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***A Strategy For Tourism Development In The  
Baffin Region***

***Type of Study: Plans/strategies Tourism,  
Tourism - Baffin Region***

***Date of Report: 1988***

***Author: G.n.w.t. - Economic Development &  
Tourism***

***Catalogue Number: 11-32-1***

11-32-1  
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A STRATEGY FOR **TOURISM** DEVELOPMENT IN THE **BAFFIN** REGION

Tourism and Parks Division  
Department of Economic Development and Tourism  
**G.N.W.T.**

**HAMBURG / MONTEITH - 1988**

## ECONOMIC DEVELOPMENT & TOURISM - BAFFIN REGION

### Guiding Principles

- 1) To promote a quality of life based on realizable and **sustainable** human and natural resources, and that recognizes unique priorities at the individual and community level.
- 2) To support a quality of life that minimizes destruction of cultural heritage.
- 3) To promote acceptable compromises between cultures through cross-cultural awareness>
- 4) To achieve a choice of options in a balanced economy.
- 5) To promote self-determination of a viable quality of life.
- 6) Facilitate access to opportunities for self-determination of a viable quality of life.
- 7) Recognize that the Department has two roles in the development economy : the proactive developing role and the reactive program delivery role.

The nature of the **immature** eastern Arctic economy necessitates that we stress a development mandate.

## THE DEPARTMENT'S **ROLE** IN DEVELOPMENT

- 1) Identify existing opportunities.
- 2) Identify means of creating new opportunity through such facilitating factors as:
  - a. human resources (skills and incentives)
  - b. capital
  - c. market / demand
  - d. public / private sector roles
- 3) Analyze and evaluate trends, achievements and failures in economic opportunities.
- 4) Promote awareness and discussion of options and consequences to development opportunities.
- 5) Promote discussion and awareness of opportunities and development consequences with other public and private agencies.
- 6) Support quality in production and encourage excellence in new opportunities.

## PROBLEM INDICATORS

- 1) Deficit-financing has produced a finality to available Government resources.
- 2) Growth in population is outstripping creation of jobs and new wealth.
- 3) Tax-base is not increasing substantively.
- 4) Limited number of viable opportunities for resource and business development.
- 5) Accelerated erosion of historical isolation of Inuit resulting in rapid entry of southern cultural presence.
- 6) Sense of hopelessness of "non-viable" communities, low self-esteem of available human resources.
- 7) Increasing dependence on Government "endless pot illusion".
- 8) Proliferation of Government and Government programs has made simple problems difficult to solve.

## COMMON BARRIERS TO ECONOMIC DEVELOPMENT

- 1) lack of available capital
- 2) lack of skills (low-grade levels)
- 3) high cost of living
- 4) low confidence levels
- 5) growing communities without a viable **resource base**
- 6) lack of new opportunities
- 7) poor access to information

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## 2.0 BACKGROUND

### 2.1 GLOBAL TOURISM

In the past decade, industry around the world had shifted from focusing on continental and domestic trade to competition on a **global** scale. As a result, world trading patterns and financial flows have also shifted, forcing many national governments to seek new ways to generate revenue. Tourism has been identified as a revenue generating industry which can be promoted by many countries around the world. The result is that tourism around the globe has become a **highly** competitive industry, which is no longer simply a **local**, regional, or domestic economic activity. It has become unprofitable to concentrate tourism promotion on a domestic or international market of close proximity. Instead, in order to succeed and compete for tourism revenue a country's tourism activities are now becoming global in scope.

In relating this to the **Baffin** Region our products are unquestionably unique and have universal appeal. However, when it comes to developing and marketing these products to an increasingly sophisticated **clientel**, further work will be required.

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## 2.2 BACKGROUND TO THE N.W.T. TOURISM INDUSTRY

Tourism has gained increasing importance to the economy of the Northwest Territories. It is currently the second largest private sector employer in the N.W.T., second only to mining. The industry has been developing, steadily since the 1960's with improvements in transportation systems linking the N.W.T. to the South. During the 1970's air services improved dramatically with the introduction of jet service from the south, creating an environment for development of the package tour industry.

Business travel had also grown, with oil and mineral exploration and government travel, at a greater rate so that business travelers numbered several times that of pleasure travelers. On the whole, tourism, like all other N.W.T. economic activities, centered in on the larger communities, but left approximately 50 smaller communities scarcely touched by the tourism industry.

This pattern of tourism also meant that the people of the N.W.T., especially native people, had only a small involvement in the tourism industry. Besides outside of the N.W.T. ownership, the narrow resource base of the N.W.T. made it necessary to import many essential materials and services, therefore tourism receipts were offset by leakages. The aim of the government was to redirect tourism and its economic benefits to all parts of the N.W.T., especially to smaller communities and to involve more people of the N.W.T. in the industry.

In addition to direct economic benefits, the tourism industry can enhance the quality of life of the N.W.T. residents through contributing to the conservation of significant elements of our cultural and natural environments and through the provision of outdoor recreational opportunities.

The N.W.T. mandate emphasizes the **preparation** of communities, their residents and their businesses, so that they can be more **active** participants in the tourism industry.

From the viewpoint of the tourist, the object of this strategy is to provide better facilities and services; and, most of all, to **provide** more enlightening and satisfying tourism experiences.

## 2.3 BACKGROUND TO THE **BAFFIN** TOURISM INDUSTRY

In the early 1970's the **Baffin** Region was faced with serious economic questions about the future. The development of tourism was regarded as part of a strategy to broaden and diversify an ailing economy.

It was not until the 1980's that tourism was strategically addressed by both government and industry. In the **Baffin** Region a 1981 tourism development strategy provided a framework to direct growth and development in the tourism industry. It identified tourism development opportunities that met market forecasts and expectations and that were responsive to resource development and local community aspirations.

The emphasis was to develop non-consumptive forms of tourism, and to avoid land-use conflicts. Government was to initially provide most of the capital to develop attractions, improve **skill** levels, and market the region. Facility development was left primarily to the private sector, however Government provided incentives through capital contributions.

The **Baffin** Travel Zone is actually a collection of arctic islands with **Baffin** Island being the largest. The region is only accessible by air. The population of the **Baffin** region is approximately 10,000 people. **Table 1 - Baffin** Regional Population.

TABLE 1

**Baffin Regional Population**

| <u>Community</u>          | <u>Male</u> | <u>%<br/>Total</u> | <u>Female</u> | <u>%<br/>Total</u> | <u>1981</u> | <u>1986</u> |
|---------------------------|-------------|--------------------|---------------|--------------------|-------------|-------------|
| Arctic Bay                | 190         | 50.7               | 185           | 49.3               | 375         | 447         |
| Broughton Island          | 190         | 50.7               | 185           | 49.3               | 375         | 427         |
| Cape Dorset               | 420         | 53.8               | 360           | 46.2               | 780         | 863         |
| Clyde River               | 245         | 55.1               | 200           | 44.9               | 445         | 524         |
| Grise Fiord               | 50          | 47.6               | 55            | 52.4               | 105         | 138         |
| Hall Beach                | 180         | 51.4               | 170           | 48.6               | 350         | 427         |
| Igloolik                  | 375         | 50.3               | 370           | 49.7               | 745         | 808         |
| Iqaluit                   | 1,225       | 52.1               | 1,110         | 47.5               | 2,335       | 3,038       |
| Lake Harbour              | 125         | 50.0               | 125           | 50.0               | 250         | 294         |
| Nanisivik                 | 135         | 51.9               | 125           | 48.1               | 260         | 294         |
| Pangnirtung               | 425         | 50.6               | 415           | 49.4               | 840         | 918         |
| Pond Inlet                | 375         | 53.2               | 330           | 46.8               | 705         | 834         |
| Resolute Bay              | 95          | 55.9               | 75            | 44.1               | 170         | 173         |
| Sanikiluaq                | 195         | 50.7               | 190           | 49.4               | 385         | 439         |
| <b>Baffin Unorganized</b> | 100         | 55.6               | 80            | 44.4               | 180         | 208         |
| Regional TOTAL            | 4,330       | 52.2               | 3,970         | 47.8               | 8,300       | 9,832       |

Source: Statistics Canada 1987

**Inuktitut** is the principal language spoken by 82.7% of the **Baffin's** population with English and French being spoken by 14.6% and 2.2% **respectively**. For a number of **Baffin** communities, **language** has been a barrier to tourism development, particularly in the case of providing visitor services and programs. An even greater barrier are the entry level **skills** and training programs that would allow for much greater **labour** force participation in the region's tourism industry. Not only is **skill** development important to greater resident participation in the industry, it is a very important element in the delivery of **Baffin** tourism product.

Pleasure travel to the **Baffin** occurs principally during the June through September period, accounting for 70% of total annual non-resident pleasure travel. Shoulder season **travel** in the Spring accounts for 28% which is largely the result of polar bear hunts, skiing and dog **sledding**. The Fall is attributed largely to caribou hunts.

The vast majority of pleasure travel visitation to the **Baffin** is by packaged tours. The following table displays the regional destination of pleasure travel in the **Baffin**. **Iqaluit** captures 45.5% of pleasure travel to the **Baffin** but **only** 12.4% of the travel expenditure. **Iqaluit**

is the principal gateway for the travel to the **Baffin**. The high visitation/low spend to **Iqaluit** is attributed to three large tours that are essentially day trips, which account for over 50% of pleasure travel visitation to **Iqaluit**. The higher visitor expenditure in the case of Resolute Bay is due in part to 16 polar bear hunts (value \$270,400. ). Lastly, 17% of all pleasure travel is not community-based and accounts for one third of **all** pleasure travel expenditure in the **Baffin**.

**TABLE 2**  
**Regional Distribution of Baffin Pleasure Travel**  
**(Peak and Shoulder Season Travel)**  
**1987**

| <u>Community</u>                    | <u>Number of Packages</u> | <u>Number of Clients</u> | <u>Approximate Value</u> |
|-------------------------------------|---------------------------|--------------------------|--------------------------|
| Cape Dorset                         | 4                         | 113                      | \$ 211, 554.00           |
| <b>Iqaluit</b>                      | 10                        | 813                      | 370, 651.00              |
| Pangni rtung                        | 5                         | 106                      | 253, 778.00              |
| Pond Inlet                          | 6                         | 158                      | 253, 778.00              |
| Clyde River                         | 2                         | 6                        | 16, 057.00               |
| Broughton Island                    | 2                         | 5                        | 40, 362.00               |
| Grise Fiord                         | 6                         | <b>81</b>                | 194, 688.00              |
| Resolute Bay                        | 10                        | <b>180</b>               | 644, 482.00              |
| Arctic Bay                          | 2                         | <b>21</b>                | 110, 718.00              |
| <b>Igloolik</b>                     | 3                         | <b>44</b>                | 101, 160.00              |
| Non-Community Based Pleasure Travel |                           | 271                      | 1, 015, 560.00           |
| <b>TOTAL</b>                        | <b>50</b>                 | <b>1,788</b>             | <b>\$3,021,744.00</b>    |

Source: Tourism and Parks - **Baffin** Region.

In 1970, there were 2 fishing camps, 2 **hotels**, **10** transient centres, 2 outfitters and a single airline in the **Baffin**. Today there are 20 outfitters, 34 **guides**, **14hotels**, 5 camps or lodges, 2 travel agents and 4 airlines (into the Region).

More than 7,000 business, government and pleasure travelers visit the **Baffin** region every year. It has been estimated that this activity injects approximately 8.5 million dollars into the **Baffin** economy, stimulating about 184 full time, part time and seasonal jobs annually. (See Table 3.)



TABLE 3

Tourism Industry & Tourism Industry Related  
Employment - Baffin Region  
January 1986

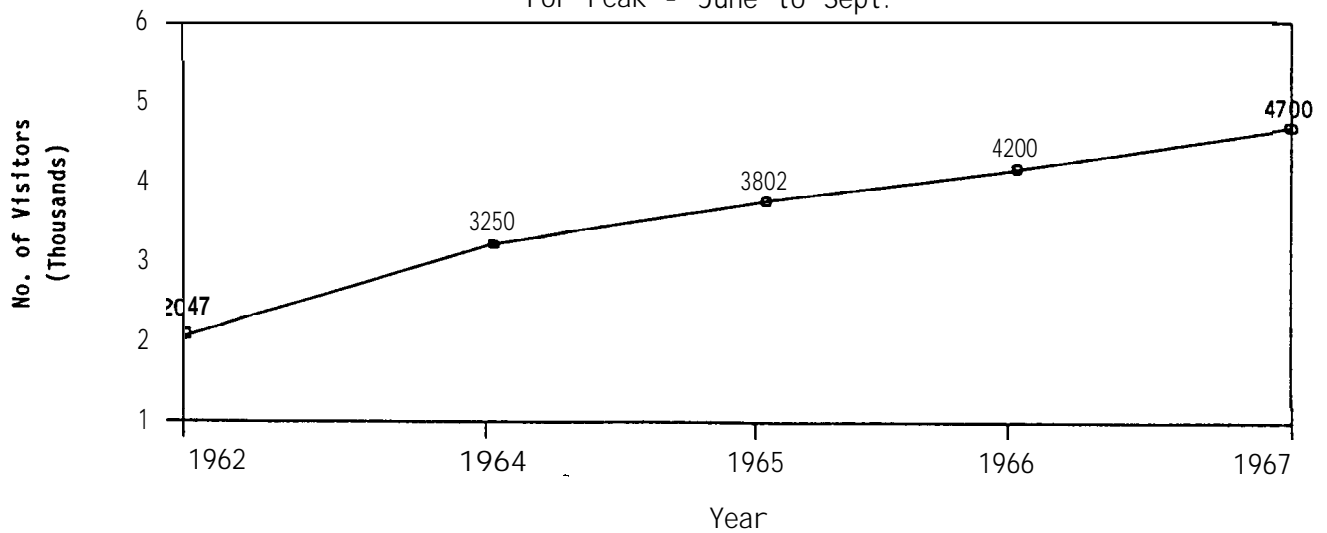
|                     | <u>Inuit</u> | <u>Other</u> | <u>Total</u> |
|---------------------|--------------|--------------|--------------|
| Hotels/Lodges       | 67           | 31           | 98           |
| Outfitters & Guides | 35           | 4            | 39           |
| Airlines            | 20           | 20           | 40           |
| Travel Agencies     | 2            | 6            | 8            |
| <b>TOTAL</b>        | <b>124</b>   | <b>61</b>    | <b>185</b>   |

In global terms, tourism is the world's fastest growing industry and one of the largest generators of international trade. In times of recession the tourism industry generally remains buoyant. The tourism industry of the **Baffin** Region is at a very early stage of development relative to other similar destinations in the world. Although the Region's tourism resource base is of high quality with unique characteristics that have inherent potential to attract a diversity of markets, the industry is just beginning to compete for market share. Graph 4 shows the steady increase in visitors to the **Baffin**, every year, measured at the peak period from June to September.<sup>2</sup>

GRAPH 4

No. of Visitors to the **Baffin**

For Peak - June to Sept.

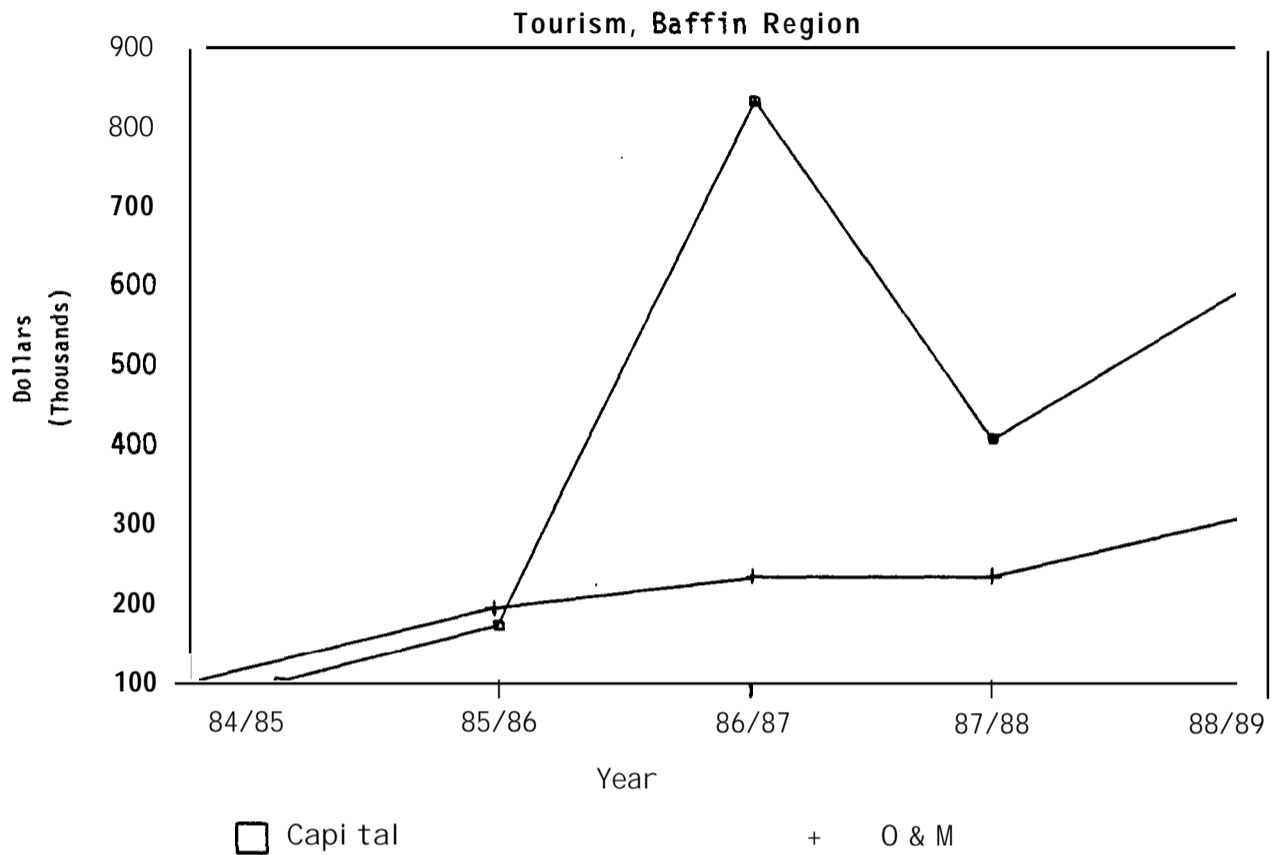


The Territorial **Government** has encouraged better quality tourism facilities. Graph 5 shows both operations/maintenance and Capital

expenditures by the Department of Economic Development & Tourism, for the Region, from 1984 projected through 1989 (estimate). Eating and accommodation facilities have been upgraded gradually over the past several years. Hospitality training for this sector of the industry will be a high priority for 1988, as will a number of other training programs for the-tourism industry.

GRAPH 5

**G.N.W.T. Capital and O & M Expenditures**

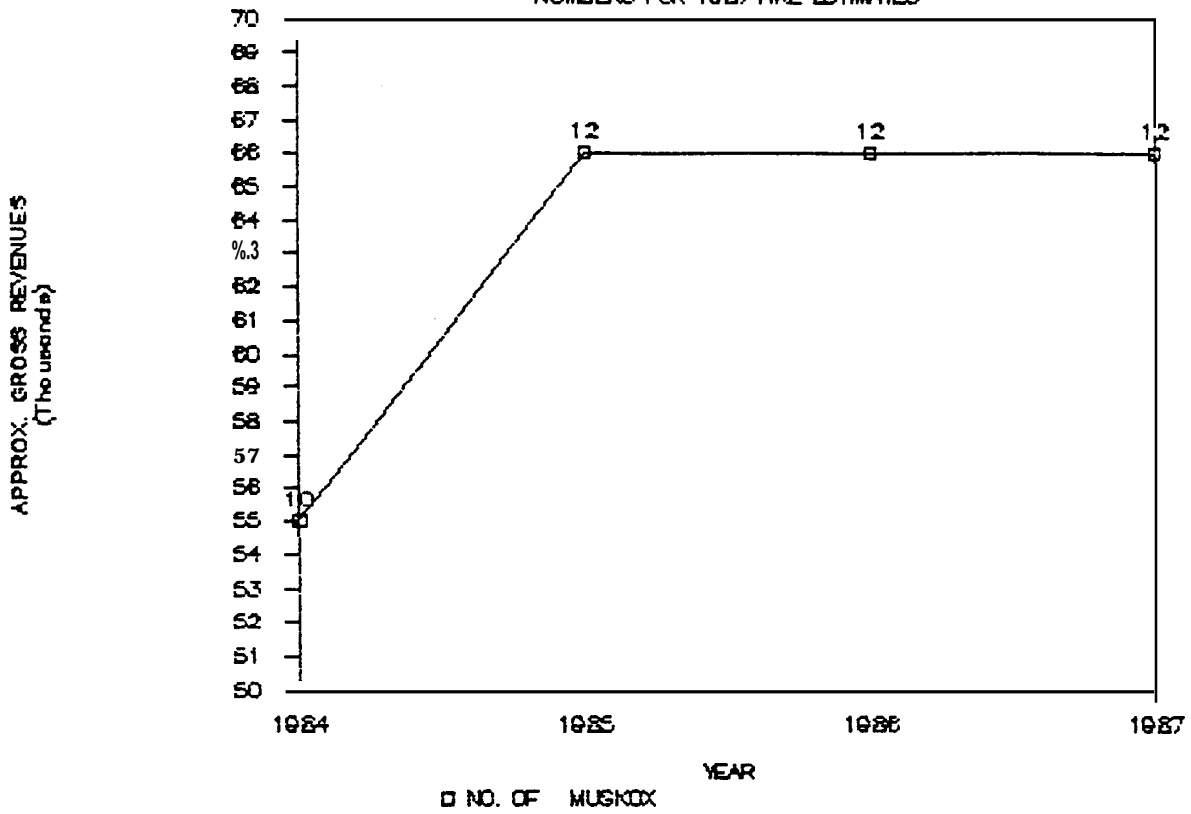


The Territorial Government has encouraged the participation of a skilled and motivated resident work force comprised of 124 native northerners employed full time, part time and seasonal in the regional tourism industry. Forty-one fully trained **Baffin** residents graduated from the guide **level 1** course over the past two years. Technical skills are to be further upgraded with added levels of guide training in special areas such as big game hunt guides (presently there are 30 whom have completed this section) and interpretive guides. By 1987, 30 **inuit** had graduated from Level 11 outfitting. course. Big game hunting guides came just in time to take the increase in the caribou hunting quota. As a result of these courses the quality of the hunts have increased, as has **the number** of hunts available and of course the income. (See Graphs)

GRAPH 6

MUSKOX SPORT HUNTS FOR THE BAFFIN

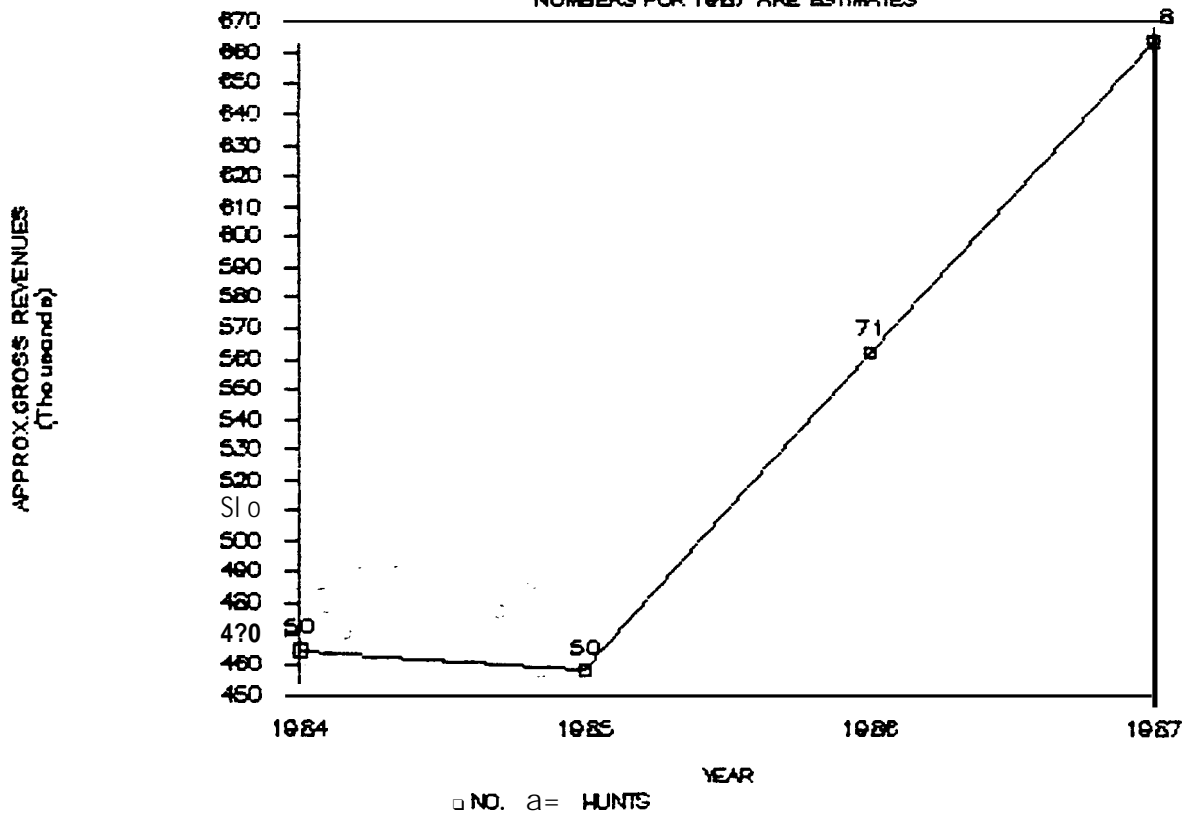
NUMBERS FOR 1987 ARE ESTIMATES



GRAPH 7

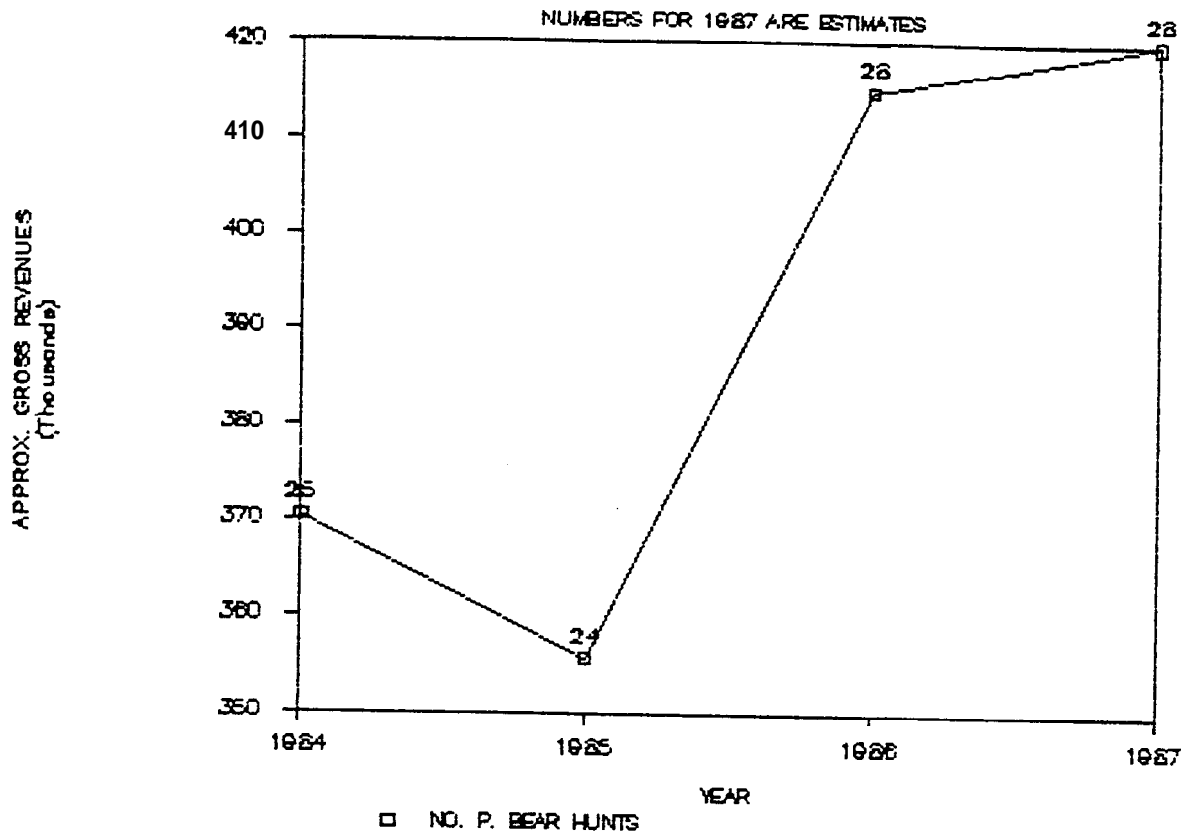
SPORT HUNTING STATS FOR BAFFIN REGION

NUMBERS FOR 1987 ARE ESTIMATES



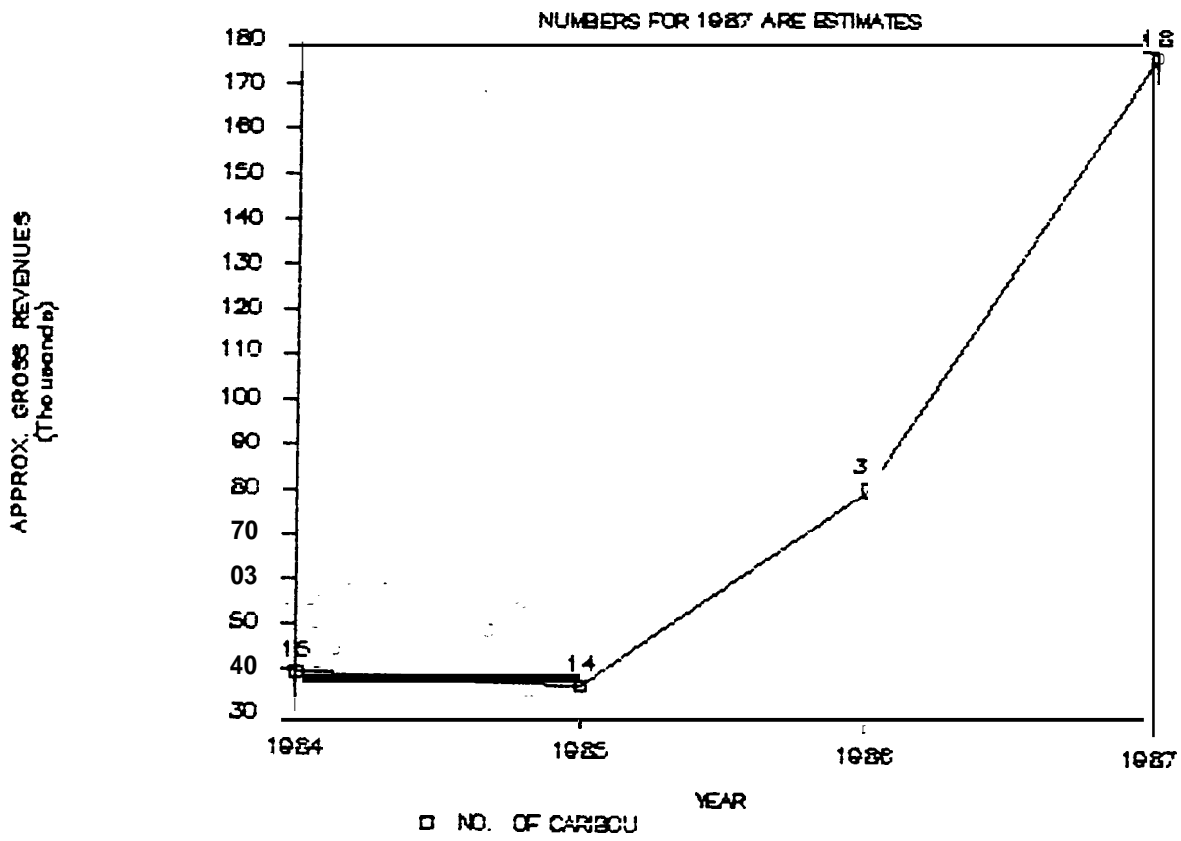
GRAPH 8

POLAR BEAR SPORT HUNTS - BAFFIN REGION



GRAPH 9

SPORT CARIBOU HUNTS FOR THE BAFFIN



### 3.0 REGIONAL TOURISM DEVELOPMENT STRATEGY

A tourism development strategy provides a framework to direct growth and development in the tourism industry, over a ten year horizon. It identifies tourism development opportunities that meet market forecasts and expectations and that are responsive to resource development opportunities and local community aspirations, and initiatives. Specifically, a tourism strategy gives direction to the public and private sector for investment initiatives.

The recommended Regional Tourism Development Strategy proposed for the early 80's was:

"To stimulate the development of predominantly non-consumptive community centred tourism in an integrated network of tourism destination areas and destination communities that are linked together by air transportation or boat tours. Development of tourism facilities, attractions and programs that will take place along specific themes that will attempt to reflect the natural, cultural and historic resources and lifestyles of the Region. These will aim to attract specific specialty markets to provide structured, programmed opportunities that can be packaged for small group visitation. The bulk of the tourism development will be initiated by the public sector and managed and operated by the private sector. The individual community's decision regarding tourism development will ultimately decide the type and extent of tourism development that will take place in that community."

The core of this strategy remains the same today, however the method for achieving the goal has changed. While in the past the department's emphasis has been to **create the appropriate climate for residents to participate and to become aware of tourism opportunities**, the department in the **Baffin** Region will now move on to the next stage of its resources on **product development and insuring quality products and services continue to be offered**.

### 3.1 GUIDING PRINCIPLES

Tourism programs should reflect **the** following key principles:

- 3.1.1 Tourism development must be consistent with the abilities and aspirations of the host communities, and must not result in unacceptable cultural, social and natural environmental impacts;
  - 3.1.2 Tourism development should be well distributed between communities;
  - 3.1.3** Tourism development and marketing activities should be **designed to** yield maximum possible economic benefits for residents of the **Baffin** Region;
  - 3.1.4 The private sector should take the lead in developing a viable tourism industry, with government providing support in the form of financial incentives and public infrastructure;
  - 3.1.5 Public funding for tourism projects should be consistent with established tourism development and marketing strategies of the **N.W.T.** and only be provided:
    - a) to private businesses in response to market analysis which indicates profitable development opportunities;
    - b) for public infrastructure when feasibility studies show that such infrastructure will generate economic benefits for the **N.W.T.** in excess of the costs involved; and
    - c) for studies which help to determine the most cost-effective use of future public funding;
  - 3.1.6 Tourism programs must be based on measurable **goals** which can be subsequently evaluated to maintain or improve their quality.
-

### 3.2 TOURISM OBJECTIVES

In order to accomplish the **goal**, within the guiding principles, this strategy has the following specific tourism objectives.

#### 3.2.1 Increase the quality of the **Baffin** tourism offerings by:

- a) increasing the availability of market responsive **Baffin** vacation offerings that are internationally price competitive;
- b) working to insure that both the quality and availability of those public and private facilities and services that are required to support our vacation offerings are consistent with (or exceed) most visitor expectation;
- c) increasing consumers' satisfaction with their travel experiences in the **Baffin** Region by ensuring that **Baffin** product offerings are accurately advertised and delivered described, and that **visitors** have pre-trip information which properly prepares them for visiting the **Baffin**;

#### 3.2.2 Promote increased use of community based existing under-utilized facilities and services, particularly in "shoulder" seasons, by:

- a) increasing awareness of **Baffin** vacation opportunities in our key markets;
- b) facilitating the design and delivery of effective marketing campaigns by **Baffin** operators and their sales representatives, in our key markets;
- c) facilitating the purchase of competitive **Baffin** vacation offerings within and outside the **N.W.T.**
- d) improving the conversion ratio of consumer inquiries to sales.

#### 3.2.3 Increase the availability of **Baffin** packaged tours that are community based and are competitive internationally in **terms** of quality, price and content.

#### 3.2.4 Facilitate an increase in the number of natural and other attractions (e.g. parks, wildlife sanctuaries, historical sites, etc.) in **Baffin** vacation offerings that have sufficient international stature to attract world travelers.

#### 3.2.5 Facilitate an increase in the knowledge and skill levels of existing and potential tourist industry managers and staff.

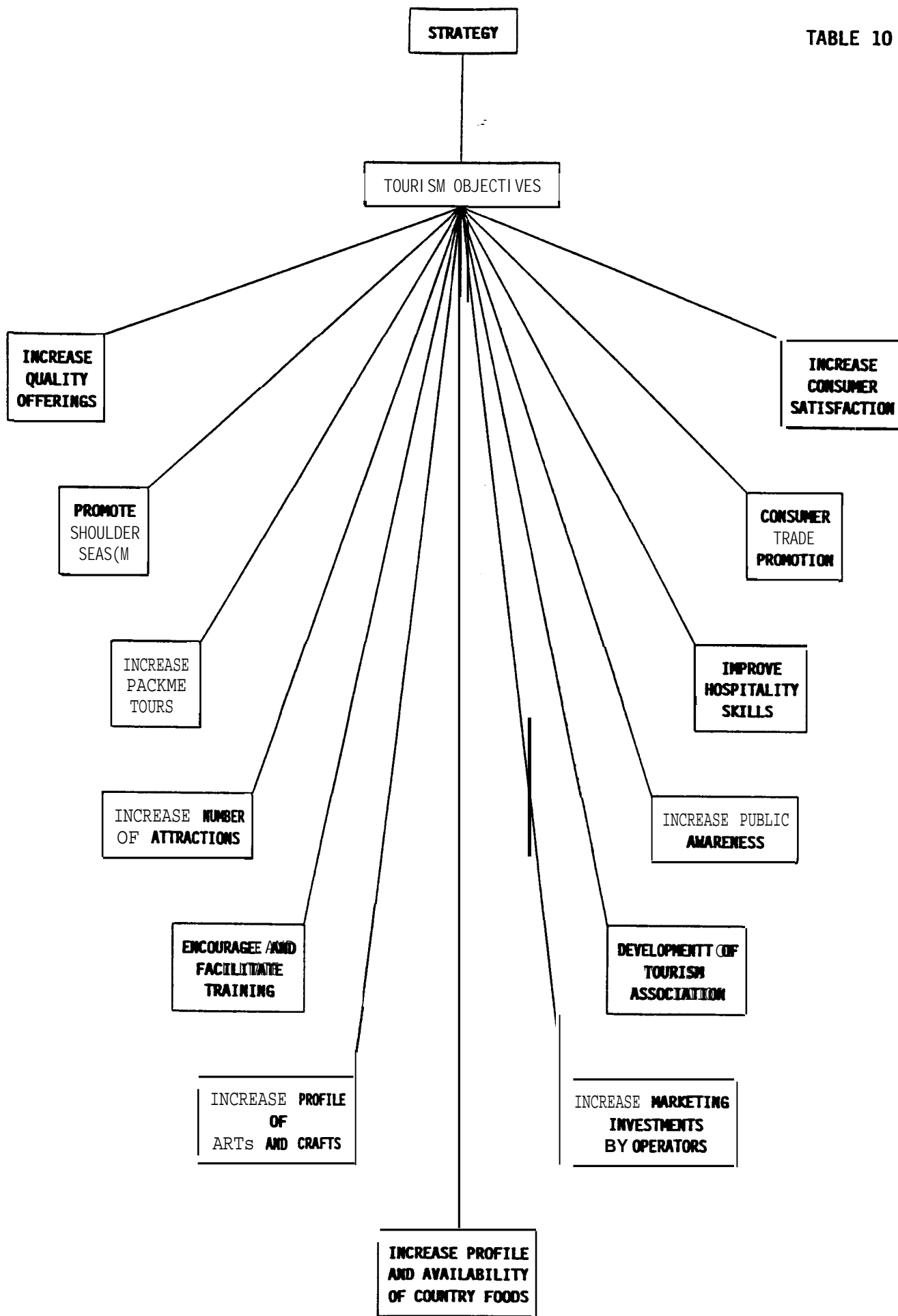
#### 3.2.6 Increase the profile of **N.W.T.** arts and crafts, country foods, and traditional cultural events in **Baffin** product offerings and marketing campaigns.

#### 3.2.7 Increase the annual level of investment by **Baffin** operators in their

marketing efforts, and the development and enhancement of their products.

- 3.2.8 Facilitate an increase in the capabilities of the **Baffin** tourism association to effectively represent travel industry viewpoints; provide a forum for information exchange between **N.W.T.** businesses; and support the growth of the tourism sector.
- 3.2.9 Facilitate an increase in the **Baffin** public's awareness of the socio-economic value of the tourism industry and take steps to improve the hospitality skills of residents and businesses in host communities.





### 3.3 COMMUNITY BASED TOURISM

#### 3.3.1 General Description

It is believed that encouragement and support for a program of community based tourism is the most appropriate means for accomplishing the goals of this strategy.

Many tourists are prepared to travel and stay in the **Baffin** communities, if they can be assured of being welcomed and if they are provided with quality opportunities to explore, enjoy, and learn about the cultural heritage of those communities, and the natural landscapes which surround them. By encouraging the tourists to use communities as "base camps" or "**centres**" for their visit and concentrating effort on developing those points of interest to the tourists that are located close to communities, we can increase the use of existing community services, reduce the need for constructing and servicing new tourist facilities, increase local benefits and facilitate local control.

The communities cannot offer holidays on sunny beaches, fancy hotels, or numerous movie houses or **theatres** - but they can offer tourists a unique opportunity to **experience a different land and its culture.**

At the present time there is little understanding in some communities of the tourism industry, what it implies, how they can direct it, or how to derive maximum local benefits. Communities require assistance, if they are to knowledgeably determine the extent to which community based tourism **could** assist them in achieving their social and economic development goals and objectives.

Community based tourism is the envisioned means to address the deficiencies in the **N.W.T.** tourism industry, and the way in which the government's goal and tourism objectives can be accomplished. The intention of community based tourism is to allow communities to use the tourism industry as a means of self-determination, especially economically. This Government's role in community based tourism is that of a consultant in the planning stages, and that of a provider of direct financial support in the developmental stage. We will advise and assist community councils and businesses on their request, in the development and promotion of community based tourism endeavors.

#### 3.3.2 As A Tourism Experience

The essence of community based tourism, from the viewpoint of the tourist visitor, is the availability at the community level of all inclusive tour packages that will involve visitors in the cultural and natural attributes of the community and its immediate surroundings.

The visitors' trips and experiences **will** typically have emphasis on the historical and cultural aspects of man and his use of the land. Rather than be spectators, tourists will actively participate in primarily non-consumptive outdoor recreation activities, many of which are water or shoreline oriented. Community based tourism activities

can include fishing and hunting, but special emphasis would be placed on non-consumptive **learn/observe/experience** activities.

The visitor activities and experience must be interesting and organized into packages. The ideal community based tourism package will involve many community operators - the hotel operator, tour organizer, **restauranter**, outfitter and guide. The package will keep visitors busy for two to five days in and around any one community.

### 3.3.3 As A Business Venture

The size of community based tourism packages and their individual business components will vary across the **Baffin** according to the size of communities and the facilities and services available. Community based tourism can be of any size and involve any community; but, it is worthwhile to point out tourism business characteristics that may prevail at the simplest level in the smallest communities. The businesses may have basic facilities/services, limited capital investment, require a minimum of operating skills, involve flexible schedules to accommodate the entrepreneurs, be complementary to other activities of the owners and employees, and make dual use of equipment.

### 3.3.4 Compatibility With Community Wishes

**In** order to satisfy the economic and political aspirations of communities and be complimentary to the lifestyle of the residents, a program of community based tourism should also be premised on several conditions. Communities should exercise control over the planning, growth and nature of tourism operations within their jurisdictions; and, community residents should preferably manage and be employed by the businesses. The majority of economic benefits should be retained and distributed within the community.

### 3.3.5 Impact On Natural And Cultural Resources

Our sensitive environment requires that tourist attractions and activities be closely monitored and controlled in order to avoid permanent negative impacts on natural and cultural historic resources and to prevent potential mishaps. Non-consumptive interpretive and viewing activities are much easier to control than consumptive activities such as hunting. Furthermore, the serious conflict which can arise when tourists begin to compete for a limited biological resource or interfere with traditional **Inuit** land uses, can be avoided through adopting community based "learn/observe/experience" programs.

### 3.3.6 Summary

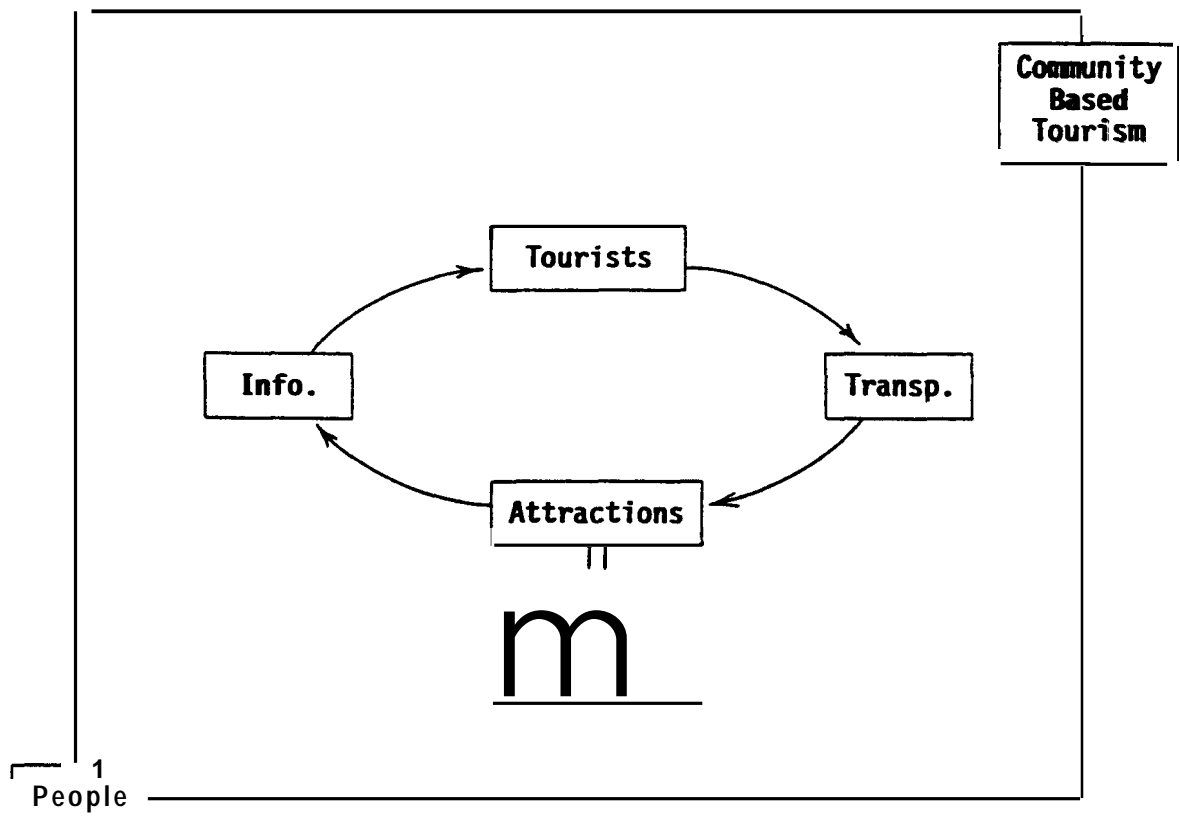
Community based tourism is a term which describes a tourism industry focused on a specific community, with tourism opportunities and infrastructure and activities centred in and around the community. The intent of a **community** based tourism **industry** is to focus the economic

benefits and opportunities from tourism into the community. With the relative isolation of our communities, this type of **node1** tourism development can work.

3.4 PLANNING MODEL

As a means of implementing the **N.W.T./Baffin** strategy, its principles and its objectives at a regional level, the department has adopted a planning model that emphasizes five inter-related components. Tied together, these components form the **basis of a complete tourism functional system**. The system is flexible enough that it can be used for planning-at a regional-level, community level-and business level.

TABLE 11



3.4.1 Attractions

A wide variety of physical settings and establishments **provide a lure** for travelers to visit destination regions. While almost anything at one time or another may become an attraction, the functional tourism system requires identification, planning and management of some physical attraction. Attractions, no matter who owns and provides them, not only lure visitors but provide for their participation. Attractions, as considered here, may be owned publicly, commercially or by nonprofit organizations.

3.4.2 Services - Facilities

The most important functional category from an economic input sense

is that of the facilities and services, such as hotels, lodges, restaurants, retail sales and other services. Tourist spending on facilities and service provides the major economic input in most destination regions.

#### 3.4.3 Transportation

Linkage between place of residence and place of destination is a very important component. Although automobile and air travel tend to dominate most tourist travel, other modes of transportation, such as boat, snow **mobiling** and hiking, frequently are critical links of the transportation system.

#### 3.4.4 Information - Direction

People accumulate information and develop values relating to travel experiences that influence their decisions to travel and where to travel. All those functions that relate to learning about travel objectives are important. While advertisers and promoters provide heavy input, people are informed and guided by a great variety of sources, not the least of which is their own past experience.

#### 3.4.5 Tourists

To say that the people-component of **tourism** is a major one is certainly an understatement. Without controlled volumes of people with both the desire and the **ability** to travel, **tourism** cannot **develop** and thrive. Important planning **considerations** center around where they live, and what they prefer, what they regularly participate in and their expenditures.

#### 3.4.6 Interdependence

Certainly, this model of a tourism system is a very generalized approach, but it is useful as a tool for planning. In addition to the function within each component, there are strong interdependencies between components. The simple model in Figure 5.5 A has many cross-linkages as well as the dominant flow as shown. The **cross-interdependencies** are very strong, forming an extremely sensitive and dynamic whole.

Change in any one component can dramatically influence the others. This principle of dynamic, not static, interaction is fundamental to planning - which of necessity also must be dynamic.

Using the functional system, and breaking it up into its components parts we can analyze the region as- follows:

### 3.5 TOURISTS

Existing Market Characteristics

Current Vacation/Pleasure Travel Volume to the **Baffin** is Low But Growing

The following table indicates that during the summer travel period of June through September business travel to the **Baffin** has been the highest travel generator.

**Total Person Trip to Baffin  
June to September and  
Trip Purpose**

**TABLE 11A**

| <u>Trip Purpose</u> | 1982 |       | 1984 |       | 1985 |       | 1987 |       |
|---------------------|------|-------|------|-------|------|-------|------|-------|
|                     | %    | #     | %    | #     | %    | #     | %    | #     |
| Business            | 63   | 1,575 | 57   | 1,853 | 64   | 2,433 | 64   | 3,255 |
| Vacation            | 30   | 750   | 35   | 1,138 | 29   | 1,103 | 29   | 1,475 |
| VFR                 | 7    | 175   | 8    | 260   | 7    | 266   | 7    | 356   |

Source: 1982, 1984 - Visitors to **N.W.T.**

**Notes:** 1985 - Total Visitor estimate obtained from Tourism and Parks, **Baffin** Trip Types taken from **Baffin** Air Survey, 1985.

The 1987 estimate is based on 1,788 tourists to the **Baffin** to the end of August, as estimated by Tourism and Parks, **Baffin**. As a result this is likely a low estimate as the month of September is missing. The 1,788 trips have been reduced by 25% to reflect spring non-peak pleasure travel. The percentage distribution of trip types has been assumed to be similar to 1985 (i.e. 29% is pleasure travel).

Travel to the **Baffin** has increased substantially since 1982. There has been a sizable increase (33.7%) in pleasure travel since 1985. It is difficult to point to a specific reason for this. Expo '86 greatly increased awareness about the **N.W.T.** As well there have been major

features on the **Baffin** in such magazines as **Macleans**. At the industry level there has been significant development of packaged travel products in the **Baffin** as well as the development of outfitting and guiding services for pleasure travelers and adventure packages.

While the recent growth in pleasure travel to the **Baffin** is encouraging, it is still so very low relative to other zones such as Fort Smith and **Inuvik**.

3.5.1 Vacation Travel Expenditure To the **Baffin** Is More Than Twice the Value of Other **N.W.T.** Regions

The following table indicates that the value of vacation expenditure to the **Baffin** is considerably higher than for **Inuvik** or the Fort Smith regions.

TABLE 12  
Comparison of Average Party Vacation Expenditure - 1984

|                                  | <u><b>Baffin</b></u> | <u><b>Inuvik</b></u> | <u><b>Fort Smith</b></u> | <u><b>Average for N.W.T.</b></u> |
|----------------------------------|----------------------|----------------------|--------------------------|----------------------------------|
| Average Travel Party Expenditure | \$1,550.             | \$455.               | \$565.                   | \$625.                           |

Source: Visitors to the **N.W.T.**, 1984.

The higher visitor expenditure impact in the **Baffin** is due to a number of factors. In general, vacation travel to the **Baffin** is expensive. Compared to other **N.W.T.** regions the average length of stay is longer at 12 nights compared to 10 nights or less for the average length of stay in the **N.W.T.** **Baffin** travelers tend to use hotel/motel accommodation to a much greater extent than other regional travel in the **N.W.T.** These factors will contribute to the **Baffin** capturing the highest level of trip expenditure impact in the **N.W.T.** at 2.5 times the average expenditure for the **N.W.T.**

While pleasure travel to the **Baffin** is low compared to the Fort Smith region, the **Baffin** does not need to generate the same level of travel volume. The major reason for developing a tourism industry is to capture visitor expenditure. In other words the **Baffin** would only have to capture 1,900 trips to produce \$3 million in visitor expenditure compared to 4,800 trips to produce equivalent value of tourism expenditure in Fort Smith area. For 1987, the average trip expenditure for pleasure travel to the **Baffin** is estimated to be \$1,690 person. This expenditure level does not include discretionary spending on crafts and **goods/services**.

Source: **Detek Murray & Assoc.** Product **Devl.** Strategy.



3.5.2 Ontario and the United States Are the Baffin's Key Pleasure Travel Markets

The following table indicates that for pleasure travel, Ontario and the U.S. have been the Baffin's key travel markets.

TABLE 13

Origin of Travel To The Baffin  
1982- 1985

| <u>Canada</u>        | <u>1982</u> | <u>1984</u> | <u>1985</u> |                        |                               |
|----------------------|-------------|-------------|-------------|------------------------|-------------------------------|
|                      |             |             |             | <u>Business Travel</u> | <u>Pleasure/ Other Travel</u> |
| Ontario              | 33          | 47          | 39          | 36                     | 45                            |
| Quebec               | 21          | 22          | 25          | 33                     | 11                            |
| <b>Maritimes</b>     | 6           | 9           | 9           | 11                     | 4                             |
| Mani toba            | 2           | 3           | 4           | 6                      | 1                             |
| Bri ti sh Col umbi a | 9           | 2           | 2           | 2                      | 1                             |
| Al berta             | 9           | 2           | 2           | 2                      | 1                             |
|                      | <u>74</u>   | <u>83</u>   | <u>83</u>   | <u>93</u>              | <u>63</u>                     |
| <u>Foreign</u>       |             |             |             |                        |                               |
| U. S. A.             | 22          | 11          | 15          | 6                      | 34                            |
| Other                | 4           | 5           | 1           | 1                      | 3                             |

Source: Visitors to the N.W.T. 1982, 1984 and 1985 Baffin Air Travel Survey.

For 1985 we have separated out the reason for travel to the Baffin. Clearly Ontario is the Baffin's greatest pleasure travel market. Marketing efforts should be concentrated in major Ontario cities like Ottawa and Toronto.

Interestingly, although Quebec accounts for the second highest travel market to the Baffin, this has been largely through business travel. Given that Quebec represents the largest travel market within close geographic proximity to the Baffin, it yields relatively few pleasure travel visitors.

The United States next to Ontario, has been the Baffin's second most important pleasure travel market. As shown in Table 27, the Atlantic region, and in particular the New England and Middle Atlantic regions have been the most significant.

Clearly market priorities for the Baffin pleasure travel products would be Ontario and the U.S. Atlantic States. Existing travel surveys suggest

that marketing should be directed to upscale urban households. The present travel profile for **Baffin** pleasure travelers indicates professionals over the age of 30 with above average incomes.

### 3.5.3 Market Potential for **Baffin** Products Pleasure Travel

**Baffin** pleasure travel can largely be characterized as being one of the **N.W.T.**'S higher-valued tourism products. Both within the **N.W.T.** and in North America the **Baffin** offers a unique, almost exotic pleasure travel experience. It provides high arctic adventure with a natural and cultural resource base that is distinctive. In terms of airfares and the cost of accommodation and meals, it is one of the most expensive travel destinations in North America.

**TABLE 14**  
**Origin of U.S. Pleasure Travel to the **Baffin****  
**1985**

| <u>Atlantic</u>         | <u>%</u>    |
|-------------------------|-------------|
| New York                | 8.3         |
| Maine                   | 6.5         |
| Massachusetts           | 2.6         |
| Vermont                 | 2.2         |
| Connecticut             | 1.1         |
| Florida                 | 1.2         |
| TOTAL                   | <u>21.9</u> |
| <br>                    |             |
| <u>Central</u>          |             |
| Indiana                 | 2.6         |
| Kansas                  | 1.4         |
| Louisiana               | 1.6         |
| Texas                   | 2.6         |
| TOTAL                   | <u>8.2</u>  |
| <br>                    |             |
| <u>Pacific/Mountain</u> |             |
| Arizona                 | 1.4         |
| Colorado                | 1.4         |
| California              | 1.1         |
| TOTAL                   | <u>3.9</u>  |

Source: 1985 **Baffin** Air Travel Survey.

The high cost of pleasure travel to the **Baffin**, although considered to be a constraint, needs to be put in context. Actually a week long pleasure trip to New York as well-as other major North American cities, can be just as expensive as a week long pleasure trip to the **Baffin**. While airfares to New York are comparatively less expensive, meals and accommodation are not.

The **Baffin** provides almost the antithesis of the "big-city" pleasure travel experience - real adventure, seclusion/privacy, different lifestyle and a natural/untouched environment. Not surprisingly, the major market for **Baffin** travel is the upscale urban dweller seeking an adventure travel experience that is not available in or near their own cities. The following table indicates the market potential specifically available to the **Baffin** and the **Baffin's** current capture rate.

TABLE 15

**Market Potential for Baffin Pleasure Travel Products**

|  | <u>Potential<br/>North American<br/>Market<br/>For N.W.T.</u> | <u>Current<br/>Baffin<br/>Pleasure<br/>Travel</u> | <u>Penetration<br/>Rate</u> |
|--|---|---|-----------------------------|
| [- Non-Consumptive<br>Outdoor/Adventure                        | 46,600  | 700   | 1.5%                        |
| -General Touring<br>(Packages)                                 | 15,727  | 900   | 5.7%                        |
| - Consumptive<br>Outdoor/Adventure<br>Travel (Hunting<br>only) | 11,240  | 100   | .1%                         |
| <b>Totals</b>  | <b>73,547</b>   | <b>1,800</b>                                      | <b>2.42</b>                 |

Source: Derek Murray & Assoc.

At the present time the **Baffin** is capturing 2.4% of the estimated market potential for pleasure travel to the **N.W.T.** Clearly there is significant market potential for the development of the **Baffin's** tourism industry. The following chapters examine the supply side of the **Baffin's** industry and its capabilities to delivery pleasure travel products.

3.6 **ATTRACTIONS**

**Baffin** Pleasures Travel Products

As indicated previously, **Baffin** pleasure travel is largely packaged with very little independent touring. At present the **Baffin** has classified its travel packages by product type such as:

**TABLE 16**

**Baffin** Packaged Tour Sales - 1987

| <u>Tour Package Category</u> | <u>Number of Packages Sold</u> | <u>Number of Tourists</u> |
|------------------------------|--------------------------------|---------------------------|
| Sports Fishing               | 3                              | 107                       |
| Sports Hunting               | 3                              | 95                        |
| General Interest Tours       | 11                             | 661                       |
| Special Interest Tours       | 11                             | 570                       |
| Naturalist Tours             | 4                              | 43                        |
| Adventure Tours              | 13                             | 312                       |
| Total                        | 45                             | 1,788                     |

For purposes of comparability with other zones and for purposes of market analysis we have had to revise these categories into the two broad groupings of outdoor/adventure travel and general touring:

**TABLE 17**

**Baffin** Pleasure Travel Categories

| <u>Category</u>          | <u>Number of Packages</u> | <u>Number of Tourists</u> | <u>Value</u>        |
|--------------------------|---------------------------|---------------------------|---------------------|
| <b>OUTDOOR/ADVENTURE</b> |                           |                           |                     |
| • Consumptive            |                           |                           |                     |
| - Fishing                | 3                         | 100                       | \$ 282,050.         |
| - Hunting                | 3                         | 100                       | 784,700.            |
| <b>Total</b>             | <b>6</b>                  | <b>200</b>                | <b>\$1,066,750.</b> |

|  |           |              |                     |
|--|-----------|--------------|---------------------|
| • Non-Consumptive                                    |           |              |                     |
| - Naturalist/<br>Wildlife/<br>Photo Safaris          | 8         | 100          |                     |
| - Hiking/<br>Backpacking/<br>Skiing/Dog<br>Sledding  | 16        | 400          |                     |
| - <b>Canoeing/<br/>Kayaking/<br/>Boating/Rafting</b> | 5         | 200          | \$1,954,994.        |
| <b>Total</b>   | <b>29</b> | <b>700</b>   |                     |
| <b>GENERAL TOURING</b>                               |           |              |                     |
| .General Interest                                    | 7         | 850          |                     |
| .Arts/Culture/<br>History                            | 3         | 50           |                     |
| <b>Total</b>   | <b>10</b> | <b>900</b>   |                     |
| <b>TOTAL</b>   | <b>45</b> | <b>1,800</b> | <b>\$3,021,744.</b> |

The Baffin serves principally a non-consumptive touring market. However it should be noted that in terms of expenditure impact, sports hunting packages for polar bear and caribou generate a substantially higher trip expenditure impact. In case of general touring it should also be noted that the high visitor volume is the result of three large tours that were essentially day trips.

The largest number of tour offered (29) are non-consumptive outdoor/adventure products, in particular activities associated with hiking, backpacking, skiing, dog sledding, **skidooring** and trekking.

### 3.7 SERVICES AND FACILITIES

#### **Baffin** Tourism Industry - Supply Side

This chapter examines the supply side of the **Baffin's** tourism industry - its accommodation, transportation and tourist services.

In developing a base line of information of the **Baffin's** current tourism industry and infrastructure the following documents were reviewed:

- **Baffin** Region Tourism Strategy
- **Pangnirtung** Community Tourism Study
- .Tourism and Parks Data (**Baffin** Region).

In addition to the above an inventory of the region's tourism infrastructure was also undertaken.

#### 3.7.1 Hotels/Motels

With the exception of **Nanisivik** and Lake **Harbour**, 12 **Baffin communities** have hotel/lodge or Inns facilities. Lake **Harbour** has a transient centre that is operated by the municipality but with no food services.

TABLE 18

#### **Baffin Hotel/Motel Accommodation** (See Attached)

The available accommodation in most **Baffin** communities severely limits capacity for tourism. Most communities could only handle very small tour groups of 20 or less people at one time. Clearly this is not a major obstacle for **Iqaluit**. **Pangnirtung** and Resolute Bay are the only other **Baffin** communities that could accommodate larger tour groups or more than one tour at one time.

The following table indicates the accommodation characteristics for **Baffin** travelers. It was not possible to separate out profiles for business and vacation travelers.

TABLE 19

#### **Accommodation Characteristics for Baffin Travelers**

| <u>Type of Accommodation</u> | <u>Percent</u> | <u>Average Stay</u> |
|------------------------------|----------------|---------------------|
| Hotels/Inns                  | 69.3           | 9.1 nights          |

Friends/Relatives

|                      |      |             |
|----------------------|------|-------------|
| Lodges               | 14.7 | 6.4 nights  |
| Campgrounds          | 5.3  | 2.0 nights  |
| Other <b>Camping</b> | 10.7 | 14.2 nights |

Source: **Visitors** to the Northwest Territories, 1984.

The above table does not include staying with friends or relatives. Clearly hotel accommodation is the preferred form of accommodation in the **Baffin**. This could mean that other forms of accommodation such as lodges or campgrounds are less desirable or not available.

The total bed night capacity for **Baffin's** accommodation sector is 59,656 bed nights. The 1987 demand for accommodation by the **Baffin's** 1,475 pleasure travelers for the peak period of June through September would be 9,302 bed nights (1,475 pleasure travelers) x 69.3% (hotel accommodation preferred) x 9.1 (average length of stay). As a result, pleasure travelers would require only 15.6% of the **Baffin's** existing accommodation capacity.

For most **Baffin** accommodation, operators, government and construction travel make far more significant demands upon the industry's capacity.

Unfortunately there is little current data that accurately **describes** occupancy levels and the type of market served by **Baffin** accommodation. Table 20 has been compiled from statistics obtained from some **Baffin** accommodation operators. There is no data for the **larger** communities. As a result the table presents only a very crude estimate as to the type of market served by those operators reporting occupancy data for the peak tourist travel period of June through September.

Clearly the government and construction markets are of more importance to **Baffin** accommodation operators than tourists from the perspective of room (bed) sales. It could easily be argued that this table is not representative of **Baffin accommodation** in that without the larger facilities located in **Iqaluit** and Resolute Bay it understates tourism demand. However it is highly likely that tourist represent less than 25% of the demand for **Baffin** accommodation from June through September.

There are some indications that increasing tourism demand is having its impact on the **Baffin's** accommodation. Since 1985 11 facilities have undergone or are undergoing renovations and two entirely new facilities have been added (Bayshore Inn - **Iqaluit**, **Sauniq** Hotel - Pond Inlet).

At this point in the development of the **Baffin's** tourism industry, accommodation is not necessarily a constraint. Existing accommodation could handle twice as many tourists as it does now. Perhaps more importantly a significant portion of the **Baffin's** accommodation sector is upgrading the quality of facilities that are available for tourists.

TABLE 18

## Baffin Hotel/Motel Accommodation

|                  | <u>No. of<br/>Facilities</u> | <u>Rates</u> | <u>No. of<br/>Rooms</u> | <u>Seasonal **<br/>Room Night<br/>Capacity</u> | <u>Accommodation<br/>Capacity</u> | <u>Seasonal **<br/>Bed Night<br/>Capacity</u> | <u>Employees</u> |
|------------------|------------------------------|--------------|-------------------------|--|-----------------------------------|---|------------------|
| Arctic Bay       | 1                            | \$131.       | 8                       | 976  | 16                                | 1,952   | 3                |
| Broughton Is and | 1                            | \$135.       | 8                       | 976  | 12                                | 1,464   | 3                |
| Cape Dorset      | 1                            | \$135.       | 11                      | 1,342  | 23                                | 2,806   | 3                |
| Clyde River      | 1                            | \$140.       | 6                       | 732  | 12                                | 1,464   | 2                |
| Gr se Fiord      | 1                            | \$125.       | 9                       | 1,098  | 10                                | 220   | 6                |
| Hall Beach       | 1                            | \$125.       | 5                       | 610  | 9                                 | 1,098   | 3                |
| Iqloolik         | 1                            | \$125.       | 8                       | 976  | 10                                | 1,220   | 3                |
| Iqaluit          | 4                            | \$105. *     | 115                     | 14,930   | 205                               | 25,010  | 29               |
| Pangnirtung      | 1                            | \$125.       | 27                      | 3,294  | 54                                | 6,588   | 9                |
| Pond Inlet ***   | 1                            | \$150.       | 12                      | 1,464  | 24                                | 2,926   | 5                |
| Resolute Bay     | 2                            | \$120.       | 57                      | 6,954  | 90                                | 10,980  | 6                |
| Sanik ilaq       | 1                            | \$140.       | 8                       | 976  | 24                                | 2,928   | 5                |
| <b>Totals</b>    | <b>16</b>                    |              | <b>274</b>              | <b>33,428</b>                                  | <b>489</b>                        | <b>59,656</b>                                 | <b>77</b>        |

\* \$105 without meals; all other rates include meals.

\*\* Where the pleasure travel season is defined as 122 days from June to September.

\*\*\* In Pond Inlet's case there is overflow capacity.

Lodges and Tent Camps outside of Baffin are not included (5 facilities — accommodation; capacity 15)



TABLE 20  
Baffin Hotel /Motel Occupancies by Type of Market  
June - September - Selected months

|             | <u>Government</u>                          | <u>Construction</u> | <u>Tourists</u> | <u>Other</u> | <u>Occupancy Level</u><br><u>June - September</u> |
|-------------|--|---------------------|-----------------|--------------|---|
| Arctic Bay  | 41.9                                       | 43.4                | 1.9             | 12.8         | 49.2  |
| Cape Dorset | 32.9                                       | 64.3                | 1.2             | .1           | 64.8  |
| Pond Inlet  | 55.5                                       | -                   | 8.8             | 32.5         | -   |
| Pangnirtung | 23.0                                       | 2.2                 | 36.0            | 29.0         | -   |
| Iqloolik    | 60.7                                       | 12.5                | 5.4             | 21.4         | 26.7  |
| Grise Fiord | ----- (Construction Workers - 79.9%) ----- |                     |                 |              |   |
| Hall Beach  | 46.1                                       | 41.8                | 2.2             | 9.9          | -   |

Source: Tourism and Parks - 1983 - 86.

Hotel operators should work closely with the tourist industry (tour organizers) to supply-manage **available** accommodation. The **N.W.T. government** could also assist by encouraging government travel in the non-peak tourist season. This would benefit both operators and the industry as a whole. It would free up rooms for tourists as well as improve year round occupancy. This would be of particular benefit to smaller communities with limited accommodation capacity.

Regarding accommodation operators' views as to the **prioritization** of government programs to develop the industry, the following table represents a ranking of program priorities:

TABLE 21  
operator's Ranking of Program Priorities  
To Assist the Industry

| <u>Type of Program Assistance</u>      | <u>Percent Ranking</u> |
|--|------------------------|
| Development of Tourism Attractions     | 91%                    |
| Availability of Local Labour           | 89%                    |
| Improve Occupancy Levels               | 80%                    |
| Access to Financing                    | 77%                    |
| Training and Staff Development         | 75%                    |
| Tourism Industry Awareness             | 64%                    |
| Improvement to Transportation Services | 56%                    |
| Marketing Assistance                   | 56%                    |

Source: DMCA operator survey.

### 3.7.2 Lodges and Tent Camps

Unlike other regions of the **N.W.T.** the **Baffin** has very few tourist lodges. In more cases they are tent camps. There are five such facilities located in the **Baffin**. There are two fixed-roof lodge facility in the **Baffin** (Lake Hazen Lodge and **Mingoutuo**).

TABLE 22  
Lodges and Camps - **Baffin** Region  
(See Attached)

TABLE 22

Lodges and Camps - **Baffin** Region

| <u>Name of Establishment</u>                    | <u>Resident Staff</u> | <u>Non-Resident</u> |
|---|-----------------------|---------------------|
| Tongnait Arctic Tent Camp                       | 6                     | 1                   |
| Clearwater Fiord Tent Camp - <b>Pangnirtung</b> | 7                     | 1                   |
| <b>Kuluctoo</b> Bay Camp                        | 4                     | 0                   |
| <b>Kekertalung</b> Camp                         | 2                     | 0                   |
| <b>Mingoutuo</b> Naturalist Lodge               | 3                     | 1                   |
| <b>Total Camps</b>                              | <b>22</b>             | <b>3</b>            |

Compared to other regions in the **N.W.T.** there has been substantially greater lodge development. Most lodges in the **N.W.T.** were originally **build** to serve fishing markets. The **Baffin** does not have a high yield fishing resource and the season is very short. While the development of fishing lodges **in the Baffin** does not hold any real opportunity, the development of naturalist lodges would, particularly in outstanding destination areas. The Keewatin has developed such a facility at Wager Bay.

### 3.8 TRANSPORTATION SERVICES

The **Baffin's** principal non-resident markets are Ontario and the Eastern **U s**. Prior to April, 1986, the **Baffin** was served by **only** one scheduled airline from the south. With the introduction of **Firstair** in April, 1986 with direct air service from Ottawa it has not only improved the level of air service to the **Baffin** from the south but also increased competition and lowered the cost of air travel to the community. It has also improved the accessibility of the **Baffin** to major U.S. urban markets such as Boston and New York. **Firstair** has been aggressive in developing new markets in Ottawa and Boston.

With two scheduled airlines offering direct jet service to the **Baffin** it greatly enhances opportunities to develop packaged travel products. Aside from the **Baffin's** outdoor/adventure products, it will be able to promote specific events such as **Toonik Tyme** in southern markets.

The City of Ottawa has been very successful in developing events such as **Winterlude** and Festival of the Spring. These events attract a number of non-residents. The **Baffin** could work with southern festival organizers in promoting its products or selling packages at southern events.

#### 3.8.1 Outfitting and Guiding

Outfitting and guiding services are a critical component of the **Baffin's** tourism industry. Particularly for the **Baffin's** outdoor/adventure products, outfitting is required in virtually all cases. Even with touring products, often guiding is required.

Outfitting in many ways is the heart of the **Baffin** tourist industry. It is really through trained and experienced guides that tourists can "experience" **Baffin** pleasure travel products providing a critical linkage between the attraction and the tourist. Aside from providing equipment, ensuring safety and comfort of tourists, and guiding a tour group, the guide can really enrich the whole pleasure travel experience with historical/cultural interpretation, stories about the area legends and folklore. A good guide makes a trip both interesting and entertaining.

Outfitting in the **Baffin** has developed to a much greater extent than in other **N.W.T.** regions. In fact the **Baffin** accounts for 30% of the **N.W.T.**'s outfitting enterprises. Outfitting provides excellent employment opportunity. In some cases, individual outfitting establishments are large with up to \$200,000 in equipment and up to 8 employees. The demand for guide training has been very strong in the **Baffin**. This has been a direct result of the increase in packaged tour sales.

The following table lists the number of outfitters and guides in the **Baffin** and their location.

TABLE 23

**Baffin Region Licensed Outfitters**  
(See Attached)

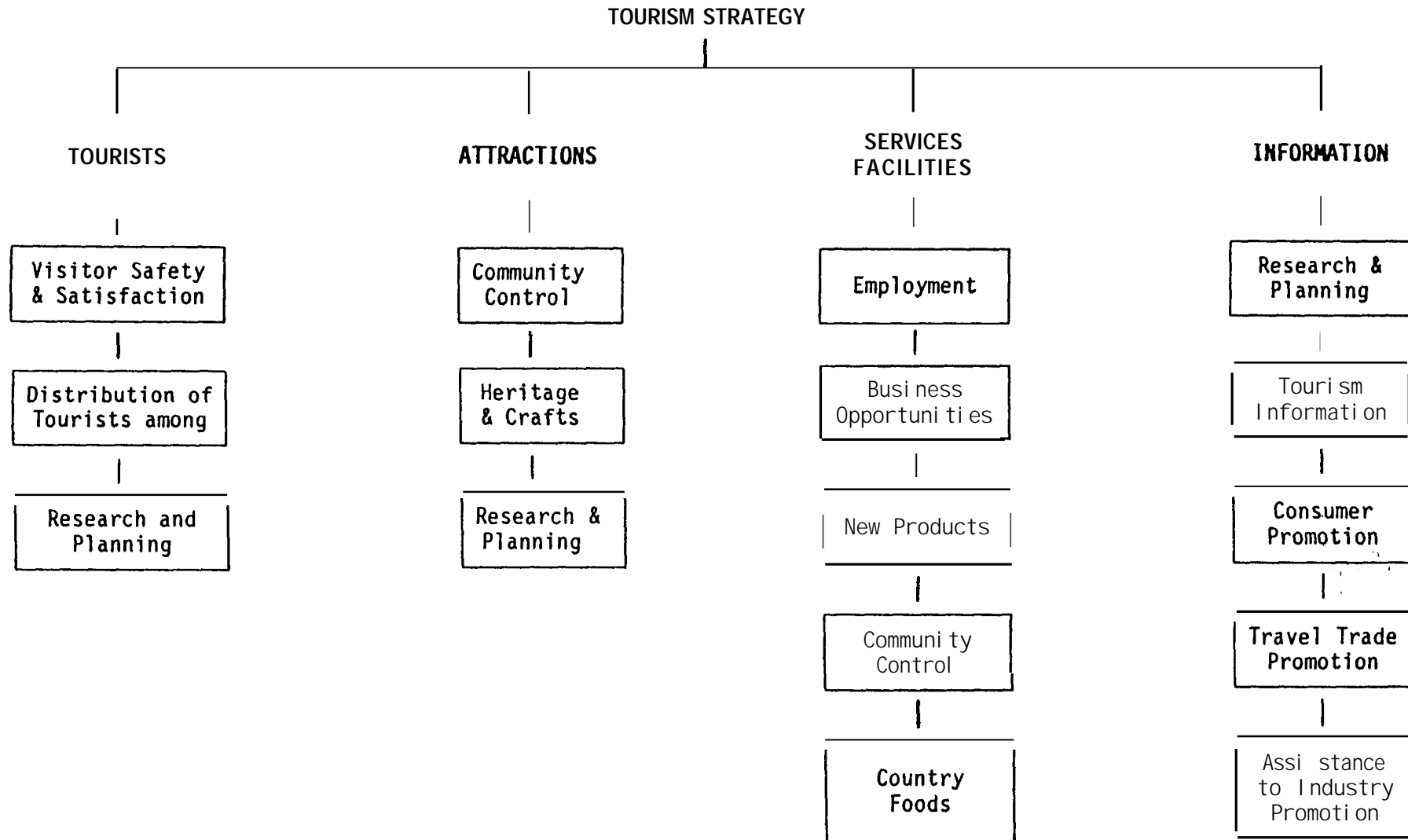
TABLE 23

**Baffin Region Licensed Outfitters**

|                                   | <u>Outfitters</u> | <u>Guides</u> |
|-----------------------------------|-------------------|---------------|
| <b>Pangni rtung</b>               | 6                 | 7             |
| Broughton Island                  | 2                 | 2             |
| Pond Inlet                        | 3                 | 4             |
| Arctic Bay                        | 0                 | 3             |
| Resolute Bay                      | 1                 | 6             |
| <b>Igloo i k</b>                  | 1                 | 1             |
| Cape <b>Dorset</b>                | 2                 | 3             |
| <b>Iqaluit</b>                    | 4                 | 6             |
| Other Outfitters (based in South) |                   |               |
| <b>EcoSummer Can. (Vancouver)</b> | 1                 | 2             |
| Total                             | <u>20</u>         | <u>34</u>     |



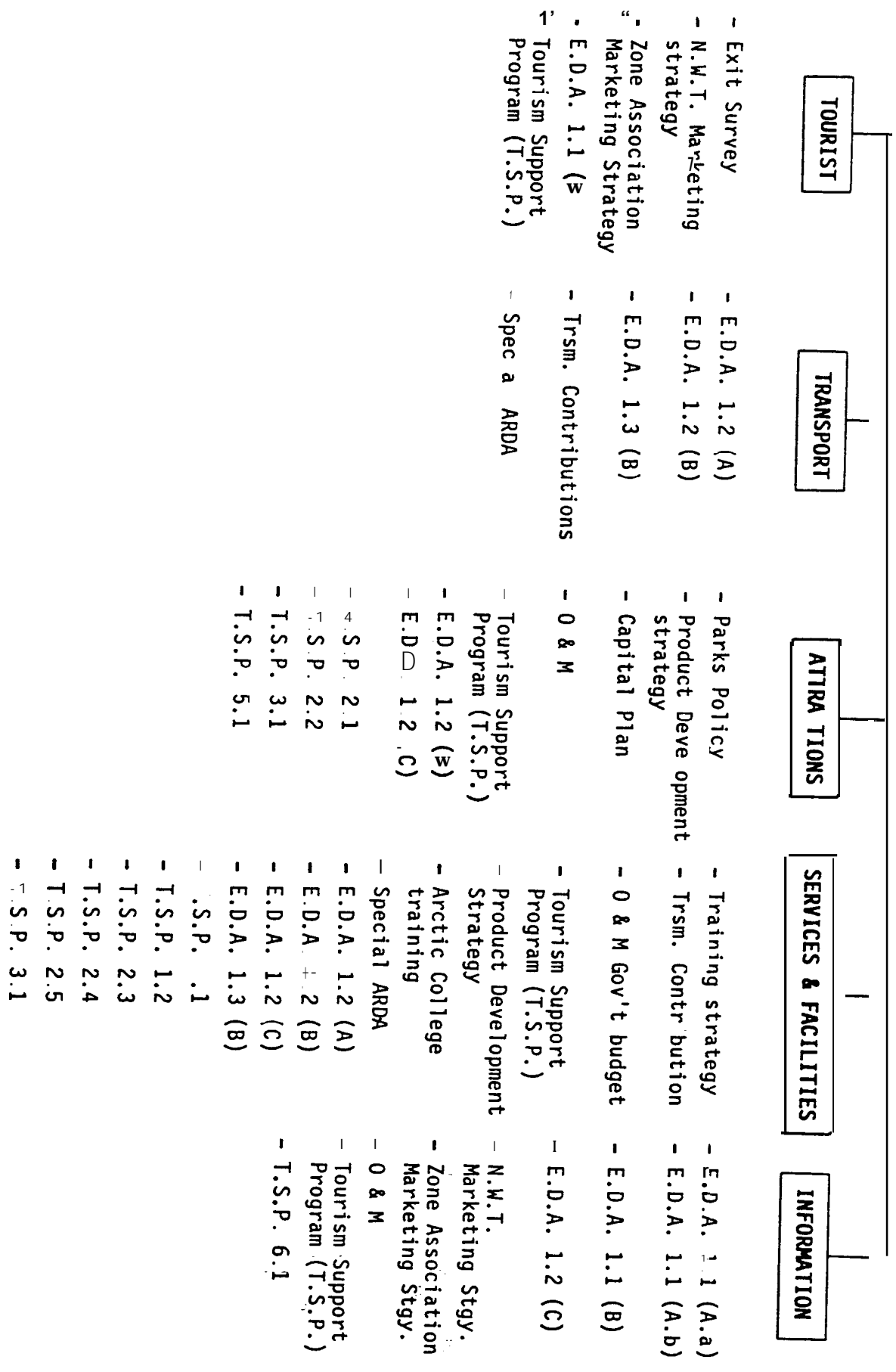
Matching our tourism objectives to the planning model.



**TOURISM STRATEGY**

- Tourism policy
- Department Mandate

TABLE 24





## 4.2 TOURISTS

Arrange and assist media tours for promotional purposes

Arrange package tour retailers/wholesalers orientation tours

Initiate major regional exit survey

Complete a package tour survey

## ATTRACTIONS

Develop a regional master plan for territorial parks management and development.

Develop, with industry, a 10 year capital plan

Evaluate existing attractions

Develop a range of Territorial Parks (at least 2 in **3 years**)

Ensure offerings are price competitive

Negotiate with community of Pond Inlet and Parks Canada for possible **establishment** of a North **Baffin** Park

- Encourage in-community tour packaging

Facilitate the development of theme tours

Encourage and assist in the development of a naturalist lodge in the Region.

Develop and deliver quality products

Increase **Baffin** resident ownership of tourism businesses.

## FACILITIES AND SERVICES

Complete a hotel occupancy study

Increase the number and variety of tourism training courses

Plan and design the construction of a Regional Interpretive Centre

Complete the designs for an overflow accommodation facility

Continue to upgrade hotels, lodges and **camps**

Develop theme tours

Evaluate services

Administer contribution program/grants

Establish **industry rating** system for facilities

Promote shoulder season use

- Encourage sales of country foods
- Plan E. D. A. implementation through **B.T.A.**

#### TRANSPORTATION

- Develop a regional signage program for the region
- Include arts and crafts products in future marketing
- Include country food products in future marketing
- Increase the availability of outfitter training courses and attendance.

#### PEOPLE

- Facilitate an increase in the "capabilities of the **N.W.T.** Tourism Association to effectively represent travel industry viewpoints, provide a forum for information exchange between business and stimulate the growth of the tourism sector.
- Formulate an increase in the **N.W.T.** public's awareness of the socioeconomic value of the tourism industry.

4.3 THREE YEAR REGIONAL TOURISM PLAN

.1 Project an Accurate Image of the **Baffin** Region

to ensure perception of tourism services are not misleading.

**Inhouse** program, ongoing.

insuring advertising is honest and **accurate**; insure both economic distance and cultural distance not a restraint.

**Inhouse** program, ongoing.

.2 **Increase Visitation by 15% per year** (or up to assumed carrying capacity of community.)

ATTRACTIONS

| <u>Product</u>   | <u>Funding Source/year</u>   |
|--|--|
| Providing easy access to attractions by visitors.  |  |
| i) by developing attractions near communities and insuring these attractions are compatible with history/cultural aspirations. | E.D.A. through <b>B.T.A.</b> and Community organizations, <b>GNWT</b> capital. 1988 through 1990 |
| ii) Evaluating existing attractions.   | <b>GNWT</b> O & M 1988/89.   |
| iii) Developing at least two new Terr. Parks such Apex Creek Nat. Park.  | <b>GNWT</b> capital. 1988 through 1990.  |
| iv) Plan, design and construct the <b>Baffin Interpretive Centre</b> .   | <b>GNWT</b> capital. 1988/89 to 1990/91.   |
| v) Develop program and management structure for <b>B.I.C.</b> facility.  | <b>GNWT</b> O & M 1989/90.   |

TOURISTS

improving marketing skills & techniques.

|  |   |
|--|---|
| i) evaluating present visitor traffic through exit survey.                       | <b>GNWT</b> Headquarters O&M 1988/89                                |
| ii) complete a package tour analysis for 1988.                                   | <b>GNWT</b> O & M Sept. 1988/89                                     |
| iii) Monitor and make suggestions for <b>B.T.A.</b> marketing plan.              | E.D. A. 1988/89   |
| iv) improve data collection and interpretation to better forecast demand/supply. | <b>GNWT O&amp;M</b> contracts 1988/89 (see data requirements paper) |

### .3 Decrease Leakages

#### FACILITIES & SERVICES

- Increase local ownership and participation in the tourism industry, encourage leadership at industry and community level.
  - i) Tourism awareness seminars in communities. GNWT O & M 1988/89
  - ii) Increased organization in approaches to marketing and product development. E.D.A. through BTA and operators for Co-op.
  - iii) Encourage regional operators to invest in marketing their offerings. i.e. J. Mitchell and Arctic Explorer Assoc. E.D.A. through operators. Proposal prepared for 1988/89, implement by 1990.
  - iv) Establishment of an inbound tour operator which would include centralized phone answering service, admin. and accounting service, therefore more cost effective. E. D.A. through operators and B.T.A. 1989/90.
  - v) Provide additional and a variety of training courses through Arctic College. C.E.I.C. and O&M G.N.W.T.
  - vi) Make it easier for local people to enter into tourism industry.
- Decrease imports by using local products.
  - i) Provide incentives to hotel dining to prepare and serve more country foods. Tourism Support program 1987/88. Renewable Res. 1988/89 O&M.

## 5.0 ROLES AND RESPONSIBILITIES

Following are proposed roles and responsibilities for the Tourism Division, other levels of government, other governmental agencies and the private sector. The roles and responsibilities proposed for communities, tourism industry associations and individual businesses are only those which relate to the Department's goals and objectives, not those which **relate** to the groups' own separate goals and objectives. The regulations, roles and responsibilities other government agencies, such as Renewable Resources, Education, Justice (Fire and Safety), Fisheries and Oceans, and Health and Welfare are accounted for, but not listed, here.

## 5.1 N.W.T. MARKETING COUNCIL ROLES AND RESPONSIBILITIES

The function of the N.W.T. Marketing Council is to direct and coordinate N.W.T. tourism marketing efforts of governments, associations and businesses, and to provide independent and knowledgeable evaluation of marketing and research proposals. It is not to deliver any programs. Nor is it to acquire permanent staff; secretarial and clerical support will be provided as required by existing Department of Economic Development and Tourism staff. Council members will not receive honoraria but will be reimbursed for out-of-pocket expenses.

The Council is to have five members: one representative each from the Travel Industry Association, the Department of Economic Development and Tourism, Tourism Canada and two marketing experts who are not on the Executives of any associations, to be selected by the Minister of Economic Development and Tourism. The Council may establish regional sub-committees to keep it informed on regional concerns, and it to select its own chairman from amongst the members.

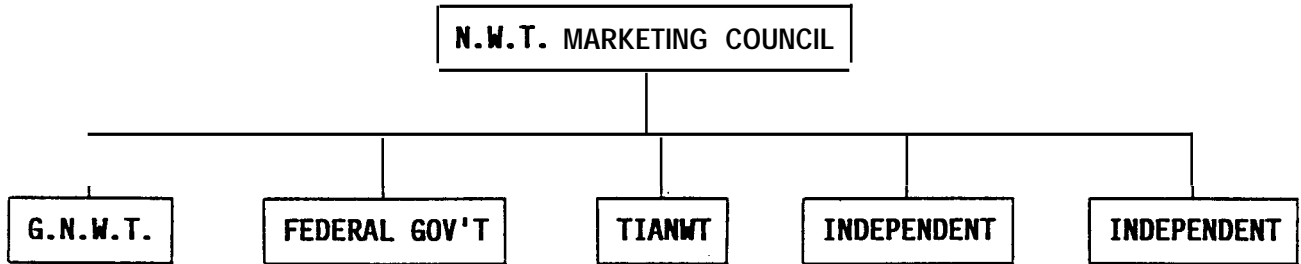
The responsibilities of the N.W.T. marketing Council is to:

- 5.1.1 Establish marketing priorities and methods with respect to target markets, product categories of product offerings, etc. to be followed by all N.W.T. Associations, Tourism Canada and the G.N.W.T. ;
- 5.1.2 Critically review the long range marketing strategies of Canada, all of the associations, the G.N.W.T. , and the media plans of all of the associations and the G.N.W.T. ;
- 5.1.3 Critically review all marketing assistance applications to Canada, the G.N.W.T. and the EDA in terms of compatibility with the marketing priorities established by the committee, and marketing strategies and media plans endorsed by the Council;
- 5.1.4 Establish N.W.T. research priorities for Canada all associations and the G.N.W.T.
- 5.1.5 Critically review all Canada, G.N.W.T. and association research plans (e.g. data base needs, industry performance criteria, target market definitions, consumer interests, marketing effectiveness evaluations, etc.) in terms of priorities established by the Council; and
- 5.1.6 Produce an annual public report which includes:
  - a) the council's marketing and research priorities;
  - b) marketing strategies/media plans formally endorsed by the Council;
  - c) marketing assistance applications endorsed by the Council during the year;
  - d) comments on the effectiveness of the previous year's marketing by businesses, associations and the G.N.W.T. ;
  - e) recommendations to improve the effectiveness of marketing by

businesses, associations and the G. N. W.T. (coordination, target markets, media selection, available resources, etc.);

f) comments on the previous year's industry performance in general;

g) marketplace trends (emerging markets, consumer trends, etc.) to be considered when developing new products.



## 5.2 N.W.T. TOURISM LICENSING BOARD ROLES AND RESPONSIBILITIES

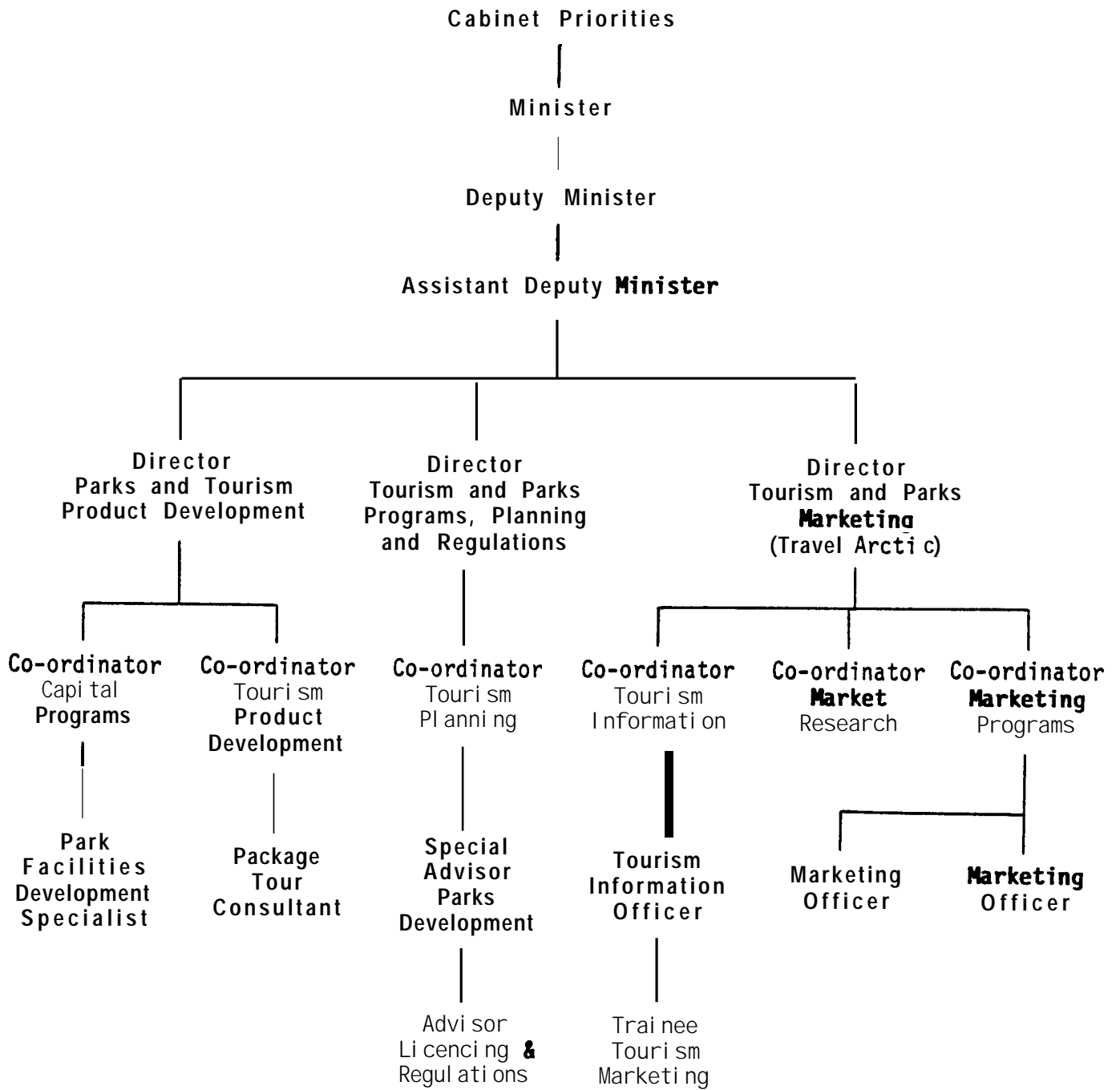
The N.W.T. Tourism Licensing Board is being considered as a means of relieving Regional Tourism Officers of their regulation-enforcement duties so that they may better carry out their front-line development responsibilities. Creation of such a Board, which would report directly to the Minister of Economic Development and Tourism, is currently under review. As proposed, the Board would have an executive director and licensing inspectors on staff. Board members would receive honoraria and reimbursement for out-of-pocket expenses.

- 5.2.1 The Board would award outfitting and tourism establishment, **licences** and direct inspection activities. Appeals could be directed to the N.W.T. Supreme Court;
- 5.2.2 The Board would follow-up on noted infractions except when court actions are deemed necessary, in which cases, it would make recommendations to the Minister.



ORGANIZATION CHART  
 ECONOMIC DEVELOPMENT & TOURISM  
 TOURISM AND PARKS

TABLE 27



### 5.3 G. N.W. T. ROLES AND RESPONSIBILITIES

The following Departmental notes and responsibilities are grouped under three general categories: marketing services; product development; and planning and programming:

#### **Marketing Services Roles and Responsibilities**

- 5.3.1 Support work of the N.W.T. Marketing Council;
- 5.3.2 Apply the full range of marketing techniques to ensure consumer groups and the travel trade in the N.W.T.'S key markets are aware of selected key N.W.T. tourism attributes, the range of opportunities available in the N.W.T., and where and how to purchase N.W.T. products, with a view to increasing the number and duration of visits to the N.W.T.;
- 5.3.3 In well established markets, ensure existing levels of awareness of the N.W.T. as a desirable vacation destination are maintained, primarily through supporting the efforts of the travel trade;
- 5.3.4 Provide and distribute publications that can effectively: "lure" visitors to the N.W.T.; inform visitors of vacation opportunities across the N.W.T.; and, assist visitors in being properly prepared for a holiday in the N.W.T.
- 5.3.5 Facilitate consumer response to N.W.T. promotional efforts, including provision of a North American 800 toll free phone service to the N.W.T.
- 5.3.6 Effectively respond to enquiries directed at the G.N.W.T. concerning vacation opportunities in the N.W.T., and ensure that visitors are directed to those communities which are capable and desirous of meeting visitors' expectations;
- 5.3.7 Support the media in preparing accurate and "enticing" articles on vacation opportunities across the N.W.T.;
- 5.3.8 Provide media and travel trade representatives with access to an up-to-date audio-visual library;
- 5.3.9 Provide a marketing consulting service to the travel industry association and community businesses;
- 5.3.10 Act as principal point-of-contact with other governments for marketing initiatives, and facilitate inter-governmental cooperative marketing initiatives that are beneficial to N.W.T. tourism businesses;
- 5.3.11 Develop and implement a research program which results in up-to-date data concerning: new and emerging markets consumer trends; N.W.T. industry performance; N.W.T. industry capacity and utilization rates; key N.W.T. visitor attributes; and the effectiveness of departmental marketing programs; and
- 5.3.12 Maintain and make publicly available up-to-date marketing, media and research plans, support by the N.W.T. Marketing Council, to guide G.N.W.T. marketing efforts;

of Regions,  
5.4 PRODUCT DEVELOPMENT

request

- 5.4.1 Provide site, facility and packaged tour development consulting services, to communities, associations and individual businesses;
- 5.4.2 Assist **N.W.T.** businesses in joining with other **N.W.T.** businesses to develop attractive and competitive packaged vacation offerings; identify national and international tour wholesalers to sell those packages, and bring the wholesalers together with **N.W.T.** businesses in **mutually-beneficial** contractual arrangements;
- 5.4.3 Where economically feasible, and in conjunction with interest groups, identify and facilitate the development of at **least** one visitor attraction of international significance in each region;
- 5.4.4 In conjunction with tourism association, develop and oversee delivery of Tourism Support Programs which assist individual businesses to increase the availability of packaged tours, adjust their products to better meet visitor demands, and increase the length of visitor stay and local expenditures;
- 5.4.5 Work to ensure that visitors arriving in any region can readily obtain information concerning vacation opportunities, and can readily purchase **N.W.T.** travel services;
- 5.4.6 Ensure that public infrastructure in host communities is consistent with (or exceeds), established standards;
- 5.4.7 Direct the development and management of a system of territorial parks, in support of visitor needs and interests;
- 5.4.8 Together with representatives of the Business Development Division, assist tourism-related businesses in drafting business plans;
- 5.4.9 Cooperate with the Business Development Division in identifying and publicizing potentially profitable private sector opportunities associated with the industry;
- 5.3.10 Act as the principal contact for other governments with respect to them on inter-governmental product development initiatives; and
- 5.3.11 Maintain and make publicly available an **N.W.T.** product development strategy and long-range capital plan to guide the efforts of the Tourism Division at the territorial and regional levels.

5.5 PLANNING AND PROGRAMMING

- 5.5.1 Provide a consulting service to the Marketing and Product Development **groups** in the drafting of their plans and assessing the effectiveness of their programs;
- 5.5.2 Delineate guidelines and criteria for, and oversee review of, enforcement of legislation which will facilitate effective monitoring, enforcement and control of the tourism industry;
- 5.5.3 **Support** the activities of the **N.W.T.** Licensing Board, if approved;
- 5.5.4 **Design and manage** programs to ensure the health, effectiveness, and **representativeness** of the tourist association;
- 5.5.5 **Draft and obtain approval for required** policies, regulations and legislation;
- 5.5.6 Direct the review of public and private sector initiatives that could significantly affect the **N.W.T.** tourism industry;
- 5.5.7 **Identify and** make publicly available future possibilities for evolution of the **N.W.T.** tourist industry;
- 5.5.8 **Support** the efforts of the Department of Education's Tourism Manpower and Needs Board;
- 5.5.9 Ensure delivery of effective hospitality and other skill improvement programs to **G.N.W.T.** staff, industry personnel and relevant members of the public; and
- 5.5.10 Work to ensure that any negative social, cultural, or environmental impacts of tourism initiatives do not exceed a level deemed acceptable by the host communities;
- 5.5.11 Represent the Division in the design and delivery of costshared, federal-territorial programs to support the industry; and
- 5.5.12 Identify and obtain lands of potential parks as tourist attractions, and negotiate with Parks Canada on all matters related to **N.W.T.** national park reserves;
- 5.5.13 Critically evaluate and make recommendations with respect to all applications for licenses, and financial and technical assistance from businesses and communities. Draft contribution agreements, monitor adherence, and take follow-up action as required;
- 5.5.14 Work to ensure that **N.W.T.** businesses and the **N.W.T.** resident labour force derives the majority of the economic benefits associated with tourism;
- 5.5.15 Take steps to ensure the health, effectiveness, and **representativeness** of TIA and the zone associations.

5.6 TOURISM INDUSTRY ASSOCIATIONS ROLES AND RESPONSIBILITIES

- 5.6.1 Maintain a paid membership representing at least 51% of their respective regions' tourism businesses;
- 5.6.2 Serve as a lobby for the private sector, (i.e. provide a forum for members to develop positions on desirable future directions for the industry; the effectiveness of government programs affecting the industry, the role of individual businesses, associations, **community-**regional councils, and Canada and **G.N.W.T.** in support of the industry);
- 5.6.3 Provide members with up-to-date information on: industry trends and any factors that might result in change to the **N.W.T.** tourism environment; opportunities to increase skills and knowledge; and opportunities to share experiences;
- 5.6.4 Pool funds and other resources to facilitate cooperative action among tourism operators and zone associations (notwithstanding their recognized autonomy);
- 5.6.5 Access and pool funds and other resources that will permit zone-wide marketing efforts resulting in increased sales opportunities for a cross-section of businesses; and
- 5.6.6 Enter into contractual arrangements with the **G.N.W.T.** and Canada to deliver programs that would benefit the entire industry (delivery of which would be free for association members and subject to an administrative charge for non-association members).

## 5.7 COMMUNITY COUNCILS ROLES AND RESPONSIBILITIES

The following roles and responsibilities refer to municipalities, band councils, regional councils.

- 5.7.1 Lobby higher governments for the provision of adequate public infrastructure in their respective jurisdiction;
- 5.7.2 Through business licensing and municipal bylaws, ensure tourism development is consistent with the aspirations of their residents and of an acceptable standard in every respect;
- 5.7.3 Ensure that municipal services and **land** are available at a reasonable cost to prospective businesses;
- 5.7.4 Ensure that municipal employees make visitors feel welcome and encourage residents and businesses to increase their hospitality skills; and
- 5.7.5 Appoint a contact person or group to represent their jurisdictions on tourism matters.

5.8 INDIVIDUAL BUSINESS ROLES AND RESPONSIBILITIES

- 5.8.1 Conceive, develop and deliver consistently excellent tourism products;
- 5.8.2 Provide clients with adequate **pre-trip** information.
- 5.8.3 Ensure visitors to the **N.W.T.** receive vacation experiences that are consistent with or exceed **pre-trip** expectations;
- 5.8.4 Work to ensure that each client becomes an advocate for vacationing in the **N.W.T.**;
- 5.8.5 Provide financial support for and participate in the activities of the associations;
- 5.8.6 Make maximum use of services/goods offered by other **N.W.T.** businesses; and
- 5.8.7 **Make** maximum use of the **N.W.T. labour** force; contribute to and actively support upgrading of the **labour** force and hospitality skills of the public and other businesses;

## 6.0 TRAINING

Recognizing the importance of a trained workforce in the tourism industry, the Departments of Economic Development and Tourism and Education have developed a tourism training strategy that takes into account the fact that there are a variety of solutions to training problems and that a combination of delivery methods will be required to address the varied needs of the tourism industry.

### 6.1 Tourism Awareness

Tourism awareness is a critical element of the training strategy, and a detailed program of public relations should be undertaken. This is primarily a responsibility of the industry itself and should be co-ordinated between the Department of Economic Development and Tourism and the Travel Industry Association of the **N.W.T.** This will be achieved by:

The Travel Industry Association and Economic Development and Tourism agreeing on the purpose of objectives and objectives of a Tourism Awareness Seminar which will meet the needs of the Territories. These objectives will be developed in consultation with Zone Manager to ensure the needs of all parties are addressed.

The **TIA** accepting proposals from any interested and qualified groups to deliver a seminar to achieve the approved objectives. This will be funded by **TIA** and Economic Development.

### 6.2 Career Promotion

Career promotion should be stepped up as an activity of both the tourism industry and the Department of Education. This should be undertaken as a public relations tool as well as an integral element of any career counseling activities of the Department of Education. Wherever possible existing career promotional materials should be used from Federal and Provincial agencies. This will be achieved by:

The Department of Education will prepare an inventory of all existing Tourism/Travel related career materials currently available within the Dept.

The **TIA** will prepare an inventory of any materials available within its membership.

Wherever possible the **TIA** will be invited to participate in Career Shows and Career Days for schools and the public.

### 6.3 Co-operative Education

Some programs may only be provided as a combination of training-on-the-job



with theory components. The curriculum for the theory portion of these program will be developed by the Department of Education or Arctic College in consultation with the industry, - and may be delivered either by Arctic College or a private contractor. The training-on-the-job will be the responsibility of the employer. Support will be provided by the Department of Education to fund training-on-the-job salary subsidies. This will be achieved by:

The industry advising on the Job Standards will be adopted by the Manpower Needs Board.

Designing the theory training provided by Arctic College or by Private Contractor to meet the approved standard. Programs will be delivered by qualified instructors.

The training-on-the-job provided by the employer will be designed to reinforce the theory and to provide the trainee with practice and feedback in the job setting.

#### 6.4 Training-on-the-Job

Some training can only be conducted at the job site as training on the job. This will continue to be the responsibility of employers in the industry.

Wherever possible, training should promote standards as determined by the industry and approved by the Tourism Training and Manpower Needs Board.

#### 6.5 Certificate/Diploma Courses

Other programs may be delivered as certificate or diploma courses at the Arctic College. These one to two-year programs will provide the education and training required by members of the public who wish to develop careers in the tourism industry. This will be achieved by:

Arctic College developing curriculum in consultation with the industry.

The industry establishing the work standards for both skilled and unskilled workers through Tourism Training and Manpower Needs Board. All training **will** be designed to meet these standards.

#### 6.6 Extension Programs

Other training programs will be best delivered through extension courses (short term) at the community level. This will be achieved by:

The industry developing job standards.

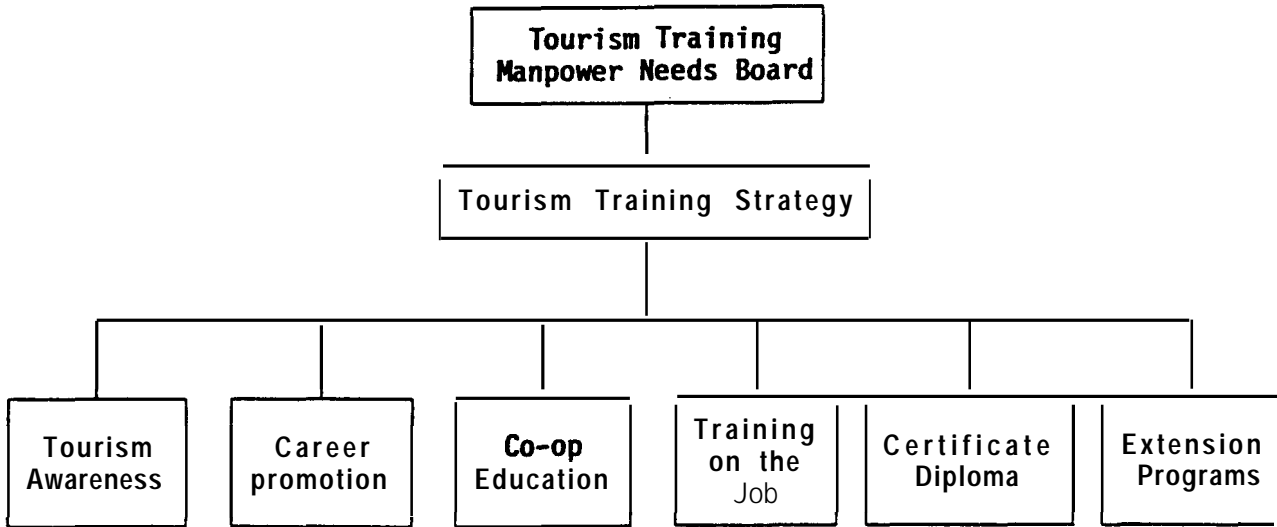
Delivering courses through Arctic College or by Private

Contractor. Courses will be designed to meet existing job standards, and **will be** delivered by qualified instructors.

### 6.7 Conclusion

The goal of the Tourism Strategy is well trained, competent and professional workforce, and the promotion of careers in the Tourism/Hospitality industry.

### 6.8



7.0 **TERRITORIAL PARKS PROGRAM**

The G. N. **W.T.** creates Territorial Parks, in consultation with concerned citizens and their representatives, for the following reasons:

- 7.1 to provide facilities and opportunities for outdoor recreation, enjoyment, education, and appreciation of the natural and cultural heritage of the **N.W.T.**;
- 7.2 to **create** a focus for marketing the natural and cultural heritage of **the N.W.T.** as part of its tourism industry;
- 7.3 to attract visitors to areas where recreation can be pursued in relative **safety** and in minimal conflict with other activities or **phenomena** such as traditional land and resources uses, industrial development, and sensitive biological features or historic resources;
- 7.4 to designate or commemorate historic or cultural resources;
- 7.5 to offer opportunities for employment and contract work which take advantage of the skills of native peoples and are compatible with **north-**ern lifestyles;
- 7.6 to provide basic emergency or convenience shelter for the traveling public;
- 7.7 to support guides and outfitters.

## 8.0 MARKETING

### 8.1 BACKGROUND

More than 40,000 business, government and pleasure travelers visit the Northwest Territories every year. It has been estimated that this activity injects approximately \$60,000,000. Cdn. into the territorial economy, stimulating about 4,000 person-years of employment annually. As a private sector economic activity, tourism is the second largest producer of employment in the Northwest Territories.

The primary industries of the Northwest Territories are under considerable pressure resulting from the recent sharp fall of oil prices and the continued low metals prices world-wide. As this sector continues to experience difficulties, new employment alternatives will be sought.

The public sector is an extremely important source of employment in the Territories, representing 44% of employment of the industrial aggregate - according to the last month for which complete date is available, September, 1975.

While its large size offers considerable stability to the Northwest Territories' economy, the Government of the Northwest Territories is seeking opportunities for economic health and growth. Increasingly in this regard, tourism and small business development are being stimulated.

In recognition of the growing significance of tourism, the **Strategic Marketing Plan** was initiated. Its mandate is to examine the current environment of tourism, assess the marketing practices of the N.W.T.'s major marketing organizations and to define a mid-term marketing strategy specifically for the Government of the Northwest Territories.

While the resource and market weaknesses of the N.W.T. are addressed, the components of the strategy are the means of contributing to the achievements of specified goals by building on the strengths and opportunities of the Northwest Territories. Thus a set of practical, realistic programs are recommended for the stimulation of increased tourism revenues and growth.

8.2 MANDATE AND GOAL OF THE GOVERNMENT  
OF THE NORTHWEST TERRITORIES --

The mandate of the **G.N.W.T.** is to facilitate and promote the health development and prosperity of the tourism industry.

Its goal is to foster the development of a strong tourism private sector which involves the vigorous participation of a highly skilled and motivated resident **workforce** comprising a much larger proportion of the native populations, the stimulation of development of top-quality tourism facilities, services and infrastructure, and the **re-distribution** of economic benefits throughout the region - particularly to the smaller communities.

The Department of Economic Development and Tourism has taken strong steps towards achieving this and assisting the industry, by developing a powerful three-year strategic marketing plan.

### 8.3 ROLES AND RESPONSIBILITIES

The most important role which government can play in the development of the industry is that of facilitator and catalyst for growth and prosperity.

As such, the most expensive and risk-laden functions of research, market development and product stimulation are most appropriate for the government. The Department has accepted these wholeheartedly and has identified very specific strong initiatives to assist the private sector.

While longer-term development is the perspective of government, the responsibilities of building the economic sector are shared with the private sector.

The Department's initiatives are designed to assist the private sector in its role of direct sales and benefits from tourism activity.

The responsibilities of the industry include those of creating, developing and delivering a consistently high-quality, marketable product or service. The marketing of specific products and price is the responsibility of the private sector.

The marketing on behalf of the entire industry in order to create optimum levels of awareness, image, interest, positive attitudes/perceptions, and motivation is the responsibility of the Department, in order to provide the maximum benefits to the private sector. In recognition of the tremendous potential of tourism opportunities for the communities and native populations of the Northwest Territories, the Department is ensuring that all initiatives support and assist the private sector in its own development objectives.

## 8.4 IMPLEMENTATION PLAN

The three-year **Strategic** Marketing Plan provides the Department with a framework to ensure the very best possible returns to the private sector. It is acknowledged that government cannot do everything' within the limitations of manpower and financial resources, and therefore, it is undertaking strong new programs which involve joint and cooperative initiatives with the industry.

### 8.4.1 Which Market Components Were Examined?

The following groups were examined for strengths and weaknesses:

- Outdoors/Adventure **Traveller**
- Arts/Culture/Touring **Traveller**
- Business/Government **Traveller**
- The Travel Trade (agencies, wholesalers, etc.)
- Tourism and other Influential Media
- Influential clubs and organizations

From this examination, it was determined that the Outdoors/Adventure category offered the highest potential for development and that the following specific products would be featured for well-defined market segments:

- **All** non-consumptive activities: naturalist, hiking, camping, climbing, canoeing, boating, wildlife viewing, etc. ;
- Consumptive activities: sportsfishing and hunting;
- Arts/Culture touring.

It was also determined that it was absolutely necessary to immediately develop the travel trade, media relations and **strong** networks and affiliations with influential groups.

### 8.4.2 What are the Guiding Principles of the Strategic Plan?

- 1) All programs are implemented for the direct **benefit** of the tourism industry of the **N.W.T.**;
- 2) All initiatives are executed in concert with and to strengthen the activities of the private sector;
- 3) The target effects of the annual plan will be to:
  - expand existing markets;
  - promote longer stays and higher expenditures;
  - enhance positive image, awareness, perceptions and attitudes towards the **N.W.T.** as an attractive tourism destination;
  - attract new markets;

- increase shoulder-season tourism; and
- **promote** the disbursement of benefits throughout the Northwest Territories - including higher employment of northern residents, more communities involved in tourism and benefiting from tourism, and generation of revenues to the government through " taxes.

#### 8.4.3 What will the Plan Achieve?

The goals of the plan over the long-term are:

- 1) To support and assist the industry in the healthy development of the sector.
- 2) To assist the industry, particularly in smaller communities, to maximize sales of tourism products and services.
- 3) To encourage and assist native population in participating in the industry.
- 4) To increase the linkages of native culture, arts, leisure, recreation and tourism, in tourism marketing.
- 5) To have a systematic research program to assist the industry in product and market planning.
- 6) To develop brand recognition in the marketplace with the appropriate levels of image, awareness, etc.
- 7) To be a market leader, promoting high-quality intrinsic values of uniqueness, exclusivity, setting, style, lifestyle, culture, drama, and status.
- 8) To provide measurable opportunities and results for the industry, which includes highly-qualified prospects for conversion to sale.
- 9) To development markets co-operatively with the industry.
- 10) To provide the ability to take advantage of marketing opportunities on a global scale, as they arise.

#### 8.4.4 The Programs of the Strategic Marketing Plan

Very strong new programs have been identified for the Department in order to assist the industry in entering and developing the best potential markets for the **N.W.T.** Having identified the products which have strong success attributes, the highest potential geographic market in the short term was identified as being the United States. Other markets such as those overseas require development for long-term results.

The new co-operative programs include:

- a. A Consumer program for the Outdoors/Adventure market (non-



consumptive and hunting/fishing generally);

- b. A Consumer program for the Sportsfishing market;
- c. A Distribution/Network Program (Retailers, **Clubs**, Manufacturers);
- d. Marketing Aids (Brochures, Posters, Leaflets);
- e. A **Travel** Trade Program (Travel Agencies, Tour Operators, Wholesalers, etc.);
- f. A Media Relations Program;
- g. A Public Relations Program;
- h. An Industry Support Program;
- i. A Research and Evaluation Program;
- j. A Monitoring and Analysis Program.

## 8.5 INDUSTRY PARTICIPATION

Whenever and wherever possible, programs will be implemented in co-operation with or jointly with the private sector.

Operators, big or small, will have the opportunity to buy into the larger scale marketing programs and directly benefit from the impact of the various activities (advertising, promotions, public relations, etc.)

Influential media and trade guests will be hosted in co-operation with the private sector - the specific hosting operator will receive proper credit and benefits.

Private organizations who are not able to fund initiatives co-operatively with the Department will still receive tremendous benefits from the new programs. Wherever appropriate, listings of operators, outfitters, service organizations, travel trade, etc. will be included in printed materials for the tourism prospects and the travel trade. Also, tourism zone associations and the Travel Industry Association will be listed for the specific reference of consumers.

In all media, listings and addresses will be included whenever the opportunity arises. When this is not feasible, a response mechanism to TravelArctic will ensure that all potential enquiries are generated and followed up, and then provided to the industry for specific handling and conversion to sales.

An awareness/information program will also be implemented to provide assistance to N.W.T. residents, so that they may increase their involvement in the tourism industry. Elements of the program will include seminars, workshops, counseling, research, etc. to enhance skills of planning, product development and marketing, servicing, and hospitality.

## 8.6 BASIS OF THE PLAN: A CRITICAL REVIEW

### 8.6.1 The Tourism Sector

The worldwide economic environment is being transformed, with new " business and trading patterns emerging and investment flows being re-defined. Globalization of all industries is occurring without exemption, including tourism.

Tourism is no longer defined in terms of a local, regional, national or international economic activity: it is global. As this phenomenon increases, shifts in patterns of affluence-will be signaled" early by increased mobility (business and pleasure travel) and shifts in destination appeals (market share).

In general, world international travel is growing. And, although incoming travel to Canada should grow in the next few years, Canada's share of world tourism has declined over the past decade. Problems in developing increased market share for the Canadian tourism industry persist, as Canada retains the image of being a vast, cold, uninhabited, boring destination which is overpriced.

Canada's Northwest Territories have the same market perception and image barriers magnified many-fold with the added drawback of perceived lack of access and travel conveniences. In addition, the real infancy of the tourism industry and the absence of infrastructure does not enhance the **N.W.T.**'S ability to compete equitably with mature destinations.

Recent surveys and available data reveal that:

- a. In spite of a dramatic rise in tourism expenditures during the summer of 1983, there has been a decrease in the number of visitors to the Northwest Territories from 1982 to 1984;
- b. reasons for traveling in the **N.W.T.** include commuting, **business/government** travel and vacation/pleasure travel - with the length of stay varying according to the purpose of the trip;
- c. the incidence of single travel parties is increasing;
- d. business travelers and tourists compete for available accommodation;
- e. transportation throughout the Northwest Territories is predominantly by air - road networks are only in the western region of the **N.W.T.**

The tourism sector of the Northwest Territories economy is exhibiting all of the classic symptoms of a neophyte industry which has severe handicaps. The impediments to success for **N.W.T.** tourism are many -- historically enforced by inadequate product and market development stimulation as well as inappropriate resources. The Department is

now taking very positive action to correct this and also to take advantage of opportunities to help the industry achieve positive results in as short a period of time as possible.

### 8.6.2 Developing an Economic Sector

The will of the Government of the Northwest Territories to create a viable economic sector based on tourism is impacted by major constraints of resources and private sector investment/motivation.

As a result, management information has not been accessible or achievable through research of sufficient quantity or quality necessary for the formulation of policy, informed decision-making, economic planning, program development, implementation and management.

The absence of substantial private sector investment resources adds to the dependence and pressure on government programming and financial assistance/incentives to an industry which is novice, weak and lacks a significant tourism generator.

Furthermore, the ability of government to effect policy and government programming is hampered by the lack of a cohesive and coherent **sectoral** organization structure. Presently, there exists a variety of **information/marketing** "agencies" for **N.W.T.** tourism who behave in a duplicating, overlapping, confusing, and sometimes contradictory manner.

### 8.6.3 Sectoral Evolution

To date, the tourism industry of the **N.W.T.** has evolved with an introverted perspective. Investment stimulation for plant and infrastructure development has occurred principally in response to internal public demand.

Until recently, much of the development investment which has come from outside of the Northwest Territories has been less than positive, producing very little if any economic contribution to the region. Extreme evidence of this is revealed in the special interest tourism activity of **sportsfishing**, a traditional trend now changing due to government action.

Historically, **sportsfishing** lodges have been developed and controlled by non-residents of the **N.W.T.** Expenditures of the lodge guests are directed almost exclusively outside of the **N.M.T.**, through southern charter companies and lodge owners/operators. The remote locations of the lodges/camps result in little contact with and economic benefit to communities. New government training for native guides and other major programs are now eliminating this.

An evolutionary approach with little government attention until now has resulted in the basic initiation/formation of an economic sector, without it yet having been created. Strong economic planning and development is now required coupled with potent marketing programs to ensure its viability, growth and long-term health.

The strategic plan is a positive example of the Department's dedication to this stance.

#### 8.6.4 Strategic Assessment

The infancy of the **N.W.T.** tourism industry is underscored by the fact that it is measured in years -- not the decades of conventional tourism competitors. Its youth and relative immaturity make it especially vulnerable to all forms of competition, particularly since it has not been able to appropriate a minimum level of resources to product or market development.

The majority of tourism in the Northwest Territories originates within the **N.W.T.** Compared to all other Canadian provincial/territorial destinations, the Northwest Territories attracts the smallest number of non-resident tourists. Of all travel within the **N.W.T.**, the majority (57.5%) is business/government travel and therefore is not elastic. Travel originating from outside the **N.W.T.** is stimulated principally from Alberta (41%), Ontario (19%) and British Columbia (12%) . . . all the best **natural potential regions of tourist origin** for the **N.W.T.**

In addition to a very narrow base of geographic producers of tourists, the Northwest Territories does not have a diversified product line. It is largely restricted to tourism experiences within the outdoors/adventure **category**. Yet even within such a limited market **segment** appeal, major **initiatives** are required to produce much needed **capacity** excess to the current insufficient levels.

The overall lack of financial resources has prevented the **N.W.T.** tourism industry from entering the marketplace with strong product and marketing services support. The major competitors of the **N.W.T.** are not proximity destination regions, but any region in the world which offers a **comparable** product line in the same category.

At an increasing pace, new competitors are emerging. Mature competitors are dramatically increasing their efforts to solidify market share, and are also investing extremely large budgets in market development. Billions of dollars are being spent annually in aggressive competition for worldwide tourism revenues.

The public funds which have been historically allocated for market activities have been inadequate to perform more than the basic **caretaking**, maintenance and critical information services functions. Funds have not been available for any development of any markets, be they existing, short- or long-term potential markets.

The consequences of these factors are:

- a. the lack of private sector resources is placing an increased burden on public funds, which are also strained;
- b. collectively, the **N.W.T.** tourism industry is at the marketing launch stage and must enter the marketplace with a global perspective;

- c. N.W. T. tourism will have to compete aggressively with seasoned opponents to develop a **market** base;
- d. three crucial success factors must be quickly developed in a tourism context: brand name status, a solid market positioning strategy and a tactical competition plan;
- e. although not generally known, the Northwest Territories have abundant superlative features, attributes, natural attractions and resources in a well-defined tourism product category, all of which offer tremendous market potential on a global scale;
- f. important economic development of the tourism sector requires insurance through an immediate long-term commitment from the Government of the Northwest Territories and other levels of government to substantial financial investment and a concomitant dedication to product and market growth;
- g. priority issues requiring ongoing and persistent attention include consistent and constant communications throughout all sector strata (public, private enterprise, public bureaucracies, politicians, media), stimulation of product development and a solid infrastructure, and a thoroughly integrated, state-of-the-art and dynamic marketing plan which exploits marketing opportunities as much as possible.

In spite of the many problems and drawbacks of a new industry, N.W.T. tourism has tremendous potential for prosperous growth, given a powerful strategic plan. The Department has commissioned this plan as the blueprint for successful competition in the short term, while long term strategies are formulated.

#### 8.6.5 The Strategic Approach

The development of a strategic plan is complex to the degree of sophistication with which the competition behaves. Since tourism is not a new industry, worldwide, there exists lots of established, **highly skilled** competitors who possess finely developed tactical skills. The ability and potential to achieve sector goals is directly related to the ability of the competition to interfere and intervene.

It is essential therefore, that specific strategies and tactics be formulated only after a complete and honest detailing of all strengths and weaknesses of the sector, the host organization, as well as the competitor.

The Strategic Marketing Plan reflects this assessment. It was designed to recommend the **minimum initiatives and financial investment required to enter the highest potential markets only in the short-term, within an economic development perspective supportive of the goals of the Government of the Northwest Territories.**

The strategy provides a modular framework for the private sector,

including small operators, to participate in and directly benefit from major programs in the marketplace. The maximum impact will be made through continued and increased collaboration, and **co-ordinated**, co-operative initiatives between public and private sectors.

The alternative to a strategic plan with a zero-base budget (which "reflects minimum need) is an optimization plan which is determined strictly by financial budget allotments. This alternative precludes short-term investments in downstream economic benefits, since it must usually demonstrate immediate positive returns of higher-than-cost values. This imposes a short-term **trade** cycle.

#### 8.6.6 Opportunities for Competition

It is the very fact that the tourism industry of the Northwest Territories is as young as it is that provides it with outstanding competitive opportunity. The development scope, components and processes can be entirely managed and controlled because "the slate is clean"

Critical requirements for development of this sector includes:

- a. rigorous, regular corporate research and management **information** analysis and evaluation;
- b. impacts analysis of threats and opportunities, **commercial** and competitive intelligence;
- c. using competitive and positioning leverage to develop its own market niche(s) with exclusive products, instead of marketing "me-too" products in a mature marketplace
- d. developing brand name status, with instant **recognition**;
- e. accurately matching best potential markets and products, through fine market segmentation;
- f. encouraging the development of the **N.W.T.** private sector, through awareness programs and co-operative and joint marketing initiatives;
- g. assisting in the development of the travel trade in the **N.W.T.** and in the marketplace;
- h. developing networks in the marketplace for distribution of **N.W.T.** tourism information and influencing prospect groups (such as manufacturers of outdoors equipment, sporting goods retailers, sportsfishing/outdoors/travel clubs, associations);
- i. stimulation of market demand and increasing market share, through multifaceted marketing programs, involving advertising, public relations, media relations, industry programs, travel trade advertising and promotions, etc.; and
- j. stimulating product development through pressures of market demand.

### 8.6.7 Optimizing Potential

The strategic plan proposes to maximize the potential of the products and services which the **N.W.T.** tourism industry has now.

Future development of the plan is easily accommodated through the " dynamics of the implementation plan.

Optimizing current potential with a long-term view entails

- an acceptance of the needs of competition;
- a market development perspective over a long term;
- short-term exploitation of highest potential markets;
- use of optimization techniques, such as leverage (e.g. in joint programs, the government and the private **sector** 'would match funds);
- the embedding of measurement and evaluation in all aspects and components of program implementation, for use in future planning and project management.



## 9.0 A TRANSITION MARKETING PLAN FOR THE **BAFFIN** ZONE ASSOCIATION

### 9.1 OVERVIEW

This region is well established as a tourism destination. Experience with visitors over many years has resulted in the development of a solid, carefully-built tourism plant. The involvement of the resident populations in all aspects of development of this regional economic sector has led to the industry's positive evolution with a minimum of disruption to the communities and residents societies.

As the easternmost area of Canada's Northwest Territories and the gate-keeper of the North Pole and the Northwest Passage, the **Baffin** region has a long tradition of hosting travelers, adventurers and explorers/wanderers. Its rich **Inuit** culture and abundant northern marine and wildlife have attracted generations of traders, whalers and hunters in the early days and, more recently, modern day "voyagers", history buffs and outdoors enthusiasts.

The tourism sector comprises a mix of cultural and arts groups, tourism entrepreneurs and organizations, and a variety of facilities and services throughout the region. Development of the tourism infrastructure and plant are continuing with renewed **vigour**, as alternative industries face hardships and possible demise - e.g. the fur (seal) industry and mining.

The general characteristics of the region include the following:

1. the region is famed for providing a staging area for and the launch of historical expeditions throughout the Arctic/Northwest Territories, to the North Pole, through the Northwest Passage "to China", etc.;
2. its rich, cultural heritage provides strong tourism appeal;
3. although entry to the region is limited to air travel or boat, access is excellent and very convenient;
4. there are a variety of land and water-based activities throughout the region, in the outdoors category;
5. the product line is limited outside of this category, even in the hub/feeder community of **Iqaluit**, and specific products are strongly tied to natural resources;
6. some packaging exists, however much more is needed;
7. there are excellent air transportation networks between communities and an assortment of services;
8. product development has been planned for the medium term for all communities; involving all aspects of plant and infrastructure;
9. there is a general lack of depth of attractions and events (except

for **Toonik** Tyme - which is more of a "local" event);

10. the absence of leisure and recreational activities for visitors are a drawback, including evening activities in the communities;
11. there is a general lack of hospitality awareness, positive attitudes, training - although this is improving;
12. there is an unstable product supply (no guarantees);
13. there is a lack of excess capacity during peak periods (the tourist season) of the facilities, accommodation and services"

#### 9.1.1 Features and Attributes: Region

- **excellent** access from Europe, Greenland, Montreal, **Ottawa**, Toronto, Winnipeg, Rankin Inlet and Yellowknife;
- convenient feeder/hub centres in the U.S. include Chicago, Syracuse, New York, Baltimore, Atlanta, Dallas/Ft. Worth;
- varied accommodation in hotels/inns, with capacity for approximately 500, plus camp grounds, camps and lodges;
- spectacular scenery, attracting photographers and naturalists worldwide;
- unique and plentiful northern marine and wildlife, sanctuaries.
- lots of naturalist and amateur "scientist" activities, photo and viewing safaris, rock-hounding, self-guided trekking;
- abundant outdoors non-consumptive and consumptive activities: walking, hiking, camping, water activities, mountain climbing, cross-country skiing, dog team trips, hunting and fishing;
- many points of interest, geologically, **biologically**, and historically: the region is full of historical sites which have been or are being interpreted;
- traditional, historical communities and sites;
- rich **Inuit** culture and tradition;
- lots of native arts and crafts produced throughout the region;
- abundant native country foods;
- **eating** facilities are excellent and offer a varied menu in the **major** centre of **Iqaluit**, with "home-style" service throughout the region;
- amenities, facilities and services range from rudimentary to modern good quality;

- special attractions: the entire region's geological formations and features - fiords, mountains, glaciers; renowned destination areas of Auyuittuq Park and **Ellesmere** Island, the North Pole, the Northwest Passage, Bylot Island Bird Sanctuary, Cape Dorset - as an arts community and for the bird sanctuary, the art community of Lake Harbour, the **Iqaluit** Museum, **Thule** era sod, whalebone and stone houses, whaling stations, the rich traditional **Inuit** culture, lifestyle and people, **Nanisivik** Mine, **sports-fishing** and sportshunting; package tours from Toronto and Montreal to "see the Midnight Sun".

#### 9.1.2 Barriers and Drawbacks:

- other than **Iqaluit** and Pangnirtung, the communities need to be sensitized to tourism and tourism requirements;
  - all aspects of orientation and training are required - hospitality training, outfitters/guide training, general tourism awareness, etc. ;
  - stronger orientation of the travel trade is required, with a concerted program of product knowledge development and salesmanship;
  - there are not enough tour packages available and there is only one inbound tour operator at the present time;
  - tour guides, hosts and travel counselors are required for additional service to arriving tourists, in order to increase their length of stay, level of expenditures while in the communities, as well as to encourage highly positive personal experience referrals and recommendations to other potential visitors to the region;
  - the general lack of capital funds restricts the process and increases the time requirements of development (currently concentrating resources on two or three communities out of the thirteen.
- generally, more development is required for tourism plant and infrastructure growth, products, services and product packages.

#### 9.1.3 Exotic World-Class Appeals:

- wildlife: exotic and unique sea mammals and fish, Narwhal, Bowhead and **Beluga** Whales, porpoises, Polar Bear, Snow Geese, exotic species of birds nest here, caribou, wolves, Arctic Hare, white fox;
- expeditions: to the North Pole, mountaineering, **skidoo** trips, rafting, canoeing, dogteam trips, nordic skiing;
- setting: Arctic and High Arctic Archipelago, spectacular scenery, world-renowned geological formations, mountains,

fiords, ice-age glaciers, icebergs "floating islands", rolling tundra;

- experiences: unusual arctic climate (frigid), trekking, exploring, all naturalist activities, exploring the many historical sites, traditional settings, rugged environment and conditions, retracing the route of the first visitors, sleeping in an igloo, cruising the Northwest Passage, mountaineering, big-game hunting and **sportsfishing**;
- experiencing a different culture - the traditional **Inuit** culture/heritage and, meeting the residents;
- viewing the creation of arts and crafts
- special events: Toonik Tyme, marathons (invitational);
- wide range of country foods;
- very welcoming communities - very friendly and helpful to visitors.

#### 9.1.4 Potential for Tourism Growth:

- all non-consumptive outdoors activities, wildlife viewing, ornithology, photo safaris, etc.;
- more cruises and other water activities;
- communities' arts/culture/heritage tours;
- more **historical** tours, touring;
- development of wilderness expeditions "curriculum/packages";
- dispersal of tourism benefits to as many of the thirteen communities as possible through the development of thorough world-class tourism products which are offered in non-competing packages (e.g. history vs **sportsfishing** vs mountaineering vs **helihi** king);
- more self-guided tours;
- more special events and tourism attractions, including leisure and recreational activities and evening activities in the **communities** for visitors;
- more value-for-money guarantees/assurances in package offers (complete experience visits, which include exposure to **communities** and community life as well as outdoors activities);

#### 9.1.5 Major Current Concerns:

- lack of sufficient outfitters and guides;
- lack of tour hosts/guides and travel counselors in the commu-

ity;

- lack of inbound tour **operators and sufficient product** packages;
- lack of sufficient sensitization and understanding of tourism and its potential benefits to the communities, resulting in need for strong program of tourism/hospitality awareness and positive attitude development;
- insufficient accommodation in communities during the peak tourist season, and competition between tourists and construction/work crews for available facilities during this period - this dilemma is shared by the purveyors of services and products who must choose one type of customer to the disadvantage of the other;
- facilities are not of uniform standards and quality, with some cases causing serious harm to visitors' perceptions and experience satisfaction levels;
- equipment is not always available or it does not exist/
- short season, although some attempts are being made to lengthen it through skidoo trips, nordic skiing, etc.;
- strong need for investment stimulation and plant upgrading in some areas;
- major dependence on government funding and assistance;
- management of sector development must be consistent and respecting the carrying capacity of the communities which want to become involved (restricting airplane size and hotels).

9.1.6 **Current** Tourist Profile:

- see under target markets

9.1.7 **Current** Tourism Season Profile:

- the tourism season is year-round, with the majority of activities between June and Mid-August;
- the climate is frigid, with warm fall and winter clothing which is normally worn in the south being required even during the "summer";
- the weather has a **major impact** on the **region**, with access **being** dependent on factors **of** tides (**Frobisher**), fog, and winds;
- volumes of visitors are approximately

9.1.8 Marketing Activities to Date:

- Advertising in southern publications;

- Poster series;
- brochures co-operatively developed with the private sector;
- sportsman's and outdoors shows.

## 9.2 BUSINESS PLAN

### 9.2.1 Goals:

The goals of the N.W.T. zone association are:

1. to enhance the image of the zones as a world tourism destination;
2. to enhance the economic benefits to members;
3. **to achieve recognition of the TIA and the zone associations as the premier representatives of the tourism industry and to recognize that they represent everyone in the tourism industry;**
4. to achieve self-sufficiency in the long term.

### 9.2.2 Benchmarks for achieving these goals over specified time frames are as follows:

#### 1. **Enhance the image of the N.W.T. by in:**

- 2 years - delivering complete travel counseling programs;
- 10 years - developing a strong identity and awareness of the tourism zone as a tourist destination;

#### 2. **Enhance the economic benefits to members by:**

- **developing professional service bureaux;**
- **developing community service program, stressing native involvement;**
- developing revenue generating programs;
- developing community tourism development and outreach programs;
- delivering annual marketing-communications program to generate sales for members from developed markets.

#### 3. **Recognition as Premier Representative of Tourism Industry by/in:**

- 3 years - **achieving 70% representation of tourism industry;**
- 5 years - **achieving 80% representation of tourism industry;**
- 10 years - **achieving 100% representation of tourism industry;**
- 3 years - **achieving 70% representation of tourism-associated industry;**
- 5 years - **achieving 80% representation of tourism-associated**

industry;

10 years - achieving 100% representation of tourism-associated industry;

3 years - developing a lobby practice and to achieve prominence and influence;

3 years - **developing a professional development program industry.**

**4. Self-Sufficiency within ten years.**

6 - 8 months - **developing a business plan;**

2 - 3 years - **achieving financial independence** by generating **own revenues in addition to any** other sources of revenues;

5 years - achieving operating independence - particularly reducing dependence on government\* through self-regulation;

10 years - achieving total financial independence.

\* Includes the Government of the Northwest Territories and the Government of Canada. Currently restrictions and regulations are enforced because of an umbilical relationships for funding - particularly the EDA for tourism marketing activities.



### 9.3 ECONOMIC ISSUES

#### 9.3.1 Current and Future Industries:

The major resource-based industries that are currently so important " to the **N.W.T.** are threatened or doomed and it is not likely that the Government can take up the slack. Government employment levels are likely to remain constant. Military communities are in transition and some communities will benefit from the opening of new military bases while others will suffer as older bases relocate or shut down.

Future economic developments will be strongly influenced by future developments in oil, gas, mineral, and other primary industries. Insurance will also have a major **impact** in the medium terms, due to the rising cost of liability **insurance**.

#### 9.3.2 Government Programs:

Increased military activity in North will bring in some income to certain communities; however, other communities will suffer - as the example of **Inuvik** illustrates - from the closure of older bases.

#### 9.3.3 Employment:

Levels of employment in the **N.W.T.** are low and are likely to remain so in the foreseeable future.

#### 9.3.4 Education/Training Programs:

The **N.W.T.** population as a whole has low levels of education and job training.

#### 9.3.5 Social Welfare Programs:

Social welfare **programs** have an important impact in the **N.W.T.** Many residents are **dependent** on these programs. "

#### 9.3.6 Economic Development:

Economic development is restricted **by** strict **licensing** requirements and by the uncertainty of the land **claims** situation. "Investors are wary because of the uncertainty of this situation and also because of the Territories' affirmative action programs.

The renewable resources sector may hold promise for the future. The growth and encouragement of active involvement in industry should have a positive impact on existing industry organizations.

#### 9.3.7 Unique Zone Characteristics:

**Baffin:**

**Baffin** residents have a favorable attitude towards earning money from tourism. Indeed, money creates interest in tourism. **Baffin** residents are fortunate to have **Auyittuq** Park at **Pangnirtung** as a model of development for other communities. The expected death of **Nanisivik** Mine within 5 years will create some economic hardship in the **Baffin**.

## 9.4 ENVIRONMENTAL CONDITIONS & IMPACTS

### 9.4.1 Social/Cultural Issues:

Tourism is viewed with anxiety by most communities. They are worried " about the ecological, cultural, and societal impacts of tourism, but, at the same time, they are attracted by the economic benefits tourism offers.

Residents of the **N.W.T.** have been preoccupied with the land claims issue and, as a consequence, the potential benefits of tourism have not been fully recognized.

Significant advances in education, training and orientation are essential if tourism/hospitality services are to be successfully developed. Business management training requires "institutionalization" throughout the **N.W.T.**

Communications barriers also exist. Some residents speak little or no English, and low levels of education and job training also create difficulties.

### 9.4.2 Zone Characteristics:

#### **Baffin:**

Social impact and concerns are similar throughout the **N.W.T.** More public awareness and training programs are needed for the region to get the most out of the tourism industry. However, the careful planning and strong community participation and voluntary development have greatly strengthened prospects for continued tourism development and health growth. For example, the Pond Inlet Theatre Group and the Kekerten Whaling Stations are newly developed tourism attractions.

## 9.5 POLITICAL ISSUES

### 9.5.1 Current Political Climate:

Generally, the current political attitude towards tourism is positive, though there is always room for improvement. Popular pressure for tourism development may yield returns as the popular opinion is being listened to. The settlement of land claims will have a positive impact; however, current uncertainty in this area is causing difficulties.

### 9.5.2 Developing Trends:

Political support for tourism in the **N.W.T.** is improving, but there is still a long way to go. Nevertheless, the trends here are positive as politicians become more aware of the future benefits of tourism for the **N.W.T.**

### 9.5.3 Affirmative Actions Programs:

Affirmative action programs are becoming more commonplace, with many enhanced benefits. At the same time, affirmative action programs directed at tourism are placing some constraints on development and existing businesses in some zones.

### 9.5.4 Education:

The educational system is under pressure and future alternatives are being examined by government.

### 9.5.5 Social Welfare Programs:

The **N.W.T.** has a long history of resident dependence on government assistance. Major changes in societal attitudes and **behaviour** will be needed to accommodate tourism development.

### 9.5.6 Attitude Change:

Some changes have occurred in carefully **developed** communities, but, on the whole, much more orientation is needed.

### 9.5.7 Federal Political Impact:

The **sovereignty** issue will draw Federal attention to North and **programs** to defend **Canadian** sovereignty in the North may bring some **economic** benefits to the **N.W.T.**

### 9.5.8 Zone Characteristics:

#### **Baffin:**

More political support for tourism is needed. At present, politicians

and the general public require more regular communications and information in tourism matters. A major information program is needed to inform the public and the politicians of the benefits of tourism. Once informed, the public and politicians would be more favorably inclined towards tourism. BTA is an arm of the **Baffin** Regional Council.

9.6 REGULATORY/LEGISLATIVE ISSUES, ETC.

9.6.1 Transportation:

Air deregulation will have a positive effect in the rest of Canada, but the same results are not assured for the N.W.T. Deregulation could have both negative and positive impacts on the N.W.T. New airlines might bring visitors closer to the N.W.T. and to nearby gateways, while other airlines might drop routes to and in the N.W.T. area. A grace period for N.W.T. will be needed before full deregulation comes into effect. Major lobbying effort is required to obtain good air and transportation services, gateways, and scheduling.

Road conditions will have an important effect on vehicular traffic volume and patterns.

9.6.2 Land Use/Development:

A resolution of the land claims issue and a relaxation of current restrictions on non-native and non-resident land usage could greatly improve land use in the N.W.T. Land use review processes need to be centralized with a single clearing house to streamline bureaucratic processes and eliminate overlapping jurisdictions. Tourism will be represented on land use planning boards.

9.6.3 Enforcement:

There are many difficulties in enforcing legislation and regulations dealing with matters such as water safety, road speed limits, improper use of firearms, vandalism.

9.6.4 Facilities Development:

Facilities development is hindered by strict regulations and the uncertainty of the land claims situation. Policies and legislation should be applied equitably with consideration to existing facilities.

9.6.5 Services:

A streamlining of regulations and responsibilities would eliminate confusion in licensing requirements and clarify who is in charge of certain areas of legislation, jurisdiction, and enforcement (e.g. Parks, Environment, Fisheries).

9.6.6 Education/Training:

The responsibility for education is shared by several bodies. TIA intends to position itself as a resource centre as is TravelArctic.

9.6.7 Affirmative Action Programs:

Affirmative action programs have been institutionalized in legislation.

#### 9.6.8 Insurance:

The current unregulated state of "the industry is having a disastrous impact on tourism. At present, liability insurance is not available at any price or must be consolidated through government intervention. Regulations and legislation to limit liability and levels of insurance premiums would have very positive results.

#### 9.6.9 Zone Characteristics:

##### **Baffin:**

The guide training program is part of the Department of Education. Department of Renewable Resources is involved in licensing big game hunting.

## 9.7 GEOGRAPHY

### 9.7.1 World Position:

The **N.W.T.** is a **circumpolar** region, situated north of the 60th parallel. "

### 9.7.2 Terrain:

The terrain of the **N.W.T.** is diverse, ranging from barren lands to scenic mountains. Glaciers, fiords, tundra and tundra vegetation, and picturesque coastal region **can** all be found in the **N.W.T.** The **N.W.T.** is also home to unique wildlife. Other interesting features of the **N.W.T.** are the **Precambrian** Shield, the Boreal Forest, and the MacKenzie Delta.

### 9.7.3 Waterways:

There are many world-class lakes and rivers in the **N.W.T.**, with the latter featuring world-class rapids and waterfalls (including the highest falls in the **N.W.T.**, Virginia Falls). The **N.W.T.** also has Canada's third ocean coast.

### 9.7.4 Access:

Access by road is possible to many areas in western **N.W.T.**, but only **by** air or water to other **parts**. There are **problems** in some areas with **fog** that makes travel **unreliable** or impossible. In the case of some areas travel is only possible by air or through the Northwest Passage. These areas are particularly prone to unreliable travel weather.

### 9.7.5 Climate:

Summers in the **N.W.T.** are somewhat shorter than elsewhere due to the **northerliness** of the region. Summers generally tend to be cooler than in the south, but they are comfortable and hot summer days are not uncommon. The **N.W.T.** also possesses a wide range of climatic conditions ranging from semi-arid desert conditions to polar conditions.

### 9.7.6 Unique Zone Characteristics:

#### **Baffin:**

The North Pole is in the **Baffin** region as is the Northwest Passage. The Northwest Passage is historically important and is suitable for cruises. Glaciers, icebergs (floating islands), and the High Arctic Archipelago can all be found in the **Baffin** region. Other exotic attractions include a bird sanctuary and the northernmost part in the world, **Auyuittuq** National Park. Northern marine and wildlife abound throughout the region and attract worldwide attention.



9.8 COMMUNICATIONS

9.8.1 General N.W.T. Characteristics:

**A) ZONE ASSOCIATION**

1. **Intra-Zone with Politicians:**

Some politicians are preoccupied with land claims issues and tend to be unaware of tourism. All require additional tourism information and constant status reports. Much more regular communications are needed between the zones and the politicians.

2. **Intra-Zone with Tourism Industry:**

Newsletters, personal visits/presentations, and meetings are regularly scheduled throughout the year.

3. **Intra-Zone with Public:**

Media editorial, advocacy advertising, and public awareness program are conducted.

4. **Intra-Zone with Visitors:**

Communications here take place through visitor information **centres** and travel counseling **centres**. Public awareness programs are needed to improve service to visitors.

5. **Inter-Zone:**

The traditional introverted perspective is slowly **changing**.

6. **With TIA:**

The historically loose relations between the zone associations and the TIA are improving and the new marketing committee should greatly strengthen ties.

7. **With Travel Arctic:**

Consistent and regular communications with bureaucracy regardless of personnel changes. Marketing committee will greatly strengthen ties.

**B) COMMUNITY PUBLIC**

1. **Intra-Zone with other Communities:**

Historically very little communications has taken place.

2. **Intra-Zone with Visitors:**

Communications problems due to language and cultural barriers hinder proper visitor services.

3. **Intra-Zone with Politicians:**

The politicians reflect the communities' concerns with land claims issues and therefore much more regular discussion of tourism and tourism-related issues is required.

4. **Inter-Zone:**

There is very little contact between the different zone publics.

c) VISITING PUBLIC (**BUSINESS AND TOURIST TRAVELERS**)

1. **Formal/Official Contacts:**

Principal contacts tend to be with TravelArctic, the zone associations or TIA.

2. **Contacts with Native Populations:**

Cross-cultural language difficulties sometimes pose problems.

9.8.2 Zone Characteristics:

**Baffin:**

The BTA is not generally visible because of infrequent visits to communities. It is seen by many as a funding agency, but it is viewed **favourably** where it is known. Major problem is based on distance. Rely on transportation and weather. Poor educational level, cultural impact. Physical and environmental concerns high. Training needed.

9.9 PSYCHOLOGICAL/HISTORICAL TRENDS

9.9.1 Education:

There is a historical difference of appreciation of the white man's values of education, **business**, and job **skill training** in the **N.W.T.** However, these educational requirements are vital to tourism and business development.

9.9.2 Past **Behaviour:**

Over time, there has been a gradual and positive evolution of receptiveness and hospitality towards visitors. Nevertheless, there is **still** some concern for and negative reaction to the threat of "visitor invasion" and the disruption of community life posed by tourism.

9.9.3 Evolution of Attitudes and Perceptions:

Increasing receptiveness towards and acceptance of tourism in the **N.W.T.** is likely in the future.

9.9.4 Unique Zone Characteristics:

**Baffin:**

Training is needed in the **Baffin** as it is in the other regions.

**9.10 FORECASTS: 50, 20, 10, 5 YEARS**

9.10.1 Social:

The willingness to accept tourism will improve, though some resistance and resentment will remain.

9.10.2 Economic:

The health of the oil, gas, and mineral industries will be very important to the economy of the Northwest Territories. Changes in these sectors will be dependent on trends in world demand and the development of new technologies. New opportunities may develop in the renewable resources industry. Scientific research and mining in the Arctic may have a favorable impact and military activity **could** bring income to some communities (though a **change** in the locations of some military bases will have a negative impact on other communities). The settlement of the land claims issue will probably lead to increased economic activity.

9.10.3 Political:

The current political climate is generally favorable to developing tourism and support for tourism is likely to increase as an alternative to ailing primary industries. The land claims uncertainty should be settled and should therefore not be an issue.

9.10.4 Regulatory/Legislative:

The settlement of land claims and the self-government issue **will** pave the way for more established and coherent legislation on land use and economic activity.

9.10.5 Geography:

Access to the zones is likely to be improved. However, at the same time, the **N.W.T.** will face stronger competition from other similar regions/destinations worldwide.

9.10.6 Competition:

The **N.W.T.** will have to cope with increasing competition for the tourist dollar as more foreign governments seek to expand their share of the world tourism market. At the same time, though, there will be more opportunities as the world tourism market grows. The growth in leisure time and disposable income is expected to increase in both traditional and non-traditional tourist markets.

9.10.7 Communications:

An improvement in hospitality training and awareness may increase **co-**

operation between the zones and improve the quality of the tourist service industry.

#### 9.10.8 Psychological /Historical Trends:

The trends in this area are favorable. An increased acceptance and awareness of tourism is expected.

#### 9.10.9 Unique Zone Characteristics:

##### **Baffin:**

Standards for guiding and licensing are expected to be developed. Another park will be created and there is the potential for the development of the theatre and the arts, and new facilities. The **Nanisivik** mine is expected to die in 5 years. New facilities. Kekerten will be completed in 1 year and more visitors centres will be open in 10 years.

## 9.11 COMPETITION

### 9.11.1 Geographic Similarities:

Other **circumpolar** regions of the world offer similar geographic landscapes.

### 9.11.2 Product Similarities:

The natural resources of many regions throughout the world have a similar appeal to those of the **N.W.T.** All have a similar outdoors/adventure product to offer, featuring unspoiled natural surroundings and unique wildlife.

### 9.11.3 Facilities and Services:

Worldwide.

### 9.11.4 Access:

All **developed** destinations **Worldwide.**

### 9.11.5 Price:

All developed destinations Worldwide.

### 9.11.6 Popularity/Fashion:

Sun destinations, modern urban centres, **well-developed** tourism plants.

### 9.11.7 Competition:

#### **Baffin:**

Greenland, Northern Europe, Antarctica, and Keewatin and major competitors for the **Baffin.** They have unique attributes and the first three enjoy worldwide recognition.

## 9.12 MAJOR EVENTS

### 9.12.1 General :

The 1988 Winter Olympics will be held in Alberta and the **N.W.T.** might be able to capitalize on their geographic proximity to the Games site by heightening their visibility and creating image awareness.

#### **Baffin:**

Annual marathon and ultras (70 K) are major invitational attractions although there are not very expandable to accommodate great increases in tourists. Toonik Tyme is also a major annual event for local "tourism" and as a spring (shoulder season) attraction. There are no other major events expected to take place within the **Baffin** region within the medium term. However, events of major significance in gate-way centres and important geographic markets which have the highest potential to generate incremental tourism for the region should be examined. Examples include Ottawa's **Winterlude**, the Boston Marathon, southern festivals and carnivals (perhaps the **C.N. E.** )

## 9.13 BUSINESS CHARACTERISTICS OF THE TOURISM ZONE ASSOCIATION

### 9.13.1 Goals:

1. To contribute to the economy of the North.
2. To provide an alternative to government subsidy.
3. To provide opportunities for the industry to become self-sufficient and bring in "foreign dollars" from outside the **N.W.T.**

### 9.13.2 **Raison D' Etre:**

The zone associations are to provide a central focus for the advancement of the tourism industry within a specific geographic region.

### 9.13.3 Corporate orientation and culture:

Each Tourism Zone Association is to conduct its activities with the utmost professionalism, in a leadership style with a constant striving for excellence, and to instill the same conduct in its membership.

### 9.13.4 Sector Positioning:

The Northwest Territories offers the travelers an exotic wilderness adventure in a **circumpolar** destination which delivers to the visitor the adventure of a lifetime.

### 9.13.5 Business Activities:

The following examines the types of services and ideal business activities which the zone associations already engage in and would be ideally suited.

#### **A) SERVICES**

##### 1. **Counseling Services:**

The **N.W.T.** Zone Associations can provide information to potential visitors by mail or person-to-person, and can also stimulate tourism awareness and education in the public as well as in business. The zone associations also assist in product development and promotion and provide other types of assistance and advice to tourism businesses, such as business conduct and practices. The zone associations can also institute hospitality awareness programs to improve the quality of services offered to visitors and to make the resident public more aware of the potential benefits tourism can bring to the area.

##### 2. **Resources - Human:**

The zone associations act as facilitators for the tourism industry.



Workshops for the industry can be developed and conducted and guest consultants and specialists can provide expert business advice. Zone associations also provide members with such services as regular communications, the recording of meeting minutes, the mailing of bulletins, the administration of programs and budgets, as well as the provision of information on tourism regulations and amendments to ordinances.

The zone managers act as lobbyists and representatives to the Board of Directors for approval of activities, programs and budget disbursements. They zone associations have limited influence, however, because their primary function is administration.

**3. Community Outreach Programs:**

Tourism awareness, hospitality training, orientation, industry stimulation are an important component of the work conducted by zone associations in addition to membership services.

**4. Membership Services:**

The programs principally focus on services to the association membership, as well as to the community at large: regular communications, recording of meeting minutes, mailings of bulletins, providing advice on tourism regulations and amendments to ordinances, and administering programs and budgets.

**5. Administration of Programs:**

These include EDA, Co-operative Marketing Programs and related budgets, such as core, supplemental, and EDA budgets. Responsibility also includes administration and final accounting.

**6. Financial Resources:**

Financial resources procured to assist the tourism industry in product and market development are raised chiefly through stimulated funding from government.

**B) IDEAL BUSINESS ACTIVITIES:**

- **Membership Services**
- **Industry Advocacy**
- **Zone Tourism Administration Services**
- **Community Services.**  
For example, tourism business assistance/advice.
- **Professional Services Broker**  
For example, hospitality training.
- **In-bound Tour Operator**  
For example creating and selling tourism packages.

## 9.14 MARKETING PLAN FOR EDA SUBMISSION

### 9.14.1 Objectives:

1. To increase visitors, their length of stay and/or expenditures.
2. To increase the number of package tours.
3. To expand the tourism season to include shoulder seasons.

### 9.14.2 Strategy:

1. A complete marketing mix of programs will be implemented to achieve the objectives of this region. In the first year, the zone will rely strongly on increased public relations efforts, influential media relations, and on travel trade tools to increase the number of visitors to their region. Advertising targeted to specific market segments and promotional initiatives will also be an important part of the strategy.
2. To conduct a co-operative marketing program specifically directed to the highest potential market segments of outdoors consumptive and non-consumptive tourists as well as arts/culture/tour enthusiasts.
3. Leverage additional marketing influence through consortium projects, editorial coverage, joint initiative etc. with the travel trade, influential media, outdoors manufacturers, major art societies etc.
4. To conduct a consistent hospitality training and tourism management information program throughout the communities to increase native involvement in tourism.
5. To include measurement and evaluation processes as part of the implementation of marketing activities for future planning.

### 9.14.3 Current Markets of Origin:

|    | 1983/84  | 1984/85                                      |
|----|--|--|
| A) | 74% Canada - 33% Ontario<br>- 21% Quebec<br>- 9% Alberta<br>- 6% B. C. | 81% Canada - 48.9% Ontario<br>- 27.2% Quebec |
| B) | 22% U. S. A.   | 14.9%  |
| c) | 4% Overseas  | 3.5% Overseas                                |

#### **Profile:**

Visitors to the **Baffin** tend to be higher income people with college

or university education. They are mainly professionals, often occupying managerial position, with **household** incomes of **\$40,000** Cdn. or more. They are **well-travelled** visitors, and accustomed to long-haul destinations.

#### **Activities:**

Those who enjoy hiking, fishing, hunting, general touring, and boat tourism can be considered likely candidates for visiting **Baffin**. Those interested in cultural interactions, spring exercises, boat touring, are also likely visitors as are naturalists and people visiting friends and relatives.

The number one source of visitors for the **Baffin** is the business **traveller** at 60% (63% in 82/83). Number two is the pleasure **traveller** at 34% (37% in 82/83).

In descending order of importance, visitors to the **Baffin** tend to come from Canada (**Ontario**, Quebec, Alberta), the United States, (New Jersey, Pennsylvania, Ohio, Illinois, Michigan, Indiana, and Texas), and overseas, (Germany)

#### 9.14.4 Target Markets:

The target market segments comprise the affluent consumptive and **non-consumptive** tourists in the outdoors/adventure categories as well as the affluent arts/culture/tours categories. Geographic markets will reflect the current strong producers of tourists to the region as well as high potential markets (such as California, Arizona, and the Mid-Western State).

Gateways and hub urban centres will also be targeted for market development. Examples include Toronto, Ottawa, Montreal, N.Y., Chicago, Syracuse, Baltimore and Dallas.

#### 9.14.5 Implementation Plan:

The plan will be implemented in co-operation with the private sector, TravelArctic and TIA to ensure that all market opportunities are optimized and to take advantage of any circumstance for reinforcing the objectives of the zone. Additional funds for program implementation will be leveraged from the private sector whenever possible (although private sector financial resources are quite limited at this time).

**Baffin Tourism Association**

9.15.1 Consumer Programs:

The **Baffin** Tourism Association will advertise co-operatively with zone tour operator(s) in target market segment media by product categories. Ads will include contact addresses of operators whenever possible for faster sales conversion. Primary media used will be influential magazines for target markets in Canada and the U.S., such as Outside Magazine, Natural History. Whenever possible, additional exposure will be obtained by co-operative advertising with **TravelArctic** and other zones.

FUNDS REQUIRED: \$35,000.

The **BTA** will purchase a copy and the rights to a private production of a film which will strongly promote the **Baffin** region.

FUNDS REQUIRED: \$ 5,000.

**BTA** will assist in the co-operative production of a Visitor's Guide for **Iqaluit**. this brochure would be targeted to high potential market segments.

FUNDS REQUIRED: \$ 5,000.

**BTA** will provide co-operative assistance to an Outfitter for the printing of a brochure.

FUNDS REQUIRED: \$ 400.

A brochure will be created and printed co-operatively with the private sector for Tourism Outfitters, Hotel Owners, and other tourism operators in early 1987 for use at trade and consumer shows, promotion packages, enquiry services, etc., during the course of the spring and summer of 1987.

FUNDS REQUIRED: \$20,000.

Total Requirements for Consumer Programs: \$65,400.

9.15.2 Distribution/Network Program:

Channels for distributing products such as reservation programs, key wholesalers networks etc., as well as channels for marketing communications will be developed in concert with the other zone associations, TIA and **TravelArctic**. Competitive intelligence will also be gathered and analyzed for marketing opportunities on an on-going basis. **BTA** will investigate the possibilities of leveraging manufacturers of certain products used in the **Baffin** such as snowmobiles, fishing and hunting equipment, hiking and camping equipment, etc., for tourist promotion.

FUNDS REQUIRED: \$ 2,000.

#### Y .15.3 marketing Aids:

Two new "**Instands**" depicting different scenes of **Baffin** during different seasons will be created. These materials will be used at consumer shows in geographically important target markets in Canada and the U.S.A. TravelArctic keeps track of the number of responses from the public attending these shows and this data will provide the base for evaluating future participation.

FUNDS REQUIRED: \$10,000.

Display materials such as projector screens and cameras will be used as important marketing aids for the **BTA**.

FUNDS REQUIRED: \$ 2,000.

Research material will be compiled for inclusion in promotional **brochures** and shows to expand product **appeal** to attract tourists interested in history, culture, and arts as part of their travels. Photographs of the region will be gathered, **compiled**, and duplicated from local sources.

FUNDS REQUIRED: \$ 2,000.

Literature describing the unique features of the zone as well as historical and cultural data will be gathered and compiled for easy and quick dissemination to the **enquiring** public as well as to travel trade writers and influencers.

FUNDS REQUIRED: \$ 1,000.

#### 9.15.4 Travel Trade Program:

The zone association will make presentations to, provide information and assistance to prequalified travel wholesalers and agents. Influential writers, whose audiences match the target markets, would also be developed jointly. This includes providing a forum for direct contacts with tourism operators. Selected wholesale travel agents and tour operators from important target markets who have made commitments to increase tourism in the **Baffin** will be sponsored for familiarization trips to **Baffin**.

FUNDS REQUIRED: \$10,000.

#### 9.15.5 Media Relations Program:

Prequalified travel writers will be oriented to experience the zone's tourism products to increase public and target markets' awareness of the zone's tourism opportunities. Articles describing these experiences will be published in influential media which reach the highest potential target market segments. The **BTA** will sponsor planned high potential and target media personnel to work and promote the **Baffin** zone. Participation by zone operators will be encouraged through joint programming, implementation, and funding as often as possible.

FUNDS REQUIRED: \$20,000.

The **BTA** will sponsor presentations of **Baffin** Tourism products to members of influential media reaching important target markets. These presentations will take the form of information packages, Trade Awareness meetings, and public response gatherings.

FUNDS REQUIRED: \$ 5,000.

#### 9.15.6 Public Relations Program:

The **BTA** will need to print response material (e.g. letterhead, stationery, envelopes, business cards).

FUNDS REQUIRED: \$ 1,400.

Bulletins on industry awareness will be written, printed, and distributed on a **bi-monthly** basis.

**FUNDS** REQUIRED: \$ 2,000.

Culture, arts, and wildlife programs which will enhance tourism products **and the cultural image of the Baffin** will be co-operatively sponsored.

FUNDS REQUIRED: \$ 5,000.

The **BTA** will respond to, assist and leverage special events such as polar expeditions, historical discoveries, cultural conferences, and significant athletic and recreation events such as "Interlude, **Toonik Tyme**, and Rendezvous.

FUNDS REQUIRED: \$15,000.

Information packages will be compiled and distributed to travel wholesalers and potential tourists in important target markets.

FUNDS REQUIRED: \$ 2,000.

Total Requirements for Public Relations Program: \$25,400.

#### 9.15.7 Industry Support

The association would carry out community information programs for hospitality/awareness in communities and local schools, dealing with tourism - its development and advantages (education). These programs would allow for the enhancement of present public understanding, sensitization, and knowledge of tourism. These activities would also reinforce training and skill development programs already operating through the Association. The aim of these programs is to vastly improve the perceptions, attitudes, hosting orientation and abilities of local service personnel. The following three items will make up **Baffin's** program:

The **BTA** will develop material for a "Food Serving" course.

FUNDS REQUIRED: \$ 1,200.

A public awareness program on tourism will be developed for delivery **to** all communities in the **Baffin**.

FUNDS REQUIRED: \$15,000.

Hospitality workshops will be created and delivered to **Baffin** residents to improve the service visitors receive in the **Baffin**.

Funds Required: \$10,000.

Total Requirements for Industry Support Programs: \$26,200.

9.15.8 Research and Evaluation Program:

A complete research and evaluation program will be developed to assess the effectiveness of the marketing initiative and the progress of marketing the tourism products of the **Baffin** Zone Association. Industry representatives will meet to outline a Research and Evaluation Strategy.

FUNDS REQUIRED: \$15,000.

9.15.9 Project Delivery:

Costs will be incurred for administration, office supplies, material reproduction, translation fees of marketing programs.

FUNDS REQUIRED: \$30,000.

Professional fees will be needed to retain a consultant for the planning and implementation of a marketing strategy specifically for the **Baffin** in accordance with the Marketing Strategy for the **N.W.T.** This project will, during subsequent year, reduce, or in some cases, eliminate expenses currently being spent on advertising, printing, brochures, research promotion, etc., by creating a greater degree of homogeneity in marketing, accessing data and new information, reducing transportation costs, etc. Increased visitors will enhance the dollar earned/dollar spent ratio.

FUNDS REQUIRED: \$120,000.

Total Requirements for Project Delivery: \$150,000.

9.15.10

**Total Zone Funding Requirements: \$334,000.**

9.16 RESOURCE NOTES

9.17.1 Human Resources:

**One** resource person is needed, and that person is occasionally supplemented by part-time clerical and typing help.

9.17.2 Time Resources:

Time required by period:

|           |            |   |                   |
|-----------|------------|---|-------------------|
| January   | - April    | : | 36.5 hours weekly |
| May       | - August   | : | 2.4 hours         |
| September | - December | : | 3.35 hours        |



TRAVELARCTIC  
MARKETING PROGRAMME  
988 89

MAY 1988

DRAFT  
Discussion purposes  
only

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

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**TRAVELARCTIC**  
**MARKETING PROGRAMME**  
**1988/89**

**1. INTRODUCTION**

1. 3/3.

TravelArctic  
Marketing Programme  
1988/ 89

1. Introduction

The following draft document outlines the tourism marketing strategy **and** activities **targetted** for **implementation** by **TravelArctic** in 1988/89 .

This document **is** intended for discussion purposes only, and a final framework for the Marketing **Programme** will **be** completed pending discussions and input from the Northwest Territories tourism industry, its representative Associations, **and** from **TravelArctic** regional representatives.

As some programmed **are still** under discussion, the reader **should** note **that** some programmed could be added or/dropped based on future negotiations.

TRAVELARCTIC  
MARKETING PROGRAMME  
988789

2. NORTHWEST **TERRITORIES** TOURISM:  
**THE CHALLENGE AHEAD**

## 2. Northwest Territories Tourism: The Challenge Ahead

In the **past** decade, industry around the world has shifted from focusing on continental and domestic trade to competition on a **global scale**.

As a result, **world** trading patterns and financial flows have also shifted, forcing many national governments to seek new ways to generate revenue. Tourism has been identified as a revenue generating industry which can be promoted by many **countries**. The **result is that tourism** has become a highly competitive industry, **which is no longer simply a local, regional, or domestic economy activity,**

In the Northwest Territories, the government **is** also looking for new opportunities **to** boost our economic health **and** growth in a time when our primary industries are **in** a state of fluctuation.

As a result, the government **and** the tourism industry *are* working together to stimulate tourism **to** the Territories, with an aim towards competing **in** the **global** tourism marketplace. Although not generally known world-wide, the Northwest Territories have many natural attractions and well-defined tourism products, **all of which** offer tremendous market potential,

Initial steps have been taken in recent years by both the government and the industry to develop tourism products in the Northwest Territories which are unique, highly marketable, and of world-class standards.

Favorable results **in** global marketing were achieved **at** Expo '86 in Vancouver, where the Northwest Territories pavilion *drew* a tremendous response from international tourists and Canadians alike.

As a next step, the government , in conjunction with the Tourism Industry Association developed a comprehensive, three-year marketing **strategy**.

One of the first **stages** of the strategy has involved a comprehensive tourism advertising and promotional campaign directed at **an** international audience and implemented by a professional advertising agency, specializing in tourism promotion,

The 1987/88 advertising campaign was **targetted** at the **United States** which **is** proven to **be** the market with the **most** potential growth for tourists **coming** to the North.

Northwest Territories **outdoors/adventure/culture/touring** activities were highlighted in two, **four-colour double-page spread**

advertisement. Sporthunting and sport **sfishing** activities were promoted in a black and **white**, full-page advertisement and two, **four-colour** double-page spreads respectively. A special outdoors/adventure/culture/touring advertisement aimed at travel agents and travel wholesalers was **also** produced in a full-page, **four-colour** format. **All** of these advertisements **were** tested, before implementation, with groups of potential tourists **across** the United States to ensure that they promoted the Northwest Territories in the most attractive and effective manner possible. The advertising ran from December **1987** to **March 31, 1988** in specially selected magazines which reach designated target groups of U.S. tourists who have the most potential to travel to the Northwest Territories. (see section 4 (iii) ) ,

In addition to the advertising campaign, a number of co-operative advertising programmes **were** implemented with Canadian Airlines magazine, the **Air Canada Pass Book**, **Angling Adventures** and the **Field and Stream Guide to Hunting and Camping**.

A wide range of marketing services were **also** implemented to correspond with the tourism advertising **programme**, including the publication of a new Explorers' Guide, Fishing Guide, Explorers! Map, **TravelArctic** Calendar, Riverts North Brochure, and a variety of **TravelArctic** promotional items such as certificates, bumper stickers, **lapel** pins, plastic puzzles, and decals.

**All** marketing activities were implemented with a response tracking code to ensure that inquiries generated from **these** programmed could be effectively monitored, and as a result, an extensive computer data base developed. As of May 1, 1988, the **TravelArctic** marketing **programme** has elicited approximately 40,000 inquiries. These inquiries come through the 800# "Arctic Hotline" in Yellowknife or through individual written requests to **TravelArctic**. An extensive fulfillment **programmewasalso** activated whereby **information** packages on NWT tourism attractions were sent out **within 48** hours of incoming requests.

The following document outlines the **TravelArctic** marketing activities in detail and highlights the planned strategy for the 1988/89 **programme**.

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

3. MARKETING OBJECTIVES



### 3. MARKETING OBJECTIVES

The overall marketing objectives of the Department of Economic Development and Tourism (TravelArctic) are to:

- 0 support and assist the tourism industry in the healthy development of the sector;
- 0 enhance the positive image, awareness and perceptions of the Northwest Territories as an attractive tourism destination;
- 0 expand existing tourism markets while attracting new ones;
- 0 promote longer visits and **higher** expenditures by tourists to the Northwest Territories;
- 0 increase tourism in the shoulder season; "
- 0 increase an awareness of Northern culture, arts and crafts, and foods; and,
- 0 promote the disbursement of tourism benefits throughout the Northwest Territories - including higher employment and involving more communities in tourism activities,

Within this framework, the Department will also **strive** to stimulate new and expanded, Northern-owned and operated, tourism product development across the Northwest Territories.

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

4. ADVERTISING :
- (i) OBJECTIVES
  - (ii) CREATIVE RATIONALE**
  - (iii) DRAFT CONSUMER MEDIA PLAN

4. ADVERTISING

(i) Objectives / Recommendations

The objectives of the 1988/89 advertising campaign for the Northwest Territories encompass **TravelArctic's** overall marketing objectives, as outlined in the previous section, and include the following recommendations:

- a) **Focus** on the United States as the primary advertising market. Research indicates it represents the market with the most potential growth in tourism to **the** Northwest Territories. The Canadian market will be exposed to the advertising through spill-over circulation as well **as** through complimentary efforts by the TIA,
- b) Continued focus on promoting outdoor/adventure/culture/touring products, sports fishing, **sporthunting**.
- c) Based on direction from the **NWT** Executive Council, specific attention will **likely** be given to promoting Northern culture, arts, crafts and foods;
- d) Based on direction from the industry, the **sporthunting** program **will** be shifted to focus on other species than the polar bear. **Based** on industry input, the polar bear hunting segment of the **NWT sporthunting** industry appears to have reached capacity;
- e) Specific attention will also be given to promoting outdoor/adventure/culture/touring products which **are** offered in each of the seven regions **of the** Northwest Territories, particularly those regions who were not represented in the advertising produced in Year One of the **programme**;
- f) It is recommended that the **total** percentage of the **TravelArctic** advertising budget allotted to each product category be adjusted over **last year's** campaign in the following manner.

| <u>PRODUCT</u>                       | <u>% BUDGET</u> |                |
|--------------------------------------|-----------------|----------------|
|                                      | <u>1987/88</u>  | <u>1988/89</u> |
| Outdoor/Adventure<br>Culture/Touring | 57%             | 64%            |
| <b>Sportsfishing</b>                 | <b>32%</b>      | 25%            |
| <b>Sporthunting</b>                  | 11%             | 11%            |

#### 4 (ii) -- Creative Rationale

A creative rationale was developed for the **1987/88 TravelArctic** advertising campaign which will likely be followed in Year Two of the **programme**. The main elements of the design and theme of the advertisements are as follows:

##### DESIGN STYLE

- (a) Large scale photographs of magnificent, sunny scenery;
- (b) Depict tourism activities taking place within the large photos;
- (c) Include small Inset pictures to supplement the main photo;
- (d) All advertisements will be in double-page spread format with the exception of the **Sportfishing** and **Travel Trade programme**, which will likely feature full-page advertisements. It is recommended that all advertisements be produced in four **colours**. The double-page spread **four-colour** advertising format is particularly recommended for the Northwest Territories tourism promotion in order to effectively present the grand scenery of the North and compete with other major tourism advertisers in the U.S. marketplace. This is particularly important given that the Northwest Territories is **still** relatively new to the tourism advertising arena,

##### THEMATIC APPROACH

- (a) Emphasize the unique **aspects** of vacationing in the Northwest Territories: **exotic**, adventuresome, romantic, cultural, exclusive, and beautiful.
- (b) Emphasize Northern culture, arts, crafts, and **foods**.
- (c) Outline the highly personalized services of the **North**, the costs of various tours and the accessibility of the North to visitors (jets, etc. . .).

Both the design and themes of the advertisements have been recommended to best address American perceptions, or misconceptions, about the Northwest Territories. These include the fact that most Americans perceive the Northwest Territories to be **inconsistently** cold climate, and that transportation services to the Territories **are** very limited, **if** available at all. Extensive research has **also** shown that many Americans believe a **Northern** holiday to be extremely **expensive**. Testing of **TravelArctic** advertisements from **YearOne** indicated that **large** photos of warm, sunny scenery, even of a spring or **winter snow** scene, helped to **dispell** the perception that the North is extremely **cold** in temperature. Information concerning jet routes to the North and Southern connecting points included in the **text** of the advertisements dispelled American concerns regarding the accessibility of the North. In addition, the inclusion of **tour costs** to the North

in the text of the advertisement dispelled American concerns about the affordability of a Northern holiday. Conversely, by including **prices, the** ads discouraged frivolous **callers and** developed high-quality **leads** for servicing.

**All** of these factors, combined with the strategic **targeting** of the advertisements, have contributed to positioning the Northwest Territories as "within reach, yet beyond **belief**", in the United States market.

**Year** two of the **programme will** begin once input from the industry and regions has been received and a final plan completed.

The first step in the development of the campaign will be a photo shoot this summer across the Northwest Territories. Once a selection of advertising photos has been produced, a *series* of **trial** advertisements will be designed and written for testing with potential tourists in the United States.

Once testing results have been generated, final advertisements **will** be produced and **placed** in targetted publications as per an approved media **plan**. The campaign is scheduled to begin running in **late fall** of **1988**.

**4: ADVERTISING (CONT'D)**  
(iii) DRAFT CONSUMER MEDIA PLAN

ADVERTISING  
MEDIA OBJECTIVES

TARGET AUDIENCE

To direct advertising to the target group(s) defined as:

(a) OutdoorS/Adventure/Culture/Touring

Primary  
Adults 25-54 years (Male 70%, Women 30%) ,

Secondary  
Adults 55+ (Mature Market)

HHI - \$30M+  
High School Graduates +

(b) Sportsfishing

Male 35-54 years  
HHI \$40M+  
High School Graduate +

(c) Sporthunting

Male" 35-54  
HHI \$50M+  
Some College +

Geographic PRIORITIES ,

To **concentrate** advertising in the **United States**.

TIMING/DURATION

To advertise at the most opportune time to reach the target audiences either prior to or during peak vacation planning periods.

WEIGHT LEVELS

To reach a maximum 70% of **the** target audience, with concentrated efforts on frequency of message.

MEDIA SELECTION

To utilize media vehicles which:

- (a) **reach** the target audience
- (b) are response-oriented
- (c) compatible with the creative message

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ADVERTISING  
MEDIA STRATEGY

ROLE OF ADVERTISING

In adhering to the Government of the Northwest Territories' Mandate to facilitate and promote the healthy development and prosperity of the tourism industry, the role of advertising is to communicate effectively, TravelArctic's message. To achieve the objective the advertising must continue to:

- \* generate and maintain awareness
- \* generate a positive image
- \* help to increase visitations
- \* help to increase **travel** receipts during visitations
- \* support private sector advertising initiatives

TARGET GROUP DEFINITION

The Outdoors/ Adventure/Category encompasses three distinct target groups:

(a) OUTDOORS /ADVENTURE/CULTURE/TOURING

As a result of industry input, the target audience for Outdoors/Adventure/Culture/Touring has been redefined as follows:

Primary  
Adults 25-54

Secondary  
Adults 55+ (Mature Market

**HHI \$30M+**  
High School Graduates +

who are lovers of nature and the outdoor environment, looking for unique destinations and experiences.

(b) SPORTSFISHING

Males 35-54 years **HHI \$40 M+**, high school **graduates**, who are avid sport sfishing enthusiasts, fish often as a lifestyle and are constantly looking for unique destinations and experiences.

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ADVERTISING  
MEDIA STRATEGY (Cent'd)

(c) SPORTHUNTING

Males 35-54, **HHI \$50 M +** with some college or better; who hunt often as a lifestyle and are constantly looking-for unique environments and challenges.

The above demographics with the exception of **Sporthunting** adhere to the target audiences defined in the Strategic Marketing Plan for Tourism for the Government of the Northwest Territories, 1986 and industry input.

The **Sporthunting** demographics have been determined from a study conducted by Beta Research for **Field** and Stream's Trophy Edition.

GEOGRAPHIC COVERAGE

In Year **II**, advertising **will** be concentrated in the United States with emphasis on geographic regions of greatest potential. These regions are Mid-Atlantic, **E.N.** Central, **W.N.** Central, Pacific and New England (Source U.S. Pleasure Travel Study 1985 and Briar International, 1986.) Initial feedback from the **Regional** Offices and the NWT Marketing Council lent support to a **U.S.** focus for the advertising. It was recognized that current funding for advertising can only effectively reach the U.S. market and that additional funding may be required for impact in the domestic market. The **TIA** and zones however, will be addressing the Canadian market in their advertising initiatives.

TIMING/DURATION

It is recommended that the advertising campaign be scheduled from November **1988** - March 31st **1989**. **Trips** of a long haul nature are planned 3-6 months **in** advance.

WEIGHT LEVELS

To achieve TravelArctic's **goals**; Camp **again** recommends that frequency of message not be sacrificed for extensive **reach**. Therefore a maximum reach of 70% of the target group has been determined in the media objectives, A minimum frequency of 3 exposures **is** recommended,



ADVERTISING  
MEDIA STRATEGY (Cont'd)

MEDIA SELECTION

Adhering to the Government of the Northwest Territories' **mandate** to achieve the advertising objectives, the media selected will be required to meet a **list** of criteria. These criteria are:

- \* good target group coverage
- \* cost efficiency and effectiveness
- \* compatible with creative message
- \* to have geographic flexibility
- \* to have the ability to create a credible environment
- \* ability to generate high quality responses

ADVERTISING  
MEDIA RECOMMENDATION

An overview of the recommendation follows:

**MARKET** - United States - emphasis on geographic regions of **Mid Atlantic, E.N. Central, W.N. Central, Pacific and New England.**

**MEDIA** - Outdoors/Adventure/Culture/Touring

Magazines - Travel & Leisure, Travel Holiday,  
Sunset, Smithsonian, Outside, Government,  
Audubon **World, Sobeks, Expeditions, Sierra.**

**Sportsfishing**

Television - **Al Lindner's** Fishing Specials  
Jerry **McKinnis** Fishing Specials  
Magazines - In Fisherman, Angling  
Adventures, Fly Fisherman,  
Natural History

**Sporthunting**

Magazines - Field & Stream, Field & **Stream**  
Trophy/Edition, Safari, **Peletsen's** Hunting,  
Shooting Sports Retailer,  
American Hunter

**UNIT SIZE**

Television - 30 seconds

Magazines

**Sportsfishing** - 8 pge. Insert

DPS 4/C EL

Outdoors/Adventure/Culture/Touring

DPS 4/C BL

**Sporthunting** DPS (1 Pge 4/C EL, 1 pge B/W)

1 Full Page 4/C **BL**

**CAMPAIGN DATES**

November 1/88-March 31/89

**EST. GROSS PERSONS IMPRESSIONS**

|                                    |                       |
|------------------------------------|-----------------------|
| Outdoors/Adventure/Culture/Touring | 36,069,876.00         |
| <b>Sportsfishing</b>               | 130,856,000.00        |
| <b>Sporthunting</b>                | 10,156,000.00         |
| TOTAL:                             | <u>177,081,876.00</u> |

# CAMP

ASSOCIATES ADVERTISING LIMITED

TRAVELARCTIC  
 FY 1988/89 PROPOSED ADVERTISING SCHEDULE  
 OUTDOORS/ADVENTURE/CULTURE/TOURING - DRAFT 1

CLIENT:

| MEDIA SCHEDULE W/O:<br>(Monday Start)        | 1988    |              |            |               |              |            |               |          |            |           |            |               |
|--|---------|--------------|------------|---------------|--------------|------------|---------------|----------|------------|-----------|------------|---------------|
|  | APRIL   | MAY          | JUNE       | JULY          | AUGUST       | SEPTEMBER  | OCTOBER       | NOVEMBER | DECEMBER   | JANUARY   | FEBRUARY   | MARCH         |
| MAGAZINES DPS 4/C BL                         | 4 11 18 | 25 2 9 16 23 | 30 6 13 20 | 27 4 11 18 25 | 1 8 15 22 29 | 5 12 19 26 | 3 10 17 24 31 | 7 14 21  | 5 12 19 26 | 2 9 16 23 | 30 6 13 20 | 27 6 13 20 27 |
| Travel & Leisure<br>C.D. 20 of 2nd mon piece |         |              |            |               |              |            |               |          |            |           |            |               |
| Travel Holiday<br>C.D. 1st of 2nd mon piece  |         |              |            |               |              |            |               |          |            |           |            |               |
| Smithsonian<br>C.D. 15th of 2nd mon piece    |         |              |            |               |              |            |               |          |            |           |            |               |
| Sunset<br>C.D. 1st of 2nd mon piece          |         |              |            |               |              |            |               |          |            |           |            |               |
| Gourmet<br>C.D. 1st of 2nd mon piece         |         |              |            |               |              |            |               |          |            |           |            |               |
| Outside<br>C.D. 21st of 2nd mon piece        |         |              |            |               |              |            |               |          |            |           |            |               |
| Scorek Expeditions<br>C.D. July 15/88        |         |              |            |               |              |            |               |          |            |           |            |               |
| Audubon World<br>C.D. 1st of 2nd mon piece   |         |              |            |               |              |            |               |          |            |           |            |               |
| Sierra<br>C.D. 1st of 2nd mon piece          |         |              |            |               |              |            |               |          |            |           |            |               |







ADVERTISING  
MEDIA RATIONALE

The government of the Northwest Territories! Mandate includes facilitating and promoting the healthy development and prosperity of the tourism industry, The Government **is** required to address **all Marketing** objectives established by **NWT** Regions, zones **and** the tourism industry in general, The combination of publications selected for each product category address these objectives. In keeping with the **mandate**, the following media are recommended to create optimum **levels of awareness**, image and positive **attitudes/perceptions** .

1) OUTDOORS /ADVENTURE/CULTURE/TOURING

- (a) The target group for Outdoors /Adventure/Culture/Touring are heavy magazine readers according to SMRB 1986 (See Exhibit I) . In addition, those people who have the potential to travel to Canada are also heavy magazine readers, Therefore magazines are recommended as the key vehicles to reach this audiences.

Magazines with very defined audiences allow TravelArctic to reach their desired target with little or no wastage.

Travel Magazines in particular, have a favorable editorial environment and according to the U.S. **Pleasure** Travel Study 1985 are important sources of information when planning for vacation travel. (See Exhibit II)

The magazine buying strategy for **FY 1988/1989 is** to purchase publications which concentrate on travel **editorial as well** as those with good reach of the three target audiences. Absolute cost-per-insertion in concert with cost-per-thousand has also been a factor as a certain amount of frequency per publication is **desireable**.

Also taken into consideration were the following; travel to Canada male/female ratio, circulation distribution (see Exhibits III - IV) , rate flexibility, previous performance and Canadian editorial.

The following three publications have a high readership in the travel category and are frequently referred to when planning for vacations.

ADVERTISING  
MEDIA RATIONALE (Cent'd)

TRAVEL HOLIDAY, This publication offers a complete package of travel information to the frequent pleasure traveller who is looking for off-season, off-the-beaten-path tour destinations, The package comes complete with information on "how to" and provides prices when appropriate.

**Travel Holiday's** primary audience is the Mature Market with 56% of the readers being in the 55 years+ age group.

TRAVEL & LEISURE, Travel & Leisure has been selected for its travel editorial environment, together with its strong record of producing consumer motivation to travel, Travel & Leisure is the travel magazine of The American Express Corporation and is distributed to cardmembers around the world, thus providing excellent credibility to the tourism product.

To launch the 1988/1989 advertising campaign TravelArctic participated in the American Express/Travel and Leisure special Canada supplement, This supplement was personally addressed to 100,000 Americana Express Cold Card members. TravelArctic's advertisement was positioned as the inside backcover preceded by editorial on the Northwest Territories, The mailings to the Gold Card members was in addition to Travel & Leisure's total circulation of 1,120,187,

Travel & Leisure's readers are upscale, sophisticated and inveterate travelers and the publication is very influential when they are planning vacations to exotic destinations.

SUNSET. Sunset has been recommended for its strong coverage of the Western United States. Travel studies have proven that westerners have a great propensity to travel. They have the spirit of adventure and are always looking to experience a different cultural environment from that by which they are surrounded, Sunset is the travel authority for the Pacific Western United States and provides detailed information on destinations and how to get there,

In addressing the Arts and Culture product category, Gourmet and Smithsonian are recommended to reach this audience for the following reasons:

*carry  
page,*  
GOURMET is the ultimate in the travel oriented magazine category. It is the magazine of good living encompassing world travel, and features the cultural, historical, and art aspects of destinations visited, thus providing the reader with the total experience of a travel holiday. This publication is particularly recommended to carry Northwest Territories' messages promoting culture, arts, crafts and country foods.



ADVERTISING  
MEDIA RATIONALE (Cont'd)

SMITHSONIAN is a general interest cultural magazine. It keeps the reader informed on topics ranging from the Arts, Culture, History, Science and Ecology as they apply the world over, This publication is also particularly suited to the culture, arts and crafts products of the Northwest Territories,

Smithsonian's readers are well educated and have the curiosity and desire to travel to new and different travel destinations,

- (c) The following three publications specifically address targeted segments of the Outdoor/Adventure product category: Audubon, Sierra and Outside,

AUDUBON and SIERRA are showcases for wildlife and environmental editorial. The readers of these publications are active in community affairs, members of conservation clubs and have a great propensity to travel. They are interested in all aspects of the outdoors/adventure as it applies to the environment, bird watching, whale watching and have a keen interest in the flora and fauna of their surroundings when on a vacation holiday.

OUTSIDE is a contemporary lifestyle magazine that covers fitness of travel in the outdoors for today's active adults. Outside covers in depth, foreign travel destinations and activities, photography and wildlife and appeals to those travellers less interested in the overcrowded resort type of vacation.

- (d) SOBEK EXPEDITIONS. Sobek Expeditions has been specifically selected to reach the travelers who travel to exotic destinations on their vacations. This publication is a catalogue of tours to exotic destinations, providing all pertinent information,
- (e) All publications have been selected for their ability to generate high quality responses and for the merchandising services provided to enhance an advertiser's campaign.

Recommended magazines all have a cross over value to the product categories. A publication may have strength in one or two product categories but all are encased in a travel editorial environment.

It is also pointed out that while emphasis is on the target audience 25-54 years, approximately 40% of Gourmet and Sunset readers are in the mature market category of 55 years+.

AD VERTISING  
MEDIA RATIONALE (Cont ' d)

2) SPORTSFISHING

A media mix of national television and magazines are recommended as the most effective vehicles to reach the target audience.

(8) TELEVISION

It is recommended that the two highest rated U.S. fishing programmes be renewed for FY 1988/1989 to communicate TravelArctic's message to the specialized target audience. The programmes are:

- ( i ) Al Lindner ' s Fishing Specials
- ( ii ) Jerry McKinnis Fishing Hole

These programmes open many avenues of promotional opportunities for both TravelArctic and partners to receive tremendous exposure, The programme will be carried on over 125 non cable stations and on all cable TV networks in the United States.

(b) MAGAZINES

To provide an added impact against the target audience an eight page four colour insert is planned for In-Fisherman. This year it is proposed, that operators be listed on the inside backcover or outside backcover of the insert.

Impact against the target audience will be further maximized through the use of Double Page Four Colour Bleed Spreads in Angling Adventures, Fly Fisherman and Natural History.

The publication have again been selected for their ability to draw quality leads from response driven advertising.

The recommended magazines have been selected for their unique ability to reach the Trophy Fisherman with little or no waste circulation, in addition to motivating the consumer to action.

**ADVERTISING**  
**MEDIA RATIONALE (Cent'd)**

3) **SPORTHUNTING**

A combination of Full Page Four **Colour** Bleed advertisements and **Double** Page Spreads (1P 4/C **BL** + 1P **BL**) is recommended to address this target audience.

Magazines selected for the **double** page spread are Safari and Shooting Sports Retailer. It is proposed that the **Full** Page B/W be used to list the operator's name and location. Shooting Sports Retailer **will** be scheduled prior to and during the Shot Show in January 1989, Magazines **selected** for the **Full Page Four Colour** Bleed are Field & Stream, **Field & Stream's** Trophy **Edition**, Petersen's Hunting and American Hunter.

These publications have been selected to appeal to the Trophy Hunter. Editorial is directed to the 'how to", equipment required, and destinations, Recommended publications have been selected on the basis of their past performance in generating high quality responses.

All **magazines** have been selected for their ability to draw high quality responses from action driven advertising. The audiences of **these** publications are achievers, active in community affairs and have a great propensity to travel. (Source SMRB 1986, Subscriber Studies) .

.. **As in FY 1987/1989, all** magazine advertising will **be** coded to determine origination for tracking purposes and **analysis**.

Advertising in Canada **during FY 1988/1989 will** be provided by the zones, **TravelArctic's** advertising **support** will be-confined to the United States. This **is** in **accordance with** industry input.

Canada will, however, receive coverage through **spillover** exposure from U.S. magazines and television.

EXHIBITS

EXHIBIT I

INDICES OF PRINT EXPOSURE BY  
SELECTED DEMOGRAPHIC GROUPS

ALL ADULTS

|                          | <u>MAGAZINES</u> | <u>NEWSPAPERS</u> |
|--------------------------|------------------|-------------------|
| <u>SEX</u>               |                  |                   |
| Male                     | 100              | 100 "             |
| Female                   | 93               | 103               |
|                          | 105              | 97                |
| <u>AGE</u>               |                  |                   |
| 18-24                    |                  |                   |
| 25-34                    | 156              | 59                |
| 35-44                    | 125              | 77                |
| 45-54                    | 102              | 98.               |
| 55-64                    | 75               | 119               |
| 65+                      | 66               | 131               |
|                          | 80               | 138               |
| <u>EDUCATION</u>         |                  |                   |
| College Grad             |                  |                   |
| • Attended College       | 89               | 108               |
| High School Grad         | 115              | 93                |
| Attended High School     | 104              | 103               |
|                          | 91               | 88                |
| <u>occupation</u>        |                  |                   |
| Professional/Managerial  | 93               | 107               |
| Clerical/Sales/Technical | 110              | 99                |
| Crafts/Formen            | 106              | 92                |
| Other                    | 115              | 86                |
| Unemployed               | 90               | 106               |

SOURCE: 1986 SMRB

• READ AS FOLLOWS:

ATTENDED COLLEGE - MAGAZINE READERSHIP IS 15% HIGHER THAN THE NATIONAL AVERAGE IN THE GROUP WHO HAVE ATTENDED COLLEGE.

EXHIBIT I (CONT ' D)

PRINT USAGE - TRAVELLERS TO CANADA

|                                  | TOTAL<br>U.S.<br>(000) | TRAVELLED TO CANADA IN<br>THE LAST 3 YEARS |       |     |       |
|----------------------------------|------------------------|--|-------|-----|-------|
|                                  |                        | (000)                                      |       | %   | INDEX |
| TOTAL ADULTS                     | 169,460                | 6,731                                      | 100.0 | 4.0 | 100   |
| <b>Magazines</b>                 |                        |  |       |     |       |
| Quintile 1                       | 31,709                 | 1,644                                      | 24.4  | 5.2 | 131   |
| Quintile 2                       | 36,823                 | 1,599                                      | 23.8  | 4.3 | 109   |
| Quintile 3                       | 29,136                 | 1,235                                      | 18.3  | 4.2 | 107   |
| Quintile 4                       | 35,699                 | 1,400                                      | 20.8  | 3.3 | 99    |
| Quintile 5                       | 36,133                 | 853  | 12.7  | 2.4 | 59    |
| <b>Newspapers</b>                |                        |  |       |     |       |
| Quintile 1                       | 32,367                 | 1,745                                      | 25.9  | 3.4 | 136   |
| Quintile 2                       | 45,475                 | 1,918                                      | 28.5  | 4.2 | 106   |
| Quintile 3                       | 24,126                 | 839  | 12.8  | 3.6 | 90    |
| Quintile 4                       | 35,013                 | 1,410                                      | 20.9  | 4.0 | 101   |
| Quintile 5                       | 32,480                 | 799  | 11.9  | 2.5 | 62    |
| <b>Daily Newspapers</b>          |                        |  |       |     |       |
| Read Any                         | 108,812                | 4,725                                      | 70.2  | 4.3 | 109   |
| Read One                         | 84,651                 | 3,413                                      | 50.7  | 4.0 | 102   |
| Read Two+                        | 24,161                 | 1,311                                      | 19.5  | 5.4 | 137   |
| <b>Weekend/Sunday Newspapers</b> |                        |  |       |     |       |
| Read Any                         | 10,255                 | 4,916                                      | 73.0  | 4.5 | 112   |
| Read One                         | 96,020                 | 4,147                                      | 61.6  | 4.3 | 109   |
| Read Two+                        | 14,235                 | 769  | 11.4  | 5.4 | 136   |

SOURCE : 1986 SMRB-TRAVEL

READ AS FOLLOWS ; V% IS THE MAGAZINE READER AS A PERCENT OF THE TOTAL ADULT POPULATION WHO TRAVELLED TO CANADA IN PAST THREE YEARS,

H% IS THE MAGAZINE READER AS A PERCENT OF THE TOTAL U.S. ADULT POPULATION.

EXHIBIT II

INFORMATION SOURCES USED WHEN PLANNING TRIP

|   | TOTAL | CLOSE-TO-HOME | TOURING | CITY TRIP | OUTDOOR | RESORT | CRUISE | THERE | OTHER |
|---|-------|---------------|---------|-----------|---------|--------|--------|-------|-------|
| TOTAL   | 1142  | 286           | 180     | 175       | 195     | 213    | 23     | 71    | 0     |
| Recommendation of Acquaintances/Friends/Relatives | 576   | 136           | 92      | 85        | 110     | 99     | 13     | 39    | 0     |
|   | 50.4  | 48.2          | *51.3   | 48.5      | 56.6    | 46.4   | 56.7   | 54.5  | 0.0   |
| Newspapers  | 94    | 27            | 14      | 25        | 4       | 9      | 3      | 11    | 0     |
|   | 8.2   | 9.4           | 7.9     | 14.3      | 1.9     | 4.4    | 13.8   | 15.7  | 0.0   |
| General Magazines                                 | 41    | 10            | 6       | 5         | 5       | 6      | 3      | 4     | 0     |
|   | 3.6   | 3.6           | 3.6     | 3.0       | 2.7     | 2.8    | 14.8   | 6.0   | 0.0   |
| Travel Magazines                                  | 78    | 10            | 23      | 9         | 7       | 19     | 1      | 8     | 0     |
|   | 6.8   | 3.6           | 13.0    | 5.2       | 3.8     | 9.0    | 4.0    | 10.7  | 0.0   |
| Books   | 36    | 6             | 11      | 5         | 5       | 5      | 1      | 3     | 0     |
|   | 3.2   | 2.1           | 6.3     | 2.6       | 2.6     | 2.2    | 4.2    | 4.9   | 0.0   |
| T.V.  | 61    | 16            | 12      | 10        | 5       | 4      | 4      | 9     | 0     |
|   | 5.4   | 5.8           | 6.9     | 6.0       | 2.6     | 1.8    | 15.8   | 13.4  | 0.0   |
| Radio   | 40    | 13            | 4       | 9         | 3       | 1      | 2      | 8     | 0     |
|   | 3.5   | 4.5           | 2.3     | 5.2       | 1.5     | 0.5    | 6.9    | 11.2  | 0.0   |
| Documentary Travel Films                          | 6     | 0             | 5       | 0         | 0       | 1      | 1      | 0     | 0     |
|   | 0.5   | 0.0           | 2.6     | 0.0       | 0.0     | 0.3    | 4.0    | 0.0   | 0.0   |

SOURCE: U.S. PLEASURE TRAVEL STUDY 1985 (LONGFORMS)

\*READ AS FOLLOWS: 51.3% OF THE TOTAL TOURING (180) USE THE RECOMMENDATION OF ACQUAINTANCES, FRIENDS AND RELATIVES AS THEIR SOURCE WHEN PLANNING A TRIP. (CONTINUED)

EXHIBIT 1 Cont'd

INFORMATION SOURCES USED WHEN PLANNING TRIP (CONT'D)

|                                     | TOTAL       | CLOSE-TO-HOME | TOURING    | CITY TRIP  | OUTDOOR    | RESORT     | CRUISE    | THEME      | OTHER    |
|-------------------------------------|-------------|---------------|------------|------------|------------|------------|-----------|------------|----------|
| <u>TOTAL</u>                        | 1142        | 286           | 180        | 175        | 195        | 213        | 23        | 71         | 0        |
| Travel Agent                        | 144<br>12.6 | 5<br>1.7      | 54<br>30.1 | 21<br>11.9 | 2<br>1.0   | 44<br>20.8 | 7<br>30.3 | 11<br>15.2 | 0<br>0.0 |
| Tourist Office                      | 50<br>4.3   | 6<br>2.7      | 17<br>9.4  | 4<br>2.1   | 9<br>4.7   | 9<br>4.1   | 2<br>10.2 | 1<br>1.6   | 0<br>0.0 |
| Airline or Other Commercial Carrier | 44<br>3.9   | 3<br>1.0      | 13<br>7.3  | 10<br>5.8  | 3<br>1.3   | 13<br>6.3  | 0<br>0.0  | 2<br>3.4   | 0<br>0.0 |
| None of the Above                   | 272<br>23.8 | 90<br>31.3    | 23<br>13.0 | 46<br>26.2 | 51<br>26.0 | 47<br>22.0 | 3<br>11.1 | 13<br>18.5 | 0<br>0.0 |
| Other                               | 161<br>14.1 | 34<br>11.8    | 31<br>17.3 | 23<br>13.5 | 25<br>12.8 | 37<br>17.4 | 2<br>10.4 | 10<br>13.5 | 0<br>0.0 |
| No Answer                           | 12<br>1.1   | 3<br>1.2      | 1<br>0.5   | 1<br>0.5   | 5<br>2.5   | 1<br>0.4   | 0<br>0.0  | 1<br>2.0   | 0<br>0.0 |

SOURCE: U S. PLEASURE TRAVEL STUDY 1985 (LONGFOODS)



EXHIBIT 111

CIRCULATION ANALYSIS

OUTDOORS/ADVENTURE/CULTURE/TOURING

| <u>TERRITORIAL<br/>DISTRIBUTION</u> | <u>TRAVEL &amp;<br/>LEISURE</u> | <u>TRAVEL<br/>HOLIDAY</u> | <u>SMITHSONIAN</u> | <u>SUNSET</u>    | <u>OUTSIDE</u> |
|-------------------------------------|---------------------------------|---------------------------|--------------------|------------------|----------------|
| New England                         | 73,663                          | 42,582                    | 177,071            | 4,503            | 15,167         |
| Mid Atlantic                        | 210,846                         | 127,279                   | 402,119            | 7,228            | 30,019         |
| <b>E.N. Central</b>                 | 129,955                         | 146,018                   | 341,299            | 12,286           | 37,249         |
| <b>W.N. Central</b>                 | 47,032                          | 59,965                    | 138,336            | 7,328            | 18,649         |
| S. Atlantic                         | 178,048                         | 154,987                   | 490,606            | 8,074            | 31,917         |
| <b>E.S. Central</b>                 | 40,566                          | <b>36,810</b>             | 77,270             | 1,307            | 8,500          |
| <b>W.S. Central</b>                 | 132,289                         | 65,493                    | 187,523            | 7,009            | 19,668         |
| <b>Mountain State</b>               | 50,202                          | 46,269                    | 138,908            | <b>204,016</b>   | 37,142         |
| <b>Pacific State</b>                | 182,259                         | 125,829                   | 461,623            | 1,171,089        | 50,559         |
| <b>-CANADA</b>                      | <b>47,649</b>                   | <b>13,766</b>             | <b>7,513</b>       | <b>2,406</b>     | <b>9,632</b>   |
| Newfoundland                        | 569                             | N/A                       | N/A                | N/A              | 58             |
| Nova Scotia                         | <b>1,214</b>                    | N/A                       | N/A                | N/A              | 229            |
| <b>Prince Edward Is.</b>            | 150                             | N/A                       | N/A                | N/A              | 15             |
| New Brunswick                       | 914                             | N/A                       | N/A                | N/A              | 233            |
| Quebec                              | 2,891                           | N/A                       | N/A                | N/A              | 857            |
| Ontario                             | 21,272                          | N/A                       | N/A                | N/A              | <b>2,852</b>   |
| Manitoba                            | <b>1,997</b>                    | N/A                       | N/A                | N/A              | 696            |
| Saskatchewan                        | 1,763                           | N/A                       | N/A                | N/A              | <b>515</b>     |
| <b>Alberta</b>                      | 8,689                           | N/A                       | N/A                | N/A              | 2,159          |
| British Columbia                    | 7,282                           | N/A                       | N/A                | N/A              | <b>1,999</b>   |
| Northwest Terr.                     | 247                             | N/A                       | N/A                | N/A              | 28             |
| Yukon                               | 108                             | N/A                       | N/A                | N/A              | <b>11</b>      |
| FOREIGN                             | 5,531                           |                           | <b>13,746</b>      | <b>2,966</b>     | 2,278          |
| OTHER                               | 3,034                           |                           | 6,126              | 995              | 1,407          |
| <b>TOTAL CIRC.</b>                  | <b>1,119,074</b>                | <b>805,232</b>            | <b>2,433,687</b>   | <b>1,429,929</b> | <b>262,391</b> |

EXHIBIT 111 (Cent'd)

CIRCULATION ANALYSIS

OUTDOORS / ADVENTURE / CULTURE / TOURING

| <u>TERRITORIAL<br/>DISTRIBUTION</u> | <u>GOURMET</u>       | <u>SIERRA</u>       | <u>SOBREK<br/>EXPEDITIONS</u> | <u>AUDUBON</u>      |
|-------------------------------------|----------------------|---------------------|-------------------------------|---------------------|
| New England                         | 75,377               | 17,989              | N/A                           | 37,302              |
| Mid Atlantic                        | 149,594              | 41,185              | N/A                           | 70,627              |
| E.N. Central                        | 89,599               | 34,704              | N/A                           | 74,363              |
| W.N. Central                        | 30,769               | 14,475              | N/A                           | 30,958              |
| S. Atlantic                         | 113,359              | 36,729              | N/A                           | 68,284              |
| E.S. Central                        | 17,639               | 6,117               | N/A                           | 14,013              |
| W.S. Central                        | 43,904               | 15,095              | N/A                           | 25,552              |
| Mountain Skate                      | 33,576               | 18,633              | N/A                           | 25,536              |
| Pacific State                       | 155,402              | 135,700             | N/A                           | 78,987              |
| <b><u>CANADA</u></b>                | <b><u>43,205</u></b> | <b><u>2,023</u></b> | <b><u>N/A</u></b>             | <b><u>1,478</u></b> |
| Newfoundland                        | N/A                  | N/A                 | N/A                           | N/A                 |
| Nova Scotia                         | N/A                  | N/A                 | N/A                           | N/A                 |
| Prince Edward Is.                   | N/A                  | N/A                 | N/A                           | N/A                 |
| New Brunswick                       | N/A                  | N/A                 | N/A                           | N/A                 |
| Quebec                              | N/A                  | N/A                 | N/A                           | N/A                 |
| Ontario                             | N/A                  | N/A                 | N/A                           | N/A                 |
| Manitoba                            | N/A                  | N/A                 | N/A                           | N/A                 |
| Saskatchewan                        | N/A                  | N/A                 | N/A                           | N/A                 |
| Alberta                             | N/A                  | N/A                 | N/A                           | N/A                 |
| British Columbia                    | N/A                  | N/A                 | N/A                           | N/A                 |
| Northwest Terr.                     | N/A                  | N/A                 | N/A                           | N/A                 |
| Yukon                               | N/A                  | N/A                 | N/A                           | N/A                 |
| FOREIGN                             | 15,163               | 647                 |                               | 1,478               |
| OTHER                               | 3,029                |                     |                               | 1,384               |
|                                     |                      |                     |                               | 410                 |
| <b>TOTAL CIRC.</b>                  | <b>772,042</b>       | <b>323,384</b>      | <b>160,000</b>                | <b>429,157</b>      |

TRAVELARCTIC  
 FY 1988/1989 OUTDOORS/ADVENTURE/CULTURE/TOURING  
 MEDIA PLAN

EXHIBIT IV (Cont'd)  
 CIRCULATION ANALYSIS

| TERRITORIAL<br>DISTRIBUTION | SHOOTING SPORTS<br>* RETAILER | SPORTHUNTING                     |                       |     | *SAFARI | *AMERICAN<br>HUNTER | N. AMERICAN<br>HUNTER |
|-----------------------------|-------------------------------|----------------------------------|-----------------------|-----|---------|---------------------|-----------------------|
|                             |                               | FIELD & STREAM<br>TROPHY EDITION | PETERSON'S<br>HUNTING |     |         |                     |                       |
| NEW ENGLAND                 | 871                           |                                  |                       | 442 |         |                     |                       |
| Maine                       |                               |                                  | 1,847                 |     |         | 9,174               | 700                   |
| New Hampshire               |                               |                                  | 1,602                 |     |         | 8,398               | 792                   |
| Vermont                     |                               |                                  | 1,559                 |     |         | 6,318               | 607                   |
| Massachusetts               |                               |                                  | 4,231                 |     |         | 21,027              | 1,692                 |
| Rhode Island                |                               | N/A                              | 624                   |     |         | 2,313               | 304                   |
| Connecticut                 |                               |                                  | 2,791                 |     |         | 14,698              | 1,047                 |
| MID ATLANTIC                |                               |                                  |                       |     |         |                     |                       |
| New York                    | 2,215                         |                                  | 17,375                |     | 1,571   | 83,273              | 7,287                 |
| New Jersey                  |                               |                                  | 6,688                 |     |         | 34,563              | 2,416                 |
| Pennsylvania                |                               |                                  | 20,680                |     |         | 106,802             | 6,902                 |
| E.N. CENTRAL                |                               |                                  |                       |     |         |                     |                       |
| Ohio                        | 3,030                         |                                  | 11,886                |     | 2,065   | 54,093              | 4,243                 |
| Indiana                     |                               |                                  | 6,525                 |     |         | 27,442              | 2,257                 |
| Illinois                    |                               |                                  | 8,350                 |     |         | 45,954              | 2,669                 |
| Michigan                    |                               |                                  | 12,709                |     |         | 54,801              | 4,909                 |
| Wisconsin                   |                               |                                  | 11,320                |     |         | 48,787              | 3,382                 |
| W.N. CENTRAL                |                               |                                  |                       |     |         |                     |                       |
| Minnesota                   | 1,840                         |                                  | 10,101                |     | 892     | 41,958              | 3,706                 |
| Iowa                        |                               |                                  | 4,378                 |     |         | 14,971              | 1,052                 |
| Missouri                    |                               |                                  | 7,961                 |     |         | 35,267              | 1,718                 |
| N. Dakota                   |                               |                                  | 2,661                 |     |         | 8,444               | 914                   |
| S. Dakota                   |                               |                                  | 2,513                 |     |         | 8,168               | 825                   |
| Nebraska                    |                               |                                  | 3,287                 |     |         | 11,123              | 973                   |
| Kansas                      |                               |                                  | 4,215                 |     |         | 16,057              | 1,304                 |

TRAVELARCTIC  
 FY 1988/1989 OUTDOORS/ADVENTURE/CULTURE/TOURING  
 MEDIA PLAN

EXHIBIT IV. (Cont'd)  
 CIRCULATION ANALYSIS

| TERRITORIAL<br>DISTRIBUTION | SPORTHUNTING                  |                                  |                       |         |                     | *AMERICAN<br>HUNTER | N. AMERICAN<br>HUNTER |
|-----------------------------|-------------------------------|----------------------------------|-----------------------|---------|---------------------|---------------------|-----------------------|
|                             | SHOOTING SPORTS<br>* RETAILER | FIELD & STREAM<br>TROPHY EDITION | PETERSON'S<br>HUNTING | *SAFARI | *AMERICAN<br>HUNTER |                     |                       |
| <b>SOUTH ATLANTIC</b>       |                               |                                  |                       |         |                     |                     |                       |
| Delaware                    | 2,893                         |                                  | 917                   | 1,442   | 3,069               | 296                 |                       |
| Maryland                    |                               |                                  | 5,810                 |         | 22,163              | 2,119               |                       |
| D. C.                       |                               |                                  | 480                   |         | 485                 | 67                  |                       |
| Virginia                    |                               |                                  | 9,522                 |         | 36,439              | 2,651               |                       |
| W. Virginia                 |                               |                                  | 4,639                 |         | 25,928              | 1,568               |                       |
| N. Carolina                 |                               |                                  | 8,006                 |         | 27,942              | 914                 |                       |
| S. Carolina                 |                               |                                  | 2,785                 |         | 12,737              | 825                 |                       |
| Georgia                     |                               |                                  | 7,043                 |         | 29,237              | 1,250               |                       |
| Florida                     |                               |                                  | 8,991                 |         | 39,844              | 2,379               |                       |
| <b>E.S. CENTRAL</b>         |                               |                                  |                       |         |                     |                     |                       |
| Kentucky                    | 1,214                         |                                  | 5,213                 | 424     | 19,761              | 1,213               |                       |
| Tennessee                   |                               |                                  | 5,832                 |         | 23,514              | 1,034               |                       |
| Alabama                     |                               |                                  | 4,921                 |         | 20,718              | 766                 |                       |
| Mississippi                 |                               |                                  | 3,512                 |         | 19,494              | 856                 |                       |
| <b>W.S. CENTRAL</b>         |                               |                                  |                       |         |                     |                     |                       |
| Arkansas                    | 2,368                         |                                  | 3,581                 | 1,734   | 18,169              | 804                 |                       |
| Louisiana                   |                               |                                  | 5,719                 |         | 28,471              | 1,504               |                       |
| Oklahoma                    |                               |                                  | 5,370                 |         | 19,157              | 1,414               |                       |
| Texas                       |                               |                                  | 22,089                |         | 83,475              | 5,556               |                       |
| <b>MOUNTAIN</b>             |                               |                                  |                       |         |                     |                     |                       |
| Montana                     | 1,073                         |                                  | 3,726                 | 1,855   | 12,898              | 940                 |                       |
| Idaho                       |                               |                                  | 3,108                 |         | 12,474              | 786                 |                       |
| Wyoming                     |                               |                                  | 2,459                 |         | 9,574               | 1,039               |                       |
| Colorado                    |                               |                                  | 6,508                 |         | 23,061              | 1,798               |                       |
| New Mexico                  |                               |                                  | 2,813                 |         | 10,096              | 893                 |                       |
| Arizona                     |                               |                                  | 4,788                 |         | 17,805              | 1,765               |                       |
| Utah                        |                               |                                  | 3,776                 |         | 8,448               | 824                 |                       |
| Nevada                      |                               |                                  | 1,856                 |         | 8,030               | 853                 |                       |

TELETYPE  
 FY 1988/1989 OUTDOOR ADVENTURE/CULTURE/TOURING  
 MALIJA PLAN

EXHIBIT V (Cont'd)

CIRCULATION ANALYSIS

SPORTHUNTING

| <u>TERRITORIAL DISTRIBUTION</u> | <u>SHOOTING SPORTS * RETAILER</u> | <u>FIELD &amp; STREAM TROPHY EDITION</u> | <u>PETERSON'S HUNTING</u> | <u>*SAFARI</u> | <u>*AMERICAN HUNTER</u> | <u>N. AMERICAN HUNTER</u> |
|---------------------------------|-----------------------------------|--|---------------------------|----------------|-------------------------|---------------------------|
| PACIFIC                         | 1,645                             |  |                           | 2,288          |                         |                           |
| Alaska                          |                                   |  | 2,381                     |                | 8,383                   | 1,104                     |
| Washington                      |                                   |  | 7,902                     |                | 29,686                  | 2,220                     |
| Oregon                          |                                   |  | 5,793                     |                | 24,750                  | 1,281                     |
| California                      |                                   |  | 23,171                    |                | 91,955                  | 7,684                     |
| Hawaii                          |                                   |  | 1,008                     |                | 1,705                   | 241                       |
| CANADA                          | ---                               |  | 9,704                     | 480            | 452                     | 62                        |
| <b>TOTAL:</b>                   | <u>18,076</u>                     | <u>500,000</u>                           | <u>327,572</u>            | <u>14,383</u>  | <u>1,343,745</u>        | <u>96,669</u>             |

\* State Breakdown of circulation not available.

EXHIBIT IV  
CIRCULATION ANALYSIS  
SPORTHUNTING

TERRITORIAL DISTRIBUTIONFIELD & STREAM REGIONAL EDITIONMID WEST

|              |        |
|--------------|--------|
| Illinois     | 75,734 |
| Indiana      | 53,709 |
| Iowa         | 36,683 |
| Kansas       | 32,185 |
| Michigan     | 87,049 |
| Minnesota    | 57,795 |
| North Dakota | 11,703 |
| Ohio         | 82,407 |
| South Dakota | 12,273 |
| Wisconsin    | 61,909 |

FAR WEST

|            |              |
|------------|--------------|
| Alaska     | <b>8,356</b> |
| California | 149,104      |
| Oregon     | 33,170       |
| Washington | 40,126       |

CANADA

|                       |               |
|-----------------------|---------------|
| Manitoba              | 2,100         |
| Ontario               | <b>13,880</b> |
| Saskatchewan          | 2,169         |
| Northwest Territories | 89            |
| Alberta               | 15,718        |
| British Columbia      | <b>4,182</b>  |
| Yukon                 | 43            |

TOTAL CIRCULATION

**771,174**

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

5. CO-OPERATIVE PROGRAMMES

## 5. Co-operative Programmed

**TravelArctic** traditionally participates in a number of co-operative **tourism programmed**. These **programmes** not **only** extend the reach of the **TravelArctic** message in the tourism marketplace, but do so in a cost-efficient manner with costs divided between participating **co-op** partners.

Co-operative projects under consideration for 1988/89 include the following:

### (a) Canadian Magazine (Canadian Airlines)

In 1988, Canadian magazine published a 32-page insert **focussing** on **theNorthwest** Territories and outlining the tourism activities available in each NWT travel zone. The Canadian insert **also** featured a full-page, **four-colour TravelArctic** advertisement aimed at airline passengers.

A similar co-operative promotion in Canadian is recommended for Year Two of the **programme**. Canadian addresses markets in five continents and countries : North America, South America, Southern Europe, Amsterdam, and the Pacific Rim. **The** circulation of the publication is approximately 950,000 passengers per month.

### (b) Angling Adventures

In 1987/88, Angling Adventures published an eight-page insert outlining **sportsfishing activities** in the Northwest Territories, as well as highlighting aspects of Northern culture such as arts and **crafts** and country foods. Angling Adventures also featured a double-page spread **TravelArctic** advertisement promoting sportsfishing in the Northwest Territories. **A** similar **co-operative** project with the publication is recommended **for 1988/89**. Angling Adventures reaches a total circulation of 2,005,655.

### (c) Canada West Programme

**The** Canada West **programme** in 1988/89 consists of a recommended joint marketing project to promote the entire region of the Northwest Territories, the Yukon and Northern British Columbia, as a destination for independent pleasure visitors who travel by personal vehicles.

It **is** currently **under** negotiation, and this **programme** will likely be accomplished by the creation of a consortium consisting of **TravelArctic**, Tourism Yukon, Tourism B.C., **a** major International Air Carrier and some key industry participants. In addition, Tourism Canada **will** be approached to participate.

The main objectives of this co-operative venture are as follows:



(i) To increase the length of stay by **Alaska-bound visitors in the NWT** Western **Arctic** region, the area North of Highway 16 in British Columbia, and in the Yukon.

(ii) Increase the visitor per diem expenditure in each of the participating jurisdiction for **visitors** traveling by **personal** vehicle.

(iii) Increase the number of visitors to the region who arrived *on a* fly/drive **trip**.

Research **has indicated** that the target markets for this programme, the United States, which **is** the dominant origin of the self-drive **are** tourist **to** the Region,

Details of a joint Canada **West programme** of this nature are currently **being developed** by **all** participating parties,

**(d) Other Co-operative Programmes**

Additional co-operative marketing **programmes** are currently being investigated with possible partners such as Tourism Canada *and* the provinces of Manitoba and Alberta,

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

- 60 TRAVEL TRADE PROGRAMME
  - (i) OBJECTIVES
  - (ii) ACTIVITIES
  - (iii) DRAFT TRAVEL TRADE  
ADVERTISING MEDIA PLAN

## 6. Travel Trade Programme

### i) Objectives

A marketing programme targeted at the travel trade will continue to be implemented to achieve the following results:

- (a) To assist in creating a positive awareness of the Northwest Territories as an attractive destination amongst the world-wide travel trade.
- (b) To build the necessary base of NWT tourism product knowledge resulting in more efficient customer servicing.
- (c) To motivate a significant number of the travel trade to sell NWT products.
- (d) To increase TravelArctic's present database of travel agents, and,
- e) To facilitate tourism customer servicing through the travel trade.

### ii) Activities

(a) Continuing an advertising campaign in the influential travel trade areas of the United States throughout the year.

(b) Participating in the Canada West programme for overseas markets.

(c) Promoting the NWT tourism at major trade shows and conferences. Trade shows recommended for 1988/89 include the following:

- 1) Rendezvous - Vancouver B.C., sponsored by Tourism Canada
  - largest and most prestigious tourism marketplace in Canada
  - 1100 buyers and sellers
  - North American and International buyers

"2) Tourcan - Regina, Sask.  
domestic buyers and u.S. sellers

'3) National Tour Association Conference

- Kansas City
- 3500 delegates
- Canadian and U.S. buyers and sellers of tour-oriented intermodel holidays

(4) World Trade Mart - London, England

- 38,000 trade delegates
- primarily travel agents
- 85 Canadian exhibits

(S) Odyssey - Red Deer, Alberta  
- geared towards Western Canadian private sector

(6) **ITB** - West **Berlin**  
- 25,000 delegates (**mainly** wholesalers)  
- 85,000 consumer visitors

(7) **Corroberry** - Canada West (Australia)

(d) Conducting special events/promotions in cooperation with public/private sector partners,

(e) Providing recommendations/direction for familiarization tours to the NWT Tourism Zone **Associations and operators.**

(f) Generating well-qualified leads **/inquiries** for the TravelArctic database.

(g) providing support and assistance, which includes free information/resource materials and selling aids; and

(h) Negotiating increased and immediate reservations through automated systems of airlines, hotels, etc.

6 .TRAVEL TRADE PROGRAM

(iii) DRAFT TRAVEL TRADE ADVERTISING MEDIA PLAN

MEDIA OBJECTIVES

TARGET AUDIENCE

To direct advertising to the target audience defined as:

- Tour Operators .
- Travel Agents
- Wholesalers

GEOGRAPHIC COVERAGE

To advertise on a national basis with specific emphasis placed against regions representing maximum potential.

TIMING/DURATION

To advertise at the most opportune time to reach the target audience prior to and during peak vacation planning periods.

EACH/FREQUENCY

To provide maximum reach of the target audience.

MEDIA SELECTION

To utilize media vehicles that reach the target audience and are compatible with the creative message.

TRAVEL 'TRADE  
ADVERTISING  
MEDIA/STRATEGY RATIONALE

A combination of **Full Page 4 Colour and 1/4 Page** advertisements will be utilized to reach "the business reply card **has** been eliminated for action-driven advertisements will generate continuation of the image/awareness campaign.

The leading Travel Trade publications have **communicate** TravelArctics message and general publications have been selected on the **basis** of geographic areas of priority (see Exhibit I).

**TRAVEL TRADE**  
**MEDIA RECOMMENDATION**

An **overview** of **the** recommendation follows:

MARKET : United States

MEDIA: Trade Magazines  
Travel Weekly, Travel Agent,  
Tour & Travel **News**, Travel Age (West) ,  
ASTA Agency Management

UNIT SIZE: **Full** Page 4/C  
**1/4** Page B/W

# OF INS. : 2-8 insertions per publication

TOTAL # INS.: 26 insertions

CAMPAIGN DATE: Between Nov. 1, 1988 and March 31, 198?

GROSS PERSONS  
IMPRESSIONS: 1,989,022  
{based on 2.3  
readers per copy)





**E X H I B I T S**

**EXHIBIT I**

**TRAVEL TRADE  
CIRCULATION ANALYSIS**

| <u>TERRITORIAL DISTRIBUTION</u> | <u>TRAVEL WEEKLY</u> | <u>TRAVEL AGENT</u> | <u>TRAVEL AGE WEST</u> | <u>*ASTA AGENCY MANAGEMENT</u> | <u>TOUR &amp; TRAVEL NEWS</u> |
|---------------------------------|----------------------|---------------------|------------------------|--------------------------------|-------------------------------|
| New England                     | 3,521                | 2,985               | ---                    | 1,138                          | 2,848                         |
| Mid Atlantic                    | 10,548               | 10,722              | ---                    | 3,788                          | 8,092                         |
| E.N. Central                    | 6,993                | 6,372               | ---                    | 2,073                          | 5,942                         |
| W.N. Central                    | 2,424                | 1,897               | ---                    | 769                            | 2,586                         |
| S. Atlantic                     | 7,822                | 7,731               | ---                    | 2,538                          | 5,672                         |
| E.S. Central                    | 962                  | 756                 | ---                    | 323                            | 1,060                         |
| W.S. Central                    | 2,100                | 3,202               | ---                    | 1,247                          | 3,146                         |
| Mountain State                  | 1,914                | 2,023               | 4,674                  | 867                            | 2,600                         |
| Pacific State                   | 6,429                | 8,435               | 26,919                 | 956                            | 8,355                         |
| Canada                          | 1,144                | 260                 | 576                    | 288                            | 3,103                         |
| Foreign                         | 265                  | 238                 | ---                    | 2,952                          | ---                           |
| Other                           | 196                  | 132                 | ---                    | 56                             | ---                           |
| <b>TOTAL</b>                    | <u>42,252</u>        | <u>42,461</u>       | <u>32,374</u>          | <u>20,087</u>                  | <u>43,000</u>                 |

\* Formerly ASTA Travel News

TRAVELARCTIC  
MARKETING- PROGRAMME  
1988/89

7. **MARKETING SERVICES**

## 7. MARKETING SERVICES

The following **items** will be used to assist in the marketing process, **in** cooperation with the private sector **in** the Northwest Territories:

- o **Explorer's Guide**
- o **Fishing Guide**
- o **Rivers North Guide**
- o **NWT Map**
- o *Posters*
- o Plastic Bags
- o Promotional Items
- o Compliment Cards
- o Envelopes
- o Letterhead
- o Business Reply Cards
- o Portable Display

**These items** are distributed to respondents requesting more information **about the** Northwest Territories and to many incoming **visitors**. Information packages are tailored to the type of information requested (ie. **Sporthunting vs. Sportsfishing**) (**see following** section for additional **detail on fulfillment services**) ,

In addition to **these items**, an 8-12 minute tourism film **about** the Northwest Territories is planned for the summer of 1988. **This film** will **depict the** wide variety of tourism experiences to be had **in** the Northwest Territories. It **will likely** combine original footage with **footage** from TravelArctic's Expo '86 film, "The Emerging *North*" and from the Tourism Industry Association promotional **film**. This production will be utilized as a public **relations** teal at trade and consumer shows, and other special events.

TRAVELARCTIC  
MARKETING PROGRAMME  
88/89

**8. MARKETING RESPONSE AND FULFILLMENT**

## 8. MARKETING RESPONSE AND FULFILLMENT

**TravelArctic** has implemented a computerized response tracking system for its **marketing** activities which not only measures the effectiveness of each **marketing** effort, but also **provides** a comprehensive data base of quality leads.

An example of how the tracking system operates can be illustrated through the **TravelArctic** advertising campaign. In the **1988/89 programme**, each **TravelArctic** advertisement in each magazine was assigned two computer tracking codes. One code was inserted into the **TravelArctic** address printed on each advertisement (**ie:** Write to **\*\*. "Department 403, TravelArctic"**). Another code was assigned to responses coming from the advertisement on **TravelArctic's** 800 # telephone line. Information concerning the location of the respondent and the kind of information requested is derived from each letter and phone call to **TravelArctic**.

This information is then stored on a computer data base and serves as an excellent indication of which advertisements are most effective in generating **leads**. It is important to note that because these advertisements are **specially-targetted** at upscale, adventure-oriented markets, the quality of leads generated from the campaign is estimated to be very high in terms of future bookings.

In addition to developing this valuable data base **from inquiries**, mailing labels are also generated. Specially-tailored fulfillment packages are sent out to each respondent depending upon the information requested. These **packages** contain the brochures and marketing aids outlined in the previous section and are sent out within 48 hours of a request coming in.

Individual operators can **also** take advantage of this tracking service. Mailing labels of **leads will** be supplied to interested operators on a two-week basis. A number of NWT operators have taken advantage of this service to date and have received actual bookings as a result.

As of May 1, **TravelArctic** has **received** approximately 40,000 responses to the marketing **programme**.

**TravelArctic's** computer tracking system has proven to be one of the most sophisticated and **state-of-the-art** services implemented by similar organizations across Canada. The system **will** in fact be upgraded and enhanced for the **1988/89 programme** to ensure that a continued high **level** of quality leads and research information is provided to the private sector.

TRAVELARCTIC  
MARKETING PROGRAMME  
1988/89

9. INDUSTRY CO-OPERATION

## 9. INDUSTRY CO-OPERATION

The TravelArctic Marketing Programme is expressly designed and implemented to expand the Northwest Territories tourism industry and assist individual operators in generating quality leads and increasing bookings.

There are several methods by which individual operators and Zone Associations can directly benefit from the Marketing Programme. For example, individual operators and Zone Associations are invited to tie into the TravelArctic advertising programme, providing an operator's marketing objectives and target markets match those of the TravelArctic advertising, an operator can insert an advertisement in the same publication as TravelArctic, where appropriate. Many of these publications will print a sentence at the bottom of the TravelArctic advertisement directing readers to the individual operator's advertisement in the same magazine. The operator therefore benefits from the extensive exposure the large, TravelArctic advertisements generate. The same procedure can apply to Zone Associations. Details of the publications in which TravelArctic will be advertising in the 1988/89 programme will be sent to each operator in the coming month. A response form to tie into the programme will accompany this information which can be filled out easily by the individual operator and returned to TravelArctic's advertising Agency of Record (AOR). The AOR will then book the operator's advertisements on their behalf and organize any administrative details with the magazines.

Cost savings for the operator or Zone Associations can also often be achieved, depending upon the publication. This occurs because operator and Zone advertising can often fall under special contracts which have been negotiated by the Agency of Record with specific publications. The AOR has negotiated discounts because of the frequency of advertising purchased for TravelArctic and Tourism Canada. This can also provide the operator with discounted rates which would not be offered if an operator booked their advertising space independently. Additional details regarding these savings and how they have been negotiated will be included in the Information package for each operator.

In addition to tying in to the TravelArctic advertising programme, operators can take advantage of the leads generated by TravelArctic's marketing efforts. (see previous section). This will not only assist operators in gathering leads, it will also assist in increasing actual bookings,



10.0 ADVERTISING PROPOSAL

10.1 Introduction

**Camp Associates Advertising Limited is honoured to be considered for this important communications assignment.**

It is evident that the **Baffin** tourism region of the Northwest Territories offers tourists around the world a variety of unique and exciting vacation opportunities, particularly in the outdoor/adventure and culture/touring categories.

As indicated by the **Baffin** Tourism Association (**BTA**), the 1987-88 marketing objectives for the region focus on increasing an awareness of these **Baffin** vacation possibilities amongst target groups in eastern and central Canada and the United States.

**More specifically, the advertising activities undertaken by the BTA should also promote increased tourism to the Baffin during the spring and late winter season.**

The following advertising proposal outlines a number of recommendations addressing the creative message and design, as well as media selection and **costings**. Together, these recommendations addressing the creative message and design, **as well as** media selection and **costings**. Together, these recommendations addressing the creative message and design, as well as media selection and **costings**. Together, these recommendations are designed to meet the overall advertising objectives of the **Baffin** Tourism Association in an effective and cost-efficient manner.

## 10.2 BAFFIN TOURISM ASSOCIATION ADVERTISING STRATEGY

### 10.2.1 Creative Consideration:

The briefing material provided by the **BTA** to the Agency has indicated that the **following** creative considerations are important in the **development** of the advertising campaign for the Zone:

#### 1) Baffin Images:

- Accessible
- Exotic
- Adventurousome
- Unique in geography and wildlife
- Cultural (**Inuit**) and historical
- Peaceful, friendly atmosphere

#### 2) Advertising Message(s):

- Should aim at a variety of media, addressing different target audiences;
- Should identify spring activities such as dog-teaming, **snowmobile** journeys, flow-edge visits and wildlife viewing;
- Should address Arctic Circle activities such as hiking; and,
- Should also continue to promote the cultural, historical and adventure characteristics of vacationing in the **Baffin**.

#### 3) Advertising Executions:

- New **BTA** slogan;
- New advertisement designs; and,
- Continue using the existing **Baffin** logo along with the Canadian maple leaf on all promotional materials.

In view of these creative considerations identified by the **BTA**, Camp Associates Advertising recommends that the **BTA** advertising strategy may consist of the following:

#### a. Creative Development Process:

It is recommended that **BTA** advertising materials be jointly developed and produced by Camp Associates and a northern advertising agency which would be selected through the customary "Call for Proposal" process. Camp Associates would work with the **BTA** in evaluating the proposals and in the selection of a northern agency.

Once an agency from the Northwest Territories is selected

for the **BTA** account, Cape Associates would provide that agency with general creative **guidelines** (see below) to develop any new advertising for the **Baffin** Zone. Specific advertising designs and message would then be developed by the northern agency, interpreting those creative guidelines.

b. Creative Guidelines

Given the **BTA's** creative considerations, budget capabilities, and the desire to ensure that any **BTA** advertising is somehow consistent with the overall **TravelArctic** image/product advertising, Camp Associates recommends the following creative guidelines:

- The production of one new advertisement for the **BTA** 1/6 page format, in black and white.

This recommendation is based on the **BTA's** briefing concerning media selection, which indicated that a wide range of publications should be included in this media purchase.

The 1/6 page format is the most economical method of accommodating this request, particularly given the **BTA's** media and creative budget allocations (see BUDGETS, pg. ).

- The advertising message should focus on the exotic/adventure and cultural/historical characteristics of vacationing in the **Baffin**, while highlighting activities which occur in the late winter and spring, as requested in the **BTA** briefing. While producing a variety of different messages for different media and their target groups would be ideal, again, budget considerations are not likely to allow for such an extensive campaign.
- The new creative design for the ad should include the **Baffin** logo, the Canadian maple leaf, and a new slogan for the **BTA**, which would be developed by the northern agency selected for the account. The visual and/or copywriting for this advertisement should show some consistency with the overall **TravelArctic** campaign, while continuing to promote the unique aspects of the **Baffin** as an individual zone. For example, the visual could feature a scene which is warm-looking, dramatic, features tourists, and which is indicative of the unique **Inuit** culture in the Zone. Through the **market-testing** of **TravelArctic** advertising, all of these elements have proven to be attractive to tourists. The responsibility for developing the design and copy of the advertisement would be that of the Northern agency selected for the account.

## 10.2 **BAFFIN** ADVERTISING STRATEGY

### 10.2.1 **Media** Recommendations

#### 1) Advertising Objectives

The advertising objectives as outlined in the **Baffin** Tourism Association's Advertising Program are as follows:

- a. To create optimum levels of awareness of the **Baffin** as a prime destination for visitors.
- b. To increase awareness of the **Baffin** and its products.
- c. To **promote increased visitations to the Baffin during the Spring season and latter part of the Winter season.**

## 2) Media Objectives

### **Target Audience:**

.To direct advertising to the target group(s) defined as:

Outdoors/Adventure/Culture and Touring \*

.Adults 25 - 54

HHI **\$40M+**

Some College or better

### **Geographic Emphasis**

.To concentrate advertising in specific areas in the United State and Canada.

### **Timing/Duration/Scheduling**

.To advertise at the most **opportune** time to reach the **target** groups, either prior to or during peak vacation planning **periods**.

### **Weight Levels**

.To reach a maximum of 70% of the target audience, with concentrated efforts on frequency of message.

### **Media Selection**

- To use media vehicles which:
  - a. reach the target audience
  - b. are compatible with creative message.
- Budget - \$31,732.00

\* SOURCE: **Baffin** Region Tourism Development Report

### 3) Media Strategy

#### **Role of Advertising:**

- The role of advertising is to effectively communicate **Baffin** Tourism Association's message. To achieve this objective the advertising must:
  - generate and maintain awareness of the **Baffin** as a prime vacation destination;
  - **create awareness of the Baffin products;**
  - help to increase visitation during spring and latter part of Winter seasons.

#### **Target Audience Definition:**

.Visitors of the **Baffin** tend to be in the higher income bracket, with **college or better education**, well travel led and accustomed to long-haul destinations. The target audience is defined as:

- Adults 25 - 54  
HHI **\$40M+**  
Some College or better education

.The target audiences are lovers of nature and the outdoor environment with a keen curiosity in the culture and arts of the region visited.

#### **Geographic Coverage:**

- The campaign will be concentrated in the Eastern and Central parts of the United States and Canada:

##### Us.

New England  
**Mid** Atlantic  
**E.N.** Central

##### Canada

Quebec (Eng. )  
Ontario  
Al berta

#### **Timing Duration:**

.Due to the late start it is imperative that advertising commence as soon as possible. However with production of new creative and long lead time required by magazines, the start date will be February, 1988.

#### **Weight Levels:**

.A maximum of 70% reach of the target group has been determined

in the media objectives. A minimum frequency of 3 exposures will be effective for the-f **ampaign.**

**Media Selection:**

- To achieve the advertising objectives the media selected will be required to meet a list of criteria. These criteria are:

good target group coverage

cost efficiency and effectiveness

compatible with creative message

geographic coverage and flexibility

ability to generate frequency within the campaign period.

**FY 1988 Budget:**

- The budget for the 1988 campaign has been determined as follows:

| <u>* U. S. Medi a</u>           | <u>Canadi an Medi a</u> |
|---------------------------------|-------------------------|
| \$15,031.00 Us.                 | \$11,464.00             |
| <u>\$20,267.55 CDN.</u>         | <u>\$11,464.00</u>      |
| <b><u>Total Expenditure</u></b> |                         |
| <b>\$31,731.55 CDN.</b>         |                         |

\* Converted to Canadian @ \$1.35

# CAMP ASSOCIATES ADVERTISING LIMITED

CLIENT:

BAFFIN TOURISM ASSOCIATION  
 FY 1988  
 PROPOSED ADVERTISING SCHEDULE

## MEDIA SCHEDULE W/O 300 (WEEKDAY START)

MAGAZINES - 1/6 PAGE B/W

U.S.

Travel & Leisure \*  
 (Eastern Edition)  
 C.D. Dec. 10/87

Smithsonian \*  
 C.D. Dec. 15/87

Natural History \*  
 C.D. Dec. 15/87

Audubon World \*  
 C.D. Jan. 4/88

### CANADIAN

Equinox (Ont. Edition)  
 C.D. Jan. 25/88

Canadian Geographic  
 C.D. Dec. 15/87

Discovery  
 C.D. 1st of prec. month.

Up Here  
 C.D. Dec. 18/87

Canadian  
 C.D. Dec. 21/87

Destination

C.D. 5 weeks prog.  
Explorer's Guide

|                               | NOV.         | DEC.                    | JAN.         | FEB.         | MAR.         | APR.         | MAY          | JUNE                    | JULY         | AUG.         | SEPT.                   | OCT.         | NOV.                    | DEC.                    |
|-------------------------------|--------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------|--------------|--------------|-------------------------|--------------|-------------------------|-------------------------|
|                               | 1 8 15 22 29 | 1 8 15 22 29 5 12 19 26 | 1 8 15 22 29 | 1 8 15 22 29 | 1 8 15 22 29 | 1 8 15 22 29 | 1 8 15 22 29 | 1 8 15 22 29 5 12 19 26 | 1 8 15 22 29 | 1 8 15 22 29 | 1 8 15 22 29 5 12 19 26 | 1 8 15 22 29 | 1 8 15 22 29 5 12 19 26 | 1 8 15 22 29 5 12 19 26 |
| U.S.                          |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Travel &amp; Leisure</u>   |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Smithsonian</u>            |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Natural History</u>        |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Audubon World</u>          |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Equinox (Ont. Edition)</u> |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Canadian Geographic</u>    |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Discovery</u>              |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Up Here</u>                |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Canadian</u>               |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Destination</u>            |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>C.D. 5 weeks prog.</u>     |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |
| <u>Explorer's Guide</u>       |              |                         |              |              |              |              |              |                         |              |              |                         |              |                         |                         |



4) Media Recommendation

An overview of the recommendation follows:

Market - U.S. (with emphasis on New England, Mid Atlantic and **E.N.** Central) and Canada

Media - Magazines : Us. Travel & Leisure (Eastern Ed.),  
Smithsonian, Audubon World, National  
History, CANADIAN - Canadian Geographic,  
Equinox (**Ont.** Ed.), Discovery, Up Here,  
Destinations and Explorer's Guide.

Unit Size : 1/6 Page B/W

# of Insertions : 1 - 2 per publication  
Total Ins. - 17

Schedule Date : February 1988 - April/May 1988

Est. Gross Impression: 16,755,438 (based on 3.5 readers/copy)  
(total number of people exposure to an  
advertising schedule)

Total Expenditure : \$31,732.00 (**CDN.**)

SCHEDULE COST DETAILS FOLLOW

4) Media Recommendation (Cont'd)

**SUMMARY**

| <u>MEDIA</u>       | <u>\$ (GROSS) CDN.</u> |
|--------------------|------------------------|
| Magazines          |                        |
| U s .              | * \$20,268.00 (CDN.)   |
| Canadian           | 11,464.00              |
| <b>Total Media</b> | <u>\$31,732.00</u>     |

\* Converted to Canadian @ \$1.35

5)

**COST DETAILS - MAGAZINES (U.S. & CANADIAN)**

Unit Size : 1/6 Page B/W (Except Explorers Guide FP B/W)

| <u>Publication</u>  | <u>Circ.</u> | <u>Cost/Ins.</u> | <u># Of Ins.</u> | <u>Total Cost</u>       |
|---|--------------|------------------|------------------|-------------------------|
| <u>U s .</u>  |              | \$ Gross         |                  | \$ Gross                |
| Travel & Leisure (Eastern Edition New England, Mid Atlantic)              | 355,000      | 2,513.00         | 2                | 5,026.00                |
| Smithsonian (National)  | 2,310,970    | 5,062.00         | 1                | 5,062.00                |
| Natural History (Eastern Regional Ed. all states east of the Mississippi) | 325,000      | 2,075.00         | 2                | 4,150.00                |
| Audubon World   | 404,695      | 1,775.00         | 1                | 1,775.00                |
| <b>Total U.S.</b>   |              |                  |                  | <b>\$15,013.00 Us.</b>  |
| <b>Total Canadian Converted @ \$1.35</b>                                  |              |                  |                  | <b>\$20,267.55 CDN.</b> |
| <b><u>CANADIAN</u></b>  |              |                  |                  |                         |
| Equinox (Ont. Ed. )   | 80,000       | 1,490.00         | 1                | 1,490.00                |
| Destinations (Nat. )  | 318,000      | 1,480.00         | 1                | 1,480.00                |
| Canadian Geographic (Nat.)  | 170,552      | 1,175.00         | 2                | 2,350.00                |
| Discovery   | 19,057       | 190.00           | 2                | 380.00                  |
| Up Here   | 29,000       | 337.00           | 2                | 674.00                  |
| Canadian  | 95,000       | 2,045.00         | 2                | 4,090.00                |
| Explorer's Guide  | ---          | 1,000.00         | 1                | 1,000.00                |
| <b>Total Canadian</b>   |              |                  |                  | <b>\$11,464.00</b>      |
| <b>TOTAL MAGAZINE EXPENDITURE</b>   |              |                  |                  | <b>\$31,731.55 CDN.</b> |

**Note:** Rates used are based on known frequency discounts. However if other zones participate in any of the above publications, additional discounts will be earned. Saving-could be reinvested in additional insertion.

6) Media Rationale

In keeping with **Baffin** Tourism Association's objective to create and maintain awareness of the **Baffin** as a vacation destination and to increase visitations, magazines have been selected as the most effective medium to reach the target audience.

The target audience for Outdoors/Adventure/Culture and Touring are heavy magazine readers according to SMRB (See Exhibit I). In addition those people who have the potential to travel to Canada are also heavy magazine readers. Therefore magazines are recommended as the key vehicle to reach this audience.

Travel magazines in particular have a favorable editorial environment and according to the U.S. Pleasure Travel Study are important sources of information when planning for travel (See Exhibit II).

Magazines with a very defined audience allow **Baffin** Tourism Association to reach their desired target audience with little or no wastage in circulation.

Due to budget limitations a series of 1/6 page black and white advertisements are recommended. Research has shown that potential travelers have a great need for specific information on accommodation and tours. Therefore to provide added impact we are recommending that **BTA's** advertisements be scheduled in the same U.S. **magazines as TravelArctic advertising** campaign which will create the image/awareness of the **Baffin** region.

To effectively reach the primary target audience the **Baffin** message will be scheduled in the following publications.

U.S. (4)

Travel & Leisure  
(Eastern Ed. )  
Smithsonian  
Natural History  
Audubon World

CANADIAN (7)

Canadian  
Canadian Geographic  
Equinox (Ont. Ed. )  
Discovery  
Up Here  
Destinations  
Explorer's Guide

The magazines selected will reach a broad target group which includes the "**Yuppies** and the Mature Market".

Sportsfishing publications have not been included as it is felt Travel-Arctic's campaign in Fly Fisherman, Natural History, In-Fisherman and Angling Adventure will be listing **Baffin** region operators.

Newspapers were reviewed, but due to budget constraints, were not recommended. We would recommend, however, that a **Co-op** arrangement be considered with First Air for the Boston and New York newspapers.

EXHIBIT I (Cont'd)

Print Usage - Travelers to Canada

|  | <u>Total</u>  | <u>Travelled to Canada in</u><br><u>The Last 3 Years</u> |              |            | <u>Index</u> |
|--|---------------|--|--------------|------------|--------------|
|  |               | <u>U.S.</u><br>(000)                                     | <u>(000)</u> | <u>V%</u>  |              |
| TOTAL ADULTS                           | 169,460       | 6,731  | 100.0        | 4.0        | 100          |
| <b><u>MAGAZINES</u></b>                |               |  |              |            |              |
| Quintile 1                             | 31,709        | 1,644  | 24.4         | <b>5.2</b> | 131          |
| Quintile 2                             | 36,823        | 1,599  | 23.8         | <b>4.3</b> | 109          |
| Quintile 3                             | 29,136        | 1,235  | 18.3         | 4.2        | 107          |
| Quintile 4                             | 35,659        | 1,400  | 20.8         | 3.9        | 99           |
| Quintile 5                             | 36,133        | 853  | 12.7         | 2.4        | 59           |
| <b><u>NEWSPAPER</u></b>                |               |  |              |            |              |
| Quintile 1                             | <b>32,367</b> | <b>1,745</b>   | 25.9         | 5.4        | 136          |
| Quintile 2                             | 45,475        | 1,918  | 28.5         | 4.2        | 106          |
| Quintile 3                             | 24,126        | 859  | 12.8         | 3.6        | 90           |
| Quintile 4                             | 35,013        | 1,410  | 20.9         | 4.0        | 101          |
| Quintile 5                             | 32,480        | 799  | 11.9         | 2.5        | 62           |
| <b><u>DAILY NEWSPAPER</u></b>          |               |  |              |            |              |
| Read Any                               | 108,812       | 4,725  | 70.2         | 4.3        | 109          |
| Read One                               | 84,651        | 3,413  | 50.7         | 4.0        | 102          |
| Read Two+                              | 24,161        | 1,311  | 19.5         | 5.4        | 137          |
| <b><u>WEEKEND/SUNDAY NEWSPAPER</u></b> |               |  |              |            |              |
| Read Any                               | 110,255       | 4,916  | 73.0         | 4.5        | 112          |
| Read One                               | 96,020        | 4,147  | 61.6         | 4.3        | 109          |
| Read Two                               | 14,235        | 769  | 11.4         | 5.4        | 136          |

Source: 1986 SMRB-Travel

Read as follows: V% is the magazine reader as a percent of the total adult population who travelled to Canada in past three years.

H% is the magazine reader as a percent of the total U.S. adult population.