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Wrigley Community Tourism Plan
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WRIGLEY COMMUNITY TOURISM

PLAN

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WRIGLEY COMMUNITY TOURISM DEVELOPMENT PLAN

PART ONE: INTRODUCTION

1.1 What is a Community Tourism Plan

In June 1984, the Big River Travel Association entered into a funding agreement with the North West Territories Department of Economic Development and Tourism to undertake a Tourism Development and Marketing Plan for the western section of Big River Country. The study was initiated in recognition of the potential economic and social benefits the tourism industry could contribute to local communities as well as the growth potential generated with the recent opening of the Liard Highway to Fort Nelson, B.C.

The community tourism plans and regional strategy are intended to guide public and private sector interests in the development of attractions, facilities, services and policies. They also provide an organizational structure supportive of increased tourism activity which contributes to the local economy and is beneficial to the surrounding region. Aspirations of the communities are reflected regarding the type of industry and under what conditions it should be developed.

Tourism development including the provision of attractions and services is at a relatively youthful stage in Wrigley and has only become of interest to the community with the pending opening of a year round highway to Fort Simpson. The Plan therefore serves to provide a logical framework for future development while recognizing operating and capital costs are of critical concern to potential operators from the local area as well as the local population being unfamiliar with large numbers of people travelling through the community and using what was considered local resources.

Adopting a systematic approach to community tourism development ensures maximum short and long-term efficiencies are achieved

from the available resources, infrastructure, local entrepreneurial skills and markets. A systematic approach encourages the various levels of government and the private sector to evaluate a range of opportunities for their contributions to the goals of the community and surrounding region. Clearly, the findings in this report are intended to reduce uncertainty within the public and private sectors as to future developments/markets with specific emphasis on the markets generated from the highway corridor. Moreover, a development plan establishes an overall community-wide approach with guidelines and principles for a co-operative approach to future growth.

This community tourism plan is to reflect: community, government and industry sector goals and concerns; be sufficiently broad in scope and flexible in approach to accommodate unforeseen development; and be responsive to a wide variety of short and long-term specialty markets and resource development opportunities that might be anticipated in the Mackenzie Valley. It is recognized that major technological advances, changes in government policy, changes in the energy situation, etc. could alter the direction, timing and implementation of the plan. Therefore, the goals and objectives of the Plan should be reviewed at regular intervals. Of particular importance to this Plan are the increasing infrastructure and service requirements as a result of the soon to be opened year round highway to Wrigley, and future petroleum-tourism industry requirements. Proposed plans must also be cognizant and supportive of industry growth in other parts of Big River Country.

Promoting the orderly and economic growth of Wrigley from a tourism perspective can be achieved through a community planning process. In so doing, it will be possible to: identify existing and future market opportunities; ensure local social and economic concerns are met; enhance heritage and environmental resource attractions and visitor satisfaction; and establish basic

infrastructure and services required by highway and destination traffic passing through the community. It is anticipated that with continued marketing of the Fort Simpson/ Wrigley corridor and other backcountry attractions, the benefits from the tourism industry will increasingly influence the course and direction of economic development in Wrigley and impact on regional tourism planning in Big River Country. Thus, the purpose of the community tourism plan is to: **develop practical tourism development strategies that will assist local operators, investors, planners and the Settlement Council to work together in defining, stimulating and managing the tourism industry over a five to twenty year period.**

1.2 How to Use the Plan

The Wrigley Tourism Development Plan is one of seven community plans, a corridor plan, and a technical report contained in Big River Country: Markets and Opportunities for Investment.

The community plan provides a detailed outline of local resources and attitudes concerning the preferred type and rate of growth of tourism. This is a result of an ongoing consultative process. The community plan highlights key natural and historic research opportunities, markets, service sector developments and program recommendations. Priority and phasing are also included for consideration by local and other interested entrepreneurs. For additional details regarding specialty markets, a summary of regional resource opportunities and a summary of development opportunities, reference should be made to the technical report.

The community tourism plan indicates the direction of development for the industry which is preferred by the local Settlement Council and the Territorial Government. The plan recognizes other opportunities which could contribute to the community's and region's economic well-being. The scope of this plan is to establish a general framework for public and private investment within which future development may be directed by indicating the

type, location, and extent of major types of development and related initiatives. Although the plan is intended to guide the Settlement Council and local entrepreneurs, other contributing agencies which exercise powers and responsibilities in the community and surrounding area relating to tourism development will also find the plan useful. Consultation is recommended with local and Territorial authorities prior to undertaking significant investment in any specific opportunity.

PART 2: MAJOR PLANNING CONSIDERATIONS

The following sections outline major factors impacting the tourism industry in and around Wrigley.

2.1 Factors Affecting the Future Growth of Tourism Development in Wrigley and Area

Political, social, cultural, land ownership, transportation and economic issues can and will affect the development and timing of tourism in this Mackenzie Valley community. Further, the community has had little previous contact with tourists with the result that services and infrastructure are extremely limited and few individuals have a good understanding of the effects of tourism. Many factors which could potentially impact the tourism industry either in the long or short-term in and around Wrigley are identified in the following subsections.

2.1.1 Government Tourism Development Priorities

Policy and resource support for the development of community-based tourism activities has been formalized at both the Federal and Territorial Government levels. As a consequence, it is timely for communities/regions with tourism aspirations and potential to access planning, infrastructure, human development and marketing support resources. Based on current and anticipated program commitments (e.g. the Canada/N.W.T. Economic Development Agreement, the G.N.W.T. Department of Economic Development Tourism, and D.R.I.E), a high level of government support will continue to the N.W.T. tourism sector. Many of these programs will expire in 1986/87.

2.1.2 Regional Tourism Development Priorities

The official opening of the Liard Highway in 1984 and the continued growth of the Big River Travel Association have perpetuated a strong regional interest in tourism development. These 1984 initiatives, together with the Nahanni National Park management planning process, upgrading of the Mackenzie Highway

north to Wrigley and a number of celebrations and special community events, have reinforced the growth of and the emphasis being placed on tourism development in the region. The Territorial Government also wishes to establish highway parks in the general area to meet the needs of the traveller once the road is open for year round traffic.

A second development opportunity in the region is the development of an economic base built on pipeline activity. Such activity can have significant short term impact and where possible, should be managed to provide long term benefits to the community.

2.1.3 Local Tourism Development Priorities

Like many northern communities, Wrigley's first and primary interest is their own community. As such, local ownership and control are common objectives to be fulfilled. Further, many individuals want to see a conservative approach taken to local development with as little change occurring to the community lifestyle as possible.

The most significant development to the community in the short term will be the eventual completion of the Mackenzie Highway to Wrigley and then north to Norman Wells. This route would provide all-season access, and increase commodity supplies and access to local hunting, fishing and boating opportunities. Further, the highway and any future pipeline development will generate a strong demand for overnight accommodation, food and beverage services, and automobile services which at present are unavailable. Because of the sensitivity of the community to any dramatic change in their lifestyle, a co-ordinated effort will be required to maximize short and longer term economic benefits.

2.2 Tourism Potential in and Around Wrigley

The following subsection provides both a detailed listing and summary of the resources of the land, people and community which are available for tourism development in or near Wrigley.

2.2.1 Wrigley Community Description

Wrigley is attractively located on the east bank of the Mackenzie River along the edge of the McConnell Range. The community is situated approximately 200 km north of Fort Simpson and 200 km south of Norman Wells, and has been quite isolated from tourists visiting the Territories. At present, the community is served by Northwest Territorial Airways Ltd., summer commercial river traffic and a winter road between Fort Simpson and Norman Wells that is soon to be opened south bound from Wrigley to year round traffic.

Approximately 140 people reside in Wrigley, of which 95 percent are of Dene ancestry with many people only conversant in the Slavey language. Major activities in the community include hunting, trapping and fishing, supplemented by employment generated by local businesses such as the Petanea Co-op Association Ltd. and the construction trade. Few skills beyond Dene handicraft production are considered directly transferrable to the tourism industry without some retraining at such colleges as Thebacha College.

Wrigley is an interesting Slavey community, having had several locations since the beginning of the 19th century, including Old Fort Island, Fort Wrigley, and the present site near Hodgson Creek. Forts established by fur trading companies are situated along the Mackenzie and Willowlake Rivers to the south, bringing to life the early history of the area. Although the community has had a well established location since the mid 1960's, many residents still follow a semi-traditional life-style away from the community. Although such cultural features may be of interest to southern visitors, some concern has been expressed by

local residents regarding non-residents travelling through the community during the summer months when many people are out on the land fishing and hunting. With the long daylight hours available to travellers during this period (almost 20 hours in June), considerable movement and activities may be expected as tourists sport fish, sightsee and generally view the community and its river setting.

2.2.1 Resources of the Land

Wrigley is situated along the western edge of the McConnell Range and in view of Cap Mountain (1,578 m) to the east and the Canyon Ranges in the Mackenzie Mountains to the west. The many fly-in and road access lakes and rivers in proximity to Wrigley provide a variety of potential recreational experiences including sports fishing, big game hunting, boating and canoeing, hiking, and photography for the expert and novice outdoorsman.

Table 1 illustrates, in detail, the resources of the land in the Wrigley area. The inventory identifies interesting landforms and geological sites, waterbodies including wild rivers, and associated outstanding natural scenery, wildlife and sport fishing areas.

The following summary highlights the resource base and provides a general evaluation of their significance.

* Landforms

The community is located along the bluffs overlooking the Mackenzie River which are the most dramatic landscape features at the community. The community is situated on a relatively flat, heavily wooded bench below the picturesque McConnell Range, and has with no serious construction problems. Downstream from the community is the dramatic site of the 350m high cliff face of "Rocher qui-trempe-a l'lau", which is a nesting ground for a large population of swallows and peregrine falcons. There are several other picturesque areas in the Wrigley hinterland

including the Ochre River Valley, the rapids, and the valley of the River Between Two Mountains. During the summer period when the levels of the Mackenzie River are down, river-side beaches are created providing some opportunities to gather and collect interesting materials. The islands between Camsell Bend and the Willowlake River reduce the scale of the Mackenzie. In general, however, the landforms in themselves do have the potential to attract large numbers of visitors, but could support day use and overnight parks.

* Lakes and Rivers

Much like the riverscape at Fort Simpson, the Mackenzie is the most dramatic feature at Wrigley and in the past has been the prime reason for tourists stopping at the community. In the future, the Mackenzie will remain an important attraction as increasing numbers of boating enthusiasts (power and canoe) travel various sections of the corridor and require additional community services. Other rivers and lakes in close proximity to Wrigley, however, have the potential to attract significant numbers of visitors for fly-in fishing, canoeing, river rafting and jetboating on remote rivers.

To the south of Wrigley (93 km), the Willowlake River is an established canoe route, with travellers going either to the base of Green Rapids (3 to 4 day return trip with the aid of a small outboard motor), or a longer trip into the upper Willowlake River to Hornell Lake and Willow Lake. The trip includes several scenic rapids, opportunities to view wildlife, the site of a fur trading post (Fort Alexander), and attractive countryside. It can be a most pleasant trip depending upon water conditions. In contrast to many rivers, the Willowlake offers challenges to both the recreational and the more experienced white-water canoeist. Depending upon the demand for backcountry canoeing opportunities a canoe livery service out of Fort Simpson or Wrigley to the upper reaches of the river would increase user interest in following these remote river corridors.

Other canoe/jet boat routes in the area include the Root River flowing out of the Camsell Range, River Between Two Mountains and the large Redstone River to the north. All of these rivers have picturesque mountain scenery but are difficult to navigate, often restricted due to deadfall, shoal water and are remote therefore requiring extreme caution. Local guides from Wrigley would be seen as an important consideration in planning a trip into the Mackenzie Mountain River systems.

The lakes in the Wrigley area including Fish, Greasy, Highland, Blackwater, Wrigley, Doll and Little Doll, and are used by local residents for a domestic fish supply. Most are not accessible other than by charter air service, jet boat, dog sled or ATV.

2.2.2 Wildlife and Fishing Areas

Wrigley's central location to the McConnell and Canyon Ranges provide direct access to wildlife for hunting including moose, bear caribou and the many fur bearing animals. Water levels in rivers, lakes and lowlands significantly influences staging and nesting of migratory birds as well as providing habitat for sport fisheries. These natural renewable resources can accommodate additional tourist activity if properly managed without incurring serious environmental impact. However, efforts will need to be made to minimize conflict with traditional hunting and fishing areas, including vandalism to the many lake and riverside cabins located in the region.

The area west of the Mackenzie River is a well known big game hunting area (for dall sheep in particular), with non-residents brought in from the Yukon and taken south into the Redstone, Root and North Nahanni watersheds. Outfitters in this area provide horseback service for travel in the area.

Discussion with local residents reveals that although good hunting opportunities exist for woodland caribou, mountain goat,

dall sheep and bear, few non-residents use the area in the immediate proximity of Wrigley. Depending upon the availability of outfitting licenses, an increase in this activity could provide additional employment for residents during the late summer and fall. With much of the area being unspoiled wilderness, there are excellent opportunities for photo safaris. It is anticipated that with increasing pressure generated by travel into formerly roadless areas for recreation and resource extraction, the conservation/preservation of these regions will become very important in wilderness marketing of the Wrigley area.

Although some commercial fishing is allowed in the lakes of the area, there remains good sport fishing for whitefish, lake trout and pickerel. The primary lakes for consideration as fly-in day use or outfitting camp sites include Fish and Blackwater Lakes. Continued use of Hornell and Willow Lake will occur primarily from Fort Providence and Fort Simpson. No data was available on fishing opportunities for Wrigley Lake, Doll and Little Doll Lakes, however, due to their isolated location in the Mackenzie Mountains, relatively small size would be a low priority (sport fishing on the lakes would not be the prime activity).

2.2.3 Resources of the People

In addition to the natural resources, archaeological research is continuing to reveal interesting prehistoric information on the Wrigley area. Much is already known of the early fur trade era, including forts constructed in the area, but as yet no interpretive programming has been initiated.

Resources of the People provide a basic inventory of those sites located within and in close proximity to the community which have a particular cultural or historical significance to NWT residents and non-residents (Table 2).

As previously noted, the Mackenzie Valley in the Wrigley area has

been occupied by the Dene for many centuries, with archaeological investigation associated with pipeline projects continuing to identify and interpret the cultural characteristics of these people. Up until the present, little information of this early habitation has been made available for the development of interpretive programs for structured tours or other pass-through visitors to the region. It is felt that interesting exhibits/signage could be readily developed reflecting upon the "Ice Age Hunters" and the migration of human populations into the New World. Following an assessment of the strength of these themes, they could be used in complementary marketing themes for the corridor.

Research has also occurred into European habitation of the area, including the location and assessment of early fur trade forts. According to officials at the Prince of Wales Northern Heritage Centre, a strong interpretive program could be developed around the fur trade in the historic or post-contact period. Within the community, there are opportunities to develop interpretive signs regarding exploration, including observations of Mackenzie and Franklin as they viewed the people and country 150 to 200 years ago. The North West Company and Hudson's Bay Company could be interpreted at several locations (highway, ferry crossing and in the community), identifying sites such as Fort Alexander, historic fur trade routes, and the manifest moved through the region. Of specific interest to visitors to Wrigley, for example, would be the interpretation of the interaction which occurred between the Dene and the traders.

Since the beginning of the 20th century, there have been many interesting historical occurrences, individuals of note, as well as changing economic conditions in the community to interpret. Several sub-themes could be developed and documented including the history of the community, river boat travel, pipeline development, Dene culture, etc. It is expected that most travellers to the region are not aware of the historical

development of the area and the "pioneer" nature of communities such as Wrigley.

At present, some handicraft products are exported from the community. The size of the market and future opportunities for expansion of this cultural art form is limited although it will improve with the opening of the highway.

2.2.4 Tourism Attractions, Facilities and Services in Wrigley

* Accommodation

There is no commercial accommodation to offer visitors in Wrigley at present. Travellers stranded in the community have had to rely on being able to stay at a government trailer or a local residence. An application has been received by NWT Tourism and Economic Development to construct a small motel of less than ten units.

* Food, Beverages and Retail Services

The Petanea Co-op supplies retail goods and services for local consumption, although they are not geared to the backcountry types of supplies required by canoeists, etc. The Co-op also sells some locally and regionally produced handicrafts.

* Transportation

An airstrip (1067m x 30m) and water aerodrome with a dock on the Mackenzie River provide the primary means of reaching Wrigley. Weekly air service is provided into the community by Northwest Territorial Airways connecting with Fort Simpson and Yellowknife and other scheduled flights to Edmonton. Charter air services from Fort Simpson fly into Wrigley on a regular basis, serving both local residents and commercial traffic.

A barge also services Wrigley from Hay River between June and September. Other commercial river traffic does not stop at Wrigley. A scenic boat at one time operated out of Fort Providence, stopping at Wrigley with tourists; this service,

however, has been discontinued. A commercial river boat service presently operates between Fort Simpson and Inuvik although the service has operated on an infrequent basis.

During the winter months (January - March), a winter road is maintained between Fort Simpson and Norman Wells. The section of road between Fort Simpson and Wrigley is proposed to be opened in 1987, with a ferry crossing on the Mackenzie. The winter road between Wrigley and Norman Wells will remain for the foreseeable future.

Transportation is the major factor in increasing economic benefits to the community from the tourist industry. Opening of the highway will create many new opportunities and social concerns for the Band Council. Where possible, these issues should be clearly identified and resolved at an early date when alternatives are available to the Band Council and Territorial Government in particular.

* Community/Visitor Infrastructure

Wrigley has electric power, telephone, refuse disposal and hauled water. Fuel for boats is also available. Medical services consist of a nursing station (two beds and one nurse) with periodic visits by a general practitioner. Law enforcement is dispatched from Fort Simpson and rescue services are co-ordinated as required by the RCMP. Three churches are situated near the community hall, playground and outdoor rink. Attractive sites occur along the bluffs overlooking the Mackenzie, although there are no interpretive signs.

2.2.5 Summary of Wrigley's Tourism Potential

The basis for tourism development in Wrigley is essentially its location, on the Mackenzie River and at the end of the Mackenzie Highway. These two factors combined with its close proximity to virtually unspoiled mountain wilderness areas, wild rivers and attractive lakes, places the community in a unique position. In

addition, residents of Wrigley have taken a cautious approach in the past to tourism development, recognizing that several positive and negative changes to the community will occur with year round road access. These factors will ultimately have a significant influence on the type and timing of future tourism initiatives in the community and surrounding area.

Generally, tourist opportunities having the most direct benefits to local residents involve use of the natural resources. Establishment of fly-in sport fishing camps, big game hunting expeditions, eco-wilderness adventure tours, etc. are some of the opportunities available through the community, and/or could be planned in conjunction with wilderness activities or promoted by other communities. These activities are almost exclusively aimed at the national or international non-resident market requiring specialized promotion and a well managed operation. A further concern in developing these businesses involves the requirements of the Band in terms of traditional hunting and fishing areas.

An exciting cultural interpretive program could be developed for the Wrigley area based on the strong resource base, including exploration/fur trade themes, and prehistoric ice age man. Although it is unlikely that these programs could provide direct income/employment, they could very well complement the planning of extended tour packages and help promote the uniqueness of the community/corridor. Recent mass media coverage regarding the Franklin Expedition has brought to public eye the mystery and excitement of a land little known to most Canadians.

A primary benefit to the community with the opening of the highway will be development of additional services and goods and associated wage employment. A recent study indicated that residents thought new business should be established in the community and they should be established by community-owned organizations. The most frequent suggestions included a hotel/motel, handicraft shop and coffeeshop/restaurant.

Relatively few residents indicated that they would like to establish a tourist guide business. Sale of country foods through a local restaurant was seen as an opportunity in marketing the community. Cost of some existing services was expected to decrease and development of interpretive programs could have a positive impact on the local residents (increase understanding of their cultural heritage).

2.3 Community Attitudes Towards Tourism Development

A number of environmental, social and economic concerns have been raised by people in the community regarding tourism, pipeline development and the opening of year round road access with the south. Although not members of the Big River Travel Association, through the development of this plan, the Band has acknowledged the importance of the community staying within the mainstream of tourism initiatives in the Mackenzie valley corridor. Through implementation of the plan, some of the acknowledged weaknesses of the community in terms of recreation opportunities and employment may be resolved.

Residents of the community have expressed concerns regarding the lack of local services, that economic conditions were only fair and that work opportunities for young people were only fair to poor. Development of hospitality services (e.g. restaurant, hotel/motel, etc.) was seen as an opportunity to improve work opportunities. It is noteworthy that a high percentage of residents have indicated that they are willing to take special training courses outside the community. Generally, residents of this community prefer a rotation style of employment which is more conducive to their traditional lifestyle. This would present some problems in year round hospitality oriented positions, whereas in other employment areas such as guiding-outfitting it might have little impact.

Another issue raised concerned the lack of community recreation facilities, and programs and opportunities to participate in

inter-community sporting events. It was felt that there was need for a school gymnasium, ice hockey rink, community dance hall and more organized programs including baseball and ice hockey. Residents indicated that opening a year round road to Fort Simpson would improve opportunities for the establishment and ongoing participation between communities in annual sporting events hosted in Wrigley.

Most residents agree that opening a year round road to the south and increased access of non-residents to Wrigley will result in some negative impacts. Change to the quiet lifestyle of many residents during the summer months and a reduction in the quality and accessibility of natural resources are concerns that should be addressed. Others see that an increase in transients could have an impact on alcohol abuse. At present, the community is reviewing a proposal for a Territorial Park along the highway near River Between Two Mountains. Concern has been raised regarding the potential disturbance to residents living in this area.

In general, the advantages of a year round road and greater participation are seen to increase the economic well-being of the community by an increase in employment opportunities (especially for women). Further, there will be the potential for increased recreation opportunities and education/communication between communities. A positive attitude was identified in taking training courses to develop specific skills in the hospitality industry.

2.4 Requirements for a Tourism Industry: Dealing With Wrigley's Tourism Planning Concerns

For tourism to become established and gain support of the community, several concerns or issues must be considered and resolved. These include, but are not limited to:

1. Identify the type, level and ownership pattern of tourism

business desired within, and in close proximity, to the community over the short and long-term;

2. Identify direct and indirect benefits to community residents (e.g. recreation facilities, education, etc.);
3. Obtain and develop a community commitment and understanding of the tourism industry. In a small community, it is important that visitors feel welcomed. Residents must accept having visitors in the community who may need and want to use community facilities and resources. Commitment is also necessary in terms of a willingness to operate and work on a regular basis at associated tourism infrastructure and facilities;
4. Approve an approach to the use and management of lake, river and land resources for use by non-residents on a seasonal basis;
5. Develop seasonal visitor accommodation and related services; and
6. Develop a promotional strategy to attract visitors to the area.

PART THREE: WRIGLEY TOURISM DEVELOPMENT PLAN

3.1 Introduction

Part Three of the Wrigley Community Tourism Plan is to provide an overall frame of reference to guide and manage a pattern of growth over the next twenty years. The Plan is to ensure the continued development of this local service centre and recreation area through enhancement of highway oriented commercial services, accommodation, local events and recreation facilities and improved access and use of the region's outstanding lakes and river corridors. Wrigley is on the verge of experiencing increasing demands for services from commercial and leisure highway travellers with the completion of the Mackenzie Highway from Fort Simpson to Wrigley.

The Plan is intended to guide tourist development initiatives and to reduce uncertainty within the Band Council, local residents, N.W.T. Economic Development, and Tourism and Big River Tourist Association as to future tourism opportunities by identifying a preferred conceptual development program. The Plan deals with several aspects of tourism growth including economic development, community recreation, community awareness and training. It recognizes the immediate need for encouraging local involvement and in defining the sector who will ultimately deliver, own and operate local businesses. To assist in this process, tourism developments are discussed with associated implementation considerations, and phasing priorities are outlined.

As a result of the community development process, Wrigley will direct and influence the pattern of development within its jurisdiction and to a lesser degree for the surrounding area. This locally initiated community development pattern is, by its very nature, sensitive to local aspirations, interests, limitations and regional tourism developments. As such, Wrigley will be reflecting the short and long term directions of the north-south growth of the industry in the Mackenzie Valley and

generally in the western section of Big River Country. In so doing, Wrigley is placed in a much better position to obtain the required recognition, resources and economic support to implement and market proposed services and attractions.

3.2 Regional Tourism Development Strategy

A regional tourism strategy was prepared for Big River Country to identify the short and long-range development opportunities for the public and private sectors of the industry. The approved strategy considered a wide range of government agency, private tourist operator, local resident considerations and the use of natural and man-made attractions in the establishment of a co-ordinated program for the "public good" of the region. Based upon the choices and directions considered in the selection of the preferred direction for tourism growth in Big River Country, the following regional strategy or policy statements emerged:

"To further enhance and promote the Region in recognition of its role as a destination area for high expenditure non-resident specialty adventure markets and as a pass-through area for travellers along the Liard-Mackenzie Highways. Tourism will be stimulated through the provision of community oriented historical/cultural attractions, recreation facilities, resorts and land and water-based wilderness/backcountry recreation opportunities. Developments are to broaden the base of existing community hospitality and recreation services, and to diversify the regional economy with special attention given to increasing the quality of the visitor's experience while recognizing both the remoteness of the communities and the sensitivity of this northern environment. Services, facilities and attractions will be developed to support hosting of regional events-attractions in order that the image of the corridor/community can be promoted in a variety of package tours. Emphasis will be placed on low to moderate capitalization and minimal disturbance to the community.

The strategy requires further development of the handicraft industry and creative development of cultural and historical interpretive programs aimed at generating high audience appeal for short periods of time. A unique northern experience with emphasis on the cultural, historical and visual attractions will be promoted to highway travellers as well as to other important destinations on the corridor.

In limited access areas, emphasis will be placed on modernization, expansion and development of new packaged exclusive-deluxe lodges and related commercial services to increase both the number of outdoor-wilderness adventure vacations and resultant employee opportunities and revenue to Big River Country. Emphasis will be placed on the marketing of these high profile activities including Nahanni National Park to act as a catalyst in the overall promotion of the region. Emphasis will be placed on nodal development where possible to broaden the appeal and efficiency of operations. Efforts should be placed in areas such as Trout Lake, Nahanni National Park, etc. as some of the infrastructure and planning already exist. The cultural interests of communities to retain their lifestyle and isolation from tourists will take precedence in certain areas."

The regional tourism strategy as identified in the above policy statement consists, therefore, of three complementary components:

1. The development and marketing of specialty non-resident wilderness resorts, destination attractions/wilderness adventure activities to provide region-wide public awareness and appeal.
2. The development and enhancement of community hospitality services and essential facilities to serve the needs of regional, destination and pass-through markets.
3. The upgrading and expansion of the Territorial park system located along the highway and other areas in the region as

considered appropriate to encourage increased highway tourist traffic

To realize these strategy components will require considerable community-wide involvement, leadership and commitment at all levels as well as substantial government technical and financial support. The Plan, therefore, must have both short and long term priorities.

To sustain the objectives of the regional strategy will necessitate special attention in the long term for the management of sport fish, wildlife, lakes, parklands and wild and scenic river resources, especially in highway corridor areas. These are the major contributors in developing/maintaining strong non-resident market images for the region. Finally, considerable financial expenditures will be required by the private sector as well as different levels of government to stimulate market demands and generate desired economic and social benefits.

3.3 Tourism Approach and Development for Wrigley

Within the approved regional tourism strategy, Wrigley is identified as a local service centre. Centrally located in the Mackenzie Valley, the community has the potential to provide goods and services for outfitters and tour companies bringing people into the region for a range of experiences including wilderness adventures activities such as big game hunting, sports fishing, viewing of scenery - midnight sun, and interpreting the cultural heritage of the region.

Located at the roads end, the community initially will need to market and develop the basic hospitality services to meet the special requirements of both rubber-tired tourist and commercial traffic. Once the basic needs are in place and operating effectively, additional backcountry facilities and services may be considered that will complement existing Wrigley and other Big River Country tourist businesses. Planning and development of

services and facilities in the community and surrounding areas should consider the eventual development of year round highway access to Fort Norman, Norman Wells and possibly Arctic Red River. Extension of the Mackenzie Highway in the Arctic will affect the volume of traffic through Wrigley. The somewhat captured market for Wrigley's services at present will be deflected to other destinations, thus affecting the sizing of future infrastructure.

An important local consideration is the expansion of community recreation and cultural facilities. Through the establishment of an adequate facility base, it will be possible to organize special recreation events, etc. and to generate increased inter-community travel which in the past has been extremely limited.

Based upon the above local and regional considerations, the primary goals in pursuing the development of Wrigley as a local service centre are directed at:

1. Creating the image of Wrigley as a gateway to wilderness adventure opportunities in the Mackenzie Valley region while specifically focusing attention on big game hunting, sports fishing, canoeing and nature interpretation markets.
2. Establishing the basic facilities/services required by seasonal visitors and year round commercial traffic and increasing local employment opportunities.
3. Increasing the size of the local labour market of people technically qualified to work in the tourist industry.
4. Increasing the number and expenditure per trip of N.W.T. residents and non-residents visiting Wrigley and area.
5. Developing community recreation facilities to meet or complement local/tourist requirements.

With the completion of the Mackenzie Highway extension to Wrigley and the establishment of the community as a local service centre, it is anticipated that there will be several economic development opportunities for local residents. The following development

programs identify a number of key actions to be undertaken over a twenty year period in the planning and development of Wrigley and the surrounding area.

TYPE OF PROGRAM: Industry Organization

Sheet NO: 1

PROGRAM NAME: Wrigley Tourist Development Committee

SEASON OF USE: N/A

PROGRAM DESCRIPTION:

A sub-committee of the Wrigley Band Council would be recognized and made responsible for implementation of Community Tourism Development Plan recommendations and to monitor ongoing developments. Potential development opportunities and related problems within the community would be referred to this sub-committee.

The sub-committee would be comprised of Band Council members, residents and tourist operators. Because of Wrigley's recent involvement in the tourist industry, a special advisor to the sub-committee is recommended (e.g. A.E.D.O., Territorial Tourism Planner, etc.).

PROGRAM IMPLEMENTATION:

1. Band Council to appoint sub-committee.
2. Discussion with A.E.D.O. and Band Council to ensure that the sub-committee members understand the steps necessary to implement the Plan and to make/recommend adjustments to the Plan as necessary.

TYPE OF PROGRAM: Hospitality

Sheet No: 2

PROGRAM NAME: Community Awareness, Attitude and Education

SEASON OF USE: Year round

PROGRAM DESCRIPTION:

Provide an ongoing opportunity for the residents to identify the positive and negative impacts associated with tourism development and the opening of the highway. Define methods of dealing with these concerns to illustrate the role of the tourism industry in a regional context and within Wrigley. In discussing these tourism opportunities, the various needs and problems facing the community can be identified. By facilitating a solution to these problems, local residents will feel a part of the decision-making process and hence have a vested interest in supporting tourism.

These steps and the community response from the framework from which Wrigley begins to take ownership of their tourism industry. The logical progression is then to identify those individuals interested in the tourism industry and to identify appropriate training requirements. In so doing, the community will retain adequate control of the resources and opportunities while diversifying the economy and labour requirements.

PROGRAM IMPLEMENTATION:

1. Meetings, questionnaires and workshops to be initiated by the Economic Development Officer in conjunction with the Local Band Council, and possibly Big River Country in 1986/87.
2. Ongoing community review/updating process.
3. Identification of labour-training requirements.

PROGRAM NAME: Community Visitor Accommodation

SEASON OF USE: All seasons with emphasis on summer

PROGRAM DESCRIPTION:

Publishing of N.W.T. highways maps, including a year round road to Wrigley will result in some leisure travel by visitors requiring fixed-roof accommodation and camping areas. It is proposed that a motel with food services be established for both commercial and tourist traffic. A designated camping area for RV's and other units is required and should be located in an attractive setting within easy walking distance of the community centre. A bunkhouse type of accommodation could be established in conjunction with the motel to accommodate backcountry tour groups with a large number of bed units to be used by travellers for short periods of time.

PROGRAM IMPLEMENTATION:

1. Initiate feasibility investigation to determine the optimal size, location and services to be provided by motel.
2. Identify optimal location for campground and services to be provided.
3. Obtain approval from Band Councils for use of lands in number 1 and 2.
4. Develop short and long term operating plans.
5. Confirm funding for facilities and initiate detailed design and construction for phased development.
6. Promote facilities in tour magazines one year prior to opening

TYPE OF PROGRAM: Hospitality

Sheet No: 4

PROGRAM NAME: Explore Area/Adventure Tours/Air Tour
Promotion - Fort Wrigley

SEASON OF USE: Seasonal

PROGRAM DESCRIPTION:

Many international visitors to the north desire a chance to see and explore rugged, scenic "wild country". Access to trail heads, canoeing areas, sport fishing camps could be provided from Wrigley. The community's location at the roads end would be marketed as the logical starting point for backcountry adventures.

This is essentially a promotion program aimed at increasing awareness of the resources in the Wrigley area and the services located at Wrigley.

This program is contingent upon the development of specialized backcountry services/infrastructure.

PROGRAM IMPLEMENTATION:

1. Commission preparation and printing brochures on area resources/services.
2. Commission audio/vidio programs on special backcountry attractions to be included in highway visitor information centres/travel shows.
3. Commission preparation of articles for national/international tour magazines.

PROGRAM NAME: Wrigley Service Centre

SEASON OF USE: Year Round

PROGRAM DESCRIPTION:

Develop/expand existing services and goods for commercial and leisure traffic. Typical types of services include automobile repairs, food services and backcountry supplies. These services may be provided through existing outlets such as the Co-op, the proposed motel or be an entirely new business.

In contrast to many Territorial automobile and multiple purpose service centres, it is proposed that the Wrigley facility have an attractive image and cheerful warm appearance. This business could also provide a security service for travellers leaving automobiles, etc. in the community while travelling out on the land. A livery service of canoes/boats into backcountry areas could be established for both recreation boating as wilderness adventure trips.

PROGRAM IMPLEMENTATION:

1. Identify and access the short/long term services/goods required by the commercial/leisure traffic into the community.
2. Examine the feasibility of developing new/expanding existing businesses to provide these services including certain outfitting requirements.
3. Implement program as demands warrant.

TYPE OF PROGRAM: Infrastructure

Sheet No: 6

PROGRAM NAME: Wrigley Recreation Facility Development

SEASON OF USE: Year Round

PROGRAM DESCRIPTION:

Recent investigations have indicated a serious need to develop local recreation facilities and programs. It is proposed in this program that they be developed to first meet local needs and second to provide opportunities for inter-community sporting events. Indoor facilities could be used for presentations to tour groups.

Facilities/programs to be initiated include: a gymnasium for such activities as volleyball, basketball, community films, hosting dinners for tour groups, tourism training workshops and ice hockey rink for both local use and hosting inter-community events.

PROGRAM IMPLEMENTATION:

1. Develop architectural program including financial requirements (capital-operating costs as well as potential funding arrangements).
2. Obtain approval from Band Council and community for the recreation facility development program including sites for development.
3. Based upon results of 1 and 2 initiate a phased construction program.

TYPE OF PROGRAM: Infrastructure

Sheet No: 7

PROGRAM NAME: Wrigley Cultural Museum/Information Services
Centre/Band Office

SEASON OF USE: Primarily Spring, Summer and Fall

PROGRAM DESCRIPTION:

This program is aimed at highlighting the cultural-historical background of the pre-historic peoples of the central Mackenzie Valley as well as the historical attractions of specific interest to Wrigley. The program includes the establishment of a uniquely designed building (possibly of local materials) that would house: the Band office; cultural-historic museum including retail outlet for handicrafts; and tourist information.

The building should be planned and developed to be the most significant attraction in the community and therefore should be easily accessible and include an attractive setting, possibly overlooking the Mackenzie River.

At special sites within the community, waterfront, airport and at wayside highway points locate interpretive signage describing the historical-cultural features of interest. The purpose of the signage is to develop further understanding of this region and it's people.

PROGRAM IMPLEMENTATION:

1. Development of architectural program for facility.
2. Obtain acceptance of program by Band Council, community and initiate detailed design.
3. Confirm funding and operating arrangements.
4. Initiate research/development program for museum.
5. Initiate construction/promotion of facility.
6. Research and develop interpretive signage describing the heritage and development of region (complement themes/sub-

themes developed in cultural-historical heritage centre).

7. Construct an attractive "Welcome to Wrigley...End of the Road" sign near the entrance to the community.

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	Landforms 0.5 km	summer	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 Camsell Ridge. Navigable only near 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 Ranges	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	Fishing Resources 30-250 km	Spring-fall	Numerous lakes offer quality fishing. (e.g. Fish, Paceenfee 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					
7.17	Moose	Land/Water	Immediate area along shoreline	Fall-winter	Moose hunted after freeze up from traplines and close to camps, and along rivers.
7.18	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	Mountain 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 km)	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). Established at the junction of the Willow Lake River, and operated by the North West Co. (1817-1821).
7.25	Fort Alexander	Land/Boat	62 km	Spring-fall	
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 (air 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.

TABLE 3

Community Resources

Resource	Characteristics	Comments
1. Accommodation	No commercial accommodation services available. Closest located at Fort Simpson.	Essential requirement following opening of highway.
2. Food & Beverage	Limited products available for purchase at local Co-Op. Restaurant services not available.	Expansion of product and product lines are required to meet leisure and commercial needs.
3. General/Retail	Limited to Co-Op supplies and mail services.	Service improved with year round road access.
4. Transportation	Northwest Territorial Airways Ltd. via Fort Simpson/Yellowknife.	Dependence on airlines reduced.
5. Public Services	Water Aerodrome Winter road from Fort Simpson Barge service by NTCL RCMP in Fort Simpson School	No existing automobile services. Increase in local traffic. June - September Full time nurse and hospital/nursing station with visiting G.P. Two teachers on staff. No local outfitters.

TABLE 3

Organizational Skills/Human Resources	Comments
1. Traditional/Cultural Skills	The Co-Op sells locally made handi-crafts.
2. Outfitting/Guiding/Bush Skills	Significant knowledge in hunting, fishing, and trapping. Not organizes at present.
3. Administrative/Business Skills	The Co-Op provides many of the community related administrative functions.