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"NORTHWEST PASSAGE THEME AND TOURISM MARKETING STRATEGY"

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MARCH 1995

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EXECUTIVE SUMMARY

Purpose:

In December of 1994 the Department of Economic Development and Tourism with the Government of the Northwest Territories contracted Mike Freeland and Associates of Yellowknife, together with a study team, to develop a N.W. Passage Theme and Tourism Marketing Strategy. The study was conducted between December 1994 and March 1995. This report contains the findings.

Background

Although a number of tourism planning studies have been conducted in the Kitikmeot Region over the past 10 years, development has been slow. There are a limited number of operators and the Arctic Coast Tourism Association has had little positive effect on the industry. Attractions, facilities and services for visitors are few.

The development of Sport Hunting activities has made the most impact in generating "new" dollars. Other markets such as Adventure Travel, Bird Watchers/Naturalists, Sport Fishing and Cruise Ships bring in a limited number of visitors. Business travel continues to supply over 90% of travel to and within the region.

Existing business travel, the cruise ships and naturalist markets have potential for providing more benefits to communities if packages were to be developed.

Most natural attractions in the Kitikmeot can also be found in other Arctic areas. The unique features of the region include the fact that this is Canada's 3rd coast and that the Northwest Passage exists here.

Getting the Answers:

Working with community liaison people, workshops were held in the communities of Holman, Coppermine, Cambridge Bay, Gjoa Haven and Taloyoak as well as Yellowknife.

Research was conducted both in the communities and outside, including southern Canada, Europe and Greenland as well as review of past studies.

What We Found:

Community consultations and research indicates a strong interest at the community level for interpretation of history and culture.

Market analysis indicates interest in activities surrounding the N.W. Passage, history of the region, Inuit people and culture.

There is a growing pool of residents trained in various aspects of tourism including that of guiding and cooking. Few of these residents however, have had the opportunity of demonstrating these skills while hosting visitors.

Festivals, events and anniversaries have, to a large extent, been organized for a local or a regional market. There is potential for these activities to draw outsiders if planned well in advance, and promoted to potential visitor groups.

Recommendations:

1. **We suggest tourism development should happen in a two phased approach.**

There are few licensed tourism operators in the region, and in turn, limited facilities and services for visitors. Although there is a rich history to the region, little of this is documented, or promoted.

Phase One- years 1-3- Before any substantive marketing efforts are made it is proposed that **Phase I** involve completion of many of the projects, infrastructure and basic business opportunity start-ups as noted in this report both on a Regional and by Community basis. Projects such as interpretive signage, interpretive centre/museum in Gjoa Haven, historical brochures, walking tour/ guide/brochures for each community, phrase booklets, and a regional poster/map will provide a more solid basis for further tourism development.

Once a number of projects as suggested for Phase I (see Chapter H) are completed, they will support and enhance existing operators as well as encourage the development of new operations.

Phase Two: Years 4 and beyond -This should include packaging of products followed by more aggressive marketing to wholesale and package tour companies through trade shows, familiarization trips, and target marketing. We suggest product packaging and marketing may not prove effective until Phase I is well underway.

2. **The theme/logo, "Canada's Northwest Passage" be promoted as a regional identifier** while each community could add a unique icon signifying their connection to the overall theme.

3. **The current operators (ie. community based outfitters, hotels, and fly-in lodges, etc.) may wish to re-evaluate the existing business travel market.** All visitors including government and construction workers could be encouraged to extend their

stay by developing a variety of quality, economical short packages based on a variety of attractions close to the communities.

4. **We recommend that package tours, cruise ships and bird watchers/ naturalists be a priority for further development:**
5. **Market directly to qualified and targeted travel agents and tour operators,** promoting land, air and sea packages.
6. **Marketing efforts to be focussed on established operators from targeted countries of Great Britian, Norway and Germany.**
7. **Cooperative partnerships between communities, operators and the Department of Economic Development and Tourism** will encourage efficient use of resources.
8. **Priority should be given to community initiated,** community driven projects, maximizing benefits to residents and complementary to each other and to the Northwest Passage theme approach.
9. **To document historical and archeological artifacts taken from the Arctic Coast/Northwest Passage Area** at various museums, public and private collections. As a facility to display additional artifacts becomes available, return of these artifacts for permanent display must be encouraged.
10. As the Inuit Tapirisat of Canada (I.T.C.) formally **recognizes the high percentage of youth** (60% are under twenty-five years old) and has committed to a youth seat (or seats) on all its affiliated organizations, **we recommend that any tourism committees, including a Nunavut wide Tourism Group Board of Directors, do the same.**
11. **Each community to have at least one major** initiative with minimum duplication between communities.
12. **Successful tourism operators that now bring visitors to the region must be supported by** encouraging their efforts to increase visitor numbers and length of stay.
13. A mix of **community based and regional projects** will benefit all communities and visitor groups.
14. **Ongoing planning and research/data collection must be initiated**(i.e. expansion of the Department of Economic Development and Tourism's "Diary Program,"), producing a database for future planning.(Refer to Chapter H)

15. **Training tools must be developed to meet the needs of emerging markets.** That may include a handbook " How to prepare for Cruise Ship Visitors to your community" or a workshop for operators and hosts on how to maximize benefits from the cruise ship market.
16. **Maximize benefits of cruise ships to communities** through employment and money spent on arts/crafts, food, stores, outfitters, guides, hosts, lecturers and story tellers.
17. **Development in, or close to a community should be a priority** as opposed to remote locations (i.e. Fort Ross), thus maximizing community benefit.
18. **Working closely with the Keewatin and Baffin regions in establishing a strong Nunavut presence in the marketplace is essential.**
19. **Coordination between communities and projects is recommended as well as on going evaluation and monitoring of projects.**
20. **Cooperation and Coordination is the key to success** to overall marketing of the Arctic Coast areas including those communities not directly on the Northwest Passage.

A) COMMUNITY CONSULTATION

The Department of Economic Development and Tourism notified departmental representatives, A.C.T.A. manager and all Hamlet offices in early January of the study process and requested that notices be posted.

Our study team faxed/mailed details to all licenced operators and other key stakeholders in the region as well as air carriers and Yellowknife based contacts on January 22, 1995. Purpose of the project, dates of community visits and community liaison people were outlined, and all people were invited to the public focus group sessions. CBC Inuvik also widely publicized the project and dates of community workshops and conducted an interview.

The community liaison person in each community was invaluable in further promoting notice of meetings via posters, community radio where available, and invitations to key people and community groups.

We selected meeting rooms most comfortable for size and location to the numbers we expected. Numbers of active participants at public meetings included 60 in Coppermine, 15 in Holman, 25 in Cambridge Bay, 35 in Taloyoak, and 15 in Gjoa Haven.

A public focus group in Yellowknife on March 14th was planned to include any Kitikmeot operator/stakeholders and key N.W.T./Federal Government headquarters people based in Yellowknife who could offer support and assistance to the project.

The Yellowknife focus group was facilitated by Mike Bell with help from Mike Freeland and Karen LeGresley of the study team and Cheri Kemp-Kinnear of the Department of Economic Development and Tourism, Cambridge Bay. Eleven people actively participated in discussions.

All Kitikmeot community workshop focus groups were facilitated by Mike Freeland with assistance from Cheri Kemp-Kinnear of Economic Development and Tourism while Karen LeGresley co-facilitated the Cambridge Bay workshop.

During focus groups, we introduced the study, explained the process and sought feedback from participants on suggested tourism projects.

Ideas for community projects were listed by residents and prioritized using a voting process. The same process was repeated with community input on regional projects.

The information provided the study team with an understanding of both community concerns and suggested projects, and a basis for further research.

B) SKILL LEVEL- TRAINING

Interpretation Canada (North of 60) only has two members from the Arctic Coast. Those active or motivated in guiding/hosting/interpreting may be encouraged through the Tourism Training Group(T.T.G.) to attend an interpretation training conference such as the one held in May 1995 in Yellowknife. As conferences have been held annually in the N.W.T since 1991, Interpretation Canada (North of 60) might be encouraged to hold a meeting in Cambridge Bay, as a pre or post Nunavut Tourism meeting?

The Prince of Wales Northern Heritage Centre may assist through developing travelling exhibits (e.g. Northwest Passage), working in partnership with historical societies/committees, training, archives, help preparing photo displays, archeology, heritage needs assessment, storing/recording artifacts, museum assessment, financial support, and/or repatriation of artifacts.

In reviewing past studies and plans for the Kitikmeot area, we found there is substantial existing information - little of which has however been distributed. Implementation of the study recommendations have been minimal with most projects happening only in Coppermine, Gjoa Haven and Cambridge Bay.

GUIDE TRAINING LEVEL 1 BAY CHIMO (OMINGMAKTOK)

The Guide Training Level 1 course took place from October 25 until November 10, 1993. Seven people participated and completed the course, although one was too young to receive certification. Since the CEC can only sponsor five participants, two were sponsored by the local HTA.

LEVEL 2 BIG GAME GUIDING COURSE GJOA HAVEN

This course was presented from March 3 - 27, 1993. Eight students participated and passed. Average of all participants for Firearms Safety Exam was 82%, while the average for the final exam was 77%.

ENTRY LEVEL TOURISM PROGRAM CAMBRIDGE BAY

This course was presented by Arctic College from September 14 until December 20, 1992. Twelve people from three communities across the Kitikmeot registered in the course; seven were from Cambridge Bay, four from Holman Island and one from Gjoa

Haven. In total, eight students completed this Entry Level Program (two students withdrew from the program, while two others were dismissed).

**ENTRY LEVEL TOURISM PROGRAM
GJOA HAVEN**

Total time of instruction for this course was eight weeks, from January 5- March 10, 1995. Eight students completed the course, with 6 receiving basic first aid, all were from Gjoa Haven.

**ENTRY LEVEL TOURISM PROGRAM
TALOYOAK**

Ten participants from Taloyoak took part in the program in April and May'95

**GUIDE TRAINING LEVEL 1
PELLY BAY**

Total number of participants for this 1994 program included six from Pelly Bay, two from Gjoa Haven and two from Taloyoak.

C) FAVOURABLE AND CONSTRAINING FACTORS AFFECTING TOURISM DEVELOPMENT

Favourable

- Expansion of the sports hunting business to various Arctic Coast communities, and long-term established fishing and naturalists lodges have spun-off an experienced labour pool of guides/outfitters.
- Over 60 Kitikmeot residents have completed various tourism/guide training courses in the past few years.
- Hotel / front desk / cooking courses developed by T.T.G. were recently implemented in Taloyoak, Pelly Bay and Gjoa Haven.
- Air connections between Yellowknife, and the region as well as connections within the region have greatly improved.
- The Northwest Passage and the history and sites surrounding it are a natural and unique theme / marketing tool.
- Ice conditions allow most communities to be accessible by cruise ship during July, August and September.
- Tour Directors and cruise ship guests stopping in Kitikmeot communities have been reasonably satisfied with services although the variety of activities was low.

Constraining

- Many tourism studies have been completed since 1980 with little progress made on study recommendations.
- Little travel research/data has been documented on visitors to the Kitikmeot.
- Very high operational costs including high airfares to, and within the region.
- Natural attractions of the Kitikmeot are not "unique" with most features also being found in other Arctic areas.
- There are no national parks established or proposed in the Kitikmeot.
- There has been little package tour development other than cruise ships, sport hunting and sport fishing packages.
- Limited packaged activities are available for visitors.
- There are few alternative low or mid-priced accommodations available.
- Arts/crafts are produced in some communities but selection/availability is generally poor.

Favourable

- Basic services of taxi, food and accommodation are now available in all communities.
- Some communities such as Holman and Coppermine have regularly organized events/festivals primarily for local / regional people.
- Cambridge Bay, the regional centre is home to an excellent Visitor's Centre

Constraining

- ◆ Many residents, including business operators, lack solid tourism awareness and experience.
- Although considerable training has been initiated, few have the opportunity to put new skills into practice.
- The Arctic Coast Tourist Association has encountered difficulties over the years with the result that both community residents and tourism operators are skeptical of its purpose and the fact that no Inuit work at the Visitors Centre.
- Few operators take full advantage of the existing business travel market.
- Lack of ongoing communication and planning with cruise ship operators results in minimal benefit to communities.

D) MARKET ANALYSIS

Who Travels to the Kitikmeot Region?

There is little current data available. However, we have summarized the entries in the Arctic Coast Visitor's Centre "Guest Book" registry for 1993/94, reviewed a number of other documents, and consulted with operators, airlines and hotels in order to gain a better understanding of present visitation to the Region.

To-date, travel to the Kitikmeot Region falls into one of seven sectors:

- **Business Travel** - including government travel and construction, accounts for up to 90% of all travel to and within the region according to hotel and airline estimates.
- Benefits accrue to airlines, hotels, restaurants and taxi services with little beyond that. The development of a N.W. Passage Theme and packages may extend visits of this existing and substantial market.
- **Sports Hunting** - In the past ten years, Arctic Coast communities have hosted an increasing number of sport hunters, generating \$200,000 - \$300,000 annually to the area.

Although the sport hunting/outfitting market has developed to become the number one non-business revenue generating market on the Arctic Coast, sport hunters will continue to come regardless of any Northwest Passage Theme or further development. Sports hunters generally have little interest in culture or history; they are focused on trophy animals (i.e., polar bear, musk ox, Peary caribou etc.)

The development of this industry has however generated in a spinoff benefit of a growing pool of trained and experienced guides and outfitters, now more capable of hosting other types of tourists.

We recommend continued marketing, product development, and guide training assistance for active and qualified outfitters and guides.

- **Sports Fishing** - there are only two established fly-in lodges in the Kitikmeot region (High Arctic and Plummers outpost camp on the Tree River) who have hosted numbers of sport fishermen on a regular basis. High Arctic Lodge guests come through Cambridge Bay while Tree River guests have a stopover in

Coppermine. Other community-based outfitters host a limited number of periodic fishing enthusiasts, while a few visitors fish unguided from communities.

- **Bird Watchers\Naturalists** - Bathurst Inlet Lodge is the only facility to host naturalist groups on a regular basis. Bathurst brings guests and supplies on charters from Yellowknife. Others, such as the hotels in Cambridge Bay, and some outfitters host a few bird watchers/naturalists.
- **Adventure Travel** - including those travelling by kayak, dogteam, snowmobile, sailboat and canoe and on diving tours are very few in number and to date have generated little benefit to the communities. Each of these can however generate employment (ie./ guided dog team trips)
- **Package Tour Groups** - there are currently no package tour groups other than those "groups" as noted above and one art group a year to the Holman Print Shop. Although Cruise Ships are a package tour, we will discuss them separately due to their growing and potential importance.
- **Cruise Ship** - during the past four years, the following cruise ships stopped in Arctic Coast communities:

1991	<i>M.V. Illeria</i>	1 trip
1992	<i>Frontier Sprit</i>	1 trip
1993	<i>M.S. Polaris</i>	1 trip
1994	<i>M.V. Hansiatic</i>	1 trip
	<i>M.S. Olla Tarasova</i>	1 trip
	<i>Kapitan Khlebnikov</i>	1 trip

Expectations for 1995 include the "*Kapitan Khlebnikov*" with at least two trips including planned stops in Holman, Cambridge Bay, Gjoa Haven and the "Marine Challenge" with two trips proposed including stops in Cambridge Bay and Gjoa Haven

Guests on each cruise ship range from 50 to 250 passengers. Current itineraries allow minimum time in communities although our research indicates the companies look forward to increased community based activities. Benefits to communities depend greatly on communication between cruise ship tour planners and communities, and the level of preparation by communities.

In the Future, Who Could Travel to the Kitikmeot Region?

The visitors in Business Travel, Sport Fishing, Adventure and Sport Hunting sectors will likely continue to travel to the Region regardless of any N.W. Passage initiatives. The historical/cultural component came out very strong in both our community consultation and subsequent research. Our subsequent market research was focused on three key areas of Package Tours, Cruise Ships and Birding/Naturalist's groups - with emphasis on "History" and "Culture" are the areas of potential growth.

The following documents were reviewed as was additional research sources which are identified in the Appendices. We have summarized here the results of our research. The "marketing" chapter reflects our recommended approach:

- D-I Analysis of 93/94 Guest Book Registry - Visitors Centre, Cambridge Bay
- D-II Highlights - Northwest Territories 1994 Exit Survey
- D-III Cruise Ship Tour Operator Survey
- D-IV American Museum of Natural History Cruise, NWT '93
- D-V "Economist Intelligence Unit -'92", "The World Cruise Ship Industry in the 1990's"
- D-VI European Travel Monitor 92/93
- D-VII Hoff and Overgaard - Copenhagen. Various research
- D-VIII 91/92 Conference Board of Canada / Canadian Tourism Research Institute Report
- D-IX Potential U.S. Markets for non-consumptive wildlife appreciation (naturalists) 1991
- D-I) ANALYSIS OF 1993/94 GUEST BOOK REGISTRY, VISITORS CENTRE, CAMBRIDGE BAY**

During a one year period April 1993 to March 1994 a total of 1204 "walk-in" visitors were registered at the Arctic Coast "Visitors Centre." Of this total number, 30% were residents of the Northwest Territories and 70% were non-residents. Ratios changed slightly during the busy months: the percentage of non-N.W.T. residents totalled 75%, whereas N.W.T. residents made up 25%.

There was no breakdown of business vs. leisure or V.F.R. (Visiting friends and relatives) traffic.

The summer months, with a combined percentage of visitors of 79% of the yearly count, were the busiest. August saw the most visitors with 33% of all total visitors, followed by July with 28%. June 10% and September 8%.

Based on the guest book registry, during the time period December '92 to January '95, visitors from outside of the N.W.T. came from other Canadian provinces, the United States and various countries as follows:

Visitors from various Canadian provinces:

Province	Number of Visitors
Ontario	193
Alberta	129
British Columbia	106
Newfoundland	81
Saskatchewan	43
Manitoba	41
Nova Scotia	17
Quebec	14
Yukon	4
Prince Edward Island	3
New Brunswick	1
TOTAL	632

Visitors from the top US States

State	Number of Visitors
Minnesota	23
New York	15
Washington	13
Illinois	13
Wisconsin	11
MA	10
Virginia	9
California	8
Connecticut	8
Michigan	7
Total Numbers of US Visitors	179

Top 8 other Countries

Country	Number of Visitors
Germany	25
Japan	18
UK	18
Norway	6
Austria	5
Australia	4
Switzerland	3
Denmark	3
Total number of international visitors	106

D-II) HIGHLIGHTS OF NORTHWEST TERRITORIES 1994 EXIT SURVEY

Highlights pertaining to this N.W. Passage Project from the draft "1994 N.W.T. Exit Summary", conducted from the end of June through the middle of September 1994, include the following. (Zone 1 refers to the North MacKenzie, Zone 2- South MacKenzie and Zone 3- Nunavut, which includes the Kitikmeot) There was in most cases, no differentiation between Baffin, Keewatin and the Kitikmeot in terms of reporting.

- Of the 168 visitors to Zone 3 interviewed, a majority (44.6%) visited during September, followed by August (29.2%), July (23.2%) and June (3.0%).
- Ontario residents account for the most visitors (32%) to Zone 3, followed by Quebec (17%), the Prairies (13%), the Maritimes and Alberta (each 10%), B.C. and Yukon (each 6%). U.S. residents represented 7% of visitors to the region.
- The foreign component of visitation drops to 24% for Zone 2 and further to 12% for Zone 3.
- Zone 3 received over 3,500 visitors, almost two thirds of whom went to Baffin Island. Overall, 19% of all visitors went to Zone 1, 70% to Zone 2, and 11% to Zone 3, which includes the Kitikmeot region.
- 66% indicated business as the primary purpose for travel to Zone 3, whereas leisure travel contributed only 34% .
- Almost 70% of visitors reported family incomes greater than \$40 thousand. This pattern holds true for all three zone destinations. A larger proportion (77.4% of total) of visitors to Zone 3 reported in the three top income categories than visitors to other destination (Zone 2 = 68.5%; Zone 1 = 66.3).
- Visitors to Zone 3 (56%) were most likely to feel that their visit had exceeded their expectations, while 40% felt their expectations were met, and 4% stated they were not met.
- Visitors to Zone 3 were the most likely to report that they were professionals.

- Visitors to Zone 3 reported community tours as their most frequent activity (22.9%) followed closely by fishing (16.2%); and were most likely to report hiking (15.6%) and naturalist tours (13.0%) among their activities.
- Overall, the most important factor influencing travel to the N.W.T. was the desire to visit family and friends. However, this factor was strongest for visitors to Zone 2 (33.5%) and Zone 3 (35.6%).
- The general desire "to see the Arctic" was a major factor influencing travel along the Dempster Highway(28.5%) and to the Zone 3 (20.5%), followed by "Other" reasons (15.3%) and "Word of Mouth" (6.7%).
- Overall for Zone 3, highest ratings went to geography (57.7%), fishing (56.7%), camping (53.3%), national parks (50.6%),hiking/ sightseeing/camping (47.6%) and observing wildlife/nature (45.3%).
- Visitors to Zone 3 were much more likely than other visitors to rate community events as very poor, while they gave the highest ratings to observing wildlife and nature.
- Visitors gave lower scores for accommodation-value for money. This pattern was especially strong among Zone 3 visitors (21.2%); who gave "very poor" and "poor" ratings on value for money questions.
- More Zone 3 visitors gave excellent ratings to arts and crafts selections (46.9%) than visitors to other destinations.
- Visitor Centres were visited by at least half of the visitors in all zones (55.4%).
- Zone 3 visitors were most likely to rate the selection of tours as very poor. The majority of visitors to the other two zones rated tour selection in the top two categories.
- The overall average length of stay for air travellers was 16.7 days compared to 9.3 days for road travellers.
- Visitors to Zone 3 were much more likely to pay more for accommodation and restaurant meals ,arts and crafts, souvenirs and gifts and on getting to the N.W.T.
- Once in the N.W.T., a significant number of visitors to all zones reported low expenditures on packaged tours. This is particularly true for Zone 3, where visitors

were most likely to report the lowest expenditure category. However, where visitors did take package tours, the cost was very high compared to other items.

- In Zone 3, the proportion of business travellers is much larger than leisure travellers and because of its size relative to the leisure market, may represent an under-exploited market which could be targeted.
- In Zone 3, the large majority of visitors are business travellers. Effort could be made to target business travellers as a market. In terms of product development, there appears to be an unfilled demand for a greater number and variety of tours, particularly in Zone 3.
- Proportional investment in the print media campaign should be examined given the indications that magazine articles about the N.W.T. have a much larger impact on travel intentions than advertisements.

D-III) CRUISE SHIP TOUR OPERATOR SURVEY

In contacting all cruise ship companies with a history of Northwest Passage trips, we compiled survey information. Telephone surveys were conducted with companies in addition to more in depth discussions with TCS Expeditions and Adventure Canada. Nine questions were used to generate responses:

1. **Your experiences - both positive and negative, in bringing tourists to small Arctic communities.**

Positive:

- Arriving in a community during a special event - positive for both passengers and community
- Travellers felt well received by local people - genuinely interested in people visiting
- Introducing the North to a "significant" group of well-connected high income travellers
- Wildlife

Negative:

- Weather - very unpredictable; may interfere with a community visit

2. **Suggestions for new or upgraded facilities, attractions, historic sites, services, festivals or events.**

- Accommodation doesn't apply to cruise ship as guests have onboard facilities
- Have own transportation (eg. Zodiac boats; helicopter)

- "Seek Special Experiences" - involvement with community e.g., opportunity to speak to elders, meeting in the evening (drum dance, etc.)
 - Community contact - most difficult task was to get in touch with the right person
 - should be more central and more directed
 - no access to pool of community/regional information
 - e.g. operator should have contact with the RTO or community representative before creating a tour itinerary.
 - Someone to "educate" the tourist on what is appropriate and what is not
 - e.g.: Is it o.k. to just walk through town? How do deal/communicate with Inuit? Might tour operators use a "step on guide"?
 - Need for cruise ship operators to receive a calendar of community events 1-2 years in advance so they can plan an itinerary: ie: if a summer festival or summer games took place on a specific weekend they could try to plan to be in that community at that time.
3. **What do your guests want or expect in a community?**
- What is life like in a northern community?
 - Visitors want to walk about, shop and visit an arts & crafts/community centre.
 - Want to experience "authentic" part of life; talk to people.
 - in staging of special presentations, they should not be like a performance - should look "natural"
4. **Did you complete a "guest survey" on completion of your cruises and would this be available to us? (eg: guest list)**
- Usually, but depends on association (which will give them to tour operator)
 - Unwilling to make information available to us
5. **How do you determine which community(ies) on the Northwest Passage route to visit?**
- Most important factor: Sailing Schedule!
 - how far a ship can travel considering weather and ice conditions
 - depending on daylight hours remaining
 - Through previous experience - impression of community; interesting places, etc.
 - one company who has been to the NW Passage usually stops in Tuktoyaktuk, Sachs Harbour and Cambridge Bay.
6. **Could a community coordinator in each community assist your efforts with logistics, cultural events, tours, etc.?**
- Yes!!! - sometimes it's a "hit and miss" experience - events don't always happen
 - Community coordinator makes sure everything happens that was planned.
 - A central number to call - will put through to right person to contact

- Awareness of communication with Inuit - desirable by tourists.
7. **Is there much interest in Inuit culture? Art? Historical events or sites?**
- All of the above.
 - Landscape and Inuit culture seem to be most popular interests.
 - All-round program is more suitable since there maybe various interest groups.
 - Also interest in explorer aspect of Arctic.
8. **Other remarks/suggestions?**
- "Parks Canada People do good work. Some work could/should be handled by local tourist operator."
 - "When large cruise ship group comes into a community, local people should be informed and plans made."
 - tour operator must have good communication skills
9. **What are the most commonly cited problems with cruise ship operations on the Arctic Coast:**
- lack of organized activities in communities.
 - extent and complexity of rules and regulations of various regulatory bodies (federal, territorial and municipal)
 - some cruise ships require ice breaker support from the Canadian Coast Guard, up until now provided at no cost. Changes are in process which may initiate fees for ice breaker support services
 - arrival in communities not always predictable due to ice conditions and weather
 - communication and pre-planning with communities improving
 - although the highlight for many guests is wildlife sightings (polar bear, muskox, Peary caribou, walrus, whales, seals, fox) access may be difficult
 - a helicopter on board ship is strongly recommended for medical emergencies, ice surveillance and wildlife viewing.
 - stores and craftshops frequently not open for guests
 - limited supply and frequently poor quality of carvings
 - customs (Canadian arrivals and departures in Tuktoyaktuk) difficult as cruise ships have to anchor miles off shore

D-IV) AMERICAN MUSEUM OF NATURAL HISTORY CRUISE, NWT 1993

Introduction

During the summer of 1993, members of the American Museum of Natural History Discovery Club cruised through waters of the Northwest Territories aboard the ship Kapitan Khlebnikov. The complete itinerary comprised eighteen days (July 19 - August 5) from Anchorage, Alaska to Resolute, NWT. The survey of the cruise

members conducted by the Department of Economic Development and Tourism, and this resulting report, are concerned only with the shore excursions at Holman and Cambridge Bay, NWT.

The arrangement of the cruise was carried out by the tour company, TCS Expeditions of Seattle, Washington, while the American Museum of Natural History arranged the distribution and collection of the questionnaires.

The number of single parties (29) is considerably higher than found in more generalized tours.

Conclusions

The shore excursions were enjoyable and successful. The Holman shore excursion seemed to be somewhat more satisfying than that of Cambridge Bay. There was closer contact with the people of Holman versus the standard (and uncomfortable) bus tour of Cambridge Bay.

Participants especially liked meeting the people of the communities. They purchased art, crafts and other items to a total value, for both communities, of about \$12,000.

There were a few suggestions for improvement and only one sizeable item of dissatisfaction, the bus tour in Cambridge Bay.

The tour participants subscribe heavily to the travel oriented magazines *Natural History*, *National Geographic* and *Smithsonian*.

The majority of the tour participants are from the USA as per their Museum club affiliation

The tour participants were mostly elderly, very well educated and possessing high incomes. They are likely well travelled and knowledgeable requesting more arts and crafts, information, desiring to meet local people, and having an in-depth interest in community life.

Due to the shortage of quality accommodation units and seasonal availability problem, the further development of the cruise ships market - who accommodate passengers on board ship is an ideal method of getting substantial numbers of visitors to the region.

However, bringing cruise ships to the area is of no value unless facilities, services and attractions are ready.

D-V) "ECONOMIST INTELLIGENCE UNIT, 1992" "THE WORLD CRUISE SHIP INDUSTRY IN THE 1990'S"

In 1992 the Economist Intelligence Unit (EIU) published a report named "The World Cruise Ship Industry in the 1990's". It analyses the world cruise market with data such as the amount of sold cruises, the number and sizes of the cruise lines, capacity, cruise area etc.

1990 figures show that the value of total world cruises bought equals \$4.5 million (000). USA and Canada produced a staggering 82% of the total - due mainly to many half day and day cruises from Florida, Caribbean and other "sun island" cruises; and West Coast/Alaska cruises.

A most interesting piece of information is that the size of the European market in 1990 (according to EIU the latest available data from CLIA) was only 15% of the world market (667,000 cruises), divided as follows:

- UK = 186,000
- Germany = 184,000
- France = 112,000
- Italy = 75,000
- Rest of Europe
(Incl. Scandinavia) = 110,000

Because of the age of this data, it can only be used as an indicator of the relative market sizes and not as a statement of absolute figures.

Of Europe's 15% the UK was the dominant market, followed by Germany, France, Italy and the rest of Europe including Scandinavia. This suggests that the UK with a history of Northwest Passage attempts (i.e. John Franklin, Rae, etc) and to a lesser extent Norway with a historic relationship to the passage Amundsen, Gjoa, Queen Maud etc. may be targeted.

Another Scandinavian source describing the cruise market is a Swedish publishing firm called "Marine Trading". According to one of the biggest Danish shipping companies, "DFDS", this publisher is very serious and provides very useful information to this company.

A third source is "Cruise and Ferry Info" who publishes a magazine called "Designs 95". Included is an article regarding the European cruise market in the future, but this is only an article and does not refer to any analysis.

UK Market:

- Mid 1980's cruise companies promoted free or nominal flight add on's to cruises - a tactic that worked, especially in the USA.
- Caribbean fly-cruises then created most of the increase.

- Each UK passenger pays \$1,920 per cruise vs. \$1,430 for American guests, reflecting the British preference for a two week cruise vs. the American preference for a one week cruise.
- The travel agency network remains the most cost effective sales and distribution network for most travel products including cruising.
- A strong element of direct selling - especially for group business.
- Introduction of cheap transatlantic fares (\$99!) to connect to cruises and subsequently free "short hop" flights to join cruises.
- Cruises sold as part of a larger package.
- Amalgamation of cruise ship companies proved more efficient operations.
- Training seminars and ship visits for travel agents has proven effective.
- A significant number of the UK cruise market goes to Ex-UK ports including evidence of historical tie-ins.
- Caribbean is becoming very crowded and competitive, suggesting expanding links to other destinations.
- The Mediterranean destination is a problem due to various political and terrorist issues, and high port taxes and fees.

German Market:

- Supply of low cost Soviet and Yugoslavian ships for charter is diminishing.
- Because of little German cruise market research, major efforts were made in the late 1980's to contract tourism university classes to conduct major research. This resulted in the development of new corporate PR and educational programs for travel agents, who now sell 95% of German cruises. As a result cruise bookings increased substantially.
- Stringent German consumer protection laws create difficulty (i.e. passengers to receive refunds for parts missed, etc.)
- River cruises now represent nearly a fifth of the market!!
- 25% of 1990 passengers were "first time cruisers".
- Latest research suggests a 50% increase in the next three years.

Scandinavian Market:

- There is a huge Baltic cruise ferry market.
- Ship markets now looking to fleet flexibility for both the "cruise" and the "ferry" markets.

Growth Prospects for Europe:

- European markets will continue to grow.

- Capacity expansion is less important as the main factor in growth than is the way the products are packaged and priced.
- The British have many associations with sea travel (ferries and liner travel) which colour their views of cruising.
- The disappearance of the low cost Soviet ships for German tour operating will mean a higher priced cruise product, which will limit growth in the first half of the next decade.

Trends in the European Cruise Ship Market

The European cruise market is undoubtedly growing - so fast that the organization "Cruise Europe" describes the market as "booming". In both England and Germany the growth-rate is, according to both "Greenland Tourism" and "Cruise Europe", about 15% per year.

The biggest market in Europe is that of Britain. In 1993 the British market sold cruises hosting 265,000 passengers, excluding all luxury ferry mini-cruises; these were genuine cruise sales with scarcely any cruise under 7 nights and an average duration of 12 nights. According to statistics, the development in "other areas", which include the Arctic areas, is positive. For the period from 1986 to 1993 "other areas" were growing from 520 passengers to 18,721. From 1992 to 1993 the total UK residents taking cruises to "other areas" almost doubled and the boom is expected to continue. The total UK market could be around 700,000 passengers by the year 2000 if the average 15% growth continues. According to "Cruise Europe" the biggest retailer in the UK "Lunn Poly" and the biggest cruise operator "P&O" both forecast this development.

The second largest cruise market in Europe is Germany. Total German cruise sales for 1993 were 235,000 although some 52,000 of these were river cruise sales. The sea cruise figures of 183,000 passengers are, like the UK, made up primarily of long voyages, with an average duration of 12.75 days. According to "Cruise Europe" the Germans have an "on-going love affair" with the northern waters.

Mr. Nigel Lingard, director for "Fred Olsen", describes the European market as quite a remarkable new market. "Those born during and after the war (the baby boomers) are now enjoying an unprecedented lifestyle. As they come into retirement, often quite early, they look forward to years of good health and fitness, secure pension incomes, and property inheritance on a scale never known before."

D-VI) European Travel Monitor 92/93

According to "European Travel Monitor 1992/93" some general trends in the European travel market are noted.

- Tourism and travelling are today considered a daily commodity.
- The travel market is ageing, but in spite of this the demand for journeys will continue to grow. The older segments are travelling more, the younger segments less.
- The "older" travellers are active, have international experience, use more money, travel more and are able to travel in the low season.
- To be environmentally conscious is becoming increasingly important for the tour-operators because of the travellers' demand.
- The interest for destinations offering unspoilt landscape and nature is increasing.
- The traditionally arranged holiday is declining, people want to choose, to experience real adventures and to be spontaneous, but also to experience traditions, romance and feelings; people want travelling-atmosphere!
- The European travellers are squeamish and critical and do not want low or bad service.
- Quality, back to the nature and individualism are keywords in the European travelling market.

Related to the cruise market - and especially cruises in the arctic zones - these trends can be considered as possibilities. Presuming that the quality of a cruise is very high and the price is proportional to this, then it is seen as a positive trend that travellers are getting older and are willing to pay a higher price. The level of service is considered very high which fulfils the need of quality service. Most importantly is the trend for unspoiled destinations. A trip to the N.W.T. may meet the demand for unspoiled nature and real adventure, and further let the traveller experience traditional culture, romance and personal contact in meeting Inuit in their home. It can be argued whether the demand for individual trips can be satisfied with a cruise.

D-VII) Hoff and Overgaard - Copenhagen: Various Research.

This Copenhagen based consulting company provided us with specific reports in addition to the following information on package tour and cruise ship potential

The needs of the cruise ship market as relating to community visits.

One of the overall trends in the European travel market is substantial growth in travel to pristine and unspoiled natural areas. Potential is enhanced if both the tour hosts and the communities visited are environmentally conscious. This is a significant factor in the growth in the Birding/Naturalist market.

According to the analysis carried out during Hoff and Overgaard's Greenland project in 1991, the tour-operators estimated the market for Arctic areas as a growing market. Of the 141 tour operators interviewed, 25% judged the growth as fast growing, 65% as slow growing and only 8% as not growing at all. Those tour-operators estimating fast growth

were among the bigger operators sending a minimum of 60 tourists per year to Arctic areas and consequently having the knowledge of this market.

Selected package tour or cruise ship companies who may consider packages to the area of the Northwest Passage.

The American company Quark Expeditions is connected in Denmark through a Danish tour-operator/agent called "Chr. Jensen Seatravel". According to this agent the interest for cruises to the Arctic zones and thereby the N.W.T. is increasing. Their brochure, was part of the agent's material at a recent travel-exhibit in Copenhagen. Interest in getting the material was very high, however the price is a paramount problem - especially on the small Danish market, as only a few can afford it. A lower price would therefore undoubtedly increase the market - the potential is there - it is a question of the right marketing to access it. The agent has just recently included the QUARK products in their supply because of a Swedish inquiry. The price provided by QUARK is exclusive of the flight to/and from the destination. Airfares from Europe easily can be \$1,700 US unless passenger numbers are substantial enough to allow discounting.

According to another Danish tour-operator "Skønne rejser med Skib" who arranges cruises, the Scandinavian market to the N.W.T. will be quite small due to similar natural attractions along the North coast of Norway. The tour-operator estimates that only two or three Danish couples would be interested in a cruise to the N.W.T. for naturalist purposes. This tour-operator finds that the market for the N.W.T. is Britain, Germany, Switzerland and Austria and maybe smaller markets in Spain and Italy.

Tour operators found it difficult to evaluate potential travel to the region for historic or other cultural reasons without having adequate information to review.

Greenland:

Four different cruise ships served Greenland in 1994:

- MV Arkona
- MV Hanseatic
- MV Albatross
- MV Alla Tarasova

These ships called at ports 24 times in 1994. MV Arkona is used by the German tour-operator "Seetours". The tour-operators for the rest are not known by Greenland Tourism, but during the year 1994 the office had contact with the following tour operators/cruise liners:

- Princess Cruises
- Noble Caledonia
- Adventure Canada
- Transocean Tours

- Phoenix Reisen
- Hanseatic Cruises
- Quark Expeditions
- Croisieres Paquet
- Royal Viking Line
- Ocean Management

Iceland:

The company "Smyril Line" offers tours to the former Danish islands Faroes and Iceland.

There is no bilateral Air Traffic Agreement between Greenland and Canada. The present route between Frobisher Bay and Kangerlussuaq (Soendre Strømfjord) is based on a temporary route permit. The route is operated by the Canadian carrier First Air in a pool-agreement with Greenland Air. It is likely that both the Canadian and the Danish Civil Aviation Authorities will approve new routes in the near future.

With respect to route traffic from Europe to Greenland it is a very complicated matter as Denmark is a member of the EU, but Greenland is not. However, the routes between Denmark and Greenland are considered as Danish domestic routes without interference from the liberated EU air-traffic market. From the Danish side SAS has been appointed the sole carrier on the route to Kangerlussuaq. There is a SAS monopoly which keeps out other European scheduled carriers. However, some charters have been carried out by Iceland Air in the peak season with connections from the European markets and North America.

One may investigate further the possibility to combine tourism in Greenland with the Arctic Coast, if connections can be made with the First Air route from Cambridge to Iqaluit to the SAS-route in Kangerlussuaq to Europe.

Alaska

Alaska is already an established destination with nearly half of the state's tourists coming by cruise ship. The major operator of "Carnival", Holland America/Westours, expects Alaska to attract a record number of ships. Many ships have recently switched from the Mediterranean to Alaska both for political and security reasons, continuing appeal and an ability to attract repeat business as well as first time visitors to the region. To some however, Alaska is no longer a unique destination due to its popularity.

There appears to be a genuine niche for "soft adventure"/environment ally friendly cruises, spinning off of the expeditionary and luxury yacht sectors. This niche shares the same low capacity/high marketing cost problems. The probability is that the lines developed to serve it will eventually be swallowed up by the larger groups.

Expedition Cruises

Parallel to the development of yacht style cruises has been the gradual growth in the number of expedition style ships, also small but with itineraries aimed at attracting the adventurous travellers or those with specific interests such as marine life, botany etc.

German owned Society Expeditions was leading the way with its order of two purpose built expedition ships, complete with ice breaking hulls and other specialised features, but financing problems meant it could not take delivery. The demand for more exotic itineraries has been growing (despite the temporary downturn due to the Gulf war and recession in 1991), and other lines, some with larger ships, have been responding to it.

D-VIII 1991/92 CONFERENCE BOARD OF CANADA/CANADIAN TOURISM RESEARCH INSTITUTE REPORT

- Despite weak economic activity, travel from France and Germany boomed in 1993 and 1994 with steady growth expected for 1995. Canada remains an economic destination for visitors from these countries and we may have also benefited from the threat of terrorism in the Middle East and also crime problems in Florida.
- In the fall 1992 forecast update, Tourism Canada, based on the adjusted CTRL model, anticipated no increase in travel growth to Canada from the U.S.A.
- The reason that Tourism Canada is not more bullish about the U.S. market has to do with the nature of the economic recovery.
- As has been reported in previous Tourism Canada forecast updates, the U.S. population has been shifting to the south at the same time as Americans have been taking shorter vacation trips. Cheaper airfares, a result of airline deregulation in the U.S., has vastly increased the international travel choices for Americans and, as a result, Canada has been losing market share. Travel by U.S. residents to other foreign markets is forecast to increase faster than travel to Canada.
- In 1992 and again in 1993, overnight travel from the United States to Canada by air has been growing faster than travel by other modes (primarily auto).
- Tourism Canada estimates that travel from the southern regions of the United States (South Atlantic, East South Central and West South Central) grew faster than most other regions of the country in 1993 and the trend is expected to continue in the 1994-95 period as well.

- Tourism Canada estimates that travel from the Mountain region will experience the fastest growth in the 1994-95 period and beyond. While this is good news, it is important to note that this region provides less than 4 per cent of overnight trips to Canada.
- Preliminary results indicate that travel from the United Kingdom is up 5.1 per cent.
- The German economy is in serious trouble as their GDP fell by 2.1 per cent in 1993 and only grew by 0.7 per cent in 1994. This is a drastic turnaround for an economy accustomed to economic growth in the 4 to 5 per cent range. The worst is not over for the German economy because the unemployment rate reached 10.4 per cent in 1994.
- As is the case for the French visitor, exchange rate adjustments imply that Canada is an inexpensive destination for the German vacationer. Growth of 8 per cent is anticipated.

D-IX) POTENTIAL U.S. MARKETS FOR NON-CONSUMPTIVE WILDLIFE APPRECIATION (NATURALISTS) 1991

Introduction:

There are no studies that delve into the potential U.S. markets for non-consumptive wildlife appreciation (observing, photographing) as related to the Northwest Territories as a destination. The N.W.T. Visitors Survey, 1989 does give some indication of the amount of actual "naturalist" activity by visitors to the N.W.T.

Some indication of potential U.S. markets is revealed both geographically and demographically by examination of the activities participated in by U.S. residents within the U.S.A. The findings will be useful in the design of marketing plans and programs directed at U.S. naturalists.

Purpose:

This review and analysis will give an estimate of the size of the potential market of naturalists in the U.S.A. Furthermore it will describe the market geographically (states of residence) and demographically (age and sex).

A comparison is possible with the U.S. markets for sport fishing and big game hunting.

Findings and Interpretations:

Participants

ACTIVITY	NUMBERS('000)	PERCENT (%)
Observe Wildlife	29,057	99
Photograph Wildlife	13,565	46
Feed Wildlife	13,063	45
Total Participants	29,347	100

Many naturalists engage in more than one activity. It is evident and logical that the overwhelming majority of naturalists "observe" wildlife.

Species of Interest to Naturalists:

Activity	Numbers ('000)	Percent (%)
Total Birds	25,017	85
- birds of prey	11,066	38
- waterfowl & shore birds	18,575	63
-game birds	7,861	27
- other birds	12,999	44
Total land mammals	22,650	77
-large	13,700	47
-small	18,930	65
Total fish	9,414	32
Marine mammals	3,491	12
Other wildlife (reptiles, insects, etc.)	15,978	54
Total Wildlife	29,347	100

Many naturalists have an interest in more than one species. Birds and land mammals have about the same degree of interest. Maybe surprisingly, 'other' wildlife has a large following. But for travel purposes this category could be discounted. The significant minority interested in marine mammals could be of special relevance to the N.W.T.

In looking at origin or residence of U.S. naturalists, the pattern of strength is revealed as the northern states that border Canada, and the states of smaller populations and rural/forest settings. In particular this means Wyoming and the northern Mountain states, Maine and Vermont, Oregon, Wisconsin and Minnesota. South Dakota and Nebraska may be real extensions of this strength. Alaska is strong.

Men and women are naturalists in equal numbers; and, their ages are very close. Notable is the number of older (65+) men who exceed the number of women in spite of the considerable minority of men of this age category in the adult population. Naturalists are definitely concentrated in the 25-44 age category.

There are some definite patterns of demographic and geographic distributions of naturalists in the U.S.A. The potential market of thirty million adults is sizeable; it exceeds that of big game hunters and approaches that of sport fishermen.

Potential US Market by Numbers:

Activity	Potential Markets (no. of adults)
Naturalists	29,347,000
Big game hunters	12,520,000
Sport fishermen	46,357,000

However, these people and markets are not mutually exclusive. Many people participate in more than one activity.

There is always the consideration of whether or not a destination (eg., the N.W.T.) has the experiences that are sought after by the potential markets. The largely unknown factor and challenge for the marketer is to determine how much of these potential, fundamental markets can be converted to an interest in N.W.T. species and experiences.

Big game hunting trips are all of very high value to the N.W.T. while many naturalist trips may be low value, independent camping trips.

Naturalists have more education and incomes than U.S.A. residents in general. More than one half of the naturalists are college educated with 17% having incomes over \$50,000.

From current research and visitor surveys reviewed there is a strong consensus that the environment is of high concern (cleanliness, respect for and care of the land and water, recycling). This must be considered a priority when planning community trips or day/overnight trips to frequented areas.

Additional points from the study include:

- In the U.S.A. there are about thirty million practising adult naturalists who would comprise a potential market for a trip to Canada and the Northwest Territories.
- Most naturalists are interested in birds, about one half in large land mammals, and ten percent in marine mammals.
- Naturalists live in greatest concentration in the forested, northern states bordering Canada - Washington, Oregon, Montana, Wisconsin, Vermont, New Hampshire and Maine. Numbers of men and women are equal. The 25-44 year age category is very strong for both men and women.
- Naturalists tend to live in smaller communities and the countryside.
- Naturalists are intermediate in number between anglers and big game hunters, although naturalists have been growing at a somewhat faster rate.

- Within the context of big game hunting and sport fishermen naturalists are considerable in number, have considerable overlap (duplication) and are more like the general population with regard to age and sex.
- The growth in naturalists has been highest in the South Atlantic and East-South-Central census region, although these two regions have low concentrations of naturalists.

E) FESTIVALS / EVENTS / ANNIVERSARIES

The Kitikmeot has five festivals that happen fairly regularly on an annual basis. The communities of Holman and Coppermine have two festivals each indicating an experienced core of dedicated festival/ event organizers and supporters, while Taloyoak has no scheduled festival.

Nattik Frolics - Easter Weekend in April
Coppermine

Omingmak Frolics - late May
Cambridge Bay

Gjoa Haven Hamlet Days - May
Gjoa Haven

Kingalik Jamboree - mid-June
Holman

Billy Joss Open Golf - late July-early August
Holman

Annual Fishing Derby - Labour Day Weekend, September
Coppermine

These festivals and events have been developed primarily for the social benefit of the home community, and more recently, for the benefit of regional people visiting that community. Few "outsiders" visit specifically for these events.

However with any festivals/ events occurring regularly (eg. every labour day weekend) there is potential for community events being included in a package tour such as Cruise ships. To maintain quality packages the tour companies must be assured that an event will happen as scheduled.

Little interest was shown for this concept during community visits possibly because all residents become very involved with community events leaving few qualified people to guide/host package tour groups during that period.

There was however interest in Taloyoak in the upcoming 50th Anniversary of the community (1948-1998) and potential for " Homecoming Celebrations", during the summer of '98.

F) THEME

Community visits indicated residents had an interest in their own history and culture and in developing projects and opportunities to have visitors experience.

Our market analysis indicated a strong interest in the history of the NW Passage area, historical events, sites/locations, stories and people living in the area or somehow involved in the search for the passage, or expeditions of this area.

We recommend the combination of history and culture be dominant in the development of a final theme for both the region and by the community. The existing regional theme "The Arctic Coast" may be confusing to national and international travellers. Alaska, the Yukon and Quebec all have arctic coasts... as do a number of European countries. All other themes considered do not clearly identify or separate the region from others.

"The Northwest Passage" is unique- there is only one! We've added "Canada" to clarify the name in an international context. Three optional theme/logos for the region are attached (A, B & C) as well as an individual theme/logo for each of the 5 communities. The choice of theme/logos must be up to individual communities while selection of a regional theme/logo should have regional consensus. We offer these for consideration only.

Canada's

NORTHWEST PASSAGE

Canada's

NORTHWEST PASSAGE



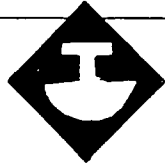
Canada's

NORTHWEST PASSAGE

*Explore the Pass
Discover the Port*

Canada's

**NORTHWEST
PASSAGE**



Coppermine

Canada's

**NORTHWEST
PASSAGE**



Holman

Canada's

**NORTHWEST
PASSAGE**



Cambridge Bay

Canada's

**NORTHWEST
PASSAGE**



Taloyak

Canada's

**NORTHWEST
PASSAGE**



Gjøa Haven

A. Regional

Regional theme options included the following:

- Survival
- Northwest Passage
- Arctic Research
- Northwest Passage comes alive
- Canada's third coast
- Passage to Adventure
- Passage of Discovery
- From sea to sea, to sea.
- Following in footsteps
- The NW Passage is alive...
- NW Passage.. The history lives.
- NW Passage.. " Explore the Pass... Discover the Past."

Based on further discussions, we recommend 3 optional theme/logos, examples attached.

- A. "Canada's Northwest Passage"- simple and attractive
- B. "Canada's Northwest Passage"- with five community icons.
- C. "Canada's Northwest Passage"- Explore the pass... Discover the Past.

- Final selection of these three regional theme options included:
- Regional logo for use on an international level perhaps with addition of catch phrases such as - Explore the Pass, Discover the Past!
- Important to identify where the NW Passage is (on a world scale), so the word Canada is presenting immediate identification
- Friendly, script font used.
- The words "Northwest Passage" zero in on the specific- this is what we're promoting- immediate identification with historical and physical. Font used would be "roughed" to give historical feel.
- Colours recommended are based on existing colors used in the regional Arctic Coast Visitor's Centre display. We've added a warm, rich brown- tie-in to sepia-colored photos that we often see from that era, as well as colour of actual wooden

boat wheel and Inuit fish spear. The theme/logo and Visitor Centre display will then compliment each other.

- The addition of graphics into the logo creates visual interest.. Wooden ships wheel replacing the "O" in Northwest and a traditional Inuit fishing spear running through the word Passage causes the viewer to pause on the logo, look further into it, and recognize the ideas presented.
- Colors chosen give the logo a modern appeal with a sense of history. Teal, blue and purple are very modern, and give a feeling of summer, sense of sky and plants. It gives the impression that it is not such a harsh environment but warm and inviting

B. Communities

Potential community theme options included the following:

Holman

- *
 - Art
 - Sport Hunts

Coppermine

- *
 - Coppermine River
 - Coastal History
 - Copper Inuit
 - Bloody Falls
 - Overland Explorer

Cambridge Bay

- *
 - Arctic Char Fishing
 - Naturalists/ Birding
 - Muskox

Gjoa Haven

- *
 - Northwest Passage/ Scientific Expeditions
 - Chantry Inlet
 - Traversing the Polar Seas
 - Scientific Study
 - Living in Harmony with the Land
 - The " Gjoa"

- Amundsen
- The Netsilik

Taloyoak

- Arts and Crafts
- Boothia Historical/ Nature Tours
- Historical
- * • The Netsilik

Final selection of community themes logo considered the following:

- we thought it important to identify the communities visited, both graphically and by name. The viewer is allowed to identify with the interesting names, creating a sense of journey; moving from one area to another.
- logos chosen for each community to represent a unique feature of each. These include:

Holman- Artists hand and tool- printmaking, art

Coppermine- Copper Inuit- Ulu

Cambridge Bay- Muskox,

Taloyoak- Kudlik Lamp

Gjoa Haven- small ship could signify Franklin or Amundsen and the Gjoa

- may be presented as a group, without names, across bottom logo, when speaking regionally
- used individually for each community - many applications exist: hats, pins, signage, trail markers, hand-outs, brochures, etc.
- collector's item- " collect all 5 pins as you journey from community to community etc..."
- could be used with " Canada's Northwest Passage" or not- depending on application- very flexible

G) PARTNERSHIPS AND COOPERATIVE INITIATIVES

Partnerships and cooperative initiatives are strongly recommended - especially in light of competitive facilities and services, throughout the world and due to the high cost of operating in the Kitikmeot. The Department of Economic Development and Tourism and other territorial and federal departments have been the source of funding for many initiatives. In light of Nunavut, development and limited dollars, cooperation is critical. Both community and regional development corporations such as "Kitikmeot Corporation" may be logical partners for projects.

Suggested initiatives include:

- Small operators working cooperatively offering their community based services to established tour operators, who would in turn combine a number of operator services in a comprehensive regional package.
- Airlines, hotels and outfitters cooperatively develop an "Arctic Pass" providing stops in communities and organized community activities and accommodation.
- Operators within one community agree to provide complementary - not competing services.
- Small community based operators work closely with hotels to provide short affordable evening and weekend packages for hotel guests.
- Kitikmeot operators to work closely with the Keewatin and Baffin in establishing a strong Nunavut Tourism organization to take an active role in product development and marketing.
- To participate in the "Vest Norden Travel Mart" (Northwestern Travel Mart) a major travel trade marketplace arranged by Iceland, Greenland and Faroe Islands taking place annually in September. In consideration of recommended target markets the I.T.B. in Berlin and the World Travel Mart in London are also recommended for established Kitikmeot operators and the Department of Economic Development and Tourism.
- Operators with other interested representatives from their community to establish historical societies/committees to advance initiatives such as those listed in Phase I.

H) TOURISM BUSINESS OPPORTUNITIES AND PUBLIC TOURISM PROJECTS

1.0 Background

Selection of regional and community projects, both public and private were considered based on criteria that included:

- frequently recommended in past studies;
- are strongly supported by the community;
- compliment and do not compete with, or duplicate projects from another community;
- feasible and realistic;
- enhance the Northwest Passage theme and community sub-themes;
- provide the best cost benefit ratio;
- can be completed economically;
- community initiated;
- benefits both to the community and visitors;
- projects likely to continue on their own regardless of any Northwest Passage theming will be omitted (eg. sports hunts);
- best uses of finances available.
- help build regional interest

We have grouped regional projects into eleven categories:

- Research and Documentation
- Display
- Publications/ Writeups
- Audio Visual
- Accommodation
- Organizations and Activities
- Evaluation
- Buildings
- Territorial Parks
- Community Planning
- Training

These are described with reference to potential funding sources only when available. We recommend Economic Development and Tourism are the first point of contact when seeking funding.

Some projects, such as the regional guides to plants and animals, are best done on a regional basis. Doing such guides on a community by community basis would involve too much overlap of information and is not required.

Some cultural projects may be more appropriate for certain communities. For example, doing an overall "guide" to common words and expressions for the region would not work particularly well, since some communities use roman orthography, and some use syllabics.

Some projects, e.g., a written history of each community, need not be "bound together" or done by all communities at the same time. It may be that only one or two communities may choose to initiate such a project.

2.0 Research and Documentation

2.1 Existing Research and Documentation

Books and General Interest Information

A list documented by Dr. Bertulli, PWNHC, and supplemented by information from this report, is a good start at listing publications. Outfitters and operators should be aware of these types of publications and to make available to interested guests.

However, we further recommend documenting and publishing a listing of books, periodicals, magazine and newspaper articles, studies, films, videos, surveys and assessments of the Kitikmeot area and specifically newspaper articles on the Northwest Passage. This information may be published in two formats: one for potential visitors to the Arctic Coast region, and the other (more detailed) as background reading for all guests to the region.

Historic and Cultural Research and Documentation

A considerable amount of documentation on the region, and specifically the Northwest Passage, has been done. A list of archaeological sites as documented by the Prince of Wales Northern Heritage Centre might be made available for the communities through ED&T region. This listing should be gone through to determine what material may support existing operators. It may also provide information on where further development may be recommended.

Tourism Documentation

Copies of past Kitikmeot Tourism related studies have generally not been widely distributed to communities. Due to the interest of most hamlets and community people contacted in this process, it is recommended that a listing of past studies be created and distributed.

Science Institute Research

The Science Institute has listings of scientific research done in this region. As with the archaeological studies, there could be a number of studies done in this area that are of interest to the communities and or visitors. A compilation of the listing (through the Inuvik or Igloolik offices of the Science Institute) is the first step in determining what research has

already done that may be of interest and use for Northwest Passage promotion or understanding, as well as other tourism promotion.

Northwest Passage Committee

There was a Northwest Passage Committee in Cambridge Bay, which is no longer active. Dawn Wilson (Principal, elementary school) has files on the committee's past activities. These should be reviewed for possible ideas and background for projects listed in this study.

2.2 Recommended work

Once the cataloguing and distribution of existing information has been completed on archaeological work in the region, the gaps in research will be more apparent. At this stage, additional research on archaeological and historic sites in the communities, to support specific interests, can then be carried out. An example of this type of work is the archaeological site surveys conducted by Peter Schledermann of "The Arctic Institute of North America" in 1991 in Cambridge Bay as part of preparations for a historic park in Cambridge Bay.

The Archaeological Survey of Canada, Prince of Wales Northern Heritage Centre in Yellowknife, National Museum, the Arctic Institute of North America, Kitikmeot elders, historical societies, and tourism operators may all have a role in further research.

Master's and Ph.D. students should be encouraged to complete reports on areas of value to furthering the development of the "Northwest Passage" as the main theme of the Kitikmeot. The report "Copper Inuit Interpretation Plan: A report of cultural research done in the community of Coppermine, NWT in the summer of 1991" by Robin McGrath is an example. Substantial information can be gathered at little or no cost.

Funding: various. ED&T to encourage and promote, the use of graduate students. The Oral Traditions Program, which provides funding and professional assistance to individuals or groups who want to record the oral traditions of the NWT, may be suitable for part.

3.0 Displays

3.1 Airport displays

Frequently mentioned in previous studies and in visits to the communities was the need for displays in the airports of each community. Such displays would be both an information tool (e.g., answering "where is...?") and a marketing tool (e.g., answering "I wonder what there is to do/see...?"). The displays could include an interpretive description of all facilities, services, some historical points, etc.

Funding: Government of the NWT- Capital ED&T

Suitable: for each community

- may include regional component (e.g., overall regional map)
- may compliment or replace existing signage in Airports.

3.2 Hotel displays

Hotel displays were also frequently mentioned in previous studies and in visits to the communities. Again, these displays could be both an information and a marketing tool. Some duplication of the airport display information will occur but we do not see this as a problem. However, since there will be more time to comfortably look at the display, there can be added information and a mini- "information centre" with brochures, phone numbers etc. These displays should be readily updateable.

Funding: individual hotels/Arctic Co-operatives

Suitable: for each community

3.3 Museum travelling exhibits

Museum travelling exhibits could be developed that centre on this region and the ideas about the Northwest Passage. The exhibits could then travel throughout the region, as well as be displayed in various Canadian Museums. The Prince of Wales Northern Heritage Centre, in conjunction with the National Museum in Ottawa and other museums such as the Glenbow could be encouraged to work together on these exhibits.

Work on these should include contacting the archives of the R.C.M.P. (Ottawa and Regina) and "The Bay" (in Winnipeg) and the Oslo Museum for documentation of artifacts from the Kitikmeot region.

Museum travelling exhibits imply the use of museum artifacts in the exhibits. As such, that type of exhibit needs some controls in terms of where and how it is displayed, how it is shipped, etc., since the items in the exhibits are curatorial pieces.

In the longer term, as a location to administer and display museum artifacts in an Arctic Coast community becomes available, some of these travelling exhibits may find a permanent home in the Arctic Coast. This will require discussions on which artifacts may be returned and under what conditions.

Some ideas for travelling exhibits include:

- an interpretive display detailing the difference between early (English/Scandinavian) methods of travel/exploration (i.e. Franklin, Peary, Frobisher) and the traditional Inuit methods. Comparisons might include food, clothing, means of transportation, leadership, adaptability, etc.
- document and display historical and archaeological artifacts taken from the Arctic Coast/Northwest Passage Area (i.e. at various museums, public and private collections in England, Scandinavia (Oslo Museum), R.C.M.P. Museum, Regina, Prince of Wales Northern Heritage Centre in Yellowknife, GlenBow Museum, Calgary).
- cultural/hunting tool display
- displays about carvers and crafts people
- history of the military and Dewline in the area

Funding: some funding and in-kind professional services are available through the Community Museums Advisor, Prince of Wales Northern Heritage Centre.

3.4 Interpretive Displays

Displays that have reproducible photos, copies of artifacts, and/or graphics, can be considered "interpretive displays". Such displays, set up at various locations in the community, have been recommended in a number of reports and at meetings.

Interpretive displays can (and should) be more specifically "tourist" oriented than museum travelling exhibits. Hence, they may emphasize themes of nostalgia/romance, or outdoor adventure, in a way museum exhibits would not. Though history will be an important part of many NW Passage exhibits, interpretive displays should include up-to-date elements, including Northwest Passage products (or direction to products) that can be purchased. Note that by "product" we refer to package tours, on-the-land experiences, etc., not just physical items.

Examples of potential displays include:

- the Arctic Ocean - it's animals, sites, history and culture
- sea voyages: past and present
- photo display and accompanying brochure on the Canadian Arctic Expedition, 1913-18 (V. Stefansson)

- Inuit culture in the Northwest Passage area: family tree display and brochure; arctic life today
- Northwest Passage geography and sites: scenery, site-seeing, ice watching, wildlife
- European exploration/Inuit culture: past and present
- moving around the Northwest Passage (Inuit, European, and present day examples)

Also, the displays listed in the Travelling Museum Exhibits section could be adapted to stationary interpretive displays.

Funding: The "Arctic Society of Canada" (A.S.C.), in conjunction with Inuit Tapirisat of Canada. Canada, provides grants up to a maximum of \$5,000. The purpose is to encourage Inuit youth to initiate any projects that contribute to their sense of identity and self reliance. Some of the displays or brochures about Inuit culture could potentially be funded (or partially funded) through this programme. Examples of projects already funded by this program include:

- Heritage Day '93, Arviat Historical Society's Heritage Day activities including construction of caribou tents.
- Rivers Book - stories by elders growing up along the Kazan and Thelon Rivers - printed in Inuktitut and English.
- Inuit Sea Kayaking Adventures - development of an eco-tourism business including training.

The Cultural Enhancement Contributions Program, for projects which promote cultural identity and enhance the various cultures of the N.W.T., may also be applicable for some displays or brochures. This is available to organizations, individuals, and community governments.

Assistance from ED&T to prepare funding applications.

Suitable: these are not intended as travelling exhibits, but stationary. It is best if the displays are different for each community, so that people can see different things when they get to another community.

3.5 Location for Displays

Although a "stand alone" interpretive culture/mini museum may be possible in one or two communities, alternative cost-effective locations are needed for travelling exhibits or interpretive displays. Locations will vary with each community, but may include:

- hotel lobbies
- hamlet offices

- school foyers
- room with a separate outside entrance as part of a planned school expansion

Suitable: applicable to each community

3.6 Signs

Street and directional signs in English, Inuinaqtun (Roman Orthography), and Inuktitut (syllabic) was suggested at our meeting in Cambridge Bay. This could be done (modified according to languages) in all communities.

Also, honorific naming,(public buildings named after prominent elders) has been suggested.

Funding: Hamlets; Language Enhancement Contribution Program, which is to provide funding to NWT registered organizations, and community governments for projects which support community initiatives in the maintenance, enhancement and revitalization of aboriginal languages in the NWT, may be suitable for part of this.

Suitable: to each community

4.0 Publications/Write-ups

4.1 Languages

A variety of easy-to-read "phase brochures" were suggested. The idea is to list about 20 of the most used words and phrases in various languages along with the English translation, hints for pronunciation and pictures.

This publication could be done on a language basis, rather than a regional basis. Each publication could include an introductory paragraph about the different dialects/languages throughout the Kitikmeot, e.g., information on the Netsilingmeot dialects

Funding: The Language Enhancement Contribution Program, which is to provide funding to NWT registered organizations, and community governments for projects which support community initiatives in the maintenance, enhancement and revitalization of aboriginal languages in the NWT, may be suitable for part of this. Book publishing costs are not covered, nor translation services, however, phrases with pictures may be eligible.

Suitable: The project is area specific but suitable in all communities.

4.2 History of Each Community

Some communities have considerable written material on their histories, but it is not in one place or in a form for tourists. As an example, the history of the Holman area is well documented in Avens Associates Ltd. 1989 "Holman Tourism and Parks Plan" which includes a copy of a written history by Rick Condon, anthropologist with the University of Arkansas, and a "Report on the archaeological sites in the community of Holman" by Robert Park.

Pulling together such information, identifying gaps, and producing brochures on the history of each community is recommended.

Funding: The "Arctic Society of Canada" (A.S.C.), in conjunction with Inuit Tapirisat Canada.

The Cultural Enhancement Contributions Program.

Suitable: for each community

4.3 History of Elders/Family Trees/important people

A written and photographic history of both Inuit and non-Inuit who made substantial contributions to the area has been described in a number of forms at various meetings and in reports. Such information would be of interest to residents and visitors. This type of work may be included in addition to the concise history of each community described above. The concentration should be on their contribution to their people, the area, and to the Northwest Passage exploration.

The work could be broken down into a series of brochures, for example, names and information about carvers and crafts people, biography of deceased Inuit and living elders, family trees.

The "plain English" approach to writing is essential for this type of work.

Robin McGrath briefly detailed some Coppermine area elders (alive and deceased) in her "Copper Inuit Interpretive Plan", examples include:

Ikpuk and Hayokhok, adopted Diamond Jenness, later the subjects of Richard Finnie's films on dance and snowhouse building.

Patsy Klengenber, translator for Diamond Jenness, also translated for the trials of Sinnisiak and Uluksuk, and acted as navigator on the supply ship Aklavik when it

made its historic trip into the Northwest Passage to meet the Nascopie, trader at Wilmot Island.

Ikey Bolt, Alaskan member of the Canadian Arctic Expedition, as translator, settled in Coppermine and married Etna Klengenberg. He served with the Canalaska Trading company and the Hudson's Bay Company, was interpreter for the first Federal Day School in Coppermine was awarded the Coronation medal in 1953 for contributions to culture and education, interpreted for the Duke of Edinburgh in 1954, was a famous storyteller and educator. He died in 1981.

Doris Hagialok, artist, her sculpture was on a Canada Postage stamp in the 1970's, She has been included in many group shows of Inuit art.

This work could also be used for displays by making albums of archival photographs and biographies available for public display or incorporating photos of people into signage and displays.

Though we are recommending small publications here, a "table top" book of Copper Inuit and Netsilik Inuit would be appropriate as well.

Funding: The "Arctic Society of Canada" (A.S.C.), in conjunction with Inuit Tapirisat Canada.

The Cultural Enhancement Contributions Program.

The Oral Tradition Program, which provides funding and professional assistance to individuals or groups who want to record the oral traditions of the NWT, may be suitable for part of this work.

Suitable: some regional, some cultural, some community

4.4 Community Walking Guides: Self-guided and guided

Walking tour and interpretive trail guides to points of interest in, and close to, each community was brought forward in a number of reports and meetings. The trail guides should include some quality photos of main attractions in each community, so they are good keepsakes/promotional material, as well as providing an activity.

The brochures could also be used as a basis for guided tours of the communities and surroundings, to be led by a host (elder/ youth). During established tours, there could be demonstrations set up along the route, e.g., elders demonstrating traditional activities; scrapping hides, drying fish and caribou meat, carving, etc.. Also, the tour host could give

access to areas where visitors might not normally see, e.g., inside schools. Demonstrating drum dances, music, offering guests to share tea and bannock all may be part of a larger tour.

Once such guided tours are set up, details of participants and activities should be recorded so they can be repeated on short notice.

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

The community tour would describe the points of interest, including sites related to cultural history, natural history, flora and fauna, transition to modern times, the physical operation of the community, ie.: power plant, water supply, transportation, health care, police, politics, housing. These every day places and events represent a new dimension in living for the southern traveller to explore. Where applicable, reference should be made to how a particular point of interest might relate to the NW Passage.

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

For hikes outside the community, well marked trails, and possibly outhouses, are suggested.

Funding: ED&T

Suitable: for each community

4.5 Poster/map

The poster/map with history and information about the region can serve a number of purposes:

- as a data base of information
- as a souvenir of one's visit to the area
- as a promotion/marketing tool encouraging potential visitors to become interested in visiting.

We recommend a large full colour poster map, indicating points of interest, i.e. major overland and water routes of Northwest Passage explorers; sunken ships; encounter/meeting points of Inuit and Explorers; traditional Inuit camps; cairns: location of

natural beauty, abundance of wildlife of other natural resources: Inuit communities, polynia (open year-round water); sites with evidence of early Inuit or explorer activity, etc.

Some of the data and points of interest that may go on a poster/map can be obtained from the 1985 "Arctic Coast Destination Zone", Volume III. study - community destination area maps and Arctic Coast insert map.

Funding: ED&T Tourism Marketing

Suitable: regional

4.6 Regional Nature Guides

Four regional nature guides are recommended:

- birds
- plants (including flowers, ferns etc.)
- animals (other than birds)
- minerals/fossils

These would include checklists, small sketches, descriptions and references sources for additional information. Such guides are not meant to replace available books. They are to give more region ally specific information, so they would be a useful tool as well as a keepsake.

Most of the needed information exists in various forms but it would need research and compilation.

Information should be included on the sensitivity of the resources; and how it can be enjoyed and maintained. Information tips on how to get successful photographs may also be included in the guides.

Funding suitable: regional

4.7 Way of Life, Traditional Stories booklet

Translating "old time stories", legends, and information about the way of life on the Arctic Coast was important to many people. Such information would be useful for park interpretation programmes, "story-telling" on the cruise ships and incorporating into various trail exhibits/ displays and demonstrations, etc.

Funding: The Oral Tradition Program, which provides funding and professional assistance to individuals or groups who want to record the oral traditions of the NWT, may be suitable for much of this work.

Other possibilities are the "Arctic Society of Canada" grants (to encourage Inuit youth to initiate any projects that contribute to their sense of identity and self reliance) and/or the Cultural Enhancement Contributions Program, for projects which promote cultural identity and enhance the various cultures of the N.W.T.

Suitable: each community

5.0 Audio-Visual Information

5.1 Northwest Passage Music and/or Dance

The Northwest Passage is a cultural symbol for Canada. Many artists have sung, danced and told the history of the passage and the area; from Inuit drum dancers to Stan Rogers. A musical selection of various styles about the passage and area would be a good promotional tool as well as keepsake. As well, a video of music, dance, storytelling etc. may be produced.

Funding: The Canada Council provides grants to artists of all types from across Canada. The NWT Arts Council provides grants to promote visual, literary and performing arts in the NWT. Maximum contribution is 10% of the total budget.

Suitable: regional

5.2 Video on old time lifestyles

The "Inuit Broadcasting Corp." (I.B.C.) headquartered in Iqaluit with offices in Taloyoak, Igloolik, Baker Lake and Rankin Inlet (and formerly in Cambridge Bay) have many films of interest to visitors as well as residents; titles such as "Shaman", "Fish Weirs", "Drum Dancing", "Throat Singing", "Sewing" to name but a few. We recommend a contract be negotiated with I.B.C. to provide tape copies with English subtitles on the best ones, and to combine on one, or a number of tapes. These can then be viewed in visitor centres, lodges/camps, hotels, and on board cruise ships before arriving at Kitikmeot settlements.

Funding: The "Arctic Society of Canada" (A.S.C.), in conjunction with Inuit Tapirisat Canada, provides grants up to a maximum of \$5,000.

The Cultural Enhancement Contributions Program, for projects which promote cultural identity and enhance the various cultures of the N.W.T., may also be applicable for some projects.

The Oral Tradition Program, which provides funding and professional assistance to individuals or groups who want to record the oral traditions of the NWT, may be suitable for part of this work.

5.3 Feature Film

To develop a broader global awareness of the Northwest Passage, we recommend encouraging and supporting the making of a major feature film "The Northwest Passage" or "The Franklin Expedition".

The film "Frost Fire" filmed in part in Taloyoak generated substantial income as well as exposure and marketing of Taloyoak.

Funding: Corporate Sponsorship

Suitable: region

5.4 Underwater Film

Many historic wrecks are associated with explorations of the Northwest Passage.

Internationally renowned divers such as Jacques Costeau and Dr. Ballard can create general awareness of a region through information of their "undersea safaris". Dr. Ballard, for example, led expeditions that found the Titanic and the wreck of the Bismarck (the German battleship sunk by the British navy in 1941) and was the first to explore the Lusitania (the British liner sunk by a German submarine in 1915.) Ballard writes books about his explorations and owns a T.V. company that ties explorations into specials for "National Geographic", appears regularly on Stephen Spielberg's "Seaquest", and produces an annual "Jason Project" on deep sea expeditions that is televised in the USA, UK, Canada and Bermuda. Jason expeditions have explored a Roman ship in the Mediterranean, geysers in the Sea of Cortes and primitive life in the Galapagos. Perhaps they can be encouraged to film the historic wrecks associated with explorations of the Northwest Passage.

Funding: N/A

Suitable: region

6.0 Accommodation

6.1 Alternative Built Accommodation

Many studies and communities agree on the need to encourage development of alternative accommodation facilities. Some community hotels are fully booked during the summer months with the concentration of construction projects. Although these fluctuate from community to community, a fully booked hotel does not allow room for package tours which are planned and marketed a long time in advance.

Alternative accommodation such as a "bed and breakfast" provides both a seasonal alternative and an opportunity for local families to generate additional income.

Another alternative is a "tent lodge" facility near town. A number of lodges in the NWT use wall tents, rather than cabins. A similar set-up, put very close to town, could be used for tourism accommodation in the summer, when most of the pressure is on the hotels. Licensing is required both by Economic Development and Tourism, and the hamlet/community governments.

Campgrounds are also alternative accommodations. These are discussed under the individual communities where appropriate.

Funding: Funding to assist in planning and feasibility studies, business plans, engineering and pre-construction costs, legal and regulatory costs may be available from Economic Development and Tourism's Business Development Fund for up to 75% of project costs (to a maximum of \$20,000).

Suitable: each community

7.0 Organizations and Activities

7.1 Historical Society

Due to the emphasis on historical/cultural significance we suggest communities form historical societies and eventually form a regional historical society to further their concerns. Such societies will help in the transfer of information from one community to the next, assist in applying for funding, assist in organizing cultural tours, etc.

Funding: minimal; mostly community organizations. Grants may be available to Cultural Organizations to assist with the operating costs of artistic, cultural or special event projects.

Suitable: community; cultural; regional

7.2 Community Clean-up

Taking care of garbage! It is a rallying cry throughout most of the north, and was raised again during our community visits. Tourists are disturbed by the garbage in and around the communities. And as our market analysis suggests environmental issues are now foremost in the minds of international travellers. The health of the communities and surrounding areas is also adversely affected. Continually raising awareness of the problem, and on-going educating is needed.

Funding: minimal; volunteer and Hamlet efforts

Suitable: each community

7.3 Interpretation North of 60

Interpretation North of 60 is the northern chapter of Interpretation Canada, a non-profit organization of interpreters across the country. The organization is dedicated to bringing a better understanding of our natural and cultural heritage to people who visit the NWT and Yukon.

There are only 2 members of Interpretation North of 60 in the Kitikmeot. The chapter offers annual training workshops, as well as a newsletter. This organization offers a good opportunity for on-going information and training for guides, outfitters, and organizations involved in getting the Northwest Passage message across to tourists.

We recommend more organizations, operators (ie., HTAs) and individuals become members of the organization, and participate in meetings and training programmes.

Funding: individuals or groups

Suitable: individuals or groups

7:4 Nunavut Tourism Organization

The new Nunaut Tourism Organization now being established will be a critical group for Kitikmeot tourism operators to become involved in. The strength of the new organization will depend on the dedication and participation of its industry members.

8.0 Evaluation

Plan evaluation is critical at a regional level, as well as by the individual communities. Because tourism is a relatively new undertaking in this region, and because the theming is completely new, the implementation of every program and development opportunity could have a significant impact on the region. Since the Northwest Passage concept implies moving from place to place, it is important to assess how the region as a whole, not just the individual communities, is meeting the needs of tourists and operators.

This report merely brings forward the tourism development ideas available to us now. With each year of plan implementation, there will be new opportunities emerging. In some cases they would not have been considered in this report. 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 Northwest Passage product, or some unforeseen event 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.

Full plan evaluations should be conducted and adjusted in year five and ten of plan implementation. As well, on-going co-ordination and monitoring of the individual communities and the overall strategy is needed.

Funding: some monitoring and on going support for regional initiatives by ED&T, through the AEDOs and RTOs is suggested. Co-ordination through Nunavut or Kitikmeot Inuit groups may be possible, or through Nunavut funded programmes.

Suitable: regional and community

9.0 Buildings

Generally, we support the use of existing idle capacity in building, i.e., if there's a building already there, let's make the best use of it. However, for a regional interpretative centre, a new building may be needed.

9.1 Netsilik Cultural Museum/ Interpretive Centre

The idea of a Netsilik Cultural Museum is based on combining the ideas for community museums in Gjoa Haven, Taloyoak, and Pelly Bay. Since funding is limited, three separate museums cannot each receive support. Also, since a major portion of a museum in any of these communities would be to address Netsilik culture, the other communities would need to be involved.

In terms of including Northwest Passage themes, we recommend an interpretive centre in Gjoa Haven to offer cross-over possibilities with Northwest Passage European history and similar themes.

Considerable discussion must take place with the community on the detailing of a facility that residents will be both proud of and involved in. Various suggestions from the community meetings (ie./ sewing centre for traditional clothing; carving centre) may be incorporated as a part of the centre. In other communities, there could still be smaller displays, and/or an ecomuseum developed, in addition to the main centre.

Funding: some funding and in-kind professional services are available through the Community Museums Advisor, Prince of Wales Northern Heritage Centre. Co-ordination of such a project with ECE Library Division could make other funds available.

Department of Economic Development and Tourism has capital monies allocated for the construction of a small interpretive facility in Gjoa Haven.

Suitable: regional or cultural

9.2 Ecomusee

The term "ecomusee" or "ecomuseum" refers to a museum that covers an entire community or area, rather than one that is restricted to a building. The term derives from "ekos" (house) as in economy (management of the house). For example, a Northwest Passage ecomuseum could exist in one community, or in the entire Kitikmeot. It could include exhibits and interpretation on some buildings, businesses, and existing exhibit areas (such as tourist information centres). The ecomuseum concept offers the possibility of showing contemporary life, as well as historic life, which has many advantages in the Northwest Passage theme for tourism.

An ecomuseum concept would enable the following activities:

- a) links with existing exhibits;
- b) partnerships with existing exhibitors;
- c) opportunities to publicize plans, and build enthusiasm, for new ventures even before they are completed, by 'piggy-backing' on other related activities;
- d) opportunities to build support (including financial);
- e) opportunities to link with others interested in related heritage activities (ie., the individuals and groups working on more specifically cultural issues);
- f) opportunities to link with others interested in promoting greater awareness of the Northwest Passage (ie., University of Oslo);

Funding: Heritage Canada has been involved in the development of ecomuseums in Southern Canada (Cowichan Valley; Frank Slide) and there is potential for accessing

assistance from them. Some funding and in-kind professional services are available through the Community Museums Advisor, Prince of Wales Northern Heritage Centre.

Suitable: regional or cultural

10.0 Territorial Parks

Some of the sites being investigated are not within the Arctic Coast area, ie., Beechey Island off south-west Devon Island; and Cape Hotham and Assistance Bay near Resolute. However, Cambridge Bay and Gjoa Haven both have associations with Amundsen, and Port Leopold on Somerset Island is being investigated. For these and other locations, efforts will be made to co-ordinate identification, protection, and interpretation of sites associated with the Northwest Passage and Franklin themes.

Ongoing consultation and studies are planned. There may be several parks or other interpretive ideas that develop through this process. Also, simply helping to pinpoint and name areas will make the theme of the Northwest Passage more understandable.

Funding: Economic Development and Tourism

Suitable: regional

11.0 Planning and Research

11.1 MACA (Department of Municipal and Community Affairs)

MACA, through the Cambridge Bay office, is involved in developing community plans for all Kitikmeot communities. Even in communities which have a plan adopted, updates are made approximately every five years.

Input from Tourism and Parks, local and regional tourism groups and operators should be included in the planning process.

Funding: process is funded by MACA; some co-ordination assistance/lobbying through the RTO would be of assistance

Suitable: Regional

11.2 ECE- Department of Education, Culture and Employment

Policies and actions by this Department will impact the facilities available to tourists and residents alike. For example, libraries can be used by operators to access information

about Northwest Passage subjects, and may also be a good point-of-interest for tourists to get more information as well. Access of libraries by tourists should be kept in mind when planning is being done.

Also, policies and funding for museum and cultural events and publications will continually be updated. Lobbying for funding for Northwest Passage cultural events is important.

Suitable: regional/community/

11.3 Additional Planning and Research Recommendations

To hire a Cruise Ship/Package Tour Community Coordinator to work on a full time on a seasonal basis, complimenting the efforts of the R.T.O.'s and working closely with community hosts, guides, craft shops and store staff - anyone in the community who may have to deal with cruise ship guests. This coordinator may act as a go-between for community and cruise ship contact to ensure community based products and services are timely and of high quality.

To initiate on-going surveys to determine the value of the cruise ship industry to the N.W.T. and how to best be prepared for the expansion of that specific industry. Nunavut and Inuvik Area communities are hosting an increasing number of cruise ships and could benefit from a coordinated cruise ship approach.

To increase on-going research and develop a database of information. Where possible on a partnership basis with operators/cruise ships/outfitters in Nunavut to initiate a targeted "cruise ship" study to determine the potential of the cruise ship market, and how to maximize benefits to the coastal communities throughout the Nunavut region.

The Tourism "Official Diary" Program, introduced by Economic Development and Tourism in 1994 proved to be an excellent method of economically gathering community/regional based data. This survey is completed by selected NWT visitors on a daily basis providing the Department with significant feedback on a guest trip. We recommend that the program be refined for use on the Arctic Coast and that a much broader distribution through Kitikmeot lodges, camps, hotels, outfitters, cruise ship operators and the visitors centre,, is essential.

Adjustments to the questions/format can easily be made in house ("Economic Development and Tourism - Research" - Yellowknife) and targeted diaries (i.e. for cruise ships guests) are recommended.

With a larger number of returns, results of the diary program can be tabulated, specifically for the Kitikmeot promoting a broader data base for further planning.

To be assertive with cruise ship tour developers in working with the communities and requesting "Diary" distribution to ship guests, may increase local hiring through on board lecturers, guides; community coordinators, community hosts (i.e. walking tours), and drum dances. In return the Department of Economic Development and Tourism, or A.C.T.A., may provide a report of "Diary" results indicating likes/dislikes/trends; promotional information (i.e. poster, community information, etc.); suggested reading list and other resources (videos, films, etc.); assistance in coordinating the community component of itineraries, hosting fam trips and travel matters.

12.0 Training

12.1 Training Publications

To prepare a handbook/manual "How to Prepare for Cruise Ship Visitors to Your Community."; a simple, easily understood handbook to assist anyone in a community who might be involved with cruise ship visitors or the coordination of cruise ship visits. This may include arts and crafts shop operators, visitor centre hosts, planners, coordinators, and outfitters.

In conjunction with the handbook to develop a workshop that utilizes the handbook as a guideline, the workshop can address specific questions and problem areas and "test pilot" the visit of a cruise ship group. It may become a component of an A.G.M., although timing is suggested for spring/early summer just prior to a summer tourism season.

A historian may offer factual information on the Northwest Passage and review points of interest; a package tour operator may explain what is required to make his package a quality experience; a cruise ship community coordinator may inform of their plans for the following season and to coordinate hosts, guides, transportation, and logistics. Facilitators to assist operators in upgrading their packages/services.

To encourage the Tourism Training Group (T.T.G.) and/or Arctic College to develop a mini workshop/seminar on the cruise ship market and to bring in selected guest speakers to the Arctic Coast A.G.M. or meeting of operators and business people, as was done in Yellowknife for the Japanese "Aurora Borealis" Market".

"Guidelines for ship owners and operators of passenger ships cruising in Canadian Arctic Waters, North of 60°" has been prepared for the Coast Guard. This document provides information of the numerous requirements of federal, provincial and territorial agencies during the planing and operation of cruises. We recommend a one to two day workshop bringing together cruise ship owners/operators and representatives of the main regulatory bodies of government to work cooperatively towards understanding and meeting these numerous and frequently confusing requirements for cruise operation.

The Workshop may be multipurpose:

- to update Arctic Coast information verbally and with a slide show on communities, services, attractions, facilities, labour (guide, host), pool;
- to discuss licensing, applications and various regulations; bringing in representatives of the regulatory agencies: Coast Guard, Fisheries and Oceans, Department of Transport, Customs, Economic Development and Tourism;
- with a facilitator to flesh out problem areas, deficiencies and to prioritize how A.C.T.A. or the Government of the N.W.T. may assist in a partnership role in further developing and/or promoting cruise ship operations.

If we expect a confirmation on an increase in cruise ship traffic to the Arctic we must endeavour to assist cruise ship operators wherever possible. A positive helpful approach will prove to be much more productive than a seemingly adversarial heavily regulated approach.

H-2 COMMUNITY PROJECTS

Introduction

In reviewing past studies and plans for the Kitikmeot Area, we found that there is substantial existing information - little of which had been distributed to the communities for review. Since completion of these plans (see list of plans to 1994 in Appendix E) progress has been made, primarily in the communities of Cambridge Bay, Coppermine and Gjoa Haven.

Projects that are now underway, planned for and/or recently completed in the Kitikmeot Region include:

1. Cambridge Bay

- Visitor Centre has been renovated, new displays are in place.
- Historic walk signs are in place and self-guided walking brochures are now available.
- Community map and signs are in the airport.
- Mount Pelly plans are being developed

2. Coppermine

- Community historic signs are in place and self-guided brochure is available.
- Copper Inuit Exhibit/Display is being manufactured for installation in the airport this summer.
- Bloody Falls park is progressing with archaeological and resource assessments and detailed plans this year.
- Community campground will have picnic tables, privy and water tank in place for the 1995 season.

3. Gjoa Haven

- Northwest Passage Historic park signs are in place and self-guided walking brochures are available.
- Northwest Passage display at Hamlet office.

Report Volumes II through VI address additional projects that are recommended in individual communities. These are in addition to, or in conjunction with, projects that are recommended for the region as a whole.

As with the regional projects, community projects fulfil three main functions; to attract tourists to communities; to provide activities for visitors and to provide additional facilities and services that residents may also utilize. Again, we are stressing projects which are specifically related to the NW Passage theme. However, other projects which will provide activities for tourists may also be included.

During community visits residents generated a prioritized "wish list" of projects. Our study team then completed market research to determine what potential guests to the community want and need. We then compared this with the project list as identified by the community and, reviewed each idea for viability and cost benefit.

The results of that review are the recommended projects by community as listed below. These are detailed in the community reports, Volumes II through VI:

Community

1. **Holman**

- Kingalik Jamboree and Billy Joss Golf Tournament
- Co-op spinning/weaving workshop packages
- Cultural museum & northern lifestyle or "Learning Centre"
- Boat tours
- Support Dr. Condons book and develop a mini-brochure
- Photo Collection

2. **Coppermine**

- Trips to outpost camps
- Annual (Ikalupik) fishing derby
- Elders / Visitors Centre / Museum/ Community host office and Copper Inuit Exhibits
- Restore mileage signpost on beach
- Community notice board
- Park and trail development
 - upgrade community day use area and campsite
 - Bloody Falls park
- Signage/pamphlet/advertising of Mason's monument

3. **Cambridge Bay**

- Hiking trails out of town
- Mt. Pelly Park and road upgrade
- Viewing deck and interpretation - "Bay Maud"
- Underwater video of "Bay Maud"

- Interpretive sign - "Eagle"
- Wildlife viewing tours (musk-ox and caribou)
- Historic park designation/ interpretation
- Mountain Bike Rentals
- Upgrade Road beyond the Japanese Monument
- Signage and interpretative information at Japanese monument
- Develop sample packs of Kitikmeot country foods.

4. Gjoa Haven

- Back River National historic site
- Make and display traditional clothing
- Amundsen Memorial / Brochure about Amundsen
- Sewing and craft centre / carving centre
- Chantrey Inlet Lodge acquisition
- Interpretive centre / historical museum
- Franklin expedition - interpretation.

5. Taloyoak

- 50th anniversary - 1998
- Interpretive display / Frostfire movie
- Middle Lake and area hiking trails / booklet
- Thom Bay sightseeing trip / historical tours
- Stone church upgrade and interpretive signage and information
- Chantry Inlet Lodge asset purchase
- Art/ Craft display and interpretive and information centre
- Add interpretive signage to schools cultural display.
- Cultural Display
- Support efforts of the Lyall Family to copy historical documents
- Formalize a community based historical society
- Rebuild the " Thunder House" and document history of it.

H-3 IMPLEMENTATION:

- Infrastructure and Business Opportunities

PROJECT	SHORT TERM YEAR ONE	MEDIUM TERM YEARS 2-3	LONG TERM YEAR 4-10
Document and publish list of books, periodicals, studies, films, videos, archeological surveys, tourism studies and make available for distribution	X	X	
Establish regional Northwest Passage Committee		X	
Establish community-based historical societies/ committees	X		
Encourage Masters & PhD students to conduct local research	X	X	X
Airport Displays	X	X	
Hotel Displays		X	
Travelling museum exhibits		X	
Development of various permanent new interpretive displays		X	X
Community signage		X	
Phrase booklet	X		
History brochure of each community	X	X	
History of community elders and important people's family tree (written and photographic)		X	

PROJECT	SHORT TERM YEAR ONE	MEDIUM TERM YEARS 2-3	LONG TERM YEAR 4-10
Tabletop book "Copper Inuit" and "Netsilik Inuit"			X
Community walking guide/ brochures	X		
Regional poster/ map	X		
Way of life/ traditional studies booklet		X	X
Regional nature guides		X	X
Northwest Passage music/ drum dance/ tapes or videos		X	
Videos of old time lifestyles made available	X		
Feature film- Northwest Passage			X
Underwater film of historic wrecks			X
Encourage alternative accommodation	X	X	
Community clean-up	X	X	X
Ecomusee		X	
Territorial parks; identify projects & interpret Northwest Passage sites		X	
Handbook/ manual "How to prepare for Cruise Ship Visitors to Your Community."		X	

PROJECT	SHORT TERM YEAR ONE	MEDIUM TERM YEAR 2-3	LONG TERM YEAR 4-10
Develop a workshop utilizing handbook " How to prepare for Cruise ship Visitors to your community"		X	
Hire a seasonal cruise ship/ package coordinator		X	
Plan a cruise ship company focus group		X	
Initiate ongoing research & surveys	X	X	X
Expand the Dept. Of Economic Development " Diary Program" for all regional operators	X		
Encourage package tour development		X	X
Airlines develop a " Passport to Adventure"		X	X

I) **MARKETING**

- Small or newly licenced operators are encouraged to market their products/services to established package tour/cruise ship operators, as opposed to trying to market their product to the public directly - an expensive and difficult task. "Target market to the marketers" ... those established, experienced companies who know their specific markets, what their clients' needs are and how to reach them.
- Provide incentives and support to established and proven package tour wholesalers to develop packages into the area.
- Focus efforts on established operators from targeted market countries of Great Britain, Norway and Germany - as identified in our market analysis.
- To encourage development of combination tours: "fly-boat"; "fly-boat, with land tours" . A cooperative development between regional/national airlines; cruise ships; package tour companies, hotels, and outfitters, with all players promoting discounts to increase volume.
- Airlines to develop a "passport to adventure" heavily discounted air ticket similar to those offered by large international carriers. Conditions such as stand by, travel on certain off peak days, etc. may apply.
Airlines to promote "points" travel to Cambridge Bay, maximizing mileage covered.
- Using the already substantial British and German markets to Canada to develop longer range Kitikmeot packages to "extend" their Canadian stays.
- To develop fam tours inviting selected and qualified cruise ship and package tour operators to experience products and services of the region. To be hosted by the R.T.O., A.C.T.A., and community coordinator. Facilities, services and attractions must be shown in the peak attractive summer season and be well planned to gain maximum effect.
- Efforts to encourage tour operators to consider the region should not be initiated until many of the Phase I projects are completed.
- To encourage in-bound package tour operators to develop Northwest Passage theme packages, combining the services of a number of local outfitters, guides, hosts and hotels. Smaller group sizes (i.e. two groups of 15 rather than one group of 30) are suggested so facilities and services are not overtaxed.

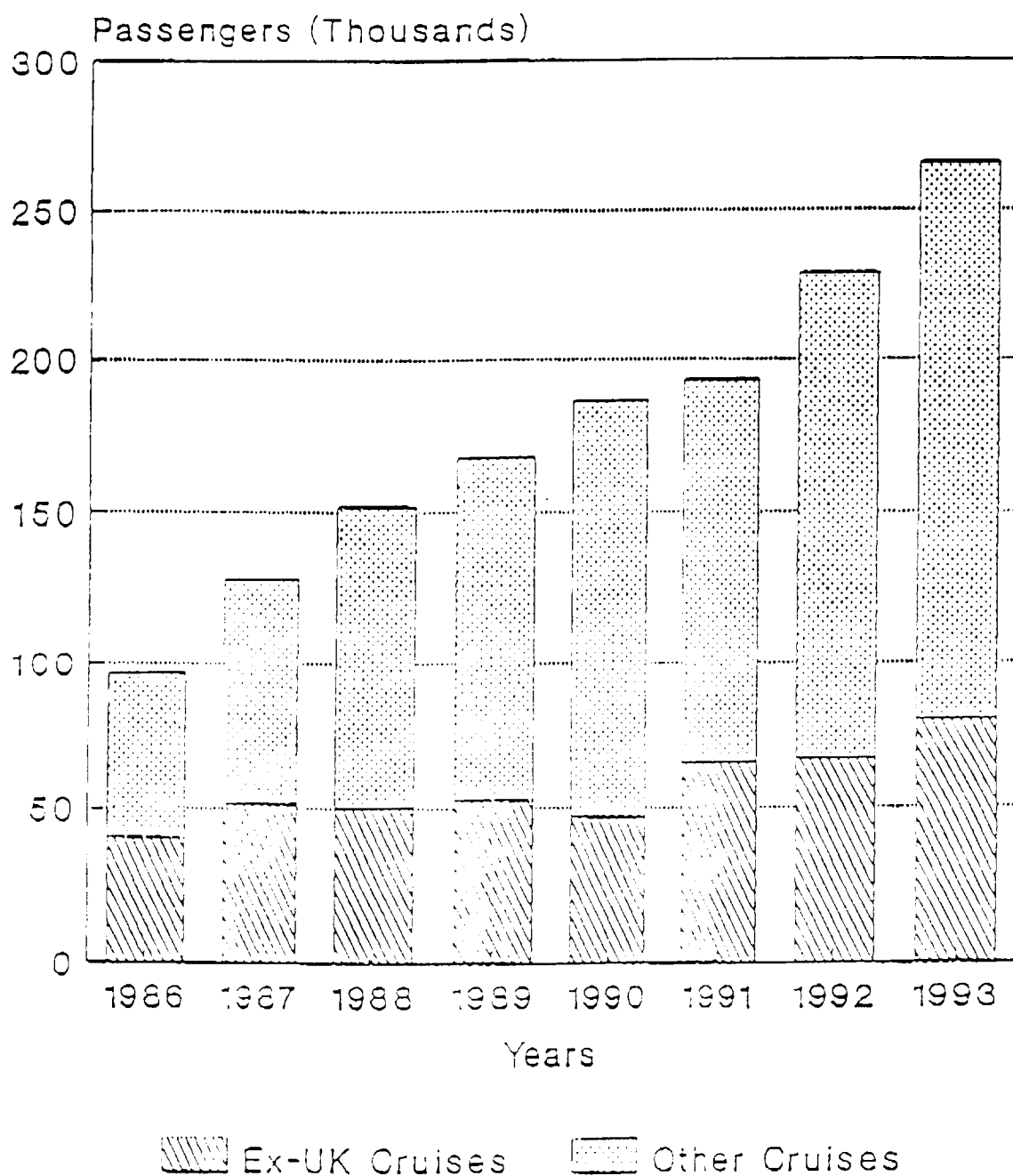
- The U.S. and Canadian potential for cultural and historical packages to the region is very limited. There is, however, some potential for increased naturalist/birding activities once more information and packages are in place.
- The British cruise market is the largest in Europe. This, combined with the abundance of early British explorers/adventurers to the region support a natural link.
- The few larger operators such as Canada North Outfitting, Adventure Northwest, Plumbers, High Arctic Sport fishing Lodge and Bathurst Inlet Lodge will continue to market to their established markets regardless of new N.W. Passage initiatives. However, projects as recommended in Phase I will complement their marketing efforts, particularly to potential guests receptive to history and culture.
- Phase I projects will encourage extended stays in the Region for the large business travel market and for guests of established operators. These projects will lay the groundwork for packaging and management of tour operators to initiate packages.
- National and international package tour operators with specific interest in history of the N.W. Passage and Inuit culture should be identified. Sources to include travel trade shows such as Rendez-Vous Canada, I.T.B., Spotlight Canada, World Travel Mart, etc.
- Both HQ and regional Economic Development and Tourism staff, who have represented the territories at various travel trade shows may identify key wholesalers.
- Travel writers identified from these same target countries should be supported to visit the region after completion of many of the Phase I projects and subsequent packaging of products.
- As quality and variety of winter/spring products may be equally as good in other Arctic regions, and with declining marketing resources, we recommend that a concentration of marketing efforts be placed in the best summer months.
- As the NWT Exit Survey identifies "community tours" and naturalist/hiking tours as activities most sought after in Zone 3, and that "see the Arctic" is high on the list of visitors needs, the development of community based package tours is recommended.
- Although the mature/high income European traveller expects value for money, the trend is away from high quality hotels to more budget type accommodations. By North American standards, accommodation prices are very high on the Arctic Coast - by European standards prices are moderate, although quality and service don't

compare. Group "package prices" and alternative accommodation such as Bed and Breakfast, which Europeans are accustomed to, are suggested.

- To develop a working relationship with Greenland and associated cruise ships, companies, airlines, and tour companies now operating into Greenland, Iceland, Faroe Islands from Europe, with the goal of extending packages to the Kitikmeot.
- An Ontario based tour company " Adventure Canada" has developed a cruise ship package targeted at marathon runners. Classes are included with Laurie Dexter of Fort Smith as one of the guest lecturers. A suggestion would be to contact this tour company to suggest a similar cruise tour of the Northwest Passage with a marathon in Cambridge Bay/Mount Pelly as a focus.

J) APPENDIX

Growth In UK Cruise Market (1986 - 1993)

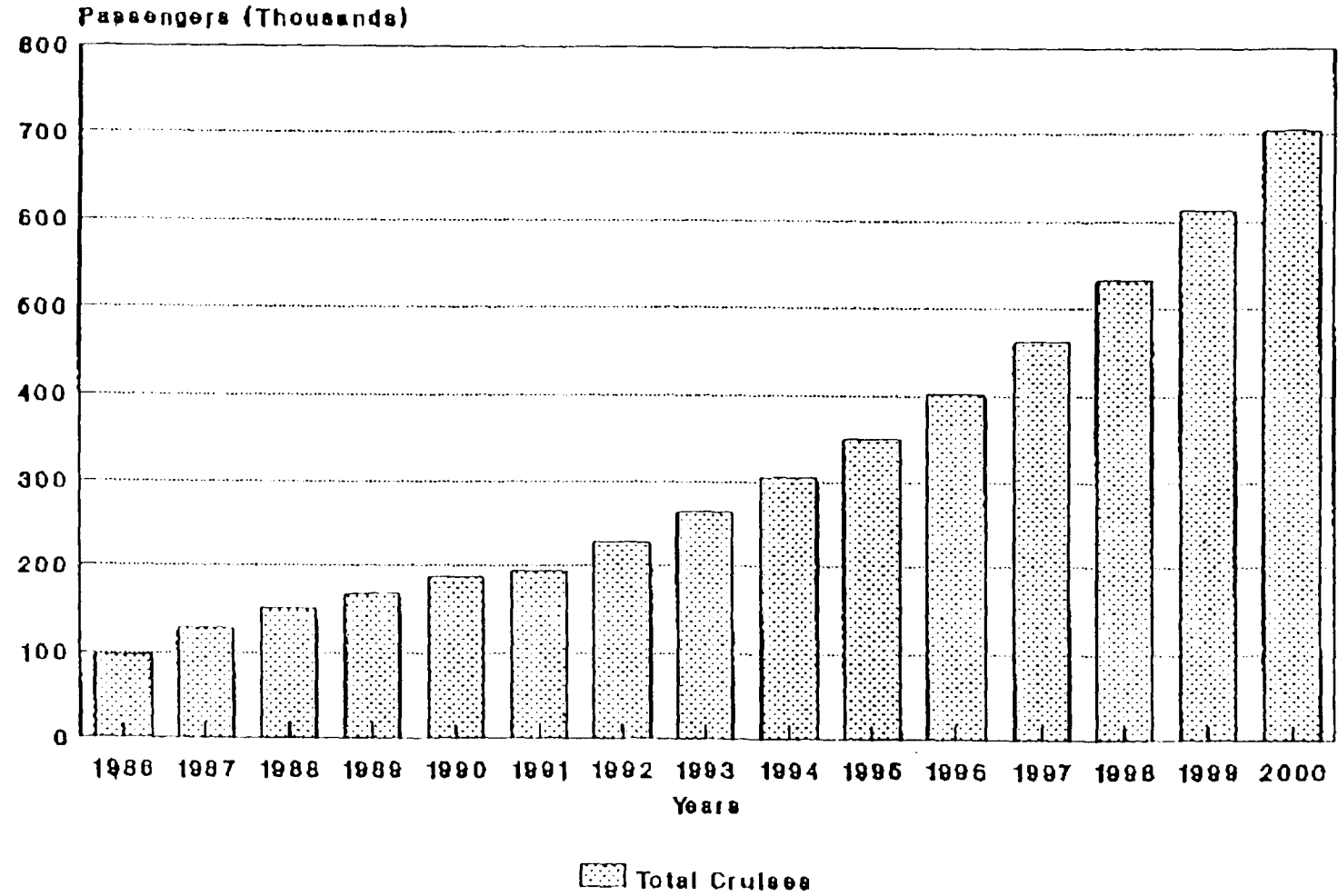


CRUISE STATISTICS

	1986	1987	1988	1989	1990	1991	1992	1993
TOTAL UK RESIDENTS TAKING CRUISES	91500	128500	152140	168400	186490	193010	228728	264840
<hr/>								
EX UK CRUISES	40900	51440	50300	52650	47200	65678	68866	80568
<hr/>								
FLY CRUISES:-								
CARIBBEAN	19960	26600	32900	45950	60840	73484	84428	86379
MEDITERRANEAN	24850	31250	30650	34300	44320	15643	30407	38929
SCANDINAVIA/BALTIC	580	6850	4850	7350	7250	6997	6068	4047
FAR EAST	350	1250	1650	2240	2480	2703	2875	4662
WEST COAST US/ TRANS CANAL	290	1500	3160	4010	4370	6410	8928	10388
OTHER AREAS	520	2100	8250	9150	6230	7217	9899	18721
<hr/>								
LINE VOYAGES	N/A	2050	11820	1680	3720	5300	4800	5278
<hr/>								
ROUND THE WORLD	4050	2410	2290	2980	2970	3675	5084	4992
<hr/>								
RIVER CRUISES	N/A	3050	6270	7590	7080	5903	9563	10976

SOURCE: PSA ANNUAL CENSUS

Growth In The UK Cruise Market (1986 - 2000)

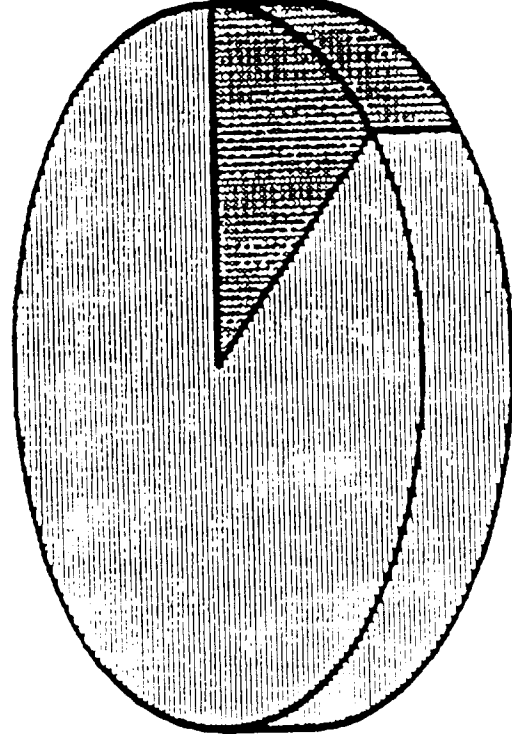


Enclosed figures show trends in the European travel market

Source:

European Travel Monitor

**Overall, Europeans made
215 million outbound trips in 1993**



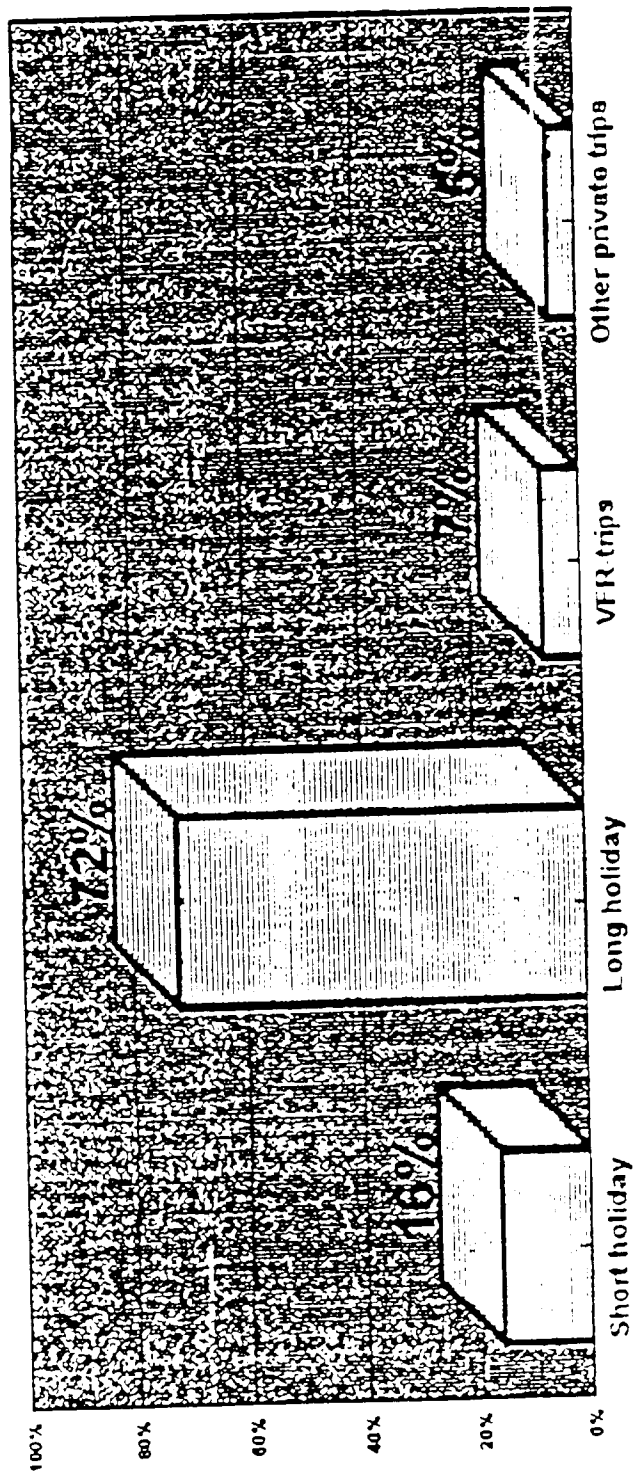
Leisure trips
(1+ N)
186 mn / 86%

Business trips
(1+ N)
30 mn / 14%

EUROPEAN TRAVEL MONITOR



**The European outbound leisure
travel market is split into . . .**

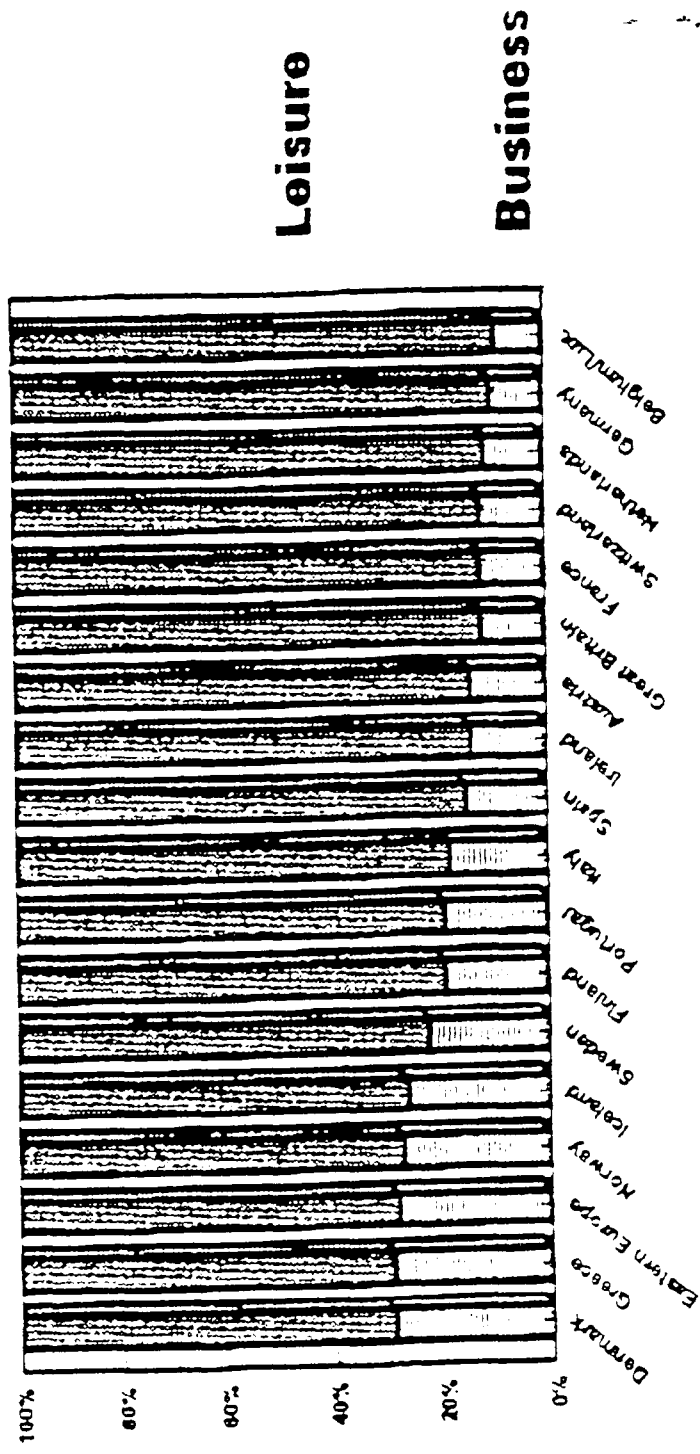


EUROPEAN TRAVEL MONITOR



**% share of outbound leisure and business trips
by country of origin -**

**European
average: 15%**



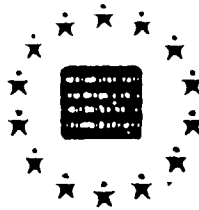
EUROPEAN TRAVEL MONITOR



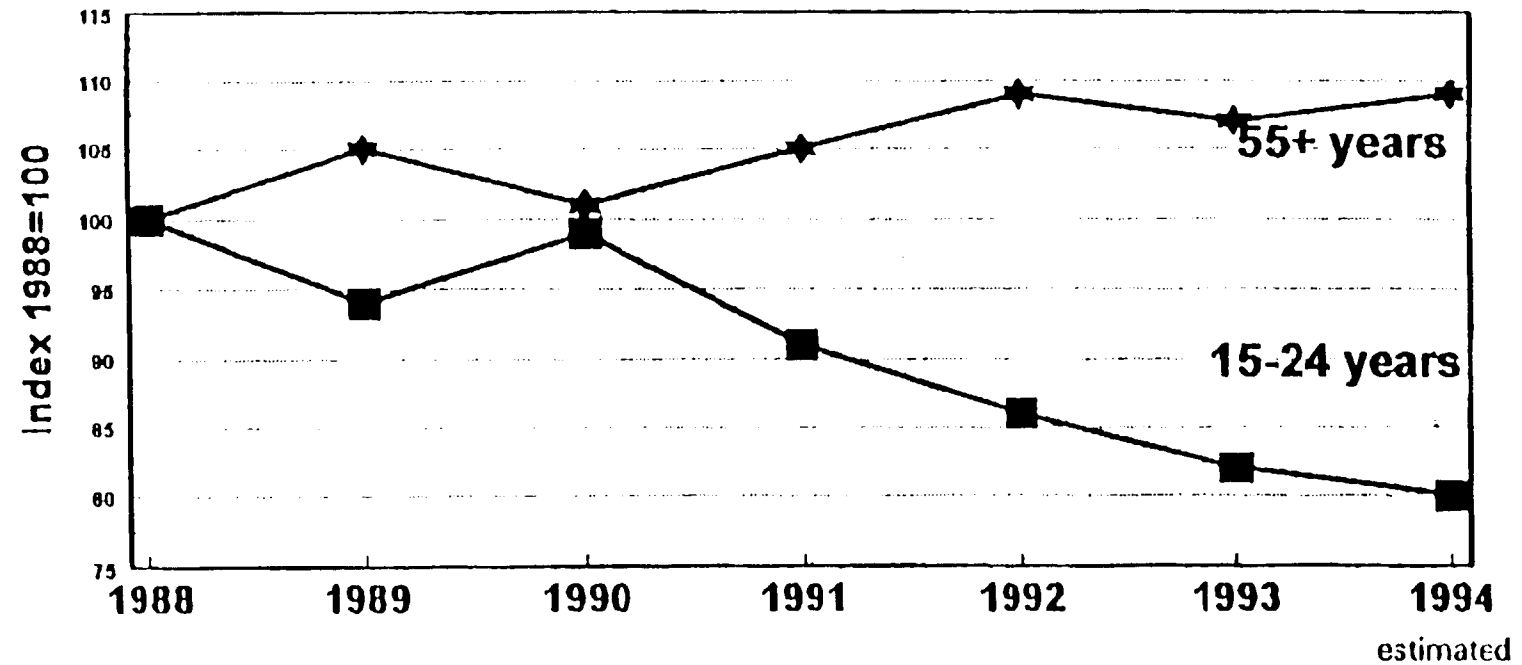
3 important Target Groups in the

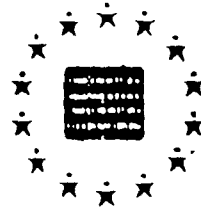
Leisure Segment:

- ▶ More and more Seniors become active Travellers
- ▶ Short Breaks and Secondary Trips (up to one week) will further increase
- ▶ The environmentally aware Consumer is becoming more and more important



More Seniors - Less Youngsters



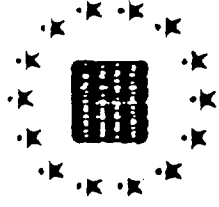


More Seniors - Less Youngsters

Overall population	+/- 0%
55 years and over	+10%
15 to 24 years	-20%

Europe's population is stagnating & ageing.

EUROPEAN TRAVEL MONITOR

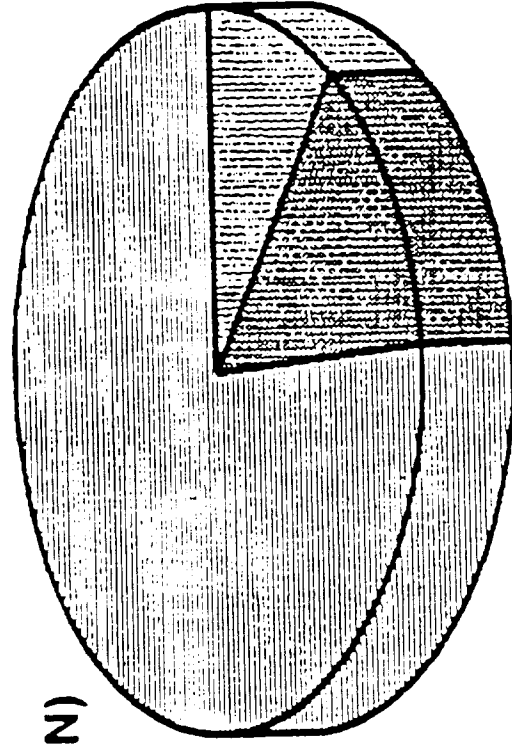


- more older people in the population
- more senior travellers
- more experienced senior travellers

need

specific products

Purpose of Trip

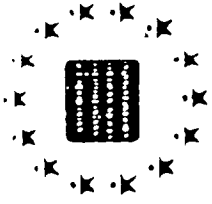


Holiday trips (1+N)
72%

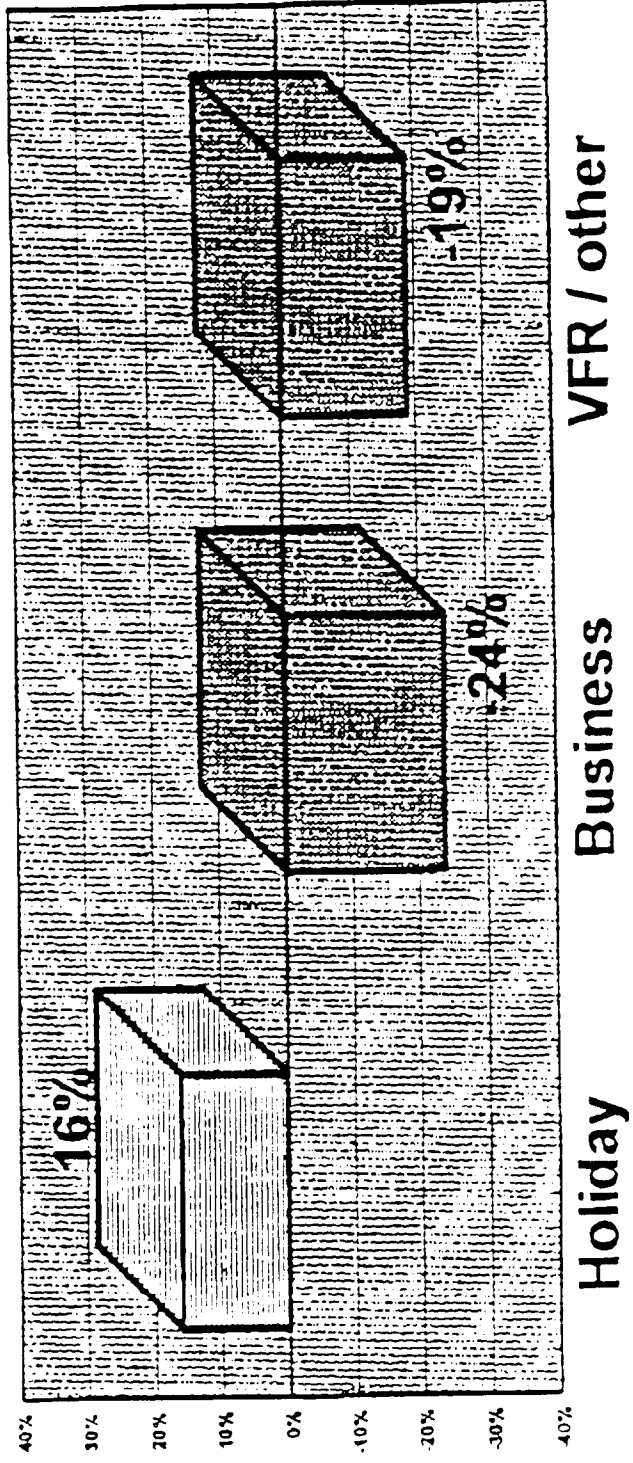
Visits of friends/relatives
and other private trips
10%

Business trips
14%

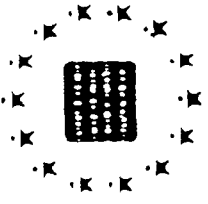
EUROPEAN TRAVEL MONITOR



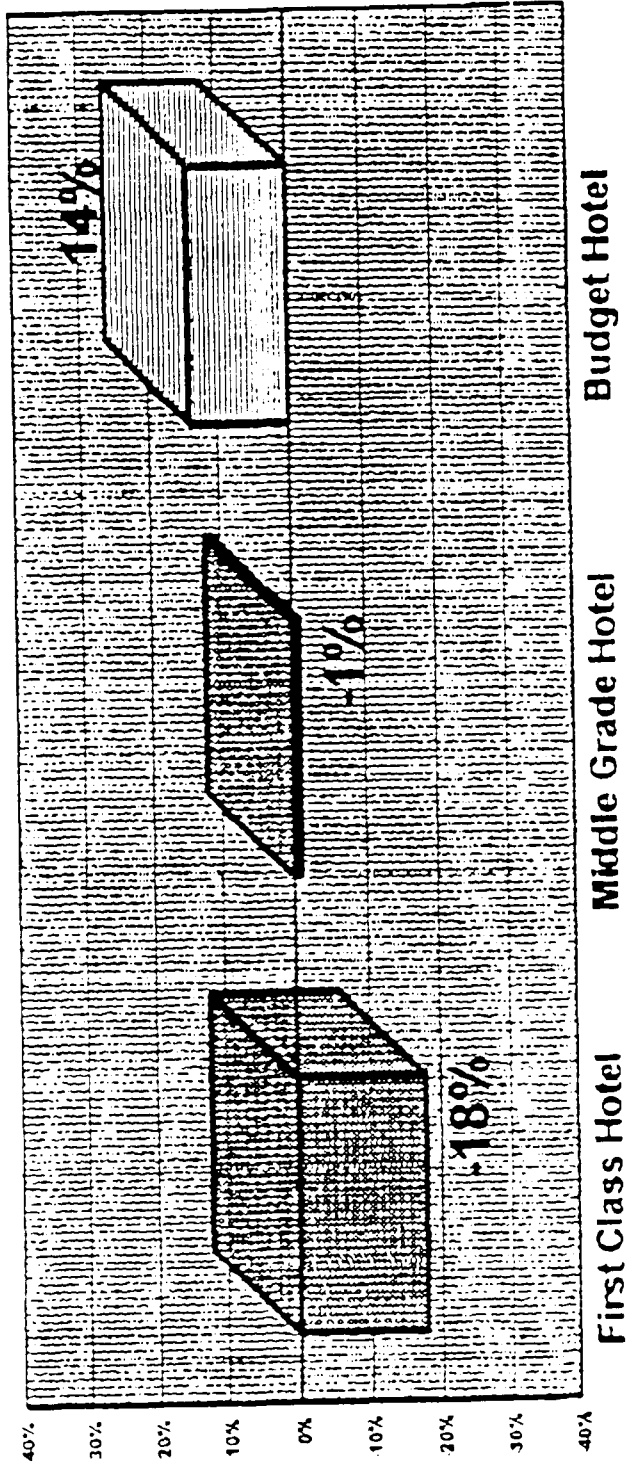
Purpose of Trip-Trend 1988-93



EUROPEAN TRAVEL MONITOR



Accommodation Trend 1990-93



APPENDIX E
PROPOSED DEVELOPMENT OPPORTUNITIES TO 1994

The following is a list of previously suggested developments. The sources include many studies listed at the end of this document. Not all of these development opportunities are still valid or suitable; this is merely a reference of what has been suggested up to 1994. Codes are listed at the end of this section.

Holman	Mostly Private/Community	Source	Status
	a. Nature/fishing tours to Minto Inlet	a	
	b. Hotel display	a/b	
	c. Package tours	b	
	d. Community Host/office	a	
	e. Hotel upgrade		
	f. Co-op spinning/weaving workshop packages	b	S
	g. Golf tours	b	
	Mostly Public		
	a. Thule Village reconstruction (Coop vs. Ukpillik site)	a/b	
	b. Community day use area/campground	b	
	c. Cultural Museum & Northern Lifestyle or "Learning Centre"	a/b	
	d. Community tours and hikes	b	
	e. Airport display	b	CP

	Source	Status
Coppermine		
Mostly Private/Community		
a. Excursions to Tree/Richardson Rivers	a	
b. Hudson's Bay Company Interpretive Exhibit and tours to Bernard Harbour	a	
c. Community Host/office	a	partially done
d. guiding and water safety program / local botany training, sports-fishing, guide training	d	
e. lifejacket loan program	d	
f. partially restore schooner Tudlik	d	
g. produce and sell Coppermine postcards	d	
h. reseach and ongoing documentation of art	d	
i. community notice board	d	
j. annual (Ikalukpik) fishing derby	d	
k. tent hosel	d	
l. Coppermine Cultural Group (qalli) Centre	d	
Mostly Public/GNWT		
a. Information Centre	a/d	
b. Community Tours signs/markers (Inuinnaqtun and English)c/d	c	CP
c. Arctic Theme Display (airport)	c	CP
d. Information/Orientation Display (Coppermine Inn and/or airport)	c	CP
e. Copper Inuit Exhibit	c	1995-98CP
f. Arctic Tundra Exhibit	c	
g. Visitor Orientation pamphlet (s) (e.g., general guide, housing, lanuage)	c/d	
h. Coppermine Tundra Exploration Guide	c/d	
i. Park and Trail Development - upgrade day use area and campsite - Bloody Falls Park	c	1995-2000CP
j. restore mileage signpost on beach	d	
k. maintain and document whaler in schoolyard	d/i	NA
l. information display on boats	d	
m. investigate dive-site possibility	d	
n. botanical garden	d	
o. advertising and research into flora	d	
p. pamphlet/advertising of Mason's monument	d	
q. housing pamphlet/eventual reconstruction of contact-era house	d	
r. communal carving shed and tools	d	
s. archival photo display	d	
t. Marked dock as pick-up for tours	d	
u. elders centre /visitor centre / museum combination		
v. community group/business displays	c	
w. signage named after elders		
x. written and photographic history of Inuit and non-Inuit who made substantial contributions to the area		

		Source	Status
Cambridge Bay	Mostly Private/Community		
	a. Reopen unused Char Lake Lodge	a	
	b. Community-based fishing excursions	a	
	c. Community tours	a	
	d. move mural from Bay to RCMP building	i	partially complete
	Mostly Public/GNWT		
	a. Restore "Maud"	a	
	b. Mt. Pelly Park		C 1995-2000
	c. Photo Display and Brochure, Canadian Arctic Expedition 1913-18 (V. Stefansson)	h/j/k	
	d. Historic Park / Archaeological Resources	o	
	e. Regional Visitors Centre and Library	j	
	f. Old Town Site Territorial Park	j	
	g. designate historic park and viewpoint	h	
	h. community walking tour brochure	h	
	i. Old Town walking tour brochure	h	
	j. boat brochure	h	
	k. translate underwater video of Baymaud	h	
	l. park staff	h	
	m. various visitor centre displays	h	
	n. sign at Freshwater Creek	h	

Gjoa Haven

Mostly Private/Community

- | | Source | Status |
|---|---------------|---------------|
| a. Northwest Passage tours on King William Island | a | |
| b. Gradual acquisition of the Chantry Inlet Lodge | a/i | |
| c. Community tours and entertainment | a/f | |
| d. Community Host/office | a | |
| e. Hotel Information Kiosk | a | |
| f. Interpretive Tour Guide Training with historians | f | |
| g. Better community advertising of products | t | O |
| h. Local boat tours | f | |
| i. Local sport fishing trophy; fish fry | f | |
| j. Gjoa-Pelly-Taloyoak Circle Tour | f | |

Mostly Public/GNWT

- | | | |
|---|---|---|
| a. Oral History Project (Federal) | | S |
| b. Amundsen Memorial | a | |
| c. Brochure on Historic Trail, packaging of trail | f | |
| d. Interpretive Centre | g | |
| e. Movies/slide display for interpretive centre | g | |

		Source	Status	
Taloyoak	Mostly Private/Community			
	a. Arts & Craft Studio/Workshop	a		
	b. Boothia Peninsula nature and archaeological tours	a		
	c. Christmas Arctic festival	a		
	d. Community Host/office	a/e/f		
	e. Hotel Information Kiosk	a/e		
	f. Interpretive Tour Guide Training with historians etc.	f		
	g. Better community advertising of products	f		
	h. Aurora Borealis viewing	f		
	i. Fishing trips	a/f		
	j. Gjoa - Pelly - Taloyoak Circle Tour	f		
	Mostly Public/GNWT			
	a. Old Fort Ross and Thule Village restoration	a		
	b. Community Campground	e		
	c. Stone Church as reception centre	e		
	d. community tour booklet/signs	e		
	e. airport display	e		
	f. Middle Lake & area hiking trails/booklet	e		
	g. Community Exhibits	e		
	h. Catalogue archeological sites and early exploration details	f		

	Source	Status
General Arctic Coast Mostly Private		
a. Various zone promotions	a	O
Mostly Public		
a. Start up Training	a	
b. On going Training	a	O
c. Plan evaluation	a	
d. Land use and other resource research	a	
e. Regional market research	a	

Sources Legend

- a. **Arctic Coast Destination Zone.** Tourism Development & Marketing Strategy, Outcrop, July 1985.
- b. **Holman Tourism and Parks Plan.** Technical Report Avens Assoc. Ltd., Dec. 1989.
- c. **Park and Trail Development Master Plan.** Coppermine, EDA Collaborative Inc., Jan. 1989.
- d. **Copper Inuit Interpretation Plan:** A report of cultural reseach done in the community of Coppermine, NWT, in the summer of 1991. Robin McGrath, PhD, October 1991.
- e. **Park and Trail Development Plan for Spence Bay and Pelly Bay.** Quinista Envrionmental Planning et al., February 1990.
- f. **Tourism Business Opportunities in Gjoa Haven, Pelly Bay and Taloyoak.** Adventure Northwest, March 1994.
- g. **Northwest Passage Historic Park Interpretive Plan.** PRP Parks: Researcha & Planning Inc., March, 1987.
- h. **Cambridge Bay Historic Area.** EDA Collaborative Inc., June 1991.
- i. **Cheri Kemp-Kinnear;** RTO, ED&T, Cambridge Bay.
- j. **Serving and Assessment of Archeological Resources:** Cambridge Bay. Peter Schledemann, Arctic Institute of North America, 1991.
- k. **Cambridge Bay Historic Park Plan.** EDA Collaborative Inc., 1991.
- l. **Cambridge Bay Tourism and Parks Plan.** EDA Collaborative Inc., 1988.
- m. **Mount Pelly Territorial Park:** Management Plan. Terriplan Consultants, 1993.
- n. **Archeological Survey Between Cape Perry and Cambridge Bay.** W. Taylor, 1972.

o. Various other documents.

Status Legend

S - started

CP - Capital Plan

O - ongoing

NA - no longer appropriate/possible

Appendix F

Booking Agents , Camps/ lodges and River Tours

Booking Agents for Arctic Coasts

NAME/ ADDRESS

TOURS

Quark Expedition Inc
Darien, CT, USA

cruise NW Passage
from Resolute

Adventure Northwest LTD
Yellowknife, NWT

represents Northern
Cambridge Bay
Holman HTC
Gjoa Haven HTA and
Taloyoak HTA, hunting, dog
team trips

Canada North Outfitting
Almonte, Ontario

Ekaloktotiak HTA

muskox, Peary caribou hunts

True North Outfitting
Yellowknife

muskox hunts

Camps and lodges outside communities

Arctic Safaris
through Yellowknife?

Camp on upper Coppermine fishing;
Franklin Reminiscence tour

Bathurst Inlet
Yellowknife

naturalist lodge

High Arctic Lodge
(through Cambridge Bay)

near Cambridge Bay, fishing
and naturalist

Plummer's Tree River
outpost

Fishing camp on Tree River (unlicensed)

Chantrey Inlet Lodge

NAME/ADDRESS**TOURS**

Arctic Waterways
Stevensville, Ont

Coppermine River and
others by canoe

Bathurst Arctic Services
Yellowknife

Various personalized canoeing; from
Yellowknife; in conjunction with
Bathurst Inlet Lodge

Canada's Canoe Adventures

Coppermine canoeing

Great Canadian Eco-Ventures

Winnipeg, Simpson, Armark,
Perry Ellice and other rivers through YK
and Cambridge Bay

Peterson's Point Lake
Yellowknife

Base Camp for starting Coppermine River
canoe trips

Wanapitei Wilderness Centre
Peterborough

Coppermine Canoeing

Whitewolf Adventure
Expeditions
Port Coquitlam, BC

Burnside rafting and canoeing

Canoe Arctic Inc,
Fort Smith

Coppermine canoeing

G) APPENDICES

Appendix G - American Museum of Natural History, Cruise, NWT, 1993

Holman - Activities Mentioned:

ACTIVITY	NUMBER OF MENTIONS
Drum dancing	26
Visit to arts & crafts centre	17
Golf	16
Shopping	12
Native food	10
Talking to residents	6
Town tour	4
School tour	4
Tour of nursing station	3
Others	6

Nearly all parties mention at least one. Some parties mentioned several activities.

Holman - Comments

COMMENTS	NUMBER OF MENTIONS
Positive (favourable)	
Friendly people to meet	13
Children and seniors active	3
Enjoyed seeing churches	2
Art centre and artists good	2
Enjoyed dancing	2
Highlight of the trip	2
Others	<u>7</u>
Sub-total	31
Negative (unfavourable)	
Few arts and crafts to buy	3
Need more time to see and meet	2
Others	<u>7</u>
Sub-total	12

By far the most often mentioned comment was the enjoyment of meeting the people of Holman.

Cambridge Bay - Activities Mentioned

ACTIVITY	NUMBER OF MENTIONS
Tour of Mt. Pelly and town (bus)	29
Lunch of caribou and musk-ox	18
Tour of Maud (ship)	3
Visitors Centre	3
Walking around town	3
Others	8

A significant minority expressed dissatisfaction and a further number did not state an opinion.

Cambridge Bay - Comments

COMMENTS	NUMBER OF MENTIONS
Positive (favourable)	
Friendly people to meet	7
Good lunch	6
Musk-ox seen	4
Government official helpful	3
Others	<u>10</u>
Sub-total	30
Negative (unfavourable)	
Bus tour unorganized and uninteresting	5
Desire to meet local people (not just guide)	3
Desired more local crafts	2
Desire to see fish and meat processing plants	2
Desire to see inside of church	<u>5</u>
Others	19
Sub-total	

As in Holman, the most often mentioned favourable comment was the opportunity to meet the people of Cambridge Bay. However, the bus tour provoked a number of unfavourable comments.

IMPROVEMENTS SUGGESTED

Cambridge Bay

SUGGESTION	NUMBER OF MENTIONS
More meeting with Inuit people	1
Need for toilet at Mt. Pelly	1
DEW line tour	1
Maud tour - more time needed, explain	1
Tour of fish and meat plants	1
Golf course	

General - Holman and Cambridge Bay

SUGGESTION	NUMBER OF MENTIONS
Specialized sub-tours (e.g. birding)	3
Explain history and way of life of Inuit	3
More talks by local people	2
Craft work demonstrations	2
Visit to Inuit home	2
Enjoyable as is	2
Others	6

Types of Arts and Crafts Purchased - Holman

TYPE	NUMBER OF ITEMS PURCHASED
Prints	8
Carvings	7
Clothing	0
Cards	6
Others (doll. tablecloth, etc.)	6

Sales depended on desires of the tour participants and upon the availability of items.

Expenditures by Tour Participants - Holman and Cambridge Bay combined

OBJECT	AMOUNT
Arts and Crafts	\$5,144
Others	\$1,088
Total	\$6,272

Based on 30 parties which replied to this question. 6 parties gave no reply.

Estimate for entire complement of the tour (57 parties):

$$\frac{57}{30} \times \$6,272. = \$11,917$$

or

$$\frac{\$11,917}{57} = \$209. \text{ per party}$$

The price of this cruise (starting at \$9,950.00 US per person plus airfares) would dictate a need for substantial incomes.

Awareness of the Tour

SOURCE OF AWARENESS	NUMBER OF MENTIONS
Museum club membership	18
Magazine advertisement	
-Natural History	3
-Boston Globe	1
-Other (not identified)	8
Friend	7

Membership in the museum Discovery Club was the prominent source of awareness of the tour.