



Arctic Development  
Library

***Western Arctic Tourism Development &  
Marketing Strategy Study, Proposal Western  
Arctic Visitors Association, Economic  
Development & Tourism  
Date of Report: 1987  
Author: Maclaren Plansearch Pelman  
Associates  
Catalogue Number: 11-25-32***

\* Grand Addison will be rewriting marketing section as per conversation with Al Taylor at meeting in a month

- WHO IS CLIENT 11-25-32 pelman architects

# Western Arctic Tourism Development and Marketing Strategy Study

Notes  
 Project + Mitigate US

Project Co-ordinator??

> WHO DOES 'THE WORK' FOR '...'  
 OCHA 10/1/74

Proposal

## Western Arctic Visitors Association Government of the Northwest Territories

- USE OF EXISTING STUDIES - HILL, TAYLOR, BALMER, SPADY ETC  
 HAVE EX-HIBIT INVENTORIES
- CONSTRUCT THE HUMAN VISITOR CENTRE? - How
- NORMAN WELLS - CANAL HERITAGE TRAIL
- WHO IS CLIENT?
- 4-29 - COSTS FOR INTERVIEW / STEERING COMMITTEE TRIP - ESTIMATES?
- How many potential projects can be developed? 6-12 - Revised  
 Visitor Centre  
 1/Community
- Lead the way for general meetings
- ? 4-33 - How many visits
- TRAINING??
- FUNDING 4-47
- 4-56 - FUNDING FOR HUMAN VISITOR CENTRE } - Will it come from HAWES  
 AS WAS ASSUMED IN HETA STUDY?
- DEVELOPERS - Final Plans/Reports - 100%

WAS THIS THE ORIGINAL TEAM IN STATEMENT OF  
 MacLAREN PLANSEARCH • LAVALIN QUALIFICATIONS? Short list was  
 ADDISON TRAVEL MARKETING DETERMINED FROM ORIGINAL TEAM?  
 ARCTECH RESOURCE MANAGEMENT SERVICES  
 WESTERN MANAGEMENT CONSULTANTS

September 30, 1985

- WHY DID GNDOT NOT RECEIVE ORIGINAL COPIES  
OF PROPOSAL SOON AFTER THIS DATE  
40413  
- WE RECEIVED PHOTO-COPIES FROM ULI - SHORT LATE  
TIME FOR PROPOSED INUVIK MEETING (DON WEISBERG)  
ATTACHED

Western Arctic Visitors Association  
Box 1525  
Inuvik, N.W.T.  
XOE 0T0

Attention: Mr. Uli Mast  
Project Director

Dear Sirs:

**WESTERN ARCTIC DEVELOPMENT AND  
MARKETING STRATEGY STUDY**

We are pleased to enclose our proposal to undertake the above-noted study.

We have presented an exciting new approach to the task that includes not only the preparation of a long range tourism strategy, but also the direct implementation of certain projects by detailed design and guidelines. This will include preliminary, working drawings for the Inuvik Visitor's Centre and the upgrading of the Dempster Highway, as well as detailed product development, feasibility analysis and marketing strategy for at least six other-projects.

The budget presented is based on our perception of the needs and objectives of Tourism Development in the Western Arctic.

The total project cost is \$266,265. However, should you wish to discuss any component of this cost, we would be willing to meet with you at your earliest convenience.

We are extremely pleased to anticipate the early design of the Inuvik Visitor Centre. We feel it will generate enthusiasm and interest for the overall study.

Thank you for the opportunity to present this dynamic approach to Tourism Development in the Western Arctic.

We are aware of the importance of the travel industry to the economy of the Western Arctic and look forward to participating in its growth.

Yours very truly,  
PELMAN ARCHITECTS



Neil J. Pelman, B.Arch., MAIBC  
Architect  
/rsf

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→ Govt. Project - Project Site - City

Project Name / Project Number → Location / Area / District / State

• The Govt. has a project to be done in the  
City / District / State

• The Govt. has a project to be done in the  
City / District / State

PREFACE

During the many discussions our team had with members of the Western Arctic Visitors' Association, Travel Arctic and associated community and tourist industry operators; it became apparent to us how critical and important this particular study is to tourism development of the Northwest Territories in general and more specifically to the Western Arctic Region.

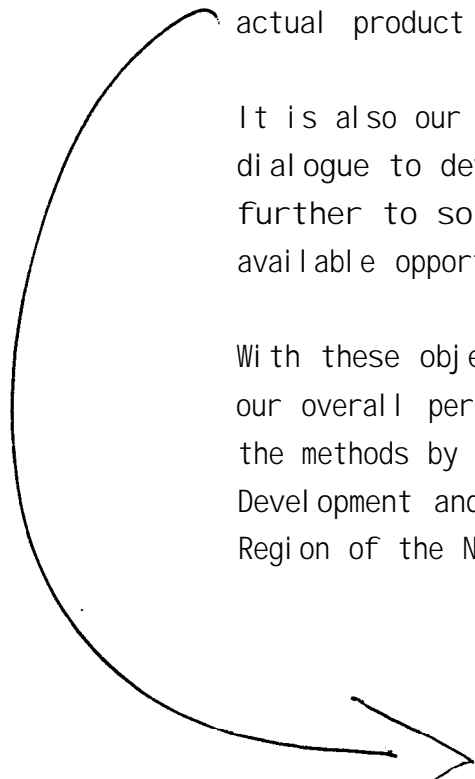
It became clear to us that the principle recipients of the benefits of increased tourism will be the people of the Western Arctic Region. It was also apparent that a special approach to the study would encourage the necessary interaction and participation of all participants in the study not only at the community level but also with the government and WAVA representatives.

Our objective is to produce an action oriented study. Our specific purpose is to complete a study that will include both actual product development and facilities construction.

*to make sure that the community is involved in the process*

It is also our objective to involve the communities in an on-going dialogue to develop an understanding of their capabilities and further to solidify their commitment to the development of available opportunities.

With these objectives in mind we now take pleasure in outlining our overall perspective of the study and a detailed description of the methods by which we intend to achieve the goals of the Tourism Development and Marketing Strategy Study for the Western Arctic Region of the Northwest Territories.



don't want to raise expectations  
by giving drawings to people with  
no \$ to build.

## 1. INTRODUCTION

### 1.1 THE WESTERN ARCTIC REGION

The Western Arctic Region comprises three separate and identifiable areas; the **Beaufort** (Sachs Harbour, **Paulatuk**, **Aklavik** and **Tuktoyuktuk**), the Delta (Arctic Red River, **Inuvik**, Fort McPherson) and the Bear Area (Fort Good Hope, **Colville** Lake, Norman Wells, Fort **Norman**, Fort Franklin).

These areas contain a spectacular mix of natural and cultural resources, a diversity of product and the strength of unity. The **Beaufort** is accessible to the Coast, the Delta has its waterbased diversity and the Bear area is characterized by the Lower MacKenzie.

Critically the population is multi-cultural with a powerful mix of native (**Dene**, **Iniut**, Metis) and **caucasian** inhabitants.

The potential for increased tourism is high, given the magnetism of the area and the present and potential attractions available to be identified and marketed in the study.

### 1.2 ISSUES

There are a number of issues that distinguish this study from others that have been done in the Northwest Territories.

#### 1.2.1 Regional Unity

There is an opportunity for sub-regional collaboration and **inter-community** participation to support the opportunities and growth of Tourism as an essential element of the Western Arctic economy.

↑ THAT'S THE WAY IT APPEARS TO HAVE BROKEN  
DOWN AT AN EARLY STAGE!

1-3

- Communication between key management in the industry" and ✓
- b... overnment in support of the recommendation: an on-going momentum of the orderly growth of Tourism and an establishment of future projects for the Communities.
- o The development of an international awareness 'of tourism' opportunities in the Western Arctic Region. ✓

### 1.2.2 Links with other Tourist Regions

There is a great opportunity to develop a **liason** and alignment of tourism support with Alaska, Yukon and other regions of the Northwest Territories.

### 1.2.3 Transportation Systems

The inventory and analysis of existing transportation systems will determine the most effective upgrading to support increased tourism. The Dempster Highway will be given special study to determine the most effective way to increase visitor traffic.

### 1.2.4 The Communities

*Visitor / truck traffic conflicts.*

Involvement by the communities of the Western Arctic Region in terms of understanding their tourism related skills, inventorying existing facilities, hospitality training, and financial management, will add an energy and commitment to the goals of the study.

### 1.2.5 The Communities/Regional Tourism Management/Government

To develop a commonly agreed objective in support for the projects termed feasible as a result of the study.

### 1.3 POTENTIAL

Successful completion of the study promises the following opportunities:

- o The development of an effective long-term tourism strategy for the Western Arctic Region.
- o The development of a strong sense of community pride through the increased knowledge of skills, abilities and support facilities.

*# of yrs?*



2. APPROACH

2.1 PROCESSES

Three (3) processes were determined to manage the **many** facets of the study. They are as follows:

1. Communication and Community Awareness

*How will  
they be done*

This process will involve techniques to develop a close liaison and relationship **with** the communities by discovering their needs in terms of **existing** inventory and potential. It will also provide the on-going exchange of information as the study proceeds. The establishment of community coordinators will enhance this process and allow a close level of **communi-** cation between all parties involved in the study.

2. Tourism Development and Marketing Strategy

*- New - 18% Existing & Background Reports*

This process will inventory existing facilities, products, community potential and natural resources, and **will**, after analysis and community involvement, present a theme and then future upgrading and development opportunities. Finally, the tourism development and marketing strategy will be outlined including "first" cut feasibility studies on each development opportunity, phasing, cost estimates and implementation procedure. A detailed marketing strategy for the Western Arctic will be prepared.

*- 10/1/77 -  
7 x 400 -  
22*

3. Product Development and Implementation

*What will be done  
- product development*

An action-oriented flow of projects, **deemed** and agreed to be feasible will result from this process. The initial-stage will concentrate on the **Inuvik Visitor Centre.** The study of the centre **will** provide an early focus for ideas to generate immediate interest in the study, as well as actual results possibly before the study is finished.

② The Dempster Highway portion of the Study will provide a focus on this most important road link to the west. The inventory and analysis of existing tourism products and support facilities, and resultant recommendations will also form part of this process.

Handwritten notes: "46" and "8" circled, with a horizontal line above the "8".

2.2 AN ACTION ORIENTED PLAN

The study approach will be to construct an "action-oriented plan"; other than the standard master planning approach. This will provide the following:

2.2.1 Detailed Plans

We will produce detailed plans or preliminary working drawings for the following:

- the upgrading of the Dempster Highway;
- the **Inuvik Visitor Centre;**
- package tours;
- upgrading of existing tourism opportunities;
- new accommodation; and
- upgrading of facilities.

Handwritten notes: "AND OTHERS, A PART OF B" and "TO GET IN MORE WORK" with a horizontal line below.

2.2.2 On-site Technical Assistance

As the team will be on-site, immediate assistance and advice will be available for the following:

- hotel expansion;
- expand existing package tours;
- new package tours;
- renovations;
- new programs; etc.

Handwritten notes: "to get in more work" and "to get in more work" with a horizontal line below.

Handwritten note: "this is what Outcrop proposals said too - pretty hard to judge if it gets done." with an arrow pointing from the left towards the text.

VERY unrealistic given # of groups to be consulted & length of time to do drawings etc.

It is the intention of the study team to complete the basic products by Spring 1986 so that the summer of 1986 can be used for construction of the major priority facilities (Inuvik Visitors Centre, Dempster Highway Upgrading etc.).

- IS THIS IN 1986/87 CAPITAL BUDGET? NO

\* FALSE EXPECTATIONS

The study will therefore **guarantee** 1987 tourism benefits in the way of real increase in visitation and a major increase in tourism expenditures. This increase will launch the Western Arctic into its next phase of tourism development.

How - ON THE BASIS OF BAIKED DECISIONS AND SUSTAINING THEM

### 2.3 COMMUNITY AWARENESS AND INVENTORY OF RESOURCES

- [b, -1, 100] - FUTURE DO WHO COORDINATORS? THESE WILL Q, T? - do they get paid?

--In order to build and effect a strong community relationship with the study team, **we** have selected a representative from each of the major communities to act as community coordinators.

guarantee your fees? so well?

These representatives are well known in their respective communities and will be trained in the objectives of the community awareness program. Because of their critical and intense involvement with on-going processes of the study, these representatives will also become key to maintaining the momentum of the tourism development and marketing strategy.

already they know the people

At the outset of the study, the community coordinators will use a "workbook" technique to document their discussions with tour operators, community ideas and inventory of tourism facilities.

- how about? STORIES HOW WILL SOCIAL INFLUENCE

I don't understand "work book"

The workbook will form the early basis of the study team's understanding of the respective communities thoughts and aspirations as well as inventory and analysis of the basic facilities. It will also provide the basis for the continuing dialogue and exchange of ideas.

### 2.4 TIMING

In determining the timeframe for the study it became obvious that in order to meet the primary objectives of the study and also to maintain the action oriented approach, the study should be

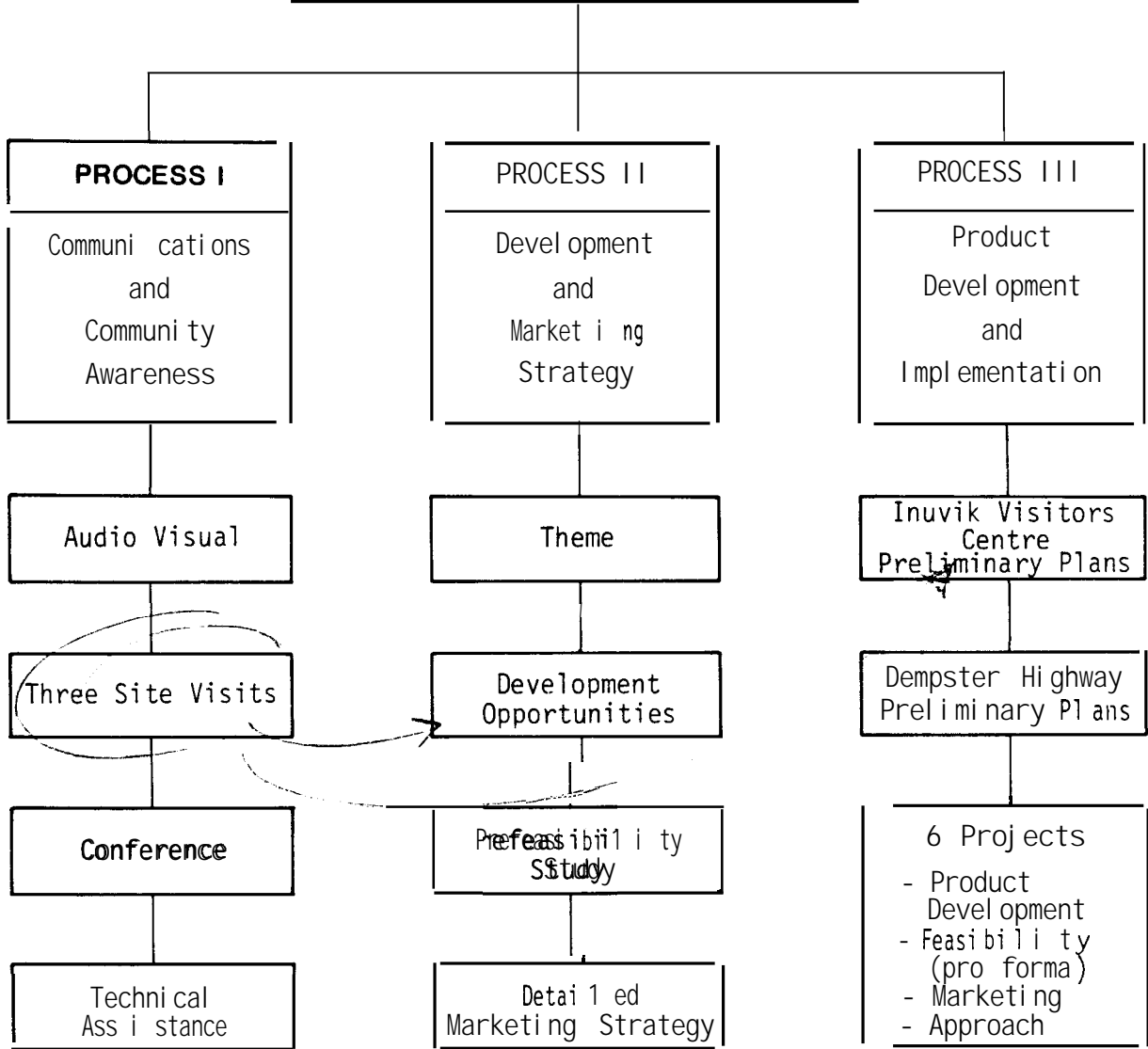
completed by December 1986 with a majority of work completed by September 1986. This will allow for a final three months of review and drafting of all the final reports.

The one year timeframe was selected for the following reasons:

- to keep the community interest and enthusiasm high; ✓
- to access existing funding;
- to encourage maximum expression and feedback from all participants of the study; ✓
- to develop early benefits from the study; ✓
- to respond to deadlines of the tourism industry not only from a seasonal point of view but also to allow new products and packages to be documented in the Explorers Guide publication for 1987; and ✓
- to respond to seasonal opportunities for construction: so that the Inuvik Visitor Centre, the Dempster Highway upgrading and some facilities construction may be undertaken during the summer months.

— June 1986

WESTERN ARCTIC TOURISM  
Development and Marketing Strategy



- Do these happen 1, 2, 3 or could they be going on simultaneously
- eg - site visits?
- or all within first few years

**Approach**

PROGRAM  
DEVELOPMENT

SEP 8 1988

NORMAN WELLS	627
FORT FRANKLIN	?332
FORT NORMAN	332
FORT GOOD & WL.	5x62
COLVILLE LAKE	52
INUVIK	33 89
ARLANIK	763
ARCTIC RED RIVER	108
FORT MCPHERSON	760
TUKTOYUKTUK	929
PAULATUK	193
SACHS HARBOUR	158

TOTAL POPULATION 8405

150 CONTACTS = 2% (1.79%)  
 (AS PER) (AS PER WATS STUDY)

Peter:

Is this adequate representation & is there any way of knowing who the 150 contacts were?

### 3. GOALS AND OBJECTIVES

#### 3.1 GOALS

To create an action-oriented plan that will achieve the following:

- increase the required awareness of the future potential of the tourism industry; ✓ *THIS MAY ALREADY BE INCORPORATED INTO THE SELECTION PROCESS?*
- establish a commitment by the individual communities as to their tourism related resources, skills, and opportunities; and-
- to have set the stage for the construction of much needed facilities and the implementation of new tourism opportunities. ✓

#### 3.2 OBJECTIVES

The objectives of the study are as follows:

- to develop a background of information on tourism development in the Western Arctic Region for the public and private sector;
- to detail a specific implementation strategy for tourism development;
- to increase the community awareness of tourism opportunities and potential developments;
- to construct the **Inuvik** Visitor Centre;
- to provide the Dempster Corridor upgrading master plan and complete the priority projects in 1986;
- to provide a specific marketing strategy for the region with some action oriented goals to be implemented prior to the completion of the study;
- to develop tourism products and prepare **prefeasibility** studies for a number of projects during the planning process; and
- to encourage private sector development in the Western Arctic tourism industry.

*with where? New*

#### 4. METHODOLOGY

The methodology will be divided into five phases including;

PHASE I: **Inventory/Analysis/Community** Awareness

PHASE II: Theme/Concept/Development Opportunities

PHASE III: Master Development **Strategy**

PHASE IV: Implementation Strategy

PHASE V: **Final** Plans/Reports

*WHO PLAYS*

*How DOES PHASE I HAVE 3  
1@ & %6*

*How* *?* Each phase will have, as outlined in the approach, three distinct PROCESSES, each dealing with specific components of the plan. Of course, there will be a continuous integration between the activities taking place simultaneously, however they have "been divided into the distinct streams to emphasize the importance of each. They include;

PROCESS I: **Communication** and **Community** Awareness

PROCESS II: Development and Marketing Strategy

PROCESS III: Product Development and Implementation

*- DOES & W PROCESS  
[ALL 3] APPLY TO  
EACH PHASE?*

A **work** plan which illustrates the methodology is provided at the end of this section.

#### 4.1

##### PHASE I : INVENTORY/ANALYSIS/COMMUNITY AWARENESS

The study will commence by two steps that are essential to each of the three PROCESSES. They include;

o Step 1: Initial Meeting with the WAVA Steering Committee

The first meetings with the Steering Committee will have the following objectives:

- a) to review the work plan, industry contact and overall approach to ensure that all parties have a common understanding of the objectives and the tasks;



Should be easy if Frank fills out his "Tourism Plan" Strategy forms as req'd by worksheet.

- b) to provide to **Client** with an opportunity to suggest specific modifications to the design of the study and to its short and/or long term objectives;
- c) to identify sources of information (documents, resource leaders, etc. ) and obtain a list of persons to be interviewed; and
- d) to determine timing and logistics for the **public** awareness and consultation program.

Step 2: Information Review Quick / EFFICIENT

Review existing reports, documents, promotional literature, aerial photographs, and statistical data. Obtain available inventory of tourism plant. Obtain available information on the performance of all sectors and existing tourist operations in the region. Review recent and planned marketing efforts. It is hopeful to have some of this information provided to us prior to the initial meeting with the Steering Committee.

4.1.1 Phase I, Process I: Communication and Community Awareness

NO LIST PROVIDED

*Can they do it?*  
Community coordinators will be **hired** in each of the 12 communities (see Approach for list). Many have already been **confirmed**. They will be instrumental in the data gathering, development of community awareness and confirmation transfer.

Raising expectations

4.1.1.1 Contact and Confirm Community Coordinators

Many of the community coordinators have already been contacted and confirmed during the preparation of this proposal. The final confirmation of each of the 12 will take place before actually beginning the public awareness program. (1)

the 13 b.s. are these will be plants - how do the consultant know

These ppl know

- (1) Some of those that have been confirmed including Roy Goose - Sachs Harbour, Gilbert Ruben - Paul atuk, James poki ak - Tuktoyuktuk, Ed McLeod Jr. - Aklovi k, Winter Lennie - Norman Wells, Rod Hardy - Fort Norman

Can find out the "workbook"

FOR GOOD HOPE

#### 4.1.1.2 Preparation of Workbook

they better meet with C-C's or ~~the~~ books wait + get out!

I LIKE IT!

A workbook will be designed and forwarded to each community coordinator. It will outline the types of questions to ask the various operators/suppliers in each of the communities:

IF IT WORKS??

It will also provide them with guidelines to develop an inventory/analysis of the facilities in each of the communities. When the consultants actually arrive in each of the communities, they **will** be quickly and efficiently introduced to the community because of the **workbook** data base.

#### 4.101.3 Community Awareness Campaign

Approximately two to three days will be spent in each of the 12 designated communities. Increased community/resident awareness of tourism will occur through the following three steps:

one for each community?

1. Direct contact with each hired community coordinator throughout the overall study and **more** specifically with the consultants when they are in the communities.
2. A community slide/video presentation on the travel industry in general and specifically on the Northwest Territories will be presented. Photographic material **will** be derived from the files of Travel Arctic, the consultants, Outcrop Ltd. and other sources. The presentation will outline the steps of northern products that can and are being developed for a number of identified target markets.
3. One or more interviews between the consultants and key operators in the area **will** be conducted. As **with** the community coordinators this will enable the transfer of tourism information to those who may then go on to contribute to the overall community awareness.

- who will do it?  
- OUTCROP

*EXPLAIN / EXPAND / COST ??*

The consultants **will** also use a Sony Video 8 Camera to film images, development opportunities, operators, etc. This **will** not only serve as a record for inventory and analysis but **will** also form the basis of a film to be presented at the Conference and at the second series of public awareness meetings.

#### 4.1.1.4 Other Projects

The visits to the communities **will** identify approximately 10 to 12 projects that could proceed towards implementation during the study.

They may include;

- upgrading of a motel;
- development of MacKenzie River Package tour;
- expansion of an existing motor coach tour;
- renovation of a historic site; *??*
- construction of a museum;
- upgrading of an existing park, campground or trails;
- etc.

A list **will** be prepared for selection by the Steering Committee.

*This is supposed to be considered in*

*conjunction with the Reg. Visitor Centre.*

4.1.2 Phase I, Process II: Development and Marketing Strategy

## 4.1.2.1 Resource Inventory and Analysis

The consultant will use the first trip through the communities to do a complete review of five tourism components to assess their present operations. The five components are:

1. Natural /Historical /Cultural /Social /Financial Resources;
2. Tourism Plant (existing) tourism facilities; OFFERINGS
3. Infrastructure; OK - SEE PG. 4-6
4. Transportation; and
5. Retail and Commercial Recreation Services.

GOOD ✓

This will take place in both the Western Arctic Study Area as well as key fringe areas in the Yukon and the adjacent zones (the Arctic Coast Zone and the Big River Zone).

● **Natural/Historical/Cultural/Social/Financial Resources**

*How* Natural Resources: the diverse natural features of the area, and specifically the MacKenzie River and other rivers, mountains and delta will be inventoried and analyzed. Specific recognition of the delicate environmental conditions will be made by documentation review and on-site analysis. *by heli & (*

Those natural attractions that create a base for resource related activities as well as a background to enhance the tourism experience, will be analyzed. **(All)** the various natural features will be mapped at the area and community level and their development potential and "attractivity" will be documented. *How?*

Historical /Cultural Resources\* **(all)** historical /cultural resources will be evaluated for their potential as attractions and their suitability for generation zone or sub-zone themes. Community and *70*

area resources based on local, cultural and lifestyle values will suggest potential cultural attractions and activities.

Social Resources: the human resources in the area will be examined through an analysis of population structure and trends. Special skills available in the area will be identified and opportunities for integrating local industries into the tourism industry assessed.

Financial Resources: both the existing resources of each community and the private sector as well as ~~financing~~ investment climate will be analyzed. ~~\_\_\_\_\_ ? Gov? ?~~

● Tourism Plant

The tourism plant will be classified into six major **groupings**:

- events and attractions;
- accommodation; ✓
- food services;
- information services; and
- recreation facilities. good - ~~hope this is more than~~ parties

Current demand/supply and capacity for development potential will be identified.

See Ar GTA Proposal

Events and Attractions: information on natural and man-made attractions and events (raft and canoe races, winter carnivals, wildlife viewing trips) will be collected. Attendance will be compiled from interviews, and available data. Necessary information should include: **location**; type; attendance; **seasonality**; size; admission fees; general investment level; and type of group appeal (e.g. motor coach, visitors, **R.V.** travelers, etc.). ✓

Accommodation: the inventoried accommodation will be categorized by **two** major types: **roofed accommodation** (including hotels/motels) ✓

GOOD "1"  
 wife will DO  
 and lodges) and campgrounds. All existing units will be appraised by quality, financial viability and management. We will then estimate the demand for accommodation by type of operation and user, assess supply in terms of quantity and quality, and evaluate capacity. All facilities presently being considered will also be analyzed and technical assistance provided if necessary.

CONFLICTS WITH  
 THE PLAN

Food Services; we will inventory those commercial services which cater to the community visitor. Availability of Northern dishes, fresh food, menu mix, etc. will be considered.

Information Services; existing published literature and government planning reports will be used to inventory tourist information services. This should include location and type of facility, using literature and information provided in N. W.T. and Yukon, and Southern tourist information centres. Special consideration will be given to information available in Dawson.

Recreation Facilities; all pertinent recreation facilities will be inventoried and analyzed (e.g. schools, playgrounds, co-op facilities, etc.). These facilities will be assessed within the framework of their importance to tourism.

#### o Infrastructure

Infrastructure will be analyzed in terms of surplus/deficit/capacity including water supply; sewage treatment capacities; power and other utilities; plans and policies relating to municipal services and zoning by-laws.

#### ● Transportation

The Dempster Highway will be discussed under a separate heading (Process II). The use and potential capacities of all other transportation modes and related infrastructure including major

All retail outlets and other commercial facilities that provide services will be investigated. They will be classified accordingly.

● Retail and Commercial Tourism Recreation Services

A review of pertinent data generated by the Department of Economic Development and Tourism and the Department of Public Works (Highways) will be made. Interviews with representatives of transportation departments will be undertaken. Opportunity for boat travel along the Mackenzie River and Delta will receive special attention.

- Canoe Heritage Trail facilities;
- access from and around the communities;
- availability of outfitters; and
- equipment rental facilities.

Canoe/Hiking/Snowmobiling Corridors

- quality of existing airports;
- scheduling, costs (group fares, etc.); and
- airline routes.

Airports and Air Travel (Scheduled and Chartered)

- extension of the highway to Taktoyuktut.
- availability of services, etc.; and
- signage;
- access;

Roads

air, land and water-based travel corridors into and through the Region will be studied. The following items will be considered:

*good - more consult to study this*

*how detailed? will we get a signage plan?*

Retail Services; ~~all stores that respond to visitors' needs should be inventoried for special tourism items including; hours of operation; seasonal fluctuation; proportion of tourism related business; employees, and expansion.~~

over done?

Tourism Services:

The following will be analyzed:

- inbound receptive tour operators;
- wholesalers selling to the N. W.T. and Western Arctic;
- guides, fishing charters; and
- outfitters.

Entertainment Facilities; (community halls, churches, coops). This should include type of facility, potential use, special features, tourism participation opportunities, seasonal fluctuation, and number of employees.

Group Facilities; schools, government buildings, churches, large open spaces, halls, commercial buildings, etc. will be inventoried.

4.1.2.2 Market Research and Analysis - AL KAYLO TO REVIEW

The market research will be conducted simultaneously with the analysis of the resources. This research will consider the existing markets, market competition, market trends, tourism trends, and market potential, which, in combination, will ultimately define the marketing strategy for the Western Arctic.

● Existing Markets

A comprehensive literature search and review of tourism related surveys and reports will be undertaken to assess existing markets and marketing programs. Data will be collected from Travel Arctic



Surveys, industry and association files. The Tourism Canada Package Tour Data Base Programs, wholesaler and operator interviews selected from the MacLaren **Plansearch** Specialty Wholesalers Index, etc. will provide information relevant to the Western Arctic.

- Market Competition and Market Share

The marketing policies, plans, expenditures, themes and strategies used by competitive destinations, such as Northern B.C. and Alberta, Yukon, Alaska and other areas will be reviewed. Pertinent Tourism Canada marketing plans will also be studied **with** those of Travel Arctic and the Travel Industry Association of the **N.W.T.** The regions share of the market to the Northwest Territories **will** also be analyzed.

- Market Trends

The historical and existing markets will be analyzed to develop a thorough knowledge of trends, patterns, visitor's origins, preferred activities and visitor expenditures, in order to locate demand sources and identify seasons which offer the greatest potential for growth. The current marketing efforts being made **to** increase market share **will** be evaluated **to** provide insight into the possible effects of various marketing alternatives.

- Tourism Trends

Regional and Territorial trends (increased use of wholesalers, specialty **tours**, increased use of package **tours**, etc.) will be assessed for their marketing implications. Tourism trends **will** be considered in the context of general Canadian and International economic and social changes.

## . Market Potential

In order to analyze the regional market relative to existing, potential and competitive markets, we will undertake a **market** position study. New markets will be studied and changes in market orientation **will** be considered in light of the strengths and weaknesses of the Western Arctic area relative to its major competitors and the effectiveness of their marketing strategies. The **MacLaren Plansearch Specialty Wholesaler Index** **will** be used to identify potentially new market sources.

WHAT?

### • Data Availability and Market Estimation

It is recognized that relatively little quantitative information **will** be available on the existing market and market trends relevant to the Western Arctic tourism industry other than the recent Dempster Highway Study. Therefore, the available data will be supplemented by more qualitative information acquired from personal and telephone interviews **with** Tourism Canada, Travel Arctic, airline operators, tour operators and wholesalers in both Western and Southern Canada, tour operators and business people in the Study area, and selected tour operators in competing tourism destinations. Through these interviews information will be collected on all of the factors and considerations listed in the Terms of Reference. As well, information will be collected and analyzed on the extent and types of successful government/private sector marketing techniques used to present/ sell products similar to what is or could be available in the Western Arctic Tourist Zone.

We will then integrate the quantitative and qualitative information in order to develop quantified estimates of the current tourism market available to the Western Arctic, by tourism product and name, i.e. rest of Canada, Europe and so on.

It is anticipated that these estimates will be developed for the Study area and compared with the total G. N.W.T. (in order to clearly show the position of the Western Arctic in the N.W.T. tourism market). These current estimates will provide important bench-marks for the preparation of market projections, 'alternative concept plans, and marketing strategies.

#### ● Market Projections

This analysis will cover the major market areas for Western Arctic, Western Provinces, rest of Canada, United States, Europe, Japan, rest of the Pacific Rim, and **will** consider such issues as **longterm** economic growth, long-term societal and leisure trends (e.g. the growing interest in wilderness vacations), the implications of changes in energy prices on remote tourism destinations, and expected developments in competing tourist destinations.

Quantified ten year market projections **will** then be prepared. This time frame is needed to support the preliminary feasibility analysis of individual tourism opportunities. Ten year projections will first be prepared for the total N.W.T. in order to provide a framework for evaluating the Western Arctic's market position. If available, existing N.W.T. projections would be used but these may be **modified** in order to incorporate new information or to suit the specific needs of this study.

Two sets of market projections for the Western Arctic will be prepared. The first will outline market trends in the event that no new orientations are taken. The second will show the kinds of tourist visitations which could be generated through the successful implementation of the tourism plan. This second set will later be **modified** to **totally** accord with the implementation plan which is approved by the Study Steering Committee.

The Western Arctic target market projections will be by product, by location or source (rest of Canada, etc.), by *season*, and by community and **will** be designed to address all of the information requirements detailed in the Terms of Reference.

#### o Market Study

This information, together **with** market analysis, projections, etc. will be brought together in the form of a market study which will be completed in draft form during the first phase of the work program. This will ensure that all members of the Study Team and the Steering Committee are **working** with the same market information through the subsequent phases. This draft, however, **will** be modified as further information is collected and as the marketing strategies and implementation plan are finalized.

#### 4.1.3 Phase I, Process III: Product Development and Implementation

Three planning/design components will be covered under **this** process.

1. **Inuvik Visitors Centre;**
2. Dempster Highway upgrading; and
3. Other Projects (to be determined following the **site visit**).

##### 4.1.3.1 **Inuvik Visitor's Centre**

###### ● Background

An exciting opportunity exists to construct a Visitor **Centre** in **Inuvik** for the Western Arctic Visitors Association. The **pre-**planning will coincide **with** the Tourism Development and Marketing Strategy Study, soon to be initiated.

The **Visitor Centre** has the potential to be a very strong catalyst for future tourism activities. It could become a symbol of the **commitment** of the people of the region to the growth of this industry.

Anticipants in the planning process range from local interest groups, to government offices. Their input and ideas **will** be invaluable in determining an exciting program for this project, and a "vision" for its forum.

● **Potential Impact of the Centre**

Tourism in the Western Arctic is poised for tremendous growth. ✓ **Inuvik** is strategically located as a "springboard" to the vast variety of attractions and experiences available in the region.

The **Inuvik Visitor's Centre** will become a "landmark" building, in many cases the starting point for tourists in the Western Arctic. It evokes such images as;

24 { "Invitation", focus, history, wildlife, majestic; and  
 "Focus", untapped, unspoiled, raw.

- WHO WILL BUILD IT?

Only budget considerations will check the imagination of the design.

Site selection for the **Inuvik Visitor Centre** will include the following steps:

o **Visit-to-Alternative-Sites**

- Twin Lakes;
- Visitor Information site;
- Church site; and
- Marine Road.

The sites will be thoroughly photographed and preliminary data recorded to be used later in the final evaluation and site selection.

● Meeting with **Client**

WHO IS CLIENT?

- IF GAWT IS ON THE LINE WE NEED MORE INPUT.

- to discuss pertinent information;
- review of terms of reference, and most specifically the project requirements;
  - name for the **centre**;
  - space allocation; offices, display and audio-visual space, library and service requirements;
  - building functions; orientation **centre**; library; theatre; retail opportunities; role of **centre** and parking requirements.
- tourism opportunities for building;
  - orientation **centre** for Campbell Hills/Lakes Area;
  - orientation **centre** for nature walks, hikes near community;
    - graphic displays of tourist opportunities in region; and
    - impact of proposed road to Tuktoyuktuk.
- building uses changing by season;
- design considerations; and
  - ~~img~~age
  - energy saving systems
  - wheel chair accessibility
- a "brain-storming" system to discover ideas and possibilities for the **centre**
  - discuss names for **centre**;
  - confirm timing;
  - establish site selection criteria; views and pedestrian/vehicular accessibility, **geotechnical** characteristics, land features, and topography
  - user groups; bus **tours**, school groups, tourists, community and businesses.

- Meetings with other **Centre** Participants

During our stay in **Inuvik**, we **will** gather as much information, ideas and thoughts from local and territorial government, and local interest groups.

- Site Planning Concepts

**Immediately** following the initial visit **to the sites, and the** meetings with the client and other participants, site planning concepts for each of the sites will be drawn up. Each plan will reflect **the site evaluation criteria,** and a matrix for assessment will be attached. This will allow all the positive and negative factors for each site to be judged.

It is our intention **to** produce a "character sketch" at this time, so that the participants in the study can have a "vision" of the **centre** at hand. The sketch **will** have other benefits such as public relations, and furthering community awareness of the study.

- Meeting with Client

During this meeting, the following would be discussed:

- review of the site planning alternatives and site evaluation criteria;
- review information from participants;
- select site; and
- select theme and name for **centre.**

Once the site for the **centre** has been selected, the consultants will review the available data and preplanning **program.** These include the following steps:

● Meetings with Participants

Special attention will be given to this phase, because of the unique nature of the **centre**. We will use this opportunity to meet with the following participants:

- WAVA;
- Office of Economic Development and Tourism;
- Department of Culture and Information; (NHC, etc)
- Canadian Wildlife Service;
- C. O. P. E.;
- Renewable Resources;
- Local government;
- **Inuvik** Town Council; and
- Department of Public Works and Highways.

Each participant will be encouraged to give the team their thoughts and ideas on the programming operation, and **more** critically the "impact" of the **centre** on the Tourism Industry for the Western Region.

● Review all Pertinent Documents/Research

The study will review the following:

- Project Planning and Implementation Process, A Guideline for clients (DPW February 1984);  
Community Based **Tourism**, Summary Report 1985, Full Report 1983;
- Campbell Hills Park Master Plan;  
Western Arctic Visitors Association By-Laws;
- Surveys completed by the Western Arctic Visitors Association;
- Plans and specifications for Visitor **Centre**;
- Research on **latest** Northern construction techniques;  
latest energy conservation techniques for the North.



## ● Preliminary Programming

The consultants will now be able to present their preliminary programming ideas to the client after having carefully reviewed all the data available and notes taken during discussions with the participants.

The preliminary programming process will document;

- rooms, use, size, orientation, space needs;
- site requirements, parking, landscaping, lighting, storage, etc.
- servicing needs, **mechancial** and technical systems
- #outline specifications, and make recommendations for materials, finishes, special details, special graphic and display features, audio-visual requirements etc.

*Not in  
prelim  
stuff*

A preliminary report with programming recommendations for client review will be prepared. As well several "conceptual layouts" of the **centre** on the selected site **will** be prepared.

### o Meeting with the Client

The consultants will present the following information **to** the client:

- preliminary program;
- preliminary progress report;
- conceptual layout.

This meeting will be used to intensively discuss the various ideas and alternatives for the development of the **centre**. Each different approach has it's own unique qualities. The consultants

will review various ideas with the client in terms of the "image" of the centre and its impact on tourism, and on Inuvik itself, i.e. how is the centre visualized? There is no question that it would be the objective of this meeting to confirm the program for the centre, and to authorize the study team to proceed with developing preliminary plans.

The consultants will then proceed with producing preliminary plans, sections, elevations and outline specifications for client approval. The plans will reflect the "image" theme to ensure the dynamic impact of this centre.

- Preliminary Economic Report

*- But Who Will Fund and Build it ???*

Input from our economist will now become important, as maintenance and staffing requirements are now clear. A preliminary report will be prepared outlining various options for staff management, building maintenance costs, options for retail space and economic feasibility.

- Project Brief

The study team will prepare the "project brief" at this time. This document will contain the following:

- Brief summary of the project process;
- list of all sources of information, interviews, etc.; appendices detailing technical information rationale for phasing, cost estimates;
- alternative site sketches;
- all other relevant background data;
- copies of plans and specs; copies of perspective; and copy of the management plan for staffing.

#### 4.1.3.2 Dempster Highway Upgrading

##### ● Resource Inventory

Since the study begins in winter only the **N.W.T.** section **will** be analyzed in the first phase. This **will** be done by:

- air photo reconnaissance;
- on site survey by driving the route from **Inuvik** to the **N.W.T./Yukon** border.

It will be done jointly by a transportation planner, tourism **plan-**  
/ ' ner and northern highways engineer in order to properly assess each potential development site.

The following resources will be noted, classified and mapped:

- all unique natural features within 0.5 km of the highway including; lakes, rivers, **landforms** and vegetation groups;
- all historic sites within the highway corridor and adjacent to it; and
- all major viewplanes and nature interpretation opportunities.

In collaboration **with** the community plans, a special emphasis will be placed on the areas immediately around the communities of Fort  
✓ McPherson and Arctic Red River.

##### ● Market Research

Based on the results of the **Dempster** Highway Survey an analysis of the market profile will be made in order to identify the development opportunities of the highway corridor for the road **traveller.**

o Development Concept

An overall development concept **will** be made for the N.W.T. section of the road. A theme will not be prepared at this time since it is felt that a summer 1986 survey of the entire Dempster **would** be more appropriate.

The concept will outline roadside development zones or planning units (e.g. around communities or areas of unique natural or historic features).

Roadway Corridor Opportunities

The exact location of a variety of roadside facilities will be made. They may include, but not be limited to the following:

- rest stops;
- nature interpretation areas;
- picnic sites;
- scenic viewing pull-offs;
- historic sites or areas;
- structured and unstructured campgrounds;
- visitor information/reception services.

Options will be provided for final selection by the planning Committee.

not a client\*

4.1.3.3 Other Projects

In order to maximize the relevance of the strategy, complete implementation strategies including, product development feasibility analysis, and marketing **will** be carried out for approximately 6 projects.

This may include;

- the upgrading of a motel/campground;
- motel/campground construction;
- package tour on the Dempster and MacKenize River;
- etc.

The first phase will identify approximately 10 - 12 of these types of projects and they **will** be shortlisted to approximately six.

The purpose is to bring at least a half dozen projects to completion for the 1987 season.

#### 4.1.4 Second Meeting with Steering Committees

Phase I will terminate **with** the preparation of a Progress Report and a meeting **with** the Steering Committee. The objectives of the meeting will be to present the acquired data from the 3 processes.

Process I: Communication and Community Awareness

Report on the success of the first step of the community awareness programs, specific actions that were taken as a result of technical assistance, identified human resources and overall awareness of tourism.

Process II: Development and Marketing Strategy

Review of the data collected by the consultants and permit the Client to comment on the content and recommend revisions as they may be required. A discussion of information gaps and what effect the lack of data may have on the final results of the study and of the progress report. And present to the client the framework of the next phase of the study.

Process III: Product Development and Implementation

**Inuvik** Visitor Centre • Presentation of preliminary design.

Dempster Highway - presentation of selected site developments and opinions.

Other Projects - identification of the possible projects that could be slated for immediate product development and implementation.

## 4.2 PHASE II: THEME/CONCEPT/DEVELOPMENT OPPORTUNITIES

### 4.2.1 Phase II, Process I: Communication and **Community** Awareness

#### 4.2.1.1 Regional Tourism Conference

The development of the "theme" is discussed in Process II, Section 4.2.2. After the development of the "theme" for Tourism Development, we will stage a major conference in the region. The final site selection will be done in conjunction **with** the Steering Committee.

#### ● Participants

- study team key members;
- community tourism coordinators;
- **community** coordinators;
- government representatives;
- Steering Committee delegates;
- local tourism operators and suppliers;
- southern wholesalers; and
- development coordinators.

#### ● Purpose

To provide a forum for all participants of the study to meet each other, to review the data, recommendations, and **to begin to** set priorities for projects and product development. It is also an opportunity for the expression of issues and concerns.

#### ● Topics of Discussion

The following is a brief list of some of the subject areas to be discussed:

- the theme for the conference **will** be "Visions of Tourism in the Western Arctic Region. This **will** provide an opportunity for everyone to consider the exciting potential growth of the tourism industry;
- the study progress and results to-date, including **Inuvik** Visitor Centre, Dempster Highway Upgrading, other projects and product development;
- review of the development theme for the Western Arctic;
- nature of the travel industry in the N.W.T.;
- nature of the travel industry in the Western Arctic including markets and resources;
- structure of **WAVA** - roles of the sub-regions; development opportunities (natural and cultural resources, package tours, need for improved training), marketing strategy; and
- results of potential funding services.

The conference **will** be scheduled over a weekend. The costs of hosting the conference, including travel for delegates has not been considered as part of this budget, only the costs that relate to the study team.

#### 4.2.1.2 Second Series of **Community** Meetings

Community awareness and public meetings will be held in the 12 communities at the end of Phase II. These meetings will follow the preparation of the background. The objectives of these meetings are discussed in Section 4.2.2.7.



#### 4.2.2 Phase II, Process II: Development and Marketing Strategy

This phase will match **the** market (demand) with the resources (supply) in the context of the **level** of community awareness; review policy and plans as documented in the first phase of the study overall opportunities/constraints and provide a synthesis of the conclusions reached in the various activities of Phase I. The following information will be synthesized.

##### 4.2.2.1 Demand/Supply Analysis

From data generated in Phase I (Market Research and Analysis), and Resource Inventory and Analysis, a matrix will be developed indicating market demand and characteristics and resource supply capacities by activity sector. Also using market trends developed in Phase I, future demand **will** be estimated considering complementary and competing facilities and resources in adjacent zones. This analysis will form the basis for identifying upgrading and new development opportunities.

##### 4.2.2.2 Economic Impact

The present and potential economic benefits of tourism on the area will be described. Using information in the market study report and expenditures by visitors, industry sectors (**e.g.** accommodation, food and beverages) **will** be quantified, and the **employment-**related portion of these expenditures estimated. Total employment by industry sector **will** be estimated differentiating between **year-**round and seasonal figures. The indirect and induced income and employment effects of tourism-related expenditures will be estimated. The information will be presented in such a way that it will assist the public in understanding current benefits of tourism and **more** importantly, the employment and economic benefits which could be generated in the future through successful implementation of the strategy.

#### 4.2.2.3 Theme/Image

The synthesis of the resource inventory and markets **will suggest** an overall theme or image for the Western Arctic and the Dempster Highway. While the natural resources and possibly the 'water-based resources may be most significant in the determination of the theme, it is essential that it be responsible to the demands and aspirations of the various market segments. The theme will be a simple and clear statement that could easily be translated into a strong marketing tool.

#### 4.2.2.4 Presentation to Steering Committee

A complete presentation of the results of the resource inventory/analysis market analysis public awareness campaign initial interview and resulting theme will be presented to the Steering Committee.

#### 4.2.2.5 Alternative Concepts and Preliminary Development Opportunities

The particular theme will form the basis for approximately two or three alternative development concepts. These concepts will, at this point, be global and comprehensive, but not technical. They will show the functional relationships **between** the various potential development **areas** and include but not be limited to the following components:

- development opportunities;
- corridors;
- service areas;
- theme attractions; and
- environmental protection areas.

- Development Opportunities

The results of the resource and market industry combined with input from the industry will enable us to identify a preliminary list of development opportunities including attractions, lodging, restaurants, package tours, special events, roadside **services**, etc.

They will be grouped by community and will be presented at the second round of public meetings.

Development opportunities may take the form of package tours, new construction, expansion or upgrading of existing product, development of ancillary facilities, special events, historic/cultural documentation, etc.

At this point, at least 2 **projects will** be identified as key **potential** projects for immediate implementation. From **these 12**, six; will eventually be selected for detailed product development, **feasibility analysis** and marketing strategy.

- Environmental / Visual Protection

Areas of particular sensitivity and a potential for degradation will be identified and an orientation towards **environmental** protection and conservation will be outlined.

#### Product/Market Matches

Using the market study completed in Phase 1, the Study Team will identify the "matches" between product and markets which would be relevant and desirable to each alternative scenario.

- Potential **Socio-economic** Impacts

The potential economic benefits from each scenario will be estimated in terms of tourism revenues, direct, indirect and employment and income, and other qualitative indicators.

*Handwritten notes:*  
 Page 10  
 There is a need for...  
 ...

#### 4.2.2.6 Technical Background Report and Progress Report

A technical report will be prepared outlining the results of Resource Inventory/Analysis, interviews and community awareness programs, technical assistance, market research, synthesis and theme alternative development concepts, and development opportunities. A progress report will also be prepared. This documentation will be forwarded **to the Steering Committees in adequate-time** for them to prepare for the presentation.

The **Inuvik Visitors Centre** and **Dempster Highway Upgrading Plans** will also be a part of the technical report including - site analysis and selection, architectural programming, proposed roadside facilities and location.

A full presentation of the background or technical report will be presented to the Steering Committee.

#### 4.2.2.7 Second Series of Public Consultation and Awareness Meetings

Following preparation of the background report and schematic concept(s), continued community awareness and public meetings will be held in the 12 communities. The theme and development opportunities will be presented to the industry operators and residents as preliminary thus encouraging citizens to react to the various options. Technical assistance will be continued to those operators or suppliers and tourism **co-ordinators**.

These meetings will have the following purposes:

- to present the issues and trends and development-opportunities as discovered through the initial round-of six visits and interviews;

to request input into the potential for tourism development in the area in terms of resident, **enviromental** , **social** , cultural and economic aims and objectives, attitudes to tourists and the tourism industry, economic investment climate, development opportunities, potential for implementation, physical constraints to development, etc.;

- to fully evaluate the proposed development opportunities and identify those that can proceed immediately to implementation; and
- to collect additional data required to complete product development for the six projects.

The consultants will be available to meet interested individuals concerning specific issues or projects.

4.2.3 Phase II, Process III: Product Development and Implementation

## 4.2.3.1 Inuvik Visitor Center

• **Detail@** Financial Analysis

all this in ONE DAY?

As a product of the design of the proposed Visitor Centre, construction, equipment and furnishing cost estimates will be developed. To these will be added any further capital requirements such as start up costs and working capital.

As a part of the detailed financial analysis of the Centre, corresponding interim and on-going financing arrangements will be addressed. Potential sources of capital financing and operating grants will be contacted; ceiling amounts, potential sharing, and other terms and conditions will be identified. The need for and cost of any bridge financing will be identified. Ongoing capital related costs such as interest or depreciation will be ascertained, and in the latter case, the need for a funding approach to eventual major renovations or replacement will be considered.

better be  
terms

From the functions of the Centre previously determined, management arrangements and staffing requirements will have been developed, including levels and qualifications. These will be translated into corresponding wages or salaries and benefits. Operating costs such as fuel, electricity, other utilities, communications, supplies, training, maintenance, insurance, legal or audit fees, bank charges, and the like will be explored and their magnitude estimated. Any offsetting revenues will be identified. A **proforma** annual operating statement will be prepared, taking into account the relevant costs and any offsetting revenues.

This will be matched with potential funding sources and an overall financial plan developed for approval by funding agencies. In cooperation with client representatives and others as may be

appropriate, presentations **will** be made **to** potential sources of funding. Assistance will be provided in drawing together an overall financing plan for the Centre, including the drafting of applications for financing in the forms required by prospective funding sources.

#### o Final Design

Review preliminary designs with the client and establish final direction. We would then make all final adjustments to the plans and specification for final submission. A full colored rendering would be produced for this completion phase.

#### ● Request for Further Funding

At this stage, a presentation **would** be made to secure construction funding, so that **working** drawings could be prepared in time to begin work as early as possible.

*Stop here.*

#### 4.2.3.2 Dempster Highway Upgrading

Following the selection of potential roadside sites to be developed in Phase I final site selection and development priorities will be made. This will be followed by the preparation of preliminary working drawings on each of the proposed roadside site developments.

It is anticipated that there will approximately 3 - 4 **major** roadside sites to be laid out (campgrounds, **interpretation** area, etc.) and 3 - 4 minor roadside sites, (pull-offs, rest areas, etc.).

Using existing topographic maps, the preliminary **working** drawings will include:

- site/facility layout;
- preliminary grading;

- preliminary engineering drawings, including cross-sections and profiles; and
- preliminary cost estimates.

#### 4.3 PHASE III: MASTER DEVELOPMENT STRATEGY

##### 4.3.1 Phase III: Process I: Communication and **Community** Awareness

During this phase, we will further our communication **with** the participants by the use of the following:

###### o Film

Using our Sony Video 8 Camera we will produce a short documentary film highlighting the importance of the community tourist related resources and development opportunities. Local citizens will also be involved to strengthen the sense of participation and support for tourism.

###### o Newsletter

A newsletter will be developed to keep the communities informed as to the progress of the study, and the funding and recommendations of the consultants. The paper **will** include other articles of interest so as to maintain a high level of individual knowledge of the study.

##### 4.3.2 Phase III: Process II: Development and Marketing Strategy

The selected overall concept will become the framework for the Master Development Plan. This plan **will** discuss:

- regional and community goals and objectives;
- development principles, programs and activities;
- development opportunities and feasibility analysis; and
- marketing strategy.



Plans will be prepared for each community as well as for the over-all areas.

#### 4.3.2.1 Goals and Objectives

The goals and objectives will result from meshing the goals of the:

- Western Arctic Visitors Association;
- Department of Economic Development and Tourism;
- Tourism Canada;
- the various hamlet and community councils; and
- the regional Development Corporations.

#### 4.3.2.2 Development Principles

Development principles will be based on the expressed community aspirations and on the current and potential resources which promote development that **would** positively market those resources. They will concern; new developments versus upgrading and increasing capacity of existing facilities; decentralization of tourism/travel generators and attractions, grouping of development centres; receptive tour operations; protection of natural resources, **seasonality**, training, etc.

#### 4.3.2.3 Tourism Development Opportunities

Based on the preliminary opportunities identified in Phase II and the results of the second series of public meetings, **all** pertinent development opportunities will be selected, evaluated and ranked.

##### o Evaluation and Ranking

Objective criteria to evaluate and determine priorities among identified tourism development opportunities **will** be defined.

Criteria will be selected for use in a point or scoring system in order to rank potential tourism development opportunities identified. Among the criteria to be used **would** be the following:

- relationship to overall strategy for area;
- impact on income and employment;
- impact on diversification of economic **activity**;
- impact on **seasonality** for shoulder season opportunities;
- provide opportunity for skill development, training and **job** entry;
- urgency of product development;
- funding potential;
- creation of resident recreational opportunities;
- synergy effect (the special benefits resulting from the clustering of several projects);
- potential for multi-community packages;
- negative effects on competitive facilities;
- the market sectors that the opportunity **would** attract, and, in turn, rely on. How stable are these? How costly to reach them effectively? What are their spending patterns?; capital costs; and
- related **infrastructural** costs for **utilities**, transportation, etc.

The purpose of using a well-defined numerical evaluation system is to discipline and systematize the selection processes and clarify to the Steering Committee, other selected persons and community groups the basis of the recommendations.

**All** proposed community and area development opportunities will be presented according to:

- theme association;
- facilities to be built;

- activities to be included;
- required action for implementation;
- **responsibility**;
- benefits; and
- potential markets.

#### 4.3.2.4 Comprehensive Product Development **Prefeasibility** Analysis of Opportunities

It will not be possible to complete a detailed feasibility ~~analysis~~ for each project, however, we have budgeted to provide a **common prefeasibility** analysis for up to 12 of the proposed major development opportunities. **This will include:**

- estimate of visitation, occupancy, etc.;
- anticipated revenue;
- capital and operating costs;
- risk factors; and
- preliminary **proforma**.

It is not recommended that detailed feasibility analysis be conducted at this time. This would simply duplicate the **work** that would be done by the potential operator. However, this **prefeasibility** analysis will be completed in sufficient detail to be used to attract potential investors and **to** estimate the funding which may be needed in a commercial development incentives program, which, for example, could be part of a tourism agreement under the Economic Development Agreement for the Western Arctic. We anticipate during the course of the assignment that the Study Team will identify entrepreneurs who are interested in pursuing tourism opportunities in the study region. If this meets with the approval of the Steering Committees, the Study Team **will work with** them in conducting the **pre-feasibility** analysis described in this section, and then indicate to them the **government** funding sources

(e.g. Special ARDA, the **EDA**) which they **could** access for the preparation of full feasibility studies.

#### 4.3.2.5 Impact Analysis

The impact of each development opportunity will be analyzed in three categories:

- economic;
- social/cultural; and
- environmental.

The analysis will identify positive and negative impacts of each opportunity on their economic, social and **biophysical** environments. The incidence of these impacts, both geographic and social (e.g. where, who), **will** then be noted. Examples of positive input would include employment and income creation, and increased sales for existing businesses. Negative impacts **would** include effects on traditional resource harvesting activities and community cohesion. The magnitude of the impacts will be assessed. This assessment **will** be based upon available quantitative data and best estimates by the consultant.

In order to permit the impacts on each factor (economic, social/cultural, environmental) **to** be aggregated for each opportunity, all factors **will** be entered into a matrix using an index number from an appropriately weighted scale.

The impacts of individual opportunities will then be aggregated in order to fully assess the **socio-economic** and **environmental** implications of the Master Plan for the Western Arctic and the total **N.W.T.** projections of tourism visitations, revenues and employment and other indicators, in the event the plan is implemented, will be compared **with** the base-case or "without the plan" projections of the same indicators. This **will** be done in

order **to** clearly identify the incremental effects of the successful implementation of the tourism plan.

#### 4.3.2.6 Regional Association Organization

The existing structure of WAVA will be analyzed in terms of its relationship to the various communities, its **role** in responding **to** the unique tourism opportunities of the Western Arctic i.e. Dempster Highway, rubber tire traffic, MacKenzie **River**, transportation links with the Yukon and Alaska as well as the multi-cultural character and interests of the region.

Consideration will be given *to*:

- sub-regional representation roles and responsibilities;
- community co-ordination; and
- marketing and promotion.

#### 4.3.2.7 On-Going Industry/Government Consultation

During the preparation of the Master Plan, ad hoc meetings **will** take place with industry and government as well as members of the Steering Committee.

### 4.3.3 Phase III: Process III: Product Development and Implementation

#### 4.3.3.1 Inuvik Visitor Centre

Working drawings and specifications for tender documents will be prepared. These will be reviewed by the client. The project will then be put out to tender at this stage, and the contract signed for construction.

*Handwritten notes and a large signature:*  
 M. J. C.  
 [Illegible handwritten text]

see 4-32

## 4.3.3.2 Other Projects

Approximately six projects will be selected for detailed product development, feasibility analysis and marketing. It can be assumed that there are already a number of projects that could take advantage of existing funding to be in operation by the 1987 **summer** season (to coincide **with** the potential opening of the **Inuvik Visitor Centre**).

Although it is impossible to determine at this point, the exact nature of these projects (to be selected in Phase 11) it is probable that they consist of package tour development, renovation or upgrading of a certain facility, development of a tourism attraction, etc.

Depending on the nature of the individual study, the monies will be spent on;

- Product Development

A comprehensive description of the new product will be provided. For instance if it is a package tour a complete itinerary **will** be outlined including name and responsibilities of each individual supplier.

- Project Feasibility Analysis

For each of these more promising projects identified, a feasibility analysis will be carried out. For each project the basic concept and preliminary market assessments **will** be used as the basis for initial estimate of sales or other revenues. Tentative estimates of capital requirements will be made, including the cost of new or upgraded facilities, one time "launch" costs, training, and any other start-up costs. Ongoing management and staffing

requirements will be considered, and all estimates made of corresponding wages, salaries and benefits. Tentative projections of other operating costs **will** be developed, and preliminary pro forma annual operating statements or pro forma statements of profit and loss **will** be prepared as appropriate for each of the identified projects.

- Marketing Strategy

A detailed five year marketing strategy including;

- target market identification;
- advertising;
- specific trade show identification;
- wholesaler contract.

*COULD BE 7*

It will be possible for us to bring approximately **two** or three local suppliers to the south and **meet** appropriate wholesalers or attend a trade show to **launch** their product. WHO PAYS?

- Training

The training requirements will be outlined for each project and where possible the consultants **will** deal directly **with** the local supplier to provide maximum information transfer.

4.4.1 Phase IV, Process I: **Communication and Community Awareness**

The newsletter **will** allow for communication within the 12 communities. Further issues of the newsletter keep the public informed as to the progress and findings of the study.

**Miniconferences** will be held in each of the respective communities. These meetings will inform the participants on the progress of the proposals and recommendations. An update of the study video will also be available for viewing.

4.4.2 Phase IV: Process II: **Development and Marketing Strategy**

The implementation strategy **will** be action oriented and address the following points:

## 4.4.2.1 Phasing

Priorities and phasing of programs and development opportunities will be established, taking into account:

- the results of the **prefeasibility** analysis;
- level of interest in the various communities;
- availability of private investment, funding and **costsharing** programs;
- ease of implementation including competition for resources and funds;
- interest of **wholesalers/tour** operators, automobile **clubs**, and other travel intermediaries contacted during product testing;
- manpower training requirements; and
- marketing strategy.

## 4.4.2.2 Roles and Responsibilities

The roles and responsibilities for various federal, **GNWT** and community agencies, for tourism related associations, and for private investors will also be described.



#### 4.4.2.3 Investment Guide

The strategy will be presented in a form that will assist current and potential tourism investors (especially Western Arctic residents) to make investment decisions. It should also constitute a reference and guide for the private sector, **WAVA**, all levels of government, as well as tourism related organizations.

#### 4.4.2.4 costs

Preliminary operation and capital cost estimates **will** be prepared for each of the development opportunities. They **will** consider:

- land acquisition;
- construction infrastructure costs;
- start up costs;
- salaries, commissions; and
- marketing

#### 4.4.2.5 Guidelines

As well, overall development guidelines will be given for each facility and may include:

- architectural motif;
- energy conservation;
- site planning and landscaping standards; and
- servicing requirements.

#### 4.4.2.6 Continued **Community** Involvement

Community Involvement Mechanisms will have been established at the onset of the planning process by the identification of potential community coordinators. The techniques and activities required to enlarge these positions will be outlined. Inter-community cooperation and linkages will also be developed.

#### 4.4.2.7 Funding

It is fully recognized that the successful implementation of the tourism plan **would** require substantial funding from **government**. Government financial assistance could take a variety of forms:

- capital investments in public **tourism** facilities and community infrastructure;
- commercial development incentives;
- funds for feasibility and market studies, advertising, marketing and promotion for specific opportunities;
- operating funds for **government** staff to assist with plan implementation; and
- hospitality training programs for management and staff of tourism operations.

Government funding requirements will be estimated for all aspects of the tourism plan, and recommendations **will** be offered regarding funding sources which should be utilized. These could include **N.W.T. Special ARDA**, the Economic Development Agreement, and the ongoing programs of both governments (Tourism Canada) Visit Canada Programs.

#### 4.4.2.8 Manpower Training

A comprehensive tourism industry training program would be outlined. This **would** include but not be limited to:

- hospitality training (accommodation, food and beverage);
- package tour operator;
- community hosts;
- visitor information centre **councillors**; and
- community** awareness coordinators.

#### 4.4.2.9 Marketing Strategy

The marketing Strategy will outline a **systematic** and persuasive communication with existing and potential customers and with travel trade; this is the link between the Western Arctic Visitors Association, the community, operators and the consumer.

A five year marketing strategy will be prepared for the Western Arctic and each community, which **will** provide the implementation guidelines and steps necessary to achieve the following:

- a strong themed product image;
- varying promotion mix on a year-by-year basis;
- maximum use of promotion resources (e.g. **tie-ins**, cooperative advertising, etc.);
- identification of support funding services;
- use of travel intermediaries or influencers;
- involvement of community organizations; and
- use of media/public relations to present the activities and achievements of WAVA to the **public** and to the travel industry.

The strategy will detail each activity and cost involved to implement the marketing campaign and **will** focus on:

- advertising;
- sales; and
- public relations.

#### ● Advertising

Advertising is used to create awareness and interest in target markets. The various advertising techniques will be identified with specific recommendations regarding magazines such as Western Living, Alberta Motorist and Pacific Northwest; newspapers in such markets as Seattle, Vancouver, Edmonton, Calgary; print material

including brochures, rack flyers, attraction flyers, tours shells, maps and special Expo '86; and direct mail where special interest groups and specific market segments will be identified.

Guidelines will be given on the development of a standard format for Western Arctic Tourism Literature so that a synergistic effect is obtained by having a consistent graphics format.

With the above information in hand and the activities completed, it **would** be possible to develop a media advertising program **with** which to address the **WAVA** primarily and perhaps secondary markets with the desired message. This **will** allow **WAVA** and local operators to make better media decisions and write **more** effective advertising copy.

#### ● Sales

Specific actions will be outlined for merchandising, sales blitz, and sales assistance. Guidelines for written material to be sent to intermediaries, will be prepared for:

- brochures and **catalogues**;
- prospectus; and
- display materials such as posters, cardboard stands, local souvenirs, handicrafts and slides.

#### ● Direct Sales

The consultants will use their many industry contacts to set up sales meetings between **WAVA** operators and:

- trade show organizers (3-4); and
- wholesalers (approximately 20).

While this activity **would** be part of the eventual marketing and promotion campaign, the initial contacts made during the market research will enable the consultants to assess the level of wholesaler interest in the Western Arctic product and supplier.

### ● Destination Showcase

The requirements, costs, frequency and format of a Western Arctic showcase or trade show will be provided. Showcases will be proposed and outlined for:

- wholesalers;
- motor coach operators;
- airline (PWA and local airlines);
- automobile and RV clubs;
- government and corporate meeting planners; and
- retirement travel planners.

### ● Travel and Consumer Trade Shows

A complete list of all pertinent consumer and travel trade shows that are relevant to selling the Western Arctic will be provided. A manual of how to "work" trade shows, including pre and postsale calls will be prepared for distribution by WAVA to the local operators. Technical information on selected shows to sell the Western Arctic Product will also be provided in terms of;

- frequency of attendance;
- presentation format; and
- costs.

### ● Video/Sales Presentation

An audio-visual presentation will be outlined, including area of use and associated production and distribution costs.

### ● Static Display

Details on the development of a display for trade shows and other promotional activities will be outlined.

- Documentary Promotional Film

Good "free" publicity can often be gained by making a 13-minute promotional film (to fit 15 minute T.V. time slots) for distribution to T.V. stations, community groups, schools, etc. We will research all available film footage on the zone (**CBC**, I.B.C., T.I.A., National Geographic, **GNWT**) as well as gather film clips on our second series of public meetings. We **will** then outline a film script, development costs, funding sources and distribution.

- Ongoing Sales

An ongoing program **would** be developed that provides information and material, through written and personal communication, to **tour** packagers and wholesalers, automobile clubs and motor coach operators, air carriers, etc.

- Calendar of Events

A typical layout for a calendar of events (quarterly) will be compiled that includes all activities of potential interest to the tourist. Distribution **centres within** and outside the zone **will** be identified.

- Familiarization Tours

A detailed description of how the system **works**, how to budget for **fam tours** and how to access decisions in Southern U.S. and International media will be presented. Liaison **will** be set up between WAVA and Travel Arctic Tourism Canada "Visit Canada's Program" and the Canada West Consortium to ensure representative tours take place in the Central Arctic.

Contacts will be established between airline domestic and foreign fam tour producing department heads with special emphasis on identifying trips promoting wilderness adventure. Efforts will be made to have at least 2 familiarization tours to the region during the study process.

- Meetings and Seminar Travel

Once the capacity of the accommodation for this type of tourist is determined, a direct mail list will be set up to enable local operators to make sales **with** appropriate association executives and to mid-size companies. Particular attention should be paid **to** associations having a naturalist interest in the area; i.e. naturalist groups, photography associations, hiking/canoeing clubs, etc. Information on facilities and services plus leisure time activities will be documented for **convention-goers** and spouses.

- o Public Relations

Public relations covers a wide range of activities including everything from press release to organizing a familiarization tour for travel agents or convention planners **to** organizing a zone or territorial press conference. The goal of these activities is to create a reputation and image to the public and sellers of Western Arctic travel products.

Quality public relations relies on creative communication **skills** to:

- establish a favorable climate for sales and advertising; and
- maintain a positive image for WAVA and its operators in the minds of those who influence public opinion (journalists, travel agents, tour operators).

A public relations campaign will be outlined for **WAVA** to include:

● Relation to NWT and other Zones

The strengthening of contact between **WAVA** and the **NWT**, the operators, other Zone Operators, **TIA-NWT** and Travel Arctic may be a result of several activities that could be presented and assessed. They may include:

1. Newsletter

Different versions to be sent to member and non-member operators containing information on the activities of **WAVA**, trends in the industry, new products, wholesalers contact list, etc.

2. Training Programs and Seminars

**WAVA** is in an excellent position to bring in various travel industry representatives. Individuals will be identified from our wide range of industry contacts to talk on numerous subjects including:

- hospitality training;
- target market characteristics;
- travel trends; and  
wilderness travel product development.

3. Speakers Bureau



#### 4. Technical Assistance

Members of **WAVA** and the executive possess an knowledge of the travel industry that could be shared with other **WAVA** members and other zones.

#### 5. Resource Library

- travel books;
- slides; and
- statistical data.

#### 6. Cooperative Tie-ins and Trade-outs

The cost of tourism promotion can be expensive for an operator or zone budget. **WAVA** may be able **to** create opportunities for operators to share promotional responsibilities with:

- other operators (within and outside the zone);
- local industries that are directly (hotels, restaurants, attractions) or indirectly (radio stations, gas companies, stores, etc.) involved in tourism; other bordering zones or areas (e.g. Yukon); and
- territorial and federal governments and/or national companies that are located in the north.

#### 4.4.2.10 Market Strategy and Public Relations Budgets

A realistic marketing strategy and public relations budget will be prepared for each of the components of the marketing and public relations plan (advertising, trade shows, seminars, library, familiarization tours, etc.).

It will be categorized according to target markets, operators (**accommodation**, food services, etc.). A format to track the results during the 5 year implementation of the campaign will also be provided to assure the campaign is meeting its objectives. The budget will take into account all other known monies 'being spent in the Western Arctic.

The following variables **will** be considered in developing the budget.

1. All efforts should be made to respect the marketing objectives.
2. The budget should be "affordable" and fit logically **within** the overall WAVA budget.
3. The budget should permit flexibility to respond to changing markets and competitive situations.
4. The strategy will maximize the use of travel industry discounts.
5. Contacts with the sales heads of airlines, motor coach operators, wilderness wholesalers, etc.

The execution of a marketing plan requires many activities that must take place both simultaneously and sequentially. A diagram which properly manages such activities as investigating various media costs, designing posters and pamphlets, testing markets, **launching campaigns**, **arranging for tourism literature distribution**, operator and in-house training, trade and consumer shows will be presented.

In summary, the strategy will outline in detail each of the marketing alternatives over the next 5 years, as well as identify each of the key contacts in each target market segment.

4.4.3 Phase IV: Process III: Product Development and Interpretation4.4.3.1 Inuvik Visitor Centre

## ● Construction

Construction would begin and proceed through the summer months. We **will** supervise the **work** accordingly and provide **all** the **assistance** required to complete the project by September, 1986. We **will also** assist **with** the Interior Design and Graphic Layout of **the interiors of the building.**

? How is it going to be

Funded

4.5.3.1 Dempster Highway Upgrading

Phase I and Phase II outlined the development opportunities along the **Dempster** between **Inuvik** and the N.W.T./Yukon border. This was done to enable construction to take place, if possible, during the **summer** of 1986 or during Phase III of this study. Phase III **would** also complete the overall analysis of the **Dempster** Highway between **Dawson** and **Inuvik**. It is necessary to wait until the summer of 1986 in order to experience the road corridor as **most tourists** do.

## ● Inventory/Analysis

A comprehensive "Windshield Survey" of the entire **Dempster** will be made in order to document;

- unique natural features;
- historic sites or areas; and
- communities.

Contact will be made **with** federal authorities in Whitehorse to establish future plans for the highway.

- Theme Alternatives

Two to three theme alternatives will be advanced for presentation to the Steering Committee. After selection they will be forwarded to the Yukon Territories for feedback and suggestions.

- Theme Development

Following final selection of a Dempster Highway theme the necessary facilities to support the theme will be outlined, including interpretation areas, hiking trails, roadside rest areas, signage, etc.

4.5 PHASE V: FINAL PLANS/REPORTS

4.5.1 Draft Report

The draft report will include:

1. A description of the current status of tourism for each community and the region, including:
  - resource analysis - identifying opportunities and constraints;
  - market analysis;
  - plans and policies review; and
  - an assessment of the current economic impact of tourism.
2. A description of the preferred community, subregion and regional development opportunities, strategies and plans which would identify the objectives of the plans, the images and theme for the various communities and region, the programs necessary for the implementation of the plans, specific community based development opportunities and policies, and benefits of the plans. It **would** also estimate the future impact of tourism in the area and establish the relationship between tourism and recreation development.
3. An implementation strategy which **will** include a **priorization** of programs and activities and specific development opportunities, the identification of roles and responsibilities of the public and private sector for development opportunity, a detailed market strategy for the region and specific products.
4. **Prefeasibility** studies, product development (e.g. package **itineraries**, construction plans) and market strategy for at least 6 projects.

1- ? -> 6

DELIVERABLES - COSTS =

- DRAFTING - VISUALS Sec 100

5. A description of the results of training and information transfer that has taken place **with** community coordinators.

#### 4.5.2 Review by Steering Committee

The Steering Committee will be given three weeks **to** review the draft report and present their comments to the consultants. A meeting will then be held between the consultants and the Steering Committee. It will be an opportunity for the Steering Committee to review the draft report/plans before presentation to the communities.

#### 4.5.3 Community Presentation

A third series of community awareness and public presentations will be **held** in each of **twelve** communities. The purpose of these meetings will be to:

- present a draft community and area draft strategy and implementation strategy to the public;
- solicit feedback on the orientation of the **community/regional** plans and seek approval in principle;
- explain, in detail, the principles and details of the plan to each community tourism coordinator; and
- meet with various community leaders, Travel Association members, potential community investors, etc. to discuss the details of the plan.

#### 4.5.4 Preparation of Final Report

Following the public and industry meetings, another four **weeks** will be required for preparation of the **Final** Report.

It will be in the form of a manual that will provide useful guidelines for both government policy and planning decision-makers and private developers and investors. The text **will** be produced on the word processing text editing equipment of **MacLaren Plansearch Corp.**

4.5.5 Post-Study Consultation (not in Contract)

The consultant consortium will make available senior consultants, on a per diem basis, **to** work in further collaboration **with** developers, investors, groups and associations. In addition to this, we will be available to provide detailed interpretation of the study to politicians, civil servants at the community and territorial level.

Phase	Phase I INVENTORY ANALYSIS			Phase II THEME / CONCEPT DEVELOPMENT OPPORTUNITIES			Phase III IMPLEMENTATION STRATEGIES PRODUCT DEVELOPMENT CONSTRUCTION, MARKETING			Phase IV DRAFT & FINAL PLANS, REPORTS				
	Month	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
PROCESS I CLIENT COMMUNICATION AND AWARENESS	COMMUNITY VISITS AND LIAISON TECHNICAL ASSISTANCE NEWSLETTERS, MEETINGS, AUDIO-VISUAL PRESENTATIONS, NEWSPAPER ARTICLES, INFORMATION EXCHANGE, CONFERENCE	WORKBOOK FIELD 1 TRIP AUDIO-VISUAL PREPARATION			DOCUMENTARY FILM ON OPPORTUNITIES NEWSLETTER		FIELD 2 TRIP CONFERENCE	NEWSLETTER FILM UPDATE	NEWSLETTER MINI CONFERENCES			NEWSLETTER FILM SCRIPT		
PROCESS II CLIENT CONTACT	REPORTS STEERING COMMITTEE MEETINGS	INITIAL MEETING	PROGRESS REPORT PRESENTATION	1	1	1	1	2	2	3	3	3	4	4
PROCESS II TOURISM DEVELOPMENT STRATEGY	DATA INVENTORY NATURAL/CULTURAL RESOURCE DATA REVIEW POLICIES EXISTING TOURISM PLANT REPORTS INFRASTRUCTURE	THEME DEVELOPMENT	DEVELOPMENT OPPORTUNITIES IDENTIFIED	REVIEW THEMES AND DEVELOPMENT CONCEPTS	TECHNICAL REPORT			PREFEASIBILITY STUDIES REGIONAL ASSISTANCE	SELECT OPPORTUNITIES	FUNDING PHASES ROLES/RESPONSIBILITIES TRAINING SALES ADVERTISING PUBLIC RELATIONS		MARKET STRATEGY DRAFT REPORT PREPARATION	REVIEW MARKET STRATEGY	FINAL DRAFT FINAL REVIEW FINAL REPORT PREPARATION
PROCESS III PRODUCT DEVELOPMENT AND IMPLEMENTATION	INUVIK VISITORS CENTRE DEMPSTER HIGHWAY STUDY NEW PRODUCTS AND PROJECTS (APPROX. 6) - PACKAGE TOURS - RENOVATION/EXPANSION - ON SITE TRAINING - INDIVIDUAL MARKETING STRATEGIES	STYLE MEETING SITE CONCEPT MEETING DATA INVENTORY TRAVEL UNIT ORIGIN OF DEMPSTER	REVIEW OPTIONS PRELIMINARY DESIGN PRELIMINARY WORKING DRAWINGS FINAL DESIGN DRAWINGS (NIC) FINAL WORKING DRAWINGS (NIC) PRELIMINARY WORKING DRAWINGS CONSTRUCTION DRAWINGS (N.I.C.) CONSTRUCTION DRAWINGS (NIC) CONSTRUCTION (NIC) CONSTRUCTION (NIC) REVIEW REMAINDER OF DEMPSTER HIGHWAY THEME DEVELOPMENT	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)	FINAL DESIGN DRAWINGS (NIC) CONSTRUCTION DRAWINGS (NIC)

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Schedule and Time Frame  
WILLOW ARCTIC TOURISM AND MARKETING STRATEGY STUDY

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## 5. STUDY TEAM

For the purpose of this study, the architectural and planning services of Neil **Pelman** Associates have joined with the tourism planning services of MacLaren **Plansearch**, the extensive marketing experience of Frank Addison as well as the economic/feasibility services of Western Management Consultants and the northern engineering expertise (transportation, municipal, etc.) of FMS **Lavalin, Yellowknife.**

The Study Team will then include qualified personnel from the fields of:

- tourist attraction/service planning and design;
- regional tourism planning;
- community development, communication and awareness programming;
- market opportunity identification;
- market research and marketing strategy;
- feasibility analysis;
- environmental sciences; and
- highway planning and design.

The combined regional tourism activities of the principle team members (Neil **Pelman**, James MacGregor, Frank Addison, David Park and Dick Hill) represent **more** than 40 years of consulting to private and public clients in the tourism industry. They have conducted and consulted to both large scale projects, such as the:

- Arctic Coast Tourism Development and Marketing Strategy; UGH
- Top of the World Business Management Training;
- New Brunswick Tourism Destination Region Study; and
- **Yellowknife** Waterfront Development; UGH

as well as many smaller attraction feasibility studies. Individually they have prepared six regional tourism development and marketing strategies in eastern, western and northern Canada. They have all had experience in planning tourism for Northern environments.

The Principal Study Team includes:

- Neil Pelman, B. Arch., M.R.A.I.C.
  - Project Manager
  - Architecture and Planning
  - Community Awareness
- James MacGregor - B.L.A., M.A. (Travel and Tourism)
  - Project Coordinator
  - Tourism Planner
- Dave Park - B.A., M.A. (Economics)
  - Market and Financial Analyst
- Frank Addison
  - Market Analyst
- Dick Hill
  - Community Liaison/Researcher

The following is an outline of the pertinent experience of those professionals directly involved in the study (complete curricula vitae for each person are included in the Corporate Experience Appendix).

Neil J. Pelman, B. Arch M.R.I.A.C.

Neil J. Pelman, Architect will act as the Project Manager. He has over 20 years experience as an architect and planner, working with major corporations, as well with individual clients.

*20+ years of experience*

*EXPERIENCE*

Mr. **Pelman** *however* brings a special expertise to this team as a specialist in matters of Community Involvement and Interaction. He has an ability to **work** with people towards a common goal, and to keep the project on track, by his sensitivity to people and his diplomatic and insightful approach to the task at hand.

The Tourism Development and Marketing Strategy Study for the Western Arctic is a perfect opportunity for these skills. The background of the Study is complex in the aspirations of all concerned, and sensitive at all levels of the Region and Territorial Government.

Since graduation from the **UBC** School of Architecture **with** honors, Mr. **Pelman** has **worked** in B.C., Alberta and Ontario, with a 6 month study tour of Europe and the **Middle** East in 1966.

His experience in northern architecture relates to several studies completed on "Living Environments in Severe Climates", and the **Whitehorse** Regional Library, where he was the Chief Designer and Project Manager. The **Whitehorse** Library was invaluable training in all aspects of Northern Architectural Technology.

Mr. **Pelman's** experience is varied. He has completed many commercial and tourism oriented projects, marinas, resorts, and **major** planning studies. He has completed several ski resort projects at Whistler and Panorama, B.C.

He has gained a reputation for his winning attitude and ability to work with all levels of the planning and development process.

Mr. **Pelman** possesses organizational skills and personnel management sensitivities that **will** be important to the early stages of the study. These skills **will** be especially useful in assessing the wide range of needs and aspirations for the growth of tourism by the residents of the Western Arctic Region and, the tourism industry in general.

He presently is the sole proprietor of a five man architectural and planning firm with a branch office in Cranbrook, B.C. He is registered as well in Alberta.

Projects illustrating experience related to this study are:

- Whistler Strata Development;
- Master Planning for a neighborhood **centre** in Surrey, B.C. A complex of 700 housing units, **commercial** development, hotel and offices. (A complicated rezoning study);
- o **Panorama** Ski Resort; three **buildings**, a lodge, administration building and renovation to the existing hotel;
- Whitehorse Library;
- Preplanning for **Yellowknife Recreation Centre**, (with A. Petrescu).

James R. MacGregor, B.L.A., M.A.

*- ASIA - EXPERIENCE  
- RUC  
- LEAD TO THE GOVT*

Mr. MacGregor will be the project **coordinator** and is a senior consultant for **MaLaren Plansearch** C&P. in Vancouver and **Yellowknife**. He has been providing consulting services in tourism and recreation planning for the past thirteen years. In that capacity he has directed some of the major regional tourism strategies in Canada. Among the list of tourism master plans completed by Mr. MacGregor are:

*ASIA - LEAD TO THE GOVT  
- FUNDING*

- Arctic Coast Tourism Development and Marketing Strategy (population 3,200);
- **Alberni-Clayoquot** (Pacific Rim) Regional Tourism Strategy (2,400 sq. km., population 39,000);
- The New Brunswick Tourism Destination Region Study;
- The Calgary Canmore Regional Tourism Strategy (1,800 sq. km., population 720,000);
- **Restigouche** County Tourism Development Plan (2,400 sq. km., population 55,000);
- Acadian Peninsula Tourism Master Plan (2,300 sq. km., population 68,000);

*over*

*was from all part of New Brunswick study*

- Kent County Tourism Master Plan (1,800 sq. km., population 47,000);
- James Bay (Northern Quebec) Regional Tourism Circuit (65,000 sq. km.);
- **Shediac** Regional Tourism Master Plan (750 sq. km., population 32,000); and
- Old Welland Canal Tourism Opportunities and Feasibility Study.

It should be noted that **two** of these regional tourism strategies were north of 60°.

Mr. MacGregor has also directed numerous tourism attraction feasibility studies and master plans including:

- **Yellowknife** Waterfront Development Plan (in progress);
- Old Welland Canal Theme Park and Recreation Vehicle Campground;
- The Shippagan Marine Museum;
- The Fisherman Village - **Caraquet**;
- The Magnetic Hill Development and Game Farm;
- The **Granby** Zoo; and
- Terra Nova National Park Golf Course Feasibility Study.

He is presently project manager for the product development and business management training of Top of the World Tours in **Yellowknife** and responsible for attraction development/landscaping of the new **Thiems Holdings' Yellowknife Shopping Centre**.

In his capacity as tourism/recreation planner he has conducted in excess of 200 public meetings and community goal-setting seminars and was selected by the Canadian Parks and Recreation Association to conduct their national **workshop** of facility planning. His interests in community development and tourism led him to organize the first Atlantic "Community Tourism Development Conference" in Moncton, **N.B.** Since that time, he has frequently written and lectured on "community-based" tourism planning.

Mr. MacGregor has worked extensively **with** native people and last year was selected as moderator for the tourism sub theme of the "Toward Native Self Reliance" Conference (Indian and Northern Affairs, Canada).

He has been involved in numerous tourism awareness workshops throughout Canada and participated with Marion **LaVigne** in 15 of the 18 community meetings held in the Arctic Coast Region.

As a Landscape Architect he has participated in many highway/parkway corridor selection site locations and development concepts and directed the overall planning of the **Forillon** National Park Parkway (Quebec) and the Lepreau River Provincial Park Parkway (New Brunswick) including the location and design of roadside services.

Mr. MacGregor is one of the few Canadians with a graduate degree in tourism and has recently been selected for the Special Tourism Advisory Committee to the Federal Minister of Tourism.

He has **worked with more** than a dozen tourist associations throughout Canada and was co-founder of the Southeastern New Brunswick Tourism Association.

David Park, Management Consultant/Professional Economist

\$700/day

Mr. Park is a Director of Western Management Consultants, the largest management consulting firm based in Western Canada. He has been a management consultant since 1966, and has substantial experience relevant to the proposed study. Prior to joining Western Management Consultants he was a partner of a major **international management consulting firm**, and the Director of **Operations** in British Columbia for that firm. For nine years, he was responsible for marketing and economic consulting services in British Columbia on behalf of that organization. He is familiar

use such a big...

with remote and northern areas, and has carried out consulting engagements in the Northwest Territories and Yukon. Recently, he led a Vancouver Board of Trade tour of Alaska and Yukon.

Mr. Park's work has included economic development studies and other consulting work for numerous Indian Bands, involving the analysis of both economic and social factors bearing on their development. He has extensive consulting experience with respect to Indian Reserves and communities along the British Columbia coast and in the interior of British Columbia. More recently, Mr. Park has carried out a variety of consulting assignments on behalf of Indian Bands in Yukon, including the Mayo, **Dawson City**, **Champagne-Aishihik** Bands, and the **Kluane** Tribal Council (**Burwash** Landing). On behalf of the Department of Regional Industrial Expansion, he prepared general feasibility guidelines for tourist-oriented facilities and other enterprises in Yukon.

The feasibility studies which Mr. Park has carried out on behalf of Indian Bands and private businesses have involved examining markets, competition, location, capital and operating costs. Revenue projections have been prepared under varying assumptions, and pro forma financial statements drawn up as a guide to judging the feasibility of the projects. Potential sources of funding have been identified, and the various financial components have been combined into an overall financial and business plan. Specific developments analyzed have included **motels**, resorts, recreational vehicle parks, campsites, guiding operations, museums, and *services* for businesses.

Mr. Park has also carried out analyses of regional economies and the contribution of **tourism** to those regions. He has analyzed the economic impact of particular projects and industries including revenues, employment, and **labour** income. He is familiar with and has carried out benefit cost analyses in accord **with** federal government Treasury Board guidelines. He is knowledgeable with

respect to representative government funding programs (e.g. Special ARDA, LEAD) and structuring financial feasibility analyses taking these into account.

Frank Addison, Tourism/Travel Marketing Consultant

Mr. Addison has just completed his 18th year in the Travel industry. During that time he has developed a very broad knowledge of the industry, particularly in package tour developments, tour operations and tourism marketing.

Mr. Addison gained first hand tour operating experience through his ownership of New Horizon Holidays, Big Timber Tour & Travel and Reel Fishing Adventures. The latter two were adventure tour operators with primary markets in Eastern Canada and the USA.

In particular he has excellent knowledge of N.W.T., Alaska and Yukon products and markets. Addison Travel Marketing is the marketing arm of Exploration Holidays & Cruises for Canada. They are a major Alaska tour operator. As well he carried out a full analysis of Alaska product in September 1984 as part of a Cruise Ship Study for Prince Rupert.

Mr. Addison has worked in the Yukon both on a hotel development for Dawson City and a project to establish base camps on the river for Gold Rush River Tours. Currently he is working on a business management plan for Top of the World Tours in Yellowknife. A major component of this project is product development and marketing.

He has been involved in many hospitality/tourism educational programmed starting with research and development and completing the project by delivering courses on site. He recently put together a restaurant/food service training course for Top of the World Tours in Yellowknife.



Mr. Addison is a former director of both the American Society of Travel Agents and its Canadian counterpart, ACTA. He is very involved in both associations as their national education chairman. He was for four years president of **B.C.'s** Regional Tourist Association. These regional associations are comparable to those in **N.W.T.**

Dick Hill, Executive Director of Arcteck Services

Mr. Hill **will** provide regional input and technical services. As a long-time Northern resident, businessman, former mayor of **Inuvik**, and consultant **with** experience specifically relating **to** Northern development, Mr. Hill is uniquely well-qualified to participate in a study of this type. He has carried out a number of business profiles in Northern communities and has been active in seeking to expand Northern business opportunities through participation in a number of organizations.

Mr. Hill has a Masters Degree in Business Administration. He has directed technical research in regional planning; northern participation and **socio-economic** studies, scientific studies and impact reviews. In particular Mr. Hill has documented development of the Dempster Highway, conducted ice road traffic studies, and prepared numerous local economic profiles. He is a director of Panarctic Oils Ltd., Northern Transportation Company Ltd., and Beaumac Corporation Ltd. He is a member of the **N.W.T.** Chamber of Mines, the Arctic Institute of North America, and the DREE Special ARDA Advisory Board of **N.W.T.** He is executive director for the **Inuvik** and District Chamber of Commerce.

Mr. Hill brings to the study team experience with tourism in the Western Arctic Region. He directed the **Inuvik** Region Tourism Study in 1975. As well as he was active in forming the Western Arctic Visitors Association and is currently involved with the operation of the association.

Do we need #? etc -7

OTHER STAFF MEMBERS

Andrei Petrescu, Dipl. Arch., D. P. L. G., Senior Designer

Mr. **Petrescu** was educated in Architectural and Urban Planning at the University of Romania in 1965-1969, and completed further graduate studies at **L'ecole** des Beaux Arts in Paris, 1969-1971.

Mr. **Petrescu** brings to the study team a wide range of design and planning experience. More specifically, Mr. **Petrescu** has worked extensively in the North.

Between 1971 and 1973, **Andrei worked** with Roger **Taillbert**, the famous French architect who designed the Stadium for the **Montreal** Olympics. This was the first of many sports and recreation projects.

In 1974, Mr. **Petrescu worked with** Arena Ltd. and CR Engineering. He was the Chief Designer responsible for the design of many recreational complexes, including the preplanning for the Yellowknife Sports and Recreation Complex. This commission lasted two years during which time the programming and preliminary design stages was completed as well as the analysis of the technical requirements for the complex.

Mr. **Petrescu** brings to the Study Team an ability to visualize an idea quickly and prepare sketch concepts for client review.

G. Hollingshead, P.Eng., Northern Geotechnical Engineer

Dr. **Hollingshead's** experience with Northern Engineering and the Dawson City Region dates from the early 1960's when he was with the Northwest Highway Maintenance establishment, RCE, charged with maintaining the Alaska Highway from Ft. St. John, B.C. to the Yukon Alaska border and the **Haines** Road. During this period he

took 2 yrs. to do 4k...  
Petrescu design...  
2 months...  
7/8/74

gained experience with highway related problems in permafrost regions including alignment, earthworms, icings, stream crossings, and the effect of asphalt pavement on the ground thermal regime. Subsequent experience in corridor assessment, route location and slope stability investigation through Alaska, Yukon, N.W.T. and Northern B.C. for several pipeline companies, as well as consulting work for the Yukon water board with regard to mine and placer tailings, have contributed greatly to his expertise in permafrost terrain behavior in the Dawson Yukon region.

Brian Stone, P.Eng., Highway Planning Engineer<sup>7</sup>

Mr. B.T. Stone has over 20 years planning and design experience with Fenco Lavalin. He is currently managing a corridor selection analysis study for a State Highway route through the Elmendorf Air Force Base in Anchorage, Alaska. Recently, Mr. Stone reviewed the transportation issues involved with the Stanley Park Master Plan and participated in the planning for the highway connection between Trans Canada Highway and Second Narrows Bridge in Vancouver, British Columbia. He has also been responsible for freeway planning and highway route location studies in Ontario, and has experience in areas of industrial site development, parking design and access systems.

John Gallop, Designer

← pretty loose term

Mr. Gallop was hired by Islands 86' in conjunction with an architectural firm to prepare concept proposals for the upgrade of the Vancouver Island highway for 1986. The proposals fell into three basic 'levels' of **upgrading** but common to all were ways in which communities along the route could participate as much, as their budgets allowed. Some of the components of the program were: signs, information/tourist structures, a 'supermarket' of banners and celebratory devices, and companion printed pieces illustrating the route and its attractions, a kind of 'passport' to the island.

Also, for the community of Maple Ridge he recently installed a banner and street sign program which is the beginning of a graphic 'marketing' program for the town.

Tim Seeton, Communications Specialist 7

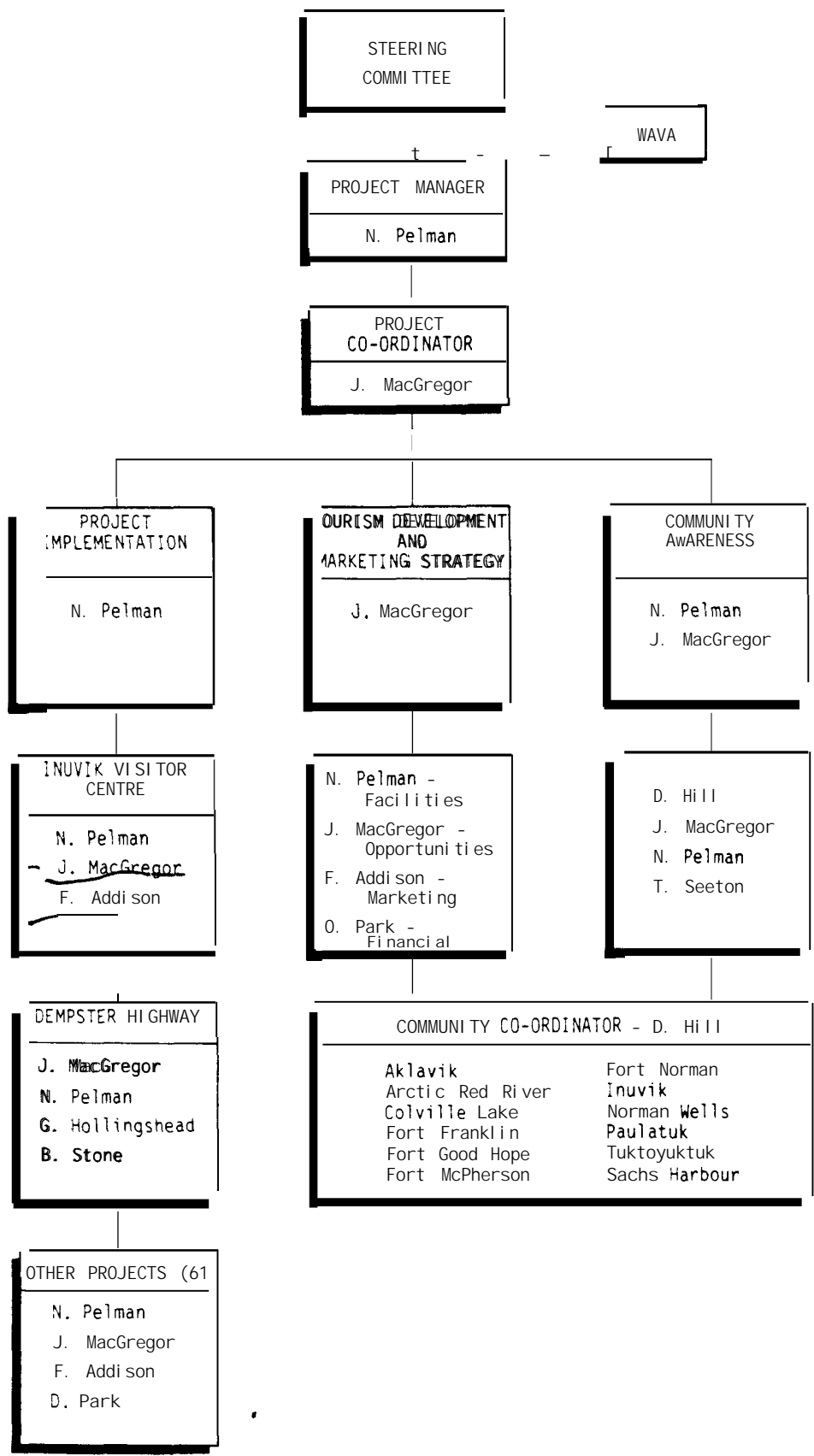
*Maple Ridge help  
Tanner*

Tim **Seeton** is a partner in the firm of **Seeton, Newmarch and Associates**, a management consulting firm, **working with** corporations, small businesses and associations. Mr. **Seeton** is trained to deliver the Communication Workshops, or forums designed to produce breakthroughs in people's effectiveness to communicate. He has delivered workshops to thousands of people throughout Canada, the United States, and Mexico over the last two years. Also, he has had extensive experience with native cultures in Western Canada as a workshop leader. Most recently, the communications workshop of April 12, 1985 in Edmonton (50% native content) and September 13 in Lethbridge (40% native content).

#### Twelve Community Coordinators

Twelve coordinators **will** be hired in each community. Six have already been identified and it is felt that the remainder will accept the position. They have been selected because of their contact with the travel industry and their involvement in community affairs. As liaisons of the study team they will provide direct community based knowledge. Their contact with key study team members will also enable important information transfer or training on tourism product development and marketing.

*1 day only  
late d.  
NO camp  
in school.*



Study Team

6. COST ESTIMATES

The following is a breakdown of the detailed steps and related costs for the study, and a final cost summary.

The fees generally are divided into the following activities:

*No way they get the 1st 2 cover them split 145000*

1. TOURISM DEVELOPMENT AND MARKET STRATEGY

Tourism Development Strategy	\$ 95,000.00
Detailed Marketing Strategy	<u>25,000.00</u>

TOTAL \$120,000.00 approx.

2. INUVIK VISITOR CENTRE

Site Selection Program	\$ 25,000.00 approx.
Preliminary Plans	-

3. DEMPSTER HIGHWAY

Upgrading, Preliminary Working Drawings and "Theming"	\$ 35,000.00 approx.
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4. FEASIBILITY STUDIES

Approximately Six Detailed Product Development and Feasibility Studies (PROFORMA)	\$ 40,000.00 approx.
Marketing Strategies and Training	

TOTAL \$220,000.00 approx.

*12 studies to brief?*

The following sheets detail each Phase and Process of the Study.

	N. PELMAN	J. MACGREGOR	F. ADDISON	D. PARK	D. HILL	T. SEETON	G. MOLLINGSHEAD	A. PETRESCU	B. STONE	COMMUNITY CO-ORDINATORS	RESEARCHERS	TECHNICAL/GRAPHICS	SECRETARIAL
PHASE I: INVENTORY/ANALYSIS													
Initial Meeting	2	2			1								
Data Review		2			1						4		
SUBTOTAL:	2	4			2						4		
PROCESS I: <b>COMMUNITY</b> AWARENESS													
Slide Presentation		1										1	
Workbook - Production		1											
- Survey											12		
- Review	1	1			1						6		
Community Visit	8				4								
Interviews/Technical Assistance	1	1			1						6		
Audio Visual	1												
SUBTOTAL :	11	4			6						24	1	
PROCESS II: DEVELOPMENT STRATEGY													
Resource Analysis													
- Natural		8											
- Historical /cultural		4											
- Social		1											
Tourism Plant		5											
Infrastructure													
Transportation		1	1										
Retail/Commercial	1	1											
Market Research/Analysis		5	3									3	
Market Estimation/Projections					3								
Target Markets		2	4										
Steering Committee Meeting	2	2											
SUBTOTAL:	3	29	8	3			4				3		
TOTAL DAYS:	16	37	8	3	8		4			24	8		

PHASE I	N. PELMAN	J. MACGREGOR	F. ADDISON	D. PARK	D. HILL	T. SEETON	G. HOLLINGSHEAD	A. PETRESCU	B. STONE	COMMUNITY CO-ORDINATORS	RESEARCHERS	TECHNICAL/GRAPHICS	SECRETARIAL
PROCESS III: IMPLEMENTATION													
1. Inuvik Visitor Center													
Site Selection													
- Evaluation	1												
- Conceptual Plan/Sketch	2	1						3					
- Meetings	4												
Research	2												
Preliminary Program	3			2				1					2
Meeting With Client	2												
Preliminary Plans/Elevations	3							7					
<b>SUBTOTAL:</b>	<b>17</b>	<b>1</b>		<b>2</b>				<b>11</b>					<b>2</b>
2. Dempster Highway													
Site Survey	2	3											
Resource Analysis		2											
Mapping		2										4	
Opportunity Selection		2					2						3
<b>SUBTOTAL:</b>	<b>2</b>	<b>9</b>					<b>2</b>					<b>4</b>	<b>3</b>
3. Other Projects													
10-12 Project Identifications	2	4	1							6			
<b>SUBTOTAL:</b>	<b>2</b>	<b>4</b>	<b>1</b>							<b>6</b>			
<b>TOTAL DAYS:</b>	<b>21</b>	<b>14</b>	<b>1</b>	<b>2</b>			<b>2</b>	<b>11</b>	<b>6</b>			<b>4</b>	<b>5</b>



PHASE II: THEME/DEVELOPMENT OPPORTUNITIES	N. PELMAN	J. MACGREGOR	F. ADDISON	D. PARK	D. HILL	T. SEETON	G. HOLLINGSHEAD	A. PETRESCU	B. STONE	COMMUNITY CO-ORDINATORS	RESEARCHERS	TECHNICAL/GRAPHICS	SECRETARIAL
PROCESS I: <b>COMMUNITY</b> AWARENESS													
Newsletters/Meetings		1			1				3		2		
Audio-Visual Preparation (Film)	2												
Conference	2	2			2				24			5	4
Technical Assistance	1	1											
SUBTOTAL:	5	4			3				27		2	5	4
PROCESS II: DEVELOPMENT STRATEGY													
Demand/Supply Analysis		2			1								
Economic Impact					2								
Theme/Image	1	1	1		1								
Presentation to Client	2	2										2	
Alternative Concepts	1	1	1		1								
Development Opportunities	1	8	1		1								
Product/Market Matches		2	2										
Socio-Economic Impacts					2								
Technical Report	1	3	1	1								6	
Second Community Meetings		15	15										
SUBTOTAL:	6	34	21	6	3							8	
PROCESS III: IMPLEMENTATION													
1. Inuvik Visitor Center													
- Final Design									10				
- Funding Sources													
- Meeting with Client													
SUBTOTAL:									10				
2. Dempster Highway													
- Signage	1	2					1		1			2	
- Project Layout		3		1			1		2				
- Preliminary Drawings	1	2					1		3			3	
- Cost Estimates		1							2				
- Meeting With Client		2							2				3
SUBTOTAL:	2	10		1			3		10			5	3

PHASE II Cent'd

	<b>N. PELMAN</b>	<b>J. MACGREGOR</b>	<b>F. ADDISON</b>	<b>D. PARK</b>	<b>D. HILL</b>	<b>T. SEETON</b>	<b>G. HOLLINGSHEAD</b>	<b>A. PETRESCU</b>	<b>B. STONE</b>	<b>COMMUNITY CO-ORDINATORS</b>	<b>RESEARCHERS</b>	<b>TECHNICAL/GRAPHICS</b>	<b>SECRETARIAL</b>
3. Other Projects													
- Final Project Identification		1	2	1		1							
- Interviews/Research		1	2	1						3			
SUBTOTAL:	2	4	2		1					3			
TOTAL DAYS:	22	52	23	7	7		3	10	37	3	2	18	7

PHASE III: MASTER DEVELOPMENT STRATEGY	N. PELMAN	J. MACGREGOR	F. ADDISON	P. PARK	D. HILL	T. SEETON	G. HOLLINGSHEAD	A. PETRESCU	B. STONE	COMMUNITY CO-ORDINATORS	RESEARCHERS	TECHNICAL/GRAPHICS	SECRETARIAL
<b>PROCESS I: COMMUNITY AWARENESS</b>													
Newsletter		1									1		1
Audio-Visual /Film	2		1										
Community Contact										18			
<b>SUBTOTAL:</b>	<b>3</b>	<b>3</b>	<b>1</b>							<b>18</b>	<b>1</b>		<b>1</b>
<b>PROCESS II: DEVELOPMENT STRATEGY</b>													
Goal s/Objecti ves	1	1											
Devel opment Pri nci pl es	1	6	1										
Devel opment Oppor tuni ti es	2	6	4										
<b>Prefeasibility</b> Analysis	1	1	1	4									
Impact Analysis				1									
Associ ati on Organi zati on		2	1										
Meeti ng wi th Cli ent	2	2											5
<b>SUBTOTAL :</b>	<b>7</b>	<b>18</b>	<b>7</b>	<b>5</b>									<b>5</b>
<b>PROCESS III</b>													
<b>1. Inuvik Visitor Center</b>													
- Tender Documents (N.I.C. )													
<b>2. Dempster Highway</b>													
- Final Working Drawings and Tender Documents (N.I.C. )													
<b>3. Other Projects (6)</b>													
- Project Devel opment													
	3	4	3							3		5	
- Feasi bi li ty Anal ysi s													
				3									
<b>SUBTOTAL:</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>3</b>						<b>3</b>		<b>5</b>	
<b>TOTAL DAYS:</b>	<b>13</b>	<b>25</b>	<b>11</b>	<b>8</b>						<b>21</b>	<b>1</b>	<b>5</b>	<b>5</b>

PHASE IV: IMPLEMENTATION STRATEGY	N. PELMAN	J. MACGREGOR	F. ADDISON	D. PARK	D. HILL	T. SEETON	G. HOLLINGSHEAD	A. PETRESCU	B. STONE	COMMUNITY CO-ORDINATORS	RESEARCHERS	TECHNICAL/GRAPHICS	SECRETARIAL
PROCESS I: COMMUNITY AWARENESS													
Newsletter		1			1					4		2	
Film Distribution	1									6			
Mini Community Conferences	1	1	1		2					12			
SUBTOTAL :	2	2	1		3					22		2	
PROCESS II: DEVELOPMENT STRATEGY													
Phasing	1	2											
Roles/Responsibilities	1	2											
Investment Guide		1											
costs	2	3					4						
Guidelines	2	2											
Funding	1	2			3								
Manpower Training		2	2		1								
Marketing Strategy													
- Advertising		1	2										
- Sales		2	5										
- Public Relations		1	1										
- Budgets		2	4										
Meeting with Client	2	2	2										
SUBTOTAL:	9	22	16		4		4						
PROCESS III: IMPLEMENTATION													
1. Inuvik Visitors Center													
- Construction (N.I.C.)													
2. Dempster Highway													
- Construction (N.I.C.)													
N.W.T. Section													
- Theming Entire Route	3	4	1										
- Signage	1	1											
- Project Identification	1	4	2										3
3. Other Projects													
- Product Launch (N.I.C.)													
- Meeting With Wholesalers			2										
SUBTOTAL:	5	9	5										
TOTAL DAYS	16	33	22		7		4			22		2	3

<b>PHASE V: FINAL REPORT</b>	<b>N. PELMAN</b>	<b>J. MACGREGOR</b>	<b>F. ADDISON</b>	<b>D. PARK</b>	<b>D. HILL</b>	<b>T. SEETON</b>	<b>G. HOLLINGSHEAD</b>	<b>A. PETRESCU</b>	<b>B. STONE</b>	<b>COMMUNITY CO-ORDINATORS</b>	<b>RESEARCHERS</b>	<b>TECHNICAL/GRAPHICS</b>	<b>SECRETARIAL</b>
<b>PROCESS I: COMMUNITY AWARENESS</b>													
Final Series of Community Meetings	15	15								12			
<b>SUBTOTAL :</b>	<b>15</b>	<b>15</b>								<b>12</b>			
<b>PROCESS II: DEVELOPMENT STRATEGY</b>													
Draft Report Preparation	2	8	1	1	2				1	4			10
Meeting With Client	4	4											
Final Report	1	4	1										
<b>SUBTOTAL :</b>	<b>7</b>	<b>18</b>	<b>2</b>	<b>1</b>	<b>2</b>				<b>1</b>	<b>4</b>			<b>10</b>
<b>TOTAL DAYS:</b>	<b>22</b>	<b>33</b>	<b>2</b>	<b>1</b>	<b>2</b>				<b>1</b>	<b>16</b>			<b>10</b>



COST ESTIMATES BY PHASE:

PHASE I - INVENTORY ANALYSIS/COMMUNITY AWARENESS

Fees - professional /tech.	\$ 60,550.00
Expenses - <b>travel/accom.</b>	12,000.00
- <b>communications</b>	<u>1,000.00</u>
 TOTAL PHASE I	 \$ 73,550.00

PHASE II - THEME/CONCEPT/DEVELOPMENT OPPORTUNITIES

Fees - professional /tech.	\$ 61,460.00
Conference	4,000.00
Expenses - <b>travel/accom.</b>	10,000.00
• audio/video	1,000.00
- <b>communications</b>	<u>1,000.00</u>
 TOTAL PHASE II	 \$ 77,460.00

PHASE III - MASTER DEVELOPMENT STRATEGY

Fees • professional /tech.	\$ 32,095.00
Expenses - travel	2,000.00
- living	
• communications	<u>500.00</u>
 TOTAL PHASE III	 \$ 34,595.00

PHASE IV • IMPLEMENTATION STRATEGY

Fees - professional /tech.	\$ 37,715.00
Expenses - <b>travel/accom.</b>	2,000.00
- communications	<u>1,000.00</u>
 TOTAL PHASE IV	 \$ 40,715.00

PHASE V - FINAL PLANS/ REPORTS

Fees - professional /tech.	\$ 28,445.00
Expenses - <b>travel/accom.</b>	10,000.00
- <b>communications</b>	<u>1,500.00</u>
 TOTAL PHASE V	 \$ 39,945.00
 TOTAL STUDY COST	 <u>\$266,265.00</u>



## 7. PROJECT SCHEDULE

The work plan found at the end of Section 4 illustrates by **month**, the five phases of the **study**.

### 7.1 PHASE I: INVENTORY ANALYSIS/COMMUNITY AWARENESS

After the initial meeting with the Client, the team will concentrate on data gathering, specifically with the communities, and generally with all the participants of the study.

The **Inuvik Visitor Centre** preprogramming stage will also begin, as well as the Field Trip of the **Dempster** Highway. A summary of key events and approximate dates are as follows:

1. First Meeting with Client - November 1, 1985.
2. Site Review, **Inuvik Visitor Centre** - November 2, 3, 1985.
3. Field Trip, Western Arctic Communities - November 4-25, 1985.
4. Field Trip, **Dempster** Highway - November 4, 8, 1985.
5. Second Meeting with Client, **Inuvik Visitor Centre** - November 8, 1985.
6. Progress Report and Steering Committee Meeting Presentation - January 10-11, 1986.

### 7.2 PHASE II: THEME/CONCEPT/DEVELOPMENT OPPORTUNITIES

This segment of the study focuses on **analysis** and "theme" development. Also many development opportunities will be identified and prioritized. A documentary film of the opportunities will also be produced. A major conference **will** also be held for all participants. The major events of this stage are:

1. Documentary Film - edited between **January and March** 1986.
  2. Meeting with Steering Committee **to** review themes and Development Concepts, and to present the Technical Reports - March 8, 9, 1986.
-

3. Final Design, the **Inuvik** Visitor Centre - March 8, 1986.
4. Preliminary Working Drawings: **Dempster** Highway - March 8, 1986.
5. Major Conference - April 11-13, 1986.
6. Field Trip - April 13-24, 1986.
7. Working Drawings: **Inuvik Centre** completed (if funding approved) by April 25, 1986.

### 7.3 PHASE III: MASTER DEVELOPMENT STRATEGY

This phase of the study will concentrate on **finalizing** the development opportunities, select **prefeasibility** studies and develop a regional assessment. The important events and dates are as follows:

1. Community Newsletter - May 1986.
2. Tendering and Contract Award, **Inuvik** Visitor Centre (if approved) - May 30, 1986.
3. Draft Development Opportunities - June 9, 1986.

### 7.4 PHASE IV: IMPLEMENTATION STRATEGY

The key aspects of **implementing** the strategies will be finalized in this phase. Funding, costs, roles and responsibilities, and training will **all** be worked out. As well recommendations for marketing strategies, advertising, sales and public relations **will** be made.

Key events:

1. Construction of **Inuvik** Visitor Centre - August 1986.
2. Construction of selected works: **Dempster** Highway Upgrading - August 1986.
3. Product Development: Familiarization Tours: suppliers brought South **to** meet wholesalers - August 1986.

→ they need to bring in the suppliers

## 7.5 PHASE V: FINAL PLANS/REPORTS

During this phase we will draft and finalize all our plans, data and recommendations. Key events and approximate dates are as follows:

1. Draft Report - September 5-20, 1986.
  2. Field Trip #3 - September 5, 1986.
  3. Review Market Strategy - September 5, 1986.
  4. Opening: **Inuvik** Visitor Centre - September 12, 1986.
  5. Submission of Marketing Materials to Explorers Guide - September 30, 1986.
  6. Final Report - November 7, 1986.
  7. Final Report Submitted - December 1, 1986.
-