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***Western Arctic Tourism Development
Strategy***

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September 18, 1985

Mr. Uli Mast,
WAVA Projects Director,
P.O.Box 1525,
INUVIK, N.W.T.
XOE OTO

Tourism Dev. & Marketing
Inuvik VIC \$308 30
\$76 250

Dear Mr. Mast:

We are pleased to present for your consideration our proposal to prepare the "Western Arctic Tourism Development Strategy" and the study and design concepts for the Inuvik Visitor Centre.

The methodology which we propose is designed in response to your terms of reference and to the meeting we had with you. At its culmination it is meant to leave you with a strategy which is based on sound market information, identifies opportunities which are feasible, is acceptable to the residents of the communities throughout the WAVA Region, and most of all, is ready for implementation through the provision of a detailed action plan. In effect it is anticipated that the process we propose will result in same implementation beginning prior to the completion of the strategy.

We have segmented the study process into logical components. The budget and study time frame is so broken down into these components. This allows you to identify the cost and time implications of each component and, as you may wish, to make adjustments. The process we propose, and the resulting budget, reflect the relative importance of the WAVA area to the total NWT tourism industry, both as it exists at present and also its great potential.

The methodology we propose for the Inuvik Visitor Centre reflects its potential to serve as an interpretive centre for the entire WAVA Region, as a visitor centre in Inuvik, as a centre which satisfies certain community needs and has the potential for a museum and satellite facilities and programs. To that end we feel that a consultation program is important in identifying the needs and program potential for the centre. This will form the basis for the architectural design and cost estimates which will be ready for inclusion in next years budget.

Continued...

Because of the multi-disciplinary nature of this project, the vastness of the WAVA Region, the many different peoples and cultures and the differences between the communities, we have selectively assembled a team of individuals to effectively and efficiently conduct this assignment. The team is comprised of local consulting groups; Fee-Yee Consulting Ltd., based in the Great Bear Lake Area, and Gwich'in Consulting and Management based in the Delta area and also using staff from the Beaufort region. We feel very strongly that these two firms possessing a thorough knowledge of all of the communities in the WAVA Region, being in tune with the sensitivities which exist, being accepted in all of the communities, and being able to represent all of the various ethnic cultures, represent the only means to effectively and efficiently carry out the community consultation program which we feel is integral to the preparation of a successful tourism strategy.

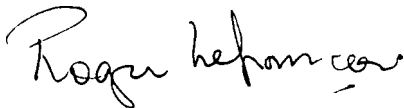
Our study team is also comprised of the Yellowknife based architecture firm of Ferguson Simek & Clark. Their responsibility will be with the building concept designs, and preliminary costing for the buildings associated with the tourism opportunities we identify. The firm of Proterra Planning Ltd., will lend their expertise in the development of the Dempster Highway Tourism Master Plan and the mapping and graphics for the reports. Intergroup Advertising will assist with the marketing concepts and strategies. Archtech Resources Management Services, based in Inuvik, will act as advisors to the study team and provide assistance where needed, through the extensive resources they have available. HI-A Consultants will provide the overall study management and coordination, will work on all aspects of the strategy and will assume ultimate responsibility for the successful completion of this assignment.

If you have any questions with regard to this proposal we would be pleased to answer these for you. We are also prepared to meet with you, at your request, to fully discuss our submission.

I look forward to hearing from you in the near future.

Sincerely,

HLA CONSULTANTS



Roger Lefrancois
Principal

HLA

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RELEVANT EXPERIENCE

RESUMES

1.0 INTRODUCTION

1.1 BACKGROUND

The tourism industry in the Northwest Territories has developed at a rapid pace over the last 25 years and is of growing importance to the NWT economy, being second only to mining in terms of dollar contributions. There are upwards of 44,000 tourists visiting the NWT with roughly one third visiting the WAVA Region.

Tourism is of growing importance in the Western Arctic. The region provides a considerable diversity of opportunity for visitors in terms of a variety of activities, communities, fish and wildlife, spectacular scenery, and the Northerners themselves - peoples with a fascinating history and world renowned arts and crafts and lifestyles. This blend makes for a Uniquely satisfying vacation experience.

In the past, access to the region was very limited, however this has improved considerably. Apart from air links, which currently provide access to the majority of visitors, the Dempster Highway opened in 1979 and links the Mackenzie Delta area with the Yukon, Alaska and the South. Although originally conceived as a 'Road to Resources', the Highway is a resource in itself, providing the opportunity for travelers to see an exciting range of scenery between Inuvik and Dawson City.

The majority of visitors to Inuvik and area are Canadian (70% in 1982) with Albertans and British Columbians together accounting for almost half the total visitation. United States residents accounted for 23% in 1982, and are the main foreign visitors. In the past there has been considerable reliance on business travelers to the region. Inuvik has a relatively well developed tourist industry. The other communities in the WAVA region tend to have a more limited involvement in tourism. There are developments in some of the outlying WAVA communities which now cater to tourism. There is also potential for many additional

developments. The development of these, through a **coordinated strategy** along with effective marketing, will result in considerable local benefits being realized from a significant increase in tourism to the **WAVA** Region.

The **Dempster Highway** is making a positive contribution to the overall development of the Mackenzie Delta region, and its utilization is steadily increasing, with now over 1,000 tourist vehicles bringing over 6,000 visitors into the area. This highway provides the first land **transportation** access to a huge area of the Canadian North, and it is the **only Canadian road to cross** the Arctic Circle.

The **Dempster Highway** facilitates access to **all communities** in the area. It has an important role in the development of tourism in all the **WAVA communities**. This will help **make** the Western Arctic an attractive tourist destination for all **North-bound** travelers with the right mix of **opportunity** identification and marketing.

1.2 OBJECTIVES

The **main** objective of this study is to prepare a **comprehensive** tourism **development** strategy for the Western Arctic. More specifically the objectives are to: ---

- **prepare** an action plan ready for **implementation** which will guide **public** and private sector **development** of tourism;
- **conduct** a **community consultation** program in a manner that is acceptable to the various **communities**, which maximizes **community** and resident input and which recognizes the various cultures and **groups**;
- identify tourism development **opportunities** which are practical, acceptable and feasible;
- assess the tourism **markets** for the Western Arctic and their **associated potential** tourism **opportunities**, and thereby identify tourism development **potential based on** sound market information;

conduct a detailed inventory of the current state of tourism in the Western Arctic;

prepare a detailed tourism master plan for the N.W.T. portion of the Dempster Highway with **working** drawings;

identify **themes, potential** for tours and **signage**;

assess the **environmental** design and visual identification for the communities and **the** highway;

identify **the** need for new and improved roads;

assess the **financial** implications of the **potential developments from the viewpoint of** capital **cost** estimates, estimated revenues and operating costs;

conduct an **impact assessment** of tourism **development** in the Western Arctic as it affects **incomes, employment** and social considerations, to form an **assessment of costs** and benefits;

identify sources of investment, programs of assistance and **public** and private sector roles for the development of tourism;

work closely with agencies and other **governments** to maximize tourism **potential**, particularly in the areas of **marketing and development**. These are to include:

GWT Tourism and Parks

TIA-NWT

D. I.A.N. D.

Yukon **Government**

Alaska **Government**

Alberta **Gwen-ment** ?

describe a tourism strategy for **the highway corridor**, for the **communities**, and develop the strategy on a regional and Western Arctic basis;

through the **community** consultation process create an awareness of **how** residents might **become** involved in tourism, **through** an assessment of **the human** resources, and through explanation of hospitality training and **how** it can assist development;

identify the current and **potential** significance of tourism in the Western Arctic relative to the other **economic** sectors of the Western Arctic, and to the **NWT**;

work in close association with the steering committee in the preparation of the strategy; plan and present a major conference at the culmination of the strategy preparation, on "Tourism in the Western Arctic". This is intended for the people of the Western Arctic, political representatives, and individuals representing agencies, organizations and government departments. The conference will create an awareness of the potential, plans, opportunities and requirements for tourism in the region and provide an opportunity for input.

1.3 APPROACH TO THE METHODOLOGY

As depicted in the following flow chart, the process we propose is segmented into several distinct components. The initial task will be the preparation of a detailed work plan which will be reviewed and approved by the steering committee prior to proceeding.

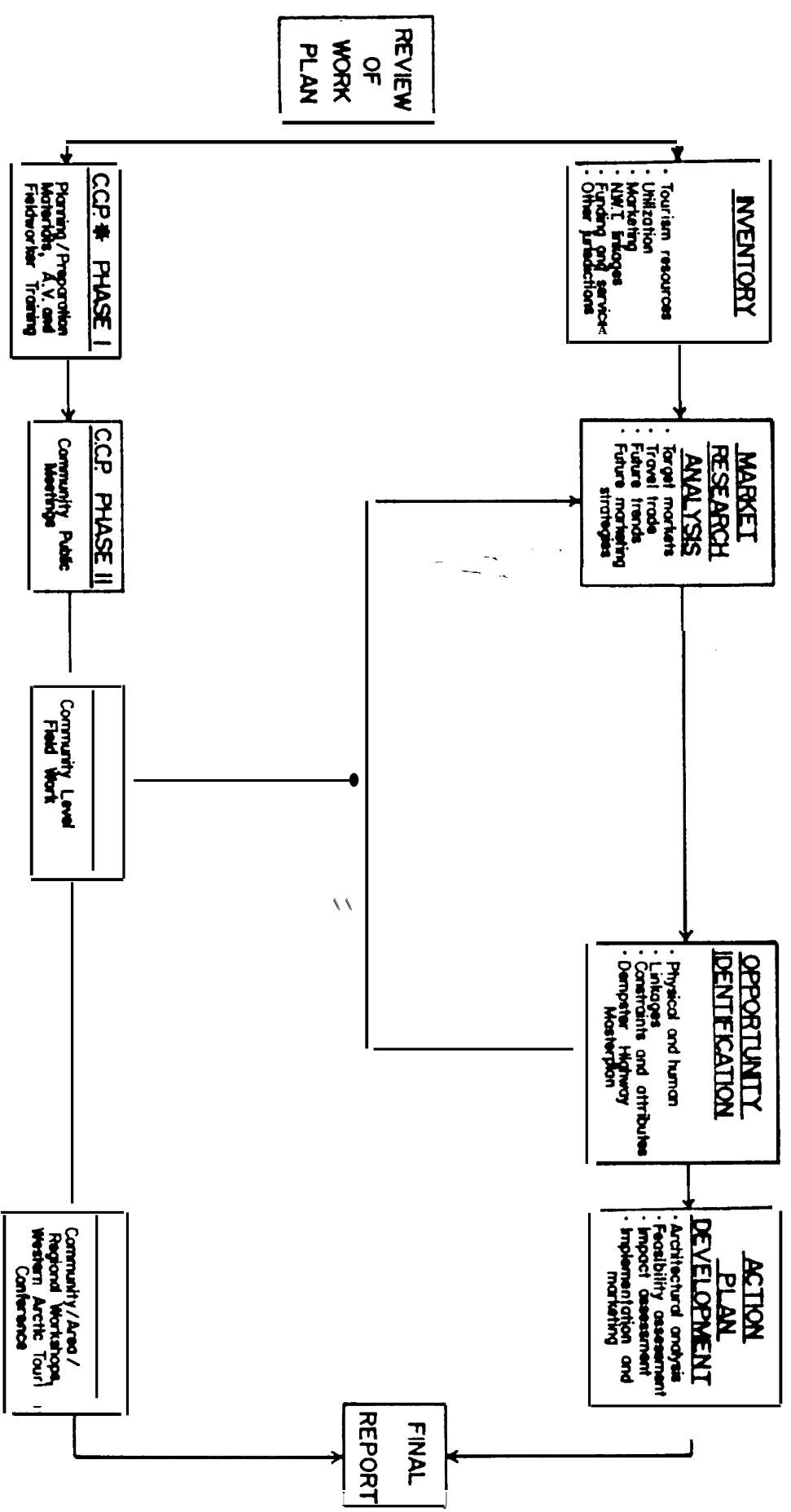
The community consultation program, which is depicted along the bottom of the flow chart, will run for the entire duration of the strategy preparation and is directly tied to the components of the study. This is a reflection of the importance which we attach to the consultation process.

We propose to culminate with a major conference on tourism in the Western Arctic. This will be followed by the finalization of final report(s) which outline a pragmatic strategy and action plan for tourism development.

The written presentation of the methodology which is segmented by component. The study time schedule further illustrates the time sequence of the components relative to one another.

We view the preparation of this strategy as requiring a major commitment and as being complex and challenging. As such, the

WESTERN ARCTIC TOURISM STRATEGY STUDY FLOW CHART



* COMMUNITY CONSULTATION PROCESS

methodological description is meant to **be** comprehensive and to **demonstrate** the **complexities**, flows and interactions of preparing the tourism strategy. We have attempted to be concise in the presentation of this **methodology**, **however**, due to the **comprehensive** nature of the project, it requires a lengthy discussion to properly describe all of the various **components**.

We also present the opportunity, through several **working meetings**, for the steering **committee** to be directly involved, at critical times, in the planning, review, guidance and direct participation in the **development** of the tourism strategy.

2.0 **METHODOLOGY**

2.1 **PROJECT INITIATION**

2.1.1 **Orientation**

Orientation
meeting

At the outset of the project, when the contract is first awarded, we propose to have a meeting with representatives of the steering committee. At the client's discretion, this meeting does not necessarily need to involve the whole steering committee, since the primary purpose will be to discuss contract and methodology details, and since a meeting with the full review committee will be held approximately two weeks later to review the detailed work plan.

The purpose of the initial meeting will be to:

- review the study terms of reference, methodology, time schedule and budget;
- modify and finalize the study approach as desirable to do so;
- obtain data and list of data sources and potential contacts; and
- discuss and review plan for the steering committee involvement in the study process.

2.1.2 **Work Plan Preparation**

The first step in the actual study process is the preparation of a detailed work plan. The work plan will be an elaboration of this proposal and will reflect whatever methodological modifications may result from the initial orientation meeting.

The work plan will include a detailed time schedule of activities in terms of what is to be done and when it is to be done as well as by whom. The total planning for the preparation of the strategy will be laid out. It will also clearly delineate the roles and functions of the steering committee and provide an initial plan for the major "Western Arctic Tourism Conference" to be held toward the end of the strategy preparation.

2.1.3 Steering Committee Review Session

Immediately upon completion of the work plan we **propose** to have a detailed review and **work** session with the whole steering Culnittee. This session will provide the opportunity to present **our** methodology and detailed **work** plan to the whole **committee** along **with** a discussion of **the** rationale behind it, and **their** roles and responsibilities in the project.

Full discussion will be encouraged for a thorough review of the work plan and **modifications** will be **made** as desirable to do so.

2.2 INVENTORY

A comprehensive inventory of tourism features in the WAVA Region will be documented, based primarily on **the** previous relevant literature relating to **the** area, and adding any necessary updates. Field **work** and interviews with local residents will provide **important** additional information.

The inventory will include all aspects relating to tourism **potential**, whether **biophysical**, social, **economic**, historical or industrial. These will be assessed for their **potential** to attract visitors in a later section of **the** study. In addition **the** inventory will include sections on **utilization**, marketing, linkages between **bodies** concerned with tourism in the NWI', and funding and service programs relevant to tourism. **The** inventory will also examine other external jurisdictions with which the **NWT** has tourism links.

It **must** be **emphasized** that the inventory documentation, although **important**, is not a major **component** in terms of time expended. It will be done **primarily** from existing data. The information **from** the inventory will be used, along with the **information from** the market research and **the community consultation** program, directly in the identification of tourism **development opportunities**.

The major **components** of the inventory, which also **include** existing **market** data, are described fully **below**:

2.2.1 Tourism Resources

The various resources for tourism in the area **will be** identified, whether natural features, physical plant, or human resources.

i) Natural Resources

Some of the natural resources of **the** region have unique qualities and are of special interest. These which have the **potential** to attract tourists will be identified. They include:

- **the physical landscape:** e.g. **landforms**, waterbodies, rivers, and mineral **deposits**;
- fish and wildlife: e.g. **sportsfishing** areas, unique species, wildlife viewing possibilities, **ma** jor routes, ranges and habitats;
- historic and cultural: e.g. historic trails and archaeological, historic and industrial sites, special attractions and events, cultural attractions such as land use or life styles characteristic to the area.

The degree of sensitivity of these resources to development and increased visitation and resulting **constraints** and limitations to development will also be recorded, **and** mitigative measures will **be** identified. The seasonal characteristics of these resources will **be documented**.

ii) Physical Tourism Plant

All the current tourism infrastructure in the region will be detailed. This will include both services and facilities. **Documentation** will **be** provided on location and operator, and whether private sector and/or **government** involvement. In **addition** the quality, number and suitability of **the** services and facilities will be **assessed**. Data in this inventory will include:

fixed-roof accommodation;
 campground accommodation;
 day-use campgrounds;
 information centres;
 hunting and fishing camps or lodges;
 guiding operations and expeditions;
 roads and trails;
 industry tours;
 services e.g. restaurants, gas stations;
 recreation facilities;
 look-outs;
 access to attractions;
 museums;
 others.

Consideration will also be given to the potential for access to the resource by various types of transportation.

iii) Human Resources

The availability of human resources is crucial to the success of proposed tourism developments. The community consultation process will detail the current and potential human resources, and will produce information on:

labour force currently involved in the tourism industry;
 type of skill;
 level of skills;
 full-time or part-time requirements;
 seasonal availability;
 feasibility of upgrading or expanding the skills/numbers;
 degree of interest in further tourism development at
 community/individual operator level;
 hospitality training requirements.

All the tourism resource information will be compiled and presented at the individual community level, as well as at area and regional levels.

2.2.2 Utilization

The historical and current utilization of tourism resources will be determined for the area, as well as the **potential** for increased utilization. This information will **come from** the **market** research, **community** level surveys of individual operators, the **government-sponsored** 1985 Visitor **Survey**, people **from the** region **who** are informed, and **from** the travel trade. Utilization will be documented for airline travel, **highway** travel, facility and service use, activities and events.

The type of information **which** will be **documented** will relate to:

- transportation** e.g. type(s), route(s);
- accommodation** e.g. length of stay, time of **week**, season, peaks, **location**;
- origin(s) and destination(s);
- expenditures** e.g. type, magnitude and locations;
- party** e.g. size and relationship, organized tour or independent unit;
- main purpose** e.g. business, pleasure, personal, **combination**;
- socio-demographic** characteristics e.g. age, household **income**, **occupation**;
- activities, events, tours attended;
- other.

The **information** will be presented by area, region and at the **community** level.

Those in the travel industry will be questioned **about**:

- visitor** profiles;
- visitor activities;
- potential expansion** of numbers of tours/itineraries;
- perceived **consumer awareness/interest**;
- seasonal** vacation possibilities;
- current utilization of tours and **packages**.

Local informed individuals will be questioned about:

- potential for increased utilization of current operations;
- possibility of expanding operation;
- seasonal utilization;
- constraints/enabling factors;
- implications of increased visitor use;
- other.

2.2.3 Marketing Activities

Current and historical marketing activities and strategies will be identified. Interviews will be conducted with the following:

GNWT Travel Arctic;

Tourism Canada;

WAVA; / Arctic Coast / Northern Frontier ?

TIA-NWT;

Community representatives;

private operators;

others outside the NWT e.g. in Yukon, Alaska, Alberta.

B.C.

The purpose of the interviews will be to determine the nature of the advertising effort directed towards the NWT, WAVA Zone, and individual operations. The information obtained will cover:

- communication techniques including media strategy, selection and level of coverage;
- frequency and phasing of marketing effort;
- creative strategy;
- budgets;
- trade and consumer shows (including EXPO '86);
- monitoring effectiveness;
- packages.

An important aspect of this will be feedback of perceived success, or lack of success with current and historic marketing practices.

The interviews will also give input and suggestions on:

- future **promotional** activities and marketing strategies;
- current activities in the areas of hospitality training and assessment ;
- suggested techniques in advertising, public relations and **communications** with **both** target markets and travel influencers (e.g. travel agents, operators and wholesalers, and **travel/sports** writers etc.);
- suggested roles for government, **WAVA**, **TIA-NWT**, individuals, with respect to **marketing** activities.

→ hasn't addressed many of requirements in ToJR (page 9, Market Analysis & & & & later on page 234)

2.2.4 Internal NWT Linkages

Many institutions and organizations are involved in to ism, whether providing services, facilities, **programs**, expertise, funds or marketing. The nature of the links between these agencies will be examined in this section at the **WAVA sub-areas**, and **community** levels. Organizations which will be examined include:

GNWT;

Federal **Government;**

TIA-NWT;

WAVA;

Regional Councils;

District Councils;

Community Councils;

Hunters and Trappers Associations;

Inuvialuit Game Council;

Metis Association of the **NWT;**

Chambers of **Commerce;**

Metis Development Corporation;

Metis Locals;

Denendeh Development Corporation;

Committee for Original Peoples **Entitlement** (COPE) ;

others as **identified**.

Other **NWT** organizations which could provide useful input include:

Aviation Council;
 Hotel Association;
Chamber of Mines;
 Association of Municipalities; Anita Parry
 Outfitters Association;
 Fishermen's Federation;
 Arts & Crafts Council;
Motor Transport Association;
 "Down North" Good Roads Association;
 Pacific Western Airlines;
 Northwest Territorial Airways.

2.2.5 Funding and Service Programs

'his **section will inventory** funding and 'service programs which assist tourism at all levels; individual operator, **community**, or regional.

Assistance will be broken down by:

- source - e.g. **GNWT**, Federal, **TIA-NWT**, other;
- recipient;
- eligibility - e.g. any qualifications for eligibility;
- **amount** - e.g. **maximum** or stipulations.

i) Funding

All direct funding sources will be identified, **whether** through **loans or grants**. The nature of the funding will be determined, whether for:

capital expenditures;
operation, maintenance, equipment;
 improvementt, renovations. expansion;
 new ventures;
manpower;
 marketing;
 other.

ii) Service

All service (as opposed to funding) programs will be detailed, and will include the nature of the programs e.g.

- . manpower training (e.g. pre-job skill development, on-the-job training);
- . Hospitality training;
- . marketing services;
- . information services.

2.2.6 Other Jurisdictions

All areas with which WAVA is linked with respect to tourism will be identified and assessed. These will include Yukon, Alaska, and Alberta, other NWT, B.C. and others as relevant.

Particular attention will be paid to how the WAVA Region is currently and has historically been linked with tourism in these regions. This will include such considerations as:

- other jurisdictions as a "gate" for WAVA Region tourism;
- inoperative marketing arrangements;
- cooperative signage;
- number and characteristics of visitors going through;
- these other areas as sources of potential Western Arctic tourists;
- information exchange; and
- joint promotion activities and expenditures.

Particular attention will be paid to the Yukon Territories. Topics of particular interest will include:

- . relationships of the YTG and the private sector in tourism: (organizations examined will include TIA Yukon, Yukon Visitors Association, Klondike Visitors Association);
 - . Dempster Highway: how it is promoted? how much promotion? possibilities for expanding current levels in association with NWT; and
-

- Yukon approach to tourism services: especially as they relate to the Dempster Highway e.g. signage, services, information, promotion.

→ what about what adjacent NUT - TIA goes on doing?

2.3 COMMUNITY CONSULTATION

We consider the **community consultation** process to be a very critical **component** in the preparation and acceptance of the "Western Arctic Tourism Development Strategy". A good **consultation** program will permit the development of a strategy which is **community based** yet has **inter-community, regional, and Western Arctic themes and linkages**.

It is critical that those who do the **community work** should have good **recognition** in the **communities** and a **clear** understanding of all of the various peoples and cultures throughout the WAVA Region. These should include the Metis, **the Inuit, the Dene and the Caucasians**. We are aware of the **many political, community and development organizations** in the region and feel that the Western Arctic **community based firms of Fee-Yee and Gwich' in, utilizing community based field workers and with the active participation and coordination of HLA Consultants, fully meet** the criteria for the successful **conduct** of an effective **community consultation** process. Senior HLA staff will be **involved** in the consultation process in **Inuvik, partly because of its central role in the WAVA tourism zone, and partly to facilitate early input by residents into the planning for the Inuvik Visitor Centre.**

There are many options available for **community consultation**. These can vary considerably in style and cost, **particularly with the high travel and subsistence costs** in the Western Arctic. The approach we present is selected in view of the cost factor and is **considered** to be effective in realizing the objectives of **the program**. The plan is based on the **collective** experience of the local consultants with **community basal research, field work and community development techniques** in northern native communities.

Information dissemination and survey techniques which are appropriate for southern **communities**, are for the most part not effective in the north due to several factors; size and nature of native **communities**, different cultural **expectations**, and **significant proportions** of the **population who** do not speak, or are not literate in the English language. For **this** reason we have selected an approach which experience shows is **most** likely to produce effective, integrated **community** and regional awareness and input .

The **goals** of the consultation process are:

to create an informed awareness within the **communities** of the **potential** of tourism to **contribute** to creation of a stable long-term **economic** base;

to stimulate discussion within **communities about** existence of tourism opportunities, and those **which** can be developed to **complement community and regional economic development** priorities:

to obtain information **on community human** resources, physical infrastructure and other resources which **may be** utilized to support tourism;

to obtain information on the **performance**, operation, markets and **marketing** of operations which **cater** to tourists throughout the region;

to provide a mechanism for feedback of on-going study findings on marketability and **implementation** options; and

to provide a mechanism for integration of **the market**, marketing and tourism **potential research** with the identified priorities within the region.

The following presents a listing of **the various phases** of the **community** consultation program. This is **followed** by a **more** detailed discussion of the specifics of **each** phase.

Phase I: **Recruitment and Training of Community Workers and Preparation of Materials**

Phase II: **Community** meetings

Phase III: **Community** interviews

Phase IV: Regional and Western Arctic Workshops/conference

Phase V: Dissemination of information to the **communities**.

2.3.1 Community Consultation-Phase I

We propose to retain part-time staff on a contract basis in each of the **communities** in the region to implement the consultation process. The local **people know** the character and nature of their **own communities** and **when and how** it is best to hold interview sessions. **Someone from outside would** probably have problems with these aspects, as well as difficulty with dialect **differences**.

While the recruitment is occurring, **materials** for **community consultation** will be prepared. The **materials** will include the following:

- a) Preparation of a videotape special on tourism. The tape will be a short (approximately 15 minutes) presentation tourism; **what** it is, what its role is in **communities**, what it can mean to native **communities**, **how** residents can **become** involved and examples of existing successful tourist attractions in the north. The tape will be a Betamax and VHS production since this **form of equipment** is very **common** in all **communities** in the north. It will be produced with a variety of sound tracks for **the various** languages of the region. It will be produced by Fee-Yee and HLA in association with Pido Productions in **Yellowknife**, and **Gwich'in** and **Arctech**. Fee-Yee have had similar production experience.
- b) **From** a detailed inventory of households, businesses, organizations and agencies for each **community** an individual consultation program will be **laid** out. This will include an identification of who to contact and interview and **how** to do it. The following priorities are envisaged;
 - i) Interviews with all agencies, organizations and councils

- ii) Interview with all businesses who do or have the potential of serving tourists
 - iii) Interviews with individuals and groups who have expressed a definite interest in tourism development opportunities
 - iv) Interviews with heads of households. Different interview numbers will be targetted for each community to ensure good representation. For example in Fort Good Hope with a population of approximately 100 households, interviews with 3540 households will be sufficient to provide good representative data.
- C) Preparation of interview formats including information to be obtained, questions to be asked, tape recorders and tapes for various sessions. Monitoring sheets to record Who was seen, When and for how long. All of the interviewers will be given the same materials so that standardized information is obtained from all of the communities.

Once all of the materials are prepared, all of the field workers will be brought to one central location for two days of in-depth training. The centre for training will be within road commuting distance of Inuvik. Preferably in a smaller centre such as Fort McPherson with fewer distractions. The training will be done by HLA staff with the assistance of staff from Fee-Yee and Gwich'in.

2.3.2 Community Consultation - Phase II

The first contact with the communities will take the form of a community public meeting. The meeting will be presented by the community field worker and a senior staff member from either Gwich'in or Fee-Yee. Senior staff from HLA will also be in attendance for some of these, particularly for the first ones and in the larger centres such as Inuvik.

The **purpose** of the **meetings** will be to explain and describe the study process. In particular, **emphasis** will be on the **purpose** of **the** study, the process that will be followed, the role of the **community** and its residents, the **potential** for tourism, the significance of tourism and what to expect after the strategy is **prepared**. The video tape will be used in the **meetings** and the **community consultation** process will be fully described. A video tape will be made of these meetings. **Tape** recorders will also be used to record interviews.

2.303 Community Consultation - Phase III

After the **community** meeting the local field **workers** will proceed with the individual interview and **consultation** sessions. As described **above**, all of the **materials** and **monitoring** and recording **formats** will be laid out in advance. Senior staff from Fee-Yee and **Gwich'in** will monitor the progress of **the** local field **workers**. Feedback will be obtained **from** the **workers**, and **records**, and **interview** results and **summaries** will be obtained on an **on-going** **basis**.

The individual as well as organization and **group** representative interviews will gather information on interests, **concerns** or expertise relevant to tourism **development**. **Some** of the local organizations contacted will include **community** councils, Metis locals, Hunters and Trappers Associations, regional councils, the **Inuvialuit** Game Council, and others. Senior **staff** will be involved **in many** of these interviews particularly with the **Shih-Tah** Regional Council, the Delta Regional Council and the **Inuvialuit** Council.

2.3.4 Community Consultation - Phase IV

In any effective consultation program, it is **important** to receive **community** and regional **feedback** as part of the study **process**. To this end we **propose** a major **conference/workshop** towards the end of the strategy preparation. This is intended to obtain **community** and regional reaction and input to the **proposed** strategy as it **impacts**

on their communities and areas.

The entire event will last for 3 or 4 days. The first session will be with representatives of each community, individually. At this time we will present the findings for their communities along with their implications and impacts. Reactions and feedback will be solicited.

The second session will consist of workshops where community representatives are assigned to separate groups representing each of the three WAVA areas. The emphasis and focus in these sessions will be on the linkages between the communities of the region, the potential for theming, cooperation, and joint efforts in the implementation of the strategy.

After the area workshops are held, a third workshop session will be held with all community and regional representatives together. This session will have an open forum type of approach and will deal with the tourism strategy as it applies to the entire WAVA Region.

These three sets of workshop sessions will be interactive with the objective of obtaining considerable feedback from the participants, on the tourism opportunities and strategies. These will be in draft form at this stage. The feedback from these sessions will then be used to finalize and fine tune the Western Arctic Tourism Strategy.

Following these three sessions a conference on; "Tourism in the Western Arctic" will be held. The conference is intended to bring together all of the community and regional representatives, and representatives from all of the government and industry agencies, associations and departments including elected officials. The focus will be on the strategy, what is proposed, the assistance that is required, and all of the roles and responsibilities in successful implantation of the strategy. This large conference,

will be to produce a **comprehensive** picture of all current and **potential** markets for the **NWT** and for **the WAVA Zone** in particular. In addition, the travel industry will be assessed, and future **communications** and **marketing** strategies will be detailed.

2.4.1 Target Markets

The target **markets** will be identified by activity and by region.

For each of these the data will be presented in terms of:

visitor profiles:

expenditure patterns;

origin(s)/destination(s);

* **main purpose** of visit:

- anticipated use of product;

- other.

Handwritten notes: "Main purpose of visit", "(3.0) of 100", "ref to 2.4.3".

~& Information necessary for effective **expansion** of tourist **opportunities** will also be obtained. This will include factors such as:

motivation (influencing reason for visit):

where and when decision to visit **NWT** was made;

attitudes (expectations of the region);

satisfaction levels (rating of facilities and experiences by tourists);

preferred activities;

visitor requirements;

other.

Good quality **market** research detailing not only consumer profiles, but attitudes, preferences and **motivation**, is of crucial importance in developing **communication** and marketing strategies which are cost effective. The 1985 Visitor Survey will provide a **most important** source of data for this **component**, as will the **Airport** off-season survey, detailed in 2.4.3.

2.4.2 Travel Trade

Interviews with professionals in the travel industry will be conducted. These will include travel brokers, tour operators, and international wholesalers. Information obtained will include:

types of tour packages available currently, and potentially;

price of tours;

NWT locations rest utilized/desirable;

constraints/mitigating factors to operating in the region;

perceptions of competing destinations with regard to all the above;

areas of greatest company interest and experience;

trends in the travel industry.

2.4.3 Airport Off-Season Tourist Survey

Business and commercial travelers to the WAVA Region constitute a significant proportion of total tourist visits during the year, particularly the off-season. However, there is very little information on their activities, expenditures, preferences, motivating characteristics and general information indicating what might motivate them to extend their business trip into a vacation trip.

Given this current lack of market data, we propose to conduct a survey of business travelers at the Inuvik airport. This would be an exit survey, since passengers generally have more time prior to boarding their plane, than after disembarking. The questionnaire will be designed to obtain information on the following:

traveller origin and destination(s);

purpose(s) of the visit;

activities - current and potential;

expenditures - type and magnitude;

length of stay;

accommodation;

socio-demographic characteristics - age, household income, occupation;
party size;
preferences;
ideas for a tourist information/interpretive **centre**;
rating of facilities and services;
suggestions for increasing the attractiveness of the **WAVA** Region as a vacation destination;
what would induce the traveller to increase length of stay or to return for a visit.

The questionnaire will be reviewed by the client prior to administration. It will be administered by local residents who will be specifically trained in personal interviewing for **the airport survey**. The survey will be **administered** for every flight leaving the **WAVA** Region (to **Yellowknife** and Whitehorse) over a period of two weeks. **However**, the two week-long sessions will be staggered in time. For example, the first week chosen might be in early December, while **the second week might be** in late January or February.

Sampling will be on a random basis, targeting 25% to 30% of the passengers. Based on a **50% occupancy** of the planes total sample size will be approximately 300. The mix of passengers will be **considered** so that representative proportions of **males/females**, and old/young travelers will be taken into account. The sample will be screened to exclude all **passengers** traveling only within the **WAVA** Region.

HLA Consultants has considerable experience and expertise in survey work. The firm has recently **completed** an Airline Passenger Origin and **Destination Survey** for Alberta **Economic Development** involving 15,000 personal interviews in six major airports in Alberta.

The **surveyors** will **work** in cooperation with senior **Gwich'** in staff, **who** will supervise the survey and verify the results. Coding of the results will be done centrally. The data will be **computer analyzed** to reveal the profiles of this tourist group and whatever information will **come** from this **important market segment** which will assist with planning tourism in the **WAVA** Region.

2.4.4 Future Trends

The tourism industry is **influenced** by changing factors at a national and international level. These will be examined. They include:

- **changing** societal leisure **patterns**;
- increasing percentage of healthy aged **population** (retired);
- **impact** of rising energy costs on travel **patterns**;
- increasing **two-income** families;
- impact of short and long-term international exchange rate fluctuations; ⁷

trends in the tourism industry e.g. package tours, rubber tire traffic, changing length/frequency/types of holiday.

business travel, e.g. industry, **government**;

convention activities;

land claims;

other. --

2.4.5 Future Communications and Marketing Strategies

From the information about target markets, **marketing** techniques and future trends, effective future **communications** and **marketing** strategies will be developed **together** with a fiscal program.

The objectives will aim to be:

- realistic: to reflect the current and projected **marketing** environment and true market **potential**;
- **measurable**: to provide a base **from** which actual **campaign** performance can be measured and tracked over **time**;
- flexible: to adapt to **changing** market renditions.

Suggested strategies will be developed for implementation at many levels:

- community;
- internal WAVA;
- TIA-NWT ;
- GNWT;
- Federal.

These strategies will include information on:

- **communications mix:** which **communications tools** should be used and at what level of effort;
- **investment:** what level is required for effective **implementation**, and **how** it should be allocated;
- **program evaluation:** **how best** to evaluate and **track** the marketing **programs**;
- **assessment:** possible costs/benefits if the development and marketing strategy were implemented.

2.5 OPPORTUNITY IDENTIFICATION

In this section, material from all previous components will be synthesized to identify specific opportunities for tourism development. All types of opportunities will be considered. They will be detailed for the region as a whole, at the community level, and where applicable at the WAVA 'sub area level. In a later section, their feasibility will be analyzed.

2.5.1 Physical and Human Requirements

Particular emphasis will be given to tourism infrastructure requirements, such as:

- access;
- facilities;
- transportation types;
- equipment;
- services.

In addition, human requirements for each opportunity will be identified, including:

- labour force;
- skills: types and levels;
- training and programs;
- timeframes;
- degree of local interest.

For each opportunity, the type of sector best suited to develop part or all aspects of it will be discussed e.g.

- . private sector;
- . community;
- . various levels of government;
- . other organizations.

For each opportunity, the "market match" will be identified and the possible impact on the environment/community from increased tourist utilization will be discussed. The constraints to development will also be discussed, as well as enabling or enhancing features, and possible alternatives. Opportunities will be developed with the expansion of the current tourism season in mind, and wherever appropriate, possible 4-season opportunities will be identified.

2.5.2 Dempster Highway Masterplan

One product of prime importance to the Delta Area, but also to the WAVA Region in general will be the Dempster Highway Masterplan. The highway provides sole road access to the region. Its potential for increasing the WAVA Region as a destination area attraction will be highlighted. The implications and opportunities of increased tourist traffic on the highway will be assessed at a community, and regional level with respect to:

- lifestyles and culture;
- employment;
- environment;

- the specific tourism infrastructure and human resource requirements.

The Dempster Highway Masterplan will be comprehensive and will include pro formas for all public and private improvements or developments, e.g. day-use areas, campgrounds, viewpoints, highway resting places, information centres, or access points, etc. A detailed map will highlight the full range of activities/developments/opprtunities available along the highway with a numerical key for each location and a brief description of each.

The text will incorporate a detailed description for each location, including the physical, architectural, economic and social Opportunities at each location. In addition, preliminary working drawings will be prepared for each proposed development. As part of the implementation strategy, prioritizing, timing, phasing and cost estimates of these development opportunities will be detailed.

The plan will also include broader components which will have been developed after discussions with representatives from the Yukon. These have been detailed in previous sections, and include signage, theming and marketing. It will be important for the Dempster Highway Master Plan to take into consideration existing and proposed tourism developments in the Yukon. In addition the 1985 Dempster market research will provide valuable information to the development of the plan.

In developing the plan, we will take into consideration the communities and peoples along the Dempster and how to best integrate the proposed developments to maximize community benefits and be consistent with community resources. We will also take into consideration potential new road linkages, and their impacts on the Master Plan and tourism in the Western Arctic will be identified and discussed.

2.5.3 Linkages

All tourism **opportunities** will be examined with respect to their **potential** links to other opportunities:

- within **communities**;
- **between communities**;
- between areas in the **WAVA** Region.

Here, the potential for outlying **communities** to increase their involvement in **highway** generated tourism **opportunities** will be examined e.g. through the **potential** for tours. One of the **objectives** in pinpointing **opportunities** and their linkages will be to minimize the degree of **competition** between **WAVA** Region **Communities**. Instead, where **possible**, **complementary** or cooperative development will be **aimed** for, so as to **maximize** the benefits at the **community** level and within the Region as a whole. This is **consistent** with our objective of developing a strategy which integrates the entire **WAVA** Region.

2.5.4 Constraints and Attributes

For each tourism **opportunity** there will **certainly** be many **positive** attributes which **contribute** to the overall degree of attractiveness of the resource. These will have been rated, relatively, in the inventory section. Positive attributes could include:

- the** lack of large numbers of tourists is an attraction for many southern visitors;
- traditional lifestyles **maintained** by many residents;
- unique cultural mix - **Dene, Inuit, Metis, Caucasian**;
- Arctic or **sub-Arctic** environments;
- expertise in native crafts - e.g. for demonstrations, "hands on" experience or for sale;
- long **summer** daylight hours for activities and for viewing scenery/wildlife/events;
- unique fish and wildlife species;
- unique architecture and **community** planning.

It is also possible that for some opportunities there may be certain constraints to development. Constraints might include:

the natural environment - e.g. weather, seasonality of fish or wildlife;

land use conflicts;

human resources - e.g. residents' lifestyles, skills, attitudes;

physical tourism plant - e.g. transportation system, services and infrastructure.

The constraints will be detailed, examined and analyzed with respect to the nature of the constraint and the ease of overcoming the constraint.

In the assessment of constraints and attributes very specific recommendations will be made on how to enhance the positive features and how to reduce or eliminate the constraints so that the tourism strategy can maximize benefits to Northern residents and minimize negative effects.

2.6 ARCHITECTURAL ANALYSIS

This component is closely linked to opportunity identification and community input components.

2.6.1 Visual Environment

An important facet which will be considered throughout the architectural section is the visual environment as it relates to tourism. Two components will be examined: visual identification/signage, and environmental design.

a) Visual Identification/Signage

Regional Level: an identifiable graphic symbol is necessary to distinguish the Dempster in the Western Arctic from other nearby tourism destinations (Yukon, Alaska).

Community Level: in each community, directional signs are required to give clear direction to essential services as well as to tourist destinations.

the signage program should assist in giving a visual identity to the community, illustrate that visitors are welcome guests and integrate into the overall Western Arctic visual image.

a signage program will be prepared and a budget for its implementation will be included.

a mockup of proposed sign(s) will be prepared for evaluation and review.

b) Environmental Design

Regional Level: visual aspects of the Dempster corridor and any other roadways must be considered in the evaluation for the upgrading/master plan of the highway. Consideration should be given to:

- . an overall theme for the MWT portions of the route;
- . access to and appearance of campsites, day-use areas, access points, interpretive stations, etc;
- . design guidelines for private developments visible from the corridor.

Community Level: each community must be evaluated with regard to overall visual impact. Consideration will be given to:

- . general state of repair of buildings, walkways, roadways;
- . appearance of public spaces including parks, yards, picnic areas, school grounds;
- . recommendations will be made for the improvement of the existing community environment while maintaining the essential character of the people and the place;
- . recommendations may include the addition or upgrading of landmarks, "photo opportunities", vegetation or other appropriate elements to illustrate the nature of the place;
- . an emphasis may be placed on a "theme" for the identification of a given community e.g. industrial/petrochemical development in the Beaufort Area;

- a review will be made of any historically significant aspects of the community or its environs, with an eye to the environmental design potential for tourism.

2.6.2 Facility Improvement and Development

In order to define the built facility requirements recommended as a result of community consultation and market evaluation, each opportunity will be analyzed as follows:

- i) Site evaluation;
- ii) Predesign investigation;
- iii) Conceptual design;
- iv) Capital budget;
- v) Operating implications and budget.

Each project stage is described below.

i) Site Evaluation

Each community identified for proposed facilities will be visited by the architect who will examine the available sites and evaluate the implications of various site locations. During site evaluation the following will take place:

1. Site Visit: the architect will visit the community and in consultation with the project team, isolate potential sites for the proposed facility.
2. Site Evaluation: identified potential sites will be evaluated with regard to qualitative criteria including orientation, views, tranquility, security, proximity to natural elements (rivers) and to various other community facilities. In addition technical criteria including site dimensions, availability, accessibility, availability of municipal services, gravel sources, soil renditions and drainage will be examined.

- * 3. Site Evaluation Matrix: a **matrix** diagram will be prepared **showing** the evaluation criteria and the relative rating of each site under consideration.
4. Site Recommendation: an optimal site or a small number of alternative sites will be recommended for the facility.

The products of this stage will be:

- A site evaluation **matrix** suitable for public presentation;
- Recommendation as to optimal site(s).

ii) Pre-design Investigation

In this stage the environment of- t@ given **community** is reviewed, as well as the local **building** traditions, built form, urban form, and **market** requirements. From this input a suitable **image** for the facility in question will be developed.

During the pre-design investigation the following will take place:

1. Walking Around: while in the **community** the architect will walk around, explore the streets, alleys, shops and services, and talk to local people to acquire perceptions of built form and environment.
2. Consultation: recent buildings in the **community** will be identified and their owners, builders and occupants will be consulted as to perceived successes and failures of these projects. Information gathered during **community** consultations will be reviewed for **comments** regarding built form.
3. Documentation: photographs and sketches will be used to document the visual environment in the **community** and establish relationships-to the proposed facility.

* what about
 relying on
 past documentation
 Budget
 feasibility
 reducing
 the need
 for the
 walking / talking
 around in some cases?

4. **Image Sketches:** sketches generally indicating the scale, proportion, siting, colour, volume and image of the facility will be prepared for presentation to the community and for later inclusion in the study report.

The products of this stage will be:

community documentation: photographs and sketches suitable for public presentation;
 image sketches: suitable for public presentation.

iii) Conceptual Design

In this stage, facility program requirements are developed based on community consultation meetings, and a schematic design and preliminary cost estimate are prepared for capital and operating budgets for the proposed facility.

During the conceptual design stage the following will take place:

1. **Program Development:** based on the market information and community consultation materials prepared by the project team, the architect will establish a program of requirements for the given facility. The program will determine:
 - the users of the facility;
 - the type of activities and spaces required in the facility;
 - the desired qualities of each of these spaces;
 - the desired size of these spaces;
 - how the spaces should relate to one another.
 2. **Bubble Diagrams:** the relationships between spaces identified in the program are graphically defined in two and three dimensions.
 3. **Schematic Design:** "Bubble Diagrams" are translated into spaces having defined form and clear inter-relationships. Sketches will be prepared to include
-

floor plans, site plans, exterior and interior views of the proposed facilities. In addition, alternate design options are expected at this stage.

4. **Landscape Schematics:** because of the importance of the relationship between interior and exterior spaces and activities in any of these communities and facilities, careful consideration will be given to these, and sketches will be prepared for the schematic design of the site development and landscaping required around the facility.
5. **Technical Considerations:** building materials, structural systems, electrical systems and mechanical systems for optimal energy use will be identified at this stage. Decisions will be based on environment, image, site location, durability, life cycle cost and community needs and capabilities (for construction and maintenance of the facility).

The products of this stage will be:

program definition document;
 bubble diagrams suitable for public presentation;
 schematic drawings suitable for public presentation including: floor plans, site plans, interior and exterior views, landscaping layouts. If necessary alternative designs will be illustrated.

iv) Capital Budget

In this stage the capital/construction cost of the proposed facility is estimated based on the conceptual design, location, ease of construction access, and availability of local labour and materials. Phasing of capital investment over a number of years is considered.

During the capital budget development the following will take place:

- Local DPW
superintendent
should be
consulted

Cost check: cost of labour, materials, transportation, accommodations in the community are evaluated. Recent building costs are taken into consideration. Extraordinary costs associated with the specific area, special soil conditions, seasonal access, etc. are identified. An overall capital budget is prepared for the facility. In some cases it may be necessary to prepare more than one budget, for alternative design solutions.

- 2. Phasing: it may be possible or desirable to phase construction, and therefore capital expenditures, over a number of fiscal periods. This will be identified at this stage.
- 3. Allocation: the capital cost estimate will be allocated in terms of suggested sector - private, community, GNWT or Federal Government.

- does this detail
when getting
funding programs
could fund proposed
development?
- what about
determining

The product of this stage will be:
Capital Budget Projection.

- the community
linkages, etc.
is consideration
one community
going to represent
the
another amount?

v) Operating Implications and Budget

The architect reviews facility design with the potential operator(s) and identifies preliminary budgets for the operating and maintenance costs (initial years and subsequent years of operation) based on a Building Energy Performance index target, local conditions and availability of labour and materials. In addition, staffing requirements for facility operation will be identified to aid in later decision making.

The architectural component will be concerned not only with new facilities, but also with modifications or additions to the pre-existing infrastructure and relevant services. Quality assessments and suggested improvements will be made, where necessary, to all categories of tourism plant,

including facilities, public visitor services, day-use areas and access points.

2.7 FEASIBILITY ASSESS-

If the identified tourism development opportunities are to be presented in the form of a tourism strategy which is ready for implementation, then it is necessary to do feasibility assessments. Identification of development plans and opportunities can be meaningless unless they are considered to be feasible from a technical, market and economic viewpoint. In addition it is desirable that they maximize socio-economic benefits to the communities.

This assessment follows logically from the market information, from the pricing structures, from the operating cost data, the capital cost estimates provided by the architects, and the identified assistance programs, all of which will have been addressed prior to this work component.

For the major developments and opportunities which will be identified, an overview feasibility study and management plan will be undertaken on the basis of the above mentioned criteria. A preliminary pro forma will be prepared for each of these. The following data will be presented in the pro forma:

capital rests

operating costs

public and private sector roles

investment potential

X' - financial and other assistance programs from all levels of government

pricing structure

market revenue

— financial phase-in period

annual profit (loss) balance over five years or longer if the data permits.

It must be emphasized that this will be done at an overview level. However it is expected that good reliable data will have been obtained during the previous work components, to give the pro formas considerable reliability.

This feasibility assessment will also serve to remove from the strategy those opportunities which do not appear to be feasible. These will not be removed from consideration but will rather be put into a separate category of opportunities which need special consideration to become feasible or which should be considered again at some time further in the future.

Along with the feasibility assessment a management plan for each of the major opportunities will be prepared. The management plan will identify the potential ownership i.e. public, private, public-private mix, which is the most desirable. It will also identify the management, support services and infrastructure, labour requirements, skill levels and hospitality training requirements. The phasing, timing and other operational characteristics of the ventures will be specified. In addition long-term funding goals will be specified to provide guidance to the various levels of government and the private sector in the development and provision of programs. In other words this will essentially take the form of a "How to" manual in order to maximize the potential for success. Much of this information will essentially form part of the marketing strategy.

2.8 IMPACTS

The development of tourism in the region, through the implementation of a tourism strategy, will not only have an impact on the WAVA Region, but also outside the area on other parts of the NWT and Canada. Most of the impacts will be positive, however some may have the potential of being negative. An impact assessment of these will be prepared on the basis of the current situation and on the basis of future potential tourism developments.

Some of the impacts which will be specified will include an identification of employment generated. This will be done for the individual immunities, by area, for the whole of the WAVA Region and for the NWT and Canada. The types and level of employment in terms of job skills, hopsitality training requirements and other considerations, will also be specified. The employment generated both directly in the tourism developments and indirectly through support services will be identified. Incomes generated will be identified with breakdowns similar to that described for employment.

Other impacts of a more intangible nature will also be addressed. These will include such considerations as road networks; for example, how would tourism and the tourism development potential be affected by an all-weather road to Tuktoyaktuk? A related and perhaps more relevant question is; What kind of pressure will enhanced tourism in the Western Arctic put on the demand and need for more road linkages? The potential benefits of new road networks in providing access to potential tourist developments will be identified and discussed. The question of access is very important since it can determine the market and financial viability of the identified opportunities.

Another area of impact which must be considered is that of social and lifestyle changes that may result from these developments. There are ninny potential factors that will contribute to this. They include; new incomes and employment, the provision of new job skills, more exposure to southern tourists who introduce different lifestyles, more tourist dollars spent in communities and in the region, and if the tourism potential is considerable then the structure of the economy could change considerably and along with it there could be some significant lifestyle changes.

The **potential** for lifestyle and social changes, through the above mentioned factors, will be presented and specified where identifiable. Through the field program, attention will be given to the general public perceptions of these and the positive and negative impacts which might be associated with them. As part of the tourism strategy, methods of enhancing the positive attributes and methods of modifying potential negative impacts, to make them less negative and if possible to make them positive, will be specified. Many of the ideas for doing this will come from the community consultation process.

Environmental impacts will also be addressed in-so-far as they impose constraints on the provision of specific tourism developments. These can take the form of predictable changes to natural or biological systems.

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2.9 IMPLEMENTATION AND MARKETING

Once all of the development **opportunities** are identified along with **their** capital costs, financial feasibility, architectural drawings and **impact assessments**, the final stage is the formulation of all of this into an action plan or a **strategy** for implementation and marketing of tourism in **the** Western Arctic. This essentially involves the preparation of a "how to" manual. It is one of the **most** critical **products** of the study since **it** is--the guide to make happen what has **been** identified as **potential** and as feasible.

The action **plan will prioritize** specific tourism and investment opportunities and will identify the **possibilities** for **cooperative** ventures and **cooperative** marketing.

'I'here **are essentially two** major components to the action plan; they are a development plan and a marketing plan. The **two go hand in hand** since in order to **be** practical and realistic, the tourism strategy will not **recommend** developments which **can't be** feasibly marketed.

The **development** plan will specify **how** the developments can best occur. This will include for each of the **developments** in each of the **communities**, by area, for the WAVA Region and the Dempster Highway an identification of the **following**:

the nature, type, and scale of the **developments**;

the location and architectural design for the associated facilities;

a **management** and operational- plan for the development Opportunities;

- Funding sources
- specific roles and **responsibilities** for **making** the **developments occur** including an identification of public and private sector roles and the **opportunity** for investment;
 - * - sources of financial and service assistance programs to help realize the developments and **how** to obtain the assistance:
 - * - the relationship of specific developments to other **developments**, locally, by area with the entire **WAVA** Region, and with **other parts** of the **NWT**, the Yukon, Alaska and other Canadian Regions; a time **frame** for implementation of the specific developments, developed **on** a priority basis; associated **infrastructure** requirements;
 - * - **manpower requirements** including training needs for job **skills** and hospitality.

In the preparation of the development plan it is likely that **there** will be several levels of roles, **responsibilities** and action plans. For example there will be a plan for **communities** specifically, then there will be one at an area level which will act as a catalyst and a link to helping things progress over the entire sub-area, and then there will **be** an overall development strategy for the **WAVA** Region.

Hand in hand **with** the **development plan** is the preparation of a marketing strategy. The **marketing** plan will specify **how** to and where to best market the **proposed** tourism **developments**. The **marketing** plan will address individual developments, regional plans and developments e.g. the **Dempster** Highway Master Plan, other developments and areas which are themed and linked, tour **potentials** and tourism for the **WAVA** Region as a **whole**.

The marketing strategy will include by development and groupings, as mentioned **above**, the following:

- identification of target **markets**;
- how** to **most** effectively reach your target **markets**;
- the** best print-designed for impact;

- how to utilize radio and television, the most powerful advertising mediums;
- criteria for measuring the effectiveness of marketing campaigns;
- the costs associated with various components of a marketing campaign;
- * - tour agents and travel brokers to work with;
- how to most effectively market WAVA tourism with other
- * jurisdictions and agencies i.e. TIA-NWT, GNWT Parks and Tourism, Yukon, Alaska, Tourism Canada, other Canadian provinces;
- shows to attend;
- roles and responsibilities for marketing;
- funding and service assistance programs for marketing.

In essence a comprehensive marketing plan at a concept level will be prepared. To effectively and efficiently carry out this part of the assignment, we will utilize the assistance of a professional, well established public relations firm.

3.0 FINAL PRODUCTS OF THE STUDY

Our aim, once our involvement in this project is complete, is to leave with the communities of the WAVA area, with its people, with the WAVA board and administration and with the Government of the NWT, a tourism plan and strategy which is well thought out and researched, which is practical, which is effective in realizing the goal of tourism development in the Western Arctic, which is accepted by the people of the area, and for which we have laid the plans and process as well as taken the first steps towards its implementation.

The final products of this study will include as a minimum the following:

- . comprehensive written report with complete 'strategy for tourism development and marketing plan for WAVA including mapping and development master plans;
- . description of the significance of tourism to the region relative to other economic sectors with respect to both employment and incomes ; .
- . identification of the significance of tourism in this region to the whole of the NWT with respect to employment, incomes, general contribution to tourism in the NWT and the part which tourism development in this region plays in an overall tourism strategy for the NWT;
- . identification of how tourism in this region is linked to and has the potential, in terms of the future tourism development strategy, to be linked to tourism in other parts of the NWT, the Yukon and Alaska. The potential for this exists through opportunities such as theming jointly with other areas or developing tour routes which cover several areas;
- . identification of the tourism development potential in the region which includes the physical natural resources, the man-made resources and the human resources;
- . analysis of the region's tourism markets including historic occurrence, current status and forecasts, taking into consideration future trends and development potential;

- * • specification of tourism opportunities of local significance, of **regional** significance, of territorial significance and of national significance;
- identification of the ancillary developments **that go with the above identified developments;**
- development of a strategy which links and provides benefits for all areas of the region under consideration;
- * • identification of all of the **markets and market** characteristics that are associated with the identified opportunities;
- * • **preliminary** architectural design, mapping, site location analysis and costing for each of the identified **developments;**
- * • **financial** feasibility study for **each** of the development opportunities to include at an overview level, capital costs, expenditures and revenues;
- roles and responsibilities of **the public** and private sectors including the various agencies, organizations and departments in **implementing** the tourism strategy;
- **identification of** various programs and **how** to access these to assist with tourism development;
- **specification of** a time frame for **development which** includes the events, their timing, who and **how;**
- development of a marketing strategy including design and concepts: and
- * • identification of **labour** availability, **labour** skill, and hospitality training requirements;
- a Photographic **record** of tourist attractions, facilities and **communities** in the region.

The results of this study will be provided in several comprehensive written reports. There will be an overall set of reports which is the presentation of the entire study, including process and findings, for **the** entire **WAVA** Region. This will be presented in **several volumes**. We envisage the key document as being the actual specification of the tourism development and marketing strategies.

This **document** will essentially **be** the action plan for tourism development. The other volumes will **elaborate** on the study process and findings.

As **well** we **propose** to prepare **summary** strategy **documents** for each of the regions individually and for each of the **communities** separately. This will serve to minimize the **paper that people** in the **communities** and region have to deal with and enable thereto **focus** on what is relevant to their **immediate** situation.

As **well** as the **above** written **report**, we **propose** to prepare an **audio-visual "Betamax"** presentation of the Western Arctic tourism strategy. The audio-visual presentation will be **prepared** in

J recognition of the **following** considerations:

- potential** difficulties which **some** of the people in the **communities** may have in reading a **report** written in English;
- a potential reluctance **by** sane to wade through a lengthy written **document**;
- its use as a **powerful** medium to effectively **communicate** the concepts involved in a tourism development and marketing strategy; and
- its **potential** use in enhancing the final set of **workshops** and the **major conference** on tourism in the **Western Arctic**.

The specifics of video **tape** will be **planned** as the tourism strategy is **developed**, . However examples of sane of the **things** it might **contain** include the **following**:

a **pictorial** and audio presentation of the definition of tourism in the Western Arctic; its existence, its meaning, its functioning and its **impacts**. This might include photos of existing tourism developments and **activities**, as **well** as people providing these and operating the facilities and also of tourists enjoying various activities;

a **pictorial** presentation of the stud-y process. This would **describe** the study process and present **photos** of team members at

work as well as segments of some of the community meetings and workshops;

planned tourism developments. This would focus on the major tourism developments that are identified in the strategy. For each of these, it could depict the community, the potential location for the facility;

in the community, the architect's design concepts for the facility and charts showing potential target markets, costs, revenues, management considerations and marketing;

the impacts of tourism development for the communities, the region and people of the Western Arctic. This could be depicted visually through demonstrating people at work in related enterprises, with charts and with a verbal presentation showing the potential for jobs created and incomes earned;

a depiction of the future potential role of and importance of the Western Arctic to the total tourism development of the NWT;

examples of how the tourism developments are linked within the areas, within the WAVA Region and with other jurisdictions such as the Yukon and Alaska;

a description of what it takes to make tourism developments occur and the various roles and responsibilities at the individual and community levels on how to make tourism happen.

We consider this video tape as being a very powerful tool to begin the whole process of tourism strategy implementation in the Western Arctic.

Given the importance and potential impacts of this video, it will be professionally prepared. In order to be well prepared, the content planning for the tape will be done by the study team members who will by then be totally sensitized to the issues and the strategy. The tape will be professionally prepared in the NWT using some of the technical resources of Arctech and with Pido Productions in Yellowknife. Fee-Yee's previous experience will be valuable with this production. It will be prepared in the various

languages that are necessary for effective presentation in the various communities of the region.

- don't address off-season opportunities
- &, briefly, mention idea of hospitality training & don't talk of management training.
- visitor projections not alluded to.
- no specific time frame for implementation plan noted (i.e. 5 years).
- don't mention interim reports or steering committee meetings other than those stated on chart on page 58

4.0 BUDGET

The study budget has been broken down on a component basis to facilitate a clear understanding of the financial commitment associated with the various segments of work. The level of detail indicated by the allocated man days of work and the consequent budget are designed to present you with a comprehensive Tourism Development action plan which is well documented, well accepted and ready for immediate implementation. In this context the total budget that is indicated below can be modified in two ways:

- i) adjusting the level of effort for individual work segments
- ii) deleting certain components e.g. marketing, media efforts, or presentation of community plans in each community, and instead having these as future study efforts rather than integral to this budget.

We present this budget and associated work program as an item which is subject to negotiation and can be modified to fully meet your work and budget expectations and constraints.

Individual per diems are as follows:

Roger Lefrancois	\$450
Roger Sturtevant	400
Pamela Wight	350
Media Marketing Personnel	500
Senior Staff Fee-Yee	425
Senior Staff Gwich'n	425
Arctech	425
Architects	500
Clerical	150
Community Workers	250

To simplify this complex budget, the per diem rates for senior staff billed between \$350 and \$450 are averaged at \$425.

<u>Task</u>	<u>Man nays</u>	<u>Cost</u>	<u>Cumulative Total</u>
1. Orientation meeting (With WAVA Executive)	6 @ \$425	\$2,550	1%
- 2 airfares Edmonton-Inuvik		1,500	
- 4 days subsistence @ \$150		600	
			\$ 4,650
2. Prepare detailed work plan and schedule	5 @ \$425	2,125	.8%
			\$ 6,775
3. Review meeting - Steering Committee	6 @ \$425	2,550	1%
- 2 airfares Edmonton-Inuvik		1,500	
- 4 days subsistence @ \$150		600	
			\$ 11,425
4. Inventory	20 @ \$425	8,500	3.4%
			\$ 19,925
5. Community Consultation			
- 4 Planning and preparation of materials	8 @ \$425	3,400	
1 airfare Good Hope-Inuvik	2 @ \$150	300	1.5%
3 days subsistence @ \$150		400	
		450	
			\$ 24,475
b) Audio-Visual preparation Purchase and/or rental of cameras and audio-visual equipment for project duration		5,000	2%
			\$ 29,475
c) production of audio/visual "Betamax to introduce tourism		7,000	2.8%
			\$ 36,475

<u>Task</u>	<u>Man Days</u>	<u>cost</u>	<u>Cumulative Total</u>
			\$ 36,475
d) Training community workers	9 @ \$425	\$ 3,825	
	24 @ \$250	6,000 3,900	
2 airfares Edmonton-Inuvik		1,500	
airfares Inuvik-return			
from all communities		3,600	
32 days subsistence @ \$150		4,800	
Ground transport			
Inuvik-Fort McPherson		450	
		-	\$ 56,650
e) Community public meetings	30 @ \$425	12,750	
	6 @ \$250	1,500	5.7%
- airfares to all			
communities		5,000	
- 30 days subsistence @ \$150		4,500	
			\$ 80,400
f) Review committee	4 @ \$425	1,700	
at Fort Good Hope			7%
- airfare Inuvik-Fort			
Good Hope		400	
-4 days subsistence @ \$150		600	
		--	\$ 83,100
g) Community fieldwork			
- field workers @ 7 days/ community	84 @ \$250	21,000	
- administration and			
coordination	10 @ \$425	4,250	
- analysis and colation			
of data	20 @ \$425	8,500	
	5 @ \$150	750	
			\$ 117,600

<u>Task</u>	<u>Man Days</u>	<u>Cost</u>	<u>Cumulative Total</u>
h) Prepare video of tourism strategy			\$ 117,600
1) Final workshop and conference	30 @ \$425	12,750	\$ 137,600
- airfares for Senior Fee- Yee Staff to Inuvik	10 @ \$150	1,500	5.7%
- 35 days subsistence @ \$150		800	
- equipment, rooms, materials		5,250	
		2,000	
			\$ 159,900
6. Dempster Highway fieldwork	10 @ \$425	4,250	1.7%
- 4000 miles @ .30		1,200	
- 10 days subsistence @ \$150		1,500	
			\$ 166,850
7. Markets and marketing research and analysis	35 @ \$425	14,875	
- 2 airfares *- Yellowknife	5 @ \$500	2,500	7.2%
- 2 airfares Edmonton- Whitehorse	5 @ \$150	750	
		1,000	
		1	1 0 0
			\$ 187,075
8. Airport Survey	10 @ \$425	4,250	
- design	15 @ \$250	3,750	3.4%
- conduct	4 @ \$150	600	
- administration			
- analysis			
- travel car airport and return 14 days @ \$10.		140	
- coding and entry			
			\$ 195,815

<u>Task</u>	<u>Man Days</u>	<u>Cost</u>	<u>Cumulative Total</u>
			\$ 195,815
9. Steering Committee Review Tuktoyaktuk	6 @ \$425	2,550	1%
- 2 airfares Edmonton-Tuk		1,700	
- 6 days subsistence @ \$150		900	
			<hr/> \$ 200,815
10. Opportunity Identification	50 @ \$425	\$21,250	8.7%
	5 @ \$150	750	
			<hr/> \$ 222,965
11. Steering Committee Review Sachs Harbour	6 @ \$425	2,550	1%
- 2 airfares Edmonton-Sachs		2,450	
- 6 days subsistence @ \$150		900	
			<hr/> \$ 228,815
12. Architectural concept, design and cost estimates	70 @ \$500	35,000	13.9%
7 days per project/10 projects			
- airfare Edmonton-Inuvik		750	
- travel to communities (private plane)		2,000	
15 days subsistence @ \$150		2,250	
			<hr/> \$ 268,815
13. Feasibility Assessment	40 @ \$425	17,000	7%
3 to 4 days per project	5 @ \$150	750	
			<hr/> \$ 286,565
14. Implementation/Marketing -Strategy	20 @ \$425	8,500	5.6%
	10 @ \$500-	5,000	
	5 @ \$150	750	
			<hr/> \$ 300,815

<u>Task</u>	<u>Man Days</u>	<u>cost</u>	<u>Cumulative Total</u>
			\$ 300,815
15. Impact Assessment	20 @ \$425	8,500	3,5 %
	2 @ \$150	300	
			\$ 309,615
16. Report Preparation	20 @ \$425	8,500	4 %
Additional time for putting all components together and preparing summaries	10 @ \$150	1,500	
			\$ 319,615
17. Overall Study Management	30 @ \$425	12,750	5.7 %
Administration and Coordination	10 @ \$150	1,500	
			\$333,865
Additional Disbursements:			
- Long distance telephone		5,000	2 %
- Production of reports drafts overall reports community reports			
- 100 copies of each		15,000	8 %
- Mapping and drafting		5,000	
			\$ 358,865

The above budget presentation by **component** serves to show the **budget** increments by **component** and thus the financial implication of adding or deleting certain **components**. What follows is a **breakdown** of fees and expenses.

Fees:

395 @ \$425	\$ 167,875
63 @ \$150	9,450
129 @ \$250	32,250
85 @ \$500	<u>42,500</u>
	\$ 252,075
 Total Disbursements	 \$ 106,790
Total cost	\$ 358,865

The estimated breakdown of days on the project are as follows:

	<u>Man Days</u>	
Roger Lefrancois	125 x 450 =	56,250
Pam Wight	110 x 350 =	38,500
Vivian Manasc	55 x 500 =	27,500
Other architect and engineering	15 x 500 =	7,500
Roger Sturtevant	50 x 400 =	20,000
Gary Hendrick	15 x 500 =	7,500
Senior Gwich' n staff	60 x 425 =	25,500
Senior Fee-Yee staff	40 x 425 =	17,000
Dick Hill	10 x 425 =	4,250
Community workers	129 x 250 =	32,250
Clerical	63 x 150 =	9,450
Professional days in video productions	<u>35</u> x 179 =	6,275
	<u>707</u>	<u>245,700</u>

Handwritten calculations:

6,275
 32,250
 4,250
 17,000
 27,500
 7,500
 27,500
 7,500

 120,275

Handwritten notes:

245,700

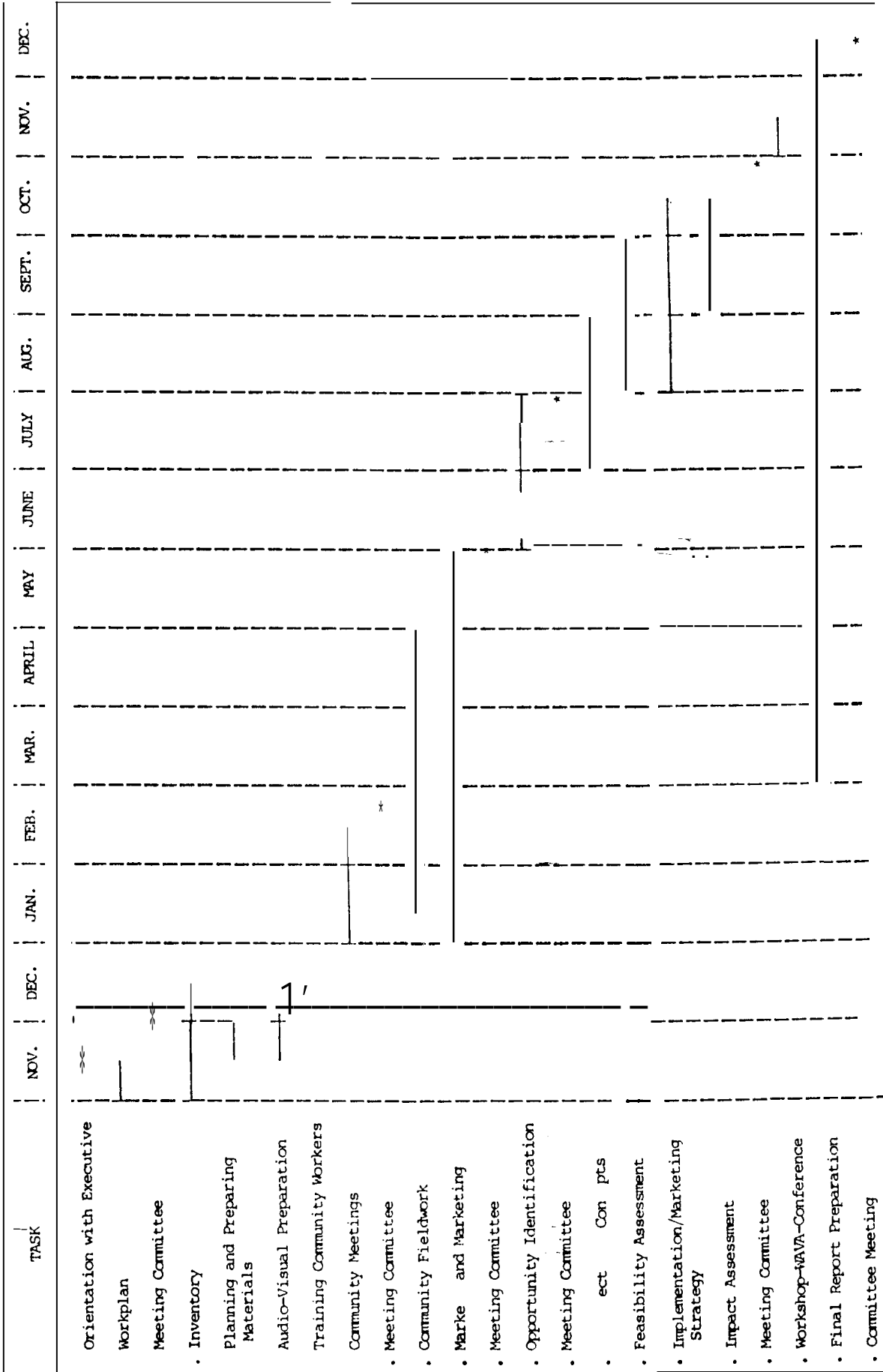
 6,275

We **estimate** that approximately one-third of the Alberta based staff man days will be spent in the Western Arctic. **Total** allocation of work on this project to be done in the Western Arctic vs outside the Western Arctic is estimated as **follows**:

Western Arctic:	430
Outside Western Arctic:	277

It **is also** estimated that 75% of the **disbursements** will be spent in the NW'1', nest in the Western Arctic.

TIME SCHEDULE



* 7 committee meetings
 - Study completed Dec 15, 1986 ∴ Study length is 13.5 months.

6.0 STUDY TEAM

Our study team is selected to provide you with the following characteristics:

- i) thorough **knowledge** of the **communities**, the various **peoples** and **their** cultures, **their** lifestyles, their institutions, the **economy**, the issues, the **concerns** and the local organizations;
- ii) in-depth **knowledge** of and experience with the design and **conduct** of effective and **cost-efficient community** consultation in the unique **communities** of the Western Arctic;
- iii) experience in tourism planning and in tourism market research and marketing in the Arctic, the Yukon and other parts of Canada;
- iv) **expertise** in the preparation of development and **marketing** strategies as they relate to tourism and to business **developments**;
- v) extensive experience in the preparation of **business** feasibility studies and **management** plans;
- vi) experience with planning and the **preparation** of master plans;
- vii) thorough **knowledge** of building design, costing and construction in Western **Arctic** environments; and
- viii) experience with the preparation of impact assessments and plans for enhancing attributes and eliminating or reducing negative effects.

Given the very broad multi-disciplinary skills that are necessary to effectively **conduct** this assignment, the experience and skills **of** the **following** firms comprise the study team: (a **complete** description of the expertise and experience of the firms **follows**).

HLA Consultants provide extensive experience in tourism planning, **community** consultation, project **management**, tourism, **market** and marketing research, business feasibility studies, and business **management** plans. In addition they have a **good knowledge** of

tourism markets, market research, and tourism data in the Western Arctic, in the NWT, the Yukon, Alaska and Canada.

Gwich' in Consulting and Mariagement are a new firm formed as an economic development and manpower training project for the communities of the Delta and some in the Beaufort area. They draw on community based expertise throughout the various centres in the Delta and Beaufort area. They bring to the study team a knowledge of all of the Beaufort and Delta area communities, of the people and their various cultures and languages throughout the area and of their issues, concerns, agencies, organizations and institutions.

Fee-Yee Consulting Ltd. are based in the Great Bear Area community of Fort Good Hope. They have been in operation - for better than a year, and similar to Gwich' in, they are formed as a community based economic development project. They present considerable experience and expertise with the communities of the Great Bear Area and of a consultation process which is effective in these centres. In addition they have been involved along with the professional expertise and resources of Pido Productions in Yellowknife, in the production of audio/visual (Betamax) tapes.

Ferguson, Simek, Clark is a Yellowknife based firm of architects and engineers. They have considerable experience and expertise in construction, design, engineering and costing for all types of developments in the North including virtually all of the communities of the Western Arctic.

Proterra Planning Ltd. is a firm with considerable experience in master plan preparation, in recreation and tourism planning, and in inventory compilation and interpretation.

Arc'tech Resources Management Services are based in Inuvik. They provide a **good** appreciation of the **Delta** communities, **primarily Inuvik**. They also have an extensive library and other resources relevant to tourism in the Western Arctic. In addition, they have audio/visual **production** capabilities **which** will be utilized in the recording of sessions and preparation of audio/visual **presentations**.

Intergroup Advertising Ltd. are a **promotion** and advertising **company** who have offices throughout Canada. They have considerable **experience** in the design of **promotion** and marketing strategies for a wide variety of **products** and **services**. They have **also worked** in the area of tourism product **marketing**.

The following individuals are the senior **people** who will **comprise** the study team: (their resumes are to **be** found in a **following** section of the **proposal**).

Roger Lefrancois is the manager of **HLA Consultants**. He has several years of **work** experience in each of education and various levels and **departments** of government as well as over eight years of consulting. He has **been** involved in the **conduct** and **management** of many studies throughout Western Canada and the North. Many of these have been tourism and **market** research studies. Also several have been in the Yukon and the **NWT**.

Of particular relevance to this project Roger has:

been involved in the **conduct** of several tourism planning and strategy **development** marketing studies;

been involved in the conduct and **management** of large studies of an interdisciplinary nature;

conducted numerous **market** and business feasibility studies which also included tourist developments;

designed and managed several survey projects **including** tourism and recreation surveys:

- designed and **conducted** several public participation programs;
- recently been involved in tourism related research in the Yukon and **NWT**.

Roger will manage this project assuming responsibility for the product and for client **contact**. In addition he will be directly involved in all **phases** of the work.

Vivian Manasc is an architect with **Ferguson, Simek, and Clark**. She has considerable **experience** in building design and **construction** costing. She recently **completed** a project as full-time on-site **supervisor** for the \$3 million **renovation** project at the **Inuvik airport**. During the four months of this project she was a resident of **Inuvik** where she got to know the people and **community** quite well. During this period she did the design and oversaw **the** construction of the **Inuvik** Visitor Information Centre. She also visited several other Arctic **communities**. Vivian along with other members of the firm have a good knowledge and appreciation of construction in **the communities** of the **WAVA** Region. They will assume responsibility for the design and costing of the facilities associated with the identified **tourism development opportunities**. Vivian will also act as a resource person for other study **components**.

Bob Simpson is a senior consultant with **Gwich'in** Consulting and Management. He has spent ten years **working** with **community councils** and native organizations. As such he has a strong **community** based orientation and a thorough **knowledge** of the Delta and **some** of the Beaufort area **communities** including the **economy**, the peoples, the issues and **concerns**. Bob will be responsible, under **the** overall direction of HLA Consultants, for the **coordination** of the **community** consultation program in the Beaufort Area **communities** and **the** Delta **communities**. The exception will- be **Inuvik**, which will be administered jointly with **Gwich'in** and HLA Consultants. Other **Gwich'in** personnel who will be available to assist include James

Ross, Charles Furlong, Harold Cook, Victor Botari and David Krutko. They represent several cultural groups and communities of the Delta and also Beaufort Areas. More detailed information on these individuals is found in a following section.

Debbie Delancey is the manager and senior consultant with Fee-Yee Consulting Ltd. in Fort Good Hope. She has worked and lived in the NWT since 1977. She has extensive consulting experience with the Dene and communities of the Great Bear Area, and throughout the Arctic. She also was involved in working with the Inuit Tapirisat of Canada as field coordinator and executive producer for the Inukshuk broadcasting project. Debbie has considerable experience with community consultation in the North and a detailed knowledge and appreciation of the centres in the Great Bear Area. She has also been involved recently and through her previous broadcasting experience in audio/visual productions. Her role in the project will be to coordinate the community consultation program for "the Great Bear Area, assist with production of the Betamax presentation and act as a resource person for other components of the project. Other Fee-Yee people who will be available to assist with the project include George Barnaby, Bella T'seleie, Camilla Rabisca, Jim Pierrot, and Kate Irving.

Dick Hill is the manager of Arctech Resources Management Services based in Inuvik. He has lived in Inuvik and worked extensively in the communities of the WAVA Region for many years. He has been and is involved in community development projects, tourism and business development feasibility studies. He has extensive library and information resources and has the resources necessary for audio/visual productions. Dick will act primarily as a resource person to the project and assist with the vial- productions.

Roger Sturtevant, principal of Proterra Planning Ltd. is a planner. He has **considerable experience** in environmental recreation and resort development planning. He has project managed and participated in inventories of tourism resource, tourism planning studies, recreation developments and the preparation of master plans. Roger's primary role in the study will be to assist with the inventory, assume a major role in the preparation of the Dempster Highway Master Plan and assist with the opportunity identification and development of the tourism strategy.

Pamela Wight is a senior researcher with HLA Consultants. She has a **strong background** in geography, with particular **emphasis** on Northern and Native topics, especially Northern Community Development and Planning, landform interpretation and mapping, and on the relationship between the human and physical environment in a northern setting. Research and experience has focused on the Buchan Plateau in Scotland, the Alaska Highway and Southern Yukon, the Treaty 8 area in Northeast Alberta, the Fort Chipewyan area and on the NWT. Pamela has been in consulting since 1975 and has considerable experience in social and economic impact assessment, in cultural and recreation research, analysis and planning, land use planning and in public participation, gained through her work in Master Recreation Planning. In addition, she has worked on tourism studies in Alberta and the NWT, including reviewing tourism data and markets for specific developments such as remote fishing lodge operations. She will be involved as a **major** researcher with all aspects of the study.

Cliff Wallis has been an environmental researcher with Cottonwood Consultants since 1978. He has a broad background in ecological studies, park planning, interpretive planning, resource management planning and archival research. Prior to consulting Cliff was employed with Alberta Parks Planning and Design Branch for a period of seven years.

Cliff has been involved in many biophysical assessments and interpretive studies. His experience includes work **in the NWT** and **Alsands Area**, the Yukon, the Kazan Upland Canadian Shield north of Lake Athabasca, Wood Buffalo National Park, Slave River, the Alberta Oil Sands Interpretive Centre, Lake Athabasca Biophysical Evaluation and on the Waskasoo Park Interpretive Master Plan. In addition, he has been involved in more comprehensive projects, such as **Trans-Canada Highway Twinning**, Ecological Features assessments, and audio/visual productions related to rare and endangered wildlife, provincial parks and Four Maintains (National) Parks.

Cliff will act as an advisor for the compilation of the inventory. In addition he will advise on the assessment and interpretation of the inventory and the identification of development potential and opportunities including theming and tour routes. His primary role will be with the interpretive centre.

Handwritten notes:
 Gary w. Hendrick is Vice-President and General Manager of Intergroup Advertising Ltd. Gary will be the project leader from Intergroup for the media marketing component. He has 16 years experience in the communications business including active involvement in account management, media, promotional/special events, production, and marketing planning for a wide range of national and regional accounts, and in agency management and administration.

His Travel Tourism experience includes the development and implementation of marketing communications programs for Nova Scotia Department of Tourism, Eastern Provincial Airways, KLM Royal Dutch Airlines, CN Hotels, CN Marine, VIA Rail Canada, The Holland Promotion Foundation and P. Lawson Travel (Quebec).

REGIONAL VISITOR CENTRE - INUVIK

1.0 INTRODUCTION

1.1 Background

The concept of a regional visitor centre, to be located in or near Inuvik has been of interest to the Western Arctic Visitors Association for some time. The potential exists for the centre to serve the community as a cultural and educational resource as well as serving visitors as an interpretive and information centre.

There are potentially many interest groups which the centre could serve, these include: Inuvik residents, residents from other communities in the WAVA Region, school groups, tour groups, visitors coming via the Dempster Highway, business travelers and various interest groups, clubs, organizations and associations. The potential programing scope is equally broad and exciting. Some of the things that are possible include: Beaufort Sea Industry interpretation, interpretation of the various and unique peoples, cultures and lifestyles, the Delta, the Beaufort Sea and the Arctic West, the Mackenzie, the Great Bear Area, the islands, the flora and fauna, artifacts and crafts, a museum, and many others.

It is conceivable that such a centre will function as a catalyst in the development of the community, the region, its people; Inuit, Dene, Metis and Caucasian, and in the development of tourism as a significant economic force in the Region.

An appropriate program, for the facility, which incorporates all of the above considerations, is needed in order to provide an architectural design concept, realistic cost estimate and building schedule. The essence of this study lies in an extensive community and regional consultation process to identify the needs, scope and program elements.

1.2 Objectives

The main objectives for this study is to prepare an architectural design concept with cost estimates (capital and O&M), a

instruction schedule and planning and zoning requirements for a **Visitor/Learning Centre**. This will be based on identified needs and appropriate program priorities developed through an extensive **community** consultation program and an identification of visitor needs and **preferences**.

More specific objectives are to:

- prepare a detailed design concept for the **facility(ies)**;
- provide an estimate of capital and operating costs;
- assess the potential and **demand** for incorporating a museum as a **component** of the **centre**;
- assess, through a review of **the** 1985 survey, the needs of visitors coming via the **Dempster** Highway for various potential functions of a visitor/interpretive **centre**;
- sumey business travelers to the region, via air, to assess their needs and preferences with respect to the **centre**;
- conduct** a **prehensive community** and regional consultation **program** to identify specific needs and program elements;
- work** closely with the client steering **committee** to develop a list of program and facility options on a priority basis;
- identify and consult with various councils, groups, agencies, departments and industry for identification of needs, program ideas and **participation**;
- identify various funding programs and other forms of assistance for the **construction** and operation of the **facility(ies)**;
- develop a **management** plan for the operation of the **centre**, including staffing **requirements**;
- identify the **potential** inflicting **demands** of residents and **tourists** and suggest means of **overcoming** these;
- establish the official name of the **centre**;
- specify total needs and **considerations** including **equipment**, office space, educational requirements, library functions, museum characteristics, orientation **centre**, field trips, outreach programs, parking, **Campbell** Hills/Lakes area, and **seasonal** characteristics;

- identify the various roles and responsibilities for the successful repletion and operating of the **centre**;
 - prepare an action plan which will serve as a guide to the **concerned** panics for progressing with **construction** of the facility, development of the program and actual its **operation**.
-

"2.0 METHODOLOGY

The methodology is segmented in several components which are described below. The basis of the approach is a comprehensive community and regional consultation program to identify interested users and participants, and obtain their input in the development of an appropriate program. This will then be translated into architectural design with cost estimates and a management plan.

2.1 Needs Assessment

Abroad identification of the various user groups which will be assessed for their specific characteristics and needs include the following:

- i) Tourists
- ii) Inuvik community needs
- iii) Regional needs.

Each of the above is represented by several sub-groups and representative organizations and agencies. As part of the study process these will be approached and assessed as to user needs, program suggestions and participation in the form of sponsorship or program assistance. More specifically the subgroups which are identified are the following:

- i) Tourists
 - a) Dempster Highway tourist (mostly summer season): the 1985 tourist survey data will be assessed to determine visitor characteristics and other information which will assist with definition of the centre characteristics. This will include information on destinations, activities and trip motivation.
 - b) Air travel tourists: these are mostly business travelers who come during the off-season. They represent a significantly large proportion of tourists to the Western Arctic. Since no recent market research is available on this group, we propose for the purposes of this

study as well as that of the tourism strategy to undertake an exit survey at the Inuvik airport. The specifics of this survey are fully described in the previous methodology. The questioning will be designed to serve the purposes at both studies.

- ii) Inuvik Community Needs
 - a) Inuvik Town Council
 - b) Chamber of Commerce
 - c) Major industries and employers
 - d) Visitors committee (including summer visitor information booth staff)
 - e) School board
 - f) Inuvik residents
 - g) Library staff and board
 - h) Recreation staff and board
 - i) Arts and crafts organizations.

Personal interviews will be held with representatives of all of the above groups. Senior staff will conduct the interviews with the groups.

A number (in the neighbourhood of 200) households will be randomly selected for personal interviews. Through the assistance of Gwich'in interviewers who can speak some of the Native languages will be selected and trained for the interviewing. In addition to the interviews, a public meeting will be held to give everyone a chance to provide input. The local broadcasting facilities will be utilized to announce the project and tell people when and where to attend or where to send responses with respect to specific needs or ideas for participation and/or programs.

In all of the above cases the interviews will be structured using specially designed questionnaire formats, which will be approved by the client prior to administration. The

areas of **questioning** will deal with identification of **how** the **centre** can serve some of their specific needs, **program** ideas which they have for the **centre**, their willingness to participate as organizers **and/or** presenters of specific program **elements**, potential financial participation and in the **case** of households **socio-demographic** characteristics of households.

c) Regional Needs

A **potential** objective of the **centre** is to serve regional **needs** for all **communities** in the Western Arctic. This **may** be more relevant with the **centres** along the **Dempster** because they are not only close **geographically** but also serve the **Dempster Highway** tourists as they **come** through. To that end interviews will be held with some of the **major** employers and **community** groups and organizations in the **centres**. The **centres** which will be served will essentially include the **Delta Area communities**. The personal interviews with these groups will be done by a senior staff person.

In **addition** to the above specified **communities**, other centres **elsewhere** in the Western Arctic **may** also have an interest in participating and outlining their needs for the **centre**. To that end we **propose** to meet with specific **groups** which represent the various areas. These will include the **following**:

- Shih Tah Regional Council
- Mackenzie Delta Regional Council
- The Inuvialuit Game Council
- Inuvialuit Regional Corporation
- Hunters and Trappers Associations
- Norman Wells Historical Society
- Others as identified.

It is possible that some of these groups will identify other communities or organizations that have a definite interest and ideas to contribute. These will be pursued by visits to the groups and centres.

Industries operating in the outlying areas, such as the oil and gas companies in the Beaufort will be approached for specific program ideas and participation potential. These have the potential of being significant contributors to the centre.

The above described consultation program with the specified groups will serve tourists, community and regional needs for the centre. It will also provide input on program ideas and potential for participation.

-2.2 Roles/Responsibilities and Participation

In addition to the above others, consisting mainly of government agencies, will be approached. Their roles and responsibilities will be identified with regard to sponsoring and participating in the development of the centre, its programs and its on-going operation. They will also be requested to provide specific suggestions for program ideas. Some of these groups will include:

Economic Development

Parks and Tourism

Culture and Information

Canadian Wildlife Service

Renewable Resources

Local Government

Public Works and Highways

Indian and Northern Affairs

Education

TIA-NWT

Others.

Representatives from these will be initially contacted by mail, to be followed by a personal visit with a specific request for a written submission on program ideas and participation possibilities.

2.3 Comparative Assessment

Other visitor/interpretive centres that have elements comparable to that potentially planned for Inuvik, will be assessed. These will include centres at Pagnirtung, Fort McMurray Oil Sands Interpretive Centre, Nakoda Lodge and Bow Valley Provincial Park Visitor Centre, John Janzen Nature Centre and Creston Valley Wildlife Centre.

These will be contacted by phone and mail with a request for literature and specific information on the functioning and operation of the centres. Where feasible to do so they will be visited. The objective of this will be to obtain very specific information on the following:

- program ideas and suggestions;
- facility ideas;
- advice on how to proceed with development of the centre;
- government (at all levels) and industry participation;
- meeting local needs and requirements;
- the operation of the centre;
- what not to do;
- what to do.

It is felt that this practical review will provide very valuable input in the development of the management and operating plan for the centre. This is especially so because it is based on other people's "hands-on" experience and should help us to avoid some of their mistakes.

2.4 Program Suggestions

Eased on all of the above consultations a list of program ideas will be developed. The initial list will be **comprehensive**. It will include such things as the following:

Midnight Sun - 24 hour darkness;

Peoples - uniqueness and cultural variety;

Flora and fauna;

Museum/exhibition;

Outreach programs and facilities;

Artifacts;

Crafts;

Dempster Highway and linkages;

Resources of the Beaufort (oil and gas);

The Mackenzie and the Delta;

The Northern Sky (aurora borealis);

Library;

Audio/visual functions;

shop;

Theatre;

Cafeteria;

Demonstration/education centre;

Teaching crafts and traditional skills e.g. skinning;

Hospitality;

Video-Tech (library on video tape with access stations):

Canoe trail;

Arctic Coast;

Galleries;

Others.

In addition to a straight identification, the above will also be described and assessed as to their **potential**, characteristics and implications, financially and functionally, as well as conflicts. They will be presented on the basis of a priority list.

This priority list will not exclude any aspects under consideration. It will be taken to a **working** session of the steering **committee** at which time it will be thoroughly reviewed. This will result in a final priority list being developed and some of the ideas possibly being deleted from the list.

2.5 Design and Costing

With the **information** from the above, it will now be possible to do the design and costing work associated with the facility. This will include the following steps.

2.5.1 Site Evaluation

The architect will visit Inuvik and in conjunction with the Steering **Committee** will explore various sites suggested for the facility. Given our familiarity with the Inuvik area, we will establish criteria by which to **evaluate potential** sites. Criteria will be **matched** with facility characteristics identified during **community** consultation and may include: view, orientation, proximity to entrance to town, proximity to other **community** facilities and to the river. In addition, technical **considerations** including site dimensions, availability, accessibility, parking, availability of municipal services, gravel sources, soil conditions and drainage will be examined. A **recommendation** for an optimal site will be made at this stage.

2.5.2 Predesign Investigation and Program Development

Bearing in mind the **planned** nature of the town of Inuvik and the present mix of buildings and facilities, it will be necessary to develop a strong, clear "**image**" for the **proposed** facility. Special **landmark(s)** appropriate to the design of this facility, such as the Midnight Sun Clock will be given **special** consideration. Sketches of the "**Image**" of the facility on the site will be prepared. At the same time, the space characteristics or program will be defined by the Project Team and the Steering **Committee**. The program **compiled** by the Architect, will identify users,

activities and functions, areas, capacity requirements and any other requirements of a **general** or specific **nature**; including consideration of access between interior and exterior spaces, horizontal and vertical **movement**, quality of light, sound, air, humidity and environment, furnishings, fixtures and special **equipment**. Because of the multi-faceted nature of this facility, specialists, in, say, **museum** operation, will be called upon to clarify facility requirements. Trends affecting expansion will be examined and **allowances** made in the program for future **growth** (or shrinkage) of facility users, **personnel**, **programs** and services. A program **document based on community** consultation, site evaluation and pre-design investigation will be prepared at the end of this stage, for inclusion in the project brief.

2.5.3 Conceptual Design

The program document is now translated into a facility plan: first through "bubble diagrams" to establish relationships **between** spaces and then through schematic **drawings** which define the essential **plans**, sections, elevations and interior and exterior views of the facility. As facility alternatives are considered at this stage, it is conceivable that **more** than one facility design and **configuration** might be proposed to satisfy the program requirements. In any case, site planning and **landscape** schematic drawings will be prepared at **this** stage, indicating the relationships of interior and exterior activities and spaces. Technical considerations at **this stage will** include building materials, structural systems, mechanical and electrical systems, energy conservation requirements and building orientation. Sketch drawings will be prepared and will be available for public presentation and review.

2.5.4 Capital Budget

Based on the schematic design **sketches**, site conditions, and the instruction climate in Inuvik, a **preliminary** estimate will be made of the capital cost of the proposed facility.

The capital budget will be broken down in standard categories of:

Siteworks

Foundations

Building Shell

Interior Fittings and Finishes

Equipment and Furnishings

Mechanical Services

Electrical **Services**

Design Services

Contingencies

to facilitate evaluation of capital costs of the proposed facility.

The architect will assist in investigating sources-of funding and requirements for funding for **components** of the facility, from both Federal and Territorial Governments as well as **non-government** sources. Phasing of the capital expenditure program will be **recommended** based on project **requirements** and the availability of capital funds. A target construction/implementation schedule will be prepared at this stage. Budget information will be **compiled** for inclusion in the project brief.

2.6 Operating Plan and Budget

In order to facilitate the establishment of the centre and to ensure its long-term viability and success, an implementation plan for development of the facility as well as a long term operating plan specifying operating and maintenance rests, will be developed.

The implementation plan will specify the roles and responsibilities in getting the facility built and the **programming** developed. It will also specify a **time** schedule of when to do what and **how** to do it. As part of this a **construction schedule** will also be developed and provided. In essence this will take the form of a "How to" **manual from when** the consultants' **work** is finished until the construction is **complete** and the **programming** and staff are in place (the **doors** are open for business).

An operating plan for the **on-going** operation as well as an operation and maintenance budget will **be** developed. This will include consideration of the following:

staff requirements

skill levels and training needs

utility and custodial **costs**

management coordination plan

times of operation (days, hours, seasons)

social aspects

programs/services

radio and other media use -

others.

The **above** will comprise a **complete** action plan identifying costs, design and all other relevant **considerations**, in order to **budget** the facility for the next fiscal year and proceed with its construction. If it is considered that it can't all **be** done in "one shot" then a modular concept of **development** will be prepared.

3.0 BUDGET

The study budget is presented on a **component** basis. The estimates are based on a time allocation consistent with **the work** described in the methodology.

Average per **diem** rates of \$425 for **professional** staff time are applied. Architects are at **\$500** per day and interviewers at \$250.

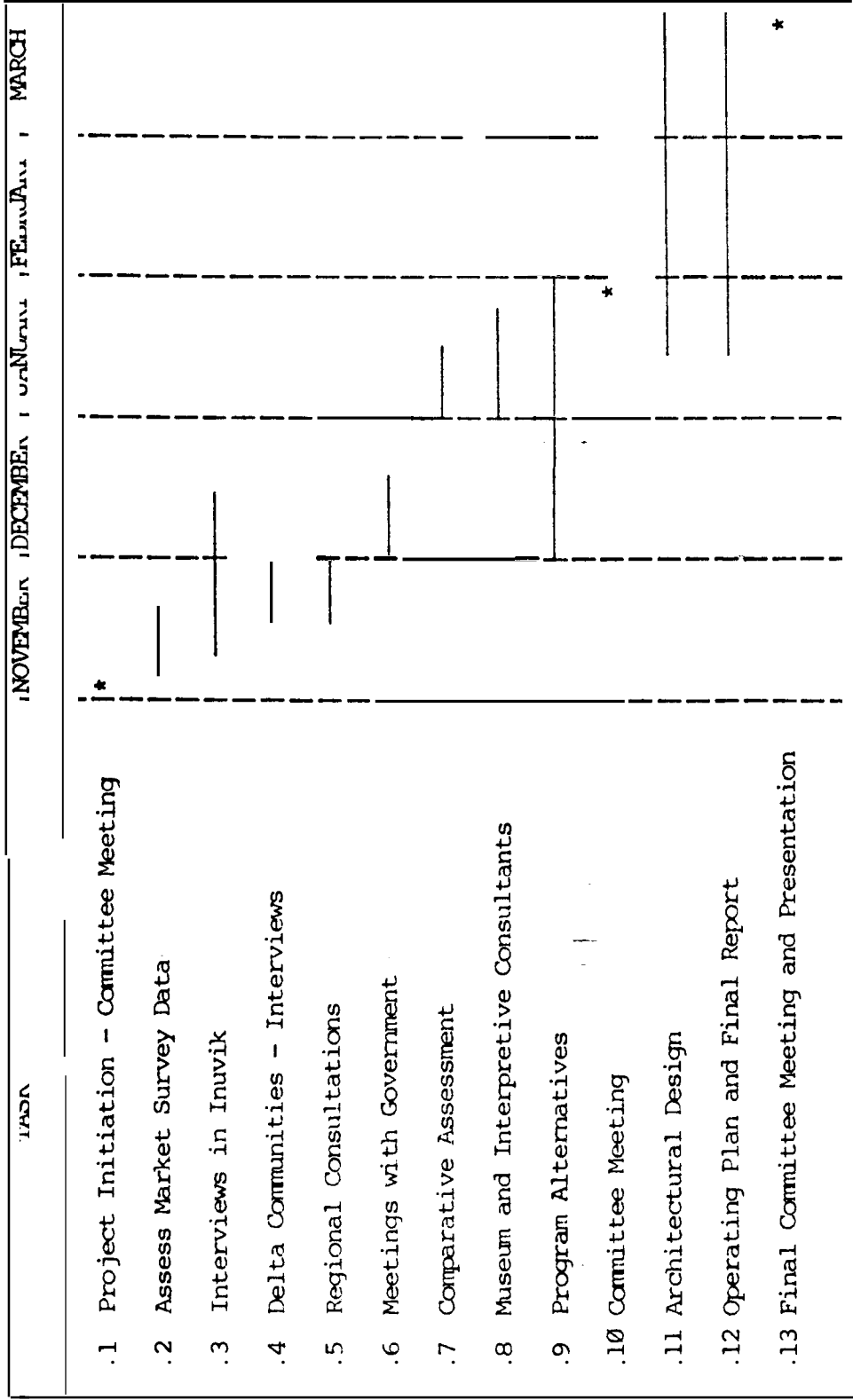
<u>Task</u>	<u>Man Days</u>	<u>Cost</u>	<u>Cumulative Total</u>
J.. Meeting Steering Committee	1 @ \$425	\$ 425	
(No extra disbursements since its cabined with initial strategy meeting)	1 @ \$500	500	
			\$. 925
2. Assess Dempster Market Survey Data	2 @ \$425	850	
			\$ 1,775
3. Assess Airport Survey Data	2 @ \$425	850	
			\$ 2,625
4. Personal interview community groups in Inuvik	2 @ \$500	1,000	
	2 @ \$425---	850	
			\$ 4,475
5. Inuvik residents survey design, administration, analysis	5 @ \$425	2,125	
200 interviews @ 30 min.	13 @ \$250	3,250	
			\$ 9,850
6. Interviews Delta communities	3 @ \$500	1,500	
	3 @ \$425	1,275	
			\$12,625
Travel 2 fares Edmonton-Inuvik		1,500	
Fares to centres 2 @ \$600		1,200	
Subsistence 20 @ \$150		3,000	
(For Tasks 1 to 6)			\$18,325

<u>Task</u>	<u>Man Days</u>	<u>Cost</u>	<u>Cumulative Total</u>
			\$18,325
7. Regional consultation	2 @ \$500	\$1,000	
Meetings in sub-areas	2 @ \$425	850	
fares 2 Inuvik-Good Hope		800	
fares 2 Inuvik-Sach Harbour		900	
subsistence 4 @ \$150		600	
			<hr/> \$22,475
8. Consultation government	2 @ \$500	1,000	
	2 @ \$425	850	
fares 2 Yellowknife-			
Edmonton		1,000	
subsistence 4 @ \$150		600	
			<hr/> \$25,925
9. Comparative Assessment	3 @ \$500	1,500	
	3 @ \$425	1,275	
Travel (unspecified)		2,000	
subsistence 6 @ \$150		900	
			<hr/> \$31,600
10. Description of program	5 @ \$500	2,500	
alternatives	5 @ \$425	2,125	
			<hr/> \$36,225
11. Committee meeting	2 @ \$500	--1,000	
	2 @ \$425	850	
fares 2 Edmonton-			
Inuvik		1,500	
subsistence 4 @ \$150		600	
			<hr/> \$40,175
12. Museum consultant	8 @ \$425	3,400	
1 fare Van-Edm-Inuvik		1,000	
subsistence 8 @ \$150		1,200	
			<hr/> \$45,775

<u>Task</u>	<u>Man Days</u>	<u>cost</u>	<u>Cumulative Total</u>
			\$45,775
13. Architectural Design	3 @ \$500	\$1,500	
- site evaluation			
- fare Yellowknife -Inuvik		400	
- subsistence 3 @ \$150		450	
			<hr/>
			\$48,125
- predesign investigation 6 @ 0		3,000	
- conceptual design 22 @ \$500		11,000	
- drafting 5 @ \$200		1,000	
- capital budget 4 @ \$500		2,000	
			<hr/>
			\$65,125
14. Operating plan O&M	5 @ \$500	2,500	
and final report	5 @ \$425	2,125	
preparation			
			<hr/>
			\$69,750
15. Final review committee	2 @ \$500	1,000	
	2 @ \$425	850	
fares 2 Edm -Inuvik		1,500	
subsistence 6 @ \$150		900	
			<hr/>
			\$ 74,000
Disbursementts (additional)		-.	
. Long distance telephone		500	
. Clerical 5 @ \$150		750	
. Reproduction (including			
final report and drawings)		1,000	
			<hr/>
			\$76,250

It is also possible to reduce this budget by deleting some of the items in the consultation process. The items that could be deleted in whole or in part are 5, 6, 9 and 12.

STUDY SCHEDULE



5.0 STUDY TEAM

The study team will be comprised of the following individuals (descriptions are provided in the previous study team description).

Vivian Manasc will be responsible for the overall study coordination. In this task, particularly with the consultation process, she will be assisted by Roger Lefrancois. She will also be responsible for the architectural component of the work program.

Roger Lefrancois will assist Vivian with the study coordination particularly with respect to the consultation process and definition of program elements. He will be involved in all of the work components except the architectural. He, through HLA Consultants, will provide the financial administration for the project.

Pam&a Wight will assist with the consultation process, the market data assessment and the definition of program alternatives.

Cliff Wallis, who has considerable experience in interpretive planning will be a resource person providing definition for interpretation and program alternatives.

Nathalie McFarlane, who is an experienced museum specialist from Vancouver and who is currently involved in planning for Expo, will act as a resource person for providing sane direction on the museum component.

Margaret Meikle, who is also a well known museum specialist, will provide most of the guidance and interpretation necessary for the museum component.

PA

Sept. 85

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TOURISM DEVELOPMENT STRATEGY
AND MARKETING PLAN FOR
THE WESTERN ARCTIC TOURISM
DESTINATION ZONE

Western Arctic Visitors Association
Box 1525
Inuvik, NWT
XOE 0T0

Attn: Mr. Uli Mast
WAVA Projects Director

and

Economic Development and Tourism
Government of the
North West Territories
P.O. Box 1320
Yellowknife, N.W.T.
XIA 2L9

Attn: Mr. P.3. Neugebauer
Head, Program Development
Tourism and Parks

John G. Fraser
Partner

Gillian Hamilton
Senior Consultant

Linda Swaine
Senior Consultant

Vancouver, September 19, 1985
/bs/cl/kc

Thorne Stevenson & Kellogg

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I

INTRODUCTION

Thorne Stevenson & Kellogg was one of several companies contacted by the Department of Economic Development and Tourism (DEDT) of the Government of the Northwest Territories (**GNWT**) in conjunction with the Western Arctic Visitors' Association (**WAVA**). In your letter of May 13, 1985, we were invited to submit our qualifications and proposal concepts for a Tourist Development and Marketing Strategy study.

We responded to this invitation on May 31, 1985. On August 8, 1985 we received a letter from WAVA telling us that we had been short-listed and asking us to submit a more detailed proposal.

Our proposal is based on the following sources of information:

- ▶ The guidelines and project requirements of May 13, 1985, subsequently amended by the Addendum to your letter of August 8, 1985.
- ▶ A reconnaissance trip to **Yellowknife, Inuvik** and Tuktoyaktuk where we met with several key personnel.
- ▶ Further telephone conversations with these people and other relevant contacts.
- ▶ A review of a variety of published documents and our own reports.
- ▶ A number of meetings and planning reviews with our own consultants who are familiar with the NWT and tourism strategy planning.
- ▶ The draft terms of reference for the planning of a Visitor Centre in **Inuvik**, sent to us on September 4, 1985.

A list of **people** we talked to and the documents we reviewed is given in Appendix C.

The study calls for the preparation of a blueprint for directing the development and marketing of tourism in the Western Arctic, a detailed action plan to guide the implementation of this proposed development, and a series of marketing strategies.

Your terms of reference were detailed and the study itself will call for a very wide range of skills for its successful completion. **Thorne** Stevenson &

Kellogg is a broad-based management consulting company offering a wide range of consulting services through its professional staff. However, certain components of the study call for **very** specific skills and experience which are not typically available even in a company-as widely based as ours.

We have therefore complemented our study team by the addition of several other firms and individuals who can provide these special skills and experience.

Thorne Stevenson & Kellogg (TSK) will act as the lead consultant. As such, we will be responsible for project management. This is a key function of any study as complex as this one. It is particularly important when the study includes several companies and a variety of disciplines. **TSK** has on many occasions taken on this role in a multi-disciplinary setting. We have worked with several of these other firms before on major projects.

As a firm we have undertaken many studies involving development, marketing and implementation strategies. We have specific experience in these kinds of studies for the tourist industry for provinces, **regions** and communities. We also have carried out many studies for individual tourist developments involving economic feasibility analysis, marketing and implementation plans for both the public and private sector. We have developed special skills in community consultation processes. We also have specific experience in socio-economic consulting for the Aboriginal people of Canada, including the development of training programs for the hospitality industry. This range of skills and experience will enable us to participate fully in nearly every aspect of the study.

Other firms and individuals that will assist us and their special functions are as follows:

- ▶ Ecosign Mountain Recreation Planners will provide us with graphic and mapping skills, assessment of snow-based opportunities, site design and recreation project feasibility.
- ▶ Parks, Recreation and Planning Inc. will be responsible for natural and historical inventory assessments, the Dempster Highway Master Plan, and assistance in community consultation.
- Hecla Consultants will provide us with engineering expertise and assistance in project economics and cost-benefit analyses.
- ▶ Arctech Resource Management Services will advise us on regional data bases and northern community and consultation approaches.
- ▶ Novacorp Consulting Inc. will provide insight into the potential economic impact of tourism in the North.
- ▶ Charlie Evalik and Rick Hardy will provide advice on consultation with Aboriginal people.

We are confident that this consortium of firms and individuals will provide the right blend of skills and experience required for this complex and challenging assignment.

Should you have any immediate questions about our proposal, please contact John Fraser at our Vancouver office. Thank you for giving us this opportunity to submit a bid. We look forward to meeting with the Steering Committee to discuss our proposal in more detail.

Gillian Hamilton

OUR UNDERSTANDING OF YOUR REQUIREMENTS

A. YOU DO NOT NEED A 'GEOGRAPHY LESSON'

As one of our contacts said to us during our trip to the Northwest Territories, "I don't need a geography lesson." In other words, what you do not want us to do is to give you a lot of information that you already have or are well aware of.

We intend to follow this principle in our preparation of the study. We have also attempted to follow this principle in the preparation of this proposal. So we are not going to feed back to you all the information that you gave us in your study guidelines. But, we will highlight the areas of concern that we think are significant.

B. OUR WORK PROGRAM IS DESIGNED TO FIT YOUR STUDY GUIDELINES

You recognize that the Western Arctic is a region of the Territories that, by virtue of its transportation systems and support services, should be attracting a lot more tourists than it does at the moment. But so far, the existing services and infrastructure that could be used by tourists rely, for the most part, on business and commercial travelers.

Nevertheless, you state, and we see no reason to disagree with you, that the potential of the region is immense due to its diverse and spectacular mix of natural and cultural resources. People in the travel industry are definitely interested in the region and would like to be able to market a range of tours, trips and packages to clients that want to experience this kind of holiday.

As you go on to state, tourist industry representatives agree that a planning process must take place before investment can be attracted to the area, be it public or private money.

Typically, this process involves an inventory and evaluation of resources, an identification of opportunities and a matching of these with potential markets. Only when this is completed can you go on to other tasks such as a strategy to market the opportunities to tourists, a strategy to develop tourist services and an implementation plan for both the tourist development and marketing strategies.

Your study guidelines call for such an approach and our work program is designed to meet these requirements.

C. **YOU WANT US TO FOCUS ON SPECIFIC OPPORTUNITIES**

Within this tourist development and marketing strategy context, however, you have emphasized that we should concentrate on specific opportunities.

You do not want us to give you a list of tourist resources and tell you where they are. You want us to cluster several resources into a specific tour package, tell you who and where are the likely patrons, and how you can get in touch with them.

You do not want to be told that here is a great river with good fishing. You want to know if there is a specific opportunity to get into the business of renting out boats. If so, how many should be bought, how **much** will they cost, how many other jobs can be created and will the owner make a profit? You also want to know that it will be a six-month operation, where little old ladies in high-heeled shoes are not likely to be customers.

D. **YOU WANT US TO CAST OUR NET WIDE**

In identifying the specific opportunities, you want us **"to** give consideration to the whole range of potential vacation of firings."

Our consulting team can certainly come up with ideas based on their experience in other regions and other countries. People from the DEDT who now have considerable experience gained from **earlier** tourism studies, will **have** suggestions to make. But the main source of information on opportunities will be the people who live and work in the 12 communities that you have highlighted.

And what is important here is that we provide a way for these people to come up with these ideas freely and openly. We are quite proud of our success in providing forums and comfortable settings where people can speak their minds, and in a later chapter we describe in more detail our approach to public consultation in the study.

E. **YOU HAVE IDENTIFIED SPECIFIC STUDY PRODUCTS THAT YOU NEED**

For each of the 12 communities and for the region as a whole you need:

- ▶ A tourist development strategy identifying, prioritizing and costing new developments and upgrading requirements > attraction% **and** events associated with identified vacation offerings. Community involvement will be identified. Associated training requirements and programs will be detailed.
- ▶ A five-year marketing strategy for the **identified tourist** opportunities detailing themes, marketing methods and the costs and timing of the marketing plan. Again, community involvement will be identified and training requirements-and programs detailed.
- ▶ An implementation strategy covering the various components of both the **development** and **marketing** strategies. The components will be prioritized, costed and phased. The relative roles of the private and public sectors will be identified.

The community strategies may need to be grouped into three sub-area strategies. These sub-areas are tentatively identified as the Beaufort, Delta and Great Bear Lake.

You also require a Dempster Highway Master Plan. This development/upgrading plan will include preliminary working drawings for tourist services within the NWT section of the highway. It will incorporate development, marketing and implementation components associated with identified tourism opportunities. Public and private sector involvement will be clarified.

In your letter to us of September 4, **1985**, you discuss the need by WAVA for a study of a proposed Visitor **Centre** in **Inuvik**. You said that this study could be funded under the EDA agreement **or** **be** part of the tourism and marketing strategy. We think that the latter course is preferable and have therefore added this analysis to the several study products.

Also required is an analysis identifying, wherever possible, the costs and benefits associated with the proposed development strategy. This **will include** positive and negative economic, social, cultural and environmental impacts.

Also required is an analysis of the relative contribution of the tourist industry to the regional economy, both now and in the future.

F. **WE HAVE IDENTIFIED SOME ADDITIONAL PRODUCTS**

→ Optional

In addition to those products you have specifically asked for, we are including in our study program a series of optional products that we think would complement the study as a whole. These include:

- * ▶ Feasibility analysis and conceptual development of a major tourist attraction.
- ▶ A prototype community-based tourism plan. - H LA office - one for each community
- * ▶ Hospitality industry training manuals.
- ▶ Specialty tour package. one? " " "
- ▶ Entrepreneurs' directory. ?

Details of these optional products are provided later in this proposal.

Exhibit II-1 shows in a schematic way both the specified and the optional products of the study.

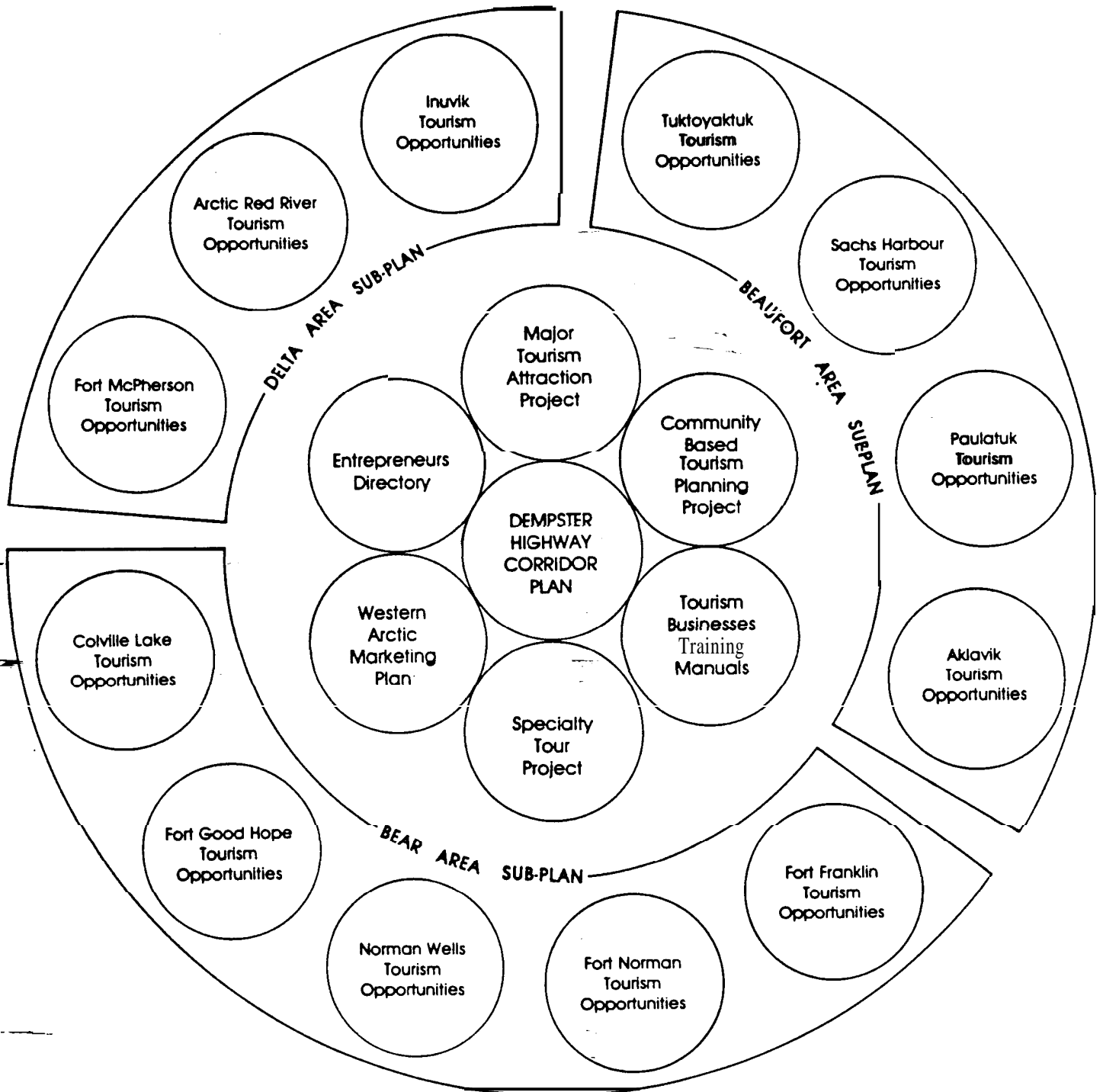
G. **YOU WANT US TO ENHANCE COMMUNITY AWARENESS THROUGH THE USE OF AUDIO-VISUAL AIDS**

The various study products we have identified (including our optional ones) will be incorporated into a technical report.

However, one of the objectives of the **study** and the study process itself is to increase community awareness of the tourist industry. Our public consultation process will achieve this to some extent. In addition, however, you wish us to provide three short interim reports and a concise summary report suitable for general public distribution.

You also want us to enhance the presentation of these four reports by making as much use as we can of photographs, graphics and other audio-visual presentations.

WESTERN ARCTIC REGIONAL TOURISM STRATEGY



GENERAL APPROACH

A careful reading of your study guidelines led us to develop a four-phased approach to the study and one optional phase that includes the additional products that we discussed in the preceding chapter. These five phases are identified as follows:

- A. Study research and design.
- B. Assessment of tourist opportunities.
- co Development and **marketing** strategies.
- D. Optional projects.
- E. Implementation strategy.

A brief description of each phase follows.

A. STUDY RESEARCH AND DESIGN

The main purpose of this first phase is to achieve the following:

- Gain your acceptance of our work study program.
- ▶ Design and obtain your approval of our awareness program.
- Identify, collect and review **all** reports, proposals and plans relevant to the study.
- Begin the preparation of base plans and initiate mapping procedures.
- ▶ Review the long-range tourism development and marketing strategies of the GNWT and all available policies and programs.
- ▶ Obtain details on existing funding programs.

At the end of this phase we would request a meeting with the Steering Committee to discuss any major deficiencies in the data base and obtain your approval to proceed to Phase B.

B. ASSESSMENT OF TOURIST OPPORTUNITIES

There are three main threads running through the second phase of the study:

- An assessment of the current situation in the Western Arctic in terms of existing (or most recently available) visitation levels and the tourist opportunities now being offered to the general public.
- An identification of resources suitable for inclusion in a tourism opportunity (trip, tour, holiday package, etc.) based on an inventory of tourist resources tempered by constraints on the resource itself and constraints on tourism in general.
- Consultations with communities and organized groups using both a formal and informal process to obtain their ideas on tourism opportunities.

By pulling together these three threads we will be able to identify and assess a complete range of tourism opportunities. A description of these opportunities and our assessment process in report form will be presented to the Steering Committee for discussion and approval. After this meeting a **short** interim progress report with supporting audio-visual aids will be prepared for the general public.

The final component in this second phase will be the preparation of the **Inuvik Visitor Centre** study. This study will be presented to the Steering Committee at the same time as the development and marketing strategies.

C. DEVELOPMENT AND MARKETING STRATEGIES

We assume that following the presentation of our assessment of tourist opportunities a selection will be made of those that will form the basis of the development and marketing strategies. These selected tourist opportunities will now be matched with their potential markets. At this point the study program will split into two distinct, but associated, functions: the marketing strategy process, and the development strategy process.

The marketing study process will present a five-year plan for the marketing of the selected tourist opportunities detailing themes, marketing

methods and the costs and timing of the plan. This strategy will be based on surveys of travel wholesalers and leading operators in the area. We will also survey competitive marketing plans. Once these two surveys have been completed and **analysed**, we will meet with the Steering Committee to discuss the implications of our findings. The strength of the response to our proposed opportunities may influence the conduct of the rest of the study. The plans for the Western Arctic will be developed at the community level where relevant and for the area as a whole. A separate plan will be prepared for the **Dempster Highway**.

The development strategy process will present the development and upgrading opportunities for tourism services plant, attractions and events. Development and upgrading requirements will be based on an analysis of visitor requirements and a **projection of visitors** generated by the identified tourist opportunities. ~~These development and upgrading~~ requirements will be established for each community, for the area as a whole, and for the **Dempster Highway** in particular.

On completion of both these strategies an **impact analysis** can be undertaken to determine potential costs and benefits of tourist development in the region. Also, we will be able to indicate the existing and the potential contribution of the tourist sector to the region% economy.

We will present our development and marketing strategies in two separate reports to the Steering Committee for discussion and approval. Subsequently, two short interim reports will be prepared for the general public with complementary audio-visual aids.

D. OPTIONAL PROJECTS

At the completion of Phase C we would now undertake some or all of the optional projects that we have identified as being complementary to the study as a whole. Each project would be presented separately to the Steering Committee and, subject to their approval, some or all of them could be made available to the general public.

E. IMPLEMENTATION STRATEGY

We are recommending that before we present the implementation strategy, a regional tourism seminar should be held at a well known or some other suitable location. At this seminar, WAVA can present both the regional development and marketing strategies. The consultants will be available to help in this presentation.

*W.A.V. Steering Committee
would issue a letter
to W.S.C.
>>.@*

The presentation of individual tourist opportunities and development projects could be made by their proponents as a community or as a group.

Allowing a suitable time for feedback from the seminar, we will then prepare an implementation strategy. This strategy will be prepared on a community basis and for the region as a whole. It will cover both the development and the marketing components that will be prioritized, costed and phased. The relative roles of the **public** and private sectors will be identified.

A separate implementation strategy will be prepared for the **Dempster Highway**.

We will present our implementation strategy to the Steering Committee in report form for discussion and approval. Following this, we will prepare a detailed technical report covering the study as a whole.

At this point, we will pull together the development, marketing and implementation strategies for the **Dempster Highway**. ~~and prepare~~ the **Dempster Highway Master Plan**. This Plan will include preliminary Working drawings for tourist services within the **Dempster Highway Corridor** within the NWT.

We will also prepare a concise summary report suitable for distribution to the general public with complementary audio-visual aids.

F. PUBLIC CONSULTATION PROCESS

Our public consultation process and awareness program will be running continuously throughout the study. Final details will be made available after you have awarded us the contract.

Meanwhile, in Appendix B we have **outlined** our thoughts on the process as we see it.

IV

STUDY WORK PROGRAM

As we described in Chapter III we have designed a work study program that consists of four mandatory phases and one optional phase. Each phase consists of several components. In Exhibit IV-1 we illustrate the linkages between the several work program components.

Our description of study tasks is tempered by two considerations:

- ▶ As we told you in our earlier presentation we were impressed by the thoroughness of your study guidelines. If we deviate from any of your requirements we will say so. Our main emphasis in this presentation of our study program is to show you how **the** various tasks link together and ensure that the flow of information generated can lead to well-founded conclusions.
- ▶ Your study guidelines call for a detailed work program that we must prepare and submit to the Steering Committee for review. This task is part of the project itself. Therefore, we are describing our study program in this proposal at a level of detail somewhat less than this. We have, however, taken into account your specific requirements in costing out the study.

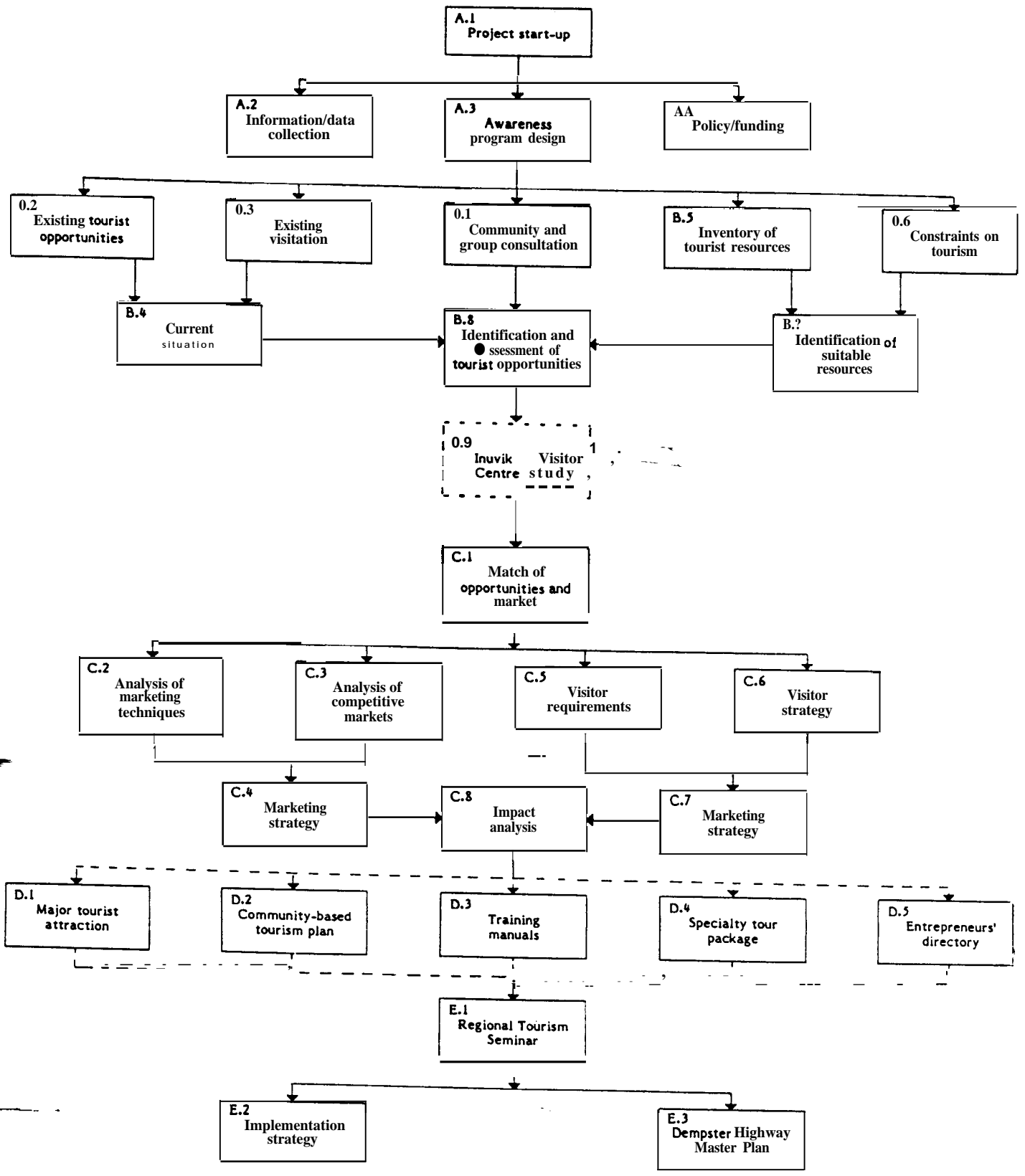
*the S told ... 4
times were at
times confusing
and d... &
always link
together!*

A. STUDY RESEARCH AND DESIGN

1. Project start up

As soon as we have received your authorization to proceed, we will prepare and submit to the Steering Committee a detailed work program as outlined in Item 7.1 of your study guidelines. We will then set up a meeting with the Steering Committee. The purpose of the meeting will be to introduce the core members of our consulting team, to discuss, review and get your approval of our detailed work program, and to finalize contractual arrangements. At the time of this meeting we would also like to receive from you all reports, proposals and plans relevant to the study.

This component will account for an estimated 8 to 9 working days.



2. Information/data **collection**

We understand that it is our responsibility to identify, collect and review reports, proposals and plans relevant to the study. We will also be responsible for the gathering, interpretation and analysis of all base information required to successfully complete the project requirements. We also understand that it is our responsibility to prepare any required base plans, using the metric system. We will describe our proposed mapping activities in our detailed work program. Any other reports, proposals and plans that we use in the course of this study will be referenced in our technical report.

This component will account for an estimated 6 to 7 working days.

3. Awareness program **design**

We will be responsible for designing and following the approval of the Steering Committee, implementing an awareness program as an integral component of the planning process. We have the **skills** available within our consulting team whereby we can develop simple, cost-effective audio-visual presentations for use in the awareness program. The awareness program will be designed to provide interested residents and groups of the area with an understanding of: the fundamental characteristics of the tourism industry; the interests, nature and likely demands of tourists; the potential costs and benefits associated with participation in the tourism industry; and, the opportunities, techniques, and **pre-requisites** to successful participation in the tourism industry. This will take the form of an audio visual presentation. Other written presentations with supporting audio-visual aids will also form part of this program. (See Appendix B)

This component will account for an estimated 9 to 10 working days.

4. Policy/**funding**

We understand that in the preparation of the tourism development strategy, the marketing strategy and the implementation strategy for the Western Arctic, we must work within the framework of the **GNWT's recently-**adopted long-range tourism development and marketing strategies, and their associated policies and programs. Our recommendations will reflect the several concerns you have itemized in Item 7.3 of the study guidelines.

✓ When detailing new program initiatives, we will fully consider opportunities for funding through existing government programs. We are familiar with many of these programs and we also appreciate the level of detail required and the complexities of the funding process.

This component will account for an estimated 7 to 8 working days.

B. ASSESSMENT OF TOURIST OPPORTUNITIES

In reading our description of the Phase B activities we ask you to be aware of the distinction we have drawn between tourist opportunities and tourist development. A tourist opportunity can also be described as a vacation offering and involves one or several tourist resources linked together by an appropriate transportation network. The visitors attracted to the region by these tourist opportunities will in turn generate a demand for tourist services, such as hotels, restaurants, campgrounds and other **infrastructural** requirements. These tourist services are defined as tourist development.

1. Community and group consultation

As we stated earlier, we intend "to" run the awareness program in conjunction with our consultations with communities and organized groups. We refer you again to Appendix B for a **more detailed discussion** on our approach to this study component. We would emphasize again our experience with Aboriginal peoples. In much of our work for them we have had **to reconcile** economic criteria with social aspirations, and have developed assessment techniques whereby economic opportunities can be ranked within a socio-economic framework. We **will** be consulting with Government Field Service Officers **as** part of this process.

This component will account for **an** estimated 65 to 70 working days.

2. Existing tourist opportunities

On the basis of interviews with knowledgeable individuals within the region, we will inventory and **review tourist** opportunities or vacation offerings now being offered within the Western Arctic. We will pay particular attention to the role of industrial tours and attractions. We will **inventory** and review vacation packages that are being offered in the area in terms of their itinerary, client demographics and cost

This component will account for an estimated 6 to 7 working days.

3. Existing visitation

Based on secondary information (that is to say we will be undertaking no original research of our own) we **will** describe existing highway and community visitation in the Western Arctic. Market research carried out by our sister company, Canadian Facts, will be particularly useful. Visitation will be described in terms of visitor profiles and other relevant factors as listed in Item 7.8 of the study guidelines. This component, therefore reflects an analysis of existing data.

This component will account for an estimated 9 to 10 working days.

4. Current situation

We will now match our information on existing tourist opportunities in the Western Arctic with current visitation levels. In this way, we will begin to understand the interaction that can occur between tourist opportunities and tourists. In other words, we hope to be able to use information on market profiles for existing opportunities to develop marketing models for new opportunities.

This component will account for an estimated 7 to 8 working days.

5. Inventory of tourist resources

On the basis of available written information, field investigations and interviews of community residents, we will now develop an inventory of those natural features, natural systems, archeological resources, sites of cultural and historical interest, and other special features of the **landscape** or 'lifestyles that are suitable for inclusion in visitor tours.

This component will account for an estimated 14 to 16 working days.

6. Constraints on tourism

On the basis of available written information, field investigations and interviews of knowledgeable individuals, we will identify and describe the constraints on tourism within the region. Factors we **will** include in this analysis will be those as listed under Item 7.6 of the study guidelines. We will place particular emphasis on the constraints to tourism imposed by the existing tourism infrastructure and services. We **will** inventory and critically assess the quality, numbers and appropriateness of the **existing** private sector services, and those services and facilities offered by the GNWT.

This component will account for an estimated 11 to 13 working days.

7. Identification of suitable resources

From our complete inventory of tourist resources we will now select those that are suitable for inclusion in vacation offerings. In determining the suitability of each of the inventoried resources we will give full consideration to the factors listed in Item 7.5 of the study guidelines. Our selection of suitable resources will also be tempered by the identified constraints to tourism within the area.

This component will account for an estimated 9 to 10 working days.

8. Identification and assessment of tourist opportunities

In this component we will pull together the opportunities that have been provided through our community and group consultation program, and the

opportunities we have generated for ourselves on the basis of our identification of suitable resources. These opportunities will now be assessed on the basis of our knowledge and experience of the acceptance of similar opportunities in the Western Arctic and in other regions.

This component will account for an estimated 13 to 15 working days.

9. **Inuvik Visitor Centre Study**

While we are carrying out study components **C.1** through **C.6**, we will incorporate into our research program information requirements relevant to the **Inuvik Visitor Centre Study**. This information will form the basis of the study as a whole. The study will cover the first two phases of the six phases required for a capital construction project: Planning and Predesign. It will incorporate the project requirements as outlined in item 7.0 of your terms of reference of September 4, 1985.

c. **DEVELOPMENT AND MARKETING STRATEGIES**

1. **Match of opportunities and markets**

We are assuming that having reviewed our detailed assessment of identified tourist opportunities, the Steering Committee will discuss them with us and select those that warrant further analysis. In this component, we will investigate, analyze and describe potential national and international markets for these selected tourism opportunities. This will be achieved by a consultation process as you have outlined in Item 8.1 of the study guidelines.

The survey of international **wholesalers**, those operating in the NWT and neighboring jurisdictions, leading operators and tourism agencies will enable us to judge the potential for marketing identified opportunities. Depending on their response, we may wish to reassess our position at this point.

This **component**ⁿ will account for an estimated 5 to 6 working days.

2. **Analysis of marketing techniques**

In study component **C.1** we will have interviewed in person and by telephone a variety of individuals connected with the travel industry with regard to our selected tourist opportunities. In this component we will collect and analyze their responses to questions regarding the marketing of these tourist opportunities. Marketing techniques used by these wholesalers and other tourist agencies will be inventoried and reviewed. We will provide a list of organizations interested in marketing tourist opportunities in the region, and provide a profile of travel trade agencies.

This component will account for an estimated 4 to 5 working days.

3. Analysis of competitive markets

We will provide an analysis and profile of competitive tourist opportunities, (Note: we have defined a tourist opportunity as one or several tourist resources linked together by an appropriate transportation network) especially in Alaska and the Yukon. When carrying out the required interviews for component **C.5** we will also inventory and document the extent and types of successful marketing techniques used by the government and the private sector in marketing these competitive tourist opportunities.

-This component will account for an estimated 4 to 5 working days.

4. Marketing strategy

On the basis of the tasks undertaken in study component **C.5** and **C.6** and other relevant information gathered throughout the study, we will now prepare a marketing strategy for each community, for sub-areas if required, and for the region as a whole. A separate marketing **strategy** will be prepared for the **Dempster** Highway.

*consulted done
not recommended,
this is done*

These marketing strategies will cover a five-year period and will detail area themes, appropriate methods of marketing each of the identified tourism opportunities, likely cost of each of the proposed marketing activities, and timing or phasing. For each relevant and interested community, we will prepare a sample of regional tour packages as **outlined** in Item 8.4 of the study guidelines. We will identify and prioritize market segments. We will describe feasible strategies and services that **should** be adopted by both the private and the public sectors in order to increase visitation in the shoulder and off-seasons. We **will give** consideration to inter-community cooperation in both the development of tourist opportunities and in their packaging.

This component will account for an estimated 18 to 20 working days.

5. Visitor requirements

On the basis of the markets we have established for our selected tourist opportunities, information we have collected on the current use of tourist services to the region (see component **B.3**), and our own experience of visitors needs, we will now provide a description of the likely visitor requirements for key **traveller** services on a community basis. These **traveller** services will include, but not be limited to, those **you** have **listed** in **Item 8.3** of the study guidelines. By comparing these requirements with the inventory of existing tourist services, we will be able to identify opportunities within each community and for the **Dempster** Highway in particular, for new tourist development or the upgrading of existing tourist services.

This component will account for an-estimated 13 to 15 working days.

6. Visitor projections

For new and expanded tourist developments and services, we will now provide an indication of the types and numbers of visitors likely to make use of them, based on our previous market analysis. We will use these visitor projections **to** help us in the preparation of preliminary feasibility assessments for substantive, new or expanded, private sector tourist developments and services.

This component will account for an estimated 9 to 10 working days.

7. Development strategy

The tourism development opportunities that we have identified will now be incorporated into a presentation on a community basis, a sub-regional basis if appropriate, and for the region as a whole. A separate presentation will be made for the Dempster Highway. This presentation will take the form of a development strategy since it will incorporate our recommended tourist developments ordered as to scale and type and their associated capital and operating costs. The strategy will also include the magnitude, variety, type and location for all recommended new or improved public visitor services and activities. We will also give special consideration to mechanisms or programs designed to enhance community involvement.

This component will account for an estimated 14 to 16 working days.

8. Impact analysis

On completion and acceptance of our development and marketing strategies we will now be able to analyze their impact on the region. We will therefore undertake those tasks outlined in Item 8.8 of the study guidelines. We must emphasize that this analysis will not be a benefit cost analysis in the academic sense. For example, we will be able to assess direct impacts such as additional employment and revenues. Indirect impacts will probably be estimated using an appropriate tourist industry multiplier. Several of these impacts can be described on a qualitative basis only. Otherwise the study costs would be significantly increased. The relative contribution of the tourist industry to the region's economy as a whole **will** be provided as outlined in Item 8.9 of the study guidelines.

This component will account for an estimated 11 to 12 working days.

D. OPTIONAL PROJECTS

1. Major tourist attraction

We suspect that early on in the assessment of tourist opportunities

This is expected to be done with about half a dozen of the "top priority" potential developments. The consultants need identify.

we will become aware of **several** potential **major** tourist attractions. We propose that you give your approval for the concept development and the detailed feasibility analysis of one of these attractions. An example would **be** a new museum in **Inuvik**. Instead of simply identifying this attraction and providing rough order of magnitude costs, we would provide a conceptual design, associated capital costs, and estimates of annual revenue and expenditures. If the museum were to have a theme which reflected major oil and gas exploration activities in the North, we could also develop a prospectus for use in inviting funding for the museum from the major oil and gas companies. Thus, you would clearly know on what basis you would support the attraction and you would also have conceptual and financial **tools** to enhance the implementation.

2. Community-based tourism plan

We are recommending that one community that is interested in community-based tourism planning, **could** become a prototype for this process in the Western Arctic. We propose that a community that has indicated a strong desire for locally-based tourism be given extra resources **to** work with the consultants in the creation of a much more specific community-based tourism plan. This plan would differ from those prepared for other communities through its level of detail and the amount of local involvement.

- would occur as a result of consultants' work as all ... this is a \$0m+ investment or plan for major tourism thrust

3. Training manuals

We expect that as we assess the tourism opportunities at the regional and **local** levels, that certain generic categories of tourism business enterprises would become apparent. Examples might be fast food operations, small hotel operations or arts and crafts stores. We feel there is a need for training manuals within these generic categories of business. We are therefore proposing that we prepare up to three tourism business training manuals, with supporting videos as appropriate.

- some degree of this effort is expected as a product of the (B.4 later to T & R) that an option!

4. Specialty tour package

We are recommending that we take at least one of the identified tour opportunities and develop it into a very specific tour package for the region. We would identify the tour elements for the visitor, the facilities and activities to be developed or tied together, and an appropriate pricing and marketing plan. We would also identify a specific entrepreneur to work with us in developing this tour package so that it would effectively become the basis for a viable business. We would then provide a set of guidelines based on the experience we have gained in the developing of this specialty tour package.

initially section ... this detail provided.

5. Entrepreneurs' directory

In our community consultation process, we expect to become aware of individuals who have either the interest **or** the capability of operating a tourist business. Based on this awareness, we are proposing to create an

part of study process, again, not an option!

entrepreneur% directory which would identify those individuals who should be sought out when specific tourist development projects are being considered. This directory could be updated on an annual basis.

E. IMPLEMENTATION STRATEGY

1. Regional tourism seminar

We are recommending that, once the tourism and marketing strategy documents have been developed, a significant regional tourism seminar be held before we prepare the implementation strategy. We would recommend that invitations be sent to as wide an audience as possible, including all organized groups and local associations that were identified during the community consulting process. At this point we are recommending that WAVA can present both the regional development and marketing strategies. The consultants would be available to help in this presentation. As we stated earlier, we are recommending that the presentation of individual tourist opportunities and development projects should be made by their proponents. We believe that this is a seminar that could benefit from video **recording**. This video recording could be made available to local community TV **channels**. In addition, the video recording **could** be made available to groups and other organizations on request.

WAVA, it is consultant's recommendation

This component **will** account for an estimated 8 to 9 working days.

2. Implementation strategy

We recommend that a certain amount of time be allowed to **lapse** so that we can benefit from feedback from the regional tourism seminar **before** we prepare the implementation strategy. This implementation strategy will address all the issues-you have detailed in Item 8.6 of the study guidelines.

This component will account for an estimated 16 to 18 working days.

3. Dempster Highway Master Plan

We will pull together the tourist development, marketing and implementation strategies for the **Dempster** Highway. We will expand on these strategies to include preliminary working drawings for new or renovated tourist plant.

the time in the development

No additional professional time is required for this component. Production costs of the report have been costed separately.

- community consultation process is my opinion!
- don't deal with type of info. have obtained from whom
- i.e. not relying on direct info. but people who are
as well

STAFFING, TIMING AND COSTS

A. STAFFING

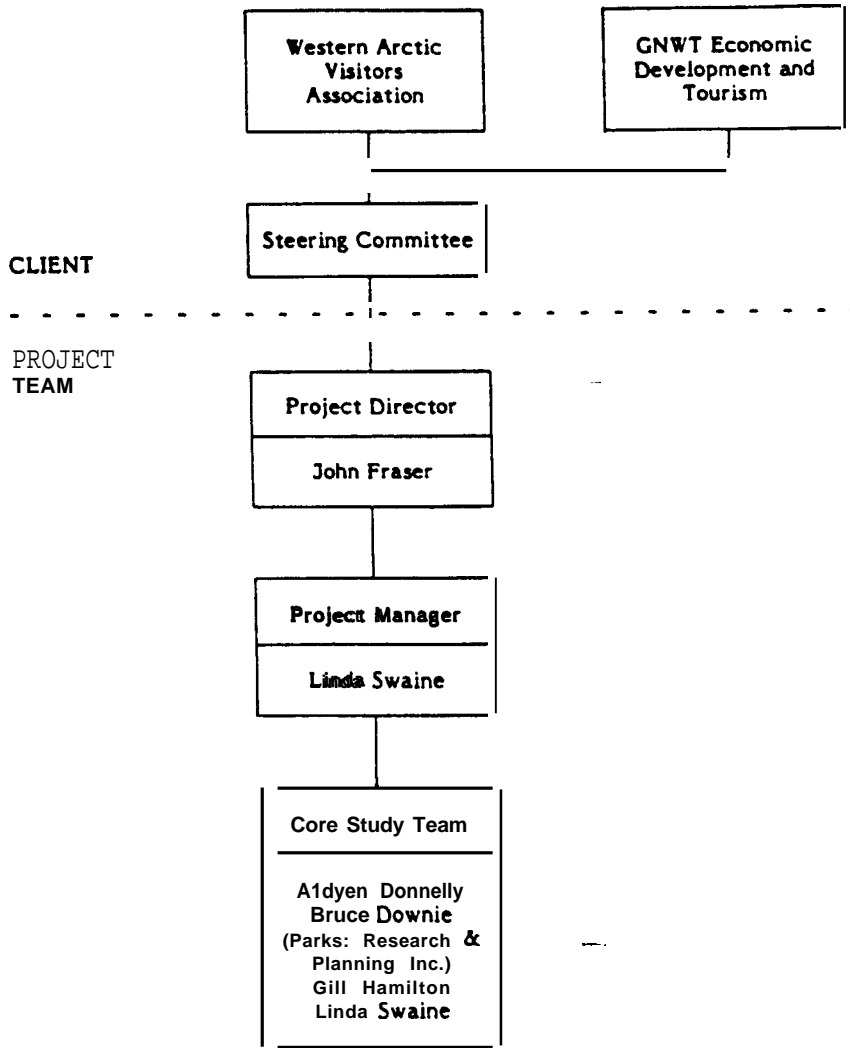
We propose that this study be undertaken by a small core study team who will be the primary consultants within the study area. Our core team will consist of Mr. John Fraser, Ms. Linda **Swaine**, Ms. **Aldyen** Donnelly, Mr. Bruce **Downie** and Ms. **Gillian** Hamilton. The core team will be supported by other personnel from **Thorne** Stevenson & Kellogg and resource personnel from the **firms** that make up our larger study team. In Exhibit V-1 we present project organization charts.

Mr. John Fraser, Managing Partner of our Vancouver office **will** be Project Director for this study. Mr. Fraser has 10 years consulting experience in both the public and private sectors and has recently completed three years in industry in a top line management position. He has worked in the areas of finance, corporate strategy, organization, marketing/market research and physical distribution. He will have executive responsibility for completion of this study and will be present at all Steering Committee Meetings. He will also be involved in any organizational reviews that may be required.

The Project Manager would be **Ms. Linda Swaine**, Senior Consultant of **Thorne** Stevenson & Kellogg. She has nearly 10 years in consulting and is an urban regional planner specializing in **socio-economic** planning. Her special areas of expertise include tourism planning, economic sector studies and participatory processes. She has been involved in provincial and regional scale tourism planning and has experience with a -large scale tourism consultation process. Ms. **Swaine** would **be** involved in -assessing community and social impacts, community consultations and presentations, concept development and project management. We have selected Ms. **Swaine** as the Project Manager because of her experience in tourism planning, project management, studies undertaken for native people and community process.

Ms. **Swaine** will be assisted in the core team by Ms. **Aldyen** Donnelly, Mr. Bruce **Downie** of Parks, Research and Planning etc. and Ms. **Gillian** Hamilton. **Ms. Donnelly**, a Consultant, is an economist with specific experience in conventions, hotels and economic impact studies. She has had extensive experience interviewing individuals, associations and businesses in **small** communities. She also has direct hotel experience in every position from banquet waitress to sales management and was the Operation Coordinator for the U.B.C. Conference Centre. She will be available to assist in community interviews, interview and data collection, advise on training needs and prepare pro **formas** "and economic feasibilities.

EXHIBIT V-1 Project organization



Resource Personnel and Firms		
• Dick Hill	Arctech Resource Management Services	• Regional data base • Consultation
• Paul Mathews	Ecosign Mountain Recreation Planners Ltd.	• Mapping & graphics • Special resource assessment (i.e. ski)
• Ron Yaworsky	Hecla Consultants	• Engineering • Cost estimating
• Neal Millbank • Mark Griggs	Novacorp Consulting Inc.	• Transportation • Business assessments
• Charlie Evalik • Rich Hardy	Cambridge Bay Yellowknife	• Native group advisors

Mr. Bruce **Downie**, Principal of the firm Parks, Research and Planning Inc., is a Park, Recreation and Tourism Planner providing professional consulting services in parks system planning, park master planning, policy analysis and development, recreation resource assessment, tourism **planning**, land use planning, user studies and public involvement programs. He has worked in the Northwest Territories and recently completed a study of the **Canol** Heritage Trail in the Western Arctic tourism region. Mr. **Downie** will be responsible for recreation resource assessment, community consultation and the Dempster Highway Master Plan.

Ms. Gillian Hamilton is a Senior Consultant for **Thorne Stevenson & Kellogg** and an economist with 20 years experience in economic research and market analysis. Her areas of expertise include retail trade, accommodation and food and beverage sectors. A considerable amount of her work is done with Native people and she has developed a good working knowledge of the **NEDP** and **LEAD** programs, as well as other funding sources. She will be involved in community interviews, market demand forecasts and projections, project -feasibilities and advice on funding sources.

All members of the core study team will be involved in the preparation of tourist development, marketing and implementation strategies.

To complement the core study team, we will be calling, from time to time, on a number of other individuals with special **knowledge** and/or **experience** in the study areas.

Mr. Dick Hill of Arctech Resource Management Services of Inuvik is familiar with the study area and will provide us with information on the regional data base in consultation approaches. Mr. Paul Mathews is President of **Ecosign**, Mountain Recreation Planners Ltd. a firm with specialties in ski area design and operations, forestry, landscape architecture, - soil sciences, economics, environmental sciences and business administration. **Ecosign** will provide mapping and graphic support on the **special resource** identification for cross country or **heliskiing**, **carrying capacity** assessments, such as **ski area** development concepts and market and **financial** analyses for recreation projects.

Is this one needed?

Mr. **Yaworsky** is an engineer and a Principal of the firm, **Hecla Consultants, Yellowknife**. Mr. **Yaworsky** is well versed in the Western Arctic region having worked and **travelled** in most of the **community**!! He recently completed a study examining social and environmental impacts on the community of Norman **Wells** and was also involved in the 1982 and 1984 NWT Summer Travel Survey. Mr. **Yaworsky** will provide us with **engineering** advice related to terrain capability and **building requirements**, cost **estimating** for projects and/or highway improvements, cost benefit assessments and northern knowledge.

Mr. Neal **Millbank** and Mr. Mark **Griggs** are Principals of Novacorp Consulting Inc., a firm providing management and planning services in the fields of tourism and recreation, economic and industrial development, transportation policy, operations and facility planning, community planning and urban development, and international trade. Mr. **Millbank** has undertaken tourism and economic impact studies in the Northwest Territories and Yukon. His most recent work involves an assessment of the local economic impact resulting from oil and gas exploration in the Beaufort Sea. He will provide advice on assessments of local Northern business opportunities, and the transportation network.

Mr. Charlie **Evalik**, an **Inuit** from Cambridge Bay, and Mr. Rick Hardy, a Metis from **Yellowknife**, will work with us as Native group advisors. Both individuals are well respected within their communities and Native organizations and are familiar with **informal** contact networks which are pervasive within Native culture.

We will also draw upon other members of **Thorne Stevenson & Kellogg** as required. The following are the key individuals that we would most likely consult.

Mr. Robert **Tyrrell**, Managing Partner in the Ottawa office of **Thorne Stevenson & Kellogg**, has personally directed numerous tourism studies nationally and internationally. He has undertaken a wide range of market and financial feasibility analyses for tourism projects and is a Canadian Director for the Travel and Research Association. He would be an advisor on cost/benefit and economic impact components of the study.

“ -- Ms. **Moira Silcox**, Group Supervisor with Canadian Facts has extensive experience in market research surveys especially related to tourism/recreation attractions and activities. She was Project **Director** of the Summer Visitor and Summer Cordon Travel Surveys in 1983 and 1984 -in the Northwest Territories. She has also surveyed tourism-related businesses in the Northwest Territories. Ms. **Silcox** will assist in the interpretation of the recent travel survey. She will also help us in the preparation of the Marketing Strategy.

Mr. Richard Williams is a Partner in the Toronto office of **Thorne Stevenson & Kellogg**. His area of specialty is manpower training. He **will** act as an advisor on special training techniques and training manuals.

Mr. Ron **Hikel** is a Principal of **Thorne Stevenson & Kellogg** in the Edmonton office and is responsible for social policy work specially as it applies to Native people. He has extensive experience in working with Indian Band governments and socio-economic development for Native people. He will advise on methods to achieve community participation with Native people, **labour** force/skill inventories and methods to develop Native organization capacities to run their own businesses.

- Resumes of the project team members are presented in Appendix A.

B. TIMING

We have outlined in the proposal an ambitious process. The work schedule is presented in Exhibit V-2.

The time of year places certain limitations on when parts of the study can be undertaken. For example, most operators of tourism businesses do not like to take time out from their busy schedules, which are mainly in the summer, to talk to consultants. On the other hand, onsite analysis of the Dempster Highway can best be undertaken during the June - August period. Similarly, we must be aware of times when individuals and families are out on the land, and the travel limitations imposed by fall freeze and spring breakup.

We have assumed that a decision on consultant selection will be made during October. On this basis we could carry out our project initiation, data collection and review, confirmation of the consultation process, preparation of the awareness program prior to Christmas. We have assumed that the first round of public consultations will be held in January and February, with a second round in the summer or early fall depending upon community preference and the need to spend additional time in communities during spring or summer.^①^②

Realistically we would anticipate the major tourism seminar to be held in late 1986 or early 1987 depending upon the degree of cooperation received in the planning process and the level of comfort the various associations will have with our proposed approach.

We have allowed time to undertake the specific optional projects we identified as valuable products to be completed parallel to the strategy production. Some of these projects, such as the training manuals, will require extensive to-and-fro discussions to ensure their clarity and suitability for their intended market. Others like the **entrepreneurs'** directory cannot be hurried and must evolve out of the growing perception of the **usefulness** of this approach to potential participants.

In summary, assuming that the project commences in early November 1985, we would not anticipate full completion of the study until early 1987. There will, however, be a number of bench marks along the way which will provide appropriate times for judging our proposed schedule.

EXHIBIT V-2 Work schedule

*Plat document on schedule with Nelson of study
 Study would end in Jan 1987*

Study m	1985			1986							
	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
A. STUDY RESEARCH AND DESIGN 1. Project start-up 2. Information/data collection 3. Awareness program design 4. Policy/funding											
B. ASSESSMENT OF TOURIST OPPORTUNITIES 1. Community/group consultation 2. Existing tourist opportunities 3. Existing visitation 4. Current situation 5. Inventory of tourist resources 6. Constraints on tourism 7. Identification of suitable resources 8. Identification/assessment of tourist opportunities 9. Inuvik Visitor Centre study											

- ▲ Steering Committee meetings
- Interim Reports

EXHIBIT V-2 Work schedule (Continued)

Study component	1986												1987
	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.			
C. DEVELOPMENT AND MARKETING STRATEGIES 1. Match of opportunities and markets 2. Analysis of marketing techniques 3. Analysis of competitive markets 4. Marketing strategy 5. Visitor requirements 6. Visitor projections 7. Development strategy 8. Impact analysis					▲			□	▲	○			

- ▲ Steering Committee meetings
- Interim reports
- Strategy reports

EXHIBIT V-2 Work schedule (Continued)

Study component	1986												1987
	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.			
D. OPTIONAL PROJECTS													
	1. Major tourism attraction												
	2. Community-based tourism plan												
	3. Training manuals												
	4. Specialty tour package												
5. Entrepreneurs' directory													
E. IMPLEMENTATION STRATEGY													
	1. Regional seminar												
	2. Implementation strategy												
3. Dempster Highway Master Plan													

Steering Committee meetings

- Summary report
- Technical report
- Strategy reports

Meetings will be required with the Steering Committee to keep the study on track. We have made provision for a total of nine Steering Committee meetings. We also anticipate holding additional meetings with WAVA.

C. COSTS

Our professional fees, expenses and production costs for each marketing phase of the study are shown in Exhibit V-3.

We estimate our professional fees for Phases A, B, C and E at \$169,040. We have allowed a total of 302 consulting days to undertake these phases at an average per diem rate of \$560. Of the 302 consulting days, approximately one-half (150 days) would be spent in the study area. Our per diem rates are shown in Exhibit V-4.

We have designed the study logic so that component C.1, involving a survey of travel wholesalers, is carried out before we develop a marketing or tourist development strategy. The results of this survey will be critical as to how we carry out the remaining 25% of the study.

We have designed the study work program this way to ensure optimum use of your funds. You may wish to reassess the budget at this point.

We charge out-of-pocket expenses to you at cost. These include travel, accommodation, living expenses, etc. We estimate our out-of-pocket expenses at \$52,150. We have assumed that in certain cases it will be far more cost effective for members of the core study team to stay in central communities, such as Inuvik or Norman Wells, to minimize long distant flight costs and loss of working time. Temporary office space in these two communities would be particularly useful. We will endeavor to reduce our estimate of travel expenses by using, where possible, charter fares.

Production costs for mapping, audio-visual presentation, video recordings and report production, we estimate at \$52,500. This amount includes figures of \$15,000 for mapping and \$35,000 for audio-visual and video recordings. Included within our production costs are 150 copies of three short interim progress reports and 150 copies of a black and white summary report and 25 copies of the major technical reports.

Thus, our total fixed report cost for Phases A, B, C & E is \$273,690.

The costs for our optional projects, including the Inuvik Visitor Centre, are shown separately in Exhibit V-5.

Opticals = 95,000
Inuvik VIC = 25,000

273,690
95,000
<hr/>
368,690
25,000
<hr/>
393,690

We appreciate that our budget may exceed the funds available under the Economic Development Agreement. In preparing our bid, we have detailed our consulting time, expenses and production costs for each of the work steps described in Chapter IV. We would be perfectly willing to share these detailed costings with you and to discuss how they might be modified to meet the funds available.

EXHIBIT V-3 Study budget

Phases	Professional fees	Expenses	Production costs	Total
A. Study research and design	\$20,400	5,750	\$50,000*	\$76,150
B. Assessment of tourism opportunities	81,540	33,150	500	115,190
c. Development and marketing strategies	48,600	6,050	1,000	55,650
E. Implementation strategy	18,500	7,200	1,000	26,700
Total Phases A, B, C and E	\$169,040	\$52,150	\$52,500	\$273,690

* Includes all mapping, audio-visual and video recording costs.

no indication of how long in each community (at what cost) and they don't say office space in Inuvik and Norman Wells might be needed (previous page under "Costs")!

EXHIBIT V-4 Fee schedule

Personnel	Per Diem Rates
Thorne Stevenson & Kellogg	
• John Fraser	\$900
• Linda Swaine	650
• Gill Hamilton	650
• Aldyen Donnelly	500
<i>} net high per diem rates.</i>	
Parks: Research and Planning Inc.	
• Bruce Downie	300
Ecosign Mountain Recreation Planners	
• Paul Mathews	560
• Senior draftsperson	280
• Junior landscape architect	240
<i>- manual work and this guy L</i>	
Hecla Consultants	
• Ron Yaworsky	320
Novacorp Consulting Inc.	
• Neal Millbank	600
• Mark Griggs	450
Arctech Resource Management Services	
• Dick Hill	375
Native Advisors	
• Charlie Evalik	350
• Rick Hardy	800
<i>why so high?</i>	
Illustrator	
• Catherine Mackenzie	280

EXHIBIT V-5 Costs of optional projects

Project	cost
Inuvik Visitor Centre	\$25,000
Major tourist attraction	20,000
Community-based tourism plan	25,000
Training manuals: cost per manual	\$10- 35,000
Specialty tour package	10,000
Entrepreneurs directory	5,000

Our standard terms and conditions are shown on the inside page at the back of this proposal.-

VI

EXPERIENCE AND QUALIFICATIONS

A. ABOUT **THORNE** STEVENSON & KELLOGG

Our firm is made up of three operating divisions. **Thorne** Stevenson & Kellogg, the consulting division, was established in 1936. At about the same time, Canadian Facts was established as **Canada's** first survey research group. In 1973, the two firms merged practices. In 1979, we established a third operating division called Abt Associates of Canada. All three operate as division of one company with a single Board of Directors and common **shareholding**.

This organization means that our project team can be drawn from members of staff of **any** of the three divisions. Each of the **divisions** can reach into the other in order to assemble a project team that possesses the requisite skills for the task at hand.

1. **Thorne** Stevenson & Kellogg

Thorne Stevenson & Kellogg is an independent Canadian firm of **consultants** that has been serving government, public institutions, and private firms for more than forty years. Today we have offices in ten cities in Canada.

We have no business interests other than management consulting. While we number chartered accountants and professional engineers among our principals and consultants, we are neither a department nor subsidiary of either of these two types of organizations.

...

In May 1980, "Stevenson & Kellogg acquired the management consulting practice of **Thorne** Ridden, one of Canada's largest public accounting firms. As a result of this acquisition, the **company's** name was changed to **Thorne** Stevenson & Kellogg. The goal of our two companies is that, while they will continue to operate as separate and independently owned entities, they will work closely together to their mutual benefit. The arrangement gives **Thorne** Stevenson & Kellogg an unexcelled range and depth of full service capability.

Thorne Stevenson & Kellogg is owned by its professional staff. Our consultants are grouped within their speciality or profession -- corporate planning and organization, resource management, economic development and planning, productivity improvement, management **science**, financial **controls**, computer sciences and human resources. Each group is headed by a principal of the firm -- a recognized leader in his field.

Our approach is flexible. It is tailored to meet the needs of each project or client. Many of our projects require only one or two consultants. On the other hand, we often provide, coordinate and manage efficiently a wide range of skills on more complex projects. In this respect the affiliations of our staff with major Canadian and U.S. universities are helpful. They enable us to assemble the best talent for each assignment.

Thorne Stevenson & Kellogg is a member of the Canadian Association of Management Consultants, the MTM Association for Standards and Research and the Travel Research Association.

2. **Abt** Associates of Canada *not involved in this study.*

Abt Associates of Canada provides policy research services to clients in the public and private sectors. The question being addressed may involve program evaluation, policy alternatives, program implementation or a demonstration project.

Under the terms of a licensing agreement; **Abt Associates** of Canada adheres to the quality standards, rules, regulations, procedures and programs of **Abt Associates Inc.** of Cambridge, Massachusetts. The close working relationship means that each makes available to the other **all** non-confidential and unrestricted research materials, reports and working papers. Members of staff of each company are available to the other's clients at normal rates.

Abt studies can be grouped under the following headings;

- ▶ Evaluation assessments: review of programs, design of program evaluations, develop issues and priorities and assess the consequences and costs of alternative approaches to evaluation.
- ▶ Program evaluations: conduct evaluations to assess program delivery processes and program impacts with reliable quantitative and qualitative techniques.
- ▶ Policy research: understand the consequences of policy decisions, formulate policy options, assess further needs.
- ▶ Social research: to address social issues and define social needs.
- ▶ Formative research: review program goals and delivery to assist in program design and establish a basis for future evaluation.
- ▶ Effectiveness studies: assessing evaluations and whether it is feasible and appropriate to measure and report program effectiveness.

3. Canadian Facts

Canadian Facts is Canada's largest and most experienced market and opinion research organization, having served research needs for over 40 years. The Company has led in the rapid development of research in Canada. Throughout it has maintained its pioneering spirit and problem-solving skills in the sophisticated business of translating research data into actionable information for decision making and policy formulation.

Canadian Facts employs over 150 full-time staff. Of these, more than 40 are experienced professional researchers who devote themselves to serving clients' needs. They are organized into project teams, a system which assures every client of continuing attention at a senior level. Allied to expert client services, the Company offers a comprehensive range of research services, technical expertise and specialized facilities catering to the broadest spectrum of research needs.

4. Legal status and ownership

Our three groups are divisions of one company, **SK/CF** Inc., which is a private Canadian company and is incorporated in Ontario. Owners are all employees of the company.

B. ABOUT THE OTHER FIRMS .

Background data on the other firms that form part of the consulting consortium for this study together with their relevant experience are to be found in Appendix D.

C. RELEVANT EXPERIENCE OF **THORNE STEVENSON AND KELLOGG**

In our first presentation to you we described several studies that demonstrated our experience in this kind of assignment.

In Appendix E, we show a more complete range of relevant studies. They include studies we have undertaken in the tourist sector and others that we have carried out specifically for Aboriginal people.

Appendix A
RESUMES

Thorne Stevenson & Kellogg

ALDYEN DONNELLY, B. Econ.

Ms. Donnelly is a Consultant in the Vancouver office of **Thorne Stevenson & Kellogg**. She has line experience in the hotel industry, including hotel management. She has industrial and public sector experience as an economist and financial analyst.

Her experience includes the following:

Data collection and analysis, comparative systems analysis, in an organizational study of a 50-outlet integrated regional library system in the **Cariboo** and **Thompson-Nicola** Regional Districts.

Investigation of jurisdictional issues and impact of public policy on financial planning & tax planning for a private strata-titled resort development.

As an associate to TSK, developed operating statements and five year pro **formas** for two **publically-owned** ski enterprises. The first step of this process involved translating B.C. Government enterprise accounts into private sector-type accounting statements. The second step involved an analysis of the operations and the development of performance measures which were used to compare the management and marketability of these enterprises to other B.C. areas.

Reporting to the manager of Marketing Administration in a major oil company, responsible for the marketing capital budget and expenditures. Duties included developing and presenting capital project proposals which are initiated by field personnel, cash flow analysis, and consideration of--alternative product distribution methods, their costs and consequences, administration of all commercial loans and operating property leases. On special assignment acted as the field administrator during the installations and testing period of the **Computrol Cardlock** system. Built the financial accounting system and trained the operators required to complete this network of mini-computer operated bulk distribution plants.

Did the tax planning for a high cost (162 unit) ski area strata-titled development.

On contract to the B.C./Yukon Regional Economic Services Branch, Employment and Immigration Canada, undertook manpower planning studies in the transportation communications and utilities sectors. The final product was a set of manpower demand forecasting models, using multi-variate regression methods, which could be run on an Apple III Visitrend Package. Short-run demand forecasts using Box Jenkins were also produced.

Bruce K. **Downie**

- * **qualifications** - **M.A.** (Geography)
 - park and recreation planner
 - recreational resource assessment
 - communicator/educator (8 years teaching experience - public school Gr. 7 - 12, and University)

 - * **experience** - 10 years in park and recreation planning
 - majority of work experience in the north
 - resource assessment
 - eg. Nahanni** National Park Boundary Study
 - Fiordlands Park Proposal Study
 - assessments of tourism potential of recreational resources: **eg. Liard River** portion **Alaska** Highway
 - Canol** Heritage Trail
 - Thompson **Plateau/Coquihalla** Highway
 - Home Lake Caves Master Plan
 - planning/developing tourism opportunities
 - eg.** NUT Interpretive Highway Guidebook
 - Home Lake Caves Master Plan .
 - Anstey** Arm Park Proposal----
 - public consultation
 - eg.** Wells Gray Master **Planning** Program
 - Kluane National Park Planning Program
 - mapping - design and production
-
- * **experience in the Northwest Territories**
 - Canol** Heritage Trail Concept Plan and Travel Brochure
 - Interpretive Guidebook to the NUT Highways
 - Northern **Ellesmere** Park Proposal
 - Nahanni** National Park Boundary Study
 - (as an employee of Parks Canada)
 - Auyuittuq** National Park **Planning**
 - Northern Yukon Park **Proposal**
 - Northern Initiatives **eg.** Banks Island
 - Wood Buffalo National Park Boundary Study

Thompson Plateau - Coquihalla Highway. Plan

Client: Parks and Outdoor Recreation Division
Ministry of Lands, Parks and Housing
Kamloops, B.C.

In association with Urban Systems Ltd., Parks: Research & Planning Inc. is assisting the Parks and Outdoor Recreation Division to assess the strategy for the coordinated provision of recreational opportunities related to the development of the Coquihalla Highway. The project phases are: to develop a sub-regional systems plan for the Thompson Plateau area; to identify and develop specific park proposals within the study area; to develop park concept plans; and to design and implement the approved plans. Parks: Research & Planning Inc. is taking a major role in the early phases of the project where system planning, park proposals and concept plans are the key elements. Assessment of the recreational needs of the area, the resources necessary to respond to those needs, and the roles of both a variety of public agencies and the private sector, provide the focus of this system planning effort.

Wells Gray Provincial Park Public Consultation - Phase 3

Client: Parks and Outdoor Recreation Division
Ministry of Lands, Parks and Housing
Kamloops, B.C.

Public Interest was stimulated with two previous phases of public consultation in which ideas and suggestions for the future of Wells Gray Provincial Park were presented and discussed. In this phase of the planning program, the draft plan proposed by the Division is to be distributed and opportunities for public comment will be provided. Parks: Research & Planning Inc. is responsible for: preparing the public plan document including text, design, graphics and production; arranging and advertising public meetings; recording public input; and reporting public comment to the Division as a member of the planning team.

Doing community animations prior to the Nunavut Constitutional Forum tours and visits to the communities in eastern arctic.

Coordinating Liaison Office for the Nunavut Constitutional Forum.

Executive Assistant to the Minister of Health and Social Services, G.N.W.T.

Duration: February 1982 to July 31, 1983.

Duties: Provide administrative support to the Minister.

Contribute to management control in the Minister's areas of responsibilities for Health and Social Services.

Advise the Minister on political issues.

Liaison between Minister's Office and Departments and constituency.

Senior Negotiator on T.F.N. Aboriginal Claims for G.N.W.T. , Yellowknife.

Duration: October 1980 - February 1982.

Duties: Represent the G.N.W.T. at formal negotiations with Tungavik Federation of Nunavut.

Represent the G.N.W.T. at the Federal Government team planning meetings.

Evaluate and assess proposals put forth by T.F.N.

Propose G.N.W.T. responses and positions.

Executive Director to Kitikmeot Inuit Association Cambridge Bay.

Duration: February 1979 to September 1980.

Duties: Provide administrative support to the Association.

Co-ordinate and administer programs on behalf of the Association.

Liaison between the Association and other agencies such as Federal and Territorial Governments, other native organizations and the resource development companies.

Market Research

JOHN GORDON FRASER, B. A., Economics, M. B.A., C.M.C.

Mr. Fraser is a Partner with **Thorne** Stevenson & Kellogg and is the Office Managing Partner in Vancouver. He attended Victoria University of Wellington in New Zealand where he obtained Bachelor of Commerce and Administration in Economics. He later attended the University of Pittsburgh where he received his M.B.A.

Mr. Fraser started his career with **Unilever** (N. Z.) Limited as Assistant Manager of the market research subsidiary. He subsequently worked as a management consultant in both New Zealand and Canada. He has recently completed three years in industry in a top line management position. Mr. Fraser was Vice President, Gold Mining and West African operations for Sungate Resources Ltd. located in Vancouver. He was responsible to the President for the company's gold mining and West African logging and deforestation operations.

Continuing his start in marketing with **Unilever**, -Mr. Fraser has been involved in a wide range of marketing consulting covering areas such as market research, pricing policies, product evaluation and both strategic and tactical market planning.

He has carried out several assignments in the area of physical distribution management, including one comprehensive study for a large New Zealand food processor and distributor with a turnover in excess of \$200 million. The study team examined warehousing and transportation methods, organization, short-term operational planning, and long-term facilities planning, management controls and the profitability of the product range.

He has carried out many economic feasibility studies in the private and public sectors. These studies range in variety from the location of a fish processing plant on the B.C. Coast to the **establishment** of an urban complex and highways in Indonesia.

Mr. Fraser has undertaken several salary evaluation surveys both in Canada and New Zealand, for a wide variety of industries.

Recent relevant assignments include:

A marketing study for a federal freshwater fish marketing corporation. We reviewed the corporation's present and potential markets in Europe, United States and Canada. The final report included a number of specific recommendations for strengthening the marketing function.

e
econ. evaluation
& feasibility

GILLIAN P. HAMILTON, B. A., P. Econ.

Ms. Hamilton is a Consultant with **Thorne** Stevenson & Kellogg. She holds a degree from the University of Leeds, Yorkshire, with a major in statistics. She has special interests and experience in tourism and land use economics.

Ms. Hamilton has been a consultant since 1966, initially with Ward and Associates and then with **Thorne** Stevenson & Kellogg after Ward and Associates were merged into **Thorne** Stevenson & Kellogg in 1979. She has also worked for a **major manufacturing** company where she was responsible for the design and analysis of market research surveys and studies.

She has special interests in economic research and market analysis. She has frequently been called upon to prepare economic overviews for major public and private sector clients. Much of Ms. Hamilton's work has taken the form of feasibility studies for development proposals. These have ranged from individual projects, such as a hotel or a supermarket, to large integrated developments involving a variety of commercial, residential and **public sector uses**. She has been responsible for land demand **forecasts** for a variety of economic sectors, for particular industry groups or for selected regions. She has frequently been commissioned by local governments to assist them in developing long-term land use policies and strategies. Over the last few years she has carried out several assignments involving Aboriginal economic development proposals.

- ▶ Member of consulting team responsible for an assessment of an application made to the Native Economic Development Program by the Meadow Lake District Chiefs, Saskatchewan. The application involved the capitalization of an **economic development corporation**. Major development projects included a shopping centre, an office complex, a sawmill and a bulk oil and natural gas distributorship.
- ▶ Economic evaluation of two publicly-owned ski enterprises. On the basis of operating data and an assessment of the future potential of the enterprises, operating profits were determined for a typical operating year. These were then capitalized to form the basis of a realistic market price for the facilities.
- ▶ Economic feasibility of a private golf and country club in Calgary. An analysis of the current supply of clubs and courses in Calgary was undertaken. Trends in demand were **analysed** and a forecast made of the number of new clubs that could be supported in the Calgary area over a ten-year period. Also studied were the associated demands for estate housing, clubhouse requirements and complementary recreational facilities.

- ▶ Preparation of market demand forecasts by type of **traveller** and travel as part of a Tourism Development Strategy for the Government of Manitoba.
- ▶ Consultant responsible for tourism, recreational and commercial components of **a study** for four Indian Bands in Saskatchewan. The study was designed to find viable economic opportunities for each Band and assess their capacity to provide for their economic future.
- ▶ Brief prepared for a hotels' association to justify an open-pricing policy on the sales of on-premise beer, wine and spirits. Issues addressed were the need for maintaining profit levels of the accommodation industry to further anticipated expansion of hotel plant. The legislation was subsequently amended to incorporate our recommendations.
- ▶ Hotel feasibility study in **Penticton, B.C.** A private investment **group** had property in **Penticton**. The supply of **first** class accommodation in the Okanagan Valley was **analysed** and a relationship derived between population and the existing plant. On this basis, the need for new accommodation in **Penticton** was forecast and the viability of the proposed hotel established.
- ▶ Hotel feasibility study in South Surrey, B.C. A property close to the U.S.-Canada **border** was **analysed** for **its** suitability for hotel development. Hotel development in Metropolitan Vancouver was **analysed** on the basis of endogenous and exogenous demand. A comparison of South Surrey's hotel plant with a comparable area showed a significant short-fall. Recommendations **were made regarding number** of rooms and ground-floor facilities and three year pro forma operating statements prepared.

Ms. Hamilton is a member of the Association of Professional Economists of British Columbia and the National Association of Business Economists.

Lawyer (?)

RICHARD L HARDY

Graduated from University of Saskatchewan, Faculty of Law in 1981.

Articled with Cooper, Johnson & Wilson and was called to the Bar in the Northwest Territories in June 1982.

By virtue of his previous extensive business and political experience, having been President of the **Metis** Association of the Northwest Territories for several years, and further by reason of his exceptional diligence and organization, Mr. Hardy was admitted to the partnership in November of 1982.

Mr. Hardy was born and raised in Fort Norman in the Northwest Territories and is the second Native lawyer in the Northwest Territories.

Mr. Hardy specializes in corporate and commercial work, and in particular, shareholder structures and agreements and as well does security work.

Extra-curricular activities include member of **the Law Réform** Committee with particular interest in reform of currently **outdated** corporate and commercial law in the Northwest Territories. Mr. Hardy is a member of the Board of Directors of Pine Point Mines Ltd. He is also actively involved in the **Metis** Association as well as Territorial and Federal politics.

RONALD S. HIKEL

Education

Ph. D., Political Science,
Columbia, 1971

M. A., Political Science,
Columbia, 1963

B. A., (magna cum laude) Political Science,
Boston University

*worked with Native groups
(to work on community
participation)*

Recent Project Experience

Research Director - "Organizational Review -- City of Edmonton
Department"

At the request of senior city management, an organizational review was conducted of the **city's** social services department. The main methodology involved completion of a lengthy written questionnaire by virtually all departmental staff, followed by personal interviews with key staff; and the analysis of selected operational processes. The study produced 91 specific recommendations for changes, many of which are now being implemented.

Research Director - "A Band-Administered Organizational
Development Process"

At the request of the Alberta Region of the Department of Indian Affairs, a procedure was created to guide Indian Band governments in developing their organizational capacity. The procedure covered a format for the identification and analysis of the current state of key administrative functions, and means for selecting steps to overcome documented weaknesses. The emphasis was on assisting Bands to initiate their own organizational development process.

Research Director - "Strategies for Metis and Non-Status Indian
Socio-Economic Development in
Saskatchewan"

At the request of the Saskatchewan government's Native Secretariat, a **policy** framework for Native **socio-economic** development was created. It was based on 350 interviews with Native and non-Native businessmen and others, throughout the province, and an analysis of 1981 Census data on Native **labour** supply. The government published the study and copies are available from Abt Associates or the Secretariat.

Project Director - "**Three** year Social Development Plan for the Bigstone **Cree**"

The project identified strategies by which this Alberta Indian Band can take advantage of heavy oil development in the area in addressing longstanding social development needs. It recommends: a regional service delivery system, specific social services to be provided, methods to achieve community participation and closer integration of health, education and social services.

Principle Investigator - "**Entry** Study: Alberta Co-ordinated Home Care Program"

Under existing regulations, applicants requiring nursing or rehabilitation are eligible for home care, but those needing only homemaking or other non-medical services are not. The study examines effects of the application of these criteria and outlines a range of change options. These are based on an **interprovincial** comparison of home care programs on dimensions such as: eligibility, effective demand for service, costs and outcomes.

Project Director - "**Labour** Force Inventory and Analysis - Northern Alberta Region"

For a major oil company and an Indian Band (backed by the Department of Indian Affairs), a census of 1000 individuals, aged 15-55, resident in seven isolated communities in northern Alberta was carried out. Interviewing was done **in Cree** by local residents. The project produced a computerized listing of available local manpower, with skills, formal education and employment aspirations identified. Data on motivation and potential for adaptation to new work environments were also generated. These data will be used to start a regional data base. The accompanying analysis supports economic development planning for the region.

Teaching Experience

Assistant Professor of Political Science, University of Winnipeg; specializing in policy formation and implementation.

Adjunct Professor of Social Policy, School of Social Work, University of Manitoba.

Research, Publications and Related Activities

"The Development and Design of the Basic Annual Income Experiment for Manitoba" (with **B.J. Powell** & **M.E. Laub**) presented to the Canadian **Sociology** Association, August, 1974 and subsequently published by National Health & Welfare.

Tourism planning

LINDA SWAINE, M.Sc. (Econ.)

Ms. **Swaine** attended the **University of Toronto** where she was awarded her B.A. degree in Geography. She earned her masters degree in regional and urban planning from the London School of Economics and has recently completed further studies in tourism management at Simon Fraser University.

She started her career as a Neighborhood Planner for the City of Toronto. This was followed by positions of Project Planner and Senior Planner with Marshall **Macklin** Mortaghan and Thompson **Berwick** Pratt in Ontario and British Columbia. She then became Manager of the Vancouver office of Marshall **Macklin** Monaghan. Ms. **Swaine** is now a Senior Consultant with **Thorne Stevenson & Kellogg**.

Her experience includes economic development studies, tourism planning, social impact assessments, feasibility studies and community and settlement planning. She has extensive experience in **public** participation approaches.

Relevant experience includes:

British Columbia Travel Industry Study – Development Strategy

Prepared under T. I. **D.S.A.** program. Responsible for sections on governmental policies affecting tourism development and planning, events and attractions, and accommodation.

British Columbia Regional Tourism Development Plans

Prepared under T. I. **D.S.A.** program. Responsible for overall report co-ordination and sections **specifically on** communities, attractions, events, tourism facilities and policy analysis, as well as contribution to development plans for all nine regional tourism development plans:

B.C. Rocky Mountain **Regional Tourism** Plan.

Peace River - Alaska **Regional Tourism** Plan.

Southwestern B.C. **Regional Tourism** Plan.

Okanagan - **Similameen** **Regional Tourism** Plan.

Vancouver Island **Regional Tourism** Plan.

Cariboo-Chilcotin **Regional Tourism** Plan.

Kootenay Boundary **Regional Tourism** Plan.

Thompson-Shuswap **Regional Tourism** Plan.

advisor on cost/benefit analysis

ROBERT D. TYRRELL, B.A., C.M.C.

Mr. **Tyrrell** is Managing Partner of **Thorne** Stevenson & Kellogg's Ottawa office, and Manager of Tourism Services for the company. A Mathematics graduate of the University of Toronto, he did graduate studies in Operations Research and Numerical Analysis techniques at both the University of Toronto and the University of Michigan. He has special interests in the fields of tourism, management science and information systems.

Mr. **Tyrrell** has been a consultant since 1965. Prior to that, he was Branch Manager of Technical Services for a major computer manufacturer. He has been involved in a wide variety of tourism projects, including:

An evaluation of the economic impacts of the Canada-Newfoundland Subsidiary Agreement on **Gros Morne** National Park, Newfoundland. This was an evaluation of the local benefits in terms of employment and income arising from the capital development projects undertaken as a result of the joint financing agreement.

Studies relating to the tourism-based development of the enclaves surrounding **Gros Morne** National Park, Newfoundland. These studies involved market analysis, requirements projection, financial analysis and economic impact evaluation.

Tourism consultant on a major study team for the economic redevelopment of urban **Charlottetown, P.E.I.** Responsible for a feasibility study for a proposed hotel.

Project Manager for a study which prepared a tourism development strategy for the City of Cornwall. **This** study involved identifying the existing tourism situation in Cornwall, and Cornwall's tourism strengths and weaknesses. We then produced a proposed tourism development strategy and outlined this through a specific development program and key implementation steps.

Participated in the preparation of tourism development strategies for the City of Thunder Bay, the Regional Municipality of **Sudbury**, and Prince Edward County in Ontario.

Project Manager for a marketing study for a new resort being created in the Barbados.

Participated in a study to prepare a master tourism development plan for the Province of Saskatchewan. **Thorne** Stevenson & Kellogg's role in this study was to provide an overview of the existing and expected

R. A. Yaworsky, M. Eng., P. Eng.

Department of Civil Engineering,
University of British Columbia,
Vancouver, B.C.,
V6T 1Z3
(604) 228-2739 or 732-9823

Areas of Expertise:

Eight years of broad ranging professional engineering experience in remote and Arctic regions; including scientific **research**, planning, design, construction, and **programme** management, in the following fields:

Programme planning and delivery; including indigenous community **liason**, training development and day **labour** programmed.

- Project and Construction Management; including computer aided planning, estimating, scheduling and control.

Project financial **managment** and administration, budgetting, forecasting and financing submissions; cost-benefit analyses.

- Engineering investigations, **techno-economic analyses**, **pre-design** reports, feasibility studies and project proposals.

Environmental research, impact analysis and mitigation, solid and hazardous waste management.

Transportation and Transit system **modelling**, feasibility analysis and planning.

Travel and Tourism-research, **modelling** and data analysis.

Risk and **uncertainty modelling** and analysis.

Employment History:

May, 1984 to present:

Principal, **Hecla Consultants, Yellowknife, N.W.T.**

Undertaking under contract, a number of studies and investigations for Government and private clients. Projects include: the investigation of the environmental impact of a number of waste disposal sites in the N.W.T.; and a study to **determine** the non-resident **traveller** characteristics, behavior and their economic impact on the N.W.T. Responsible for **all** phases of project administration, including proposal preparation, staff recruitment and training in communities, and supervision: data collection, fieldwork **and report** preparation.

Currently undertaking research at the Department of Civil Engineering, University of British Columbia, as a candidate for the degree of Ph.D. Areas of research include risk and uncertainty analysis, planning and **modelling**.

July, 1983 to April, 1984:

Graduate Studies, **Department of Civil Engineering**, University of British Columbia.

Studied, culminating in a Master of Engineering degree: construction and project management, planning, scheduling and control; project economics, **modelling** and feasibility analysis; legal aspects of project **management**; water resources systems **modelling**, planning and **analysis**; transportation and transit evaluation, **modelling** and **analysis**; environmental impact analysis and mitigation; solid and hazardous waste management; statistical sampling and analysis.

Appendix B

COMMUNITY AWARENESS AND PUBLIC CONSULTATION PROGRAMS AND PROCESSES

A. COMMUNITY AWARENESS PROGRAM

The main components of our Community Awareness Program will be as follows:

1. A 15 to 20 minute audio-visual presentation will be prepared and made available to **all** 12 communities and other interested groups and organizations

The presentation will deal with benefits and implications of the tourist industry. Three language versions should be made.

2. For each of the three interim **reports and the summary report**, a 7 to 10 minute audio-visual presentation should be made

These presentations will deal with:

- Identification of tourist opportunities.
- Tourist development strategy.
- Tourist opportunity marketing strategy.
- Summary report **incorporating** implementation strategy for development and marketing **plans**.

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Regional Tourist Seminar

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B. PUBLIC CONSULTATION PROGRAM AND APPROACH

In Exhibit B-1, we present a diagram of our Public Consultation Approach. We have identified two streams, a formal process and an informal process. It is our understanding that given the cultural mix of the Region a combination of these two processes will be required.

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V In the formal process we will commence with a public announcement of the study. We suggest that letters be sent to all community councils, Native and tourism-related organizations that will tell people about 'the study' and formally request their cooperation and assistance. We would also prepare press releases for local newspapers and newsletters and for community television and radio stations.

The formal process then splits into three streams of activity: organized group consultations, community consultations, and an information flow to the general public.

1. Organized group consultations

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Following our announcement letter, we would arrange to meet with representatives of major organizations operating in the Region. These would include WAVA, COPE, Dene or Metis associations, Hunters and Trappers' Association, the Western Arctic Transportation Committee, and other development corporations and tourism organizations. Depending upon the location of these organizations we could meet ~~with~~ them individually or in groups. At these meetings we would describe the intent and the approach of the study and tell them how we would like them to help us. These meetings would be followed by individual invitations for written submissions on their ideas. Included in our invitation would be guidelines on the items each organization might wish to address. We would analyze these submissions and make the collective results known to each of the organizations.

Later in the process, each of these organizations will receive an interim report on the identification and assessment of tourist opportunities together with a supporting audio-visual presentation. Once they have had time to review this material, we will meet with interested groups or organizations to discuss their views on this material. You have some concern that good records be kept of how organizations within the Region respond to our ideas. One option is to make a video recording of the organizations' responses. We propose that once an organization has reviewed the material and individual spokesperson be requested to present a video recording of this organization's views. This will then be the formal record of the organization at that point in time.

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2. Community consultations

We intend to make at least one visit to each of the 12 communities in the region. During our first visit we will introduce ourselves to representative members of the community. We will be requesting their permission to undertake consultation activities within their community. We will also inform them of our proposed approach and the purpose of the study as a whole. At a convenient time, we will make a 15 to 20 minute audio-visual presentation to interested members of the community. This presentation will deal with benefits and implications of the tourist industry. Following this presentation we would hope

to take part in a public discussion with members of the community. We would also make ourselves available to meet with representatives of other local organizations within the community or for one-on-one discussions with individual members of the community.

We do not know at this point how many of the 12 communities will be interested in participating fully in the study process. We anticipate that at **least** six communities will want to meet with us again. Our second visit would focus on obtaining ideas for local tourism opportunities. We propose that a community open house be **held** in either a school room or a local hall. There would be a specific time when we would make ourselves available to hear from an individual or a group who wish to come and discuss their ideas. We **will** have announced this meeting through local communication media such as television and radio. We will also use posters. We have proposed an open house format so that groups of people who do not **feel comfortable talking around a table or in front of each other** will not feel intimidated.

Later in the study process, these communities will have the opportunity to receive our interim report on the identification' and assessment of tourist opportunities in the Region. This report will make specific mention of opportunities in their community. The report will be accompanied by an audio-visual **presentation**. An **option** at this **point** would be to make a video recording of the community's responses. We propose that once the community has reviewed the report and the presentation an individual spokesperson be requested to present a video recording of the community's views. This 'will be "the" formal record of the community's attitudes towards our -recommendations at this point in time.

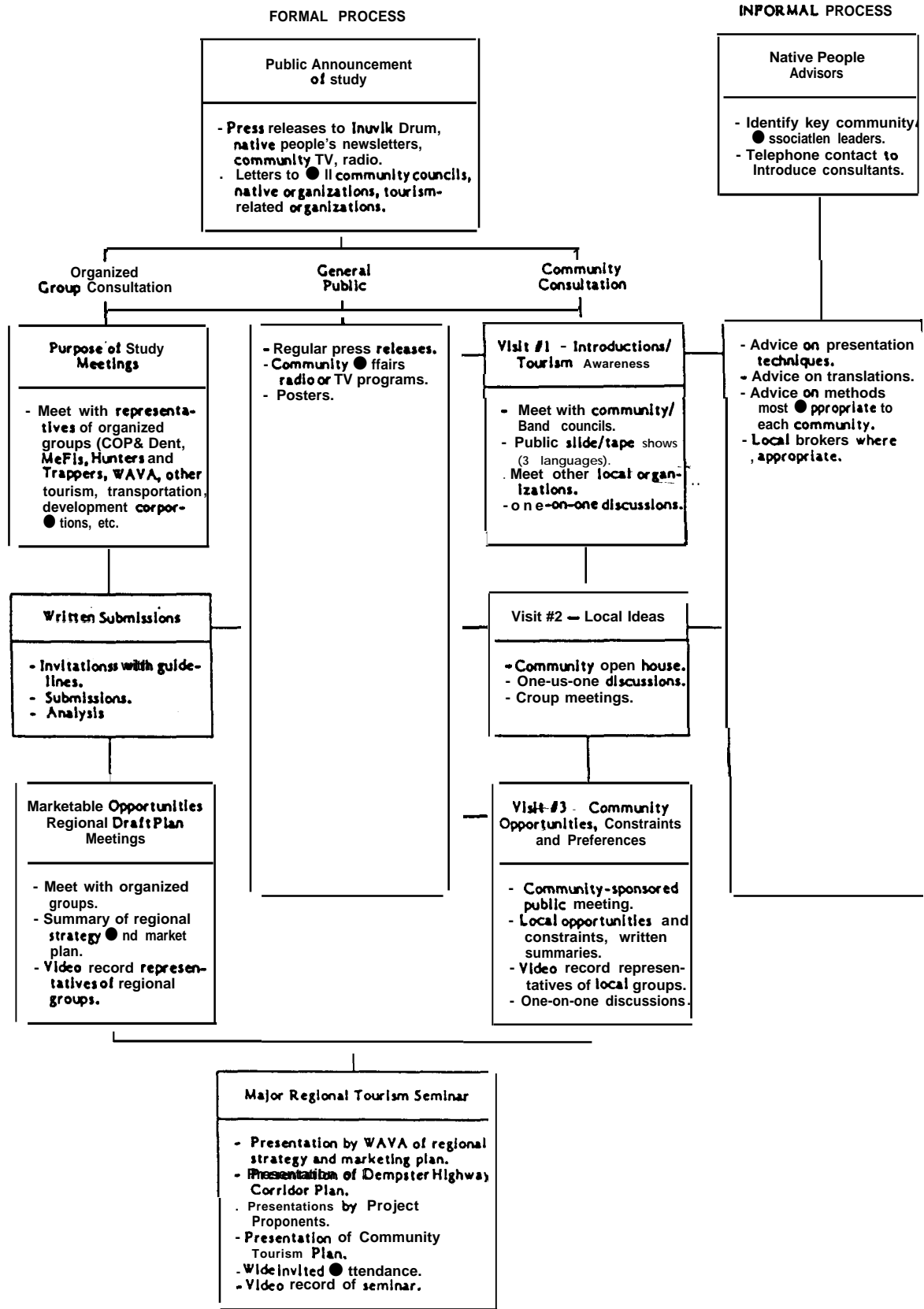
3. Information flow to the general public

While we are consulting with both organizations and communities, we will be maintaining a regular flow of information to the general public. This will take the form of regular press releases, possible participation in community affairs radio or television programs and posters.

Parallel to this substantial formal process will be an informal process. We are concerned that we develop approaches that are not felt to ~~the~~ be ? threatening to any of the Native organizations. To achieve this, we propose to make use of two Native people advisors, one an **Inuit** and the other a Metis who, not being from the Region, will be unbiased advisors. We will use them to identify key community leaders **and** to make initial telephone contact, where appropriate, to introduce the consultants. We will also ask them for their advice on presentation techniques, translations and methods to elicit local opinions. If necessary, we will use our advisors as local brokers to make sure that we clearly understand the Native perspective. These individuals will only be used at select times as facilitators.

The final component in our public consultation program approach will be a major Regional tourism seminar. This seminar will also incorporate elements of our community awareness program. The programming for this seminar has been described earlier in this proposal.

Thorne Stevenson & Kellogg



Appendix C

PEOPLE CONTACTED AND DOCUMENTS REVIEWED

A. PEOPLE CONTACTED

Uli Mast	Projects Director, WAVA
Peter Neugebauer	Head, Program Development, Tourism and Parks
Dave Lapp	Tourism and Parks-Planner, Economic Development and Tourism
Al Kaylo	Marketing, Travel Arctic
Frank Pielak	Regional Tourism Officer, Economic Development and Tourism
Bob Simpson	Executive Director, Dene Association, Inuvik
William Nasogalvak	Director, WAVA

B. DOCUMENTS REVIEWED

NWT Databook 84/85
GNWT Summer Travel Surveys, 1983 and-1984
Community-based Tourism: A Strategy for the **NWT** Tourism Industry
Canol Heritage Trail Concept Plan
Canada-NWT Subsidiary Agreement on Domestic Market Development
Inuvik Region Economic Base Study
NWT 1985 Explorers' Guide
Services to Businesses: A Guide to Territorial, Federal and
Other Services to Businesses
Inuvik Region 1980 Auto Survey Analysis
Inuvik Packaged Tour Survey, 1980
Thebacha College Calendar
Life in Canada's North (various issues)