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***Park & Trail Development For Spence Bay &
Pelly Bay - Master Plan - Interim Report***

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Joe:

RE: PARK AND TRAIL DEVELOPMENT PLAN FOR **SPENCE** BAY AND **PELLY** BAY

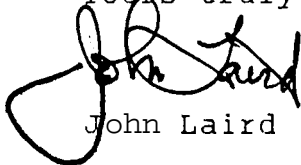
Please find enclosed five copies of the interim report for your review and distribution to the communities.

The interim report contains the background information on Spence Bay and Pelly Bay which Margaret Holland and myself obtained on our initial visit. A number of options for the development of park and trail facilities related to tourism have been explored here. At this stage of the project it important to investigate the full potential of the communities. The influence the proposed developments will have on the character and quality of the communities is the prime consideration in determining the selection of design alternatives.

The final report will select the best alternatives and combine them into a unified master plan. The stages for developing these options and related cost estimates will be included as well.

Meetings with the communities are proposed in mid January to present the interim report. I look forward to hearing your comments at that time.

Yours truly



John Laird

cc: Robin Reilly

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1.0 INTRODUCTION

1.1 Purpose of Study

The strategy for tourism development in the **Kitikmeot** Region has been outlined in the Arctic Coast Destination Zone Study of 1985. Here, the communities of **Spence Bay** and **Pelly Bay** were described in terms of the attributes and points of interest attractive to tourists.

In either community, at the moment, there is little tourism activity in terms of numbers of tourists or organized tourism programmed. Tourism development is important to the commerce of these communities and they have expressed a desire to be involved in its growth.

This Park and Trail Development Plan presents a programme for development of facilities which will contribute to the tourism industry. It focuses on designs that will be appropriate for the scale and expertise of the communities.

1.2 Visitor Analysis

At present, travelers arrive in the communities by scheduled air service. According to the 1986 **Kitikmeot** Visitor Survey, of the 659 visitors to the Kitikmeot Region, 4% visit **Spence Bay** while 2% visit **Pelly Bay**. This study focused on Cambridge Bay, Coppermine and **Holman**. In order to get an accurate count of all potential tourists an updated study is required including **Spence** and **Pelly Bay**.

Air travel is the only reliable source of transportation and will be the carrier for all visitors in the near future.

Cruise ship travel may be a distant future possibility, but at the moment it is not being taken into consideration as a source of tourists. The cruise ship which visited **Spence Bay** proved to be an exciting event for both the travelers and the community and was considered a success. However, even if the unpredictability of ice conditions can be overcome, the physical separation between **Spence** and **Pelly** is a problem. The **Boothia** Peninsula lies between the two communities requiring a lengthy trip by sea to cover the distance.

As described in the market strategy (appendix A) the target groups will be package tours in conjunction with the existing visitor market. The people presently visiting these communities, while not tourist in the traditional sense of the word, present an opportunity for tourism. They include government employees, consultants, and temporary workers who often stay in the community a week or more. They look for forms of entertainment and will take advantage of tours or guides if they are available at a reasonable price.

The package tours will be advertised in other parts of Canada and outside the country. Target groups for tour packages are **N.W.T.** residents and their visiting friends, as well as other tourists already traveling in the territories. An opportunity to **experiencing** a different environment, at a reasonable cost, without having to do a lot of planning and preparation in

advance, will make the package tour **attractive**.

The type of visitor attracted to these regions is anticipated to be in the thirty to forty year age group, singles or couples not accompanied by children, high income earners and university educated, as indicated in the Arctic Coast Destination Zone study.



2.0 COMMUNITY PROFILES

2.1 Spence Bay

- a. population 550 **approx.**
- b. located at the head of **Spence Bay** (south coast of **Boothia Peninsula**) on the **Boothia Isthmus** (1224 air km northeast of **Yellowknife**, 460 air km east of Cambridge Bay)
- c. there are rock hills to the east and west of the **harbour**, the entire area is covered with large boulder size glacial till
- d. low arctic tundra vegetation
- e. integration of **Inuit** with **Netsilik** inhabitants has occurred over the last forty years
- f. evidence of white exploration dating from early in the last century.
- g. hunting and fishing customs still evident

2.2 PELLY BAY

- a. population 300 **approx.**
- b. located on the west side of Simpson Peninsula where the **Kugajuk River** enters St. Peter Bay on the east edge of **Pelly Bay**
- c. (1312 air km northeast of **Yellowknife**, 177 air km southeast of **Spence Bay**)
- d. low-lying, gently rolling limestone terrain, open area with rock cliffs within half an hours walk
- e. strong sense of **Inuit** culture, hunting, fishing and language as settlement has been established for only thirty years.

Community meetings were held in late September with representatives of the Hamlet Councils, representatives from Economic Development and Tourism, members of the arts and crafts groups and the Hunters and Trappers Associations.

3.0 TOURISM DEVELOPMENT PROGRAMME

3.1 General

In general the communities have similar attributes to offer. Yet, there is a large enough difference of character that each one can present the tourist with a **programme** that does not appear to be a carbon copy of the other. Through thoughtful selection and presentation of interpretive material a sense of uniqueness can be portrayed.

By preparing this Park and Trail Development Plan in conjunction with the other plans in the Kitikmeot Region (**Coppermine, Holman**) a range of experiences can be offered to the **traveller**. Emphasis must be placed on the individual qualities of each ~~communities~~ building an experience around these attributes. Some of these assets of **Spence Bay** and **Pelly Bay** are:

3.2. Arts and Crafts

i. Carving

both communities have carvers, who work with soapstone, bone and ivory.

ii. Clothing

Spence Bay had a successful parka manufacturing industry making use of local dyes. The packing dolls still are produced here in a cottage industry

In **Pelly** wall hangings are made using animal hair, along with the sewing of traditional skin clothing for family use.

3.3. Cultural Attributes

In both communities the **Inuit** culture is evident, with the dress, language and hunting/fishing tools and skins clearly visible.

In **Spence Bay**, the **Inuit** from other regions have integrated with the local **Netsilik**.

In **Pelly Bay**, the **traditional** ways of the **Netsilik** are still evident, a number of films have been made to re-enact the old ways.

Cultural transition is occurring at the moment in both communities.

3.4. The Arctic Environment and History

The surrounding landscape of both communities is slightly different in terms of geology and topography. In addition the cultural and historical sites offer the tourist different exploration opportunities eg) Fort Ross, various archaeological sites

Ross abandoned his **ship, the Victory**, near here, it became a source of wood and **metal** for the **Inuit** for many years.

4.0 SCOPE OF THE STUDY

4.1 Purpose

The purpose of this Park and Trail Development Master Plan is to provide a **programme** for the development of public facilities related to the tourism industry. Four specific areas of interest, identified in the 1985 tourism study, have been selected for detailed study by the department of Economic Development and Tourism. These study areas are:

1. community day use areas/campgrounds
2. community tours and hikes
3. arts and crafts studio/workshop
4. restoration of stone churches

The development concepts for each area are presented in the following format in most instances:

- a. a general description of the concepts as they apply to both communities.
- b. a presentation of the **Initial** Development concepts, it is possible to design and construct these projects alternatives within the next two **years**.
- c. the Future Development concepts will be constructed when the tourist industry is functioning in an organized manner and additional facilities are needed to increase opportunities and interest in the communities.

It is not intended that all the project alternatives discussed below will be included in the **programme** for development. This interim report presents the alternatives, the most appropriate ones will be selected for each community based on the development criteria (4.2). This will avoid duplication of activities and will create a distinctive experience for the tourist in each Spence Bay and Pelly Bay. A schedule outlining the development phases and cost estimates will accompany the design recommendations and operation and maintenance requirements in the final report.

4.2. Development Criteria

In order to meet the study requirements the following set of criteria were established to guide the formation of the development concepts.

- A. provide design recommendations to complement the expansion of the tourism industry
- B. integrate public spaces into a unified plan through interpretive themes and messages
- C. consider development opportunities which will maximize community involvement in construction and operation
- D. phasing of development in manageable units over annual construction season.
- E. increase visitor awareness of the facilities and opportunities in the communities

5.0 DEVELOPMENT CONCEPTS

The development potential of the four different studies areas will be described here by looking at the opportunities presented in each of the communities.

Note: community plans have not been developed for either of the hamlets yet; **Pelly** Bay plans are in progress, **Spence** Bay plans have not begun. An opportunity to coordinate open space and recreation studies into the community plans is possible through consultation with the Department of Municipal and Community Affairs.

5.1 CAMPGROUND

Neither of the communities have **existing** organized public campground or day use facilities. There is a need to provide the visitor with an alternative form of accommodation, as well as offering them a more intimate experience **with** the environment on their **visit to** the north. Camping and hiking through the tundra are activities the members of the communities engage in at the moment. The development of public facilities must complement this activity, allowing the visitor to interact with the community members in a positive way.

5.1.1. Alternatives

general concepts

1. campground on the edge of community.
2. campground at scenic feature 3 to 5 km from the hamlets (a days walk or less).
3. camp sites along a hiking trail system loops of 20 to 35 km length.
4. camp sites at natural scenic location or cultural site requiring transportation to reach destination. eg) Fort Ross

A range of accommodations options will appeal to a wider market, allowing more visitors the opportunity to visit the community. Inexpensive accommodation is intended to encourage the visitor to extend their stay in town, enabling them to spend money on purchasing items or services, benefiting a variety of local businesses.

5.1.2. Spence Bay Campground

A. Initial Development

Harbour Entrance

Site Location/Existing Conditions

South of the Roman Catholic Church

Rocky area of land at the **harbour** entrance

accessible by service vehicle

good views
incorporate into day use area/Stone Church site
at the edge of the community,
minimum conflict with the community

Facilities
minimum facilities development
 wooden tent pad
 garbage disposal
 pit toilet (honey bucket)
 water facilities
 fire ring
 seating facilities

B. Future Development Alternatives

Loop Trail System

For future consideration is the development of a loop trail system or series of loops traveling across the open tundra north of the community connecting some of the more prominent lakes. Middle Lake was the only site visited on the initial field trip, therefore in order to determine the viability of this concept the remaining areas mentioned will require further field work. The trail may connect Redfish Lake, Middle Lake and Long Lake to Spence Bay in a circuit.

Middle Lake can be a prime location on the circuit, providing a short day hike from town or a destination along the longer loop trail system. It presents another opportunity for campground development.

Site Location/Existing Conditions

At a distance of 9 km from town, the site is accessible by foot and with a vehicle, upgrade existing road or use all terrain vehicles.

this large lake is located on the tundra amidst a myriad of other small ponds

a small number of fishing lodges or summer retreats have been built along the shore.

it is possible to integrate a campground into the setting without infringing on existing developments.

this site may provide a common meeting ground for the visitor and residents.

Facilities

minimum facilities
 tent pad (wooden) or level gravelly space
 pit toilet
 garbage disposal
 fire ring
 interpretive display
 water facilities
 seating facilities

5.1.3. Pelly Bay Campground

A. Initial Development

South Shore

Location/Existing Conditions

Immediately to the south of town along the shore amidst the rock outcrops and tundra is a relatively level area. A short service road (.5 km) will be required to connect to the existing gravel road, alternatively **ATV** may be used. The setting is remote without being isolated, the campers will be surrounded by a natural environment, the ocean, tundra and rocky hills. Yet the walk to town takes only 15 to 20 minutes. There is an archaeological grave site and tent ring in this location to add interest to the area. Refer to discussion in the interpretive section 6.1.3. for details. Similar facilities to those recommended for Middle Lake (**above**) are suggested for here.

B. Future Development Alternatives

Barrow Lake

Due to time constraints, it was not possible to visit this location. Further investigation is required to confirm the concepts expressed here. This lake is 8 to 9 km from town. The **Pelly Bay** residents use the location for camping at the moment. Permanent fishing lodge facilities, such as those found at Middle Lake do not exist here, therefore a natural setting is available to the hiker. The site is accessible by foot, or motorized vehicle presenting a variety of tourism options in terms of self-guiding and guided trips.

The lake is surrounded by the low rocky hills.

The old community of **Pelly Bay** and the present Dew Line station are located nearby **as** possible points of interest.

Minimum facility development is recommended here.

5.2 DAY USE AREA

Public spaces have not yet been developed in either of the communities. A place to sit and enjoy the outdoors will be an asset to the community and the tourist. The major objective is to make an inviting spot for the **traveller** to enjoy without infringing on private space. This location may also serve as a public gathering location for special events enjoyed by the tourist and the community alike.

5.2.1 Alternatives

The following alternatives were taken into consideration:

1. Day use facilities in close proximity to the Hamlet Office. This alternative is based on the assumptions that orientation and visitor services facilities will be available here.
2. Selecting a scenic open space area, within a short walking distance of the major facilities, hotel, orientation displays which may become a public gathering place for social **events**.
3. Combine day use area with an existing building integrating facilities eg) seating, interpretive displays, scenic lookout.

5.2.2. Spence Bay & Pelly Bay

Location/Existing Conditions

In both communities the stone churches present interesting sites for the development of day use areas for the following reason:

1. significant point of historical interest with opportunity to include interpretive material in the same location
2. both sites are attractive,
 - a. located beside the water
 - b. do not infringe on existing community activity
 - c. have outdoor space to ~~creating~~ seating areas large enough to include a community event, yet small enough to still have an intimate quality
 - d. **Spence Bay** site provides a panorama of **Stanners' Harbour** and the community located on the adjacent hillside
 - e. **Pelly Bay** site has a secluded quality beside the ocean, the nearby inukshuks and fishing boats add interest and activity to the view **over** the ocean and Kugajuk River

Facility Development

interpretive signage
low rock seating arrangements
garbage container
fire ring

5.3 COMMUNITY TOURS

Community Tours give the visitor, who is in the hamlet for only one or two days, an opportunity to study a variety of interesting subjects in a short time. The tour also is a way of integrating the various park and trail development projects into a cohesive unit through the design of the interpretive programme. The signage design can be developed around a repeated theme. The storylines can elaborate on messages based on a central concept, these will be presented at specific locations in the community.

5.3.1 Spence Bay

Spence Bay, with its larger population, is spread over a greater area than Pelly Bay. It is built on the rocky hillside surrounding **Stanner's Harbour** with a broad panorama of ocean, tundra and distant hills. From the isthmus at the **harbour** entrance, where the stone church is located, a view in the opposite direction encompasses the town.

The community tour may include the following points of interest: fig. 1.

- Hamlet office (Ross Monument)
- power plant
- Anglican Church
- Old Nursing Station
- Hudson's Bay Store (**Stanners'** Monument)
- Caribou Weir
- Barge Landing
- R.C.M.P. Station
- Hunters & Trapper Association
- Arts & Crafts building (renovated)
- Fishing Boats
- Stone Church .
- Co-op

The rolling topography combined with the large boulders scattered throughout the community present a distinctive setting. The majority of development consists of new and old forms of HAP housing with a few government buildings sprinkled in between.

5.3.2. Pelly Bay

Is a smaller more compact community than Spence. The rocky terrain rises gently from the ocean. Opportunities for long distance views occur along the shore and at rock outcrops scattered through the town (adjacent to the stone church, the school yard).

A community tour may take in the following points of interest starting at the hotel: fig. 2

- Hunters & Trappers Association
- Old Co-op Building (Arts & Craft Exhibit)
- Stone Church/Inukshuks
- Kugajuk River/steel cross
- Arctic Paradise Enterprises (remodelled)
- Archaeological site

Pelly Bay has a open, broad **harbour** with a series of

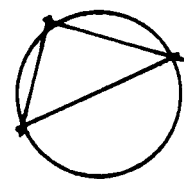
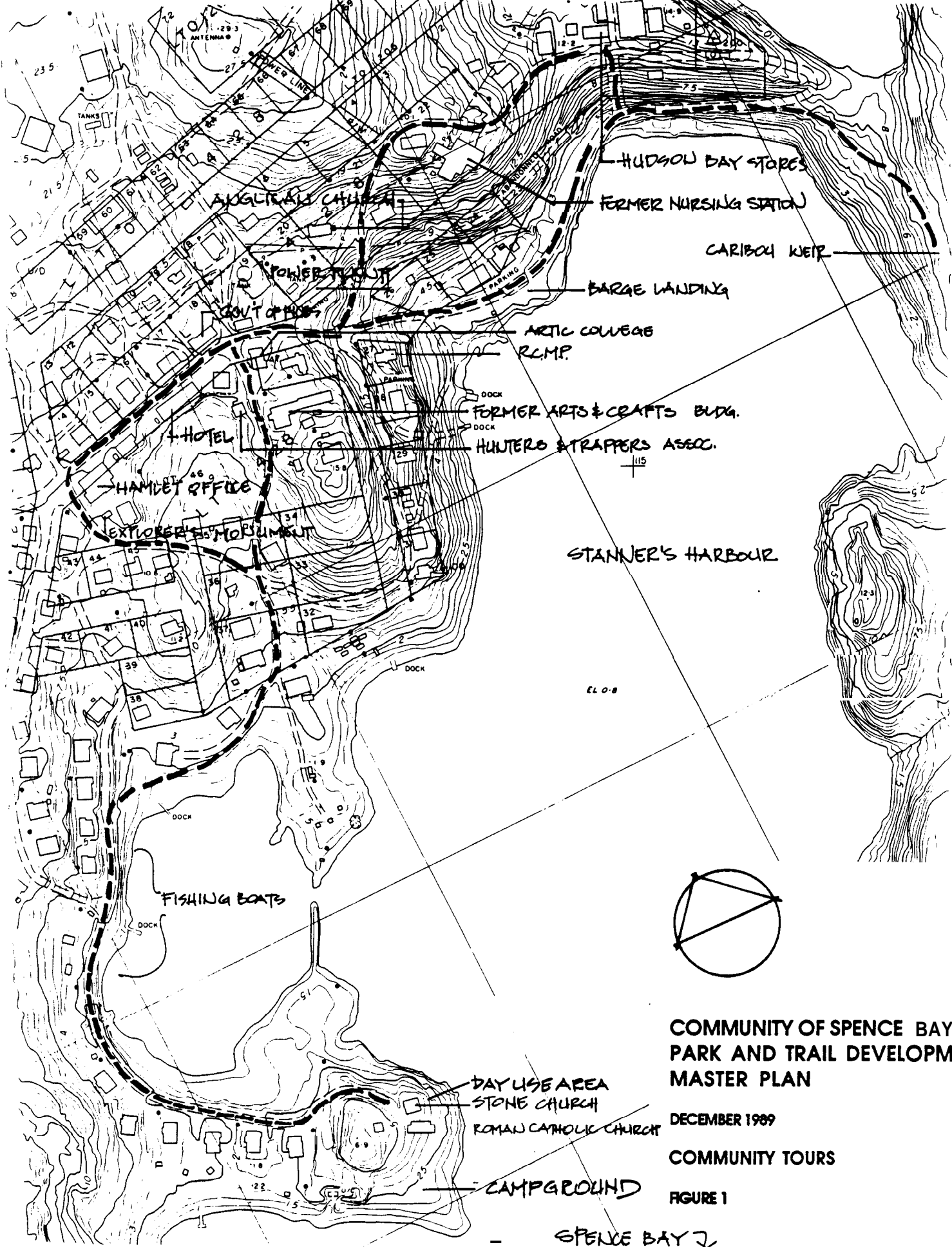
small rocky islands protecting it from the open water. The high rocky hills located outside the community provide a good vantage point for a vast panorama of the interior landscape and ocean shoreline.

5.3.4. Design Recommendations

In both hamlets the interpretive display for the community tour will be a combination of signs and numbered posts. A booklet explaining in detail each location will be a part of the tour. Only the more prominent sites will get signs. This avoids the appearance of overdeveloping the small communities with displays, yet allows for a variety of information to be conveyed in detail in the booklet.

5.3.5. Future Considerations

In both communities opportunities to meet with local individuals in their homes presents another interesting addition to the community tours. People to be considered include:
carvers
clothing makers
doll-makers or similar artifacts manufacturer
elders



**COMMUNITY OF SPENCE BAY
 PARK AND TRAIL DEVELOPMENT
 MASTER PLAN**

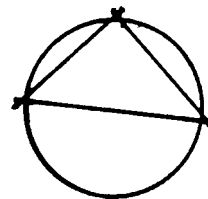
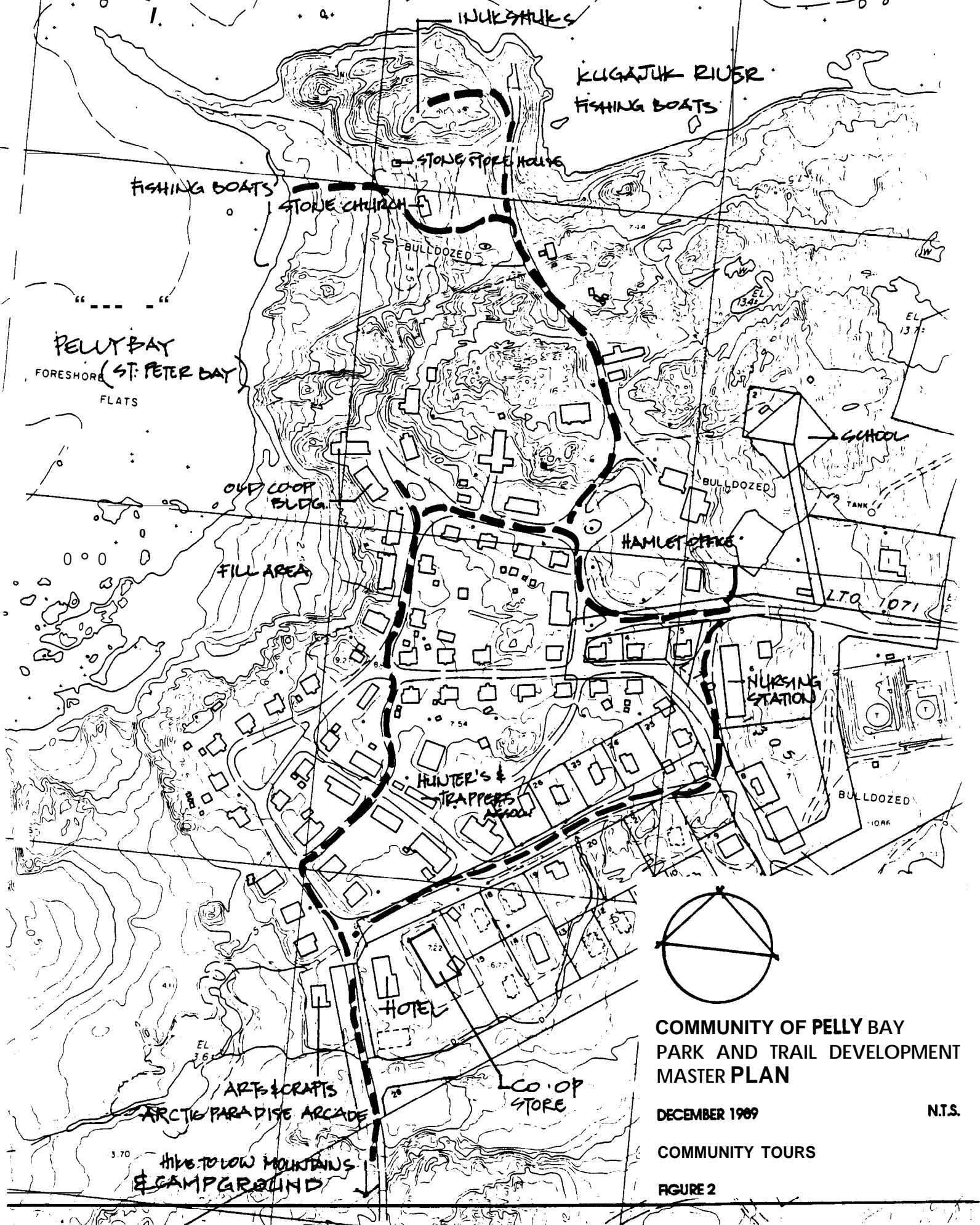
DECEMBER 1989

N.1S.

COMMUNITY TOURS

FIGURE 1

SPENCE BAY 2



**COMMUNITY OF PELLY BAY
 PARK AND TRAIL DEVELOPMENT
 MASTER PLAN**

DECEMBER 1989

N.T.S.

COMMUNITY TOURS

FIGURE 2

5.4 ARTS AND CRAFTS

This is a large subject area requiring a detailed study and recommendations based on extensive market research beyond the scope of this report.

As arts and crafts are a large part of the tourist activity in these areas a preliminary investigation was conducted for the purposes of integrating it into the tourism development programme in a general way.

In both communities there is a thriving carving and sculpture industry, being carried on in individual's homes.

Marketing is conducted in the following ways:

Spence Bay

the Hudson's Bay store exports only to the southern market sales of items from residents home

The Co-op has a small sales area

Pelly Bay

the Co-op sells locally and exports to the southern market sale from artists homes

Arctic Paradise Enterprises and the Hotel sell locally.

Ultimately required is a facility providing for:

work space

design studio

storage facilities for raw materials and equipment

exhibition space and commercial retail (local and export)

At the moment the options are:

- a. to continue the cottage industry in local homes
- b. to renovate empty buildings such as the co-op building (Pelly), old nursing station (Spence), which will provide an interim location to initiate the development of a full scale arts and crafts industry

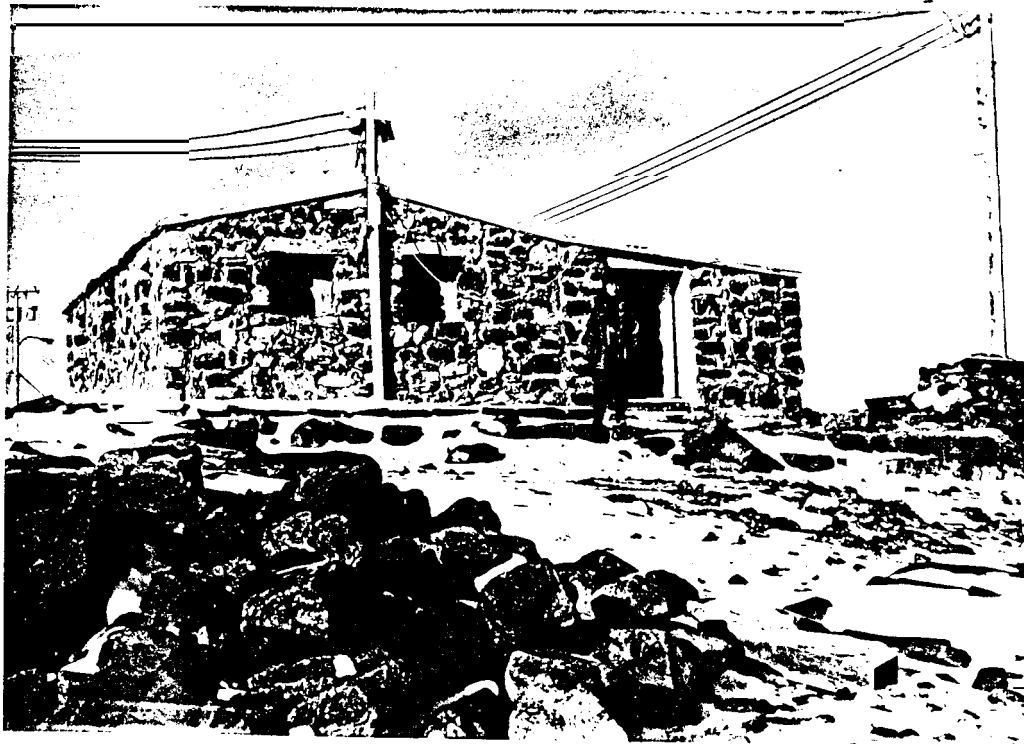
Each community needs to have a commercial area for display and **sales** which is open daily. No attractive, well organized facility exists at the moment.

The availability of these materials is an important part of the tourist industry and will make a persons visit a lot more significant if they can meet the crafts people and take home an article from the place they have visited.

The arts and crafts activity is an important part of the community tour. To have limited access to an **artist's** studio will add a real sense of contact with the community. Limited access will be made by appointment through the community representative (5.6.1)

5.5 Stone Churches (refer to appendix B and C)

PELLEBY



SPENCE BAY

6.0 INTERPRETIVE DEVELOPMENT

The development of interpretive signs and displays throughout the community will serve to unify the different areas of park and trail development through the design and storyline. The general purpose and description of the different types and locations of interpretive development follows.

Purpose

1. to serve as a unifying tool integrating the public tourism facility development throughout the community.
2. to orient and inform the **traveller** to services and activities available.
3. to provide interest and education regarding the historical, cultural, flora and fauna, and the environmental aspects of the community and region.

6.1. Initial Development

6.1.1. orientation map

located at the airport

because the building is not open all the time and the interior space is small and often crowded the display will be divided into two parts.

Outside-photographic display panels, orientation map

Inside-will be a small photographic display as well as pamphlets on the community.

the content of the display will focus on orienting the visitors, locating services and facilities eg) hotel, campground, stone churches, guides, arts & crafts studio, commercial businesses

the theme of this display will focus on the individual identity of the community and surrounding region

the pamphlets will be a summary of the display enabling the tourists to take this basic information with them.

6.1.2. campground

the focus will be on the Arctic environment, emphasizing features visible from the site.

themes include the sensitivity of the natural environment, geology, flora and fauna and marine life.

signs will be low to the ground, emphasis placed on photographs and sketches, with minimal text

integrate the signs into the site by surrounding it with materials described in the display, eg) vegetation, rock, tools, utensils.

6.1.3. archaeological sites

examples of sites in both communities include:

caribou weir

tent ring/grave site

interpretation of archaeological sites must take into consideration attitudes of community members and the need to protect sites from damage.

signs will focus on the culture and traditions of the Inuit people.

as there are a number of sites in different areas, the visitor can be directed to the less archaeologically significant ones, while sensitive areas will be approachable only with a guide or not revealed to the tourist at all.

the design will employ the same principles as the campground signs.

6.1.4. hotel

the message will relate to the development history of the community, presented in a photo display with brief text.

a Pictorial summary of large photographs will illustrate the transition from nomadic dwellings to the present day permanent community, the earlier locations of the communities and indicate the significant areas of interest to tourists in the present day community.

the orientation pamphlets, as well as the community tour booklet, (5.3.4.) will be available here.

In addition an interpretive sign may be installed outside the building based on the theme of the material inside

6.2. Future Development

6.2.1. Community Based Exhibits

Throughout the community various businesses and associations have a history or activity to describe. These will be independently run displays, yet the content and design must be integrated with other exhibits to create a complete storyline, avoiding repetition and to supply information not available elsewhere. Of particular interest are the Hunters and Trappers Association and the Arts and Crafts.

The Hunters & Trappers exhibit may include a visual display of text, photos and drawings illustrating **old** and new hunting techniques

skinning and stretching hides

cleaning & drying fish

tools & equipment

demonstrations of specific techniques at certain times of the year can be planned.

arts/crafts

visual displays, as well as exhibits of different stages in producing articles, explaining construction techniques and types of materials. Demonstrations of carving and sewing skills will also be available.

commercial businesses and institutions that have interesting histories to describe are:

the Hudson's Bay

the **Co-op**

nursing station (health care in the north)

heating plant

the school may provide a place for rotating **class** exhibits or make presentations to tourists during the summer season

the concept of the student ambassadors will provide a link between the community and the tourism industry, making the students aware of future job prospects and expectations required in the tourism industry. Their involvement in the design, construction and exhibition of tourist oriented displays is a starting point in this career development.

funding and operation

- a. organizations will provide space and be responsible for operation of the exhibit
- b. government funding assistance and direction will be required to design and construct exhibits, this may include renovating existing structures
- c. organizations will consult with government representatives to integrate displays with other public exhibits in the community.

6.3. COMMUNITY INTERPRETIVE DISPLAY AND INFORMATION SERVICES

A space that will function as an official reception **centre** is required in the future. It will provide information, similar to a visitor **centre** and exhibit a large display including three dimensional presentations and artifacts representative of the region. It will be housed in a public building, the community will be involved in the design as well as the operation of the **centre**.

Guided community tours can be organized here, as well as making contact with outfitters, art & crafts people and other organizations.

Potential locations include the hamlet office and stone churches. Because of their central location the hamlet office is preferred, modification to the building will be required to accommodate the exhibits. The tourist will also come into contact with everyday community life here further expanding their knowledge of the area.

6.4. Visitor Service Representative

each community needs to have part-time employees who will provide the following services:

- a. orientation service to tourists
- b. community based tourism representative to assist local business with developing tourism services
- c. to organize and coordinate local events

Appendix

A. **Market Strategy**

B. **Stone Churches Development Concepts**

C. **Stone Churches Background Information**

MARKETING STRATEGY

The communities of Spence Bay and Pelly Bay have adequate hotel/meals and transportation facilities, but are lacking other vital components if they are to attract visitors and keep them there for more than a few hours or one day.

Although these communities have raw product to offer in the form of culture and history, they have no operators to present this product, they have limited understanding of the tourism industry., and they have few, if any, organized events or attractions.

The small number of leisure travelers currently coming to these communities are generally visiting friends and relatives, although the occasional adventurous person does set out through the communities on a journey of discovery.

There are substantially more business and government visitors traveling to these communities, yet the communities offer little activity for this group during their non working hours.

To build on the small existing base of visitors, and to expand this base at a rate which can be handled by each community, we suggest the marketing strategy centre on four points:

1. Expand the experience of current visitors
2. In line with the installation of parks and trails, (and accompanying literature) go after the more self-reliant adventure traveller, who will spend money in a community, but doesn't necessarily need a full time outfitter to assist him/her.
3. Concentrate on co-operative packaging with existing local businesses/airlines .

4. Develop the existing 'northern^m market, who are looking for economical ways of seeing truly Arctic communities.

Most of the above can be accomplished in Spence and Pelly with the existing level of experience and understanding of the tourism industry.

EXPAND THE EXPERIENCE OF CURRENT VISITORS

The vast majority of visitors to both Spence and Pelly are there on business or government work. These people usually have some free time during their visit, and are generally looking for things to do, particularly if they have to stay over a weekend.

Hiking established trails around a community is an activity that could appeal to these people. Although there is no direct monetary advantage in this activity, it could enhance the person's visit to the community, and could generate word of mouth advertising among the individual's friends and relatives.

The introduction of small packages, say for fishing, or going further afield to see an historic site, could also expand the experience of the existing, or current visitor to the community, and could also generate some income for a local person. Existing visitors for these products could include visiting friends and relatives, as well as business and government travelers.

GO AFTER MORE SELF-RELIANT TRAVELLERS

There are many people who would enjoy visiting the Arctic, but whose budgets, do not allow for the justifiably high costs of hotels and meals in the communities. These people, who often

travel with **packsack** and tent, are looking for a convenient place to camp within range of a community, and are looking for experiences within the community and the immediate area. The provision of campsites and trails, can serve to lure this group to the communities of **Spence Bay** and **Pelly Bay**, combined with attractive airfares into the community.

Although these people will not leave as much money in the local economy via the use of hotels, they will leave money in the purchase of local arts and crafts, and could generate positive word of mouth **advertising for** the area.

These people would likely arrive in summer, at a time when most of the hotels are already quite busy with the inevitable construction crews which descend on the communities through the brief construction season. If they are able to camp, then their numbers and expenditures are a net economic advantage to the community.

CONCENTRATE ON CO-OPERATIVE PACKAGING

Improved air transportation to **Spence Bay** and **Pelly Bay**, combined with the availability of reduced air fares, makes both communities more accessible to travelers. For this reason, the **airline** should become a main partner in the co-operative packaging of the communities. But it requires partners who are prepared to provide small local services, even if it is as basic a service as meeting guests and escorting them to the campground, (for a fee) or offering an escorted tour of the community. Other players in the community, from the **co-op** and the hamlet office, to the local people would also have to be part of the packaging, if visitors are to have a truly northern experience.

DEVELOP THE NORTHERN MARKET

The communities of Spence Bay and Pelly Bay are not looking for thousands of visitors each summer. In the early years of tourism development, 50 or 100 people per season, per community, would be more than adequate numbers to introduce the population to the idea of hosting visitors, and meeting their needs.

Rather than looking at the large American market initially (although there will be some spin-off from this market) the initial marketing strategy will concentrate on encouraging northerners particularly from Yellowknife to take a short trip to an Inuit community on the Arctic Coast.

The main target area would be Yellowknife and would include Yellowknife residents, visiting friends and relatives of Yellowknife residents, and leisure visitors to Yellowknife, who may want a more northerly experience at a reasonable cost.

The target market would be the younger (30-50) affluent people who are interested in camping, outdoor adventure, culture. These people would be prepared to camp out (although some may prefer staying in hotels) and generally want an opportunity to see another part of the north while living in a city that is highly southern in its daily lifestyle.

These people will spend money purchasing goods, rather than services, although they will purchase services such as boat trips, if the service is perceived to enhance the experience they are planning. Often these packages could be weekends only, in one community or the other (Spence or Pelly) although there is potential for longer packages that could take in two communities.

CONCLUSION

In general, we suggest the communities start out by thinking small in their marketing strategies. Initially they should concentrate on using known or existing services, appealing to known markets for the product, and **working** co-operatively on developing a tourism product for the least-demanding end of the travel spectrum. This will allow a more gradual entry into the entire tourism industry, and will ensure a small flow of visitors, while the communities expand other attractions and events, which enhance their locations as 'destinations'^f.

The above is a general outline to the marketing strategy. It will be developed in more detail in the final report.

Appendix b.

5.0 DEVELOPMENT CONCEPTS

5.5 STONE CHURCHES:

Refer to Appendix c. for background information.

Spence Bay Roman Catholic Stone Church:

ALTERNATIVES FOR TOURISM USE:

1. This building is on the list to receive a plaque to be installed by the Prince of Wales Northern Heritage Centre to commemorate it as a Heritage Building in the Northwest Territories.
2. As a place to visit on a community tour it should be renovated minimally to provide shelter for visitors and to provide a small interpretive display of the history of the church.
3. As the focal point in a day use area or campground in its immediate area, the church building could be renovated to provide some basic needs, such as a washroom and storage for camping equipment, in addition to the above.
4. Possible temporary location for the display and sales of arts and crafts.
5. Renovate the church as a seasonal visitor information centre with interpretive displays on the culture and environment of Spence Bay.
6. Renovate the church as a year-round visitor information centre complete with all building services. At shoulder seasons the facility could function to hold other community events.

RECOMMENDED PROGRAMME FOR DEVELOPMENT:

Alternatives 1,2, and 3 are recommended for a first stage of development.

Alternatives 4,5, and 6 should be considered in relation to an overall facilities plan for the community.

Pelly Bay Roman Catholic Stone Church:

ALTERNATIVES FOR TOURISM USE:

1. A plaque is now being produced by the Prince of Wales Northern Heritage Centre to commemorate it as a Heritage Building in the Northwest Territories. The plaque will provide verbal and visual history of the church. The Centre is planning to do a study on restoring the Church next year.

2. **Dismantle the church until it is a "safe" ruin** and only after photographing it extremely well for **future** interpretive displays and/or publications and for the possible rebuilding of only a portion of it (e.g. the **belfrey**) as part of a future facility.
3. Stabilize the existing structure of the church according to the assessment of a **conservation** consultant and renovate the interior to function as a minimal **visitor's** shelter, Provide interpretive display (self-guided). Upgrade the current display of caribou clothing and artifacts,
4. As a **focal** point in a day use area, the church in addition to the above, could be renovated to provide some basic needs, such as a washroom and storage for equipment,
5. Possible **temporary** location for the display of arts and crafts,
- 6.. Renovate the stabilized church to function as a seasonal visitor information **centre** **where** visitors can be received by a guide or host.
7. Renovate the stabilized church to function as a year-round visitor information **centre** complete with all building **services** and permanent interpretive displays, At shoulder seasons the facility could hold other community events,

RECOMMENDED PROGRAMME FOR DEVELOPMENT:

Alternatives **1, 3,** and 4 are recommended for a first stage of development,

Alternative 2 is possible but should only be considered if **Alternative 3** is not possible,

Alternatives 5,6, and 7 should be considered in relation to an overall **facilities** plan for the community,

Appendix c. STONE CHURCHES BACKGROUND INFORMATION

OWNERSHIP OF THE CHURCHES:

Telephone conversations with Father Joseph Meeus, the Roman Catholic priest in **Pelly Bay** since 1975 and Lorraine Branson, curator of the Museum in Churchill, Manitoba:

Spence Bay Roman Catholic Stone Church:

The owner is the Community of **Spence Bay**. In 1986 Bishop **Robidoux** offered, by letter, to give the church to the Hamlet under certain conditions which included proper maintenance and non-commercial use. The Hamlet, in agreeing to these conditions by letter, is the owner of the Church but the land is still the property of the Roman Catholic Church. For this current study on Park and Trail Development for **Spence Bay** and **Pelly Bay**, the Hamlet have asked EDT to include an assessment of the Stone Church for its tourism potential.

Pelly Bay Roman Catholic Stone Church:

The owner is the Community of **Pelly Bay**. In the late 70's Bishop **Robidoux** verbally gave the Church to the people of **Pelly Bay** on the understanding that something worthwhile be made of it. Restoration was undertaken, a display of traditional clothing and artifacts was installed, and maintenance was continued, until the GNWT funding that was available to do this work, ran out.

HISTORY OF THE CHURCHES:

The **Spence Bay** Roman Catholic Stone Church was constructed in 1954 by Father Pierre Henry, Father **Rogatien Papillon** (the original parish priest there), and Charlie **Agluka** and was called the Mission of Saint Michael.

The **Pelly Bay** Roman Catholic Stone Church as it now stands was built by Father Pierre Henry in the summer of 1941,

Apart from the above, the history of the churches has not been researched a lot for this interim stage of the project. Some history is known about the **Pelly Bay** Church through conversations with Margaret **Bertulli** of the Heritage Centre and community members of **Pelly Bay**,

The history of these churches will be of great interest to tourists and to local people. The research, documentation, and interpretation of these histories will be a highlight within the context of a future overall tourism facilities and interpretive development of this region.

OBSERVATIONS ON THE NEED FOR RENOVATION AND RESTORATION OF THE TWO CHURCHES:

Both churches appear to have originally been built with walls of dry laid stones **uncoursed** and roughly squared with non-bonding grouting material of sandy clay in between the stones. This grouting material has eroded and fallen out over time. The joints between the stones in both churches appear to have been refilled with mortar-like substances during subsequent periods of restoration.

The Spence Bay Stone Church is in fair condition and is not in need of immediate repair. A good cleaning, minor repairs, and a new paint job on the inside wood and wallpanelling surfaces and exterior wood trim would be the first steps to making it function as a tourist facility,

However, the joints between the stones that have been **filled** with a white plaster-like material **particularly** on the exposed stone wall in the interior are quite unsightly and should be removed. The light **colour** and its random and sloppy application detracts from the beauty of the stones themselves.

The exterior stone walls are built against interior wood frame walls at the perimeter but there is an exposed stone interior wall dividing the main room from the entrance vestibule. The roof structure appears to have been set into the tops of the stone walls. In some places the exterior stone wall appears to be two parallel stone walls with an air space in between. Electric power has been installed at the building.

The wood trim at the roof fascia, **doorway**, and windows should be repainted with a **colour(s)** that enhances the subtle **colours** of the stonework.

The immediate site has been landscaped with a series of very attractive natural stone, terraces stepping down to the water,

The Pelly Bay Stone Church is urgently in need of structural restoration. It is not a structurally safe building. There is one other remaining stone building nearby (there used to be five or six **stone** buildings in the vicinity which were subsequently taken down for safety reasons) which is not yet in quite as bad shape as the Church. The windows of the church are in bad need of repair resulting in poor protection for the traditional clothing and artifacts displayed on the tables at window sill height,

The grouting material which was applied in recent years is a cement appearing mortar in a pale grey **colour which** complements the **colour** of the stone. It also has some structural bonding **behaviour** in that it has produced very obvious cracks where uneven settling has occurred. Is this the mixture of mud, sand, water, and seal oil that was described by Otto **Apsaktaun**, the caretaker who worked with Father Van de**Velde** on the church in the late 70's?

For the main church space, the interior wood frame walls along with the wood frame roof structure appears to have been built first and the stone walls were built against the walls and up to the roof. These wood frame walls actually help to keep the stone walls around the main church space to remain vertical.

The walls at the bottom vertical portion of the **belfrey** are bowing out with a very noticeable bulge. Unlike the main room of the church these stone walls are not built against interior wood frame walls and are subjected to horizontal stresses from the upper **belfrey**.

The shallow stone masonry vault between the upper and lower vertical walls of the **belfrey** appears to be well built and very stable, Its exterior appears to be well coated with a thick layer of the cement-like mortar, The upper wall of the **belfrey** has been built around a series of oil drum shells acting as a kind of permanent **formwork**, resting on a wood frame embedded into the stone vault.

In **recent correspondance** between **Margaret Bertulli** and Father Van de **Velde**, Father Van de **Velde** describes how he built the **belfrey** in the years 1950, 1951, 1952. "In the **maconnerly** of the **belfrey**, steel ribs have been worked in the **maconnerly**. They have all been fastened together with steel wiring running through **holes** in the ribs, It is almost a solid block of reinforced concrete, The steel ribs came from an abandoned boat in Repulse Bay and brought to **Kugaardjuk** (**Pelly Bay**) by dog team." It is not clear, however, whether the steel ribs are at the vault portion of the **belfrey**, at the upper vertical walls of the **belfrey**, or in both locations.

The stone work around the upper walls of the **belfrey** is a different type of stone and its pattern can be described as **ashlar** stone masonry random, broken course and range, **longstones**. They are probably, proportionate to their course height, very deep and stack on top of each other like plates,

The following remedial work methods were discussed with Henry **Van Der Putten of the Regional Restoration Workshop, Parks Canada, Selkirk, Manitoba and Martin Weaver**, Conservation Consultant Inc., Ottawa, Ontario:

It is possible to correct a bulge in a dry laid stone with a system of timber frames and hydraulic jacks. It may also be possible to tie back the stones here and thereto an interior wood frame wall, In both cases the wall of loose laid stones will continue to shift unevenly with time,

Appropriate frost resistant mortar mixes can be specified based on analysis and knowledge of the type, condition, and permeability of the stones and the material content of original grouts and mortars used,

Under certain conditions fluid **mortars** can be injected into stones in place combined with techniques of drilling and insertion of a network of stainless steel rods which tie the stones together.

A labour intensive and costly structural restoration would be to rebuild the stone church stone by stone with a mortar of strength equal to the **strength** to the stone, The mortared stones would then form a monolithic structural wall,

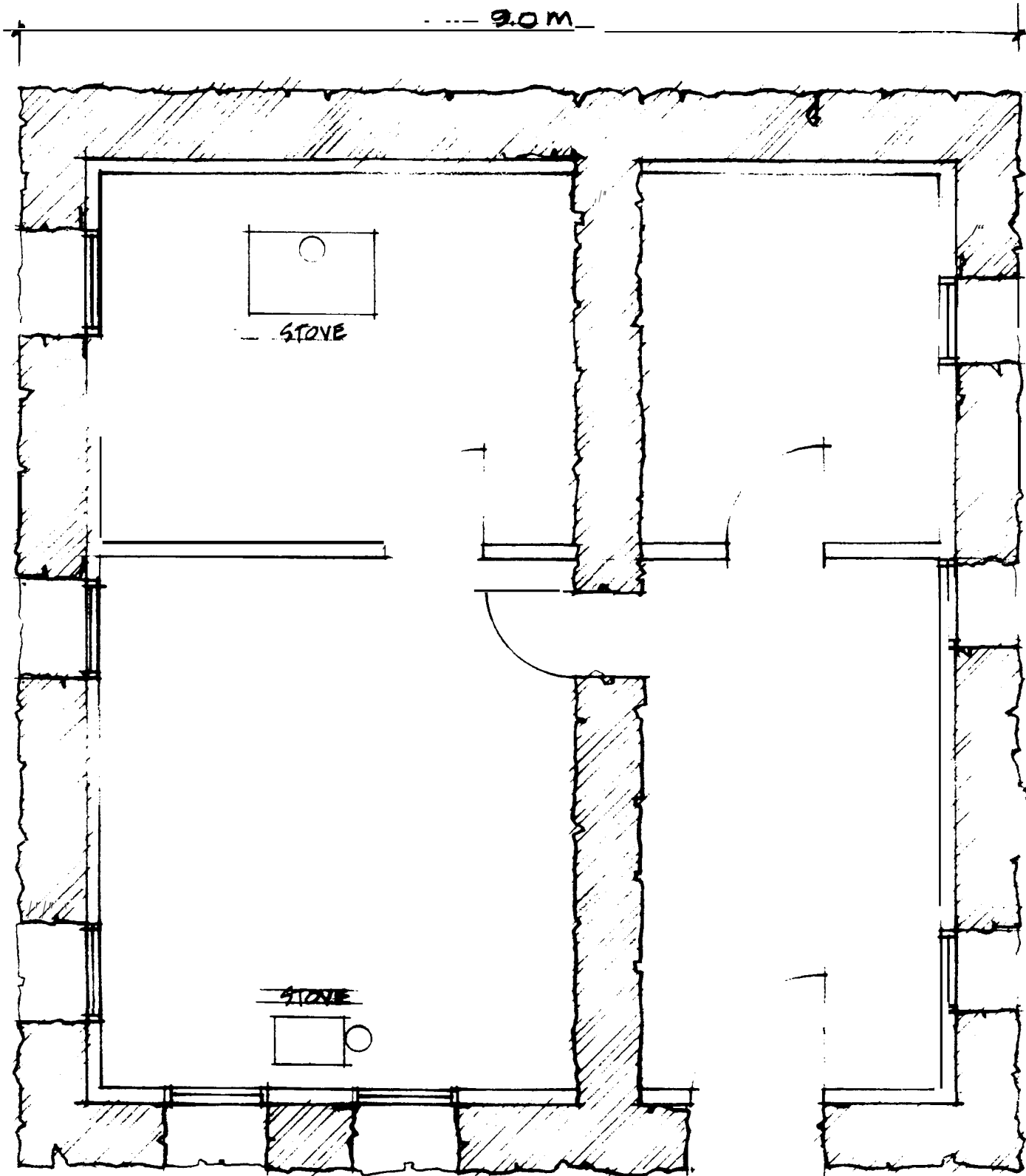
If the last method was implemented the short length of the summer season would have to be used to best advantage, It would make sense to take the church apart first during a previous autumn after each wall of stones was carefully photographed and numbered in order before laying them systematically on the ground just in front of the walls.

During the following spring a crew of 4 stone masons and 4 local crew members would proceed to rebuild the stone walls working on two opposite walls simultaneously. It should take all of the summer to rebuild the church in this way,

The stones, before **re-laying**, should be well cleaned **off**, removing all traces of the seal oil which was **used in the original grouting mixture, Any saltwater sand to be used in the mortar should be washed with fresh water before use, Salt water should not be used in the mortar because it retards the setting of the mortar and in some cases, attacks it, Lime in hydrated form for the mortar should be used because it is fairly easy to transport in airplanes,**

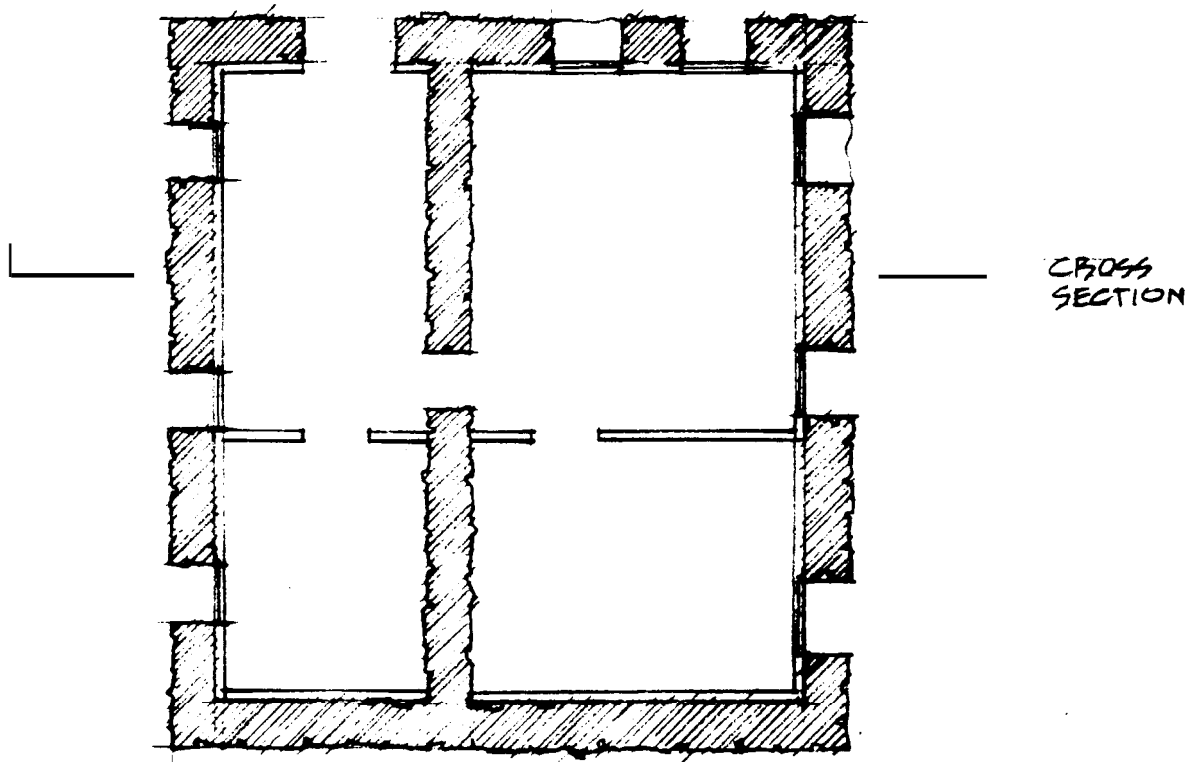
Each of the above and other methods should be investigated for feasibility and cost before choosing a restoration option. The variety of options should be evaluated for the type of use and the length of life that is expected from the structure,

Chuck Arnold of the Heritage **Centre** has suggested a number of restoration specialists who could be approached for further ideas and direction. This will be pursued and reported on in the final report. In the meantime, samples of the stones for both churches and samples of all of the different grouts and **mortars** used should be collected for analysis during this stage of the study.

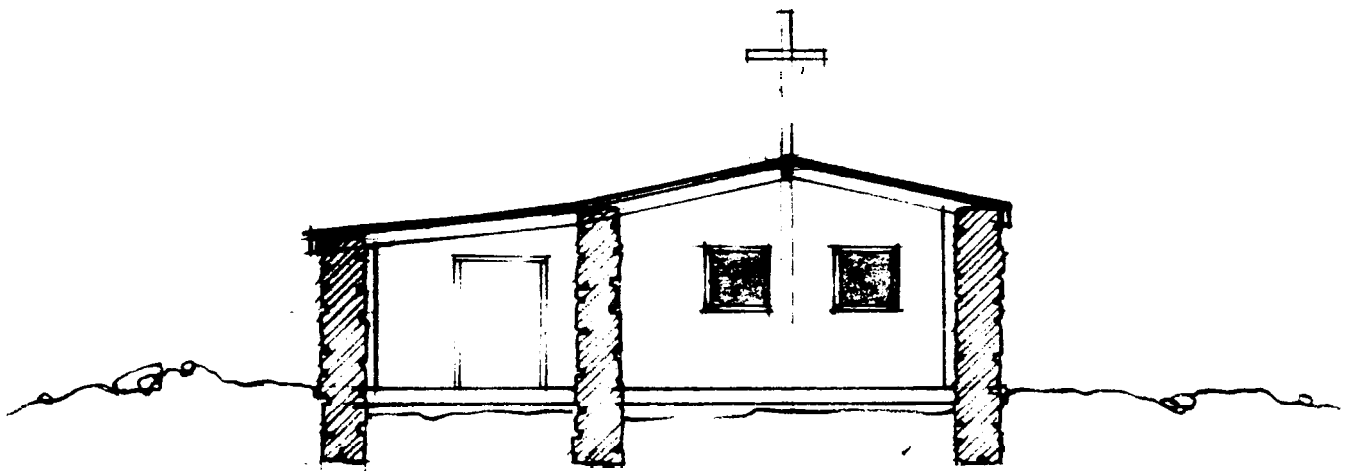


PLAN OF SPENCE BAY STONE CHURCH SCALE 1:50

FIGURE 4

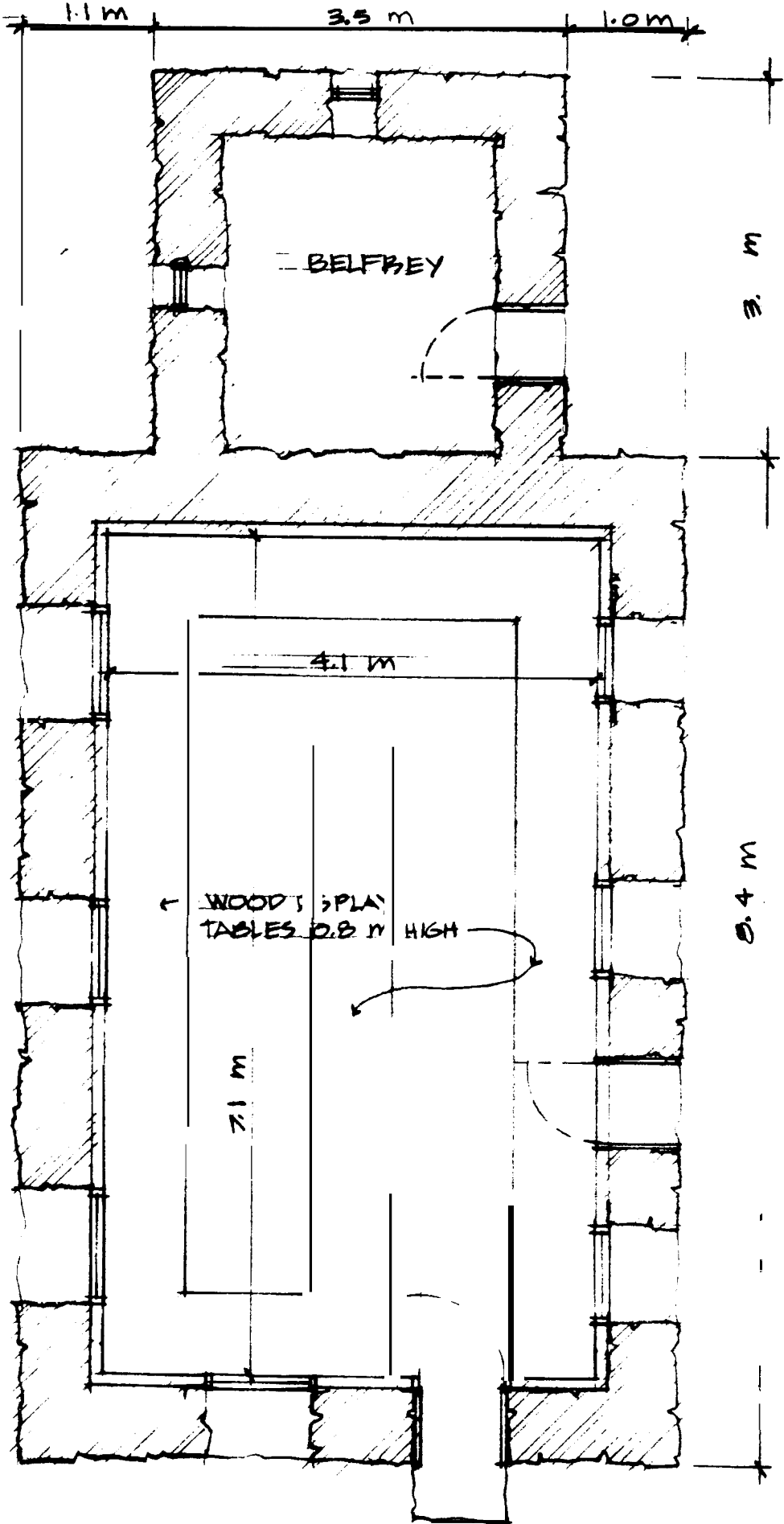


PLAN OF SPENCE BAY STONE CHURCH SCALE 1:100



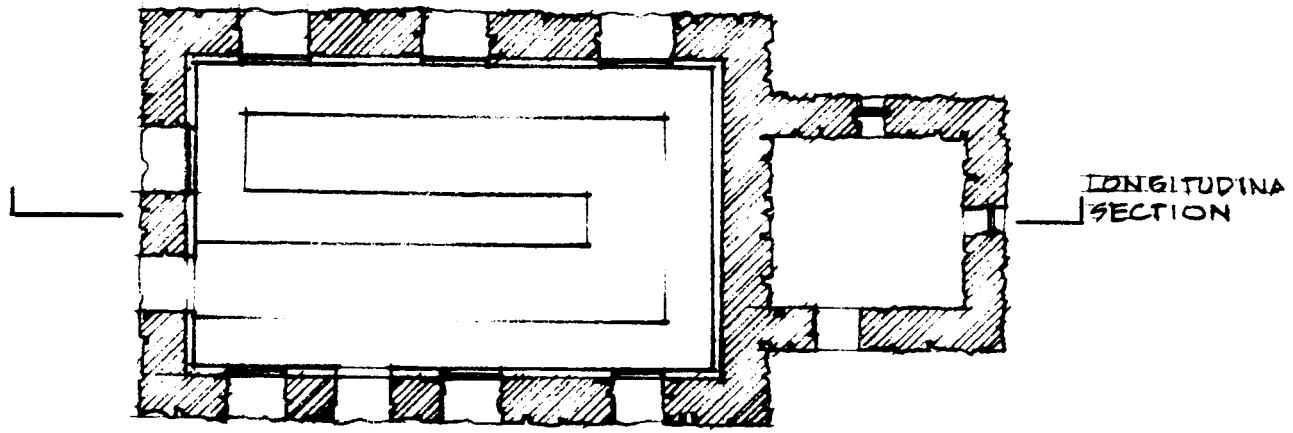
CROSS SECTION OF SPENCE BAY CHURCH SCALE 1:100

FIGURE 5

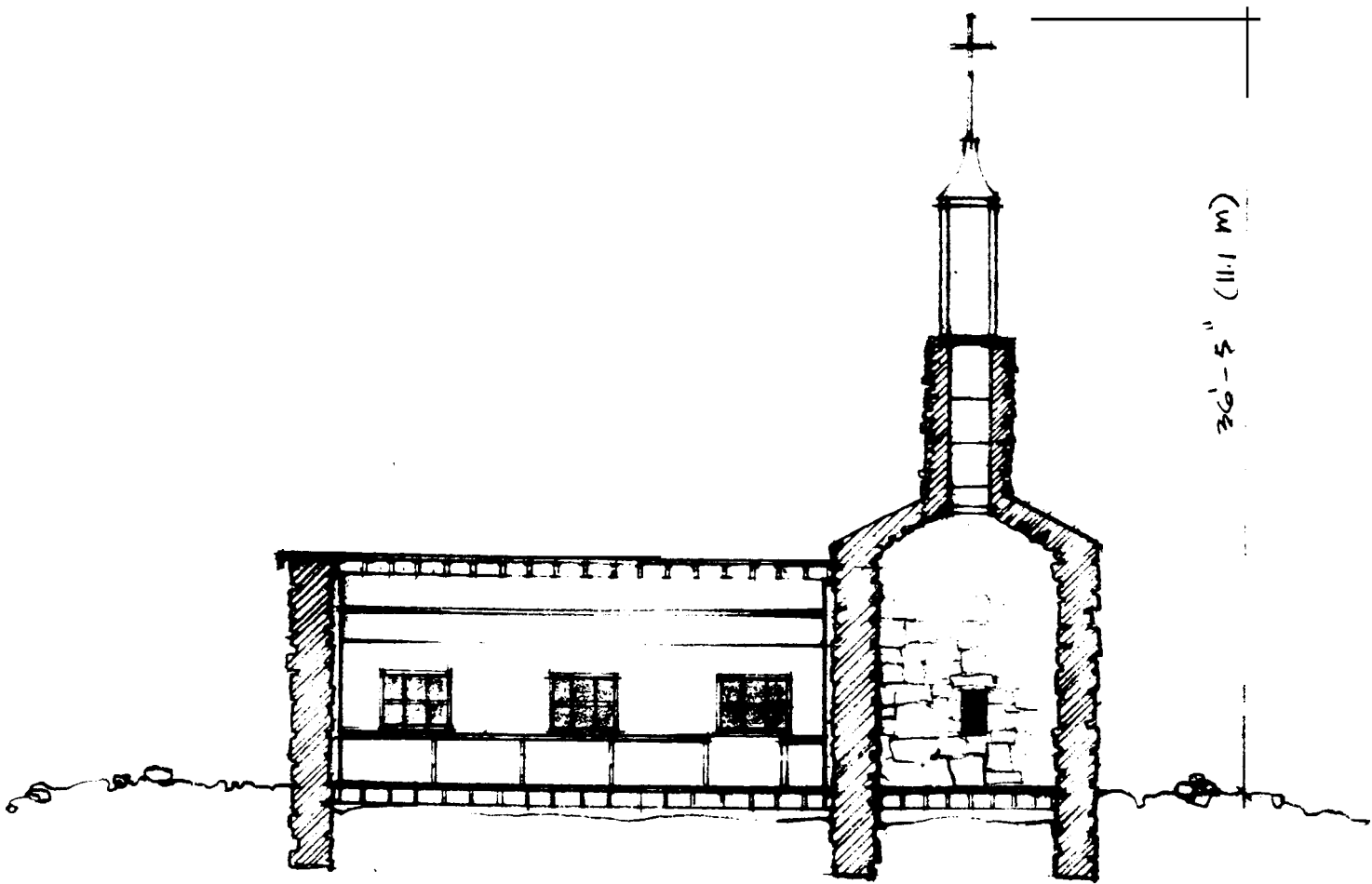


PLAN OF PELLY BAY STONE CHURCH SCALE 1:50

FIGURE 6



PLAN OF PELLY BAY STONE CHURCH SCALE 1:100



LONGITUDINAL SECTION OF PELLY BAY STONE CHURCH SCALE 1:100

FIGURE 7