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**Arctic Coast Destination Zone - Tourism
Development & Marketing Strategy - Volume Iii -
Project Descriptions & Community Tourism
Plans - Final Report**

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K. LeGresley.

Arctic Coast Destination Zone

Tourism Development and Marketing Strategy

Volume III
Project Descriptions and Community Tourism Plans

Arctic Coast Tourist Association

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1. INTRODUCTION

This section presents descriptions of the 49 projects identified by the Study Team for funding and implementation under the Arctic Coast Tourism Plan. The projects are distributed among the six functional programs described in Volume II. Most projects are given both a community designator (H-1) and a program designator (1.1). Each project is described under twelve headings:

1. Project description (brief general description of the project);
2. Background (relevant background information including description of the need for the project, the existing situation, project rationale and key project features);
3. Project objectives and strategy (objectives attempt to be quantifiable where possible);
4. Performance indicators (describing outcomes of measurable units);
5. Target groups;
6. Governmental and community linkages (specifying linkages with other projects, departments, agencies and groups);
7. Other sources of administrative and technical support;
8. Constraints (any economic, social, and cultural factors which may interfere with successful implementation);
- 9* Implementation (summary of the operational plan for implementation, including steps or phases);
10. Project budget (total project budget, **divided** by expenditure category, and estimated government expenditures);

11. Direct impact on economic indicators with particular reference to operating revenues and costs; and
12. General comments (for example, on reasons for priority assigned to project, indirect economic impacts, community and social impacts, potential financial viability).

The following rules of thumbs were used in costing and in estimating the impacts of projects.

- Capital costs for new structures or for major renovations are estimated to exceed **\$100/sq. ft.** and in some cases to be as high as **\$160/sq. ft.**
- The cost of a tent frame or pumpkin, delivered to the site, is between **\$2,000 and \$3,000** per unit.
- Wages are generally between \$1,000 and **\$2,000/month** depending on the project and the **skills** required.
- Costs of food **to** the tour operator are estimated at between \$40.00 and \$50.00/day for three meals/visitor. These are the costs to the operator and exclude his/her mark-ups, profits, etc.
- Coffee and donuts for community tours have an average cost of \$1.50/person.
- The annual cost of maintenance and repairs is estimated at 5-10% of capital costs. The figure of 5% is applied to structures and the higher percentage is applied to snowmobiles and boats.
- The cost of acquiring properties is handled as a footnote item in the project budget. Therefore the project budget represents the capital investment - including investment in physical plant, equipment, training, promotion and other start-up costs - required to launch a development project. Acquisitions only involve a transfer of property and therefore no creation of capital assets.

- The assumption is made for private sector projects that 90% of capital costs would be provided by the plan and 10% by the proponent in the form of owners equity. The Plan's share **would** be divided about equally between contributions (from special ARDA, the EDA or a new **tourism** agreement) and loans (from the Eskimo or Small Business Loans funds or from **FBDB**). These assumptions take account of the limited personal equity and access to bank financing in the Arctic Coast, and the likelihood that most proponents will be native and therefore eligible for Special ARDA assistance (under which equity can be as low as 10% of eligible capital costs). These are only operating assumptions made to allow the development of preliminary estimates of Plan costs. Actual equity ratios, loan to grant ratios, and **government** assistance will vary from project to project, depending on project feasibility, the financial resources of the applicant, and specific criteria of government funding programs. In the final analysis, **all** plan projects will need to be evaluated on their own merits by private sector operators, the Arctic Coast Tourist Association, and funding agencies.
- In assessing the preliminary feasibility of projects, operating profit equals gross revenues minus operating costs. In a **more** detailed financial evaluation, property and income taxes and principal and interest payments would then be subtracted from the operating profit to calculate the net cash flow. These variables **will** depend on the location, debt to equity ratio and financial sources of individual projects. Making assumptions about principal and interest payback periods etc. would not add to the credibility of the results.
- A private sector project is viewed as potentially feasible if operating revenues appear sufficient to payback loans of reasonable size and provide a reasonable return on investment to the owner. Most private sector projects will require the completion of more detailed feasibility studies before being considered for **government** assistance and project implementation.

- Project visitation for the preliminary financial evaluation is based on forecasts about 3-4 years after project start-up. Project visitation should continue to expand as a result of general marketing and package tour development. As well, project applicants should be cautioned that visitation in the first year could be a fraction of the numbers after 3-4 years.
- In determining indirect impacts for attractions, **hotel revenue is** assumed to be \$100/person night (including **accommodation, food,** beverage and miscellaneous revenue). This figure is 25% below the current daily revenue per person, reflecting the likelihood of group rates under package tours.
- The typical tourist is also expected **to** spend \$20/day on miscellaneous items (gifts, cosmetics, toiletries, etc.).
- In computing indirect impacts, all efforts are made to guard against double counting. For example, hotel revenues are computed as an indirect impact of an attraction only **when** a hotel project is not part of the community strategy.
- Many projects include a training component. In many cases on-the-job training will likely be needed, but in some, courses may be available at **Thebacha** College, or at southern institutions. Training requirements and course availability should be investigated by the project proponent and community host at the time the project is being prepared.

The possible sources of funds for each project are indicated under general comments. Any projects which start construction before 1987-88 will be eligible for funding under the EDA, mainly the Domestic Market Sub-Agreement. Similar projects which start construction from 1987-88 on are expected to be eligible for funds from a new Tourism Subsidiary Agreement which is expected **to** be negotiated and signed before the EDA comes **to** an end.

The following chart indicates the priority level for the major development projects under the Plan.

PRIORITY LEVELS BY DESTINATION AREA

	PRIORITY I	PRIORITY II	PRIORITY III
HOLMAN DESTINATION AREA			
Attractions	<ul style="list-style-type: none"> • Nature/Fishing Tours to Minto Inlet • Community Tour • Arts and Craft Workshop • Big Game Hunts 	<ul style="list-style-type: none"> • Inuit Culture Learner Centre • Thule Village Reconstruction 	
Services			
COPPERMINE DESTINATION AREA			
Information	<ul style="list-style-type: none"> • Interpretive Exhibit • Information Centre 		
Attractions	<ul style="list-style-type: none"> • Arctic Coastal Tours • Tours to Area Rivers • Coppermine Community Tour 		<ul style="list-style-type: none"> • Hudson's Bay Company/ Historic Tour
Services	<ul style="list-style-type: none"> • Hotel Upgrading and Seasonal Accommodation 		

PRIORITY LEVELS BY DESTINATION AREA

	PRIORITY I	PRIORITY II	PRIORITY III
CAMBRIDGE BAY DESTINATION AREA			
Information	<ul style="list-style-type: none"> Information Centre 		
Attractions	<ul style="list-style-type: none"> Fishing and Nature Tours Cambridge Bay Community Tour Stone Church/Maud Museum Historic Park 		
Services	<ul style="list-style-type: none"> Victoria Island Fishing Camp 		<ul style="list-style-type: none"> Char Lake Fishing Camp
GJOA HAVEN DESTINATION AREA			
Attractions	<ul style="list-style-type: none"> Northwest Passage Coastal Tours Gjoa Haven Community Tour Dog Team Excursions 	<ul style="list-style-type: none"> Northwest Passage Historic Park 	
Services			<ul style="list-style-type: none"> Chantry Inlet Lodge Acquisition

PRIORITY LEVELS BY DESTINATION AREA

	PRIORITY 1	PRIORITY II	PRIORITY III
SPENCE BAY DESTINATION AREA			
Attractions	<ul style="list-style-type: none"> • Boothia Peninsula Tours • Spence Bay Community Tour • Nature/Fishing Tours 	<ul style="list-style-type: none"> • Native Craft Workshop 	<ul style="list-style-type: none"> • Old Fort Ross Restoration and Lodge
Services	<ul style="list-style-type: none"> • Paleajook Hotel 		
PELLEY BAY DESTINATION AREA			
Attractions	<p>Inuit Lifestyle Centre Community Tour</p>	<ul style="list-style-type: none"> • Stone Church Historic Park 	
Services		<ul style="list-style-type: none"> • Subterranean House Restoration/Tour 	

PRIORITY LEVELS BY DESTINATION AREA

	PRIORITY 1	PRIORITY II	PRIORITY III
BATHURST INLET DESTINATION AREA			
Services		<ul style="list-style-type: none"> Bathurst Inlet Lodge Expansion 	
TRAINING			
Services	<ul style="list-style-type: none"> Start Up Training 	<ul style="list-style-type: none"> On Going Training 	
PROMOTION AND OTHER ACTIVITIES			
Attractions	<ul style="list-style-type: none"> Development of Package Tours 		
Promotion	<ul style="list-style-type: none"> Regional Promotion Regional Market Research Expo 86 Promotion 	<ul style="list-style-type: none"> Expo 86 Promotion 	
Master Plan	<ul style="list-style-type: none"> ACTA Administration 	<ul style="list-style-type: none"> Planning Studies 	

PROJECT NAME AND NO. :

HOLMAN DESTINATION AREA
NATURE/FISHING TOURS TO **MINTO** INLET, 1.1, H-3

IMPLEMENTATION GROUP:

LOCAL TOUR OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

----- "-----"

1. Project Description

- local tour operator can provide tours via boat to **Minto** Inlet with overnight accommodation in a fishing cabin located in the area or some other accommodation in the area
- **tours** can be used for fishing, nature interpretation, sightseeing, and cultural interpretation at sites along the shore en route
- boat trips to **Minto** Inlet **would** take 4-8 hours depending on weather and weight.

2. Background

- the area is a popular fishing area for the residents of **Holman**
 an unused fishing cabin is available for restoration
 there are interesting natural features including some of the only trees on Victoria Island, north of the mainland
- 18 ft. boats could be available for rental but project budget includes larger boat (if needed).

3. Project Objectives and Strategy

- attract at least 90 visitors/year
- extend duration of stay in the area for at least 2 days
- provide revenue for the trained guides
- support activities of **Learner Centre**
- additional opportunity for tour operators

4. Performance Indicators

additional tourist expenditures (direct and indirect) of \$43,000 per year
generates enough revenue to support restoration of the fishing cabin
increases hotel occupancy by at least 60 person/nights
contributes to the recognition of **Holman** as an important place for fishing and nature interpretation

5. Target Groups

business and government people traveling through the area
visitors to the Learner Centre
package tours going to **Coppermine** for nature interpretation, sightseeing, fishing, photography
select **motorcoach** tours to **Yellowknife** and **Inuvik** who wish to venture further north

6. Government and **Community** Linkages

COPE and **IDC** for product development, cabin renovation and marketing
link to Learner Centre for nature, heritage field trips
joint marketing with angler/naturalist tours to Coppermine
promote char fishing excursions to visitors to **Inuvik**

7. Other Sources of Administrative and Technical Support

- Department of Renewable Resources for information, interpretation and program development

8. Constraints

- access may be limited by weather conditions
- the long distance makes it a major trek for either boat or three-wheeler
- condition of fishing cabin may not warrant restoration

9. Implementation

- 1) **community** facilitator/host approaches local tour operator who owns cabin (same operator could be used for **Thule** Village tours (H-2))
 - 2) a number of all inclusive package tours are developed
 - 3) renovate cabin
 - 4) commence necessary guide training especially for nature interpretation
 - 5) contact Hamlet of Coppermine, and COPE (**Inuvik**) to commence joint product development and marketing
-

10. Project Budget

Start-up and Planning	\$ 4,000
Boat	20,000
Other Capital	50,000
Training	3,000
Initial Marketing	<u>1,000</u>
	\$78,000

90% of budgeted costs would be covered by the Plan in the form of grants and loans. If a new cabin is needed, capital costs would increase to about \$120,000.

11. Direct Impact on Economic Indicators

Revenue

180 person/day x \$200/day = \$36,000

Costs

Gas	\$ 3,000
Food	6,000
Maintenance	3,000
Marketing	500
Administration	1,000
Salary	4,500 (2 seasonal jobs)
Commissions	<u>2,000</u>
	\$20,500

N.B. In light of strong revenue, all operating costs will be covered by tour operator.

12. General Comments

use polar bear hunt guides who have already had experience and training if combined with **visits** to **Thule** Village, project should provide basis for profitable private tour operator.

60 additional person nights at the hotel, providing additional hotel revenue of \$6,000.

section 11 indicates the number of clients after 3-4 years of operation; the number in the initial years could be a fraction of this, while even higher visitation could be realized after the first four years.

possible funding sources include special ARDA, the EDA, or GNWT loan funds.

PROJECT NAME AND NO. :

HOLMAN DESTINATION AREA
ART AND CRAFT **WORKSHOP**, 1.2, H-5

IMPLEMENTATION GROUP:

COOP

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) :

HIGH

STARTING DATE:

1987-88

1. Project Description

- workshops or courses in native printmaking and craft will be established for those individuals interested in learning about technique, history, design, etc.
- provides opportunity to learn skills, understand techniques of craft production, appreciate the history of native art, encourage exchange between local and visiting artists
 - specialty tours for people involved in the arts and crafts industry.
 - can be done before Learner **Centre** is established
 - to be strongly linked to Learner **Centre**

2. Background

use existing print shop and craft shop since moving the museum would provide more room for the former
can be marketed as a separate experience **from** the Learner Centre

3* Project Objectives and Strategy

- promote differences from other Arctic print shops and their work
 - attract approximately 40 different visitors for minimum of 5 days
 - extend stay and enhance the experience of those coming to Learner Centre
 - expand sales and awareness of **Holman** prints/art and increase their value
 - all season attraction potential
 - improve sales atmosphere at the craft and print shops
-

4. Performance Indicators

additional tourist expenditures (direct and indirect) of about \$90,000 per year
increased visitation especially by such specialty markets as artists and crafts people
extended stay for visitors to Learner Centre
improved national exposure for **Holman**
increased sales of Arts and Crafts shop

5. Target Groups

artists interested in native arts and craft
- **Inuit** arts and craft dealers and promoters
employees and managers of Canadian Arctic Producers or similar agencies dealing in native craft
art students or professors on sabbaticals

6. Government and **Community** Linkages

directly involved with activities of the Learner Centre
- organized by COOP
economic development and tourism officers - Yellowknife
- Canadian Arctic Producers employees
- Indian and Northern Affairs - Ottawa (promotion)

7. Other Sources of Administrative and **Technical** Support

tie-in with the results of "Arts and Crafts Marketing Study" soon to be done in the NWT

8. Constraints

already done in Cape Dorset which is less expensive to get to from major North American markets in the east and is better known initially limited to a small market, however this would **grow** as its reputation developed

9. Implementation

- 1) **community** facilitator/host to meet with COOP representatives
- 2) secure necessary funding for start-up and material costs
- 3) establish program and train instructors as necessary
- 4) promote through appropriate channels

10. Project Budget

Start-up and Planning	\$ 8,000
Minor renovation and moving print shop	10,000
Materials	7,000
Promotion	3,000
Instructor training	<u>2,000</u>
	\$30,000

90% of project costs to be recovered by Plan in the form of grants and loans.

11. Direct Impact on Economic Indicators

Revenue

40 x 5 days = 200 person days @ \$275/day all inclusive = \$55,000
 plus additional sales of crafts 10,000

costs

Maintenance	\$ 2,000
Materials	6,000
Promotion	2,000
Salaries (4 part-time jobs)	25,000
Food/Lodging"	<u>15,000</u>
	\$50,000

N.B. Revenues exceed operating costs when full potential is achieved.
 However, operational support from Plan may be needed in early years of implementation

12. General Comments

- COOP (i.e people) benefit directly and indirectly because of spinoffs
 - special interest groups spend more on arts and crafts
 - 200 additional person-nights at hotel, providing additional hotel revenue of \$20,000
 - enhances status of local crafts people
 - possible funding sources include special ARDA, the new Tourism Subsidiary Agreement, or GNWT loan funds
-

PROJECT NAME AND NO.:

HOLMAN DESTINATION AREA
BIG GAME HUNTS 1.3, H-6

IMPLEMENTATION GROUP:

HUNTERS AND TRAPPERS ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

with growing populations of Muskox and Peary Caribou there will be increasing numbers of tags for big game hunters. Since an increase in polar bear tags is not anticipated, emphasis should be placed on selling a lower priced Arctic hunt and promoting to the **medium** income hunter

2. Background

this is one of the few places where it is possible to hunt Peary Caribou. As well, if polar bear hunting is to open up in Alaska, this area **will** need other hunts to provide employment for the trained guides the Hunters and Trappers Association (**HTA**) would like to increase the number of tags for sport hunting of Peary Caribou from 10 to 25

3. Project Objectives and Strategy

at least 30 additional hunters at approximately \$4,000/hunter, therefore significantly increasing revenues to **Holman** increases **Holman's** reputation as a staging area for Big Game Hunts provides shoulder season activity (i.e. March to June)

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$120,000/year
- increased income for the many trained guides in the community
- increased visitation to the hotel as many of these hunts can be done directly out of Holman
- greater interest in **Holman** as the center for hunting in the Arctic

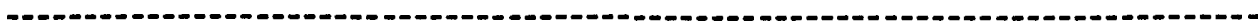
5. Target Groups

- **less** experienced medium income hunter who is looking for a big game hunt at a lower price



6. Government and **Community** Linkages

- GNWT Department of Renewable Resources to control and monitor the population of Muskox and Caribou



7. Other Sources of Administrative and Technical Support

- IDC or other wholesalers



8. Constraints

the availability of tags in the future is not known
the big game hunting image may interfere with the art and craft image



9. Implantation

- 1) HTA define how many tags will be available
- 2) develop a product and establish a price
- 3) prepare marketing campaign through existing wholesalers and tour operators, especially those dealing with hunters and hunting associations



10. Project Budget

Start-up	\$ 1,000
Guide training and retraining	3,000
Administration	2,000
Promotion	3,000
Equipment (tents)	<u>5,000</u>
	\$14,000

All project costs would be covered by the Plan in the form of grants and loans. The equity of the HTA would be then time and effort in organizing the hunts

11. Direct Impact on Economic Indicators

Revenue

30 x \$4,000 = \$120,000

Costs

Accommodation	\$ 7,000
Food	15,000
Travel (in Gas)	10,000
HTA Salaries	25,000
Operations and Maintenance	10,000
Promotion	5,000
Commissions (20%)	24,000
Administration	<u>2,000</u>
	\$98,000

Given high operating profit (gross revenue minus operating), no operational support will be **required** from the Plan

12. General Comments

- relatively high operating profit
- provides increased opportunity for the many guides in the area **who** are already trained
- project compatible with traditional lifestyles
estimated that each hunter will spend 3 nights at Holman Hotel (and rest of time on land); revenue from 90 person-nights part of all-inclusive cost of package (**ie** \$4,000)
- possible funding sources include special ARDA, the EDA, **or** GNWT loan funds

PROJECT NAME AND NO. :

COPPERMINE DESTINATION AREA
ARCTIC COASTAL TOURS, 1.4, CO-2

IMPLEMENTATION GROUP:

PRIVATE SECTOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

the existing **longliner** should be restored to a capacity of 10-12. It will be used for day tours along the coast, up the **Coppermine** River, around the **Cornation** Gulf and to Bernard Harbour and to visit Bloody Falls and Seven Mile Island.

2. Background

the boat has recently been purchased with the expressed interest of having it converted to a tour boat. This venture should be supported immediately with partial government funding particularly popular with 24-hour Arctic Circle tours out of Yellowknife

3. Project Objectives and Strategy

reinforce the Arctic Coast theme
extend length of stay with some of the longer tours
- heighten exposure to Arctic Ocean
should target 25% of all visitors to Coppermine, i.e. 250 passengers

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$30,000/year
 - increased length of stay
 - high image activity that can be sold in Yellowknife as part of 24-hour tour
-

5. Target Groups

- package tours (eg. **motorcoach**) to Yellowknife
 - package tours on the Coppermine, **Holman** (possibly **Inuvik**) circuit
 - all guests, including business people, staying at the hotel
"circlers" or those doing a 24-hour trip across Arctic Circle
-

6. Government and **Community** Linkages

- NWT Air
 - Department of Transport
-

7. Other Sources of **Administrative** and Technical Support

8. Constraints

- weather may interfere with trips going too far **from** the shore
- late ice break-up in the gulf
- lack of qualified staff

9. Implementation

- 1) **community** facilitator/host approaches private individual
 - 2) acquire funds for restoration
 - 3) train the operator and necessary staff
 - 4) construct dock facility
 - 5) contact NWT Air as well as inbound operators and wholesalers to Yellowknife
 - 6) promotion and marketing
-

10. Project Budget

Start-up	\$ 3,000
Restoration	35,000
Dock	8,000
Promotion	4,000
Training	<u>3,000</u>
	\$53,000

All project costs would be covered by the Plan in the form of grants and loans. The owner's equity is the boat and his time and effort in restoring the boat and developing the tour

11. Direct Impact on Economic IndicatorsRevenue

150 x \$25	=	\$18,700 (1/2 day)
100 x \$75	=	<u>7,500</u> (full day) or fishing excursions
		\$26,200

costs

Gas	\$ 5,500
Insurance	1,000
Salary	3,500
Maintenance	4,000
Commissions	<u>800</u>
	\$14,800

Given his operating profit, no operational support will be required from the Plan

12. General Comments

the project should be profitable to the private operator and would be one of the major attractions in **Coppermine**. The boat could also be used for overnight trips to Bernard **Harbour** or fishing excursions to the Richardson River

project would add 175 person-nights to the hotel (hotel revenue impact included under project 1.6, Hotel Upgrading)

staff trained in **tour** guide operations should acquire the skills to move on to other jobs in the tourism industry

section 11 describes the number of clients after 3-4 years of operation; the number in the initial years could be much lower

possible funding sources include special ARDA, the EDA, or GNWT loan funds

PROJECT NAME AND NO.:

COPPERMINE DESTINATION AREA
TOURS TO DESTINATION AREA RIVERS, 1.5, CO-3

IMPLEMENTATION GROUP:

HUNTERS AND TRAPPERS ASSOCIATION/TOUR OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH TO MEDIUM

STARTING DATE:

1988-89

1. Project Description

one day guided fishing trips to area rivers would be provided by either small boats (18' - 22') or the restored longliner overnight accommodation would be provided in tent frames with the camps being owned by the HTA, or a private operator

2. Background

Coppermine provides one of the closest opportunities to Yellowknife for char fishing and short **two** to three day packages can be promoted. Also, the area could be jointly promoted with a sub-Arctic fishing package to provide the angler with opportunity for trout and char there are many available boats in the community

3. Project Objectives and Strategy

- to promote one of the Arctic Ocean's major tourism resources - char fishing
 - to enhance the theme to attract approximately 100 anglers including 30 as part of a sub-Arctic/Arctic package, 40 extended stay from Yellowknife and 30 from Great Bear and **Holman**
-

4. Performance Indicators

additional tourist expenditures (direct or indirect) of \$42,000/year
approximately 100 additional anglers to the community
increased activity for an outfitter
approximately 75 to 100 additional person-nights at the hotel

5. Target Groups

- anglers to the NWT who traditionally fish for trout only
 - small groups who have driven to Yellowknife
 - some **motorcoach** travelers who would be interested in one day of fishing
 - Yellowknife residents
 - Great Bear Lake **Ang**lers who have limited access to **char** fishing
 - business travelers to Yellowknife and to Kitikmeot
-

6. Government and **Community** Linkages

- GNWT Department of Renewable Resources
 - Lodges on Great Bear Lake
 - tie-in with packages to **Holman** Island
-

7. Other Sources of Administrative and Technical Support

8. Constraints

- there are no existing outfitters or tour operators need a **licence** for the Tree River; because licenses are held by outsiders, fishing on the Tree River would be restricted to one day trips (next license which becomes available should be provided to **Coppermine** resident).
inclement weather may restrict bookings, especially for the one and **two** day packages from Yellowknife
- Richardson River may be too shallow for sport fishing

9. Implementation

- 1) community facilitator/hosts work in collaboration with Department of Renewable Resources to select site
 - 2) community facilitator identifies potential tour operator and establishes program (prices, equipment requirements, etc.)
 - 3) guide training for tour operator and guides
 - 4) construct outpost camps on the two rivers (or on one river)
 - 5) initiate communications with wholesalers, Great Bear Lodge owners, etc. and start promotion
-

10. Project Budget

Purchase 18' Boat - 35 hp. (assume operator already has 1 boat)	\$ 7,000
Tent frames, erected	12,000
Training	3,000
Administration/Start-up	2,000
Promotion/Marketing	<u>3,000</u>
	\$27,000

N.B. All project costs would be covered by the Plan in the form of grants and loans; the operator's equity **would** be the boat and equipment **which** he currently owns

11. Direct **Impact** on Economic Indicators

Revenue

100 x 2 day = 200 person days @ \$200/day \$40,000

co Sts

Gas	\$ 3,000
Food	10,000
Sal ary	4,500
Maintenance	3,000
Admi ni strati on	2,000
Promoti on	2,000
Commissions	<u>2,400</u>
	\$26,900

Given the attractive operating profit, operational support from the Plan would not be required

12. General **Comments**

- relatively high rate of return to operator and short pay back important project that establishes at least one operator in the area
- hotel revenue from additional 100 person-nights included under Hotel Upgrading project (1 .6).
- fishing guides would add to the number of days of **employment** of hunters and trappers in the **Coppermine** area and therefore, provide support to the traditional way of life
- possible funding sources include special ARDA, the new Tourism Subsidiary Agreement, or GNWT loan funds.

PROJECT NAME AND NO.:

COPPERMINE DESTINATION AREA
HOTEL UPGRADING AND SEASONAL ACCOMMODATION, 1.6, CO-5

IMPLEMENTATION GROUP:

COPPERMINE INN

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

the hotel should be brought up to the standards of the better COOP Hotels in the Arctic Coast. Upgrading and expansion would include:

- . enlarging the lounge and dining room
- . providing a bar for registered guests
- . additional equipment for food services
- . retrofit for energy conservation
- . expand reception area
- . upgrade rooms and add ten additional rooms with bath and two self-contained housekeeping units

2. Background

property can accommodate 40 in 11 rooms and 7 other units; current occupancy rate estimated at below 50% (averaged over the year)

the property has already started renovations including addition of flush toilets

renovation should be focused on eventual construction of a completely new hotel i.e. construction of new lounge area would be the beginning of a new facility

food and beverage upgrade is more important than refurbishing the rooms in order to serve the 24 hour "circlers"

project alternative is to add seasonal accommodation in the form of tent frames and washrooms/showers

3. Project Objectives and Strategy

expanded occupancy, especially outside the summer season (from conferences, workshops, seminars, etc.)

accommodation to respond to increased summer visitation resulting from package tours out of Yellowknife, tie-ins with **Holman**, fishing trips, etc.

tent frame accommodation will be geared specifically to high seasonal demand eg. canoeists, excursionists, rafters

additional revenue in dining room can be generated from the community

4. Performance Indicators

- increased revenue and occupancy at hotel
 - increased length of stay by one night for **majority** of pleasure travelers
 - increased number of conferences especially those serving the western side of the region; approximately - 15 conferences x 20 delegates x 4 nights = 1200 person-nights or 600 room nights
 - greater revenue in dining room because of ability to serve the one day packages from Yellowknife
 - additional tourism expenditures (direct and indirect) and local recreation spending of \$330,000/year
-

5. Target Groups

- NWT conferences - government Departments
oil companies
 - 2-3 day excursionists from Yellowknife
 - Yellowknife resident weekenders
rafters and canoeists from the **Coppermine** River
anglers
-

6. Government and **Community** Linkages

- Business Permit and Liquor Licence
-

7. Other Sources of **Administrative** and Technical Support

NWT engineering and architecture firms

8. Constraints

serving liquor may not be acceptable to the local people since there seems to be a trend towards "dry" communities (lounge area **could** be restricted to guests)

- providing packaged vacations requires working **with** other operators in Copper-mine
-

9. Implementation

- 1) private operator acquires necessary permits
 - 2) application for funding to do planning, renovations and construction
 - 3) develop product with local suppliers (i.e. tour operators, community tour, boat cruise, etc.)
 - 4) promote jointly with other operators
 - 5) make direct contacts with GNWT, federal government, major corporations operating in the north (to line up conferences, seminars, etc.)
-

10. Project Budget

- planning	\$ 25,000
- dining room/lounge	150,000
- reception area	60,000
- rooms	300,000
- training	10,000
- promotion	10,000
	<u>\$555,000</u>

N.B. 90% of project costs would be covered by government through the Plan (either loans or contributions); 10% would be **owner's** equity

11. Direct Impact on Economic IndicatorsRevenue

additional person nights: 1700 @ \$70 =	\$120,000
additional restaurant revenue	100,000
lounge revenue	80,000
Total	<u>\$300,000</u>

costs

Food	\$60,000	Salaries	\$ 15,000
Beverage	40,000	Administration	10,000
Maintenance	25,000	Marketing	10,000
			<u>\$160,000</u>

N.B. Additional restaurant and lounge revenues includes revenues **from** local residents.

12. General Comments

- given projected visitation, a 4-6 year payback period on the total investment is indicated. Rate of return therefore, should be attractive will provide locals with training and experience in hotel/restaurant operations
- possible funding sources include the EDA, GNWT loan funds, or **FBDB**.

PROJECT NAME AND NO. :

COPPERMINE DESTINATION AREA
HUDSON'S BAY COMPANY HISTORICAL TOUR, 1.7, CO-6

IMPLEMENTATION GROUP:

PRIVATE OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1989-90

1. Project Description

this tour will be different from the coastal tours because it will be a two day trip including the lower reaches of the **Coppermine** River, the islands of Coronation Gulf and the Duke of York Archipelago, and an overnight at the former Hudson's Bay Company (**HBC**) post in Bernard Harbour

2. Background

the HBC has played an important part in the development of this region and its former coastal activities are important in presenting the Arctic Coast theme

3. Project Objectives and Strategy

increase the length of stay in the region by at least two days for 40 visitors
strengthen Arctic Coast theme and heighten awareness of **Coppermine** by association with HBC history
appeal to naturalists as well as historians

4. Performance Indicators

- additional tourist expenditure of \$16,000/year
 - increased awareness of **Coppermine** Area as an important part of the development of the NWT
 - increased visitation, by at least 40 history enthusiasts and naturalists
-

5. Target Groups

- history groups with an interest in the HBC
 - naturalists groups interested in marine/tundra and natural features of the islands
 - excursionists from Yellowknife
 - those on a combination Holman/Coppermine tour
 - business travelers to Kitiikmeot
-

6. Government and **Community** Linkages

- HBC Officials
 - GNWT Department of Renewable Resources
-

7. Other Sources of Administrative and Technical Support

8. Constraints

- weather conditions may cancel some scheduled trips
at 150 mi (return), it is a trip only for those with the necessary two to
three days
- qualified Captain for trips
-

9. Implementation

- 1) **community** facilitator/host approaches owner of the **Longliner** to discuss program
 - 2) select route, stop over areas and location of overnight site
 - 3) apply for funding
 - 4) establish the overnight campsite
-

10. Project Budget

Longliner Restoration	(see project CO-2)
- Tent frames	\$15,000
- Interpretation and site preparation	10,000
- Training for operators	<u>3,000</u>
	\$28,000

90% of project costs would be covered by government under the Plan in the form of grants and loans.

11. Direct Impact on Economic Indicators

<u>Revenue</u>	
40 x \$400 =	\$16,000
<u>costs</u>	
Food	\$ 2,400
Gas	3,000
Sal ary	4,200
Admi nistration and Maintenance	1,900
Marketing	<u>500</u>
	\$12,000

Operating costs would be recovered from the operating revenue of the tour boat operation. Operational support from the Plan **would** not be needed

12. General Comments

- this trip and similar two day outings are excellent for generating additional revenue for tour boat operators
- additional hotel revenue from 40 additional person-nights included under Hotel Upgrading project (1.6)
- wuld provide more days of employment for staff during the Longliner tours
- possible funding sources include special ARDA, the new Tourism Subsidiary Agreement, or GNWT loan funds

PROJECT NAME AND NO. :

CAMBRIDGE BAY DESTINATION AREA
CHAR LAKE FISHING CAMP, 1.8, **CB-2**

IMPLEMENTATION GROUP:

LOCAL DEVELOPMENT CORPORATION OR LOCAL BUSINESS

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1990-91

1. Project Description

one of the better fishing spots in the Central Arctic is an abandoned fishing camp located approximately 125 km north of Cambridge Bay. It is recommended that the facility be upgraded to a high quality char fishing camp including adding new tents, boats and motors, and renovating the main building

2. Background

the facility is presently tied up in litigation and steps are being taken to release it for possible sale
since a new facility would require a land use permit it would likely be bought by a local group
when the facility closed, it accommodated 24 guests and included a smoke house
there is only one other sport fishing lodge on Victoria Island

3. Project Objectives and Strategy

to increase anglers to the region by approximately 200
promote Cambridge Bay as the "Arctic char fishing capital of the world".
attract up scale anglers with packages that include a stop over in Cambridge Bay
reinforce the Arctic Coast theme with a strong char fishing image
complement the services being offered at High Arctic Lodge

4. Performance Indicators

- at least 200 additional anglers to the region supporting Cambridge Bay's char fishing image
- recognition of the Cambridge Bay **Destination** Area as center for char **fishing** in the Arctic
- **approximately** 100 - 200 additional room **nights** in Cambridge Bay Hotel
- additional **tourist** expenditures (direct **and** indirect) of **\$300,000** per year

5* Target Groups

- anglers interested in char fishing
- anglers who are already coming to the Northwest Territories to fish trout but could be persuaded to combine their trip with char fishing
- short fishing excursions out of Yellowknife for more affluent anglers

6. Government and Community Linkages

- Kitikmeot **Inuit** Association, COOP, or **Nunasi** Corp.
 - additional funding sources including Special ARDA, or Native Economic Development Program
 - interested operators in Cambridge Bay who would want to manage the project
-

7. Other Sources of Administrative and Technical Support

existing local tour operator for bookings and transportation to the site

8. Constraints

the present legal situation of the property could hold up development for many years

- lack of trained management staff
 - dealing in a highly competitive market
 - this facility may compete with a lower priced fishing tour to Grenier Lake (CB-3)
-

9. Implementation (steps or phases)

- 1) Superintendent of Economic Development makes a commitment to resolve and finalize the legal issue
 - 2) identify a local operator
 - 3) seek funding for camp and lodge restoration and purchase of equipment
 - 4) train guides and management staff
 - 5) develop packages and promote
-

10. Project Budget

Camp Renovations

Tent Frames	\$ 10,000	Purchase of Licence	\$250,000
Boats and Motors	35,000		
Buildings	35,000		
Equipment	30,000		
Runway Upgrade	20,000		
Docks	7,000		
Start-up/Administration/Planning	5,000		
Promotion	18,000		
Training	<u>10,000</u>		
Sub Total	\$170,000	Total	\$420,000

N.B. 90% of cost of camp renovation is covered by the Plan through grants and loans. Purchase price an order-of-magnitude estimate only. Could be funded through Special ARDA, GNWT loan funds, or commercial bank. Handled as footnote item in Plan costing

11. Direct Impact on Economic Indicators

Revenue

200 anglers @ 7 days each = 1400 person-nights x \$200 = \$280,000

Costs

Salary	\$ 75,000
Food/Beverage	60,000
Charters	18,000
Insurance	4,000
Promotion	15,000
Administration	5,000
Maintenance	21,000
Commissions	<u>20,000</u>
	\$218,000

Because of high operating profit, operational support from Plan is not needed

12. General Comments

- higher than average rate of return and short pay back period
estimate 100 additional person-nights at Cambridge Bay Hotel (for anglers who wish to see another aspect of the north); additional hotel revenue of \$10,000
compatible with traditional fishing activities
- can use the same training program as will be developed for other guiding projects
- possible sources of funds include special ARDA, the new Tourism Subsidiary Agreement, or GNWT loan funds

PROJECT NAME AND NO. :

CAMBRIDGE BAY DESTINATION AREA
VICTORIA ISLAND FISHING CAMP, 1.9, CB-3

IMPLEMENTATION GROUP:

LOCAL BUSINESS

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

the project will assist in funding the construction of a fishing camp to be serviced out of Cambridge Bay.
the camp could also be served from **Coppermine** and Bathurst Inlet. A local businessman has already made a preliminary selection of a site on Victoria Island west of Cambridge Bay.

2. Background

this part of the Arctic Coast offers the best char fishing in the region. the plan includes the renovation of the Char Lake Fishing Camp but this may not occur for many years because of **litigation** (see project 1.8). more immediate development is needed to support the fishing theme of Cambridge Bay, fishing trips would include tours of Cambridge Bay and/or **Coppermine** to support the community based support.

3. Project Objectives and Strategy

increase the number of anglers to the region by up to 200
support the Cambridge Bay image as the Arctic Char fishing capital of the world
support tourism attractions at Cambridge Bay and **Coppermine**

4. Performance Indicators

- 200 additional anglers to the region
recognition of the Cambridge Bay Destination Area as a center for char fishing in the Arctic
 - 200 or more additional room nights in Cambridge Bay Hotel
additional tourist expenditures (direct and indirect) of \$300,000 per year
-

5. Target Groups

- anglers interested in char fishing
anglers already going to the Northwest Territories to fish trout who wish to add char fishing to trip
 - Yellowknife residents interested in sport fishing excursions
-

6. Government and Community Linkages

- local businessmen
 - government funding sources (EDA, etc.)
-

7. Other Sources of Administrative and Technical Support

8. Constraints

- dealing in a highly competitive market
- could compete with other fishing camps in the Arctic Coast Region

9. Implementation (steps or phases)

- 1) GNWT development offices and zone manager assists local businessmen in selecting site, completing construction plans and starting promotion program
 - 2) apply for government funds
 - 3) construct camp and begin operations
 - 4) promote tour packages
-

10. Project Budget

Tent Frames/Pumpkins	\$ 30,000
Boats and Motors	35,000
Other Buildings	30,000
Other Equipment	30,000
Docks	10,000
Start-up/Administration/Planning	5,000
Promotion	20,000
Hiking	10,000
Sub Total	<u>\$170,000</u>

N.B. 90% of project development cost is covered by the plan by grants and loans. The remainder represents owners equity.

11. Direct Impact on Economic Indicators

Revenue

200 anglers @ 7 days each = 1400 person-nights x \$200 = \$280,000

Costs

Salary	\$ 75,000
Food/Beverage	60,000
Charters	18,000
Insurance	4,000
Promotion	15,000
Administration	5,000
Maintenance	21,000
Commissions	<u>20,000</u>
	<u>\$218,000</u>

12. General Comments

because of favorable operating profit, operational support from plan is not needed
 estimate 200 additional person-nights at Cambridge Bay Hotel - additional hotel revenue of \$120,000
 can use the same training program as developed for other guiding projects
 possible funding sources include the EDA (Domestic Market Sub-Agreement), GNWT loan funds, or FBDB.

PROJECT NAME AND NO.:

CAMBRIDGE BAY DESTINATION AREA
FISHING AND NATURE TOURS, 1.10, CB-4

IMPLEMENTATION GROUP:

PRIVATE OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

a small outpost camp would be set up at Mount Pelly, accessible by road and offering affordable trout and char fishing, bird watching, nature tours, etc. It could be packaged as a self guided experience with participants doing their own cooking

Location: Back of Mount **Pelly** near Grenier Lake

2. Background

the area around Mount **Pelly** is well known by locals for its abundant wildlife including caribou, muskox, whistling swans, **snowy owls** and is popular for bird watching. These attractions are easily accessible by road and also form the focus to a number of sites to visit around Cambridge Bay

a local operator is already developing this project and has started a marketing program

3. Project Objectives and Strategy

increase activity options and length of stay for medium income visitor to Cambridge Bay. This aspect would attract about 100 people another 100 would come to Cambridge Bay as part of small packages out of Yellowknife provides a low cost fishing alternative and reinforces local char fishing theme

4. Performance Indicators

- 100 new visitors to Cambridge Bay
 - 100 to 150 additional nights in the area
important opportunity for local tour operator in terms of creating
company image and providing diverse activities
additional tourist expenditures (direct and indirect) of **\$60,000/year**
-

5* Target Groups

- business and government travelers to Cambridge Bay
 - casual anglers and naturalists visiting Yellowknife
 - certain lower priced sub-Arctic trout fishing packages looking for a more
inexpensive char fishing experience
 - residents of Yellowknife for weekend excursions
-

6. Government and **Community** Linkages

- GNWT Department of Renewable Resources
-

7. Other Sources of Administrative and Technical Support

8. Constraints

possible difficulties in acquiring land lease since it is on municipal land
vandalism due to its accessibility

9. Implementation

- 1) **community** facilitator/host meets with an interested local operator to discuss strategy
 - 2) negotiate to acquire land use permits
 - 3) develop a number of different products
 - 4) secure funding, improve access plan and develop the property
 - 5) develop promotion package and sell
-

10. Project Budget

Startup	\$ 4,000
Tent Frames	12,500
Washroom/Shower	20,000
Upgrade Road	40,000
Boat/Motors	25,000
Promotion	3,500
Training	<u>3,000</u>

\$108,000

90% project costs would be covered by the Plan through grants and loans. The remaining costs would be financed by owner's equity

11. Direct Impact on Economic Indicators

Revenue

200 visitors x 2 days x \$100/day \$40,000

costs

Salaries	\$ 8,400
Maintenance	6,000
Insurance	1,000
Gas	2,000
Administration	1,000
Promotion	2,000
Commissions	<u>2,000</u>

\$22,400

The project should be viable, therefore operational support would not be required for the Plan.

12. General Comments

as the facility develops it could become more diversified offering guides and a cook, thus increasing revenue-generating potential
 most visitors would also stay one night at the Cambridge Hotel; hotel revenue would be (150 person-nights x \$100) = \$15,000

- locals may resent outsiders fishing at local spot with easy access
- possible funding sources are the EDA (Domestic Market **Sub-Agreement**), GNWT loan funds, or FBDB

PROJECT NAME AND NO.:

GJOA HAVEN DESTINATION AREA
NORTHWEST PASSAGE COASTAL TOURS, 1.11, GH-2

IMPLEMENTATION GROUP:

PRIVATE OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND Low):

HIGH

STARTING DATE:

1986-87

1. Project Description

with the purchase of a large (32 foot) boat that would serve both local and tourism interests it would be possible to offer a variety of coastal boat tours including:

- From Gjoa Haven through the Simpson Strait
- Revitalizing the Franklin Probe on the west of King William Island
- A cruise along the east and west coasts of King William Island (depending on ice conditions)

these trips would focus on the Northwest Passage and would include on-shore overnight stays along the shore

2. Background

there are many locations around the southern shores of King William Island that can be used to interpret the Northwest Passage and the Franklin Expedition, however a large vessel is required. With such a vessel it would be possible to sell packages of 8 - 10 people

3. Project Objectives and Strategy

- strengthen the Arctic Coast theme
 - provides a dramatic way to experience the Northwest Passage and Franklin Expedition sub-theme
 - increase visitation to Gjoa Haven by 180 - 200
 - probable national exposure for such a tour
 - create awareness of historic importance of Gjoa Haven
-

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$120,000/year part of overall increased visitation (200 - 250 visitors) to Gjoa Haven of those interested in the history of the Northwest Passage, Franklin, Amundsen, etc.
- increased person-nights, occupancy and revenue at Gjoa Haven Hotel
-

5. Target Groups

- Arctic history enthusiasts
 - individuals who are interested in the Franklin and Amundsen expeditions
-

6. Government and Community Linkages

- Parks Canada - Historic Sites Branch
 - GNWT Department of Justice and Public Services
-

7. Other Sources of Administrative and Technical Support

- Local residents with knowledge of history of the Northwest Passage and of the destination area

8. Constraints

- widely dispersed market geographically
- attraction is very dependant upon weather and ice conditions
- technical skills to operate and maintain such a boat must be developed
- Franklin expedition has become a sensitive subject because of recent publicity

9. Implementation

- 1) community facilitator/host contacts Hamlet Council and local operator to develop strategy
 - 2) secure funding for purchase of the boat
 - 3) identify important sights and attractions around King William Island and develop product and facilities
 - 4) train boat operator and assistant
 - 5) promote the tour
-

10. Project Budget

Boat- (32 foot) and engine parts	\$150,000
Tent Frames	18,000
Equipment	5,000
Markers	10,000
Training	5,000
Promotion	8,000
Start-up and Planning	10,000
	\$206,000

90% of project costs would be covered by the Plan through grants and loans. The remainder would represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

180 passengers x 2 days x \$200/day = \$ 72,000

costs

Gas	\$ 7,500 (23 trips @ \$300/trip)
Food	18,000
Maintenance	10,000
Insurance	3,000
Salaries	6,000
Commissions	5,000
	\$49,500

This would appear to be a profitable venture. Therefore, operational support from the Plan is not needed

12. General Comments

business appears profitable enough that some portion of capital costs could be paid by operator; **90%** of costs are included under the Plan at this time
 additional revenues **would** be generated by the boat servicing **Chantry Inlet Lodge**, outpost camps and scientist in the region
 estimated that each passenger would spend 2 additional nights at Gjoa Haven, providing additional hotel revenue of \$36,000
 staff trained as **tour** guides could supplement their income by working in other operations
 possible sources of funds are special ARDA, the EDA, or GNWT loan funds

PROJECT NAME AND NO.:

GJOA HAVEN DESTINATION AREA
DOG TEAM EXCURSIONS, 1.12, GH-4

IMPLEMENTATION GROUP:

TOUR OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

spring trips to specific sites (eg. concerning the Franklin Expedition) or to **Spence** Bay would be available by dog team. The trips of varying length would also involve overnight camping, snowhouse making, Arctic survival. A local operator is already developing this opportunity. This project is designed to enhance its appeal.

2. Background

two experimental trips have **already** been made between Gjoa Haven and Spence Bay. This **is the** only community in the region that offers enough dog teams to put together a comprehensive product.

3. Project Objectives and Strategy

- provide a successful spring tourism activity
attract approximately 30 tourists during spring months (late April, May and early June).
-

4. Performance Indicators

- add 60 person-nights at the local hotel
- additional income for 4 - 5 dog team owners
- additional revenue for hotel, plus expenditures on crafts
- additional tourist expenditures (direct and indirect) of \$25,000/year



5. Target Groups

- government officials or business people visiting the area
- Arctic survival students
- adventure travelers
- dog team **owners** in southern Canada

6. Government and **Community** Linkages

- local tourism committee
- dog team owners in co-operation with tour wholesalers



7. Other Sources of Administrative and Technical Support

8. Constraints

difficult to attract pleasure travelers to Gjoa Haven during winter
Gjoa Haven to **Spence** Bay is a long trip and is not for the novice
northern **traveller**

9* Implementation

- 1) **community** facilitator/host identify and contact 4 - 5 dog team owners
and establish tours of 2, 4 and 6 days
 - 2) establish activities and determine price
 - 3) develop promotion package
-

10. Project Budget

Training	\$ 2,000
Start-up	1,000
Equipment (clothing, stoves)	5,000
Promotion	<u>2,000</u>
	\$10,000

90% of project costs would be covered by the Plan through grants and loans. The remainder **would** represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

30 x 3 days (average) = 90 person days x 175 = \$16,000

costs

Salary	\$ 6,000
Food	3,500
Dog Care/Equipment maintenance	2,000
Insurance	1,000
Promotion	1,000
Commissions	<u>1,500</u>
	\$15,000

Operating costs and revenues indicate the project would break-even. Operational support from the Plan should not be required.

12. General Comments

- although revenue are not high, there is virtually no capital investment possibility of operating return trips from Spence to Gjoa as part of a **multi-community** package
- additional revenue for hotel of about \$6,000 would require training dog team owners in how to be a tour guide
- possible sources of funds are special ARDA, the EDA, or GNWT loan funds

PROJECT NAME AND NO. :

GJOA HAVEN DESTINATION AREA
CHANTREY INLET LODGE UPGRADING, 1.13, GH-5

IMPLEMENTATION GROUP:

HAMLET COUNCIL OR DESIGNATED COMMITTEE

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1991-92

1. Project Description

the project includes the acquisition of the lodge as well as the management training of operators and the upgrading of equipment such as boats and motors, generators, cabins and tent frames. The acquisition would take some years because of the period needed for negotiation. A **community** boat, to transport staff to the lodge would be purchased under the coastal tour project

2. Background

the lodge can accommodate 24 people; offers 7-day packages from July 1 - August 10
the world famous lodge has proven to be financially viable. The present owners are interested in selling shares to the people of Gjoa Haven and consequently the locals have an exciting opportunity to be part of a viable enterprise, as well as learn management skills from successful operators. The lodge is probably operating at 2/3 occupancy suggesting that the lodge has revenues of at least \$160,000

3. Project Objectives and Strategy

create continued employment for those presently working at the lodge
develop local managers and entrepreneurial skills
provide support for the purchasing of a community boat
expand number of visitors by 50% thus increasing revenues by \$80,000

4. Performance Indicators

additional tourist expenditures (direct and indirect) of \$90,000/year
immediate injection of between \$20,000 and \$30,000 into **community** beyond salaries
encourage more people to come to Gjoa Haven from Chantrey Inlet

5. Target Groups

anglers looking for an exceptional Arctic fishing experience. Usually located in eastern USA and Ontario (50%/50%)

6. Government and **Community** Linkages

- Regional (**Inuit**) Development Corporation
- Superintendent of Economic Development
 - Special ARDA
 - Hamlet Council and local tourism committee
-

7. Other Sources of Administrative and Technical Support

8. Constraints

- distance from Gjoa Haven makes it expensive to transport staff between the community and lodge as well as book short packages for those in Gjoa Haven to take 2 day fishing excursions
 - relatively few anglers will go to Gjoa Haven from **Chantrey** Inlet
-

9* Implementation (steps or phases)

- 1) the **community** facilitator/host contacts regional tourism officer and Superintendent of Economic Development to establish strategy and start negotiations with owners
 - 2) make an appraisal of property
 - 3) apply for funding to purchase 1/3 of property and upgrade existing equipment
 - 4) purchase tour boat (separate funding application)
 - 5) establish management structure and management training format
 - 6) develop joint marketing ventures **between** Gjoa Haven and owners (eg. Sportsmen shows)
-

10. Project Budget

Appraisal Study	\$ 10,000
Upgrade Equipment:	
• Boats/Motors	22,000
• Cabins/Lodge	45,000
• Tent Frames	10,000
• Miscellaneous	15,000
Management/Guide Training	8,000
Special Promotion	<u>5,000</u>
	\$115,000

The above covers the cost of renovation. The cost of acquisition is handled as a footnote item under the Plan. The Plan would cover 90% of the cost of renovation through grants and loans.

11. Direct Impact on Economic and Social Indicators

Additional revenue	= \$80,000
<u>Additional expenses:</u>	
Salaries	\$10,000
Insurance	2,000
Promotion	3,000
Gas	7,000
Food	12,000
Plane	10,000
Maintenance	5,000
Commissions (low commissions due to direct sales by present owner)	<u>4,000</u>
	\$53,000

N.B. Project will increase facility revenue by 50% to allow lodge to approach full occupancy. One-third of operating cost amount to be charged to the project.

12. General Comments

the purchase price has not been calculated in the capital budget, however the **total would** probably cost between \$500,000 and \$700,000. Purchase price will be handled as a footnote item to Plan budget
 assume one-fifth of visitors (30 out of 150) will spend an extra night at Gjoa Haven; additional hotel revenue of \$3,000
 management skills developed while working on this project can be transferred to other projects
 possible sources of funds are special **ARDA**, the new Tourism Subsidiary Agreement, GNWT loan funds, or Native Community Development Corporation

PROJECT NAME AND NO.:

SPENCE BAY DESTINATION AREA
OLD FORT ROSS RESTORATION **AND** LODGE, 1.14, SB-1

IMPLEMENTATION GROUP:

PRIVATE OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1990-91

1. Project Description

the facilities at Fort Ross are in a pristine location which makes it ideal for a naturalists lodge with access from Resolute and **Spence** Bay. The existing Hudson's Bay Company (**HBC**) buildings will be restored as the main lodge and tent frames will be used for additional accommodation. Docks will be built for boats and aircraft and the necessary generators, fuel storage, and boats will be brought in

2. Background

the facilities, which are owned by the HBC, are in relatively good condition. The area has high scenic value (**Bellot Strait**), historic value (stone and sod houses) **and marine interpretation (Whales) value.** Some of the best **Thule** village sites are located to the north on **Creswell** Bay and within a few miles of the site there are many other natural features

3. Project Objectives and Strategy

attract at least 100 people/year
provide 6 to 10 part-time jobs for the residents of Spence Bay
serve to house people touring the Boothia Peninsula during the Spring

4. Performance Indicators

- generation of total **tourist** expenditures (direct and indirect) of \$200,000/year
- **approximately** 100 person-nights at Spence Bay Hotel and additional hotel revenue responsible for 1/3 of visitors in **Boothia** Peninsula Tours
- creation of approximately \$50,000 in salaries and profits for Spence Bay residents

5. Target Groups

- ↳ previous guests to such lodges as the Bathurst Inlet Lodge
 - mix of naturalists (terrain, marine)
 - ↳ bird watchers
 - biologists
 - archaeologists
- ↳ corporations for **small** business meetings and incentive travel
- government departments for small meetings, seminars, etc.

6. Government and **Community** Linkages

- ↳ link to **Baffin** Tourism Region via Resolute
- ↳ GNWT Department of Renewable Resources
 - GNWT Department of Justice and Public Services
- ↳ Northern Heritage Centre
- ↳ Department of Fisheries and Oceans
- ↳ GNWT Tourism and Parks

7. Other Sources of Administrative and Technical Support

operator of tours of **Boothia** Peninsula and **Bellot** Strait

8. Constraints

considerable distance from Spence Bay involving transportation costs for staff
negotiations with the HBC for transfer of the property could take some time, this factor plus time required for planning and relatively high capital cost, explain the **low** priority given to this project

9. Implementation

- 1) Superintendent of Economic Development, Regional Tourism Officer, HBC Official Zone Manager, and community facilitator/host meet to discuss strategy
 - 2) develop formula involving private/public ownership
 - 3) establish objectives, identify private sector operator (if appropriate) and apply for funding
 - 4) carry out planning, commence restoration, and establish program
 - 5) purchase equipment and arrange charters from Resolute and Spence Bay
 - 6) start marketing
-

10. Project Budget

Start-up	\$ 10,000
Planning and Feasibility Study	30,000
Capital Construction:	
restoration	240,000
Purchase Equipment:	
boats, generators, etc.	70,000
Tent Frames	20,000
Dock	5,000
Training	15,000
Promotion	10,000
	<u>\$400,000</u>

90% of project costs would be covered by the Plan through grants and loans. The remainder would represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

Summer - 100 visitors = 600 visitor days x \$250/day = **\$150,000**
 Tour group (spring) = **50,000**
 = **\$200,000**

costs

Charter (Resolute or Spence Bay)	\$ 30,000
Food	36,000
Salary	30,000
Maintenance	25,000
Gas and Miscellaneous	20,000
Insurance	5,000
Marketing	20,000
Commissions	10,000
	<u>\$176,000</u>

The project appears to be viable. Therefore, operational support from the Plan should not be needed (except perhaps in the early years of implementation)

12. General Comments

- once the facility approaches full occupancy the project provides a reasonable operating profit for the operator
- because of the unique location it may be preferable for the government or the **Nunasi** Corporation to own and restore the property and lease it to a private operator
 it would be preferable if the facility is managed by an existing operator in order to save operating and purchasing costs
- each visitor would also stay one night at the Spence Bay Hotel, providing hotel revenues of \$10,000 (included with hotel project 1.16)
- possible sources of funds include special ARDA, the new Tourism Subsidiary Agreement, GNWT loan funds, or Native Community Development Corporation

PROJECT NAME AND NO. :

SPENCE BAY DESTINATION AREA
BOOTHIA PENINSULA TOURS, 1.15, SB-3

IMPLEMENTATION GROUP:

PRIVATE OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

6 to 7 day tours up the **Boothia** Peninsula by snowmobile in the months of May and June.

Itinerary includes one day in Spence Bay, 2 days up, 2 days at Fort Ross and 2 days return and 1/2 day before departing **Spence** Bay.

Participants would experience overnight camping, Arctic survival and at Fort Ross they could see polar bear, archaeological site etc.

This project is already being actively developed by a local operator.

2. Background

this trip is done frequently by the residents of Spence Bay and the points of interest **are** well known

the **Boothia** Peninsula **in** general and **Bellot** Strait in particular offers some of the most dramatic **scenery** in the Central Arctic and presents an excellent opportunity for snowmobile touring

project not fully dependent on Fort Ross restoration, but restoration will add to its appeal.

3. Project Objectives and Strategy

increase hotel occupancy during the spring season

maximize the good traveling conditions of spring and support shoulder season tourism

provide opportunity for private operator that doesn't include high capital costs

- promote the "top of the continent" image

4. Performance Indicators

- at least five part-time jobs
- 40 to 50 additional person-nights for an additional revenue of \$4,000 to **\$5,000** for the hotel plus extra craft sales
- additional tourist expenditures (direct and indirect) of \$45,000/year

5. Target Groups

- small adventure travel groups
- naturalists interested in the features of the **Boothia** Peninsula

6. Government and **Community** Linkages

- GNWT Department of Renewable Resources
-

7. Other Sources of Administrative and Technical Support

8. Constraints

the distance necessitates approximately 4 days of traveling on a snowmobile
there are other competitive packages of a similar quality in other destination regions (in the **Baffin** and **Keewatin regions**)

9. Implementation

- 1) community facilitator/host meets with private operator to discuss program, financing, staff
 - 2) secure start-up monies
 - 3) promote the package
-

10. Project Budget

Start-up Costs	\$1,000
Equipment for Komatik	2,000
Training	2,500
Insurance	500
Promotion	2,000
	<u>\$8,000</u>

90% of project costs would be covered by the Plan through grants and loans. The remainder would represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

3 trips @ 10 = 30 x 7day x \$200 \$42,000

co Sts

Gas	\$ 6,000
Food	8,400
Salaries	5,800
Insurance	500
Snowmobile Rentals	7,000
Equipment	1,000
Commissions	3,000
	<u>\$31,700</u>

Project appears to be viable, therefore, operational support from the Plan is not needed

12. General Comments

- this tour can be successful because of its unique destination and exciting landscape and tie in with Fort Ross
- additional hotel revenue of \$4,000 - \$5,000 included in hotel project (SB-5)
- probably **tour** jobs would be highly desirable because local residents like to make this trip
- would require tour guide training
- at peak operation, could do up to 6 trips per year providing 60 people in total
- possible sources of funds include special ARDA, the EDA, or GNWT loan funds

PROJECT NAME AND NO.:

SPENCE BAY DESTINATION AREA
PALEAJOOK HOTEL UPGRADING, 1.16, SB-5

IMPLEMENTATION GROUP:

ARCTIC COOP PRODUCERS

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

Major renovations are required to the Paleajook Hotel. The kitchen and dining room are an immediate priority to be followed by the renovation of existing rooms, and the addition of two more double rooms

2. Background

the COOP has built new hotels in all the communities and has consequently set a relatively high standard which should be kept up in Spence Bay. In order to protect the tourism values of the Spence Bay Destination Area and maintain a competitive market share, it will be necessary to have appropriate accommodation in the community current facility accommodates 10 people in 4 rooms; current occupancy rate is estimated at no more than 30%

3. Project Objectives and Strategy

appropriate accommodation to respond to those coming to the Taloyoak Craft Workshop, or those passing through to Fort Ross and tours of the Boothia Peninsula

4. Performance Indicators

- increased tourism and higher quality accommodation generating an additional 500 person-nights
- increased occupancy rate by ten percentage points, eg **from 30% to 40%**
- additional tourism expenditures of \$65,000

5. Target Groups

- package tours through the region (i.e. Gjoa Haven, **Spence Bay**, **Pelly Bay**)
- overnight guests en route to Fort Ross or Boothia Peninsula tour
- artists interested in the Craft Workshops



6. Government and **Community** Linkages

- **Co-op** should approach EDA for existing funds.



7. Other Sources of Administrative and Technical Support

support of application from **Taloyoak** Craft Shop.

8. Constraints

high cost of renovation with possibly only a marginal increase in total person-nights

9. Implementation

- 1) Superintendent of Economic Development meet with Arctic COOP to discuss strategy and possible funding sources
 - 2) apply for funding
 - 3) prepare plans, specifications and tender documents
 - 4) start construction
 - 5) embark on a cooperative promotion program with local tour operator and **Taloyoak** Craft Workshop
-

10. Project Budget

Start-up	\$ 5,000
Planning/Design	25,000
Construction:	
. flush toilets	45,000
. kitchen	185,000
. dining room	75,000
. reception	50,000
. rooms	75,000
. new rooms	100,000
. furniture	60,000
. staff training	20,000
. promotion	10,000
	<u>\$650,000</u>

90% of project costs would be covered by the Plan through grants and loans. The remainder **would** represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

500 additional person-nights	\$50,000
Additional Food Revenue*	15,000

costs

Food	\$25,000
Operating/Maintenance	15,000
Insurance	1,000
Training	2,000
Promotion	2,000
Salaries	5,000
	<u>\$50,000</u>

* From local residents and tourists visiting friends and relatives. Operational support from the Plan should not be required

12. General Comments

renovation is being considered rather than total new reconstruction because of the present financial conditions of the COOP as well as the relatively low visitation to the property. As well, a significant new influx of tourists cannot be anticipated therefore the necessary revenue to justify a completely new facility will not be realized

- operating profit of \$15,000 suggests return on investment will be low; therefore, 90% of project costs will need to be covered by the Plan, largely through government contributions rather than loans
- would develop local construction skills
- provides training in hotel operations
- renovated facilities would attract other markets (eg some government/**corporate** meetings) but these are difficult to quantify at this time
- possible sources of funds include special ARDA, the EDA, GNWT loan funds, or ACL equity.

PROJECT NAME AND NO. :

SPENCE BAY DESTINATION AREA
NATURE/FISHING TOURS, 1.17, SB-6

IMPLEMENTATION GROUP:

LOCAL TOUR OPERATOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

Local tour operator can provide tours via boat or three-wheeler to **Netsilik** Lake and Melville Lake with possible overnight accommodation in tent frames

- tours can be used for fishing, nature interpretation, sightseeing and cultural interpretation at sites along the shore en route
- tours can include visits to Melville Lake if plane is available

2. Background

the area is a popular fishing area for the residents of Spence Bay snowmobiles available in community for rental three-wheelers (which are available in the community) were considered for tours but the safety factor and high insurance costs prevent public use

3. Project Objectives and Strategy

attract at least 75 visitors/year
extend duration of stay in the area for at least 2 days and provide revenue for the guides
supports activities of **Taloyoak** Craft Workshops
additional opportunity for tour operators

4. Performance Indicators

additional tourist expenditures (direct and indirect) of \$20,000/year
generates revenue for operator and hotel
increases hotel occupancy by at least 75 person-nights
contributes to the recognition of Spence Bay as an important place for
fishing and nature interpretation which would also be created by tours of
the **Boothia** Peninsula

5. Target Groups

business and government people traveling through the area
visitors to the **Taloyoak** Craft Centre
- package tours going to **Pelly** Bay for nature interpretation, sightseeing,
fishing, photography

6. Government and Community Linkages

link to Craft Centre for nature, heritage field trips
joint marketing with angler/naturalist tours to Boothia Peninsula

7. Other Sources of Administrative and Technical Support

Department of Renewable Resources (Field Services Division) for
information and interpretation program development
- Canadian Wildlife Service

8. Constraints

not as attractive as the Boothia Peninsula

9. Implementation

- 1) **community** facilitator/host approaches local tour operator who owns cabin
 - 2) a number of all inclusive package tours are developed
 - 3) commence necessary guide training especially for nature interpretation
-

10. Project Budget

Start-up	\$ 2,000
Tent Frames	8,000
Training	3,000
Initial Marketing	<u>2,000</u>
	\$15,000

90% of project costs would be covered by the Plan through grants and loans. The remainder would represent owner's equity

11. Direct Impact on Economic Indicators

Revenue

75 person/day x \$150/day x 1.5 days = \$16,875

costs

Gas	\$ 2,000
Food	5,000
Rentals (snowmobile, boats)	2,000
Marketing	500
Administration	200
Salary	<u>2,500</u> (2 part-time jobs)
	\$12,200

Operational support from the Plan would not be needed after initial start up. Would start at perhaps 10-20 and then expand from there to reach peak after 3-4 years.

12. General Comments

- This is an attractive tour for those who wish to spend two days on the tundra. It could also include trips to the coast and to the rivers for fishing and nature interpretation.
additional person-nights would generate hotel revenues of \$7,500 (included in hotel project)
compatible with traditional fishing activities
- requires tour guide training
- possible funding sources include special ARDA, the EDA, or GNWT loan funds

PROJECT NAME AND NO.:

BATHURST INLET DESTINATION AREA
BATHURST INLET LODGE EXPANSION, 1.18, BI-1

IMPLEMENTATION GROUP:

PRIVATE SECTOR

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1986-87

1. Project Description

Bathurst Inlet Lodge is one of the most famous tourist attractions in the NWT and its popularity can be expected to increase as demand improves for this type of facility. It would therefore seem possible to expand upon the reputation of this facility by adding the necessary equipment to respond to both the peak season, in the short term and an extended season in the long term.

Phase I development would include the redesign and enlarging of the dining area as well as the addition of 10 tent frames. It will also be **necessary** to increase both the generator and fuel storage capacity.

Phase II would involve the building of a small lodge for six guests and Phase III would add another small lodge for six guests (3 cabins with **common** washroom).

Phased expansion is proposed in order to maintain the personalized service and strong appeal of the lodge.

2. Background

The lodge accommodates about 20 people at a time and operates from June 25 to August 15. Although occupancy rates were down during the recession years of '82 and '83 a successful 1984 season and present bookings seem to indicate a trend towards full occupancy especially during the peak weeks of operation.

Bathurst Inlet Lodge is also co-operating with Sub-Arctic packages to provide joint marketing of Arctic - Sub-Arctic adventures, thus creating greater demand. This facility is one of the best organized in the region and consequently is an excellent candidate for expansion.

3. Project Objectives and Strategy

increase overall visitation to the region
encourage joint packaging with other proposed attractions in the Arctic Coast
increase visitation at the lodge by approximately 400 person-nights at the end of Phase I and 900 person-nights by the end of Phase III

4* Performance Indicators

- increased length of stay
- increased lodge revenue of about \$70,000 due to additional person-nights (Phase I only)
- creation of at least 4 part-time positions from within the local native **community**
- improvement to the region's image as a destination which offers high quality tourism attractions and services
- increased tourism revenues from all three phases of about \$250,000

5. Target Groups

- naturalists and photographers
- adventure travelers on tours of the Sub-Arctic
- affluent adventure travelers in Western Canada and the U.S.A.
- canoeists on the Burnside River
- corporations, government departments, etc. for small business meetings
- corporations for incentive travel market

6. Government and **Community** Linkages

- resident of Bay **Chimo** (which is an unorganized community and therefore has no regional government)
- possible link with the proposed naturalist camp at Fort Ross
- other adventure tour suppliers in the **NWT** interested in joint packaging

7. Other Sources of Administrative and Technical Support

8. Constraints

can only be served by charter aircraft on a once a week basis from Yellowknife
expense of access via Cambridge Bay
increasing the level of visitation may lower the level of personalized service (related to the exclusive atmosphere and family touch of the current operation), the Study Team's discussion

9. Implementation

- 1) private operator prepares necessary plans for development
 - 2) contact wholesalers or inbound operator to see if they are interested in joint packaging
 - 3) apply for funding
 - 4) start construction
 - 5) increase promotional activities to fill the added units
-

10. Project Budget

Phase I

Start-up and Planning	\$ 3,000
Enlarge Dining Area/Kitchen	85,000
Redesign Lounge Area	40,000
Add Tent Frames	20,000
Additional Equipment (boats, generators, fuel storage, etc.)	80,000
Promotion	5,000
Training	10,000
	<u>\$ 243,000</u>

This project budget is for Phase I only. Costing for Phase II and III has not been completed in detail. A budget allowance of \$250,000 is provided for each phase. It is estimated the Plan will provide up to **90%** of project costs (in the form of contributions and loans). The remainder will be owner's equity

11. Direct **Impact** on Economic Indicators

Revenue of 400 additional person-nights/\$175 average	= \$ 70,000
Revenue from transporting visitors to lodge	= <u>30,000</u>
	<u>\$100,000</u>

costs

Transportation (in to lodge)	\$ 30,000
Food	22,000
Maintenance	10,000
Salaries	14,000
Insurance	500
Gas/Oil	500
Services	1,000
Commissions	3,000
	<u>\$ 81,000</u>

The above reflects the revenues and costs from the Phase I expansion. The Phase II and III expansions would each generate additional visitation of 250 person-nights. Once Phase III is completed, additional revenue (excluding transportation) from all three phases combined would be (900 x 175) = \$160,000, and additional costs (excluding transportation) would be about \$130,000. The project appears to be profitable. Therefore, operational support from the Plan is not indicated.

12. General **Comments**

The facility will continue to be an asset to the overall tourism plant in the Arctic Coast Region whether it expands or not. Nevertheless there is an important opportunity to expand a reputable product in order that the facility may continue to have a significant impact on tourism to the region and the NWT expansion of the facility will require training in hotel/restaurant management. Possible funding sources include the EDA (Domestic Market Sub-Agreement), GNWT loan funds, **FBDB**, and after 1986-87, the new Tourism Subsidiary Agreement.

PROJECT NAME AND NO. :

CAPITAL ASSISTANCE TO OTHER
ACCOMMODATION FACILITIES, 1.19

IMPLEMENTATION GROUP:

PRIVATE OPERATORS

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1990-91

1. Project Description

This project is designed to provide capital and other forms of assistance to renovate, upgrade and expand accommodation facilities in the region as warranted by demand. Project funding begins in year 6 of Plan implementation. Funding would be available both for standard year-round accommodation and seasonal accommodation: A-Frames, pumpkins, bunk houses, etc. Low-cost accommodation options - including bed and breakfast should be exhausted before developing standard year-round accommodation.

2* Background

Other projects provide funds to renovate the hotels at **Coppermine** and **Spence Bay**. The hotels in the other communities appear adequate for the time being. This project provides additional funds to be used when increased tourist visitation requires additional or upgraded accommodation facilities at one or more other **communities**.

3. Project Objectives and Strategy

increase tourist visitations, tourism expenditures, and hotel occupancy objectives and strategy will vary between specific accommodation projects

4. Performance Indicators

increased tourist expenditures, repeat visitation, hotel occupancy rate

5. Target Groups

- tour groups and other visitors to the region
 - government departments and companies holding meetings in the region
-

6. Government and Community Linkages

Business Permits and Region Licenses (where required and allowed by community by-laws)

7. Other Sources of Administrative and **Technical** Support

NWT engineering and architecture firms and construction companies

8. Constraints

additional accommodation demand needed to support new accommodation facilities may not arise. Pre-feasibility and feasibility studies should be conducted to identify demand and the most cost-effective way to satisfy this demand

9. Implementation

Each hotel project would include the following steps:

- 1) completion of pre-feasibility and feasibility analysis
 - 2) application for capital funding
 - 3) start construction
 - 4) contact other tourism operators for possible inclusion in package tours
 - 5) begin operating renovated facility
-

10. Project Budget

1990/91	\$ 200,000
1991/92	200,000
1992/93	200,000
1993/94	200,000
1994/95	<u>200,000</u>
	\$1,000,000

Under this project, the Plan would cover 90% of total capital costs through grants and loans. Therefore, total capital investment, including owner's equity, resulting from this project would be about \$1.1 million.

11. Direct Impact on Economic Indicators

One million dollars invested could support construction of 10-20 year-round accommodation units (depending on type of construction). Using the second figure, occupancy rates of 50% and double occupancy demand additional person-nights would be 7,200. Additional hotel revenues could be about \$700,000, operating profit (revenues minus operating costs) might be in the order of \$300,000 per year. As well 7-10 jobs could be created (on a full-time equivalent basis).

In contrast, if the project budget were allocated entirely to seasonal accommodation (pumpkins, A-Frames, etc.), up to 300 units could be funded. The result will probably be some mix between seasonal and year-round accommodation, but the distribution cannot be determined at this time.

12. General Comments

The feasibility of each proposed project would need to be evaluated separately. The above provides only order of magnitude costs. Possible funding sources include special ARDA, the new Tourism Subsidiary Agreement, and GNWT loan funds.

PROJECT NAME AND NO.: CAPITAL ASSISTANCE TO OTHER PRIVATE OPERATORS, 1.20

IMPLEMENTATION GROUP: PRIVATE BUSINESS AND COOPERATIVES

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW): LOW

STARTING DATE: 1987-88

1. Project Description

This project is designed to provide study, capital and technical assistance to other projects to be operated by private businesses and by cooperatives on a business footing. Small amounts of funding for studies are provided from year 3 on, and larger amounts for the full range of assistance are provided from year 6 on. Funds would be available for both larger capital facilities and smaller business operations (e.g. working capital to start a tour company or ski rental business). The smaller operations could include businesses to support package tour development in the shoulder season.

2. Background

The implementation Plan identifies specific business operations which should be considered for funding. Future planning and market research studies and the evaluation completed in the fifth year **will** identify other development opportunities which are not apparent at this time.

3. Project Objectives and Strategy

increase tourist visitations, length of stay, and tourist expenditures respond to new market and product opportunities as these **emerge**
- fill gaps in the range of travel products which can be included in package tours

4. Performance Indicators

- additional tourist visitations and expenditures
- more attractive and complete package tours
- sustained development through the full ten year period



5. Target Groups

- will depend on the specific projects



6. Government and **Community** Linkages

- EDA, Special ARDA, other funding sources



7. Other Sources of Administrative and Technical Support

northern consulting, architecture and engineering companies

8. Constraints

new development opportunities may not emerge **from** the planning and market research work of the first half of Plan implementation

9. Implementation

Each project could include the following steps:

- 1) completion of pre-feasibility and feasibility analysis
 - 2) application for capital funding
 - 3) start construction
 - 4) contact other tourism operators, community hosts, Zone Managers for incorporation into package tours
 - 5) start project operation
-

10. Project Budget

1987/88	\$ 20,000
1988/89	30,000
1989/90	50,000
1990/91	100,000
1991/92	100,000
1992/93	100,000
1993/94	100,000
1994/95	<u>100,000</u>
	\$ 600,000

The budget would be divided between about \$150,000 for studies and \$450,000 for capital and related assistance. The Plan **would** cover 90% of project costs through grants and loans. Therefore, total capital investment, including owner's equity, resulting from the project would be about \$670,000.



11. Direct Impact on Economic Indicators

Based on the projections for specific projects under the Plan, \$450,000 in capital investments can be expected to generate perhaps \$450,000 in gross tourism revenues and perhaps 5-7 jobs on a full-time equivalent basis.



12. General Comments

The feasibility of each proposed project would need to be evaluated separately. The above provides only order of magnitude costs. Possible funding sources include special ARDA, the new Tourism Subsidiary Agreement or GNWT loan funds.



PROJECT NAME AND NO. :

HOLMAN DESTINATION AREA
INUIT CULTURE LEARNER CENTRE, 2. 1, H-1

IMPLEMENTATION GROUP:

COOP

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1987-88

1. Project Description

- use existing COOP Building
- provide education and training to natives and non-natives on **Inuit** lifestyle
- hands-on experience both within the **Centre**, and on land
- the renovated building would be linked directly to the print shop and the craft shop
- instruction and programming on **Inuit** craft, northern survival, etc.

2. Background

artifacts **from** the existing museum could be used; this would provide space for the print shop to expand
major Inuit attraction on western side of region
responds to demand to learn of **Inuit** values and philosophy
focus for cultural/nature based package tours
optional implementation group would be the Hamlet Council and a Tourism **Committee**

3. Project Objectives and Strategy

create a significant attraction on the western side of region and attract approximately 100 persons/year
provide opportunity to learn of the **Inuit** lifestyle along the Arctic coastline
encourage **revitalization** of native traditional skills and values (spiritual, Political, social, economic)
use the growing interest in indigenous peoples' way of life to increase visitation on a year-round basis
encourage further development of contemporary northern art

4* Performance Indicators

- additional tourist expenditures (direct and indirect) of about \$110,000/year
- higher visitation to Holman and Coppermine
 - increased visitation by specialty markets (eg. cultural enthusiasts, artists, etc.)
 - extended overall length of stay in Holman and NWT.
 - heightened awareness of Inuit culture
 - increased sales of arts and crafts
 - increased draw from Inuvik and additional tourism from Coppermine
-

5. Target Groups

- Inuit cultural groups, Arctic Clubs
 - artists and crafts people interested in learning about Inuit craft design and production
 - business/government travelers
 - northern educators, educators in general
 - spouses of Polar Bear Hunters and of fishermen
-

6. Government and Community Linkages

- GNWT Department of Justice and Public Services
 - Northern Heritage Centre
 - GNWT Department of Education
 - Federal Secretary of State
 - artist/student exchange groups
 - staff orientation by education and social services departments
 - facility will be linked to craft shop and print shop
 - community will be a fundamental part of the Centre's resource base
-

7. Other Sources of Administrative and Technical Support

- Inuit cultural centre at Eskimo Point for programming and staff training
 - Inuvialuit Development Corporation
 - Canadian Arctic Producers
-

8. Constraints

COOP has economic and management constraints
small, geographically dispersed markets
possible lack of accommodation in hotel

9. Implementation

- 1) zone manager, Hamlet council and community facilitator/host meet with COOP
 - 2) secure funding
 - 3) renovate building and install museum
 - 4) purchase materials and develop programs
 - 5) commence **marketing**
 - 6) hire and train staff
-

10. Project BudgetCapital

1. Planning	\$ 20,000
2. Building renovation and expansion	270,000
3. Equipment/material	50,000
4. Training	40,000
5. Programming Development	10,000
6. Marketing	10,000
	<u>\$400,000</u>

All capital costs would be covered by the Plan

11. Direct Impact on Economic Indicators

<u>Revenue</u>	<u>cost</u>
100 x 5 days x \$100/day = \$50,000	Wages: 4 people @ 4 months \$1,500 + 15% = \$28,000
	Start-up 10,000
	Services 10,000
	Maintenance 10,000
	Marketing, Program development, etc. 15,000
	<u>\$73,000</u>

N.B. Project will require operational support from the Plan of about \$25,000 per annum

12. General Comments

- the attraction could be run by the COOP but it must receive ongoing financial assistance from government
 recycle an existing building for the tourism industry
- 4 part time jobs with a wage income of \$28,000
 - spinoffs to hotel, arts and craft, outfitters, etc.; additional person-nights at hotel of 500, resulting in additional revenue of \$50,000
 - approximately 250 room nights at hotel (based on double occupancy)
 - jobs and training compatible with **Inuit** and community lifestyle
 - increased awareness and pride in local culture
 - help maintain **Inuit** identity
 - programs could be used in the local schools
 - probable funding source is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO. :

HOLMAN DESTINATION AREA
THULE VILLAGE RECONSTRUCTION, 2.2, H-2

IMPLEMENTATION GROUP:

HOLMAN HISTORICAL SOCIETY

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) :

MEDIUM

STARTING DATE:

1988-89

1. Project Description

reconstruction of several Thule stone houses in order to create an impression of a former village
houses would be stocked with certain artifacts such as stoves, clothing, a sled, stone cache, etc.
could be in close proximity to the dig being carried out by French Government (if dig continuing)
tent frames could be located nearby to allow for overnight stay

2. Background

such an attraction, while inexpensive to build, **would** be a unique draw to this region
trips to the site would provide activity for the tour operators and visitors would be able to experience the tundra, beyond the community
it would provide opportunity for private sector revenue
- part of programs at Learner **Centre**
site is about one-half hour by boat from **Holman**

3. Project Objectives and Strategy

extend length of stay by one day or more
- provide private sector opportunities
Low **capital/operation** costs
- provide one or two days of activity for approximately 150 people
use of existing equipment, **labour** and material
excellent promotion from potential national/international media and journal coverage

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of about \$55,000/year
- contribution to profitability of tour operators
- add at least 250 visitor days to **Holman**
- if it is the first of its kind it will generate national publicity and exposure to **Inuit** cultural heritage

5. Target Groups

- archaeologists and historical architects
- **Inuit** Cultural enthusiasts
- visitors to the Learner **Centre**
- all inclusive tours from Copper' mine and **Inuvik**

6. Government and Community Linkages

- independent foundations
- National Historic Sites (Parks Canada)
- National Historical Society
- **Holman** Historical Society
- **GNWT**; Department of Justice and Public Services (for historical / archaeological sites)
- Northern Heritage Centre
- **GNWT** Tourism and Parks

7. Other Sources of **Administrative** and Technical Support

- Archaeological Societies
researchers who had been carrying out **previous** digs in the area
 - GNWT Historical Sites Branch
-

8. Constraints

Lack of appropriate sites in close proximity to an actual historic area
(the reconstruction does not have to be on an existing historical site)
Lack of technical expertise in (traditional) construction
Inclement weather would make the site inaccessible

9. Implementation

- 1) the **community facilitator**/host will reactivate the **Holman Historical Society**
 - 2) identify a site for development
 - 3) apply for funding
 - 4) **approach** Justice and Public Services to oversee the development
 - 5) train **labour** in construction techniques
 - 6) construct the **facility**
 - 7) negotiate with local **tour** operators to provide access and, if **necessary**,
overnight accommodation
 - 8) Historical -Society to provide annual maintenance
-

10. Project Budget

Start-up	\$ 1,000
Research and planning	14,000
Capital expenditure	80,000
Training	<u>5,000</u>
	\$100,000

All start-up and capital costs would be covered by the Plan

11. Direct Impact on Economic IndicatorsRevenue

\$125 x 200 visitors =	\$25,000	(day trip)
\$150 x 50 visitors =	<u>7,500</u>	(overnight)
	\$32,500	

Expenses

gas and oil	\$ 5,000
salaries	4,000
food	10,000
maintenance	5,000
commitments	<u>1,500</u>
	\$25,500

N.B. In light of revenues, all expenses should be covered by private operators. The amount for maintenance would be forwarded from the tour operator to the **Historical** Society for annual maintenance.

12. General Comments

- can be done immediately because of relatively **low** capital cost, good revenue and positive cash flow
- when combined with other activities, should provide basis for a profitable private tour operation
- makes excellent use of existing equipment, **labour** and materials
- ties in with **Inuit** culture Learner **Centre**
- construction training would enhance local skills
- use of older peoples' knowledge of **Thule** houses would enhance community's perception of older **people**
- 200 additional person-nights at hotel, providing additional hotel revenue of \$20,000
- **likely** funding source is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO.:

HOLMAN DESTINATION AREA
COMMUNITY TOUR, 2.3, H-4

IMPLEMENTATION GROUP:

COMMUNITY FACILITATOR/HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

A community tour including hikes to the surrounding area would cover the craft and print shop, COOP, Nursing Station, **Airforce** Lake, the cemetery and school. Tours could be several hours or day trips around nearby **lakes** or to nearby attractions. Stops may also be made at designated houses to observe carving and other traditional activities and entertainments. Setting up and operating the tours will be one of the first duties of the community host and therefore will offer an important learning experience in tourism development.

2. Background

tour will familiarize visitors with the diversity of attractions and services
tours reinforce social and landscape diversity between, for example, **Coppermine** and **Holman**
tours can be tailored to people in public or private business

3. Project Objectives and Strategy

learn about the community and its facilities
orient those who are staying several days at Learner Centre
encourage repeat visitation especially from government and business visitors
encourages greater length of stay by introducing attractions
provide additional revenue for community facilitator/host

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$12,000/year
- increased length of stay
- increased repeat visitation
- increase awareness of the attractions of **Holman**
- gradual development of entrepreneurial skills, eg. as guides
- better opportunity to control guest/host contact
- additional revenue for community post office

5. Target Groups

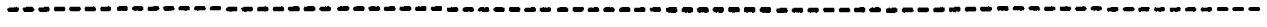
- gig game hunters, fishermen, and their spouses
- all package tours
- seminar/workshop groups to craft and print shop
- media and travel writers
- government and business people visiting the area

6. Government and **Community** Linkages

- coordinate with Hamlet office for access to certain facilities
 - develop program as part of community facilitator/host training program
-

7. Other Sources of Administrative and Technical Support

- individuals with knowledge of the history of the community
- designated people to explain purpose of each facility
- selected carvers and artists who work in their homes



8. Constraints

- cooperation of local people to allow access to their homes
- flexibility required to deliver the tour at unscheduled hours



9. Implementation

- 1) community facilitator/host to finalize the actual components of the tour as well as contact cooperating individuals
- 2) prepare a supporting document or brochure with a summary description of attractions
- 3) contact local operators, etc. as well as place brochures throughout the **community** (eg. hotel and airport) to inform them of the project
- 4) organize and conduct community tours when sufficient numbers of interested tourists are visiting **Holman** (tour would be held with one visitor)



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100 Project Budget

Start-up and brochure	\$2,000
Signs and other small investments	<u>5,000</u>
	\$7,000

All initial costs would be covered by the Plan

11. Direct Impact on Economic Indicators

Revenue

\$10 x 300 visitors = \$3,000

costs

Fees and expenses	\$ 300
Coffee and donuts	450

- will provide an additional \$2,000 to \$2,500 revenue for the community facilitator/host to supplement income of his office
- fees and expenses would include payments to artists, entertainers, etc. for their participation
- costs would be covered from community tour revenues

12. General Comments

- the tour can form the focus to many add-ons such as story-telling, entertainment, picnics, **harbour** tour all of which can add extra revenue to the community facilitator/host and other participants
 - . for one-quarter of visitors, community tours could result in extending rates for one day; additional revenue for hotel would be (\$75 x \$100) = \$7,500
 - potential community conflict if locals are viewed as curious objects
 - likely funding source is the EDA (Domestic Market Sub-Agreement)
-

PROJECT NAME AND NO.:

COPPERMINE DESTINATION AREA
INTERPRETIVE EXHIBIT, 2.4, CO-1,

IMPLEMENTATION GROUP:

HAMLET COUNCIL

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

an open-air, static display will be located at the promontory on the western side of the mouth of the Coppermine River. It will contain photographs and maps depicting and explaining the history of the river as well as information on the existing views from that observation point (eg. graveyard, old runway, etc.)

2. Background

the Coppermine River is important to the location of this community and its history is significant to the Northwest Territories. Rather than displaying this story inside a museum, a kiosk or open structure will be strategically located overlooking the river
a lower cost option, e.g. a sign, could be considered for the project, but this approach may lack the necessary appeal

3. Project Objectives and Strategy

increase awareness of the area especially for the many tourists coming to the Arctic on a one day excursion from Yellowknife
provide activity for the short duration **traveller** especially those traveling on package tours
part of community tour and heightens experience of Coppermine
expresses Arctic coast theme

4. Performance Indicators

- extended stay of **vistors**
increased awareness of the area and the **Coppermine** River
used as an attraction to entice the 24 hour visitor

5. Target Groups

- business and government people
- 24 hour visitors to **Coppermine**
- package tour travelers to **Coppermine** and **Holman**
- canoeists who end trip at **Coppermine**

6. Government and **Community** Linkages

- GNWT Department of Justice and Public Services for history of the area
 - Northern Heritage Centre
 - GNWT Department of Renewable Resources for natural heritage
 - GNWT Tourism and Parks
-

7. Other Sources of Administrative and **Technical** Support

adult education for technical training in design and construction

8. Constraints

- generates no direct revenue
 - does not encourage repeat visitation
 - extends stay by hours, not days
 - concerns with vandalism
-

9. Implementation

- 1) community facilitator/host contact Hamlet Council
 - 2) apply for funding
 - 3) design and construction
 - 4) integrate into community tour
 - 5) annual maintenance handled by the Hamlet Council
-

10. Project Budget

Planning	\$ 5,000
Capital cost - structure	70,000
- pedestrian access	5,000
- signs	<u>3,000</u>
	\$83,000

All project costs to be covered by the Plan

 11. Direct Impact on Economic Indicators

- as part of the **community** tour it increases community host office opportunity to gain additional revenue
- annual maintenance costs of \$4,000 covered by Plan and would be included in community host's budget

12. General Comments

- although it does not generate revenue directly, the project creates a stronger image for **Coppermine** which lacks facilities like Holman, Cambridge Bay (stone church), Gjoa Haven (Northwest Passage Exhibit) and provides an important component to the community tour
- promotes local pride in their community
 - helps increase local skills in design and construction
 - likely funding source is the EDA
-

PROJECT NAME AND NO. :

COPPERMINE DESTINATION AREA
COPPERMINE COMMUNITY TOUR, 2.5, CO-4

IMPLEMENTATION GROUP:

COMMUNITY FACILITATOR/HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

10 Project Description

A community tour including hikes to the surrounding area would also include the COOP craft shop, **Coppermine** Area Interpretive Exhibit, the **old** Bay building, church, and hospital. Stops may also be made at designated houses to observe craft production. This tour may also be linked to short **harbour** tours between the hotel and the mouth of the Coppermine River. Setting up and operating the tours will be one of the first responsibilities of the community host and therefore will be an important learning experience in tourism development.

2. Background

tour will familiarize visitors to the diversity of attractions and services
tours reinforce social and landscape diversity between, for example, **Coppermine** and **Holman**
tours can be tailored to people on public or private business as well as small package tours from **Yellowknife**

3. Project Objectives and Strategy

learn about the community and its facilities
encourages greater **length** of stay by introducing attractions, particularly the **Coppermine** River
provide additional revenue for community facilitator/host or tour operator
provides an ideal activity for those coming for 24 hours or a 2 day excursion

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$20,000/year
- increased length of stay
- increased repeat visitation
- increased awareness of the attractions of **Coppermine**
- allow for gradual development of entrepreneurial skills, eg. as guides
- better opportunity to control guest/host contact
- more people encouraged to take coastal tour



5. Target Groups

- anglers
- all package tours especially 24 hour "circlers"
- media and travel writers
- business and government people visiting the area



6. Government and **Community** Linkages

- coordinate with Hamlet office for access to certain facilities
- develop program as part of community facilitator/host training program



7. Other Sources of Administrative and Technical Support

individuals with knowledge of the history of the community
designated people to explain purpose of each facility
selected carvers and artists who work in their home

8. Constraints

co-operation of local people to allow access to their homes
flexibility required to deliver the tour at unscheduled hours, especially
those arriving for just 24 hours

9* Implementation

- 1) community facilitator/host to finalize the actual components of the tour as well as contact co-operating individuals
 - 2) prepare a supporting document or brochure with a summary description of attractions
 - 3) contact local operators and place brochures throughout the community (eg. **hotel** and airport)
 - 4) organize and conduct tours when sufficient numbers of interested tourists are in the community (tour would be held for one visitor)
-

10. Project Budget

Start-up and brochure	\$2,000
Signs and other small investments	<u>7,000</u>
	\$9,000

11. Direct Impact on Economic and Social IndicatorsRevenue

\$10 x 500 = \$5,000

costs

Fees and expenses \$ 500
Coffee and donuts \$ 750

- will provide an **additional** \$3,000 to \$4,000 revenue for the community host to supplement income of office
- fees and expenses include payments to artists, entertainers, etc.

12. General Comments

- the tour can form the focus to many add-ons such as story-telling, entertainment, picnics, **harbour** tour all of which can add extra revenue to the community facilitator/host and other participants
- for one-quarter of visitors, community tour could result in extending stay for **one** day; additional hotel revenue would be \$12,500
- adds to community pride
- conflict if locals viewed as objects of curiosity
- likely funding source is the EDA

PROJECT NAME AND NO.: STONE CHURCH/"MAUD" CAMBRIDGE BAY DESTINATION AREA MUSEUM HISTORIC PARK, 2.6, CB-1
IMPLEMENTATION GROUP: HAMLET COUNCIL
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) : HIGH
STARTING DATE: 1986-87

10 Project Description

both the Stone Church and the sunken "Maud" are ideally situated in close proximity enabling the development of a historic park. The church will be completely restored and used to present missionary and Inuit culture as well as the history of Cambridge Bay, Loran Tower and the DEW Line. Emphasis will be placed on the history of Cambridge Bay's development. As well a full size replica of the "Maud" will be constructed close to the sunken hull of the existing ship

2. Background

the Church is one of only three stone buildings in the Central Arctic and its choice location should be preserved and restored (\$50,000 has already been spent). The "Maud" was one of the most important ships to initially sail the Arctic Coast waters. It was first Amundsen's ship (which he used to bring in a plane in an attempt to fly to the North Pole) and then became a resupply ship for the Hudson's Bay Company. It is part of the Arctic Coast theme and Northwest Passage sub-theme an option could be a one-half scale replica. This would reduce the capital cost but would also lower the value of the attraction.

3. Project Objectives and Strategy

eventually generates 3,000 visitors annually
creates important national and probably international publicity for Cambridge Bay
encourages greater awareness of the Arctic Coast theme and historic importance of Cambridge Bay to the development of the Central Arctic/Kitikmeot Region
generates significant revenue for community facilitator/host or tour operator
encourages interest in tourism industry by residents of Cambridge Bay

4. Performance Indicators

- additional visits and overnight stays as measured by increased hotel occupancy, participation in community tours, etc.
 - increased positive attitude toward tourism by residents
 - increased awareness of Cambridge Bay by southern tour wholesalers and special interest groups
 - additional tourism expenditures (direct and indirect) of \$200,000/year
-

5. Target Groups

- all package tour groups to and through Cambridge Bay
- history enthusiasts particularly those interested in the Hudson's Bay Company, the role of R.C. Missionaries and the Northwest Passage
- excursionists from Yellowknife
- Yellowknife residents on weekend trips
- business travelers to Cambridge Bay

6. Government and Community Linkages

- Parks Canada - Historic Sites Branch
 - GNWT Tourism and Parks
 - GNWT Department of Justice and Public Service
 - Northern Heritage Centre
 - Vancouver Maritime Museum (restoration and home of the St. Roth)
-

7. Other Sources of Administrative and Technical Support

- individuals around the community who have information on the history of Cambridge Bay
-

8. Constraints

- relatively high capital costs with no significant direct return on investment
 - lack of local skills to rebuild "Maud"
 - distance of historic park from the city (transportation is necessary, vandalism could be a problem)
-

9. Implementation

- 1) community facilitator/host meets with representatives of Hamlet council, zone manager, regional tourism officer to plan strategy
 - 2) apply for necessary funding
 - 3) contact expertise in boat building and Stone Church restoration (eg. Parks Canada)
 - 4) prepare plans of restoration/building/site development
 - 5) train foreman in boat construction and historic restoration
 - 6) hire contracting firm
 - 7) train guide or community facilitator/host on details of program
-

10. Project Budget

Planning, Research and Design	\$ 30,000
Building of the "Maud"	250,000
Stone Church Restoration	200,000
Artifacts	15,000
Site Development	75,000
Administration and Start-up	10,000
Training of Boat Builder and Other Staff	15,000
Marketing and Special Promotion	<u>5,000</u>
Total Promotion	\$600,000

All costs would be covered by government under the Plan

110 Direct Impact on Economic and Social IndicatorsRevenue

3000 x \$8/visitor = \$24,000

costs

Maintenance \$30,000

Salaries 6,000

\$36,000

N.B. Operational support of \$12,000 per year required from the Plan

12. General Comments

- this facility must be considered as an important attraction to the Central Arctic, a focus to the strengthening of regional pride and an important feature of Cambridge Bay's tourism resources
one important indirect benefit would be additional hotel occupancy and revenue; estimated that one-half of 3,000 visitors stay an extra day at Cambridge Bay- hotel revenue would be (1500 person-nights x \$100) = \$150,000
- additional person-nights would add 10 percentage points to occupancy rate at hotel (eg from 40% to 50%)
in order to develop local pride in the church and "Maud" (to reduce vandalism), it will be necessary to train and employ local labour in the reconstruction
- likely funding source is the EDA

PROJECT NAME AND NO.:

CAMBRIDGE BAY DESTINATION AREA
CAMBRIDGE BAY COMMUNITY TOUR, 2.7, **CB-5**

IMPLEMENTATION GROUP:

TOUR OPERATOR/COMMUNITY HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

- ↳ a **community** tour including hikes along the shoreline and dock will visit the COOP, Nursing Station, **R.C.** Church, the weather station, school, windmill, and fish processing plant; visits to archaeological sites around the **community** could also be included
- ↳ stops may also be made at designated houses to observe craft production
- ↳ Cambridge Bay is typical of a northern administration centre and this can be the theme of the tour
- ↳ the tour can also emphasize the meeting of the native and non-native cultures
- ↳ local operator is already conducting a tour; the project should be designed therefore to expand the current tour and enhance its appeal

2. Background

- ↳ tour will familiarize visitors with the diversity of attractions and services
- ↳ tours reinforce social and landscape diversity between, for example, Cambridge Bay (administration) and other Central Arctic communities
- ↳ tours can be tailored to people in public or private business, or on short stopovers while enroute to the fishing lodges or other **Kitikmeot** communities

3. Project Objectives and Strategy

- ↳ learn about the community and its facilities and administration purposes
- ↳ orient **those who** are staying several days at the hotel or Mount **Pelly** Camp
- ↳ encourage repeat visitation especially from government and business visitors
- ↳ encourage greater length of stay by introducing various attractions
- ↳ provide additional revenue for tour operators assuming 500 tourists/year
- ↳ encourage visitation of Stone **Church/"Maud"** Historic Park

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$20,000/year
- increased repeat visitation and increased length of stay
- increased awareness of the attractions and function of Cambridge Bay
- gradual development of entrepreneurial skills, eg. as guides
- better opportunity to control guest/host contact

5. Target Groups

- anglers going to the lodge for fishing trips
- all package tours going through Cambridge Bay
- seminar/workshop groups
- media** and travel writers
- visitors en route to other communities in the Central Arctic
- business and government people visiting the area

6. Government and **Community** Linkages

- co-ordinate with Hamlet office and operators for access to certain facilities
 - develop program as part of community facilitator/host training program
-

7. Other Sources of Administrative and Technical Support

- individuals with knowledge of the history of the community
 - designated people to explain purpose of each facility
 - selected carvers and artists who work in their home
-

8. Constraints

- co-operation of local people to allow access to their homes
 - flexibility required to deliver the tour at unscheduled hours
-

9. Implementation

- 1) tour operator to finalize the actual components of the tour as well as contact co-operating individuals
 - 2) prepare a supporting document or brochure with a summary description of attractions
 - 3) place brochures throughout the community (eg. hotel and airport)
 - 4) update written material as new facilities become accessible
 - 5) organize and conduct tours when sufficient numbers of interested tourists are in the community (tour could be held for one visitor)
-

10. Project Budget

Start-up and brochure	\$2,000
Signs and other small investments	<u>7,000</u>
	\$9,000

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11. Direct Impact on Economic Indicators

Revenue

\$12/person x 500 visitors = \$6,000

costs

Fees and expenses	\$ 600
Gas	1,000
Coffee and donuts	<u>750</u>
	\$2,350

- will provide additional \$3,500 in net income for the tour operator to supplement business income
- when tour includes Stone Church/"Maud" visit, cost of tour to visitor would be \$20.00
- fees and expenses include payments to local artists and entertainers
- the above indicates the number of visitors before the historic park is fully operational (1989/90). After that, the number of visitors taking the tour would be up to 3,000, generating gross revenue of \$24,000 and net income of \$10,000

12. General Comments

- the tour can form the focus to many add-ons such as technical demonstrations, entertainment, picnics, and a short harbour tour all of which can add extra revenue to the tour operator and other participants
- for one-quarter of tourists, community tours could result in extending stay for one day; additional hotel revenue would be \$12,500
- potential conflict if locals are viewed as curious objects
- likely funding source is the EDA

PROJECT NAME AND NO. :

GJOA HAVEN DESTINATION AREA
NORTHWEST PASSAGE HISTORIC PARK, 2.8, GH-1

IMPLEMENTATION GROUP:

HAMLET COUNCIL OR DESIGNATED COMMITTEE

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1987-88

1. Project Description

this project consists of rebuilding Amundsen's cabin as well as the observatory he used to locate the magnetic pole. Also, a 1/3 size scale model of the "GJOA" will be constructed. The park will also include an open kiosk or static display on the Franklin and McClintock expeditions, the Northwest Passage, the history of King William Island and Gjoa Haven. This will be the staging area for the Northwest Passage Coastal tours

2. Background

the parcel of land that was originally used by Amundsen could be available for a historic park. Much is known about the Amundsen expeditions and the Northwest Passage but some research would have to be done to properly stock the cabin with artifacts, construct a model of the "Gjoa" (the real one is located in Oslo, Norway and the Vancouver Maritime Museum have a small-scale replica) and select photographs and sketches for the kiosk

3. Project Objectives and Strategy

create an important draw to Gjoa Haven
heighten awareness of the Northwest Passage exploration and scientific experiments
encourage additional visitors to the Gjoa Haven Destination Area
develop pride within the local people of the historic importance of their community

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$25,000/year
 - part of attracting approximately 500 visitors/year to Gjoa Haven, 1/3 of which come to see the historic park
 - national and international awareness of the historic importance of Gjoa Haven
 - increased occupancy and revenues at Gjoa Haven Hotel
-

5. Target Groups

- history enthusiasts concerned with the Northwest Passage expeditions, Franklin, Amundsen, McClintock
 - travelers en route to other destinations in the region such as Spence Bay or Pelly Bay
 - Government employees interested in learning about these important events or the history of the NWT
 - Europeans who have studied the Northwest Passage (particularly British and Danish)
 - business travelers "
-

6. Government and Community Linkages

- GNWT Department of Justice and Public Service
 - Northern Heritage Centre
 - Parks Canada (Historic sites branch)
 - GNWT Tourism and Parks
-

7. Other Sources of Administrative and Technical Support

individuals in the community who may know something of the history of the area

8. Constraints

- no direct return on investment
 - effort required in pulling research data and artifacts together
-

9. Implementation

- 1) the community host and Hamlet office meet to plan strategy
 - 2) apply for funding to do research, planning and capital construction
 - 3) build facility
 - 4) train community facilitator/host as historic interpretation officer for the project
 - 5) develop brochures, media exposure and promotion
-

10. Project Budget

Start-up/Admini strati on	\$ 5,000
Research	15,000
Planni ng	15,000
Cabi n Constructi on	35,000
Observatory	25,000
Constructi on of 1/3 scale model of Gjoa	25,000
Arti facts Acqui siti on	20,000
Trai ni ng	5,000
Promoti on	<u>5,000</u>
	\$150,000

11. Direct Impact on Economic IndicatorsRevenue

500 x \$8 (entry fee) \$ 4,000

costs

Mai ntenance 6,000
 Promoti on 1,000
 \$ 7,000

Operational support of about \$3,000/year would be needed from the Plan.
 This amount would be added each year to the annual budget of the **community**
 host office

12. General Comments

- the Hamlet will carry out the necessary maintenance using the funds in the annual budget of the community host office
- estimate one-third of visitors spend an extra night in Gjoa Haven as a direct consequence of this project; additional hotel revenues is \$17,000
- likely funding source is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO.:

GJOA HAVEN DESTINATION AREA
GJOA HAVEN COMMUNITY TOUR, 2.9, GH-3

IMPLEMENTATION GROUP:

COMMUNITY FACILITATOR/HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

A community tour including hikes along the shore would cover the craft store at the COOP, Nursing Station, the Bay store, school, airport, dog teams, and eventually the historic park. Stops may also be made at designated houses to observe local carving. Tour can be tied in with evening entertainment with a special emphasis on story telling. Setting up and operating the tours will be one of the first responsibilities of the community host and therefore will offer an important learning opportunity in tourism development.

2* Background

tour will familiarize visitors to the diversity of attractions and services

- tours reinforce social and landscape diversity between, for example, Gjoa Haven and Spence Bay and Pelly Bay
- tours can be tailored to people in public or private business
- outline the history of the Nitsilik people
- provides opportunity to further promote coastal tours

3. Project Objectives and Strategy

- learn about the community and its facilities and history
 - orient those who have come from Chantry Inlet or who take the Coastal Tour
 - encourages greater length of stay by introducing attractions
 - provides additional revenue for community facilitator/host
-

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$24,000/year
increased awareness of the attractions of Gjoa Haven
 - gradual development of entrepreneurial skills eg. as guides
 - better control of guest/host contact
-

5. Target Groups

- those who have come for the Northwest Passage Coastal Tour
 - all package tours going through to Spence and **Pelly** Bay
media and travel writers
 - business and government people visiting the area
-

6. Government and **Community** Linkages

- coordinate with Hamlet office for access to certain facilities
 - develop program as part of community facilitator/host training program
adult education and Department of Justice and Public Service for training
in historic interpretation
-

7. Other Sources of Administrative and Technical Support

- individuals with knowledge on the history of the community
- designated people to explain purpose of each facility
- selected carvers and artists who **work** in their home



8. Constraints

- cooperation of local people to **allow** access to their homes
- flexibility required to deliver the tour at unscheduled hours



9. Implementation

- 1) community facilitator/host to finalize the actual components of the tour as well as contact co-operating individuals
- 2) prepare a supporting document or brochure with a **summary** description of attractions
- 3) contact local operators, place brochures throughout the community (eg. hotel and airport)
- 4) contact wholesalers selling packages to Spence Bay and **Pelly** Bay
- 5) organize and conduct tours when sufficient interested tourists are in the community



10. Project Budget

Start-up and brochure	\$2,000
Signs and other small investments	<u>5,000</u>
	\$7,000

11. Direct Impact on Economic IndicatorsRevenue

\$10/person x 600 people = \$6,000

costs

Fees and expenses	\$ 600
Coffee and donuts	\$ 950

- will provide an additional \$4,000 to \$4,500 revenue for the community facilitator/host to supplement income of his office
- fees and expenses include payments to artists/entertainers, etc.
 - when visit to Historic Park is part of tour, total cost of tour would be \$18.00/person

12. General Comments

- the tour can form the focus to many add-ons such as story-telling, entertainment, picnics, **harbour** tour all of which can add extra revenue to the community facilitator/host and other participants
- for one-quarter of visitors, tour would result in extension of stay for one day; additional hotel revenue would be \$15,000
- potential community conflict if visitor interaction with locals is negative. Advance awareness required for visitors.
- likely funding source is the EDA

PROJECT NAME AND NO. :

SPENCE BAY DESTINATION AREA
NATIVE CRAFT **WORKSHOP**, 2.10, SB-2

IMPLEMENTATION GROUP:

COOP

PROJECT PRIORITY: (HIGH. MEDIUM. AND LOW):

MEDIUM

STARTING DATE:

1987-88

1. Project Description

- Spence Bay has produced some original and high quality craft; it is proposed therefore, to establish a workshop or studio on the premises of the existing **Taloyoak** craft shop. Upgrading of the facility will be required. Emphasis will be placed on traditional design and production techniques such as natural dyeing, doll design and fabrication, and parka design. Local artists will be used to teach the students

2. Background

- the nationally famous crafts of Spence Bay will contribute to attracting a certain number of both native and non-native artists
 - there is space in the existing facility to establish both workshops and classrooms
 - the staff are highly skilled due to their production during the past few years
 - the facility would not directly compete **with the Holman Learner Centre** because of the different type of craft productions
-

3. Project Objectives and Strategy

- attract approximately 40 visitors/year
 - re-establish Spence** Bay as a major craft centre of national importance
 - provide occupancy in the hotel during the winter months
-

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$55,000/year
- additional revenue and occupancy at the hotel
- create 4-5 part-time jobs



5. Target Groups

- southern crafts people interested in the type of craft produced in Spence Bay
- **Inuit** art dealers and buyers
- teachers of arts and crafts
- northern educators/southern educators



6. Government and Community Linkages

- Arctic Cooperatives Ltd.
- GNWT Department of Economic Development and Tourism
- Canadian Arctic Producers



7. Other Sources of Administrative and Technical Support

various southern arts societies that can provide a list of names of potential students

8. Constraints

- presently there is lack of adequate hotel facilities
- distance from Yellowknife
 - lack of resources to launch the project. (The craft shop is not **owned** by the COOP).
- a large room in the existing craft shop operation has recently been converted to a coffee shop. Although existing **work** areas could be used for workshop sessions, some alterations are required in the building to establish classroom space.
-

9* Implementation

- 1) community facilitator/host negotiates with craft shop to establish strategy
 - 2) define the program including types of courses to be taught
 - 3) secure **necessary** funding
 - 4) renovate building and purchase material
 - 5) establish package program
 - 6) promote program
-

10. Project Budget

Planning	\$ 5,000
Start-up Costs	5,000
Renovation of Building	70,000
Purchase of Material	40,000
Training of Staff	8,000
Promotion	<u>5,000</u>
	\$133,000

All project costs would be covered by the Plan

 11. Direct Impact on Economic Indicators
Revenue

40 x \$200 x 6 days \$48,000

costs

Food/Accommodation (at cost)	\$19,200
Material	5,000
Salaries	11,000
Administration	1,000
Maintenance	5,000
Promotion	1,500
Commissions	<u>2,000</u>
	\$44,700

The project should not require operational support **from** the Plan

 12. General Comments

- the return on investment is quite low, but project will create employment and add to hotel occupancy, especially in the winter months
 - increased awareness and pride in local culture
 - help maintain **Inuit** identity
 - local school children could take the courses
 - likely funding source is the new Tourism Subsidiary Agreement
-

PROJECT NAME AND NO.:

**SPENCE BAY DESTINATION AREA
SPENCE BAY COMMUNITY TOUR, 2011, SB-4**

IMPLEMENTATION GROUP:

COMMUNITY FACILITATOR/HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) :

HIGH

STARTING DATE:

1986-87

1. Project Description

A **community** tour including hikes to the surrounding area (Caribou blinds) would cover the **Taloyoak** craft shop, COOP, the stone church, and museum in the school. Stops may also be made at designated houses to observe carving. Boat tours of the inner **harbour** may be added. Setting up and operating the tours will be one of the first responsibilities of the community host and therefore will provide an important learning opportunity in tourism development.

2. Background

tour will familiarize-visitors to the diversity of attractions and services in the Spence Bay Destination Area
tours reinforce social and landscape diversity between, for example, Spence Bay and **Gjoa** Haven
tours can be tailored to people in public or private business, those heading to Fort Ross or on a tour of the **Boothia** Peninsula
tour could be handled by private operator if one came forward, or could be transferred to a private operator at some point in the future

3* Project Objectives and Strategy

learn about the community and its facilities
orient those who are staying several days at **Taloyoak** Craft Workshop
encourages greater length of stay by introducing attractions
provides additional revenue for community host or private operator

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$5,000/year
- increased repeat visitation
- increased awareness of the attractions of Spence Bay
- gradual development of entrepreneurial skills, eg. as guides
- better opportunity to control guest/host contact

5. Target Groups

- all package tours traveling through the region
- seminar/workshop groups to **Taloyoak** Craft Workshop
- media and travel writers
- business and government people visiting the area

6. Government and **Community** Linkages

- co-ordinate with Hamlet office for access to certain facilities
 - develop program as part of community facilitator/host training program
-

7. Other Sources of Administrative and Technical Support

individuals with knowledge of the history of the community
designated people to explain purpose of each facility
selected carvers and artists who work in their home



8. Constraints

co-operation of local people to allow access to their homes
flexibility required to deliver the tour at unscheduled hours



9* Implementation

- 1) **community** host to finalize the actual components of the tour as well as contact co-operating individuals
- 2) prepare a supporting document or brochure with a summary description of attractions
- 3) contact local operator and place brochures throughout the community (eg. hotel and airport)
- 4) organize and conduct tours when interested tourists in sufficient numbers are available in the community (one or two visitors may be sufficient in some instances)



10. Project Budget

Start-up and brochure	\$2,000
Signs and other small investments	<u>5,000</u>
	\$7,000

11. Direct Impact on Economic IndicatorsRevenue

\$10/person x 300 visitors = \$3,000

costs

Fees and expenses	\$ 300
Coffee and donuts	450

- will provide an additional \$2,000 to \$2,500 revenue for the community host to supplement income of office
- fees and expenses include payments to local artists/entertainers

12. General Comments

- the tour can form the focus to many add-ons such as story-telling, entertainment, picnics, **harbour** tour all of **which** can add extra revenue to the community facilitator/host and other participants
- estimate that one-quarter of visitors extend their stay in community by one day; additional hotel revenue equals \$7,500 (included with hotel project **SB-5**)
- potential community conflict if locals viewed as curious objects
- likely funding source is the EDA

PROJECT NAME AND NO. :

PELLY BAY DESTINATION AREA
INUIT LIFESTYLE CENTRE, 2.12, PB-1

IMPLEMENTATION GROUP:

HAMLET COUNCIL

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

A lifestyle **centre** will be established to teach participants about **Inuit** cultural values, language, indigenous knowledge, habitat and survival techniques, arts-crafts-games and spiritual beliefs and legends. It could be established in existing buildings such as the old school that **will** soon be abandoned. It could also be part of the new school that is to be built in 1987.

Films made during the 1960's could be used to demonstrate some of the recent changes. Programs would provide a cross-section of **Inuit** history and lifestyle. Activities and the overall experience will be made distinct from the **Holman** Learner Centre. This is needed in order to generate repeat visitation to the region and to provide a distinctive appeal for both facilities.

2. Background

Pelly Bay offers one of the more traditional communities in the Arctic where typical values and lifestyle are still evident. The knowledge of the **people** and the general atmosphere of the hamlet combine with an attractive physical setting to make this an ideal location for teaching the ways of the indigenous people. There is also a potential theatre group that could provide live theatre and active demonstrations on **Inuit** life. Access is available from both the east (through Hall Beach) and the west (via **Yellowknife**). Access from the **Keewatin** (Rankin Inlet, Winnipeg) is also being investigated by **Keewatin** Air out of Rankin.

3. Project Objectives and Strategy

- increase the awareness of **Inuit** lifestyle
- train **Inuit** in traditional activities so they may translate them to tourists
- instill pride in the traditional values and beliefs
- establish a major draw on the eastern side of the region to balance with the facility proposed for **Holman**
- bring tourists from **Baffin** Region and/or **Keewatin** Region

4. Performance Indicators

additional tourist expenditures (direct and indirect) of \$170,000/year
approximately 120 visitors to **Pelly** Bay staying an average of 6 days
increased revenue at the hotel **from** additional person-nights; occupancy
rate would rise by 10 percentage points (**eg** from 30% to 40%)
increased opportunity for existing tour operator

5. Target Groups

- GNWT employees requiring training in **Inuit** lifestyle
 - **Inuit** cultural enthusiasts
 - adventure travelers interested in the cultural context of Arctic survival
 - **Inuit** historical societies and groups
 - northern educators/southern educators
 - northern indigenous people
 - Arctic Institute (University of Calgary)
-

6. Government and Community Linkages

- GNWT Department of Justice and Public Services
 - Northern Heritage **Centre**
 - GNWT Department of Education
-

7. Other Sources of Administrative and Technical Support

- **Baffin** Region Tourism Association
- **Inuit** Cultural Centre at Eskimo Point
- **Nordair** - director of marketing
- NWT Air
compatible product operators and wholesalers selling the **Baffin** Region
possibly Keewatin Air (if link between Rankin and **Pelly** is finalized)

8. Constraints

Pelly Bay is one of the most expensive communities to travel to. Increased tourism will have an impact on the attitudes and activities of the people.

9. Implementation

- 1) community facilitator/host meets with Regional Tourism Officer, Zone Manager, and Hamlet Council to discuss possible location and strategy
 - 2) apply for funds for **restoration/recycling/programming**
 - 3) prepare plans
 - 4) start of construction
 - 5) train staff people
 - 6) promotion
-

10. Project Budget

Planning	\$ 20,000
Building Renovation/Construction	180,000
Equipment/Material	70,000
Training	45,000
Program Development and Startup	15,000
Marketing	15,000
	<u>\$345,000</u>

All project costs would be covered by government through the Plan

11. Direct Impact on Economic IndicatorsRevenue

120 x 6 days x 115/day = \$82,000*

costs

Wages (6 people for 4 months each) =	\$40,400
Services	12,000
Maintenance	14,000
Marketing, Program Development	15,000
Insurance	1,000
	<u>\$82,400</u>

Once peak visitation is achieved, the project should break-even. Before then, operational support from the Plan **will** likely be needed

*does not include **accommodation/meals**

12. General Comments

- the attraction would be operated by the Hamlet office in association with the local tourism committee
- this project could provide the type of national exposure to make the Arctic Coast well known
 - it would not directly compete with the Learner **Centre** at Holman and would provide **more of** a hands-on living experience
 - the **Community** itself **would** be one of the main resources of the centre.
 - additional person-nights at hotel could be 720, generating hotel revenues of about \$72,000
 - enhance local and regional pride and knowledge of **Inuit** culture
 - likely funding source is the EDA

PROJECT NAME AND NO.:

PELLY BAY DESTINATION AREA
STONE CHURCH HISTORIC PARK, 2.13, PB-2

IMPLEMENTATION GROUP:

HAMLET COUNCIL

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1989-90

1. Project Description

After a complete restoration of the existing church, it **would** serve to house artifacts from the region. A traditional **Inuit** Camp would be built on the site. The Park would be used as a staging area for tours out to the historic sites along the shore to see tent rings, caribou blinds, etc. The theme would be **Inuit** lifestyle, and the role of the **R.C.** Church on **Inuit** lifestyles

2. Background

The stone church is the most impressive building in the Central Arctic as well as one of its finest historic attractions. Built by an **Oblate** missionary, it relates to both the **Inuit** Culture and **R.C.** Mission Sub-themes. There is already an interest in the community to restore the facility to a museum, and some preliminary work has been completed.

3. Project Objectives and Strategy

create a symbolic landmark in the Central Arctic that can be used as a strong attraction to this part of the region
enhance the awareness of the history of both this area as well as the Arctic Coast
increase the visitors stay by one day or more (especially if they take the coastal trips)

4. Performance Indicators

additional tourist expenditures (direct and indirect) of about \$30,000/year
 attract approximately 300 people to the area
 encourage approximately 1/3 to spend one more day in **Pelly** Bay and
 generate additional revenue for the hotel and from craft sales

5. Target Groups

- those with a strong interest in the Catholic Church and its impact on **Inuit** Culture
 the Order of **Oblates** and their contacts in the Catholic Church
- those visiting the **Inuit** Lifestyle **Centre**
 - members of the Arctic Institute (Calgary)
 - **Inuit** culture enthusiasts
 - business, government travelers to **Pelly** Bay
-

6. Government and **Community** Linkages

- the **R.C.** Order of **Oblates** in Winnipeg
 - **Inuit** Lifestyle **Centre**
 - Link to **Baffin** Tourism Region via Hall Beach
 - GNWT Tourism and Parks
 - GNWT Justice and Public Services
 - Northern Heritage **Centre**
-

7. Other Sources of Administrative and Technical Support

8. Constraints

- Cost of traveling to **Pelly** Bay by either Cambridge Bay or Hall Beach.

9. Implementation

- 1) community facilitator/host meets with Hamlet Council to discuss strategy and funding
 - 2) apply for funding for restoration, artifact collection and building of camp
 - 3) training for architectural and artifact restoration, camp reconstruction
 - 4) training of **community** host in **Inuit** heritage and impact of the Roman Catholic Church.
-

10. Project Budget

Research/Planning	\$ 20,000
Church Restoration, Artifact Collection and Restoration	145,000
Site Development and Camp construction	25,000
Training	8,000
Startup	5,000
Marketing, Promotion	<u>5,000</u>
	\$208,000

All project costs would be covered by the Plan

11. Direct Impact on Economic IndicatorsRevenue

300 X 5 = \$15,000

costs

Maintenance	\$10,000
Salaries (caretaker, help)	5,000
Insurance	1,000
Marketing	<u>3,000</u>
	\$19,000

Operational support from the Plan of about \$5,000/year will be needed. This amount will be included in annual budget of community host, who **will** disburse to the Hamlet Council

12. General Comments

- this would be a hands-on museum where visitors would learn how implements are made and how they are used
artifacts would be used to show the evolution of **Inuit** lifestyle over the past 4,000 years.
100 person-nights at the hotel would mean additional hotel revenue of \$10,000
enhance local pride and knowledge of **Inuit** culture
- likely funding source is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO. :

PELLEY BAY DESTINATION AREA
SUBTERRANEAN HOUSE RESTORATION/TOUR, 2.14, PB-3

IMPLEMENTATION GROUP:

HAMLET COUNCIL

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1988-89

1. Project Description

Subterranean houses were shelters constructed approximately 1 metre into the tundra. They were usually constructed of stone, whale bone **and sod**. A typical **Dorset** camp including the restoration of 4 to 6 subterranean houses would be established on Harrison Island approximately **45 miles (72 km)** from **Pelly Bay**. An overnight camp of tent frames **would** be inconspicuously located nearby. The two day return tour from **Pelly Bay** would include several stops along the shore to observe tent rings and caribou blinds. Emphasis would be placed on interpreting the various styles of shelter, reason for location, etc.

Existing 18' boats would be used to transport groups of 6-8 people.

2. Background

The **Pelly Bay** area has many interesting sites of **Inuit, Thule** and Dorset encampments. Harrison Island has several significant sites for historic interpretation. The 45 mile (72 km) trip from **Pelly Bay** provides excellent opportunity for sightseeing among the islands, photography and nature interpretation. The tour, leaving from **Pelly** could demonstrate three cultural themes - precontact, early contact and modern.

3. Project Objectives and Strategy

- as a 2-3 day trip it would contribute substantially to increasing length of stay in the region
 - provide a major source of revenue for a tour operator
 - heighten awareness of **Inuit** survival ingenuity and evolution of shelter styles
 - low capital costs
 - reinforces the Arctic Coast theme.
-

4. Performance Indicators

- additional tourist expenditures (direct and indirect) of \$53,000/year
 - generation of \$50,000 in revenue for a local tour operator
 - creation of one part-time position
 - 100-150 additional person-nights in hotel
-

5. Target Groups

- visitors to the **Inuit** Lifestyle Centre
 - **Inuit** History enthusiasts
 - archaeological students
 - visitors coming to the region from Hall Beach
-

6. Government and **Community** Linkages

- independent foundations
 - Parks Canada (Historic Sites Branch)
 - GNWT Department of Justice & Public Service
 - Northern Heritage **Centre**
-

7. Other Sources of Administrative and Technical Support

- archaeological societies
 - individuals who have carried on previous digs in the region
 - linked to **Inuit** Lifestyle Centre and Historic Park.
-

8. Constraints

- lack of technical expertise in construction
 - inclement weather could make site inaccessible
 - distance from **Pelly** Bay
-

9. Implementation

- 1) the community facilitator/host will contact the Hamlet council as well as Justice and Public Services, and the Zone Association
 - 2) identify a site for research and development
 - 3) apply for funding (Zone Association with support from Justice and Public Services)
 - 4) negotiate with Justice and Public Services to oversee the development
 - 5) train **labour** in construction techniques
 - 6) construct the facility
 - 7) negotiate with local tour operators to provide access and, if necessary, overnight accommodation
 - 8) promotion and marketing
-

10. Project Budget

Start-up	\$ 4,000
Research and Planning	14,000
Capital Expenditure	80,000
Tent Frames	12,000
Training	10,000
Marketing	<u>5,000</u>
	\$125,000

All costs would be covered by the plan.

11. Direct **Impact** on Economic IndicatorsRevenue

\$175 x 100 visitors x 2 days = \$35,000

costs

Insurance	\$ 2,000
Gas and oil	5,000
Salaries/boat lease	10,000 (\$6,000 + \$4,000)
Food	<u>8,000</u>
Maintenance	5,000
Marketing	<u>2,000</u>
	\$32,000

Project should break even once peak visitation is achieved. Some **operation-**al support may be needed at the outset

12. General **Comments**

- makes good use of existing equipment, **labour** and materials
- 150 **person-nights** will provide additional hotel revenue of \$15,000
- tour operator would likely provide funds for maintenance to Hamlet Council which would contract for the required **labour**, materials, etc.
- because of distance, **community** impacts mainly limited to employment income benefits
- likely funding source is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO. :

PELLEY BAY DESTINATION AREA
COMMUNITY TOUR, 2.15, PB-4

IMPLEMENTATION GROUP:

COMMUNITY FACILITATOR/HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

A community tour including hikes to the surrounding area would cover the **Inuit Lifestyle Centre**, COOP, Nursing Station, Shoreline, abandoned **Dewline** site construction equipment, Stone Church Historic Park and Hamlet Office. Stops may also be made at designated houses to observe carving. Short boat tours may also be added to visit the oil barrel cross or tent rings in close proximity to the hamlet. Fishing for char on the river near **Pelley Bay** could be an additional option, and specialized day trips, such as hiking and climbing the rocky hills near **Pelley Bay** could be yet another option. Setting up and operating the tour will be one of the first responsibilities of the community host and therefore **will** offer an important learning opportunity in tourism development.

2. Background

tours will familiarize visitors with the diversity of attractions and services
tours reinforce social and landscape diversity between, for example, **Pelley Bay** and Spence Bay
tours can be tailored to people in public or private business

3* Project Objectives and Strategy

learn about the **community** and its facilities
orient those who are staying several days at **Inuit Lifestyle Centre**
encourage greater length of stay by introducing attractions and tours
provide additional revenue for community facilitator/host or for a local tour operator

4. Performance Indicators

- tourist expenditures (direct and indirect) of \$12,000/year
 - increased repeat visitation
 - increased awareness of the attractions of Pelly Bay and area
 - gradual development of entrepreneurial skills, eg. as guides
 - better opportunity to control guest/host contact
-

5. Target Groups

- visitors to **Inuit** Lifestyle Centre
 - all package tours
 - media and travel writers
 - visitors to Harrison Island Tour
 - business and government travelers to **Pelly** Bay
-

6. Government and **Community** Linkages

- co-ordinate with Hamlet office for access to certain facilities
 - develop program as part of community facilitator/host training program
-

7. Other Sources of Administrative and Technical Support

individuals with knowledge of the **history** of the community
designated people to explain purpose of each facility
selected carvers and artists who work in their homes

8. Constraints

co-operation of local people to allow access to their homes
flexibility required to deliver the tour at unscheduled hours
would probably be organized before the Stone Church is restored

9. Implementation

- 1) community host to finalize the actual components of the tour as well as contact co-operating individuals
 - 2) prepare a supporting document or brochure with a summary description of attractions
 - 3) contact local operators and place brochures throughout the community (eg. hotel and airport)
-

10. Project Budget

Start-up and brochure	\$2,000
Signs	<u>5,000</u>
	\$7,000

11. Direct Impact on Economic IndicatorsRevenue (not including admission to Historic Park)

\$10/person x 300 visitors = \$3,000

costs

Fees and expenses	\$ 300
Coffee and donuts	450

- will provide an additional \$2,000 to \$2,500 revenue for the community host to supplement income of office
an additional \$1,000 **could** probably be earned with special side trips on the water
- fees and expenses include payments to local artists, entertainers, etc.
- for tours which include the Stone Church Historic Park (2.13), costs per visitor would be \$15.00

12. General Comments

- the tour can form the focus to many add-ons such as story-telling, entertainment, picnics, and **harbour** tour, all of which can add extra revenue to the **community** facilitator/host and other participants
- estimated that one-quarter of visitors stay an extra day in **Pelly** as a consequence of the tour; additional hotel revenue would be \$7,500
- potential community conflict if local residents seen as curious objects
- likely funding source is EDA

PROJECT NAME AND NO. :

CAPITAL ASSISTANCE TO OTHER
NON-PROFIT OPERATORS, 2.16

IMPLEMENTATION GROUP:

COMMUNITY GROUPS, HAMLET COUNCILS

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1987-88

1. Project Description

This project is designed to provide study, capital and other forms of assistance to other projects to be operated by non-profit groups. Small amounts of funding for studies are provided from year 3 on, and larger amounts for capital and related assistance are available from year 6 on

2. Background

The implementation Plan "highlights specific non-profit operations which should be considered for funding. Future planning and market research work, and the evaluation study completed in year 5 will identify other development opportunities which are not obvious at this time.

3. Project Objectives and Strategy

increase **tourist** expenditures, length of stay and visitation
response to new market and product opportunities as they emerge
fill gaps in the range of travel products which can be incorporated into
package tours

4. Performance Indicators

additional tourist visitations and expenditures
more attractive and complete package tours
sustained development through the full ten year period

5. Target Groups

will depend on the specific projects

6. Government and **Community** Linkages

- EDA, **Speical** ARDA, other funding sources

7. Other Sources of Administrative and Technical Support

northern consulting, architecture and engineering companies

8. Constraints

new development opportunities may not emerge from the planning and market research work of the first half of Plan implementation

9. Implementation

Each project could include the following steps:

- 1) completion of pre-feasibility and feasibility analysis
 - 2) application for capital funding
 - 3) start construction
 - 4) contact other tourism operators, community hosts, Zone Managers for incorporation into package tours
-

10. Project Budget

1987/88	\$ 25,000
1988/89	25,000
1989/90	25,000
1990/91	100,000
1991/92	100,000
1992/93	100,000
1993/94	100,000
1994/95	<u>125,000</u>
	\$ 600,000

About \$100,000 of the project budget would be for studies, and the other \$500,000 for capital assistance. The Plan would cover all project costs

 11. Direct Impact on Economic Indicators

Based on the projections for specific projects under the Plan, \$500,000 in capital investments would be expected to generate perhaps \$300,000 in gross tourism revenues and perhaps 5-7 jobs on a full-time equivalent basis.

 12. General Comments

Tourism in the **Arctic** Coast is a new industry, and the adventure market is changing rapidly. Project and products **which** are not obvious now can be expected to emerge before the end of the decade. This project **will** ensure that funding is available for these travel products. The probable funding source is the new Tourism Subsidiary Agreement which could be signed in 1987/88.

PROJECT NAME AND NO. : COMMUNITY FACILITATOR/HOSTS, 3.1
IMPLEMENTATION GROUP: ARCTIC COAST TOURIST ASSOCIATION
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) : HIGH
STARTING DATE: 1986-87

1. Project Description

This project is designed to provide the Plan's contribution to the cost of operating the facilitator/host's office in each community. Office costs include the host's salary (\$16,000 over a six month working period) plus miscellaneous operating costs (estimated at 50% of salary). The host's functions include product development with operators, co-ordination between communities and the regional association, greeting tours on arrival at the community, operating the **community** tour (if a private sector operator does not come forward), and maintaining the information centre/kiosk in each community. The **community** hosts would be employees of the Arctic Coast Tourist Association but would also work very closely with the Hamlet office.

2. Background

Training and the first year of salaries is provided in project 4.1. Therefore, the first year of funding for this project is 1986/87. Plan contributions are expected to decline steadily at one-half of the total cost by year ten. Over time, additional sources of income will become available to the community host in the form of operating profit **from** the community tour and commissions from private operators

3. Project Objectives and Strategy

ensure a quality product is sold in the market place
co-ordinate-tourism activities between communities and other regions
expand tourism visitation and expenditures, and increase length of stay
(through the community tour)
transfer tourism knowledge and awareness to other community residents

4. Performance Indicators

- additional tourism expenditures
- increased length of stay
- high quality travel products
 - strong links with the southern travel industry and northern operators
- **co-ordinated** tourism plans between communities and regions



5. Target Groups

- selected individuals within each community who have shown an interest in tourism or who have at one time started a tourism business

6. Government and **Community** Linkages

- Regional Tourism Officer of Economic Development and Tourism
- Hunters and Trappers Association
- development corporations



7. Other Sources of Administrative and Technical Support

northern tourism operators
northern wholesalers

8. Constraints

starting the office and developing expertise, contacts and cooperation will require a sustained effort, and patience on the part of the Regional Association, private operators and others. The first year or two could be particularly difficult

9. Implementation

- 1) identify office space (probably in **existing government** offices)
 - 2) meet with Regional Tourism Officer and Zone Manager to finalize community plan for the next year and the longer term
 - 3) make contact with all relevant parties in community and with northern wholesalers
 - 4) request additional training as required
-

10. Project Budget

1986/87	\$ 144,000*
1987/88	135,000
1988/89	126,000
1989/90	117,000
1990/91	108,000
1991/92	99,000
1992/93	90,000
1993/94	81,000
1994/95	<u>72,000</u>
	\$ 972,000

* 16,000 X 6 = 96,000 X 1.5 = 144,000

11. Direct Impact on Economic Indicators

- six part-time positions which over time could develop into full-time careers in the travel industry

12. General Comments

The Zone Association should closely monitor the revenue and cost position of each office in order to ensure that the Plan contributions are adequate. The probable funding sources are the EDA (Domestic Market Sub-Agreement) up to 1986-87, and the new Tourism Subsidiary Agreement thereafter.

PROJECT NAME AND NO. : SPECIAL EVENTS, FESTIVALS AND ENTERTAINMENT, 3.2
IMPLEMENTATION GROUP: COMMUNITY HOSTS, HAMLET COUNCIL
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW): LOW
STARTING DATE: 1986-87

1. Project Description

This project is designed to provide small amounts of "seed" money to assist community groups and Hamlet Councils in staging special events, festivals and entertainment.

2. Background

Special events, etc., can play a fairly important role in package tours and tourism development. Special events cannot be packaged on their own, but can provide an appealing feature and focal point to a longer (7-10 day) tour. Most of the costs of staging these events should be recoverable from the operator and ultimately the customer. However, some government funding is needed to assist in staging a new event, and to cover unexpected severe shortfalls.

3. Project Objectives and Strategy

extend length of stay
increase visitation and tourist expenditures
enhance interactions between tourists and local residents
increase awareness of types of activities that take place in the Arctic
and of **Inuit** culture

4. Performance Indicators

- higher tourist visitation and expenditures
well balanced, attractive package tours
 - controlled interactions between tourists and residents
-

5. Target Groups

- will depend on special event
-

6. Government and Community Linkages

- Travel Arctic, EDA, Zone Association
-

7. Other Sources of Administrative and Technical Support

- community groups
-

8. Constraints

communities should be encouraged to stage events which generate sufficient revenues to cover costs. Supported events should include those which are just starting, those which provide special benefits, and events which experienced unexpected revenue shortfalls. Selecting projects for assistance will not be easy
some communities prefer that attendance at special events be limited to local residents, and friends and relatives from other communities; these wishes should be honoured.

9. Implementation

Each special event would include the following steps:

- 1) the community host or Hamlet Council would estimate revenues and costs and project the support required
 - 2) an application for this amount would be submitted to EDA or some other funding source
 - 3) the letter of offer would indicate the maximum amount available from the program
 - 4) **after the** event, the community host would identify the actual shortfall and submit a claim in this amount (up to the maximum) to the program for reimbursement
 - 5) if the shortfall exceeds the limit, the host will need to submit a second application outlining the reasons for the additional requirements
-

100 **Project Budget**

1986/87	\$ 10,000
1987/88	15,000
1988/89	20,000
1989/90	20,000
1990/91	20,000
1991/92	20,000
1992/93	20,000
1993/94	20,000
1994/95	<u>20,000</u>
	\$ 165,000

All project costs would be covered by the Plan.

11. Direct Impact on Economic Indicators

no direct impact on economic indicators

12. General Comments

One approach to budget allocation would be to distribute \$3,000 - \$4,000 to each community to stage events in each year. This approach would reduce administration but could also result in some abuse. Event and communities which get into-trouble would still submit claims for additional funds. Probable funding sources are the EDA up to 1986/87, and the new Tourism Subsidiary Agreement thereafter.

PROJECT NAME AND NO. :

OPERATIONAL SUPPORT TO OTHER
NON-PROFIT OPERATIONS, 3.3

IMPLEMENTATION GROUP:

COMMUNITY HOSTS, COMMUNITY GROUPS, HAMLET COUNCIL

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

LOW

STARTING DATE:

1987-88

1. Project Description

This project will provide operational support to non-profit operations which are not covered in the specific project descriptions under program 2.

2. Background

Many significant projects under the Plan will provide important spin-off benefits but will not generate sufficient revenues to cover their operating costs. This project will cover the revenue shortfalls of projects not specifically identified in Programs 2 and 3. As well, the funds could be used to support private sector and COOP operations which encounter unforeseen difficulties, especially in the early years of operation

3. Project Objectives and Strategy

provide time for projects to become self sustaining
provide needed operational support to beneficial projects which will
never generate sufficient revenues to cover costs

4. Performance Indicators

- sustained tourism revenues to business operators in the same destination area as the supported project
- well balanced package tours which offer a full range of attractions and experience.

5. Target Groups

- will vary with the project

6. Government and **Community** Linkages

- EDA, Hamlet Councils
-

7. Other Sources of Administrative and Technical Support

8. Constraints

The major problem for non-profitable projects is what happens to those projects when the Implementation Plan comes to an end. The hope is that most will be self-sustaining by year 10, and that the **community** benefits from the rest are so visible that the Hamlet Councils and/or tourism business will make up the revenue shortfall in order to ensure project continuation

9. Implementation

- 1) community host, with the assistance of Zone Manager, will carefully review the project revenues and operating costs in order to estimate the appropriate level of operational support
 - 2) the community host will submit an application at EDA, Canada Works or other funding source
 - 3) the community host will administer the funds from his/her office budget, but actual operations and maintenance will be carried out by the Hamlet Council or community groups
 - 4) revenues and costs **will** be reviewed each year, and appropriate adjustments will be made to the government contribution
-

10. Project Budget

1987/88	\$ 15,000
1988/89	20,000
1989/90	25,000
1990/91	30,000
1991/92	35,000
1992/93	40,000
1993/94	40,000
1994/95	<u>40,000</u>
	\$ 245,000

All project costs would be covered by the Plan.

11. Direct Impact on Economic Indicators

- part-time work would be provided to local residents in the construction trade

12. General Comments

Project operations should be carefully monitored to ensure that potential revenues are being maximized, and operating costs are reasonable and dependable. Probably sources for funding are the EDA up to 1986/87, and the new Tourism Subsidiary Agreement thereafter.

PROJECT NAME AND NO. :

START UP TRAINING, 4.1

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1985-86

1. Project Description

A major effort is needed at the outset to develop knowledge and skills in travel industry operations, tourism development, tour packaging and business development. This project will train local people (at least one in each community) to become community facilitator/hosts and, in some cases, to eventually become private operators (suppliers). The training project is further detailed in Annex A. As well, additional funds are provided for initial training for other key personnel (e.g. the Zone Manager or Regional Tourism Officer). For example, the Zone Officer of the ACTA could be provided with **on-the-job** training in marketing and promotion.

2. Background

The existing level of-tourism knowledge and skills is very low. This project must be implemented and completed before other projects reach the implementation stage and certainly before a major marketing effort is made. This project should be viewed as complementary and additional to the training provided in community specific projects and in the next project which finds training on an **on-going** basis

3. Project Objectives and Strategy

- ↳ to increase knowledge and specific skills relevant to tourism development, package tours, and the operation of a tourism business
- ↳ to develop a base of tourism expertise which can be expanded through ongoing training initiatives
- ↳ to satisfy the concerns of southern wholesalers about the reliability of the Arctic Coast product by providing qualified people who can be intermediaries between the southern industry and northern operators

4. Performance Indicators

- increased number of well organized, reliable and profitable tourism attractions and packages
 - increased **enthusiasm** by wholesalers to negotiate **with** community facilitator/hosts on product development and package sales
 - greater collaboration between communities on joint product development
 - increased efforts by adjacent tourist zones to work co-operatively with the Arctic Coast Tourism Zone
-

5. Target Groups

selected individuals within each community who have shown an interest in tourism or who have at one time started a tourism business

6. Government and **Community** Linkages

- Regional Tourism Officer of Economic Development and Tourism
 - local governments
 - Adult Education
 - Hunters and Trappers Association
 - **Inuit** Development Corporations
-

7* Other Sources of Administrative and Technical Support

technical expertise in travel and tourism

8. Constraints

maintaining an interest in tourism when so few tourists will arrive in the first years
developing an awareness and acceptance that tourism is a viable industry.

9. Implementation

- 1) Zone Association use the guidelines of the development strategy to apply for government funding
- 2) select group to be responsible for the training
- 3) open invitations to take part in training
- 4) select individuals
- 5) conduct training
- 6) place individuals who have completed training in communities

The selection of trainees would be by the ACTA but with input from the Hamlet Council, other community groups, local educators, the Regional Tourism Officer, and other government officials.

10. Project Budget

- 1985/1986 - hosts' training program	\$ 80,000
hosts/facilitators salaries	96,000
other training	<u>24,000</u>
	\$200,000

In addition, the Plan will contribute to the salaries of the facilitator/hosts and the operation of their offices from 1986/87 on. The Plan's contributions are expected to be \$144,000 in 1986/87 but will then decline as other sources of income become available to the community host office (see project 3.1).

 11. Direct Impact on Economic Indicators

- at least six part-time jobs at the outset resulting in six **full** time positions as community facilitator/hosts as the travel industry develops increased understanding and support for the economic, social and cultural values of tourism

 12. General Comments

- training is the first step in developing tourism in a region that has relatively no familiarity **with** the industry. It **will** be the basis for enabling the interested individuals to develop a credible and appealing travel product without which tourism **will** not grow. It is also essential to develop the awareness and the subsequent tourist attractions before a major marketing effort begins. Without it the southern wholesalers **will** not be interested in promoting the Arctic Coast
 - Special ARDA, GNWT Adult Education and **CEIC** are all possible sources for funding
-

ANNEX A

TRAINING PROJECT FOR COMMUNITY FACILITATOR/HOST

The following describes the Study Team's views on the possible content of the Community Facilitator/Host's Training Project. Before providing the training, more **work** will need to be done on delivery including the location; number and duration of sessions; the amount of content to be given per session; development of correspondence materials and the best way to utilize the materials; staffing; detailing of costs; funding sources, and content material available from existing sources (much of the content could be lifted from existing sources and then modified and tailored for the audience).

A.1 OVERVIEW

At present, there is limited knowledge, understanding or experience in the "tourism industry among the residents of the Arctic Coast. A vital factor in the overall success of the tourism industry will be the people. The zone therefore, needs a number of residents **who** have a basic understanding of tourism, and who are able to provide the leadership necessary to develop the tourism attractions in each community.

Without such a knowledge base, the development of tourism **will** take much longer, **will** have less value to the local economy and will provide fewer direct benefits to the people **within** the Central Arctic.

It is necessary to immediately start a specialized training program to develop "core tourism experience" in each community. These trained individuals would eventually become the catalysts for the development of the community tourism product, serve as a

community host and eventually generate their own income by providing community tourism services.

Unlike most tourism regions of Canada, which have developed on an ad hoc basis, the Arctic Coast Tourism Zone has the chance to embark on a comprehensive planning process because of its commitment to carry out the Arctic Coast Regional Tourism Strategy. At the same time, it has the opportunity to develop its human resources by establishing tourism hosts in each community. In the past, much of the tourism development or promotion work has been done by a government representative, or an outside agency. With trained hosts, the expertise would be developed and retained within the community, not only expanding the base of expertise in a community, but also ensuring that more economic benefits accrue to that community.

Other areas of the NWT which are also involved in tourism expansion must eventually address the same need for human resource development. Therefore, this proposed training program could be used as a pilot project for other regions.

It is proposed that a comprehensive training program for community tourism facilitator/hosts take place within the context of the Arctic Coast Tourism Marketing and Development Study. The development opportunities of this study detail ongoing involvement of the community host in specific community projects suggested for each community.

Without the required tourism expertise in each community, it is unlikely much will happen in the area of tourism development for many years. Since most of the Arctic Coast communities have a very limited economic base and few options for economic development, it becomes even more evident that tourism development must start soon, and should be an important part of the development of the human and economic resources of each community.

The first step in development of tourism expertise within an Arctic Coast community, will be the selection and training of a suitable individual in each community. The study team recommends against the adoption and use of strict criteria for trainee selection. Rather, broad guidelines should be developed and employed with care and flexibility. Those guidelines could include the following:

- some minimum level of education (Grade 8 may be sufficient if the candidate is strong in other areas);
- previous training and experience which are relevant to the position;
- position and respect within the **community** (e.g. active and constructive involvement on community committees).
- strong interest in becoming involved in tourism and making tourism a career.

The candidate could be someone with no previous involvement with tourism, or a person operating (for example) a small tourism business who wishes to expand his knowledge of tourism and the scope of his operations. For the latter, the ongoing assistance from the Plan (see project 3.1) could be payment for services rendered by the operator in his additional capacity as community facilitator/host.

This training program will be tailored to the needs and requirements of the zone and the specific communities. The training program will prepare the individual for the ongoing position of **community** facilitator/host. The training program will be part of the first year duties/responsibilities of this position.

A.2 GOALS AND OBJECTIVES

A.2.1 Goal

To develop a level of tourism expertise within each Arctic Coast community to allow them to participate fully in tourism

development and obtain maximum economic and social benefits from **community** based tourism.

A.2.2 Objectives

The primary objective is to provide travel industry information and understanding specific to each community. This **will** ensure that as each community develops tourism based on:

- an awareness of the basics of the tourism industry;
- appreciation of the requirements of visitors, and understanding of those techniques necessary to ensure maximum employment and revenue benefits from tourism.

The program will be geared to the specific requirements of each community and **will** be tailored to meet:

- qualifications of each host;
- the dynamics of the local travel industry and travel **committee**, and
- the development focus of each community.

For instance, if one community is more oriented to services (i.e., a staging community such as Cambridge Bay) accent **will** be placed on these services as opposed to another community's need for guide training or development of attractions.

The training program will also be geared to directly enhance the business skills of the candidates. This will enhance the **overall** business development of the community. Finally, the program **will** provide additional opportunity for native people to both practice traditional activities, as well as participate in a wage economy.

A. 2. 3 Specific Objectives

To provide training for at least one facilitator/host in each community during the training program and to provide **community-specific** travel-related information to the various community tourism committees.

A. 3 THE TRAINING PROGRAM

During the final round of community meetings made by the regional tourism strategy consultants, the identification of potential community facilitator/hosts and the setting up a training program for these individuals was discussed with each hamlet tourism committee. Committees were asked to both consider possible candidates in their community as well as assess methods for selecting this individual.

Six community facilitator/hosts will be involved in the program and they will work out of either the government office or the hamlet office in each community.

Responsibility for the training program **would rest with** the Arctic Coast Tourist Association, working in conjunction **with local** tourism committees. An umbrella organization perhaps CEIC or GNWT education, would monitor the progress of the training program, evaluate the performance of the actual trainees and **maintain** financial control of the program. In addition, it is recommended that Adult Education **within** each community would have a **monitoring/guidance** role in the program.

A. 3. 1 The Training Format

The format will consist of:

two intensive sessions **within** each community with the first one set for early May and the second one in November;

- one session in Cambridge Bay where all hosts are brought together; and
- regular correspondence projects throughout the year.

A.3.2 Training Objectives for Tourism Host/Facilitators

The host/facilitator **will** develop skills and understanding in the following six general areas:

- . tourist characteristics;
- . tourism planning and strategy development;
- . tourism promotion;
- . tourism management;
- . human resources; and
- . quality of product/impact on community.

Beginning **with** an introduction to the tourism themes and concepts of each area, the training program **will** go on to teach those specific hospitality and travel industry skills that are necessary to develop tourism in the respective community. The suggested program is divided into three units to be taught during three different sessions. This will facilitate the maximum absorption of material and allow the instructor a chance to evaluate the **re-**retention of information from the previous units.

A.4 TRAINING UNITS

Following is an outline of skills to be developed in each training unit.

A.4.1 Unit One

- Tourism Characteristics

This section will deal **with** two sub-sections, the tourist market and tourist's needs.

The tourism market subsection **will** introduce tourism in North America, how it functions and **why** the government wants to promote it; the tourism market in Canada, segmentation, **pleasure-personal/business** markets, travel trade and market trends; and a survey of tourism operations in the NWT and the local region **will** also be undertaken to give a view of the possible opportunities and the existing competition.

The tourist's needs sub-section **will** look at the motivation factors of the tourist in general followed by a profile of the NWT tourist (e.g. adventure travelers).

- Tourism Planning and Strategy Development

This section will focus on developing-tourism within each specific community and linking it **with** an integrated network of attractions in the region and the NWT in general. Survey skills will also be taught as well as inventory techniques so that a **catalogue** of existing and potential tourist attractions **will** be maintained.

- Tourism Promotion

Techniques for the display of tourist oriented information will be developed so that community facilitator/hosts can make a package of tourism information for visitors to the community or to mail out to interested individuals or **wholesalers**.

Techniques **will** be taught for working with the **media** (fare tours, press releases, advertising), setting up an information booth, both in the community and for conferences or trade shows; developing pamphlets describing special interest areas, special tourism products, etc.

Finally, the concept of the community host as an ambassador for the hamlet will be explored in order to develop the art of

personal presentation when greeting new visitors and when going out to stimulate tourism.

Unit one of the training program would be conducted in the individual host's home community with the trainer **working** on a **one-to-one** basis **with** the community host.

A.4.2 Unit Two

This section **will** bring together all the hosts/facilitators as a group in Cambridge Bay to:

- establish **inter-community** links;
exchange information on community issues;
- discuss regional tourism opportunities and inter-community package tours;
evaluate the tourist facilities in Cambridge Bay;
- participate in a workshop in small business management, and
- learn how to transfer tourism skills to others.

This would be a three day training session.

A.4.3 Unit Three

This unit is concerned with the evaluation of the tourism plant within each community. Management, manpower requirements and overall cost/benefit to the community are covered in this unit.

- Tourism Management

The community facilitator/hosts **will** work to integrate the community tourism development opportunities into the **wider** needs of the regional strategy as well as bring this larger perspective of tourism to the assistance of the individual operators or suppliers. They **will** also assist each operator to tailor their projects to the themes and subthemes of each community.

- Tourism Human Resources

This section deals with the relationship between the tourist and the supplier or operator. The community facilitator/hosts will have developed an understanding of the tourist's needs through Unit One. This section will give him/her the skills necessary to evaluate the tourism plant's ability to deliver services and from that point, act as a **co-ordinator** for any training programs.

As an ongoing part of this program, the **community** facilitator/hosts will be shown how to set up an introductory program to attract personnel into the tourism industry. They **will** be trained to act as a liaison officer, bringing together community training needs and available courses. They will co-ordinate:

extension courses offered by Thebacha College (i.e., small business management, clerk typist) in conjunction **with** the Local Education **Association** and the local adult educator, and

- programs offered by **territorial** and federal government agencies such as guide training programs, cook programs.

- Quality of Product/Impact on Community

This section will teach the community facilitator/hosts the skills necessary to: interpret surveys, attitudes and events in their community that signal overuse, changes in community lifestyles and tourist dissatisfaction. **..or** areas where demand exceeds the supply, or an increase in the capital investment **which** would lead to greater benefit and **where** the community should shift its tourism development as the market changes.

This would allow the community host to advise on mitigative or corrective measures.

The trainer would travel to each community to work on a one-to-one basis with the local community facilitator/host for this unit.

A. 4. 4 Unit Four

This part would involve two interim projects, to be carried out during the course of the training program.

- Tour Program

The first program will involve the community facilitator/host in developing a tour package for their community. Various tourism activities would be identified, such as visits to historic sites, traditional entertainment, etc. Different packages would also be developed depending on such factors as group size and age.

The project **will** have two phases. The first phase **will** involve conceptualizing or setting up the tours on paper and the second phase will involve implementing the tour. This provides the community facilitator/host a chance to practice those concepts learned in the previous units.

Designing the packages will involve:

- establishing a theme;
- documenting all the facts **with** will need to be presented during the tour;
- developing a complete itinerary of events for each tour including total length of each tour;
- coordinating tour themes **with** those of other areas **within** the region;
- providing promotional information for each tour;
- meeting **with** the various component suppliers of the tour and negotiating prices for their services, and
- developing a tour price, including airfare, transfers, accommodation guides and equipment.

Operator's Workshop

Each tourism community host will set up a **workshop** in his/her community for local operators. This will give each tourism co-ordinator an opportunity to:

establish his/her professional status as a trained tourism resource person;

share some of his/her understanding of the tourist industry;

explain the community's "theme" in the regional and NWT context, and assess how individual operators can fit into the regional strategy;

discuss problems that each operator is having and suggest solutions, in some cases, it may require assistance in problem identification, and

discuss future developments of the tourist industry in the community and plan developments for the benefit of the community.

PROJECT NAME AND NO.:

ON GOING TRAINING, 4.2

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1986-87

1. Project Description

- provide training in tourism and business management, through utilizing programs of **CEIC**, GNWT etc., as well as programs especially designed for the Arctic Coast. Training would be provided to key tourism personnel (e.g. the Zone Manager of the ACTA), operators of tourism related businesses, and their staff (e.g. hotel staff).

2. Background

- many projects include training funds, while a start-up training project (4.1) provides initial training for the plan. This project therefore provides additional training funds to fill the gaps, train people in existing businesses, and train people to plan projects in later years

3. Project Objectives and Strategy

- develop an understanding of the travel industry beyond the community host and a few suppliers
 - secure a knowledge base throughout the region of the workings and **complexities of** the industry, product development, business management
 - encourage greater participation in the industry through better understanding and increased motivation
-

4. Performance Indicators

greater participation in the **industry** from all **communities**
improved product and the continued development of new opportunities and packages
greater level of satisfaction on behalf of the visitors to the region

5. Target Groups

those who have gathered previous experience by working with a supplier, or in some other aspect of the travel industry
young graduates who have an interest in staying in their community and who are enthusiastic about and attracted to tourism
regional government officials (**GNWT, local**) **who because** of their position have a growing involvement in tourism development
regional and community officials (e.g. on-going training in marketing for the Zone Manager of the ACTA).

6. Government and Community Linkages

- Adult Education
Economic Development Officers of Economic Development and Tourism
-

7. Other Sources of Administrative and Technical Support

- technical expertise in travel and tourism
-

8. Constraints

- there is frequently an interest in taking training programs for their own sake without the necessary enthusiasm for the hospitality industry
 - the relatively non-existent tourism knowledge base in the region and the lack of examples of successful travel products (i.e. successful operators, attractions, food services, etc.)
-

9. Implementation

- 1) Zone Association Manager and Regional Tourism Officer work in close collaboration **with** suppliers (industry) and community facilitator/hosts to identify what training programs **are** needed
 - 2) select individuals to take training courses
 - 3) contact special expertise, adult education, knowledgeable government employees etc., to provide the training
 - 4) conduct training
-

10. Project Budget

- two training courses per year

Course 1	\$20,000	(western side)
Course 2	25,000	(eastern side)
Administration	<u>5,000</u>	
	\$50,000	

This amount is included in the Plan budget for each year from 1986/87 to the end of the Plan

11. Direct Impact on Economic Indicators

- more attractive tourism products in each community resulting in increased employment and revenue
- increased enthusiasm to become a part of the travel industry as an acceptable economic generator
- increased appreciation of culture, heritage and social values and their importance as a tourism attraction

12. General Comments

a major part of the development of tourism in the region, over the next 10 years, will be the development of expertise on how to put together and maintain successful, reliable and attractive products. Without that growing understanding, tourism **will** not develop no matter how much marketing is done

since **most** of the perspective suppliers have little opportunity to observe, first-hand, successful operations, it is necessary to develop this awareness through regular training sessions

- possible funding sources include CEIC (Sub-agreements and regular programs) and GNWT Adult Education

PROJECT NAME AND NO.:

CAMBRIDGE BAY DESTINATION CENTRE
INFORMATION CENTRE, 5.1, CB-6

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1985-86

1. Project Description

An upgraded tourist information centre office will be provided at the Arctic Coast Tourist Association office. Funds will be provided for expanding the office and putting in the necessary furniture and display equipment. This project will be co-ordinated with ACTA's plans to build a new office (expected to be about 600 sq. ft. or 60 sq. metres).

2. Background

As tourist flows and the number of attractions increase, greater information will be required by the tourist. As the entry point to the eastern corridor, Cambridge Bay will be visited by virtually all tourists to the eastern sub-region. The centre would be operated by the Association office, with the assistance of the community host.

3. Project Objectives and Strategy

- increase tourist expenditures
- increase length of stay
- encourage repeat visitation
- enhance the quality of the travel experience through a better informed tourist
- improve interactions between the tourists and local residents (through the tourist being better informed about local socioeconomic conditions and cultural traditions)

4. Performance Indicators

- increased tourist expenditures
 - repeat visitation
 - more satisfied tourists
 - better interactions with local residents
-

5. Target Groups

all travelers to the eastern sub-zone of the Arctic Coast Tourist Zone

6. Government and **Community** Linkages

- Travel Arctic, Tourism Canada, Hamlet Council
-

7. Other Sources of Administrative and Technical Support

private tourism operations local architects (to assist with design),
local engineering and construction companies

8. Constraints

9. Implementation

- 1) develop plans for the centre
 - 2) construct the **centre** and put in equipment
 - 3) stock the centre with information materials
 - 4) assure the centre is well stocked on a continuing basis and provide advice to visitors
-

10. Project Budget

Planning and Design	\$ 5,000
Construction	40,000
Equipment and Furniture	<u>5,000</u>
	\$50,000

All project costs would be covered by the Plan. Information materials will be funded from other projects

11. Direct Impact on Economic Indicators

- operating costs are provided from other projects

12. General Comments

The project would be operated and staffed by the Tourist Association which is provided with some funding from another project. The number of visitors could average 30-50/day (4-6/hour) during the peak summer period. If the number of visitors is higher, the Association may need to hire and train some part-time staff. Probable source of funds is the EDA (Domestic Market Sub-Agreement) .

PROJECT NAME AND NO.:

COPPERMINE DESTINATION AREA
INFORMATION CENTRE, 5.2, CO.7

IMPLEMENTATION GROUP:

TOURIST **ASSOCIATION/COMMUNITY** HOST

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1986-87

1. Project Description

This project is designed to provide an information centre at **Coppermine**. Current thinking is that the centre would be part of the new craft shop at the COOP. Funds will be provided for renovating the area and putting in the necessary furniture and display equipment.

2. Background

As tourist flows and the number of attractions increase, the **tourist will** require **more** detailed information. As the entry point **to** the western corridor, Coppermine will be visited by nearly all tourists in the western sub-region. The **centre** would be operated by the community host, while the COOP staff will be asked **to** provide assistance as required.

3. Project Objectives and Strategy

- increase tourist expenditures
- expand duration of stay
- encourage repeat visitation
- enhance the quality of the Council experience through making him/her better informed
- improve interactions between the tourists and local residents through the tourist being better informed about local socioeconomic conditions and cultural traditions)

4. Performance Indicators

- increased tourist expenditures
- repeat visitation
- more satisfied tourists
- better interactions **with** local residents

5. Target Groups

all travelers to the western corridor of the Arctic Coast Tourist Zone

6. Government and Community Linkages

- Travel Arctic, Tourism Canada, Hamlet Council
-

7. Other Sources of Administrative and Technical Support

- private tourism operations, local architects and engineering companies

8. Constraints

- COOP staff may be too busy to assist in operation. Community host may be too busy to spend time there (further problem could be reduced if the **community** host's office is in the same building)

9. Implementation

- 1) discuss COOP's role with them (and their staff and any possible compensation)
- 2) develop plans for the centre
- 3) construct the centre and put in equipment
- 4) stock the centre **with** information materials
- 5) assure the **centre** is well stocked and provide **advice** to visitors

10. Project Budget

Planning and Design	\$ 2,000
Construction	16,000
Equipment and Furniture	<u>2,000</u>
	\$20,000

All project costs would be covered by the Plan. Information materials will be funded from other projects

11. Direct Impact on Economic Indicators

no direct impacts on jobs and local revenue

12. General Comments

The project would be operated by the community host with some assistance from COOP staff. The number of visitors could average 20-30/day, (about 3/hour) during the peak **summer** period. If the number of visitors is higher, the community host may need hire and train some part-time staff. The probable **source of** funds is the EDA (Domestic Market Sub-Agreement).

PROJECT NAME AND NO. : INFORMATION KIOSK AT FIVE COMMUNITIES, 5.3
IMPLEMENTATION GROUP: TOURIST ASSOCIATION/COMMUNITY HOST
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW): MEDIUM
STARTING DATE: 1987-88

1. Project Description

Each **community** is to be provided with an information kiosk/area. It is proposed that the kiosk be placed in the community hotel or at the lodge in the case of Bathurst Inlet. This will be the subject of discussion with each hotel/lodge operator. Their cooperation is needed before proceeding with the project.

2. Background

As tourist flows and the number of attractions in each destination area increase, the tourists **will** need **more** detailed information. The kiosk could be operated by the **community** host with the assistance of hotel staff. The one exception is Bathurst Inlet where lodge staff could **ba** asked to maintain the kiosk (with the Zone Manager of the ACTA having overall responsibility).

3. Project Objectives and Strategy

- increase tourist expenditures
 - increase length of stay
 - encourage repeat visitation
 - enhance the quality of the tourist expenses and the interactions between the tourist and local residents
-

4. Performance Indicators

- higher tourist **expe**di tures
repeat vi sition
 - more satisfied **tour**' Sts
 - better interactions with local residents
-

5. Target Groups

all travelers to each community

6. Government and **Community** Linkages

- Travel Arctic, Tourism Canada, Hamlet Council
-

7. Other Sources of Administrative and Technical Support

operator of the hotel, other tourism operators, local architects and engineering companies

8. Constraints

Operators of the hotel may not be interested in cooperating. Community hosts may be too busy to properly service the information area (Latter problems would be reduced if the community host's office is in the same building or nearby)

9. Implementation

- 1) **Community** host to discuss with hotel and secure cooperation
 - 2) develop plans for the kiosk/area
 - 3) complete any renovations and put in equipment
 - 4) stock the kiosk with information materials
 - 5) assure the kiosk is well stocked and provide advice to tourists
-

10. Project Budget

Total \$25,000

The planning, renovations, equipment and furniture is estimated to be \$5,000 per kiosk. All project costs **would** be covered by the Plan

11. Direct **Impact** on Economic Indicators

no direct impacts on job and local income

12. General **Comments**

The kiosk would be operated by the community host with the assistance of hotel staff. The number of visitors at each kiosk could average 10-20/day (2-3/hour) at each kiosk during the peak summer season. This level of visitation should not require hiring part-time staff. The probable source of funds is the new Tourism Subsidiary Agreement.

PROJECT NAME AND NO. :

REGIONAL PROMOTION, 5.4

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1985-86

1. Project Description

This project will be geared to developing material for the more **general** promotion of Arctic Coast tourism. Assistance will be provided for audio-visual displays, travel and consumer travel shows, **advertising** in the Explorer's Guide and Northern newspapers, hosting of **travel** Writers, development of the tourism library at Cambridge Bay and the tourism development manual, and other general promotion (i.e. brochures, writing articles). Material prepared under this project will be designed to complement the more targeted marketing of tourism operators and to assist the Association in developing and implementing its annual and medium term promotional plans. Information material prepared under this project will be distributed through the information centres. As well, funds in the first two years **will** be used to equip the offices of the community hosts.

2. Background

The Zone Association is currently being provided with marketing and core funding from the EDA. This project will allow for continuation of the marketing funding. Funding for administration of the ACTA office in Cambridge Bay (including staff costs), now provided through core funding, is discussed under project 6.4. The project will fill the gaps left by other projects, and will allow a limited amount of general promotion for the region. As emphasized in Volume II, most promotion should be highly targeted in terms of products and markets. Therefore, **most community** specific projects include a marketing component. Vehicles for more general promotion should be selected carefully after a full review of marketing alternatives.

3. Project Objectives and Strategy

increase tourist visitation and length of stay
increase general awareness of the Arctic Coast's travel products
co-ordinate Arctic Coast marketing with the marketing efforts of other zones and the total NWT.

4* Performance Indicators

- additional tourist expenditures
 - increased person-nights at hotels resulting from increased length of stay
 - more activity and higher profits for the tour operators
-

5. Target Groups

- business and government people traveling in the Central Arctic visitors to the proposed attractions such as the Learner **Centre**, and **Inuit** Lifestyle **Centre**, or Northwest Passenger Expedition tours in Gjoa Haven
 - specific clubs and organizations interested in **Inuit** Culture, the Northwest Passage.
 - tours visiting adjoining regions, i.e. Northern Frontier, **Baffin** Region
-

6. Government and **Community** Linkages

- Travel Arctic
 - Hamlet Offices
 - Regional Tourism Officers
 - Economic Development Officers
 - Tourism Canada
 - Trade Shows
-

7. Other Sources of Administrative and Technical Support

- hotels
 - tour operators
 - other private sector operators
-

8. Constraints

lack of suppliers to distribute promotional information and material
high expense of many forms of general promotion

9* Implementation

- 1) Zone Manager to meet with Regional Tourism Officer to establish yearly objectives
 - 2) presentation of annual marketing plan to Tourist Association Executive
 - 3) apply for necessary funding
 - 4) implement marketing program
-

10. Project Budget (from 1985/85 to 1989/90)

Promotional Literature (pamphlets, Explorers Guide, etc.)	\$ 45,000
Travel Writers	5,000
Trade Shows	10,000
Audio Visual	20,000
Miscellaneous	<u>10,000</u>
Annual Cost	\$ 90,000

This amount is included in the Plan budget for the first five years starting in 1985/86. The budgeted amounts are then decreased in line with expanded marketing efforts by the private sector. The allocation described here is only an example. Actual allocations will vary by year depending on the annual promotion plan and the travel products being marketed. Staff costs are included under project 6.4.

 11. Direct Impact on Economic Indicators

increased awareness of tourism and the various travel products by the NWT citizens **who** see the regional advertisements
enhanced status of tourism as an economic opportunity

 12. General Comments

since it will be several years before significantly higher number of visitors start arriving, regional promotion will **try** and capture those people that are already traveling through the region, or to adjoining regions

the Arctic Coast is perceived in the market place as one product. While individual Destination Areas and projects will have their own marketing, this funding **will** present the region as a **whole**.

in order to supplement the marketing effort, ACTA can also apply for funding from other project budgets (for example, from project 5.6).

- probable sources of funds are the EDA up to 1986/87 and the new Tourism Subsidiary Agreement thereafter.
-

PROJECT NAME AND NO.:

EXPO '86 PROMOTION, 5.5

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

HIGH

STARTING DATE:

1985-86

1. Project Description

Develop and implement a special promotional package for Expo '86. Assistance will be provided for special brochures and to send local operators and **community** facilitators/hosts to Expo '86 to work at the Arctic Coast booth.

2. Background

Expo '86 provides a unique opportunity to test the Arctic Coast tourism product, and develop momentum behind the plan. By that year there should be a number of definite products in place with a fixed price enabling the operators to generate real interest beyond mere generic (awareness) promotion.

3* Project Objectives and Strategy

Expand general awareness of Arctic Coast tourism products
Increase knowledge of local operators regarding the southern travel **industry** and tourism prospects
Present well defined Arctic Coast attractions, packages and products

4. Performance Indicators

- impressive number of requests for information in the subsequent years (1987, 1988)
 - several conversions (sales) actually made during or within a short time after Expo '86
 - heightened awareness of the unique and accessible travel product in the Arctic Coast
 - understanding of such attractions as the Northwest Passage, **Inuit** Lifestyle, Hudson's Bay Company, Bathurst Inlet, etc.
-

5. Target Groups

- higher income Expo visitors who have previously taken a unique adventure trip
 - those interested and open to personalized or flexible Arctic travel packages
 - anglers **who** are interested in char fishing in Arctic waters
-

6. Government and Community Linkages

- GNWT Department of Economic Development and Tourism
 - Hamlet Offices
 - operators of the **NWT's** Expo '86 pavilion
-

7. Other Sources of Administrative and Technical Support

promotional firms for assistance in the technical requirements of selling at a Worlds Fair

8. Constraints

The mass audience that will attend Expo 86 is not typical of the visitor profile to the Arctic Coast. Much energy will be spent - and promotional material will be wanted - on informing individuals and small groups who do not have the means or the attitudes to visit the Central Arctic.

9. Implementation

- 1) Zone Association Manager meets with Regional Tourism Officer, operators of NWT pavilion and certain major suppliers to develop strategy for presentation
 - 2) relate Expo 86 promotion plans back to industry
 - 3) if necessary hire any assistance that may be **required** to put promotional package together
 - 4) test product with other Zones to eliminate repetition and overlap
 - 5) line up **community** hosts and private operators to participate at the Arctic Coast booth, and schedule their participation (probably one week each)
-

10• Project Budget

	<u>1985/86</u>	<u>1986/87</u>
Development of information materials	\$ 15,000	\$ 10,000
Travel and living expenses (15 people)		35,000
Other		<u>10,000</u>
	<u>\$ 15,000</u>	<u>\$ 55,000</u>

11. Direct Impact on Economic Indicators

exposure to tourism sales and marketing, by those who own operations as well as community hosts.
a chance for some to gain a better understanding of the market characteristics

12. General Cements

while much of the Expo 86 promotion will be generic (by the **very** nature of the audience) it will provide an opportunity for the Arctic Coast to launch a number of specific products to be developed between now and the summer of 1986.
increased awareness of a growing travel industry in the Arctic Coast may also have some long term benefits.
probable source of funds is the EDA (Domestic Market Sub-Agreement)

PROJECT NAME AND NO.: DEVELOPMENT OF PACKAGE TOURS, 5.6
IMPLEMENTATION GROUP: ARCTIC COAST TOURIST ASSOCIATION
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW): HIGH
STARTING DATE: 1987-88

1. Project Description

assist local operators in developing and promoting package tours. Assistance will be provided to send local operators south to meet with wholesalers, to bring wholesalers north, to prepare specialized brochures, and to help in other promotional activities. Special emphasis would be placed on developing shoulder season (April - June) package tours which would extend the utilization of capital facilities supported under programs one and two.

2. Background

many other projects include funds for marketing. This project will provide additional monies to bring projects/development opportunities together into specific packages.

3. Project Objectives and Strategy

increase tourist visitation and length of stay by developing a more interesting travel product
increase knowledge of Arctic Coast on the part of southern operators
assist interested wholesalers in developing packages
increase contact with southern wholesalers and tour packagers

4. Performance Indicators

organization of 300-400 tours per year, with an average of 10-15 people per tour, by the end of the plan implementation period
increased interest by southern wholesalers resulting in a strong desire to establish an organized product in the north in general, and the Arctic Coast specifically

5. Target Groups

- all tour wholesalers interested in northern packages, adventure tours, fishing, history tours, photography tours
 - all airlines operating to and within the NWT
 - individuals traveling to Yellowknife or Inuvik
 - receptive (inbound) tour operators in Yellowknife
-

6. Government and **Community** Linkages

- community** facilitator/host
 - package tour wholesalers and suppliers in other NWT regions, particularly those adjacent to the Arctic Coast.
 - operators of tourism facilities in the Arctic Coast (particularly those supported under programs one and two)
-

7. Other Sources of Administrative and Technical Support

inbound operators in Yellowknife
successful operators/suppliers in other regions of the north
airlines (especially NWT Air and PWA).

8. Constraints

- Logistics of bringing relatively new (novice) suppliers together to generate co-operative packages (distance, varying levels of tourism awareness, etc.)
maintaining quality within the various components of the package
- developing confidence with the southern wholesalers on the reliability of the product

9. Implementation

- 1) Zone Association Manager and Regional Tourism Officer work in close collaboration with the community facilitator/host who would frequently be the liaison with the community supplier
 - 2) bring wholesalers north and send northern operators to the south in order to increase familiarity with products, services, available expertise, etc.
 - 3) develop preliminary product including prices, schedule, manpower requirements, (activities), and responsibilities
 - 4) test product on select wholesalers, airlines, in-bound operators
 - 5) produce final package
 - 6) develop brochures and **promote**
-

10. Project Budget

Annual budget (average 6 packages/year)*	
Product Development (negotiations)	\$ 30,000
- Consultation	6,000
- Testing	12,000
- Final Package	18,000
- Start-up Promotion	<u>18,000</u>
	\$ 84,000

* Other packages would be developed through marketing funds included in specific projects

11. Direct Impact on Economic Indicators

- improved co-operation among communities
- increased collaboration with adjacent regions
- skill development for all those involved in the process
- collective development of travel industry skills by all those involved in package development.

12. General Comments

- in the long term, packages will be the basis for tourism development in the Arctic. This project will offset some of the high costs associated with the distances between northern operators and southern wholesalers. The project will also assist in the development of local understanding of tourism, in monitoring the development of a package, and, the establishment of a sense of security in the product by southern wholesalers
- for the northerners, this could be part of the community facilitator/host training program
 - probable source of funds is the new Tourism Subsidiary Agreement

PROJECT NAME AND NO. :

MASTER PLAN EVALUATION, 6.1

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1987-88

1. Project Description

full implementation plan evaluations will be conducted in the fifth and tenth years of plan implementation. As well, ongoing co-ordination and monitoring studies will be conducted under the authority of the Arctic Coast Tourist Association.

2. Background

because tourism is almost a completely new undertaking in this region, the implementation of every program and development opportunity could have a significant impact on the region. This **should** be continually monitored to evaluate how it affects all future projects. As well, a comprehensive evaluation of the impact and future direction of the implementation plan should be made in 5 years. This **would** be followed by an appropriate update of both market research and development opportunities.

3. Project Objectives and Strategy

to improve plan effectiveness and delivery, identify changes needed in projects, and identify new projects for plan funding.

4. Performance Indicators

actual level of increased visitation to region
growth or decrease in market share
additional revenue for suppliers in the region
interest from wholesalers in the region's new travel product
impact of tourism training programs
success of community facilitator/host program
increased community awareness of tourism
interest of local residents in continuing in the **tourism** business

5. Target Groups

- new operators or suppliers
 - **community** groups
 - local economic development officers
 - **community** facilitators/hosts
-

6. Government and **Community** Linkages

- GNWT Department of Economic Development and Tourism
 - Arctic Coast Tourist Association
-

7. Other Sources of **Administrative** and Technical Support

consultant expertise

8. Constraints

data base required for a complete evaluation may not be available
full benefits from many projects may not be realized until many years
after project start-up

9. Implementation

- 1) Zone Association Manager and Regional Tourism Officer meet yearly to discuss what is to be monitored and how it is to be done
- 2) prepare Terms of Reference for the evaluation study
- 3) select individuals or groups to carry out the evaluation
- 4) implement changes in plan as necessary

Steps 2-4 will be conducted both for the year five and year ten evaluations

10. Project Budget

- \$80,000 in the fifth year of plan implementation Plus annual budget of \$15,000/year for ongoing planning and **monitoring**
 - \$80,000 in the tenth year of implementation for a final evaluation of the plan and **to** identify whether further initiatives are needed to foster Arctic Coast Tourism development
-

11. Direct Impact on Economic Indicators

- the monitoring and the upgrading should consider what impact the implementation of the master plan is having on the social and economic conditioning of the region
-

12. General Comments

- with each year of plan implementation, there will be new opportunities emerging. In some cases they would not have been considered by the plan. For instance a new supplier will develop a product, different contacts will be made at the trade shows, additional wholesalers will become interested in the Central Arctic product, or some unforeseen event (like the 1984 tour of the **Lindblad Explorer**) will have a new impact on the region. It is essential to **monitor** these events and integrate them into a dynamic and continually evolving implementation plan
 - probable source of funds is the new Tourism Subsidiary Agreement
-

PROJECT NAME AND NO. :

PLANNING STUDIES, 6.2

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW):

MEDIUM

STARTING DATE:

1987-88

1. Project Description

The purpose of this project is to provide funds for studies on land use, resource use, other planning - subject areas, opportunity identification over the course of plan implementation

2* Background

The development strategy and plan incorporated in Volumes II and III cover a broad range of planning, and related issues. However, new issues can be expected to emerge in response to market trends, changes in the **policy** environment, and changes in socioeconomic conditions and attitudes in the Arctic Coast

3. Project Objectives and Strategy

provide ongoing planning support to plan implementation
respond to **emerging** development in the Arctic Coast and external markets
assist communities and key interest groups with ongoing planning

4. Performance Indicators

- improved plan performance
- appropriate response to new planning issues

5. Target Groups

- **communities** in the Arctic Coast
- key interest groups - the region

6. Government and **Community** Linkages

- Economic Development and Tourism
 - DRI E
 - Department of Renewable Resources
 - Hamlet Council
-

7. Other Sources of Administrative and Technical Support

northern consultants

8. Constraints

- qualified NWT consultants may not be available to carry out planning assignments. In the event, consideration should be given to using consultants from northern Canada
-

9. Implementation

- 1) prepare terms of reference for planning study and distribute to consultants
 - 2) **select** consultant
 - 3) apply for study funding (probably the EDA)
 - 4) supervise work of consultant
 - 5) review draft final report for content and planning implications
-

10. Project Budget

\$20,000 per year from 1987-88 on completion of plan implementation

11. Direct **Impact** on Economic Indicators

- employment for northern consultants
 - enhancement of skills and expertise of northern consultants
-

12. General **Comments**

The administration of this project should be closely coordinated with the administration of projects 6.1, 6.3 and 6.4. The probable source of funds is the new Tourism Subsidiary Agreement.

PROJECT NAME AND NO.: REGIONAL MARKET RESEARCH, 6.3
IMPLEMENTATION GROUP: ARCTIC COAST TOURIST ASSOCIATION
PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW): HIGH
STARTING DATE: 1985-86

1. Project Description

due to the lack of valid statistical data on this region, market research should begin immediately at both the regional and community level (**all** exit points such as Cambridge Bay, Coppermine, and **Pelly** Bay). This research should be done on an ongoing basis and touch all seasons. **As** well, both existing and new suppliers should gather data on their clientele and information should be **co-ordinated** so comparisons can be made between each **community**

2. Background

because of the low visitation to this region it is difficult to extrapolate data from the NWT Exit Survey. Therefore, the region must take on a greater responsibility in acquiring its own statistics. Operators, and in particular the hotels, should gather data on a regular basis and this should be forwarded to the Regional Tourism Officer for compilation and analysis
a 1985/86 study is needed to provide benchmark data for **mon'toring** plan implementation, including data on number of visitors, party size, average and total expenditures, principal activities, etc., divided between business and pleasure travelers.

3. Project Objectives and Strategy

provide an accurate assessment of present visitor markets
make **more** accurate projections on future market trends
encourage **hotel** managers to be more actively involved in tourism
expand the information base for development of annual and medium-term promotional plans by the Tourist Association

4. Performance Indicators

more specific understanding of the differences between business, government and pleasure travel
more accurate target marketing resulting in better conversion from promotional efforts.

5. Target Groups

- all travelers to the Arctic Coast

6. Government and **Community** Linkages

- **GNWT** Department of Economic Development and Tourism (Travel Arctic)
- Tourism Canada

7. Other Sources of Administrative and Technical Support

- consultant expertise
- PWA and NWT Air
- Department of Transport
 - tour wholesalers selling to the Arctic Coast
- private operators in the Arctic Coast

8. Constraints

difficult to get the individual operators to consistently keep records on their visitors

9. Implantation

- 1) Zone Association and Regional Tourism Officer in consultation with travel experts prepare questionnaire for:
 - airport exit survey
 - operator survey
 - 2) establish necessary survey teams and instruct operators on how to do the surveys
 - 3) analyze data
 - 4) do regular updates every 2-3 years
-

10. Project Budget

	<u>1985/86</u>
Administration	\$ 2,000
Questionnaire	3,000
Survey	<u>15,000</u>
Analysis	<u>10,000</u>
	\$30,000

The 1985/86 study would provide baseline information for **monitoring** the progress of Plan implementation. Follow-up studies **would** be conducted every two years after that in order to update the data base and **to** monitor Plan performance. These studies **would** each cost \$25,000. Aggregated over ten years the total budget would be \$130,000

 11. Direct **Impact** on Economic Indicators

- better statistical data on visitor profiles allows each operator to have a better understanding of markets, their origin and their activity preferences and consequently enables them **to** develop the appropriate skills to respond to tourist demand.

 12. General **Comments**

- the implementation plan market survey was based on original research because of a lack of secondary data on the Arctic Coast Region. All data gaps should be filled by actual research within the region as well as a continual update based on new tourism attractions and the ongoing marketing efforts by the Zone Association. The probable sources of funds are the EDA in 1985/86, and the new Tourism Subsidiary Agreement from 1987/88 on.
-

PROJECT NAME AND NO. :

ACTA ADMINISTRATION, 6.4

IMPLEMENTATION GROUP:

ARCTIC COAST TOURIST ASSOCIATION

PROJECT PRIORITY: (HIGH, MEDIUM, AND LOW) :

HIGH

STARTING DATE:

1985-86

1. Project Description

This project is proposed to fund the ACTA office at Cambridge Bay over the full ten year period. Funding is provided for staff costs and for office/administration costs. Staff costs includes funds for an Executive Assistant/Trainee for the first three years. This position could become unnecessary with the full establishment of the **community** host offices. However, this situation should be reviewed after three years.

2. Background

Funding of the ACTA office has been covered by core funding from EDA over the past few years. This project will allow the continuation of the ACTA office for the full ten year period.

3* Project Objectives and Strategy

- co-ordinate the tourism efforts of Arctic Coast communities
 - co-ordinate Arctic Coast tourism developments with developments in other tourism zones
 - provide liaison between ACTA, senior governments and other parties
-

4. Performance Indicators

more rapid development of the Arctic Coast's tourism sector
better co-ordinated and more efficient plan implementation
increased visitation and length of stay

5. Target Groups

community hosts, officials of senior government, Hamlet councils, ACTA Board of Directors, NWT Travel Industry Association

6. Government and **Community** Linkages

- Travel Arctic
 - Regional Tourism Officers
Economic Development Officers
 - Tourism Canada
-

7. Other Sources of **Administrative** and Technical Support

- tour operators and other private sector operators
-

8. Constraints

- funding may not be available every year in the amounts required from government sources
-

9. Implementation

- 1) Zone Manager to meet with Regional Tourism Officer to establish priorities and ensure funding is available
 - 2) apply for funding
 - 3) hire and train Executive Assistant/Trainee
-

10. Project Budget

	<u>1985-86- 1987-88</u>	<u>1988-89 on</u>
Staff	\$50,000	\$37,000
Administration	<u>10,000</u>	<u>8,000</u>
Total	\$60,000	\$45,000

 11. Direct Impact on Economic Indicators

two full time jobs in Cambridge Bay for the first two years

 12. General Comments

When added to the promotion funds in project 5.4, the ACTA annual budget would be a minimum of \$150,000 per year for the first three years of the plan. The Zone Association can also apply for funding from other projects. Possible sources of funds include core funding under the EDA up to 1986/87, **CEIC** for the training position, and the new Tourism Subsidiary Agreement from 1987-88 on.

INTRODUCTION

This section presents tourism plans for the seven communities/destination areas which comprise the Arctic Coast Tourism Region. The **community** plans are divided into five sections:

- Background;
- Community Theme, Objectives and Strategy;
- Projects;
- Implementation Schedule; and
- Socioeconomic Impacts

Each **community** tourism plan is designed as a stand alone document to be used by the **community** host, Hamlet Council, and groups in each **community** in finalizing and implementing the plan. Each plan combines material from the Background Report (Volume I) and the Development Strategy and Plan (Volume II) with the project descriptions in Volume III. The following should be noted regarding the content of each plan.

The background section includes a resource inventory with a rating given to each facility etc. The ratings are as follows:

- ★ Acceptable;
- ** Good;
- *** Quality;
- **** Good Quality; and
- ***** High Quality

These are simply comparative ratings and only apply within the Region. They are based upon the judgement of the consultant and take into consideration such factors as general ambience, distinctiveness, **quality of food**, cleanliness and the facility's design relative to its setting.

Objectives are developed for pleasure tourist visitation, tourism expenditures, and job creation (person-year equivalent). Tourism expenditures

and job creation objectives by community add up **to** the regional objectives for the early 1990's (see Chapter 4, Volume II). Tourist visitation objectives by community, when added **together**, significantly exceed the objective of the total region. This is because virtually all tourists will visit two or **more** communities in the Arctic Coast.

The Project section incorporates summaries of the project descriptions in the first half of Volume III. Project costs and O/M support refer to government expenditures. Full project costs (including private costs) are indicated in the project descriptions. The full project descriptions could be attached to each community tourism plan. The socioeconomic impacts focus on impacts and effects which are specific to each community. Impacts which are common to **most** or all communities are discussed in Chapter 12, Volume II.

Construction impacts are calculated only for those projects which are clearly identified with a community. Region-wide averages are used to estimate the construction effects. This technique may tend to understate the impacts on Coppermine and Cambridge Bay and exaggerate the construction effects in the smaller settlements. The two larger communities have relatively **more** construction contractors and skilled workers compared to the others. Therefore, some construction work in the smaller settlements will probably be undertaken by contractors and **workers** who reside in **Coppermine** and Cambridge Bay.

1. HOLMAN DESTINATION AREA

1.1 BACKGROUND

The **Holman** Destination Area on the Northwest corner of Victoria Island encompasses the eastern half of the Diamond Jeunness Peninsula and the Albert Islands and the water of **Minto** Inlet and Prince **Albert** Sound.

The area centers on the community of **Holman** which in 1981 had a population of 300. The major economic activities of **Holman** are printmaking, trapping, sealing, hunting, fishing and oil and gas exploration. The community achieved hamlet status on April 1, 1984, and **Inuktitut** is the first language of 80% of **Holman's** residents. **Holman** is famous for its silk screening and print making. The name of the late resident artist, Helen **Kalvak**, is known throughout the world by collectors of **Inuit** art and her vivid creations can be found in craft shops across Canada.

Holman has more recently become known to big game hunters as a departure point for Polar Bear hunts extending from the Prince Albert Peninsula to Melville Island.

Holman is respected by those who have visited the community for its hospitality and the friendliness of its people. It is the most northerly community in the Arctic Coast Region being located almost 500 km above the Arctic Circle and 915 air km above **Yellowknife**. It is also accessible from the west via **Inuvik** (670 air km).

Its access to excellent Arctic char and trout fishing are shared by other destination areas in the region as is the availability of traditional **Inuit** lifestyle and Arctic wilderness experiences.

The inventory of tourism resources indicated the following resources are currently available in the **Holman** Destination Area.

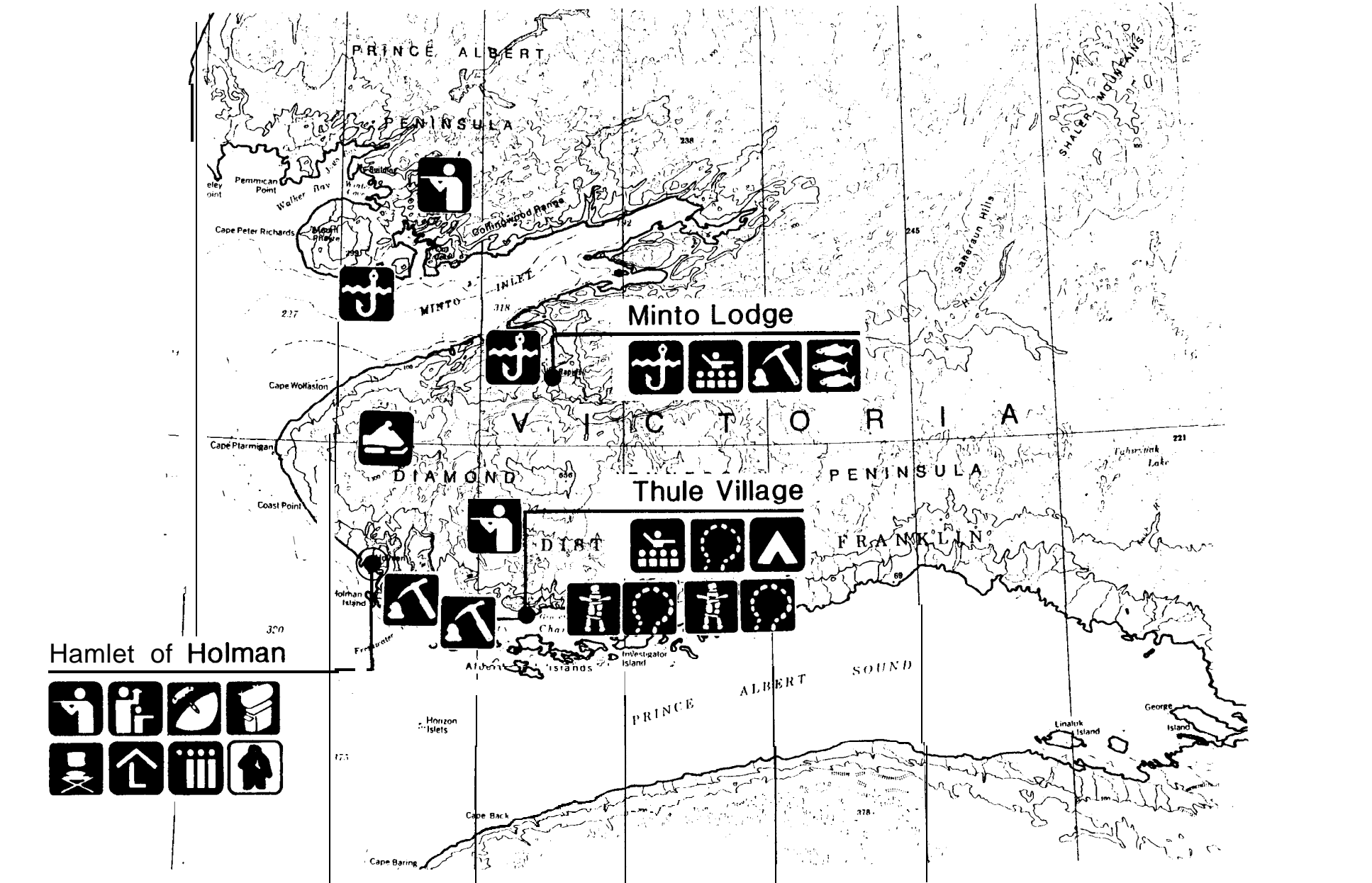
Component	Name	Facilities	Rating
Accommodation	Arctic Char Inn (\$80.00/day)	9 Rooms 20 guests dining area	****
Attractions	Historical Museum		*
	COOP Print Shop		**
	COOP Craft Shop		***
	Polar Bear Hunts		*****
	Kingalick Jamboree		***
Services	Kingalick Tours	Boats Three Wheelers Rentals	
	The Bay Holman Eskimo Co-op Community School Community Centre		

The Team's analysis of activity market opportunities indicated that **Holman** offers the greatest opportunities in land based activities, including: sightseeing, hiking/backpacking, camping, hunting/trapping, nature tours and photography. **Snowmobiling**, igloo construction/arctic survival, traditional entertainment, craft production and shopping for crafts also offer significant potential.

1.2 COMMUNITY THEME , OBJECTIVES AND STRATEGY

Big game hunting is to provide the major theme for **Holman** Tourism Development. Important sub-themes include **Inuit** arts and craft production, and expansion and marketing of existing and new

Arctic Coast Tourism Development and Marketing Strategy



Hamlet of Holman

Date - 1985
 Scale
 0 5 10 20 30 40 50 km



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Holman
Destination Area

 · Canoeing	 · Flora	 · Information Kiosk
 · Fishing	 · Fauna	 · Museum
 · Interpretation	 · Traditional Lifestyle	 · Fish Plant
 · Controlled Hunting	 · Rockhounding	 · Wharf
 · Snowmobile	 · Dog Teams	 · Airport
 · Trail Skiing	 · Outfitters	 · Archaeological Site
 · Hiking	 · Arctic Survival	 · Historic Park
 · Observation	 · Hotel-Lodge	 · Fishing Lodge
 · Boat Cruise	 · Camping	 · Learner Centre
 · Arts and Crafts	 · Restaurant	 · Lifestyle Centre
 · Community Tours	 · Picnic	

Legend

products including the interpretation of techniques. The destination area's objectives are to expand visitation by pleasure tourists by 1,100 people, increase tourism expenditures by \$800,000 and create 10-15 tourism jobs on a full time equivalent basis. All objectives are to be achieved by the early to mid 1990's.

The strategy for **Holman** is largely based on the realization of five development opportunities.

- a. Arts and Craft Studio/Workshop
- b. **Inuit** Cultural Museum and "Learner Centre"
- c. Nature/Fishing Tours to Minto Inlet
- d. **Thule** Village Reconstruction
- e. Expanded Big Game Hunts

Holman will continue to focus on promoting the big game hunts (Polar Bear, Muskox, Peary Caribou) and will be the only community in the region to offer these services. Also the community's nationally famous print shop and craft shop can promote **Holman** as a destination within the Arctic Coast Region. The restoration of the presently unused COOP building would enable classes in craft and printmaking to be offered to a wide variety of nonnative and native groups interested in that aspect of **Inuit** Culture. A Learner Centre would deal with all aspects of native craft and prints including meaning of legends, history and graphic **style**, design techniques as well as comparing **Holman** products with those of other NWT communities. The Learner Centre could be tied in with "spring experience" package tours (which use the dog teams in the settlement) and tours built around the **Kingalik** Jamboree. The cultural experience would also be extended to other proposed attractions including:

a visit to a restored **Thule** Village;
nature/fishing trips to **Minto** Inlet, and
courses in native heritage offered at the proposed museum.

Holman would therefore have a strong attraction that would both complement the community of Coppermine and serve as a draw from Inuvik and Yellowknife.

The Arts and Craft Workshops at the Learner Centre can be offered on a year-round basis and the big game hunts provide employment for the trained guides in the spring season. Other available tours will provide additional activities in the peak summer season thus completing the year-round tourism potential for the area. Canoeing on the Kujuu River, which ends in Minto Inlet, could also offer potential, but this long term opportunity requires more research by the community host and local operators. In order to facilitate tourism development, community leaders need to encourage the establishment of an active tourism committee in Holman.

1.3

PROJECTS

The tourism plan for the Holman destination area will involve, at a minimum, government expenditures of \$816,000 over the ten year implementation period (Exhibit I). These costs include capital and start-up expenditures of \$500,000 on six development projects, as well as operational support of \$316,000 aggregated over the ten years. The development projects are briefly described below.

PROJECT COSTS BY YEAR (\$'000)

YEAR	95-86	86-87	87-88	88-89	99-90	90-91	31-92	32-93	93-94	94-95	TOTAL
PROJECT											
<u>HOLMAN DESTINATION AREA</u>											
H-1 Inuit Culture Learner Centre			130	270							400
H-2 Thule Village Reconstruction				50	50						100
H-3 Nature/Fishing Tours to Minto Inlet		25	45								70
H-4 Community Tour		7									7
H-5 Art and Craft Worksho			9	18							27
H-6 Big Game Hunts		7	7								14
3.1 Community Facilitator Host		24	22	21	20	18	16	15	13	12	161
Other Operational Support					25	25	25	25	25	25	150
5.3 Information Kiosk			5								5
TOTAL ALL PROJECTS		63	218	359	95	43	41	40	38	37	934

Inuit Culture Learner Centre, H-1, 2.1**Priority: Medium**Start of Construction: 1987-88Responsibility: Zone Manager, Hamlet Council, COOP

Description: This project would use an existing building to provide **education and training** to natives and non-natives on **Inuit** lifestyle. The project would provide hands-on experience within the **Centre** and on-land. The renovated building would be linked directly to the print shop.

Project Cost: \$400,000Yearly O/M Support: \$25,000Employment: 4 seasonal jobs

Comment: The project will generate additional tourism expenditures (direct and indirect) of about \$110,000/year. The facility **would** be run by the COOP but ongoing financial assistance would be received from the plan.

Thule Village Reconstruction, H-2, 2.2**Priority: Medium**Start of Construction: 1988-89Responsibility: **Community** Facilitator/Host, **Holman** Historical Society, Territorial Parks

Description: Several **Thule** stone houses **would** be reconstructed in order to **create the** impression of a former village. The houses **would** be stocked with certain artifacts and tent frames would be located nearby to allow overnight stays.

Project Cost: \$100,000Yearly O/M Support: 0Employment: 1 seasonal job

Comment: Project construction and maintenance **would** be handled by the **Holman Historical** Society, while tours to the site **would** be conducted by a private tour operator. The operator would pay the Society about \$5,000/year to cover maintenance costs. The project will contribute tourist revenues of \$55,000/year to the **Holman** economy.

Nature Fishing Tours to **Minto** Inlet, H-3, 1.1Priority: HighStart of Construction: 1986-87Responsibility: **Community** Facilitator/Host, Local Tour Operator

Description: A local tour operator will provide tours via boat or a **three-wheeler to Minto** Inlet with possible overnight accommodation in a fishing cabin located in the area.

Project Cost: \$70,000Yearly O/M Support: 0Employment: 2 seasonal jobs

Comment: Preliminary analysis suggests the project can be profitable to the **operator**. The project will generate tourism revenues of about **\$43,000/year**.

Community Tour, H-4, 2.3Priority: HighStart of Tour: 1986-87Responsibility: **Community** Facilitator/Host

Description: The community tour **would** cover the craft and print shop, COOP, nursing station, **Airforce Lake**, the cemetery and school, as well as hikes to the surrounding area. Stops could also be made at designated houses to observe carving and other traditional activities and entertainment. Project costs are for promotion and signs.

Project Cost: \$7,000Yearly O/M Support: 0

Employment: Supplement to community Host Office income **and** to income of **local craftsmen, entertainers, etc.**

Comment: The tour would add about **\$2,000** per year **to** the **income of the** community host office, and about \$300/year to local artists **etc.** **The project** will contribute about \$12,000/year in tourism revenues **to the** community.

Art and Craft **Workshop**, H-5, 1.2

Priority: High

Start of Construction: 1987-88

Responsibility: Community Facilitator/Host, COOP

Description: Workshops or courses in native printmaking and crafts will be **established** for individuals interested in learning about traditional techniques, design and history. Special group tours will be developed for people involved in the arts. The courses will be strongly linked with the Learner Centre but can be started before the **centre** is established.

Project Cost: \$27,000

Yearly O/M Support: 0

Employment: 4 seasonal jobs

Comment: Preliminary analysis suggests that with additional craft sales the project should be a profitable one for the COOP. When hotel revenues are included, the project should generate additional tourism revenues of about \$90,000/year.

Big Game Hunts, H-6, 13

Priority: High

Start of Project: 1986-87

Responsibility: Hunters and Trappers Association

Description: With growing populations of Muskox and Peary Caribou, there **will be a gr**owing number of tags for big game hunters. An increase in Polar Bear tags is not anticipated. Therefore, emphasis should be placed on selling a lower priced Arctic hunt and promoting these to the medium income hunter.

Project Cost: \$14,000

Yearly O/M Support: 0

Employment: 5 seasonal jobs

Comment: Preliminary analysis suggests the project should be profitable for the Hunters and Trappers Association. The project should generate additional tourism expenditures of \$120,000/year for the **Holman** economy.

1.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit 11 displays the development schedule for the major projects proposed for the **Holman** Destination Area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community facilitator/host's first task will be to review the tourism plan for the community/destination area and make alterations based on developments of the past year. This will be done in consultation with the Zone Manager, the Regional Tourism Officer, the Hamlet Council as well as tourism operators and community groups in the **Holman** area. The community tourism plan should be finalized by the start of fiscal year 1986-87. The community facilitator/host's next task will be to organize and begin conducting the community tour.

The community facilitator/host will then move on to intensive product development. In most cases, this will involve holding discussions with the private operators, co-operative, Hunters and Trappers Association or community groups which are expected to take the lead role in project development and implementation. The actual steps, which will vary from project to project, are listed in the project descriptions in the first half of Volume III.

Exhibit II indicates that the community facilitator/host in **Holman** will first give attention to the big game hunts, **Thule** Village construction and the nature/fishing tours to **Minto** Inlet. From 1987 on, emphasis will be given to the **Inuit** Culture Learner **Centre** and the Arts and Crafts workshops.

1.5 SOCIOECONOMIC IMPACTS

When the impacts of specific projects are combined with the effects of region-wide promotion, package tours development and other initiatives, the tourism expenditures objective of \$800,000

for the Holman Destination Area should be achieved by early to mid 1990's. Tourism expenditures of **\$800,000 will** be associated with an additional 1,100 pleasure tourists **to** the **Holman** destination area. These tourists **will** spend a total of 5,500 person days in the area. Using the multipliers and ratios developed in section 9.3 of the Background Report (**Volume I**), the additional visitation and expenditures will create total incomes of \$370,000 to be received by workers and business proprietors in the **Holman** area, and will provide about 13 jobs on a **full** time equivalent basis (and up **to** 50 part time jobs when each is assumed to last three months). If it is assumed that each person working as a consequence of the Plan is employed for five **months**, the number of local residents who find wage employment **would** be close to 30 when Plan impacts reach a peak. When compared to the **employment** base of about 100 in the absence of the Plan, this **would** indicate a 30% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses **would** also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$640,000 resulting from the Plan can be expected to provide incomes of about \$70,000 to construction workers and contractors and suppliers to construction projects, and perhaps seven person years of employment. The typical construction job might last for three **months** therefore, the number of part time jobs resulting from project construction could be 28 aggregated over the four year construction period indicated in Exhibits I and II. Most of the construction jobs will arise in two years, 1987-88 and 1988-89. Some of the construction impacts may be experienced by other regional communities, especially Coppermine.

The **socio-cultural** impacts of the Plan will be similar to the effects in other communities and the region as a whole. The big game hunts and nature/fishing tours are designed to be compatible with traditional renewable resource activities. The Learner

Centre and **Thule** Village Reconstruction will expand the community's knowledge of and pride in **Inuit** culture, history and traditions. One area of possible concern is the volume of **tourists** that could be in the community at one time. The potential exists that during the peak tourism season, up to 100 tourists could be visiting **Holman** at one time. The existing COOP hotel - or even a significantly expanded facility - would be able **to accommodate** only a portion (less than one-half) of this number. The rest would need to be accommodated through bed and breakfast in homes. This number of tourists may be beyond the comfort level for local residents ("the **socio-cultural** carrying capacity" of the **community**). The preferred approach **would** be to extend the tourist season to ensure that no **more** than 30-40 tourists are staying overnight in the community at one time. The development projects are designed to stretch out the tourist season. Complementary promotional efforts should place particular emphasis on spring tourism in the **Holman** Destination Area.

2. COPPERMINE DESTINATION AREA

2.1 BACKGROUND

The **Coppermine** Destination Area extends from the Richardson River on the west to the Tree River on the east and includes the 640 km (400 mi) long **Coppermine** River. The area is centred on the community of Coppermine which had a 1981 population of 809. Coppermine is the second largest community in the Arctic Coast. English is the first language of 58% of **Coppermine's** resident and **Inuktitut** is the first language of its remaining residents. **Coppermine's** major economic activities are handicrafts and carving, trapping, sealing, fishing, hunting and oil and gas exploration. The community achieved hamlet status in 1981.

The destination area's particular uniqueness results from the very popular canoe river - the Coppermine, which is known throughout North America as a "classic" wilderness river attracting dozens of outdoor enthusiasts each year.

Coppermine, located at the **mouth** of this mighty winding river has a distinctive history as the point of origin of two great **Inuit** cultures (the **Denbigh** and the **Thule-Inuit**). In 1927 the Hudson's Bay Company established a trading post and the population has grown steadily since then.

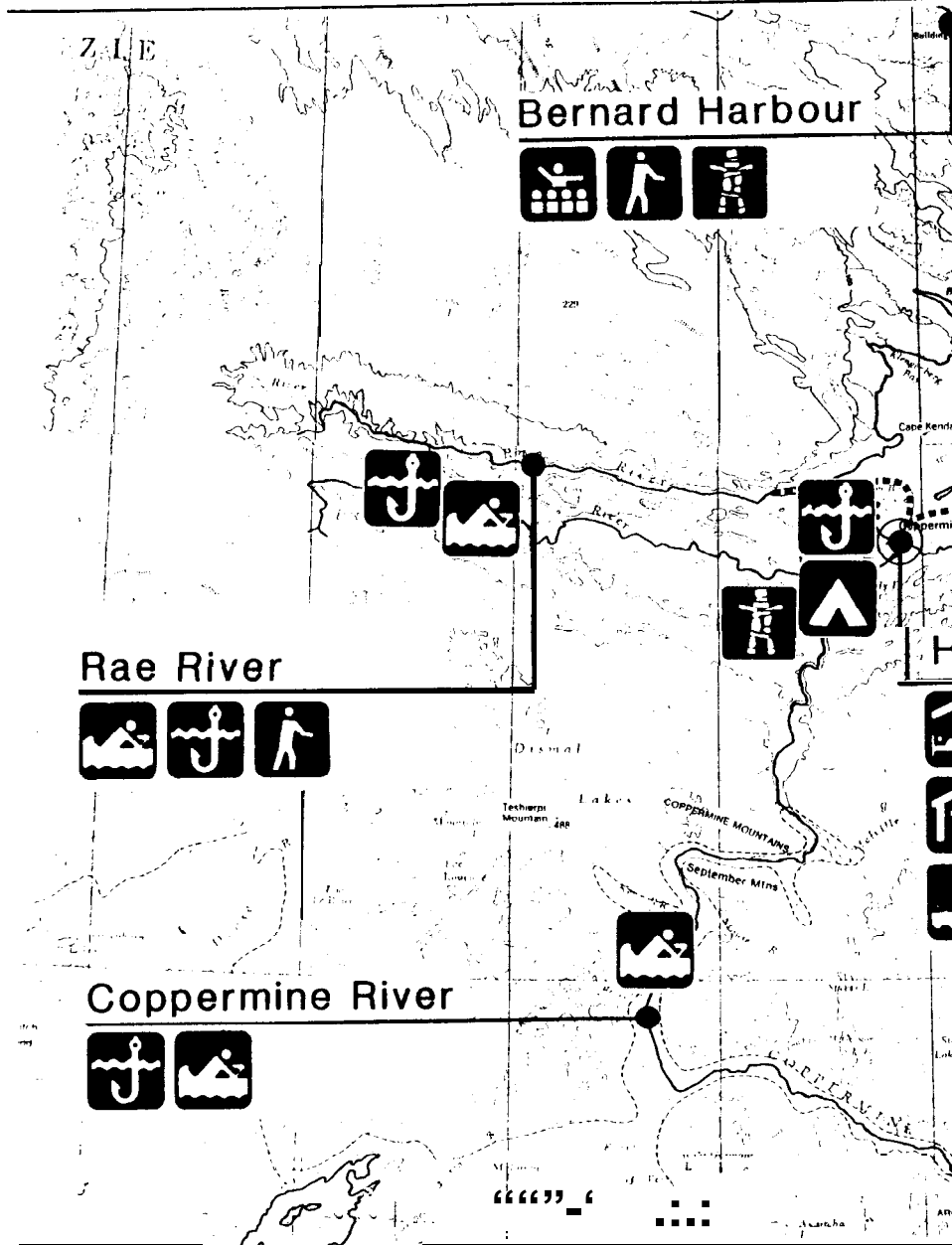
Coppermine holds particular interest to tourists **who** wish a true arctic experience since it is the closest, and one of the least expensive, scheduled air-routes from Yellowknife. Located on Coronation Gulf, above tree line, it provides access to the Arctic Ocean and Tundra. Nonetheless, **Coppermine** has a favorable summer climate with temperatures that regularly reach 14 - 16°C.

Although the traditional lifestyle may not be as obvious in this larger **community** compared to others, there is an **excellent** selection of soapstone and caribou bone carving and native copper artifacts. Of course, char fishing is available along the coast line and trout fishing is excellent on the major water bodies in the destination area.

The Study Team's inventory indicated the following tourism resources are available in the destination area.

Component	Name	Facilities	Rating
Accommodation	Coppermine Inn (\$80.00/day)	20 rooms	****
		40 guests	
		5 A-Frames	
		Dining Room	
Attractions	Coppermine River River/Coastal Tours	Boats	*****
		(no rentals)	***
	Tree River	**	
	Co-op Craft Shop	**	
	Natik Frolics	***	
	Christmas Games Easter Games		
Services	The Bay Eskimo Co-operative Recreation Centre and Arena		*****

The evaluation of activity market opportunities indicated that the Coppermine area offers significant potential in all land and water based activities and in most ice-based and community-based activities. The Coppermine area has the potential to provide the visitor with a rich and varied tourism experience.



Date . 1985

Scale

10 20 30 40 50km



Outcrop Ltd. the DPA Gr

- | | | | | | |
|---|----------------------|---|---------------------------|---|-----------------------|
|  | • Canoeing |  | • Flora |  | • Information Kiosk |
|  | • Fishing |  | • Fauna |  | • Museum |
|  | • Interpretation |  | • "Traditional Lifestyle" |  | • Fish Plant |
|  | • Controlled Hunting |  | • Rockhounding |  | • Wharf |
|  | • Snowmobile |  | • Dog Teams |  | • Airport |
|  | • Trail Skiing |  | • Outfitters |  | • Archaeological Site |
|  | • Hiking |  | • Arctic Survival |  | • Historic Park |
|  | • Observation |  | • Hotel-Lodge |  | • Fishing Lodge |
|  | • Boat Cruise |  | • Camping |  | • Learner Centre |
|  | • Arts and Crafts |  | • Restaurant |  | • Lifestyle Centre |
|  | • Community Tours |  | • Picnic | | |

COMMUNITY THEME, OBJECTIVES AND STRATEGY

The **Coppermine** River and the Arctic Coastline will be combined together as the central theme for the Coppermine Destination Area. Important subthemes will focus on the area's history, including the Hudson's Bay Company (**HBC**) and Hearne Overland Expedition, plus the general history of trading and expeditions in the Central Arctic (specifically the HBC trading posts (1914) and Anglican mission at Bernard Harbour, and the HBC posts at the mouth of the Coppermine River (1925)). The tourism objectives of this destination area are to expand tourist visitation by 1,800 people, increase tourist expenditures by pleasure tourists by \$1 million, and create 15-20 tourism jobs on a full time equivalent basis. All objectives are to be achieved by the early to mid 1990's.

The strategy for the **Coppermine** area is largely developed around six development opportunities.

- a. Coppermine Area Interpretive Exhibit
- b. Arctic Coastal Tours
- c. Coppermine River and Community Tours
- d. Excursions to Tree/Richardson Rivers
- e. Hudson's Bay Interpretive Exhibit and Tours to Bernard
Harbour
- f. Upgrading of Coppermine Inn plus Seasonal Accommodation

Coppermine takes its central theme from its namesake, the **Coppermine** River. The restoration of an existing **longliner** will enable a local operator to offer tours up the Coppermine River to Bloody Falls, as well as along the Arctic Coastline. These tours **would** prove popular with the summer visitors to Yellowknife who are seeking an Arctic experience to enhance their subarctic trip. Packages, including 24 hour Circlers (above the Arctic **Circle**) would be sold in **Yellowknife** or directly to Motorcoach operators, automobile and/or recreation vehicle clubs, and other special interest groups.

Travelers will also be attracted to Coppermine to learn of the history of the HBC. The restoration of the **longliner** would enable trips to the former HBC post at Bernard **Harbour** and a strategically located static display would graphically outline the importance of the company and its relationship to the **Coppermine** River. A community tour which would include a visit to the static display, would be conducted by an individual (community host) well versed in the history of the HBC as well as the Hearne Overland Expedition.

The appeal of Coppermine will be enhanced by fishing trips to the Tree and Richardson Rivers. While specifically marketed to southern anglers they would also be promoted to those coming from Yellowknife on a short two and three day trip.

The Coppermine Inn itself will be upgraded and expanded. The first phase would concentrate on enlarging and enhancing the dining area, creating a lounge for hotel guests and redesigning the kitchen. Eventually, all rooms would be remodeled and a new reception area added. The redesigned kitchen would serve those travelers coming to Coppermine for a one day tour from **Yellowknife** and those who require food services but not necessarily accommodation. An effort would be made to increase the length of stay of canoeists and rafters coming off the Coppermine River by providing a number of tent frames and adjacent toilet/shower buildings. By holding these people for an extra day it would stimulate sales at the COOP Craft Shop, Coppermine Inn dining room and lounge as well as encourage more people to take the community tour. Upgrading the Inn will also allow Coppermine to compete for the small meeting/conference/seminar market in the NWT. Penetrating this market will increase occupancy in the shoulder and off-seasons. Collaborative packages would be established between Coppermine and **Holman** offering, for instance:

a two day trip to Bernard Harbour and a one day coastal cruise combined with five days at the **Inuit** Learner Centre in **Holman**; and

three days fishing at the Tree and Richardson Rivers combined with three days fishing at **Minto** Inlet.

These combined package tours could be sold individually in either Yellowknife or **Inuvik** or they could be marketed to wholesalers to provide a complete circuit which would include Edmonton, **Yellowknife**, Coppermine, **Holman**, **Inuvik** and Edmonton with connections to Whitehorse.

Coppermine travel products could also be part of a **Yellowknife**/Coppermine/Cambri dge Bay **Yellowknife** circuit offering, for example, coastal tours and excursions at **Coppermine** with fishing and hiking at Mount **Pelly** in Cambridge Bay.

In summary then, Coppermine can be part of a dual community tour of the Arctic Coasts' western sub region (Coppermine/Holman), a combined tour with its alternative primary staging area in the eastern sub region (Cambridge Bay) or as a single "above the Arctic Circle destination" out of **Yellowknife**. In all cases Coppermine serves as a primary starting area for travel to other communities in the region.

2.3 PROJECTS

The tourism plan for the Coppermine Destination Area will involve, at a minimum, government expenditures **totalling** \$877,000 over the ten year implementation period (Exhibit 1). These costs include capital and start-up expenditures of \$689,000 over seven development projects, as well as operational support of \$188,000 aggregated over the ten years. The development projects are briefly discussed below.

PROJECT COSTS BY YEAR (\$'000)

YEAR	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	TOTAL
PROJECT											
<u>COPPERMINE DESTINATION AREA</u>											
CO-1 Interpretive Exhibit		30	53								83
CO-2 Arctic Coastal Tours		26	27								53
CO-3 Tours to Coppermine Area Rivers				27							27
CO-4 Coppermine Community Tour		9									9
CO-5 Hotel Upgrading and Seasonal Accommodation		250	250								500
CO-6 Hudson's Bay Company Historical Tour					25						25
CO-7 Information Centre		5	15								20
3.1 Community Facilitator/Host		24	22	21	20	18	16	15	13	12	161
Other Operational Support			4	4	4	4	4	4	4	4	32
TOTAL ALL PROJECTS		344	371	52	49	22	20	19	17	16	910

Interpretive Exhibit, CO-1, 2.4

Priority: High

Start of Construction: 1986-87

Responsibility: Community Facilitator/Host, Hamlet Council

Description: **open** static display will be located at the promontory **on the west** ern side of the **mouth** of the **Coppermine** River. It will contain photographs and maps depicting and explaining the history of the **Coppermine** River and the Hudson's Bay Company as well as information on the existing views from that observation point.

Project Cost: \$83,000

Yearly O/M Support: \$4,000

Employment: Part time maintenance work

Comment: The project will not generate any revenue **directly** but **will** be **an important** part of the community tour. Annual maintenance costs will be covered by the Plan and included in the community host's annual budget. Actual maintenance could be contracted out to the Hamlet Council.

Arctic Coastal Tours, CO-2, 1.4

Priority: High

Start of Construction: 1986-87

Responsibility: Community Facilitator/Host, Private Sector

Description: The existing longliner would be restored to handle 10-12 passengers and be used for day tours along the coast, up the **Coppermine** River, around Coronation Gulf, and to Bernard **Harbour**.

Project Cost: \$53,000

Yearly O/M Support: 0

Employment: 1 seasonal job for 2-3 months.

Comment: Preliminary analysis suggests the tour should be profitable for **the private** operator. The project will generate tourism revenues of \$30,000/year for the community. The renovated boat **would** also be used for overnight trips to Bernard **Harbour** or fishing excursions to the Richardson River.

Tours to **Coppermine** Area Rivers, CO-3, 1.5

Priority: Medium

Start of Construction: 1988-89

Responsibility: Community Facilitator/Host, Hunters and Trappers Association, Tour Operator

Description: One day guided fishing trips to the two rivers would be **provided by** either small boats or the restored longliner. Overnight accommodation would be provided in tent frames with the camps owned by either the Hunters and Trappers Association or a private operator.

Project Cost: \$27,000

Yearly O/M Support: 0

Employment: 1 seasonal job for three months

Comment: Preliminary evaluation suggests the project should be profitable **to the Hunters** and Trappers Association or private operator. The project will contribute tourism revenues of \$42,000/year to the community.

Coppermine Community Tour, CO-4, 2.5

Priority: High

Start of Tour: 1987-88

Responsibility: **Community** Facilitator/Host

Description: The community tour would include visits to the COOP craft shop, the **Coppermine** Area Interpretive Exhibit, the Old Bay building, the church and hospital, as well as hikes to the surrounding area and stops at designated houses to observe craft production.

Project Cost: \$9,000

Yearly O/M Support: 0

Employment: Supplement Host Office income and income of local craftsmen and entertainers.

Comments: The tour would add about \$3,000/year to the income of the **community** host's office, and about \$500/year to the incomes of local craftsmen, artists, entertainers, etc. The tour would result in additional tourism expenditures of \$20,000/year in **Coppermine**.

Hotel Upgrading and Seasonal **Accommodation**, CO-5, 1.6

Priority: High

Start of Construction: 1986-87

Responsibility: Coppermine Inn

Description: The hotel would be brought up to the standard of better COOP hotels in the Arctic Coast. Upgrading and expansion would include: enlarging the lounge; dining room and reception area; providing a bar for registered guests; upgrading rooms, and adding 10 rooms with bath and two self-contained housekeeping units.

Project Cost: \$500,000

Yearly O/M Support: 0

Employment: 5 seasonal jobs

Comment: Preliminary analysis suggests the expansion should provide a good return to the operator. The renovated facility will allow the operator to go after the NWT small conference market. The project will result in additional tourism expenditures of \$330,000/year in Coppermine.

Hudson's Bay Company Historical Tour, CO-6, 1.7

Priority: Low

Start of Construction: 1989-90

Responsibility: Community Facilitator/Host, Private Operator

Description: This tour will involve a two day trip including the lower reaches of the Coppermine River, the islands of the Coronation Gulf and the Duke of York Archipelago and an overnight stop at the former Hudson's Bay Company post in Bernard Harbour. The tour would use the longliner restored in the Arctic Coastal Tours project (CO-2).

Project Cost: \$25,000

Yearly O/M Support: 0

Employment: 1 seasonal job plus revenue for tour boat operators.

Comment: Preliminary analysis suggests the project should be profitable to the private operator. The project could add tourism revenues of \$16,000/year to the Coppermine economy.

Information Centre, CO-7, 5.1

Priority: High

Start of Construction: 1986-87

Responsibility: Community Facilitator/Host, Zone Association

Description: The project will provide an information service centre in **Coppermine** to be part of the new craft shop at the COOP. Information material will be provided from the Regional Promotion project (5.4) by the Zone Association. The centre **would** provide information on **Coppermine** and other communities of the Arctic Coast.

Project Cost: \$20,000

Yearly O/M Support: From Regional
Promotion
Project (5.4)

Employment: Potential for part-time work

Comment: The centres would be operated by the community facilitator/host **with the** help of COOP staff. The project would have no direct effect on jobs and local incomes, but should encourage longer visits and repeat visitation.

2.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit 11 displays the development schedule for the major projects proposed for the **Coppermine** Destination Area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community facilitator/hosts' first task will be to review the tourism plan for the Coppermine Destination Area and make alterations based on developments of the past year. This will be done in consultation with the Zone Manager, the Regional Tourism Officer, the Hamlet Council as well as tourism operators and community groups in **Coppermine**. The community tourism plan should be finalized by the start of fiscal year 1986-87. The community facilitator/host's next task will be to organize and begin conducting the community tour.

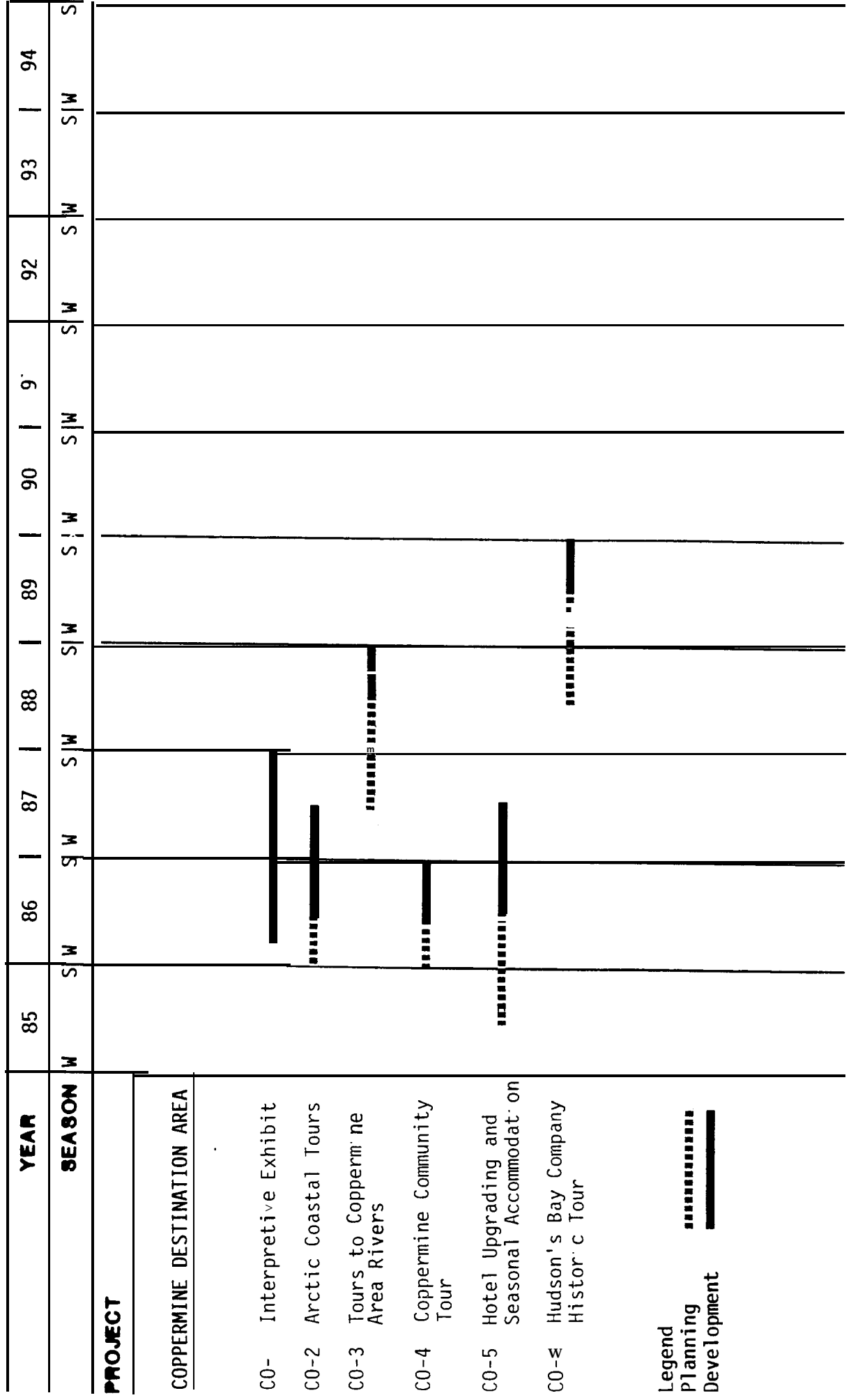
The community facilitator/host will then **move on to** intensive product development. **In most cases**, this will involve holding discussions with the private operator, co-operative, or **community** group which is expected to take the lead role in project development and implementation. The actual steps, which will vary from project to project, are listed in the project descriptions in the first half of Volume III.

Exhibit II indicates that the community facilitator/host in Coppermine will give first attention to hotel upgrading, the interpretive exhibit, and the Arctic Coastal tours. These are the projects/products which have been given highest priority in the **Coppermine** area. After mid year 1987, the focus will be on the tours to the two rivers and the HBC historic tour.

2.5 SOCIOECONOMIC IMPACTS

When the impacts of specific projects are combined with the effects of region-wide promotion, package tour development and

DEVELOPMENT SCHEDULE



Legend
 Planning
 Development ———

other initiatives, the tourism expenditure objective of \$1.0 million from the Coppermine Destination Area should be achieved by early to mid 1990's. Tourism expenditures of one million dollars will be associated with an additional 1,800 pleasure tourists to the **Coppermine** area. These tourists will spend a total of 7,200 person days in the area. Using the multipliers and ratios developed in section 9.3 of the Background Report (Volume I), the additional visitation and expenditures will create total incomes of \$470,000 to be received by workers and business proprietors in the Coppermine area, and will provide about 16 jobs on a full time equivalent basis and up to 64 part time jobs when each is assumed to last three **months**. If it is assumed that each person working as a consequence of the Plan is employed for five **months**, the number of local residents who find wage employment would be close to **40**. When compared to the **employment** base of about 160 in the absence of the Plan, this **would** indicate a 25% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses would also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$790,000 resulting from the Plan can be expected to provide incomes of about \$340,000 to construction workers and contractors and suppliers to construction projects, and perhaps 8 person years of **employment**. The typical construction job might last for three **months** - therefore, the number of part time jobs resulting from project construction could be 32 or so aggregated over the 4 year construction period indicated in Exhibits I and II. Most of the construction jobs will arise in two years, 1986-87 and 1987-88 when the Coppermine Inn is being renovated. Coppermine could also benefit from construction projects in **Holman** and other smaller settlements.

The **socio-cultural** effects of the Plan will be similar to the effects in other communities and the region as a whole. **With** proper emphasis on shoulder season development, the number of

tourists in the community at one time should not exceed 120, which would represent about 15% of the permanent population. Peak visitation should be fairly easily accommodated in the expanded Coppermine Inn and in bed and breakfast accommodation.

3. CAMBRIDGE BAY DESTINATION AREA

3.1 BACKGROUND

The Cambridge Bay Destination Area encompasses the southeast tip of Victoria Island and includes the coast of the north west end of Queen Maud Gulf as well as the fresh water resources of Ferguson, **Grenier** and **Kitiqa** Lakes.

Cambridge Bay is "the most urban" community of the **region** and serves as its transportation, communications and administrative hub. It is consequently the territories "secondary gateway" to Gjoa Haven, Spence Bay, **Pelly** Bay and to a lesser extent, Bathurst Inlet-Bay **Chimo** as well as specific sites within the destination area such as High Arctic Lodge, Char Lake and the outpost camp at Hadley Bay. Historically Cambridge Bay's waters sheltered most of the explorers who have sailed the Arctic and the remains of Amundsen's ship the "**Maud**" awaits its "rebirth", as a historic attraction **in the** waters of Cambridge Bay **Harbour**.

Cambridge Bay's population in 1981 was 815. **English is the first** language of 65% of its residents, and **Inuktitut** is the first language of the other 35%. Cambridge Bay achieved hamlet status in 1984. Besides transportation, communications and government, commercial fishing and trapping are **also** important to the community's economic base.

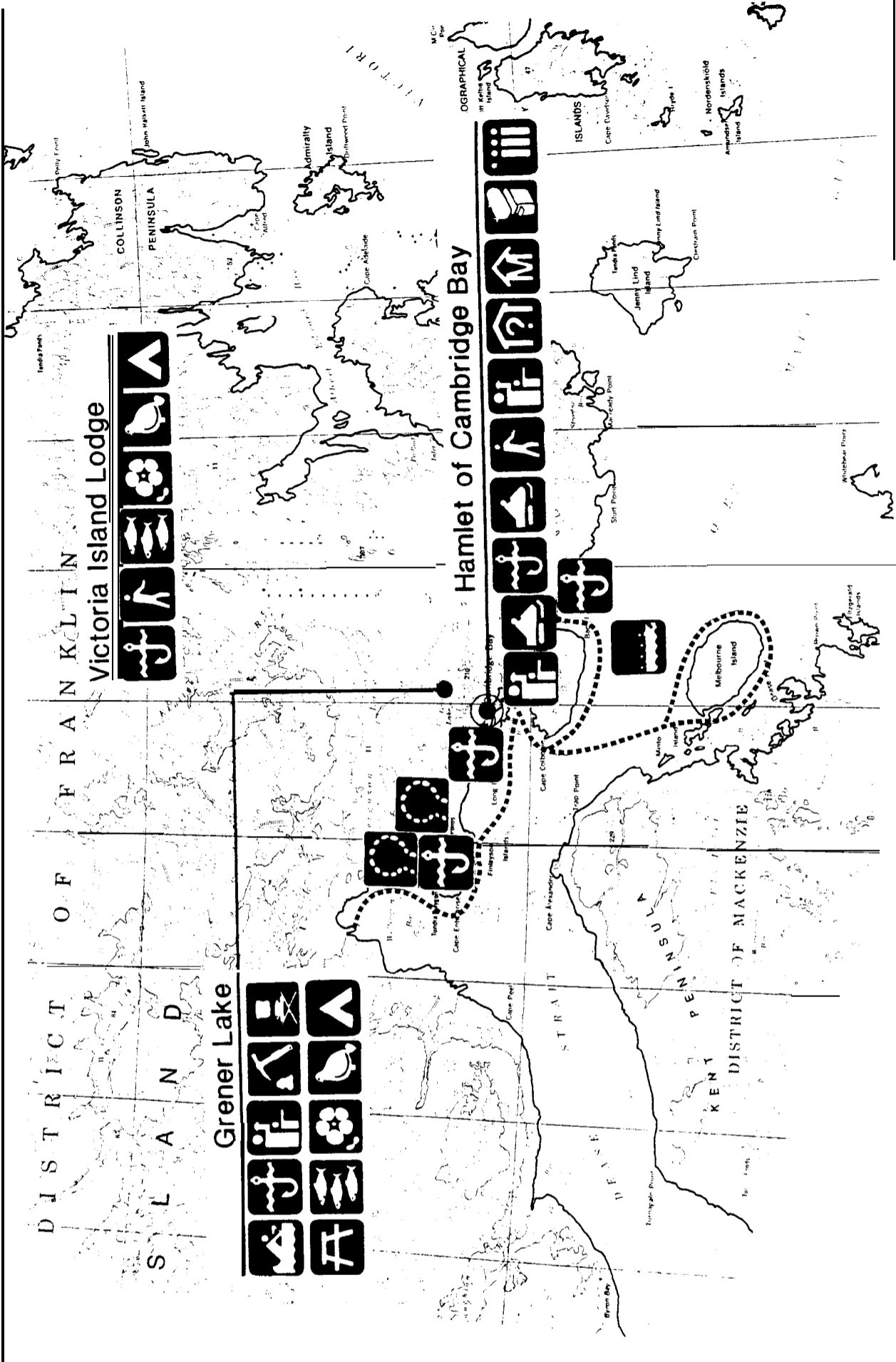
The landscape of the destination area, although very **flat**, is not without its distinctive character created by three small mountains off on the horizon outside Cambridge Bay. The largest, Mount **Pelly**, is accessible by vehicle and allows visitors an easy opportunity to view the Arctic landscape as well excellent areas for viewing wildlife and birds.

Like other arctic destination areas, fishing, hiking, camping and shopping for arts and craft are available.

The inventory of tourism resources indicated the following resources are currently available in the Cambridge Bay Destination Area.

Component	Name	Facilities	Rating
Accommodation	Ikaluktutiak Hotel (\$80.00/day)	20 rooms 40 guests dining room meeting room	*****
	High Arctic Lodge	12 guests	*****
Attractions	R.C. Mission Church	future museum	****
	Mount Pelly		***
	DEW Theme Site	no public access	*
	Meteorological Station		**
	Fuel Farm		**
	Japanese Monument		*
	Umingmuck Frolics		****
Services	The Bay		
	Ikaluktutiak COOP		
	Community Hall		
	Thunderbird A.C.		
	Centennial Library		
	Community School and Playground		
	Community Centre		
Information	Arctic Coast		
	Tourist Association		

In many respects, the Cambridge Bay area offers the widest range of facilities, attractions and services in the Arctic Coast. The evaluation of activity market opportunities indicated that





Date · 1985
 Scale · 10 5 0 10 20 30 40 50 km

↑

Outcrop Ltd the NPA Group MacLaren Plansearch Corp.

**Cambridge Bay
 Destination Area**

- | | | |
|--|---|--|
|  · Canoeing |  · Flora |  · Information Kiosk |
|  · Fishing |  · Fauna |  · Museum |
|  · Interpretation |  · Traditional Lifestyle |  · Fish Plant |
|  · Controlled Hunting |  · Rockhounding |  · Wharf |
|  · Snowmobile |  · Dog Teams |  · Airport |
|  · Trail Skiing |  · Outfitters |  · Archaeological Site |
|  · Hiking |  · Arctic Survival |  · Historic Park |
|  · Observation |  · Hotel-Lodge |  · Fishing Lodge |
|  · Boat Cruise |  · Camping |  · Learner Centre |
|  · Arts and Crafts |  · Restaurant |  · Lifestyle Centre |
|  · Community Tours |  · Picnic | |

Legend

Cambridge Bay offered potential in camping, hunting/trapping, coastal boating, fishing, kayaking, **snowmobiling**, igloo construction/arctic survival and most community-based activities.

3.2 COMMUNITY THEME, OBJECTIVES AND STRATEGY

Tourism development in the Cambridge Bay area will be focused on the primary theme of arctic char fishing. The sub-theme **will** be the community's role as the Central Arctic's Administrative Centre. The objectives of the Cambridge Bay strategy are to increase visitations by pleasure tourists by 2,100 people, increase tourist expenditures by \$1.2 million, and create 18 to 22 tourism jobs on a full time equivalent basis. All objectives are to be achieved by the early to mid 1990's.

The strategy and plan are built around the realization of six development opportunities.

- a. Establishing a fishing camp on Victoria Island
- b. Reopening of the unused Char Lake Lodge
- c. Community-based fishing excursions
- d. Restoration of Stone Church and "**Maud**"
- e. Community Interpretive Displays and Tours
- f. Tours to Mount **Pelly** and Grenier Lake

Cambridge Bay will act as the primary staging/service area for the eastern sub zone. Since all travelers on their way to Gjoa Haven, Spence Bay or **Pelly** Bay must stop at Cambridge Bay, the proposed attractions **will** encourage visitors to stay at **least** a day in the community.

For example the restoration of both the Stone Church and the historic boat, the "**Maud**" will be the focus for a historic park that will provide several hours of activity. When combined with a tour to Mount **Pelly** and the various installations of this northern administrative centre it will be possible to fill a complete day.

Mount **Pelly**, and specifically **Grenier** Lake will offer both anglers and naturalists a two to three day camping adventure. Tent frames will be provided along with boats and self-guided nature trails.

The primary char fishing theme would be further enhanced by Cambridge Bay becoming the primary staging area for the existing High Arctic Lodge, the new fishing camp on Victoria Island, as well as the recommended restoration of the Char Lodge, north of Cambridge Bay. The latter facility could be directly linked to the services of Cambridge Bay if the property was purchased by a local operator or development corporation. However, negotiations for the Char Lodge property could take many years. Therefore, initial emphasis will be on the new fishing camp which is already being investigated by a local operator.

As tourist visitations expand, consideration could be given to developing a campground in a park like setting near Cambridge Bay. However, because this is a longer-term opportunity, no specific project was developed as part of the plan for Cambridge Bay.

Cambridge Bay has several travel products that could be packaged in combination with other communities, especially in the eastern subzone. For example:

a one day community tour and two day naturalist adventure at Mount **Pelly** could combine with the Northwest Passage Coastal Expedition at Gjoa Haven, or a week at either the craft workshop in Spence Bay or Lifestyle Center in **Pelly** Bay; and

spring adventure travel tours of the Boothia Peninsula could include Cambridge Bay as part of an introduction to the Arctic Coast Region.

3.3 PROJECTS

The tourism plan for the Cambridge Bay Destination Area will involve - at a minimum - government expenditures **totalling** \$1,151,000 over the ten year implementation period (Exhibit I). These costs include capital and start-up expenditures of \$906,000 over five development projects, as well as operational support of **\$245,000** aggregated over the ten years. The development projects are briefly discussed below.

PROJECT COSTS BY YEAR (\$'000]

YEAR	85-86	86-87	87-88	88-89
PROJECT				
CAMBRIDGE BAY DESTINATION AREA				
CB-1 Stone Church/"Maud" Museum Historical Park		150	300	150
CB-2 Char Lake Fishing Camp*				
CB-3 Victoria Island Fishing Camp		51	103	
CB-4 Fishing and Nature Tours		97		
CB-5 Cambridge Bay Community Tour		9		
CB-6 Information Centre	15	35		
3.1 Tour Operator/Community Host		24	22	21
Other Operational Support	-			12
TOTAL ALL PROJECTS	15	366	425	183

* This does not include the purchase price of the property which

Stone Church/"Maud" Museum Historical Park, **CB-1**, 2.6Priority: HighStart of Construction: 1986-87Responsibility: **Community** Facilitator/Host, Hamlet Council

Description: The Stone Church and sunken "Maud" will be used in the development of a historic park. The church will be completely restored and used to present missionary and **Inuit** culture as well as the history of Cambridge Bay, Loran Tower and the Dew line. As well, a full size replica of the "Maud" will be constructed close to the submerged hull of the existing ship.

Project Cost: \$600,000Yearly O/M Support: \$12,000Employment: 1 Seasonal job plus part time maintenance work.

Comment: The project will require annual operational support for **main-**tenance, but this cost will be more than offset by the importance of the facility as a tourist attraction and a focus for strengthening regional pride.

Char Lake Fishing Camp, **CB-2**, 1.8Priority: LowStart of Construction: 1990-91Responsibility: Superintendent of Economic Development, **Local** Development Corporation or Local Business

Description: This abandoned **fishing camp**, located about 125 km north of Cambridge Bay, would be upgraded to a high quality char **fishing** camp, including new tents, boats and motors, and renovating the main building.

Project Cost: \$154,000Yearly O/M Support: 0Employment: 15 seasonal jobs

Comment: Preliminary analysis suggests the project could be highly **profit-**able to the operator. However, development could be delayed many years because of litigation. The project **will** add tourism revenues of \$300,000/year to the destination area. Project cost does not include the price of purchasing facilities and fishing rights, which could be in the order of \$250,000.

plus the cost of acquisition which could be in the order of \$250,000.

Victoria Island Fishing Camp, CB-3, 1.9

Priority: High

Start of Construction: 1986/87

Responsibility: Local Business

Description: The project will assist in financing a fishing camp on **Victoria** Island to be serviced out of Cambridge Bay. A local businessman has already conducted a preliminary site investigation.

Project Cost: \$154,000

Yearly O/M Support: 0

Employment: 15 seasonal jobs

Comment: Preliminary analysis suggests the project could be profitable to **the private** operator, and would add about \$300,000/year to the tourism revenues of the destination area. The development of the Char Lake fishing camp (B.2, 1.8) could be delayed for several years because of litigation. This project will provide immediate support to the fishing theme of Cambridge Bay.

Fishing and Nature Tours, **CB-4**, 1.10

Priority: High

Start of Construction: 1986-87

Responsibility: Community Facilitator/Host, Private Operator

Description: A small outpost camp would be set up at Mount Pelly, **accessible** by road and **offering** affordable trout and char **fishing**, bird **watching**, nature tours etc. It **would** be packaged as a self **guided** experience with most participants doing their own cooking.

Project Cost: \$97,000

Yearly O/M Support: 0

Employment: 2 seasonal jobs

Comment: Preliminary analysis suggests the project should be profitable to **the operator**. As the facility develops, it would become more diversified through offering guides and a cook, thus increasing revenue generating potential. The project will add about \$160,000 to the tourism revenue of the area.

Cambri dge Bay **Community** Tour, **CB-5**, 2.7

Pri ori ty: Hi gh

Start of Tour: 1986-87

Resposi bi l i ty: Local Operator

Description: The community tour would include the COOP, Nursing Station, Roman Catho lic Church, the weather station, school, windmill, and fish Pro- cessing plant, as well as hikes along the shoreline and dock, and stops at designated houses to observe craft production.

Project Cost: \$9,000

Yearly O/M Support: 0

Employment: Supplement Host Office income and income of local craftsmen and entertainers.

Comment: The tour would add about \$3,500/year to the income of the host **office**, and would supplement the income of local craftsmen etc. by about \$600/year. The project would add about \$20,000/year to the tourism revenues of the community.

Information **Centre, CB-6**, 5.2

Pri ori ty: Hi gh

Start of Constructi on: 1985-86

Resposi bi l i ty: Zone Associ ati on

Description: An upgraded tourist information centre will be provided at the Zone Associ ation office. The project will expand the office and put in the necessary furniture and display equipment. Information material will be provided from the Regional Promoti on Project (5.4).

Project Cost: \$50,000

Yearly O/M Support: From Project 5.4

Employment: Potential for part time work

Comment: The project would be operated and staffed by the Zone Association. **It would** have no direct effect on local jobs and incomes, but should encour- age longer stays and repeat visi tati on.

3.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit 11 displays the development schedule for the major projects proposed for the Cambridge Bay destination area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community facilitator/hosts' first task will be to review the tourism plan **for** the destination area and make alterations based on developments of the past year. This will be done in consultation with the Zone Manager, the Regional Tourism Officer, the Hamlet Council, as well as tourism operators and community groups in Cambridge Bay. The community tourism plan should be finalized by the start of fiscal year 1986-87. The community facilitator/hosts' next task will be to assist the local operator in organizing and starting the operation of the community tour.

The community- facilitator/host will then move on **to** intensive product development. In **most** cases, this will involve holding discussions with the private operator, cooperative, or community groups which is expected to take the lead role in project development and implementation. The actual steps, which will vary from project to project, are listed in the project descriptions in the first half of Volume II.

Exhibit II indicates that the community facilitator/host will give about equal attention to the four major development projects in Cambridge Bay. The four will be planned and developed virtually in tandem.

3.5 SOCIOECONOMIC IMPACTS

When the impacts of specific projects are combined with the effects of region-wide promotion, package tour development and other initiatives, the tourism expenditure objective of \$1.2 million for the Cambridge Bay destination area should be achieved

by the early to mid 1990's. Tourism expenditures of \$1.2 million will be made by an additional 2,100 pleasure tourists to the Cambridge Bay area. These tourists will spend a total of 8,400 person days in the destination area. Using the multipliers and ratios developed in section 9.3 of the Background Report (Volume I), the additional visitation and expenditures will create total incomes of \$560,000 to be received by workers and business proprietors in the Cambridge Bay area, and will provide about 20 jobs on a full time equivalent basis and up to 80 part time jobs when each is assumed to last three **months**. If it is assumed that each person working as a consequence of the Plan is **employed** for five months, the number of local residents who find wage employment would be close to 50. When compared to the **employment** base of about 350 in the absence of the Plan, this would indicate a 15% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses would also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$1.1 million resulting from the Plan can be expected to provide incomes of about \$470,000 to construction workers and contractors and suppliers to construction projects, and perhaps 11 person year of **employment**. The typical construction job might last for three months - therefore, the number of part time jobs resulting from project construction could be 44 aggregated over the 7 year construction jobs will arise in **two** years, 1986-87 and 1987-88. Cambridge Bay could also benefit from the construction of projects in the smaller settlements of the eastern sub-region.

The **socio-cultural** impacts of the Plan should be similar to the effects on other communities and the total region. The historic park will be a major facility within the community and should be a source of enjoyment and pride for permanent residents. **With** proper emphasis on shoulder season development, the number of

tourists visiting Cambridge Bay at one time should not exceed 120-140 people. Increased tourist visitation will likely necessitate some expansion of the hotel by the late 1980's or the early years of the next decade. Apart from this, the projected tourist flows should not surpass the carrying capacity of the community.

4. GJOA HAVEN DESTINATION AREA

4.1 BACKGROUND

This large planning unit includes the historic King William Island on the north and extends south to the arctic char and trout filled waters of **Chantry** Inlet. The area combines a number of potential tourism activities including excellent fishing, opportunities for nature interpretation and most importantly the historic interpretation of the dramatic events surrounding the search for and discovery of the elusive Northwest Passage.

The western shoreline of the island was the graveyard for the disastrous Franklin Expedition and place names such as Victory Point, **Erebus** Bay, Terror Bay, Douglas Bay and Starvation Cove indicate the final resting place of some of the crew members. Gjoa Haven was for two and a half years the home of the Northwest Passage discoverer Captain **Roald** Amundsen, who established a scientific station there.

The island is surrounded on the east by the James Ross and Rae Straits which were undetected during four hundred year of European exploration. Finally, the distinguished Arctic explorer, Admiral Sir Leopold **McClintock**, unlocked their secret and with it the passage to the Pacific Ocean.

The **community** of Gjoa Haven is culturally interesting because unlike the hamlets on the western side of the region, it has been populated by the **Netsilik Inuit** whose traditional territory was King William Island. The **Netsilik Inuit** have been joined by the Ukkusiksalingmuit from Chantry Inlet. The economic base of the community is largely comprised of the traditional activities of trapping, hunting/fishing, carving and handicrafts. The community population in 1981 was 520. **Inuktitut** is the first language of 94% of Gjoa Haven's residents. The community gained hamlet status in 1980.

The Chantry Inlet Lodge on the Back River, could be linked to the community of Gjoa Haven. **In the past**, the owners of this property have indicated a willingness to **sell** a share of the facility to local residents. The **Chantry** Inlet fishing area has recently been described by a journalist for the international magazine Field and Stream as "one of the best fishing areas in the world".

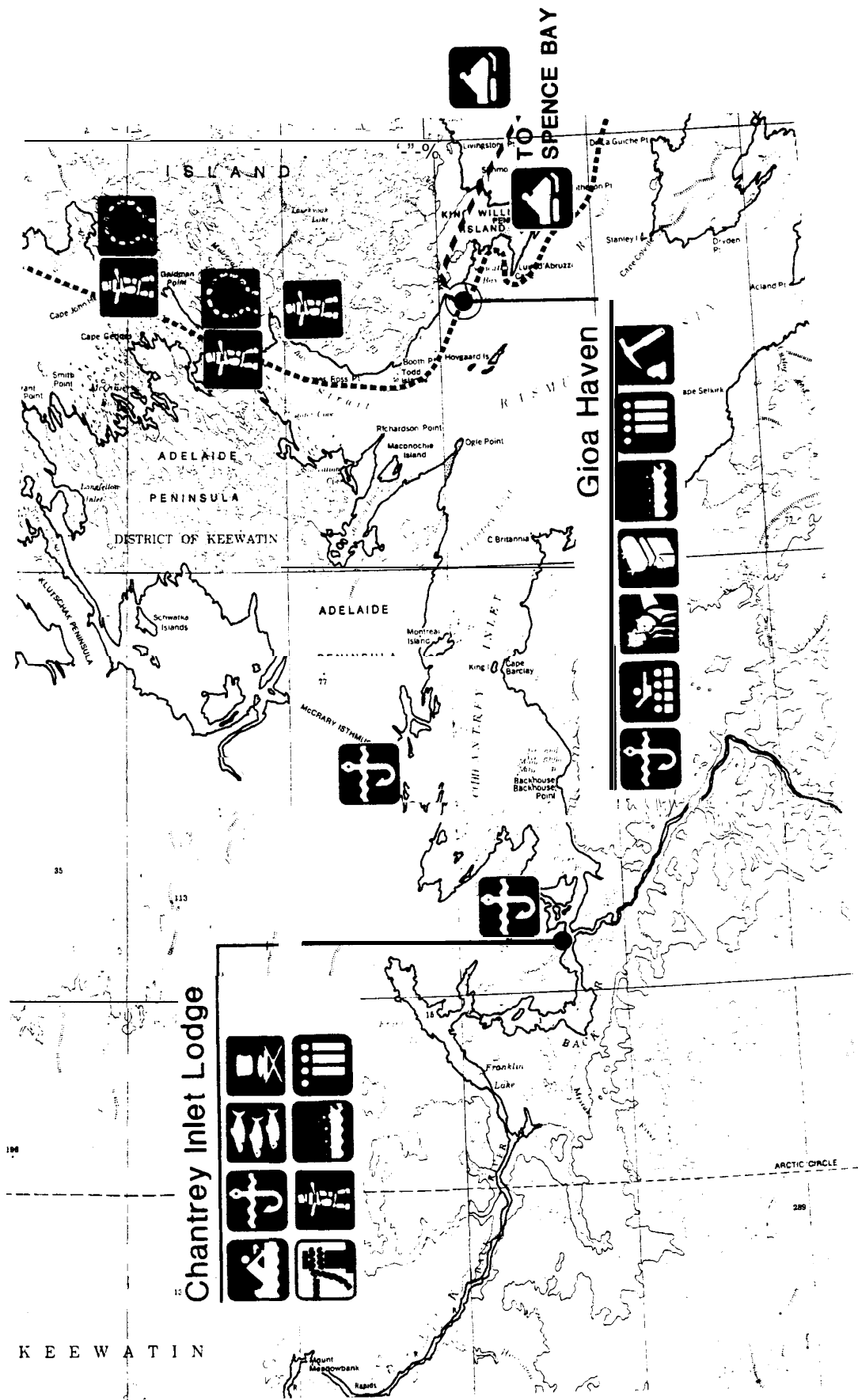
Local resident involvement in this facility would be a promotional advantage and would possibly gain international exposure for the Gjoa Haven Destination Area and the Arctic Coast Region.

There are also ample opportunities for nature interpretation. The areas around Swan Lake are frequented by **Sandhill** Cranes, Trumpeter Swans, Canada Geese and Eider Ducks.

Gjoa Haven also has more **dogsled** teams than any other community providing opportunity for spring trips to parts of the islands as well as for traditional Polar Bear hunts.

The Study Team's inventory analysis indicated the following tourism resources are available in the Gjoa Haven Destination Area.

Component	Name	Facilities	Rating
Accommodation	Amundson Hotel	6 rooms	****
	(\$80.00/day)	12 guests	
	Chantry Inlet Lodge	12 guests	*****
Attractions	Back River Fishing		*****
	Dog Teams	(no rentals)	**
Services	The Bay		
	Kekertak COOP		
	Community Hall (under construction)		*****
	Community School and Playground		



Date - 1985

Scale.

10 5 0 10 20 30 40 50 km



Antoran Ltd the NPA Group MacLaren Plansearch Corp.

Gioia Haven Destination Area

- | | | |
|--|---|--|
|  · Canoeing |  · Flora |  · Information Kiosk |
|  · Fishing |  · Fauna |  · Museum |
|  · Interpretation |  · Traditional Lifestyle |  · Fish Plant |
|  · Controlled Hunting |  · Rockhounding |  · Wharf |
|  · Snowmobile |  · Dog Teams |  · Airport |
|  · Trail Skiing |  · Outfitters |  · Archaeological Site |
|  · Hiking |  · Arctic Survival |  · Historic Park |
|  · Observation |  · Hotel-Lodge |  · Fishing Lodge |
|  · Boat Cruise |  · Camping |  · Learner Centre |
|  · Arts and Crafts |  · Restaurant |  · Lifestyle Centre |
|  · Community Tours |  · Picnic | |

Legend

The **Gjoa** Haven Destination Area offers significant potential in the following activity markets: archeological/historic, fishing, **snowmobiling**, dog sledding, igloo construction/arctic survival, traditional entertainment, and historic interpretation.

4.2 COMMUNITY THEME, OBJECTIVES AND STRATEGY

Tourism development in the **Gjoa** Haven Destination Area will be built around the central theme of the Northwest Passage and the scientific expeditions. **Chantry** Inlet fishing will be an important sub-theme. The objectives for the area are to increase pleasure tourists visiting the area by 700 people, expand tourism expenditures by \$500,000, and create 7-10 tourism jobs on a full time equivalent basis. The objectives are to be achieved by the early to mid 1990's. The tourism strategy largely focuses on the realization of four development opportunities.

- a. Northwest Passage Exhibit and Coastal tours around King William Island
- b. **Amundsen** Memorial and replica of the "**Gjoa**"
- c. Gradual acquisition of the **Chantry** Inlet Lodge
- d. Community tours and Entertainment

As noted above, **Gjoa** Haven is famous for its role in the search for the Northwest Passage. Major developments in this community will reinforce this internationally known location. Two projects in particular are recommended to support the theme. A historic park dedicated to the Northwest Passage, and specifically to the exploration and scientific activities of **Amundsen**, will be located on the exact site of the explorers' cabin and observatory. Both facilities will be restored along with a 1/3 replica model of **Amundsen's** boat the "**Gjoa**".

The search for the Northwest Passage and, in particular the ill-fated Franklin Expedition, will be further promoted by the availability of coastal expedition/cruise trips from Gjoa Haven to the Simpson Strait and beyond. The exact itinerary of the cruise, like the historic Northwest Passage search itself, will be dependent on ice and weather conditions. The project necessitates the purchase of a large boat which could serve several purposes including supplying Chantry Inlet Lodge.

Chantry Inlet Lodge is a world famous fishing facility. The Study Team recommends that the community purchase the property in stages if acceptable terms can be negotiated. The existing management would be maintained until adequate skills were developed in the community.

Since **Chantry** Inlet Lodge and the Northwest Passage Coastal excursions only offer summer tourism employment the Study Team also proposes to focus on spring dogsled tours (including arctic survival, seal hunting, etc.) from Gjoa Haven. Experimental trips have already been taken to Spence Bay suggesting the two communities could be linked by a tour.

Gjoa Haven could also do joint package development with Spence Bay and/or **Pelly** Bay offering such co-ordinated products as:

- three day Northwest Passage coastal expedition with five days at either the **Taloyoak** Craft Workshop or **Pelly Bay Inuit Lifestyle Centre**; and
- 2-3 day dog sled ride to Spence Bay followed by a 6 day snowmobile adventure up the **Boothia** Peninsula to the **Bellot** Straits.

Gjoa Haven will be an important component to a tri-community tour with Spence Bay and **Pelly** Bay. Gjoa Haven lacks the attractive site location of the other **two**. However, its historic links to a major sub-theme (Northwest Passage) make it an equal partner.

4.3

PROJECTS

The tourism plan for the Gjoa Haven Destination Area will involve - at a minimum - government expenditures **totalling** \$597,000 over the ten year implementation period (Exhibit I). These costs include capital and start-up expenditures of \$407,000 over five development projects, as well as operational support of \$190,000 aggregated over the ten years. The development projects are briefly discussed below.

PROJECT COSTS BY YEAR (\$ '000)

PROJECT	YEAR	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	TOTAL
<u>GJOA HAVEN DESTINATION AREA</u>												
GH-1 Northwest Passage Historic Park				50	100							150
GH-2 Northwest Passage Coastalours			185									185
GH-3 Gjoa Haven Community Tour			7									7
GH-4 Dog Team Excursions			9									9
GH-5 Chantry Inlet Lodge Upgrading							50	65				115
3.1 Community Facilitator/Host Other Operational Support			24	22	21	20	8	16	15	13	12	161
5.2 Information Kiosk					3	3	3	3	3	3	3	21
TOTAL ALL PROJECTS			225	77	124	23	71	84	18	16	15	653

* The purchase price of the property is not included. This could be between \$500,000 and \$700,000.

Northwest Passage Historic Park, **GH-1,2.8**Priority: MediumStart of Construction: 1987-88Responsibility: **Community** Facilitator/Host, Hamlet Council, Private Operator

Description: The project consists of rebuilding Amundsen's cabin and his **observatory**, and building a 1/3 size scale **model** of the "Gjoa". The park will **include** other displays and will be the staging area for the Northwest Passage Coastal Tours.

Project Cost: \$150,000Yearly O/M Support: \$3,000Employment: 1 seasonal job

Comment: The project will not generate sufficient revenues to cover the cost of maintenance. Actual maintenance will be done by the Tourism Committee, using an annual budget allocation from the Plan to the community facilitator/host's budget. The project will result in additional tourist expenditures of \$25,000/year in the area.

Northwest Passage Coastal Tour, **GH-2,1.11**Priority: HighStart of Construction: 1986-87Responsibility: Private Operator

Description: With the purchase of a large (32 ft.) community boat, it would **be possible** to offer a variety of coastal boat tours. These **trips would** focus on the Northwest **Passage** and would include overnight **stays along the** shore.

Project Cost: \$185,000Yearly O/M Support: 0Employment: 2 seasonal jobs

Comment: Preliminary evaluation suggests this should be a profitable venture. The project **would** contribute additional **tourism** revenue of \$120,000/year to the area. Additional income of the operator could be generated by the boat servicing Chantry Inlet Lodge, outpost camps, and scientists in the region.

Community Tour, GH-3, 2.9**Priority:** High**Start of Tour:** 1986-87**Responsibility:** Community Facilitator/Host

Description: The community tour would include visits to the craft store at ~~the COOP,~~ the Bay store, school airport, dog teams, and eventually the historic park, as well as hikes 'along the shore and stops at designated houses to observe local carving. Longer day trips could be organized for viewing birds at Swan Lake, or taking boat trips along the coast near the community.

Project Cost: \$7,000**Yearly O/M Support:** 0

Employment: Supplement Host Office income plus income of local craftsmen, **artists and** entertainers.

Comment: The tour will add about \$4,000/year to the income of the Host **office,** and about \$600/year to the incomes of local carvers, etc. The project will result in additional tourism expenditures of about \$24,000/year in the **community.**

Dog Team Excursions, GH-4, 1.12**Priority:** High**Start of Construction:** 1986-87**Responsibility:** Community Facilitator/Host, Tour Operator

Description: Spring trips to specific sites (e.g. concerning the Franklin **expedition**) or to Spence Bay would be available by dog team. The **trips** of varying length would also involve overnight camping, snowhouse making and Arctic survival.

Project Cost: \$9,000**Yearly O/M Support:** 0**Employment:** 1 Seasonal job

Comment: Capital costs are low and the project should generate sufficient **revenue to** cover operating costs. Revenue could be increased by operating return trips from Spence to **Gjoa** as part of a multi-community package. The project will contribute additional tourism revenues of \$25,000/year to the area.

Chantry Inlet Lodge Upgrading, GH-5, 1.13

Priority: Low

Start of Construction: 1991-92

Responsibility: Community Facilitator/Host, Regional Tourism Officer, Superintendent of Economic Development, Hamlet Council

Description: The project includes the gradual acquisition of the lodge by a **community group**, as well as the management training of operators, and the upgrading of equipment such as boats and rotors, generators, cabins and tent frames. A large boat, which could be used to transport staff to the lodge, would be purchased under the coastal tour project.

Project Cost: \$115,000¹

Yearly O/M Support: 0

Employment: 2 seasonal jobs

Comment: The **upgrading**, expansion and special promotion **will** enhance the **profitability** of-the **lodge**. The project **will** result in additional tourism expenditure of **\$90,000** in the destination **area**, and **will** enhance community pride and local management skills. The purchase price is not included in project cost - the full purchase price could be up **to** \$700,000.

¹**plus** the purchase price of the property which could be between \$500,000 and \$700,000.

4.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit II displays the development schedule for the major projects proposed for the Gjoa Haven Destination Area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community hosts' first task will be to review the tourism plan for his/her community/destination area and to make alterations based on developments of the past year. This will be done in consultation with the Zone Manager, the Regional Tourism Officer, the Tourism Committee, the Hamlet Council, as well as tourism operators and community groups in Gjoa Haven. The community tourism plan should be finalized by the start of the fiscal year 1986-87. The host's next task will be to organize and begin conducting the community tour.

The community facilitator/host will then move on to intensive product development. In most cases, this will involve holding discussions with the private operator, co-operative, or community groups which is expected to take the lead role in project development and implementation. The actual steps, which will vary from project to project, are listed in the project descriptions in the first half of Volume III.

Exhibit II indicates that the community facilitator/host will give first emphasis to the dog team excursions, the historic park, and the Chantry Inlet Lodge acquisition.

4.5 SOCIOECONOMIC IMPACTS

When the impacts of the specific projects are combined with the effects of region-wide promotion, package tour development and other initiatives, the tourism expenditure objective of \$500,000 for the Gjoa Haven Destination Area should be achieved by early to

mid 1990's. Tourism expenditures of \$500,000 will be made by an additional 700 pleasure tourists to the Gjoa Haven area. These tourists will spend a total of 3,500 person days in the Destination Area. Using the multipliers and ratios developed in section 9.3 of the Background Report (Volume I), the additional visitation and expenditures will create total incomes of \$230,000 to be received by workers and business proprietors in the Gjoa Haven area, and will provide about 8 jobs on a full time equivalent basis (and up to 30 part time jobs when each is assumed to last three months). **If it is** assumed that each person working as a consequence of the Plan is employed for five months, the number of local residents who find wage employment would be close to 20. When compared to the employment base of about 100 in the absence of the Plan, this would indicate a 20% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses would also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$500,000 resulting from the Plan can be expected to provide incomes of about \$210,000 to construction workers and contractors and suppliers to construction projects, and perhaps 5 person years of employment. The typical construction job might last for three months - therefore, the number of part time jobs resulting from project construction could be 20 aggregated over the 7 year construction period indicated in Exhibits I and II. Many of the construction jobs will arise in two years, 1986-87 and 1988-89. Some of the construction impacts may be experienced by other regional communities, especially Cambridge Bay.

The **socio-cultural** effects of the Plan will not be too different from the impacts on other communities and the region as a whole. **If** successfully negotiated, the **Chantry** Inlet Lodge acquisition should enhance community pride and point out the benefits of

community co-operation and action. The focus on the Northwest Passage will remind residents of their rich heritage. The dog team excursions could improve business and personal links with **Spence** Bay. Tourist visitation should not exceed the carrying capacity of the community. Given the shoulder season activity and the importance of the Chantry Inlet Lodge in the destination area strategy, the number of tourists in Gjoa Haven at any one time should not exceed 50-60 (which amounts to about 10% of the community's permanent population).

5. SPENCE BAY DESTINATION AREA

5.1 BACKGROUND

The Spence Bay Destination Area includes the region and coastline around **Spence** Bay and encompasses the lower section of the **Boothia** Peninsula extending to Fort Ross on Brentfort Bay. The landscape around **Spence** Bay is rugged and the **community's** focus is toward the ocean for seal hunting and fishing. By contrast the area around Fort Ross has developed along a fault-line in the Precambrian rock. The remains of the Hudson's Bay Company post at Fort Ross are still intact as the post was only abandoned in 1947. As well, many **Inuit** Stone houses can still be found to the north on the shore of Hazard Inlet.

Inuit, from old Fort Ross, were eventually brought to **Spence** Bay. The link between the two sites still appears to be strong as many of the community's residents visit the southern tip of Somerset Island each year. Spence Bay is also the only community where there has been contact between the **Inuit** of the **Netsilik** and Cape Dorset cultures. The northern part of this destination area is also accessible from Resolute which is approximately 300 km from Fort Ross.

Spence Bay, which is the northern most community on the North American continent, has achieved international recognition for the renowned Spence Bay Parka that is produced by the talented women at the **Taloyoak** Shop. They also make the popular packing dolls which have gained an international reputation. In addition to traditional carving and handicrafts, commercial fishing and hunting are important to the community's economic base. The community's population in June, 1981 was 430. Inuktitut is the first language of all but 8% of Spence Bay residents. The **community** has hamlet status.

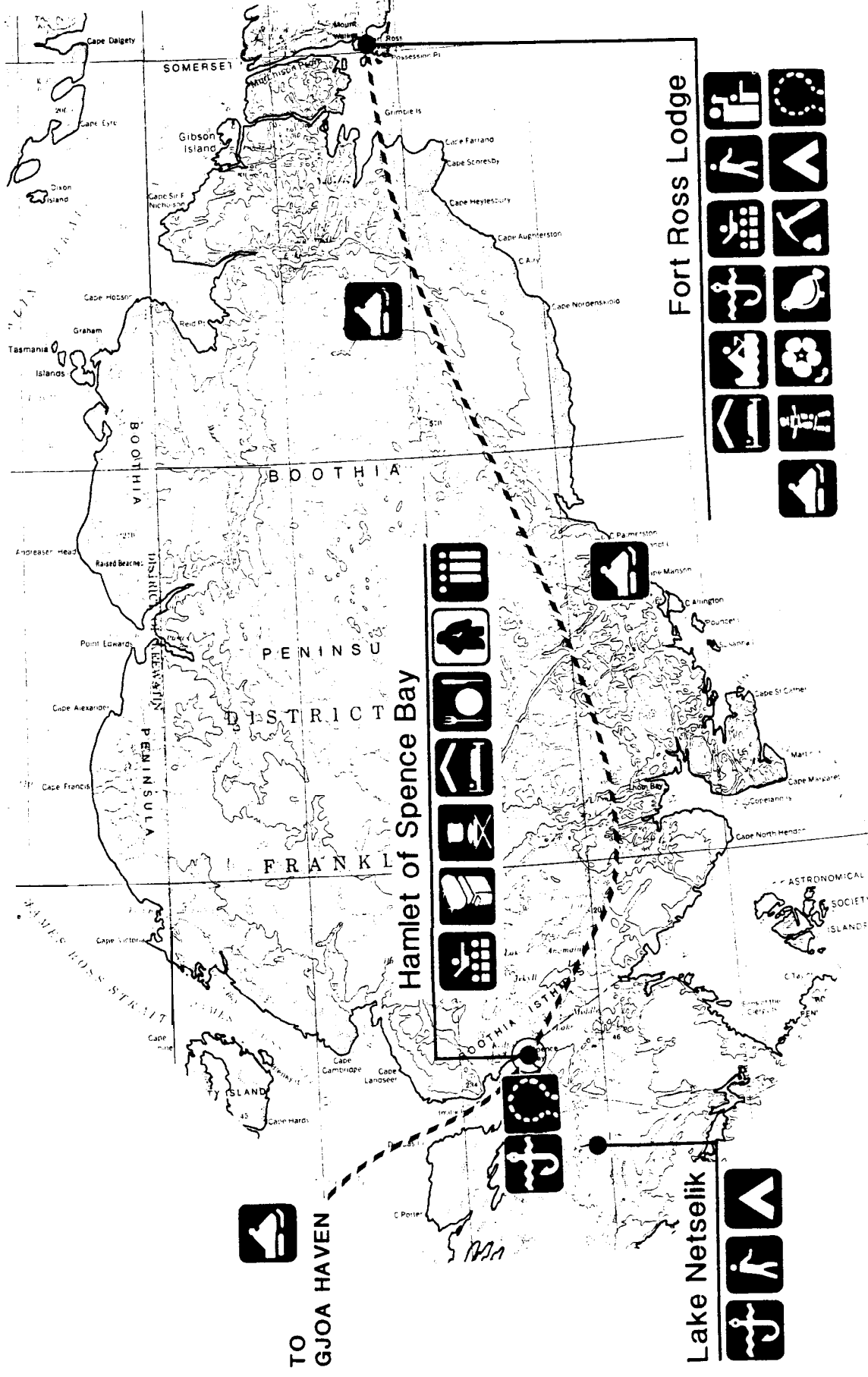
The Study Team's inventory identified the following tourism resources in the Spence Bay Destination Area.

<u>Component</u>	<u>Name</u>	<u>Facilities</u>	<u>Rating</u>
Accommodation	Paleajook Hotel (\$80.00/day)	4 rooms 10 guests	*
Attractions	Old Fort Ross	(no rentals)	*****
	Boothia Peninsula		***
	Stone Church		**
	Taloyoak Craft		*****
Services	The Bay Paleajook COOP Community School and Playground		

The analysis of activity market opportunities indicated that the area had significant potential in all land based activities and most community based activities. Other activities offering significant potential are kayaking, spring skiing, **snowmobiling** and igloo construction/survival. The Spence Bay Destination Area has the potential to offer the demanding tourist a rich and diverse travel experience.

5.2 COMMUNITY THEME, OBJECTIVES AND STRATEGY

Tourism development in the Spence Bay Destination Area will be built around the primary theme of Spence Bay's quality arts and crafts, and the sub-theme of the **Boothia** historical/natural tours. The objectives for the area are to increase visitations by pleasure tourist by 1,100 people, expand tourism expenditures by \$800,000 and create 10-15 tourism jobs on a full-time basis. All objectives are to be achieved by the early to mid 1990's. The tourism development strategy is focused to a significant degree on realizing the following development opportunities:



Date - 1986
 Scale - 10 50 10 20 30 40 50 km
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**Spence Bay
 Destination Area**

	• Canoeing		• Flora		• Information Kiosk
	• Fishing		• Fauna		• Museum
	• Interpretation		• Traditional Lifestyle		• Fish Plant
	• Controlled Hunting		• Rockhounding		• Wharf
	• Snowmobile		• Dog Teams		• Airport
	• Trail Skiing		• Outfitters		• Archaeological Site
	• Hiking		• Arctic Survival		• Historic Park
	• Observation		• Hotel-Lodge		• Fishing Lodge
	• Boat Cruise		• Camping		• Learner Centre
	• Arts and Crafts		• Restaurant		• Lifestyle Centre
	• Community Tours		• Picnic		

- a. **Arts** and Craft Studio and Workshop
- b. **Boothia** Peninsula Nature and Archaeological Tours
- c. Fishing and Hunting Trips
- d. Old Fort Ross and Thule Village Restoration

Spence Bay will provide the native craft education focus to the eastern subregion as **Holman** does for the western subregion. Nevertheless, the type of crafts produced here are decidedly different from **Holman** and consequently workshops and courses will appeal, in many cases, to a different market. For instance, while **Holman** is known for its printmaking, Spence Bay will offer instruction on the techniques of dyeing with natural **colours**.

Spence Bay will also be involved in the **Boothia** Peninsula tours and the restoration of Fort Ross. Fort Ross will be converted into a naturalist's lodge offering tours to see the abundant marine life of the Gulf of **Boothia** as well as expeditions to the many archaeological sites in the region. Slogans dealing with Spence Bay's position as "the most northern community on the North American continent" and its proximity to the top of North America on the Boothia Peninsula will be used frequently in promoting the destination area.

The craft workshops will provide year round tourism activities and the **Boothia** Peninsula will attract spring and summer adventure travelers to Fort Ross. Fishing excursions to local lakes (e.g., Melville, **Netsilik**) will also provide activities for summer tourists. Accordingly, there will be a fairly steady demand for accommodation in Spence Bay. Increased tourism will necessitate the restoration and upgrading of the community hotel. Restoration is the favoured approach since it could be staged over a number of years as revenues and demand increase.

5.3 PROJECTS

The tourism plan for the Spence Bay destination area will involve - at a minimum - government expenditures **totalling** \$1,254,000 over the ten year implementation period (Exhibit I). These costs include capital and start-up expenditures of \$1,088,000 over six development projects, as well as operational support of \$166,000 aggregated over the ten years. The development projects are briefly described below.

PROJECT COSTS BY YEAR (\$'000)

YEAR	85-86	86-87	87-88	88-89	89-90
PROJECT					
<u>SPENCE BAY DESTINATION AREA</u>					
SB-1 Old Fort Ross Restoration and Lodge					
SB-2 Native Craft Work - shop			20	113	
SB-3 Boothia Peninsula Tours		7			
SB-4 Spence Bay Community Tour		7			
SB-5 Paleajook Hotel : Upgrading		293	293		
SB-6 Nature/Fishing Tours		13			
3.1 Community Facilitator/Host		24	22	21	
5.2 Information Kiosk			5		
TOTAL ALL PROJECTS		344	340	134	

Old Fort Ross Restoration and Lodge, **SB-1, 1.14**Priority: LowStart of Construction: 1990-91Responsibility: Superintendant Economic Development, Regional Tourism Officer, HBC Official, Zone Manager, Community Facilitator/Host, Private Operator and Justice and Public ServiceDescription: The facilities at Fort Ross will be developed into a **naturalist's** lodge with access from Resolute and Spence Bay. The existing Hudson's Bay Company buildings will be restored as the main lodge, tent frames will be used for additional accommodation, docks will be built for boats and aircraft, and other equipment will be brought in.Project Cost: \$360,000Yearly O/M Support: 0Employment: 7 seasonal jobsComment: The project should be viable over the longer term although **operational support** may be needed during the start-up period. The project **will** contribute additional tourist expenditures of \$200,000/year to the area's economy.**Native** Craft Workshop, **SB-2, 2.10**Priority: MediumStart of Construction: 1987-88Responsibility: **Community** Facilitator/Host, Craft ShopDescription: The project would establish a workshop or studio on the premises of the existing **Taloyoak** craft shop. Upgrading of the facility will be required. Emphasis will be placed on traditional design and production techniques and local artists will be used to teach students.Project Cost: \$133,000Yearly O/M Support: 0Employment: 3 seasonal jobsComment: The return on investment is quite low but the project will create **employment** and could help the hotel occupancy especially in the winter months. The project will result in additional tourist expenditures of \$55,000/year.

Paleajook Hotel, SB-5, 1.16Priority: HighStart of Construction: 1986-87Responsibility: Superintendent of Economic Development and Tourism, Arctic COOPDescription: Major renovations will include improvements to the kitchen and **dining** room, renovations to existing rooms and the addition of two more double rooms.Project Cost: \$586,000Yearly O/M Support: 0Employment: 1 seasonal job

Comment: Return on investment from the renovations would be **low**. Therefore -reject costs would need to be covered by the Plan, probably in the form of government contributions. The project will add tourism revenues of \$65,000/year to the local economy.

Nature and Fishing Tours, SB-6, 1.17

Priority: HighStart of Construction: 1986-87Responsibility: Community Facilitator/Host, **Local** Tour OperatorDescription: A **local** tour operator will provide tours via boat or three-wheeler to **Netsilik** Lake and **Meville Lake**, with possible overnight accommodation in tent frames. Tours would be for fishing, nature interpretation, sightseeing and cultural interpretation.Project Cost: \$13,000Yearly O/M Support: 0Employment: Two seasonal jobs for 2-3 months

Comment: The project should be profitable over the longer term. The tours **will generate** additional tourist expenditures of about \$20,000/year.

Boothia Peninsula Tours, SB-3, 1.15Priority: HighStart of Construction: 1986-87Responsibility: **Community** Facilitator/Host Private Operator

Description: The project will provide 6-7 day tours up the Boothia Peninsula by snowmobile in the months of May and June. Participants would experience overnight camping, Arctic survival and at Fort Ross, they would see Polar Bears and archaeological sites.

Project Cost: \$7,000Yearly O/M Support: 0Employment: 1 seasonal job

Comment: Preliminary analysis suggests the project would be profitable to **the private** operator. The project would increase hotel occupancy during the spring season and would provide a good pilot or test case for shoulder season tourism throughout the Arctic Coast. The tours would provide tourism revenues of \$45,000/year to the area's economy.

Community Tour, SB-4, 2.11Priority: HighStart of Tour: 1986-87Responsibility: **Community** Facilitator/Host

Description: The community tour would include visits to the **Taloyoak** craft shops, **COOP**, stone church and school, as well as hikes to the surrounding area and **stops** at designated houses to observe carving. Boat tours of the inner **harbour** could be added.

Project Cost: \$7,000Yearly O/M Support: 0

Employment: Supplement Host Office income and incomes of local artists, and entertainers.

Comment: The tours will add about \$2,000 to the income of the Host Office, **and about** \$300 to the incomes of local carvers, etc. The project will provide additional tourist revenues of \$5,000/year.

5.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit II displays the development schedule for the major projects for the **Spence** Bay Destination Area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community facilitator/host's first task will be to review the tourism plan for the Spence Bay Destination Area and to make revisions based on developments of the past year. This will be done in consultation with the zone manager, the regional tourism officer, the Hamlet Council, as well as tourism operators and community groups in Spence Bay. The community tourism plan should be finalized by the start of fiscal year 1986-87. The community facilitator/host's next task will be to organize and start conducting the community tour.

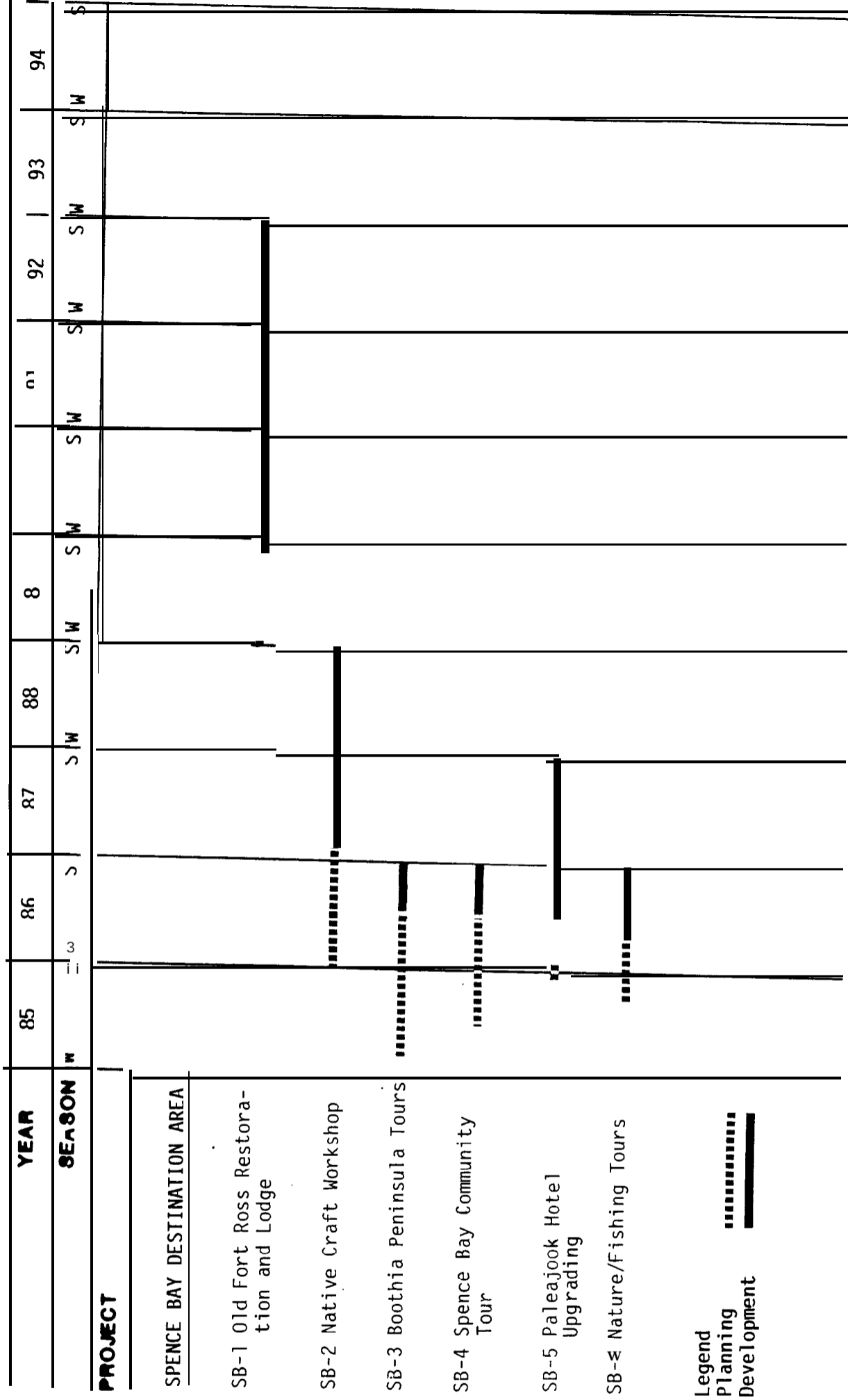
The community facilitator/host will then move on to intensive product development. **In most cases**, this will involve holding discussions with the private operator, co-operatives or community group which is expected to take the lead role in project development and implementation. The actual steps, which vary from project to project, are listed in the project descriptions in the first half of Volume III.

Exhibit II indicates that the community facilitator/host in Spence Bay will give first attention to the **Boothia** Peninsula tours, upgrading the hotel and the native Craft workshop. The Old Fort Ross restoration will be given major emphasis in product development from the last half of 1986-87 through the early 1990's.

5.5 SOCIOECONOMIC IMPACTS

The Study Team's view is that when the impacts of specific projects are combined with the effect of region-wide promotion, package tour development and other initiatives, the tourism

DEVELOPMENT SCHEDULE



expenditure objective of \$800,000 for the **Spence** Bay Destination Area can be achieved by the early to mid-1990's. Tourism expenditures of \$800,000 will be made by an additional 1,100 pleasure tourists to the Spence Bay area. These tourists will spend a total of 5,500 person days in the destination area. Using the multipliers and ratios developed in section 9.3 of the Background Report (Volume I), the additional visitation and expenditures will create total income of \$370,000 to be received by workers and business proprietors in the destination area, and will provide about 13 jobs on a full time equivalent basis (and up to 50 part-time jobs when each is assumed to last three months). Assuming that each person working as a consequence of the Plan, is employed for five months, the number of local residents who find wage employment would be about 30. When compared to the employment base of approximately 100 in the absence of the Plan, this would indicate a 10% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses would also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$1.2 million resulting from the Plan can be expected to provide incomes of about \$500,000 to construction workers and contractors and suppliers to construction projects, and perhaps 12 person years of employment. The typical construction job might last for three months, therefore, the number of part time jobs resulting from project construction could be 50, aggregated over the seven year construction period indicated in Exhibits I and II. Most **of the** construction jobs will arise in the first two years, 1986-87 and 1987-88, when the hotel upgrading project is under construction. Some of the construction impacts may be experienced by other regional communities, especially Cambridge Bay.

The **socio-cultural** effects of the Plan should be similar to the effects in other communities and the region as a whole. Permanent residents will enjoy the improved meals at the hotel and will

likely participate in the **Boothia** Peninsula Tours, fishing tours and visits to Fort Ross. One potential area of concern is the number of tourists in the community **compared** to its carrying capacity. With 1,100 tourists in total, it is possible that 100 visitors could be in the community at one time - this would represent better than 20% of its permanent population.

The number of tourists in the community at one time can be lowered through promoting shoulder season tours and proper phasing of tour groups on their way through Spence Bay to Fort Ross and other attractions.

6. PELLY BAY DESTINATION AREA

6.1 BACKGROUND

The **Pelly** Bay Destination Area is remote. At 1,312 air km from Yellowknife, **Pelly** Bay is the **most** expensive community to visit and has the highest cost of living in the North. This geographic and economic isolation however has its hidden benefits, for "**Pelly** Bay" is still the **most** traditional community in the region and remains a relatively authentic cultural expression of the **Inuit** of the NWT. Efforts are being made to maintain "the old ways". Tapes, for example, are being produced to preserve the **words** of the older generation.

The area includes the entire Simpson Peninsula with future tourism activities potentially taking place on either side of **Pelly** Bay. Attractions could include visiting the old stone houses on Harrison Island and possibly Laga Point as well as the many fish traps, old stone caches and tent rings around the bay. Char fishing is also excellent.

The community of **Pelly** Bay has the **most** attractive setting in the eastern side of the region. Arriving by air, it is attractively placed on the shores of St. Peters Bay at the **mouth** of the **Kugajuk** River. One of the reasons for the preservation of the traditional lifestyle in **Pelly** Bay has been the relatively late arrival of "government programs" which started in 1961.

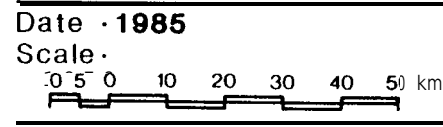
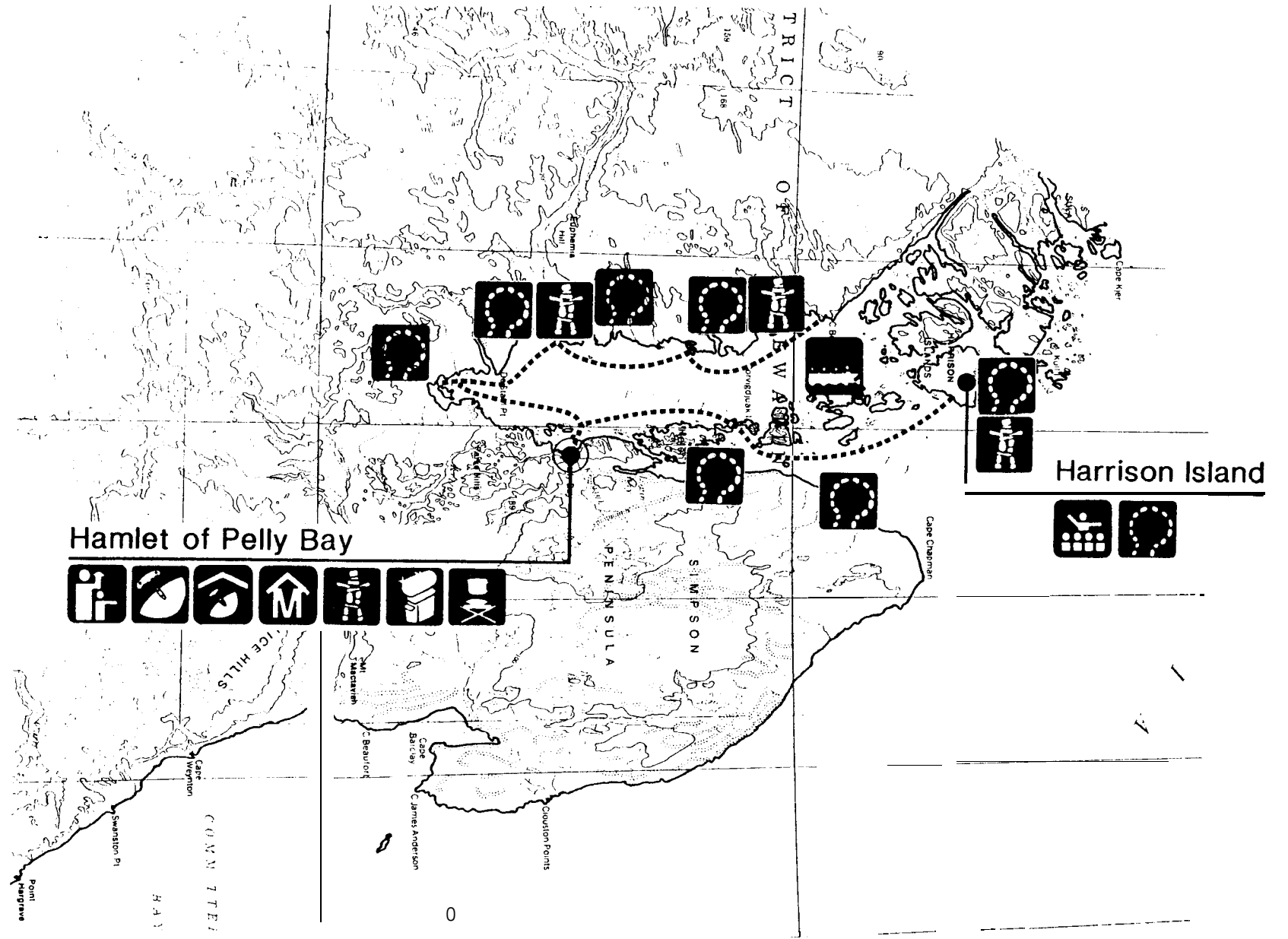
The community's stone church is one of the **most** beautiful examples of architecture in the coastal arctic. Built in 1935 by Father Henry, this building is both a photographer's delight as well as a stunning visual example of the long time influence of the "**R.C. Missions**" in the development of the north. **Pelly** Bay therefore offers one of the best environments to get a full sense of the traditions, history, and development of the north. Storytelling, fishing and sealing in the midst of a **modern** hamlet office and a nearby DEW Line Station express how **two** worlds have met; yet the integrity of the area's indigenous peoples has remained intact.

Pelly Bay is also accessible from the east via Repulse Bay and Hall Beach enabling same day connections, once a week with Montreal. This new link may eventually reduce the cost of traveling to this **community**. Another link to Winnipeg via Rankin Inlet is also under consideration.

Pelly Bay had a population of 260 in 1981. All but 10% of its residents reported Inuktitut as their first language in that year. Major economic activities are commercial fishing, hunting, carving and handicrafts, highlighting the traditional orientation of the community's economy and life style. **Pelly** Bay achieved hamlet status in 1973.

The Study Team's resource inventory indicated the destination area currently possesses the following resources.

Component	Name	Facilities	Rating
Accommodation	Pelly Bay Hotel (\$80.00/day)	6 rooms	****
		18 guests	
Attractions	R.C. Mission Church		*****
	Ivory Carvings		***
	Wall Hangings		*****
	Traditional Lifestyle		*****
	Nursing Station		*
	Hamlet Office		**
Services	Koomit COOP		
	Kramanarquq Crafts		
	Arctic Paradise Tours	Boat Rentals	
	Community School and Playground		



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**Pelly Bay
 Destination Area**

- | | | |
|--|---|--|
|  · Canoeing |  · Flora |  · Information Kiosk |
|  · Fishing |  · Fauna |  · Museum |
|  · Interpretation |  · Traditional Lifestyle |  · Fish Plant |
|  · Controlled Hunting |  · Rockhounding |  · Wharf |
|  · Snowmobile |  · Dog Teams |  · Airport |
|  · Trail Skiing |  · Outfitters |  · Archaeological Site |
|  · Hiking |  · Arctic Survival |  · Historic Park |
|  · Observation |  · Hotel-Lodge |  · Fishing Lodge |
|  · Boat Cruise |  · Camping |  · Learner Centre |
|  · Arts and Crafts |  · Restaurant |  · Lifestyle Centre |
|  · Community Tours |  · Picnic | |

Pelly Bay possesses significant opportunities in all activity market groups: land based - sightseeing, hunting/trapping, archeological/historic, and photography; water based - coastal boating and kayaking; ice based **snowmobiling**, dog sledding and igloo construction/survival ; and community based - traditional entertainment, shopping and historic interpretation.

6.2 COMMUNITY THEME, OBJECTIVES AND STRATEGY

Inuit culture and lifestyle provides the main theme for tourism development in the **Pelly** Bay Destination Area. The Roman Catholic mission in the area offer an important and complementary **sub**-theme. The objective for the **Pelly** Bay area are to expand visitation of pleasure tourists by 600 people, expand tourism expenditures by \$400,000, and create 5-8 tourism jobs on a full time equivalent basis. The objectives are to be achieved by the early to mid 1990's. The tourism strategy for **Pelly** Bay is largely based on the realization of four development opportunities:

- a. Restoration of Stone Church and Museum
- b. **Inuit** Lifestyle Centre and Workshops
- c. Community Tours and Entertainment
- d. Subterranean House Restoration/Tour

Pelly Bay will be the focus for **Inuit** cultural and lifestyle presentation and education in the Arctic Coast. An **Inuit** Lifestyle Centre will be built in one of several available restored buildings or within the new school. The Lifestyle Centre will concentrate on translating the **Inuit** way of life (social and spiritual values, habitat and customs) to visitors. Travelers interested in **Inuit** lifestyle will spend approximately one week in both a workshop setting as well as out on the land with an **Inuit** guide.

The cultural heritage of the community **will** be reinforced by the creation of a community historic park on the site of the existing stone church. This major historic attraction for the region will include the complete restoration of the stone buildings as well as its development as a museum. Overall park development would include the restoration of an **Inuit** campsite similar to those formerly located around the church when the **Oblates** first built the structure. The historic park will be a fundamental part of the community tour as well as a staging area for either short boat tours to local historic campsites or for a two to three day trip to the archaeological sites and overnight camp at Harrison Island.

The **Pelly** Bay Destination Area will link its promotional efforts to those of the **Baffin** Region because of the **Baffin's** air connections to Montreal and Toronto. Because of the strength of such an attraction as an **Inuit** Lifestyle Centre it would be possible to draw people from the west, across the region or from the east via Hall Beach. Its strategic location then will serve as an eastern anchor to the Arctic Coast Zone as well as a draw into the Arctic Coast from the **Baffin**. Proposed air service to Rankin Inlet, connecting with **Winnipeg** could provide an additional link with other zones.

6.3 PROJECTS

The tourism plan for the **Pelly** Bay Destination Area will involve - at a minimum - government expenditures **totalling** \$917,000 over the ten year implementation period (Exhibit I). These costs include capital and start-up expenditures of \$682,000 over four development projects, as well as operational support of \$235,000 aggregated over the ten years. The development projects are briefly discussed below.

PROJECT COSTS BY YEAR (\$'000)

YEAR	85-86	86-87	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	TOTAL
PROJECT											
<u>PELLY BAY DESTINATION AREA</u>											
PB-1 Inuit Lifestyle Centre		115	115	115							345
PB-2 Stone Church Historic Park						104	104				208
PB-3 Subterranean Houses Restoration/Tour				30	95						125
PB-4 Community Tour		7									7
3.1 Community Facilitator/Host		24	22	21	20	18	16	15	13	12	161
Other Operational Support				10	8	14	10	7	5	5	59
5.2 Information Kiosk			5								5
TOTAL ALL PROJECTS		146	142	176	227	136	26	22	18	17	910

Inuit Lifestyle Centre, **PB-1**, 2.12

Priority: High

Start of Construction: 1986-87

Responsibility: Zone Manager, Regional Tourism Officer, Community Facilitator/Host, Hamlet Council

Description: **A** Lifestyle Centre **would** be established to teach **participants about Inuit cultural** values, languages, indigenous knowledge, 'habitat and survival techniques, arts/crafts/games, and spiritual beliefs and legends. Films made during the 1960's could be used to demonstrate some of the recent changes.

Project Cost: \$345,000

Yearly O/M Support: 0 at full operation

Employment: 6 seasonal jobs

Comment: Once peak visitation is achieved, the project should break even. **Operational** support **will** be needed over the start-up period. The project will add \$170,000/year to the **tourism** revenues of the destination area. The project would play a major role in enhancing local and regional pride and the knowledge of **Inuit** culture.

Stone Church Historic Park, **PB-2**, 2.13

Priority: Medium

Start of Construction: 1989-90

Responsibility: **Community** Facilitator/Host, Hamlet Council, GNWT Tourism and Parks

Description: After a complete restoration of the existing church, the **facility would** serve to house artifacts from the region. A traditional **Inuit** camp would be built on the site, and the park would be used as a staging area for tours out to historic **sites**.

Project Cost: \$208,000

Yearly O/M Support: \$5,000

Employment: 2 seasonal jobs

Subterranean House Restoration/Tour, 2.14, PB-3

Priority: MediumStart of Construction: 1988-89Responsibility: Community Facilitator/Host, GNWT Justice and Public Services, Zone Association

Description: A typical **Dorset** camp, including the restoration of 4-6 subterranean houses, would be established on Harrison Island about 72 km from **Pelly Bay**. An overnight camp of tent frames would be inconspicuously located nearby. The two day return tour from **Pelly Bay** would include several stops along the shore to observe tent rings, caribou blinds, etc.

Project Cost: \$125,000Yearly O/M Support: 0 at full operationEmployment: 2 seasonal jobs

Comment: The project should break even once peak visitation is achieved. **Some operational** support could be needed **at the outset. The project will** generate additional tourism expenditures of \$53,000 per year for the **Pelly Bay** area.

Community Tour, PB-4, 2.15Priority: HighStart of Tour: 1986-87Responsibility: Community Facilitator/Host

Description: The community tour would include hikes to the surrounding area plus visits to the **Inuit** Lifestyle Centre, COOP, nursing station, shoreline, the Stone Church historic park and the Hamlet office. Stops would also be made at designated houses to observe carving and other traditional crafts. Specialized day tours for hiking and fishing would also be organized.

Property Cost: \$7,000Yearly O/M Support: 0

Employment: Supplement to Host Office income or to a private operator and to **incomes** of land artists, craftsmen and entertainers.

Comment: The tours will add about \$2,000/year to the income of the Host **Office** and about \$300/year to the incomes of local carvers etc. The project will add about \$12,000 per year to the tourism revenue of **Pelly Bay**.

6.4 IMPLEMENTATION SCHEDULE

Exhibit I displays project costs by year and Exhibit II displays the development schedule for the major projects proposed for the **Pelly** Bay destination area. Plan implementation will begin with the hiring and training of the community facilitator/host in the second half of 1985 and his/her placement in the community in the first part of 1986. The community facilitator/host's first task will be to review the tourism plan for the **Pelly** Bay area and to make revisions based on developments of the past year. This will be done in consultation with the Zone Manager, the **Regional** Tourism Officer, the Hamlet Council, as well as tourism operators and community groups in the destination area. The community tourism plan should be finalized by the start of fiscal year 1986-87. The community facilitator/host's next task will be to organize and start conducting the community tour.

The community facilitator/host will then move on to intensive product development. **In most cases**, this will involve holding discussions with the private operator, co-operative, or community group which is expected to take the lead role in project development and implementation. The actual steps, which will vary from project to project, are listed in the project description in the first half of Volume **III**.

Exhibit II indicates that the community facilitator/host will give first emphasis to the Lifestyle **Centre** and the Historic Park. Planning for the Subterranean House project will begin in the second half of 1986-87.

6.5 SOCIOECONOMIC IMPACTS

The Study Team's view is that when the impacts of specific projects are combined with the effects of region-wide promotion, package tour development and other initiatives, the tourism

DEVELOPMENT SCHEDULE

PROJECT	85		86		87		88		89		90		91		92		93		94		
	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	
<u>PELLY BAY DESTINATION AREA</u>																					
PB-1 Inuit Lifestyle Centre																					
PB-2 Stone Church Historic Park																					
PB-3 Subterranean House Restoration/Tour																					
PB-4 Community Tour																					

Legend
 Planning
 Development ———

expenditure objective of \$400,000 for the **Pelly** Bay Destination Area can be achieved by early to mid 1990's. Tourism expenditures of \$400,000 will be made by an additional 600 pleasure tourists to the destination area. These tourists will spend a total of 3,000 person days in the area. Using the multipliers and ratios developed in section 9.3 of the Background Report (Volume I), the additional visitation and expenditures will create total incomes of \$190,000 to be received by workers and businesses in the **Pelly** Bay Destination Area, and will provide about six jobs on a full time equivalent basis and up to 24 part time jobs when each is assumed to last three months. If it is assumed that each person working as a consequence of the Plan is employed for five months, the number of **local** residents who find wage employment would be close to 15. When compared to the employment base of about 100 in the absence of the Plan, this would indicate a 15% expansion in the number of people reported as employed for at least part of the year in the destination area.

Residents and businesses would also benefit from the construction of capital projects under the Plan. Using region-wide averages, the capital investment of \$690,000 resulting from the Plan can be expected to provide incomes of about \$290,000 to construction workers and contractors and suppliers to construction projects, and perhaps 7 person years of employment. The typical construction job might last for three months - therefore, the number of part time jobs resulting from project construction could be 28 aggregated over the five year construction period indicated in Exhibit I and II. The construction employment will be spread fairly evenly over the five year period. Some of the construction impacts may be experienced by other regional communities, especially Cambridge Bay.

The **socio-cultural** effects of the Plan will be similar to the expected effects in other communities and the region as a whole. The Lifestyle **Centre** will help the community's permanent residents to retain their traditional way of life, and the Historic Park and

Subterranean House projects will remind residents of their rich history and cultural heritage. **Pelly** Bay is the smallest and most traditional community in the Arctic Coast. Therefore, tourist flows should be carefully weighed against the community's carrying capacity. **If 60** visitors were in the community at one time, this number would represent 25% of **Pelly** Bay's permanent population. A more manageable number would be 30 to 40. Package tours should be carefully planned and shoulder season opportunities should be strongly promoted in order to ensure the number of visitors in the community at the same time is kept to manageable proportions.

7. BATHURST INLET/BAY CHIMO DESTINATION AREA

7.1 BACKGROUND

The Bathurst Inlet Destination Area extends from the north, at the mouth of the Inlet (Jameson Island) to the south of Bathurst Inlet and the mouth of the Western River and approximately 50 km on either side of the inlet. The area has been recognized by the Canadian Committee for the International Biological Programme (IBP) as an area of high biological and historical importance in the North that requires special protection. As well, Parks Canada has selected it as one of the six "Natural Areas of Canadian Significance". These are areas which have been identified for preservation in a natural state and are representative of the major natural environments of Canada.

The area has been selected by the two agencies because of the variation in landscape, and exceptional scenic values that are rarely found on the Canadian Shield. It possesses a great diversity of landscapes: from the flat, gently rolling, drift covered uplands of the southwest to the steep rocky hills south of James River.

The planning unit also includes the majestic **Wilberforce** Falls where the turbulent waters of the Hood River cascade in a double channel over a 50 m precipice in the **Wilberforce** Hills. The falls, which were named by Sir John Franklin, are as high as Niagara Falls and presented an insurmountable obstacle to him on one of his many herculean geographic expeditions to map the Arctic coastline.

The destination area is serviced by the internationally famous Bathurst Lodge.

"Bird watchers, botanists, artists and history buffs find beauty and knowledge here at the edge of the polar region. Some guests

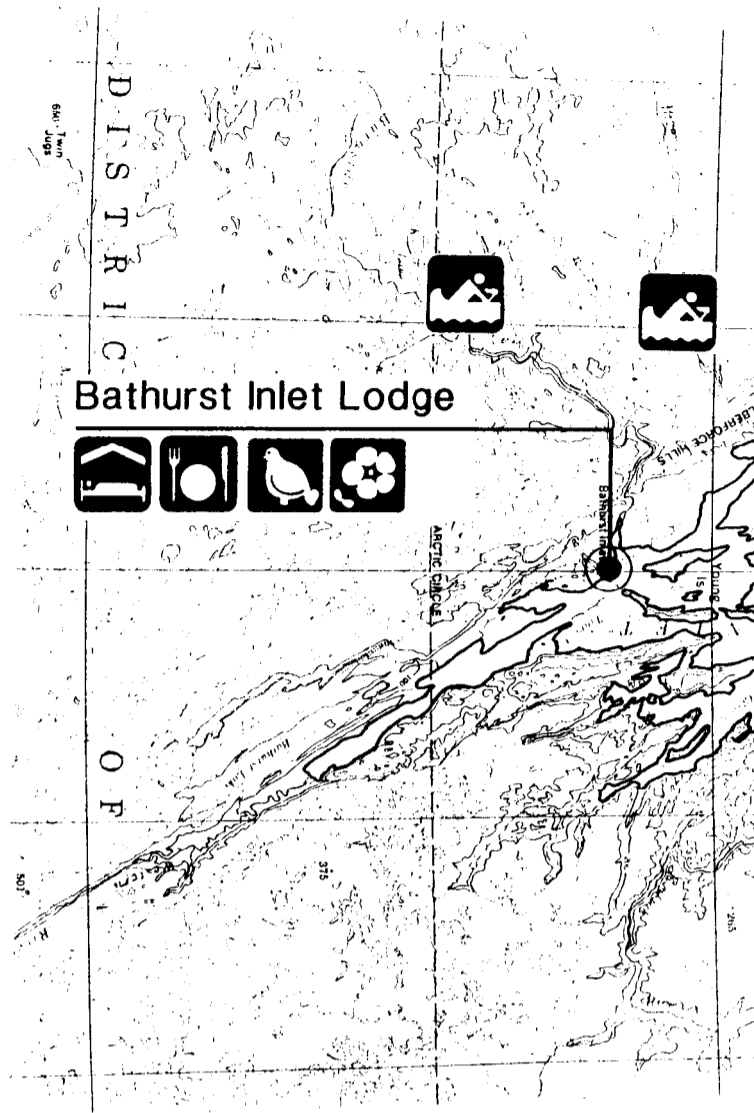
return again and **again . . .**"¹. Visitors are afforded a great array of wildlife including over 90 species of birds, Barren-ground Grizzly, Arctic Fox, muskox and at times the presence of the 100,000 population Bathurst Caribou herd. Guests may also encounter the traditional ways of the people of the area either at the lodge or at Bay **Chimo** (Umingmakatok) at the north end of the inlet. The area is not served by scheduled aircraft - which accounts for part of its special quality - but is accessible from both Yellowknife and Cambridge Bay by charter.

Bay **Chimo** is the only settlement in the destination area. This small, unorganized community had a population of 60 in 1981; 75% of its residents reported **Inuktitut** as their first language in that year. Besides working at the lodge, hunting, fishing, trapping, and some mineral exploration (at Hope Bay) constitute the most important economic activities of the settlement and surrounding area. The population of Bathurst Inlet was reported to be 20 in the June 1981 census. Therefore, the total population of the destination area is less than 100.

The resource inventory indicated the following tourism resources in the Bathurst Inlet/Bay Chimo destination area.

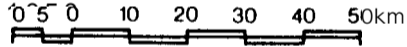
Component	Name	Facilities	Rating
Accommodation	Bathurst Inlet Lodge \$120.00+/day)	20 guests	*****
Attractions	Wilberforce Falls		*****
	Flora/Fauna		*****
	Inuit Lifestyle		*****
	Burnside River		***
	Bay Chimo Community		****
Services	Retail Store		
	Community School		

¹"Barrens' vast sweep abounds with wildlife", by Richard Barrington, the Globe and Mail, June 23, 1984.



Date -1985

Scale :



Outcrop Ltd. the DPA Group

- | | | | | | |
|---|----------------------|---|-------------------------|---|-----------------------|
|  | • Canoeing |  | • Flora |  | • Information Kiosk |
|  | • Fishing |  | • Fauna |  | • Museum |
|  | • Interpretation |  | • Traditional Lifestyle |  | • Fish Plant |
|  | • Controlled Hunting |  | • Rockhounding |  | • Wharf |
|  | • Snowmobile |  | • Dog Teams |  | • Airport |
|  | • Trail Skiing |  | • Outfitters |  | • Archaeological Site |
|  | • Hiking |  | • Arctic Survival |  | • Historic Park |
|  | • Observation |  | • Hotel-Lodge |  | • Fishing Lodge |
|  | • Boat Cruise |  | • Camping |  | • Learner Centre |
|  | • Arts and Crafts |  | • Restaurant |  | • Lifestyle Centre |
|  | • Community Tours |  | • Picnic | | |

The destination area possesses the full range of land based and water based activity market opportunities, as **well as snow-mobiling**, igloo construction, arctic survival, craft **production** and shopping.

7.2

COMMUNITY THEME, OBJECTIVES AND STRATEGY

The primary theme of the area's tourism development is nature interpretation and the wilderness experience, with the area's history and **Inuit** lifestyle offering attractive sub-themes. Objectives for the destination area are ultimately to increase pleasure tourist visitation to the area by 200 people, expand tourism expenditures by \$300,000, and create 3-5 tourism jobs on a full time equivalent basis.

The strategy is built around the expansion and further promotion of the Bathurst Inlet Lodge.

The growing reputation and quality service of the Bathurst Lodge can only mean that demand will continue to increase and an expansion will be required. While the present facility satisfies the existing demand, increased visitation will make it necessary to enlarge the kitchen and dining area as well as provide more accommodation units. The former could be achieved by building a small lodge while tent frames could provide a low cost solution to creating more accommodation in the peak period. This facility could eventually be packaged with certain subarctic products or jointly marketed with a similar facility proposed at Fort Ross on the **Boothia** Peninsula.

As well, an investigation of the impact of designating the Bathurst Inlet as an area of National significance is proposed. The study would assess the potential benefits and costs from the perspective of the current operator as well as the tourism sector of the total Arctic Coast region.

With respect to the history and Inuit lifestyle sub-theme, interpretation of the role of the Burnside River in exploration, the Franklin Expedition, the lifestyle of the Inuit people at Bay Chime, and the year-round outport camps such as the one at Brown Sound will be used as attractions.

7.3

PROJECTS AND IMPLEMENTATION SCHEDULE

The Bathurst Inlet Lodge expansion is virtually the only development project identified to date for the Bathurst Inlet Destination Area. Total expenditure at the lodge - plus the small information kiosk to be located at the lodge - will total \$673,000 over the ten year period. Exhibit I indicates the lodge expansion is to occur in three distinct phases. The study on the benefits and costs of designating Bathurst Inlet as an area of National significance will be conducted by government officials or will be funded from Program 6.

EXHIBIT I

PROJECT COSTS BY YEAR (\$ '000)

PROJECT	YEAR	89-90	90-91	91-92	92-93	93-94	94-95	TOTAL
BATHURST INLET DESTINATION AREA								
B-1 Bathurst Inlet Lodge Expansion		0	112	12		112	2	668
5.2 Information Kiosk		5						5
TOTAL ALL PROJEC S		5	112	2		112	2	673

Bathurst Inlet Lodge Expansion, **BI-1, 1.17**

Priority: Medium

Start of Construction: 1986-87

Responsibility: Private Operator

Description: The lodge would be expanded in three phases. Phase I **would include the** redesign and expansion of the dining area and the addition of ten tent frames. Phase II would involve the building of a small lodge for six guests and Phase III would add a second small lodge for six guests.

Project Cost: \$668,000 (all three phases)

Yearly O/M Support: 0

Employment: 10 seasonal jobs

Comment: Phase II would add about \$100,000 to the tourism revenues of the **Arctic** Coast. Additional revenue from all three phases could exceed \$250,000. Preliminary financial analysis suggest the upgrading project will provide a reasonable return to the operator.

7.4 SOCIOECONOMIC IMPACTS

Additional tourism revenues from the Plan will be limited to lodge revenue, revenues from transporting visitors to the Inlet, and increased revenues at the Bay Chimo store resulting from the miscellaneous purchases of visitors to the Lodge. The additional revenues could total close to \$300,000 by the middle 1990's. These revenues can be expected to create perhaps \$100,000 in income for the owner of the Lodge, the proprietor of the store, and the workers at both facilities. Five person years of employment could result, providing employment for 3 to 5 months to perhaps 12 or so residents of the destination area and perhaps other parts of the Arctic Coast. Construction of the upgraded facility will also provide some income and employment benefits. Capital expenditures of \$750,000 could provide \$320,000 in income to construction workers and suppliers in the Bathurst Inlet area and other parts of the Arctic Coast. Construction could mean 8 person years of employment and perhaps up to 32 jobs, of three month duration, over the extended construction period for facility renovation.

The lodge is already an entrenched component of the economy and way-of-life of the destination area. A gradual phased expansion of the lodge should not provide any difficulties for the small population of the Bathurst Inlet/Bay Chimo area.