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***Tourism Strategy, Draft Volume 14, Paulatuk,  
Western Arctic Visitors Association,  
Economic Development & Tourism  
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# Western Arctic

## Tourism Strategy

Draft Volume 14

**PAULATUK**

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**Western Arctic Visitors Association**  
Economic Development and Tourism

MacLAREN PLANSEARCH  
PELMAN ASSOCIATES ARCHITECTS  
ADDISON TRAVEL MARKETING

8805

40313

**Lavalin**

## PREFACE

In the fall of 1986, the Western **Arctic Visitors** Association **commissioned** the consortium of Pelman Architects, **MacLaren Plan-** search 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 **communi-**ties 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.

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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~~ the unique experience of participating in a community's culture and lifestyle.

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

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

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

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

Each **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**



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

# WESTERN ARCTIC

## Tourism Strategy

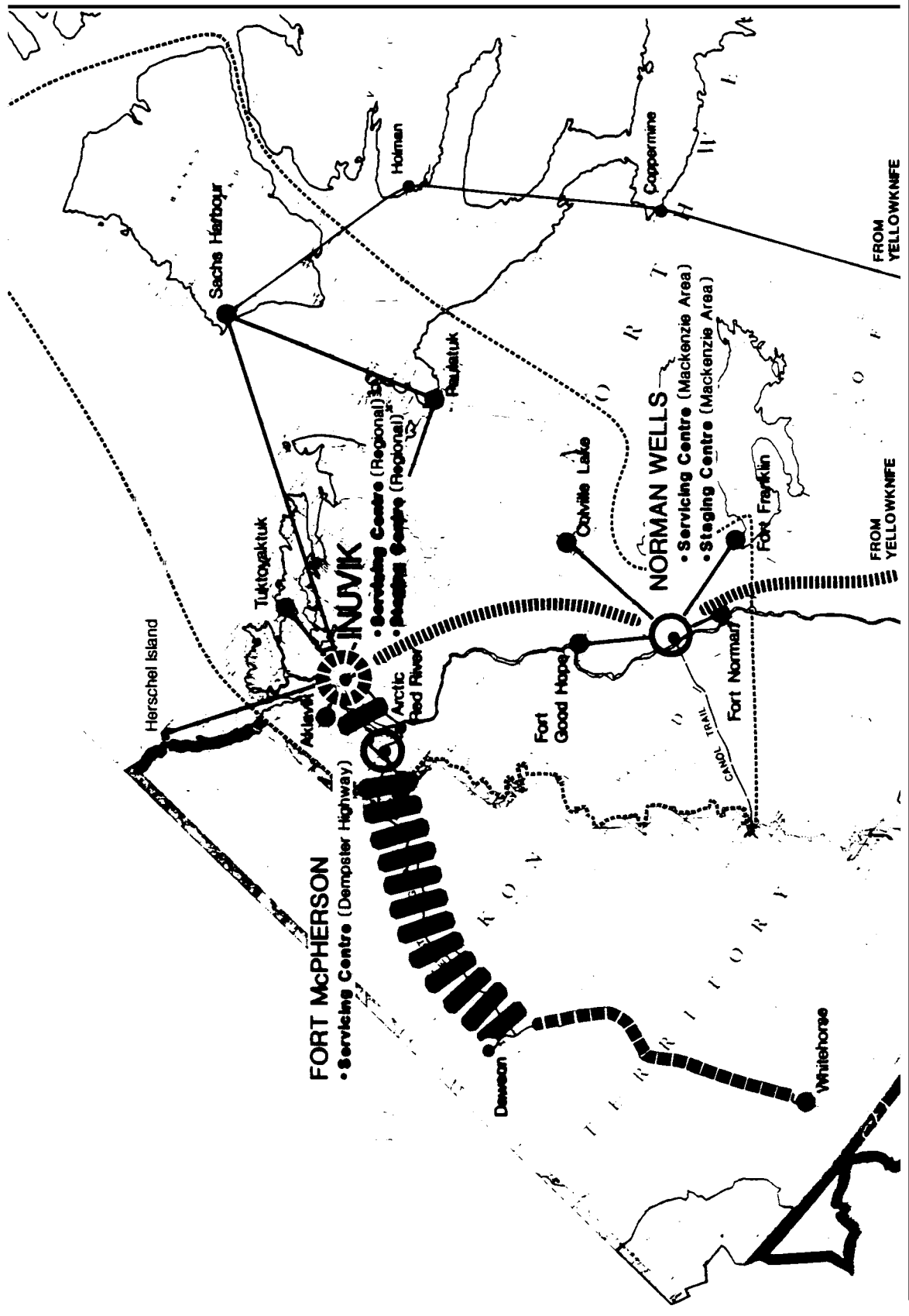
Western Arctic Visitors Association  
Economic Development and Tourism  
Government of the Northwest Territories

### LEGEND

- Regional Boundary .....
- Rubber Tire Access Route 
- Air Access Route 

## Development Concept

MELANIE P. ANDERSON  
PELMAN ASSOCIATES ARCHITECTS  
ADDRESS: TRAVEL MARKETING



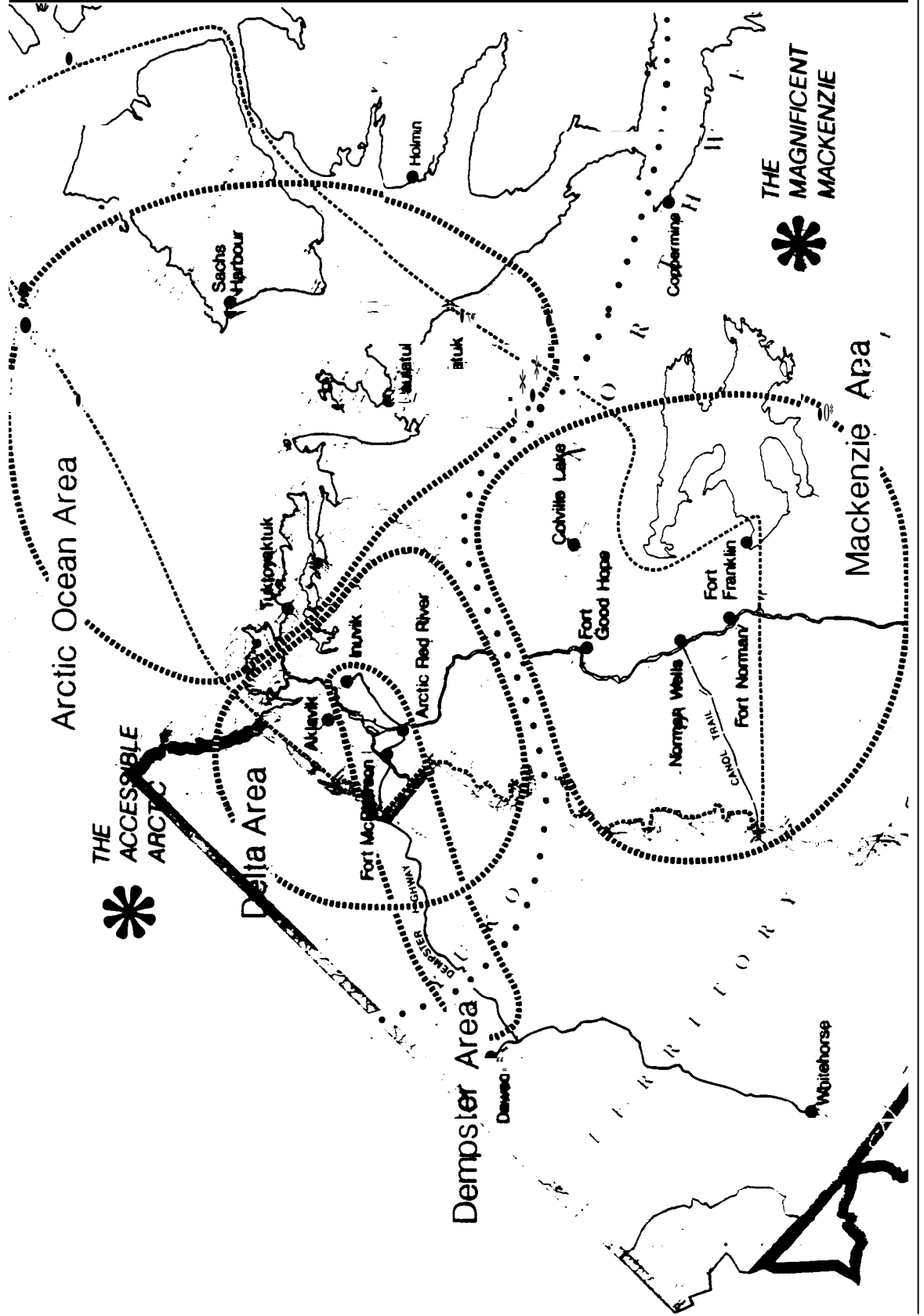
# WESTERN ARCTIC

## 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

**Paulatuk**

**Paulatuk is well-positioned to cater to tourists now that it has built a very good hotel. Although meals are not yet available they could be available for future package tours (averaging \$100/day for food and lodging).**

**Tours to the Hornaday/Brock River**

Coastal tours and **sportfishing** represent the only major **immediate** opportunity to encourage tourists to **Paulatuk**. While the community is unquestionably one of the most attractive in the Western Arctic, this is not a strong enough draw to attract tourists, except of course for the Jamboree.

Both rivers provide excellent fishing, and **the Brock River** in particular is very scenic.

While the HTA boat could be used for large groups of tourists it is generally **in full use during the summer**. However, **James Harvie and the Mayor are considering the purchase** of a smaller 6 to 8 passenger boat that would be suitable for trips to the river. **Possible 3 day packages could include:**

- Day 1 - **Inuvik to Paulatuk**
  - Community Visit
  - Fish Bake/Entertainment
- Day 2 - **Paulatuk to Hornaday River**
  - Fishing/Hiking
  - Overnight in Tent Frames
- Day 3 - Fishing (morning)
  - Return to **Paulatuk**
  - Paulatuk to Inuvik**

A 4 and 5 day trip would also be available with the two extra days spent on the **Brock** River. -

The HTA **are** presently investigating the ideal location for a "Todge". They are also assessing the fishing at a number of locations on the **Brock** and **Hornaday** Rivers. Although **sports-**fishing has market potential, the unpredictability of the char run precludes the opportunity to develop strictly fishing packages.

### Additional Tours

While it may be possible to identify extended tours out from **Paulatuk**, most locations are too far and require long time spans on the water. It will be many years before the demand for the **Brock/Hornaday** Packages is so great that new **trips will be** required.

### Sport hunting

Six guides attended the guide training course this year. This should greatly improve the Community's ability to deliver quality hunts for polar bear, muskox and grizzly bear. It was advantageous for the **guide** training course to be held in **Paulatuk** as it provided the established guides with a sense of importance in training.

### Arts and Crafts

There are many craft skills in the community that are not being utilized. James Rueben is still very interested in establishing a Craft **Co-op** and it would seem that if arts and crafts are going to experience any significant come back in the Western Arctic it might be in **Paulatuk**. Wall hangings are a popular product and the demand has stayed strong over the years, unlike some of the carvings **where** much of the market has been saturated. The long term goal should be to establish week long arts and craft workshops.

## Paulatuk

### o Existing Facilities

See Table located at the end of this section.

### o Resources

several excellent **craftspeople** and a history of excellent **craft production**;

possibly the most culturally authentic **Inuit community** in the Western Arctic;

scenic location on **Darnley Bay**;

popular and emerging Arctic Char (**Ikalukpik**) Jamboree;

historic resources including HBC sites at Cape Parry, Letty **Harbour**, Pearce Point and **Paulatuk R.C.** mission;

17 polar bear, 50 **muskox** and 75 barren ground **cariboo** tags, however, animal concentrations are not as good as other communities;

excellent char fishing on **Hornaday** and **Brock** Rivers;

dramatic local sites including sand dunes of **Brock** Lagoon, cliffs and caverns of **Hornaday** River;

local soapstone deposits for craft production; and  
new 37' Islander boat owned by HTA.

-.

### o Issues and Trends

- the recent **Paulatuk Economic Plan** indicates the community is very interested in developing their **tourism resources** especially **guided hunts** and **wilderness appreciation tours** and the development of a **craft centre**;
- many of the skill development problems associated with polar bear hunts in **Sachs Harbour** are also, evident in **Paulatuk**;
- the community once had a dynamic and seemingly profitable **craft (sewing) production centre**; and
- the addition of a planned hotel will greatly increase potential for **package trips** from **Inuvik**.



## o Development Opportunities

### Short Term

institution of a credible certification program for guides as well as comprehensive guide training workshops for those who fail to meet the qualification;

establishment of hunting outpost camps, possible locations are **Delesse** Lake, Tom Cod Bay, **Tsoko** Lake, **Ewariege** Lake, Pearce Point, Cape Parry and **Hornaday** River;

- in collaboration with **HTA** and Guided Arctic Expeditions, the active promotion of 'hunting for **polar** bear, muskox, Peary Caribou, barren ground grizzly bear, fishing for arctic char, etc.
- the use of new **HTA** boat for packaged boat trips to **Hornaday** River, Paul Steen's Camp, Letty **Harbour**, Pearce Point or Cape Perry. Two to five day packages will include, shore hikes, wildlife viewing (seals, grizzly bear) char and cod fishing, **rockhounding**, evening entertainment; and
- the continued development of the Jamboree.

### Long Term

- a major craft **production/sewing** centre for wall hangings, mukluks and mitts as well as more contemporary art works; and
- an international level craft workshop that provides lessons in **Inuit** craft production to southern artists and interested individuals.

Component	Name	Facilities
<b><u>PAULATUK</u></b>		
<b>Accommodation</b>	Thrasher Hotel Transient <b>Centre</b>	6 rooms, 12 guests, dining area
<b>Attractions</b>	Catholic Mission Historic House <b>Hornaday</b> River	
Activities	several power boats HTA Outfitters  3 dog teams	18' Lunds · <b>big</b> game hunts, 37' islander
Services	<b>Inupiam Store (Co-op)</b>	retail -
Transportation	<b>Aklak</b> Air	scheduled <b>flights</b>

### 3. DEVELOPMENT OPPORTUNITIES

## PRIORITY I

WILDERNESS/SPORT HUNTS OUTFITTER  
PAULATUK1. BACKGROUND/RATIONALE

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

2. DESCRIPTION

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

3. OBJECTIVES

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

4. MARKETING STRATEGY

- o produce brochure;
- o target Inuvik visitors;
- o southern fishing wholesalers; and
- o advertise in Up Here, Explorers Guide, etc.

5. RESPONSIBILITY AND IMPLEMENTATION

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

## 6. PERFORMANCE INDICATORS

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

## 7. OPPORTUNITIES AND CONSTRAINTS

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

## 8. IMPLEMENTATION STEPS

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

## 9. COSTS

Equipment: \$65,000

Start-up: \$55,000

Total Costs: \$120,000

## 10. REVENUE AND OPERATING COSTS

### Revenue in 1993

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

**costs**

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

1. BACKGROUND/RATIONALE

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

2. DESCRIPTION

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

3. OBJECTIVES

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

4. MARKETING STRATEGY

- 0 produce brochure;
- 0 target southern sportfishing and adventure travel wholesalers;
- 0 target N.W.T./Yukon Inbound Operators;
- 0 advertise in Up Here, Milepost; and
- 0 attend consumer shows in Toronto, Dallas, Anaheim, etc.

5. RESPONSIBILITY AND IMPLEMENTATION

- 0 Paulatuk Hamlet Council; and
- 0 HTA.

6. PERFORMANCE INDICATORS

- 0 generate a total of 24 visitors/day at \$250.00 for 60 days which would generate \$360,000.00 per season; and
- 0 increase market for local arts and crafts.

7. OPPORTUNITIES AND CONSTRAINTS

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

8. IMPLEMENTATION STEPS

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

9. COSTS

**Hornaday River**

Planning: \$35,000

Construction: \$230,000

Start-up: \$50,000

**Brock River**

Planning: \$75,000

Construction: \$340,000

Start-up: \$45,000

Total Costs: \$775,000



**10. REVENUE AND OPERATING COSTS****Revenue in 1993****(a) Hornaday River**

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

Occupancy Revenue	\$100,800.00
Additional Tours	22,000.00

**TOTAL: \$122,800.00**

**costs**

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

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

**TOTAL: \$111,100.00**

**Revenue in 1995****(b) Brock River**

8 Units (75% occupancy)  
 \$300.00/day/person for 8 weeks

Occupancy	\$201,600.00
Additional Tours	45,000.00

**TOTAL: \$246,600.00**

**costs**

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

Administration	4,000.00
Insurance	5,000.00
Utilities	4,000.00
Maintenance	4,000.00
Transportation	6,000.00
Supplies (e.g. Food)	30,200.00
Marketing	20,000.00
Commissions	12,000.00

**TOTAL: \$175,700.00**

**1. BACKGROUND/RATIONALE**

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

**2. DESCRIPTION**

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

**3. OBJECTIVES**

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

**4. MARKETING STRATEGY**

- o produce brochure;
- o target those interested in pursuing native culture and arts; and
- o advertise in Crafts, Crafts Plus and Harrowsmith.

**5. RESPONSIBILITY AND Implementation**

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

**6. PERFORMANCE INDICATORS**

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

7. OPPORTUNITIES AND CONSTRAINTS

- 0 **ability** to produce **sewing** hangings has been proven, this can be basis for arts and crafts development in **Paulatuk**;
- 0 young people could learn traditional craft skills; and
- 0 national reputation for craft production could be re-established.

8. IMPLEMENTATION STEPS

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

9. COSTS

Production: \$40,000  
 Tourist Workshops: \$50,000  
 Total Costs: \$90,000

10. REVENUE AND OPERATING COSTS .Revenue in 1993

<b>a) Craft Production</b>	-
0 Inuvik Visitors (8% purchase \$15.00)	\$26,000.00
0 Tour visitors; 100 x \$30.00 each package	3,000.00
0 Hunters; 15 x \$100.00	1,500.00
0 Externally	5,000.00
0 Wilderness Lodge Visitors; \$50.00 each	5,000.00
<b>b) Arts and Crafts Workshops</b>	
<b>20%</b> of packages to region = 28	
0 28 x 5 days @ \$275.00/day	<u>38,500.00</u>
<b>TOTAL:</b>	<b>\$79,000.00</b>

**costs**

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

ARCTIC OCEAN AREA	1989 ('000) \$	1990 ('000) \$	1991 ('000) \$	1992 ('000) \$	1993 ('000) \$	1994-1995 (' 0 0 0 ) \$
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**PAULATUK**

**1. WILDERNESS/SPORT  
HUNTS OUTFITTER**

Equipment	25	20	20			
Start-up	15	10	10	10	10	

**2. ARTS AND CRAFTS**

Producti on		15	15	10		
Touri st Workshops			25	25		

**3. WILDERNESS CAMPS**

**Hornaday River**

Pl anni ng		35				
Constructi on/Equi pment	25		1 0 0	50	25	30
Start-up		10	20	10	10	

**Brock River**

Pl anni ng		75				
Constructi on/Equi pment	20		25	175	120	
Start-up		20	25			

**TOTAL: \$ 85 \$ 185 \$ 240 \$ 280 \$ 165 \$ 30**

**GRAND TOTAL: \$ 985,000**

ARCTIC OCEAN AREA (\$'000)

ECONOMIC DEVELOPMENT AND TOURISM  
 EDA  
 SPECIAL ARDA  
 NEDP  
 COASTIVE DEVELOPMENT CORPORATION  
 ESKIMO LOAN FUND  
 HAMLET/TOWN COUNCIL  
 REGIONAL DEVELOPMENT CORPORATION  
 NORTHERN HERITAGE CENTRE  
 LENDING INSTITUTIONS  
 SMALL BUSINESS LOAN FUND  
 PRIVATE OPERATOR EQUITY

PAULATUK

1. WILDERNESS/SPORT HUNTS OUTFITTER

Equipment 65  
 Start-up 20

35

2. ARTS AND CRAFTS

Production 40  
 Tourist Workshops 25

40

25

25

3. WILDERNESS CAMPS

Hornaday River  
 Planning 35  
 Construction/Equipment  
 Start-up 25

35

25

100

30

100

Brock River  
 Planning 75  
 Construction/Equipment  
 Start-up 45

75

45

200

100

40

TOTAL:

280

350

30

100

100

125

## 40 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</u> <u>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.	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 NAVA	55,500	30,000	130,500	38,500	33,800	45,000
COMMUNITY FLAT SHEETS	22,000	8,700	23,500	22,400	27,500	58,800
TOUR OPERATOR, FAMILIARIZATION TOURS	2,800	8,150	8,000	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	0,200	0,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	0,900	7,000	7,800	8,200
VIDEOS	50,000	77,000	64,000	75,000	77,000	0,000
INQUIRY FULFILLMENT	12,500	16,000	23,000	30,300	35,300	85,000
MAILING LISTS	35,250	42,500	51,500	62,000	76,000	173,000
NAVA SPECIAL PROMOTIONS (MEDIA) EVENTS	20,000	8,000	8,000	0,000	15,000	30,000
IN-HOUSE PROMO/GIVE AWAYS	9,700	11,200	14,200	18,500	23,000	22,000
MARKETING SUPPORT	17,000	11,500	2,500	2,500	2,000	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>410,270</b>	<b>520,010</b>	<b>700,040</b>

CONSUMER MAGAZINES

PAIII ATIIK	1989	1990	1991	1992	1993	1994/95
YEAR						
ACTIVITY						

RUBBER TIRE/LOCAL OPERATORS

o Advertisers in:						
a) M'epost						
b) Automobile Assoc.						
c) B.C./Alaska/Yukon Guide						
d) Up Here/Sunset						
e) Canadian						
f) N.W.T. Explorer						
o Antler	8,500	9,300	10,200	11,200	2,400	26,000
o Aklak Air						
o Sunrise Helicopter						
o Inuvik Campground						
o Delta Boat Cruise						
o Fishing Lodge						

HUNTING

1. GUIDE ARCTIC EXPENDITURES

o Safari Club	820	800	860	-	940	-
o FNAWS	130	470	510	-	-	-
o Bow Hunter	130	470	510	550	-	1,300
2. HTA						
o Safari Club	360	400	440	480	-	-
o FNAWS	430	470	510	-	-	1,300
o Petersens	310	340	380	420	-	-

CONSUMER MAGAZINES (Continued)

PAULATUK	YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>FISHING</u>								
1. PAULATUK: HORNADAY AND BROCK R VRS								
o		Field and Stream	-	440	480	520	560	1,400
o		Sports Afield	-	-	770	830	880	-
o		Texas Fisherman	-	570	-	680	730	1,700
<u>NATURE INTERPRETATION</u>								
1. HORNADAY/BROCK: PAULATUK OUTFITTERS								
o		Canadian Geographic	490	530	570	-	-	-
o		Sierra	540	-	640	-	710	-
o		Equinox	580	630	-	710	-	1,00
<u>CULTURE</u>								
1. ARTS AND CRAFTS WORKSHOPS								
Tuktoyaktuk								
AkIavik								
Paulatuk								
o		Crafts Plus	480	520	-	590	-	1,500
o		Harrowsmith	580	620	660	-	-	1,650
o		Crafts Magazine	470	510	-	580	-	1,450

CONSUMER MAGAZINES (Continued)

PAULATUK YEAR	1989	1990	1991	1992	1993	1994/95
ACTIVITY						
<b>2. CULTURAL INCLUSION</b>						
Tuktoyaktuk						
Paulatuk						
Aklavik						
o University of Edmonton	600	650	700	760		-
o University of Toronto						
o University of Montreal						
o Alumni Newsletters						
o Canadian Review of Sociology and Anthropology	520	560	610	-	670	-
<u>BROCHURES</u>						
<b>1. WESTERN ARCTIC PRODUCT DIRECTORY</b>						
o Design	20,000	-	10,000	-	12,000	12,000
o Printing	50,000	-	55,000	-	60,000	65,000
<b>2. DEMPSTER HIGHWAY</b>						
o Design	4,000	-	15,000	-	2,000	-
o Printing	12,000	-	35,000	-	15,000	-
<b>3. INDIVIDUAL PRODUCT</b>						
o Inbound Operation Design	1,500	-	-	-	-	-
o Inbound Operation Printing	3,000	-	3,500	-	3,000	-
o Paulatuk Camps Design	-	1,000	-	-	-	-
o Paulatuk Camps Printing	-	1,500	-	2,000	-	5,000

COMMUNITY HANDOUTS/FLAT SHEETS

8

99

COMMUNITY HAND OUTS AT  
VISITOR CENTRES OR MAIL OUTS

o Paulatuk 1,000 1,100 1,200 1,300 1,400 3,400

TOUR OPERATOR FAMILIARIZATION TOURS

1. FIESTA WAYFARER HOLIDAYS

o Transportation 400 450 - - - -  
o Accommodation 600 700 800 - - - -  
o Land Cost 1,500 1,500 1,700 - - - -

2. HORIZON HOLIDAYS

o Transportation 400 - - 500 - - -  
o Accommodation 300 - - 400 - - -  
o Land Costs 1,500 - - 2,000 - - -

3. NAGEL TOURS

o Transportation 400 - - 500 - - -  
o Accommodation 500 - - 650 - - -  
o Land Costs 1,200 - - 1,400 - - -

CONSUMER TRAVEL W tinned

PAULATUK

YEAR	1989	1990	1991	1992	1993	1994/95
ACTIVITY						

HUNTING

1. GUIDED ARCTIC/FNAWS 2 Persons

o Booth	1,400	1,500	1,600	1,700	1,800	1,800
o Travel	1,800	1,900	2,000	2,100	2,300	2,300
o Accommodation	2,000	2,200	2,400	2,600	2,800	2,800

2. GUIDED ARCTIC/SAFARI CLUB  
(2 Persons)

o Booth	1,500	1,600	1,700	1,800	2,000	4,600
o Travel	1,000	1,900	2,000	2,100	2,300	5,300
o Accommodation	2,000	2,200	2,400	2,600	2,900	6,800

TRAVEL WRITERS

BY PRODUCT SEGMENTS

1. FISHING

o Transportation	-	900	1,000	1,100	1,200	-
o Accommodation	-	500	600	700	800	-
o Land Costs	-	1,000	1,200	1,300	1,500	-



CONSUMER TRAVEL SHOWS

PAULATUK	YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>WESTERN ARCTIC (GENERAL)</u>								
1.	DALLAS SPORTSMAN SHOW (2 Persons)							
	o Booth	1,0 <sup>00</sup>	1,1 <sup>00</sup>	1,2 <sup>00</sup>	-	-	-	-
	o Travel	2,0 <sup>00</sup>	2,2 <sup>00</sup>	2,4 <sup>00</sup>	-	-	-	-
	o Accommodation	2,7 <sup>00</sup>	2,0 <sup>00</sup>	2,2 <sup>00</sup>	-	-	-	-
2.	ANAHEIM SPORTSMAN SHOW (3 Persons)							
	o Booth	1,0 <sup>00</sup>	1,1 <sup>00</sup>	1,2 <sup>00</sup>	1,3 <sup>00</sup>	-	-	-
	o Travel	2,2 <sup>00</sup>	2,4 <sup>00</sup>	2,6 <sup>00</sup>	2,8 <sup>00</sup>	-	-	-
	o Accommodation	2,0 <sup>00</sup>	2,2 <sup>00</sup>	2,4 <sup>00</sup>	2,6 <sup>00</sup>	-	-	-
3.	LONDON FREE PRESS SPRING SHOW (2 Persons)							
	o Booth	7 <sup>00</sup>	75 <sup>00</sup>	80 <sup>00</sup>	850	900	900	2,1 <sup>00</sup>
	o Travel	8 <sup>00</sup>	85 <sup>00</sup>	92 <sup>00</sup>	1,000	1,100	1,100	2,7 <sup>00</sup>
	o Accommodation	1,0 <sup>00</sup>	1,10 <sup>00</sup>	1,20 <sup>00</sup>	1,300	1,450	1,450	3,6 <sup>00</sup>
<u>FISHING</u>								
1.	TORONTO SPORTSMAN SHOW 3 Persons							
	o Booth	8 <sup>00</sup>	9 <sup>00</sup>	1,000	-	-	-	-
	o Travel	1,2 <sup>00</sup>	1,3 <sup>00</sup>	1,400	-	-	-	-
	o Accommodation	2,0 <sup>00</sup>	2,2 <sup>00</sup>	2,400	-	-	-	-
2.	ALL CANADA FISHING SHOW							
	U.S. MIDWEST (2 Persons)							
	o Booth	2,0 <sup>00</sup>	2,2 <sup>00</sup>	2,400	2,6 <sup>00</sup>	2,8 <sup>00</sup>	2,8 <sup>00</sup>	-
	o Travel	2,5 <sup>00</sup>	2,7 <sup>00</sup>	3,000	3,3 <sup>00</sup>	3,6 <sup>00</sup>	3,6 <sup>00</sup>	-
	o Accommodation	2,5 <sup>00</sup>	2,7 <sup>00</sup>	3,000	3,3 <sup>00</sup>	3,6 <sup>00</sup>	3,6 <sup>00</sup>	-

VIDEOS (20 COPIES EACH)

PAULATUK

YEAR	1989	1990	1991	1992	1993	1994/95
------	------	------	------	------	------	---------

ACTIVITY

- o Hornaday/Brock River
- o Western Arctic
- o Arts and Crafts Workshops

27,000  
40,000  
25,000

INQUIRY FULFILLMENT

1. WESTERN ARCTIC VISITORS ASSOCIATION

- o Response and Follow-Up
- 2. TOUR OPERATORS
- 3. HUNTING OPERATORS
- o FISHING OPERATORS

2,500 4,000 6,000 8,500 10,000 23,000  
2,500 3,000 5,000 6,000 8,000 20,000  
1,500 1,800 2,000 2,300 2,500 6,000  
2,500 3,000 4,500 6,000 7,500 17,000

MAILING LISTS

- 1. TOUR OPERATORS (15)
- 2. HUNTING OPERATORS (9)
  - o HTA (2)
  - o Guided Arctic (1)
  - o E-1, E-6 (6)
- 3. FISHING OPERATORS (8)

3,000 5,000 8,000 11,000 16,000 40,000  
2,500 4,000 6,000 19,000 23,000 52,000  
8,000 9,000 11,000 2,000 25,000

IN-HOUSE PROMO/GIVE AWAYS

PAULATUK	1989	1990	1991	1992	1993	1994/95
YEAR						
ACTIVITY						
<b>1. LOCAL TOUR OPERATORS/SUPPLIERS</b>						
o Field and Stream (Hornaday/Brock River tour) Wilderness Camps	-	-	-	-	2,500	-
<b>2. HUNTING OPERATORS</b>						
o Sachs Harbour HTA	4,000	-	-	-	4,000	-
o Muskox/Caribou Hunt	-	3,000	-	3,000	-	3,000
o E-1 Outfitter Sheep Hunt	-	-	3,000	-	3,000	3,000
o Aklavik HTA Sheep Hunt	-	-	-	5,000	-	-
o Tuktoyaktuk HTA Polar Bear Hunt	-	-	-	-	-	-
<b>3. COMMUNITY ARTS AND CRAFTS WORKSHOPS</b>						
o Tuktoyaktuk	-	-	800	-	-	-
a) Crafts Plus	-	-	-	800	-	-
b) Harrowsmith	-	-	-	-	800	-
c) Crafts	-	-	-	-	-	-
o Arctic Red	00	700	700	-	-	-
o Aklavik	-	-	700	700	-	-
o Paulatuk	-	-	-	700	700	-

MARKETING RESEARCH

PAULATUK

YEAR	1 8	1990	1991	1 9	993	1994/95
<hr/>						
1. WESTERN ARCTIC VISITORS ASSOCIATION						
o Analysis of Industry survey Data	10,000	5 00 <sup>o</sup>	5 00 <sup>o</sup>	5,00 <sup>o</sup>	5,0 <sup>oo</sup>	5,00 <sup>o</sup>
2. TOUR OPERATOR SURVEYS	1.000	1.50 <sup>o</sup>	2,00 <sup>o</sup>	2,50 <sup>o</sup>	2,5 <sup>oo</sup>	5,00 <sup>o</sup>
3. FISHING AND HUNTING SURVEYS	-	8,00 <sup>o</sup>	-	-	8,0 <sup>oo</sup>	o

## 5. TRAINING PROGRAMS

Each community project will **reuire** some level of training. It **will** generally be **the** responsibility of **Arctic College**, Continuing Education and Renewable Resources to deliver these programs. Where possible, courses will be given in the various communities; **however, itwill** 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.

**ARCTIC OCEAN AREA  
Training (Weeks)**

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

PAULATUK

1.	WILDERNESS/SPORT HUNTS OUTFITTER	8	2	3x2-	2		2	2		2	
2.	ARTS ANo CRAFTS	4					1	1	3x2		
3.	WILDERNESS CAMPS										
	Hornaday River	8	2	4x2	2x2	2'	'2	2		1	1
	Brock Ri ver	8	2	8x2	2x2	2	2	2		1	1
<b>TOTAL:</b>		<b>28</b>	<b>6</b>	<b>30</b>	<b>10</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>4</b>	<b>2</b>