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Association, Economic Development &
Tourism
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Western Arctic

Tourism Strategy

Draft Volume 16

TUKTOYAKTUK

Western Arctic Visitors Association
Economic Development and Tourism

MacLAREN PLANSEARCH
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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.

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 gentleman 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
--- --- 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

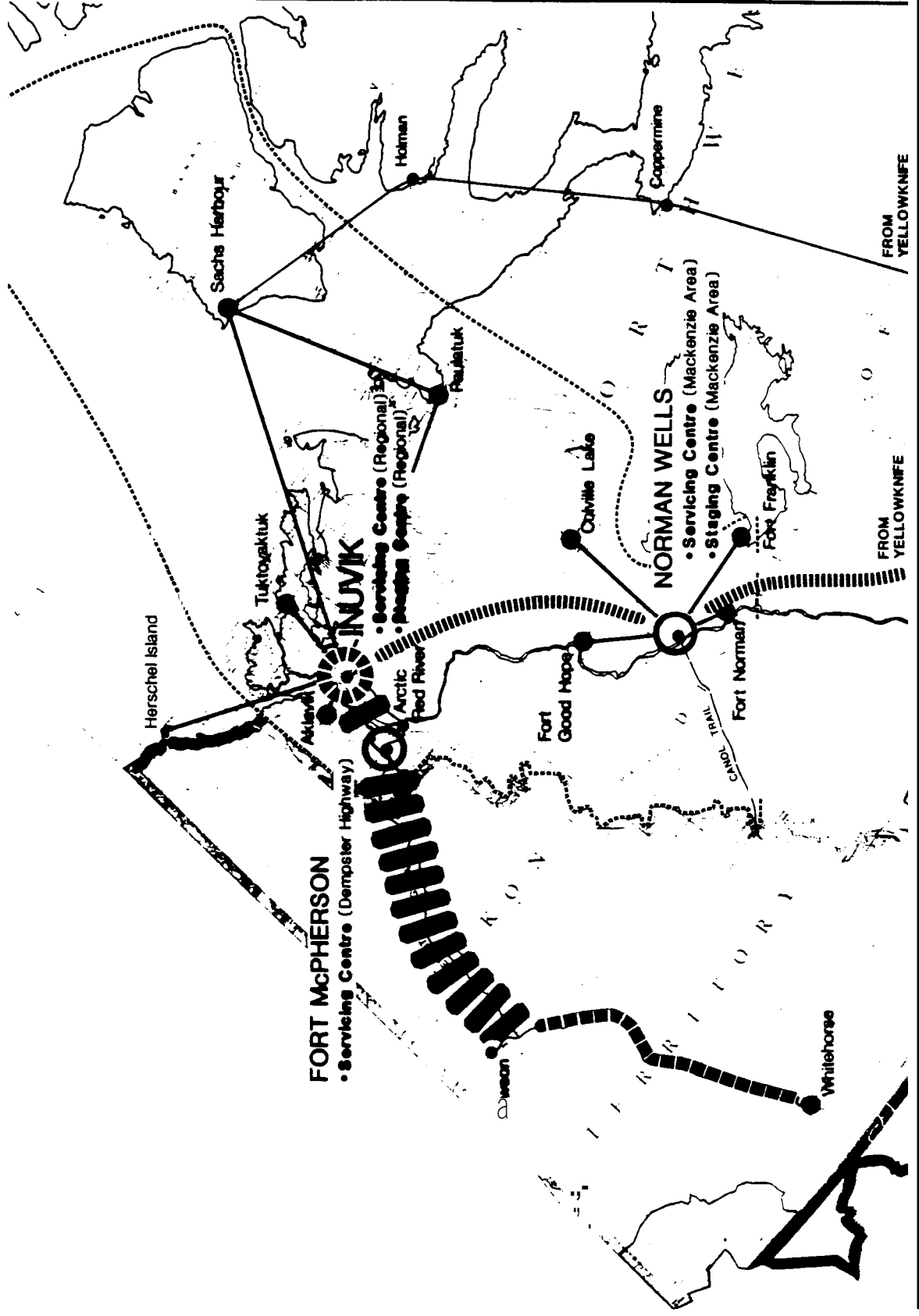
Regional Boundary

Rubber Tire Access Route **|||||**

Air Access Route **|||||||**

Development Concept

McLAREN PLANER ARCHITECTS
PELMAN ASSOCIATES ARCHITECTS
ATKINSON, ITKAWI, MARBLE & CO.



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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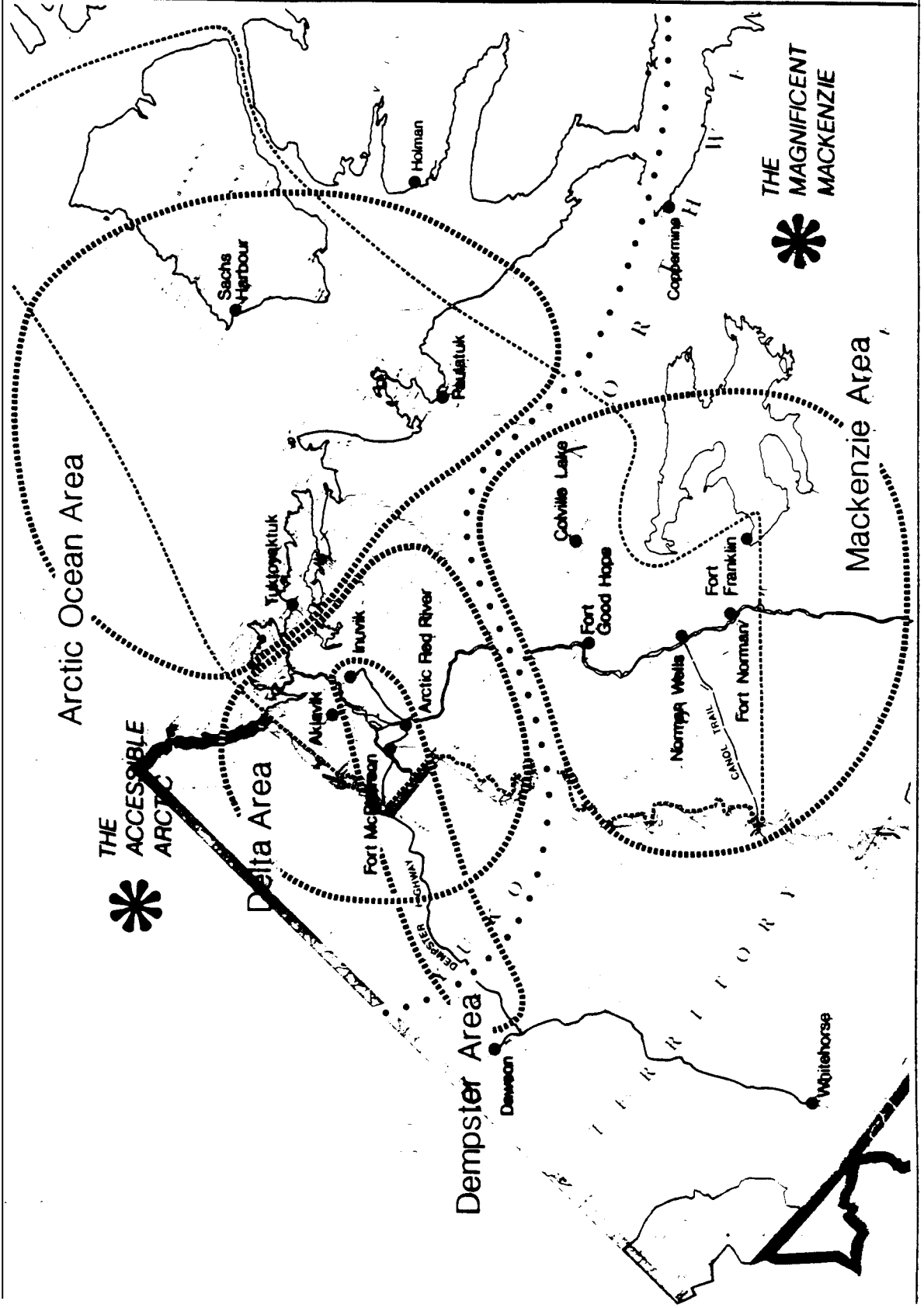
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Attraction Concept

LOWLIN TRAVEL ASSOCIATES
MEMBER TRAVEL MARKET LTD.



2. EXISTING TOURISM FACILITIES/ACTIVITIES

ARCTIC OCEAN AREA

Tuktoyaktuk

Tuktoyaktuk is experiencing a 'boom' in tourism this year and to date has hosted approximately 1500 tourists - most of whom only stayed for 1 hour, thus having no significant impact on the local economy. Meetings held with the local tourism society, Economic Officer and operators reinforced the need to create 1, 2, and 3 day packages which would of course benefit - tour operators, motel/restaurant owners, guides, etc. They are described as follows:

1 - 3 Day Packages

The basic infrastructure is in place to offer overnight packages to Tuktoyaktuk but they need to be packaged. Motels, restaurants, vans and attractions such as the reconstructed sod house, historic boat, traditional activities, Arctic Ocean, churches, pingos, etc. combine to provide the essential components for a 2 day stay in the community.

The only feature that should be added is a boat for harbour and coastal tours. Both John and Vince Steen own 2 different vessels that could temporarily be put into service. The vessels do not meet optimum tour boat requirements as they have high fuel burn, are the wrong configuration and are not available on a regular basis. To provide more interesting packages with water-based activities (harbour trips, visits to fish camps, overnight accommodation along the coast, etc.) an adequate boat is required. The vessel could also be used for weekly trips to Inuvik as part of a fly-cruise or cruise-fly package. With the addition of a tour boat the following packages could then be available.

Package #1	Day 1	- Inuvik to Tuktoyaktuk
		- Community Tour (morning)
		- Cultural Inclusion (afternoon)
		- Overnight in Tuktoyaktuk

- Day 2**
- Harbour Tour (morning)
 - Arts and Crafts
 - Demonstration (afternoon)
 - Tuktoyaktuk to Inuvik
- Package #2
- Day 1**
- Inuvik to Tuktoyaktuk
 - Community Tour (morning)
 - Cultural Inclusion (afternoon)
 - Overnight in Tuktoyaktuk
- Day 2**
- Harbour Tour
 - Coastal Cruise
 - Overnight in Tent frames
- Day 3**
- Hiking along shore (morning)
 - Back to Tuktoyaktuk (afternoon)
 - Tuktoyaktuk to Inuvik
- Package #3
- Day 1**
- Inuvik to Tuktoyaktuk by Boat
 - Overnight in Tuktoyaktuk
- Day 2**
- Community Tour (morning)
 - Cultural Inclusion (afternoon)
 - Tuktoyaktuk to Inuvik (air)

Detailed itineraries including pricing, marketing, facility requirements, etc. for these and other Tuktoyaktuk packages will be prepared for in the next phase.

Whalewatching

This activity initially seemed like a potentially popular one with tourists and there is unquestionably a resource opportunity. It seems, however, that it would cause a protest from whalers who do not want tourist activities while they are hunting. They feel

that these boats **would** move **the whales into** deeper water. **While this is not necessarily true, it will take some time to convince the locals and therefore may not be prudent in** the short term.

Pingo Park

While most people expect to see the **pingos** they **are** really only accessible by water. A road to within 1000' of the **pingos** would be extremely **difficult** and expensive to be built.

ARCTIC OCEAN AREA

Tuktoyaktuk

o Existing **Facilities**

See Table located at the end of this section.

o Resources

- **Pingos;**
- Eskimo Lakes;
- Arctic Ocean/beaches;
- picturesque/interesting bay;
- **Beluga/Bowhead** whales;
- archaeological **sites** along shoreline; and
- Beaufort **drilling** islands.

- **Tuktoyaktuk** enjoys an international reputation. When the **Intuk** highway is constructed it will become a major northern destination to the benefit of Sachs **Harbour**, Paulatuk and **Inuvik**;
- its proximity to **Inuvik** makes it ideal for 1 - 3 day packages;
- there are several individuals interested in operating a passenger tour boat;
- **whalewatching** has grown at an incredible rate throughout North America;
- **Tuktoyaktuk** must undergo a major social transformation due to the loss of jobs and income. Tourism training courses will be essential;
- HTA has been unsuccessful in attracting significant numbers of Polar Bear Hunters due to lack of packaged product; and
- its Arctic Ocean location will always-make it a major 'hook' for the Western Arctic.

o Development Opportunities

Short Term

- 1 to 3 day packages including charter flight, hotel **accommodation**, **whalewatching**, coastal cruise, Whi tefish Whaling Station, **Pingos** Park;
- development of a Tourist Activity Area including existing **Sod** House, information cultural centre in restored **co-op** buildings, The Bay, cruise boat wharf;
- provision of quality guide training; and offering of polar bear hunts.

Long Term

naturalist and fishing resorts at Eskimo Lakes;
 coastal tours with overnights at Fish Camps; and
 overnight accommodation at coastal outpost camps including visits to archaeological -site.

EXISTING TOURISM FACILITIES FOR THE ARCTIC OCEAN AREA

Component	Name	Facilities
TUKTOYAKTUK		
Accommodation	Nunuksivik Lodge Pingo Park Lodge Ltd. Eskimo Lake Fishing Lodge Hotel Tuk Inn	7 rooms, 14 guests, dining area 24 rooms, dining area 8 rooms, 16 guests, dining area 14 rooms, 31 guests, dining area
Restaurant	Igl oo Café	restaurant
Attractions	Our Lady of Lourdes Mission Boat Sod House Cemetery Dew Lfne Sfte Oil industry/gas camps Beluga/Bowhead Whales Tuk Bay Beaches Whi tefish Whaling Camp Pingo National Landmark	historic boat under construction
Activities	3 dog teams several power boats	3 passenger boats (20 max.)
	Tuk Tuk Tours Tuk Enterprises Ltd. HTA Outfitters	tours big game hunts
Services	The Bay Christina Felix Parkas	handcrafted clothing
Transportation	Polar Cabs Tuk Taxi Kenn Borek Air Aklak Air Ram Air Ice road to Inuvik	scheduled flights scheduled flights scheduled flights

3. DEVELOPMENT OPPORTUNITIES

PRIORITY I**TOUR OUTFITTER
TUKTOYAKTUK****1. BACKGROUND/RATIONALE**

- o **Tuktoyaktuk** presents one of the best possibilities for a tour/ground operator, however tours should be established with quality equipment, marketing and training, this would apply to either existing or potential operators; and
- o provide additional **native employment**.

2. DESCRIPTION

- o costs could include tent frames for coastal overnight trip, clothing **for inclement conditions, gear and, training** in tour management, operations and marketing.

3. OBJECTIVES

- o to establish at least one comprehensive tour operator capable of working with both southern wholesalers, airlines and inbound operations in the N.W.T., **Inuvik** and the Yukon.

4. MARKETING STRATEGY

- o produce **product brochure**;
- o target southern adventure travel wholesaler, **R.V. Operators in Inuvik** and Inbound Operators, **Inuvik, Yellowknife and Whitehorse**; and
- o advertise in **R.V. Magazines, Milepost and Up Here**.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Private **operator/IDC joint** venture; and
- o private operator only.

-6. PERFORMANCE INDICATORS

- o increase length of stay in **Tuktoyaktuk** by $\frac{1}{2}$ day; and
- o generate equivalent of 1 full time job.

7. OPPORTUNITIES AND CONSTRAINTS

0 500 visitors expected by 1993;
 0 excellent opportunities for tour/ground operators; and
 0 quality equipment necessary.

8. IMPLEMENTATION STEPS

0 identify (at least one) tour operator - joint IDC/operator venture;
 0 develop package tours;
 0 market through Inbound Operators and Wholesalers;
 0 apply to EDA for funding; and
 0 buy equipment.

9. COSTS

Equipment: \$85,000

Working Capital: \$50,000

Total costs: \$135,000

10. REVENUE AND OPERATING COSTSRevenue in 1993

2% of visitors to Inuvik = 440

o 2 day (overnight package) @ \$450.00 **\$198,000.00**

costs

Salaries - Chief Guide (10 weeks)	\$ 10,000.00
Assistant (2)	17,000.00
Cooks	12,000.00
Administration	5,000.00
Transportation to Site	25,000.00
Food and Supplies	55,000.00
Insurance	5,000.00
Marketing	15,000.00
Commissions	12,000.00
	<hr/>

TOTAL: **\$153,000.00**

PRIORITY I**COMMUNITY HOST/TOURS
TUKTOYAKTUK**

1. BACKGROUND/RATIONALE

- o **Tuktoyaktuk** receives more than 1,500 tourists and **will** conceivably be doubling that **in** the next 5 years;
- o the only current hosts are the tour bus operators, a host could be hired to deal with the wide variety of tourists coming in the future (1 hour, $\frac{1}{2}$ day, 1 day, overnight);
- o the host should have hospitality training; and
- o an opportunity to provide a cultural experience for visitors.

2. DESCRIPTION

- o **duties could include working with existing operators on their tour/** packages, providing separate community oriented services (meet/greet, interpretation, introduction to carvers, etc.); and
- o **partial revenue could come from the operators** who use the services in their tours.

3. OBJECTIVES

- o improve **Tuktoyaktuk** as a destination community;
- o support extended stay packages; _.
- o introduce the unique history of Tuktoy-aktuk;
- o assist rapidly emerging ground **operators** and work with Western Arctic Visitors **Centre** Sales staff; and
- o organize activities.

4. MARKETING STRATEGY

- o produce community brochure;
- o promote using the Western Arctic Centre staff;
- o target airlines and ground operators;
- o 1-800 Hot Line replies; and
- o advertise in Canadian, Up Here, Milepost.

5. **RESPONSIBILITY AND IMPLEMENTATION**

- 0 Tuktoyaktuk Hamlet Council;
- 0 Ground Operators/Suppliers;
- 0 WAVA; and
- 0 IDC.

6. **PERFORMANCE INDICATORS**

- 0 increase stay in Tuktoyaktuk by $\frac{1}{2}$ day;
- 0 increase exposure to arts and crafts and cultural events and sites;
and
- 0 develop the host as an important link between package tour operators and local attraction.

7. **OPPORTUNITIES AND CONSTRAINTS**

- 0 number of tours to Tuktoyaktuk is expected to double in five years;
- 0 this could be an important opportunity for students; and
- 0 improve attraction of Tuktoyaktuk as destination community.

8. **IMPLEMENTATION STEPS**

- 0 establish contact with existing operators, airlines and Western Arctic Visitor Centre staff;
- 0 develop 1 hour, $\frac{1}{2}$ day, 1 day and overnight packages;
- 0 apply for funding; and
- 0 establish office in Visitor Centre.

9. **COSTS (over 5 years)**

Host: \$30,000

Activities: \$60,000

Total Costs: \$90,000

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

R.V./Auto/Motorcoach 20% = 4,077 @ \$15.00 **\$61,000.00**

costs

Guides (2) for 10 weeks	\$12,000.00
Van Fuel	10,000.00
Maintenance	2,000.00
Food/Beverage/Gift	9,000.00
Administration	1,500.00
Marketing	5,000.00
Commissions	<u>3,000.00</u>
TOTAL:	\$42,500.00

1. BACKGROUND/RATIONALE

- o because of the large volume of tourists potentially going to **Tuktoyaktuk** it will be important to have a **Visitor Centre** and **Central Tourist Activity Area** to:
 - interpret the history/culture of **Tuktoyaktuk**
 - serve as a gathering point **for tours**;
 - **provide a centre** for tourism activities and office for the community host; and
- o direct visitors to arts and crafts locations.

2. DESCRIPTION

- o the essence of a **tourist activity centre exists-in the area of** the **Sod House**; and
- o **this developed area could include the wharf as a tour boat dock**, the **Bay, Sod House**, the renovated COOP which could have a gathering area, interpretive exhibits and **office** space for tour group administration.

3. OBJECTIVES

- o create a clearly identified tourism **centre** for **Tuktoyaktuk**;
- o **promote the various Tuktoyaktuk** package tours; and
- o provide interpretation of the Arctic Coast for tourists who do not get the opportunity to visit other coastal locations.

4. MARKETING STRATEGY

- o target tours to **Inuvik** and all tourists to **Tuktoyaktuk**; and
- o advertise in **News North, Up Here, Milepost**.

5. RESPONSIBILITY AND IMPLEMENTATION

- o **Tuktoyaktuk Hamlet Council**;
- o **Inuvialuit Development Corporation**; and
- o **WAVA**.

6. PERFORMANCE INDICATORS

- 0 increase attraction and length of stay by $\frac{1}{2}$ day;
- 0 develop a centre for cultural/tourism activities; and
- 0 increases contacts between the visitors and local arts and crafts producers.

7. OPPORTUNITIES AND CONSTRAINTS

- 0 visitors to Tuktoyaktuk expected to double in five years;
- 0 establishes a focus for tourism activities in Tuktoyaktuk; and
- 0 employment opportunity for community host and summer students.

8. IMPLEMENTATION STEPS

- 0 establish tourism centre action committee -- (Tuktoyaktuk Hamlet Council, IDC, WAVA and Economic Development and Tourism);
- 0 develop detailed plans;
- 0 secure funding;
- 0 prepare brochures/information packages;
- 0 construct; and
- 0 select hosts etc.

9. COSTS

Planning: \$35,000
Construction: \$425,000
Start-up: \$30,000
Total Costs: \$490,000

10. REVENUE AND OPERATING COSTS**Revenue in 1995**

o Commission sales from local package tours	\$15,000.00
o Profits from sales of arts and crafts	12,000.00
o Rental of space to local operators	<u>6,000.00</u>
TOTAL:	\$33,000.00

costs

Salaries - Administrator (10 weeks)	\$12,000.00
Sales Desk Personnel (2)	20,000.00
Administration	1,000.00
Utilities/Maintenance	3,000.00
Marketing	-- <u>3,000.00</u>
TOTAL:	\$39,000.00

1. BACKGROUND/RATIONALE

- o most people go to Tuktoyaktuk to experience the Arctic Ocean but there is no opportunity to go out onto the water;
- o most of the 1,500 plus visitors spend only one hour in Tuktoyaktuk, however most people want to stay longer; and
- o a strong opportunity for a cultural experience with a local Inuit.

2. DESCRIPTION

- o it will be necessary to either acquire a local boat or purchase one from the south; and
- o it should be capable of carrying 15-25 passengers and be used for harbour tours, whalewatching and trips along the coast and tours between Tuktoyaktuk and Inuvik.

3. OBJECTIVES

- o increase length of stay in Tuktoyaktuk;
- o provide overnight (2 day) package opportunities;
- o introduce coastal experiences;
- o serve as a new component to day trips to Tuktoyaktuk from Inuvik; and
- o improve hotel occupancy.

4. MARKETING STRATEGY

- o produce brochure;
- o target small van operators;
- o target Inuvik Visitors looking for a trip to the Arctic Ocean (½ day trips);
- o target existing tour passengers interested in a longer excursion; and
- o advertise in Up Here, Sunset, Alaska Mag, R.V. Magazine and Directories.

5. RESPONSIBILITY AND IMPLEMENTATION

- o Private Operators.

6. PERFORMANCE INDICATORS

- o 2,000 **harbour** tour passengers by 1991, 600 **overnight by 1991**; and
- o tour boat revenue of \$450,000.00 **by 1991**.

7. OPPORTUNITIES AND CONSTRAINTS

- o 1,000 plus **visitors** to Tuktoyaktuk want to stay longer, the tour boat would offer that attraction; and
- o existing hotels interested **in** accommodating additional overnight packages.

8. IMPLEMENTATION STEPS

- o identify **specific** boat and tour operator;
- o prepare **feasibility** analysis;
- o develop tour packages and **equipment**;
- o develop financing package;
- o purchase boat and other **equipment**; and
- o market through inbound operator, **WAVA Centre** and Southern Wholesalers.

9. COSTS

Purchase: \$165,000

Start-up: \$60,000

Total Costs: \$225,000

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

Harbour Tours (3 hours @ \$50.00/each)

o R.V./Automobiles - 10% = 2,100

\$105,000.00

o Coach/Small Van - 40% = 488

24,400.00

Inuvik/Tuktoyaktuk Tours (2 days @ \$600.00)

o 4% of R.V./Automobiles = 700

420,000.00**TOTAL:****\$549,400.00****costs**

Salaries - Manager (6 months)

\$ 22,000.00

Captain (10 weeks)

12,000.00

Deck Hands (3) (10 weeks)

18,000.00

Administration

4,000.00

Insurance

10,000.00

Fuel

45,000.00

Maintenance

15,000.00

Marketing

30,000.00

Food Supply

95,000.00

Hotel (in Tuktoyaktuk)

30,000.00

Ground Transportation

3,000.00

Commissions

24,000.00**TOTAL:****\$308,000.00**

PRIORITY II

**ARTSANDCRAFTS
TUKTOYAKTUK**1. **BACKGROUND/RATIONALE**

- o Tuktoyaktuk has a history of sewing hangings that have gained wide attention;
- o Tuktoyaktuk has a cultural authenticity that **would** make it a pleasant location for a craft workshop; and
- o crafts workshops are generally of a 3-4 day nature and would encourage longer visits in the community.

2. **DESCRIPTION**

- o assuming that the necessary sewing equipment exists, **funds should be** used to purchase the initial materials to start an operation; and
- o once the **production is proceeding, workshops could** bring additional revenue to the community (as well as the hotels);--

3. **OBJECTIVES**

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

4. **MARKETING STRATEGY**

- o **advertise in Crafts, Crafts Plus and Harrowsmith;**
- o **target southern purchasers and those interested in pursuing native culture and arts; and**
- o **attend consumer shows such as Crafts in Toronto.**

5. **RESPONSIBILITY AND IMPLEMENTATION**

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

6. **PERFORMANCE INDICATORS**

- o **increase local attraction base;**
- o **generate additional three part time jobs to economic base; and**
- o **increase length of stay in community by 1 to 5 days depending on workshop duration.**

7. OPPORTUNITIES AND CONSTRAINTS

0 **well known** sewing hangings excellent basis for arts and crafts industry;
 0 large number of tourists **will** be arriving in **Tuktoyaktuk**, majority will be interested in seeing arts and crafts production; and
 0 similar types of workshops are popular in the south and **Holman** Island.

8. IMPLEMENTATION STEPS

0 **establish arts and crafts group between Tuktoyaktuk, Hamlet Council and Economic Development and Tourism; and**
 0 **identify marketing network/workshop location; and**
 0 **apply to EDA for funding.**

9. COSTS

Production: \$35,000
 Workshops: \$180,000
 Total Costs: \$215,000

10. REVENUE AND OPERATING COSTSRevenue in 1993

a) 4 day workshops

1/3 total workshops x \$1,000.00 each \$40,000.00

b) Day workshops

2% of visitors to Inuvik = 500 x \$150.00 75,000.00

TOTAL: \$115,000.00

costs

Salaries - Manager (4 months) \$ 16,000.00
 Instructors (2) 20,000.00

Administration 3,000.00

Materials 20,000.00

Food/Accommodation 19,200.00

Marketing 5,000.00

Commissions 6,000.00

Space Rental 4,000.00

Transportation 5,000.00

TOTAL: \$98,000.00

PRIORITY II**ESKIMO/HUSKY LAKES FISHING LODGE
TUKTOYAKTUK**

1. BACKGROUND/RATIONALE

- o the Eskimo Lakes provide some of the best fishing in the Arctic and the market will support at least one lodge in the **area (i.e. the upgrading of an existing one to meet angler standards); and**
- o **two lodges exist but the quality does not allow them to be fully marketed in Inuvik/Yel lowknife.**

2. DESCRIPTION

- o funds could be used **for adequate kitchen/dining area, boats and kickers, accommodation upgrading with** the objective to have one lodge fully operational by 1990.

3. OBJECTIVES

- o maximize fishing potential of Eskimo Lakes;
- o **provide additional packages for local outfitters;**
- o generate **joint marketing with Paulatuk; and**
- o develop quality, high end **Arctic Fishing Lodge.**

4. MARKETING STRATEGY

- o produce brochure;
- o advertise **in Up Here, Field and Stream, Western Fishermen, etc.;**
- o target Southern Fishing Wholesalers/Ontario and United States; and
- o attend consumer fishing shows **such as All Canada Fishing Show, Dallas Show, etc.**

5. RESPONSIBILITY AND IMPLEMENTATION

- o private sector; and
- o IDC.

6. PERFORMANCE INDICATORS

- o increase attraction to **Tuktoyaktuk** resulting in equivalent of **two** tour month jobs;
- o attract a total of 106 anglers by 1993; and
- o increase use of hotels and purchases of arts and crafts in **Tuktoyaktuk.**

7. OPPORTUNITIES AND CONSTRAINTS

- o two lodges already exist but will have to be upgraded;
- o fishing on Eskimo Lakes is one of the best in the Arctic, therefore will attract upscale anglers; and
- o guides available but will need additional training.

8. IMPLEMENTATION STEPS

- o establish upgrading plan for one or two lodges/camps;
- o arrange financing; and
- o train guides/operators.

9. COSTS

Construction: \$450,000
 Working Capital: \$60,000
 Total Costs: \$510,000

10. REVENUE AND OPERATING COSTS

Revenue in 1993

1/3 of projected fishing to Western Arctic = 106 anglers

o ½ on 3 day packages @ \$1,000.00	\$ 53,000.00
o ½ on 5 day packages @ \$1,500.00	<u>79,500.00</u>

TOTAL: \$132,500.00

costs

Salaries - Manager (6 months)	\$ 24,000.00
Assistant (8 weeks)	4,800.00
Guides/Boats (4)	25,200.00
Cooks (2) (8 weeks)	6,500.00
Administration	2,000.00
Insurance	3,000.00
Utilities/Maintenance	4,000.00
Marketing	6,000.00
Commissions	4,000.00
Transportation to Site	10,000.00
Food and Supplies	<u>21,200.00</u>

TOTAL: \$110,700.00

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

1. OCEAN GOING TOUR BOAT						
Purchase	165					
Start-up	20	20	10	10		
2. COMMUNITY/HOST/TOURS						
Host	15	10	5			
Activities	15	15	10	10	10	
3. TOURIST VISITOR CENTRE						
Planning		15	20			
Construction			125	125	125	50
Start-up				-10	10	10
4. ARTS AND CRAFTS						
Production		10	10	10	5	
Workshops			80	60	40	
5. TOUR OUTFITTER(S)						
Equipment	30	20	20	15		
Working Capital	15	15	10	10		
6. ESKIMO/HUSKY LAKES FISHING LODGE						
Construction		150	100	150	50	
Working Capital			30	20	10	

TOTAL: \$ 260 \$ 255 \$ 420 \$ 420 \$ 250 \$ 60

GRAND TOTAL: \$1,665,000

ARCTIC OCEAN AREA (\$'000)

	ECONOM	DEVELOPMENT AND TOURISM								
	EDA	SPECIAL ARDA	NEDP	NAT VE DEVELOPMENT CORPORATION	ESKIMO LOAN FUND	HAMLET/TOWN COUNCIL	REGIONAL DEVELOPMENT CORPORATION	NORTHERN HERI AGE CENTRE	LENDING INSTITUTIONS SMALL BUSINESS LOAN FUND	PRIVATE OPERATOR EQUITY
TUKTOYAKTUK										
1. OCEAN GOING TOUR BOAT										
Purchase	65			50					25	25
Start-up	20			40	--					
2. COMMUNITY HOST/TOURS										
Host	15						15			
Activities	30						30			
3. TOURIST VISITOR CENTRE										
Planning	35									
Construction		300		100		25				
Start-up	30									
4. ARTS AND CRAFTS										
Producti on	35									
Workshops	50	50		70						10
5. TOUR OUTFITTER(S)										
Equi pment			25		30				10	20
Worki ng Capi tal		30	20							
6. ESKIMO/HUSKY LAKES FISHING LODGE										
Construction		100	50	100	100				50	50
Working Capital	30		30							
TOTAL:	225	565	125	360	130	70			85	105

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	2,475	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 On'y)	-	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	43,800	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	1,900	10,200	10,400	3,500	8,800
YUKON CO-OP WITH WRITERS	9,000	9,900	0,900	7,000	7,800	8,800
VIDEOS	50,000	77,000	84,000	15,000	77,000	00,000
INQUIRY FULFILLMENT	12,500	6,000	23,000	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	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	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

TIKTOYAKTIUK

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
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RUBBER TIRE (WAVA)

All Prices are in 1989 Canadian Dollars

○ Milepost	800	92 ⁰⁰	8 ⁰⁰	1,020	1,070	2,40 ⁰⁰
○ B.C./Alaska/Yukon Guide	230	25 ⁰⁰	300	330	620	-
○ Trailer Life	500	53 ⁰⁰	570	540	540	-
○ Woodall's R.V. Directory	460	-	500	51 ⁰⁰	-	1,450
○ Rand-McNally	520	560	-	≤1 ⁰⁰	-	-

RUBBER TIRE/LOCAL OPERATORS

○ Advertise in:						
a) Milepost						
b) Automobile Association						
c) B.C./Alaska/Yukon Guide						
d) Up, Here/Sunset						
e) Canadian						
f) N.W.T. Explorer	8,5 ⁰⁰	9,30 ⁰⁰	20 ⁰⁰	11,2 ⁰⁰	12,400	26,000
○ Antler						
○ Aklak Air						
○ Sunrise Helicopter						
○ Inuvik Campground						
○ Delta Boat Cruise						
○ Fishing Lodge						

HUNTING - GUIDE ARCTIC EXPEDITIONS

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

CONSUMER MAGAZINES (cont'd)

TUKTOYAKTUK YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<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>TUKTOYAKTUK COASTAL TOURS</u>							
o	Sierra	540	-	640	690	720	-
o	Equinox	580	630	670	-	-	-
<u>CULTURE - ARTS & CRAFTS WORKSHOPS</u>							
Tuktoyaktuk							
Ak'lavik							
Paulatuk							
o	Crafts Plus	480	520	-	590	-	1,500
o	Harrowsmith	580	620	660	-	-	1,650
o	Crafts Magazine	470	510	-	580	-	1,450
<u>CULTURE - CULTURAL INCLUSION</u>							
Tuktoyaktuk							
Ak'lavik							
Paulatuk							
o	University of Edmonton						
o	University of Toronto						
o	University of Montreal	600	650	700	760	-	-
Alumni Newsletter							
o	Canadian Review of Sociology and Anthropology	520	560	610	-	670	-

BROCHURES

TUKTOYAKTUK	1989	1990	1991	1992	1993	1994/95
YEAR						
A-T VITY						
<u>WESTERN ARCTIC PRODUCT DIRECTORY</u>						
Design	2,000	-	10,000	-	12,000	12,000
Printing	5,000	-	55,000	-	60,000	65,000
<u>DEMPSTER HIGHWAY</u>						
Design	4,000	-	1,500	-	2,000	-
Printing	12,000	-	13,500	-	5,000	-
<u>INDIVIDUAL PRODUCT</u>						
o Tuktoyaktuk Coastal Cruise) Design	1,500	-	-	-	-	-
and Cultural Inclusion) Printing	2,300	-	3,000	-	3,500	-
o Tuktoyaktuk Tour Outfitters Design	1,000	-	2,000	-	2,500	-
Printing	1,300	-	-	-	-	-
o Eskimo/Husky Lakes) Design	-	1,000	-	-	-	-
Fishing Lodge) Printing	-	2,000	-	2,500	-	6,400
<u>COMMUNITY HANDOUTS/FLAT SHEETS</u>						
OVERALL RES GN FE	5,000	-	3,000	-	3,000	-
TUKTOYAKTUK	2,000	2,200	2,400	2,600	2,900	4,800

TOUR OPERATOR FAMILIARIZATION TOURS

FIESTA WAYFARER HOLIDAYS

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

TOUR OPERATOR FAMILIARIZATION TOURS (cont'd)

UK OYAKTUK

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>HORIZON HOLIDAYS</u>							
o	Transportation	4 ⁰⁰	-	-	500	-	-
o	Accommodation	3 ⁰⁰	-	-	400	-	-
o	Land Costs	1.5 ⁰⁰	-	-	2,000	-	-
<u>NAGEL TOURS</u>							
o	Transportation	4 ⁰⁰	-	-	-	5 ⁰⁰	-
o	Accommodation	5 ⁰⁰	-	-	-	55 ⁰⁰	-
o	Land Costs	.2 ⁰⁰	-	-	-	.00	-
<u>RAINBOW ADVENTURE TOURS</u>							
o	Transportation	-	300	-	-	5 ⁰⁰	-
o	Accommodation	-	300	-	-	5 ⁰⁰	-
o	Land Costs	-	1,500	-	-	.5 ⁰⁰	-

CONSUMER TRAVEL SHOWS

DALLAS SPORTSMAN SHOW (2 persons)

o	Booth	1,0 ⁰⁰	1,1 ⁰⁰	1,200	-	-	-
o	Travel	2,0 ⁰⁰	2,2 ⁰⁰	2,400	-	-	-
o	Accommodation	1,7 ⁰⁰	2,0 ⁰⁰	2,200	-	-	-

ANAHEIM SPORTSMAN SHOW (3 persons)

o	Booth	1,0 ⁰⁰	1,1 ⁰⁰	1,2 ⁰⁰	1,300	-	-
o	Travel	2,2 ⁰⁰	2,4 ⁰⁰	2,6 ⁰⁰	2,800	-	-
o	Accommodation	2,0 ⁰⁰	2,2 ⁰⁰	2,4 ⁰⁰	2,600	-	-

CONSUMER TRAVEL SHOWS cont'd

TUKTOYAKTUK

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>LONDON FREE PRESS SPRING SHOW 2 persons</u>							
o	Booth	700	750	800	800	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
<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>TRAVEL WRITERS</u>							
BY PRODUCT SEGMENTS							
<u>CANOE/RAFTING</u>							
o	Transportation	800	900	-	1,100	-	2,800
o	Accommodation	600	700	-	900	-	2,200
o	Land Costs	1,200	1,300	-	1,600	-	3,800
<u>FISHING</u>							
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	-

YUKON TRAVEL WRITER CO-OP

TUKTOYAKTUK

YEAR	1989	1990	1991	1992	1993	1994/95
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ACTIVITY

CO-OP WITH TOURISM YUKON ON SIX WRITERS
PFR 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	1,400	1,000
o Land Costs @ \$500.00	3,000	3,300	3,600	2,800	3,000	7,000

DES 20 copies each)

- o Inuvik/Tuktoyaktuk Tour
- o Dempster Highway
- o Western Arctic
- o Arts and Crafts Workshop
- o Sitidgi/Eskimo Lakes Fishing Lodges

	-	-	14,000	-	-	-
	-	-	20,000	-	-	-
	-	-	-	40,000	-	-
	-	-	-	-	25,000	-
	-	-	-	25,000	-	-

INQUIRY FULFILLMENT

WESTERN ARCTIC VISITORS ASSOCIATION

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>FISHING OPERATORS</u>	2,500	3,000	4,500	6,000	7,500	17,000
<u>HOTELS</u>	2,500	3,000	4,000	5,500	6,000	14,000
<u>AIRLINES</u>	1,000	1,300	1,600	2,000	2,200	5,000

MAILING LISTS

YEAR	ACTIVITY	1989	1990	1991	1992	1993	1994/95
<u>WESTERN ARCTIC VISITORS ASSOCIATION</u>							
	o Media/Writers						
	o Retail Agents	5,000	2,000	7,000	8,500	10,000	22,000
	o Tour Operators						
	o Interline Airline Staff						
	o Clubs/Associations						
	<u>TOUR OPERATORS (15)</u>	3,000	5,000	8,000	11,000	16,000	40,000
<u>HUNTING OPERATORS (9)</u>							
	o HTA (2)						
	o Guided Arctic (1)	2,500	2,000	16,000	19,000	23,000	52,000
	o E-1, E-6 (6)						
	<u>FISHING OPERATORS (8)</u>	8,000	9,000	0,000	11,000	12,000	25,000
	<u>HOTELS (11)</u>	750	2,500	3,500	4,500	6,000	14,000
<u>AIRLINES/HELICOPTERS (7)</u>							
	o Mail Charters	5,000	6,000	7,000	8,000	9,000	20,000
<u>WAVA SPECIAL PROMOTIONS (MEDIA) EVENTS</u>							
<u>MACKENZIE RIVER DISCOVERY EVENTS</u>							
	o Re-enactment of Mackenzie Voyage	20,000	-	-	-	-	-
<u>DEMPSTER HIGHWAY</u>							
	o R.V. Wilderness Rally	-	8,000	-	-	-	10,000
	<u>TOP OF THE WORLD SKI MEET</u>	-	-	8,000	-	-	10,000

IN-HOUSE PROMO/GIVE AWAYS

TUKTOYAKTUK	1989	1990	1991	1992	1993	1994/95
YEAR						
ACTIVITY						
<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 TOOL OPERATORS/SUPPLIERS</u>						
o Canadian Geographic (Tuktoyaktuk Cultural Inclusion)	-	-	-	1,500	-	-
<u>HUNTING OPERATORS</u>						
o Sachs Harbour HTA Muskox/Caribou Hunt	000	-	-	-	4,000	-
o E-1 Outfitter Sheep Hunt	-	3,000	-	3,000	-	3,000
o Aklavik HTA Sheep Hunt	-	-	3,000	-	3,000	3,000
o Tuktoyaktuk HTA Polar Bear Hunt	-	-	-	5,000	-	-
<u>FISHING OPERATORS</u>						
o Eskimo Lake	-	-	-	1,000	-	-
o Sitidg Lake	-	-	-	-	1,000	-
<u>HOTELS</u>						
o Inflight Magazines	1,000	1,000	1,500	1,500	2,000	4,000
<u>COMMUNITY ARTS AND CRAFTS WORKSHOPS</u>						
o Tuktoyaktuk (Crafts Plus	-	-	800	-	-	-
o Harrowsmith	-	-	-	800	-	-
o Crafts	-	-	-	-	800	-

MARKETING SUPPORT

TUKTOYAKTUK	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 Fishing Lodges	-	1,000	2,500	2,000	1,000	2,000
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>						
o	0,000	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 Western Arctic & Dempster Highway Exit Survey and Updates	80,000	-	40,000	-	20,000	10,000
o Analysis of Industry Survey Data	10,000	5,000	2,000	5,000	5,000	5,000
<u>TOUR OPERATOR SURVEYS</u>						
o	500	1,500	2,000	2,500	2,500	5,000
<u>HOTEL SURVEYS</u>						
o	500	500	1,000	1,000	1,500	3,000
<u>FISHING AND HUNTING SURVEYS</u>						
o	-	8,000	-	-	8,000	-
<u>MARKET STRATEGY UPDATE</u>						
o	-	-	30,000	-	-	-
<u>DEVELOPMENT PLAN UPDATE</u>						
o	-	-	-	50,000	-	-

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
<u>TUKTOYAKTUK</u>											
1. OCEAN GOING TOUR 80AT	8	2	2x2			4	2				1
2. COMMUNITY HOST/TOURS	4										1
3. TOURIST VISITOR CENTRE	4					1					2x2
4. ARTS AND CRAFTS	4					-1	1	2x2			
5. TOUR OUTFITTER(S)	8		2x2	2		2					
6. ESKIMO/HUSKY LAKES FISHING LODGE	8	2	4x2	2x2	1	4	2		1		2
TOTAL:	36	4	16	6	1	12	5	4	1		8