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Red River, Western Arctic Visitors  
Association, Economic Development &  
Tourism  
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# Western Arctic

Tourism Strategy

Draft Volume 13

ARCTIC RED RIVER

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Western Arctic Visitors Association  
Economic Development and Tourism

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8805

40313

**Lavalin**

## PREFACE

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

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

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

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

The objectives of the study are as follows:

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

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

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

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

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

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## 1. INTRODUCTION

### The Region

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

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

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

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

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

Leading the increase in visitation and in revenues was the stellar performance in the recreational vehicle segment which grew by approximately 70% over 1986. Improved conditions on the Dempster Highway, the affects of the N.W.T./Yukon pavilions at Expo '86, improved maps and promotion brought unprecedented numbers of vehicles to Inuvik. This growth also led to phenomenal increases in flightseeing, particularly to Tuktoyaktuk and Aklavik. Although the projected "tourism crisis" did not materialize in 1987, campgrounds were frequently filled to near capacity and retail outlets benefited.

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

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

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

This will require extensive:

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

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

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

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

#### THE COMMUNITIES

The development strategy is based on a community-based approach which is fully consistent with GNWT tourism policies and the community resources of the Western Arctic. Community-based



tourism focuses tourism activity on communities where most services are located. Tourism products will be developed in and around communities enabling visitors to experience both the northern environment and as well as the social fabric of the community.

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

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

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

The community-based approach also recognizes that individual communities develop at different rates. The positive experience of the more aggressive communities can demonstrate to other

communities the benefits from tourism development and how tourism projects can be successful implemented. If one community wishes to proceed at a faster pace than others, its travel products could be packaged with the products of communities in other regions (e.g. Arctic Coast, Dawson City of Big River).

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

Designating a particular orientation for a community does not imply that it is locked into a rigid description. The purpose is however, to create an integrated and balanced development plan throughout the region, as well as promote inter-community collaboration. The latter is potentially achieved, for instance, by two adjacent communities offering complementary activities in an overall two-community package.

The themes and subthemes proposed for each community are summarized on the following table:

## COMMUNITY THEMES

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

# WESTERN ARCTIC

## Tourism Strategy

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

### LEGEND

Regional Boundary .....

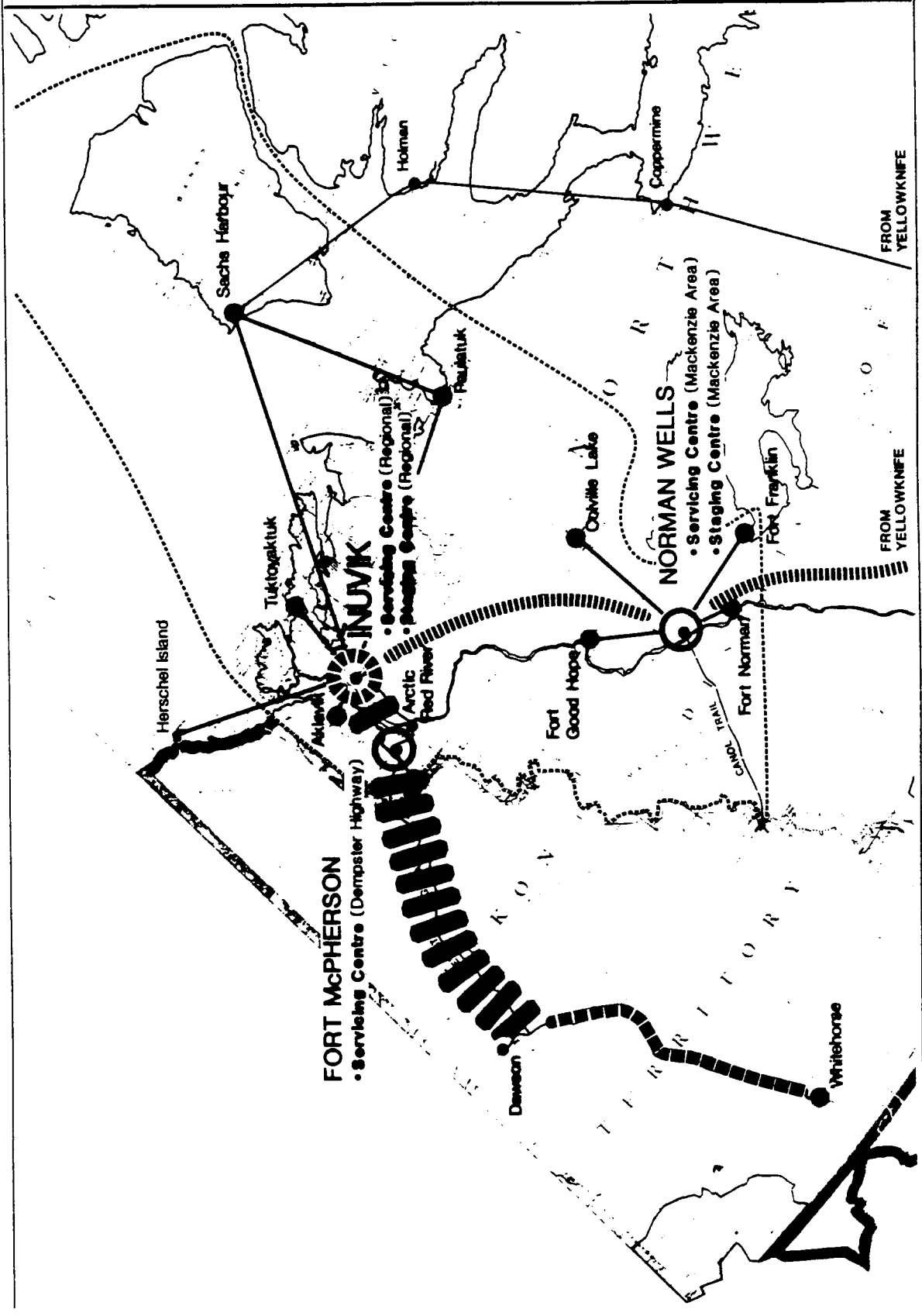
Rubber Tire  
Access Route

Air Access Route (|||||)

## Development Concept

MCLAREN IN ASSOCIATION WITH  
PELHAM ASSOCIATES ARCHITECTS  
ARCHITECTURAL TRAVEL MARKETING

Lowlin



# WESTERN ARCTIC

## Tourism Strategy

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

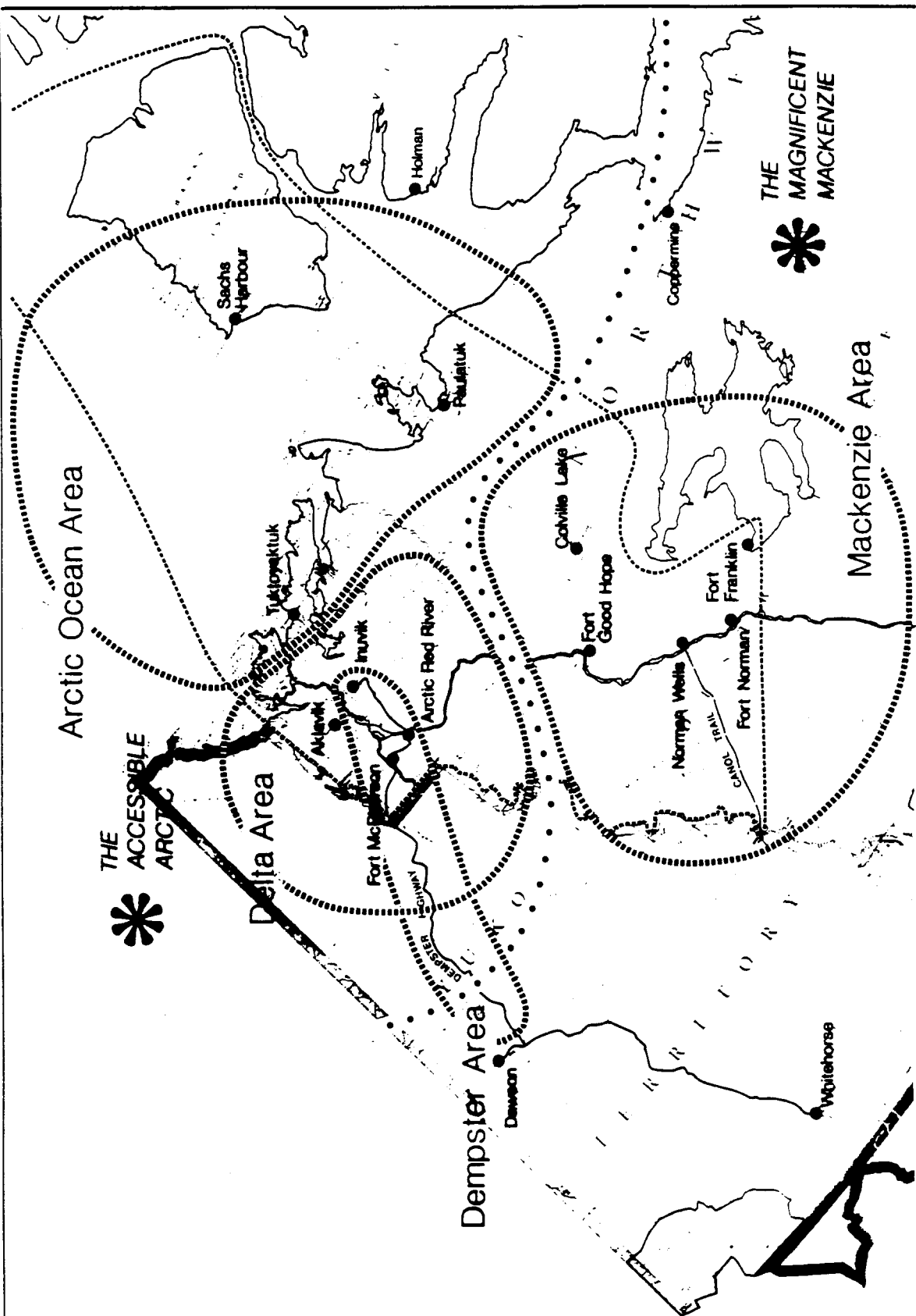
### LEGEND

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

## Attraction Concept

Map of the Northwest Territories  
Produced by the Northwest Territories  
Government of the Northwest Territories  
Agency for Travel, Marketing, etc.

Lowlin



## 2. EXISTING TOURISM FACILITIES/ACTIVITIES

### MACKENZIE DELTA AREA

#### ARCTIC RED RIVER

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

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

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

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

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

### Fish Camp

Although there is no signage indicating John and Irene Kendos fish camp, (it has been promised since last summer) numerous visitors still wander down to buy dried fish. In fact, at this point a sign may result in too much pressure for the 2 camps. Both camps enjoy visitors and are extremely hospitable and eager to sell fish when it is available. Irene Kendo is saving up to buy out the camp from the Band Council but will still operate it as a tourism attraction.

Margaret Donovan on the north side of the Mackenzie River is also opening her camp to visitors and is selling fish. She will be doing a survey of tourists on the ferry during August, 1987 - this has been commissioned by the Mackenzie Delta Development Corp. The study team assisted in the preparation and processing of this questionnaire.

### Arts and Crafts

The community has received a contribution of \$5,000 to create an inventory of crafts from Economic Development and Tourism which in turn should make more crafts available in the community for the next tourism season.

The next step in tourism development is to develop a craft stand at the ferry crossing. Unfortunately no one appears willing to take on the responsibility and there are not enough staff available to make it an extension of the Co-op. Once this is established, additional features such as picnic tables, toilets and eventually tent frames could be added.

### Transient Centre

This is an excellent facility which should be mentioned in the next years edition of Mile Post/Explorers Guide. In addition, a sign, indicating 'vacancy' should be set up at the ferry crossing to attract the highway traffic.

### River Tours

There are opportunities for river tours on the Mackenzie and Peel Rivers but there is no one interested at this time. This is fortunate as it will allow time for Neil Collins in Fort McPherson to become established.



Arctic Red River

## o Existing Facilities

See Table located at the end of this section.

## o Resources

- historic landmark church;
- unique ferry access only;
- numerous crafts people eager to produce their wares;
- historic sites and Ramparts on Mackenzie and Arctic Red River;
- excellent river fishing; and
- archaeological dig sites.

## o Issues and Trends

- although unannounced, the experimental fish camp was extremely popular with tourists this past summer;
- band is interested in expanding the fish camp as well as incorporating a craft/food sales area; and
- band wishes to proceed slowly and realistically with tourism development.

## o Development Opportunities

## Short Term

- tourist oriented fishing camp operated by two families including sale of dried fish, story telling, interpretation of fishing techniques. Also picnic tables, tent frame rentals (5), toilets and a concession stand including sale of arts and craft, snacks, camper supplies; and
- arts and craft production program including winter storage area of crafts.

## Long Term

- expansion of fish camp and addition of campsite and more tent frames (10) for rent;
- additional fish camp up the Arctic Red River; and
- boat cruises to archaeological digs on Mackenzie and Arctic Red Rivers.

Component	Name	Facilities
<u>ARCTIC RED RIVER</u>		
Accommodation	Mackenzie River Fish Camp Transient Centre	available for tourists
Attractions	Fish Camps craft shop	open part time
Activities	Several powerboats	
Transportation	Ferry service connects to Dempster Highways	

### 3. DEVELOPMENT OPPORTUNITIES

## PRIORITY I

ROADSIDE DEVELOPMENT  
ARCTIC RED RIVER1. BACKGROUND/RATIONALE

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

2. DESCRIPTION

- o small kiosk/sales area for arts and crafts, minor supplies and information;
- o 20-unit campground plus 7 tent frames;
- o traditional native fish camps; and
- o promotional centre for river tours on Mackenzie and Arctic Red Rivers.

3. OBJECTIVES

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

4. MARKETING STRATEGY

- o produce brochure;
- o target Dempster Highway Traffic; and
- o advertise in Milepost.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Arctic Red River Band Council;
- o Co-op;
- o Arts and Crafts Organization; and
- o private fish camp operators.

## 6. PERFORMANCE INDICATORS

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

## 7. OPPORTUNITIES AND CONSTRAINTS

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

## 8. IMPLEMENTATION STEPS

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

## 9. COSTS

Planning: \$50,000  
 Picnic Area: \$70,000  
 Roadside Kiosk: \$153,000  
 Fish Camps: \$40,000  
 Campground: \$127,000  
 Start-up: \$55,000  
 Total Costs: \$495,000

**10. REVENUE AND OPERATING COSTS****Revenue in 1993****a) Potential Sales Based on 22,250 Dempster Highway Travellers Include**

o 10% buy crafts at \$12.00 each	\$26,700.00
o 30% buy food at \$4.00 each	26,700.00
o 15% buy dry fish at \$6.00 each	20,000.00

**b) Tent Frame Rental**

o 5 sites at 75% occupancy over 70 days charged at \$45.00/day	11,800.00
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**c) Campsites**

o 21 sites at 60% occupancy over 70 days charged at \$15.00/day	<u>13,200.00</u>
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**TOTAL: \$98,400.00**

**Costs**

Salaries - Coordinator (4.5 months)	\$16,000.00
Sales (3 months)	7,500.00
Campground (2) (2.5 months)	12,500.00

Purchase - Arts and Crafts 20,000.00

Marketing 4,000.00

Food/Fish 28,000.00

Administration 2,000.00

Maintenance 4,000.00

**TOTAL: \$94,000.00**

## PRIORITY I

ARTS AND CRAFT PRODUCTION  
ARCTIC RED RIVER1. BACKGROUND/RATIONALE

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

2. DESCRIPTION

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

3. OBJECTIVES

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

4. MARKETING STRATEGY

- o target Dempster Highway traffic; and
- o target Inuvik craft outlets.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Arctic Red River Band Council; and
- o Local Craft Association.

6. PERFORMANCE INDICATORS

- o increase demand for quality arts and crafts; and
- o create equivalent of one full time job.

**7. OPPORTUNITIES AND CONSTRAINTS**

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

**8. IMPLEMENTATION STEPS**

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

**9. COSTS**

Materials: \$45,000

Distribution: \$13,000

Total Costs: \$58,000

**10. REVENUE AND OPERATING COSTS****Revenue in 1993**

If 15% of the visitors spend \$25.00

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

**Costs**

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



## PRIORITY II

RIVER TOURS  
ARCTIC RED RIVER1. BACKGROUND/RATIONALE

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

2. DESCRIPTION

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

3. OBJECTIVES

- o maximize location on Mackenzie and Arctic Red River.

4. MARKETING STRATEGY

- o prepare flat sheet;
- o target Dempster Highway Traffic; and
- o supply information to Inuvik Visitors looking for river package.

5. RESPONSIBILITY AND IMPLEMENTATION

- o private operator.

6. PERFORMANCE INDICATORS

- o create demand for one operator by 1990;
- o attract total number of day tour passengers of 650 by 1993 (i.e. 3% of road volume);
- o generate overnight trips of 200 by 1993; and
- o generate revenues of \$65,000.00 by 1993.

## 7. OPPORTUNITIES AND CONSTRAINTS

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

## 8. IMPLEMENTATION STEPS

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

## 9. COSTS

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

## 10. REVENUE AND OPERATING COSTS

### Revenue in 1993

If 3% of R.V./auto travellers and 10% of small van passengers take the trip, total  $\frac{1}{2}$  day trips are: 653

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

### Costs

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

## PRIORITY II

**COMMUNITY ACTIVITIES  
ARCTIC RED RIVER**

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**1. BACKGROUND/RATIONALE**

- o Arctic Red River does not presently attract many tourists off the Dempster. However the development of Roadside Development and River Tours will encourage increased visitor volume to the community by 1993; and
- o these products could be sold in packages so it will be possible to provide tourist activities such as:
  - fish bakes;
  - arts and crafts demonstrations;
  - native games; and
  - films.

**2. DESCRIPTION**

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

**3. OBJECTIVES**

- o enhance Arctic Red River's potential as a tourist center; and
- o support the arts and crafts sales.

**4. MARKETING STRATEGY**

- o produce community brochure.

**5. RESPONSIBILITY AND IMPLEMENTATION**

- o Arctic Red River Hamlet Council.

**6. PERFORMANCE INDICATORS**

- o provide equivalent of 2 part time positions;
- o increase sales of local goods and services (fish bakes) especially arts and crafts;
- o attract approximately 600 day visitors by 1993; and
- o encourage greater use of tent frames/campground.

## 7. OPPORTUNITIES AND CONSTRAINTS

- o excellent opportunity for coordination of campground with local cultural activities for the visitors; and
- o young people will be trained in cultural activities and hospitality services.

## 8. IMPLEMENTATION STEPS

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

## 9. COSTS

Total Costs: \$20,000

## 10. REVENUE AND OPERATING COSTS

### Revenue in 1993

o Arts and Crafts Workshops 250 x \$20.00	\$ 5,000.00
o Fish Bakes 100 x \$25.00	2,500.00
o Entertainment 100 x \$10.00	<u>1,000.00</u>
<b>TOTAL:</b>	<b>\$8,500.00</b>

### Costs

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

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

The benefits will be derived by transient centre, the campground and the sales of arts and crafts, etc.

MACKENZIE DELTA AREA	1989 ('000) \$	1990 ('000) \$	1991 ('000) \$	1992 ('000) \$	1993 ('000) \$	1994-1995 ('000) \$
<b>ARCTIC RED RIVER</b>						
<b>1. ROADSIDE DEVELOPMENT</b>						
Planning	25	25				
Picnic Area	70					
Roadside Kiosk		153				
Fish Camps	10	10	10	10		
Campground			50	50	27	
Start-up			15	10	10	20
<b>2. RIVER TOURS</b>						
Equipment		10	25	5	5	
Start-up		5	10	5		
<b>3. COMMUNITY ACTIVITIES</b>		5	5	5	5	
<b>4. ARTS AND CRAFTS</b>						
Materials	10	15	10	10		
Distribution	5	5	3			
<b>TOTAL:</b>	<b>\$ 120</b>	<b>\$ 228</b>	<b>\$ 128</b>	<b>\$ 95</b>	<b>\$ 47</b>	<b>\$ 20</b>
<b>GRAND TOTAL:</b>	<b>\$ 638,000</b>					

MACKENZIE DELTA AREA (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM

EDA

SPECIAL ARDA

NEDP

NATIVE DEVELOPMENT CORPORATION

ESKIMO LOAN FUND

HAMLET/TOWN COUNCIL

REGIONAL DEVELOPMENT CORPORATION

NORTHERN HERITAGE CENTRE

LENDING INSTITUTIONS  
SMALL BUSINESS LOAN FUND

PRIVATE OPERATOR EQUITY

ARCTIC RED RIVER

1. ROADSIDE DEVELOPMENT

Planning	70					
Picnic Area	70					
Roadside Kiosk	153					
Fish Camps	40					
Campground	27	50	50			
Start-up	35				20	

2. RIVER TOURS

Equipment		25				10	10
Start-up		20					

3. COMMUNITY ACTIVITIES

20

4. ARTS AND CRAFTS

Materials	45					
Distribution	13					

TOTAL:

433      95      50                              40                              10      10

#### 4. COMMUNITY TOURISM MARKETING STRATEGY

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

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

Community based marketing will take the form of;

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

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

#### OVERALL GOALS

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

- o Focusing on the western United States and increasing their share from 40% to 60% of the overall market. This will necessitate lowering the Canadian components from 60% to 40% and bringing the geographic breakdown more in line with the Yukon.
- o Capitalizing on the Dempster Highway by increasing rubber tire volume to Inuvik by 30% per year over the first 3 years of the plan.
- o Increasing the Western Arctic market share of travel industry revenue to the N.W.T. by 5% in the first three years, thus solidifying the Western Arctics' position as a major N.W.T. destination region.
- o In Canada, focusing on southern Ontario especially in those populated areas that can deliver the volumes.
- o Promoting in high population areas and increase Western Arctic tourism 3 fold over the next 5 to 7 years (See Market Projections).

#### COMMUNITY MARKETING OBJECTIVES

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

- o focus on new adventure travel activities such as canoeing, hiking, fishing, cultural inclusion, etc.
- o working closely with TIA-N.W.T. and Travel arctic by:
  - responding rapidly (fulfillment) to 1-800 number leads
  - complementing generic travel Arctic advertising with community product specific advertising
  - maintaining a 80% level of target specific promotion within the community local operator budgets



- o appealing for the most part to:
  - hiking, canoeing, hunting and fishing, and cultural/nature interpretation tour wholesalers and consumers.
  
- o placing a major emphasis on print material which reaches high numbers and supports inquiry fulfillment 1-800 requests, travel magazines, etc.
  
- o advertising in specifically high end magazines that appeal to consumers that are:
  - activity oriented
  - interested in specific products and prices
  - oriented toward culture and nature interpretation
  - potentially interested in package tours

#### COMMUNITY MARKETING EXPENDITURES (1989 Dollars)

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

MARKET PROJECTIONS FOR THE WESTERN ARCTIC

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

MARKETING STRATEGY SUMMARY

	1989	1990	1991	1992	1993	1994/95
CONSUMER MAGAZINES	40,670	42,330	41,170	36,220	37,110	66,140
BROCHURES, OPERATOR AND GENERAL WAVA	165,500	30,000	130,500	38,500	143,800	146,000
COMMUNITY FLAT SHEETS	22,000	18,700	23,500	22,400	27,500	58,800
TOUR OPERATOR, FAMILIARIZATION TOURS	12,800	8,150	8,100	2,900	5,050	-
CONSUMER TRAVEL SHOWS	33,900	37,000	40,220	31,950	27,550	40,900
TRAVEL WRITERS	8,500	11,900	10,200	10,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	10,900	7,100	7,800	18,200
VIDEOS	50,000	77,000	64,000	75,000	77,000	100,000
INQUIRY FULFILLMENT	12,500	16,100	23,100	30,300	36,300	85,000
MAILING LISTS	35,250	42,500	51,500	62,000	76,000	173,000
WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS	20,000	8,000	8,000	10,000	15,000	30,000
IN-HOUSE PROMO/GIVE AWAYS	9,700	11,200	14,200	18,500	23,000	22,000
MARKETING SUPPORT	17,000	11,500	12,500	12,500	12,000	19,000
MARKETING RESEARCH	91,500	15,000	78,000	58,500	37,000	18,000
<b>GRAND TOTAL:</b>	<b>528,320</b>	<b>339,280</b>	<b>515,890</b>	<b>416,270</b>	<b>528,610</b>	<b>785,840</b>

CONSUMER MAGAZINES

ARCTIC RED RIVER		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>RUBBER TIRE (WAVA)</u>							
o	Milepost	800	920	970	1,020	1,070	2,400
o	B.C./Alaska/Yukon Guide	230	250	-	300	330	-
o	Trailer Life	500	530	570	-	620	-
o	Woodalls R.V. Directory	460	-	500	-	540	-
o	Rand-McNally	520	560	-	610	-	1,450
o	Wheelers Guide	480	-	620	560	-	1,340
o	West World (BCAA, AMA)	2,600	1,200	1,500	-	3,000	-
o	State Automobile Assoc. Magazine	400	-	450	-	500	-
	- Washington	400	440	-	490	-	1,200
	- Oregon	-	500	0	500	-	1,300
	- California (north)	-	-	-	-	-	-
o	Co-op with Yukon	1,400	1,600	1,800	2,000	-	-
	- Dempster	-	-	-	-	-	-
<u>BROCHURES</u>							
1. WESTERN ARCTIC PRODUCT DIRECTORY							
	Design	20,000	-	10,000	-	12,000	12,000
	Printing	50,000	-	55,000	-	60,000	65,000
2. DEMPSTER HIGHWAY							
	Design	4,000	-	1,500	-	2,000	-
	Printing	12,000	-	13,500	-	15,000	-
3. INDIVIDUAL PRODUCT							
o	Arctic Red River Tours Design	1,000	-	-	-	-	-
	Printing	1,500	-	1,500	-	2,000	-

TOUR OPERATOR FAMILIARIZATION TOURS

ARCTIC RED RIVER	1989	1990	1991	1992	1993	1994/95
YEAR						
ACTIVITY						
1. HORIZON HOLIDAYS						
o Transportation	400	-	-	500	-	-
o Accommodation	300	-	-	400	-	-
o Land Costs	1,500	-	-	2,000	-	-
2. NAGEL TOURS						
o Transportation	400	-	-	-	500	-
o Accommodation	500	-	-	-	650	-
o Land Costs	1,200	-	-	-	1,400	-
3. RAINBOW ADVENTURE TOURS						
o Transportation	-	300	-	-	500	-
o Accommodation	-	300	-	-	500	-
o Land Costs	-	1,500	-	-	1,500	-
<u>YUKON TRAVEL WRITER CO-OP</u>						
1. CO-OP WITH TOURISM YUKON ON 6 WRITERS PER YEAR ON DEMPSTER HIGHWAY						
o Transportation @ \$700.00	4,200	4,600	5,100	2,800	3,100	7,200
o Accommodation @ \$300.00	1,800	2,000	2,200	1,500	1,700	4,000
o Land Costs @ \$500.00	3,000	3,300	3,600	2,800	3,000	7,000

VIDEOS (20 COPIES EACH)

ARCTIC RED RIVER		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
0	Dempster Highway	-	-	20,000	-	-	-
0	Western Arctic	-	-	-	40,000	-	-
0	Arts and Crafts Workshops	-	-	-	-	25,000	-
<u>MAILING LISTS</u>							
1.	TOUR OPERATORS (15)	3,000	5,000	8,000	11,000	16,000	40,000
2.	HUNTING OPERATORS (9)						
0	HTA (2)						
0	Guided Arctic (1)	12,500	14,000	16,000	19,000	23,000	52,000
0	E-1, E-6 (6)						
<u>WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS</u>							
1.	MACKENZIE RIVER DISCOVERY EVENTS						
0	Re-enactment of Mackenzie Voyage	20,000	-	-	-	-	-
2.	DEMPSTER HIGHWAY						
0	R.V. Wilderness Rally	-	8,000	-	-	-	10,000

VIDEOS (20 COPIES EACH)

ARCTIC RED RIVER

YEAR	1989	1990	1991	1992	1993	1994/95
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ACTIVITY

IN-HOUSE PROMO/GIVE AWAYS

1. WESTERN ARCTIC VISITORS ASSOCIATION

o Trailer Life Magazine Draw (Western Arctic Tour)	2,000	-	2,000	-	-	2,000
o Milepost	-	2,000	-	-	2,000	-
o Explorer Magazine	-	-	-	2,000	-	2,000

2. COMMUNITY ARTS AND CRAFT WORKSHOPS

o Tuktoyaktuk						
a) Crafts Plus	-	-	800	-	-	-
b) Harrowsmith	-	-	-	800	-	-
c) Crafts	-	-	-	-	800	-
o Arctic Red	700	700	700	-	-	-
o Aklavik	-	-	700	700	700	-

MARKETING RESEARCH

ARCTIC RED RIVER

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
1.	WESTERN ARCTIC VISITORS ASSOCIATION						
	o Western Arctic and Dempster Highway						
	Exist Survey and Updates	80,000	-	40,000	-	20,000	-
	o Analysis of Industry survey Data	10,000	5,000	5,000	5,000	5,000	10,000
2.	TOUR OPERATOR SURVEYS	1,000	1,500	2,000	2,500	2,500	5,000



## 5. TRAINING PROGRAMS

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

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

**MACKENZIE DELTA AREA  
Training (Weeks)**

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

**ARCTIC RED RIVER**

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