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Western Arctic

Tourism Strategy

Draft Volume 2

Tourism Strategy

Western Arctic Visitors Association Economic Development and Tourism

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TABLE OF CONTENTS

		<u>PAGE</u>
1.	INTRODUCTION	1-1
1.1	METHODOLOGY	1-3
1.1.1	The Steps	1-5
1.2	STUDY PRODUCTS	1-7
2.	TOURISM DEVELOPMENT THEME AND CONCEPT	2-1
2.1	OVERALL THEME	2-1
2.1.1	Subthemes	2-3
2.2	DEVELOPMENT PRINCIPLES	2-4
2.3	OVERALL DEVELOPMENT CONCEPT	2-12
2.3.1	Service Areas	2-13
2.3.2	Activity Areas	2-14
2.3.3	Staging Areas	2-16
2.3.4	Access Corridor	2-17
2.4	COMMUNITY-BASED ACTIVITY CONCEPT	2-18
3.1	MACKENZIE RIVER AREA DEVELOPMENT OPPORTUNITIES	
3.2	MACKENZIE DELTA AREA DEVELOPMENT OPPORTUNITIES	
3.3	ARCTIC OCEAN AREA DEVELOPMENT OPPORTUNITIES	
4.	TOURISM MARKETING STRATEGY	4-1
4.1	OVERVIEW	4-1
4.1.2	Objectives	4-2
4.1.3	Context	4-2
4.1.4	Proposed Markets	4-3
4.1.5	Market Demographics and Geographics by Market Segment	4-4
4.1.6	Adventure Travel Itineraries	4-6
4.2	CONSUMER MAGAZINES	4-8
4.2.1	Purpose	4-8
4.2.2	Description	4-8
4.3	BROCHURES	4-18
4.3.1	Directory	4-18
4.3.1.1	Purpose	4-18
4.3.1.2	Description	4-18
4.3.1.3	Distributing (Two Years)	4-19
4.3.2	Dempster Highway Brochure	4-19
4.3.2.1	Purpose	4-19
4.3.2.2	Description	4-19
4.3.2.3	Distribution (40,000 copies)	4-20
4.3.3	Product Brochures	4-20
4.3.3.1	Purpose	4-20
4.3.3.2	Description	4-20
4.3.3.3	Distribution	4-20

Draft

	<u>PAGE</u>
4.4 COMMUNITY HANDOUTS/FLAT SHEETS	4-23
4.4.1 Purpose	4-23
4.4.2 Description	4-23
4.4.3 Distribution	4-23
4.5 TOUR OPERATOR FAMILIARIZATION TOURS	4-25
4.5.1 Purpose	4-25
4.5.2 Objectives	4-25
4.5.3 Description	4-25
4.6 CONSUMER TRAVEL SHOWS	4-27
4.6.1 Purpose	4-27
4.6.2 Objectives	4-27
4.6.3 Description	4-27
4.7 TRAVEL WRITERS	4-30
4.7.1 Purpose	4-30
4.7.2 Objectives	4-30
4.7.3 Description	4-30
4.8 YUKON TRAVEL WRITER CO-OP	4-32
4.8.1 Purpose	4-32
4.8.2 Objectives	4-32
4.8.3 Description	4-32
4.9 VIDEOS	4-34
4.9.1 Purpose	4-34
4.9.2 Objectives	4-34
4.9.3 Description	4-34
4.10 INQUIRY FULFILLMENT	4-36
4.10.1 Purpose	4-36
4.10.2 Objectives	4-36
4.10.3 Description	4-36
4.11 MAILING LISTS	4-38
4.11.1 Purpose	4-38
4.11.2 Objectives	4-38
4.11.3 Description	4-38
4.12 WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS	4-40
4.12.1 Purpose	4-40
4.12.2 Objectives	4-40
4.12.3 Description	4-40
4.13 IN-HOUSE PROMO/GIVE AWAYS	4-42
4.13.1 Purpose	4-42
4.13.2 Objectives	4-42
4.13.3 Description	4-42
4.14 MARKETING SUPPORT	4-46
4.14.1 Purpose	4-46
4.14.2 Objectives	4-46
4.14.3 Description	4-46
4.15 MARKETING RESEARCH	4-48
4.15.1 Purpose	4-48
4.15.2 Objectives	4-48
4.15.3 Description	4-48

draft

Table of Contents - Cont'd

	<u>PAGE</u>
5. IMPLIMENTATION . . . * . . . * . . . *	5-1
5.1 ROLES AND RESPONSIBILITIES *	5-1
5.1.1 Western Arctic Visitors Association *	5-3
5.2 TRAINING REQUIREMENTS0 * . . . * . . . * . . . * . . . *	5-4

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1. INTRODUCTION

"You mean you can really drive to the Arctic, sounds like a winner **whats'** 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 Canal 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 must therefore reflect both these natural and cultural resources and the visitor's 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 themes but there is precedent for developing and promoting a large area with multiple themes. In fact, it is increasingly common as market segmentation in the 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 market segments it is possible to have additional subthemes connected 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
 - **Canol** Trail
 - Great Bear Lake
 - Arctic Circle

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

2.2

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 public and the private sector. Tourism skills in the Western Arctic are relatively very **low**, the regions travel products are still somewhat unknown in the marketplace, and links with the travel industry in the south just being developed. Furthermore, the cost of any Western Arctic vacation is high, indicating that the region may be one of the first destination to suffer in an economic downturn.

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 are 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 instead 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. Later 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 -- through the **full** year; and
- o Government **capital** support should also include start-up costs and marketing expenditures.

Community-based Approach to Tourism Development

The development strategy is based 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 **communities** where most services are located. Tourism products will be developed in and around communities enabling visitors to experience both the northern environment and as well as the social fabric of the community.

With tourists using a community as a base point for tours to surrounding attractions, local tour operators can utilize existing local services, thereby enhancing 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. 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).

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**.

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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.

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.

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Maximize Use of Existing Facilities

The high cost of construction in the north limits the feasibility of developing new buildings and infrastructure. To lower the risk to both government and the 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/motor, 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 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.

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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 -- through the year.

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

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

Promote Participation by Private Sector and Non-government Groups

The public sector (i.e. 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.

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.

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Use of Rifle Approach to Marketing

Because 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 are to 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 **will** 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 was 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, in particular 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.

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.

01/11/11

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.

2.3

OVERALL DEVELOPMENT CONCEPT

The Development Concept is the foundation of a master development plan. It sets the framework for the long term orientation of the strategy. Development opportunities may change or be modified over the life of strategy, but the focus of the development concept remains constant.

The concept for the Western Arctic will define in general terms, the long term development for the region. It will **also** respect the community-based tourism approach of Tourism Arctic. Each community within the Western Arctic will be given 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.

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 Master Plan, it is essential to create a certain hierarchy or order of magnitude distinction between **the** various staging, activity and service areas and corridors.

For these reasons they are defined as primary, secondary and tertiary. 'Primary' of course designates the areas or communities that have and **will** continue to attract the greatest number of tourists. For this reason **Inuvik** is the primary area throughout the region and Norman Wells, which attracts fewer visitors, is second. However within its own area, Norman Wells is clearly a primary area. Of course this could all change if a highway was built to Norman Wells and Fort Good Hope.

The Development Concept for the Western Arctic is defined by the following components.

2.3.1 Service Areas

Primary Service Area

- **Inuvik**

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

DRAFT

Secondary Service Area

- Norman Wells

As the first stop on **the** main air corridor to the region as well as 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

Although Fort McPherson has very few services, it is strategically located along the Dempster Highway and potentially could be a secondary service area between **Dawson City** and **Inuvik**. Steps have already been made to improve fixed roof accommodation, there is an excellent campground at the Peel River and additional garage and restaurant services would complete its function as a secondary service area.

Tertiary Service Area

All other communities have or potentially could have the mix of services to be designated as tertiary service areas. Although they may not all have restaurants (e.g. **Aklavik**) or lodging (Arctic Red River) they all have a basic level of service to attract tourists.

2.3.2 Activity Areas

Primary Activity Area

- **Inuvik**

Although no community offers a great number of activities for tourists, **Inuvik** represents 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 because of its marketing function.

draft

Secondary Activity Area

- Norman Wells

This community's location, adjacent to the potentially popular Canol Trail, the Mackenzie Mountains will provide a strong focus to tourism activities. This will be supported by such activities as sportfishing, oil and gas interpretation, etc. A proposed visitor's centre will strengthen Norman Wells' position as an activity area.

- Tuktoyaktuk

This community's unique location on the Arctic Ocean and relatively close proximity to Inuvik suggests a number of opportunities to make it an important secondary activity and emphasis could be placed on marine-based activities (whalewatching, boat tours), as well as the nationally significant Pingo Park.

- Fort McPherson

This is the first native community on the Dempster Highway. Consequently it could become a stop over if activities such as arts and crafts, native foods, trips on the Peel River, local entertainment, etc. were developed.

Tertiary Activity Area

All other communities are tertiary activity areas and usually focus on just one or two activities:

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

01/10/2010

2.3.3 Staging Areas

Primary Staging Area

- **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 it 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**). Its combination of services and activities will maintain its primary service function in the Western Arctic.

Secondary Staging Area

- 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 largely pass through Norman Wells.

Tertiary Staging Area

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

draft

2.3.4 Access Corridor

Primary Access Corridor

- **Dempster** Highway

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

Secondary 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 packages particularly on the **Canol** Trail, Banks Island, Tuktoyaktuk and Fort Franklin.

Tertiary Access Corridors or Linkages

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

There are also minor access opportunities from:

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

draft

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 instance 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 promote **inter-community** collaboration. The latter is potentially achieved, for instance, by two adjacent communities offering complementary activities in an overall **two-community** package.

The following is proposed for each community:

DELTA AREA**Inuvik**

- Theme - Services/Staging Area
 - Mackenzie Delta Activities
- Subtheme - Native Culture
 - Administration Centre
 - Special Events

Aklavik

- Theme - Wilderness tours to Richardson Mountain
 - Mackenzie Delta Activities
 - History
- Subtheme - Sport Hunting (Richardson Mountains)
 - Sportfishing
 - Arts and Crafts

draft

Fort McPherson

- Theme - Visitor Services
 - Historical Interpretation
- Subtheme - Sport Hunting
 - River Tours
 - Campground

Arctic Red River

- Theme - Arts and Crafts
 - Native Culture (Fish Camps)
- Subtheme** - Mackenzie River Tours
 - Arctic Red River Tours

ARCTIC COAST (BEAUFORT) AREAPaulatuk

- Theme - Nature Tours
 - **Inuit** Lifestyle
- Subtheme - Sportfishing
 - Arts and Crafts
 - Coastal Tours
 - Sport Hunting

Sachs Harbour

- Theme - Sport Hunting
 Banks Island Wilderness Tours
- Subtheme** - Staging Area for Future National Park
Inuit Lifestyle

Tuktoyaktuk

- Theme - Arctic Ocean Cruise
 Cultural Inclusion
Pingos Tours
- Subtheme - Oil and Gas Interpretation
 Sport Hunting
 Sportfishing (Eskimo Lakes)

draft

BEAR AREA**Norman Wells**

- Theme - **Canol** Trail
Staging Area
- Subtheme - Oil and Gas Interpretation
Arts and Crafts
Mackenzie River Tours

Fort Franklin

- Theme - Sportfishing
- Subtheme - Dene Lifestyle
- History

Fort Norman

- Theme - Sport Hunting
Wilderness/River Tours
- Subtheme - Dene Lifestyle

Fort Good Hope

- Theme - Dene Culture
- River Tours (**Birdwatching**)
- Subtheme - Sport Hunting

Colville Lake

- Theme - Sportfishing
- Dene Lifestyle

draft

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/Ai rstri ps	100	100	100 30	100 40	100 20	75 60
3. REGIONAL/COMMUNITY HOST						
Host 5	10	10	10	5	5	
Acti vi ti es	10	10	10	10	10	
4. INTERPRETI VE EXHI BIT, VI SI TOR CENTRE , MUSEUM						
Pl anni ng Constructi on Start-up		30	100	100 20	100 20	75 30
5. CANOE TRIP/CANOL TRAIL OUTFITTER						
Equi pment Start-up		20	30 15	40 10	10	
TOTAL :	\$ 150	\$ 200	\$ 365	\$ 330	\$ 270	\$ 245
GRAND TOTAL:	\$1,560,000					

draft

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

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 50	20 100		100

2. CANOE TRIP **OUTFITTER**

Equi pment Start-up			35 20	25 20		10
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TOTAL : \$ 170 \$ 190 \$ 285 **\$** 215 \$ 110 \$

GRAND TOTAL: \$ 970,000

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 RIVER AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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COLVILLE LAKE

1. ACQUISITION OF LODGE

Planning/Purchase Start-up	\$	\$	\$ 35	\$ 200 20	\$ 200 60	\$ 30
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TOTAL :	\$	\$	\$ 35	\$ 220	\$ 260	\$ 30
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GRAND TOTAL :	\$ 545,000
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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	\$ 150	\$	\$	\$	
	Start-up	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.	MATERFRONT 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

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	\$	\$	\$	\$	\$
Construction		200	100	20		
Start-up		30	20	10	5	
Community Facility						
Construction	25	10	10			
2. MUSEUM ATTRACTION						
Data Collection	15	10				
Construction		20	50	75	75	50
Start-up			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	
5. RIVER TOURS						
Equipment	10	10	10			
Start-up	5	10	5			
6. ARTS AND CRAFTS						
Production			10	10	10	20
7. COMMUNITY TOURS/HOST	15	15	10	5	5	
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

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

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

1.	RI CHARDSON MOUNTAINS NATURALIST LODGE						
	Constructi on Start-up	\$ 30 15	\$ 40 10	\$ 40 5	\$	\$!
2.	WILDERNESS TOUR OUTFITTER						
	Traini ng	20					
	Equi pment	20	10				
	Start-up	15	10				
3.	HERSCHEL ISLAND ACCOMMODATION						
	Equi pment	30	20	30			
	Start-up	10	15	5			
4.	ARTS AND CRAFTS PRODUCTI ON						
	Material s	10	10	10			
	Workshops			20	20		
5.	MUSEUM/MAD TRAPPER EXHI BI T						
	Upgrade	5	5	75	50	50	20
	Start-up	5	10	10	10	10	
6.	SPORT HUNTS						
	Equi pment		75	20	20		
	Start-up	10	20	5			
7.	DOCK AREA			25	25		

TOTAL : \$ 170 \$ 225 \$ 245 \$ 125 \$ 60 \$ 20

GRAND TOTAL: \$ 845,000

draft

ARCTIC OCEAN AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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TUKTOYAKTUK

1.	OCEAN GOING TOUR BOAT					
	Purchase	\$ 165				
	Start-up	20	20	10	10	
2.	COMMUNITY					
	Host	15	10	5		
	Acti vi ti es	15	15	10	10	
3.	TOURI ST VI SITOR CENTRE					
	Pl anni ng		15	20		
	Constructi on			125	125	50
	Start-up			10	10	10
4.	ARTS AND CRAFTS					
	Producti on		10	10	5	
	Workshops			80	60	40
5.	TOUR OUTFITTER(S)					
	Equi pment	30	20	20	15	
	Worki ng Capi tal	15	15	10	10	
6.	ESKIMO/HUSKY LAKES FI SHI NG LODGE					
	Constructi on		150	100	150	50
	Worki ng Capi tal			30	20	10
TOTAL :		\$ 260	\$ 255	\$ 420	\$ 420	\$ 250
GRAND TOTAL:		\$1,665,000				

draft

ARCTIC OCEAN AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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PAULATUK

1. WILDERNESS/SPORT HUNTS OUTFITTER						
Equipment	\$ 25	\$ 20	\$ 20	\$	\$	\$
Start-up	15	10	10	10	10	
2. ARTS AND CRAFTS						
Producti on		15	15	10		
Touri st Workshops			25	25		
3. WILDERNESS CAMP						
Hornaday Ri ver Pl anni ng		35				
Constructi on/Equi pment	25		100	50	25	30
Start-up		10	20	10	10	
Brock Ri ver Pl anni ng		75				
Constructi on/Equi pment	20		25	175	120	
Start-up		20	25			
TOTAL :	\$ 85	\$ 185	\$ 240	\$ 280	\$ 165	\$ 30
GRAND TOTAL:	\$ 985,000					

draft

ARCTIC OCEAN AREA	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
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SACHS HARBOUR

1. **BANKS ISLAND OUTFITTERS**

Equipment (3 camps)	\$ 60	\$ 60	\$ 50	\$	\$	\$
4 Wheel ers/Ski doo		30	40			
Boat/Equipment		75				
Start-up/Trai ni ng	70	60	20	10	10	

2. **MUSEUM/ATTRACTION**

Constructi on		5	40			
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3. **COMMUNITY HOST**

		10	15	10	10	10
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4. **COMMUNITY ACTI VI TIES**

		5	10	5	5	
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TOTAL :	\$ 130	\$ 245	\$ 175	\$ 25	\$ 25	\$ 10
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GRAND TOTAL:	\$ 610,000					
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draft

DEMPSTER CORRIDOR	1989 ('000)	1990 ('000)	1991 ('000)	1992 ('000)	1993 ('000)	1994-1995 ('000)
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DEMPSTER HIGHWAY

1. YUKON/N.W.T. BORDER						
Planning	\$	\$ 10	\$	\$	\$	\$
Construction			30	75		
2. PEEL RIVER LOOKOUT (KM 64)						
Planning	10					
Construction		20	40			
3. DEEP WATER LAKE BOAT RAMP PLANNING						
Construction	5	70				
4. ARCTIC RED RIVER LOOKOUT	45					
5. CAMPBELL HILLS INTERPRETIVE STOP P L A N N I N G						
Exhibit/Pull Off	5		75			
6. OUTDOOR KITCHENS		25	25	25	25	50
7. INTERPRETIVE SIGNAGE	30	30	30	15	15	20
8. KLONDIKE HIGHWAY INFORMATION DISPLAY (YUKON)						
Planning	25			30		
Construction (I)	100	50	75			
Phase II				50	100	
9. EAGLE PLAINS INFORMATION CENTRE	20	10	10			
10. KM 32 (YUKON) INFORMATION KIOSK		70				
11. TOMBSTONE LOOKOUT						
Interpretive Signage		40				
TOTAL :	\$ 240	\$ 325	\$ 285	\$ 195	\$ 140	\$ 70
GRAND TOTAL:	\$1,255,000					

N.B. Developments at Fort **McPherson** and Arctic Red River have been **included in** their respective **community**.

DRAFT

REGIONAL DEVELOPMENTS	1989 (' 000)	1990 (' 000)	1991 (' 000)	1992 (' 000)	1993 (' 000)	1994-1995 (' 000)
1. HESTERN ARCTIC VISITOR CENTRE						
Construct on Start-up	\$1,000	\$ 500	\$ 400 60	\$ 50	\$ 25	\$ 40
2. REGIONAL CULTURAL HERI TAGE CENTRE ATTRACTI ON						
Pl anni ng		125				
Constructi on Start-up		50	400 40	275 10	150 5	
TOTAL :	\$1,000	\$ 675	\$ 900	\$ 335	\$ 180	\$ 40
GRAND TOTAL:	\$3,130,000					

draft

WESTERN ARCTIC

Tourism Strategy

Western Arctic Visitors Association
Economic Development and Tourism
Government of the Northwest Territories

LEGEND

- Regional Boundary
- Sub-Region
- Theme *
- Area/Corridor Boundary

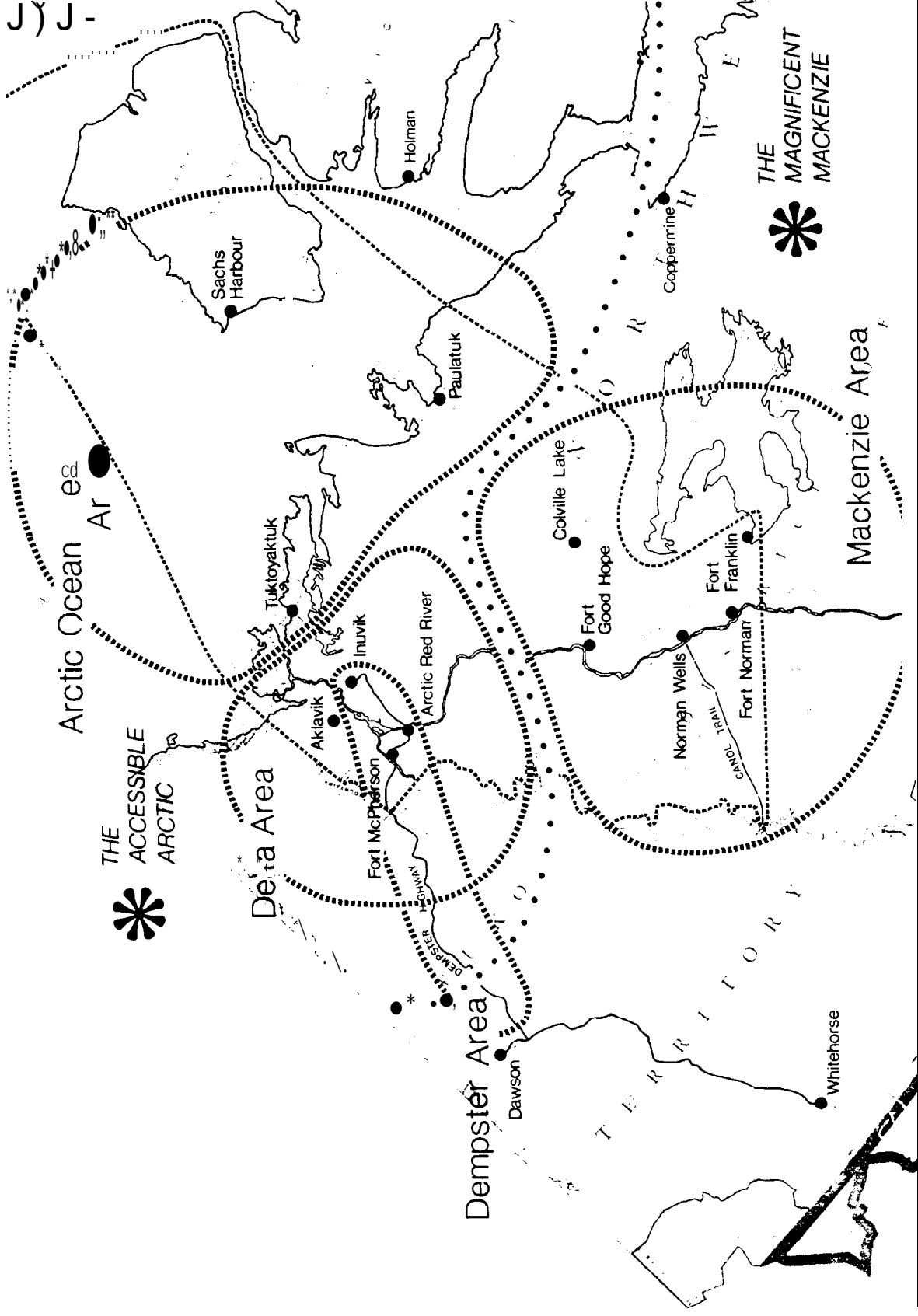
Attraction Concept

date 1987

scale



MAUREN HANSLARCH
PELMAN ASSOCIATES ARCHITECTS
ATP/SPN TRAVEL MARKETING
Lavalin



WESTERN ARCTIC

Tourism S 9

Western Arctic Visitors Association
Economic Development and Tourism
Government of the Northwest Territories

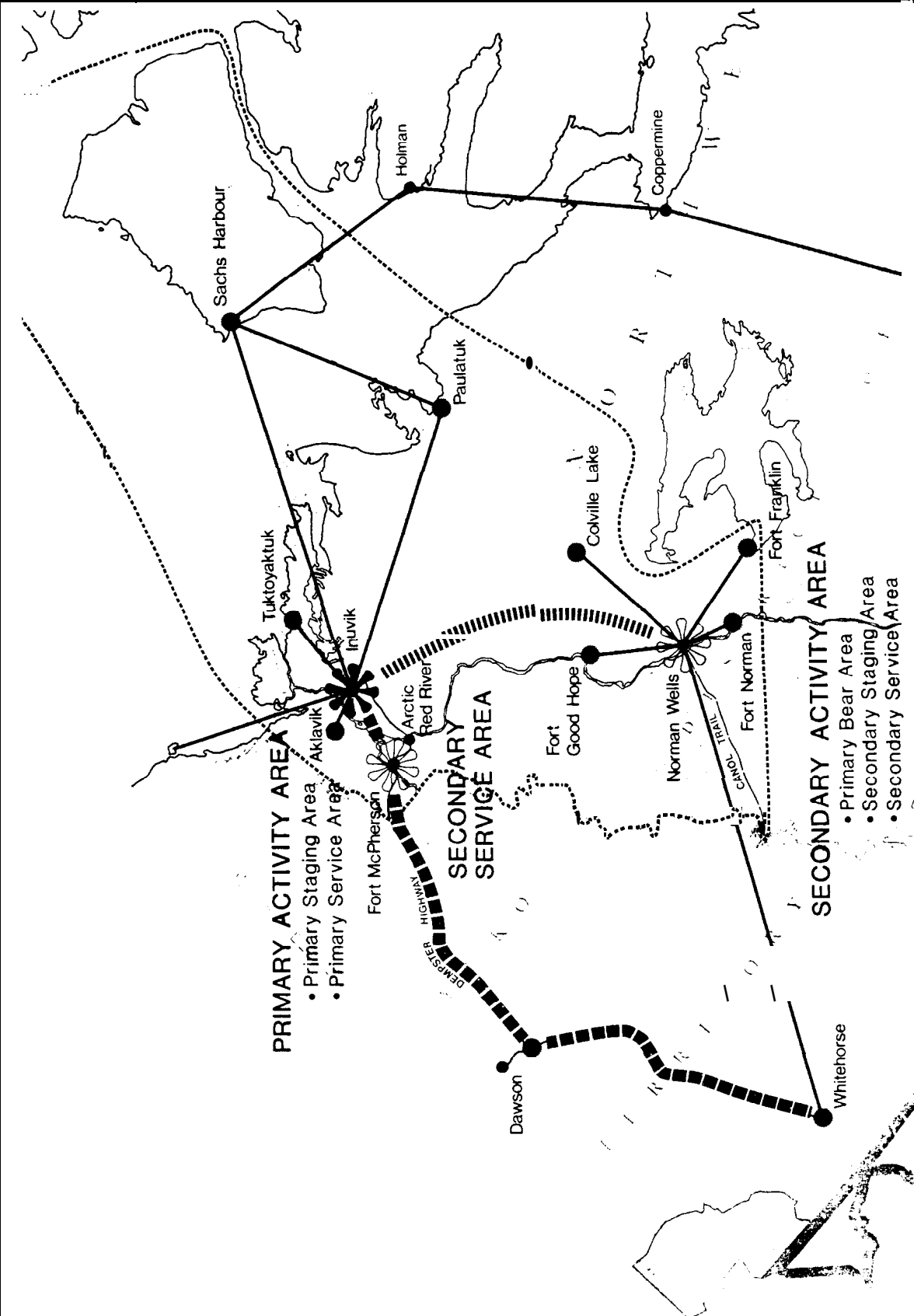
LEGEND

- Regional Boundary
- Primary Access Route
- Secondary Access Route
- Primary Area
- Secondary Area

Development Concept

date 1987
scale 0 50 100

McLAREN PLANNING ARCHITECTS
PELLERIN ASSOCIATES ARCHITECTS
ATKINSON TRIMBLE ARCHITECTS



PRIMARY ACTIVITY AREA

- Primary Staging Area
- Primary Service Area

SECONDARY SERVICE AREA

SECONDARY ACTIVITY AREA

- Primary Bear Area
- Secondary Staging Area
- Secondary Service Area

3.1 MACKENZIE RIVER AREA DEVELOPMENT OPPORTUNITIES

01/11/2017

1. BACKGROUND

- o several hundred travelers pass through Norman Wells on their way to fishing and hunting camps. Norman Wells is presently not a destination, however that will change with further improvements to the Canol Trail and enough attractions to keep some of the hunters for a day; and
- o river tours are one of the more obvious ways of encouraging more travelers to stay as well as pull in some destination visitors from Yellowknife and the south.

2. DESCRIPTION

- o several tours have been developed by Mountain River Outfitters including:
 - Bear Rock Tour (3 days);
 - Norman Wells/Fort Good Hope (4 and 6 days);
 - Arctic Circle Tour (6 days);
 - Mountain River/Fossil Lake (5 days); and
- o capital investment is required for onshore facilities including a camp at Arctic Circle and Fossil Lake.

3. OBJECTIVES

- o increase overnight stay in Norman Wells;
- o develop a destination product; and
- o maximize location on attractive stretch of the Mackenzie River.

4. TARGET MARKETS

- o locals;
- o hunters, anglers, Canol Trail users;
- o N.W.T. inbound operators; and
- o Southern Adventure Travel/River Wholesalers.

01/11/2011

5. RESPONSIBILITY AND IMPLEMENTATION

o private sector.

6. PERFORMANCE AND INDICATORS

o increased overnight stay in Norman Wells;

o generate equivalent of two jobs; and

o goal of 100 tourists by 1992.

7. OPPORTUNITIES AND CONSTRAINTS

o travelers already pass through Norman Wells;

o river tours will attract them to stay;

o provides a destination attraction to Norman Wells;

o Mountain River Outfitters have several tours in place that can be coordinated with Norman Wells destination tours and Fort Good Hope; and

o outfitter could service southern wholesalers providing tour on local rivers e.g. Black Feather.

8. IMPLEMENTATION STEPS

o develop a destination product in cooperation with Mountain River Outfitters/southern adventure travel wholesalers;

o plan camps at Arctic Circle and Fossil Lake;

o select local outfitters and secure funding;

o seek funding assistance from EDA; and

o construct camps at Arctic Circle and Fossil Lake.

9. COSTS

Capital: \$75,000

Start-up: \$45,000

Total Costs: \$120,000

CONFIDENTIAL

CANOE TRIP/CANOL TRAIL OUTFITTER
NORMAN HELLS

1. BACKGROUND

- o there are two emerging products that are not being serviced by outfitters:
 - access to and travel along the Canol Trail; and
 - access to the major canoe routes as well as guiding along these routes.

2. DESCRIPTION

- o it is anticipated that the proposed outfitter will have the necessary boats and access to aircraft, expenditures will be for onshore/on trail camping equipment and 4 wheelers to serve the camps along the Canol Trail.

3. OBJECTIVES

- o Promote canoeing and Canol Trail hiking through a local outfitter increasing employment and overnight stay in Norman Wells; and
- o providing local knowledge and character for canoeing and hiking groups.

4. TARGET MARKETS

- o southern wholesalers selling canoeing and hiking;
- o canoe clubs and associations; and
- o history enthusiasts interested in the Canol Trail.

5. RESPONSIBILITY AND IMPLEMENTATION

- o local private operator; and
- o local Band or Native Development Corporation.

01/11/11

6. PERFORMANCE INDICATORS

- o two seasonal jobs;
- o extra 150 bed nights of occupancy in Norman Wells during staging for canoe trips and hikes; and
- o 150 clients by 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o excellent opportunity to provide canoe/hiking outfitting service at Norman Wells;
- o with Chilcot becoming crowded, other adventure hikes will be more and more attractive;
- o hikers and canoeists will purchase supplies and arts and crafts; and
- o excellent employment opportunity for local guides.

8. IMPLEMENTATION STEPS

- o identify local operator and guide;
- o draw up equipment lists and trip plans;
- o apply to EDA for funding; and
- o make up brochures for distribution to wholesalers, canoe clubs, etc.

9. COSTS

Equipment: \$90,000
 Start-up: \$35,000
Total Costs: \$125,000

copy

10. ECONOMIC IMPACT

Revenue in 1993

Potential Clients

a) Mackenzie area will attract 1/3 of wilderness canoeists i.e. 116, 50% will use local tour operator, i.e. 58 58 x \$200.00/day x 5	\$ 58,000.00
b) Canol Trail will attract 200 and 20% will use guide, i.e. 40 40 x 5 x \$250.00	50,000.00
c) Trips to head of Canol Trail 50 x \$100.00	<u>5,000.00</u>
TOTAL :	\$103,000.00

costs

Salaries - Operator/Head Guide	\$22,000.00
Assistant/Cook	15,000.00
Fuel	5,000.00
Charter	9,000.00
Administration/Maintenance	2,000.00
Marketing	5,000.00
Commissions	4,000.00
Food and Supplies	<u>30,000.00</u>
TOTAL :	\$92,000.00

COPIED

FISHING LODGE
FORT FRANKLIN1. BACKGROUND

- o Great Bear Lake is one of the most desirable and recognized trophy fishing spots in the World;
- o Fort Franklin has the opportunity to develop over the next five years, an internationally recognized sport fishing lodge that would generate in excess of \$350,000 in the next 5-7 years. It would be both accessible from the south via Yellowknife or Norman Wells; and
- o it would be native owned and operated offering the angler the additional option of spending time in the community of Fort Franklin.

2. DESCRIPTION

- o the lodge would initially be built to accommodate 12 to 14 guests and then it would grow to 20 to 24 as the guides and managers become more experienced;
- o the lodge would include a main dining area/lounge, kitchen, storage, cook and manager accommodation. The lodge would be laid out so that it can continually expand to meet requirements; and
- o the lodge would be located outside of the community.

3. OBJECTIVES

- o develop the extraordinary sport fishing resources of Great Bear Lake;
- o establish a permanent, revenue and employment generating facility;
- o create a facility that is locally operated and managed and provides the opportunity for local skill development; and
- o **generate** revenue from use of HTA boats.

4. TARGET MARKETS

- o Trophy Fishing/Sport Fishing Clubs and Organizations;
- o Exclusive Sport Fishing Wholesalers; and
- o N.W.T. Inbound Operators.

01/15/12

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort Franklin Band Council;
- o **Sahtu** Regional Council;
- o **WAVA**;
- o private operator joint venture; and
- o HTA.

6. PERFORMANCE INDICATORS

- o provides 1 full time and 5 part time jobs; and
- o \$50,000.00 - \$60,000.00 additional revenue to **Sahtu Air** by 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o Great Bear Lake is one of the most attractive trophy fishing areas in the world;
- o HTA boats and knowledgeable guides are available. Guides will need additional training to serve this high end market;
- o increasing demand for upscale wilderness fishing experience ensures full occupancy;
- o fishing lodge will act as a major revenue generator for the community; and
- o must only begin when the Hamlet is already.

8. IMPLEMENTATION STEPS

- o identify level of commitment by Fort Franklin Council and Development Corporation;
- o prepare full feasibility analysis and development/construction plans;
- o prepare financial package which may include a private sector equity;
- o commence construction; and
- o commence marketing.

9. COSTS

Planning: \$60,000
 Construction: \$650,000
 Start-up: \$100,000
 Total Costs: \$810,000

01/01/93

10. ECONOMIC IMPACTRevenue in 1993

o Package Sales	\$427,500.00
o Outcamp Trip Sales	25,800.00
o Beverage Sales	<u>11,970.00</u>
TOTAL :	\$465,270.00

costs

Salaries - Lodge Staff	\$135,100.00
Guides	102,600.00
Administration	5,000.00
Food Purchases	53,900.00
Marketing	10,000.00
Commissions	11,000.00
Utilities	10,800.00
Insurance	6,500.00
Miscellaneous	15,000.00
Air Transportation	<u>60,000.00</u>
TOTAL :	\$409,900.00

01/13/2014

HOTEL EXPANSION
FORT FRANKLIN1. BACKGROUND

- o because of the excellent fishing on Great Bear Lake, the Fort Franklin Restoration and opportunity for hiking, Fort Franklin will become increasingly well known thus generating additional tourist volume. This will necessitate hotel expansion within 3 to 4 years.

2. DESCRIPTION

- o 4 additional units will be attached to the existing facility.

3. OBJECTIVES

- o provide **additional** capacity to meet demands which would include 2 to 3 fishing packages out of Yellowknife;
- o additional facilities in summer for pleasure travelers; and
- o provide additional volume for Sahtu Air.

4. TARGET MARKETS

- o anglers in Yellowknife;
- o Yellowknife Inbound Operators and Agents;
- o nature enthusiasts; and
- o cultural /history enthusiasts.

5. RESPONSIBILITIES AND IMPLEMENTATION

- o Great Bear Motel and Restaurant; and
- o Fort Franklin Development Corporation.

6. PERFORMANCE INDICATORS

- o 4 additional visits required in 3-4 years; and
- o extra seasonal jobs.

01/11/2011

7. OPPORTUNITIES AND CONSTRAINTS

- o support accommodation demands of fishing lodge;
- o increasing tourist volume due to fishing, hiking and Fort Franklin restoration; and
- o Great Bear Motel is already a successful operation.

8. IMPLEMENTATION STEPS

- o prepare expansion plans;
- o Prepare financial package including existing operations;
- o equity position;
- o construction; and
- o develop promotional material in coordination with fishing packages sold out of Yellowknife.

9. COSTS

Total Costs (4 rooms): \$150,000

10. ECONOMIC IMPACTRevenue in 1995

Business Travel:	200 visitor nights	\$ 98,000.00
Pleasure Travel:	100 (3 day packages @ \$20.00/day)	20,000.00
Sport Fishermen:	75 anglers (3 day packages @ \$750.00/day)	<u>56,250.00</u>
TOTAL :		\$174,250.00

Total 1,150 visitor nights considering full occupancy in the summer with anglers and pleasure travelers. Overall occupancy in 1995 = 39.8%.

costs

Salaries - Additional Hotel Staff - Maids (2)	\$ 32,000.00
Guides (2)	30,000.00
Administration	2,000.00
Food Purchases	55,000.00
Maintenance	5,000.00
Marketing	3,000.00
Commissions	2,000.00
Supplies	12,000.00
Insurance	<u>4,000.00</u>
TOTAL :	\$145,000.00

1. BACKGROUND

- o the GNWT has been doing excavation/field work on the old Franklin Fort for the past 4 years. It could eventually be restored and serve as a focal attraction to 2 to 3 day tours (hiking, fishing) out of Yellowknife.

2. DESCRIPTION

- o restored Fort would be a simple structure that could be rebuilt and filled with artifacts.

3. OBJECTIVES

- o improve Fort Franklin's image as a 2 to 3 day destination; and
- o contribute to the cultural heritage of the Hamlet, region and N.W.T.

4. TARGET MARKETS

- o history enthusiasts;
- o Yellowknife residents; and
- o R.V. operators in Yellowknife.

5. RESPONSIBILITY AND IMPLEMENTATION

- o GNWT Department of Public Service and Justice; and
- o Northern Heritage Centre.

6. PERFORMANCE INDICATORS

- o increase stay in Fort Franklin by $\frac{1}{2}$ day overall; and
- o attract 30-40 people/year by 1995.

01/12/95

7. OPPORTUNITIES AND CONSTRAINTS

- o increasing interest in proposed tour packages will bring approximately 150 visitors to Fort Franklin by 1995; and
- o restored Fort Franklin will serve as historical focus on Hamlet.

8. IMPLEMENTATION STEPS

- o develop plan for restored Fort Franklin in cooperation with GNWT Department of Public Service and Justice and Northern Heritage **Centre**; and
- o assure that existing excavation work respects schedule of overall tourism development in Fort Franklin.

9. COSTS

Planning: \$25,000

Construction: \$100,000

Operations: \$30,000

Total Costs: \$155,000

10. ECONOMIC IMPACT

There will be no charge for entrance. All package tours will include visit as part of the program. Maintenance will be responsibility of GNWT and Hamlet.

GNWT

ARTS AND CRAFTS
FORT FRANKLIN1. BACKGROUND

- o the influx of visitors for sportfishing and excursions out of Yellowknife will create a new market for the quality arts and crafts produced here; and
- o direct air links to Yellowknife will assure competitive product.

2. DESCRIPTION

- o funds would be used to purchase material and create an inventory of quality crafts.

3. OBJECTIVES

- o revitalize the arts and crafts production; and
- o provide purchase opportunities for visitors.

4. TARGET MARKETS

- o all visitors to Fort Franklin; and
- o sales in Yellowknife.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort Franklin Hamlet Council.

6. PERFORMANCE INDICATORS

- o generate one FTE job by 1993;
- o add to the cultural activities in Fort Franklin; and
- o generate \$50,000.00 within 5 years of start-up and become self sufficient.

direct

7. OPPORTUNITIES AND CONSTRAINTS

- o sportfishing and tours out of Yellowknife could bring 200 visitors by 1995 offering an excellent captured market for arts and crafts. Other markets will be external (i.e. Yellowknife);
- o industry will provide employment and good training in activity for young artists; and
- o a reliable output of quality arts and crafts will be required once demand is established.

8. IMPLEMENTATION STEPS

- o Fort Franklin Hamlet Council appoint Arts and Crafts Coordinator;
- o establish contact with arts and crafts groups in other centres;
- o develop a production and marketing plan;
- o apply for start-up funds;
- o purchase materials and establish centre for inventory; and
- o develop unique sales approach.

9. COSTS

Total Costs: \$40,000

10. ECONOMIC IMPACTRevenue by 1993

o Sales to anglers 171 (lodge) + 75 (hotel) \$100.00 x	\$24,600.00
o Sales to Pleasure Travelers = \$100.00 x 80	8,000.00
o Sales to Business Travelers = \$125.00 x 40	5,000.00
o Sales in Yellowknife	<u>10,000.00</u>
TOTAL :	\$47,600.00

costs

2 crafts people (6 months)	\$30,000.00
Materials	<u>14,000.00</u>
TOTAL :	\$44,000.00

dir 2/1

HUNTING OUTFITTING
FORT FRANKLIN1. BACKGROUND

0 there is excellent hunting in the area and spring and fall hunts could be conducted from the lodge.

2. DESCRIPTION

0 funds for equipment purchase such as spike camps, gear and possible boat and kicker, snow machines and dog team.

3. OBJECTIVES

0 maximize use of lodge and hotel; and
0 extend season for the fishing guides.

4. TARGET MARKETS

0 Yellowknife Inbound Operators; and
0 Sport Hunting Clubs/Associations in U.S.A. and Europe.

5. RESPONSIBILITY AND IMPLEMENTATION

0 Fort Franklin Development Corporation.

6. PERFORMANCE INDICATORS

0 \$160,000.00 revenue to Hamlet by 1993;
0 hunters will add 40 to 50 nights to hotel occupancy for an additional \$5,000.00 revenue;
0 equivalent of 1 full time and 3 seasonal jobs created; and
0 \$10,000.00 additional revenue for Sahtu Air.

0/1/91

7. OPPORTUNITIES AND CONSTRAINTS

- o hunting for caribou and grizzly bears are excellent;
- o guides will be available from fishing camp - may need some specific training in hunting requirements; and
- o this is a new venture for the development corporation and would require their complete commitment.

8. IMPLEMENTATION STEPS

- o identify interest of Development Corporation and HTA;
- o develop packages for hunts and camps locations, design, etc.;
- o hire coordinator; and
- o arrange necessary funding support from EDA and Indian Affairs.

9. COSTS

Equipment: \$90,000
 Start-up: \$40,000
 Total Costs: \$110,000

10. ECONOMIC IMPACTRevenue in 1993

0 12 Spring hunts @ \$6,500.00	\$ 78,000.00
0 12 Fall hunts @ \$7,000.00	<u>84,000.00</u>
TOTAL :	\$162,000.00

costs

Salaries - Coordinator/Head Guide (6 months)	\$ 20,000.00
Assistant/Cook (4 months)	12,000.00
Guides (4) (3 months)	36,000.00
Administration	4,000.00
Food/Supplies/Utilities	26,000.00
Insurance	5,000.00
Maintenance	6,000.00
Equipment Rental	4,000.00
Charters	18,000.00
Hotel	4,800.00
Marketing	4,000.00
Commissions	<u>4,000.00</u>
TOTAL :	\$143,800.00

1. BACKGROUND

- o the Redstone Outfitters is for sale - this has typically been a very successful big game operation with high annual bookings. While it is questionable that the operation is worth the requested \$500,000.00 it is nonetheless an excellent opportunity to turn a quality tourism business over to local and/or native owner; and
- o there are several groups that are interested in the acquisition and experience in outfitting and operation management should be considered important to funding support.

2. DESCRIPTION

- o acquisition should be contingent on at least 3 years of management by present owner. A management fee would be part of the overall payment for the acquisition; and
- o within 4 to 5 years it will be necessary to upgrade the facility with a lodge and cabin. This would also enable the facility to attract the expanding wilderness adventure market.

3. OBJECTIVES

- o provide a successful business to a local native group, particularly in Fort Norman which has limited destination opportunities;
- o create 6 to 8 jobs for full season guiding (hunting, fishing, wilderness tours);
- o provide access to the Mackenzie Mountains; and
- o strengthen Norman Wells as a staging area.

4. TARGET MARKETS

- o sport hunting clubs/associations;
- o nature conservation clubs associations;
- o adventure/wilderness wholesalers; and
- o N.W.T. inbound operators.

draft

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator; and
- o joint venture with private operator/local development corporation.

6. PERFORMANCE INDICATORS

- o provides a manager and 5-7 seasonal guiding jobs;
- o acts as a major economic opportunity for Fort Norman, resulting in benefits from additional revenue; and
- o 50 hunting/fishing trips per year @ \$5,000.00 = \$250,000.00.

7. OPPORTUNITIES AND CONSTRAINTS

- o Redstone Outfitters is for sale and can be expanded from a strictly hunting operation into a fishing/wilderness business to meet the increasing market.

8. IMPLEMENTATION STEPS

- o develop plan for purchase/take-over of Redstone Outfitters;
- o identify local operators;
- o **apply** for funding to EDA;
- o purchase with management contract by present owner included;
- o develop wilderness tour packages;
- o develop brochures and promote; and
- o construct lodges and cabin.

9. COSTS

Acquisition/Management: \$450,000

Feasibility Start-up: \$160,000

Expansion: \$250,000

Total Costs: \$860,000

Q1/2014

10. ECONOMIC IMPACT

Revenue in 1992

50 hunters at \$5,000.00/hunt = \$250,000.00

costs

Salaries - Manager (8 months)	\$ 32,000.00
Assistant (3 months)	9,000.00
Guides (4) (3 months)	30,000.00
Administration	5,000.00
Charters	40,000.00
Air/Food/Supplies	32,000.00
Maintenance	5,000.00
Insurance	6,000.00
Marketing	20,000.00
Commissions	12,000.00
Expediter in Norman Wells	<u>6,000.00</u>
TOTAL :	\$197,000.00

draft

CANOE TRIP **OUTFITTER**
FORT NORMAN

1. BACKGROUND

- o with greater interest in canoeing/rafting there will be increased use of rivers such as the Bear, Redstone, etc. In order to develop and provide local guides on these tours, it will be necessary to establish an outfitter;
- o joint packages **could** be developed with Canoe Trip Outfitters in Norman Wells and Fort Good Hope; and
- o rafting trips on the Bear could be organized with Fort Franklin.

2. DESCRIPTION

- o the operation should be established in 3 to 4 years with capital used for tent frames and camping equipment.

3. OBJECTIVES

- o maximize benefits to local business by offering a variety of canoe packages;
- o opportunities for local trained guides; and
- o establishing a component for an overall canoeing outfitting service in the Bear Area including cooperation with Norman Wells and Fort Good Hope.

4. TARGET MARKETS

- o southern Wilderness Canoeing/Rafting Wholesalers;
- o Adventure Travel Agents; and
- o Canoe Clubs and Associations.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator(s).

draft

6. PERFORMANCE INDICATORS

- 0 50 canoeists/rafters at 5 days each @ \$275.00/day;
- 0 20 extra nights to Norman Wells; and
- 0 provides 3 part time jobs.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 maximize the excellent canoe rivers of the area;
- 0 excellent opportunity to take advantage of increasing market for canoeing/rafting of wilderness rivers;
- 0 canoe trip outfitters could provide joint packages in Norman Wells, Fort Good Hope and Fort Norman promoting inter-community development; and
- 0 hunting guides might also be able to supplement income.

8. IMPLEMENTATION STEPS

- 0 identify local operators;
- 0 develop financial arrangements;
- 0 prepare packages and brochure; and
- 0 wholesalers contact southern.

9. COSTS

Equipment: \$60,000

Start-up: \$50,000

Total Costs: \$110,000

draft

10. ECONOMIC IMPACTRevenue in 1993

By 1993 there will be canoe/kayak/zodiac packages in the region. If the outfitter attracts 12% this will provide 42 guests.

42 guests = 7 trips @ \$1,975.00/trip	\$82,950.00
Pick up rafters coming down the Bear for boat trip to Norman Wells = 20 x 120	<u>2,400.00</u>
TOTAL :	\$85,350.00

costs

Salaries - Head Guide/Operator (4 months)	\$18,000.00
Assistant/Cook (3 months)	9,000.00
Guide (2 months)	5,000.00
Administration	2,000.00
Food/Supplies	19,000.00
Fuel/Boat	2,500.00
Maintenance	2,800.00
Promotion	2,000.00
Insurance	<u>1,500.00</u>
TOTAL :	\$61,800.00

QIP & W

1. BACKGROUND

- o there are two opportunities to establish Fort Good Hope as a destination community, the Peregrine Falcons and Dene Culture;
- o the Ramparts have at least 7 pairs of nesting falcons which would be of substantial interest to **birdwatchers**; and
- o they are accessible by boat and when tied in with other features such as the Arctic Circle and the community an attractive package tour is possible.

2. DESCRIPTION

- o the hotel is interested in setting up this operation to compliment his hotel operations, he already has the boat/kicker but must acquire onshore facilities and equipment including:
 - fishing gear;
 - tent frames at Arctic Circle; and
 - docking area.

3. OBJECTIVES

- o maximize Fort Good Hope proximity to falcons and Arctic Circle;
- o establish Fort Good Hope as a destination community; and
- o provide additional room nights to the Ramparts Hotel.

4. TARGET MARKETS

- o **birdwatching** associations and organizations; and
- o southern Adventure Travel Agents and Wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Ramparts Hotel; and
- o Fort Good Hope Hamlet Council.

draft

6. PERFORMANCE INDICATORS

- 0 up to 100 naturalists spending \$200.00/day by 1993;
- 0 300 extra room-nights for Ramparts Hotel; and
- 0 two jobs created - one full time, one seasonal.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 Peregrine falcons will act as strong attraction for **birdwatchers**;
- 0 continual viewing of falcons will have to be carefully done to avoid disturbance;
- 0 although tied to falcons at first, other package tours should be developed to (i.e. Arctic Circle) offer wider variety and larger income base; and
- 0 staging base in place at Rampart's Hotel, and only a minor amount of development is necessary to complete package.

8. IMPLEMENTATION STEPS

- 0 Ramparts Hotel and Fort Good Hope Hamlet Council to develop proposed packages;
- 0 develop joint financing between hotel, Hamlet and EDA;
- 0 develop brochures for distribution to **birdwatching** association, southern travel agents and wholesalers; and
- 0 construct tent frame and dock at Arctic Circle.

9. COSTS

Equipment: \$65,000
 Start-up: \$35,000
 Total Costs: \$100,000

Ramparts

10. ECONOMIC IMPACTRevenue in 1993

15% of wildlife tours = 68

5% of canoeists = 18

Total : 96

96 x 3 days x \$225.00/day = \$64,800.00

costs

Head Guide	\$14,000.00
Hotel	14,400.00
Food Supplies	14,400.00
Boat/Motor	4,400.00
Administration	1,000.00
Marketing	5,000.00
Commissions	<u>1,000.00</u>
TOTAL :	\$54,200.00

The relatively small profit on this project suggests it would be in the best interest of the Ramparts Hotel to take on the project in order to increase hotel occupancy and food sales.

© Ramparts

1. BACKGROUND

- o While Fort Good Hope does not presently get many tourists, the development of River Tours and the Dene Cultural Centre will significantly increase visitor volume to the community, these are both products that will be sold in packages so it will be possible to provide tourist activities such as:
 - fishing bakes;
 - community tours/hikes;
 - native games; and
 - films.

2. DESCRIPTION

- o funds will be used to hire a coordinator and cover activity costs; these activities should start in the first year in order to establish a format and train young people in hospitality skills.

3. OBJECTIVES

- o enhance Fort Good Hope's image as a tourist destination; and
- o support the river tours and eventually the Dene Cultural Centre.

4. TARGET MARKETS

- o a" 1 tourists to Fort Good Hope.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort Good Hope Hamlet Council.

01/02/2014

6. PERFORMANCE INDICATORS

- o adds an extra days stay in Fort Good Hope;
- o provide equivalent 2 part time positions;
- o increased sales of local goods and services especially arts and crafts; and
- o attract approximately 200 users by 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o excellent opportunity for coordination of festivities and cultural activities with visitors;
- o young people will be trained in cultural activities and hospitality services; and
- o activities can be coordinated with tour group arrival /departures.

8. IMPLEMENTATION STEPS

- o Prepare **proposal** to EDA for funding outlining programs, training etc. ;
- o hire coordinator; and
- o develop program and brochures (town maps, description of cultural events, opportunities, etc.).

9. COSTS

Total Costs: \$65,000

draft

10. ECONOMIC IMPACTRevenue in 1993

0 Community Tours 250 x \$20.00	\$5,000.00
0 Fish Bakes 100 x \$25.00	2,500.00
0 Entertainment 100 x \$10.00	<u>1,000.00</u>
TOTAL :	\$8,500.00

costs

Salaries - Coordinator	\$10,000.00
Assistant (part time)	5,000.00
Entertainment	2,500.00
Food Supplies	<u>2,500.00</u>
TOTAL :	\$20,000.00

Approximately \$10,000.00/year is required to support these community tours.

The benefits will be derived by hotel, local operators, sales of arts and crafts, etc.

draft

ARCTIC RED **OUTFITTERS**
FORT GOOD HOPE

1. BACKGROUND

- o this operation has been for sale for several years at a cost of \$300,000.00 (including two airplanes). It has been offered, by owner Ray Woodward to the Fort Good Hope Band. While the Band has a general interest in the acquisition, no individual is interested in heading up the project; and
- o ideally the operation should be sold to a local outfitter and every effort should be made to encourage the Fort Good Hope Hamlet Council to demonstrate sincere interest.

2. DESCRIPTION

- o it is firstly necessary to evaluate the real value of the acquisition and prepare a feasibility for funding and investment, while the aircraft represent an important part of the acquisition (\$50,000.00 - 60,000.00) it is doubtful that the guiding territory is worth \$250,000.00;
- o nevertheless the outfitter seemed to have a good season which would tend to increase the value;
- o the operation should be purchased over two years with part of the cost going to a management fee for Woodward, which would be maintained for an additional 2 years; and
- o a lodge will be built after four years to promote the facility for adventure wilderness tours.

3. OBJECTIVES

- o to provide Fort Good Hope with a viable sport hunting business;
- o encourage several Band Members to take guide and operation management training; and
- o create 6 to 8 jobs including hunting/fishing and wilderness adventure guiding.

draft

4. TARGET MARKETS

- o Sport Hunting Wholesalers;
- o Wilderness/Adventure Tour Wholesalers; and
- o N.W.T. Inbound Operators.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort Good Hope Hamlet Council; and
- o Hamlet Council/Private Operator (e.g. Ramparts Hotel) joint venture.

6. PERFORMANCE INDICATORS

- o **provide** up to 2 full time equivalent jobs or 6 seasonal jobs;
- o increase hotel stays in Fort Good Hope by 50 nights; and
- o total of 50 hunts/per year at \$5,000.00.

7. OPPORTUNITIES AND CONSTRAINTS

- o business is in place with most of necessary equipment;
- o increasing demand for hunting/wilderness tours;
- o operation will require 6-8 guides to be trained and
- o airplanes will require pilots/maintenance and eventual replacement.

8. IMPLEMENTATION STEPS

- o develop take-over plan for operation between Hamlet Council and operator;
- o identify local operator who can be trained to assume full responsibility in 2-3 years;
- o arrange acquisition financing;
- o define management role of existing owner; and
- o develop brochures/contacts with hunting wholesalers (Guided Arctic?).

9. COSTS

Acquisition: \$425,000

Start-up: \$80,000

Management: \$85,000

Total Costs: \$590,000

draft

10. ECONOMIC IMPACTRevenue in 1992

50 hunters at \$6,000.00/hunt = \$300,000.00

costs

Salaries - Manager (8 months)	\$ 32,000.00
Assistant (3 months)	9,000.00
Guides (4) (3 months)	30,000.00
Administration	5,000.00
Fuel and Pilots	30,000.00
Food/Supplies	37,000.00
Maintenance	5,000.00
Insurance	10,000.00
Marketing	20,000.00
Commissions	12,000.00
Expediter in Norman Wells	<u>6,000.00</u>
TOTAL :	\$196,000.00

QIP 3/1/92

1. BACKGROUND

- o Fort Good Hope has traditionally been a centre for Dene Culture. It has a Language Centre and the necessary local skills to present various aspects of the Dene Cultural including:
 - history;
 - customers/values;
 - beliefs;
 - arts and crafts;
- o the **centre** would be used to both reinforce values for the Dene People as **well** as for workshops, conferences and training programs for tourists and non-native government workers who interact with **Dene**; and
- o improve the communities interest in participating in the travel industry.

2. DESCRIPTION

- o there is no existing appropriate facility for this centre. **It will** therefore be necessary to build a structure in approximately 4 to 5 years;
- o the 4,000 to 5,000 sq. ft. building would have a workshop, classroom and administrative space and possibly be located with a view over the Mackenzie River; and
- o provide seminars and workshops for government, oil and gas industry, natural and renewable resources sector, etc.

3. OBJECTIVES

- o reinforce Fort Good Hope's position as a destination community;
- o provide shoulder season occupancy at Ramparts Hotel;
- o maximize strong Dene Culture as a tourism resource; and
- o **provide** for extended stay package tours.

DRAFT

4. TARGET MARKETS

- o native culture enthusiasts;
- o wholesalers typically selling native culture;
- o government agencies that provide services to Dene;
- o arts and crafts enthusiasts; and
- o native conferences with cultural theme.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort Good Hope Hamlet Council; and
- o Northern Heritage **Centre**.

6. PERFORMANCE INDICATORS

- o generate \$250,000.00 revenue for the community by 1995;
- o contribute to 3-5 day stays in Fort Good Hope for package tour visitors and conferences/cultural workshop delegates;
- o generate approximately 1,000 bed nights for the hotel;
- o provide 3 full time jobs and 2 seasonal jobs; and
- o provide focus for development of cultural products (arts and crafts, storytelling, music and entertainment).

7. OPPORTUNITIES AND CONSTRAINTS

- o important long term attraction in Mackenzie River area;
- o centre for Dene Culture within the region and the N.W.T.; and
- o provides **centre** for training, arts and crafts, cultural events, education of traditions, customs, values, etc.

8. IMPLEMENTATION STEPS

- o establish planning committed between Fort Good Hope Hamlet Council and Northern Heritage Centre;
- o prepare **plans** that are sensitive to both cultural needs and visitor attraction;
- o arrange financial package;
- o hire coordinator;
- o develop brochures, programs, etc.;
- o train staff; and
- o construct the facility.

draft

9. COSTS

Planning: \$50,000
Construction: \$400,000
Start-up: \$85,000
Total Costs: \$535,000

10. ECONOMIC IMPACT

Revenue in 1995

a) Education/Training

o Government Cultural Inclusion **Class**

- 4 day packages - 40 students at \$950.00 \$ 38,000.00

o Arts and Crafts Courses

- 5 day packages - 30 students at \$1,050.00 31,500.00
- 3 day packages - 20 students at \$850.00 17,000.00

o Cultural Inclusion

- 5 day packages - 50 students at \$1,050.00 52,500.00

TOTAL : \$139,000.00

costs

Salaries - Coordinator (6 months) \$ 20,000.00
Instructor (2) (6 months) 36,000.00

Administration 2,500.00

Food/Accommodation 62,500.00

Marketing 2,500.00

Utilities 5,000.00

Insurance 800.00

Supplies 8,200.00

Maintenance 2,000.00

TOTAL : \$139,500.00

Copyright

b) Conferences

8 **conferences/seminars** at an average of 16 people each for 4 days at \$220.00/day = \$112,640.00

costs

Salaries - Coordinator (6 months)	\$ 20,000.00
Instructor (1) (6 months)	18,000.00
Assistant (2) (4 months)	10,000.00
Administration	2,000.00
Food/Accommodation	46,000.00
Utilities	8,000.00
Insurance	1,200.00
Supplies	2,600.00
Maintenance	2,000.00
Promotion	<u>2,000.00</u>
TOTAL :	\$111,800.00

The Education/Training and Conference Seminar operations are breakeven in 1995. It has however created 2 full time jobs and 1,000 bed nights for the accommodation sector. Also any additional clients/delegates beyond the above projections will result in profit.

Additional revenue will come from community use and business (oil and gas) rentals which would pay for maintenance and utilities.

CONFIDENTIAL

1. BACKGROUND

- o Bern Brown seems increasingly less interested in operating the lodge as a fishing facility despite the high quality of both the facility and the fishing. No local guides were employed this season. There is speculation that within 4 to 5 years he will not be operating as a fishing lodge so it may be appropriate to consider an offer of acquisition within the next 2 to 3 years. If this does not materialize, then it will be realistic to consider construction of a fishing lodge within the next 3 to 4 years to meet market demand.

2. DESCRIPTION

- o training programs should begin within the next 2 years to enable a successful operation to develop under any of the two scenarios; and
- o seven double units are projected for 1994 with an 80% occupancy anticipated in 1995.

3. OBJECTIVES

- o maximize the excellent sportfishing opportunities in the Colville Lake area for the local population; and
- o respond to the demand for wilderness sportfishing facilities in the mid 1990's.

4. TARGET MARKETS

- o American Sportfishing Association; and
- o Southern Fishing/Hunting Wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Colville Lake Hamlet Council; and
- o Fort Good Hope Hamlet Council.

Colville

6. PERFORMANCE INDICATORS

- o 100 fishermen generating 200,000 revenue by 1995;
- o additional 60,000 for local airline by 1995; and
- o provide equivalent of 1 semi permanent and 3 seasonal jobs.

7. OPPORTUNITIES AND CONSTRAINTS

- o current lodge could be good basis for joint sportfishing development between Colville Lake Hamlet Council and Fort Good Hope Hamlet Council;
- o high quality fishing will provide strong attraction for local and visitor anglers; and
- o fishing business will provide opportunity for local guides and increased air service to Colville Lake.

8. IMPLEMENTATION STEPS

- o approach Bern Brown about selling. If he does not sell, a new lodge should be planned within the next two years;
- o identify a site;
- o if Bern Brown sells, plans for upgrading should proceed;
- o in either event, guide training will be necessary;
- o Prepare financial package which may include private investment; and
- o proceed with construction for acquisition.

9. COSTS

Planning/Construction: \$635,000

Start-up: \$110,000

Total Costs: \$745,000

Colville

10. ECONOMIC IMPACT

Revenue by 1995

0 100 anglers x \$1,950.00/package	\$195,000.00
o additional charters	6,000.00
o beverage charges	4,000.00
o tackle sales	<u>500.00</u>
TOTAL :	\$205,500.00

costs

Salaries - Manager (8 months)	\$ 32,000.00
Assistant Manager (4 months)	15,000.00
Guides (7) (2 months)	17,500.00
Administration	2,000.00
Food Supplies	42,000.00
Fuel	12,000.00
Charters	12,000.00
Insurance	4,000.00
Boat Rentals	17,500.00
Marketing	20,000.00
Commission	10,000.00
Utilities	<u>10,000.00</u>
TOTAL :	\$194,000.00

(1995)

3.2 MACKENZIE DELTA AREA DEVELOPMENT OPPORTUNITIES

01/23/2014

5. RESPONSIBILITY AND IMPLEMENTATION

- o joint venture between Native Organization and private sector or Local Development Corporation.

6. PERFORMANCE INDICATORS

- o add to overall attractions;
- o extend length of stay by $\frac{1}{2}$ day average;
- o appeal to 30% of visitors;
- o increase overall expenditure by \$100.00/day/passenger;
- o additional expenditure of \$500,000.00 per year by 1993;
- o increase interest in coming to Inuvik; and
- o increase impact on Aklavik.

7. OPPORTUNITIES AND CONSTRAINTS

- o relatively low ticket price for $\frac{1}{2}$ day packages;
- o flexibility of product offering; and
- o short season for relatively high capital and operating costs.

8. IMPLEMENTATION STEPS

- o identify potential operators;
- o identify available vessels;
- o apply for support or joint venture funding;
- o preparation of feasibility study; and
- o acquire appropriate vessel.

9. COSTS

Acquisition: \$150,000

1. BACKGROUND

- o since the termination of the Norweta, boat cruises of the Delta are once again being considered an important attraction for Inuvik;
- o the Norweta is for sale in Tuktoyaktuk although other boats can be considered; and
- o very important attraction to holding tourists in Inuvik.

2. DESCRIPTION

- o vessel has to accept a motorcoach passenger load e.g. 40 people;
- o operated out of Inuvik with trips to Aklavik, Reindeer Station and occasional cruise-fly packages to Herschel and Tuktoyaktuk; and
- o one-half day, one day and overnight optional packages all inclusive including meals and onshore experiences (native fish camp, tea and bannock, etc.).

3. OBJECTIVES

- o increase length of stay in Inuvik;
- o provide a quality/unique attraction for visitors to Inuvik;
- o provide a water link between Inuvik and Aklavik, Tuktoyaktuk and possibly Arctic Red;
- o provide opportunity to experience the Delta, its wildlife and beauty; and
- o provide local employment.

4. TARGET MARKETS

- o R.V. operators and caravans;
- o auto trip planners;
- o motorcoach operators;
- o business travelers with an extra day;
- o post-convention delegates out of Yellowknife; and
- o passenger/freight service.

01/25/2011

10. ECONOMIC IMPACTRevenues in 1993

0 One-half day passengers (30% of visitors to Inuvik)	
- 24,000 x .30 x \$49.00/half day	\$352,800.00
- 2 day packages; 160 x \$250.00	<u>40,000.00</u>
TOTAL :	\$392,800.00

costs

Salaries - Captain	\$ 25,000.00
Deck Hands (2)	28,000.00
Assistant	<u>10,000.00</u>
Fuel (\$1,000.00/day)	<u>120,000.00</u>
Insurance	<u>20,000.00</u>
Food Suppliers	72,000.00
Marketing	<u>15,000.00</u>
Maintenance	<u>20,000.00</u>
Debt Servicing	<u>25,000.00</u>
Commissions	<u>10,000.00</u>
Fees	<u>5,000.00</u>
TOTAL :	\$350,000.00

© 1993

1. BACKGROUND

- o lack of access to the Delta for visitors; and
- o while tours have been available they have been very unstructured and have not attracted much volume.

2. DESCRIPTION

- o serving the small groups, couples or individuals who want a short excursion (rather than a cruise) to some of the closer Delta attractions (birdlife, fish camps, etc.);
- o 2 to 4 people per boat; and
- o regular scheduled departures from waterfront.

3. OBJECTIVES

- o provide relatively low cost attraction (i.e. \$25.00 for 2-3 hours);
- o demonstrate Delta activities and qualities;
- o increase length of stay; and
- o lower capital cost, private investment opportunity.

4. TARGET MARKETS

- o Inuvik Visitors seeking a low budget northern water-based experience; and
- o individual R.V. operators.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private sector; and
- o assistance with marketing and promotion.

6. PERFORMANCE INDICATORS

- o 20% of visitors by 1993;
- o additional revenues of \$120,000.00 to the region;
- o increased average length of stay by 1/3 day/person; and
- o improve attraction mix of Inuvik.

01/20/93

7. OPPORTUNITIES AND CONSTRAINTS

0 several available craft in town; and
 0 individual owners not necessarily reliable.

8. IMPLEMENTATION STEPS

0 identify appropriate individuals with adequate vessels; and
 0 provide necessary support funding for start-up.

9. COSTS

Start-up: \$40,000

10. ECONOMIC IMPACTRevenues in 1993

\$25.00 x 24,000 x 20% = \$120,000.00

costs

Salaries - operators (20) @ \$3,500.00/month	\$28,000.00
guides (2)	10,000.00
Fuel (\$10,000.00/month)	40,000.00
Maintenance	10,000.00
Insurance	4,000.00
Marketing	2,000.00
Commissions	<u>4,000.00</u>
TOTAL :	\$98,000.00

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**R.V. RESORT CAMPGROUND
INUVIK (IN TOWN)**

1. BACKGROUND

- o lack of R.V. campground facilities close to Inuvik to accommodate the expected increase in R.V. traffic over the next 5-10 years (59% increase in 1987);
- o despite upgrading of Chuk Park there is a longer term demand for a well planned, attractive, resort styled campground that encourages additional overnight stay; and
- o must be within walking distance or short bus ride from Inuvik to reduce the impact on the demand for parking.

2. DESCRIPTION

- o attractive, well planned, treed site, close to water body, good views, walking trails;
- o full service sites with amenities like, hot tub and sauna, laundromat, paddle boats and canoes, games area (checkers, shuffle board) and lounge/ T.V. room; and
- o phase I - 50 sites (1990), to be increased over time to 125 (1997) sites.

3. OBJECTIVES

- o provide a campground facility that corresponds to the expectations and experiences of the R.V. operators for an economically viable price (\$25.00/night);
- o establish a facility that encourages greater length of stay - with its consequent impact on package trip purchases; and
- o reflect the trend in the R.V. community towards higher quality/resort style facilities.

4. TARGET MARKETS

- o R.V. Operators, R.V. Associations, Campers/Tenters, Auto Trip Planners, R.V. Caravans.

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5. RESPONSIBILITY AND IMPLEMENTATION

- o joint venture between native band or Development Corporation and private sector.

6. PERFORMANCE INDICATORS

- o additional expenditures of \$45,000.00;
- o increase length of stay;
- o campground users admission \$25.00/day;
- o extra expenditures \$20.00/person (in town);
- o on-site purchase \$15.00; and
- o increase service/operations near R.V. campgrounds.

7. OPPORTUNITY AND CONSTRAINTS

- o development should only be started when others are running at full occupancy;
- o cemetery site may not be available in 3-4 years; and
- o relatively high cost of developing quality campsites for short season.

8. IMPLEMENTATION STEPS

- o Municipality identify selected site;
- o Municipality enter into a joint venture with a private operator;
- o approach Economic Development and Tourism for funding;
- o begin planning process; and
- o commence construction.

9. COSTS

Planning: \$100,000

Construction: \$1,325,000

Start-up: \$125,000

Total Costs: \$1,550,000

01/10/10

10. ECONOMIC IMPACTRevenue in 1993

There will be 6,400 R.V.'s into Inuvik in 1993.

- o If 50% stay at the proposed campground
- o If 35% stay at Chuck Park
- o If 15% stay at Happy Valley

This represents 3,200 units. There will also be approximately 500 tenters who arrive by automobile for a total demand of 3,700 units. By 1993 they will be staying an average of approximately 2.5 nights creating a demand for 9,250 visitor nights.

Over a 12 week period a 120 unit facility will provide 10,920 for a healthy 84% occupancy.

o 9,250 visitor nights x \$25.00	\$231,250.00
o Plus on-site purchases of \$30.00/unit = 3,200 x \$30.00	<u>96,000.00</u>
TOTAL :	\$327,250.00

costs

Salaries - Manager (6 months)	\$ 20,000.00
Assistant (5 months)	15,000.00
Staff (6) (4 months)	60,000.00
Administration	5,000.00
Maintenance	17,000.00
Supply Purchase	50,000.00
Insurance	5,000.00
Marketing	15,000.00
Utilities	30,000.00
Transportation	3,000.00
Special Events	<u>10,000.00</u>
TOTAL :	\$230,000.00

COPY

SEASONAL UNITS (HAPPY VALLEY)
INUVIK

1. BACKGROUND

- o need for lower budget accommodation since approximately 15% of Dempster Highway Traffic will come by automobile; and
- o maximize return at existing campground due to its strategic location in Inuvik and attractive setting (Happy Valley).

2. DESCRIPTION

- o small, rustic double unit cabins (located on prime sites of Happy Valley) of lodge style including restaurant and other facilities;
- o common services and only basic bedding provided; and
- o approximately 8-10 units, charging \$30.00-\$35.00/night.

3. OBJECTIVES

- o provide alternative accommodation niche or overflow when hotels are occupied;
- o encourage expenditures in other sectors because of lower accommodation costs;
- o create another private sector opportunity; and
- o increase length of stay because of affordable accommodation.

4. TARGET MARKETS

- o motorists looking for lower cost accommodation; and
- o small groups.

5. RESPONSIBILITY AND IMPLEMENTATION

- o joint venture between Native organization and private sector or Local Development Corporation.

(01/13)

6. PERFORMANCE INDICATORS

- o augment existing revenues by \$36,000.00 in 1992;
- o increase length of stay in community by 1 day;
- o appeal to more economic groupings; and
- o produce equivalent of two jobs.

7. OPPORTUNITIES AND CONSTRAINTS

- o political objections from existing operators;
- o difficulty pay back in short 100 day season; and
- o possible accommodation rentals during winter if insulated.

8. IMPLEMENTATION STEPS

- o site selection;
- o private operator initiative;
- o arrange joint venture with native development corporation;
- o support from Economic Development and Tourism; and
- o Permitting and construction.

9. COSTS

Construction: \$100,000

Start-up: \$10,000

Total Costs: \$110,000

001102

10. ECONOMIC IMPACT**Revenues in 1992 (10 Units)**

80% occupancy of 100 day season \$28,000.00

costs

Additional Staff (2) @ \$3,000.00/month	\$16,000.00
Maintenance	3,000.00
Marketing	1,000.00
Utilities	2,000.00
Insurance	<u>1,000.00</u>
TOTAL :	\$23,000.00

01/13/92

1. BACKGROUND

- o tourists are generally disappointed in the appearance of Inuvik following their 2 day excursion up the Dempster; and
- o little has been done to improve the aesthetics of the city centre.

2. DESCRIPTION

- o revitalization would include: a) facade treatment; and b) street landscaping;
- o **colourful** - (rainbow) facades would be added to each building in a coordinated fashion;
- o trees, flowers, benches, kiosks and organized/structured parking would be included in the street treatment; and
- o from Mackenzie Hotel to Home Hardware.

3. OBJECTIVES

- o improve the image of Inuvik as a tourist destination community;
- o create a memorable theme for the visitor and attractive environment for the resident; and
- o create a strong visual character for the town that is distinguishable, appealing and marketable.

4. TARGET MARKETS

- o all destination oriented rubber tire and air travelers; and
- o R.V. associations seeking unique northern and community destinations for their members.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Town of Inuvik, downtown businesses, WAVA and Economic Development and Tourism.

(2/11/03)

6. PERFORMANCE INDICATORS

- o increase overall length of stay by $\frac{1}{2}$ day;
- o additional expenditure \$20.00/person; and
- o **greatly enhance Inuvik's image.**

7. OPPORTUNITIES AND CONSTRAINTS

- o apparent lack of interest by city officials and local businesses;
- o excellent example of impact in Whitehorse;
- o Potential for EDA support; and
- o opportunity for a unique northern destination image.

8. IMPLEMENTATION STEPS

- o Town Council initiate meeting with downtown businesses;
- o Preparation of design alternatives;
- o preparation of proposal to EDA; and
- o joint funding arrangement between Inuvik, Economic Development and Tourism, Downtown Revitalization Funding and local businesses.

9. COSTS

Planning: \$100,000

Construction: \$1,000,000

Total Costs: \$1,100,000

10. ECONOMIC IMPACT

Difficult to measure but if 75% of **people** in 1993 spend an additional **\$20.00** because of improved aesthetics this would result in an additional **\$360,000.00** in retail sales.

The project will have generated its costs in 3 to 5 years.

COPY

1. BACKGROUND

- o the waterfront is an attractive staging area for boat trips, yet it is very unstructured and has no facilities for tourists; and
- o area is also appealing for low cost tourist accommodation and seasonal restaurant.

2. DESCRIPTION

- o an adequate docking boat tour arrival/departure area would be constructed as part of the overall waterfront development. Also to be included are:
 - small marina
 - food service (possibly in association with accommodation)
 - gas/oil supplies

3. OBJECTIVES

- o increase access to the water to encourage acquisition of boat trip packages;
- o reflect Inuvik's Delta location; and
- o provide food services and seasonal accommodation on the waterfront.

4. TARGET MARKETS

- o all visitors to Inuvik.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Town of Inuvik and private operators (food services, boat, accommodation) .

(02/13/03)

6. PERFORMANCE INDICATORS

- o contribute to 20% of boat cruise traffic;
- o increase length of stay by 1 day due to lower accommodation costs;
and
- o increase repeat visitation especially for budget traveller.

7. OPPORTUNITIES AND CONSTRAINTS

- o waterfront location has appeal for food and accommodation servicing
and could increase interest in visiting the Delta;
- o create food/accommodation/cruise packages;
- o location outside of the downtown area suggests it will be necessary
to close in winter; and
- o politically it is competition with existing hotel/restaurant
operators.

8. IMPLEMENTATION STEPS

- o prepare feasibility study;
- o application for bank financing or joint venture with Native
Development Corporation;
- o prepare plans and specifications;
- o construction; and
- o prepare all inclusive packages for marketing.

9. COSTS

Total Costs: \$200,000

2/11/2013

10. ECONOMIC IMPACTRevenues in 1994

0 Food service (serves 30)	
- June, 50 people/day x \$15.00	\$ 22,500.00
- July, 120 people/day x \$18.00	67,000.00
- August, 120 people/day x \$18.00	67,000.00
- September, 75 people/day x \$12.00	27,000.00
0 Marina 20 users x \$200.00/month x 4 months	16,000.00
o Accommodation 12 units x \$40.00	
- June, 8 units	9,600.00
- July, 11 units	13,640.00
- August, 11 units	13,640.00
- September, 8 units	<u>9,600.00</u>
TOTAL :	\$245,980.00

costs

Salaries - Manager (8 months)	\$ 32,000.00
Staff (4 months) - food/retail (4)	12,000.00
accommodation (2)	8,000.00
marina (2)	6,000.00
Food (\$10.00/person)	120,000.00
Maintenance	10,000.00
Insurance	5,000.00
Promotion	5,000.00
Utilities	20,000.00
Training	<u>3,000.00</u>
TOTAL :	\$221,000.00

2011/01/11

1. BACKGROUND

- o tourists expect to be entertained and be introduced to northern and native activities and games; and
- o since major festivals seem unlikely (and probably not necessary) emphasis could be placed on small ongoing special events.

2. DESCRIPTION

- o a variety of games and entertainment, activities were provided in 1987 that seemed to be very appealing to the tourists; and
- o activities would include: native games, short skits, dances, fish feeds, native food tasting, musical entertainment, picnics and hikes, etc.

3. OBJECTIVES

- o express northern hospitality and improve the memorability of Inuvik; and
- o public funding support initially but eventually self sufficient.

4. TARGET MARKETS

- o all visitors to Inuvik.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Town of Inuvik; and
- o WAVA.

6. PERFORMANCE INDICATORS

- o increase length of stay by 1/4 day;
- o improve understanding of Inuit, Metis and Dene Culture;
- o increase guest/host contact and visitor participation in events; and
- o encourage young people to become involved in tourism as entertainers, performers.

7. OPPORTUNITIES AND CONSTRAINTS

- o relatively low revenue generating capacity, therefore ongoing government support required; and
- o daily/weekly activities are more appropriate than major festivals.

8. IMPLEMENTATION STEPS

- o WAVA/Town of Inuvik establish a coordinating body;
- o select a contracted organization e.g. Inuvik Band Council or create something like an Inuvik Cultural Events Association; and
- o plan programs and establish schedule.

9. COSTS

Total Costs: \$75,000

10. ECONOMIC IMPACTRevenues in 1993

Total visits to Inuvik in 1993 will be approximately 24,000
 o 60% of visitors @ \$5.00 each \$69,000.00

costs

Salaries - 1 coordinator (4 months)	\$12,000.00
10 part time	20,000.00
Advertising	2,000.00
Refreshments	10,000.00
Material	<u>3,000.00</u>
TOTAL :	\$47,000.00

COPY

INBOUND TOUR OPERATOR
INUVIK

1. BACKGROUND

- o 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 coordinate multiple packages.

2. DESCRIPTION

- o 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.

3. OBJECTIVES

- o aggressive promotion of WAVA product;
- o inter-product development with multiple area packages (e.g. fishing at Drum Lake and Paulatuk or boat tour at Norman Wells/Fort Good Hope and Inuvik/Aklavik);
- o one identifiable representative of Western Arctic Product; and
- o encourage/promote travel to the smaller communities in the Western Arctic.

4. TARGET MARKETS

- o Southern Wholesalers with a variety of Adventure Travel interests.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private sector; and
- o private sector/Development Corporation joint venture.

(2011/01/01)

6. PERFORMANCE INDICATORS

- 0 increase tourism expenditures by promoting more package tours and day tours;
- 0 increase daily expenditure and length of stay to region;
- 0 increase marketing capacity of outfitters in communities; and
- o **generate** approximately \$500,000.00 in **sales** by 1993.

7. OPERATIONS AND CONSTRAINTS

- 0 possibility to combine this service with other tourism related services (e.g tour supplier, consulting, hospitality training, meeting and conference planning);
- 0 difficult to make enough revenue to support on inbound only operation; and
- 0 many products in each community have necessary expertise to develop product but not to sell. Therefore they will use inbound operator.

8. IMPLEMENTATION STEPS

- 0 identify inbound tour operators;
- 0 establish liaison between **communities** and operator;
- 0 develop preliminary product, identification including prices, schedules, services, etc.; and
- 0 product brochures describing product and promote.

9. COSTS

Equipment: \$70,000
 Start-up: \$60,000
 Total Costs: \$110,000

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10. ECONOMIC IMPACTRevenues in 1993

(will come from several market segments)

o 10% of R.V. automobiles book a \$100.00 tour	\$180,000.00
o 25% of package tours to region averaging \$1,000.00/package/person	382,000.00
o 20% of air travelers book \$100.00 tour	<u>21,000.00</u>
TOTAL :	\$583,000.00

At 15% commission revenues would be:	\$87,450.00
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costs

Salary - Manager (8 months)	\$24,000.00
Assistant (4 months)	<u>10,000.00</u>
Part Time	5,000.00
Office Administration	10,000.00
Marketing	20,000.00
Insurance	<u>4,000.00</u>
TOTAL :	\$73,000.00

CAMPBELL HILLS PARK
INUVIK

1. BACKGROUND

- o 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; and
- o provides opportunities for guided day excursions from **Inuvik**.

2. DESCRIPTION

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

3. OBJECTIVES

- o to provide hiking, day trip and nature interpretation opportunities in proximity to **Inuvik**; and
- o additional 1 or 2 day tour options.

4. TARGET MARKETS

- o more adventurous R.V. operators; and
- o birdwatchers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Economic Development and Tourism and **Inuvik** Native Band.

6. PERFORMANCE INDICATORS

- o increase length of stay by 1 day;
- o \$100.00-\$150.00 day and overnight excursions in season;
- o increase awareness of natural environment of the area; and
- o additional expenditure in region due to increase length of stay.

01/10/11

7. OPPORTUNITIES AND CONSTRAINTS

- o could dedicate park to important N. W.T. citizen (therefore potential for government sponsorship may increase);
- o educational opportunities; and
- o visits will be carefully monitored because of Peregrine falcon habitat.

8. IMPLEMENTATION STEPS

- o Preparation of Master plan by Economic Development and Tourism in association with Department of Renewable Resources;
- o appoint project coordinator; and
- o construction.

9. COSTS

Planning: \$20,000
 Construction: \$250,000
 Total Costs: \$270,000

10. ECONOMIC IMPACT

Revenue in 1993

o 3% of R.V. passengers = 540
 o 20% of small van passengers = 46

Total : 586

o Revenue for one day excursions at \$75.00 each	\$43,950.00
o 1% of R.V. overnight = 180	
o Revenue @ \$150.00/person	<u>27,000.00</u>
TOTAL :	\$70,950.00

costs

Salaries - Coordinator/Head Guide (4 months)	\$12,000.00
Guides (2) (3 months)	17,000.00
Administration	1,000.00
Insurance	800.00
Food/Supplies	32,000.00
Gas/Oil	6,000.00
Marketing	5,000.00
Commission	<u>4,000.00</u>
TOTAL :	\$78,000.00

VISITOR SERVICE AREA
FORT MCPHERSON

1. BACKGROUND

- o this is the first service area after Eagle Plains and a potentially attractive stop. A full service development would not be feasible because of the short season and relative proximity to Inuvik;
- o a major highway facility **would** also compete with existing in town operations; and
- o there are several services in the town that **could** collectively be promoted as a "Fort McPherson Visitor Service Area".

2. DESCRIPTION

- o the facility 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 - possibly in association with existing operators and gas sales. A service bay building would be added for minor repairs; and
- o development would include both a roadside and community (garage, equipment) facility.

3. OBJECTIVES

- o increase visitation and expenditure in Fort McPherson;
- o maximize its unique location on Dempster Highway; and
- o provide essential services to the rapidly expanding visitor traffic on the highway.

4. TARGET MARKETS

- o R.V. operators on Dempster Highway; and
- o regular/local traffic.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator/Fort McPherson Development Corporation joint venture.

John G. ...

6. PERFORMANCE INDICATORS

- o 70% of travelers on Dempster Highway stop; and
- o expenditures of \$500,000 by 1992.00.

7. OPPORTUNITIES AND CONSTRAINTS

- o traffic on Dempster Highway expected to increase by an average of 30% each year over the next 3 years;
- o another outlet for arts and crafts;
- o situated in a strategic location between Eagle Plains and Inuvik;
- o can act as a hook to attract tourists into Fort McPherson;
- o gas outlet may compete with in-town service; and
- o extremely short season, necessary to maximize revenue in 4 month period.

8. IMPLEMENTATION STEPS

- o establish joint venture partners;
- o develop initial plans and detailed feasibility;
- o arrange the necessary financing;
- o prepare design drawings;
- o construct;
- o hire and train staff; and
- o stock centre and arts and craft outlets.

9. COSTS

Roadside Facility

Construction: \$345,000

Start-up: \$65,000

Community Facilities

Construction: \$45,000

Total Costs: \$455,000

02/11/93

10. ECONOMIC IMPACT

Revenue in 1992

Assume 70% of R.V., automobile, coach and small van traffic combined (estimated at 6,600 for 1992) will stop at the VSA = 4,600 vehicles.

o Gas (50% purchase at \$40.00 each)	\$ 92,000.00
o Vehicle Repairs and Supplies (5% purchase at \$50.00)	12,000.00
o Camping Supplies (30% purchase at \$20.00)	28,000.00
o Arts and Crafts (40% purchase at \$15.00)	28,000.00
(20% purchase at \$25.00)	23,000.00
(10% purchase at \$50.00)	<u>23,000.00</u>
TOTAL :	\$206,000.00

costs

Salaries - Manager (5 months)	\$ 20,000.00
Mechanic/Maintenance Person (4 months on call)	12,000.00
Sales Staff (2 or 3) (120 days x 12 hours)	22,000.00
Fuel	74,000.00
Vehicles and Camping Supplies, Arts and Crafts	57,000.00
Marketing and Promotion	10,000.00
Building Maintenance	5,000.00
Administration and Supplies	8,000.00
Utilities	5,000.00
Insurance	<u>4,000.00</u>
TOTAL :	\$217,000.00

\$10,000.00 of start-up costs allocated for the project will be sufficient to rectify the operating revenue deficiency (i.e. negative contribution of \$11,000.00) in the first year. Thus, the Fort McPherson Visitor Service Centre will just about breakeven during 1992.

01/10/92

MUSEUM ATTRACTION
FORT MCPHERSON

1. **BACKGROUND**

- o the existing Catholic church is an attractive facility of significant historic value;
- o it is necessary to have an attraction to encourage travelers to enter the community and spend some time and money. In fact there could be an interpretive theme developed around the two churches; and
- o this would become a centre for the demonstration of Loucheaux culture.

2. **DESCRIPTION**

- o a complete restoration of the building including an outside exhibit of canoes, shelter types, etc., many artifacts exist both in the community as well as in Ottawa - particularly from its Gold Rush and Dempster Patrol days and where possible, artifacts will be retrieved.

3. **OBJECTIVES**

- o increase the pull of highway traffic into the town for the benefit of the stores, restaurants, etc.;
- o Present Loucheaux **culture** as it is represented in the region;
- o collect data and present the communities role during the gold rush; and
- o generate income for the Band Corporation.

4. **TARGET MARKETS**

- o visitors on the **Dempster** Highway.

5. **RESPONSIBILITY AND IMPLEMENTATION**

- o Community of Fort McPherson;
- o GNWT Department of Justice and Public Service; and
- o Northern Heritage **Centre**.

Original

6. PERFORMANCE INDICATORS

- o visitors stay in Fort McPherson increased by 1/4 day;
- o attraction adds to Fort McPherson pull an **additional 4,000 visitors** off the Dempster Highway.

7. OPPORTUNITIES AND CONSTRAINTS

- o basic attraction (church) is in place;
- o demonstration location of Loucheaux culture; and
- o retrieval of artifacts and local display to Fort McPherson for cultural/educational purposes.

8. IMPLEMENTATION STEPS

- o develop plans for review by Northern Heritage Centre, GNWT;
- o secure funding for construction;
- o hire a part time curator?; and
- o construct.

9. COSTS

Data Collection: \$25,000

Construction: \$270,000

Start-up: \$85,000

Total Costs: \$380,000

10. ECONOMIC IMPACTSRevenues in 1993

o R.V./automobilists on Dempster (25%) = 5,250 x \$10.00	\$52,500.00
o Motorcoach/small van (80%) = 976 x \$8.00	<u>7,800.00</u>
TOTAL :	\$60,300.00

costs

Salaries - Part Time Curator (5 months) @ \$4,000.00/month	\$20,000.00
Assistant (4 months) @ \$3,000.00/month	<u>12,000.00</u>
Administration	3,000.00
Maintenance	6,000.00
Utilities	2,000.00
Restoration Supplies	5,000.00
Marketing	5,000.00
Special Events	<u>5,000.00</u>
TOTAL :	\$58,000.00

1. BACKGROUND

- 0 the site is one of the most attractive on the N.W.T. portion of the Dempster Highway;
- 0 a new campground will be required to respond to increased volume;
- 0 while Nutuiluie is not usually full, there is need for a quality lake side location; and
- 0 the area is now being used by the people of Fort McPherson and their interests **should** be included in the planning.

2. DESCRIPTION

- 0 phase I - picnic site including amphitheatre, toilet service and docking area - 14 campsites;
- 0 campsite for R.V.'s and locals during their special events;
- 0 eventually a retail outlet will be constructed to sell camper supplies; and
- 0 1993 development - 32 sites.

3. OBJECTIVES

- 0 respond to expanding R.V. market as well as creating a quality, interesting campground on the Dempster; and
- 0 an economic opportunity for the Fort McPherson Band.

4. TARGET MARKETS

- 0 R.V. operators on Dempster Highway.

5. RESPONSIBILITY AND IMPLEMENTATION

- 0 Fort McPherson Development Corporation; and
- 0 GNWT Tourism and Parks.

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6. PERFORMANCE INDICATORS

o 80% occupancy during the 1993 season.

7. OPPORTUNITIES AND CONSTRAINTS

- o R.V. market expanding quickly;
- o quality lakeside campground can supply local needs (festivals, special events) as well as growing Dempster Highway traffic;
- o chance to develop retail outlet; and
- o short 4 month season.

8. IMPLEMENTATION STEPS

- o prepare initial feasibility study and plans;
- o identify operator(s);
- o arrange financial support from GNWT and Fort McPherson Development Corporation; and
- o commence construction.

9. COSTS

Planning: \$65,000

Construction (picnic): \$310,000

Construction (campground): \$275,000

Start-up: \$130,000

Total Costs: \$780,000

02/11/2007

10. ECONOMIC IMPACTRevenues in 1993

If open 100 days there is potential 3,200 camper nights.

o if 20% of R.V. operators stay 1 night = 1,280 nights

o if 4% of R.V. operators stay 2 nights = 512 nights

TOTAL : 1,792 camper nights

1,792 camper nights = 78% occupancy

o 2,510 x \$25.00/night	\$44,800.00
o Camper Supp'ies (\$10.00 each)	18,000.00
o Craft Sales	12,000.00
o Canoe Rental	<u>8,000.00</u>
TOTAL :	\$82,800.00

costs

Salaries - Coordinator (5 months)	\$15,000.00
Assistant (2 months)	5,000.00
Part Time Staff (4) (3 months)	30,000.00
Suppl i es	20,000.00
Mai ntenance/Admi ni strati on	9,000.00
Marketi ng	<u>3,000.00</u>
TOTAL :	\$82,000.00

01/15/93

1. BACKGROUND

- o there are excellent river tour opportunities along the Peel River, with the Peel River Crossing being used as a staging area. Neel Collins is slowly establishing a tour operation.

2. DESCRIPTION

- o three optional tours are available:
 - ½ day to the Lost Patrol Monument
 - 1 day to mouth of Peel River
 - 2 day (overnight) at River Camp; and
- o equipment needed includes bedding, gear and marketing support.

3. OBJECTIVES

- o sell directly to those **travelling** the Dempster Highway; and
- o establish an operation for a variety of boat and hiking tours.

4. TARGET MARKETS

- o Dempster Highway traffic;
- o Dawson City Visitors; and
- o Southern Wholesalers using Peel River.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator; and
- o start-up assistance from Economic Development and Tourism.

6. PERFORMANCE INDICATORS

- o increased visitor attraction to Fort McPherson.

01/11/2011

7. OPPORTUNITIES AND CONSTRAINTS

- o increasing demand for adventure river tours with traffic along Dempster;
- o excellent opportunities on Peel River with 3 levels of tour ranging from $\frac{1}{2}$ to 2 days; and
- o tour operator already in place but will need assistance.

8. IMPLEMENTATION STEPS

- o develop plans with Neil Collins and/or other operators; and
- o seek government support for purchase of equipment, etc.

9. COSTS

Total Costs: \$20,000

10. ECONOMIC IMPACTRevenue in 1991

2% of R.V. operators = 248

3% of automobilists = 81

1 small van = 12

Total : 341

50% take $\frac{1}{2}$ day trip, i.e. 170

30% take 1 day trip, i.e. 102

20% take overnight trip, i.e. 68

o 170 x \$45.00	\$ 7,650.00
o 102 x \$125.00	12,750.00
o 68 x \$350.00	<u>23,800.00</u>
TOTAL :	\$44,200.00

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costs

Salaries - Operator (4 months)		\$12,000.00
Assistant (2 months)		
	5,000.00	
Administration/Marketing		3,500.00
Maintenance		4,000.00
Food Supplies		15,700.00
Fuel		2,600.00
Utilities		1,000.00
Insurance		<u>1,000.00</u>
TOTAL :		\$44,800.00

1991 is the first year this operation will make a profit. Start-up capital will be required until that time.

01/01/91

1. BACKGROUND

- o there are many people in the **community** who have craft skills to produce for the thousands of tourists driving along the highway. There is a definite demand for native arts and crafts and sales represents direct revenue to Band members.

2. DESCRIPTION

- o to defray start-up costs, materials could be purchased and sold at a minor charge, funding should also be used to buy the product when the artifact is finished, thus encouraging greater production;
- o the responsible agency should maintain quality control; and
- o crafts would be sold at Visitor Centres, in the community and throughout the region.

3. OBJECTIVES

- o provide economic opportunities for individuals **especially** during the winter when they have more time to produce.

4. TARGET MARKETS

- o day visitors to Fort McPherson; and
- o Inuvik craft outlets.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Fort McPherson Band Council; and
- o Local Craft Association.

6. PERFORMANCE INDICATORS

- o equivalent of 1.5 full time jobs created generating \$45,000 in salaries by 1993; and
- o retail sales total \$85,000.00/year.

1. BACKGROUND

o 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.

2. DESCRIPTION

o the host's position will be supported by the Band but revenues from local community tours should eventually pay the costs.

3. OBJECTIVES

o better understanding of Fort McPherson;
o organizing of tourist activities; and
o summer employment for student.

4. TARGET MARKETS

o Dempster Highway Traveller.

5. RESPONSIBILITY AND IMPLEMENTATION

o Fort McPherson Band Council.

6. PERFORMANCE INDICATORS

o increase stay in Fort McPherson by $\frac{1}{4}$ and $\frac{1}{2}$ day;
o host's position self-supporting through tour generated revenues; and
o host can act as important catalyst for craft purchase.

01/10/2014

7. OPPORTUNITIES AND CONSTRAINTS

- o **v'itors** to Fort McPherson coming over Dempster Highway will increase 3 fold over the next 5 years;
- o **summer** employment for 2 students with opportunity to develop community awareness; and
- o opportunity to direct visitors to important cultural displays and to arts and crafts outlets.

8. IMPLEMENTATION STEPS

- o prepare brochures;
- o prepare information package for guides and distribute (history, etc.);
- o establish focus of tour (community **centre/museum**); and
- o hire students.

9. COSTS

Total Costs: \$50,000

10. ECONOMIC IMPACTRevenue in 1993

Assuming 10% of those driving the Dempster Highway stop and take a community tour.

$22,270 \times 10\% \times \$10.00 = \$22,270.00.$

costs

Guides (2) (4 months @ \$2,500.00 month)	\$20,000.00
Administration	1,000.00
Special Events/Food	<u>3,000.00</u>
TOTAL :	\$24,000.00

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1. BACKGROUND

0 Fort McPherson shares valuable Dan Sheep tags with Aklavik, they also have access to other species (moose, bear, caribou); and
0 with proper training it would be possible to set up an outfitting operation.

2. DESCRIPTION

0 purchase of tent frames, gear and marketing.

3. OBJECTIVES

0 work closely with Aklavik HTA; and
0 take maximum advantage of proximity to mountain big game ranges.

4. TARGET MARKETS

0 American Sport Hunters.

5. RESPONSIBILITY AND IMPLEMENTATION

0 private operator;
0 HTA;
0 Band Development Corporation; and
0 Guided Arctic.

6. PERFORMANCE INDICATORS

0 a goal of 12 hunters by 1993 including 3 Dan Sheep as part of shared tags with Aklavik.

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7. OPPORTUNITIES AND CONSTRAINTS

- o 3 Dan Sheep tags available on shared basis with **Aklavik**;
- o moose, bear and caribou offer 10-20 opportunities to attract hunters as well;
- o Guided Arctic has well developed marketing network;
- o hunters will buy arts and crafts and use accommodation/food services;
- o there are no trained guides in Fort McPherson. Individuals will require training; and
- o number of tags may vary in future.

8. RESPONSIBILITY AND IMPLEMENTATION

- o **HTA/Fort** McPherson Band Council establish proportion of tag availability with **Aklavik**;
- o select guides and train them;
- o develop plans for camps, transportation, etc.; and
- o market hunts with Guided Arctic.

9. COSTS

Equipment: \$55,000
 Start-up: \$35,000
Total Costs: \$90,000

10. ECONOMIC IMPACTRevenue in 1993

o 3 hunters for Dan Sheep x \$9,000.00	\$27,000.00
o 9 hunters for mixed bag x \$7,000.00	63,000.00
o 3 bonuses	<u>3,000.00</u>
TOTAL :	\$93,000.00

Handwritten signature or initials

costs

Sal ari es - Head Gui des (6 months)	\$20,000.00
Gui des (3) (14 day hunts)	25,200.00
Food and Suppl ies	12,000.00
Admi ni strati on	4,000.00
I nsurance	2,000.00
Mai ntenance	2,000.00
Marketi ng	10,000.00
Commi ssi ons	<u>3,000.00</u>
TOTAL :	\$78,200.00

draft

1. BACKGROUND

- o people waiting for the ferry provide an excellent opportunity to introduce Dempster Highway visitors to the features of the area, encourage them to stay (perhaps overnight) and buy crafts; and
- o this is a captive market to some extent.

2. DESCRIPTION

- o visits to fish camps;
- o overnight in either campgrounds or tent frame rentals (5); and
- o purchase of arts and crafts, native foods (dry fish) minor supplies.

3. OBJECTIVES

- o encourage length of stay and generate income from campground/tent frame/transient centre accommodation;
- o additional Coop revenue;
- o direct sale of community arts and crafts; and
- o economic generator that has no negative impact on community.

4. TARGET MARKETS

- o Dempster Highway Traffic.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Arctic Red River Band Council;
- o coop;
- o Arts and Crafts Organization; and
- o Private fish camp operators.

draft

6. PERFORMANCE INDICATORS

- o increased revenues through sales of arts and crafts and native foods
 - \$100,000.00 by 1993;
- o attract visitors to other facilities i.e. fish camp, river tours;
- o demand for arts and crafts is high; and
- o equivalent of three full time jobs is created.

7. OPPORTUNITIES AND CONSTRAINTS

- o the **Dempster** Highway will bring an increasing number of tourists to the community. These tourists are an eager market;
- o artists already have skills to produce attractive arts and crafts for these tourists. These same tourists will need supplies and would be interested in native foods;
- o picnic area **will** encourage visitors to buy native foods;
- o education opportunities existed for training new crafts people as arts and crafts become a successful financial contributor to the community; and
- o local artists may not be able to keep up with demand.

8. IMPLEMENTATION STEPS

- o establish working group among Council, Coop, Arts and Crafts Organization and private fish camp operators;
- o develop plan for development; identify operators;
- o apply to EDA for funds; and
- o construct, staff and stock.

9. COSTS

Planning: \$50,000
 Picnic Area: \$70,000
 Roadside Kiosk: \$150,000
 Fish Camps: \$40,000
 Campground: \$125,000
 Start-up: \$55,000
 Total Costs: \$490,000

draft

10. ECONOMIC IMPACTRevenue in 1993

a) Potential Sales Based on 22,250 Dempster Highway Travelers Include	
o 10% buy crafts at \$12.00 each	\$26,700.00
o 30% buy food at \$4.00 each	26,700.00
o 15% buy dry fish at \$6.00 each	20,000.00
b) Tent Frame Rental	
o 5 sites at 75% occupancy over 70 days charged at \$45.00/day	11,800.00
c) Campsites	
o 21 sites at 60% occupancy over 70 days charged at \$15.00/day	<u>13,200.00</u>
TOTAL :	\$98,400.00

costs

Salaries - Coordinator (4.5 months)	\$16,000.00
Sales (3 months)	7,500.00
Campground (2) (2.5 months)	12,500.00
Purchase - Arts and Crafts	20,000.00
Food/Fish	32,000.00
Administration	2,000.00
Maintenance	<u>4,000.00</u>
TOTAL :	\$94,000.00

draft

RIVER TOURS
ARCTIC RED RIVER1. BACKGROUND

- o there is no immediate interest in providing tours at this time, but with more traffic stopping at the roadside development the opportunity will become more obvious.

2. DESCRIPTION

- o funds would be used for shore excursion equipment/gear including tent frames for an overnight tour on the Arctic Red River.

3. OBJECTIVES

- o maximize location on Mackenzie and Arctic Red River.

4. TARGET MARKETS

- o Dempster Highway Traffic; and
- o **Inuvik** Visitors looking for river package.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator.

6. PERFORMANCE INDICATORS

- o sufficient demand arises to have one operator by 1990;
- o total number of day tour passengers should reach 650 by 1993 (i.e. 3% of road volume);
- o overnight trips should reach 200 by 1993; and
- o total revenues generated by 1993 should be \$65,000.00.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o roadside development will attract potential tour users;
- o base for tours can be added to roadside development without major costs; and
- o tour can eventually become a draw to attract visitors to Arctic Red River and to lengthen stay while there.

8. IMPLEMENTATION STEPS

- o identify operator;
- o establish base of operations and tour schedule;
- o apply to EDA for equipment and start-up funding; and
- o prepare brochures for distribution.

9. COSTS

Equipment: \$45,000
 Start-up: \$20,000
 Total Costs: \$65,000

10. ECONOMIC IMPACTRevenue in 1993

If 3% of R.V./auto travelers and 10% of small van passengers take the trip, **total** ½ day trips are: 653

0 653 @ \$45.00 each	\$29,400.00
0 200 overnight trips at \$175.00 each	<u>35,000.00</u>
TOTAL :	\$64,400.00

costs

Salaries - Operation (4 months)	\$16,000.00
Assistant (2 months)	5,000.00
Fuel	5,000.00
Food Supplies 653 x \$5.00	3,300.00
200 x \$60.00	12,000.00
Maintenance	4,000.00
Administration/Marketing	6,000.00
Insurance	<u>4,000.00</u>
TOTAL :	\$55,300.00

draft

ARTS AND CRAFT PRODUCTION
ARCTIC RED RIVER

1. BACKGROUND

0 there are several people in the community who have skills to produce for the hundreds of tourists passing by Arctic Red River. There is a definite demand for native arts and crafts, and this represents direct revenue to Band members.

2. DESCRIPTION

0 to defray start-up costs, materials could be purchased and sold at a minor charge, funding should also be used to buy the product when the artifact is finished, thus encouraging greater production; and
0 the responsible agency should maintain quality control.

3. OBJECTIVES

0 provide **economic** opportunities for **individuals** especially during the winter when they have more time to produce.

4. TARGET MARKETS

0 Dempster Highway traffic;
0 **Inuvik** craft outlets; and
0 external sales.

5. RESPONSIBILITY AND IMPLEMENTATION

0 Arctic Red River Band Council; and
0 Local Craft Association.

6. PERFORMANCE INDICATORS

0 increasing demand for quality arts and crafts; and
0 equivalent to one full time job created.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o visitors to Arctic Red River (Dempster Highway) will increase by 3x by 1993 and representing a much larger market for arts and crafts;
- o available skills can be developed and used;
- o training of new artists possible since production of arts and crafts will become an important employment opportunity; and
- o currently there is inadequate marketing and production capability.

8. IMPLEMENTATION STEPS

- o establish arts and crafts marketing association between Arctic Red River Council and Economic Development and Tourism;
- o establish marketing network with operators and current wholesalers; and
- o apply to EDA for start-up funding.

9. COSTS

Materials: \$45,000

Distribution: **\$13,000**

Total Costs: **\$58,000**

10. ECONOMIC IMPACTRevenues in 1993

If 15% of the visitors spend \$25.00

o Roadside Outlet	\$26,700.00
o Regional Sales	15,000.00
o External Sales	<u>15,000.00</u>
TOTAL :	\$56,700.00

costs

3 draftsperson (4 months)	\$36,000.00
Materials	18,000.00
Distribution	<u>2,000.00</u>
TOTAL :	\$56,000.00

draft

1. BACKGROUND

- 0 two existing camps were considered as a staging area for hikes to the Richardson Mountains;
- 0 the Knute Lange camp has seven cabins that have been kept in good shape, they have never been used for tourists but in 1987 were operated for Drug and Alcohol Rehabilitation; and
- 0 however Eddie McLeods camp and its closer proximity to the Richardson Mountains make it a more ideal staging area for 1 and 2 day hikes. It is also close enough to **Inuvik/Aklavik** to provide relatively accessible northern nature experiences.

2. DESCRIPTION

- 0 to accommodate tourists, the camp needs additional cabin construction and upgrading as well as the acquisition of bedding, stoves, lamps, utensils and showers;
- 0 can be used immediately for small tour packages; water access is by rented local boat; and
- 0 6 cabins to be constructed by 1991. Packages include:
 - 2 day; 1 night at lodge, 1 outdoor overnight
 - 3 day; 1 night at lodge, 2 outdoor overnight
 - 3 day, 2 night at lodge, 1 outdoor overnight

3. OBJECTIVES

- 0 increase overnight stays for **Aklavik**;
- 0 maximize value of existing facilities;
- 0 employment for local nature/wilderness trained guides; and
- 0 provide low cost packages to **Inuvik** visitors.

draft

4. TARGET MARKETS

- 0 nature oriented R.V. operators;
- 0 nature/conservation association members;
- 0 post conference tours;
- 0 boat tour passengers wanting to overnight; and
- 0 **local Inuvik** residents.

5. RESPONSIBILITY AND IMPLEMENTATION

- 0 **Aklavik** Band and Development Corporation.

6. PERFORMANCE INDICATORS

- 0 80% occupancy for 3 months - ca. 50 cabin nights; and
- 0 employment.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 proximity to **Inuvik**;
- 0 good source of employment for **local** operators and guides; maintenance and off-season security required;
- 0 excellent location for staging hikes to Richardson Mountains; and
- 0 existing facility is potentially available.

9. COSTS

Upgrading: \$110,000

Start-up: \$30,000

Total Costs: \$140,000

draft

10. ECONOMIC IMPACTRevenue in 1993

Available accommodation

- o 6 cabins (\$50.00/night based on double occupancy)
- o existing cabin/lodge (4 beds) - \$40.00/night
- o facility accommodates 16 x 12 week = 1,344 bed nights
- o facility will attract 4% of R.V./auto = 840

o 50% will stay 1 nights = 840
o 50% will stay 1 night = 420

Total : 1,260 visitor days

o 1,260 visitor - 75% @ \$50.00	\$ 47,250.00
25% @ \$40.00	12,600.00
o Meals at \$60.00/day	75,650.00
o tours (25% take 3 days)	47,500.00
(75% take 2 days)	<u>70,875.00</u>
TOTAL :	\$253,875.00

costs

Salaries - Manager (6 months)	\$ 24,000.00
Staff (4) (4 months)	48,000.00
Guides (4) (4 months)	48,000.00
Administration	3,000.00
Insurance	4,000.00
Food/Supplies	100,000.00
Marketing	6,000.00
Commission	<u>6,000.00</u>
TOTAL :	\$239,000.00

Note: Prices do not include transportation from Inuvik.

draft

1. BACKGROUND

- o there are a few **ndividuals** with the general experience to establish an outfitting operation. They require some basic training, equipment and start-up costs but several products could be developed immediately including Knute Lange Camp/Richardson Mountains, **Delta** Fish Camps, Herschel Island, **Firth** River and Running River Whaling Camp.

2. DESCRIPTION

- o the basic equipment of boats and motors are already available - initial costs involve training, setting up of packages (delivery, marketing, etc.), equipment (tents, gear) start-up, marketing and operational costs.

3. OBJECTIVES

- o increase **length** of stay in **Aklavik**;
- o tap into large tourist volume in **Inuvik**; and
- o maximize **Aklavik's** Delta Location, Richardson Mountains, fish and whaling camps and traditional use of Herschel Island.

4. TARGET MARKETS

- o **birdwatching** groups;
- o nature enthusiasts (hikers, anglers); and
- o Herschel Island enthusiasts (cultural, nature interpretation).

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator/Aklavik Band joint venture.

draft

6. PERFORMANCE INDICATORS

- 0 50% use by visitors to Aklavik; and
- 0 additional expenditures of \$165,000.00 by 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 most equipment already available (e.g. boats, motors) but standards will have to be set regarding safety equipment and training, etc.;
- 0 revenues allow purchase of high grade equipment by guides; and
- 0 knowledgeable guides already exist.

8. IMPLEMENTATION STEPS

- 0 identify coordinating agency;
- 0 identify private outfitters and guides;
- 0 plan packages - cost out and prepare brochures, etc.; and
- 0 train guides for specific packages.

9. COSTS

Training: \$20,000

Equipment: \$30,000

Start-up: \$25,000

Total Costs: \$75,000

draft

10. ECONOMIC IMPACTRevenue in 1993

0 10% of hiking and wildlife trips to Western Arctic =	42	
0 10% of Herschel Island trips =	<u>90</u>	
Total :	132 people	
o average 5 days at \$250.00/day		<u>\$165,000.00</u>
TOTAL :		\$165,000.00

costs

Salaries - Manager (6 months)	\$ 18,000.00
Assistant	9,000.00
Guides (2) (4 months)	20,000.00
Suppliers	40,000.00
Insurance	5,000.00
Maintenance	12,000.00
Marketing	10,000.00
Commissions	<u>4,000.00</u>
TOTAL :	\$118,000.00

draft

1. BACKGROUND

- o Herschel Island will emerge over the next 5 years as a significant attraction for the Western Arctic, increasingly there will be a demand for overnight stay because of costs of getting there and the extensive interpretation opportunities.

2. DESCRIPTION

- o the site already is characterized by several structures so 6 to 8 tent frames and facilities would not be detrimental to the quality of the space, the accommodation operator could also provide boat trips to the Firth River as well as to sites on the Island. Access to Herschel Island is by tundra-tired airplane.

3. OBJECTIVES

- o optimize draw of Herschel Island as an economic opportunity for Aklavik operator; and
- o provide greater experience on Herschel Island beyond the one day stay.

4. TARGET MARKETS

- o birdwatchers;
- o nature enthusiasts;
- o adventure travelers (unique environmental); and
- o nature oriented R.V. operators in Inuvik.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Private operator/Aklavik Band and Yukon/N.W.T. Governments.

draft

6. PERFORMANCE INDICATORS

- o hold 25% of visitors to Herschel overnight;
- o increase stay in **Inuvik** by 1 day; and
- o increase expenditures in **Inuvik** and **Aklavik**, airfares, revenues and \$20,000.00 in revenues to operator.

7. OPPORTUNITIES AND CONSTRAINTS

- o site is prepared and investment to have seasonal, portable camp is small; and
- o air strip is in place.

8. IMPLEMENTATION STEPS

- o approach Yukon/N.W.T. governments for permission;
- o identify **Aklavik** operator, boats, etc.;
- o prepare **plan** for campsite operations/tours;
- o develop preliminary promotional package;
- o test product on wholesalers, in-bound operators; and
- o develop brochures.

9. COSTS

Equipment: \$80,000
 Start-up: \$30,000
 Total Costs: \$110,000

10. ECONOMIC IMPACTRevenues in 1993

If 200 people go to Herschel Island and 25% stay overnight for 3 nights and a reasonable \$50.00/night is charged, then additional revenues to an operator would be:

o Accommodation	\$ 7,500.00
o Food	<u>11,250.00</u>
TOTAL :	\$18,750.00

costs

Camp Maintenance Contract	\$ 5,000.00
Food	<u>7,500.00</u>
TOTAL :	\$12,500.00

1. BACKGROUND

- o there are many people in the community who have skills to produce arts and crafts for the hundreds of day excursionists going to **Aklavik**. There is a definite demand for native products, and this represents direct revenue to Band members.

2. DESCRIPTION

- o to defray start-up costs, materials could be purchased and sold to the crafts people at a minor charge. Funding should also be used to buy the product if the artifact is finished in the winter, thus encouraging greater production; and
- o the responsible agency should maintain quality control.

3. OBJECTIVES

- o provide economic opportunities for individuals especially during the winter when they have more time to produce.

4. TARGET MARKETS

- o day visitors to **Aklavik**;
- o package trippers to Richardson Mountain Camp and Herschel Island;
- o Beaufort area hunters; and
- o Inuvik craft outlets.

5. RESPONSIBILITY AND IMPLEMENTATION

- o **Aklavik** Band Council; and
- o Local Craft Association.

6. PERFORMANCE INDICATORS

- o increasing demand for quality arts and crafts; and
- o equivalent of 2-3 full time jobs created by sales.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o day visitors/package tour visitors to **Aklavik** will more than double by 1993 representing a much larger market for Aklavik arts and crafts;
- o available skills can be developed and used;
- o training of new artists will be possible since production of arts and crafts will become an important employment opportunity; and
- o inadequate marketing capability existing.

8. IMPLEMENTATION STEPS

- o establish arts and crafts marketing associated between **Aklavik** Band Council and Local Craft Association; and
- o establish marketing network with operators and current wholesalers, shops.

9. COSTS

Materials: \$30,000
 Workshops: \$40,000
 Total Costs: \$70,000

10. ECONOMIC IMPACTRevenue in 1993

Aklavik arts and crafts can be sold to some very special markets including:

o R. V. /auto (15%) 3,100 x \$15.00	\$46,500.00
o motorcoach/van (15%) 35 x \$20.00	700.00
o Beaufort/Richardson Hunters (20%) 25 x \$100.00	2,500.00
o canoeists 10 x \$30.00	300.00
o Herschel Island visitors	<u>2,000.00</u>
Total :	\$52,000.00

costs

3 crafts people (4 months)	\$30,000.00
Materials	16,000.00
Marketing	<u>2,000.00</u>
TOTAL :	\$48,000.00

MUSEUM/MAD TRAPPER EXHIBIT
AKLAVIK

1. BACKGROUND

- o the Mad Trapper has an international reputation. **Aklavik** was also an important community in Northern and Mackenzie Delta Development. There are many artifacts in Aklavik and an existing museum building.

2. DESCRIPTION

- o the museum should be stocked with communication and transportation exhibits to express **Aklavik's** past. The museum property should also be linked with the cemetery and **the Mad Trapper Grave**.

3. OBJECTIVES

- o provide a distinct attraction in Aklavik;
- o improve quality of community tour; and
- o strengthen **Aklavik's** link with its past.

4. TARGET MARKETS

- o **R.V.** operators in Inuvik, interested in a package trip to the communities;
- o history enthusiasts visiting **Inuvik**; and
- o package tours to Richardson Mountains and Herschel.

5. RESPONSIBILITY AND IMPLEMENTATION

- o **Aklavik** Band Council; and
- o Northern Heritage **Centre**.

6. PERFORMANCE INDICATORS

- o 85% of visitors to **Aklavik** increases length of stay in Aklavik by $\frac{1}{2}$ day.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o there is an existing building;
- o Potential for very attractive displays in museum; and
- o Mad Trapper is an international draw.

8. IMPLEMENTATION STEPS

- o WAVA should work with **Aklavik** Band Council and Northern Heritage Centre to develop plans for exhibits.

9. COSTS

Upgrade: \$205,000
 Start-up: \$45,000
 Total Costs: \$250,000

10. ECONOMIC IMPACTRevenue in 1993

If day trippers to **Aklavik** triple by 1993, it will represent 10% of rubber tire traffic to Inuvik, i.e. 2,227

o 85% of 2,227 x \$10.00/person	\$18,900.00
o package tours, air, etc. 200 x \$10.00/person	<u>2,000.00</u>
TOTAL :	\$20,900.00

costs

1 staff person (3 months)	\$ 7,500.00
Supplies	<u>2,000.00</u>
Promotion	3,000.00
Maintenance	5,000.00
Utilities	2,000.00
Insurance	<u>500.00</u>
TOTAL :	\$20,000.00

draft

1. BACKGROUND

- 0 Aklavik presently has 6 Dan Sheep tags (share with Fort McPherson) and it would appear this could be doubled for the next five years, in addition they have 5 polar bear tags;
- 0 these tags could be the core of a very profitable hunting operation; and
- 0 they have 6 trained guides.

2. DESCRIPTION

- 0 the trained and interested guides could start to work with Guided Arctic; and
- 0 equipment required is snow machines, tent frames, gear, etc.

3. OBJECTIVES

- 0 maximize community guiding skills and abundance of desirable trophy species; and
- 0 create high revenue package for outfitters who also serve as guides in the summer.

4. TARGET MARKETS

- 0 American Sport Hunters.

5. RESPONSIBILITY AND IMPLEMENTATION

- 0 HTA;
- 0 Aklavik Band Council;
- 0 Guided Arctic; and
- 0 Fort McPherson Council,

6. PERFORMANCE INDICATORS

- 0 11 hunters/year initially expanding to 16 hunters at approximately \$6,000.00/hunter (Dan Sheep) and \$18,000.00/hunter (polar bear); and
- 0 hunters will add 20-40 nights to accommodation in Aklavik.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o **Aklavik/Fort** McPherson has sufficient tags to support 11-16 hunts /year;
- o trained guides are available to provide;
- o guided Arctic has a **well** developed infrastructure and marketing approach for hunts;
- o number of tags may vary in future; and
- o big game hunting image may conflict with arts and crafts and/or naturalist attractions.

8. IMPLEMENTATION STEPS

- o **HTA/Aklavik** Band Council and Fort McPherson Council to meet with Guided Arctic to establish hunt packages;
- o PrePare Proposal and identify Aklavik equity;
- o apply to GNWT and development and start-up for funds;
- o prepare brochures; and
- o market hunts with Guided Arctic.

9. COSTS

Equipment: \$115,000

Start-up: \$35,000

Total Costs: \$150,000

10. ECONOMIC IMPACTRevenue in 1993

Based on 15% of hunts to Beaufort Area

o 5 polar bear hunts at \$18,000.00	\$ 90,000.00
o 9 Dan Sheep hunts at \$7,000.00	63,000.00
o 5 caribou/bear hunts at \$5,500.00	<u>27,500.00</u>

TOTAL : \$180,500.00

costs

Salaries - Head Guide (6 months) at \$3,000.00/month	\$ 18,000.00
Guides (6) (10 weeks) at \$700.00/week)	42,000.00

Food and Supplies 15,000.00

Charters 20,000.00

Transportation 14,000.00

Administration 4,000.00

Maintenance 8,000.00

Marketing 12,000.00

Commissions 6,000.00

TOTAL : \$139,000.00

3.3 AR TIC OCEAN AREA DEVELOPMENT OPPORTUNIT ES

draft

1. BACKGROUND

- o most people go to Tuktoyaktuk to experience the Arctic Ocean but there is no opportunity to go out on the water. Most of the 1,500 plus visitors spend only one hour; and
- o there are no packages to Tuktoyaktuk, however most people want to stay longer.

2. DESCRIPTION

- o it will be necessary to either acquire a local boat or purchase one from the south. It should carry 12 to 18 passengers and be used for **harbour** tours, **whalewatching** and trips along the coast and tours between Tuktoyaktuk and **Inuvik**.

3. OBJECTIVES

- o increase length of stay in Tuktoyaktuk;
- o provide overnight (2 day) package opportunities;
- o introduce coastal experiences;
- o serve as a new component to day trips to Tuktoyaktuk from **Inuvik**; and
- o improve hotel occupancy.

4. TARGET MARKETS

- o **Inuvik** Visitors looking for a trip to the Arctic Ocean ($\frac{1}{2}$ day trips); and
- o existing tour passengers interested in a longer excursion.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Private Operators.

draft

6. PERFORMANCE INDICATORS

- o 2,000 **harbour** tour passengers by 1991, 600 overnight by 1991; and
- o tour boat revenue of \$450,000.00 by 1991.

7. OPPORTUNITIES AND CONSTRAINTS

- o 1,000 plus visitors to Tuktoyaktuk want to stay longer. Tours would offer that attraction; and
- o existing hotels interested in accommodating additional overnight packages.

8. IMPLEMENTATION STEPS

- o identify specific boat and tour operator;
- o prepare feasibility analysis;
- o develop tour packages and equipment;
- o develop financing package;
- o purchase boat and other equipment; and
- o market through inbound operator, WAVA Centre and Southern Wholesalers.

9. COSTS

Purchase: \$165,000

Start-up: \$60,000

Total Costs: \$325,000

draft

10. ECONOMIC IMPACTRevenue by 1993**Harbour** Tours (3 hours @ \$50.00/each)

- R. V. /Automobiles - 10% = 2,100	\$105,000.00
- Coach/Small Van - 40% = 488	24,400.00

Inuvik/Tuktoyaktuk Tours (2 days @ \$600.00)

- 4% of R. V. /Automobiles = 700	<u>420,000.00</u>
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TOTAL : \$549,400.00

costs

Salaries - Manager (6 months)	\$ 22,000.00
Captain (10 weeks)	12,000.00
Deck Hands (3) (10 weeks)	18,000.00

Administration 4,000.00

Insurance 10,000.00

Fuel 45,000.00

Maintenance 15,000.00

Marketing 30,000.00

Food Supply 95,000.00

Hotel (in Tuktoyaktuk) 30,000.00

Ground Transportation 3,000.00

Commissions 24,000.00

TOTAL : \$308,000.00

draft

COMMUNITY HOST/TOURS
TUKTOYAKTUK

1. BACKGROUND

- 0 Tuktoyaktuk receives more than 1,500 tourists and will conceivably be doubling that in the next 5 years;
- 0 the only hosts are the tour bus operators. A host could be hired to deal with the wide variety of tourists coming in the future (1 hour, $\frac{1}{2}$ day, 1 day, overnight); and
- 0 the host should have hospitality training.

2. DESCRIPTION

- 0 duties would include working with existing operators on their tour/packages, providing separate community oriented services (meet/greet, interpretation, introduction to carvers, etc.); and
- 0 partial revenue could come from the operators who use the services in their tours.

3. OBJECTIVES

- 0 improve Tuktoyaktuk as a destination community;
- 0 support extended stay packages;
- 0 introduce the unique history of Tuktoyaktuk;
- 0 assist rapidly emerging ground operators and work with Western Arctic Visitors Centre Sales staff; and
- 0 organize activities.

4. TARGET MARKETS

- 0 Western Arctic Centre staff;
- 0 airlines; and
- 0 ground operators.

draft

5. RESPONSIBILITY AND IMPLEMENTATION

- o Tuktoyaktuk Hamlet Council;
- o Ground Operators/Suppliers;
- o WAVA; and
- o IDC.

6. PERFORMANCE INDICATORS

- o increase stay in Tuktoyaktuk by $\frac{1}{2}$ day;
- o increase exposure to arts and crafts and cultural events and sites;
and
- o host will be an important link between package tour operators and local attraction.

7. OPPORTUNITIES AND CONSTRAINTS

- o number of tours to Tuktoyaktuk is expected to double in five years;
- o this could be an important opportunity for students; and
- o improve attraction of Tuktoyaktuk as destination community.

8. IMPLEMENTATION STEPS

- o establish contact with existing operators, airlines and Western Arctic Visitor Centre staff;
- o develop 1 hour, $\frac{1}{2}$ day, 1 day and overnight packages;
- o apply for funding; and
- o establish office in Visitor Centre.

9. COSTS (over 5 years)

Host: **\$30,000**

Activities: **\$60,000**

Total Costs: **\$90,000**

draft

10. ECONOMIC IMPACTRevenue in 1993**Inuvik** Visitors

R.V./Auto/Motorcoach 20% = 4,077 @ \$15.00 = \$61,000.00

costs

Guides (2) for 10 weeks	\$12,000.00
Van Fuel	10,000.00
Maintenance	2,000.00
Food/Beverage/Gift	9,000.00
Administration	1,500.00
Marketing	5,000.00
Commissions	<u>3,000.00</u>
TOTAL :	\$42,500.00

draft

1. BACKGROUND

- o because of the large volume of tourists potentially going to Tuktoyaktuk it will be important to have a Visitor Centre and Central Tourist Activity Area to:
 - interpret the history/culture of Tuktoyaktuk
 - serve as a gathering point of tours; and
 - provide a **centre** of tourism activities and office for the community host.

2. DESCRIPTION

- o the essence of a tourist activity **centre** exists in the area of the Sod House. This developed area **would** include the wharf as a tour boat dock, the Bay, Sod House, the renovated COOP which would have a gathering area, interpretive exhibits and office space for tour group administration.

3. OBJECTIVES

- o create a clearly identified tourism centre to Tuktoyaktuk;
- o Promote the various Tuktoyaktuk package tours; and
- o interpret the Arctic Coast for tourists who do not get the opportunity to visit other coastal locations.

4. TARGET MARKETS

- o tours to **Inuvik**; and
- o all tourists to Tuktoyaktuk.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Tuktoyaktuk Hamlet Council;
- o Inuvialuit Development Corporation; and
- o WAVA.

draft

6. PERFORMANCE INDICATORS

- o increases attraction and length of stay by $\frac{1}{2}$ day;
- o acts as a centre for cultural/tourism activities; and
- o increases contacts between the units and local arts and crafts producers.

7. OPPORTUNITIES AND CONSTRAINTS

- o visitor to Tuktoyaktuk expected to double in five years;
- o results in a focus for tourism activities in Tuktoyaktuk; and
- o employment opportunity for community host and summer students.

8. IMPLEMENTATION STEPS

- o establish tourism centre action committee (Tuktoyaktuk Hamlet Council, IDC, WAVA and Economic Development and Tourism);
- o develop detailed plans;
- o secure funding;
- o PrePare brochures/information packages;
- o construct; and
- o select hosts etc.

9. COSTS

Planning: \$35,000
 Construction: \$425,000
 Start-up: \$30,000
 Total Costs: \$490,000

draft

10. ECONOMIC IMPACTRevenues in 1995

Commission sales from local package tours	\$15,000.00
Profits from sales of arts and crafts	12,000.00
Rental of space to local operators	<u>6,000.00</u>
TOTAL :	\$33,000.00

costs

Salaries - Administrator (10 weeks)	\$12,000.00
Sales Desk Personnel (2)	20,000.00
Administration	1,000.00
Utilities/Maintenance	3,000.00
Marketing	<u>3,000.00</u>
TOTAL :	\$39,000.00

draft

1. BACKGROUND

0 Tuktoyaktuk has a history of sewing hangings that have gained wide attention. Tuktoyaktuk has a cultural authenticity that would make it a pleasant location for a craft workshop.

2. DESCRIPTION

0 assuming that the necessary sewing equipment exists, funds should be used to purchase the initial materials to start an operation. Once the production is proceeding, workshops would bring additional revenue to the community (as well as the hotels).

3. OBJECTIVES

0 reintroduce skills;
0 generate employment and revenue; and
0 improve hotel occupancy.

4. TARGET MARKETS

0 southern purchases and those interested in pursuing native culture and arts.

5. RESPONSIBILITY AND IMPLEMENTATION

0 Tuktoyaktuk Hamlet Council; and
0 Economic Development and Tourism.

6. PERFORMANCE INDICATORS

0 increase local attraction base;
0 adds three part time jobs to economic base; and
0 lengthen **stay** in community by 1 to 5 days depending on workshop size.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- 0 well known sewing hangings excellent basis for arts and crafts industry;
- 0 large numbers of tourists will be arriving in Tuktoyaktuk. Majority will be interested in seeing arts and crafts production; and
- 0 similar types of workshops are popular in the south and Holman.

8. IMPLEMENTATION STEPS

- 0 establish arts and crafts group between Tuktoyaktuk, Hamlet Council and Economic Development and Tourism Location; and
- 0 identify marketing network/workshop location; and
- 0 apply to EDA for funding.

9. COSTS

Production: \$35,000
 Workshops: \$180,000
 Total Costs: \$215,000

10. ECONOMIC IMPACTRevenue in 1993

a) 4 day workshops

1/3 total workshops = 40 - 40 x 4 days x \$1,000.00 each \$160,000.00

b) Day workshops

2% of visitors to Inuvik = 400 x \$150.00 66,000.00

TOTAL : \$226,000.00

costs

Salaries - Manager (4 months)	\$ 16,000.00
Instructors (2)	20,000.00
Administration	3,000.00
Materials	20,000.00
Food/Accommodation	42,000.00
Marketing	5,000.00
Commissions	6,000.00
Space Rental	4,000.00
Transportation	5,000.00
TOTAL :	<u>\$121,000.00</u>

**TOUR OUTFITTER
TUKTOYAKTUK**1. BACKGROUND

- o Tuktoyaktuk presents one of the best possibilities for a tour/ground operator, however tours should be established with quality equipment marketing and training. This would apply to either existing or potential operators.

2. DESCRIPTION

- o costs would include tent frames for coastal overnight trip, clothing for inclement conditions, gear and, training in tour management, operations and marketing.

3. OBJECTIVES

- o to establish at least one comprehensive tour operator capable of working with both southern wholesalers, airlines and inbound operations in the N.W.T., Inuvik and the Yukon.

4. TARGET MARKETS

- o Southern Adventure Travel Wholesaler;
- o R.V. Operators in Inuvik; and
- o Inbound Operators.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Private operator/IDC joint venture; and
- o private operator only, .

6. PERFORMANCE INDICATORS

- o increased stay in Tuktoyaktuk by $\frac{1}{2}$ day; and
- o generation of equivalent of 1 full time job.

04/12/2014

7. OPPORTUNITIES AND CONSTRAINTS

- o 500 visitors expected by 1993;
- o excellent opportunities for tour/ground operators;
- o create 3 positions; and
- o quality equipment necessary.

8. IMPLEMENTATION STEPS

- o identify (at least one) tour operator - joint IDC/operator venture;
- o develop package tours;
- o market through Inbound Operators Wholesalers;
- o apply to EDA for funding; and
- o buy equipment.

9. COSTS

Equipment: \$85,000
 Working Capital/Training: **\$50,000**
 Total costs: **\$135,000**

10. ECONOMIC IMPACT

Revenue in 1993

2% of visitors to Inuvik = 440
 - 2 day (overnight package) @ \$450.00 \$198,000.00

costs

Salaries - Chief Guide (10 weeks)	\$ 10,000.00
Assistant (2)	17,000.00
Cooks	12,000.00
Administration	5,000.00
Transportation to Site	25,000.00
Food and Supplies	55,000.00
Insurance	5,000.00
Marketing	15,000.00
Commissions	<u>12,000.00</u>
TOTAL :	\$156,000.00.

ESKIMO/HUSKY LAKES FISHING LODGE
TUKTOYAKTUK

1. BACKGROUND

0 the Eskimo Lakes provide some of the best fishing in the Arctic and the market will support at least one lodge in the area (i.e. the upgrading of an existing one to meet **angler** standards); and
0 two lodges exist but the quality does not allow them to be fully marketed in Inuvik.

2. DESCRIPTION

0 funds would be used for adequate kitchen/dining area, boats and kickers, accommodation upgrading with the objective to have one lodge fully operational by 1990.

3. OBJECTIVES

0 maximize fishing potential of Eskimo Lakes;
0 provide additional packages for local outfitters;
0 joint marketing with Paulatuk; and
0 quality, high end Arctic Fishing Lodge.

4. TARGET MARKETS

0 Southern Fishing Wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

0 private sector; and
0 IDC.

6. PERFORMANCE INDICATORS

0 increased attraction to Tuktoyaktuk resulting in equivalent of two tour month jobs;
0 total of 106 anglers by 1993; and
0 increase use of hotels and purchases of arts and crafts in Tuktoyaktuk.

0/11/93

7. OPPORTUNITIES AND CONSTRAINTS

- o two lodges already exist but will have to be upgraded;
- o fishing on Eskimo Lakes is one of the best in the Arctic, therefore will attract upscale anglers; and
- o guides available but will need additional training.

8. IMPLEMENTATION STEPS

- o establish upgrading plan for one or two lodges/camps;
- o arrange financing; and
- o train guides/operators.

9. COSTS

Construction: \$450,000
 Working Capital: \$60,000
 Total Costs: \$510,000

10. ECONOMIC IMPACT

Revenue in 1993

1/3 of projected fishing to Western Arctic = 106 anglers	
o 1/2 on 3 day packages @ \$1,000.00	\$ 53,000.00
o 1/2 on 5 day packages @ \$1,500.00	<u>79,500.00</u>
TOTAL :	\$132,500.00

costs

Salaries - Manager (6 months)	\$ 24,000.00
Assistant (8 weeks)	4,800.00
Guides/Boats (4)	25,200.00
Cooks (2) (8 weeks)	6,500.00
Administration	2,000.00
Insurance	3,000.00
Utilities/Maintenance	4,000.00
Marketing	6,000.00
Commissions	4,000.00
Transportation to Site	10,000.00
Food and Supplies	<u>21,200.00</u>
TOTAL :	\$110,700.00

1. BACKGROUND

- o no outfitting operation exists in **Paulatuk**, although the new hotel is interested in promoting visitors to increase its summer occupancy; and
- o there are six trained and qualified guides who would be interested in being part of an outfitting company and the store manager has the management experience.

2. DESCRIPTION

- o tours can be packaged and sold immediately to the Hornaday and Brock Rivers, existing boats can be used/rented to provide access **initially**, however it may be necessary to purchase an 18' to 20' ocean vessel; and
- o initial equipment purchases are for tent frames and camping equipment to be located on the two rivers.

3. OBJECTIVES

- o establish **Paulatuk** as a staging area for local tours, especially to Hornaday River, Smoking Hills, etc.

4. TARGET MARKETS

- o **Inuvik** visitors; and
- o southern fishing wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o **Paulatuk**, Hamlet Council/private sector joint venture; and
- o private sector only.

01/10/10

6. PERFORMANCE INDICATORS

- o 15 hunters per year by 1993; and
- o 100 package tour visitors by 1993 or 20% packages to Western Arctic.

7. OPPORTUNITIES AND CONSTRAINTS

- o six trained guides available; and
- o wildlife/natural scenery attractive to hunters and nature viewers.

8. IMPLEMENTATION STEPS

- o establish tour/hunting packages;
- o identify guides;
- o establish contact with Guided Arctic;
- o develop brochures;
- o acquire funding; and
- o establish base and camps, purchase equipment.

9. COSTS

Equipment: \$65,000

Start-up: \$55,000

Total costs: **\$120,000**

10. ECONOMIC IMPACTRevenue in 1993

0 3 polar bear hunts x \$15,000.00	\$ 45,000.00
0 15 hunts x \$7,000.00	105,000.00
0 80 adventure (wilderness) x 5 days x \$275.00/day	110,000.00
0 20 adventure (wilderness) x 3 days x \$300.00/day	<u>18,000.00</u>
TOTAL :	\$278,000.00

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costs

Salaries - Manager/Head Guide (8 months)	\$ 32,000.00
Assistant (4 months)	12,000.00
Guides (3) (100 days)	52,500.00
Administration	4,000.00
Food/Supplies	49,000.00
Maintenance	15,000.00
Side Charters	20,000.00
HTA Boat Rental	15,000.00
Small Boat/Snowmobile	5,000.00
Utilities	3,000.00
Marketing	14,000.00
Hotel Accommodation	12,000.00
Commissions	<u>5,000.00</u>
TOTAL :	\$238,500.00

(011) (011) (011)

1. BACKGROUND

- o Paulatuk has a history of sewing hangings that have gained wide attention. Although production has ceased, the existing crafts people could again both establish an industry and teach southerners the techniques. Paulatuk has a cultural authenticity that would make it a pleasant location for a craft workshop.

2. DESCRIPTION

- o assuming that the necessary equipment exists, funds should be spent to purchase the initial materials to get an operation restarted. Once the production is proceeding, workshops which bring additional revenue to the community (as well as to the hotel) would be started.

3. OBJECTIVES

- o reintroduce skills;
- o generate employment and revenue; and
- o improve hotel occupancy.

4. TARGET MARKETS

- o southern purchases and those interested in pursuing native culture and arts.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Paulatuk Hamlet Council; and
- o Economic Development and Tourism.

6. PERFORMANCE INDICATORS

- o 140 additional hotel nights by 1993; and
- o generate \$80,000.00 by 1993 and provide 1 full time equivalent job.

01/27/93

7. OPPORTUNITIES AND CONSTRAINTS

- o ability to produce sewing hangings has been proven. This can be basis for arts and crafts development in Paulatuk;
- o educational basis for young people to learn traditional craft skills; and
- o **re-establish** national reputation for craft production.

8. IMPLEMENTATION STEPS

- o establish arts and crafts group between **Paulatuk** Hamlet Council and Economic Development and Tourism;
- o identify marketing network with current wholesalers; and
- o apply to EDA for start-up funding.

9. COSTS

Production: \$40,000

Tourist **Workshops**: \$50,000

Total Costs: \$90,000

10. ECONOMIC IMPACTRevenue in 1993

a) Craft Production

o Inuvik Visitors (8% purchase \$15.00)	\$26,000.00
o Tour visitors; 100 x \$30.00 each package	3,000.00
o Hunters; 15 x \$100.00	1,500.00
o Externally	5,000.00
o Wilderness Lodge Visitors; \$50.00 each	5,000.00

b) Arts and Crafts **Workshops**

20% of packages to region = 28

o 28 x 5 days @ \$275.00/day 38,500.00

TOTAL : **\$79,000.00**

01/11/93
 01/11/93

costs

Salaries - Coordinator (4 months)	\$12,000.00
3 Crafts People (4 months)	36,000.00
Administration	1,000.00
Materials	18,000.00
Food/Supplies	7,000.00
Transportation	500.00
Space Rental	1,400.00
Promotion	<u>2,000.00</u>
TOTAL :	\$77,900.00

01/15/2014

**WILDERNESS/FISHING CAMP
PAULATUK**

1. BACKGROUND

- o The **Brock** and Hornaday Rivers represent some of the best arctic coast sportfishing opportunities in the Western Arctic. Once an initial tent frame camp has been established and as the outfitter becomes more capable of the delivery of wilderness/fishing packages, it will be possible to build a fixed roof lodge with rooms and tent frames.

2. DESCRIPTION

- o a lodge is proposed for each river including:
 - dining area/kitchen
 - storage
 - lounge/gathering area
 - 4 units (double occupancy) - Hornaday River
 - 8 units at the **Brock** River
 - 4 wheelers for nature tours

3. OBJECTIVES

- o to establish a viable sportfishing/wilderness tour operation at **Paulatuk** including nature/cultural experiences; and
- o to generate revenue for HTA boat and **Paulatuk** Hotel.

4. TARGET MARKETS

- o southern sportfishing and adventure travel wholesaler;
- o N.W.T./Yukon Inbound Operators; and
- o Inuvik Visitors.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Paulatuk Hamlet Council; and
- o HTA.

04/11/2014

6. PERFORMANCE INDICATORS

- 0 total of 24 visitors/day @ \$2.50/60 days would generate \$360,000.00 per season; and
- 0 increased market for local arts and crafts.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 **Brock** and Hornaday Rivers offer some of best sportsfishing in Western Arctic; and
- 0 local hotel is interested in selling wilderness/fishing packages. This should be supported.

8. IMPLEMENTATION STEPS

- 0 prepare marketing plan;
- 0 establish contacts with travel wholesalers and **commence** marketing plan;
- 0 develop plan for camp establishment;
- 0 apply for necessary funding;
- 0 select trains and guides; and
- 0 construct camps.

9. COSTS**Hornaday** River

Planning: \$35,000

Construction: **\$230,000**

Start-up: \$50,000

Brock River

Planning: \$75,000

Construction: \$340,000"

Start-up: \$45,000

Total Costs: \$775,000

COPY

10. ECONOMIC IMPACTRevenues in 1993

(a) Hornaday River

4 units - 75% occupancy
\$300.00/day/person for 8 weeks

Occupancy Revenue	\$100,800.00
Additional Tours	<u>22,000.00</u>

TOTAL :	\$122,800.00
---------	--------------

costs

Salaries - Manager (6 months)	\$ 24,000.00
Assistant (8 weeks)	4,800.00
Guides/Boats (4)	25,200.00
Cooks (2)	6,500.00

Administration	4,000.00
Insurance	4,000.00
Utilities/Maintenance	6,000.00
Marketing	12,000.00
Commissions	5,000.00
Transportation	7,500.00
Supplies (e.g. Food)	<u>12,600.00</u>

TOTAL :	\$111,100.00
---------	--------------

Revenues in 1995(b) **Brock** River8 Units (75% occupancy)
\$300.00/day/person for 8 weeks

Occupancy	\$201,600.00
Additional Tours	<u>45,000.00</u>

TOTAL :	\$246,600.00
---------	--------------

costs

Salaries - Assistant Manager (6 months)	\$ 20,000.00
Assistant/Maintenance	12,000.00
Guides/Boats (8)	40,000.00
Cooks (2)	6,500.00
Maintenance (1)	10,000.00

Administration	4,000.00
Insurance	5,000.00
Utilities	4,000.00
Maintenance	4,000.00
Transportation	6,000.00
Supplies (e.g. Food)	32,200.00
Marketing	20,000.00
Commissions	<u>12,000.00</u>

TOTAL :	<u>\$175,700.00</u>
---------	---------------------

1. BACKGROUND

0 Banks Island is an internationally recognized wildlife area with 45 species of birds, the largest population of muskox in the world as well as dramatic scenic values. Parks Canada has recognized this value and has dedicated part of the Island as an area of National Significance. Although it enjoys regular aircraft access, the island receives relatively few tourists as guide outfitting services are not available and scheduled airline costs are high. If tourism is to grow in Sachs Harbour and Banks Island there must be specific packages developed and aggressively marketed by a qualified outfitting company.

2. DESCRIPTION

0 there are at least 4 to 6 guides who with a certain level of training and management could establish a guide outfitting/adventure travel operation. Presently they lack organization and the necessary equipment to deliver multiple tours. Necessary equipment includes:

- setting up camps at the Big, Thompson and Masek Rivers including tent frames (5 each) and camp equipment
- 4 wheelers to provide tundra access
- ocean boat to go to Masek River and Nelson Head;

0 training would be provided in package tour management/operations, hospitality and nature interpretation ;' and

0 by 1993 it will be possible to conduct 3 to 4 five day tours to each of the 3 camps.

3. OBJECTIVES

0 greatly increase visitor volume to the island;

0 improve occupancy for the Icicles Inn; and

0 provide summer employment for the hunting guides.

0/1/83

4. TARGET MARKETS

- o southern Adventure Travel Wholesalers;
- o N.W.T. Inbound Operators;
- o **birdwatchers**; and
- o nature/conservation organizations.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Band Council;
- o HTA; and
- o **IDC.**

6. PERFORMANCE INDICATORS

- o expand employment and wages for existing guides;
- o focus will provide an additional 140 room nights in Sachs Harbour and be major customers for arts and crafts; and
- o 50 naturalists per year initially expanding to 115 in 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o Banks Island wildlife resources and scenery are very attractive;
- o sufficient guides available who can be trained;
- o Guided Arctic 'has established good infrastructure and marketing approach; and
- o big game hunting may conflict with arts and crafts image and naturalist attraction.

8. IMPLEMENTATION STEPS

- o Sachs Harbour Band Council and HTA meet with Guided Arctic or operator to establish packages;
- o determine equipment necessary;
- o prepare proposal;
- o select guides and train them;
- o arrange financing to set up operation;
- o prepare brochures;
- o purchase equipment; and
- o market packages with Guided Arctic.

Copyright

9* COSTS

Equipment (3 camps): \$170,000
 4 Wheelers/Ski doo: \$70,000
 Boat/Equipment: \$75,000
 Start-up/Training: \$170,000
 Total Costs: \$485,000

10. ECONOMIC IMPACTRevenue in 1993

Adventure/Wilderness tours (5 day packages)
 - 25% of total to region = 114

a) 114 x \$1,500.00 (5 day package)	\$171,000.00
b) From Inuvik 30 x \$800.00 (3 day package)	<u>24,000.00</u>
TOTAL :	\$195,000.00

costs

Salaries - Manager (8 months)	\$ 32,000.00
Assistant (4 months)	12,000.00
Guides (3) (100 days)	52,500.00
Administration	4,000.00
Food and Supplies	42,000.00
Maintenance	10,000.00
Charters	12,000.00
Utilities	2,000.00
Marketing	12,000.00
Hotel Accommodation	14,000.00
Commissions	<u>3,000.00</u>
TOTAL :	\$195,500.00

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MUSEUM/ATTRACTION
SACHS HARBOUR

1. BACKGROUND

- o There is no specific attraction in Sachs Harbour. A museum has been established that could serve as the focus to cultural /historical / nature interpretation.

2. DESCRIPTION

- o renovation of Museum, collection of artifacts.

3. OBJECTIVES

- o activities for tourists at lodge; and
- o interpretation of Sachs Harbour history as well as the exceptional natural features of the island.

4. TARGET MARKETS

- o Adventure Travel Wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Council;
- o GNWT Department of Renewable Resources;
- o GNWT Department of Justice and Public Service; and
- o Northern Heritage Centre.

6. PERFORMANCE INDICATORS

- o visitor stays in Sachs Harbour increased by 1 day.

7. OPPORTUNITIES AND CONSTRAINTS

- o focus for rich cultural /historical /nature background interpretation;
- o museum can serve as basis for broader attraction;
- o retrieval of artifacts to Sachs **Harbour**;
- o continuing cultural and educational potential for young people; and
- o could be outlet for some arts and crafts sales.

8. IMPLEMENTATION STEPS

- o develop plans for review by Northern Heritage Centre, GNWT;
- o establish goals and programs - Sachs **Harbour** Council, GNWT;
- o secure construction funding and ongoing operation costs; and
- o program.

9. COSTS

Total Costs: \$45,000

10. ECONOMIC IMPACTS

No revenue projected.

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**COMMUNITY HOST
SACHS HARBOUR**1. BACKGROUND

0 w" th the number of tourists i ncreasing i n Sachs Harbour over the next few years, it will be appropriate to have a community host.

2. DESCRIPTION

o the hosts position will be supported by the Band but revenues from community local tours should eventually pay the costs.

3. OBJECTIVES

o better understanding of Sachs Harbour;
o organizing of tourists activities; and
o summer employment for students.

4. TARGET MARKETS

o tourists to Sachs Harbour;
o Inuvik visitors; and
o package tour groups.

5. RESPONSIBILITY AND IMPLEMENTATION

o Sachs Harbour Band Council.

6. PERFORMANCE INDICATORS

o provide activity in Sachs Harbour for 1 day; and
o host's position will eventually be self-supporting from tour charges.

draft

7. OPPORTUNITIES AND CONSTRAINTS

- o visitors to Sachs Harbour should increase to 300 by 1993;
- o **summer** employment for students with opportunity to increase community awareness; and
- o opportunity to guide visitors to key cultural and arts and crafts outlets.

8. IMPLEMENTATION STEPS

- o prepare brochures based on tour focus and cultural/historical description;
- o prepare information package;
- o acquire start-up funding; and
- o hire students.

9. COSTS

Total Costs: \$60,000

10. ECONOMIC IMPACTRevenue in 1993

300 x \$15.00 \$4,500.00

costs

Guide (4 months) \$10,000.00

Supplies 3,000.00

TOTAL : \$13,000.00

Hamlet support is required to maintain this position.

Original

WESTERN ARCTIC VISITOR CENTRE INUVIK

1. BACKGROUND

- o no attractive and identifiable information centre in the Western Arctic;
- o lack of tourist focus and gathering points in **Inuvik**;
- o inadequate sales outlet;
- o identified by industry as important for promoting tourism; and
- o Potential location for Arctic College hospitality training.

2. DESCRIPTION

- o attractive **colourful** building located in a central location;
- o contains lounge/gathering area, reception and sales desk, interpretive exhibits on the Mackenzie Delta, Arctic Ocean Area, Dempster Highway, Herschel Island/North Yukon Park and arts/crafts workshop;
- o small A-V theatre, administration offices for **WAVA**, Parks Canada and others, small regional resource library; and
- o attractive plaza including amphitheatre and observation tower.

3. OBJECTIVES

- o dramatically increase the sale of package tours to the communities;
- o create a focus/reception area for tourists that indicates the region's interest in tourism;
- o indicate to tourists what exists in the rest of the region thus increasing their length of stay and overall expenditure; and
- o contribute to operational costs by generating revenue through commission **sales** of packages.

4. TARGET MARKETS

- o **R.V.** operators who have come up the Dempster Highway, particularly those Adventure Travelers who have the time and financial resources to purchase packages and flights to other Western Arctic locations;
- o business travelers who want to take advantage of their trip to experience other communities; and
- o generally all visitors to **Inuvik**.

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5. RESPONSIBILITY AND IMPLEMENTATION

- o Western Arctic Visitors Association with funding from Economic Development and Tourism, Parks Canada and Arctic College;
- o operated by WAVA and leased back to various agencies; and
- o self supporting.

6. PERFORMANCE INDICATORS

- o increases length of stay in Inuvik by $\frac{1}{2}$ day;
- o provides 1 full time and 3 part time jobs;
- o increase sales of tour packages;
- o enhances sales of arts and crafts;
- o acts as a focus for tourism activities in Inuvik - tours, arts and crafts, etc.; and
- o 2 FTE jobs including 1 full time.

7. OPPORTUNITIES AND CONSTRAINTS

- o need for focus on culture, history and tourism in the Western Arctic; and
- o excellent centre for sales of packages for all Western Arctic.

8. IMPLEMENTATION STEPS

- o arrange financing which may include:
 - private operator constructing building
 - Native Development Corporation constructing facility with support from:
 - Economic Development Agreement
 - Economic Development and Tourism
 - Small Business Loan;
- o prepare business plan;
- o establish final rental rates for:
 - WAVA
 - Economic Development and Tourism
 - Parks Canada
 - Inbound Operator
 - Arctic College
 - others, and confirm occupancy;
- o Prepare final construction drawings and construct; and
- o commence.

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9. COSTS

Construction: \$1,900,000

Start-up: \$175,000

Total Costs: \$2,075,000

10. ECONOMIC IMPACTRevenue in 1993a) Space Rental (between \$17.00 and **\$20.00/sq. ft.**)

o WAVA - Office	\$ 14,000.00
Resource Library	4,000.00
o Parks Canada	32,000.00
o Inbound Operator	10,000.00
o Economic Development and Tourism (4 months) display/theatre	50,000.00
o Workshop Area - artists, Native Corporations, etc.	5,000.00
o Arctic College (8 months) 4 classrooms	52,000.00
o Meeting Room	6,000.00
o Functions/Theatre Rental	5,000.00

b) **Commission** Package Tour Sales (10%)

Based on 21,000 R.V. and automobile visits

o 25% buy for \$90.00	47,250.00
o 10% buy for \$250.00	<u>52,500.00</u>
TOTAL :	\$277,750.00

costs

Salaries - Facility Manager	\$ 40,000.00
Summer Staff (4) (4 months)	48,000.00
Administration/Marketing	12,000.00
Maintenance Contract	28,000.00
Insurance	6,000.00
Heating (\$3.00/sq. ft.)	28,000.00
Utilities	12,000.00
Refreshments	3,000.00
Debt Servicing	<u>100,000.00</u>
TOTAL :	\$277,000.00

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.

draft

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 Arctics' **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 **Canoe** 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
- o maintaining a 80% level of target specific promotion **within** the budget

- 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

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%

Washington State 15%

Alaska 15%

Southwest U.S. 10%

Southcentral U.S. 10%

Pennsylvania and Michigan 10%

Midwest/Eastern Seaboard 10%

Southern Ontario 40%

British Columbia 25%

Alberta 25%

Remainder 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:

0 income \$40,000.00+/year

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

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TABLE
MARKET PROJECTIONS

<u>MARKETS</u>	<u>ACTUAL 1987</u>	<u>1988</u>
<u>Rubber Tire</u>		
R.V.	4,815	5,906
Auto	850	1,027
Coach	649	690
Small Vans	47	83
 <u>Hunting</u>		
Beaufort Area	86	95
Bear Area	180	204
Aklavik/McPherson		5
 <u>Fishing</u>		
Trophy	260	300
Wilderness	92	100
 <u>Adventure Travel</u>		
Hiiking		30
Canoe/Kayak/Zodiac	57	100
Boat Cruise (Package Only)		20
Wildlife/Photo/Herschel	18	60
Culture/Arts and Crafts Workshops		20
<u>Air</u>	<u>750</u>	<u>790</u>
TOTAL:	7,804	9,430



o 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%
 - **Us.** - 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

01/20/2011

- 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 Crocket 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

draft

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 **Us. 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, Wheelers 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;

direct

- 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**, back packer, canoe) as well as generic (Sierra, Canadian Geographic).

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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 WAVA	165,500	30,000	130,500	38,500	143,800	146,000
COMMUNITY 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	18,200
VIDEOS	50,000	77,000	64,000	75,000	77,000	100,000
INQUIRY FULFILLMENT	12,500	16,100	23,100	30,300	36,300	85,000
MAILING LISTS.	35,250	42,500	51,500	62,000	76,000	173,000
WAVA 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	14,200	18,500	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	416,270	528,610	785,840

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TABLE 4.3
CONSUMER MAGAZINES

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>All Prices are in 1989 Canadian Dollars</u>							
RUBBER TIRE (WAVA)							
	o Milepost	800	920	970	1,020	1,070	2,400
	o B. C. /Alaska/Yukon Guide	230	250		300	330	
	o Trailer Life	500	530	570		620	
	o Woodalls R.V. Directory	460		500		540	
	o Rand-McNally	520	560		610		1,450
	o Wheelers Guide	480		520	560		1,340
	o West World (BCAA, AMA)	2,600	1,200	1,500		3,000	
	o State Automobile Assoc. Magazines						
	- Washington	400		450		500	
	- Oregon	400	440		490		1,200
	- California (north)		500		550		1,300
	- California (south)	400		460		520	
	- Texas	300		370		420	1,050
	- Georgia		200		400	330	1,100
	- Alabama			350	300		
	- Florida	300			380	430	
	- Michigan/Pennsylvania		350		420		1,100
	- Ontario	600	650	700			
	o Co-op with Yukon						
	- Herschel	1,000	1,100	1,200	1,350		
	- Dempster	1,400	1,600	1,800	2,000		
	SUBTOTAL :	10,390	8,300	9,390	8,380	7,760	10,940

CONSUMER MAGAZINES Cent' d

	1989	1990	1991	1992	1993	1994/95
<u>RUBBER TIRE/LOCAL OPERATORS</u>						
o Advertise in:						
(a) Milepost						
(b) Automobile Assoc.						
(c) B.C./Alaska/Yukon Guide						
(d) Up Here/Sunset						
(e) Canadian						
(f) N.W.T. Explorer						
● Antler	8,500	9,300	10,200	11,200	12,400	26,000
● Aklak Air						
o Sunrise Helicopter						
● Inuvik Campground						
● Delta Boat Cruise						
● Fishing Lodge						
SUBTOTAL:	8,500	9,300	10,200	11,200	12,400	26,000
<u>HUNTING</u>						
1. GUIDE ARCTIC EXPEDITIONS						
● Safari Club	720	800	860		940	
● FNAWS	430	470	510			
o Bow Hunter	430	470	510	550		1,300
2. E-I-1, E-I-6 OPERATORS						
o Safari Club	720	800	860		910	
● FNAWS	430	470	510		550	
o Bow Hunter	430	470	510	550		
3. HTA						
● Safari Club	360	400	440	480		
● FNAWS	430	470	510			1,300
● Petersens	310	340	380	420		
SUBTOTAL:	4,260	4,690	5,090	2,000	2,400	2,600

CONSUMER MAGAZINES Cent' d

	1989	1990	1991	1992	1993	1994/95
<u>FISHING</u>						
1. FORT FRANKLIN						
● Field and Stream						
● Sports Afield						
● Texas Fishermen						
● Outdoor Canada	480					
2. PAULATUK: HORNADAY AND BROCK RIVERS						
● Field and Stream		440	480	520	560	1,400
● Sports Afield			770	830	880	
● Texas Fisherman		570		680	730	1,700
SUBTOTAL:	480	3,240	3,120	3,840	5,010	6,120

draft

CONSUMER MAGAZINES Cent' d

	1989	1990	1991	1992	1993	1994/95
<u>NATURE INTERPRETION</u>						
1. BANKS ISLAND Outfitters						
● Sierra	540	580	640		720	
● Outdoor Photographer	560	610		670		1,650
● Canadian Geographic	490	530	570		650	
o Equinox	580	630		720		
● Birdwatcher	310	340	370		430	
2. RICHARDSON MOUNTAINS (AKLAVIK)						
● Backpacker	320	360	400		480	
● Explore	300	330		400		1,100
● Sierra	540		640		720	
● Canadian Geographic	490	530		610		1,600
● Equinox	580	630				
3. HORNADAY/BROCK: PAULATUK Outfitters						
● Canadian Geographic	490	530	570			
o Sierra	540		640		710	
● Equinox	580	630		710		1,700
4. HERSCHEL ISLAND (AKLAVIK OUTFITTER)						
● Birdwatcher	310	340	370		430	
● Seasons (Federation of Ontario Naturalists)	370	410	450	490		130
● Sierra	540	590	640			1,700
● Equinox	580	630	670			
● Canadian Geographic	490	530	570	610		-

drafts

CONSUMER MAGAZINES Cent'd

	1989	1990	1991	1992	1993	1994/95
5. TUKTOYAKTUK COASTAL TOURS						
● Sierra	540		640	690	720	
● Equinox	580	630	670			
6. DRUM LAKE LODGE						
● Equinox	580	630		720		1,700
● Sierra	<u>540</u>	<u>580</u>	<u>640</u>	<u>720</u>	<u>720</u>	<u>1,700</u>
SUBTOTAL:	10,850	10,040	8,480	5,620	5,580	9,580

0/1/95

CONSUMER MAGAZINES Cent' d

	1989	1990	1991	1992	1993	1994/95
HIKING: CANOE TRAIL						
● Backpacker	620	680	740		830	
○ Outside	450	500	550	600	660	1,600
○ Explore	<u>600</u>	<u>660</u>	<u>720</u>	<u>800</u>		
SUBTOTAL :	1,670	1,840	2,010	1,400	1,490	1,600

CANOEING

● Explore	600	660		800		2,000
● Canoe	520	570		650	700	
● Outside	450	500	550		660	1,600
● Che-Mun	<u>300</u>	<u>330</u>	<u>360</u>	<u>400</u>	<u>440</u>	<u>1,100</u>
SUBTOTAL :	1,870	2,060	910	1,850	1,800	4,700

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CONSUMER MAGAZINES Cent'd

	1989	1990	1991	1992	1993	1994/95
CULTURE						
1. ARTS AND CRAFTS WORKSHOPS						
Tuktoyaktuk						
Aklavik						
Paul atuk						
● Crafts Plus	480	520		590		1,500
● Harrowsmith	580	620	660			1,650
● Crafts Magazine	470	510		580		1,450
2. CULTURAL INCLUSION						
Tuktoyaktuk						
Paulatuk						
Aklavik						
● University of Edmonton						
● University of Toronto						
● University of Montreal	600	650	700	760		
Alumni Newsletters						
● Canadian Review of						
Sociology and Anthropology	520	560	610		670	
SUBTOTAL:	2,650	2,860	1,970	1,930	670	4,600
TOTAL FOR CONSUMER MAGAZINES:	40,670	42,330	41,170	36,220	37,110	66,140

draft

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 Reception Centres

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

Consumer Shows (select basis) 10,000

Economic Development and Tourism 2,000

Hotels, Canadian Consulates, Wholesaler Mailing List 4,000

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

draft

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 WAV A	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 motif.

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.

draft

1989

1

1. **WESTERN** ARCTIC PRODUCT DIRECTORY

Design (D)	20,000
Printing (P)	50,000

2. **DEMPSTER** HIGHWAY

Design (D)	4,000
Printing (P)	12,000

3. INDIVIDUAL PRODUCT

o Boat Cruise (Inuvik) (D)	1,000
(P)	4,000
o Boat Tours (D)	1,500
(P)	3,000
o Inbound Operation (D)	1,500
(P)	3,000
o Richardson Mountain Camp (D)	
(P)	
o Herschel Island (D)	1,500
(P)	3,000
o Dene Cultural Centre (D)	
(P)	
o Peel River Tours (D)	1,000
(P)	1,500
o Arctic Red River Tours (D)	1,000
(P)	1,500
o Banks Island Outfitters (D)	1,500
(P)	2,000
o Paulatuk Camps (D)	
(P)	

BROCHURES Cent' d

	1989	1990	1991	1992	1993	1994/95
● Tuktoyaktuk Coastal Cruise (D) and Cultural Inclusion (P)	1,500 2,500		3,000		3,500	
● Tuktoyaktuk tour Outfitters (D) (P)	1,000 1,500		2,000		2,500	
● Eski mo/Husky Lakes (D) Fishing Lodge (P)		1,000 2,000		2,500		6,400
● Mackenzie River Tours (D) (P)	1,500 2,000		2,500			6,400
● Canal Trail (D) (P)	4,000 12,000			14,000		
● Norman Wells Outfitter (D) (P)		1,000 1,500		2,000		5,500
● Fort Good Hope River Tours (D) (P)	1,000 1,500		2,000		2,500	
● E-I -1, E-I -6 Hunting (D) (P)	2,000 6,000		7,000		7,800	
● Fort Norman River Outfitter (D) (P)		1,000 2,000		2,500		6,300
● Fort Franklin Fishing Lodge (D) (P)		2,000 5,000		5,500		13,500
● Wilderness Outfitter (D) (Fort Franklin) (P)		1,000 3,000		3,500		9,000
● Colville Lodge (D) (P)	1,500 2,500		3,000		3,500	
● Regional Cultural (D) Heritage Attraction (P)	4,000 8,000		1,000 9,000		10,000	
TOTAL BROCHURES:	165,500	30*000	130,500	38,500	143,800	146,000

01/20/95

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.

TABLE 4.5
COMMUNITY HANDOUTS/FLAT SHEETS

	1989	1990	1991	1992	1993	1994/95
<u>COMMUNITY HAND OUTS AT VISITOR CENTRES OR MAIL OUTS</u>						
OVERALL DESIGN FEE	5,000		3,000		3,000	
Printing Costs:						
o Sachs Harbour	1,000	1,100	1,200	1,300	1,400	3,400
o Paulatuk	1,000	1,100	1,200	1,300	1,400	3,400
o Tuktoyaktuk	2,000	2,200	2,400	2,600	2,900	6,800
o Aklavik	1,500	1,650	1,800	2,000	2,200	5,200
o Inuvik	3,000	3,300	3,700	4,100	4,500	11,000
o Fort McPherson	1,500	1,650	1,800	2,000	2,200	5,200
o Arctic Red River	1,000	1,100	1,200	1,300	1,400	3,400
o Fort Good Hope	1,000	1,100	1,200	1,300	1,400	3,400
o Colville Lake	1,000	1,100	1,200	1,300	1,400	3,400
o Fort Franklin	1,000	1,100	1,200	1,300	1,400	3,400
o Norman Wells	2,000	2,200	2,400	2,600	2,900	6,800
o Fort Norman	1,000	1,100	1,200	1,300	1,400	3,400
TOTAL COMMUNITY HANDOUTS/FLAT SHEETS:	22,000	18,700	23,500	22,400	27,500	58,800

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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 (**Nage1** 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).

draft

	1989
1. BLACK FEATHER	
o Transportati on	1, 000
o Accommodati on	500
o Land Costs	1,500
2. MOUNTAIN TRAVEL	
o Transportati on	1, 200
o Accommodati on	600
o Land Costs	1,200
3. FIESTA WAYFARER HOLI DAYS	
o Transportati on	400
o Accommodati on	600
o Land Cost	1,500
4. HORIZON HOLI DAYS	
o Transportati on	400
o Accommodati on	300
o Land Costs .	1,500
5. NAGEL TOURS	
o Transportati on	400
o Accommodati on	500
o Land Costs	1,200
6. RAINBOW ADVENTURE TOURS	
o Transportati on	
o Accommodati on	
o Land Costs	
TOTAL TOUR OPERATOR FAMILIARIZATION TOURS:	12, 800

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

1989 10

WESTERN ARCTIC (GENERAL)

1. DALLAS SPORTSMAN **SHOW** (2 Persons)

o Booth	1,000	
o Travel	2,000	
o Accommodation	1,700	

2. ANAHEIM SPORTSMAN **SHOW** (3 Persons)

o Booth	1,000	
o Travel	2,200	
o Accommodation	2,000	

3. LONDON FREE PRESS SPRING **SHOW**
 (2 Persons)

o Booth	700	
o Travel	800	
o Accommodation	1,000	

SUBTOTAL: 12,400 10

FISHING

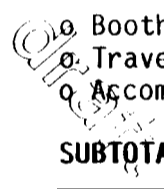
1. TORONTO SPORTSMAN **SHOW** (3 Persons)

o Booth	800	
o Travel	1,200	
o Accommodation	2,000	

2. ALL CANADA FISHING SHOW
 U.S. **MIDWEST** (2 Persons)

o Booth	2,000	
o Travel	2,500	
o Accommodation	2,500	

SUBTOTAL: 11,000 10



CONSUMER TRAVEL SHOWS Cent'd

	1989	1990	1991	1992	1993	1994/95
<u>HUNTING</u>						
1. GUIDED ARCTIC/FNAWS (2 Persons)						
● Booth	1,400	1,500	1,600	1,700	1,800	4,000
● Travel	1,800	1,900	2,000	2,100	2,300	5,500
● Accommodation	2,000	2,200	2,400	2,600	2,800	6,300
2. GUIDED ARCTIC/SAFARI CLUB (2 Persons)						
● Booth	1,500	1,600	1,700	1,800	2,000	4,600
● Travel	1,800	1,900	2,000	2,100	2,300	5,300
● Accommodation	2,000	2,200	2,400	2,600	2,900	6,800
SUBTOTAL:	10,500	11,300	12,100	12,900	14,100	32,500
TOTAL CONSUMER TRAVEL SHOWS:	33,900	37,000	40,220	31,950	27,550	40,900

01/13/95

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
 - **Canoe** 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.

TABLE 4.8
TRAVEL WRITERS

	1989	1990	1991	1992	1993	1994/95
<u>BY PRODUCT SEGMENTS</u>						
1. CANOE/RAFTING						
o Transportation	800	900		1,100		2,800
o Accommodation	600	700		900		2,200
o Land Costs	1,200	1,300		1,600		3,800
2. FISHING						
o Transportation		900	1,000	1,100	1,200	
o Accommodation		500	600	700	800	
o Land Costs		1,000	1,200	1,300	1,500	
3. HIKING/CANOL TRAIL						
o Transportation	800	900	1,000	1,100		
o Accommodation	400	500	600	700		
o Land Costs	1,400	1,500	1,700	1,900		
4. HERSHEL ISLAND						
o Transportation	1,100	1,200	1,300			
o Accommodation	600	700	800			
o Land Costs	1,600	1,800	2,000			
TOTAL TRAVEL WRITERS:	8,500	11,900	10,200	10,400	3,500	8,800

QIPAT'S

4.8 YUKON TRAVEL WRITERCO-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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TABLE 4.9
YUKON TRAVEL WRITER CO-OP

	1989	1990	1991	1992	1993	1994/95
1. CO-OP WITH TOURISM YUKON ON 6 WRITERS PER YEAR ON DEMPSTER HIGHWAY						
o Transportation @ \$700.00	4,200	4,600	5,100	2,800	3,100	7,200
o Accommodation @ \$300.00	1,800	2,000	2,200	1,500	1,700	4,000
o Land Costs @ \$500.00	3,000	3,300	3,600	2,800	3,000	7,000
TOTAL TRAVEL WRITER CO-OP:	9,000	9,900	10,900	7,100	7,800	18,200

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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.

TABLE 4.10
VIDEOS (20 COPIES EACH)

	1989	1990	1991	1992	1993	1994/95
o Herschel Islands	28,000				25,000	
o Banks Island		36,000				25,000
o Mackenzie Delta	22,000					
o Inuvik/Tuktoyaktuk Tour			14,000			
o Richardson Mountains and Firth River			30,000			
o Fort Franklin		15,000		10,000		
o Dempster Highway			20,000			
o Canol Trail		26,000				30,000
o Hornaday/Brock River					27,000	
o Western Arctic				40,000		
o Arts and Crafts Workshops					25,000	
o Sitidgi/Eskimo Lakes Fishing Lodges				25,000		
o Dene Cultural Centre						20,000
o Colville Lake						25,000
TOTAL VIDEOS:	50,000	77,000	64,000	75,000	77,000	100,000

0/1/95

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.

draft

	1989	1
1. HESTERN ARCTIC VISITORS ASSOCIATION		
o Response and Follow-up	2,500	
2. TOUR OPERATORS	2,500	
3. HUNTING OPERATORS	1,500	
4. FISHING OPERATORS	2,500	
5. HOTELS	2,500	
6. AIRLINES	1,000	
TOTAL INQUIRY FULFILLMENT:	12,500	1

Draft

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.

draft

TABLE 4.12
MAILING LISTS

	1989	1990	1991	1992	1993	1994/95
1. WESTERN ARCTIC VISITORS ASSOCIATION						
o Media/Writers						
o Retail Agents						
o Tour Operators	5,000	6,000	7,000	8,500	10,000	22,000
o Interline Airline Staff						
o Clubs/Associations						
2. TOUR OPERATORS (15)	3,000	5,000	8,000	11,000	16,000	40,000
3. HUNTING OPERATORS (9)						
o HTA (2)						
o Guided Arctic (1)	12,500	14,000	16,000	19,000	23,000	52,000
o E-1, E-6 (6)						
4. FISHING OPERATORS (8)	8,000	9,000	10,000	11,000	12,000	25,000
5. HOTELS (11)	1,750	2,500	3,500	4,500	6,000	14,000
6. AIRLINES/HELICOPTERS (7)						
o Special Charters	5,000	6,000	7,000	8,000	9,000	20,000
TOTAL MAILING LISTS:	35,250	42,500	51,500	62,000	76,000	173,000

Draft

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 Mackenzie Highway and **Canol** Trail 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;

TABLE 4.13
WAVA SPECIAL PROMOTIONS (EDIA) EVENTS

	1989	1990	1991	1992	1993	1994/95
1. MACKENZIE RIVER DISCOVERY EVENTS						
o Re-enactment of Mackenzie Voyage	20,000					
2. DEMPSTER HIGHWAY						
o R.V. Wilderness Rally		8,000				10,000
3. TOP OF THE WORLD SKI MEET			8,000			10,000
4. AKLAVIK-HERSCHEL ISLAND						
o Inuvik Boat/Canoe/Kayak Race				10,000		10,000
5. THOMSON RIVER-BANKS ISLAND						
o National Park Designation and/or Canoe Trail International Heritage Designation (50th Anniversary)					15,000	
TOTAL WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS:	20,000	8,000	8,000	10,000	15,000	30,000

draft

4.13 IN-HOUSE PROMO/GIVE AWAYS

4.13.1 Purpose

- o focus attention on the Western Arctic in targeted 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 Camp 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

draft

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.

GIRARD

	1989	1
1. WESTERN ARCTIC VISITORS ASSOCIATION		
o Trailer Life Magazine Draw (Western Arctic Tour)	2,000	
o Milepost		
o Explorer Magazine		
SUBTOTAL:	2,000	
2. LOCAL TOUR OPERATORS/SUPPLIERS		
o 5 Mackenzie Boat Cruise Inflight Magazine Promo	1,000	
o Outdoor Photographer (Banks Island)		
o Equinox Magazine (Herschel Island)		
o Canadian Geographic (Tuktoyaktuk Cultural Inclusion)		
o Sierra Magazine (Richardson Mountains)		
o Backpacker (Canoë Trail)		
o Field and Stream (Hornaday/Brock River Tour) Wilderness Camps		
SUBTOTAL:	1,000	
3. HUNTING OPERATORS		
o Sachs Harbour HTA Muskox/Caribou Hunt	4,000	
o E-1 Outfitter Sheep Hunt		
o Aklavik HTA Sheep Hunt		
o Tuktoyaktuk HTA Polar Bear Hunt		
SUBTOTAL:	4,000	

IN-HOUSE PROMO/GIVE AWAYS Cent'd

	1989	1990	1991	1992	1993	1994/95
4. FISHING OPERATORS						
o Great Bear Trophy	1,000	1,000	1,000			
o Fort Franklin			2,000	1,000	1,000	
o Drum Lake		1,000		1,000		1,000
o Colville Lake					1,000	2,000
o Eskimo Lake		-		1,000		
o Si tidgi Lake					1,000	
SUBTOTAL:	1,000	2,000	3,000	3,000	3,000	3,000
5. HOTELS						
o Inflight Magazines	1,000	1,000	1,500	1,500	2,000	4,000
6. COMMUNITY ARTS AND CRAFT WORKSHOPS						
o Tuktoyaktuk						
(a) Crafts Plus			800			
(b) Harrowsmith				800		
(c) Crafts					800	
o Arctic Red	700	700	700			
o Aklavik			700	700	700	
SUBTOTAL:	1,700	1,700	3,700	3,000	3,500	4,000
TOTAL IN-HOUSE PROWGIVE AWAYS:	9,700	11,200	14,200	18,500	23,000	22,000

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

TABLE 4.15
MARKETING SUPPORT

	1989	1990	1991	1992	1993	1994/95
1. DISPLAY MATERIAL FOR SHOWS AND FUNCTIONS						
o Western Arctic Visitors Association	5,000		3,000		3,000	3,000
o Tour Operators	1,000	2,000	3,000	3,000	2,000	3,000
o Fishing Lodges		1,000	2,500	2,000	1,000	2,000
o Hunting Outfitters.		1,000	1,000	2,000	2,000	2,000
2. PHOTO LIBRARY						
o Western Arctic Visitors Association	1,000	1,500	2,000	2,500	3,000	6,000
3. RESOURCE LIBRARY	10,000	4,000	1,000	1,000	1,000	1,000
4. EQUIPMENT						
o Audio-Visual /Slide Projector		2,000		2,000		2,000
TOTAL MARKETING SUPPORT:	17,000	11,500	12,500	12,500	12,000	19,000

drafts

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

TABLE 4.16
MARKETING RESEARCH

	1989	1990	1991	1992	1993	1994/95
1. WESTERN ARCTIC VISITORS ASSOCIATION						
o Western Arctic and Dempster Highway Exist Survey and Updates	80,000		40,000		20,000	
o Analysis of Industry Survey Data	10,000	5,000	5,000	5,000	5,000	10,000
2. TOUR OPERATOR SURVEYS	1,000	1,500	2,000	2,500	2,500	5,000
3. HOTEL SURVEYS	500	500	1,000	1,000	1,500	3,000
4. FISHING AND HUNTING SURVEYS		8,000			8,000	
5. MARKET STRATEGY UPDATE			30,000			
6. DEVELOPMENT PLAN UPDATE				50,000		
TOTAL MARKETING RESEARCH:	91,500	15,000	78,000	58,500	37,000	18,000

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 ARDA	\$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

Private

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

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	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
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NORMAN HELLS

1. MACKENZIE RIVER TOURS												
Capital Start-up	45	40								15		40
2. CANOL TRAIL DEVELOPMENT												
Upgrading Camps-Airstrips	575 150											
3. REGIONAL/COMMUNITY HOST												
Host Activities	20						25			25		
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM												
Planning Construction Start-up	30 70	375										
5. CANOE TRIP/CANOL TRAIL OUTFITTER												
Equipment Start-up	35	70										20
TOTAL :	925	485					50	25		15		60

draft

MACKENZIE RIVER AREA (\$'000)

FORT FRANKLIN

	ECONOMIC DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	MEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTH RIVER HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
1. FISHING LODGE											
Planning	60										
Construction		100		300						75	125
Start-up		50								50	
2. HOTEL EXPANSION											
Construction					100					50	
3. FORT FRANKLIN RESTORATION											
Planning									25		
Construction									100		
Operations							30				
4. ARTS AND CRAFTS											
Production	10	10					10	10			
5. WILDERNESS/HUNTING OUTFITTING											
Equipment	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	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
FORT NORMAN											
1.	BIG GAME OUTFITTING										
	Acqui si ti on/Management	100	50	200	50			50			
	Feasi bi li ty/Start-up	50	50					10			
	Expansi on		100		100					25	25
2.	CANOE TRIP OUTFITTER										
	Equi pment	20	30								10
	Start-up	20	20		10						
<hr/>											
TOTAL :		90	300	100	200	160		60		25	35

Draft

MACKENZIE RIVER AREA (\$'000)		ECONOMIC DEVELOPMENT AND TOURISM	W A	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
<u>FORT GOOD HOPE</u>												
1.	RIVER TOURS Equipment/Arctic Circle Camp Start-up		45	35							10	10
2.	COMMUNITY ACTIVITIES	40						25				
3.	ARCTIC RED OUTFITTERS Acquisition Start-up Management		40 85		300				25 40		50	50
4.	DENE CULTURAL CENTRE Planning Construction Start-up	50 30	100 55	100		100			50	50		
TOTAL :		12a	325	135	300	100		25	115	50	60	60

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 EQUITY
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COLVILLE LAKE

1. FISHING LODGE											
Planning/Development	135	200	25		25		25	25			
Start-up	50	30	30								
TOTAL :	185	230	55		25		25	25			

draft

MACKENZIE DELTA AREA (\$ ' 000)

INUVIK

	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
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. HATERFRONT 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)

FORT MCPHERSON

	ECONOM C DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	MEDP	NATIVE DEVELOPMENT CORPORATION	SKIND LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
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										10
Start-up	20										
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
ARCTIC RED RIVER											
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	EDA	SPECIAL ARDA	NEDP	NAT V E DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPEMEN 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

34
34

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 EQUIPMENT
TUKTOYAKTUK											
1. OCEAN GOING TOUR BOAT											
Purchase		65			50					25	25
Start-up		20			50						
2. COMMUNITY											
Host	15						15				
Activities	30						30				
3. TOURIST VISITOR CENTRE											
Planning	35										
Construction		300			100		25				
Start-up	30										
4. ARTS AND CRAFTS											
Production	35										
Workshops	50	50			50						10
5. TOUR OUTFITTER(S)											
Equipment			25			30				10	20
Working Capital		30	20								
6. ESKIMO/HUSKY LAKES FISHING LODGE											
Construction		100	50		100	100				50	50
Working Capital	30		30								
TOTAL :	225	565	125		350	130	70			85	105

draft

ARCTIC OCEAN AREA (\$ '000)

PAULATUK

	ECONOM C DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORAT ON	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORA ON	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
1. WILDERNESS/SPORT HUNTS OUTFITTER											
Equipment						65					
Start-up	35					20					
2. ARTS AND CRAFTS "											
Producti on	40										
Touri st Workshops	25	25									
3. WILDERNESS CAMP											
Hornaday Ri ver											
Pl anni ng	35										
Constructi on/Equi pment		100	30	100							
Start-up	25	25									
Brock Ri ver											
Pl anni ng	75										
Constructi on/Equi pment		200			100	40					
Start-up	45										
TOTAL :	280	350	30	100	100	125					

draft

ARCTIC OCEAN AREA (\$'000)

SACHS HARBOUR

	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
1. BANKS ISLAND OUTFITTER											
Equipment (3 camps)		50			70					20	30
4 Wheelers/Ski doo		20	20							10	20
Boat/Equipment	45									10	20
Start-up/Training	50	50				50	20				
2. MUSEUM/ATTRACTION											
Construction							45				
3. COMMUNITY HOST							45	10			
4. COMMUNITY ACTIVITIES							25				
TOTAL :	95	120	20		70	50	135	10		40	70

draft

REGIONAL DEVELOPMENTS (\$' 000)		ECONOM C DEVELOPMENT AND TOURISM	EDA	SPECIAL ARDA	NEDP	NATIVE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	AMLET/TOMIN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERITAGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
1.	WESTERN ARCTIC VISITOR CENTRE											
	Construction Start-up	175	900									1,000
2.	REGIONAL CULTURAL HERITAGE CENTRE ATTRACTION											
	Planning Construction Start-up	125	675						50	100		
TOTAL :		300	1,670						50	100		1,000

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DEMPSTER CORRIDOR (\$' 000)

ECONOM C 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			
	Planning	15		
	Construction	70		
2.	PEEL RIVER LOOKOUT (KM 64)			
	Planning	15		
	Construction	95		
3.	DEEP LAKE BOAT RAMP			
	Construction	85		
4.	ARCTIC RED RIVER LOOKOUT	45		
5.	CAMPBELL HILLS INTERPRETIVE			
	Exhibit/Pull Off	60		
6.	OUTDOOR KITCHENS	150		
7.	INTERPRETIVE SIGNAGE	140		
8.	KLONDIKE HIGHWAY INFORMATION DISPLAY (YUKON)			
	Planning	55		
	Construction (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

TRAINING REQUIREMENTS

Programs

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
 - weavi ng, sewi ng, carvi ng, pai nti ng, etc.
 - producti on, di stri buti on
 - qual i ty control
 - marketi ng
- o Computer Skills
 - spread sheets
 - desk top publi shi ng
 - maili ng lists
 - i nventori control
- o Waiters/Wai tresses
 - hospi tal i ty
- o Host/Hostess
 - cultural/historical/geographi cal**
knowl edge
 - gui di ng
 - tour organi zati on

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 training is:

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.

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MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/MAITRESS	HOST/HOESSE
<u>NORMAN WELLS</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	MARKING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/WAITRESS	HOST/HOESSE	
<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	3	6	9	3	6	3	8	1	3	4

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MACKENZIE RIVER AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	HAIR/HAIRRESS	HOSHOESS
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

draft

MACKENZIE RIVER AREA
Training (Weeks)

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

COLVILLE LAKE

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

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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
INUUVIK											
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. WATERFRONT 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/MAITRESS	HOST/HOESSESS
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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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	4	x 2	2	x 2	1	4	2	1	2
TOTAL :	36	2	16	6	1	12	5	4	1		8

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ARCTIC OCEAN AREA
Training (Weeks)

	MANAGEMENT	MAINTENANCE	GUIDES	COOK	MAIDS	MARKETING	BOOKKEEPING/ACCOUNTING	CRAFTS INSTRUCTOR	COMPUTER SKILLS	WAITER/MAITRESS	HOST/HOESSE	
<u>PAULATUK</u>												
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	8	2	8x2	2x2	2	2	2		1	1	
TOTAL :		28	6	30	10		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/WAITRESS
HOST/HOESSE

SACHS HARBOUR

1.	BANKS ISLAND OUTFITTERS	8	2	3x2	2		4	2	1
2.	MUSEUM/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.	WESTERN 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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