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**"NORTHWEST PASSAGE THEME
AND
TOURISM MARKETING
STRATEGY"**

VOLUME III: HOLMAN

MARCH 1995

Canada's

**NORTHWEST
PASSAGE**



Holman

VOLUME III: HOLMAN

INTRODUCTION.

This community document is one of a series produced as part of the "Northwest Passage Theme and Tourism Marketing Strategy Project". Volumes have been completed for Holman, Coppermine, Cambridge Bay, Taloyoak and Gjoa Haven. "Volume I-Kitikmeot Region" includes study recommendations and background information on a Regional basis.

You are encouraged to read Volume I as it provides an overview of the study process. It also includes a detailed analysis of markets, theme suggestions and many regional projects that communities may wish to develop on their own. We have included here the Executive Summary for your review.

EXECUTIVE SUMMARY- NORTHWEST PASSAGE THEME AND TOURISM MARKETING STRATEGY

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 Britain, 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** in the overall marketing of the Arctic Coast area including those communities not directly on the Northwest Passage.

A) EXECUTIVE SUMMARY: HOLMAN

Holman has been involved with tourism for over twenty years through sport hunts, art workshops, visits to the Holman Eskimo Co-op print shop and the Kingalik Jamboree held in the Spring.

We recommend efforts be directed towards:

- Further development and expansion of the Kingalik Jamboree and the "Billy Joss" Golf Tournament to attract visitors from beyond the Region.
- Expansion of the well established summer workshops at the Print Shop.
- To maintain momentum towards including a cultural museum, with interpretive displays as part of the schools expansion.
- Establish an outfitting/boat tour service.
- Support Richard Condon's written and pictorial book on Holman, soon to be published by the "Okiahoma Press" and to produce a mini-version in pamphlet form.
- To establish a photo collection, from many sources, of the history of Holman and area and combine with current photos of elders to produce a photo book of Holman.

B) FAVOURABLE AND CONSTRAINING FACTORS EFFECTING COMMUNITY AND AREA TOURISM DEVELOPMENT

Favourable

- 20+ years experience with hosting sport hunt activities.
- Cruise ships have visited the community.
- A comfortable Co-op hotel and restaurant.
- High quality Holman prints are well known.
- New print/art shop.
- Successful annual spinning/weaving workshops developed by the Co-op.
- Airline frequency three times per week from Yellowknife.
- Enthusiastic youth group and "recreation" committee.
- Tentative plans for a museum/interpretive room as part of school expansion in '97/'98.
- An ongoing and active community education group promoting historical/cultural initiatives.
- Long term archaeological and oral history studies in Holman and area, resulting in substantial written and photographic documentation.
- Soon to be released book by Dr.

Constraining

- No scheduled air access West to Inuvik.
- Expensive air access
- Variable ice conditions prevent scheduled access to Thule sites and coastal camps.

Favourable:

Dr. Richard Condon will provide a detailed history of the area

- Two established and well organized events “Kingalik Jambouree” and “Billy Joss Golf Tournament”
- Cultural Enhancement Contributions, Hamlet and Prince of Wales Northern Heritge Centre. Videos on the community and the “Billy Joss Golf Tournament” are available.

C) PUBLIC CONSULTATION

With the assistance of Community Liaison Laverna Goose and translator Lena Oliffi, and RTO Cheri Kemp-Kinnear, Mike Freeland facilitated a workshop with fifteen residents, four of whom were Elders.

A brief presentation was made to the Hamlet Council and about fifteen other individuals or group representatives were also interviewed.

Top 10 projects as selected by the Community were:

1. Kingalik Jamboree
2. Sight Seeing by Boat
3. Mashooyak Visitors Camp
4. A.T.V. 4-wheel Tours
5. Native Food Fair
6. Package Tours
7. Wildlife Viewing
8. Cultural Camp Sites
9. Nature/Fishing Tours to Minto Inlet
10. Golf Tours

D) INFRASTRUCTURE AND BUSINESS OPPORTUNITIES

Our study team conducted further research on the top 10 projects as identified by the community. We attempted to match "What the tourist wants" to "What the community wants to offer tourists." The cost and potential benefit of each project was also considered in developing the final list of recommended projects detailed here.

The Holman community meetings and interviews indicated residents are proud of their heritage, events and historical sites they have now, and would like to see those packaged to attract more visitors. Their "wish-list" did not include a lot of new capital projects, but rather using what they already have.

1.0 Kingalik Jamboree

During the community meeting, Kingalik Jamboree was given the highest number of votes for projects to develop. This is an example of a project that could be marketed with more emphasis on the NW Passage theme.

The Jamboree "A Celebration of Spring," has been established for years but has appeal limited to the community and the region. With expansion of traditional/cultural activities these jamborees may be packaged as part of a Spring Festivals Tour including other communities or could be the focus of a Holman community or art and community package.

Funding: Economic Development and Tourism marketing assistance

2.0 Spinning/Weaving Workshops

A spinning/weaving workshop organized by the Holman Eskimo Co-op Arts/Craft shop has resulted 1 week of guests every summer for many years.

We recommend that this concept be expanded to include other types of art workshops - ideally including a number of the Holman artists who may act as instructors.

By offering a moderately priced workshop package to the art market that includes instruction, accomodation, food and short optional evening/weekend outfitted packages substantial benefits could remain in the community during slow periods.

Funding: Coops

3.0 Cultural Museum/"Learning Centre"

This project was initially recommended in the Arctic Coast Destination Zone study (MacLaren Plansearch 1985). The centre, to be housed in the existing Co-op building, was to provide education and training to natives and non-natives on Inuit lifestyle; hands-on experience both within the Centre, and on the land; and instruction and programming on Inuit craft, northern survival, etc. Artifacts from the then-existing museum were to be used in programmes.

The Centre was recommended as a response to demands to learn of Inuit values and philosophy, and as a focus for cultural/nature based package tours.

To a certain extent, the spinning and weaving workshops have taken over some of the intention of this learning centre, e.g., providing instruction on Inuit crafts.

The community, through the Historical Committee, is now trying to revive the old museum concept. The intention, at least in the short term, is to house the historical collection in the school which is used as a multi use centre on evening/weekends. A space to house the museum is being addressed as part of a planned school expansion in 97/98 when both planning and construction costs can be minimized.

We suggest that although planning for the museum/museum collection, is a priority for residents, that they plan for tourists too. How the collection is accessed (e.g., separate entrance, accessible to the public), using some Northwest Passage themes, and ensuring there is some outdoor component to the exhibit should be addressed.

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

The "Arctic Society of Canada" (A.S.C.), in conjunction with Inuit Tapirisat 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 this work, particularly as it is associated with the school, might be funded through this programme.

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. This is available to organizations, individuals, and community governments.

4.0 Boat Tours

Short duration outfitting boat tours from Holman have some potential as a part-time

seasonal business. The traditional camping sites at "Mashooyak", Holman Island, and the archeological sites as documented by Dr. Condon at Prince Albert Sound provide options reachable by boat.

As residents are experienced on the land and have much of the equipment required, the upgrade or addition of safety and comfort equipment may be all that's required for capital outlay.

Funding: Economic Development and Tourism

5.0 Support Production of Holman Book

Additional financial support may be required to publish Dr. Rick Condon's book detailing the history of Holman Community groups, Hamlet, ACTA or the Department of Economic Development and Tourism may wish to purchase books for promotion.

We recommend the production of a mini-version- possibly a 10-20 page pamphlet with photos. This may be appealing to most visitors who seek some- but not the full detailed information . The pamphlet selling for \$3-5 each would generate some income to a sponsoring committee group.

Funding: Cultural Enhancement Contribution

6.0 Photo Collection

The elders were very prominent in our discussions as were the topics of culture and heritage. A photographic collection of elders would compliment all packages. These could be displayed in public locations: Hamlet office, Co-op store, Hotel, or Art shop. A few communities (Fort Providence being one) have completed full color " table top" books on their elders Such publications may serve as a model for what may be done in Holman.

Funding: Cultural Enhancement Contributions

E) IMPLEMENTATION AND TIME FRAME

Tourism Development	Short Term Year One	Medium Term Years 2-3	Long Term Years 4-10
Kingalik Jamboree and Billy Joss Golf Tournament	X		
Co-op spinning/weaving workshop packages	X		
Cultural museum & northern lifestyles or "Learning Centre"		X	
Boat tours		X	
Support production of Dr. Richard Condon's book on Holman and produce a mini-brochure	X		
Photo collection		X	

F) APPENDIX

HOLMAN: Existing Facilities and Services

Component	Name	Facilities/Services
Accommodation	Arctic Char Inn Okpilik Lake	8 Rooms; 16 guests unofficial camping
Food/Beverage	Arctic Char Inn	public dining area coffee shop
Attractions	Historical Museum	(not open right now)
	Barge arrival Hamlet	mid-late August 9-hole golf course club equipment rentals
Services	Northern Holman Eskimo Co-op	retail/ grocery retail/grocery print shop, workshops taxi
	Helen Kalvak School	cultural display Community Centre
	Olukhatomiut HTC	Muskox, Peary caribou, polar bear hunts
	Hamlet office Elias Enterprises	visitor information vehicle rental
	Allens trucking	vehicle rental
Air Service	Ptarmigan First Air	Through Yellowknife Through Yellowknife/Cambridge Bay Coppermine
Festivals	Kingalik Jamboree	June
	golf tournaments - Billy Joss Open - Gary Bristow (men's) - J.D. Cameron (women's)	July-August

Holman: Results of Community Meetings:

A community meeting resulted in two "wish lists" of development opportunities- one for the community and one for the region. Using a voting process these were prioritized and are listed here.

<u>Development Opportunities for the Community</u>	<u># Votes</u>
Kingalik jamboree	11
Sight seeing by boat	10
Mashooyak visitors camp	10
A.T.V. 4-wheel tours	9
Native food fair	7
Package tours	7
Wildlife viewing	5
Cultural camp sites	5
Nature/fishing tours to Minto Inlet	3
Golf tours	3
Drum dances - both styles	2
Co-op spinning/weaving workshop packages	2
Kangikyoakmiut clothing designed dolls	2
Community tours and hikes	2
Hotel upgrade	2
Community host/office	1
Community information	1
Information centre	1
See inukshuks	1
Hotel display	-
Thule Village reconstruction (Co-op vs. Ukpillik site)	-
Community day use area/campground	-
Cultural museum & northern lifestyle or "Learning Centre"	-
Airport display	-
Arts/crafts centre tour	-

<u>Holman</u>	<u>Development Opportunities for the Region</u>	<u># Votes</u>
	Cultural/hunting tools	11
	Family tree	11
	Plan - evaluation	10
	Dog team rides	9
	Catalogue archaeological and historic sites in each community	8
	Written and photographic history of both Inuit and non-Inuit who made substantial contributions to the area	8
	Then and now display	5
	Sleeping in snow house	5
	Document the history of each community and make available in printed form	4
	Cultural display	3
	Start up training	3
	Interpretive display comparing early English/Scandinavian methods of Arctic travel/exploration (i.e. Franklin, Peary, Frobisher) and traditional Inuit methods	1
	On going training	-
	Land use and other resource research	-
	Regional market research	-
	Walking tour and interpretive trail guide for each community	-
	Airport displays	-
	Hotel displays	-
	Poster/map - history/information of the Kitikmeot	-
	Interpretive tour guide/host training	-
	Develop an on-going listing of "tourism" resource people	-
	Develop a workshop/seminar on the cruise ship market	-
	Encourage development of alternative accommodation	-
	Produce four regional guides on:	-
	- Birds	
	- Plants and flowers	
	- Animals/mammals	
	- Minerals/fossils	