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

Tourism Strategy

Draft Volume 15

SACHS HARBOUR

Western Arctic Visitors Association
Economic Development and Tourism

MacLAREN PLANSEARCH
PELMAN ASSOCIATES ARCHITECTS
ADDISON TRAVEL MARKETING

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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?"¹

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

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

This will require extensive:

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

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

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

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

THE COMMUNITIES

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

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

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

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

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

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

communities the benefits from tourism development and how tourism projects can be 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

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

WESTERN ARCTIC

Tourism Strategy

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

LEGEND

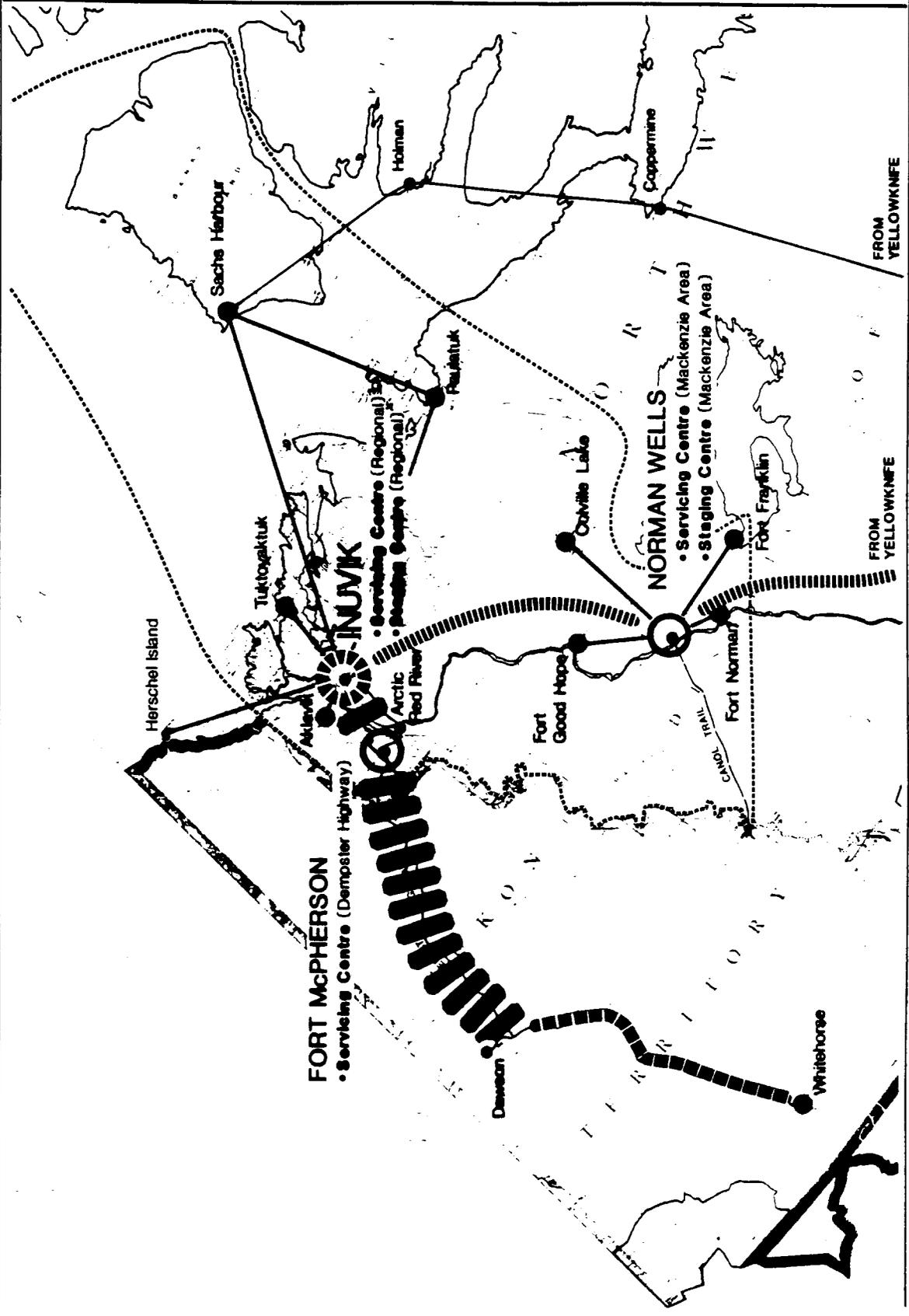
Regional Boundary

Rubber Tire Access Route 

Air Access Route 

Development Concept

McLAREN P. ANDERSON
PELHAM ASSOCIATES ARCHITECTS
LEEDEN, ONTARIO, CANADA



WESTERN ARCTIC

Tourism Strategy

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

LEGEND

Regional Boundary

Sub-Region

Theme

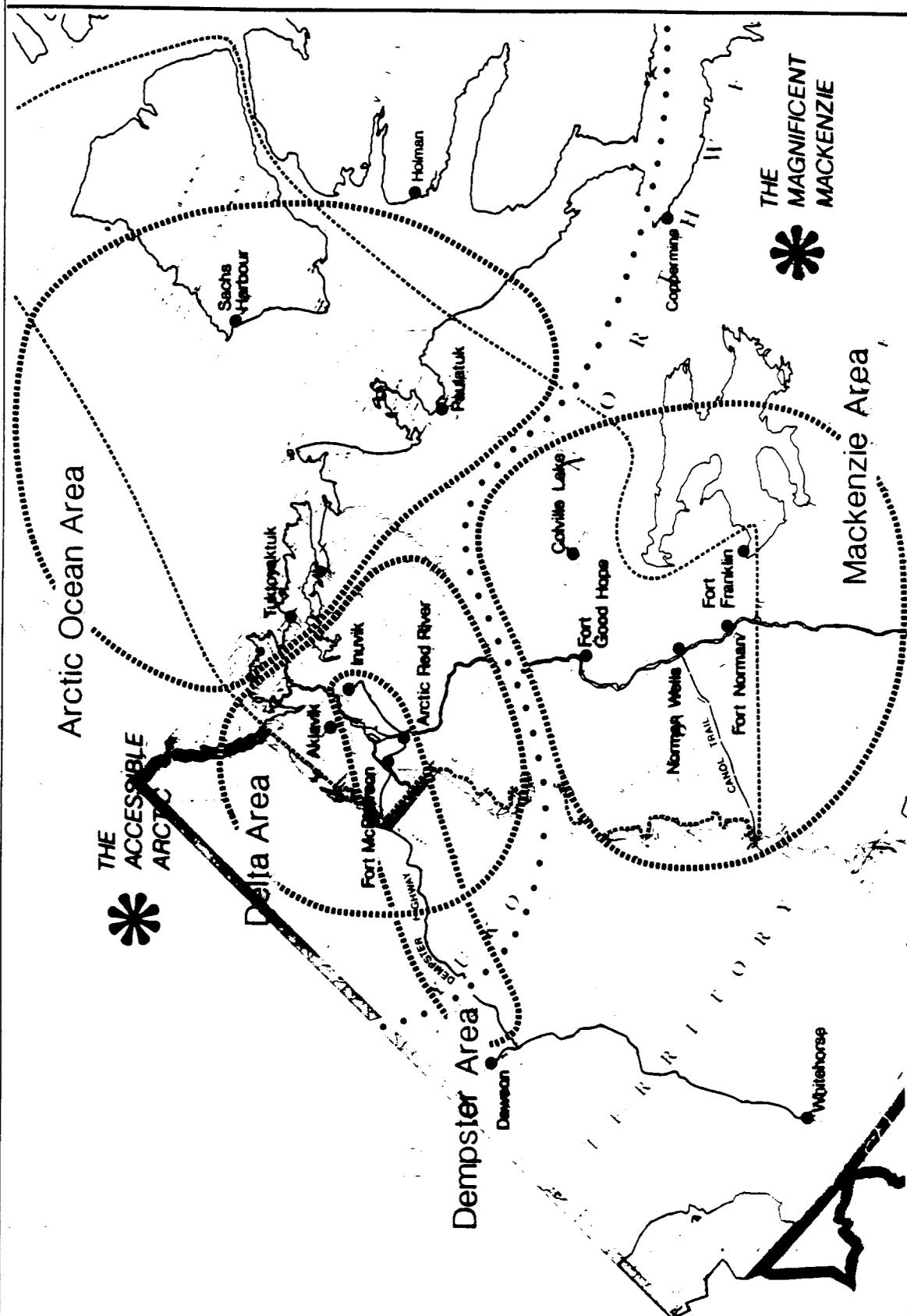
Area/Corridor Boundary

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Attraction Concept

McLAREN & MCKENZIE LTD.
PELHAM ASSOCIATES ARCHITECTS
ALBERTA TRAVEL MARKET INC.

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2. EXISTING TOURISM FACILITIES/ACTIVITIES

Sachs Harbour/Banks Island

The opening of the Icicle Inn, has greatly improved the opportunity for tours to Banks Island. While direct flights to some of the wilderness attractions such as the Big River are possible, most tours should include a visit to the community. A variety of tours are potentially available to appeal to:

- birdwatchers;
- photographers; and
- nature enthusiasts of all types.

The areas of greatest interest are:

- Big River
 - birdlife (cranes, peregrin falcons)
 - caribou, muskox
- Thompson River
 - scenic values
 - birdlife
 - vegetation (flowers)
- Masik River
 - boat trip
 - shoreline excursions
 - nesting shorebirds
 - muskox
- Nelson Head
 - shoreline excursions
 - scenic values
- Thompson River
 - scenic values
 - birdwatching
- Johnson Point
 - fishing
- Permenant Ice Cap
 - scenic value
 - uniqueness

At the present time, the lodge can accommodate up to 24 guests. A feasibility study conducted by the study team indicates that the lodge has the potential to attract nature enthusiasts, however, its main support for the first few years of operation will be government/business travellers. The facility only requires minor upgrading and cosmetic renovations to support the current and projected demand for the first five years of operation.

Wilderness Tours Outfitting

There are several potential tour packages and many options within each one. The product development and promotion can only be achieved through an identified outfitter.

Les Carpenter has proposed establishing Banks Island Wilderness Outfitters. It would be a joint venture company under the professional management of Icicle Inn (the feasibility study proposes hiring an experienced hotel manager). The company would also include the principal local guides as partners in the company (Floyd Sydney, Andy Carpenter, John Lucas, Roger Kuptana, David Nasogaluak, etc.). The company would be in a position to access the funds necessary to set up a full scale outfitting operation. Capital requirements include:

- one ocean-going boat
- four wheelers
- tent frame camps at Big, Masik, and Thompson Rivers
- one van at Sachs Harbour
- dog teams
- snowmachines

Package Tours

A number of package tours could be set up immediately including:

Package A Masik River/Nelson Head

- Day 1 - Inuvik Sachs Harbour
 - Community Tour
 - Outdoor B-B-Q (muskox)
- Day 2 - 4 wheeler access to Capron Lake for a day of fishing
 - Evening at Sachs Harbour with the Elders
- Day 3 - Nelson Head/Masik River
 - travel to Nelson Head (photography, hiking)
 - Back to Masik River
 - Overnight at Masik River
- Day 4 - Fishing
 - Return to Sachs Harbour
 - Sachs Harbour to Inuvik

Package B Big River Birdwatching/Photography

- Day 1 - Inuvik to Sachs Harbour
 - Community Tour
 - Outdoor Supper
 - Meet with Elders

Option 1

- Day 2 - Side Charter to Big River
- Day 3/4 - Birdwatching, hiking
 - 4 wheeler excursions
 - Return directly to Inuvik

Option 2

- Day 2 - Nelson Head/Masik River
- Overnight at Masik River
- Day 3 - Return to Sachs Harbour
- Side charter to Big River
- Day 4/5 - Wilderness photography at Big River
- Day 6 - Return to Inuvik

Package C

Thompson River - birdwatching/photography

- Day 1 - Inuvik to Thompson River Camp
- Day 2/4 - Hiking, photography, fishing, bird-
watching at Thompson River
- Day 5 - Thompson River to Inuvik via Sachs
Harbour for supper and community tour

Package D

Fishing at Johnson Point

- Day 1 - Inuvik to Sachs Harbour
- Community Tour
- Outdoor Supper/Entertainment
- Day 2 - Side charter to Johnson Point
- Day 3/4 - Fishing
- Day 5 - Return to Sachs Harbour
- Travel to Nelson Head/Masik River
- Day 6 - Fishing
- Day 7 - Fishing
- Return to Sachs Harbour and Inuvik

Sachs Harbour

o Existing Facilities

See Table located at the end of this section.

o Resources

- a unique landscape characterized by rolling hills, meandering rivers, and spectacular sea cliffs;
- the most productive area in the world for muskox and an abundance of polar bear;
- a variety of birdlife including snow geese, gyrfalcon, sand-hill crane and peregrine falcon; and
- Parks Canada proposes a 8,250 km² area at north end of Banks Island and a 100 km² area at the south end as a national park, eventually bringing international recognition to the island and region.

o Issues and Trends

- Banks Island has the potential to become one of the most unique and exclusive areas in the world for naturalist package tours;
- the HTA has a poor record of hunt management and cost control. Sachs Harbour, although relatively popular with hunters has an unacceptable level of complaints caused by inadequately experienced guides. Their long term reputation is in jeopardy;
- the closed AES station has the potential to become one of the finest resort facilities in the Arctic (presently being auctioned off to highest bidder).

o Development Opportunities

Short Term

- institute immediately a high quality guide certification program enabling only the top 50% to 60% to become accredited. Use this action for a new product promotion with Guided Arctic Expeditions. This will increase the number of hunts per hunter and greatly improve the reputation of Arctic hunts;
- convert the AES station to a first class resort including 13 double suites, seminar and conference facilities, recreation/T.V./video room, interpretation exhibit area;
- develop 2 to 5 day packages out of Inuvik including side charters to the Thompsen River, Masik Pass, Nelson Head, Gyrafalcon Bluff, archaeological sites, etc.; and
- community tours and visits to seal fishing camps.

Long Term

- market Banks Island as an international wildlife and Inuit culture area;
- four day fishing - observation packages including Capron Lake/Masik Pass;
- outpost camp at Big River including lodge and tent frames; and
- tundra excursions on 4 wheelers to visit archaeological site restorations.

Component	Name	Facilities
<u>SACHS HARBOUR</u>		
Accommodations	Banks Island Lodge Potential accommodation at Atmospheric Environment Services	lodge, 5 units, dining area 13 double units meeting rooms observation dome
Attractions	Banks Island wildlife resources proposed Banks Island National Park	
Activities	4 dog teams HTA Outfitters several power boats	big game hunts
Services	Ikahut Co-op	retail
Transportation	Aklak Air Kenn Borek Air	scheduled flights scheduled flights

3. DEVELOPMENT OPPORTUNITIES

PRIORITY I

BANKS ISLAND OUTFITTERS
SACHS HARBOUR**1. BACKGROUND/RATIONALE**

- o Banks Island is an internationally recognized wildlife area with 45 species of birds, the largest population of muskox in the world as well as dramatic scenic values, Parks Canada has recognized this value and has dedicated part of the Island as an area of National Significance; and
- o although it enjoys regular aircraft access, the island receives relatively few tourists as guide outfitting services are not available and scheduled airline costs are high, if tourism is to grow in Sachs Harbour and Banks Island there must be specific packages developed and aggressively marketed by a qualified outfitting company.

2. DESCRIPTION

- o there are at least 4 to 6 guides who with a certain level of training and management could establish a guide outfitting/adventure travel operation, presently they lack organization and the necessary equipment to deliver multiple tours;
- o necessary equipment required:
 - setting up camps at the Big, Thomson and Masek Rivers including tent frames (5 each) and camp equipment
 - 4 wheelers to provide tundra access
 - ocean boat to go to Masek River and Nelson Head;
- o training would be provided in package tour management/operations, hospitality and nature interpretation; and
- o by 1993 it will be possible to conduct 3 to 4 five day tours to each of the 3 camps.

3. OBJECTIVES

- o increase visitor volume to the island;
- o improve occupancy for the Icicles Inn; and
- o provide summer employment for the hunting guides.

4. MARKETING STRATEGY

- o produce brochure;
- o target southern Adventure Travel Wholesalers;
- o develop birdwatchers programming with southern specialist operators;
- o advertise in Up Here, Explorers Guide; and
- o liaise with Western Arctic Visitors Centre.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Band Council;
- o HTA; and
- o IDC.

6. PERFORMANCE INDICATORS

- o expand employment and wages for existing guides;
- o provide an additional 140 room nights in Sachs Harbour and general sales of arts and crafts; and
- o attract 50 naturalists per year initially expanding to 115 in 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o Banks Island wildlife resources and scenery are very attractive;
- o sufficient guides are available who can be trained;
- o Guided Arctic has established good infrastructure and marketing approach; and
- o big game hunting may conflict with arts and crafts image and naturalist attraction.

8. IMPLEMENTATION STEPS

- o Sachs Harbour Band Council and HTA meet with Guided Arctic or operator to establish packages;
- o determine equipment necessary;
- o prepare proposal;
- o select guides and train them;
- o arrange financing to set up operation;
- o prepare brochures;
- o purchase equipment; and
- o market packages with Guided Arctic.

9. COSTS

Equipment (3 camps): \$170,000
 4 Wheelers/Skidoo: \$70,000
 Boat/Equipment: \$75,000
 Start-up/Training: \$170,000
 Total Costs: \$485,000

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

Adventure/Wilderness tours (5 day packages)
 - 25% of total to region = 114

a) 114 x \$1,500.00 (5 day package)	\$171,000.00
b) From Inuvik 30 x \$800.00 (3 day package)	<u>24,000.00</u>
TOTAL:	\$195,000.00

Costs

Salaries - Manager (8 months)	\$ 32,000.00
Assistant (4 months)	12,000.00
Guides (3) (100 days)	52,500.00
Administration	4,000.00
Food and Supplies	42,000.00
Maintenance	10,000.00
Charters	12,000.00
Utilities	2,000.00
Marketing	12,000.00
Hotel Accommodation	14,000.00
Commissions	<u>3,000.00</u>
TOTAL:	\$195,500.00

PRIORITY II

MUSEUM ATTRACTION
SACHS HARBOUR1. BACKGROUND/RATIONALE

- o There are no specific attractions in Sachs Harbour, although a museum has been established that could serve as the focus to cultural/historical/ nature interpretation.

2. DESCRIPTION

- o renovation of Museum, collection of artifacts.

3. OBJECTIVES

- o develop activities for tourists staying at lodge; and
- o provide interpretation of Sachs Harbour history as well as the exceptional natural features of the island.

4. MARKETING STRATEGY

- o produce community brochure; and
- o advertise in Up Here and Canadian.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Council;
- o GNWT Department of Renewable Resources;
- o GNWT Department of Justice and Public Service; and
- o Northern Heritage Centre.

6. PERFORMANCE INDICATORS

- o increase visitor stays in Sachs Harbour by 1/4 day.

7. OPPORTUNITIES AND CONSTRAINTS

- o focus for rich cultural/historical/nature background interpretation;
- o museum can serve as basis for broader attraction;
- o retrieval of artifacts to Sachs Harbour;
- o continuing cultural and educational potential for young people; and
- o possible outlet for arts and crafts sales.

8. IMPLEMENTATION STEPS

- o develop plans for review by Northern Heritage Centre, GNWT;
- o establish goals and programs - Sachs Harbour Council, GNWT;
- o secure construction funding and ongoing operation costs; and
- o program.

9. COSTS

Total Costs: \$45,000

10. REVENUE

No revenue projected.

PRIORITY II

COMMUNITY HOST
SACHS HARBOUR1. BACKGROUND/RATIONALE

- o with the number of tourists increasing in Sachs Harbour over the next few years, it will be appropriate to have a community host.

2. DESCRIPTION

- o the hosts position will be supported by the Band but revenues from community local tours should eventually pay the costs.

3. OBJECTIVES

- o create better understanding of Sachs Harbour;
- o organize tourists activities; and
- o create summer employment for students.

4. MARKETING STRATEGY

- o prepare brochure with museum;
- o target tourists to Sachs Harbour;
- o promote with Aklak Air; and
- o liase with WAVA Centre.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Band Council.

6. PERFORMANCE INDICATORS

- o provide activity in Sachs Harbour for ½ day; and
- o develop host's position to eventually be self-supporting from tour charges.

7. OPPORTUNITIES AND CONSTRAINTS

- o visitors to Sachs Harbour should increase to 300 by 1993;
- o summer employment for students with opportunity to increase community awareness; and
- o opportunity to guide visitors to key cultural and arts and crafts outlets.

8. IMPLEMENTATION STEPS

- o prepare brochures based on tour focus and cultural/historical description;
- o prepare information package;
- o acquire start-up funding; and
- o hire students.

9. COSTS

Total Costs: \$55,000

10. REVENUE AND OPERATING COSTS

Revenue in 1993

300 x \$15.00	\$4,500.00
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Costs

Guide (4 months)	\$10,000.00
Supplies	<u>3,000.00</u>
TOTAL:	\$13,000.00

Hamlet support is required to maintain this position.

PRIORITY II

**COMMUNITY ACTIVITIES
SACHS HARBOUR**

1. BACKGROUND/RATIONALE

- o tourists travelling to remote locations such as Banks Island expect to be entertained and introduced to authentic northern and native activities and games;
- o since festivals and scheduled events are unlikely, emphasis could be placed on responding to the needs of individual groups; and
- o people are looking for cultural activities to view or participate in although they may have bought into a nature oriented package tour.

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. These trained individuals will eventually become qualified guides for the nature/ photography tours; and
- o activities could include evening entertainment (singing, storytelling, native games) tour of museum, fish bakes, etc.

3. OBJECTIVES

- o enhance Sachs Harbour/Banks Island image as an all inclusive tourist destination; and
- o support the wilderness tours with cultural events.

4. MARKETING STRATEGY

- o produce community brochure for distribution to potential tour wholesalers.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Sachs Harbour Hamlet Council.

6. PERFORMANCE INDICATORS

- o add an extra 1/2 day to package tours to Sachs Harbour;
- o provide equivalent of 1 part time position;
- o increase sales of local goods and services especially arts and crafts; and
- o attract approximately 250 visitors by 1993.

7. OPPORTUNITIES AND CONSTRAINTS

- o excellent opportunity to present native cultural activities to visitors as part of a nature/wilderness tour;
- o young people will be trained in cultural activities and hospitality services; and
- o activities can be coordinated with tour group arrival/departures.

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: \$25,000

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

o Community Tours 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>
TOTAL:	\$8,500.00

Costs

Salaries - Host (part time)	\$5,000.00
Entertainment	1,500.00
Food Supplies	<u>1,500.00</u>
TOTAL:	\$8,000.00

The benefits will be derived by hotel, local operators, sales of arts and crafts, etc.

ARCTIC OCEAN AREA	1989 ('000) \$	1990 ('000) \$	1991 ('000) \$	1992 ('000) \$	1993 ('000) \$	1994-1995 ('000) \$
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SACHS HARBOUR

1. BANKS ISLAND OUTFITTERS

Equipment (3 camps)	60	60	50			
4 Wheelers/Skidoo		30	40			
Boat/Equipment		75				
Start-up/Training	70	60	20	10	10	

2. MUSEUM ATTRACTION

Construction		5	40			
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3. COMMUNITY HOST

	10	15	10	10	10
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4. COMMUNITY ACTIVITIES

	5	10	5	5	
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TOTAL:	\$ 130	\$ 245	\$ 175	\$ 25	\$ 25	\$ 10
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GRAND TOTAL:	\$ 610,000					
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ARCTIC OCEAN 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

SACHS HARBOUR

1. BANKS ISLAND OUTFITTER

Equipment (3 camps)		50		70				20	30
4 Wheelers/Skidoo		20	20					10	20
Boat/Equipment	45							10	20
Start-up/Training	50	50			50	20			

2. MUSEUM ATTRACTION

Construction						45			
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3. COMMUNITY HOST

						45	10		
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4. COMMUNITY ACTIVITIES

						25			
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TOTAL:

95	120	20		70	50	135	10	40	70
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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</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.	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>
TOTAL:	7,804	9,430	11,845	15,172	18,715	22,964	26,263

MARKETING STRATEGY SUMMARY

	1989	1990	1991	1992	1993	1994/95
CONSUMER MAGAZINES	40,670	42,330	41,170	36,220	37,110	66,140
BROCHURES, OPERATOR AND GENERAL WAVA	165,500	30,000	130,500	38,500	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
GRAND TOTAL:	528,320	339,280	515,890	416,270	528,610	785,840

CONSUMER MAGAZINES

SACHS HARBOUR		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	Wheeler's Guide	480	-	520	560	-	1,340
o	West World (BCAA, AMA)	2,600	1,200	1,500	-	3,000	-

All Prices are in 1989 Canadian Dollars

RUBBER TIRE/LOCAL OPERATORS

o	Advertise in:						
	(a) Milepost						
	(b) Automobile Association						
	(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	12,400	26,000
o	Aklak Air						
o	Sunrise Helicopter						
o	Inuvik Campground						
o	Delta Boat Cruise						
o	Fishing Lodge						

HUNTING - GUIDE ARCTIC EXPEDITIONS

o	Safari Club	720	800	860	-	940	-
o	FNAWS	430	470	510	-	-	-
o	Bow Hunter	430	470	510	550	-	1,300

CONSUMER MAGAZINES (cont'd)

SACHS HARBOUR	1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY					
<u>HUNTING - HTA</u>						
o Safari Club	360	400	440	480	-	-
o FNAWS	430	470	510	-	-	1,300
o Petersens	310	340	380	420	-	-
<u>NATURE INTERPRETATION</u>						
<u>BANKS ISLAND OUTFITTERS</u>						
o Sierra	540	580	640	-	720	-
o Outdoor Photographer	560	610	-	670	-	1,650
o Canadian Geographic	490	530	570	-	650	-
o Equinox	580	630	-	720	-	-
o Birdwatcher	310	340	370	-	430	-
<u>BROCHURES</u>						
<u>WESTERN ARCTIC PRODUCT DIRECTORY</u>						
Design	20,000	-	10,000	-	12,000	12,000
Printing	50,000	-	55,000	-	60,000	65,000
<u>INDIVIDUAL PRODUCT</u>						
o Banks Island Outfitters	500	-	-	-	-	-
Design	3,000	-	2,000	-	2,500	-
Printing	-	-	-	-	-	-
<u>PRINTING COSTS</u>						
o Sachs Harbour	1,000	1,100	1,200	1,300	1,400	3,400
<u>COMMUNITY HANDOUTS/FLAT SHEETS</u>						

TOUR OPERATOR FAMILIARIZATION TOURS

SACHS HARBOUR	1989	1990	1991	1992	1993	1994/95
YEAR						
ACTIVITY						
<u>MOUNTAIN TRAVEL</u>						
o Transportation	1,200	1,300	1,400	-	-	-
o Accommodation	600	700	700	-	-	-
o Land Costs	1,200	1,400	1,200	-	-	-
<u>CONSUMER TRAVEL SHOWS</u>						
<u>DALLAS SPORTSMAN SHOW (2 persons)</u>						
o Booth	1,000	1,100	1,200	-	-	-
o Travel	2,000	2,200	2,400	-	-	-
o Accommodation	1,700	2,000	2,200	-	-	-
<u>ANAHEIM SPORTSMAN SHOW (3 persons)</u>						
o Booth	1,000	1,100	1,200	1,300	-	-
o Travel	2,200	2,400	2,600	2,800	-	-
o Accommodation	2,000	2,200	2,400	2,600	-	-
<u>LONDON FREE PRESS SPRING SHOW (2 persons)</u>						
o Booth	700	750	800	850	900	2,100
o Travel	800	850	920	1,000	1,100	2,700
o Accommodation	1,000	1,100	1,200	1,300	1,450	3,600
<u>HUNTING - GUIDED ARCTIC/FNAWS (2 persons)</u>						
o Booth	1,400	1,500	1,600	1,700	1,800	4,000
o Travel	1,800	1,900	2,000	2,100	2,300	5,500
o Accommodation	2,000	2,200	2,400	2,600	2,800	6,300

CONSUMER TRAVEL SHOWS (cont'd)

SACHS HARBOUR		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>HUNTING - GUIDED ARCTIC/SAFARI CLUB (2 persons)</u>							
o	Booth	1,500	1,600	1,700	1,800	2,000	4,600
o	Travel	1,800	1,900	2,000	2,100	2,300	5,300
o	Accommodation	2,000	2,200	2,400	2,600	2,900	6,800
<u>VIDEOS (20 copies each)</u>							
o	Banks Island	-	36,000	-	-	-	25,000
o	Western Arctic	-	-	-	40,000	-	-
<u>INQUIRY FULFILLMENT</u>							
<u>WESTERN ARCTIC VISITORS ASSOCIATION</u>							
o	Response and Follow-Up	2,500	4,000	6,000	8,500	10,000	23,000
<u>TOUR OPERATORS</u>							
		2,500	3,000	5,000	6,000	8,000	20,000
<u>HUNTING OPERATORS</u>							
		1,500	1,800	2,000	2,300	2,600	6,000
<u>MAILING LISTS</u>							
<u>WESTERN ARCTIC VISITORS ASSOCIATION</u>							
o	Media/Writers						
o	Retail Agents						
o	Tour Operators	5,000	6,000	7,000	8,500	10,000	22,000
o	Interline Airline Staff						
o	Clubs/Associations						
<u>TOUR OPERATORS (15)</u>							
		3,000	5,000	8,000	11,000	16,000	40,000

MAILING LISTS (cont'd)

SACHS HARBOUR		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>HUNTING OPERATORS (9)</u>							
o	HTA (2)						
o	Guided Arctic (1)	12,500	14,000	16,000	19,000	23,000	52,000
o	E-1, E-6 (6)						
	<u>HOTELS (11)</u>	1,750	2,500	3,500	4,500	6,000	14,000
<u>AIRLINES/HELICOPTERS (7)</u>							
o	Special Charters	5,000	6,000	7,000	8,000	9,000	20,000
<u>IN-HOUSE PROMO/GIVE AWAYS</u>							
<u>WESTERN ARCTIC VISITORS ASSOCIATION</u>							
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
<u>LOCAL TOUR OPERATORS/SUPPLIERS</u>							
o	Outdoor Photographer (Banks Island)	-	2,500	-	-	-	2,500
<u>HUNTING OPERATORS</u>							
o	Sachs Harbour HTA Muskox/Caribou Hunt	4,000	-	-	-	4,000	-
o	E-1 Outfitter Sheep Hunt	-	3,000	-	3,000	-	3,000
o	Aklavik HTA Sheep Hunt	-	-	3,000	-	3,000	-
o	Tuktoyaktuk HTA Polar Bear Hunt	-	-	-	5,000	-	-

MARKETING SUPPORT

SACHS HARBOUR		1989	1990	1991	1992	1993	1994/95
YEAR	ACTIVITY						
<u>DISPLAY MATERIAL FOR SHOWS AND FUNCTIONS</u>							
o	Western Arctic Visitors Association	5,000	-	3,000	-	3,000	3,000
o	Tour Operators	1,000	2,000	3,000	3,000	2,000	3,000
o	Hunting Outfitters	-	1,000	1,000	2,000	2,000	2,000
<u>PHOTO LIBRARY</u>							
o	Western Arctic Visitors Association	1,000	1,500	2,000	2,500	3,000	6,000
<u>RESOURCE LIBRARY</u>							
		10,000	4,000	1,000	1,000	1,000	1,000
<u>EQUIPMENT</u>							
o	Audio-Visual/Slide Projector	-	2,000	-	2,000	-	2,000
<u>MARKETING RESEARCH</u>							
<u>WESTERN ARCTIC VISITORS ASSOCIATION</u>							
o	Analysis of Industry Survey Data	10,000	5,000	5,000	5,000	5,000	10,000
<u>TOUR OPERATOR SURVEYS</u>							
		1,000	1,500	2,000	2,500	2,500	5,000
<u>HOTEL SURVEYS</u>							
		500	500	1,000	1,000	1,500	3,000
<u>FISHING AND HUNTING SURVEYS</u>							
		-	8,000	-	-	8,000	-

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.

ARCTIC OCEAN AREA
Training (Weeks)

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

SACHS HARBOUR

1. BANKS ISLAND OUTFITTERS	8	2	3x2	2		4	2	1	
2. MUSEUM ATTRACTION									
3. COMMUNITY HOST									2
4. COMMUNITY ACTIVITIES	2		2						
TOTAL:	10	2	8	2		4	2	1	2