area". The roadside development would include information **signage** on the various services in the community (retail stores, gas bar canvas shop, restaurant, tire repair, etc.), and a small arts and crafts outlet in association with existing operators and gas sales. A service bay building would be added for minor repairs.

Priority I: It is extremely important to provide the information and highway services to the rapidly expanding **Dempster Highway** traffic. This facility is strategically one of the most important in the short time and should be considered a top priority.

Rationale: Increase service on the **Dempster** will encourage more traffic which will benefit the **entire** region.

More services are required on the **Dempster** to position a an international travel corridor. Fort McPherson is ideally located on

draft

the first community to be encountered upon entering the Western Arctic. It will also serve as an important hook to bring tourists into Fort McPherson. The community has shown a significant interest in maximizing this location on the highway and a comprehensive development would provide significant revenue and employment opportunities.

Marketing: The facilities would be sold as part of all Dempster Highway promotions. Its services would be promoted in Dawson City/Whitehorse.

2. MUSEUM ATTRACTION

Description: Two options are available for a museum:

- 1) With the new office complex; or
- 2) As part of the Catholic church.

Both are viable, however the church would provide a more appropriate context. An ideal solution may involve placing more sensitive artifacts in the new building and using the church as a historic attraction.

Priority II: The office building will not be available as a museum for several years. In the meantime artifacts can be collected locally and from Ottawa.

Rationale: Fort McPherson has an impressive and well recognized and documented past. As the first community encountered in the Western Arctic it is important to provide a solid interpretation program to the tourists. This will be their first comprehensive interpretation activity since Dawson and interest will be high. Interpretive themes include:

draft

- o **Locheau** culture
- o **Dempster** Patrol
- o Gold Rush.

Marketing: A well developed museum and interpretive **program** could be co-operatively sold, as part of a **Dempster** package, to **R.V.** associations, at trade shows and in American **R.V.** magazines.

3. MIDWAY LAKE

Description: The site is one of the most attractive on the **N.W.T.** portion of the **Dempster** Highway and could become the site of a new campground will be required to respond to increased volume on the **Dempster** Highway. It would be built in phases including:

- o Phase I - picnic site including amphitheatre, **toilet** service and docking area - **14 campsites**;
- o Phase **II** - 16 additional sites; and
- o eventually a retail outlet will be constructed to sell camper supplies.

Priority II: Volumes will have increased in the next 2-3 years to warrant planning a 15-20 campsite facility including basic services.

Rationale: Halfway between Eagle Plains and Fort McPherson it is ideally located as a camping facility. It is also close enough to Fort McPherson to be operated by the Band. It is the most attractive site between Eagle Plains and **Inuvik** other than the stones of the Mackenzie at Arctic Red River.

Marketing: An attractive Arctic campground such as Midway Lake can be sold directly to **R.V.** operators through the typical channels (magazines, shows) as part of a **Dempster** promotion.

draft

4. **NUTUILUIE** CAMPGROUND

Description: Toilets and a picnic shelter will be added to the campground.

Priority I: The demand for these facilities is immediate.

Rationale: The campground requires more facilities to prevent travelers from heading straight for **Inuvik**. This is especially important because the site does not have significant features.

5. RIVER TOURS

Description: There are excellent river tour opportunities along the Peel River, with the Peel River Crossing being used as a staging area. Mr. Neil Collins is slowly establishing a tour operation. Potential optional tours could be half day to the Lost Patrol Monument, one day to mouth of Peel River, two days (overnight) at River Camp; and equipment is therefore needed including bedding and camping gear. Technical assistance will also be required.

Priority I: Since both the demand and an operator exist it is possible to immediately establish these tours.

Rationale: These tours would be the first opportunity for the **Dempster** Highway traffic to have guided Arctic experience. The tours themselves are attractive from a natural, cultural and historic perspective. Half day tours may increase visitation to **Nutuiluie** Campground or a future Arctic Red River campsite.

Marketing: Tours would be sold in **Dawson** City, at the Information Kiosk on the **Klondike** Highway and in Milepost.

draft

6. ARTS AND CRAFTS

Description: Arts and crafts would be produced throughout the year for sale in the Visitor Service **Centre**.

Priority II: Retraining programs may be necessary before production can start. Volume will be sufficient along the Dempster in 2-4 years to warrant the efforts needed to encourage craft on a regular production basis.

Rationale: Fort McPherson's location on the Dempster (proximity, first native community along the route, visitor service attraction) assures high potential sales and possibly the revenue to develop inventory over the winter for summer sales. Sales would also support the operations of the Visitor Service **Centre**.

Marketing: Initially all goods would be sold at the **centre**. With increased production sales could be expanded to Inuvik and Dawson City.

7. COMMUNITY TOURS/HOST

Description: With several thousand people **stopping** in Fort McPherson in the next few years, it **will** be appropriate to have a community host to provide tours. The host's position will be supported by the Band but revenues from local community tours should eventually pay the costs.

Priority II: The volume will only warrant the position after the Visitor **Centre** has been completed in 2-3 years.

Rationale: A community host will be important in presenting the history and lifestyles of Fort McPherson to the thousands of potential visitors. They will increase both satisfaction and length of stay in the region.

draft

Marketing: These services will be sold at the Visitor Centre.

8. SPORT HUNTING OUTFITTER

Descripti on: Fort McPherson shares valuable Dan sheep tags with **Aklavik**, they also have access to other species (moose, bear, caribou). With proper training it would be possible to set up an outfitting operation however funds are required for the purchase of: tent frames, gear and marketing.

Priority II: Although the demand for sports hunts is immediate according to Guided Arctic Expeditions it **will** take several years to organize and train an outfitter. This however, can become an immediate priority of the HTA.

Rationale: Dan sheep and the Richardson Mountains are readily sold to the sports hunter and **hunting** packages could be totally booked in two to three years if an outfitting operation is developed.

Marketing: Through Guided Arctic Expeditions as well as sport hunting magazines.

draft

MACKENZIE DELTA AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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FORT MCPHERSON

1. VISITOR SERVICE AREA

Roadside Facility Planning	\$ 25	\$ 200	\$ 100	\$ 20	\$ 5	\$
Construction Start-up		30	20	10		
Community Facility Construction	25	10	10			

2. **MUSEUM** ATTRACTION

Data Collection	15	10				
Construction Start-up		20	50	75	75	50
			25		35	25

3. **MIDWAY LAKE**

Planning	15	50				
Construction (recreation)			150	160		
Construction (campground)			100	75	50	50
Start-up				40	40	50

4. **NUTUILUIE** CAMPGROUND

Upgrade>Showers	50	30	30	20	20	
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5. RIVER TOURS

Equipment	10	10	10			
Start-up	5	10	5			

6. **ARTS AND CRAFTS**

Production			10	10	10	20
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7. **COMMUNITY TOURS/HOST**

	15	15	10	5	5	
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8. **SPORT HUNTING OUTFITTER**

Equipment		20	35			
Start-up		10	15	10		

TOTAL: \$ 150 \$ 415 \$ 615 \$ 390 \$ 290 \$ 195

GRAND TOTAL: \$2,055,000

draft

ARCTIC RED RIVER

The tourism potential of this community, like Fort **MaPherson** lies in its proximity to the high **volume** traffic of the **Dempster** Highway.

Arctic Red River is off course more inaccessible because it is necessary to take a ferry. However, it can take advantage of the fact that all Highway travelers must stop to **take the ferry** before continuing on to **Inuvik**.

While waiting for the ferry a number of retail items could be sold, including locally produced arts and crafts, dried fish, camper supplies and eventually short package tours on the Peel and Mackenzie Rivers.

The attractive location on the mighty Mackenzie River also affords opportunity for camping and visiting fish camps. The former have been established while a long term development could see the opening of a small campground including the rental of tent frames.

The community has not shown any direct interest in having large volumes of tourists coming through the community so while a roadside development will provide an economic return, it **will** not adversely affect the Arctic Red River Community.

1. ROADSIDE DEVELOPMENT

Description: A roadside service facility will be set up along the **Dempster** and the shores of the Mackenzie River. It will include:

- 1) a small kiosk/sales area for arts and crafts, minor supplies and information;

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- 2) a 20-unit campground which also includes 7 rental tent frames;
- 3) traditional native fish camps; and
- 4) eventual river tours and the Mackenzie and Arctic Red.

All facilities will be built on skids and towed to high ground at the end of the tourist season.

Priority I: Existing traffic volume indicates that this is an immediate development opportunity for the community which could also be phased in over the next few years. There is a captive market because of the wait for the ferry and the campground would give campers the experience of camping on the shores of the Mackenzie and amongst the native fish camps.

Rationale: It appears that the local people do not want excessive tourist flow through their community. They do however have the opportunity to profit from Dempster Highway traffic. Revenues would come from the sale of arts and crafts, dry fish, supplies and the promotion of river tours.

Marketing: Sold as part of a **Dempster** Highway promotion including magazine advertising (Milepost, **R.V.** magazines) and at the Visitor Information Centre at **Dawson** City.

2. RIVER TOURS

Description: The Arctic Red River and Mackenzie would be used as a resource base for half day, **full day** and overnight **tours**. Boats are available but it is necessary to purchase shore equipment (tent frames, camping gear) and boat equipment.

Priority II: Although there would be a small market (i.e. 5% of existing **Dempster** traffic would approximately 200) there seems to be no interest among local residents. This would have to be developed.

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Rationale: For the thousands of tourists driving the **Dempster** this ferry crossing represents their only contact with the mighty Mackenzie River. The encounter can be rather brief if there are no options other than catching the first ferry. River tours to the local ramparts and camps along the river would be appealing.

Marketing: Sold as part of the **Dempster** promotion and at the **Dawson City Visitor Centre.**

3. COMMUNITY ACTIVITIES

Description: Unlike Fort McPherson, with a regular host and programs, community activities in Arctic Red will take the form of special events. They could include:

- o arts and crafts demonstrations
- o church tours
- o fish preparation demonstrations
- o heritage lifestyle.

Priority II: The **Dempster** volume **will** take 3-4 years before these events can attract enough people to make it profitable.

Rationale: Arctic Red has not expressed an immediate interest in attracting tourism into their community. This **will** change over the next five years with the success of the roadside development and increased visitor interest to learn more about the native lifestyle of the community. Special events, exhibitions and demonstrations can be used to generate controlled access to the community.

Marketing: Sold at the roadside kiosk and Visitor Service **Centres** along the route so travelers can schedule the events enroute to or from **Inuvik.**

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MACKENZIE DELTA AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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ARCTIC RED RIVER

1. **ROADSIDE DEVELOPMENT**

Planning	\$ 25	\$ 25	\$	\$	\$	\$
Picnic Area	70					
Roadside Kiosk		150				
Fish Camps	10	10	10	10		
Campground			50	50	25	
Start-up			15	10	10	20

2. **RIVER TOURS**

Equipment		10	25	5	5	
Start-up		5	10	5		

3. **COMMUNITY ACTIVITIES**

	5	5	5	5	
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4. **ARTS AND CRAFTS**

Materials	10	15	10	10		
Distribution	5	5	3			

TOTAL: \$ 120 \$ 225 \$ 128 \$ 95 \$ 40 \$ 20

GRAND TOTAL: \$ 628,000

draft

4. TOURISM MARKETING STRATEGY

4.1 OVERVIEW

The following proposed market strategy is a detailed outline of marketing expenditures for the Western Arctic from 1989 to 1995. It represents all proposed spending by:

- o **WAVA;**
- o Western Arctic Suppliers; and
- o local tour operators.

in the area of:

- o consumer magazines;
- o brochures and flat sheets;
- o tour operator familiarization tours;
- o consumer travel shows;
- o travel writers;
- o videos;
- o inquiry fulfillment;
- o mailing list development;
- o **WAVA** special promotions/media events;
- o in-house promotions/give aways;
- o marketing support; and
- o marketing research.

It does not specifically deal with expenditures **by** the Travel Industry **Association-N.W.T.**, Travel Arctic or promotion by southern wholesalers and tour operators.

While it has been tailored to reflect the general orientation of TIA and Travel Arctic, it is very target specific, **focussing** on identified market segments to the Western Arctic.

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4.1.2 Objectives

The proposed strategy has been laid out with some very clear objectives.

- o It focuses on the western United States. American markets are " expected to increase from 40% to 60% of the overall market. This will necessitate lowering the Canadian components from 60% to 40% and bringing the geographic breakdown more in **line** with the Yukon. This **will** serve to tap into the massive American market and significantly increase volumes on the Dempster Highway and, more appropriately, mesh Western Arctic marketing **activities** with that of the Yukon.
- o It capitalizes on the Dempster Highway by increasing rubber tire, volume by 30% per year over **the** first 3 years of the plan.
- o It should increase the Western Arctic market share of travel industry revenue to the **N.W.T.** by a 5% point in the first three years. This will not be done at the expense of other **N.W.T.** regions. The purpose is to solidify the Western Arctic's position as a major **N.W.T.** destination region.
- o It focuses on southern Ontario within the Canadian **marketplace**, again to take an aggressive position in those populated areas that can deliver the volumes.
- o By heavily promoting in high population areas, it proposed to increase tourism 3 fold over the next 5 to 7 years.

4.1.3 Context

The proposed strategy has been designed within a specific framework which is characterized by:

- o focusing on new adventure travel activities such as canoeing, hiking the **Canol** Trail, fishing, cultural inclusion, etc.
- o working closely with **TIA-N.W.T.** and Travel Arctic by:
 - responding rapidly (fulfillment) to 1-800 number leads complementing the TIA trade shows particularly with consumer shows
 - complementing generic Travel Arctic advertising with product specific advertising
 - maintaining a 80% level of target specific promotion within the budget

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o appealing heavily to the:

- **R.V.** operators
- hunting and fishing consumers
- hiking, canoeing and cultural/nature interpretation tour wholesalers

o having a major emphasis on print material which reaches high numbers and supports inquiry fulfillment **1-800** requests, travel shows, etc., this emphasis is subsequently followed by efforts in:

- mailing list development
- videos
- travel show and tour wholesaler contacts

o geographically focuses on western United States **through:**

- magazines and directories
- trade shows
- **fam** tours and travel writers

and Ontario through:

 consumer magazines

- **fam** tours

o advertising in specifically high end magazines that **appeal to** consumers that are:

- activity oriented
- interested in specific products and prices
- oriented toward culture and nature interpretation
- potentially **interested in** package tours

o marketing to those who are adventurous and older and are interested in:

- **R.V.** travel
- **birdwatching**
- boat cruise
- photography
- unique sites like Herschel Island and Banks Island

4.1.4 Proposed Markets

The market analysis provided in Volume 3 outlined existing markets to the Western Arctic. The proposed market strategy however proposes a definite shift from existing market patterns towards a new market breakdown. The existing markets are largely Canadian and that seems to be increasing due to lack of target specific advertising in the

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U.S. markets. However with the future focus of the Camp Media Campaign as well as the Western Arctic marketing strategy both are geared to penetrating the high **volume U.S.** markets. The market strategy therefore identifies the efforts necessary to shift from the present 60% Canadian market to a 55% **U.S.** market with the **remaining** 45% coming from Canada and Europe. It is important to note, however that the proposed strategy will continue to protect and promote the Canadian market more aggressively than the Camp Strategy. This is largely in response to the Western Arctic's proportionally larger rubber tire markets. The projected market mix then for the target year of 1994/95 is:

U. S. A. 55%

CANADA 45%

California 30%

Southern Ontario 40%

Washington State 15%

British Columbia 25%

Alaska 15%

Alberta 25%

Southwest U.S. 10%

Remainder 10%

Southcentral U.S. 10%

Pennsylvania and Michigan 10%

Midwest/Eastern Seaboard 10%

These projections include shifting Ontario from its present 20% to 40% of the Canadian market. The remaining 5% would be primarily Europeans. Table 4.1 details the market projections for the Western Arctic by activity breakdown.

4.1.5 Market Demographics and Geographies by Market Segment

Recreational Vehicle Traffic

The recreational vehicle and automobile market are projected to continue to increase over the next 5 years to account for approximately 75% of visitors to the Western Arctic. Because of this high percentage their origin will resemble the above geographic locations for the Western Arctic, other characteristics include:

o income \$40,000.00+/year

o occupation-professional, managerial and executive 55% (down from an existing 75%)

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0 retirees 45% (up from an existing 25%)

o interests:

- passive adventure
- fishing
 - sightseeing, particularly to **Tuktoyaktuk, Aklavik** and Herschel Island
- photography along the Dempster Highway, Herschel Island, Banks Island
- native culture
 - theme attractions especially for culture and history
 - river and delta cruises
- **guide** and nature tours

Emphasis will also be placed on increasing escorted **R.V.** caravans.

4.1.6 ADVENTURE TRAVELLER

This market segment is anticipated to come primarily as package tours including:

- o canoeing
- o hiking and backpacking
- o wilderness fishing
- o birdwatching
- o **photo** tours, etc
- o origin: - Canada - 35%
 - U.S. - 55%
 - Europe - 10%
- o household income \$40,000.00+
- o age: - 25-45 years - 50%
 - 45-55 years - 25%
 - 55 years+ - 25%
- o education; high school and over
- o interests:
 - 4-7 day packages except for canoeing (7-14 day packages), high quality guided tours for naturalists, **cultural** specialists, historians
 - high interest but lower risk
 - status travel

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- o **presold** especially photo safaris, and canoeing
- o FIT travel including hiking in the Richardson Mountains, along the **Canol** Trail

Sports Hunting

- o income \$50,000.00+
- o American 90% which has the following breakdown
 - **westcoast** 40% (down from 60%)
 - midwest eastern seaboard 40% (up from 25%)
 - southeast 20%
- o Canada 4% (Ontario)
- o Europe 6% (Germany, Austria and France)
- o age: 35-55 years old
- o interests:
 - trophy species (Boone and Cricket measurement)
 - to complete world wide species count

Motorcoach Travelers

From the present 90% Ontario market, the following market breakdown is proposed:

- o southern"Ontario 80%
- o Alberta 10%
- o American 5% (eastern seaboard)
- o Foreign 5%

This approach favours increased penetration in the high density Ontario markets as well as increasing visitation from the eastern seaboard.

- o income \$30,000.00 - \$40,000.00
- o occupation; retirees
- o interests:
 - visiting the Arctic Ocean
 - experiencing native culture
 - purchasing of arts and crafts

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The proposed small van market would be different from the **motorcoach**. There would be a shift from 65% foreign and 35% Ontario to:

- o Ontario 50%
- o Alberta 20%
- o U.S. 20%
- o Foreign 10%

The following text presents the proposed marketing strategy broken by marketing avenue. For each of the following subsections, a projected marketing budget up to years 1994/1995 are provided. Table 4.2 is a **summary** of the total proposed market strategy budget.

4.2 CONSUMER MAGAZINES

4.2.1 Purpose

- o to improve rubber tire volume by 30%/year for the next 3 years and fundamentally triple tourism revenue over the next 5 to 7 years by market penetration through consumer magazine advertising;
- o specifically target the **R.V.** market with 50% of the magazine expenditure in guides and directories such as Milepost, **Wheeler's** Guide, etc.;
- o target the western United States while appealing to Ontario with coach FAM tours, travel shows, etc.; and
- o advertising in many magazines that are similar to the Yukon thus piggy-backing on their large and well established advertising campaign.

4.2.2 Description

The advertising will be both product and operator specific. Operators such as Antler, **Aklak**, Boat Cruise, will sell to the **R.V.** operators in order to stimulate day trips:

- o hunting will sell to the sophisticated hunter and tie in with the specific hunting shows. HTA however will also advertize in Petersons;

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TABLE 4.1
MARKET PROJECTIONS FOR THE WESTERN ARCTIC

<u>MARKETS</u>	<u>ACTUAL 1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
<u>Rubber Tire</u>							
R.V.	4,815	5,902	7,677	9,980	12,475	5,594	17,933
Auto	850	1,021	1,335	1,735	2,168	2,710	3,116
Coach	649	690	750	810	870	930	990
Small Vans	47	88	113	143	173	192	230
<u>Hunting</u>							
Beaufort Area	86	95	-	104	112	120	125
Bear Area	180	204	228	252	276	300	320
Aklavik/McPherson	-	5	10	20	30	40	45
<u>Fishing</u>							
Trophy	260	300	360	440	520	560	600
Wilderness	92	100	120	200	260	300	320
<u>Adventure Travel</u>							
Hiking	-	0	60	120	240	360	420
Canoe/Kayak/Zodiac	57	0	130	170	220	286	352
Boat Cruise (Package Only)	-	20	72	88	102	140	160
Wildlife/Photo/Herschel	18	60	120	80	270	351	456
Culture/Arts and Crafts Workshops	-	20	40	60	80	120	140
Air	750	790	830	870	915	960	1,056
TOTAL:	7,804	9,430	11,845	15,172	18,715	22,964	26,263

Air
TOTAL

- o fishing advertising will heavily promote For Franklin in the first year to rapidly build consumer awareness of this exceptional fishing area; and
- o nature interpretation will be both specific (**birdwatching**, backpacker, canoe) as **well** as generic (Sierra, Canadian Geographic). "

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4.3 BROCHURES

4.3.1 Directory

4.3.1.1 Purpose

This new directory will **be much more than a** lure piece. It will be an all encompassing guide to specific travel products in the Western Arctic.

It should promote and generate sales for the region **in** general **as** well as lead to specific inquiries for individual suppliers.

It will also:

- o contribute to a sense of organization and sophistication in the Western Arctic Tourism Industry;
- o create an image of cooperation amongst the communities and suppliers; and
- o reinforce the Western **Arctic** as a complete **destination** region.

4.3.1.2 Description

- o **8½" x 11"**, in order to fit into an envelope;
- o full **colour**;
- o product specific including package description and costs for .2 years;
- o **partial** cost recovery through advertising by suppliers and airlines (approximately \$8,000.00);
- o divided by individual communities;
- o highlights certain features such as:
 - Banks Island
 - Dempster Highway
 - Herschel Island
 - Great Bear
 - Mackenzie Delta
- o accurate and informative maps; and
- o 60,000 copies (2 year supply) at 28 to 32 pages.

draft

4.3.1.3 Distribution (Two Years)

Fulfillment

- WAVA	12,000
- 1-800 number	10,000
- Travel Arctic	10,000

Visitor ReceptionCentres

- Whitehorse	3,000
- Dawson	7,000
- Inuvik/Norman Wells	2,000

<u>Consumer Shows (select basis)</u>	10,000
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<u>Economic Development and Tourism</u>	2,000
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<u>Hotels, Canadian Consulates, Wholesaler Mailing List</u>	4,000
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4.3.2 Dempster Highway Brochure

4.3.2.1 Purpose

- o stimulate traffic on the region's major access corridor;
- o contribute to a sense of security and interest in the highway; and
- o create an image of the **Dempster** Highway being a unique, accessible northern travel corridor to the Arctic Ocean.

4.3.2.2 **Description**

- o 8½" x 14" folded brochure;
- o 2 colours; and
- o general description of services:
 - Eagle Plains
 - Fort McPherson Service Area
 - Midway Lake

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4.3.2.3 Distribution (30,000 copies)

- o **Whitehorse/Dawson** 5,000/year
- o 1-800 3,000/year
- o Travel Arctic 3,000/year
- o WAVA 3,000/year
- o Eagle Plains 1,000/year

4.3.3 Product Brochures

4.3.3.1 Purpose

- o promote individual products as reflected by overall strategy;
- o define product and quote prices; and
- o respect overall regional design motifs.

4.3.3.2 Description

- o 8½" X 11";
- o 2 colour; and
- o various quantities (approximately 4,000).

4.3.3.3 Distribution

- o operator fulfillment;
- o mailing lists;
- o WAVA Visitor Centre/Norman Wells Visitor Centre; and
- o Whitehorse/Dawson Visitor Centres.

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4.4 COMMUNITY HANDOUTS/FLAT SHEETS

4.4.1 Purpose

- o inexpensive **community** based promotion.

4.4.2 Description

- o 8½" x 11" (2 sided, 1 colour); and
- o information
 - history, social structure
 - unique character
 - available packages
 - attractions/events
 - several attractive photos.

4.4.3 Distribution

- o Visitor Reception **Centre**;
- o WAVA Visitor **Centre**; and
- o Mail outs.

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4.5 TOUR OPERATOR FAMILIARIZATION TOURS

4.5.1 Purpose

- o introduce new and existing product to existing and potentially new tour wholesalers; and
- o expand existing packages.

4.5.2 Objectives

- o increase volume on new rivers (e.g. Black Feather) and - hiking opportunities (Mountain Travel);
- o establish an air program **with Fiesta** Wayfarer;
- o expand Horizon Holidays with river/boat cruise; and
- o establish a coach tour out of Edmonton (**Nagel** Tours).

4.5.3 Description

Promote such attractions as:

- o Herschel Island;
- o **Canol** Trail;
- o Firth/Anderson Rivers;
- o Delta Boat Cruise; and
- o Tuktoyaktuk/Aklavik Tour.

N.B. The proposed FAM tours are the responsibility of WAVA but it is also anticipated that Travel Arctic will host a similar number of tour wholesalers in the Western Arctic such as:

- o Contacts Pacific - Vancouver, (Herschel Island);
- o Sobek Expeditions - California, (canoeing, fishing);
- o Hartwig Travel - Winnipeg, (cultural);
- o **Victor** Emmanuel , (Herschel Island, Richardson Mountains);
- o Great Expeditions - Vancouver, (**canoeing**, fishing); and
- o Audubon Society - Washington, D.C., (**birdwatching, Banks Island**).

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4.6 CONSUMER TRAVEL SHOWS

4.6.1 Purpose

- o **introduce actual** product directly to the consumers **by** operators; and
- o generate **sales** and take deposits.

4.6.2 Objectives

- o reinforce existing product and introduce new product as it becomes available; and
- o increase sales volume for specific products and attractions.

4.6.3 Description

Focus on major markets in California, Texas and Ontario.

Dallas Sportsmen Show

- o **200,000** visitors
- o adventure product
- o targetted audience

Anaheim Sportsman Show

- o 250,000 visitors
- o major market
- o adventure travel and strong **R.V.** rubber tire and coach markets

London Free Press

- o 50,000 attendance
- o reinforce Horizon Holidays/Black Feather
- o stimulate southern Ontario
- o good exposure for **R.V.**, auto and fishing,

Toronto Sportsman Show

- o **300,000** attendance
- o fishing and adventure travel especially **R.V.**
- o some canoeing, fishing

draft

4.7 TRAVEL WRITERS

4.7.1 Purpose

Introduce new product to specific markets.

4.7.2 Objectives

Promote specific activities and regional destinations areas such as:

- o Banks Island;
- o canoe trips; and
- o nature/cultural interpretation.

4.7.3 Description

- o because of similar resources, products and market distribution channels it is possible to gain maximum benefits with this budget by doing cooperative writer sponsorship with Tourism Yukon;
- o typical travel writers tours
 - Herschel Island
 - **Canol** Trail
 - **Inuvik** to Tuktoyaktuk; and
- o this budget is specific to WAVA and it can be expected that Travel Arctic will be responsible for bringing an equal number of travel writers into the Western Arctic.

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4.8 YUKON TRAVEL WRITER CO-OP

4.8.1 Purpose

- o maximize dollars; and
- o present similar types of product.

4.8.2 Objectives

- o strengthen image of Western Arctic by link with Yukon (a well established product destination);
- o create favorable relationship with Yukon Territory; and
- o gain greater share of the 500,000 visitors to the Yukon.

4.8.3 Description

- o tie-in with Herschel Island and North Yukon Park using Western Arctic and its accommodation;
- o Present a cooperative **image** in selling **Dempster** Highway;
- o strengthen Yukon link to Arctic Ocean and **Inuit** Culture via Western Arctic; and
- o position the **Dempster** Highway as premiere Arctic route to give it a strong position when Prudhoe Bay opens to R.V./auto traffic.

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4.9 VIDEOS

4.9.1 Purpose

- o provide an animated, flexible sales tool;
- o provide a Clearer image of the product especially because of the high price of the Western Arctic expenditure; and
- o relatively inexpensive multiple distribution.

4.9.2 Objectives

- o to be used at trade and consumer travel shows;
- o used for presentation to southern wholesalers, clubs and associations;
- o encourage use by media and cable T.V. as specials and fillers; and
- o available to individual operators to sell part or all of their product.

4.9.3 Description

- o typical length 13 to 15 minutes;
- o destination or product specific;
- o video theme to relate to the WAVA and travel arctic themes; and
- o WAVA revenues to be generated by sales of video to consumers of the specific product.

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4.10 INQUIRY FULFILLMENT

4.10.1 Purpose

- o respond immediately to all general and specific requests for information;
- o strengthen consumer confidence in Western Arctic product; and
- o get product specific information to interested potential **consumers**.

4.10.2 Objectives

- o achieve a maximum of 6 days in turn around time on specific **WAVA** requests;
- o assume responsibility for all 1-800 responses;
- o answer each request with as much **product** specific information (prices, package itinerary, names of operators, etc.) as possible; and
- o establish personalized **communication** with perspective buyers.

4.10.3 Description

Typical packages to include:

- o **WAVA** directory;
- o map;
- o product specific brochures;
- o Dempster Highway brochure;
- o welcome/thank you letter from **WAVA** President and Economic Development and Tourism Superintendent;
- o **N.B.** consider sending welcome letter written in Inuit, Dene and English;
- o 1-800 requests to be FAX'd to **WAVA** on a daily basis; and
- o **WAVA** to provide mailing lists **product** specific operators who have been included in the fulfillments.

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4.11 MAILING LISTS

4.11.1 Purpose

- o establish direct and continuous contact with major northern travel influencers;
- o strengthen image and product confidence to the travel industry; and
- o establish a more personal relationship with key contacts.

4.11.2 Objectives

- o to-correspond at least 2 times a year with major travel influencers including:
 - media
 - travel writers
 - retail agents
 - tour wholesalers
 - airlines
 - clubs/associations;
- o for operators to maintain communication with past guests at least twice a year; and
- o introduce new products especially to wholesalers.

4.11.3 Description

- o list to be computerized and updated at time of each mailing, i.e. 2-3 times a year;
- o mailings tied to **seasonality** of product;
- o operator mailings to be both a thank you as well as a solicitation for new business;
- o mailings, wherever possible to target people from key market areas;
- o standard mailing text to be reviewed by WAVA; and
- o cooperative printings to be organized by WAVA.

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4.12 WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS

4.12.1 Purpose

- o generate media interest in the region with a focus on a newsworthy " event; and
- o generate as much media (newspaper, television, magazine) coverage as possible for relatively little expenditures.

4.12.2 Objectives

- o identify unique historic, cultural character of the region and create a special event;
- o provide opportunity for media people to focus on "hard news" features **or activities; and**
- o maximize opportunities of given events such as, ^{Sir Alexander Mackenzie} ~~Mackenzie~~ ^{Cross Canada BICENTENNIAL} ~~Highway~~ ~~Canal~~ Trail 1 Anniversary, National Park Designation, etc.

4.12.3 Description

- o comprehensively research the identified event and create entertaining, informative newsworthy activities and special events;
- o feature culture of the north, in particular, special characters (i.e. artists, crafts people, entertainers);
- o establish local **committee** to plan and direct the special event including:
 - timing
 - features
 contact with Culture/Communications and Heritage Branch;
- o contact news media with itinerary, e.g. **BCTV**, CBC North, **Public Broadcasting**, Globe and Mail , etc.;
- o **follow** up with specific invitations and additional information;
- o make on-site arrangements for media (accommodation, site **visits**, interviews, historical background data); and
- o follow up with additional contacts.

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4.13 IN-HOUSE PROMO/GIVE AWAYS

4.13.1 Purpose

- o focus attention on the Western Arctic in targetted magazines or conferences (i.e. Safari Club, **FNAWS**); and
- o introduce the market to specific existing or new products.

4.13.2 Objectives

- o clearly define specific Western Arctic opportunities by highlighting the details of existing or available products, e.g. Dempster Highway Tour, Herschel Island Tour and Cultural Inclusion Package; and
- o establish better working relationship with magazines to enhance opportunities for editorial or feature articles and travel writer presence.

4.13.3 Description

- o magazine give **aways** would be used for:
 - subscription promotions
 - readership surveys
 - anniversary of the magazine
 - special section or special edition feature
- o T.V. or radio give away could be provided in cooperation with Carnp Associates/Travel Arctic/TIA for use as a prize for information requests
- o typical give **aways** include:
 - Trailer life/Milepost**
 - \$500.00 for gasoline
 - campsite and special events
 - Tuktoyaktuk and Herschel Island Tour for 2 people
 - Aklavik** Cultural /Craft Workshop
 - Explorer Magazine**
 - air transportation to **Inuvik**
 - Herschel Island/Richardson Mountain Tour

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Inflight Magazines

weekend prizes including:

- air transportation
- hotel/boat cruise
- local sightseeing
- cultural event

Local Tour Operators/Suppliers

Tours will be provided that are directed at the markets for targeted magazines such as Outdoor Photographer (Banks Island tour), Equinox Magazine (Herschel Island Overnight Tour). Tours include:

- air transportation
- all inclusive services
- local guides

Hunting Operators

Hunts will be auctioned at such conferences as Safari Club and include packages from all three sectors, i.e.

- Sachs Harbour, Guided Arctic
- E-I Outfitter
- Aklavik, Tuktoyaktuk, HTA

In latter years hunts could be auctioned off in Europe. Proceeds from sales goes to the association (i.e. Safari Club) and each package will be followed up by a write up in their magazine.

Fishing Operators

These packages could be a booth draw at a consumer travel show or a magazine subscription or readership survey. All lodges throughout the region have been covered.

Community Arts and Craft Workshop

Promote new workshop opening in specific magazines.

draft

4.14 MARKETING SUPPORT

4.14.1 Purpose

Provide resource material for WAVA and operators to insure new products get introduced to the market.

4.14.2 Objectives

Create a resource base consisting of photographic slides, books, resource literature, display material.

4.14.3 Description

- o WAVA photo library to provide current photographs for brochure production and other public relations purpose;
- o the resource library is to include historic, culture and nature information for media release, brochure production, media writers and travel writers visiting the region; and
- o display material will include updated panels to introduce new products. To be used predominantly at consumer shows.

draft

4.15 MARKETING RESEARCH

4.15.1 Purpose

- o Provides **WAVA**, operators, government and consultants with up to date market inventory and analysis; and
- o using all available collection sources (hotels, campgrounds, etc.) to maintain current and relevant data.

4.15.2 Objectives

- o encourage all operators (tour and hotel) to collect data and forward to an independent analyst who will aggregate the data and submit summaries to **WAVA** on a yearly basis; and
- o prepare a major visitor exit survey every **two** years.

4.15.3 Description

- o Western Arctic and **Dempster** Highway Visitor survey to include survey at:
 - **Inuvik/Norman** Wells Airports
 - Ferry Crossing on **Dempster** Highway (southbound)
- o Survey of hunting and fishing licenses on a yearly basis by Renewable Resource and conduct a separate consumer survey every three years to determine:
 - satisfaction level
 - demographics
 - motivation
 - source of information
 - consumer travel shows attended

draft

5. IMPLEMENTATION

5.1 ROLES AND RESPONSIBILITIES

The responsibilities of the various individuals and organizations can be grouped into two activities:

- o starting, facilitating and moving the project forward; and
- o financing or funding the project.

The first responsibility is covered in section 3: for each of the proposed developments. The second, that is, financing for each development, is at the core of the responsibility.

It is not necessary to go into detail on each agency or group but those that would be responsible for developing and supporting the various projects include:

- o Economic Development and Tourism;
- o Economic Development Agreement;
- o Special ARDA;
- o Native Economic Development Program;
- o Native Development Corporation;
- o Eskimo Loan Fund;
- o Hamlets or Town; and
- o Regional Development Corporation.

As well as the private sources including:

- o traditional lending institutions (bank, FBDB, Small Business Loan);
- and
- o private operator equity.

NEDP has been selected to fund some of the early projects since its monies are soon to run out. However where a project designated NEDP actually starts after the life span of that agency the new federal native economic development fund will take its place.

draft

The following tables state who **will** be responsible for financing what portion of each individual project. It is characterized by:

- o Economic Development and Tourism and **EDA** responsible for approximately 50% of the funding;
- o excluding the Northern Heritage **Centre**, private capital contributing approximately 20%;
- o borrowing accounts for approximately 20% of the project financing;
- o the WAVA **centre** is the major private sector investment (**\$1 million**) however, if that option does not happen, by eliminating the expenditures on the Dempster Highway, from **the** calculation, the private sector is still investing a reasonable **20%**; and
- o borrowing from banks and the Eskimo Loan Fund equals \$1 million, about as much as the individual operators could carry over the next 5 to 7 years.

The following is a breakdown of individual contributions:

o Economic Development and Tourism	\$4,533,000.00
o EDA	\$6,670,000
o Special AROA	\$590,000.00
o NEDP (or equivalent)	\$1,510,000.00
o Native Development Corporation	\$1,790,000.00
o Hamlet/Town Council	\$795,000.00
o Regional Development Corporation	\$350,000.00
o Northern Heritage Centre	\$775,000.00
 <u>Private</u>	
o Eskimo Loan Fund	\$760,000.00
o Lending Institutions/Small Business Loan	\$580,000.00
o Private Equity	\$1,685,000.00
o Yukon Government	\$285,000.00

Each project will require the cooperation of the various funding agencies to participate in funding at more or less the same level as indicated in the following tables.

draft

5.1.1 Western Arctic Visitors Association

Role

WAVA will be an instrumental force in the implementation of the tourism strategy and the ongoing development of tourism over the next 7 years. Its responsibility will be:

- o ensuring a continuing commitment to the objectives and strategy of the Tourism Plan;
- o monitoring project development and the **progress** of plan implementation to ensure it is on course;
- o ensuring the available funding sources are being used as efficiently as possible;
- o identifying possible changes to the strategy and plan to enhance its effectiveness and delivery;
- o reviewing and revising annual development, training and promotion plans and other planning documents prepared by operators, TIA NWT, Travel Arctic and Economic Development and Tourism;
- o assisting in coordinating the efforts **of** all groups and communities involved in plan implementation; and
- o ensuring a steady flow of plan-related information to all groups involved in implementation.

Structure

The only change proposed to the **WAVA** structure **would** be the hiring of a full time manager to meet the challenges of implementing the plan. Although present core funding does not allow for a full time manager, the projected year for this full time position is 1989.

Name Change

Consideration should be given to changing the name from the Western Arctic Tourism **Association (WAVA)** to Tourism-Western Arctic. This would send a signal to the industry, local suppliers and Yellowknife that the region is entering a new era of development.

draft

MACKENZIE RIVER AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUI
<u>NORMAN WELLS</u>												
1.	MACKENZIE RIVER TOURS											
	Capital		40								15	40
	Start-up	45										
2.	CANOL TRAIL DEVELOPMENT											
	Upgrading	575										
	Camps-Airstrips	150										
3.	REGIONAL/COMMUNITY HOST											
	Host	20						25				
	Activities							25	25			
4.	INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM											
	Planning	30										
	Construction		375									
	Start-up	70										
5.	CANOE TRIP/CANOL TRAIL OUTFITTER											
	Equipment		70									20
	Start-up	35										
TOTAL :		925	485					50	25		15	60

draft

MACKENZIE RIVER AREA (\$'000)

	ECONOMIC DEVELOPMENT AND OUR SHARE	WCA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTH RN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT FRANKLIN											
1. FISING LODGE											
Planni ng	60										
Constructi on		100		300						75	125
Start-up		50								50	
2. HOTEL EXPANSION											
Constructi on					100					50	
3. FORT FRANKLIN RESTORATION											
Planni ng									25		
Constructi on									100		
Operati ons							30				
4. ARTS AND CRAFTS											
Producti on	10	10					10	10			
5. WILDERNESS/HUNTING OUTFITTING											
Equi pment	40		30							10	10
Start-up	20		20								
TOTAL:	130	160	50	300	100		140	10	125	135	135

draft

MACKENZIE RIVER AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN SENIORS CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT NORMAN											
1. BIG GAME OUTFITTING											
Acquisition/Management		100	50	200	50			50			
Feasibility/Start-up	50	50	50					10			
Expansion		100			100					25	25
2. CANOE TRIP OUTFITTER											
Equipment	20		30								10
Start-up	20	20			10						
TOTAL:	90	300	100	200	160			60		25	35

draft

MACKENZIE RIVER AREA (\$'000)		ECONOM C DEVELOPMENT AND TOURISM	WDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
<u>FORT GOOD HOPE</u>												
1.	RIVER TOURS											
	Equipment/Arctic Circle Camp		45								10	10
	Start-up			35								
2.	COMMUNITY ACTIVITIES	40						25				
3.	ARCTIC RED OUTFITTERS											
	Acquisition				300				25		50	50
	Start-up		40						40			
	Management		85									
4.	DENE CULTURAL CENTRE											
	Planning	50										
	Construction		100	100		100			50	50		
	Start-up	30	55									
TOTAL:		120	325	135	300	100		25	115	50	60	60

draft

MACKENZIE RIVER AREA (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM

EDA

SPECIAL ARDA

MEDP

NAT V & DEVELOPMENT CORPORATION

ESKIMO LOAN FUND

HAMLET/TOWN COUNCIL

REGIONAL DEVELOPMENT CORPORATION

NORTHERN HERITAGE CENTRE

LENDING INSTITUTIONS
SMALL BUSINESS LOAN FUND

PRIVATE OPERATOR EQUITY

COLVILLE LAKE

1. FISHING LODGE

Planning/Development
Start-up

135
50

200
30

25
30

25

25

25

TOTAL:

185

230

55

25

25

25

draft

MACKENZIE DELTA AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESK MO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
INUVIK											
1.	CRUISE BOAT ACQUISITION										
	Acquisition/Refit		50		50					25	25
	Start-up	30	30		30						20
2.	DELTA BOAT TOURS										
	Start-up	20	20								
3.	R.V. RESORT CAMPGROUND										
	Planning	100									
	Construction		500	500	325						
	Start-up	50	50		25						
4.	SEASONAL UNITS (E.G. HAPPY VALLEY)										
	Construction		50		50						
	Start-up	10									
5.	DOWNTOWN REVITALIZATION										
	Planning		50			50					
	Construction		700			300					
6.	WATERFRONT DEVELOPMENT	50	100							100	50
7.	TOURISM ACTIVITIES	55					20				
8.	INBOUND TOUR OPERATOR										
	Equipment	20								25	25
	Start-up	30	30								
9.	CAMPBELL HILLS PARK										
	Planning	20									
	Construction	250									
TOTAL:		635	1,530	500	480	350	20			150	120

Draft

MACKENZIE DELTA AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	WDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LEAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT MCPHERSON												
1.	VISITOR SERVICE AREA											
	Roadside Facility											
	Planning	25										
	Construction		100			120					50	50
	Start-up	30				35						
	Community Facility											
	Construction							45				
2.	MUSEUM ATTRACTION											
	Data Collection									25		
	Construction									270		
	Start-up	85										
3.	MIDWAY LAKE											
	Planning	55										
	Construction (picnic)	95										
	Construction (campground)		450			100						
	Start-up					30		100				
4.	NUTUILUIE CAMPGROUND											
	Upgrade/Showers	150										
5.	RIVER TOURS											
	Equipment	20										
	Start-up	20										10
6.	ARTS AND CRAFTS											
	Production		30			20						
7.	COMMUNITY TOURS/HOST							50				
8.	SPORT HUNTING OUTFITTER											
	Equipment		55									
	Start-up		35									
TOTAL:		480	670			305		195		295	50	60

draft

MACKENZIE DELTA AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
<u>ARCTIC RED RIVER</u>												
1.	ROADSIDE DEVELOPMENT											
	Planning	15										
	Picnic Area	15										
	Roadside Kiosk	40										
	Fish Camps	40										
	Tent Frames			55								
	Start-up	35						20				
2.	RIVER TOURS											
	Equipment		25								10	10
	Start-up		20									
3.	COMMUNITY ACTIVITIES							20				
4.	ARTS AND CRAFTS											
	Materials	45										
	Distribution	13										
TOTAL:		203	45	55				40			10	10

draft

MACKENZIE DELTA AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	VEA	SPECIAL ARDA	NEDP	NAT V DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR -EQUITY	
AKLAVIK												
1. RICHARDSON MOUNTAIN NATURALISTS CAMP												
Upgrading Start-up	30			110								
2. WILDERNESS TOUR OUTFITTER												
Training Equipment Start-up	20 25		20								10	
3. HERSCHEL ISLAND ACCOMMODATION												
Equipment Start-up	20	20			10	40				10	20	
4. ARTS AND CRAFTS PRODUCTION												
Materials Workshops					30 40							
5. MUSEUM/MAD TRAPPER EXHIBIT												
Upgrade Start-up							45		205			
6. SPORT HUNTS												
Equipment Start-up					20	75		20 35				
7. DOCK AREA							50					
TOTAL:	95	20	20	110	100	105	95	55	205	10	30	

AKLAVIK
2013

ARCTIC OCEAN AREA (\$'000)

	ECONOM	DEVELOPMENT AND TOURISM									
		EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HER TAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
TUKTOYAKTUK											
1.	OCEAN GOING TOUR BOAT										
	Purchase	65			50					25	25
	Start-up	20			5	0					
2.	COMMUNITY										
	Host	15					15				
	Acti vi ti es	30					30				
3.	TOURIST VISITOR CENTRE										
	Pl anni ng	35									
	Constructi on		300		100		25				
	Start-up	30									
4.	ARTS AND CRAFTS										
	Producti on	35									
	Workshops	50	50		50						10
5.	TOUR OUTFITTER(S)										
	Equi pment			25		30				10	20
	Working Capi tal		30	20							
6.	ESKIMO/HUSKY LAKES FISHING LODGE										
	Constructi on		100	50	100	100				50	50
	Worki ng Capi tal	30		30							
<hr/>											
TOTAL:		225	565	125	350	130	70			85	105-

draft

ARCTIC OCEAN AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
<u>PAULATUK</u>											
1. WILDERNESS/SPORT HUNTS OUTFITTER											
Equipment						65					
Start-up	35					20					
2. ARTS AND CRAFTS											
Production	40										
Tourist Workshops	25	25									
3. WILDERNESS CAMP											
Hornaday River											
Planning	35										
Construction/Equipment		100	30	100							
Start-up	25	25									
Brock River											
Planning	75										
Construction/Equipment		200			100	40					
Start-up	45										
TOTAL:	280	350	30	100	100	125					

draft

ARCTIC OCEAN AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
SACHS HARBOUR											
1. BANKS ISLAND OUTFITTER											
Equipment (3 camps)		50			70					20	30
4 Wheel ers/Ski doo		20	20							10	20
Boat/Equipment	45									10	20
Start-up/Traini ng	50	50				50	20				
2. MUSEUM/ATTRACTION											
Constructi on							45				
3. COMMUNITY HOST							45	10			
4. COMMUNITY ACTIVITIES							25				
TOTAL:	95	120	20		70	50	135	10		40	70

draft

REGIONAL DEVELOPMENTS (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	MEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
1. HESTERN ARCTIC VISITOR CENTRE											
Construction Start-up	175	900									1,000
2. REGIONAL CULTURAL HERITAGE CENTRE ATTRACTION											
Planning Construction Start-up	125	675						50	100		
		105									
TOTAL:	300	1,670						50	100		1,000

draft

DEMPSTER CORRIDOR (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM
EDA
SPECIAL ARDA
NEDP
NATIVE DEVELOPMENT CORPORATION
ESKIMO LOAN FUND
HAMLET/TOWN COUNCIL
REGIONAL DEVELOPMENT CORPORATION
NORTHERN HERITAGE CENTRE
LENDING INSTITUTIONS
SMALL BUSINESS LOAN FUND
PRIVATE OPERATOR EQUITY

DEMPSTER HIGHWAY

1.	YUKON/N.W.T. BORDER INFORMATION SIGNAGE			
	Planni ng	15		
	Constructi on	70		
2.	PEEL RIVER LOOKOUT (KM 64)			
	Planni ng	15		
	Constructi on	95		
3.	DEEP LAKE BOAT RAMP			
	Constructi on	95		
4.	ARCTIC RED RIVER LOOKOUT	45		
5.	CAMPBELL HILLS INTERPRETIVE			
	Exhi bi t/Pul l Off	60		
6.	OUTDOOR KITCHENS	150		
7.	INTERPRETIVE SIGNAGE	140		
8.	KLONDIKE HIGHWAY INFORMATION DISPLAY (YUKON)			
	Planni ng	55		
	Constructi on (I)		200	
	Phase II			175
9.	EAGLE PLAINS INFORMATION CENTRE	40		
10.	KM 32 (YUKON) INFORMATION KIOSK			70
11.	TOMBSTONE LOOKOUT			
	Interpretive Signage			40
TOTAL:		770	200	285

Draft

5.2

TRAINING REQUIREMENTSPrograms

Although tourism/hospitality training is relatively new to the Western Arctic, the past few years have seen several relevant and successful training programs. In order to meet the demands of the growing industry however there is a need to embark on intensive tourism training in several areas.

The programs most relevant to respond to the **demands** over the next 5 to 7 years include:

- o Management
 - tourism facility operations
 - general financial management
 - marketing
 - package tour development
 - personnel, employer relations
- o Maintenance
 - building
 - boats/motors/generators
 - signage
 - clean up
- o Guides
 - big game
 - fishing
 - nature interpretation
- o Cooks
 - general hospitality **skills**
 - portions/inventory control
 - food preparation
- o Maids
 - hospitality
 - cleanliness
- o Marketing
 - research and research analysis
 - sales skills
 - use of intermediaries
 - relationship with WAVA
 - public relations
 - collateral material production
 - general advertising
- o Bookkeeping/Accounting -
 - basic record keeping
 - bank deposit
 - profit/loss statement
 - credit cards

draft

- o Craft Instructors
 - weaving, sewing, carving, painting, etc.
 - production, distribution
 - quality control
 - marketing
- o Computer Skills
 - spread sheets
 - desk top publishing
 - mailing lists
 - inventory control
- o Waiters/Waitresses
 - hospitality
- o Host/Hostess
 - cultural /historical /geographical knowledge
 - guiding
 - tour organization

Delivery System

The delivery of these programs could be the responsibility of:

- o Arctic College;
- o Continuing Education; and
- o Renewable Resources.

As much as possible, courses should be given in the various communities although the core programs would be done in **Inuvik**.

Also, on-site training would be used when possible, cooks, guides, etc., should have the opportunity to work in established operations.

Curriculum Development

Curriculum could be developed in the following stages:

- Step 1 - Job Descriptions
- Step 2 - Job Profiles
- Step 3 - Core Program Development
- Step 4 - Overall Curriculum Development

draft

Training Costs

It is estimated that there is a requirement for 840 students weeks over the next 5 years. At an average class size of 6, this would total 140 weeks (an average of 28 Weeks/year).

These 28 weeks would largely be delivered during the 8 month off season and coincidentally tie-in with the available Western Arctic Visitor Centre space.

The annual cost of delivery of 28 weeks of tourism trainings;

o teaching time	\$ 56,000.00
o Preparation time	56,000.00
o space rental	50,000.00
o materials	28,000.00
o plus on-site delivery (travel/accommodation)	<u>40,000.00</u>
Total:	\$230,000.00/year

This does not include student travel and accommodation.

draft

**MACKENZIE RIVER AREA
Training Weeks)**

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKET	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE
<u>NORMAN HELLS</u>											
1. MACKENZIE RIVER TOURS	8		4	4		1					
2. CANOL TRAIL DEVELOPMENT						1					
3. REGIONAL/COMMUNITY HOST											2
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM	8					1					2
5. CANOE TRIP/CANOL TRAIL OUTFITTER	8		4	4		1					
TOTAL:	24		8	8		4					4

draft

MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
FORT FRANKLIN											
1. FISHING LODGE	8	46x2	1	2	2	2			1	2X1	1
2. HOTEL EXPANSION	8		4	4	1	2	1			1	1
3. FORT FRANKLIN RESTORATION	4		4								2X1
4. ARTS AND CRAFTS								2x4			
5. WILDERNESS/HUNTING OUTFITTING	8	2	4x4	4		2					
TOTAL:	28	6	36	9	3	6	3	8	1	3	4

draft

MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING ACCOUNTANT	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
FORT NORMAN											
1. BIG GAME OUTFITTING	8	2	4x4	2		2	2		2		
2. CANOE TRIP OUTFITTER	4		2	2		1					
TOTAL :	12	2	18	4		3	2		2		

draft

MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE
<u>FORT GOOD HOPE</u>											
1. RIVER TOURS	4					1	1				
2. COMMUNITY ACTIVITIES	2										1
3. ARCTIC RED OUTFITTERS	8	2	4x4	2		2	2		2		
4. DENE CULTURAL CENTRE	8	1	2			2	1	2x2			1
TOTAL:	22	3	18	2		5	4	4	2		2

draft

MACKENZIE RIVER AREA
Training (Weeks)

MANAGEMENT
 MAINTENANCE
 GUIDES
 COOK
 MAIDS
 MARKETING
 BOOKKEEPING/ACCOUNTING
 CRAFTS INSTRUCTOR
 COMPUTER SKILLS
 WAITER/WAITRESS
 HOST/HOESSE

COLVILLE LAKE

1. FISHING LODGE	8	22x2	2	2	2	1'	1"	2
TOTAL:	8	2	4	2	2	1	1	2

draft

MACKENZIE DELTA AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESS
<u>INUVIK</u>											
1.	CRUISE BOAT ACQUISITION	8	2	2x2		2					2
2.	DELTA BOAT TOURS		2			1					
3.	R.V. RESORT CAMPGROUND	8	2	4		4	1		1		2
4.	SEASONAL UNITS (E.G. HAPPY VALLEY)	4	2			1					1
5.	DOWNTOWN REVITALIZATION										
6.	HATERFRONT DEVELOPMENT	8	2	2x2	4	2x2	2	2	1	2x2	2
7.	TOURISM ACTIVITIES	2	4								2
8.	INBOUND TOUR OPERATOR	8		2		8					4
9.	CAMPBELL HILLS PARK	4		2x2		1					
<hr/>											
TOTAL:		42	14	18	4	4	19	3	2	4	13

draft

**MACKENZIE DELTA AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOSTESS**

FORT MCPHERSON

1.	VISITOR SERVICE AREA	8	8			2	2	2		3x4
2.	MUSEUM ATTRACTION	2	1			1				2
3.	MIDHAY LAKE	8	4			2				4X1
4.	NUTUILUIE CAMPGROUND									
5.	RIVER TOURS	4				1	1			2
6.	ARTS AND CRAFTS	4				1		2x2		
7.	COMMUNITY TOURS/HOST									2x2
8.	SPORT HUNTING OUTFITTER	8		3x4	2	2	2		1	
TOTAL:		34	13	12	2	9	5	4	3	24

draft

**MACKENZIE DELTA AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOSTESS**

ARCTIC RED RIVER

1.	ROADSIDE DEVELOPMENT	4	2			1	2			2x2
2.	RIVER TOURS	4		1		1				
3.	COMMUNITY ACTIVITIES									
4.	ARTS AND CRAFTS	4				1		2x2		
TOTAL:		12	2	1		3	2	4		4

draft

**MACKENZIE DELTA AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOESSE**

AKLAVIK

1.	RICHARDSON MOUNTAINS CAMP	4		2	1		1				
2.	WILDERNESS TOUR OUTFITTER	8		2 x 2			2	1			2
3.	HERSCHEL ISLAND ACCOMH)DATION						2				
4.	ARTS AND CRAFTS PRODUCTION	4					1	1	2x2		
5.	MUSEUM/MAD TRAPPER EXHI BI T	4	2				1				2
6.	SPORT HUNTS	8	6x2		2		2	2		1	
7.	DOCK AREA										
TOTAL :		28	14	6	3		9	4	4	1	4

draft

ARCTIC OCEAN AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
<u>TUKTOYAKTUK</u>											
1. OCEAN GOING TOUR BOAT	8		2x2			4	2				1
2. COMMUNITY	4										1
3. TOURIST VISITOR CENTRE	4					1					2x2
4. ARTS AND CRAFTS	4					1	1	2x2			
5. TOUR OUTFITTER(S)	8		2x2	2		2					
6. ESKIMO/HUSKY LAKES FISHING LODGE	8	2	4x2	2x2	1	4	2		1		2
TOTAL:	36	2	16	6	1	12	5	4	1		8

¹
↓ 4 guides for 2 training weeks

draft

**ARCTIC OCEAN AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOSTESS**

PAULATUK

1.	WILDERNESS/SPORT HUNTS OUTFITTER	8	2	3x2	2		2	2		2"
2.	ARTS AND CRAFTS	4					1	1	3x2	
3.	WILDERNESS CAMP	8	2	4x2	2x2	2	2	2		1 1
	Hornaday Ri ver	8	2	8x2	2x2	2	2	2		1 1
	Brock Ri ver									
TOTAL:		28	6	3010	4	7	7	6	4	2

draft

ARCTIC OCEAN AREA
Training (Weeks)

MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/MAITRESS
HOST/HOESSE

SACHS HARBOUR

1.	BANKS ISLAND OUTFITTERS	8	2	3x2	2		4	2	1
2.	t4USEUH/ATTRACTION								
3.	COMMUNITY HOST	2							
4.	COMMUNITY ACTIVITIES	2		2					
TOTAL:		12	2	8	2		4	2	1

draft

REGIONAL DEVELOPMENTS Training (Weeks)		MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
1.	HESTERN ARCTIC VISITOR CENTRE	8	2	8x1			4	2		1		
2.	REGIONAL CULTURAL HERITAGE CENTRE ATTRACTION	8	2	4x2			4	2		1		
TOTAL:		16	4	16			8	4		2		

draft

TABLE 4.2
MARKETING STRATEGY SUMMARY

	1989	1990	1991	1992	1993	1994, 95
CONSUMER MAGAZINES	40,670	42,330	41,170	36,220	37,110	66,140
BROCHURES, OPERATOR AND GENERAL MAVA	165,500	30,000	130,500	38,500	143,800	146,000
COMMON FLAT SHEETS	22,000	18,700	23,500	22,400	27,500	58,800
TOUR OPERATOR, FAMILIARIZATION TOURS	12,800	8,150	8,100	2,900	5,050	-
CONSUMER TRAVEL SHOWS	33,900	37,000	40,220	31,950	27,550	40,900
TRAVEL WRITERS	8,500	11,900	10,200	10,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	10,900	7,100	7,800	8,200
VIDEOS	50,000	77,000	84,000	75,000	77,000	00,000
INQUIRY FULFILLMENT	2,500	4,000	23,000	30,300	36,300	85,000
MAILING LISTS	35,250	42,500	51,500	62,000	76,000	173,000
MAVA SPECIAL PROMOTIONS (MEDIA) EVENTS	20,000	8,000	8,000	10,000	15,000	30,000
IN-HOUSE PROMO/GIVE AWAYS	9,700	11,200	4,200	8,500	23,000	22,000
MARKETING SUPPORT	17,000	11,500	12,500	12,500	12,000	19,000
MARKETING RESEARCH	91,500	15,000	78,000	58,500	37,000	18,000
GRAND TOTAL:	528,320	339,280	515,890	410,270	528,010	103,840

Draft

5. IMPLEMENTATION

5.1 ROLES AND RESPONSIBILITIES

The responsibilities of the various individuals and organizations can be grouped into two activities:

- o starting, facilitating and moving the project forward; and
- o financing or funding the project.

The first responsibility is covered in section 3: for each of the proposed developments. The second, that is, financing for each development, is at the core of the responsibility.

It is not necessary to go into detail on each agency or group but those that would be responsible for developing and supporting the various projects include:

- o Economic Development and Tourism;
- o Economic Development Agreement;
- o Special ARDA;
- o Native Economic Development Program;
- o Native Development Corporation;
- o Eskimo Loan Fund;
- o Hamlets or Town; and
- o Regional Development Corporation.

As well as the private sources including:

- o traditional lending institutions (bank, FBDB, Small Business Loan);
- and
- o private operator equity.

NEDP has been selected to fund some of the early projects since its monies are soon to run out. However where a project designated NEDP actually starts after the life span of that agency the new federal native economic development fund will take its place.

draft

The following tables state who **will** be responsible for financing what portion of each individual project. It is characterized by:

- o Economic Development and Tourism and **EDA** responsible for approximately 50% of the funding;
- o excluding the Northern Heritage **Centre**, private capital contributing approximately 20%;
- o borrowing accounts for approximately 20% of the project financing;
- o the WAVA **centre** is the major private sector investment (**\$1 million**) however, if that option does not happen, by eliminating the expenditures on the Dempster Highway, from **the** calculation, the private sector is still investing a reasonable **20%**; and
- o borrowing from banks and the Eskimo Loan Fund equals \$1 million, about as much as the individual operators could carry over the next 5 to 7 years.

The following is a breakdown of individual contributions:

o Economic Development and Tourism	\$4,533,000.00
o EDA	\$6,670,000
o Special AROA	\$590,000.00
o NEDP (or equivalent)	\$1,510,000.00
o Native Development Corporation	\$1,790,000.00
o Hamlet/Town Council	\$795,000.00
o Regional Development Corporation	\$350,000.00
o Northern Heritage Centre	\$775,000.00
 <u>Private</u>	
o Eskimo Loan Fund	\$760,000.00
o Lending Institutions/Small Business Loan	\$580,000.00
o Private Equity	\$1,685,000.00
o Yukon Government	\$285,000.00

Each project will require the cooperation of the various funding agencies to participate in funding at more or less the same level as indicated in the following tables.

draft

5.1.1 Western Arctic Visitors Association

Role

WAVA will be an instrumental force in the implementation of the tourism strategy and the ongoing development of tourism over the next 7 years. Its responsibility will be:

- o ensuring a continuing commitment to the objectives and strategy of the Tourism Plan;
- o monitoring project development and the **progress** of plan implementation to ensure it is on course;
- o ensuring the available funding sources are being used as efficiently as possible;
- o identifying possible changes to the strategy and plan to enhance its effectiveness and delivery;
- o reviewing and revising annual development, training and promotion plans and other planning documents prepared by operators, TIA NWT, Travel Arctic and Economic Development and Tourism;
- o assisting in coordinating the efforts **of** all groups and communities involved in plan implementation; and
- o ensuring a steady flow of plan-related information to all groups involved in implementation.

Structure

The only change proposed to the **WAVA** structure **would** be the hiring of a full time manager to meet the challenges of implementing the plan. Although present core funding does not allow for a full time manager, the projected year for this full time position is 1989.

Name Change

Consideration should be given to changing the name from the Western Arctic Tourism **Association (WAVA)** to Tourism-Western Arctic. This would send a signal to the industry, local suppliers **and Yellowknife** that the region is entering a new era of development.

draft

MACKENZIE RIVER AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUI
<u>NORMAN WELLS</u>												
1.	MACKENZIE RIVER TOURS											
	Capital		40								15	40
	Start-up	45										
2.	CANOL TRAIL DEVELOPMENT											
	Upgrading	575										
	Camps-Airstrips	150										
3.	REGIONAL/COMMUNITY HOST											
	Host	20						25				
	Activities							25	25			
4.	INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM											
	Planning	30										
	Construction		375									
	Start-up	70										
5.	CANOE TRIP/CANOL TRAIL OUTFITTER											
	Equipment		70									20
	Start-up	35										
TOTAL :		925	485					50	25		15	60

draft

MACKENZIE RIVER AREA (\$'000)

	ECONOMIC DEVELOPMENT AND OUR SHARE	WCA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTH RN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT FRANKLIN											
1. FISING LODGE											
Planni ng	60										
Constructi on		100		300		50			75	125	
Start-up		50				50					
2. HOTEL EXPANSION											
Constructi on					100					50	
3. FORT FRANKLIN RESTORATION											
Planni ng									25		
Constructi on									100		
Operati ons						30					
4. ARTS AND CRAFTS											
Producti on	10	10					10	10			
5. WILDERNESS/HUNTING OUTFITTING											
Equi pment	40		30							10	10
Start-up	20		20								
TOTAL:	130	160	50	300	100		140	10	125	135	135

draft

MACKENZIE RIVER AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN SENIORS CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT NORMAN											
1. BIG GAME OUTFITTING											
Acquisition/Management		100	50	200	50			50			
Feasibility/Start-up	50	50	50					10			
Expansion		100			100					25	25
2. CANOE TRIP OUTFITTER											
Equipment	20		30								10
Start-up	20	20			10						
TOTAL:	90	300	100	200	160			60		25	35

draft

MACKENZIE RIVER AREA (\$'000)	ECONOM C DEVELOPMENT AND TOURISM	WDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
-------------------------------	----------------------------------	-----	--------------	------	--------------------------------	------------------	---------------------	----------------------------------	--------------------------	--	-------------------------

FORT GOOD HOPE

1. RIVER TOURS											
Equipment/Arctic Circle Camp		45								10	10
Start-up			35								
2. COMMUNITY ACTIVITIES	40						25				
3. ARCTIC RED OUTFITTERS											
Acquisition				300				25		50	50
Start-up		40						40			
Management		85									
4. DENE CULTURAL CENTRE											
Planning	50										
Construction		100	100		100			50	50		
Start-up	30	55									
TOTAL:	120	325	135	300	100		25	115	50	60	60

draft

MACKENZIE RIVER AREA (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM

EDA

SPECIAL ARDA

MEDP

NAT V & DEVELOPMENT CORPORATION

ESKIMO LOAN FUND

HAMLET/TOWN COUNCIL

REGIONAL DEVELOPMENT CORPORATION

NORTHERN HERITAGE CENTRE

LENDING INSTITUTIONS
SMALL BUSINESS LOAN FUND

PRIVATE OPERATOR EQUITY

COLVILLE LAKE

1. FISHING LODGE

Planning/Development
Start-up

135
50

200
30

25
30

25

25

25

TOTAL:

185

230

55

25

25

25

draft

MACKENZIE DELTA AREA (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM
 EDA
 SPECIAL ARDA
 NEDP
 NATIVE DEVELOPMENT CORPORATION
 ESK MO LOAN FUND
 HAMLET/TOWN COUNCIL
 REGIONAL DEVELOPMENT CORPORATION
 NORTHERN HERITAGE CENTRE
 LENDING INSTITUTIONS
 SMALL BUSINESS LOAN FUND
 PRIVATE OPERATOR EQUITY

INUVIK

1.	CRUISE BOAT ACQUISITION																			
	Acquisition/Refit																			
	Start-up	30	30			50	30												25	25
2.	DELTA BOAT TOURS																			
	Start-up	20	20																	
3.	R.V. RESORT CAMPGROUND																			
	Planning	100																		
	Construction		500			500	325													
	Start-up	50	50				25													
4.	SEASONAL UNITS (E.G. HAPPY VALLEY)																			
	Construction		50				50													
	Start-up	10																		
5.	DOWNTOWN REVITALIZATION																			
	Planning		50																	
	Construction		700				300													
6.	WATERFRONT DEVELOPMENT	50	100																100	50
7.	TOURISM ACTIVITIES	55									20									
8.	INBOUND TOUR OPERATOR																			
	Equipment	20																		
	Start-up	30	30																25	25
9.	CAMPBELL HILLS PARK																			
	Planning	20																		
	Construction	250																		
TOTAL:		635	1,530			500	480	350	20										150	120

Draft

MACKENZIE DELTA AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	WDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LEAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
FORT MCPHERSON												
1.	VISITOR SERVICE AREA											
	Roadside Facility											
	Planning	25										
	Construction		100			120					50	50
	Start-up	30				35						
	Community Facility											
	Construction							45				
2.	MUSEUM ATTRACTION											
	Data Collection									25		
	Construction									270		
	Start-up	85										
3.	MIDWAY LAKE											
	Planning	55										
	Construction (picnic)	95										
	Construction (campground)		450			100						
	Start-up					30		100				
4.	NUTUILUIE CAMPGROUND											
	Upgrade>Showers	150										
5.	RIVER TOURS											
	Equipment	20										
	Start-up	20										10
6.	ARTS AND CRAFTS											
	Production		30			20						
7.	COMMUNITY TOURS/HOST							50				
8.	SPORT HUNTING OUTFITTER											
	Equipment		55									
	Start-up		35									
TOTAL:		480	670			305		195		295	50	60

draft

MACKENZIE DELTA AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
<u>ARCTIC RED RIVER</u>												
1.	ROADSIDE DEVELOPMENT											
	Planning	15										
	Picnic Area	15										
	Roadside Kiosk	40										
	Fish Camps	40										
	Tent Frames			55								
	Start-up	35						20				
2.	RIVER TOURS											
	Equipment		25								10	10
	Start-up		20									
3.	COMMUNITY ACTIVITIES							20				
4.	ARTS AND CRAFTS											
	Materials	45										
	Distribution	13										
TOTAL:		203	45	55				40			10	10

draft

MACKENZIE DELTA AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	VEA	SPECIAL ARDA	NEDP	NAT V DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
AKLAVIK											
1. RICHARDSON MOUNTAIN NATURALISTS CAMP											
Upgrading Start-up	30			110							
2. WILDERNESS TOUR OUTFITTER											
Training Equipment Start-up	20 25		20								10
3. HERSCHEL ISLAND ACCOMMODATION											
Equipment Start-up	20	20			10	40				10	20
4. ARTS AND CRAFTS PRODUCTION											
Materials Workshops					30 40						
5. MUSEUM/MAD TRAPPER EXHIBIT											
Upgrade Start-up							45		205		
6. SPORT HUNTS											
Equipment Start-up					20	75		20 35			
7. DOCK AREA							50				
TOTAL:	95	20	20	110	100	105	95	55	205	10	30

AKLAVIK
2013/14

ARCTIC OCEAN AREA (\$'000)

	ECONOM	DEVELOPMENT AND TOURISM								
	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HER TAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
TUKTOYAKTUK										
1. OCEAN GOING TOUR BOAT										
Purchase	65			50					25	25
Start-up	20			5	0					
2. COMMUNITY										
Host	15					15				
Acti vi ti es	30					30				
3. TOURIST VISITOR CENTRE										
Pl anni ng	35									
Constructi on		300		100		25				
Start-up	30									
4. ARTS AND CRAFTS										
Producti on	35									
Workshops	50	50		50						10
5. TOUR OUTFITTER(S)										
Equi pment			25		30				10	20
Working Capi tal		30	20							
6. ESKIMO/HUSKY LAKES FISHING LODGE										
Constructi on		100	50	100	100				50	50
Worki ng Capi tal	30		30							
TOTAL:	225	565	125	350	130	70			85	105-

draft

ARCTIC OCEAN AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HER. AGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
<u>PAULATUK</u>											
1. WILDERNESS/SPORT HUNTS OUTFITTER											
Equipment						65					
Start-up	35					20					
2. ARTS AND CRAFTS											
Production	40										
Tourist Workshops	25	25									
3. WILDERNESS CAMP											
Hornaday River											
Planning	35										
Construction/Equipment		100	30	100							
Start-up	25	25									
Brock River											
Planning	75										
Construction/Equipment		200			100	40					
Start-up	45										
TOTAL:	280	350	30	100	100	125					

draft

ARCTIC OCEAN AREA (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
SACHS HARBOUR											
1. BANKS ISLAND OUTFITTER											
Equipment (3 camps)		50			70					20	30
4 Wheel ers/Ski doo		20	20							10	20
Boat/Equipment	45									10	20
Start-up/Traini ng	50	50				50	20				
2. MUSEUM/ATTRACTION											
Constructi on							45				
3. COMMUNITY HOST							45	10			
4. COMMUNITY ACTIVITIES							25				
TOTAL:	95	120	20		70	50	135	10		40	70

draft

REGIONAL DEVELOPMENTS (\$'000)

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	MEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
1. HESTERN ARCTIC VISITOR CENTRE											
Construction Start-up	175	900									1,000
2. REGIONAL CULTURAL HERITAGE CENTRE ATTRACTION											
Planning Construction Start-up	125	675						50	100		
		105									
TOTAL:	300	1,670						50	100		1,000

draft

DEMPSTER CORRIDOR (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM
EDA
SPECIAL ARDA
NEDP
NATIVE DEVELOPMENT CORPORATION
ESKIMO LOAN FUND
HAMLET/TOWN COUNCIL
REGIONAL DEVELOPMENT CORPORATION
NORTHERN HERITAGE CENTRE
LENDING INSTITUTIONS
SMALL BUSINESS LOAN FUND
PRIVATE OPERATOR EQUITY

DEMPSTER HIGHWAY

1.	YUKON/N.W.T. BORDER INFORMATION SIGNAGE			
	Planni ng	15		
	Constructi on	70		
2.	PEEL RIVER LOOKOUT (KM 64)			
	Planni ng	15		
	Constructi on	95		
3.	DEEP LAKE BOAT RAMP			
	Constructi on	95		
4.	ARCTIC RED RIVER LOOKOUT	45		
5.	CAMPBELL HILLS INTERPRETIVE			
	Exhi bi t/Pul l Off	60		
6.	OUTDOOR KITCHENS	150		
7.	INTERPRETIVE SIGNAGE	140		
8.	KLONDIKE HIGHWAY INFORMATION DISPLAY (YUKON)			
	Planni ng	55		
	Constructi on (I)		200	
	Phase II			175
9.	EAGLE PLAINS INFORMATION CENTRE	40		
10.	KM 32 (YUKON) INFORMATION KIOSK			70
11.	TOMBSTONE LOOKOUT			
	Interpretive Signage			40
TOTAL:		770	200	285

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5.2

TRAINING REQUIREMENTSPrograms

Although tourism/hospitality training is relatively new to the Western Arctic, the past few years have seen several relevant and successful training programs. In order to meet the demands of the growing industry however there is a need to embark on intensive tourism training in several areas.

The programs most relevant to respond to the **demands** over the next 5 to 7 years include:

- o Management
 - tourism facility operations
 - general financial management
 - marketing
 - package tour development
 - personnel, employer relations
- o Maintenance
 - building
 - boats/motors/generators
 - signage
 - clean up
- o Guides
 - big game
 - fishing
 - nature interpretation
- o Cooks
 - general hospitality **skills**
 - portions/inventory control
 - food preparation
- o Maids
 - hospitality
 - cleanliness
- o Marketing
 - research and research analysis
 - sales skills
 - use of intermediaries
 - relationship with WAVA
 - public relations
 - collateral material production
 - general advertising
- o Bookkeeping/Accounting -
 - basic record keeping
 - bank deposit
 - profit/loss statement
 - credit cards

draft

- o Craft Instructors
 - weaving, sewing, carving, painting, etc.
 - production, distribution
 - quality control
 - marketing
- o Computer Skills
 - spread sheets
 - desk top publishing
 - mailing lists
 - inventory control
- o Waiters/Waitresses
 - hospitality
- o Host/Hostess
 - cultural /historical /geographical knowledge
 - guiding
 - tour organization

Delivery System

The delivery of these programs could be the responsibility of:

- o Arctic College;
- o Continuing Education; and
- o Renewable Resources.

As much as possible, courses should be given in the various communities although the core programs would be done in **Inuvik**.

Also, on-site training would be used when possible, cooks, guides, etc., should have the opportunity to work in established operations.

Curriculum Development

Curriculum could be developed in the following stages:

- Step 1 - Job Descriptions
- Step 2 - Job Profiles
- Step 3 - Core Program Development
- Step 4 - Overall Curriculum Development

draft

Training Costs

It is estimated that there is a requirement for 840 students weeks over the next 5 years. At an average class size of 6, this would total 140 weeks (an average of 28 Weeks/year).

These 28 weeks would largely be delivered during the 8 month off season and coincidentally tie-in with the available Western Arctic Visitor Centre space.

The annual cost of delivery of 28 weeks of tourism trainings;

o teaching time	\$ 56,000.00
o Preparation time	56,000.00
o space rental	50,000.00
o materials	28,000.00
o plus on-site delivery (travel/accommodation)	<u>40,000.00</u>
Total:	\$230,000.00/year

This does not include student travel and accommodation.

draft

**MACKENZIE RIVER AREA
Training Weeks)**

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETTING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE
<u>NORMAN HELLS</u>											
1. MACKENZIE RIVER TOURS	8		4	4		1					
2. CANOL TRAIL DEVELOPMENT						1					
3. REGIONAL/COMMUNITY HOST											2
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM	8					1					2
5. CANOE TRIP/CANOL TRAIL OUTFITTER	8		4	4		1					
TOTAL:	24		8	8		4					4

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MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
<u>FORT FRANKLIN</u>											
1. FISHING LODGE	8	46x2	1	2	2	2			1	2X1	1
2. HOTEL EXPANSION	8		4	4	1	2	1			1	1
3. FORT FRANKLIN RESTORATION	4		4								2X1
4. ARTS AND CRAFTS								2x4			
5. WILDERNESS/HUNTING OUTFITTING	8	2	4x4	4		2					
TOTAL:	28	6	36	9	3	6	3	8	1	3	4

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MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING ACCOUNTANT	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOUSTESS
FORT NORMAN											
1. BIG GAME OUTFITTING	8	2	4x4	2		2	2		2		
2. CANOE TRIP OUTFITTER	4		2	2		1					
TOTAL :	12	2	18	4		3	2		2		

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MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
<u>FORT GOOD HOPE</u>											
1. RIVER TOURS	4					1	1				
2. COMMUNITY ACTIVITIES	2										1
3. ARCTIC RED OUTFITTERS	8	2	4x4	2		2	2		2		
4. DENE CULTURAL CENTRE	8	1	2			2	1	2x2			1
TOTAL:	22	3	18	2		5	4	4	2		2

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MACKENZIE RIVER AREA
Training (Weeks)

MANAGEMENT
 MAINTENANCE
 GUIDES
 COOK
 MAIDS
 MARKETING
 BOOKKEEPING/ACCOUNTING
 CRAFTS INSTRUCTOR
 COMPUTER SKILLS
 WAITER/WAITRESS
 HOST/HOESST

COLVILLE LAKE

1. FISHING LODGE	8	22x2	2	2	2	1'	1"	2
TOTAL:	8	2	4	2	2	1	1	2

draft

MACKENZIE DELTA AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE
<u>INUVIK</u>											
1. CRUISE BOAT ACQUISITION	8	2	2x2			2					2
2. DELTA BOAT TOURS		2				1					
3. R.V. RESORT CAMPGROUND	8	2	4			4	1		1		2
4. SEASONAL UNITS (E.G. HAPPY VALLEY)	4	2				1					1
5. DOWNTOWN REVITALIZATION											
6. HATERFRONT DEVELOPMENT	8	2	2x2	4	2x2	2	2		1	2x2	2
7. TOURISM ACTIVITIES	2	4									2
8. INBOUND TOUR OPERATOR	8		2			8					4
9. CAMPBELL HILLS PARK	4		2x2			1					
TOTAL:	42	14	18	4	4	19	3		2	4	13

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**MACKENZIE DELTA AREA
Training (Weeks)**

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOSTESS
FORT MCPHERSON											
1. VISITOR SERVICE AREA	8	8				2	2		2		3x4
2. MUSEUM ATTRACTION	2	1				1					2
3. MIDHAY LAKE	8	4				2					4X1
4. NUTUILUIE CAMPGROUND											
5. RIVER TOURS	4					1	1				2
6. ARTS AND CRAFTS	4					1		2x2			
7. COMMUNITY TOURS/HOST											2x2
8. SPORT HUNTING OUTFITTER	8		3x4	2		2	2		1		
TOTAL:	34	13	12	2		9	5	4	3		24

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**MACKENZIE DELTA AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOSTESS**

ARCTIC RED RIVER

1.	ROADSIDE DEVELOPMENT	4	2			1	2			2x2
2.	RIVER TOURS	4		1		1				
3.	COMMUNITY ACTIVITIES									
4.	ARTS AND CRAFTS	4				1		2x2		
TOTAL:		12	2	1		3	2	4		4

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**MACKENZIE DELTA AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOESSE**

AKLAVIK

1.	RICHARDSON MOUNTAINS CAMP	4		2	1		1					
2.	WILDERNESS TOUR OUTFITTER	8		2 x 2			2	1				2
3.	HERSCHEL ISLAND ACCOMH)DATION						2					
4.	ARTS AND CRAFTS PRODUCTION	4					1	1	2x2			
5.	MUSEUM/MAD TRAPPER EXHI BI T	4	2				1					2
6.	SPORT HUNTS	8	6x2		2		2	2		1		
7.	DOCK AREA											
TOTAL :		28	14	6	3		9	4	4	1		4

draft

ARCTIC OCEAN AREA
Training (Weeks)

MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOESSE

TUKTOYAKTUK

1.	OCEAN GOING TOUR BOAT	8		2x2			4	2			1
2.	COMMUNITY	4									1
3.	TOURIST VISITOR CENTRE	4					1				2x2
4.	ARTS AND CRAFTS	4					1	1	2x2		
5.	TOUR OUTFITTER(S)	8		2x2	2		2				
6.	ESKIMO/HUSKY LAKES FISHING LODGE	8	2	4x2	2x2	1	4	2		1	2
TOTAL:		36	2	16	6	1	12	5	4	1	8

↓¹ 4 guides for 2 training weeks

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**ARCTIC OCEAN AREA
Training (Weeks)**

**MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/WAITRESS
HOST/HOSTESS**

PAULATUK

1.	WILDERNESS/SPORT HUNTS OUTFITTER	8	2	3x2	2		2	2		2"
2.	ARTS AND CRAFTS	4					1	1	3x2	
3.	WILDERNESS CAMP	8	2	4x2	2x2	2	2	2		1 1
	Hornaday Ri ver									
	Brock Ri ver	8	2	8x2	2x2	2	2	2		1 1
TOTAL:		28	6	3010	4	7	7	6	4	2

draft

ARCTIC OCEAN AREA
Training (Weeks)

MANAGEMENT
MAINTENANCE
GUIDES
COOK
MAIDS
MARKETING
BOOKKEEPING/ACCOUNTING
CRAFTS INSTRUCTOR
COMPUTER SKILLS
WAITER/MAITRESS
HOST/HOSTESS

SACHS HARBOUR

1.	BANKS ISLAND OUTFITTERS	8	2	3x2	2		4	2	1
2.	t4USEUH/ATTRACTION								
3.	COMMUNITY HOST	2							
4.	COMMUNITY ACTIVITIES	2		2					
TOTAL:		12	2	8	2		4	2	1

draft

REGIONAL DEVELOPMENTS Training (Weeks)		MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE
1.	HESTERN ARCTIC VISITOR CENTRE	8	2	8x1			4	2		1		
2.	REGIONAL CULTURAL HERITAGE CENTRE ATTRACTION	8	2	4x2			4	2		1		
TOTAL:		16	4	16			8	4		2		

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TABLE 4.2
MARKETING STRATEGY SUMMARY

	1989	1990	1991	1992	1993	1994, 95
CONSUMER MAGAZINES	40,670	42,330	41,170	36,220	37,110	66,140
BROCHURES, OPERATOR AND GENERAL MAVA	165,500	30,000	130,500	38,500	143,800	146,000
COMMON FLAT SHEETS	22,000	18,700	23,500	22,400	27,500	58,800
TOUR OPERATOR, FAMILIARIZATION TOURS	12,800	8,150	8,100	2,900	5,050	-
CONSUMER TRAVEL SHOWS	33,900	37,000	40,220	31,950	27,550	40,900
TRAVEL WRITERS	8,500	11,900	10,200	10,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	10,900	7,100	7,800	8,200
VIDEOS	50,000	77,000	84,000	75,000	77,000	00,000
INQUIRY FULFILLMENT	2,500	4,000	23,000	30,300	36,300	85,000
MAILING LISTS	35,250	42,500	51,500	62,000	76,000	173,000
MAVA SPECIAL PROMOTIONS (MEDIA) EVENTS	20,000	8,000	8,000	10,000	15,000	30,000
IN-HOUSE PROMO/GIVE AWAYS	9,700	11,200	4,200	8,500	23,000	22,000
MARKETING SUPPORT	17,000	11,500	12,500	12,500	12,000	19,000
MARKETING RESEARCH	91,500	15,000	78,000	58,500	37,000	18,000
GRAND TOTAL:	528,320	339,280	515,890	410,270	528,810	103,840

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