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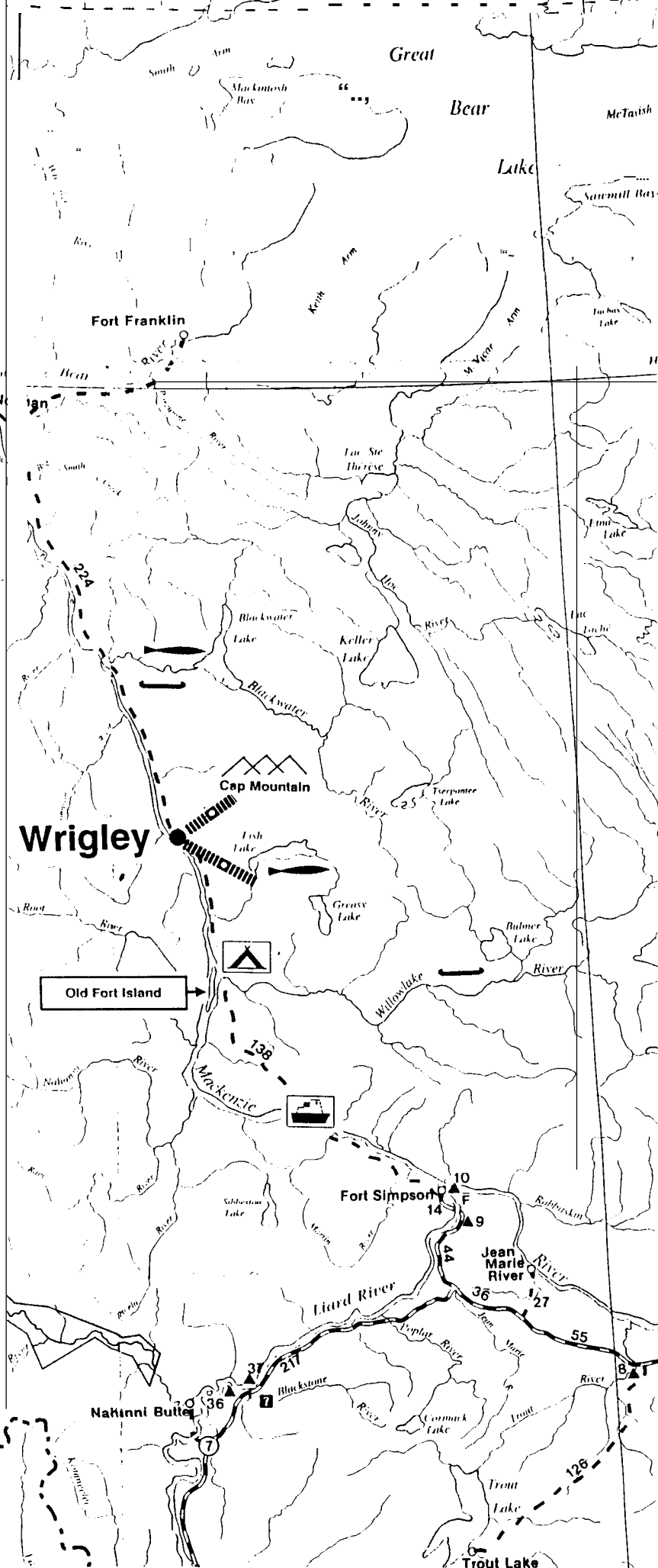
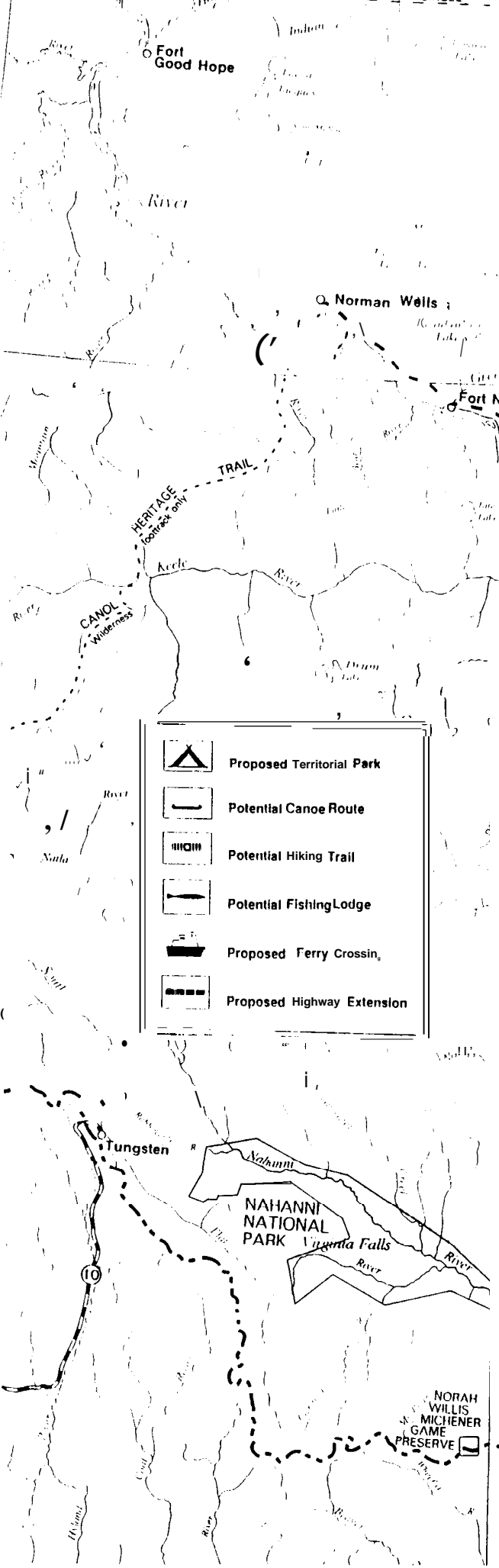
Wrigley Tourism Development Plan
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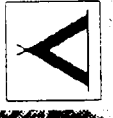
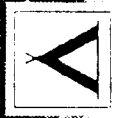
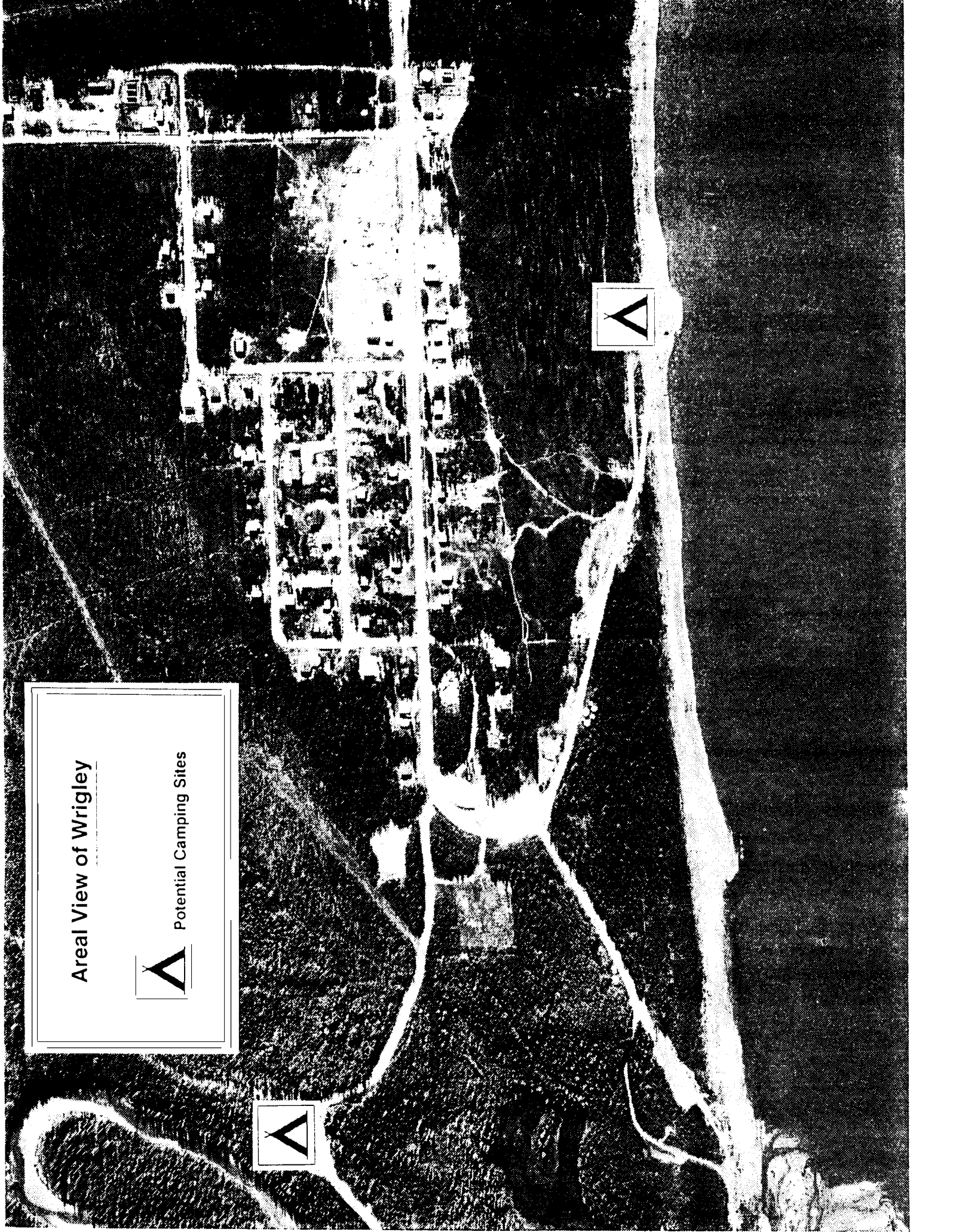
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Wrigley Tourism Development Plan



RT & Associates
October 1990





Areal View of Wrigley


 Potential Camping Sites

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Executive Summary

In June 1990, RT & Associates was contracted by the Department of Economic Development and Tourism in conjunction with the Wrigley Band Council to develop a 10-year Wrigley Tourism Development Plan. The purpose of the plan was to provide Wrigley with a blueprint for tourism development in the short and long term.

The Wrigley Tourism Development Plan was completed through a series of community workshops, and a process of extensive community consultation to ensure maximum community input as well as to raise awareness of tourism development issues and opportunities among community residents.

In developing the plan, the consultants sought community direction regarding the future of tourism development in and around Wrigley. Two important questions to be answered were:

- Does the community want tourism?
- How will the community be prepared by 1993 when, according to Department of Transportation officials, the permanent road from Fort Simpson is expected to extend as far as Wrigley?

The results of three community workshops and a door-to-door survey conducted in Wrigley showed overwhelming resident support for tourism development in the area. All residents felt tourism could benefit Wrigley in terms of income and job creation.

However, that support was conditional, as residents raised a number of issues and concerns which they want adequately addressed before proceeding with tourism development.

For example, they were anxious to retain control over the pace and types of development to ensure benefits did in fact accrue to the community, and expressed a strong preference for community ownership of tourism businesses through Cap Mountain Ventures Ltd., the Band development corporation. In cases where the corporation does not want to assume ownership of a business it was felt residents should have first right of refusal over non-residents.

Concerns were also expressed about parks development, the possible disrupting effect of tourists on the traditional nature of the community, and protection of natural resources.

Residents concluded that extensive training would be needed before they could become involved in tourism businesses, and that many visitor services and facilities are either not available or not up to acceptable tourism standards. It was evident that residents firmly believe they should begin preparations now in order to be prepared for the road's scheduled opening in 1993.

Many community discussions dealt with area resources that could be developed to promote tourism. A wide array of adventure and cultural activities were identified, including a traditional Dene camp, jet boating and rafting, hikes to nearby hot springs and cliffs, and wildlife viewing. All of these resources could be packaged to attract visitors. The beauty of the community, its proximity to a number of lakes and rivers, and its future position at the end of Highway 1, make Wrigley an excellent potential tourist destination.

Wrigley Tourism Development Plan

By understanding the long-term opportunities arising from tourism, residents were able to see the potential benefits of controlled development. The process of identifying and prioritizing opportunities and actions, and estimating the financing required to realize these opportunities led to the development of the Wrigley Tourism Development Plan.

The plan contains a statement of support for tourism and lists a number of guidelines to follow in developing the industry:

- The community must have control over all planned tourism activities in the area.

- Benefits from any tourism activity in the area must accrue first to residents of the community.
- Attractions/facilities must be non-disruptive and compatible with existing traditional lifestyles.
- Tourism planning should begin immediately in preparation for the opening of the year-round road in 1993.

Based on an assessment of community resources and potential markets the plan identifies and prioritizes a number of specific initiatives required to build a tourism industry in Wrigley (noting that detailed market research and feasibility studies will be required to determine the viability and appropriate scale of identified development opportunities).

Residents identified the following as being necessary for successful tourism development in Wrigley:

1. Training: residents will require guide, outfitter, hospitality, and management training to be employed in the tourism businesses identified.

Cap Mountain Ventures could play a lead role in the coordination of training programs, and indeed in the overall development of the industry. However, in certain cases, joint ventures with non-resident companies could also be helpful in providing expertise and training.

For some key residents there should also be immediate training in the basics of tourism planning, development and marketing, including an explanation of the tourism industry structure and interrelationships.

Even more fundamentally, as Wrigley has experienced very little tourist visitation to date, it will be important to consider the community's "carrying capacity" i.e. the volume of tourists the community can service at any one time.

2. Services: a taxi service, new hotel and restaurant, gas station, and new campground of acceptable tourism standards, and a retail store with appropriate supplies, souvenirs, and longer retail hours would be required, as will community and riverfront signage, information, benches and garbage pails,

hiking trails, etc. A visitor information facility, arts & crafts outlet, fishing lodge, community-based airplane and territorial park should also be considered.

3. Attractions: community events such as drum dances, outfitter services, boat and equipment rentals, **guided** wilderness and historical tours, canoe trips, jet boating and river rafting, etc. will be required to attract visitors and keep them in the community longer.

Tourism Initiatives

The following 19 initiatives were identified:

Summary of Tourism Opportunities				
Product/ Opportunity	Public Infrastr- ucture	Community Develop. costs	Part- Time Jobs	Full- Time Jobs
Community Signage	5,000			
Community Brochure		5,000		
Territorial Campground	40,000		1	
Taxi Service		20,000		1
Traditional Dene Camp	2,500	2,500	2	
Service Station		250,000		2
Hiking Trails	20,000		1	
Outfitting, /Boat Rental		100,000	4	
Visitor Information Facility	25,000		1	
Hotel/Restaurant		300,000		5
Arts & Craft Outlet	50,000	50,000		5
Guiding/Boat Tours		50,000	2	
Fishing Lodge		300,000	10	
Community Events	2,500	2,500	5	
Community Airplane		150,000	2	
Territorial Park	300,000		5	
New Retail Store		300,000		5
Tourism Training	50,000	50,000		
Feasibility Studies		100,000		
Totals	495,000	1,680,000	33	18

Development Priorities

Preferring a phased approach to development, Wrigley residents prioritized the above initiatives as follows:

Phase 1 (Years 1 – 2)	Phase 2 (Years 3 – 5)	Phase 3 (Years 6 – 10)
Community Signage	Service Station	Guiding/Boat Tours
Community Brochure	Hiking Trails	Fishing Lodge
Taxi Service	Outfitters/Rentals	Community Airplane
Feasibility Studies	Visitor Information	Community Events
Territorial Campground	Hotel/Restaurant	Territorial Park
Tourism Training	Arts & Crafts Outlet	New Retail Store
Traditional Dene Camp		

The private infrastructure and community development costs to develop the identified opportunities are as follows (although some of the above initiatives might be combined to reduce overall costs):

	Priority 1	Priority 2	Priority 3	Totals
Public Infrastructure	97,500	95,000	302,500	495,000
Community Development Costs	177,500	700,000	802,500	1,680,000
Totals	275,000	975,000	1,105,000	2,175,000

Social and Economic Benefits

If fully developed and properly marketed, the above tourism initiatives should generate in the order of 50 jobs in Wrigley over the next 10 years. At least 18 of these would be full-time jobs; the remainder would part-time tourist season jobs.

Tourism Themes and Promotion

The three main activities felt most likely attract visitors into Wrigley are expected to be:

- Hiking
- Boating
- Cultural Experiences

Based on these activities, residents chose the following themes to describe Wrigley to visitors and offer a distinct picture of Wrigley as different from other Mackenzie communities.

- Gateway to the Mackenzie Mountain Wilderness
- A Traditional Dene Community
- Where the Road Ends
- End of the Road, Beginning of the Adventure

As Wrigley will not always be at the end of the road, the top two themes are considered more appropriate

Cooperative Marketing

The plan recognizes that Wrigley has a great deal to gain through mutually-beneficial cooperation with other communities, the regional tourism industry, various transportation companies, northern and southern tour operators and the media.

For example, Wrigley and Fort Simpson could both gain if the visitor information centre in Fort Simpson disseminated information on Wrigley to motorists, because it would mean more visitors for Wrigley and return trips for Fort Simpson.

It would also be in Wrigley's interest to take advantage of various cooperative marketing vehicles such as the newly-established Nahanni Ram Tourism Association and the GNWT'S Explorers' Guide.

Conclusion

The Wrigley Tourism Development Plan – as conceived and endorsed by a broad majority of Wrigley residents – presents a detailed program for orderly tourism development based on the community's natural and cultural resources and on its future position on Highway 1 which if properly packaged, implemented and promoted will ensure Wrigley realizes maximum income and employment benefits from its tourism industry.

Given the scheduled 1993 opening of the permanent road, and expected influx of visitors, Wrigley residents are anxious to begin an orderly, phased implementation of its development plan now so they can take full advantage of future opportunities.



The community of Wrigley



Overlooking the Mackenzie



The Petanea Co-op



Roman Catholic Church

Introduction

In June 1990, the GNWT Department of Economic Development and Tourism issued terms of reference for completion of a Wrigley Tourism Development Plan at the request of, and conjunction with, the Wrigley Band Council. RT & Associates was the contractor chosen to do the work.

The purpose of the contract was to:

- determine the community's views on tourism development;
- assess and prioritize tourism opportunities available to the community; and
- identify the products and services required to realize those opportunities in preparation for the scheduled 1993 opening of a year-round road between Fort Simpson and Wrigley.

A tourism development plan should serve as a frame of reference to guide and manage future industry growth. By focusing community attention on and raising awareness of the costs and benefits of tourism development, the planning process itself enables community residents to take part in the determination of the final plan, and thereby ultimately also determines the legitimacy of the plan.

For this reason, development of the Wrigley Tourism Development Plan involved an extensive process of community consultation designed both to educate residents as to what tourism might mean for the community, and to garner the widest possible community input.

Specifically, the consultants conducted a door-to-door survey during which all Wrigley households completed a standard questionnaire that had been reviewed

and approved by the band council (see Appendix 3). Three community workshops were held to discuss and prioritize tourism development opportunities and constraints, to visit various potential tourism sites, and to examine possible marketing themes. The consultants also arranged separate meetings with existing and potential business people to discuss possible future business opportunities.

An interpreter was hired to ensure everyone had an opportunity to speak.

A draft of the tourism development plan was presented to the band council for comments prior to finalization of the plan.

Thus the Wrigley Tourism Development Plan as outlined in this report reflects the current opinions of the majority of residents and has been endorsed by the elected band council as the community's plan for future tourism development.

Community Background

Situated on the banks of the Mackenzie River overlooking the McConnell Mountain Range, Wrigley is a community of approximately 165 people of mainly of Dene ancestry. It is a picturesque, very traditional community where many of the elders speak only Slavey and most of the 45 households live in log homes spread neatly among the trees.

Wrigley lies about 200 km north of Fort Simpson and 200 km south of Norman Wells. It is served by Simpson Air out of Fort Simpson (a one-hour flight) and Great Bear Aviation out of Yellowknife (a two-hour flight). Barges out of Hay River visit the community twice a year during June and September. A winter road between Fort Simpson (a two-hour drive) and Norman Wells (a 12-hour drive) is open each year from about December 15th to March 15th, depending on weather.

Major economic activities include hunting, trapping and fishing. Most wage employment is provided by the band council, the federal Department of Transport, Petanea Co-op, and the territorial government, which employs two teachers, one nurse, and one public works officer.

The Band operates Cap Mountain Ventures Ltd. as its economic arm. The company has a mandate to promote economic development activities in the community and could play a lead role in the future tourism development. At present, the company owns various types of heavy equipment and has trainees working with the Department of Transport on road maintenance contracts. A local board of directors is elected to oversee company operations. The manager directs the operations of the company and serves as an economic development officer for the community. This position has been funded through the Economic Development Agreement in the past.

According to Statistics Canada, total reported community income for 1987 was less than a million dollars (\$836,000) and average income was \$10,444. With roughly half the average income for the Fort Smith Region as a whole, Wrigley is one of the poorest communities in the Western Arctic.

According to GNWT Statistics Bureau's latest labour force survey, Wrigley's official unemployment rate was 21% in 1989 – almost double the regional average (including Yellowknife) of 12%.

Existing Community Services

Arctic Cooperatives Ltd. (ACL) operates the only food and general retail store in the community, under a management agreement with the local Petanea Co-op. ACL is responsible for the hiring and supervising the co-op manager, approving all purchases and handling all orders for supplies. ACL does all of the co-op's accounting through a centralized computerized bookkeeping system in Winnipeg. A local board of directors is elected annually to meet regularly with the manager to discuss the co-op operations.

The co-op also operates a hotel with a coffeeshop. The hotel has 24 beds in six rooms and shared washroom facilities, for which it charges \$100 per room per day. While the hotel is only three years old, extensive renovations would be required to bring it up to tourism standards. The coffeeshop offers a fixed menu of standard meals and fast foods.

The co-op store is not open in the evenings or on weekends, but the manager will open the store for visitors after regular hours if he can be located. At present, however, the store offers little of interest to visitors. For example, automobile fan belts, air filters, post cards, etc. are not available. Although the store is in poor condition, plans are underway to replace the present wooden log structure sometime in the future.

Wrigley's public infrastructure includes a modern nursing station with one resident nurse, an RCMP detachment with one constable, a community Band office and recreational complex, two churches, and a two-room wooden school with two teachers.

An airstrip, water aerodrome with dock, winter road and barging services provide access to the community. During the summer, air charters operate almost daily and scheduled air services to Fort Simpson and Yellowknife are available three times a week.

The co-op has the community water-delivery contract. A local businessman has the fuel-delivery contract and operates the community's only gas outlet. Electricity is provided by an NWT Power Corporation generator. Gasoline is sold during normal business hours, although sales in off-hours can be arranged if the contractor can be located.

Tourism Issues and Concerns

All respondents to the community questionnaire were unanimous in their support for tourism development in Wrigley.

While many of the elders doubted whether they themselves would benefit, everyone felt that jobs would result from tourism activities.

However, residents's enthusiasm was tempered by the following major issues and concerns:

- maintaining local ownership and control of tourism growth
- limiting tourism's affect on current lifestyle
- avoiding conflict with traditional hunting and fishing areas
- providing jobs for residents
- suppressing excessive demands on existing services available to residents
- preventing any vandalism or alcohol abuse that might accompany growth in tourist visitation

Each of the above issues and concerns was addressed in the community's tourism plan.

Concern was also expressed that ACL is not as responsive to community's wishes as Cap Mountain Ventures, so it was suggested that the development corporation, rather than the co-op, should build and operate any new hotel.

In addition, residents were concerned about the potential negative impacts of the territorial park which the GNWT is considering for Highway 1 near Willowlake River. They wanted to know more about parks development and particularly who controls them before they would support any new park.

Finally, during our wide-ranging discussions in the community, residents made the following comments reflecting a variety of issues and concerns:

- “Community signage should be in Slavey as well as English.”
- “Visitors should not be able to take boats on the river without a guide.”
- “We do not want the campground too close to town as we don’t want liquor here.”

Regarding the latter, however, residents did give general support for walkways and benches along the front of the community facing the river. They also felt that without a campground, visitors would be camping everywhere.

Many felt other communities were already interested in developing tourism on some of the lakes near Wrigley and they opposed this trend.

Many believed tourism opportunities that make use of existing land skills should be developed first to encourage Wrigley youth to learn traditional skills.

Residents felt they could benefit from hearing how tourism has been developed in other similar northern communities. They realized the highway would bring more visitors and recognized that Wrigley had better be prepared if it wants to ensure benefits accrue to residents.

Tourism Goals and Guidelines

Based on our extensive consultations in the community, it is clear that Wrigley supports the goal of developing and promoting tourism activities as a means of increasing community income and employment opportunities.

The majority of residents are therefore prepared to support development of a complete range of tourism activities designed to attract visitors to the community.

Further, residents firmly believe that tourism planning should begin immediately so that the community will be prepared to take advantage of the all-weather road's scheduled opening in 1993.

However residents also insist that future tourism development should adhere to the following guidelines:

- Attractions/facilities must be non-disruptive, i.e. compatible with existing traditional lifestyles.
- Benefits from tourism activities in the area must accrue first to residents of the community.
- The community must have control over all tourism activities in the area.

Community Control

With regards to community ownership, control and allocation of benefits, the community envisions a band council licensing mechanism to approve all tourism business applications so that the community can regulate both the kinds of

tourism businesses that may locate in Wrigley and the ownership of those businesses.

Further, residents want the Band development corporation, individual residents, and non-residents, in that order, to have the right of first on any new business creation. The community also wants the right of first refusal in the case of non-residents selling their ownership in a business.

While detailed criteria would have to be developed to accomplish these objectives, the essential point is that residents would prefer to maximize local business ownership. While they did not rule out non-resident ownership entirely, especially in the form of joint ventures, they were definitely not in favour of non-residents operating local tourism businesses which do not generate benefits for residents.

Wrigley Tourism Resources

Although tourism development is a relatively young industry in the Northwest Territories, several NWT communities have had considerable success in attracting visitors from as far away as Japan, Germany, Australia and the United States. Their success has come largely by offering unique, high-quality products or services at the right price, to the right customer.

Wrigley is well-endowed with natural, historical and cultural resources, however there are many other places in the world to fish, take a boat trip, or experience native cultures. The challenge for Wrigley will be to use its resources to develop products and services that are sufficiently unique and attractive that visitors will choose Wrigley over other similar destinations, or in conjunction with other communities as part of a tour package.

The following sections of this report will examine the tourism resources and potential markets available to Wrigley and discuss ways of developing the available resources to increase its tourism market share.

Magnificent Scenery

One of Wrigley's most obvious tourism-related resources is the beauty of the surrounding countryside. Nestled directly in front of Cap Mountain (1,580 m) in the McConnell Range of the Franklin Mountains and overlooking the Canyon and Camsell Ranges to the west, the community offers scenery with immense tourism appeal.

Traditional Lifestyle

More important than scenery from a tourism viewpoint is the extremely traditional character of this relatively small and isolated community. Its rustic

log homes and the persistence of many traditional Dene cultural and economic activities like hunting and trapping could, in themselves, provide a powerful attraction for visitors if promoted in a sensitive and controlled manner.

Location

Wrigley's picturesque and traditional attributes will soon be tremendously enhanced as tourism assets by its location on the road. With the completion of the river bridges and ferry crossing, it will become the most northerly point on Highway 1 to be accessible year-round. As such, a number of motorists will undoubtedly venture into Wrigley, regardless of what it has to offer, simply because it is at the end of the road.

Land and Wildlife Resources

The rivers and lakes near Wrigley offer a variety of potential recreational experiences including hiking, fishing, hunting, boating, and photography. (See Appendix 6 for a more detailed listing of resources compiled in a 1985 survey by Marshall Macklin & Monaghan.)

Fish Lake and Blackwater Lake both offer excellent sports fishing potential for grayling, whitefish, trout and northern pike. Other more distant lakes include Willow, Greasy, Highland, Doll, and Little Doll.

Numerous nearby rivers flow into the Mackenzie, including the Wrigley, Root, Ochre, Nahanni and the River Between Two Mountains. Some, like the Willowlake, offer potential for canoe trips while others, such as Blackwater, offer potential for jet boating and river rafting.

Other geographic features of the area include hot springs, 350-metre cliffs, riverside beaches (depending on water levels), and numerous whitewater rapids.

Wildlife in the area is abundant and includes moose, peregrine falcons, bears, caribou, Dall's sheep, mountain goats, and numerous other fur-bearing animals and migratory birds.

Once the summer road is open, Wrigley will be well situated as a point of departure for inland wilderness adventure trips.

Historical Resources

Wrigley has occupied several different locations along the river since its formation as a fur trading post at the beginning of the nineteenth century, and physical remains of once-thriving settlements still exist at old Fort Wrigley, south of the community's present location near Hodgson Creek, and at Rocky Mountain Fort, Fort Alexander and Old Fort Island.

There are numerous trappers' cabins in the area which residents use recreationally, and these cabins might be incorporated into guided overland hikes and boat tours.

Tourism Markets

At present there are no licensed outfitters in Wrigley, nor any boat rentals or tour companies. The hiking trails are not marked, the existing campground is unused, no-one is producing arts & crafts, and there is little community information available. By addressing the above deficiencies and adding cultural attractions, Wrigley could position itself to attract increased visitation from each of the following markets:

River Traffic

Approximately 60 canoeists visited Wrigley in the summer of 1990. This traffic consisted mainly of self-reliant backpackers who tended to visit the community to take pictures and purchase basic commodities and souvenirs if available. They would probably use a community campground if it were located close to the river, but they are generally less inclined to stay in hotels unless they are part of a package tour.

A competent boat tour company could boost river traffic substantially by offering river tours to other communities or on other rivers along the Mackenzie.

Summer Road Traffic

The 1989 NWT Summer Visitors Survey estimated that approximately 1,400 visitors (including business and government travelers) arrived in Fort Simpson that year. Roughly 60%, or 840 of them arrived by road. While Wrigley could not expect to match Fort Simpson's road traffic, it would be quite reasonable to expect 10—15% of Fort Simpson's visitors (i.e. 80–130 people) would travel the road to Wrigley shortly after the permanent road's opening.

The exact number and future growth in motorist visitation would, of course, depend greatly on the activities and services available in Wrigley and the marketing techniques used to publicize them.

Winter Road Traffic

The volume of winter road traffic, consisting mainly of transport trucks, is already substantial, and should definitely be taken into account in determining the feasibility of relevant businesses.

Air Traffic

Very few tourists currently arrive in Wrigley by plane, but air traffic to the community could likely be increased through the introduction of suitable facilities and attractions that would enable tour wholesalers to include Wrigley in package tours involving other communities, like Norman Wells or Yellowknife.

Tourism Development Requirements

As outlined in the previous two sections, Wrigley has both a number of valuable tourism resources and a small but potentially much larger tourist market on which to base development of a successful community industry. However, success will first require extensive training as well as some significant improvements in tourism infrastructure and services.

During preparation of the community tourism plan, a workshop session was held to discuss the various product development options available to the community and to ensure that residents were aware of what it takes to promote and sustain a successful tourism industry. The options discussed ranged from whether the community wanted tourism at all to what products and services should be available in the community and when they should be introduced.

At the workshop it was pointed out that visitors must feel welcome in Wrigley; that they will expect basic services be dependable, readily available and easily accessible; and that success will demand responsibility and commitment from virtually everyone in the community.

It was also pointed out that economic benefits will not be fully realized until Wrigley has developed a number of tourism products, i.e. things for visitors to do, see and spend money on when they arrive in the community.

Within this context, the workshop identified the following specific requirements for successful tourism development in Wrigley:

Training

There are a number of highly skilled trappers with a detailed knowledge of the area, and these skills will definitely prove useful in developing Wrigley's tourism

industry. The Hunters & Trappers Association can provide names of qualified hunters and trappers and should be involved in any licensing process. Similarly, some residents are highly skilled in producing arts & crafts, which will also contribute significantly to the economic returns of tourism. In the past, residents have sold birch bark baskets, beadwork, and caribou and moosehide tufting to the co-op. A local school teacher is prepared to assist in the training and revitalization of a local crafts industry.

However, because there are no trained outfitters or guides in the community, and there is a severe shortage of skilled business and trades people, much emphasis will have to be placed on training over the next two years, at least.

Specifically, residents will require guide, hospitality, and management training, especially since many residents feel the community should not have to rely heavily on non-residents in developing tourism businesses.

Cap Mountain Ventures could play a lead role in the coordination of training programs, and indeed in the overall development of the industry. However, in certain cases, joint ventures could also be helpful in providing expertise and training. Moreover, while community residents want to maintain as much local control and ownership in the tourism industry as possible, they also realize that joint ventures with non-residents and with other communities, tour wholesalers, and experienced tourist operators will often be crucial to success.

For some key residents there should also be immediate training in the basics of tourism planning, development and marketing, including an explanation of the tourism industry structure and interrelationships. Without a thorough understanding of such industry basics, it will be much more difficult for the community to maintain control of its development.

Even more fundamentally, as Wrigley has experienced very little tourist visitation to date, it will be important to consider the community's "carrying capacity", i.e. the volume of tourists the community can service at any one time. Hosting more tourists than the community can effectively handle will only lead to dissatisfaction among both community residents and the traveling public, and ultimately to a decline in tourism.

As part of the community's action plan, we recommend that the band council, through the tourist zone association, ask the Department of Economic Development and Tourism to setup a tourism training and planning workshop. We further recommend that the band council delegate the manager of Cap Mountain Ventures as the principal contact person for tourism training in the community.

Facilities and Services

During the workshop, it was noted that the first step in developing Wrigley's tourism-related facilities and services should involve very basic initiatives. For example, there is no signage or visitor information available in the community. Hiking trails exist but are not marked. Some benches overlooking the river are in place but are in need of repair. At present most of the canoeists visiting Wrigley camp on the shoreline in front of the community. There is a campground at Hodgson Creek with six campsites but this facility is substandard and poorly located. There is no taxi service operating at this time, so boaters wishing to get gas must walk up the bluffs to the community and rely on the goodwill of residents to drive them back down with their full gas tanks.

Hence the first step in improving the community's physical capacity to handle tourists should involve correcting these basic deficiencies by installing community, trail and riverfront signage, picnic tables, benches and garbage pails, developing a community information brochure, and initiating a proper taxi service from the community to the riverfront.

For the near future, at least, it would appear that road traffic will likely be Wrigley's major source of visitors. To properly service this market will entail development of a gas station with a garage and parts; a more modern hotel and restaurant; and a retail store with appropriate supplies and souvenirs, and longer retail hours.

Regarding accommodation, the current hotel manager expects that a 10-room, 20-bed hotel facility could adequately handle the summer road traffic. A proper campground/park should also be developed near the community for those travelers unwilling to use the hotel. Areas such as Smith Creek and Willowlake River are cleared along the road and would make good spots for a campground or park. The airport lake is another good area for a campground. Initially, a

campground with 6 —10 cleared sites, garbage pails, outhouses, fire pits and picnic tables would be adequate for the expected river traffic.

Tourism Products

The final step in the development of Wrigley's tourism industry will be the introduction of such tourism attractions as a traditional Dene camp, community events like drum dances etc., canoe trips, jet boating and river rafting, guided wilderness and historical tours, and possibly a visitor information facility an arts & crafts outlet, and a territorial park.

In relation to guided tours, existing hiking trails should be mapped and clearly marked and rudimentary shelters should be constructed. There will also be a need for outfitting and guiding services as well as boat and related equipment rental.

As Wrigley would be competing with Fort Simpson in many of the same tourist markets, some Wrigley residents felt they would need a plane based in the community during the peak tourism months. The plane would be used to access nearby lakes and bring visitors into the community, perhaps from Norman Wells or possibly Yellowknife, in the same way that Fort Simpson uses its local airline, Simpson Air, to operate tours into the Ram Plateau. While we don't recommend that the community immediately jump into the airline business, perhaps it could arrange a joint venture with Great Bear Aviation – which currently flies into Wrigley - to station a plane in the community for certain busy tourist periods.

Residents expressed considerable interest in establishing a fishing lodge near the community to take advantage of the excellent sports fishing in the area. The long-term viability of such an operation should be examined, although residents should be aware that the sports fishing market is relatively "flat" at the moment, and the industry is extremely competitive, as evidenced by the many recent closures and sales of Great Bear Lake lodges. Perhaps market conditions will improve, but it might well turn out that it would be better to offer sports fishing as a part of a larger wilderness experience, rather than as a product in itself. We would recommend guided fishing trips or seasonal tent camps be initiated first, to build up expertise, before any long-term development of a fishing lodge is initiated.

Wrigley Tourism Development Plan

Following on the previous discussion of tourism requirements, the workshop identified 19 specific initiatives for Wrigley to pursue over the next 10 years. The estimated costs, prospective sources of funds and projected employment benefits for these initiatives are as follows:

Summary of Tourism Opportunities				
Product/ Opportunity	Public Infrastr- ucture	Community Develop. costs	Part- Time Jobs	Full- Time Jobs
Community Signage	5,000			
Community Brochure		5,000		
Territorial Campground	40,000		1	
Taxi Service		20,000		1
Traditional Camp	2,500	2,500	2	
Service Station		250,000		2
Hiking Trails	20,000		1	
Outfitting/Boat Rental		100,000	4	
Visitor Information Facility	25,000		1	
Hotel/Restaurant		300,000		5
Arts & Craft Outlet	50,000	50,000		5
Guiding/Boat Tours		50,000	2	
Fishing Lodge		300,000	10	
Community Events	2,500	2,500	5	
Community Airplane		150,000	2	
Territorial Park	300,000		5	
New Retail Store		300,000		5
Tourism Training	50,000	50,000		
Feasibility Studies		100,000		
Totals	495,000	1,680,000	33	18

Development Priorities

The workshop stressed a phased approach to tourism development in the community, and participants concluded that the community must proceed one step at a time, getting one set of initiatives underway before venturing onto the next. Thus the 19 initiatives were categorized under three phases.

Phase 1: encompasses those initiatives which should commence within the first two years of the plan. They received highest priority because they would be necessary for tourism development to evolve in a logical, planned manner.

Phase 2: initiatives are, in some cases, expansions of projects already begun in the first two years, and in other cases, represent new initiatives to be undertaken in Years 3 –5.

Phase 3: includes longer-term projects that would start in Years 5 – 10.

Using these priorities, Wrigley residents devised the following development timetable. In all cases, the priorities can be adjusted and the plan modified to reflect changing circumstances.

Phase 1 (Years 1 – 2)	Phase 2 (Years 3 –5)	Phase 3 (Years 6 – 10)
Community Signage	Service Station	Guiding/Boat Tours
Community Brochure	Hiking Trails	Fishing Lodge
Taxi Service	Outfitters/Rentals	Community Airplane
Feasibility Studies	Visitor Information	Community Events
Territorial Campground	Hotel/Restaurant	Territorial Park
Tourism Training	Arts & Crafts Outlet	New Retail Store
Dene Camp		

As the above table shows, Phase 1 of the Wrigley Tourism Plan involves developing basic community infrastructure, conducting further detailed studies on the business opportunities identified, and initiating training programs. It also includes a simple traditional Dene camp because it will be relatively inexpensive to set up, require little training, and yet with proper promotion would likely provide significant motivation for tourists to make the two-hour drive from Fort Simpson to Wrigley.

By the end of Phase 2 (Year 5), basic visitor amenities of acceptable standards, including accommodation, restaurant, service station and marked hiking trails, should be in place. In addition, trained outfitters should be ready to offer guided canoe trips, river rafting and jet boating as well as boat and equipment rentals. While an arts & crafts outlet is listed in Phase 2, financial constraints might cause it to be postponed until Phase 3.

By the end of Phase 3, Wrigley should have the necessary infrastructure, products and services to fully promote tourism. During this phase a wide range of activities from sport fishing, hunting, canoe trips, tour packages etc. would be developed and promoted to attract more visitors and keep them in the community longer. The addition of a territorial park as another tourist attraction would also be reviewed.

The private infrastructure and community development costs required to develop the identified initiatives in each phase are as follows:

	Priority 1	Priority 2	Priority 3	Totals
Public Infrastructure	97,500	95,000	302,500	495,000
Community Development Costs	177,500	700,000	802,500	1,680,000
Totals	275,000	975,000	1,105,000	2,175,000

Some of the above initiatives might be combined to reduce overall costs. For example, capital-intensive projects like the service station, restaurant, hotel, arts & crafts outlet and information facility could be integrated into one or more single multi-use facilities. Further, the fishing lodge might be scaled down. Such

integration might reduce total private funds required by approximately **\$300,000**, from the projected \$1,680,000 to \$1,380,000.

Business Feasibility Considerations

In determining the viability and sizing requirements for any new public or private tourism venture in Wrigley, it will be important to keep in mind that visitation numbers will be small initially. Thus any new venture should base feasibility calculations on modest visitor projections, and start small, but leave room for future expansion.

Another commercial consideration is that Wrigley businesses are not likely to be able to carry normal debt burdens of about 60% of capital costs. Based on a more realistic debt percentage of 30%, and a minimum equity requirement of 10%, government contributions and private investment in the neighborhood of 60% of capital start-up costs (approximating \$900,000) will be needed. As native people would have majority ownership in these businesses, the federal government's Aboriginal Business Development Program (ABDP) would be an appropriate source of funds. The required debt financing could come from Economic Development and Tourism's Business Loan Fund (BLF).

In any event, detailed feasibility studies and detailed business plans would be required to confirm overall viability of any future ventures. These studies could be funded through ABDP. Other potential funding sources could include the tourism zone associations, potential land claims investment organizations, ACL, the private sector, the Departments of Economic Development and Tourism and Indian and Northern Affairs Canada, or any combination of the above.

While the funding may be available, it will be necessary for potential business people in the community to take the initiative in seeking this assistance and to get help in preparing their proposals. We recommend the manager of Cap Mountain Ventures play a lead role in the development of funding proposals.

Themes and Promotion

In discussing various tourism opportunities and products, Wrigley residents felt that the three activities most likely to attract visitors to Wrigley are:

- Hiking
- Boating
- Cultural Experience

Further, they felt Wrigley should take advantage of its beautiful scenery, traditional lifestyle, and future location at the end of Highway 1. Workshop participants therefore suggested the following themes as the best means for promoting Wrigley's distinct features and its image as a desirable tourism destination:

- Gateway to the Mackenzie Mountain Wilderness
- A Traditional Dene Community
- Where the Road Ends
- End of the Road, Beginning of the Adventure

As Highway 1 will eventually extend beyond Wrigley, and Wrigley will therefore not always be at the end of the road, it would probably more appropriate to focus on the first two themes.

The Importance of Fort Simpson

While Wrigley residents recognized that they would be competing with both Fort Norman and Fort Simpson for road traffic, they also wisely felt it would be to their advantage to promote Wrigley's distinctiveness while at the same time becoming involved in tour packages that might incorporate a number of communities along the highway.

From a marketing perspective, Fort Simpson could play a valuable role in Wrigley's tourism development by disseminating visitor information to potential Wrigley visitors. If handled properly, the visitor information centre in Fort Simpson could become an important marketing vehicle to encourage road travelers to take the drive to Wrigley. Such a scenario would be mutually beneficial because traffic to Wrigley would increase and Fort Simpson would be able to service the same travelers again on their return trip.

Therefore it will be extremely important that information and pricing on Wrigley attractions be available to motorists in Fort Simpson. In fact it would be in Wrigley's interests for, say, Cap Mountain Ventures to make arrangements with the staff of the Fort Simpson information centre to act as booking agents for Wrigley products in return for a small commission. Not only would this increase the likelihood of motorists continuing on to Wrigley, but it would also give Wrigley a better control over visitation. For example, the Fort Simpson agent could take a booking for a boat trip and call ahead to let the Cap Mountain know that a family of four will be arriving in two days and wish to take a boat trip. The community would then have time to properly prepare for these visitors.

This is just a small example of how important it is to work together in the tourism industry to maximize benefits for everyone concerned. Successful tourism development will also demand an ability to network effectively with various transportation companies in Fort Simpson, Yellowknife and Norman Wells as well as with northern and southern tour operators, and the media.

Cooperative Marketing

At least until such time as Wrigley can identify and package commissionable tour products, its best source of customers will likely be independent road

travelers. To access this market Wrigley should ensure it has good representation in the newly-established Nahanni Ram Tourism Association (NRTA) which is based in Fort Simpson. This association is one of eight regional tourism associations across the NWT that have mandates to promote and market their areas on behalf of regional businesses. They also have access to development and marketing funds for a variety of projects that ultimately lead to continued growth in tourism development.

The Nahanni Ram Tourism Association is presently applying for marketing funds under the Economic Development Agreement to carry out numerous marketing programs. The preliminary plan includes development of a regional brochure, a photo image bank, a media relations program and consumer advertising. This regional program offers an excellent opportunity for Wrigley to begin to market itself to potential travelers.

The Association can also access funds under the Tourism Support Program managed by the Department of Economic Development & Tourism to conduct tourism training. Given that tourism training has been identified as a high priority, Wrigley should follow up on these programs immediately with the Nahanni Ram Tourism Association. Individual businesses can also apply directly to the department's Tourism Management Development Program.

We recommend that the band council appoint a representative to meet with Nahanni Ram Tourism Association officials to ensure Wrigley is included in any promotion efforts, and that the co-op and Cap Mountain Ventures also join the association.

Explorers' Guide

Another marketing initiative would be to ensure that information on Wrigley is included in the annual edition of the Explorers' Guide, a comprehensive tourism magazine published annually by the Department of Economic Development and Tourism.

Approximately 150,000– 175,000 copies of this guide are distributed worldwide every year, and many travelers coming to the NWT use the Explorers' Guide to plan their holidays. With this kind of exposure it is important that current information on Wrigley be listed along with maps showing the new highway.

Social and Economic Benefits

If fully developed and properly marketed, the above tourism initiatives should generate in the order of 50 jobs in Wrigley over the next 10 years (see table page 20). At least 18 of these would be full-time jobs; the remainder would be part-time tourist season jobs.

Governments' cost to create these jobs would be approximately \$25,000 each, based on contribution funds of \$900,000 and capital funding of \$495,000. This is well within current government norms for job creation.

As well as the employment created, at least three new private businesses – taxi, boat rental, service station – could be set up in the community in the immediate future.

Revenues generated from all of the identified initiatives over the next 10 years would also result in improved community services to residents.

Action Plan

Given the relatively short timeframe before Wrigley will begin to experience motorists visiting the community, it is vital that action on the community's tourism development plan begin immediately.

We recommend that the following actions be initiated in the next year to ensure the tourism plan is implemented according to the priorities set by residents of Wrigley:

- 1. The** band council should write to the Regional Superintendent, Department of Economic Development and Tourism in Fort Simpson, to request a meeting to discuss implementation of the community's tourism development plan, and particularly tourism infrastructure development, i.e. the campground, signage, benches and trails, etc. As well, the department should be asked to sponsor a two-day product development workshop in Wrigley for residents interested in getting involved in tourism development and to generally improve the understanding of tourism in the community.
- 2. The** co-op, Cap Mountain Ventures, and the band council should become members of the new Nahanni Ram Tourism Association and lobby the association for good coverage of Wrigley in the association's marketing efforts.
- 3. The** co-op should prepare a proposal to various funding agencies for examining the viability of upgrading the existing hotel and building a new store in the community.
- 4. The** band council should appoint Cap Mountain Ventures to play the lead role in the community with respect to developing tourism training proposals and new business proposals. A number of private sector initiatives, such as the taxi, service station, and boat rental company should be examined immediately. It is

vital that someone in the community be given principal responsibility for ensuring that the initiatives identified in the tourism plan proceed, and to act as the principal point of contact for tourism development in the community.

Conclusion

The process undertaken to complete the Wrigley tourism development plan served to raise awareness of, and stimulate discussion of, tourism development issues. The results clearly indicate most residents of Wrigley favour tourism development, provided they can maintain control over, and benefit from, its development.

The plan itself – as conceived and endorsed by a broad majority of Wrigley residents – presents a detailed program for orderly tourism development based on the community's natural and cultural resources, and its future position on Highway 1, which if properly packaged, implemented and promoted will ensure Wrigley realizes maximum income and employment benefits from its tourism industry.

Given the scheduled 1993 opening of the permanent road, and expected influx of visitors, Wrigley residents are anxious to begin an orderly, phased implementation of its development plan now so they can take full advantage of the opportunities available to them.

Appendix 1

Bibliography

Ram Plateau Territorial Park, Tourism Opportunities, prepared by the Department of Economic Development and Tourism,

Prefeasibility Study of the Ram Plateau/North Nahanni River as a Territorial Park, prepared by Marshall Macklin Monaghan Ltd., May 1988

Northwest Territories Visitors Survey, summer 1989, prepared by Acres International Ltd., January 1990

Deh Cho Region Tourism Industry Initiatives, 1990- 1991, prepared by the Department of Economic Development and Tourism

Wrigley Community Tourism Plan, prepared by Marshall Macklin Monaghan Ltd., September 1985

1990 Explorers' Guide

Appendix 2
Principal Community Contacts

Tim Lennie – Chief

Henry Hardisrty – Band Manager

Steve Moses – Manager, Cap Mountain Ventures Ltd.

and other band councillors and directors

WRIGLEY
Tourism Questionnaire

In 1993 Wrigley will become the most northerly community in the Deh Cho Region serviced in the summer by road. As the ending point on the existing highway system, Wrigley will become both a jump off point for hikers and fishermen, and the turn around spot for road travelers.

To be prepared for the highway opening, and to ensure that basic services and attractions are available so that Wrigley can benefit from the potential tourist traffic, a community tourism development plan is needed. The Wrigley Band Council and the GNWT have undertaken to develop a plan with full community consultation.

This plan can act as a starting point for the community by focusing attention on the tourism opportunities and requirements necessary to ensure community benefits. Community input will be sought to ensure priorities for tourism are set. Attractions, infrastructure, the human resources, capital and operating costs, and an implementation action plan should all be identified in the community tourism development plan.

The plan should be endorsed by the community, it will guide the future tourism development in the area, and it can be modified over time to reflect changes in community opinions.

To assist in the development of this plan can you please answer the following questions?

1. **Do you feel that increased tourism activity in Wrigley can benefit local residents?**
 - (a) YES (if yes in what ways?)
 - (b) NO (if no, why not?)
 - (c) DON'T KNOW
2. **In what way do you feel that Wrigley could be made more attractive to tourists?**
3. **How would you make visitors to Wrigley feel welcome?**

4. If Wrigley could get the following tourist **services** over the next five years, **which services do you feel are most important?**
(ie. If you feel this service is most important number it 1 and next important number it 2 and so on) .

_____ Gas Station
_____ Modern Hotel with all the facilities
_____ Campground with RV facilities
_____ Visitors Information **Centre**
_____ Hiking Trails
_____ Fishing Lodge
_____ Guides and Outfitting Services
_____ Boat Tours
_____ Airline Services
_____ Community Policies for Land Leases
_____ Restaurant(s) or Food Services
_____ Community Signs
_____ Bed & Breakfast Facilities
_____ Other (please list) _____

5. **In what areas** do you have skills **or would you like to get involved with** tourism in Wrigley?

6. Do you think **tourism businesses** should be encouraged to open?

7. Which of the following do you **think is most appropriate to be participating in tourism business activity?**

(a) the public, (b) the private sector, (c) a mixture

(a) only residents, (b) residents in partnerships with outsiders, (c) anyone

8. Under what conditions would you prefer to see **tourism** proceed in Wrigley? (circle as many as you want)

(a) only if residents were employed
(b) only with the approval of the band
(c) only if the environment is protected
(d) only in selected areas
(e) only if there was community monitoring and licensing
(f) other (list) _____

9. If a **community** campground were necessary to attract tourists would you support the allocation of a **small** area of land for this purpose within the community?
(a) YES, (b) NO (if no, why not?)
10. Would you support the construction of playground facilities within the **community** campground?
(a) YES, (b) NO (if no, why not?)
11. Would **you** support a territorial park outside the **community's** boundaries?
(a) YES, (b) NO (if no, why not?)
12. Would you support the **issuing** of land leases for tourism related businesses?
(a) YES, (b) NO (if no, why not?)
13. Do you think that training is required by residents in management and the provision of tourism services?
(a) YES, (b) NO
14. Would you be willing to take **tourism** training (guide, hospitality, management)?
A. In the community: (a) YES, (b) NO
B. **Outside** of the **community**: (a) YES, (b) NO
15. **Which** type of **training** would you prefer?
(a) **Formal** school **training**
(b) On the **job** **training**
(c) A combination of both
16. Are there any other comments you have on the preparation of a **tourism** development plan for Wrigley?

If you require further information on the **Wrigley Tourism** Plan please contact Steve Hoses, or John **McGregor** at 873-4157.

Methodology

Every household in Wrigley was visited with an interpreter. The most senior resident in the household was asked to comment on the questions in the questionnaire after a brief explanation of the purpose of the tourism development plan. In a number of households, the discussions involved everyone in the house and often comments were received in a random fashion that did not follow the questions as listed on the questionnaire. A number of residents wanted more information and additional time to fill out the questionnaire. Most of the questionnaires left uncompleted in residents homes were never completed. Residents were asked to drop off the completed questionnaires at the Band Council office and to attend a workshop to be held later that week if they were interested. An average of 15 minutes was spent in every household.

A total of 11 written questionnaires were received out of 40 households. In every written response as well as the verbal responses received, there was unanimous support for tourism development in Wrigley. A summary of the comments and concerns raised is included under Tourism Issues and Concerns section of this report.

As the purpose of the questionnaire was primarily to raise awareness of tourism issues in the community and to seek a general consensus on tourism development, it was felt that the process of visiting each household and talking about tourism was of more importance than a quantitative review of answers to each question.

The questionnaire responses received were as follows:

Question	Responses	Yes (a)	No (b)	Depends (c)	or (d)	or (e)
1	11	11				
6	9	7	1	1		
7a	7	3		4		
7b	11	5	4	2		
8	11	8	5	8	8	9
9	11	10	1			
10	11	11				
11	9	8	1			
12	6	3	3			
13	10	10				
14a	7	7				
14b	5	4	1			
15	8		3	5		

Appendix 4
Letter from Wrigley Band Council Requesting
Tourism Study

WRIGLEY, N.W.T. X0E 1E0

March 7, 1988.

*Copy**Ar 27/96*

John Sheehan,
Regional Superintendent,
Dept. of Economic Development
& Tourism,
Government of N.W.T
P.O. Box 240
Fort Simpson, N.W.T
X0E - ONO

Dear Mr. Sheehan,

Re: Tourism Study

Attached please find a general format of what should be used for the tourism study for our community.

We have listed down the purpose, the study consideration and list of projects of what we want to look at.

Trusting the information is to your satisfaction.

Yours Truly,



Tim Lennie

Chief.



Purpose

The purpose of this study is:

- (a) To identify viable tourism opportunities for the community of Wrigley in the content of existing and future planned conditions.
- (b) To assess the market demand for the identified tourism opportunities based on past visitor use trends and future changes in more mobilization of people to Wrigley when the all-weather road opens.
- (c) To assess the financial and human resource skill and training requirements of the viable tourism opportunities identified including an assessment of capital and operating costs, revenues and funding and training source.

Study Consideration

The consultant should assess the feasibility of the following tourism development options as well as others available to community of Wrigley.

(1) Campground Facilities

-Such facilities could include an appropriately sized campground with modest services including possibly picnic tables, fire bowls, common shelter-cooking area, showers and toilets. Administration maintenance and information related to Willow Lake River area and River Between Two Mountains and Wrigley.

(2) Willowlake River and Backwater River - Canoeing

The community has expressed an interest in conducting tours on these rivers. The assessment of this opportunity must take into account the current level of rafting/canoeing tours and possible market.

(3) Big Game Outfitting

The people of Wrigley have a desire to offer guided mountain sports hunts and preferably by horse-back. Furthermore an assessment should be on the viability of offering horse-pack tours around our area.

(4) Hiking Trails

An assessment should be made on the possibility of marking trails (Hiking & Horse-pack) around our area.

(5) Other Opportunities

Other possibilities not mentioned above should also be expressed.

Appendix 5
Deh Cho Region Tourism Initiatives

prepared by the
Economic Development and Tourism
Deh Cho Regional Office

DEE **CHO** REGION
TOURISM INDUSTRY INITIATIVES
1990 - 1991

Fort Liard: This community has a number of developmental problems related to the shallow private market. The community has assumed a few major initiatives **in** the Tourism Industry and **is** unlikely to be **in position** to respond further to private sector opportunities over the next year. For **this** reason **it is** proposed that the following **is** a reasonable base **activity** plan:

- 1) Oversee completion of the **Liard Valley Band Development Corporation Highway Complex and Deh Cho Visitor Information Centre.**
- 2) Assist in the development of a community based Tourism Action Group and **subsequent** Tourism Action Plan after completion of the above.
- 3) Pursue training opportunities for Level 1 and Level 2 Guides in anticipation of **increasing** potential for outfitting business opportunities relative **to** developments **in** the Ram and **Nahanni** areas.

Trout Lake: the community **is** moderately dynamic and has been able to create business opportunities for itself despite a small population base. The existing Lodge operation requires significant attention before being operable at capacity. This operation forms the basis of the community tourism strategy and local industry. If properly administered, it could result in significant spin-off opportunities. Based on this, and the existing human resources in the community, it is judged not to require significant management expertise or development incentive. It does, however, require substantial training and assistance in specific project development processes. On these grounds, the strategy for the community over the next fiscal year is as follows:

- 1) Coordinate the active participation of the community in the rebuilding of the Trout Lake Lodge business. Promote and develop the impetus for a community Tourism Action Group and a community Tourism Action Plan.
- 2) Initiate an upgrading of the accommodations facilities **vis-a-vis** the availability of water and power.

- 3) Further develop interest and continuance of the guide training programs for local people.

Nahanni Butte: This community is at the base of the South Nahanni River and thus is an excellent river stopover. It is, however, lacking in all hospitality and service facilities. The community has been unable to engage in tourism activities due largely to the low levels of education and experience in tourism operations. The community is nonetheless anxious to become involved in various tourism operations and is pursuing these opportunities where possible. Based on this initiative and desire the Region proposes to:

- 1) Assist in the purchase of an equity position in a Nahanni Butte based outfitting business and or initiate development of an alternate business based in the same activity.
- 3) Further develop participation in the guide training programs for involvement in the above.
- 4) Assist in the development and initiation of a community based Tourism Action Group and subsequent Tourism Action Plan for the community in support of the tourism potential of the geographic area and proximity to the South Nahanni River traffic.
- 5) Further assist the development of the facilities and marketing of the sole existing cabin establishment on the Liard Corridor.

Jean Marie River: This is a very small community with some potential to offer community based tours and minor hospitality events in conjunction with river traffic. No river outfitting proposals are anticipated from the community as significant deficits in training need exist. In order to engage in the opportunities within the settlement, the community requires minor facilities and training in the short term. The longer term private sector initiatives on the MacKenzie and adjacent lands will require further direct training and experience with other existing outfits. The Region then proposes to assist the community as follows:

- 1) Assist in the development of a community based Tourism Action Group and assist in the development of a Community Tourism Action Plan and resource base.

- 2) Assist in the identification of resources required for the implementation of immediate improvements such as boat docking facilities and camping facilities.

Wrigley: The community believes tourism to be its greatest potential and impetus for development in conjunction with the extension of Hwy 1 through from Ft. Simpson. The Community Council wishes to secure the services of a Community Development Officer under the CAEDS program to assist in the identification and facilitation of development opportunities in the area. Additional training and human resource development will be required prior to appropriate confidence levels being vested in the community being able to achieve private sector objectives of tourism business ownership. In implementing the initiatives stated by the community as priorities, the **Region proposes to:**

- 1) Assist in the **implementation** of the **Officer position** in securing funding and identification of required expertise.
- 2) Assist in the development and initiation of opportunities as identified through a development strategy/timetable and community Tourism Action Plan.

Fort Simpson: The **village is** substantially developed with respect to the infrastructure and facilities. There is a great need for local **tourism** products which do not rely on air charter support to be **viable** or marketable. These secondary tourism products must be **self-sustaining** with access to **existing tourism traffic** levels as they will be unable to draw any further travel **into** the region. The awareness level as relates to tourism **opportunities** is relatively low considering the volume of activity at present. This issue needs to be addressed through wide ranging education and promotional activities undertaken through the regional office. To that end the Region activities in support of the development of the local tourism industry will be to:

- 1) Assist the Village in the development and subsequent implementation of a Visitor Information **Centre** operation.
- 2) **Assist** in the implementation of a new Tourism Zone Association.

- 3) Promote and assist the initiation of a community based Tourism Action Group and subsequent community Tourism Action Plan.
- 4) Assist the new Zone Association in the development and implementation of education and promotional materials relative to opportunities in the area for delivery throughout the community and regional school systems and community Tourism Action Groups.

Appendix 6
Resources of the Land
1985 Wrigley Tourism Plan

prepared by
Marshall Macklin Monaghan Ltd.

TABLE 1

Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (air km)	Best time to Visit	Other Comments
7.1	Mackenzie River - Bluffs	Land/Water	5 km	mm	Best viewed from river; provides excellent view of river.
7.2	Root River (mouth)	Boat	90 km	Spring-fall	Scenic river route leading to Canyon Ridge and big game hunting areas.
7.3	Willowlake River	Boat/Land	61 km	Spring-fall	Scenic river with historical significance. Includes quality sport fishing areas.
7.4	Wrigley River	Boat	5 km	Spring-fall	Scenic area leading to Camsell Ridge. Navigable only near mouth.

TABLE 1

Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (air km)	Best time to Visit	Other Comments
7.5	Backbone	Air	165 km	Spring-fall	Abundant dall sheep. in region.
7.6	Cap Mountain	Land	23 km	Spring-fall	Peak 1,578 m. Easy access for hiking, climbing and nature appreciation.
7.14	Pickeral, Whitefish Lake Trout	Air	30-250 km	Spring-fall	Numerous lakes offer quality fishing.(e.g. Fish, Pacey and Wrigley Lake.
7.15	Northern Pike, Lake Trout, Arctic Greyling	Air	200 km	Spring-fall	Notable quality at Willow Lake and Blackwater Lake.
7.16	Whitefish	Land	5 km	sp/s/f	Most prominent fish caught by residents.

TABLE 1

Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (air km)	Best time to Visit	Other Comments
Wildlife Areas					
7. 7	Moose	Land/Water	Immediate area along shoreline	Fall-winter	Moose hunted after freeze up from traplines and close to camps, and along rivers.
7. 8	Marten	Land/Water	Immediate area	Fall-winter	Most popular fur animal trapped by locals.
7.19	Beaver, Lynx, Muskrat, Mink	Land/Water	Immediate area	Fall-winter	These and a variety of other fur bearers trapped annually.
7.20	Caribou	Land/Air	70-110 km	Winter	Found in the mountain plateau areas.
7.21	Goats	Land/Air	120 km	Summer-fall	Hunted in Back-bone ranges.
7.22	Grizzley Bear and Black Bear	Land/Air	87 km	Spring-fall	In higher mountain regions in summer.

TABLE 1

Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (air Ion)	Best time to visit	Other Comments
7.23	Migratory Birds	Land/Water	Lakes/Rivers	Spring & fall	On major flyways.

TABLE 2

Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (air km)	Best time to Visit	Other Comments
Resources of the People					
7.24	Rocky Mountain Fort	Land/Boat	106 km	Spring-fall	Operated by North West Co. (1800- 1804).
7.25	Fort Alexander	Land/Boat	62 km	Spring-fall	Established at the junction of the Willow Lake River, and operated by the North West Co. (1817-1821).
7.26	Old Fort Island	Land/Boat	32 km	Spring-fall	Opened after Fort Alexander closed in 1821. Hudson's Bay trading post in 1870.
7.27	Old Fort Wrigley	Land/Boat	32 km	Spring-fall	Established 1901- 1905. Church and Residence built in 1957, school room and teacherage in 1948.

TABLE 1
Wrigley: Resources of the Land

Map. Ref.	Resource Description	Best Mode of Access	Distance from Wrigley (sir km)	Best time to visit	Other Comments
7.28	Cabins	Land/Boat	9-14 km	Spring-fall	Two cabins along Mackenzie River. Numerous cabins used by trappers on seasonal basis.
7.29	Recreation	Land/Boat	South and Southwest	Spring-fall	Areas good for viewing, photography and hiking.