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Wells, Western Arctic Visitors Association,
Economic Development & Tourism
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Western Arctic

Tourism Strategy

Draft Volume 6

NORMAN WELLS

Western Arctic Visitors Association
Economic Development and Tourism

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PREFACE

In the fall of 1986, the Western Arctic Visitors Association **commissioned** the consortium of **Pelman Architects**, **MacLaren Planning** and Addison Travel Marketing to prepare a comprehensive tourism development and marketing strategy. The consultants were also asked to prepare architectural plans for a proposed WAVA Visitors Centre and a conceptual development scheme for the Dempster Highway.

The study was funded under the Economic Development Agreement and overseen by the Department of Economic Development and Tourism.

The goals of the study were to create an action oriented plan that will achieve the following:

- o increase awareness of the long term potential of the tourism industry;
- o develop a **commitment** by both individual operators and **communities** as to becoming involved in tourism; and
- o to identify the implementation requirements for the construction of much needed facilities and the implementation of new tourism opportunities (package tours, outfitters, etc.).

The objectives of the study are as follows:

- o to develop a background of information on tourism development in the Western Arctic Region for the public and private sector;
- o to detail a specific implementation strategy for tourism development;
- o to increase the community awareness of tourism opportunities and potential developments;

- o to provide a specific marketing strategy for the region with definite action oriented goals to be implemented prior to the completion of the study;
- o to develop tourism products and prepare **prefeasibility** studies for a number of projects during the planning process; and
- o to encourage private sector development in the Western Arctic tourism industry.

The study then **was** clearly meant to encourage locals to become actively involved in the travel industry as well as provide operators and government with a blueprint for future tourism development.

At the onset of the study, interest in tourism development opportunities was relatively low, and the impact of the oil and gas industry was very much in evidence. Gradually, however, as the reality of the downturn **in** gas exploration set in, many local entrepreneurs became enthusiastic about the travel industry. The last half of the study process was marked by extraordinary involvement of the local people.

The study also had the ongoing support of the GNWT particularly the Department of Economic Development and Tourism in both **Inuvik** and **Yellowknife**.

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1. INTRODUCTION

The Region

"You mean you can really drive to the Arctic? Sounds like a winner. **Whats'** there to do when you get **there?**"¹

Despite his basic 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 during 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 70% over 1986. Improved conditions on the **Dempster 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.

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.

THE COMMUNITIES

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 of Big River**).

Each **communit,** 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 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 themes and subthemes proposed for each **community** are summarized on the following table:

COMMUNITY THEMES

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

WESTERN ARCTIC

Tourism Strategy

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

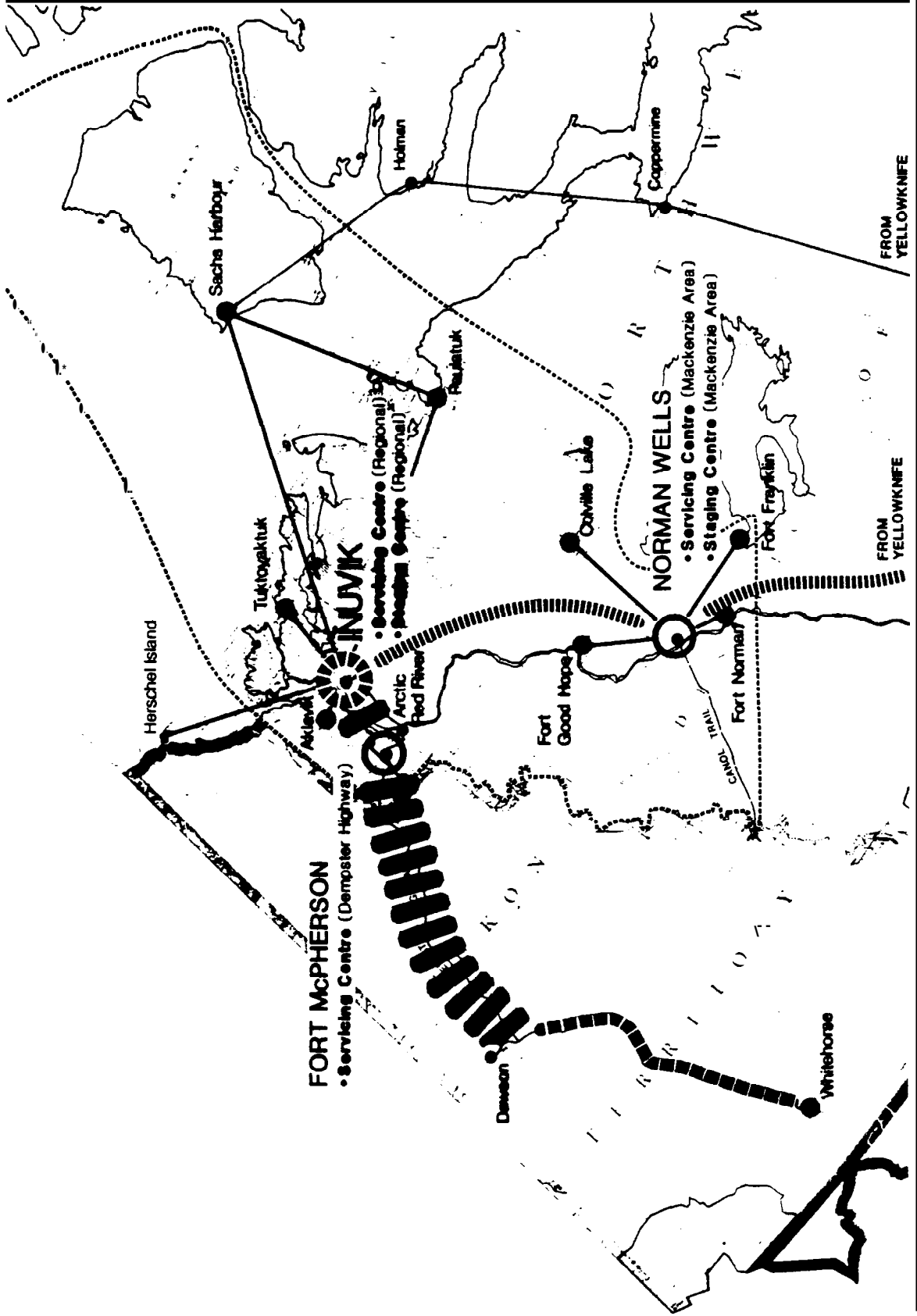
LEGEND

Regional Boundary

Rubber Tire Access Route 

Air Access Route 

Development Concept



FROM YELLOWKNIFE

FROM YELLOWKNIFE

FROM YELLOWKNIFE

SCALE 1:100,000
PELHAM ASSOCIATES ARCHITECTS
ALISON THOMAS MAPS INC.

WESTERN ARCTIC

Tourism Strategy

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LEGEND

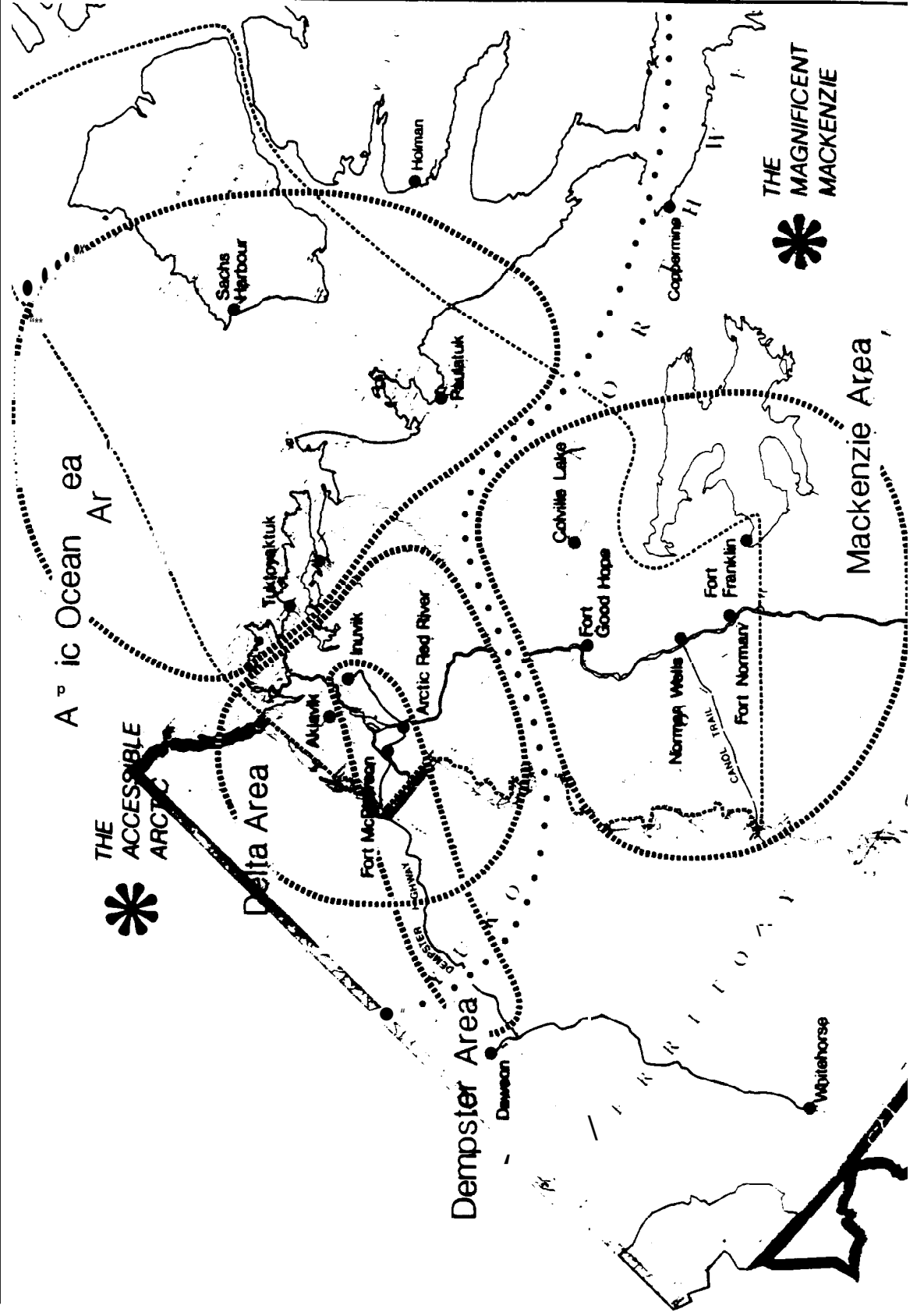
Regional Boundary

Sub-Region

Theme *

Area/Corridor Boundary

Attraction Concept



2. EXISTING TOURISM-FACILITIES/ACTIVITIES

MACKENZIE RIVER AREA

Norman Wells

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

The Norman Wells Visitors Association is operating successfully and has taken the progressive step of hiring a **community** host who meets and greets tourist as they arrive at the airport. This is an activity that could be adopted in other **communities** such as **Aklavik** and Tuktoyaktuk where visitor volume is high.

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

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

Two opportunities exist that would contribute to overnight traffic:

- **Canoe** Trail Hiking Packages
- Mackenzie River Boat Tours

A development plan has been prepared for the **Canoe** Trail. In the **fall** of 1987 Economic Development and Tourism released \$25,000 for clearing and campsite development for a portion of the trail.

Mackenzie River Tours - Frank Pope

Mackenzie River Package tours were worked out in detail with Frank Pope. Final prices and a brochure design have been prepared.

Norman Wells Museum

The Historical Society has received \$25,000 from Heritage Canada to repair the exterior of the museum building and to protect it from weather. The next phase requires \$150,000 for interior renovations. Both the Historical Society and Norman Wells Visitor's Association are hoping to **complete** the museum within three years. At that time the Visitor's **Centre** will be located within the museum.

Fly-in Canoe Trips

Norman Wells is the staging area for fly-in canoe trips. Both **Nahanni** Air and Page Flight Services are experiencing an increase in the number of canoeing groups requesting air transportation to these remote rivers and lakes. A major concern is the availability of canoes. Presently the groups fly their canoes to Norman Wells on Buffalo Airways. Frank Pope is interested in acting as the outfitter in cooperation with the charter airlines to provide canoes and possibly other equipment. At least one wholesaler, Blackfeather out of Ontario, is interested in setting up tours. Through our contacts with adventure wholesalers we will identify individuals who are interested in setting up canoe packages to this area.

Norman Wells

o Existing Facilities

See Table located at the end of this section.

o Resources

- proximity to beginning of **Canol** Trail;
- close access to Mackenzie Mountains;
- excellent fishing on Kelly Lakes;
- staging area for naturalist/sport fishing trips to **Colville** Lake, Drum Lake Lodge, Great **Bear** Trophy Lodge; and
- access to 5 outfitting areas for **big** game hunts.

o Issues and Trends

- a development plan has been proposed for the **Canol** Trail and there is an expressed interest for involvement by the **Metis** Association and Travel Arctic; and
- Drum Lake Lodge **is expanding** and repositioning **itself** as a naturalist **facility**.

o Development Opportunities

Short Term

- development of the **Canol** Trail including drop off and pick up area;
- **Canol** Trail Packages including hiking, cross country skiing and naturalists activities; and
- river crossing facility and better access to trail head.

Long Term

- **Sahtu Area** Visitor Information Centre including oil and gas interpretive **exhibit**; and
- construction of Kelly Lake Sport fishing Lodge.

Component	Name	Facilities
<u>NORMAN WELLS</u>		
Accommodation	Mackenzie Valley Hotel	22 rooms, 33 guests, dining area
	Rayuka Inn	10 rooms, 20 guests, dining area
	Norman Wells Inn	8 rooms, 16 guests, dining area
Restaurants	Dennie's Fast Foods Mike Mark's Chinese Food	
Campgrounds	Campground for canoeists	
Attractions	Canol Trail	
	Oil and gas refinery/islands	
	Mackenzie River	
Activities	Mackenzie Mountain Outfitters	hiking tours
	Bear Island Outfitters	fishing, hiking,
	Several powerboats MW Suvukti	10 passengers (40')
Services	Tee Pee Craft Shop	
	NorWell General Store	
	Roman Catholic Mission	
	Anglican Church	
Transportation	Bow and Arrow Taxi	
	Spruce Valley Taxi	
	Nahanni Air Services Ltd.	Norman Wells based, scheduled and charter flights
	Pacific Western Airlines	scheduled flights
	Page Flight Services Ltd.	Norman Wells based, charters
	Can-Arc Helicopters Ltd.	charters
	Okanagan Helicopters	
Winter Access Road		

3. DEVELOPMENT OPPORTUNITIES

1. BACKGROUND/RATIONALE

- 0 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;
- 0 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;
- 0 it is immediately necessary to establish an operator who can transport hikers across the Mackenzie River to the **Canol** Trail; and
- 0 with increased awareness of the area because of the recent Chevron/Fort Good Hope agreement, there needs to be more product available.

2. DESCRIPTION

- 0 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
- 0 capital investment is required for onshore facilities including a camp at the Arctic Circle and Fossil Lake.

3. OBJECTIVES

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

4. MARKETING STRATEGY

- 0 produce a brochure;
- 0 target locals, including **ESSO**, **I.P.L.**, and Chevron employees;
- 0 target hunters, anglers, **Canol** Trail users;

- o N.W.T. inbound operators, 1-800 Hot Line, Travel Arctic;
- o Southern Adventure Travel /River Wholesalers;
- o magazine ads such as Up Here, Sunset, Explore, Outdoor Canada, Real Travel, Outside; and
- o Consumer Travel Shows such as Edmonton, Calgary and Toronto Sportsman Shows, London Free Press Show, Anaheim Show.

5. RESPONSIBILITY AND IMPLEMENTATION

- o there is an interested private individual.

6. PERFORMANCE INDICATORS

- o increase 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, **Ecosummer**.

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 : \$95,000

Start-up: \$45,000

Total Costs: \$140,000

10. REVENUE AND OPERATING COSTSRevenue in 1993

10% of pure adventure travel packages = 100

o 30 to Fossil Lake x 5 days x \$250.00/day	\$ 37,500.00
o 30 to Arctic Circle x 6 days x \$250.00/day	45,000.00
o 20 to Fort Good Hope x 5 days x \$280.00/day	28,000.00
o 15 to Bear Rock x 3 days x \$230.00/day	<u>10,350.00</u>
TOTAL:	\$120,850.00

costs

Salaries - Manager (6 months)	\$ 24,000.00
Head Guide	20,000.00
Assistant/Cook	4,800.00
Administration	3,000.00
Insurance	2,000.00
Maintenance	4,000.00
Fuel	10,000.00
Food and Supplies	25,000.00
Ground Transportation/Tours	5,000.00
Marketing	8,000.00
Commissions	5,000.00
Hotel	<u>2,000.00</u>
TOTAL:	\$112,800.00

PRIORITY I**CANOL TRAIL DEVELOPMENT
NORMAN HELLS**

1. BACKGROUND/RATIONALE

- o the **Canol** Trail has been recognized by the **GNWT** as one of the most important potential attractions in the Bear Area, as major hiking trails in the north become crowded, (e.g. 1,400/year on the **Chilkoot**) hikers will be looking for new opportunities; and
- o the **Canol** has potential as well for mountain (pedal) bike product, the length of it suits a one week bike trip.

2. DESCRIPTION

- o \$100,000/year (for 6 years) has already been dedicated by the **GNWT** Tourism and Parks to upgrade the trail;
- o additional monies should be spent to upgrade camps and airstrip allowing for a variety of package types and durations; and
- o this would further support Norman Wells as a staging area for the trail.

3. OBJECTIVES

- o enhance the international reputation of the **Canol** Trail;
- o increase outfitter/airline opportunities for Norman Wells; and
- o **generate** international reputation for Norman Wells amongst hikers.

4. MARKETING STRATEGY

- o direct information to Travel Arctic, 1-800 Hot Line and Tourism Yukon;
- o southern hiking clubs and associations (particularly from U.S.);
- o adventure travel wholesalers such as Great Expeditions, Mountain Travel ;
- o attend consumer travel shows such as London Free Press Show, Sacramento "B" Shows, etc.; and
- o advertise in magazines such as Backpacker, Outside, Explorer, Real Travel.

5. RESPONSIBILITY AND IMPLEMENTATION

- o GNWT Economic Development and Tourism; and
- o Local Development Corporations.

6. PERFORMANCE INDICATORS

- o staging of 200 hikers out of Norman Wells by 1993;
- o increase use of Norman Wells accommodation as staging area - 400 visitor nights per year; and
- o increase purchase of goods - supplies and services in Norman Wells.

7. OPPORTUNITIES AND CONSTRAINTS

- o **Canol** Trail already recognized as major potential attraction and \$600,000.00 has been allotted to upgrade trail; and
- o camps and airstrip in place - need upgrading.

8. IMPLEMENTATION STEPS

- o establish working group to plan airstrip/camp upgrading - **GNWT**, EDT and Local Development Corporation as well as Liaison with Tourism Yukon;
- o develop plans;
- o establish marketing contacts - adventure wholesalers and hiking clubs;
- o apply to EDA for funding; and
- o construction.

9. COSTS

Upgrading: \$575,000
 Camps/Airstrips: \$150,000
 Total Costs: \$725,000

10. REVENUE

The impact of hikers expenditures is generally spread around; tour boats, hotels, arts and crafts and possibly guides. Hikers in these northern environments have a daily expenditure of approximately \$60.00/day. **If the Canol Trail** attracts approximately half the hikers to the Western Arctic in 1993 that will put 210 people on the trail for an average of 5 days. Overall expenditure in the region = $\$60.00 \times 5 \times 210 = \$63,000.00$

1. BACKGROUND/RATIONALE

- o with several hundred people passing through Norman Wells in the next few years, it will be appropriate to have a designated community host to provide tours and provide information on the regional resources including the **Canol** Trail.

2. DESCRIPTION

- o the host's position will be supported by the municipality but revenues from local community tours should partially offset the costs.

3. OBJECTIVES

- o develop better understanding of Norman Wells and the region;
- o develop a system to organize tourist activities; and
- o create summer employment for students.

4. MARKETING STRATEGY

- o Prepare brochure; and
- o target sports hunters, hikers and **petroleum** industry **business** people.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Norman Wells Town Council, Sahtu Regional Council.

6. PERFORMANCE INDICATORS

- o increase stay in Norman Wells by 1/4 and 1/2 day;
- o create host's position which is self-supporting through tour generated revenues;
- o **presence** of host can act as important catalyst for craft purchase; and
- o provide an additional component to local operators (i.e. boat tours) packages.

7. OPPORTUNITIES AND CONSTRAINTS

- o visitors-to Norman Wells will increase 3 fold over the next 5 years;
- o opportunity to create summer employment for at least 1 student and develop community awareness; and
- o opportunity to direct visitors to important interpretive displays, to arts and crafts outlets, river tours, **Canol** Trail, sportfishing, etc.

8. IMPLEMENTATION STEPS

- o Prepare brochures;
- o prepare information package for guides and distribute (gas, exploration, **Canol** Trail, etc.);
- o establish focus of tour (interpretive centre); and
- o hire students.

9. COSTS

Total Costs: \$95,000

10. REVENUE AND OPERATING COSTS

Revenue in 1993

Assuming 75% of arrivals to Norman Wells (approximately 600) take a community tour.

600 x 75% = 450 x 15 \$6,750.00

costs

Guides (1) (4 months @ \$2,500.00 month)	\$10,000.00
Administration	500.00
Special Events/Food	<u>1,000.00</u>
TOTAL:	\$11,500.00

Approximately \$5,000.00 will have to be spent by the supporting agencies to maintain this student position.

PRIORITY II

**CANOL TRAIL OUTFITTER
NORMAN HELLS**

1. BACKGROUND/RATIONALE

- o there are two emerging products that are not being serviced by outfitters:
 - access to and travel along the **Canol Trail**;
 - access to the major canoe routes as well as guiding along these routes;
- o it is necessary to establish a recognized outfitter, especially to deal with southern wholesalers; and
- o specific products are needed to service the requests for information which are being generated by the 1-800 Hot Line, and Travel Arctic's marketing campaign.

2. DESCRIPTION

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

3. OBJECTIVES

- o **promote canoeing** and **Canol Trail** hiking through a local outfitter increasing employment and length of stay in Norman Wells; and
- o provide **local** knowledge and **character** for canoeing and hiking groups.

4. MARKETING STRATEGY

- o produce a brochure;
- o press release to travel trade, Travel Arctic, Tourism Yukon and **T.I.A. N.W.T.**;
- o target southern wholesalers selling canoeing and hiking, such as Black Feather, Sierra Club, etc.;
- o target canoe clubs and associations;
- o target history enthusiasts interested in the **Canol Trail**; and
- o advertise in selected consumer magazines such as Up Here, Backpacker and Outside, plus **Che-Mun**.

5. RESPONSIBILITY AND IMPLEMENTATION

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

6. PERFORMANCE INDICATORS

- o two seasonal jobs;
- o extra 150 bed nights of occupancy in Norman Wells during staging of 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 **Chilkoot** becoming crowded, other adventure hikes are 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

10. REVENUE AND OPERATING COSTS

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

1. BACKGROUND/RATIONALE

- 0 as a principal staging area in the Mackenzie River Area of the Western Arctic, Norman Wells has an important role in distributing information about the rest of the area, therefore a smaller version of the visitor centre proposed for Inuvik is required to both inform and eventually sell packages; and
- 0 community host could operate from this location.

2. DESCRIPTION

- 0 the proposed facility would serve as a:
 - visitor centre;
 - museum;
 - interpretive exhibit for the Canol Trail and the Oil and Gas Industry; and
- 0 there would be a tour and arts and crafts sales desk, reception area, A-V facility and exhibition area for the two themes.

3. OBJECTIVES

- 0 promote the Mackenzie River Area;
- 0 avenue to sell packages for river tours, Canol Trail tours, Community tours, etc.; and
- 0 focus for tourism development and promotion in the Mackenzie River Area.

4. MARKETING STRATEGY

- 0 produce community brochure;
- 0 1-800 Hot Line, Travel Arctic;
- 0 target all visitors to Norman Wells; and
- 0 advertise in Up Here, Backpacker, Outdoor.

5. RESPONSIBILITY AND IMPLEMENTATION

- 0 WAVA;
- 0 Local Development Corporation;
- 0 Municipality of Norman Wells; and
- 0 ESSO.

6. PERFORMANCE INDICATORS

- o hold visitors in Norman Wells for an extra $\frac{1}{2}$ day;
- o increase attention to other attractions in Norman Wells; and
- o require equivalent of one full time employee.

7. OPPORTUNITIES AND CONSTRAINTS

- o Norman Wells is principal staging area in Western Arctic for the Mackenzie River Area;
- o **centre** will act as focus for packages on other attractions - **Canol** Trail, Oil and Gas Industry, etc.; and
- o **centre** will promote local tours and sales of arts and crafts.

8. IMPLEMENTATION STEPS

- o set up planning committee among **WAVA**, Development Corporation and Municipality of Norman Wells;
- o develop plans for exhibit (**centre**) museum;
- o acquire funding from EDA, Local Development Corporation, **WAVA**, and possible corporate sponsors;
- o hire **centre** administrator; and
- o develop themes for displays in museum and visitor **centre**.

9. COSTS

Planning: \$30,000
 Construction: \$375,000
 Start-up: \$70,000
 Total Costs: \$475,000

10. REVENUE AND OPERATING COSTS

Revenue in 1993

Visitors could include:

o hunters	300
o river tours	100
o hikers (Canoe)	200
o anglers	100
o pleasure	250
o business	<u>100</u>
Total:	1,050

o If each buys \$15.00 in craft	\$15,750.00
o Plus commissions from tour sales	<u>1,250.00</u>
TOTAL:	\$17,000.00

costs

Salaries - Manager	\$10,000.00
Part Time Assistant	5,000.00
Administration	1,500.00
Utilities	3,000.00
Craft Purchase	10,000.00
Maintenance	3,000.00
Insurance	<u>1,000.00</u>
TOTAL:	\$33,500.00

It will be necessary to continue a \$15,000.00 annual operating subsidy for this facility.

MACKENZIE RIVER AREA	1989 ('000) \$	1990 ('000) \$	1991 ('000) \$	1992 ('000) \$	1993 ('000) \$	1994-1995 ('000) \$
<u>NORMAN HELLS</u>						
1. MACKENZIE RIVER TOURS						
Capital Start-up	20 10	20 10	55 15	5	5	
2. CANOL TRAIL DEVELOPMENT						
Upgrading Camps/Airstrips	100	100	100 30	100 40	100 20	75 60
3. REGIONAL/COMMUNITY HOST						
Host Activities	10 10	10 10	10 10	5 10	5 10	5
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM						
Planning Construction Start-up		30	100	100 20	100 20	75 30
5. CANOL TRAIL OUTFITTER						
Equipment Start-up		20	30 15	40 10	10	
TOTAL:	\$ 150	\$ 200	\$ 365	\$ 330	\$ 270	\$ 240
GRAND TOTAL:	\$1,555,000					

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
<u>NORMAN HELLS</u>											
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						20				
							25	25			
4. INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM											
Planning Construction Start-up	30	375									
	70										
5. CANOL TRAIL OUTFITTER											
Equipment Start-up	35	70									20
TOTAL:	925	485					45	25		15	60

4. COMMUNITY TOURISM MARKETING STRATEGY

The regional marketing strategy outlines marketing expenditures for the Western Arctic from 1989 to 1995. Each community must also participate in the overall marketing plan through;

- o expenditures by local suppliers and operators;
- o expenditures by hamlets; and
- o joint expenditures with **WAVA**.

Community based marketing will take the form 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.

The marketing plan is tailored to reflect the general orientation of TIA an Travel Arctic, but is more target specific, focusing on identified market segments to the Western Arctic and the individual community product offerings.

OVERALL GOALS

Individual communities will participate in the regional strategy by supporting specific objectives including;

- o Focusing on the western United States and increasing their share 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.
- o Capitalizing on the **Dempster** Highway by increasing rubber tire volume to Inuvik by 30% per year over the first 3 years of the plan.
- o Increasing the Western Arctic market share of travel industry revenue to the **N.W.T.** by 5% in the first three years, thus solidifying the Western Arctics' position as a major **N.W.T.** destination region.
- o **In Canada**, focusing on southern Ontario especially in those populated areas that can deliver the volumes.
- o Promoting in high population areas and increase Western Arctic tourism 3 fold over the next 5 to 7 years (See Market Projections).

COMMUNITY MARKETING OBJECTIVES

Each **community** strategy has been designed to meet the following objectives:

- o focus on new adventure travel activities such as canoeing, hiking, 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 generic travel Arctic advertising with **community** product specific advertising
 - maintaining a 80% level of target specific promotion within the community local operator budgets

- o appealing for the most part to:
 - hiking, canoeing, hunting and fishing, and cultural/nature interpretation tour wholesalers and consumers.

- o placing a major emphasis on print material which reaches high numbers and supports inquiry fulfillment 1-800 requests, travel magazines, etc.

- 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

COMMUNITY MARKETING EXPENDITURES (1989 Dollars)

The following tables outline, on a year by year basis the marketing activities for your **community**. Responsibility for many of these expenditures are to be cost shared with WAVA as well as other funding sources. As well all displayed cost do not necessarily suggest that your community need participate. However the opportunity is there to be involved in such activities as trade shows, the regional directory, regional videos, etc.

MARKET PROJECTIONS FOR THE WESTERN ARCTIC

<u>MARKETS</u>	<u>ACTUAL 1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
<u>Rubber Tire</u>							
R.V.	4,815	5,906	7,677	9,980	12,475	15,594	17,933
Auto	850	1,027	1,334	1,735	2,168	2,710	3,116
Coach	649	690	750	810	870	930	990
Small Vans	47	83	113	143	173	193	230
<u>Hunting</u>							
Beaufort Area	86	95	-	104	112	120	125
Bear Area	180	204	228	252	276	300	320
Aklavik/McPherson	-	5	10	20	30	40	45
<u>Fishing</u>							
Trophy	260	300	360	440	520	560	600
Wilderness	92	100	120	200	260	300	320
<u>Adventure Travel</u>							
Hiking	-	30	60	120	240	360	420
Canoe/Kayak/Zodiac	57	100	130	170	220	286	352
Boat Cruise (Package On'y)	-	20	72	88	106	140	160
Wildlife/Photo/Herschel	18	60	120	180	270	351	456
Culture/Arts and Crafts Workshops	-	20	40	60	80	120	140
<u>Air</u>	<u>750</u>	<u>790</u>	<u>830</u>	<u>870</u>	<u>915</u>	<u>960</u>	<u>1,056</u>
TOTAL:	7,804	9,430	11,845	15,172	18,715	22,964	26,263

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	43,800	60,000
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	9,200	10,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	10,900	7,000	7,800	8,200
VIDEOS	50,000	77,000	64,000	75,000	77,000	100,000
INQUIRY FULFILLMENT	12,500	16,000	23,000	30,300	30,300	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	0,000	15,000	30,000
IN-HOUSE PROMO/GIVE AWAYS	9,700	11,200	4,200	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

CONSUMER MAGAZINES

NORMAN WELLS		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>HUNTING</u>							
E-1-1, E-1-6 OPERATORS							
o	Safari Club	720	800	860	-	910	-
o	FNAWS	430	470	510	-	550	-
o	Bow Hunter	430	470	510	550	-	-
<u>HIKING: CANOL TRAIL</u>							
o	Backpacker	620	680	740	-	830	-
o	Outside	450	500	550	600	660	1,400
o	Explore	600	660	720	800	-	-
<u>CANOEING</u>							
o	Explore	600	660	-	800	-	2,000
o	Canoe	520	570	-	650	700	-
o	Outside	450	500	550	-	660	1,600
o	Che-Mun	300	330	360	400	440	1,100
<u>BROCHURES</u>							
<u>WESTERN ARCTIC PRODUCT DIRECTORY</u>							
o	Design	20,000	-	10,000	-	12,000	12,000
o	Printing	50,000	-	55,000	-	60,000	65,000
<u>INDIVIDUAL PRODUCT</u>							
o	Mackenz e River Tours Design	1,500	-	-	-	-	-
	Printing	2,000	-	2,500	-	-	6,400

CONSUMER TRAVEL SHOWS

N M N WELLS		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>DALLAS SPORTSMAN SHOW (2 persons)</u>							
o	Booth	1,000	1,100	1,200	-	-	-
o	Travel	2,000	2,200	2,400	-	-	-
o	Accommodation	1,700	2,000	2,200	-	-	-
<u>ANAHEIM SPORTSMAN SHOW (3 persons)</u>							
o	Booth	1,000	1,100	1,200	1,300	-	-
o	Travel	2,200	2,400	2,600	2,800	-	-
o	Accommodation	2,000	2,200	2,400	2,600	-	-
<u>LONDON FREE PRESS SPRING SHOW 2 persons)</u>							
o	Booth	700	750	800	850	900	2,100
o	Travel	800	850	920	1,000	1,100	2,700
o	Accommodation	1,000	1,100	1,200	1,300	1,450	3,600
<u>TRAVEL WRITERS</u>							
<u>BY PRODUCT SEGMENTS</u>							
<u>CANOE/RAFTING</u>							
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
<u>FISHING</u>							
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	-

TRAVEL WRITERS (cont'd)

NORMAN WELLS

YEAR	ACTIVITY	1989	990	991	1992	1993	1994/95
<u>HIKING/CANOL TRAIL</u>							
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	-	-
<u>VIDEOS (20 copies each)</u>							
o	Mackenzie River and Delta	22,000	-	-	-	-	-
o	Inuvik/Tuktoyaktuk Tour	-	-	14,000	-	-	-
o	Richardson Mountains & Firth River	-	-	30,000	-	-	-
o	Fort Franklin	-	5,000	-	10,000	-	-
o	Dempster Highway	-	-	20,000	-	-	-
o	Canol Trail	-	26,000	-	-	-	30,000
<u>INQUIRY FULFILLMENT</u>							
<u>TOUR OPERATORS</u>							
		2,500	3,000	5,000	6,000	8,000	20,000
<u>HUNTING OPERATORS</u>							
		1,500	1,800	2,000	2,300	2,600	6,000
<u>FISHING OPERATORS</u>							
		2,500	3,000	4,500	6,000	7,500	17,000
<u>HOTELS</u>							
		2,500	3,000	4,000	5,500	6,000	14,000
<u>AIRLINES</u>							
		1,000	1,300	1,600	2,000	2,200	5,000
<u>MAILING LISTS</u>							
<u>TOUR OPERATORS 5</u>							
		3,000	5,000	8,000	11,000	16,000	40,000

MAILINGS LISTS cont d)

NORMAN WELLS

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>HUNTING OPERATORS (9)</u>							
o	HTA (2)						
o	Guided Arctic (1)	2,500	14,000	16,000	19,000	23,000	52,000
o	E-1, E-6 (6)						
<u>FISHING OPERATORS 8)</u>							
		8,000	9,000	10,000	11,000	12,000	25,000
<u>HOTELS 11)</u>		1,750	2,500	3,500	4,500	6,000	*000
<u>AIRLINES/HELICOPTERS (7)</u>							
o	Special Charters	5,000	6,000	7,000	8,000	9,000	20,000

WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS

MACKENZIE RIVER DISCOVERY EVENTS

o Re-enactment of Mackenzie voyage 20,000 - -

IN-HOUSE PROMO/GIVE AWAYS

o Backpacker (Canol Trail) - - 2,500

LOCAL TOUR OPERATORS/SUPPLIERS

FISHING OPERATORS

o Great Bear Trophy 1,000 - -

o Fort Franklin - 1,000 1,000

o Drum Lake - 1,000 1,000

o Colville Lake - - 1,000 2,000

IN-HOUSE PROMO/GIVE AWAYS (cont'd)

N M N W

8

9

HOTELS

o Inflight Magazines 1,000 1,000 1,500 1,500 2,000 4,000

DISPLAY MATERIAL FOR SHOWS AND FUNCTIONS

MARKETING SUPPORT

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 1,000 2,000 2,000

PHOTO LIBRARY

o Western Arctic Visitors Association 1,000 1,500 2,000 2,500 3,000 6,000

RESOURCE LIBRARY

o - 0,000 4,000 1,000 1,000 1,000 1,000

EQUIPMENT

o Audio-Visual/Slide Projector - 2,000 - 2,000 2,000

WESTERN ARCTIC VISITORS ASSOCIATION

MARKETING RESEARCH

o Analysis of Industry Survey Data 10,000 5,000 5,000 5,000 5,000 0,000

TOUR OPERATOR SURVEYS

o - 1,000 1,500 2,000 2,500 2,500 5,000

HOTEL SURVEYS

o 500 500 1,000 1,000 1,500 3,000

FISHING AND HUNTING SURVEYS

o - 8,000 - 8,000 8,000 -

5. TRAINING PROGRAMS

Each **community** project will **reuire** some level of training. It will generally be the responsibility of Arctic College, Continuing Education and Renewable Resources to deliver these programs. Where possible, courses will be given in the various communities; however, it will frequently be necessary to conduct training in **Inuvik** or Norman Wells because of the availability of certain training services.

Courses will generally be 1 to 4 weeks long. The following number of training weeks are proposed for your community.

MACKENZIE RIVER AREA
Training (Weeks)

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

NORMAN HELLS

1.	MACKENZIE RIVER TOURS	8	2	4	4		1			
2.	CANOL TRAIL DEVELOPMENT						1			
3.	REGIONAL/COMMUNITY HOST									2
4.	INTERPRETIVE EXHIBIT, VISITOR CENTRE, MUSEUM	8					1			2
5.	CANOL TRAIL OUTFITTER	8		4	4		1			
TOTAL :		24	2	8	8		4			4