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***Northwest Passage Theme & Tourism
Marketing Strategy - Volume Iv - Cambridge
Bay
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**“NORTHWEST PASSAGE THEME
AND
TOURISM MARKETING
STRATEGY”**

VOLUME IV: CAMBRIDGE BAY

MARCH 1995

Canada's

**NORTHWEST
PASSAGE**



Cambridge Bay

VOLUME IV: CAMBRIDGE BAY

INTRODUCTION

This community document is one of a series produced as part of the “Northwest Passage Theme and Tourism Marketing 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: Cambridge Bay**

Cambridge Bay is the transportation "Hub" and government administration centre for the Kitikmeot with a good frequency of airline connections. With very good accommodation and food facilities, ongoing Mt. Pelly Park and road development, a growing pool of experienced guides and good access to musk-ox and other wildlife viewing, Cambridge Bay has some growth potential. Although Ikaluktutiak (Cambridge Bay) is a long established community evidence of traditional Inuit culture is less than other in communities in the Region.

We suggest efforts to be directed towards:

- Mt. Pelly Park and road development.
- Other Park and trail development.
- Develop wildlife viewing tours, mainly for musk-ox and birdlife.
- Support desiccation of a Historic Park and interpretive materials for the original town site with construction of a floating dock and interpretive display on the "Bay Maud" and the eagle and reproduction of the underwater video on "Bay Maud."
- For an existing business to offer mountain bike rentals.
- Upgrade road and trail beyond the Japanese Monument.
- Construct signage and interpretive information at the Japanese Monument.
- Develop "sample packs" of Kitikmeot Country Foods.
- All directional road and public signage be in Inuinaitun and English.

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

Favorable

- A. C.T.A. Headquarters in a well appointed Visitors **Centre**.
- Three good quality accommodation facilities, two of **which** have meeting / conference facilities available
- Mount **Pelly** park development accessible by road, **is** proceeding.
- Close proximity to abundant musk-ox, caribou and bird **life**.
- Regional **centre** frequently serviced by three airlines.
- “Kitikmeot Foods” produces and **sells country** foods such as caribou, char and muskox.
- Arctic Islands Lodge coordinates day trips with local guides / outfitters.
- Growing pool of trained and experienced guides.
- Active youth group.
- Experienced drum dancers.
- More people travel to and through Cambridge Bay than any other community in the Region.

Constraining

- less of a traditional historic base and “Inuit” feeling than in smaller **Kitikmeot** communities.
- Frequent social problems (alcohol and vandalism) can lead to difficulties **in** tour planning.

c) **PUBLIC CONSULTATION**

Beverly Mala was our Community Liaison Coordinator while Mary Neeveacheak provided translation services at the public meeting attended by about 30 residents. Mike Freeland and Karen LeGresley facilitated the meeting with the assistance of Cheri Kemp- Kinnear, RTO.

A **brief presentation was made at an Hamlet Council meeting** and about fifteen individuals were interviewed on a one-on-one basis.

The following were the top 10 projects as identified by the community:

1. Signs in two languages and syllabics
Innuinaktun and English
2. Phrase book of commonly used words
3. Old time stories translated
4. To have **Inuit** work at visitors **centre**
5. Hiking trails out of town
6. Tourist visit to elders **centre**
7. **Mt. Pelly** Park
8. Historic park
9. Family camps
10. Visitor **centre** sign at airport

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.

In general, much interest was shown in strengthening Inuit involvement and prominence in tourism projects and the town’s image. The top four suggestions, as well as a number of others, “specifically noted Inuit subjects. Many of the projects in the regional report on history and culture will help bring together Cambridge Bay’s Inuit image.

1.0 Historic Park Designation and Interpretation

Some signs have been put up in the old town area, which is a proposed historic park. More emphasis may be placed on officially designating this park. An interpretive programme which emphasizes ties to the **NW Passage may then** be developed.

Funding: Economic Development and Tourism

1.1 Floating Dock and Interpretation “**Baymaud**”

The boat is in the water, so it is not strictly within any proposed park boundaries. The park boundaries would end at the high water mark, however, a viewing platform or floating dock near the Baymaud would be within potential park boundaries.

A floating dock to the area should be considered; one that could be removed in the fall to avoid ice damage.

Local’ divers should be kept involved in plans for the Baymaud including rules and regulations to safeguard the wreck when diving around it.

We recommend the preparation of a divers heritage package prior to any promotions, including items such as historical value, shipwreck vandalism, diver’s role in marine conservation, regulations of Culture and Communications/Prince of Wales Northern Heritage Centre, and natural preservation of artifacts (i.e., leaving artifacts underwater is often the best way to preserve them) “Save Ontario Shipwrecks” a program operated by the Canadian Parks Service may be contacted for more information on underwater archaeology

Other considerations include contracting the construction of a model of the Baymaud; displaying books and magazines containing information and photos about the” Maud”

and other articles and stories in the visitor centre; and an on-site display of the Maud) with floor plans of the ship.

Funding: Economic Development and Tourism and/ or Hamlet

1.2 Produce Underwater Video of the “Baymaud”

A Norwegian film done by Norwegian divers exploring the wreck of the *Baymaud*, includes substantial underwater footage on the wreck. By accessing the rights to use the film and overdubbing English the film can become a marketing tool and a valuable component of the interpretive display at the UIC.

Funding: Economic Development and Tourism and /or Hamlet

1.3 Eagle

Although “The “Eagle” doesn’t have a particularly distinguished history the longliner was a supply vessel in the western arctic. It was bought by the Roman Catholic Church for use in Cambridge Bay. Unfortunately, it always leaked, so it has sat on the beach in Cambridge Bay since it was purchased in 1954.

Additional signage, both on site and at the Visitor’s Centre is recommended.

A brief history, plus a photo/drawing of Inuit boats from the same era could be included.

Funding: ED&T Parks or cooperatively with Hamlet.

2.0 Mount Pelly Park

Mount Pelly was given a relatively high priority in the community visits. The park is within the existing capital plan, with a total of \$350,000 between the years 1995 and 2000 budgeted. An allowance for park operations and maintenance exists in the ED&T operations budget.

A conceptual and detailed design report has been done by Avens Associates Ltd., March 1995. As determined through community consultations, it details how the park should be developed. Improvements to the road to Mount Pelly, and interpretation, are part of the plan.

Some oral history work has been recommended. Researching any descriptions of the Mount by explorers, and similar Northwest Passage theme questions should be

included at the same time.

A sign at the top of Mount Pelly identifying what can be seen is also suggested. Efforts should be made to include labelling items of Northwest Passage significance.

Funding: within Capital Plan for ED&T

3.0 Other Park and Trail Development

The original management plan for Mount Pelly recommended camping on the site. However, the consultants found there was disagreement over whether there should be established camping areas, and in fact whether there should be any camping at all. Other areas, e.g. Augustus Hills, were considered better by some residents for camping. If Cambridge Bay wishes to attract a variety of tourists, then some provisions for camping are needed.

The town will need to discuss various possible camping locations, and decide with ED&T what is most suitable for the town, the tourists and the available budgets. We recommend an investigation of possible sites be undertaken in 1995. This investigation should include discussions with various organizations (e.g., Hamlet Council, HTA, ACTA) and the general public about their preferences for camping. From a Northwest Passage Theme perspective, having camping closer to the ocean (ie: on the Northwest Passage) is preferable to inland camping.

Various hiking trails out of town, particularly along the coast, were suggested. From a Northwest Passage Theme perspective, further development along the coast is generally preferable and of a higher priority than inland development.

Hiking trails should be properly marked, including where possible a colour coding for the level of difficulty and/or length of trail. Accompanying trail brochures and maps are needed. A programme to keep the trails well-maintained is essential.

A maintained trail system to the Augustus Hills with signage and an informational brochure would serve the needs of both residents and visitors.

Funding: ED&T Parks, MACA, Federal Government Green Plan

4.0 Wildlife **Viewing Tours**

With a number of trained, experienced guides combined with abundant wildlife such as musk-ox, and to a lesser extent caribou, there is some potential for seasonal and part-time wildlife viewing tours.

Guests could be transported by bus, van, 4 wheel A. T.V., boat and by foot.

Funding: ED &T

5.0 **Mountain Bike Rentals**

Research indicates a growing demand for 4-wheel ATV (which is now available) and mountain bike rentals. The Mount Pelly road is suitable for “large tire” mountain bikes as one other roads within the community and towards the Augustus Hills. A potential expansion for rental operators.

Funding: ED&T

6.0 **Upgrade road beyond Japanese Monument**

Upgrading the road to Hidden Beach/Augustus Hills area will provide access for both residents and visitors. This may be a combination road and trail (ATV and mountain bike) upgrade.

Funding: Hamlet

7.0 **Signage and interpretive information at Japanese Monument**

Information at the Monument would encourage visitors to travel to the site and potentially extend their stay in the community. There is a cairn in place but few visitors know why it is there.

Funding: Hamlet or families/ relations of Japanese travelers for whom the cairn was built.

8.0 **Develop “sample packs” of Kitikmeot Country Foods**

Sample packs made available at local hotels and at the airport would encourage subsequent larger orders and provides a unique souvenir of the Region.

Funding: Kitikmeot Country Foods

E) **IMPLEMENTATION AND TIME FRAME**

Tourism Development	Short Term Year One	Medium Term Years 2-3	Long Term Years 4-10
Reproduce underwater video of Bay Maud	X		
Floating dock and interpretation - "Bay Maud"		X	
Historic Park designation and interpretation	X		X
Additional signage: "Eagle"	X		
Mount Pelly Park and road upgrade	X		
Other park and trail development		X	
Wildlife viewing tours (musk-ox and caribou and bird-watching)		X	
Mountain bike rentals	X		
Upgrade road beyond Japanese monument		X	
Signage and interpretive information at Japanese monument		X	
Develop "sample packs" of Kitikmeot country foods	X		

F) APPENDIX

CAMBRIDGE BAY: Existing Facilities and Services

Component	Name	Facilities/Services
Accommodation	Enokhok Inn	7 suites (kitchenettes) 14 guests
	Ikaluktutiak Hotel (Inns North)	23 rooms 44 guests meeting room
	Arctic Islands Lodge	24 rooms 33 guests vehicle rentals
	Freshwater Creek	Hamlet operated camping
Food/Beverage	Ikaluktutiak Hotel	dining room/coffee shop (partly public)
	Arctic Islands Lodge	dining room/coffee shop (partly public)
Attractions	Quickstep	KFC/ Pizza Hut
	R.C. Mission Church	partly renovated
	DEW Line Site	no public access
	Japanese Monument	cairn
	Regional Administrative headquarters	may be visited
	Barge arrival	late July
	Arctic Coast Tourist Assoc. Visitor's Centre	interpretive displays and information for the Region; hamlet operated 3 & 8 km from town
Public (GNWT) facilities attraction	9-hole golf course summer camps	
	Cambridge Bay Historic sites	renovated stone church, walking tour with signs and brochures
Services	Northern Ikaluktutiak Co-op	retail and grocery Trucks & van rentals; arts and crafts outlet, retail and grocery
	Community Hall	meeting space

	Kitikmeot Foods	muskox, caribou, char products, processing
	Ekaluktutiak HTA	Muskox, polar bear, Peary and barren ground caribou hunts
	Arctic Islands Lodge	Mt. Pelly, archaeological, NW Passage tours
	Char Lines Ltd.	Bus tours of Cambridge Bay and surrounding area
	Fred H. Ross Library	vehicle rentals
Air Service	Enokhok Development Corp	charter service throughout Arctic Coast Area
	Ad lair Aviation	Yellowknife/Resolute
	Canadian North	Yellowknife/Coppermine
	NWT Air	through Yellowknife
	Ptarmigan	through YK/Iqaluit/Ottawa
	First Air	
Festivals	Omingmak Frolics	May

Cambridge Bay: 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>
Sign in two languages and syllabic Inuinaqtun and English	9
List of Inuinaqtun words and pictures (20 most used words)	9
Old time stories translated	9
To have Inuit work at visitors centre	8
Hiking trails out of town	6
Tourists visit elders centre	6
Mt. Pelly Park	5
Historic park / archaeological resources	5
Family tour camp/community child's camp during summer	5
Visitor centre sign at airport with phone number	5
Drum dances (show)	4
Welcome sign on road from airport	4
Guided Dew Line tours	4
Road to Mount Pelly improved	3
Community walking tour brochure	3
Guided A.T.V. tours	2
Photo display and brochure, Canadian Arctic Expedition 1913-18 (V. Stefansson)	2
Community-based fishing excursions	2
Carvers working while cruise ships in	2
Various visitor centre displays	2
Sign on visitors centre	1
Trail to walk along shore	1
Marked hiking trails/colour coded and map	1
Map of fishing lakes	1
Scuba dive club information	1
Community tours	
Move mural from Bay to RCMP building	
Restore "Maud"	
Regional visitors centre and library	
Old town site territorial park	
Designate historic park and viewpoint	
Old town walking tour brochure	

Boat brochure
Translate underwater video of Baymaud
Park staff
Sign at freshwater creek
Quiz or game in Inuinaqtun words
Tourists to shell beach and fix up cabin there
Marine underwater slide show
Document and protect old grave sites
Restore "Eagle"
Spring event at Mount Pelly
(e.g. foods, games, old time stories)
Information and welcome visitors to Anglican Mission
Trail for trucks and people should be open at all times
Brochures on the history of the churches in Cambridge
Reopen unused Char Lake Lodge
Ocean lookout
Musk-ox petting zoo

Cambridge Bay

Development Opportunities for the Region

Community clean up	7
Special airfares to communities	5
Document the history of each community and make available in printed form	4
To encourage development of alternative accommodation facilities	4
To produce four regional guides on:	3
- birds	
- plants and flowers	
- animals/mammals	
- minerals/fossils	
Video on old time life style	3
Start up Training	2
Land use and other resource research	2
Walking tour and interpretive trail guide of each community	2
Written and photographic history of both Inuit and non-Inuit who made substantial contributions to the area	2
Airport displays	2
Information kit on region for new government staff	2
Communities events calendar	2
Sign showing routes of N.W. Passage exploration	2
interpretive tour guide/host training	1
To develop an on-going listing of "Tourism" resource people	1
Controlled campgrounds at parks	1
Attend more shows	1
Target market	1
Washrooms in parks/hiking trails	1
Regional market research	
On going Training	
Plan evaluation	
Hotel displays	
Poster/map - history/information of the Kitikmeot	
To catalogue archaeological and historic sites in each community	
To develop a workshop/seminar on the cruise ship market	
An interpretive display comparing early English/ Scandinavian methods of Arctic travel/exploration	