



Arctic Development
Library

***Tourism Strategy - Tentative Study
Guidelines
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Tourism
Catalogue Number: 11-25-20***

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WESTERN ARCTIC TOURISM
DEVELOPMENT AND MARKETING STRATEGY

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1.0 INTRODUCTION

The attached information constitutes the study guidelines for the preparation of an estimate, and specifications for the required planning/development study.

The proposal must detail:

- related project experience;
- professional staff to be involved with the study and their: related experience; assigned role on the study; anticipated hours of work on the study; and, fee schedule on a per diem basis;
- an indication of the amount of staff time to be spent in the study area, and a project schedule which outlines: time frames; a sequence of events; and study stages;
- concise outline of the work to be carried out including a public consultation strategy which describes proposed Opportunities for involvement of region, community, and local groups;
- a fixed upset cost for all anticipated disbursements, sub-totalled for each of the study stages;
- a fixed upset cost for all professional fees, sub-totalled for each of the study stages;
- a fixed upset total cost (fees and expenses), sub-totalled for each of the study stages; and,
- any requirement for office space in any of the communities.

2.0 STUDY ORGANIZATION

WHO IS THIS?
DO THEY HAVE
ANY INFO?

A Steering Committee has been established, to provide direction to the consultant. The Steering Committee also has full responsibility for monitoring the work of the consultant, and approving the contractor's invoices/reports.

Minutes of the Steering Committee meetings will be kept by the Secretary to the Committee, and made available to interested members of the public on request.

Invoices will be submitted to the Secretary; reviewed by the Secretary, for accuracy and completeness; and then forwarded to the Chairman for approval for payment. Following approval of all invoices by the Chairman (or his designate), the Secretary will pay the invoices.

All reports will be forwarded directly to the Chairman of the Steering Committee for review. The Chairman will provide the Secretary with a copy of the report.

The Secretary will provide the Chairman with written notes concerning the completeness and technical soundness of all reports. All reports can only be approved by the Chairman (or his designate). As such, payment for work completed, and written acceptance of the consultant's work, will be made by the Secretary following his receipt of written direction by the Chairman (or his designate).

The Secretary of the Committee will administer all project funds, on behalf of the Committee. Only the Chairman, in writing, can authorize the Secretary to release project funds, for any purpose.

3.0 STUDY AREA DEFINITION

ARE ALL
INCLUDED?

As is indicated on the attached map the study area includes the Dempster Highway corridor, all the communities in the Western Arctic Tourism Destination Zone and all the nearby lands that are serviced/used by those communities.

4.0 BACKGROUND

Although support services and transportation in some areas of the Western Arctic are among the best developed in the Territories, by and large the tourism industry is in a very early stage of development relative to the rest of Canada. Existing services and infrastructure in much of the study area, particularly outside of Inuvik, are inadequate. Often the resident population has very limited awareness of the opportunities presented by tourism, nor do they have adequate training and financial resources to exploit the available opportunities. To compound these problems the fluctuating hydrocarbon industry has often overshadowed tourism development, depleted the labour pool and is even perceived by some as being in conflict with orderly tourism development.

The overall low level of tourism development cannot be equated with a lack of potential in the region. On the contrary, there is interest by tour operators, writers and promoters as well as by visitors from Canada and abroad in the area. The Western Arctic includes a diverse and often spectacular mix of natural and cultural resources. The region contains the Arctic Circle, lands above and below the tree line, arctic coast resources) the mighty Mackenzie River, the Delta and mountains. It is accessible by road, air and water. The population is tri-cultural with Inuit, Dene and Caucasians.

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The communities in the Study are a share locations and characteristics as diverse as the regions' resources. The Western Arctic includes Sacks Harbour on Banks Island; Paulatuk along the Beaufort Coast; Tuktoyaktuk, Inuvik, Aklavik, Fort McPherson and Arctic Red River in the Delta; Fort Good Hope, Norman Wells and Fort Norman along the Mackenzie River; Colville Lake located inland; and Fort Franklin on Great Bear Lake. The communities of Fort Good Hope and Colville Lake have been assessed for their tourism potential by the consulting consortium of Lutra Associates Ltd. and Qaivvik Ltd.

For administrative purposes the Western Arctic Visitor's Association has grouped communities in three separate sub-areas: Beaufort, Delta and Great Bear Lake. This may, therefore, require separate sections/documents for each group of communities.

The Dempster Highway provides tourists with easy access from the Yukon and Alaska highway systems contributing to the Delta's growth as a tourism destination and service area. The communities up the Mackenzie River are small and have had limited involvement with tourism. Norman Wells, located between two mountain ranges and bordering on the Mackenzie River is a local service centre as well as a focus for oil development. Big game sports hunting operates in the area, hikers travel the Canol Road and canoeists stop off along the river, Fort Franklin and Fort Norman are also developing tourism facilities and will probably be interested in small special interest groups. The coastal communities are also interested in controlled visitations.

As outlined there are numerous tourism development opportunities in the Western Arctic. To date there has been a reliance on business/commercial travelers and few attractions or facilities have been developed to service the pleasure traveler. Knowledgeable industry persons are consistent in proclaiming that before development can take place, the various components which are crucial to successful development must be addressed. Resources must be evaluated in order that opportunities can be analyzed for their potential in the marketplace. When markets for the potential products have been assessed the appropriate facilities, services, attractions, manpower training, development and marketing programs can be put in place.

More specifically, an inventory and evaluation of specific opportunities and constraints relating to the development of the tourism operations within the study area is required. Particular attention should be paid to identifying feasible opportunities for local private sector involvement in tourism and in recommending a role for the local community councils, the Government of the Northwest Territories, the Western Arctic Visitors Association, and the Federal Government (particularly Tourism Canada) in supporting the development and operation of healthy *resident owned* and managed tourism businesses.

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Planning at this stage could alleviate many of the Potential negative impacts of the industry, provide a blue print for efficient development, serve as an educational tool , stimulate tourism related activity, and gain the participation of community residents.

5.0 OBJECTIVE

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The project will provide a guide to desirable tourism development for the private and public sectors and provide useful background information for investors, community residents and other interest groups. The study will examine the area's tourism-leisure potential and detail a specific implementation strategy whereby that potential may be maximized. Within that strategy, the study will identify and prioritize specific tourism development investment opportunities for all relevant communities.

Both the results of the study and the study process are to be used to increase the awareness of community residents of the fundamental characteristics of the tourism industry, and the methods by which the development of the tourism industry can be realized. Consequently, special consideration should be given by the contractor as to the process or techniques for effectively involving residents and groups of the area in the study.

6.0 CONTRACT PURPOSES

The contract should provide the private sector, local communities/bands and the Government of the Northwest Territories with an appropriate conceptual plan for directing the development and marketing of tourism in the Western Arctic study area, and a detailed action plan to guide the implementation of the proposed development and marketing strategies.

The following provides an indication of the contract's general purposes:

- increase the awareness of the area's residents of the tourism industry, and the opportunities for their involvement in the tourism industry;
- assess community and highway corridor related tourism opportunities;
- describe the existing and potential markets;
- describe a tourism development strategy for the "area", and for each of the communities;
- detail a practical implementation plan for the "area strategy", and for each "community strategy";
- provide a Dempster Highway corridor development/upgrading master plan complete with preliminary working drawings;

- provide a marketing strategy and plan for the "area" and for each of the communities/components which includes a market/situation analysis; action plans and fiscal program; and, assess the possible costs and benefits that would result if the development and marketing strategies were implemented.

7.0 PROJECT REQUIREMENTS - PART I
RESEARCH: DATA COLLECTION, AWARENESS, FIELD WORK, IDENTIFICATION AND DESCRIPTION

More specifically, but without limiting the generality of the foregoing, the contractor is required to complete the tasks as listed below:

7.1 Work Program

IS THIS ON FILE?

The contractor shall prepare and submit a detailed work program to the Steering Committees for review. The work program will include, but not necessarily be limited to: the identification of all component tasks and their inter-relationships; "milestones" (i.e. points in the work program for interim review and approval of work completed to that time); and, all meetings with the Steering Committees or communities that the contractor feels are required.

7.2 Information/Data Collection

The contractor shall identify, collect and review all reports, proposals and plans relevant to the study.

The contractor is solely responsible for the gathering, interpretation and analysis of all base information required to successfully complete the project requirements. It is also the responsibility of the contractor to prepare any required base plans, using the metric system.

USED IN RETURN?

The Government of the Northwest Territories will loan the following documents to the contractor:

- Community Based Tourism, Summary Report, 1983;
- Community Based Tourism, Full Report, 1983;
- Wildlife Ordinance;
- Travel and Tourism Ordinance and its Regulations;
- Tourism Facilities/Development Contribution Program;
- Management and Training Contribution Program;
- Tourism Policy;
- Business Development Policy;
- Fort Good Hope/Colville Lake, Tourism Strategy, Volumes 1 and 2;

- . Baffin Regional Tourism Planning Project, Executive Summary Report, 1982;
- . Baffin Regional Tourism Planning Project - associated Reports listed in the Summary Report; and, Products from current planning projects as and when available.

7.3 Study Framework - Policy/Funding

When preparing any of the plans, strategies or programs called for in tasks 7.4 to 7.15 inclusive, the contractor shall work within the framework of the Government of the Northwest Territories' recently adopted long range tourism development and marketing strategies, and the associated policies and programs. In addition, recommendations drafted by the contractor should be designed to reflect:

- the need to enhance/protect traditional cultures/lifestyles;
- the cultural and economic development aspirations of area residents;
- the level of services and management/staff skills likely available (or attainable in the near future), in the area;
- the availability of government funds, and the ability of area operators to generate investment dollars;
- constraints posed by the natural environment (weather, sustainable yields, etc.), and the existing transportation system (costs, accessibility, etc.);
- the written goals and objectives of the Western Arctic Visitors Association; and,
- known external influences on the travel industry such as societal trends, the rise in cost of energy, and national/international economies.

When detailing new program initiatives, the contractor should fully consider opportunities for funding through existing federal government programs (Economic Development Agreement, Industrial and Regional Development Program, etc.). Those proposed initiatives which would likely qualify for federal support funding, should be so noted.

7.4 Awareness Program

The contractor shall design, and following its approval, implement an awareness program as an integral component of the planning process. The contractor is encouraged to develop simple cost-effective audio-visual presentations for use in the awareness program. The awareness program is to be designed to provide interested area residents/groups with an understanding of:

- the fundamental characteristics of the tourism industry;
- the interests, nature, and likely demands of tourists;

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HAS THE LEVEL
OF AWARENESS
BEEN INCREASED.

- the potential costs and benefits (social, economic and environmental) associated with participation in the tourism industry; and,
- the opportunities, techniques, and pre-requisites (e.g. skill levels, available infrastructure) to successful participation in the tourism industry.

7.5 Tourism Resources Inventory

*How many
resources
are there
in the area?*

The contractor shall develop based on available written information, and field investigations and interviews of community residents, an inventory of those natural features, natural systems, archaeological resources, legends/stories/"local" sites, historical sites, and current land uses/lifestyles located within the study area that are suitable for inclusion in visitor tours, in any of the four seasons.

In determining the "suitability" for each of the inventoried resources for inclusion in visitor tours, the contractor shall give full consideration to:

- the relative "attractivity" of the resource to visitors;
- the potential physical constraints/limitations posed by the resource to development and regular visitor use (e.g. permafrost, seasonal high water tables);
- the potential for degradation of the resource, resulting from regular visitor use; and,
- the potential for physical access to the resource by air charter, road, boat, ski-doo, hiking, or cross country skiing.

7.6 Constraints to Tourism

The contractor shall identify and describe the constraints to area tourism, through a consideration of such factors as:

- weather (e.g. ice, snow, winds, hours of sunshine);
- visitor safety (e.g. bear-man conflicts, community search and rescue capabilities);
- visitor physical fitness requirements (e.g. "ruggedness" of the landscape, extremes of temperatures) and, need for visitor flexibility (e.g. limited range of visitor services, unpredictable weather);
- existing tourism infrastructure and services;
- residents' lifestyle, attitudes (e.g. aspirations), familiarity with tourism (understanding/responding to tourist needs), and skills (e.g. entrepreneurial, technical and management skills);
- potential land use conflicts (e.g. hunting and trapping, mineral and petroleum exploration activities);
- expense and limited availability of scheduled air access; and,
- community ordinances (with respect to alcoholic consumption, etc.).

7.7 Inventory of Existing Services/Facilities

The contractor shall inventory and critically assess the quality, numbers and "appropriateness" of the existing private sector services (restaurants, outfitting services, hotels, gas stations, etc.) and GNWT services/facilities (camping and day use areas, highway pulloffs, lookouts, trails, historic sites, information centres, etc.) currently available in the study area.

7.8 Existing Visitation

Based on secondary information (e.g. interviews of "knowledgeable" locals, visitor statistics, hotel occupancy records) the contractor shall describe existing highway and community visitation in terms of:

- visitor interests and activities;
- origin of visitors;
- visitor length of stay;
- visitor numbers;
 - average seasonal community/area hotel occupancy rates;
 - average seasonal passenger loads for air carriers;
- visitor expenditure patterns (types of expenditures, rather than magnitude);
- visitor age and party size;
 - seasonal and weekly distribution of visitation;
 - main purpose of visit (a part of an organized tour?, commercial/business travel?);
- role of industrial tours/attractions (Beaufort Sea/Mackenzie Valley hydrocarbon developments);
- use of community/locally based fishing, naturalist and big game hunting lodges/operations;
 - source of pre-trip information concerning the area (tour agency?, book?, etc.);
 - visitor satisfaction with their trip to the area; and,
- existing area vacation packages and their: itinerary; client demographics/profile; and cost.

7.9 Assessment of Tourism Opportunities

Through a consideration of the identified suitable resources (task 7.5), existing services (task 7.7) and the constraints (task 7.6), the contractor shall provide a detailed assessment of community and area tourism related opportunities for each of the four seasons.

The contractor is to give consideration to the whole range of potential vacation offerings; adventure tours; naturalist lodges; "wilderness" survival/skill learning trips; cultural encounters; arts and crafts tours; sport fishing and hunting; "general interest" tours; nature and photographic safaris; spring "festival" tours; etc.

8.0 PROJECT REQUIREMENTS - PART 11
PRODUCT: ANALYSIS, DEVELOPMENT AND MARKETING STRATEGIES,
IMPLEMENTATION, ACTION PLANS, SITE DRAWINGS, FISCAL CONSIDERATIONS
AND SCHEDULES

More specifically, but without limiting the generality of the foregoing, the contractor is required to complete the tasks as listed below:

8.1 Market Analysis

The contractor in consideration of the preceding project requirements, shall investigate, analyze and describe potential national and international markets by means of:

- a consideration of the identified tourism development opportunities; and the potential for matching those opportunities with specific target markets;
- consultations with representatives of Travel Arctic, Tourism Canada and other relevant provincial tourism agencies;
- consultations with those wholesalers who operate in the Northwest Territories and neighboring jurisdictions, and currently carry products similar to those assessed as having potential in the area;
- consultations with a minimum of six international wholesalers, that operate in potentially targeted market areas and who might be interested in carrying area offerings;
- consultations with the leading operators in the area (list to be supplied by the Government of the Northwest Territories);
- an identification and analysis of competing tourism destinations;
- a review of medium to long term societal and leisure trends; and,
- a specific examination of the implications of rising energy costs.

The market/situation analysis will be presented by the contractor in terms of:

- for each "product" the "market match", with the clientele clearly identified by such key traits as demographics/profile (origin, age, party size, interests, educational background, length of desired visit, expenditure patterns, main purpose of visit, etc.), and propensity to utilize the identified Product;
- potential number of visitors, by "product";
- likely seasonal distribution of visitations;
- a detailed list of organizations, agencies, tour operators and interest groups (national and international) with existing or potential identifiable interests in developing and/or selling area vacation products. The list will be detailed for each type of "product" of tourist opportunity/activity; and,

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profiles of travel trade agencies of a standardized nature which include: company analysis, most profitable packages, product price, profit margin, regions of the NWT utilized by company, areas of interest, and company's experience.

8.2 Marketing Similar Products

The contractor, when carrying out the required interviews for 8.1, shall inventory and document the extent and types of successful government/private sector marketing techniques used to present/sell products similar to "what is/could be" available in the area. An analysis and profile of competitive products, especially in Alaska and Yukon, is required.

8.3 Visitor Requirements

The contractor shall provide a description of the likely visitor requirements on a community basis, for such key traveller services as:

- . commercial accommodation;
- prepared and unprepared food;
- . automobile services;
- information services;
- equipment rentals;
- . handicraft and souvenir outlets;
- day use sites and road side pull-offs;
- . public campgrounds;
- information/interpretation centres; and,
- bases for industrial tours and community/locally operated fishing, naturalist and big game hunting lodges.

8.4 Development/Marketing Strategy

The contractor will develop a comprehensive overall tourism development/marketing strategy for the "area", and a specific development/marketing strategy for each of the communities) each to reflect the results of the above analysis and include but not be limited to the following:

- a presentation of private sector/community development or upgrading opportunities for tourism services plant, attractions and events, ordered as to priority, scale and type for each community as well as a projection of capital and O&M costs; each relevant community (i.e. subject to their interest and availability of resources) to be presented with a minimum sample of seven regional tour packages (five in the prime season and two in the shoulder season) in which they could participate, when the identified upgrading, construction and expansion of

services and infrastructure have been completed. The packages should be detailed in terms of such factors as: cost (in terms of order of magnitude) to the consumer; marketplace appeal; target market (age, income, origin, educational background, etc.) and likely volume of clientele; trip itinerary; and, required ground operators, services and equipment. The communities' involvement in the packages will be defined as to organization, services and facilities required;

- the magnitude, variety, type and location for all proposed or improved public visitor services and activities (e.g. campsites, day use area, access points, road signage);
- identification and prioritization of market segments for development and marketing;
- feasible strategies/services that the private sector, zone association, and the Government of the Northwest Territories should adopt to increase visitation in the "shoulder" and "off" seasons;
- a five year marketing strategy detailing area "themes", appropriate methods of presenting/selling each of the identified tourism products in their target markets, likely cost of each of the proposed marketing activities, and timing or phasing;
- a consideration of the requirements for inter-community co-operation in the development of the tourism product with specific reference to the communities involved, Special consideration is to be given to packaging requirements outlining the linkages between the communities;
- a consideration of any important influence of areas contiguous or related to the study region in the development of the tourism product;
- within the development strategy special consideration will be given to mechanisms or programs designed to facilitate the involvement of community residents in all aspects of the tourism development. Assumed in the project is the underlying objective of creating conditions whereby the economic benefits accruing from and control of the tourism industry is channeled to local residents; and,
- manpower training requirements and programs detailing timing, cost and appropriate methods of implementation.

8.5 Visitor Projections

The contractor shall provide an indication of the types and numbers of visitors likely to utilize the proposed developments, services and facilities, and preliminary feasibility assessments for all proposed substantive new/expanded private sector initiatives.

8.6 Implementation Strategy

The contractor shall prepare an implementation strategy which includes but is not necessarily limited to identification of:

- . the role of the communities/bands, travel association, and private sector in planning, developing, operating and promoting the various proposed facilities and programs;
- a technique/formula which can be used by area businesses to establish competitive and appropriate pricing structures for their services/products;
- . the role of the Government of the Northwest Territories and the Federal Government in supporting the development and operation of the tourism/travel industry in the study area;
- the joint role of the Government of the Northwest Territories and Tourism Yukon in promoting the tourism potential of the Dempster Highway and the Western Arctic;
- the joint role of the N.W.T./Yukon private sectors and the N.W.T./Yukon tourism associations (TIA, WAVA/YVA, Klondike Visitors Association) in promoting the Dempster Highway and the Western Arctic;
- . steps to avoid potential conflicts between visitor activities and existing land uses, and between visitors and the lifestyles of residents; and,
- the relative priority of implementing the various component proposals of the development and marketing strategies, both on a regional basis, and on a community basis. The contractor should attach a time frame and cost estimate to the suggested sequence of events.

It is noted that the cost estimate should be subdivided for each proposed program/project in terms of suggested private sector, community, Government of the Northwest Territories, and federal government capital costs. Additionally, any likely operations and maintenance costs for the communities, the federal government, **or** the Government of the Northwest Territories in each of the first five years of operation of the program should be identified on a program/project basis.

8.7 Dempster Highway Plaster Plan

Based on existing studies and inventories in association with field work the contractor shall prepare a development/upgrading master plan complete with preliminary working drawings for the Dempster Highway Corridor within the N.W.T. The development/upgrading master plan should include but not be limited to the following components:

- . theming of the N.W.T. portion of the Dempster relative to the entire route;
- identification of tourism opportunities which are saleable in the marketplace, potentially profitable, and which will contribute to the achievement of community aspirations;
- identification of opportunities to establish an integrated GNWT/

Tourism Yukon approach to tourism activity and travel along the Dempster Highway. Suggestions for consistent NWT/Yukon signage, services, visitor information and promotion should be included;

- the magnitude, variety, type and location for all proposed public visitor services and activities (e.g. campsites, day use areas, access points, signage, interpretive stations, etc.)
- recommendations concerning improvements to existing public and private visitor services/activities; and,
- an implementation strategy which includes prioritization of the various component proposals of the master plan. A time frame and cost estimate will be attached to the suggested sequence of events.

8.8 Cost/Benefit Analysis

In consideration of the need for the communities and the Government of the Northwest Territories to identify all possible associated costs and benefits, including positive and negative social, cultural, economic and environmental impacts of tourism development, before development proceeds further, the contractor shall **outline** in terms of the proposed development strategy the following:

- economic impact; including employment, by type, revenues generated and accruing to specific individuals or groups, spin-offs from the development of community infrastructure and services, foregone opportunities with reference to alternative uses of resources if/where applicable, return on investment for identified tourism opportunities, seasonality of trade;
- the financial feasibility of the proposed major private sector initiatives;
- social/cultural impact including a description of likely impact of visitors based on the numbers projected, as well as demands made by industry and impact on lifestyles; and,
- predicted significant changes if any, to natural or biological systems in the region.

8.9 Tourism Contributions

The contractor shall, based on available written information, and interviews of community residents, Government of the Northwest Territories staff, and federal government staff, provide an indication of both the existing and potential contribution of the tourism sector (in terms of employment, resident aspirations, business incomes, maintenance/enhancement of traditional lifestyles, etc.) to the regional economy vis-a-vis the other major contributors to the regional economy.

9.0 DOCUMENTATION

9.1 The contractor will prepare a minimum of three short interim progress reports suitable for general public distribution. 150 copies of each of the interim reports will be made available for use by interested area residents.

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9.2 The contractor shall prepare 150 copies of a concise black and white summary report, suitable for general public distribution. The summary report should include illustrations (e.g. plans, sketches and charts), and written text to document the nature of the development and marketing concepts, the implementation strategy and the socioeconomic, environmental impact analysis.

9.3 A technical report should be prepared. It should include: map(s) indicating the variety, type and location for all development or upgrading opportunities, including packaged tours; a documentation of the study process, community consultations, consultations with wholesalers and ground operators (task 8.1), assumptions made in preparing the social-economic-environmental impact analysis, rationale for the development and management concepts, the basis for the proposed implementation strategy, and any other information required to complete the various project tasks.

Twenty-five copies of the technical reports are to be produced by the contractor.

9.4 The contractor is to encourage his staff to take photographs of tourist attractions/facilities while they are working in the field.

9.5 The contractor shall prepare self-explanatory graphics suitable for display in a small public space, to facilitate public review and comments of the study conclusions. The graphics shall convey the nature of the development proposal, the implementation strategy and likely impact of the development.

The contractor is encouraged to develop simple and cost-effective audio-visual (tape format) presentations) to reduce the need for graphics and extensive written interim and final reports, for presentation of study conclusions to the public.

9.6 The contractor shall participate in the public presentation of the interim reports, and the final study conclusions.

10.0 PROJECT STAFF"

As one of the major criteria for the selection of the contractor will be the assigned project staff and their roles in the study, only project staff in the role as specified in the contractor's proposal are to be utilized in completing the project requirements unless approved in writing by the Secretary of the Committee beforehand.

11.3 The contractor shall contact the Secretary of the Committee prior to each community visit.

12.0 OTHER CONDITIONS

12.1 Extra Services

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

12.2 Terms of Payment

Payment to the contractor on account of his fee shall be made as follows:

- consideration will not be given to providing the **contractor** with an advance at the outset of the project;
- subject to the performance of the work, payment will be made for professional fees at the conclusion of the "study stages", upon receipt of invoices detailing the work which has been completed up to 80% of the agreed "fixed upset cost estimate" for fees;
- subject to the performance of the work, disbursements (i.e. Costs for transportation, room and board, printing and xerox, long distance phone calls) will be reimbursed by the client to the contractor at the conclusion of the study stages upon receipt of documented invoices, up to 80% of the agreed "fixed upset cost estimate" for expenses;
- the remaining 20% of the contract price will be paid when all the study requirements are completed to the entire satisfaction of the Chairmen of the Committee; and, the contractor may with the prior written approval of the Secretary of the Committee, adjust the ratio of estimated fees and expenses as specified in his proposal, but the total amount for fees and expenses shall not exceed the total agreed "fixed upset cost".

20%
HOLDBACK

12.3 Tender Process/Contract Termination

The lowest or any proposal not necessarily accepted.

Should it become necessary to terminate the contract prior to its completion, the contractor shall be paid in full for all disbursements and for all itemized portions of the work accepted by the Committee. Section 10 is not yet completed will be paid based directly upon the percentage of work completed therein.

12.3 Tender Process/Contract Termination

The lowest or any proposal not necessarily accepted.

Should it become necessary to terminate the contract prior to its completion, the contractor shall be paid in full for all disbursements and for all itemized portions of the work accepted by the Committees. Sections not yet completed will be paid based directly upon the percentage of work completed therein.

12.4 Sub-Contracting

The contractor shall agree, unless otherwise agreed upon by the parties, that fees for the services of any other contractor obtained by subletting any part of this agreement shall be the responsibility of the contractor.

12.5 Ownership of Reports/Photographs

All background reports purchased or reproduced by the contractor, and charged to the study, are to be turned over to the **Secretary** at the conclusion of the study. Furthermore, the originals of all photographs taken by the contractor's staff for the study, are to be turned over to the Secretary at the conclusion of the study.

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 70°14'W
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 11°N 12°37'W
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