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***Park And Trail Development Plan For  
Spence Bay And Pelly Bay - Final Report  
Date of Report: 1990  
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PARK AND TRAIL DEVELOPMENT PLAN FOR  
SPENCE BAY AND PELLY BAY - FINAL REPORT

Sector: Tourism

11-30-28

Plans/Strategies

E. L. YAXLEY  
COPY

FINAL REPORT

PARK AND TRAIL  
DEVELOPMENT PLAN FOR  
SPENCE BAY AND PELLY BAY

FOR

ECONOMIC DEVELOPMENT AND TOURISM  
**KITIKMEOT** REGION  
CAMBRIDGE BAY, NORTHWEST TERRITORIES

PREPARED BY

**QUINITSA** ENVIRONMENTAL PLANNING AND DESIGN  
SOON ARCHITECT  
OUTCROP LTD.

FEBRUARY, 1990



## INTRODUCTION

March 26, 1990

file 89-025

**Mr. Joe Ohokannoak**  
**Regional Tourism Officer**  
Economic Development and Tourism  
Government of the Northwest Territories  
Cambridge Bay, Northwest Territories  
**XOE OCO**

Dear **Sir**:

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

We are pleased to submit the final report for the Park and Trail Development Plan for **Spence** Bay and **Pelly** Bay. All the revisions you have requested from the community meetings have been included. It provides information for the development of facilities for campgrounds, community tours and the Stone Churches, as well as interpretive material. In addition an outline for a market strategy is included to assist in the promotion of tourism.

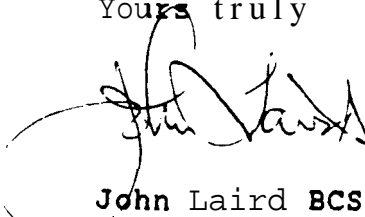
The study has been approached with the intent of implementing the proposed projects **in** stages, following a plan consistent with the communities level of expertise. In this way concepts most relevant to communities can be developed.

It **is** intended **local involvement will** form a large part of the design and development phases of these project. Community support and understanding is a large part of creating a successful tourism **programme**.

This study will be presented to the Hamlet Councils in **Spence** Bay and **Pelly** Bay in late February, their comments are encouraged and will be included in any subsequent revisions.

We wish to thank the Department of Economic Development and Tourism for the opportunity to prepare this tourism plan.

Yours truly



**John Laird BCSLA**

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## 1.0 INTRODUCTION

The 1985 tourism study, 'ARCTIC COAST DESTINATION ZONE, TOURISM DEVELOPMENT AND MARKETING STRATEGY', described the numerous tourism opportunities available throughout the entire Kitikmeot Region and indicated various ways to develop the tourism business. The three volume study described the attributes and points of interest in Spence Bay and Pelly Bay, indicating a the wealth of tourism potential in these communities.

## 1.1 PURPOSE OF STUDY

Taking ideas from this earlier study, the Department of Economic Development and Tourism has focused its attention on these two communities, exploring strategies to develop the tourism industry. This present study, "THE PARK AND TRAIL DEVELOPMENT PLAN FOR SPENCE BAY AND PELLY BAY" has two general objectives:

1. to plan a strategy for the development of tourism facilities taking into consideration the following areas:
  - a. campground facilities
  - b. community tours
  - c. the Stone Churches
2. to provide a market strategy to encourage the tourism industry.

These subjects are presented in an unified programme with each item relating to the other. They represent the starting point for tourism development in the two communities.



## 13 ACKGROUND INFORMATION



## 2.0 BACKGROUND INFORMATION

### 2.1 COMMUNITY DESCRIPTIONS

Located in the Central Arctic, Spence Bay and Pelly Bay are small Inuit communities, (approximately 550 and 300 people respectively) which were established in the early 1950's. Relatively speaking, the communities are close to each other, being only about half an hour apart by plane. They form a triangular grouping with their sister community of Gjoa Haven which is the same flying time away.

In terms of services the communities are very similar having shopping facilities (the Bay or Co-op, Spence has both), nursing station, R.C.M.P. detachment, either a Catholic priest (Pelly) or an Anglican priest (Spence), school and gym facilities, Hunters and Trappers Associations, arts and crafts people. Spence has a rink facility and an Economic Development Officer and a Resource Management Officer.

In both communities there is evidence of the traditional Inuit culture in terms of the hunting/fishing activities, the language and clothing. The housing and community services (power plant, nursing station, school) are representative of modern community development in an Arctic Region, illustrating the way the modern world copes with this harsh environment. In a small way, one senses a difference in pace and attitude between the communities. Spence appears to be more developed and more active in terms of business and development opportunities. Pelly is a quieter community with a stronger connection to the traditional life.

Here are two communities with a great deal to offer the tourist, they epitomize the image advertised on the Arctic Hot Line recording.

### 2.2 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 was focused on Cambridge Bay, Coppermine and Holman with survey data being obtained only at these locations. In order to get an accurate count of all potential tourists an updated study is required including Spence and Pelly Bay. A Hotel occupancy study proposed for the summer of 1990 will increase the information available, yet a comprehensive survey is required to document all visitors in the hamlets.

While accurate visitor analysis data is not available, from discussions with community officials it is apparent tourists visit infrequently and in small groups. The major attraction at the moment is sports hunting and fishing. A few hikers and naturalists also visit, but again, in very small numbers.

(VISITOR ANALYSIS cont.)

Air travel is the only reliable source of transportation and will be the carrier for all visitors in the near future. At the moment, First Air has scheduled flights almost daily. The air port facilities are excellent. Being centrally located in the Arctic the communities are easily accessible to **Yellowknife** in the west or **Iqaluit** in the east.

In the early 1980's a **Lindblad** Adventure Cruise arrived for a day at **Spence** Bay, this was an exiting event for both the travelers and the community. Cruise ship travel may be a possibility in the very distant future, but at the moment it is not being taken into consideration as a source of tourists. 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 market will be package tours groups in conjunction with the existing **visitor** market. Eventually the package tours will be eventually advertised in other parts of Canada and outside the country. At the moment target groups for tours are **N.W.T.** residents and their **visiting friends**, as well as **other tourists already traveling in the territories**. **An opportunity to experience a different environment, at a reasonable cost, without** having to do a lot of planning and preparation in advance will make the package tours 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. They are interested in pursuing the following types of activities: hiking, naturalist activities, culture and history, arts and crafts, community based tours, guided hunting and fishing trips, tours to archaeological **sites**, exploration of the tundra region.

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.

### 2.3 **SOCIAL AND ECONOMIC CONSIDERATIONS**

The communities are aware of some of the economic benefits to be gained from tourism and are interested in developing these opportunities. Individuals providing services (eg) guides or accommodation or products (eg) carvings, arts and crafts will benefit monetarily. In addition business, skills will be developed in terms of production, marketing and servicing. In communities with few jobs and a young, growing population, tourism presents an opportunity to make use of the resources at hand and provide employment for the young people. Not only does this provide money and skills, it assists in developing a **local sense of independence** moving away from government **assistance**.

With the emphasis on the traditional **Inuit** culture, the development of tourism facilities not only provides employment it also preserves the old ways. Through interpretive displays and museum exhibits attention will be focused on the **language, fishing and hunting techniques, traditional skills in making tools, equipment and clothing**. The community will be involved in the design and construction of these exhibits. Young people will be able to learn these skills from the elders and permanent records will be produced through the exhibits for future generations to enjoy.

Along with the benefits come the stresses of dealing with large numbers of visitors and changes the communities must cope with. Travelers will bring positive and negative qualities, affecting the community environment. In addition, some members of the community will adapt and grow with the increased opportunities while others may feel threatened or unable to cope with change, thereby causing a disparity within the community.

In the type and **style** of development it is important to avoid the **mistake of creating a tourist trap** in a social and physical sense. The tourists comes to see a place representative of its surroundings, they are not interested in a poor imitation of their own world. Development must concentrate on the existing qualities in order to achieve success and make them available within this small scale, simple context.



## DEVELOPMENT PROCESS

## 3.0 DEVELOPMENT PROCESS

### 3.1 Development PRIORITIES

as described in the, "ARCTIC COAST DESTINATION ZONE" study all the qualities of interest to tourists **are** available in these communities, the **flora/fauna**, the culture, the landscape. Yet the level of tourism organization and development is minimal, this is reflected in the small number of tourists. Other than guiding for hunting and fishing activity there is not any **programme** to attract the visitor to this part of the Arctic.

It **appears the success of other communities in the Kitikmoet** is due to organized tours, **eg)** canoe trips down the coppermine River. Or there is some form of advertised activity **eg) Holman art prints to interest the traveller in choosing these locations.**

An organized tourism campaign is needed for Spence Bay and **Pelly** Bay, advertising the special quality distinctive to each community. This campaign can be divided into three general components.

3.1.1 Set up a tourism administration  
Other than the information supplied in the Arctic Coast Tourism pamphlet, the visitors are on their own to ferret out answers to their needs and interests. A **programme** to package and present tourist information is required. The first step in this process involves the designing, organizing, training and administration of tourism services to promote and develop activity. Employ knowledgeable people to assist the tourist, to orient them, to answer questions, to provide information and services. As the tourism training **programme** is beyond the scope of this study a strategy has not been developed for it. But because it is the key component in making tourism work, planning for such a **programme is** highly recommended at this time. In this way the development of tourism expertise will keep pace with the facility development.

3.1.2 Develop tourism facilities  
To complement the tourism **programme**, facilities are needed which provide basic comforts and interpret events or places of interest. Facilities to orient the **traveller**, to describe the surroundings, to provide accommodation and allow access to places of interest are some of the ideas we will look at here.

3.1.3 Develop a market strategy to **attract** people  
Develop a **programme** to inform the tourists of attractions and organize an easy way travel to these communities. Select a specific market and advertise package tours, organize guides and activities, as part of the market strategy.

## 3.2 DEVELOPMENT STRATEGY

Given the present level of tourism development and organization in the communities, this study proposes a small scale tourism programme be set up. By dividing the work into small components the communities will be able to adapt to the demands placed on them and the tourism development programme can be moulded to the idiosyncrasies of the place. In this way, the introduction of the business development ideas and facilities will keep pace with the growth of tourism and community interest.

It is important to have community involvement in planning and designing these programmed, not only is the contribution of their knowledge essential, it is also important to have their commitment to supporting the programme.

The process will involve a series of steps:

1. provide the development
2. assess the results
3. modify the programme if required.

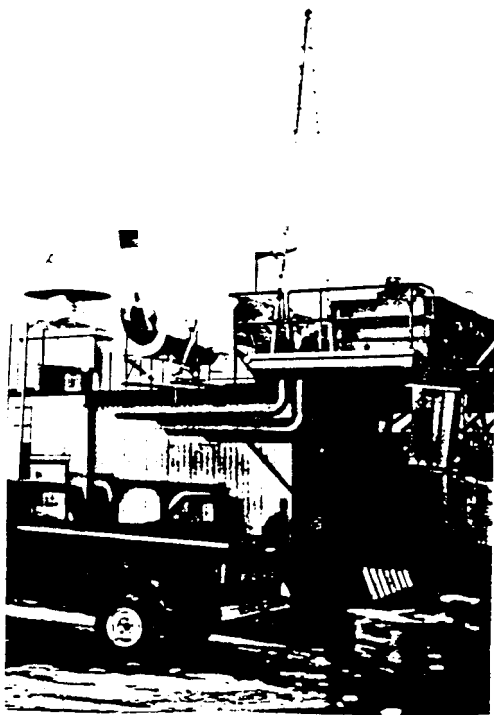
This will be an ongoing process for all phases of the work.

It will be divided into two phases consisting of:

3.2.1 PHASE ONE: immediate development concepts  
These priorities will concentrate on the community and its immediate surroundings. The first step is to set up a tourism infrastructure and plan a market strategy to introduce a tour this summer. Facilities to be developed here include:

1. campgrounds
2. community tours
3. stone churches

3.2.2 PHASE TWO: future development concepts  
The future development involves interpretation displays and development of facilities at a distance from the Hamlets, complementing phase one.



PHASE ONE

#### 4.0 PHASE ONE PRESENT DEVELOPMENTS AND COSTS

The concepts for immediate development will be described in this section, indicating the development rationale, types of facilities, implementation process and costs for the:

- a. campground
- b. community tours
- c. stone churches

##### 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.

#### 4.1 CAMPGROUND

Neither of the communities have campgrounds. At present visitors stay in the hotel or occasionally camp at random locations around the hamlet. Designated camping areas will ensure visitors stay in locations acceptable to the community, minimizing future conflicts. There is a need to provide alternative forms of accommodation in order to allow a choice in cost and types of living arrangements. This will appeal to a wider market, allowing more people 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.

As the pattern for tourist visitation **is** not established at the moment, it is recommended to experiment with the location and the type of facilities installed at the sites. Keep development simple, assess the use of the **areas and relocate or adapt facilities as the demands of the visitor change.**

The campground offers the **visitor** an intimate experience with the northern environment. A scenic area will be selected at an easy walking distance from town (1 km), providing privacy and accessibility.



(Campground cont. )

Another reason for minimum facilities development is to retain the Arctic **Coast** atmosphere. Development takes the form of a spartan and functional **quality**. It is anticipated the type of **visitor** who is interested in **this** part of the world will appreciate a site sympathetic to nature and the surrounding environment. The typical park furnishing associated with campgrounds **will not be used** here.

A relatively flat site **will be chosen** for the tenting area, free of rocks and debris. **Small** rocks will be used to keep tents in place. **Low wood or rock seating facilities** will be located near **the** cooking area. **The visitor will be** expected to remove their own garbage (a green garbage bag will be provided)

To satisfy the tourists basic necessities provide access to the shower and washroom facilities of the school. Simple toilet facilities will be available on site.

#### Spence Bay Campground

The location is east of the hamlet in the vicinity of the former Royal Canadian Mounted Police station. (see location map fig 1) A gravel, sand beach area is available for campsites, here the visitor has views to the distance hills along the shore line. There is a sense of seclusion, **yet it** only takes about twenty minutes to walk here. En route the visitor will pass a small cross dedicated by one of the former **R.C.M.P.** officers to his faithful dog. Water is available from the surrounding ponds or small lakes.

#### Pelly Bay Campground

The site is located immediately to the south of town along the shore amidst the rock outcrops and tundra. The setting is remote without being isolated, the campers will be surrounded by a natural environment, the ocean, tundra and rocky hills. Again the walk to the hamlet 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 4.5 C for details. Water is available from nearby streams.

Two negative qualities to this location are the sewage lagoon and the garbage dump. A trail to the campsite must avoid both these services, if this is not possible, then an alternative site is recommended up the **Kugajuk** River, not far from town. (see fig. 2)

## Camp-ground Implementation Process

- . site analysis /inventory , including archaeological data
- . select **site** and indicate perimeter
- . to identify the site erect stone cairn (4.5 B) interpretive section)
- . delineate trail to site with stone markers at significant locations (change of direction)
- . clearing of rock or other debris
- . level off tent pad sites for **approx.** six tents (3 person style)
- . design of site furnishings, eg) Arctic Bench (low stone arrangement)
- . designate a cooking area **within** a ring of rocks
- . design outhouse facilities in a secluded location
- . locate an **Arctic** outhouse (low stone structure with honey bucket)
- . food and garbage storage cache under a rock pile, located at distance from the tent to keep ravens and other wildlife from disturbing the contents.
- . designate the site as **a** community park to take advantage of Territorial funding programmed.

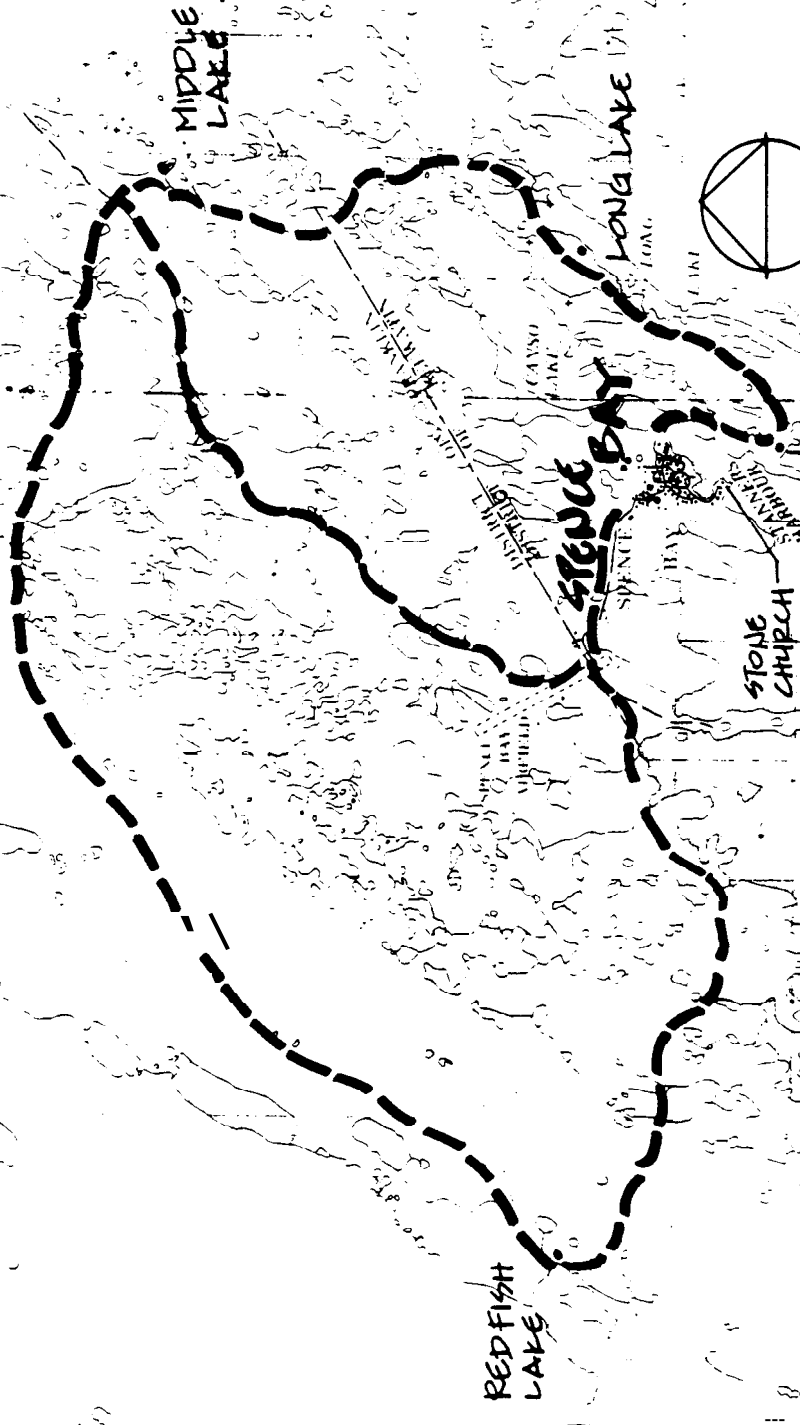
Cost Estimate: \$10,000-\$30,000

## 42 DAY USE AREA

Both communities have already **established areas to hold** public events. At **Pelly** Bay, the area around the Stone Church is used for Canada Day Games, special events, cultural demonstrations and acting performances (**plays** about community life). In **Spence** Bay a sports **field** (**ball** diamond with backstop) has been constructed in the vicinity of the *new* nursing station. This area serves as a congregation point for the Canada Day Celebrations, ball games and any other social or sports events.

**Space** for a Day Use Area is not required in the communities at this time, instead this aspect of the study will be incorporated into planning concepts for **the land surrounding the Stone Churches**. These scenic, historically significant sites are located on the waters edge. **The Spence Bay site provides a panorama of Stanners' Harbour and the community located on the surrounding hillside. The Pelly Bay site has a secluded quality nestled amongst the rocks beside St. Peter Bay, the nearby inukshuks and fishing boats add interest and activity to the view over the harbour and Kugajuk River.**

BOOTHIA



COMMUNITY OF SPENCE BAY  
 PARK AND TRAIL DEVELOPMENT  
 MASTER PLAN

NTS.

REGIONAL TOURS

FIGURE 1.

CAMPGROUND  
 BAY

SPENCE

(ST ROCH BASIN)

REDFISH  
 LAKE

REDFISH  
 LAKE

STONE  
 CHURCH

SPENCE BAY

LONG LAKE

MIDDLE  
 LAKE



### 4.3 Community TOURS

A Community **Tour programme** will present points of interest, activities and businesses in an organized format so the visitor has the opportunity of seeing a variety of interesting subjects in a short time. This is especially useful for tourists on a short **stay**, who **do** not have time to discover all the activities in the random way one experiences at the moment. Also, prearranged visits to special parts of the community, such as an artist's studio, will expand **the richness** of their visit.

The tour **will** be presented through a booklet (see below this section) and interpretive signs. The signs will be located at the airport, the hotel and the Stone Church in each community. (refer to section 3.3.5 for more information)

The tour also is a way of integrating the various park and trail development projects. There will be a repeated motif for the design of signage. The messages for storylines **will** be based *on* a central theme which is interrelated at specific locations in the community.

#### Spence Bay

The community tour will concentrate on facilities which represent the arts & crafts business as a major theme with the secondary theme being to demonstrate the operations of this northern town.

The community tour **may** include the following points of interest: fig. 3.

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

#### Pelly Bay

The major theme here will be to concentrate on the Inuit heritage, with the sub theme being arts and crafts. A community tour will take in the following points of interest: fig 4

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

(community tours cont.)

#### Design Recommendations

A booklet, containing illustrations, photographs and maps will be designed to present the community to the visitor. It will orient and direct them to facilities, provide a list of services and activities, hours of operation, dates of special events and the name and phone number of a contact person.

In addition a community tour will describe the points of interest. This will include sites related to cultural history, natural history, flora and fauna, transition to modern times, the physical operation of the community, eg) power plant, water supply, transportation, health care, police, politics, housing. These every day places and events represent a new dimension in living for the southern traveller to explore.

The visitor will be able to locate these places from the drawing or photographs accompanying each description. This avoids the appearance of overdeveloping the small communities with displays, yet allows for a great variety of information to be conveyed in detail in the booklet.

It will also be an attractive souvenir to show the people back home. The community tour booklet may be comparable to, 'CANADA'S CENTRAL ARCTIC', prepared by the Arctic Coast Tourist Association. It will have a captivating pictorial display of photographs, drawings and maps along with a conversational text.

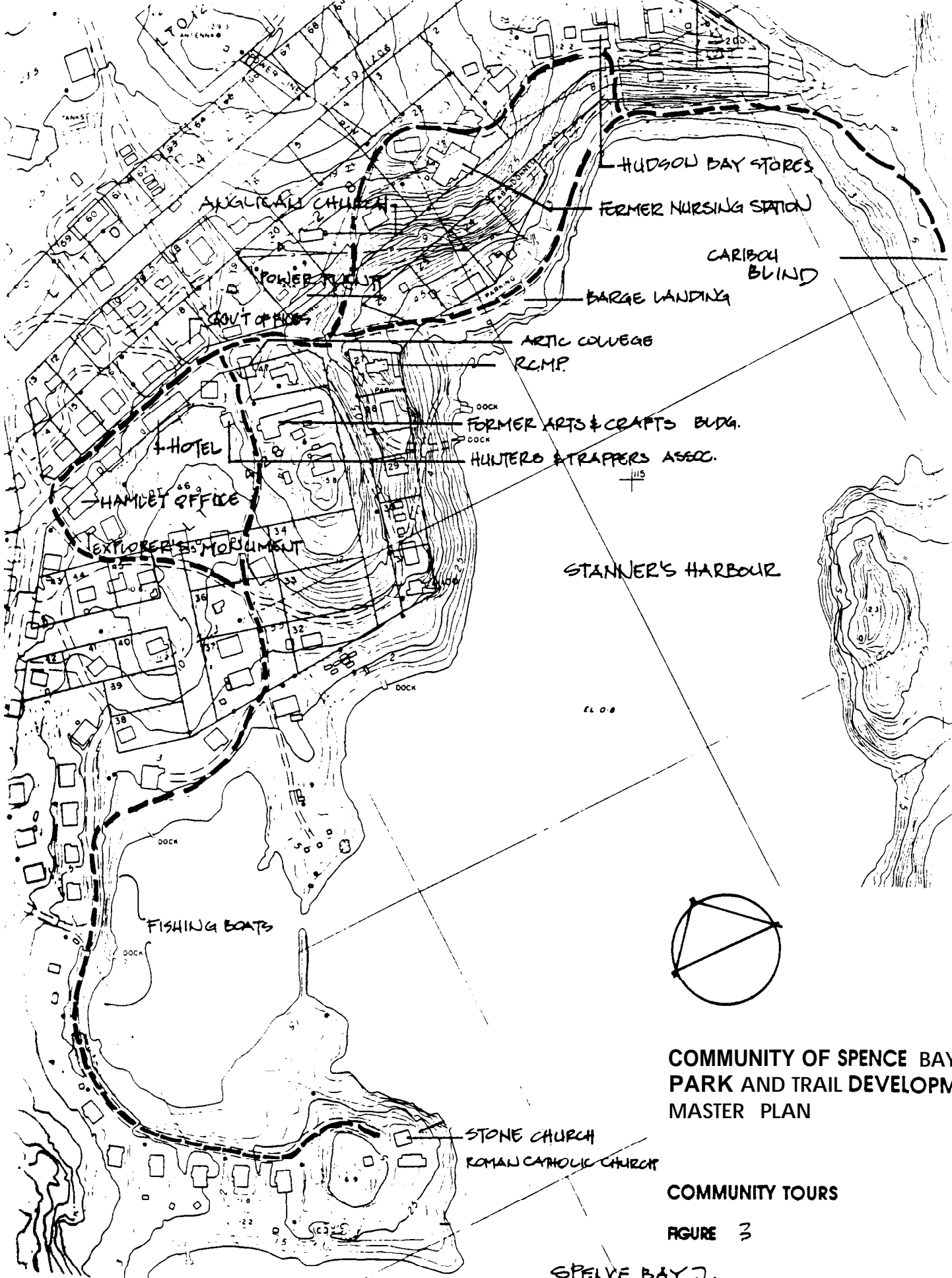
#### Community Tour Implementation Process

The community tour booklet will develop in the following manner:

- . research for interpretive material/theme.
- . research data to include interviews with community members.
- . establish community contacts for consultation on interpretive material.
- . write and design publication.
- . printing of booklet.
- . develop guided tour to accompany booklet.
- . training of guides for the tours.
- . display design will use resource material collect for booklet.
- . install distribution areas/rack for booklets.

Cost Estimate: \$20,000-\$45,000

Note: some of the sites include interpretive displays, they have been grouped together in section 4.5.



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

N.T.S.

**COMMUNITY TOURS**

FIGURE 3

SPENCE BAY 2

#### 4.4 STONE CHURCHES

The Stone Churches Present a number of interpretive opportunities which will be of interest to the tourist and will benefit the communities. On the historical level they are symbolic of the spiritual and technical changes influencing the Inuit over the last fifty years. On an architectural level, they are representative of the first permanent structures built in the region. The design and construction techniques are already part of the past. As a facility, they can be developed into a combination museum/visitor service centre and tourism office, providing valuable space for these much needed activities. They exude a sense of history that cannot be designed into modern buildings, creating the atmosphere and authenticity the tourist seeks.

Because the churches are of such strong interest to the communities and because of the visitor service function, it is recommended, as a first step to restore the buildings. The second step is developing the interpretive/visitor service function. These steps are outlined below.

Detailed information of the Stone Churches structure and history is found in the Appendix B & C

Pelly Bay has obtained the rights to the building from the Roman Catholic Church. This has allowed them to take the initiative in developing an historical display of native clothing, tools utensils and toys. Many of the techniques and materials found here are no longer used by the people. While the exhibit is not displayed to the best advantage and suffers from the deteriorating effect of the elements (mildew), it nonetheless, is the most impressive exhibit in the region making a strong, direct connection with the Inuit culture.

The hamlet has also made efforts to restore parts of the church exterior, applying concrete to the crumbling window sills and grouting cracks.

Spence Bay has not obtained rights to the building, although a formal agreement was drawn up with Bishop Robidoux, he died prior to signing it. The hamlet council does not anticipate any problem in finalizing the agreement once a decision is made to approach the new bishop.

Because of this transitory situation, the hamlet has not been involved in any development of the interior or the exterior of the building.

The communities are in a constant state of change, just like any other centre, which means growth and development will be taking place on around the churches. Now is the time to delineate the boundary of these areas and define their character. It



(stone churches cont.)

is proposed proposed development guidelines be written by the Hamlet **Council** to control building on the church site and in the surrounding area eg) **along the shoreline**. In addition it will be advantageous to create lines of communication between **various** government departments (Department **of Public Works and** transportation, Municipal and **Community** Affairs, Economic Development and Tourism) to coordinate planning and development activity in the community. This will save **in** duplication of **work**, especially in gathering site data, and future conflict in development strategies.

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.

#### Stone Churches Implementation Process

- . consult the hamlet interests and establish a working relationship with a community representative.
- . establish a boundary definition to the area and write guidelines to control development
- . contact the archaeologists at the Northern Heritage centre, they have expressed an interest in the maintaining a communication network throughout the restoration process.
- . hire a restoration architect with a strong structural expertise.
- . assess condition of churches and record accurate data on the layout, materials (draft a set of as built plans) combined with a photographic record of the building.
- . commence restoration of exterior, with a qualified stone mason familiar with northern construction, local **labour** is available in the community at this stage it appears the **Pelly** Bay Church is the first priority for restoration, due to the extent of structural deterioration
- . depending on the findings of the restoration architect the work may have to be phased over two summers.
- . interpretive display design can commence when the condition of the structures is determined.

Cost Estimate: \$75,000-\$200,000

#### 4.5 INTERPRETIVE DEVELOPMENT

The development of interpretive signs and displays is recommended to concentrate on **small** sized exhibits which can be installed in existing buildings. This presents a challenge to the artist to provide designs which are versatile enough to adapt to a variety of display locations and configurations **eg)** corridors. There will be only a few outdoor exhibits, as explained earlier, in order to retain the existing community. Displays will be installed at the **airport**, the hotel, the campground and eventually an extensive exhibition/interpretive display will be installed in the Stone Churches.

The steps for the first phase of development are described here:

##### A. AIRPORT

Located at the airport, the display will focus on orienting the visitors, locating services and facilities **eg)** hotel, campground stone churches, guides, arts & crafts studio, commercial businesses. It will briefly introduce the theme and sub-theme which will be expanded in the brochure.

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, interior and exterior units.

- . Outside: locate photographic display panels and orientation map attached to a flat sign board mounted on post.
- . Typical items of daily use can be included as part of the exhibit design, to add interest and to integrate it into the site, **eg)** fishing spears, stretched skins.
- . Inside: a photograph display of a series of medium sized photographs (8X10) **grouped** in an overlapping montage
- . Provide Community Tour Brochure display holders

##### B. CAMPGROUND

- . A stone cairn will designate the location of the campsite area.
- . The points of a compass will be constructed on a wood or metal base and will point to typical Canadian cities, sites of the Northern explorers and significant archaeological sites, giving distance to these places; in this way providing the visitor with a frame of reference to the barren world around them.
- . The booklet will give more detailed description of the more significant locations.
- . A small plaque will explain the operation of the facilities.

C. ARCHAEOLOGICAL SITES

Examples of sites in both communities include:  
caribou blind  
tent ring/grave site

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

Messages 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 only be approached with a guide or not revealed to the tourist **at** all.

The booklet will provide interpretive information relevant to each site, including a description of the site, the significance, and history.

Finding the site is part of the adventure of the north, the booklet will provide detailed maps and drawings or photos identifying the site, the visitor must now explore the area and discover the site for themselves.

(More distant and important sites will be accessible by guide)

D. HOTEL

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

A pictorial summary of small photographs (8x10 or 12x15) 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 Community Tour booklet will be available here.

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

Cost Estimate: \$15,000-\$30,000

Total Development Cost for Phase One are estimated between:

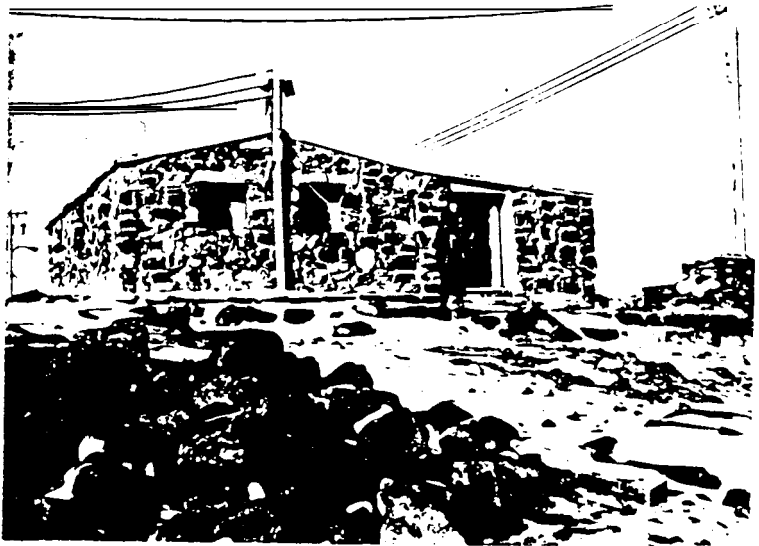
150,000.00 to \$300,000.0(30"

difficult to quantify, because

of a project of this nature.

An Architect will

Renovation of the stone churches is use of large number of unknown factors Assessment by a qualified provide an experienced estimate.



PHASE TWO

5.0 PHASE TWO  
FUTURE DEVELOPMENTS AND COSTS

5.1 TRAIL **SYSTEM/CAMPS** **ITES**

**5.1.1 Spence Bay**

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.

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.

**5.1.2 Pelly Bay**

**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

A trail to the site will have to be developed high enough above the **Kugajuk** River to avoid spring floods, **inukshuk** markers at designated sites will **identify** the trail location

## 5.2 REGIONAL TOURS

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

A similar publication to the community tours booklet will describe the surrounding countryside, landscape features, water systems, archaeological sites, **hunting/fishing** areas, view points. Trail routes will be indicated traveling various distances from the hamlet. Guided and self-guided routes will be described. Again an attractive publication with photographs, drawings and maps will comprise the regional tour booklet. It may be possible to combine publications. (fig. 1 & 2).

## 5.3 COMMUNITY 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.

### Hunters & Trapper Association

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 and Crafts

Included here are visual displays of articles, as well as exhibits of the production process, explaining construction techniques and types of materials. Demonstrations of carving and sewing skills will also be available.

### Schools

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 **maybeastartingpointinthiscareer** development.

(community exhibits cont. )

**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.

**5.4 INTERPRETIVE DISPLAY/VISITOR SERVICE CENTRE**

A mentioned in section 4.4 the Stone Church will function as an official reception **centre** 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. 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.

**Subjects** for interpretive display include: traditional tools, clothing etc., photographs, drawings, models, Pelly Inuit culture, Spence cultural transition, Ross the explorer, restoration of the Stone Churches, explanation of todays living styles, demonstration of arts & crafts today, tracing the evolution of the carving and cloth making industries

**5.5 VISITOR SERVICE REPRESENTATIVE**

This section has been discussed earlier in section 3.1.1, 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

**Funding** for this position may be obtained from summer student programmes, career development programmed (Federal Government), or local subsidies and grants. (\$3000.00 to \$5,000.00)



IMPLEMENTATION  
AND CAPITAL COST ESTIMATES



## 6.0 SUMMARY OF IMPLEMENTATION AND CAPITAL COST ESTIMATES

The following description represents a brief summary of the actions to be taken into consideration for the different stages of the **planning**, design and implementation processes. At this Preliminary **stage** of development the following cost estimates are approximation **only**. The lower amounts refer to simple, small scale projects, while the upper limits allow for a greater amount of sophistication and detail. Further planning and design considerations are required **prior** to making detailed Construction **costs**. The estimates include design fees and Implementation costs for work done in each community only. By combining projects for the communities, cost can be reduced.

### 6.1 PHASE ONE

#### 6.1.1 CAMPGROUND

- . delineate boundary
  - . clearing of rocks and debris
  - . level off tent sites
  - . construction of Arctic Bench
  - . construction of Arctic Outhouse
  - . delineate cooking area
  - . construct food cache
- estimate: \$10,000-\$30,000

#### 6.1.2 COMMUNITY TOURS

- . write, illustrate and produce 2,500 copies of booklet, including distribution racks.
- estimate: \$20,000-\$45,000

#### 6.1.3 STONE CHURCHES

- . recording data on existing structures
  - . restoration of exterior structure, stone work, windows, doors, roof, bell tower (**Pelly**)
  - . remove debris from site
- estimate: \$75,000-\$200,000

#### 6.1.4 INTERPRETIVE DEVELOPMENT

- A. airport
  - . supply and install exterior exhibit, including items to integrate the site
  - . supply and install interior exhibit
- B. "campground
  - . supply and **install** cairn and related **signage**
- C. "archaeological site
  - . included in booklet
- D. **hotel**
  - . **supply** and **install** interior display
  - . **supply** and **install** exterior display

estimate: \$15,000-\$30,000

PHASE ONE TOTAL ESTIMATE: \$120,000-\$305,000

6.2 PHASE TWO

6.2.1 TRAIL **SYSTEM/CAMPSITES**

- . delineate trails
  - . clear sites of rocks and debris
  - . level tent sites
  - . construction of Arctic Bench
  - . construction of Arctic outhouse
  - . construction of food cache
  - . delineate cooking area
- estimate: \$15,000-\$35,000

6.2.2 REGIONAL **TOURS**

- . write, illustrate and produce 2,500 copies of the booklet, including distribution rack.
- estimate: \$20,000-\$45,000

6.2.3 **COMMUNITY EXHIBITS**

- . make funds available to groups interested in design and development of relevant exhibits
- estimate: \$10,000-\$20,000

**6.2.4 INTERPRETIVE DISPLAY/VISITOR SERVICE CENTRE**

- . renovate interior of stone churches
  - . supply and install display shelving and counters
  - . supply and install building furnishings
  - . supply and install photo exhibits, models and artifacts
- estimate: \$75,000-\$150,000

- . **PHASE TWO TOTAL ESTIMATE:** \$120,000-\$250,000

### 6.3 PROJECT SCHEDULE

A project **schdule** has been setup to cover the next five year period, most of the work has been scheduled into the first four years. The fifth year will be an evaluation and finish up period for any projects experiencing unexpected delays.

The graphs are divided into four phases of **activty**, the work for each phase is summarized below in point form.

#### 1. plan

- . establish goals and objective
- determine scope of work
- . obtain funding and write proposals
- select consultants

#### 2. design

- community consultation
- development of design concepts for project
- . refine design ideas through a series of detailed reviews
- btain approvals for design from Government client

#### 3. implement

- develop construction drawings
- prepare tender documents for construction
- . tender of work (the end of the implementation period)

#### 4. evaluate

- valuation of the work will begin when enough of the project is completed to allow use, in the case of the stone churches **evaluation** will begin immediately to determine the effects of weather action.

On **page** 20 and 21 the actions are summarized for each stage of **this** implementation process.

6.3.1 APPROXIMATE BUDGET ALLOCATION BY YEAR (\$000)

YEAR	90	91	92	93	94	TOTAL
------	----	----	----	----	----	-------

PHASE ONE

1. Campground

plan/design...	5-10					
implement/"**		5-20			*****	10-30
evaluate					***	

2. Community Tour

plan/design*	5-15					
implement/"**		15-30			*	20-45
evaluate						

3. stone Churches

plan/design...	15-50					
implement/.		60-150			*****	75-200
evaluate					**	

4. Interpretive Development

plan/design...	5-10					
implement/.		10-20		*****	* * *	15-30
evaluate						

PHASE TWO

YEAR	90	91	92	93	94	TOTAL
------	----	----	----	----	----	-------

1. Trail/Campsites

plan/design...	5-15					
implement/	*	**	*	*	*	10-20
● valuate						15-35

2. Region Tours

plan/design...	5-20					
implement/.				15-25		20-45
● valuate						

3. Community Exhibits

plan/design...	5-10					
implement/.				5-10	0	10-20
● valuate						

4. Interpretive Display/  
Visitor Centre

plan/design...	15-40					
implement/...	**					60-110
evaluate						75-150

6.3.2 PROJECT SCHEDULE

6.3.3 PHASE ONE (years 1990-1991)

1. Campground

90 J F M A M J J A S O N D 91 J F M A M J J A S O N D  
 \*\* \*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

2. Community Tours

90 J F M A M J J A S O N D 91 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

3. Stone Churches

90 J F M A M J J A S O N D 91 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*>  
 evaluate \*\*>

4. Interpretive Display

90 J F M A M J J A S O N D 91 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

(project schedule cont. )  
 6.3.4 **PHASE** TWO (1992-1993/94)

1. Trail System/Campsites

93 J F M A M J J A S O N D 94 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

2. Regional Tours

93 J F M A M J J A S O N D 94 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

3. Community Exhibits

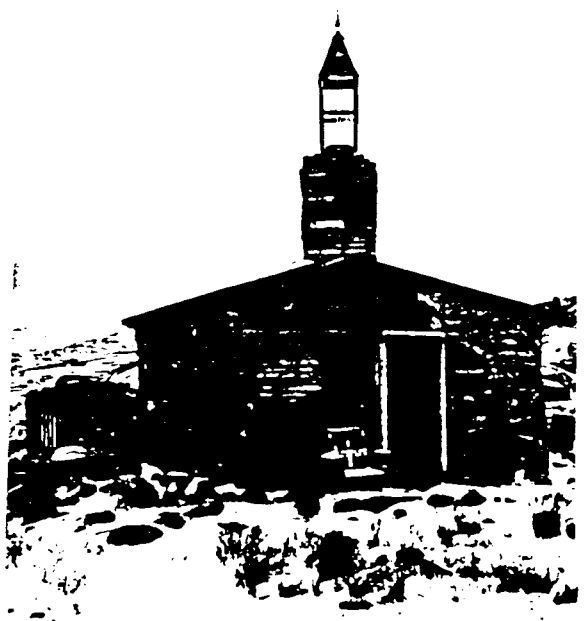
93 J F M A M J J A S O N D 94 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

4. **Inter.** Display/Visitor Centre

93 J F M A M J J A S O N D 94 J F M A M J J A S O N D  
 \*\*\*\*\*  
 plan \*\*\*\*\*  
 design \*\*\*\*\*  
 implement \*\*\*\*\*  
 evaluate \*\*\*\*\*>

Note:

The items in PHASE TWO have be **schdueled** for 1993 & 1994, the planning and design activities may occur a year earlier, if there is enough demand from the **touris** market. Ideally these two activities will be carried out in the summer of the year prior to implementation (construction).



APPENDIX

APPENDIX A  
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 **travelling** 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' 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 those 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.

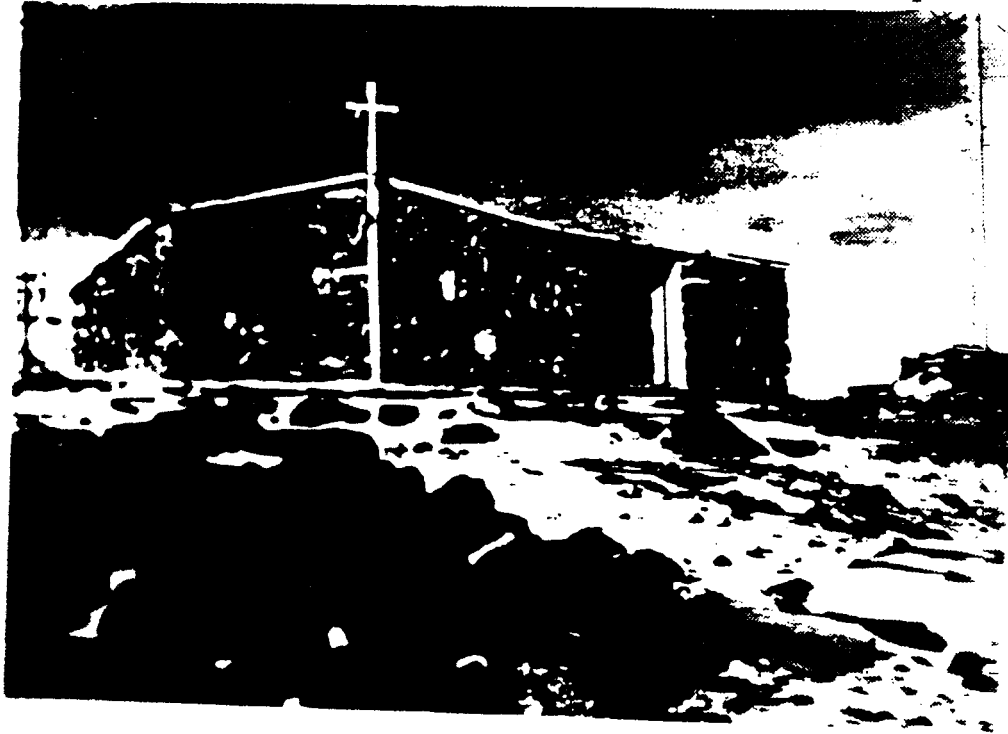
These people will spend money purchasing goods, rather than services, although they will purchase services such as boat trips, if the service is perceived to enhance the experience they are planning. Often these packages could be weekends only, in one community or the other (Spence or Pelly) although 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"<sup>M</sup>.

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

PELLYBAY



SENCE BAY

## 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 walk of dry laidstones 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 wall **panelling** 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 stonewall 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 **stonewalls**. In some places the exterior stone **wall** appears **to be two parallel stone walls** with an air space inbetween, 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 churchspace, 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** correspondence 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 **maconnerie** of the **belfrey**, **steel ribs have** been worked in the **maconnerie**. 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 long stones**. 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 Put-ten 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 of the stone. The mortar and stones would then **form** a monolithic structural wall.

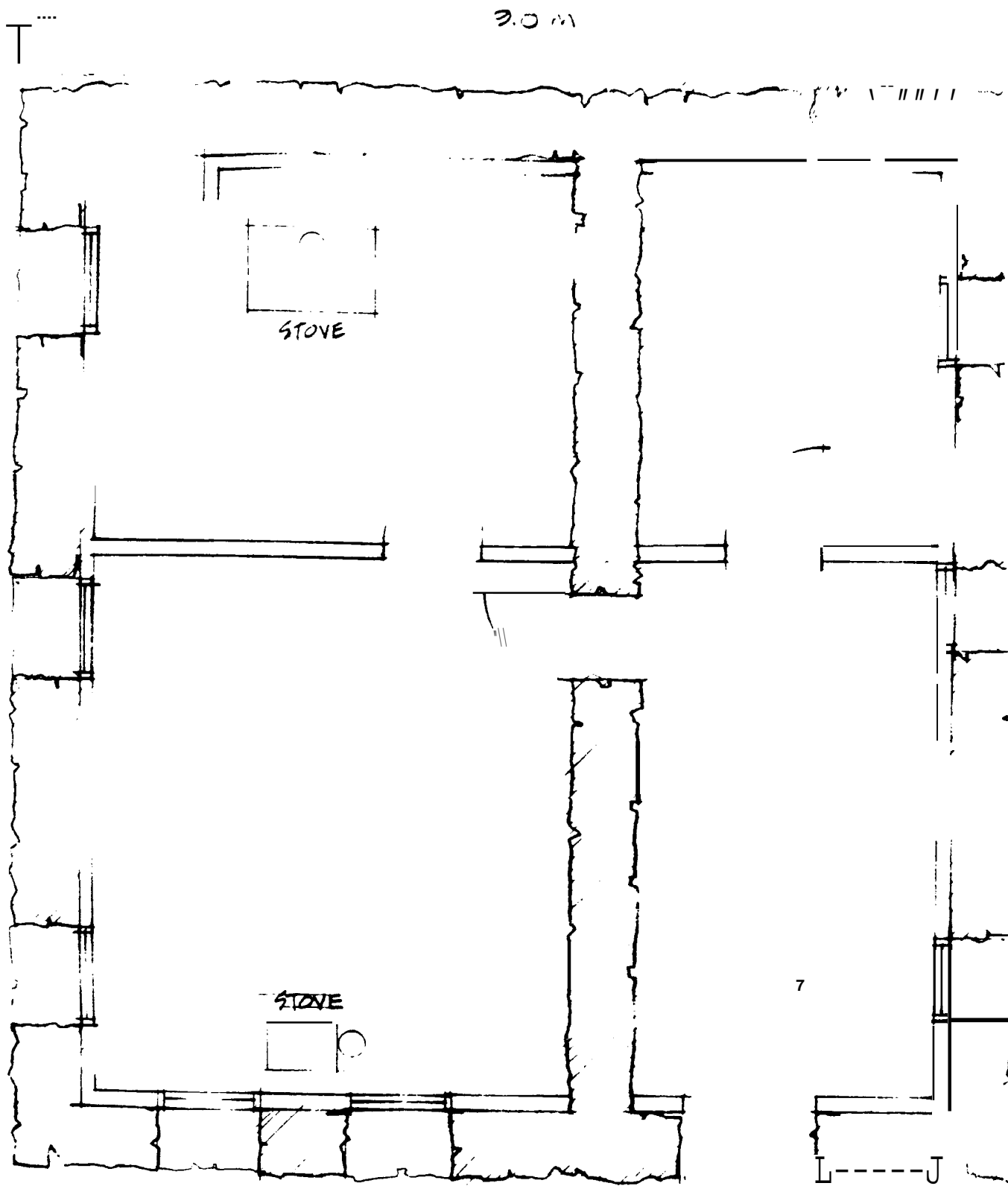
**If** the last method was implemented the short length of the summer season would have to be **used to best** advantage, **it would** make sense to take the church apart **first** during a previous **autumn after** each wall of stones was carefully photographed and numbered in order before **laying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

During the following spring a crew of 4 one masons and 4 local crew members would proceed to rebuild the stone walls working in 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 salt water 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.

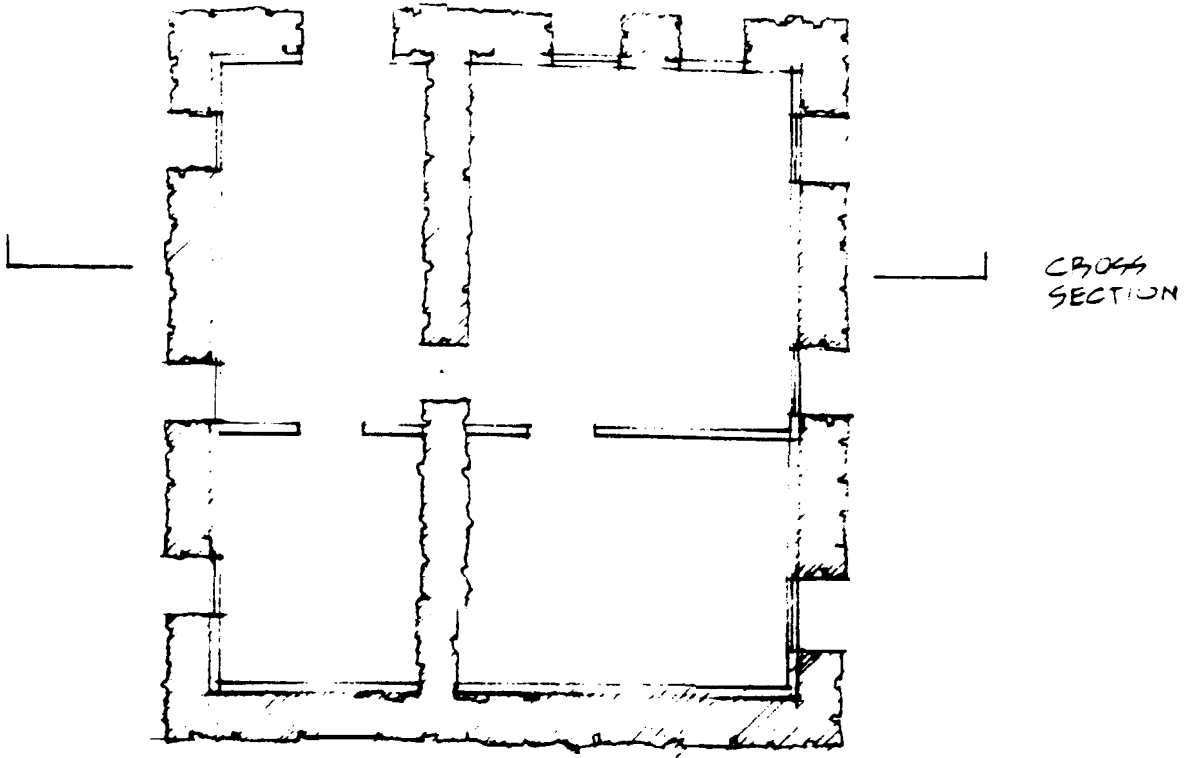
Each of the above and other methods should be investigated for feasibility and cost before choosing a restoration option. The variety of options should be evaluated for the type of use and the length of life that is expected from the structure.

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.

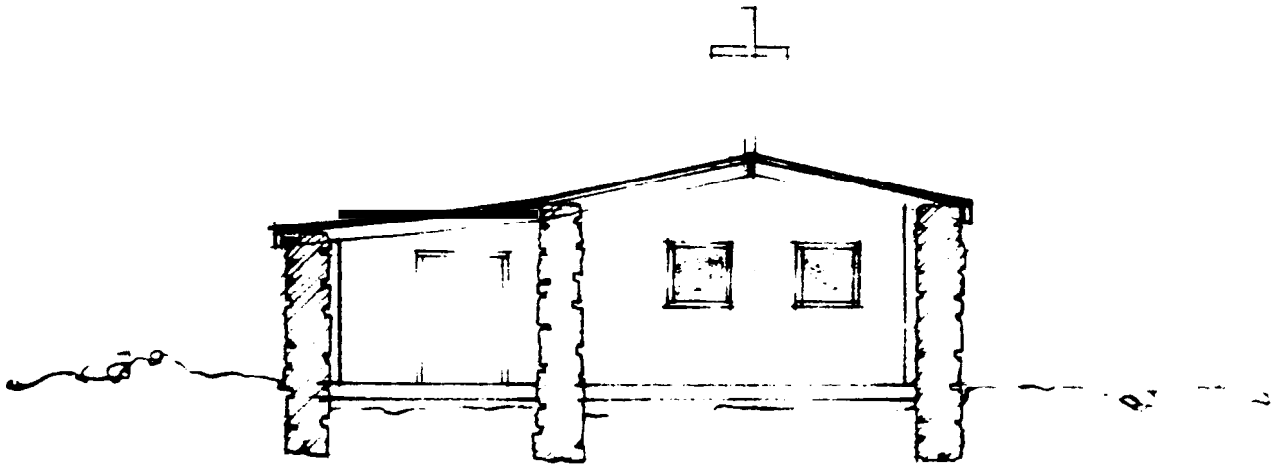


PLAN OF SPENCE BAY STONE CHURCH SCALE 1:50

FIGURE 5

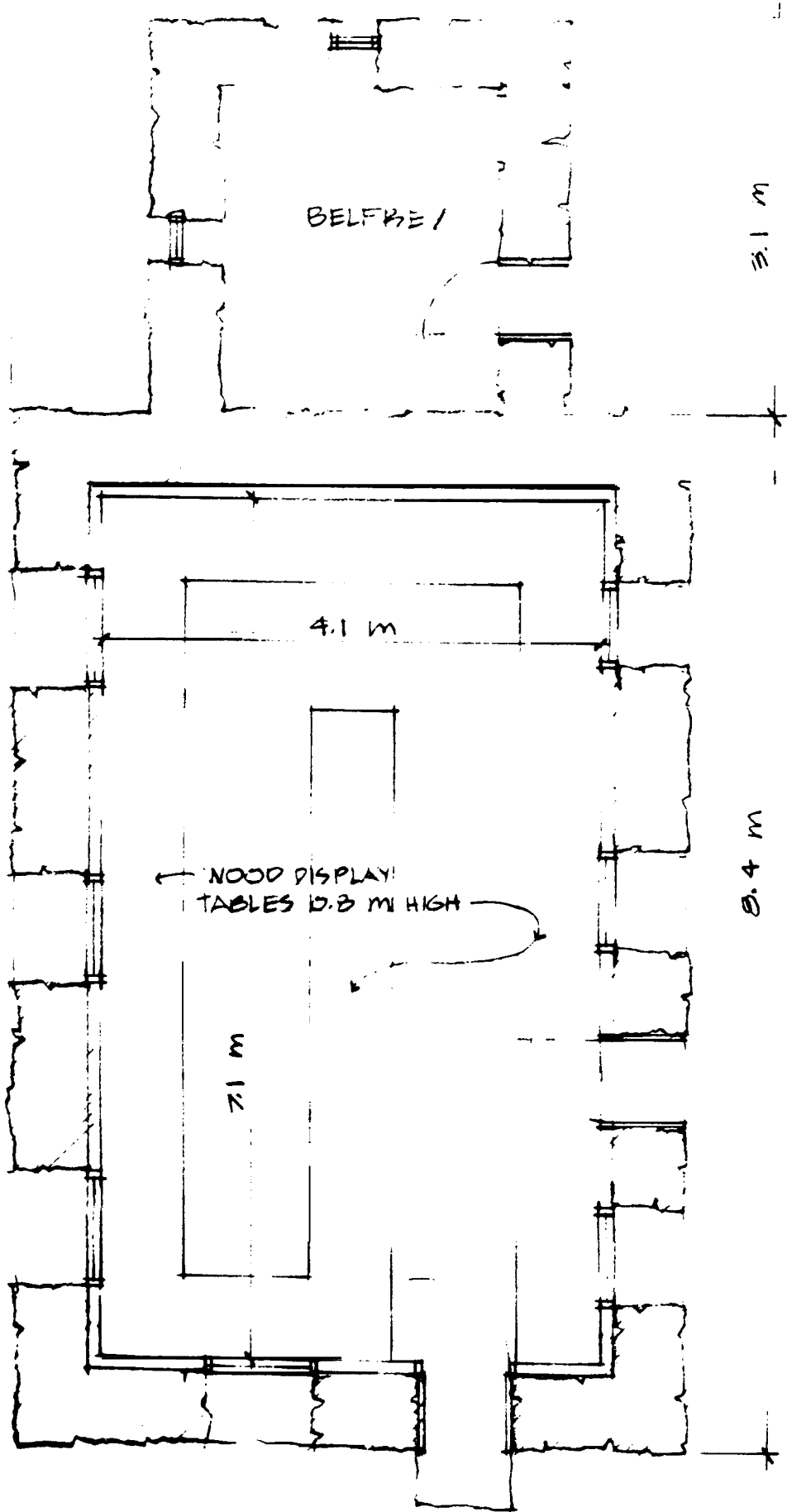


PLAN OF SPENCE BAY STONE CHURCH SCALE 1:100



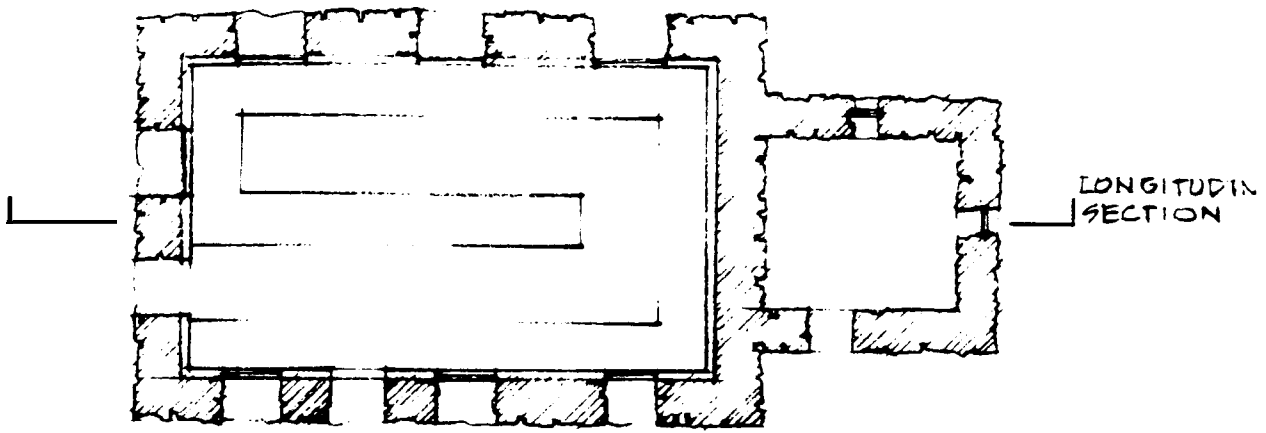
CROSS SECTION OF SPENCE BAY CHURCH SCALE 1:100

FIGURE 6

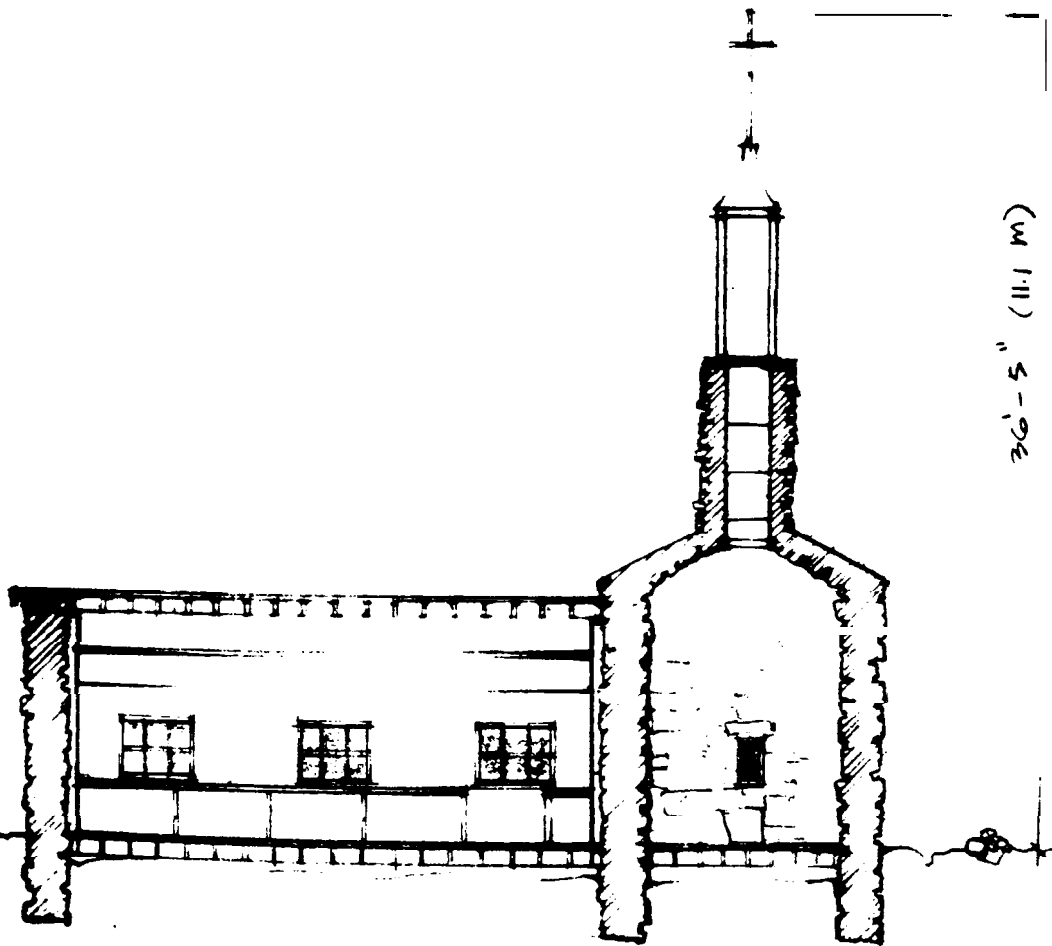


**PLAN OF PELLY BAY STONE CHURCH SCALE 1:50**

FIGURE 7



PLAN OF PELLY BAY STONE CHURCH SCALE 1:100



LONGITUDINAL SECTION OF PELLY BAY STONE CHURCH SCALE 1:10

FIGURE 3

## **ARTS AND CRAFTS**

Analysis of the Arts and Crafts situation was conducted during the initial community visit. It was found the arts and crafts industry is productive on an individual basis but there is not any overall unified **programme** for the communities. This is a large subject area requiring investigation of **issues** such as:

- .i community commitment
- .ii management and operations
- .iii market strategies
- .iv methods of production
- .v facility development
- .vi funding potential

In order to provide meaningful information, extensive research and programme development will be required. A study focused on this topic alone will be serve the development of this industry.





## ACKNOWLEDGEMENTS

## APPENDIX E

### ACKNOWLEDGEMENTS

The study team is composed of:

John Laird, project manager  
Margaret Holland, architect  
Marion LaVigne, resource and market research

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