



Arctic Development  
Library

***Pangnirtung Community Tourism Study -  
Technical Report***

***Type of Study: Plans/strategies***

***Date of Report: 1982***

***Author: Marshall Macklin Monaghan***

***Catalogue Number: 11-32-52***

11-32-52

**PANGNIRTUNG COMMUNITY**

**TOURISM STUDY**

**Prepared for:**

**Government of the Northwest Territories**

**Prepared by:**

**Marshall Macklin Monaghan Limited**

**275 Duncan Mill Road**

**Don Mills, Ontario**

**M3B 2Y1**

**December 1981.**

## **ACKNOWLEDGEMENT**

**THIS STUDY WAS FUNDED BY THE GOVERNMENT OF THE NORTHWEST TERRITORIES IN CO-OPERATION WITH FUNDING PROVIDED BY THE CANADA - NORTHWEST GENERAL DEVELOPMENT AGREEMENT.**

**THE CONSULTANTS ACKNOWLEDGE WITH GRATITUDE THE ASSISTANCE AND CO-OPERATION RECEIVED FROM THE NUMEROUS GOVERNMENT AND PRIVATE AGENCIES AND INDIVIDUALS DURING THE PREPARATION OF THIS REPORT.**

**WE PARTICULARLY APPRECIATE THE ON-GOING DIRECTION PROVIDED BY MR. A. VAUGHAN, HEAD, PROGRAM DEVELOPMENT, TOURISM AND PARKS IN YELLOWKNIFE, MS. K. TRUMPER, AREA ECONOMIC DEVELOPMENT OFFICER IN PANGNIRTUNG AND MR. P. WELSMAN, BUSINESS DEVELOPMENT SUPERVISOR, FROBISHER BAY.**

**THE RESPONSIBILITY FOR THE REPORT AS WRITTEN AND ALL CONCLUSIONS REACHED HEREIN, IS THE CONSULTANTS ALONE AND DO NOT NECESSARILY REFLECT THE OPINION OF THOSE WHO ASSISTED DURING THE COURSE OF THIS INVESTIGATION OR THE FEDERAL AND TERRITORIAL GOVERNMENTS WHO FUNDED THE STUDY.**

## TABLE OF CONTENTS

Page

### ACKNOWLEDGEMENTS

<b>1.0 INTRODUCTION</b>	<b>1</b>
1.1 Background to the Study	1
1.2 Study Objectives	2
1.3 Study Approach	3
1.4 Regional Setting	6
1.5 The Community	7
<b>2.0 ANALYSIS OF TOURISM OPPORTUNITIES     AND CONSTRAINTS</b>	<b>11</b>
2.1 Introduction	11
2.2 Definition of Learn/Observe/Experience Tourism	11
2.3 Approach to the Resource Inventory	12
2.4 Resources of the Land	13
2.4.1 Climate	15
2.4.2 Topography /Physiography	24
2.4.3 Wildlife Resources	26
2.4.4 Vegetation	32
2.5 Resources of the People	33
2.5.1 Historical/Archaeological Resources	33
2.5.2 Land Use	37
2.5.3 Contemporary Community Resources	39
2.6 Implications for Tourism	40
2.7 Tourism Infrastructure	45
2.7.1 Historical Development of Tourism	45
2.7.2 Existing Tourism Infrastructure	46
2.7.3 Existing Community Infrastructure	51

## TABLE OF CONTENTS CONTINUED

	<u>Page</u>
<b>2.8 Community By-laws and Territorial Ordinances</b>	<b>54</b>
2.8.1 Territorial Ordinances	54
2.8.2 Community By-laws	56
<b>2.9 Implications for Tourism</b>	<b>57</b>
<b>2.10 Learn/Observe/Experience Resource Opportunities</b>	<b>59</b>
2.10.1 implications	61
<b>3.0 RESIDENT VIEWS TOWARDS TOURISM</b>	<b>65</b>
<b>4.0 MARKET ANALYSIS AND IMPLICATIONS</b>	<b>71</b>
<b>4.1 Approach</b>	<b>71</b>
4.1.1 Pagnirtung Visitor Survey	71
4.1.2 Pagnirtung Market Survey of Special Interest Groups	82
4.1.3 Pagnirtung Survey of Tour Wholesalers	83
4.1.4 Interview of Tour Operators	84
<b>4.2 Historical Visitation Patterns</b>	<b>84</b>
<b>4.3 Market Groups and Visitor Characteristics</b>	<b>89</b>
<b>4.4 Expectations and Requirements of Potential         Market Segments</b>	<b>91</b>
<b>4.5 Future Societal and Leisure Trends and Their         Implications for Tourism Travel to the Arctic</b>	<b>92</b>
4.5.1 Values and Lifestyles	92
4.5.2 Demographic Trends and Economic Prospects	93
4.5.3 Energy Costs and Availability	95
4.5.4 Implications for the Tourism Industry	95
<b>4.6 Implications for Tourism Development</b>	<b>98</b>

## TABLE OF CONTENTS CONTINUED

	<u>Page</u>
<b>5.0 COMMUNITY TOURISM DEVELOPMENT STRATEGY</b>	<b>100</b>
<b>5.1 Introduction</b>	<b>100</b>
<b>5.2 Definition of a Tourism Development Strategy</b>	<b>100</b>
<b>5.3 Framework for the Preparation of a Tourism Development Strategy</b>	<b>101</b>
<b>5.4 Community Tourism Development Strategy Alternatives</b>	<b>102</b>
<b>5.4.1 Approach to Alternatives Formulation</b>	<b>102</b>
<b>5.4.2 Selected Strategy Alternatives and Development Intent</b>	<b>103</b>
<b>5.5 Evaluation of Selected Strategy Alternatives</b>	<b>115</b>
<b>5.5.1 Introduction</b>	<b>115</b>
<b>5.5.2 Criteria for Strategy Alternatives Evaluation</b>	<b>115</b>
<b>5.5.3 Evaluation Results and Highlights</b>	<b>125</b>
<b>5.5.4 Recommended Community Tourism Development Strategy</b>	<b>136</b>
<b>6.0 PROGRAM IMPLEMENTATION</b>	<b>140</b>
<b>6.1 Introduction</b>	<b>140</b>
<b>6.2 Recommended Tourism Development Strategy</b>	<b>140</b>
<b>6.2.1 Community Response to Strategy Development</b>	<b>142</b>
<b>6.3 Conceptual Plan for Tourism Development</b>	<b>144</b>
<b>6.3.1 Purpose of the Plan</b>	<b>144</b>
<b>6.3.2 Future Visitation to Pangnirtung</b>	<b>144</b>
<b>6.3.3 Tourism Development Opportunities</b>	<b>147</b>
<b>6.3.4 Implementation Timeframe and Priorities</b>	<b>151</b>
<b>6.3.5 Marketing Program</b>	<b>153</b>
<b>6.3.6 The Community Tourist Board</b>	<b>154</b>
<b>6.3.7 Training Programs</b>	<b>159</b>
<b>6.3.8 Implementation Funding</b>	<b>164</b>
<b>6.3.9 Auyuittuq National Park</b>	<b>168</b>
<b>6.3.10 Long Liner Tour</b>	<b>171</b>

**TABLE OF CONTENTS (continued)**

	<b><u>Page</u></b>
<b>7.0 PROGRAM EVALUATION AND ASSESSMENT</b>	<b>172</b>
<b>7.1 Purpose</b>	<b>172</b>
<b>7.2 Impact on Natural and Cultural Resources</b>	<b>172</b>
<b>7.3 Social Development Opportunities and Conflicts</b>	<b>173</b>
<b>7.4 Financial Assessment</b>	<b>176</b>
<b>7.4.1 Projected Gross Visitor Expenditures</b>	<b>176</b>
<b>7.4.2 Pre-Feasibility Assessment</b>	<b>179</b>
<b>7.5 Consultants Assessment of the Planning Process</b>	<b>187</b>

## APPENDICES

- I Relevant Legislation
- II Descriptive Tables; Resources of the Land and Resources of "the People"
- III Tourism Activities
- IV Pangnirtung Visitor and Market Surveys
- V Pangnirtung Visitor Survey
- VI Community Newsletter
- VII Federal/Territorial Sponsored Assistance Programs



LIST OF TABLES

<u>Table No</u>		<u>Page</u>
1	Climatic Data: Temperature ("F)	18
2	Climatic Data: Precipitation (inches)	20
3	Estimated Mean Number of Days with Fog	22
4	Estimated Average Dates of Break-Up and Freeze-Up	23
5	Registered Visitor Attendance in Auyuittuq National Park, 1980	85
6	Registered Visitor Attendance in Auyuittuq National Park, 1979	86
7	Registered Visitor Attendance in Auyuittuq National Park, 1978	86
8	Registered Visitor Attendance in Auyuittuq National Park, 1977	87
9	Summary of Auyuittuq National Park - Length of Stay and Visitor Use	87
10	Summary of First Air Passengers to Pangnirtung, 1980/81	88
11	Summary of Development Opportunities	149
12	Summary of Costs and Timing for Recommended Training Program	165
13	Summary of Funding Programs for identified Development Opportunities	166
14	Summary of Five Year Capital and Operating Funding Assistance for the Department of Economic Development and Tourism	169
15	Summary of Five Year Operating Cost: Community Tourist Board	170
16	Summary of Employment Opportunities Created in Pangnirtung over a Five-year Period	175
17	Project Gross Visitor Expenditures: Tour Groups Only	180
18	Preliminary Financial Assessment Typical Hotel Development, Pangnirtung	182
19	Preliminary Financial Assessment Typical Outfitters Operation	185

## LIST OF FIGURES

<u>Figure No.</u>		<u>Page/ Following Page</u>
1	Framework For The Preparation Of A Community Tourism Development Strategy	4
2	Wind Direction Frequencies (%) for All Speeds and All Weather Conditions	21
3	Evaluation Matrix of Learn/Observe/Experience Resource Opportunities; Open Water Season	61
4	Evaluation Matrix of Learn/Observe/Experience Resource Opportunities; Freeze-Up/Break-Up Period	61
5	Evaluation Matrix of Learn/Observe/Experience Resource Opportunities; Frozen Season	61
6	Implementation Program Schedule of Activities	152

LIST OF DRAWINGS

<u>Drawing No.</u>		<u>Page</u>
1	Resources of the Land	14
2	Resources of the People	34
3	Implementation Program: Development Opportunities	
4	Implementation Program: Development Opportunities	
5	Implementation Program: Development Opportunities	
6	Implementation Program: Development Opportunities	
7	Implementation Program: Development Opportunities	
8	Implementation Program: Development Opportunities	

LIST OF TABLES

<u>Table No</u>		<u>Page</u>
1	Climatic Data: Temperature ("F)	18
2	Climatic Data: Precipitation (inches)	20
3	Estimated Mean Number of Days with Fog	22
4	Estimated Average Dates of Break-Up and Freeze-Up	23
5	Registered Visitor Attendance in Auyuittuq National Park, 1980	85
6	Registered Visitor Attendance in Auyuittuq National Park, 1979	86
7	Registered Visitor Attendance in Auyuittuq National Park, 1978	86
8	Registered Visitor Attendance in Auyuittuq National Park, 1977	87
9	Summary of Auyuittuq National Park - Length of Stay and Visitor Use	87
10	Summary of First Air Passengers to Pangnirtung, 1980/81	88
11	Summary of Development Opportunities	149
12	Summary of Costs and Timing for Recommended Training Program	165
13	Summary of Funding Programs for Identified Development Opportunities	166
74	Summary of Five Year Capital and Operating Funding Assistance for the Department of Economic Development and Tourism	169
15	Summary of Five Year Operating Cost: Community Tourist Board	170
16	Summary of Employment Opportunities Created in Pangnirtung over a Five-year Period	175
17	Project Gross Visitor Expenditures: Tour Groups Only	180
18	Preliminary Financial Assessment Typical Hotel Development, Pangnirtung	182
19	Preliminary Financial Assessment Typical Outfitters Operation	185

## 1.0 INTRODUCTION

### 1.1 Background to the Study

The Pagnirtung Community Tourism Study was initiated as a pilot project to determine whether community based tourism could help in strengthening and diversifying the local economy. Additionally, as a pilot project, this study is expected to provide a methodology which can be utilized to study the feasibility of community based tourism industries in other communities throughout the Northwest Territories. From an analysis of the study results it should be possible to identify the most appropriate approach for encouraging and developing a community based tourism industry. It is felt that there is significant potential for developing community based tourism as a means of diversifying local economies of certain northern communities.

Community based tourism is a term which describes a tourism industry focused on a specific community, with tourism opportunities and infrastructure centred in and around the community. The intent of a community based tourism industry would be to focus the economic benefits and opportunities from tourism into the community rather than the region as a whole. With the relative isolation of communities in the north, this type of nodal tourism development is felt to be the most appropriate.

At present there is an expanding tourist industry in the community of Pagnirtung which has scheduled air access from Frobisher Bay. The major attractions at present are Auyuittuq National Park, two locally run fishing camps and the community itself. The tourism services infrastructure is relatively undeveloped with only one hotel and restaurant and one coffee shop in the community. Economic benefits of the tourist trade to the community itself are limited due to the nature of the existing attractions, market draw and possibly in part due to the undeveloped tourist service infrastructure.

To most of the community residents, tourism and its implications are just a vague concept. Thus it is the intent of this study to evaluate the feasibility of expanding and developing the tourism industry in Pangnirtung, and at the same time to educate the local residents as to the opportunities, benefits, costs and constraints of a tourism industry.

## 1.2 Study Objectives

The major intent of the study is to produce a conceptual development plan for the community of Pangnirtung and area which minimizes infrastructure requirements, strengthens local business and creates job opportunities for community residents. The major direction of the study is to be provided by the identification of 'learn/observe/experience' tourism opportunities. A further intent of the project is to demonstrate and generally evaluate the planning process as a pilot study for the planning of community based tourism in other northern communities.

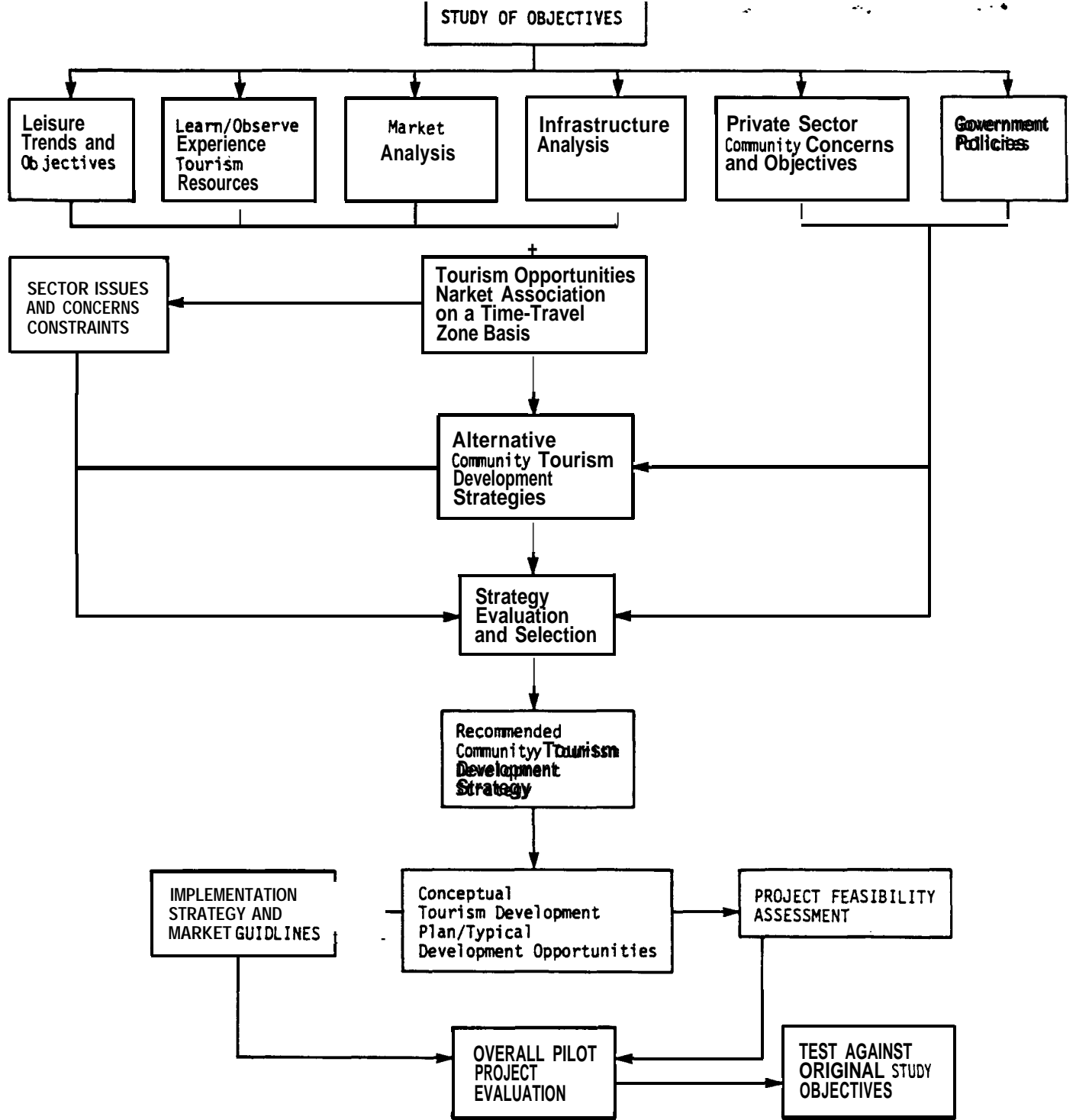
More specifically, the study will identify potential tourism development opportunities after an analysis of the natural, human, physical and historic/archaeologic resources of the area. Following this, potential market segments and their order of magnitude, and needs and expectations will be identified in order to determine target markets. Once the inventory and analysis phase is completed the study will assess the need for new tourism program initiatives and will clarify the requirements for revisions to existing ordinances and programs if the latter is required. In order to minimize potential conflicts with community residents, the development plan will identify conflicts, problems and social issues which might be associated with a tourism industry.

**Study Approach** (Refer to Figure 1)

The initial stage of the study approach is to identify and prioritize “learn/observe/experience” tourism opportunities in and around the community. The intent of this stage of the study approach is to develop a comprehensive inventory for all seasons of opportunities with particular emphasis on “learn/observe/experience” opportunities. The method being utilized to carry out the inventory began with the identification and description of resources on maps, by community residents through personal interviews and group meetings. These resources were field checked, where possible, in their appropriate seasons. The field program was conducted throughout the duration of the study. In addition to the inventory of tourism opportunities, an inventory and analysis of existing tourism services infrastructure was carried out in order to define inadequacies, constraints and opportunities.

The study approach recognizes the necessity for maximum community interface and participation in order that the final plan reflects the communities’ aspirations and also that the study process be educational for the community at large to help create a greater awareness of tourism. Thus an integral part of the study approach is the community involvement and educational process. Community involvement began with various community association meetings. During the community visit in March, an open office was held in addition to the individual association meetings. This enabled community residents the opportunity to discuss the project and make available their local knowledge as well as concerns on an informal basis.

In order to provide community input and to facilitate community awareness of the study progression, a special Sub Committee of Council was formed. This Sub-Committee met with the study team during each community visit. They were provided with several



FRAMEWORK FOR THE PREPARATION OF A COMMUNITY TOURISM DEVELOPMENT STRATEGY  
 FIGURE I



interim reports, which informed them as to the progress and preliminary findings of the study. Each time they were asked to review the interim report and provide their own comments. These interim reports were also be reviewed by the Client.

In addition to the interim reports to the Sub Committee, the community was directly notified of the study and its progress by the distribution of summary newsletters which were distributed to each house during each community visit.

In order to help develop a beneficial working rapport with the community of Pangnirtung, as much time as possible was spent working in the community and local Hunters and Trappers Association members were utilized, where possible, to assist in specific aspects of the inventory stage.

Following the inventory and analysis of resources, an assessment of market requirements and expectations was undertaken through the use of secondary source materials and through the administration of three separate questionnaires.

- i) The Pangnirtung Visitor Survey has been designed to provide a profile of existing travelers to Pangnirtung and the surrounding area and is being administered through First Air on all flights leaving Pangnirtung up until October.
- ii) The Market Survey of Special Interest Groups has been designed to provide a profile of potential specialty market segments and their travel preferences. This survey was administered to a select number of special interest groups.
- iii) The Market Survey of Tour Wholesalers was directed to tour wholesalers and operators who are presently taking trips to Pangnirtung or who might be interested in Pangnirtung as a destination. An additional telephone interview was conducted

with tour operators presently traveling to Pangnirtung to develop an understanding and impression of existing market groups.

An additional part of the market phase was an analysis of leisure trends and their influence on northern tourism.

Following the completion of the market and resource phases a number of tourism strategy alternatives were developed and a particular strategy and associated implications was recommended.

Based on the approved tourism development strategy selected by the representatives of Pangnirtung, a detailed conceptual development plan was developed. This plan specifically detailed facility requirements and locations and associated infrastructure requirements based upon the approved tourism development strategy.

The next stage of the study approach was to provide a description of program and marketing guidelines required to implement the Conceptual Development Plan. Concurrent with this stage, a project feasibility assessment was undertaken to define the preliminary feasibility of implementing typical components of the Plan.

The final stage of the work program will provide, on the basis of the conceptual development plan, a general indication of anticipated environmental, economic and social costs and/or benefits. A further intent of this stage is to assess the study process and its limitations as well as merits to other Arctic communities.

#### 1.4 Regional Setting

The Hamlet of Pangnirtung is located in southeastern Baffin Island just off Cumberland Sound, approximately 250 air miles north of Frobisher Bay. Cumberland Sound is the largest inlet on the

east coast of Baffin Island, averaging 50 miles in width and 140 miles in length. The community is located on the southeast side of Pangnirtung fjord, a typical U-shaped glacial valley which extends approximately 30 miles in a northeast direction from Cumberland Sound, averaging approximately 1.5 miles in width.

The entranceway to Auyuittuq National Park is located at the end of Pangnirtung fjord, approximately 18 miles northeast of the community. Just north of this point, the Arctic Circle *crosses* Baffin Island.

Due to a major centralization in Pangnirtung of the Inuits of Cumberland Sound, there are only three remaining population centres in the Cumberland Sound area. In 1973, Pangnirtung had a total population of 717 (937 in 1977), while Kipisa and Opingivik, located in southeast Cumberland Sound, the only twp remaining outpost camp, has a total population of 28 - 40. Several major events led to a migration from the numerous outpost camps around the Sound to Pangnirtung in 1961-62. First of all, in 1961-62, a dog epidemic killed off most of the dog population leaving most of the Inuit without dog teams and consequently without winter transportation. Several other factors included a new school and health care being provided in Pangnirtung and the arrival of the first snowmobile.

## 1.5 The Community

Pangnirtung is located on a relatively level area, which consists of the remains of a tidal beach, lateral moraine and an old river delta resulting from the Duval River, on the southeastern side of Pangnirtung fjord. The glaciers, which formed the U-shaped fjord valley, carved steep valley walls in the Precambrian shield granites and gneisses. Some of the mountains bordering the fjord extend as high as 6,000 feet. Lateral moraines which were left behind by the glaciers, acting in combination with materials formed

from alpine glaciers and mass wasting processes, have been re-worked and redistributed along the shores of the fjord to create extensive foreshore flats. At certain locations these foreshore flats extend out as far as 400 feet.

The community itself is divided in half by the airstrip which runs parallel to the fjord through the middle of the community.

On April 1, 1973, Pangnirtung was incorporated as a Hamlet. Prior to that date the community had been functioning under settlement status. As a hamlet the community would have more independence from government control and greater resident participation in local affairs.

The hierarchy of the hamlet municipal government is as follows:

Hamlet council has the overall authority in the community for enacting decisions and policies for the hamlets operation, preparing the budget, Territorial Government liaison and for overseeing the operation of the community in terms of municipal and community services, community affairs and planning and licensing. The Hamlet Council consists of eight elected members with a mayor, deputy mayor and 6 councilors. Presently all eight members are Inuit.

Secretary Manager (reports to Council) is responsible for hiring and directing staff, advising Council on hamlet operations, carrying out decisions of Council, operational decisions on a daily basis and administration of hamlet records and accounts.

Committees of Council (report directly to Council) are responsible for different areas such as health and welfare, finance, water and sanitation, road and airstrip maintenance and town planning.

- . **Assistant Secretary Manager (reports to the Secretary Manager) is responsible for secretarial duties and translation services.**
- . **Hamlet Foreman (reports to Secretary Manager) is responsible for directing and supervising public works.**

**Revenue for the Hamlet comes from contributions and grants from the Department of Local Government and from money raised locally from municipal service charges, equipment rental, fees and licences, recreation programs and construction contracts.**

**The Hamlet, in turn, is responsible for employee salaries and benefits and the operation and maintenance of all hamlet buildings and equipment. Program responsibilities for the Hamlet of Pangnirtung include General Government Services, Protective Services, Transport Services, Environmental Health, the Airport and Community Recreation.**

**The 1977 population in Pangnirtung of 937 was comprised of 89% Inuit and 11% non Inuit. In 1972-73, according to a study entitled "The Creation of a Dependant People" by Robert Mayes, primary production (hunting) accounted for approximately 18% of earned income in the community. Secondary production (handicrafts) accounted for 15.7% and the tertiary sector (wage employment) accounted for 66.3%.**

**Community services include R. C.M. P. , local radio, T.V. , a cottage hospital, an oil fired electrical generating plant, a water reservoir, a Hudsons Bay store, a Community Co-op store, a school, a volunteer fire department, taxi service, coffee shop, a hotel, scheduled air services and annual sea lift services.**

**An integral part of the social structure in any northern Inuit community are the community groups. The following are examples of several of the more active associations in Pangnirtung:**

- . **Hunters and Trappers Association**
- . **Land Claims Committee**
- . **Alcohol Committee**
- . **Anglican Womens Group**
- . **Saipalaseequtt (Museum Society)**
- . **Weave Shop Women**
- . **Misuvik Sewing Centre Women**
- . **as well as a variety of on-going committees such as the Recreation Committee, Social Assistance/Juvenile Committee, etc.**

## **2.0 ANALYSIS OF TOURISM OPPORTUNITIES AND CONSTRAINTS**

### **2.1 Introduction**

Due to the isolated nature of northern communities, there is a significant potential for developing community-based tourism in the “far north”. With its unique natural resources and culture, the Arctic has potential for a variety of specialty tourism opportunities. The following chapter identifies possible community based tourism opportunities in Pangnirtung through consideration of the land, and people and their culture. Further, the chapter identifies all natural and physical constraints in utilizing these opportunities and provides an assessment of the community’s ability to deliver the necessary tourism services related to the identified opportunities.

The chapter contains a description of the inventory approach and methodology, an inventory and descriptive summary of the potential natural and historic/cultural tourism resources, and their implications. A summary of the existing tourism infrastructure (physical resources) and a summary of governmental controls and their implications on tourism development is also provided.

### **2.2 Definition of Learn/Observe/ Experience Tourism**

A major objective of the study is to identify “learn/observe/experience” tourism opportunities and associated activities. It is not the intent of the study to exclusively study this particular type of tourism but it is felt that “ learn/observe/experience” tourism has considerable appeal in Arctic regions and thus provides the major direction to the study.

“ Learn/observe/experience” tourism reflects non-consumptive tourism activities that provide an interpretive learning type experience. This type of tourism experience would seem to be suited to the

Arctic where the tourism experience can be effectively centred in communities, thus minimizing infrastructural /service requirements and ensuring maximum economic benefits to the community residents.

A sensitive and remote environment such as that found in the Cumberland Sound area requires that certain tourist attractions and activities be closely monitored and controlled in order to avoid permanent negative impacts on natural and cultural/historical resources and to prevent potential tourist mishaps. Non consumptive interpretive and viewing activities are much easier to control than consumptive activities such as hunting. Furthermore, due to the fishing and hunting based economy of the Cumberland Sound Inuit, serious conflicts can arise when tourists begin to compete for a limited biological resource or interfere with traditional Inuit land use.

This chapter, then, is concerned with the identification of tourism opportunities with a intent to provide a “learn/observe/experience” tourism base.

### 2.3 Approach to the Resource Inventory

The intent of the resource inventory is to develop a comprehensive inventory for all seasons of tourism opportunities and associated activities with particular emphasis on “learn/observe/experience” tourism opportunities. The format used to undertake the inventory utilized two maps to record the resources of the land and people. Community residents were encouraged to attend an open office where they could identify categorized biophysical and cultural/historical resources with colour coded map pins. Each identified resource was then keyed to a chart which covered a description of the resource, methods of access and traveling times to the resource and other pertinent information.



An important aspect of the resource inventory is the fact that biophysical and cultural/historical resources that are constraints to tourism development are identified on these two maps along with the potential tourism resource opportunities.

In conjunction with the open house office sessions, the consultants arranged and conducted meetings with numerous community groups such as H. T. A., Saipalaseequtt and others who also assisted in identifying resources of the land and people.

In addition to the biophysical and cultural/historical resource inventory, and inventory of physical resources (tourism infrastructure) was undertaken.

A field program was initiated which allowed the consultants to field check the identified resources through all four seasons. This helped facilitate an assessment of the tourism opportunities in order to refine the range of opportunities and prioritize them in terms of their future potential.

#### 2.4 Resources of the Land

Resources of the land, or biophysical resources, refer to those parts of the landscape existing as a result of natural processes and include topographic-geologic features, climate, vegetation, and fish and wildlife resources.

The distinct combinations of unique landforms, water features, climate and vegetation found in the Cumberland Sound area provide visual diversity and numerous opportunities for, as well as certain constraints to, tourism development and recreational use.

The following section is divided into four parts covering climate, topography /physiography, wildlife resources and vegetation. Drawing #1 provides the inventory of Resources of the Land in the Pangnirtung area (also see Appendix I I).



**Legend**

- Land Animals**
- Falcon
  - Canada Goose
  - Polar Bear
  - Caribou

- Marine Animals**
- Whale
  - Eider Duck
  - Murre
  - Seagull
  - Seal

- Commercial Hunting, Trapping and Fishing**
- Wadlus
  - Inuit Fishing
  - Potential Fishing
  - Arctic Fox

**Resources of the Land**

- Potential Tourist Fishing Area
- Interesting and Unusual Landforms

*ᐱᐅᐅᐅᐅᐅᐅᐅᐅ* *ᐱᐅᐅᐅᐅᐅᐅᐅᐅᐅ*  
**Pangnitung Tourism Study**  
  
 SCALE IN MI IN KM  
  
  
**Marshall Macklin Monaghan Limited**

#### 2.4.1 Climate

Generally the dominant climatic controls in the Arctic are:

- i) insolation (heat energy from the sun);
- ii) the distribution of land, water and ice;
- iii) location of low and high pressure areas and storm tracks.

Because of the tilt of the earth's axis of rotation from the vertical and its annual revolution around the sun, the daylight hours in Pangnirtung change drastically from summer to winter. For approximately one and one-half months in the winter Pangnirtung experiences less than three hours of daylight and in the summer there is a period in June when Pangnirtung experiences close to 24 hours of daylight. This, in turn, has a great effect on the warming and cooling of the land surface. Furthermore, the oblique rays of the sun in the Arctic for most of the year decrease the heat energy reaching the surface due to the larger dissemination of the rays.

The second major factor is the distribution of land, water and ice which has a great effect on the climatic regimes due to the moderating effects of open water. Open water conditions in the summer tend to have a cooling effect on Pangnirtung's climate. Where open water exists in the winter months, there is a reverse moderating trend whereby temperatures are raised slightly. Even in areas where the water mass is frozen in the winter as in Pangnirtung fjord and Cumberland Sound, there is still a significant moderating effect.

The third major influencing factor is a polar high pressure area that exists almost year round over the Greenland Ice Cap and during most of the year over the Polar Basin. In conjunction with this high pressure area, there is frequently a nearly stationary

low pressure area to the south of Greenland. The winds that flow down the western side of this cyclone bring cold northern air to Baffin Island in the winter months. The spring months of March, April and May are characterized by frequent anticyclones accompanied by clear skies. With the onset of summer in June cyclonic activity is renewed with periods of thick cloud and some precipitation. Winter conditions set in again after a short fall period in September.

The following analysis of the climatic regime of Pangnirtung has been undertaken according to the climatic limitation and opportunities presented for outdoor activity and transportation.

Possibly the most critical factor affecting outdoor activity in the Arctic is the length of daylight or activity day. As defined in the "Climatic Classification of the N.W.T. for Recreation and Tourism" by R.B.Crowe, an activity day is equal to the number of hours the sun is above the horizon plus the civil twilight. Civil twilight is defined as the beginning or ending of the day when the sun is as much as 6° below the horizon. This limit of 6° below the horizon determines the amount of light required for normal outdoor activity.

After the autumnal equinox, about September 20, the length of daylight begins to decrease relatively fast in Pangnirtung. From late November to mid-January, Pangnirtung experiences less than 6 hours of activity day with the shortest day occurring on the winter solstice, December 22 (very close to 24 hours of darkness). There is no time though, when the sun is below the horizon for more than 24 hours. Only those points north of the Arctic circle experience more than 24 hours of darkness. Following the winter solstice, the days begin to lengthen until the vernal equinox, occurring around March 21, when there are 12 hours of daylight. The longest day occurs on the summer solstice which usually falls around June 21 (very close to 24 hours of sunlight). As with the

polar night, there is no time at Pangnirtung during which the sun is above the horizon for more than 24 hours. Points north of the Arctic circle experience more than 24 hours of sunlight on June 21.

The next most critical factor affecting outdoor activity and travel in Pangnirtung is temperature and wind chill factors. Generally the daily temperatures in Pangnirtung fall between a yearly range of  $-17^{\circ}$  F to  $46^{\circ}$  F (refer to Table 1). Although the mountains on Cumberland Peninsula protect Pangnirtung from the marine influences of the open water in Davis Strait, there is still a considerable marine influence in the summer months when Cumberland Sound and Pangnirtung fjords are open. The highest mean daily temperatures are recorded in July and August ( $46^{\circ}$  F and  $45^{\circ}$  F respectively). In the winter months, when the moderating effect of the frozen water is not as great, the mean daily temperatures go down as low as  $-16^{\circ}$  F and  $-17^{\circ}$  F in January and February respectively. It is important to note that the coldest months generally correspond with the months with short activity days although the month of March, with its relatively long days, can still be very cold. An important consideration in determining outdoor activity comfort is the wind chill factor. The wind chill factor can be computed by formulae which take temperature and wind speeds and transpose them into a temperature equivalent. Unfortunately wind speed data is not easily available for Pangnirtung to enable the estimation of wind chill factors.

Precipitation is a further factor which must be considered as a potential constraint or opportunity to outdoor activities and travel. Annual precipitation in Pangnirtung is quite low with a mean annual total of 15.55 inches (water equivalent). The month which normally experiences the most rainfall is August, with an average of 2.49 inches and an average of 11 days with rain. The driest months are normally the months of February, March and May. Rain can occur in the winter months during periods of unusually high temperatures, but is an exception rather than the rule.

**TABLE 1**

**PANGNIRTUNG, N.W.T.**  
**CLIMATIC DATA: TEMPERATURE ("F)**  
**(1925-1926, 1930-1940, Breaks in Record)**

<u>Month</u>	<u>Mean Daily</u>	<u>Mean of Daily</u>		<u>Highest Recorded</u>	<u>Lowest Recorded</u>
		<u>Maximum</u>	<u>Minimum</u>		
January	-16	- 9	-22	48	-46
February	-17	-10	-23	38	-46
March	- 7	2	-15	43	-45
April	10	18	1	52	-32
May	26	33	19	59	-15
June	38	43	32	69	21
July	46	52	40	80	30
August	45	50	40	67	31
September	37	42	33	62	12
October	25	30	20	56	1
November	12	17	6	52	-22
December	- 7	- 1	-13	54	-42
<hr/>					
Year	16	22	10	80	-46
<hr/>					

Source: Environment Canada; Atmospheric Environment Service Climatic Analysis for Pangnirtung, N.W.T., Unpublished Report.

During the winter months most of the snow falls in October and November. Average annual snowfall is 87 inches. Snow can and does normally occur in every month of the year.

With the cold temperatures in the winter months, the snow remains very dry and subject to drifting. As a result, a lot of windward ridges are subject to wind scour creating constraints to normal methods of winter surface travel in these areas.

The prevailing winds, as indicated on Figure 2, for the Pangnirtung area are predominantly southwest in the summer and northeast in the winter. These prevailing wind directions are caused by the general northeast-southwest orientations of the Pangnirtung fjord which tends to funnel the winds. The orientation of the fjord in combination with the high steep walls can create dangerous wind conditions by creating a venturi-like affect. Hurricane force winds occur at certain times of the year, usually coming out of the northeast. These winds, which can attain speeds of up to 100 mph, can occur almost instantaneously. Sometimes these winds are katabatic in origin and at other times they can be caused by tight pressure gradients associated with intense storms over Foxe Basin. The katabatic winds, which originate on the Penny Ice Cap north of the fjord, usually dissipate by the time they reach Cumberland Sound.

When winds occur across the fjord, which is fairly common in the summer months, severe turbulence can be created on the fjord if wind speeds are high enough. Water spouts and dangerous wave conditions can be created by these strong cross-winds. Severe turbulence above the surface caused by cross-winds can be constraining to air travel in the fjord, even when winds are reported to be light in the community.

A common micro climatic effect in the summer months of July and August is advection fog. This usually occurs when the prevailing southwest winds carry fog created by the cold open water on

Cumberland Sound up the fjord. Ice fog in the winter months is not very common in Pangnirtung due to the prevailing north-east winds which blow down the fjord and blow any fog formation towards the Sound.

**TABLE 2**

**PAN GNIRTUNG, N.W. T.**  
**CLIMATIC DATA - PRECIPITATION (INCHES)**  
**(1925-1926, 1930-1940, Breaks in Record)**

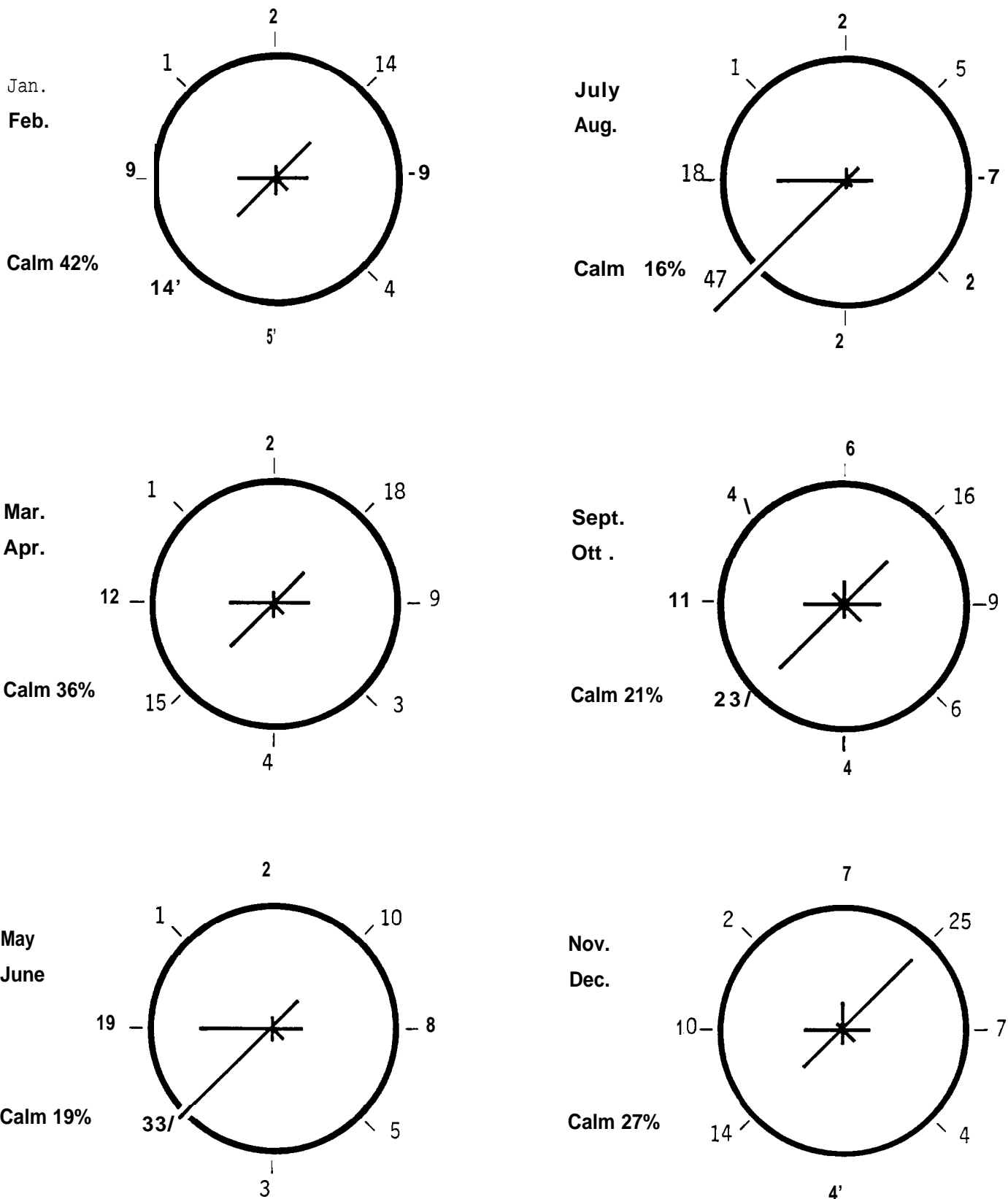
<u>Month</u>	<u>Rainfall</u>		<u>Snowfall</u>		<u>Total Precipitation (inches)</u>
	<u>Average Amount (inches)</u>	<u>Days</u>	<u>Average Amount (inches)</u>	<u>Days</u>	
January	0.01	<1	9.7	6	0.98
February	0.00	0	4.9	3	0.49
March	0.04	<1	7.8	4	0.82
April	0.04	<1	9.9	6	1.03
May	0.16	1	5.0	4	0.66
June	1.04	6	2.0	2	1.24
July	1.38	9	0.1	<1	1.39
August	2.49	11	0.1	<1	2.50
September	1.23	7	2.5	2	1.48
October	0.45	1	15.4	8	1.99
November	0.01	<1	19.5	8	1.96
December	0.00	0	10.1	5	1.01
<b>Totals</b>	<b>6.85</b>	<b>35</b>	<b>87.0</b>	<b>48</b>	<b>15.55</b>

Source: Environment Canada; Atmospheric Environment Service Climatic Analysis for Pangnirtung, N. W. T., Unpublished Report.



(1930-1942)

Wind Direction Frequencies (%) for  
All Speeds and All Weather Conditions



Source: Environment Canada; Atmospheric Environment Service. Climatic Analysis, N.W.  
Unpublished Report.

A critical factor which must be taken into consideration when considering air travel into Pangnirtung is the percentage frequency of below -V. F.R. weather (i. e., with a ceiling less than 1,000 ft. and/or visibility less than 3 miles). The advection fogs during the months of July and August would be the largest contributor to below - V. F. I?. weather in Pangnirtung. Below -V. F. R. weather in winter would normally be quite infrequent with occasional periods of blowing snow and the odd migratory storm. The months of October and November, with their relatively heavy snowfalls, would represent the worst months for flying in winter.

The following table provides an estimated number of days per month experiencing fog.

TABLE 3

ESTIMATED MEAN NUMBER OF DAYS WITH FOG

PANGNIRTUNG, N.W. T.

(a day with fog is one with the visibility less than 5/8 mile for any part of the day)

<u>Jan.</u>	<u>Feb.</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>
*	*	*	*	*	1	3	8	4	4	2	1

\* = less than 1

---

Source: Environment Canada; Atmospheric Environment Service, Climatic Analysis, Pangnirtung, N. W. T., Unpublished Report.

#### 2.4.1.2 Ice Conditions

The following table provides an indication of annual break-up and freeze-up dates for Pagnirtung and Cumberland Sound. It must be remembered that these are only estimated dates and actual freeze-up and break-up dates can vary considerably from year to year.

TABLE 4

ESTIMATED AVERAGE DATES OF BREAK-UP AND FREEZE-UP  
PAN GNIRTUNG, N.W. T.

	<u>Begin</u>	<u>Complete</u>
<b>Pagnirtung Fjord</b>		
Break-up	June 10	June 20
Freeze-up	Oct. 20	Nov. 15
<b>Head of Cumberland Sound</b>		
Break-up	June 20	July 15
Freeze-up	Nov. 1	Nov. 25

---

Source: Environment Canada; Atmospheric Environment Service. Climatic Analysis for Pagnirtung, N. W. T., Unpublished Report.

As can be seen from Table 4, the break-up and freeze-up occurs earlier in Pagnirtung fjord than in Cumberland Sound. It is not uncommon for the prevailing winds to bring ice pans back into the fjord from the Sound through the summer months restricting boat travel.

Due to tidal currents, certain areas around islands in Cumberland Sound remain ice free year round. The centre of the Sound is covered in the winter months by polar ice, ice pans and icebergs

which have come in with the currents. This ice mass is surrounded by land fast ice. These two ice bodies are usually separated by winds and currents up until January when the whole mass can freeze solid. When break-up does occur in the Sound, the outward movement of the Sound ice can be restricted by large ice flows and bergs moving in with the Canadian current from Davis Strait. Thus, ice conditions can be restricting to travel in the Sound and the fjord even through the summer months.

#### 2.4.2 Topography /Physiography

Cumberland Sound, which averages 50 miles in width and 140 miles in length, extends northwest from the Davis Strait. The entrance-way to the Sound is bounded on the north by Cape Mercy and on the south by Hall Island. The south coast of the Sound is characterized by hills and plateaus which are dissected by deep valleys, many of which are below sea level forming fjords and bays. Part of the shoreline is typified by cliffs extending up to 2,000 feet, and numerous rock promontories. The southwest coast is characterized by lower relief and broader valleys and small inland lakes. Numerous small islands dot this shoreline.

The northeast coast of the Sound is part of the Penny Ice Cap region. The upland areas vary from hilly and rolling along the coast to mountainous and steep further inland. Local relief along the coast varies from 800 to 2,000 feet. Further inland and adjacent to Pangnirtung fjord the mountains extend as high as 6,000 feet with even higher peaks found in the National Park. The main valleys and the fjords are U-shaped. Numerous V-shaped valleys enter as hanging valleys into these main valleys. Glacial features such as cirques, horns, moraines, tarns and kettle lakes become numerous as one moves inland in a northerly direction.

Numerous glaciers are found in the upland areas once fed by the Penny Ice Cap. It is thought that these glaciers, as well as the ice cap, are receding and ablating at present.

Kingnait fjord, which is wider and somewhat longer than Pangnirtung fjord, is lined by numerous cliffs. Wind conditions can be more hazardous in Kingnait fjord due to its greater fetch, width and orientation.

The northwest shore of Cumberland Sound is dotted by islands to the northwest of Pangnirtung fjord. The islands which extend as high as 1,500 feet, for the most part, run parallel to the shoreline. Their alignment provides a sheltered water route for most of the way to Clearwater fjord. To the southwest of Pangnirtung fjord there are only a few islands with the largest group, the Kikastan Islands, located by the mouth of Kingnait fjord.

#### 2.4.2.1 Tides and Currents

Pangnirtung fjord is subjected to a tide of approximately 30 feet. According to the "Pilot of Arctic Canada (1959)" there is a tide of 23 feet at the head of Cumberland Sound and 25 feet at the entrance to Netilling Fjord. This large tide creates several major constraints to water travel. Where numerous islands and the mainland act as barriers to the tides, as is common in Cumberland Sound, a funneling effect is created. Funneling of the tides can create dangerous tidal rips which are extremely hazardous to small boats. In the winter months these funnels can prevent the formation of ice. Open water areas caused by the funneling of tides are referred to as shabaks by the Inuit and are usually plentiful with ringed seals in winter.

The second major effect of the tides are the tidal flats which extend out as far as 400 feet at Pangnirtung. In the summer open water season these tidal flats restrict boat access to shore during periods of low tide. In the winter months the tidal flats are covered with broken ice (barrier ice) thrown up by the constant tidal oscillations. These large broken chunks of ice create severe constraints to surface travel. There is a zone called the ice foot, where the sea ice joins the land where the ice is not subjected to the tidal oscillations, where travel is made easier.

The major current which affects the Cumberland Sound area is the Canadian current which flows down the east side of Baffin Island. This current penetrates into Cumberland Sound on the northeastern side as far as the Kikastan Islands. At this point the current is thought to swerve south and then flow out of the Sound along the southwestern side of the Sound. During the summer months it is common for this current to bring in icebergs from the Davis Strait.

#### 2.4.3 Wildlife Resources

The Inuit of Pangnirtung still rely heavily on hunting for food and clothing. Marine mammals, in particular seals, provide the main source of income for many of the Inuit families in Pangnirtung. As previously stated, hunting accounted for approximately 18% of the earned income in Pangnirtung in 1972-73. It is interesting to note that according to Baffin Region fur sales statistics for 1978-79, Pangnirtung accounted for approximately 40% of the sale of ringed seal and harp seal pelts in the Baffin Region.

The following sections cover the major wildlife species common to the Cumberland Sound area. Drawing #1 indicates the distribution of the more visible of these animals throughout the Pangnirtung area.

##### a) Ringed Seals

The ringed seal is common throughout the Arctic where it provides many of the coastal Inuit communities with their staple harvest resource.

These seals are normally permanent residents over most of their range. In the winter months their distribution corresponds with the land fast ice where they maintain breathing

holes. Pups are born in birth lairs in hollowed out snow-drifts in the lee of pressure ridges during the months of April and May.

Netsiavinuk or silver jars (less than one year old) are known to gather in certain areas of the sound each year where they are hunted.

When the ice moves out in the summer months the majority of these seals are found within several miles of shore. During the late summer it is thought that some of the ringed seals move out to the Davis Strait on the outgoing ice floes.

The Inuit harvest the ringed seals for food and for the skins which are used for clothing and a variety of handicraft items. Baffin Region fur sales statistics for 1978-79 indicate 7,557 ringed seals were harvested in Pangnirtung. However, hunting losses due to sinking would appreciably add to this total.

b) Harp Seal

The harp seals that are commonly found in the Cumberland Sound region whelp and moult in the Gulf of St. Lawrence and the ice front adjacent to the Strait of Belle Isle near Newfoundland in the early spring. In April and May the adults begin their annual migration north to the Arctic with the beaters (young of the year) following slightly later. A portion of the herd moving north to the Arctic annually moves into the Cumberland Sound area for the summer. They generally reach the Sound in June and they make their way up into the Sound following the cracks and openings between the floes. Throughout the summer months they are hunted mostly in open water.

The harp seals begin to leave the Arctic in September when the ice begins to form, Some remain in Cumberland Sound to mid-January and a few may overwinter in the Sound.

These seals are harvested by the Inuit for their skins. According to the Baffin Region fur seals statistics for 1978-79, 1,557 harp seal skins were traded in Pangnirtung. Sinking losses are also high with harp seals.

c) Bearded Seal

Like the ringed seal, the bearded seal is found year round in the Cumberland Sound region. They are not nearly as common though.

The bearded seal is a bottom feeder and thus its distribution is usually determined by the presence of relatively shallow water. They are normally found at the floe edge through the winter months.

Inuits harvest these seals for their skins which are used for boot soles and other handicraft items. They are usually shot when they haul out on the ice floes.

d) Beluga Whale (White Whale)

There are thought to be at least five different white whale populations in the Arctic. One of these populations summer in the Cumberland Sound. They usually begin to arrive in the Sound during May and June and normally reach the head of the Sound sometime in July. A large number of these whales annually gather in the Clearwater Fjord where they calve in Millut Bay. From September to October, the whales begin to move back out of the Sound usually having made a counter-clockwise trip around the Sound following the general direction of the Canadian current. These whales are thought to overwinter along the edge of the pack ice near Disko Bay off Greenland.

The Inuit harvest the Beluga whale for the muktuk (skin and thin layer of blubber) which is considered a delicacy. In 1977 the reported harvest of Belugas at Pangnirtung was 178.



e) Narwhale

The narwhale is a migratory species that move south and east during the winter fast ice season. Their winter range is thought to be the floe edge close to Disko Bay off Greenland. They normally move north into Baffin Bay in the summer months. Narwhales will sometimes enter Cumberland Sound on their fall migration south from Baffin Bay. It is thought that Arctic cod are a very important part of the narwhales diet and may be responsible for attracting the narwhales into the Sound.

Inuit harvest narwhales mostly during the months of June to September. They are harvested for their highly prized muk-tuk, and valuable tusks.

f) Walrus

The Atlantic walrus occurs throughout the eastern Arctic. Their distribution usually corresponds with shallow water, as they are bottom feeders, and year round ice for hauling out. Although the walrus is a year round inhabitant of the Cumberland Sound, they do not penetrate the Sound as far as Pagnirtung fjord. They become more plentiful closer to the mouth of the Sound and in the Davis Strait.

Inuit harvest walrus predominantly for the ivory tusks.

g) Polar Bear

Polar bears are essentially marine animals spending most of their time on the ice or in the water and feeding predominantly on marine animals. During the winter and spring they are usually found along pressure ridges where leads frequently develop and where inexperienced young seals can

be found. During the spring break-up the bears generally move with the ice in order to access the best sealing areas. They move onto land only if the ice melts completely. Males and non-breeding females hunt throughout the winter. Breeding females excavate dens where they are found usually in October or November. The cubs are born in early December.

Polar bears are generally found on the east coast of Baffin Island on the Davis Strait side. They rarely stray into the Sound itself although the odd bear will ride a floe in with the Canadian current in the summer months. It is also becoming increasingly common for young polar bears to travel through the passes to Pangnirtung and Kingnait fjords after having been driven from the coast by larger, stronger males protecting their territory. Polar bear sightings around the community of Pangnirtung are not common.

According to Baffin Region fur sales statistics for 1978-79, 14 polar bears were killed by Pangnirtung residents.

h) Barren Ground Caribou

The major range for caribou near Pangnirtung is the head of Cumberland Sound and Netilling Lake. Summer and winter range use may vary from year to year and certain ranges are not used each year.

Towards the end of summer, in late August and September, before freeze-up, the Inuit of Cumberland Sound move back into the fjords at the head of the Sound to hunt Caribou. G.N.W.T. harvest kill data for 1978-79 indicate that 858 caribou were harvested by Pangnirtung residents.

i) Arctic Char

Both anadromous (fish that live their lives in salt water and fresh water) and land locked char are found in the Cumberland Sound region. The anadromous fish grow appreciably faster than landlocked varieties. An interesting fact is that anadromous eastern arctic char are slower growing but live longer, reaching greater maximum size, than western arctic char. Thus the larger size of the eastern arctic char allows more economical harvest but the slow growth results in slow replacement. The slow growth is attributable to the fact that they spend only two months in the ocean environment and the females spawn in alternate years.

Anadromous char migrate seaward immediately after break-up with the larger char moving seaward sooner than the smaller char. The major fishing seasons occur in late July and early August, when the char runs occur (back up river) and in the winter months on the lakes. For non-residents, only 4 fish may be caught daily with a maximum of 7 in possession. Some commercial fishing is practiced near Pangnirtung and further commercial prospects are being studied at present for the Pangnirtung area (Refer to Drawing #1).

The large char are the first to return to the freshwater lakes which leads to a decline in the size of char in the ocean as the summer progresses.

j) Birds

Common birds found in the Cumberland Sound region include eider ducks, geese, alcids and ptarmigan. Some sea birds are harvested in the spring along the floe edge although utilization of birds is quite insignificant compared to marine mammals. Additionally, eggs are sometimes collected for food.

k) Potential Marine National Park

In March of 1981, a study completed by Parks Canada for Marine Region 5, identified the Cumberland Sound area as a preliminary Marine Area of interest. The Sound was ranked third in representation of themes significant to the Eastern Arctic Marine Region.

2.4.4 Vegetation

The Arctic environment in many respects is a desert with relatively few species of natural vegetation that are competing against the harsh environment rather than each other.

Most of the landscape is barren and devoid of vegetation except for certain lichens and mosses. The permafrost and low temperatures result in slow soil development due to the inhibiting effect on soil micro-organisms. Thus, plants that do survive in the Arctic environment have adapted to the nutrient poor and relatively undeveloped soils.

The plant communities that are presently found in this environment are located in areas where soil and nutrients form or are gathered. There are numerous different types of colourful communities with different combinations of flowers and berries. The only woody plant found in this area is the low shrub-like Arctic willow. July and August provide colourful exhibitions of vegetation communities around Pangnirtung.

Along the shores of Pangnirtung fjord are found numerous areas with edible berries and plants used for salads, medicinal purposes and teas. Plants such as the broad leaved willow herb, sandwort and mountain sorrel are pleasant to eat in salads. Common edible berries in this area include bilberry and cranberry. Labrador tea is commonly found and makes an acceptable tea when the leaves are boiled.

## **2.5 Resources of the People**

Resources of the people or human resources refer to the Inuit and local whites and their culture, history, lifestyles and events and attractions.

The culture and history of the Inuit people provides great potential for educational interpretation and opportunities for tourism as well as certain constraints to tourism.

The following section is divided into the three sections historical/archaeological resources, land use and contemporary community resources.

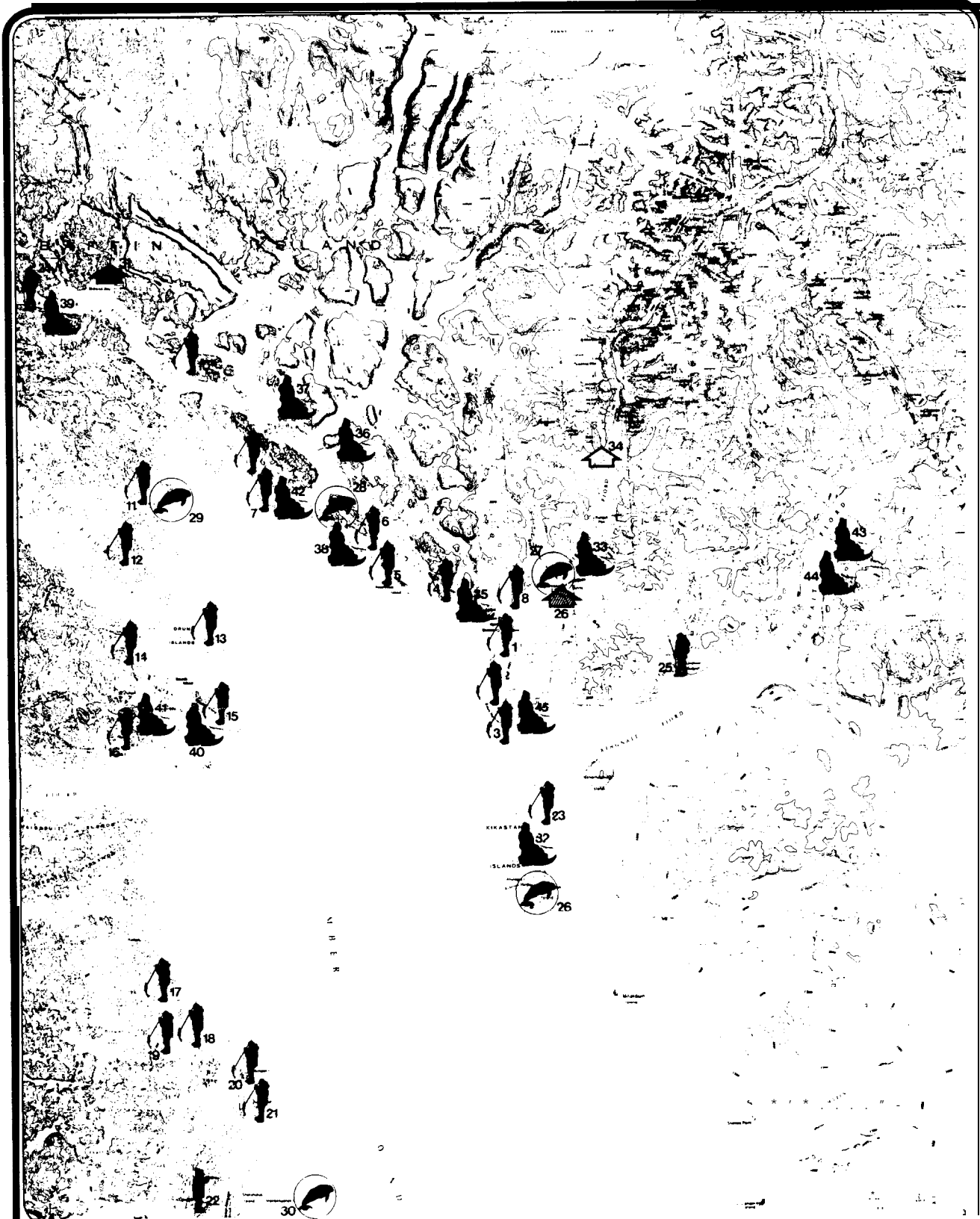
Drawing #2 provides the inventory of Resources of the People in the Pangnirtung area (also see Appendix II).

### **2.5.1 Historical/Archaeological Resources**

This section is divided into sections that correspond with the various stages of historical development of the Cumberland Sound area.

#### **2.5.1.1 Historical Inuit Culture**

The original Canadian Inuit came from Asia across the Bering Strait. The original culture eventually evolved into what is now referred to as the Dorset culture (approximately 800 A.D. ). This culture was characterized by nomadic hunting bands who survived the harsh environment by hunting seal, polar bear, walrus, caribou, birds and fish and lived in skin tents and sunken stone huts. They were set apart from other cultures by the fact that they did not use dogs, and did not hunt the plentiful whales because of their unsuitable boats. It is not known whether they inhabited the Cumberland Sound area but old Dorset culture finds in surrounding locations such as Frobisher Bay and Padloping Island suggest their presence.



**Legend**

- Summer Camp
- Outpost G3mp
- Tourist Camp
- Thule

- Weather Station
- Old Hudsons Bay Cabin
- Museum/Society Building

- Whaling Station

**Resources of the People**

*Aeigislað*

Pangnirtung Tourism Study



**2**

Marshall Macklin Monaghan Limited

The Dorset culture was replaced by a culture referred to as the Thule culture which had its origins in Alaska (approximately 1000 A. D.). This Thule culture, being superior to the Dorset culture in terms of technology and Arctic survival, completely replaced the Dorset culture. Significant technological advances included use of snowshoes, effective harpoons and boats for whale hunting and domesticated dogs to pull their sleds. Their summer settlements were larger and they made use of stone and whale bone houses during the summer months. A large number of these old Thule house ruins are found around the Cumberland Sound region. Unfortunately many of the sites are not highly visible.

The great abundance of whales in the Cumberland Sound enabled these people to survive for many years. With a combination of a climatic change and the advent of the European whalers, the whale resource began to deplete and a nomadic life once again became essential to follow the smaller available wildlife resources such as caribou and seals. This led to the advent of the modern Inuit in 1750 A.D.

#### 2.5.1.2 White Contact

It is not known if the Vikings ever penetrated into Cumberland Sound. It is possible that they were the first whites to touch the eastern shores of Baffin Island before the fifteenth century, but not records exist to prove this. John Davis is recorded as the first white to discover Cumberland Sound in 1585.

It was not until the 1600's that European whalers began to realize the potential value of the whale fishery in the Arctic waters. In the early 1600's the Dutch and British ships began to frequent the waters off the eastern and southern coasts of Greenland and eventually in the northern waters of Baffin Bay and the western coasts of the Davis Strait.

It was not until the 1800's that the whalers began to penetrate Cumberland Sound. By the mid-1800's, English, Scottish and American whalers were actively whaling the waters of the Sound. In order to get an early start on the whaling season in the spring, the whalers began to winter over in the Sound. By the end of the 19th century there were at least four permanent whaling settlements in the Sound. One of these stations was located on Kekerten Island, near the mouth of Kingnait fjord. (Refer to Drawing 2). To this day, there are remains standing from this old whaling settlement. Around 1915 the Kekerten site began to function as a fur trading post under Robert Kinnes and Company. In 1923 the station was sold to the Hudsons Bay Company who operated a fur trading post at the site for two years.

Another smaller whaling station was located at Usualak in the northwest corner of Cumberland Sound. In 1918 the station began to function as a fur trading post operated by the Arctic Gold Exploration Syndicate who maintained the post for another 10 years. Remains still standing at this location include several old blubber boiling vats, several old graves and burial sites and numerous other small relics. The other permanent whaling settlements were located at Blacklead Island and Cape Haven near the mouth of the Sound.

By the 1880's the bowhead whale resource was almost depleted and it was not long after that the active whaling industry collapsed. Some whaling did continue in the 1900's around the Sound, switching from the bowhead to the smaller white or beluga whale.

Whaling is still pursued by some of the Inuit of Panguit for muktuk but commercial whaling in the Sound is dead.

It was through the whalers that the initial church missions were set up in Cumberland Sound. The first missionary to visit the area was a Moravian who accompanied a whaler by the name of



William Penny with the prospects of setting up a mission in 1857. The attempt was abandoned and it was not until 1894 that one of the whaling station owners at Blacklead Island provided the building for the first Anglican mission.

Other reminders of early white contact that still stand in Cumberland Sound include the remains of a meteorology and terrestrial magnetism research station which was set up by the Germans at Sirmilling Bay (1884), the Hudsons Bay Company whaling station at Pangnirtung (1925-1962) and an old Hudsons Bay cabin further up Pangnirtung fjord. (Refer to Drawing 2). The Hudsons Bay Company originally entered the Sound and set up a post at Pangnirtung in 1921. In the following years several more posts were opened around the Sound; one at Kekerten, another at Sirmilling Bay, Livingston Bay, Blacklead Island and in Aktijartukan Fjord near Cape Mercy.

#### 2.5.2 Land Use

During the 19th century the Inuit of Cumberland Sound were, for the most part, living in large groups and settlements at the whaling stations where they were employed. Towards the end of the 19th century as the whaling industry began to falter, the Inuit were forced to disperse along the coast. Here they would live in camps which consisted of groups of tents holding up to 12 families. These settlement camps were dispersed in such a way as to maximize the limited biological resource as their economy and subsistence was based on seal and caribou hunting. Pangnirtung was the location of a more permanent camp as the Hudsons Bay Company operated a post there. But the post was there for trade, not to offer employment, and most of the Inuit remained in their settlement camps scattered around the Sound.

In the 1960's, the Federal Government established themselves in Pangnirtung and through their subsequent activities they influenced the Inuit to abandon the camps and permanently settle in

Pangnirtung. The Department of Northern Affairs established a modern school and provided the Inuit with low rent housing, social welfare, some employment, medical services and recreational activities such as dances, movies and games. A further influencing was a dog epidemic which hit the Cumberland Sound area in 1961-62. By the late 1960's, most of the Inuit of Cumberland Sound had relocated to Pangnirtung.

At present, there are only two remaining outpost camps located at Kipisa and Opingivik on the south side of Cumberland Sound.

Hunting still provides a livelihood for many of the Inuit living in Pangnirtung although the present trend is towards increasing wage employment. Hunting is much more lucrative in the summer months than wage employment. This situation, however, appears to be changing with the rising price of gasoline and fluctuating seal pelt prices. Income from hunting is generally supplemented by other sources such as carving or economic assistance payments. In this way the Inuit hunter obtains a year round subsistence income.

Another common trend is to have seasonal wage income sources through the winter months and then return to the land in the summer months to hunt.

In the winter, hunting and fishing is usually pursued by day skidoo trips out to the floe edge or to the fishing lakes. In the summer, though, there is a general out migration of residents of Pangnirtung onto the land for several months beginning in May. Many of the Inuit families of Pangnirtung will move into and around Cumberland Sound for the summer months to fish and hunt seal and caribou. They travel in small groups to summer camp locations that are used year after year. Here they set up temporary summer camps to act as base camps for their hunting. As the summer progresses, they may move around Cumberland Sound from

one summer camp position to another. (Refer to Drawing 2 for summer camp locations). Towards the end of summer many of the Inuit move back into the fjords towards Netilling Lake to hunt caribou. Before freeze-up they move back into Pangnirtung, usually in early September.

Presently, commercial fishing is being studied as an alternative income source for the Inuit of Pangnirtung. (Refer to Drawing 1). Some commercial fishing is practiced at present. Some winter net and spear fishing is practiced on the inland lakes like Avatuktoo. The main fishing season, though, occurs in late July and early August when the char begin to run back upstream from the sea to the inland lakes.

### 2.5.3 Contemporary Community Resources

An important part of the normal community life are the traditional native handicrafts skills practised by many of the residents. Not only are the Inuit adept at making skin clothing and traditional tools and weapons, but they have learned, over the years, to reflect their environment in their crafts through soapstone and ivory carving, prints, tapestries and other handicrafts.

Traditional ways and skills acquired from a life on the land are still practised by some of the community residents. An excellent illustration of this fact are the elders that meet with the Saipalla-seequt several times weekly in the local museum room. They gather to reflect on times gone by, conversing and practicing skills learned out on the land, in an atmosphere reminiscent of traditional Inuit culture.

It is becoming increasingly apparent, though, that the young people in the community are becoming less interested in learning the old Inuit ways and skills; which could eventually lead to a passing of traditional Inuit culture.

An important part of the human tourist resource potential in many communities are local events which are held on a regular basis. Often, these events reflect local history or exhibit cultural skills. With notable exception such as events associated with Christmas, there are no annual events of this kind either in the Inuit or white community in Pangnirtung.

## 2.6 Implications For Tourism

In the preceding sections of the report the various resources of the people and the land of the study area have been discussed. Various constraints and opportunities become evident as they are examined in the context of their potential for tourism. The following provides a summary of the opportunities and constraints for tourism development presented by the various natural and human resources.

### a) Climate

The most appalling season for winter recreation activities is the early spring between the months of March and June. The onset of the month of March is accompanied by good traveling conditions, as everything is still frozen, good weather, generally clear due to frequent anticyclones, and a reasonable length of activity day (greater than 12 hours in late March). Additionally, the snow has accumulated through the cold winter months and there is easily enough for normal winter activities such as snowmobiling and cross-country skiing.

The winter months between October and March restrict outdoor activities with cold temperatures and short activity days. The months of October and November with their relatively heavy snowfalls are particularly restricting to outdoor activity and to air travel. The period between late November and mid-January experiences less than 6 hour activity days. Anything less than a 6 hour activity day is considered too

short for tourist activity development. February with its slightly longer days still experiences very low temperatures which restrict outdoor activity.

The most comfortable season for outdoor activity is the summer period between June and September. The temperatures experienced in Pangnirtung are somewhat cooler than those normally experienced in more southerly latitudes. They are not limiting in the sense of winter temperatures, but proper dress precaution must be taken. A positive point is that the cool summer climate offers a comfortable contrast to the hot humid weather experienced in more southerly latitudes. The major constraint to outdoor activity during the summer months is the relative frequency of fog and cloudy weather; the dangers related to wind conditions on the fjord; and wet, spongy tundra which makes hiking difficult.

The two periods of the year most constraining to travel are the spring break-up and fall freeze-up periods between June 10 to July 15 and October 20 to November 25 respectively. Travel during these periods can be quite dangerous due to the freeze/thaw conditions and thin ice.

b) Topography/Physiography

The topography around Pangnirtung offers interesting visual diversity, contrasts and combinations due to the water/land interface, mountain ranges and glacial formations. Recent glacial features that abound in the region offer excellent opportunity for educational interpretation. Features that may be seen in close proximity to Pangnirtung include alpine glaciers and snowfields, cirques, tarns, horns, aretes, cois and various types of moraines. The interesting land features provide excellent terrain for hiking, mountaineering, cross-country ski touring and snowmobiling. In certain areas, the ruggedness of the terrain restricts activities such as hiking

to the more experienced. A major constraint related to the topography is the fact that search and rescue operations are extremely difficult due to the ruggedness and isolation.

Further opportunities as well as constraints to tourism activity development are presented by the extensive tidal flats, common along the shores of Pangnirtung fjord and the Cumberland Sound. During the summer months the tidal flats offer opportunities for scavenging and clam digging and fishing during low tide periods. Conversely the tidal flats create problems in that they create shore access problems and consequently travel timing problems in the summer. Travel in the winter months is restricted by the barrier ice found along the extent of the tidal flats.

A further natural feature amenity in the summer is the Canadian current which brings interesting iceberg formations in and around the Sound.

c) Wildlife Resources

The relative abundance of wildlife resources in the study area offer opportunities for viewing and educational interpretation and limited consumptive activities. However, the low visibility of most wildlife species to tourists is a major constraint. One of the more visible wildlife species would be the beluga whales which enter the Sound and calve in Clearwater fjord from July to September. Seabirds which abound on the rocky cliffs and promontories along the shoreline are highly visible for most of the summer. Also the Canada geese and ducks are highly visible in certain locations as indicated on Drawing #1. Wildlife species such as seals, polar bears, walrus and caribou are not as easily spotted in this area. There is, however, opportunity for educational interpretation of the life cycles and behaviors of some of the more interesting species such as the narwhale, polar bears, walrus and beluga whales.

Arctic char fishing, which has already been developed to a degree, represents an important opportunity for tourism development. There is excellent sport fishing in the lakes in the winter and ocean in the summer. A major potential problem that requires further investigation is the possible impact created by an expanded sports fishery on the Inuit fishing and overall fish availability. Fish surveys and studies would have to be undertaken to determine the exact extent of this potential problem.

d) Vegetation

Due to the nutrient poor and undeveloped soils, relatively few species of natural vegetation are found in this region. The plant communities that do exist in this environment provide certain opportunities for berry picking and picking plants for teas and simply as a visual amenity.

The months of July and August provide the most colourful exhibitions of vegetation communities around Pangnirtung.

The only real constraint that local vegetation offers to tourist activity development is the fact that due to the nutrient poor soils and resulting slow vegetative growth, most of the vegetation communities are very sensitive to disruption, even from such seemingly minor disruptions as footprints. A major problem experienced in the National Park is the past use of Arctic willow for firewood by campers, which has virtually wiped out the species in certain areas.

e) Historical/Archaeological Resources

Numerous historical/archaeological sites exist within the study area with varying degrees of potential for viewing and educational interpretation. The sites, as delineated on Drawing #2, include old whaling stations, an old weather station, old

Hudsons Bay Company posts and Thule sites. These sites all portray interesting facets of the local Inuit and white history. The major problem with these sites is the fact that most of them have very little physical evidence remaining. This is mostly due to the fact that numerous sites have been explored and artifacts removed for a variety of reasons including whalebone for carving.

The problem with developing the more visible sites for tourism lies in the difficulty with monitoring the sites to prevent vandalism.

f) Inuit Land Use

The interesting Inuit customs and lifestyles provide certain opportunities for educational interpretation and secondary participation. Conflicts with developing tourist activities around these resources exist due to the tourist misunderstanding of the Inuit values and lifestyles. This fact is readily apparent in the tourist response to rotting seal carcasses on the beach in the community. Thus it is imperative that potential conflicts, such as could develop if tourists were allowed to visit summer camps and take photographs, should be avoided. Additionally, the potential conflicts between an expanded sports fishery and the Inuit commercial fishery should be further examined.

On the other hand, there is potential for interpretation and regulated secondary participation on Inuit hunting and fishing trips and operations and other land-use activities. Aside from the benefits of increased wage employment for the Inuit, tourist activity development centred around Inuit land-use could provide a means to help preserve the skills acquired from living on the land, which have little utility in community life and are gradually being forgotten.



g) Contemporary Community Resources

The traditional Inuit culture provides an excellent opportunity for educational interpretation and involvement as well as a theme on which to base community events. The interest shown by tourists in the traditional Inuit arts and crafts is obvious by the demand in the south for soapstone carvings, prints and other handicrafts.

The development of tourist activities and special events centred around traditional culture, including special skills and traditional ways, could provide the means by which to help preserve the traditional Inuit culture.

2.7 Tourism Infrastructure

2.7.1 Historical Development of Tourism (Refer to Section 4.2 for market data on the historical development of tourism)

Tourists began to visit Pangnirtung as early as the 1930's on the annual supply ship.

The first tourist operation in Pangnirtung was the Clearwater Fish Camp in Clearwater fjord. The camp was originally built for Prime Minister Trudeau in 1968 and comprised of several tents and a cook house. In the summer of 1970, Ross Peyton and Doug Cressman leased the camp from the government and ran it during the months of July and August. They had arranged through Nordair to have up to 12 tourists per week flown into Pangnirtung for the nine or ten week fishing season. The tourists were transported to the camp by boat from Pangnirtung. The following year Peyton and Cressman bought the camp from the government. In this same year they built a hotel originally called Manton House, in Pangnirtung which, in 1973, could accommodate 20 persons in 10 rooms.

Another fish camp was run by an operator named Ken Brown for several years beginning in 1971.

In 1972, tourism started to increase dramatically in Pangnirtung with the creation of Auyuittuq National Park. The park was established primarily to preserve an outstanding natural area and was to portray theme reflecting the Arctic wilderness experience.

Another fish camp was opened by Ross Peyton in Kingnait Harbour for the 1978/79 season. Presently this camp is being run by local Inuits. As a replacement for the Kingnait Fish Camp, the Peytons operated a small fish camp on Avatuktoo Lake in the summer of 1980.

## 2.7.2 Existing Tourism Infrastructure

### a) Accommodation and Food

The Peyton Hotel in Pangnirtung provides the only year round accommodation in the community. The main hotel building has a capacity for 30 people in sixteen rooms with central washroom and shower facilities. The hotel is required to install sewage pumpouts to replace the present honey bag system by 1982/83. An overflow building used during the summer months can accommodate 20 people in five rooms. Associated with the main building is a modest restaurant facility and lounge area. The cost is presently \$90 per person/day including three meals.

During the summer months the Anglican church opens up the church hall as a hostel facility.

Camping facilities are provided in Pangnirtung at the Pitsutinu Tugavik Territorial Park situated beside the Duval River. Facilities in the park include tent platforms and an outhouse.

Further accommodation facilities are provided by two fishing camps run by local residents. Clearwater Fish Camp was the original fish camp operating in this area, located at the end of Clearwater fjord. Facilities include 7 cabins and a cook-house with a capacity to accommodate 16 people. They are presently examining the feasibility of building an airstrip to provide a direct connection between Frobisher Bay and the camp. Tongait Fish Camp, which is in its first year under new management, is located in Kingnait Harbour off Kingnait fjord. Facilities at Tongait include tents, camp beds and kitchen facilities with a capacity to accommodate 16 people.

Restaurant facilities in the community are limited. With reservations, the Peyton Hotel restaurant serves full course meals and there is also a small coffee shop in town where fast foods can be purchased.

**b) Transportation**

Scheduled airline service is provided to the community by First Air with three flights weekly in the winter and four flights weekly in the summer. Aircraft presently used include Hawker Siddeley 748's (44 passenger capacity) and Twin Otters (19 passenger capacity). Charter air service is available through Bradley Air Service in Frobisher Bay offering DC-3'S, 748's and Twin Otters for charter. Ground transportation in Pangnirtung is provided by a local taxi company that operates one van taxi.

Over the last few years, Austin Airways operating out of Timmins, has run a charter flight (HS 748's) to Pangnirtung for char fishing in the community.

**c) Tourism Services and Facilities.**

Tourist information is available in Pangnirtung at the Parks Canada Pavillion, which also houses a small museum and movie theatre. Tourism information is also available at the G. N. W. T. office.

Recreation facilities in the community include two pool halls (closed during the summer) and a seasonal museum with one display room. The display in the museum includes several old Inuit artifacts including a skin tent and skin kayak.

Local crafts are available for sale in the community through five craft outlets. The outlets are listed below along with an indication of their inventory.

**1. Pangnirtung Co-operative:**

- . sells soapstone and ivory carvings, prints, parkas, amoutis, mitts, anoraks.
- . coordinates the sale and export of a lot of the craft items produced in the community.
- . they are looking for display space for their prints
- . 1981 collection prints cannot be sold until after the North American opening for Pangnirtung prints in the south.
- . all carvings are sold in Pangnirtung at the southern wholesale price.
- . prints that are sold in Pangnirtung are limited editions which are sold at appreciated values.  
a possibility being investigated for the future is to carry food supplies similar to a 7-11 store in the south and open at odd hours with the Bay.
- . also looking at the possibility of functioning as a travel agent.

**2. Pangnirtung Weave Shop:**

- . sells kamiks, mitts, blankets, scarves, amouties, akujuliks.  
tapestries made in the weave shop are generally not for sale in Pangnirtung; they are prepared for art exhibits in the south in an attempt to establish

the local tapestries as recognized pieces of art. Recently, however, two Pangnirtung exclusives have been developed and for sale from the shop.

presently the Weave Shop does not have the proper facilities for craft sales and tourists create problems by coming in and insisting on buying tapestries and taking pictures and generally creating a nuisance.

- . the major market for the Weave Shop products are the Northern Images stores.

### **3. Misuvik Sewing Centre**

- . the parkas, amoutis, mitts and anoraks that are made in the Sewing Centre are sold in the community through the Co-op and externally through Northern Images stores.

none of the products are sold below 60° latitude.

- . the major directive of the centre is to provide local employment
- . as long as the centre maintains 80% viability, they will continue to receive LEAP grants.
- . the centre closes down in the summer.

### **4. Hudsons Bay Company:**

sells clothing, food and some crafts.

### **5. Saipalaseequtt (Museum Elders Society):**

sells kamiks, mitts, kakivaks, seal hooks, harpoons and seal skin bags, on order.

### **d) Outfitter Services**

There are presently six licensed outfitters operating in Pangnirtung. Two of the outfitters are licensed to operate tourist establishments (i.e. , fishing camps).

The licensed outfitters are listed below along with an indication of their equipment inventory.

1. **Tongait Outfitters**

equipment consists of tents, kitchen equipment, boats, motors, sleeping bags and accessories, utensils, safety equipment, two-way radios.

operate the fishing camp in Kingnait Harbour.

2. **Peyton Enterprises Ltd.**

equipment includes a 40 foot cabin cruiser, 22 foot freighter canoes, with 35 to 70 H. P. motors, tents, food and other camping equipment.

operate the fishing camp in Clearwater Fjord.

3. **Aningmiug Outfitting**

equipment consists of a 22 foot aluminum boat, 85 H.P. motor.

4. **Philapoosie Kooneeloosie**

equipment includes a 24 foot aluminum canoe, 150 H.P. motor, skidoo and komatik.

5. **Aquik Ltd.**

equipment includes freighter canoes, outboard motors, zodiac inflatable boat, tents, stoves, lanterns, camping utensils, safety equipment, miscellaneous camping supplies and fishing equipment.

6. **Norman and Steve Komoartok**

22 foot canoe, 70 H. P. motor, tent, stove, lanterns, miscellaneous camping equipment.

### 2.7.3 Existing Community Infrastructure

#### a) Water

The present water supply comes from the Duval River which is fed by three receding glaciers. An earth banked reservoir capable of storing 1.6 million gallons of water is utilized during the winter months. During the winter the water is pumped from the reservoir to two delivery trucks. This reservoir is operating at close to its capacity now over the frozen winter period. During the summer, water is taken directly from the river and delivered by truck. 1980 costs for water supply service is 6.5¢/gallon.

A study is underway to examine the feasibility of enlarging the reservoir to increase the winter water supplies.

#### b) Garbage and Sewage

Most of the individual homes in Pangnirtung are still on the honey bag system, whereby the honey bags are picked up and taken to the dump. 1980 costs for honey bag pickup are \$1.50/honey bag.

The honey bag system is gradually being phased out with all new houses being built with flush toilets and pumpouts. Costs for liquid sewage pumpout are 8¢/gallon.

Garbage is picked up by truck and delivered to the dump east of the Duval River by truck at a charge of \$2.40/garbage bag (1980).

**c) Gas and Fuel Oil**

Gasoline is stored and sold through the Co-op at \$2.07/gal. (1980).

Heating fuel is delivered by the hamlet at a cost of \$1.85/gal. (1980).

Both heating fuel and gasoline are delivered to the community yearly on the annual sealift from Montreal.

**d) Power Supply**

Power for the community is supplied by a fuel oil generator run by N. C. P.C. Current power rates are 16.8 Kw/hr.

**e) Sealift**

The annual sealift occurs annually in late summer providing the major supply route for supplies to northern communities like Pangnirtung. In past years Pangnirtung has had as many as five sealifts/year.

Orders for the annual sealift are placed in the early spring and have to be finalized by late April. The normal season for sealifts is August, September and early October, with each boat usually making two trips north from Montreal. 1980 costs were \$140/shipping ton.

The tidal flats adjacent to the community create a major constraint to the sealifts, preventing access to the shore during low tide. A channel has been dredged to facilitate barge unloading during high tide, but due to the inability to unload during low tide, supply ships are usually forced to layover for a full day. This adds appreciably to the cost of goods



brought in by sealift. The feasibility of constructing a wharf to the edge of the tidal flats, to facilitate unloading in low and high tide periods is being investigated.

f) Police

One R. C. M.P. constable and one special constable are permanently stationed in Pangnirtung. Equipment available to these officers includes a four-wheel drive vehicle and limited search and rescue equipment.

The officer presently stationed in Pangnirtung indicated they would be interested in administering a check in/out system for tourists going out on the land (i.e. , other than to Auyuittuq Park which is controlled by Parks Canada).

g) Fire Department

There is a volunteer fire department in Pangnirtung with 2 trucks: 1 mini-pumper (200 gallons) and 1 G.M. C. 4x4 with a mounted pumper (1 ,500 gallons).

h) Medical Facilities

The community has a well equipped nursing station run by two nurses with a capacity of six beds. With serious medical problems the facility functions as a holding station until such time as the patient can be medi-vacked to Frobisher Bay.

An important point to note is that medi-vac costs are not always recoverable under normal medical insurance programs such as O. H. I.P. in Ontario. Another potential tourist problem associated with medi-vats is the fact that medi-vats are given priority over scheduled airline flights.

Resident visitation to the station is very high with an average of 500 outpatients/month.

In past years tourists have created problems at the nursing station by coming in and requesting medical supplies, taking pictures of babies and requesting accommodation in the facility and generally creating a nuisance.

i) **Search and Rescue**

The town presently has limited search and rescue equipment although there is an emergency plan which would help direct any emergency operations such as an air crash. The most extensive search and rescue capabilities and equipment are owned and operated by Parks Canada.

j) **Public Telephone**

There are no public telephones available in Pangnirtung.

**2.8 Community By-laws and Territorial Ordinances**

Appendix I contains a select listing of relevant legislation which may affect tourism development in Pangnirtung, a number of which are highlighted below.

**2.8.1 Territorial Ordinances**

Land in the Northwest Territories comes under either federal or territorial administration and ultimately under the jurisdiction of the federal government. Up until 1954, all aspects of land use came under the control of the federal government.

Since 1954, the federal government has given certain lands to the territorial government for certain limited purposes. These are for the most part lands that fall in and around settled communities. Lands that fall under territorial administration are referred to as Commissioners lands. These lands are under the administration of the territories, not complete control, and are subject to specific

mineral, water and shoreline reservations as stipulated by the federal government. Thus the territorial government has the right to administer surface uses only on lands given them by the federal government.

The authority to legislate (not dispose) lands in the Northwest Territories comes under the territorial ordinances and regulations whether the land is territorial, federal or private.

a) **Area Development Ordinance**

This ordinance is a form of zoning control aimed at giving the local territorial governments more control over settlement and community organization. The ordinance permits the Commissioner to make regulations applying to specific areas that haven't reached complete municipal status regarding zoning, regulations and by-laws for buildings, control of roads and streets, public health, fire protection and animal control. The intent is to give the territorial government a role in development of new settlement areas until such time as the areas are able to handle the responsibilities themselves.

b) **Travel and Outdoor Recreation Ordinance**

This ordinance gives the power to the Commissioner to regulate the use and development of any recreational area by designating it a "travel development area" or a "travel restricted area". A "travel development area" would require any tourist establishment therein to have a permit for construction and a licence for operation. A "travel restricted area" would be an area of restricted public use where no one other than a resident would be allowed to enter for recreational purposes without a permit and a guide.

**c) Historic Resources Ordinance**

Through this ordinance the Commissioner has the power to acquire and set aside historic places and lands and to provide for their administration. Furthermore, this ordinance provides the Commissioner with the power to order adequate investigation, recording and salvage of historic or archaeological objects during mining, exploration or industrial operations to prevent their destruction.

**d) Territorial Parks Ordinance**

This ordinance empowers the Commissioner to establish and set aside land for parks purposes. This includes the establishment of Environment Recreation Parks, Outdoor Recreation Parks, Community Parks and Wayside Parks.

**e) Scientists Ordinance**

Under this ordinance it is stipulated that no person shall carry on scientific research within, or based on the territories without a licence or, in the case of archaeological work, a permit under the archaeological sites regulations.

**2.8.2 Community By-laws**

On April 1, 1972, the settlement of Pangnirtung was granted hamlet status by the Commissioner of the Northwest Territories. The progression in the Northwest Territories for community development is from unorganized settlement, to hamlet, to municipality. Under the Hamlets Ordinance, zoning powers and land use authority fall into the hands of local community councils in communities which have reached Hamlet status. The community council, in the case of Pangnirtung, consists of a mayor, deputy mayor and six councillors. The community council has the power to make by-laws regarding the authorization of buying, holding, selling or

leasing real property and the zoning of lands within the municipality for specific uses. In turn, these by-laws are subject to the approval of the Commissioner. Presently all occupied land in Pangnirtung, other than that occupied by the Hudsons Bay Company or the Church, are leased from the Crown, on a first come first served basis. Hudsons Bay Company and the Anglican Church have freehold rights to their property.

At present the municipal boundaries of Pangnirtung extend out a radius of three miles. There is an attempt being made to modify the boundaries to include the whole watershed area.

## 2.9 Implications for Tourism

The inventory and analysis of the tourism infrastructural resources and community by-laws and territorial ordinances presented in the preceding sections point out certain opportunities "as well as constraints to possible tourism development in Pangnirtung. The following provides a summary of the various implications of these resources and regulations.

### a) **Tourism Infrastructure**

- . There is potential for and possibly a need for (depending on completed market analysis results) upgrading and expansion of certain tourism infrastructure facilities such as accommodation and food services, tourist information and craft outlets.
- . Airline passengers should be warned of the possibilities for flight delays as they normally occur quite frequently due to weather and medi-vats.
- . More use could potentially be made of local recreation facilities such as the museum.

**b) Community Infrastructure restructure**

- . The present size of the water reservoir and supply system could create severe constraints to tourism developments in the community, particularly during the shoulder seasons and winter months.
- . Other local services, such as costs and availability of sewage facilities, power and land may limit the degree to which tourism can be developed.
- . Tourists should be made aware of the nature and limitations of community infrastructure services including details such as the need for extra medical insurance coverage to cover medi-vats.
- . With the implementation of an upgraded or expanded tourist industry, subject to market analysis results, certain community infrastructure services could be upgraded and/or expanded, such as public telephones, search and rescue services and tourist registration programs.

**c) Territorial Ordinances and Community By-laws.**

- . The Travel and Outdoor Recreation Ordinance will have important implications for tourist activity developments in that through the ordinance, tourist travel can be controlled and monitored. This could be very important in areas where potential conflicts may arise such as around summer camp and hunting areas.

The Historic Resources Ordinance provides the authority to maintain and monitor historic and archaeological resources if they are to be used as tourist attractions (i. e., Thule sites).

- The Territorial Parks Ordinance allows for the designation and establishment of parks which may be required to develop a viable community based tourism industry.

## 2.10 Learn/Observe/Experience Resource Opportunities

Figures 3, 4 and 5 entitled “ Evaluation Matrix of Learn/Observe/Experience Resource Opportunities” provide a matrix analysis of the general opportunity levels for development of tourism resources and the relevant restraints. Due to the fact that outdoor activity is so heavily dependent and constrained by climate in the Arctic, the resource opportunities were analyzed on the basis of seasons. The four normal seasons, winter, spring, summer and fall were first examined as to their potential for surface transportation and consequently outdoor activity.

In the summer months most of the waters are free of ice (although it is common for floating ice pans and bergs to congest in the Sound and even at times in the fjords), and transportation potential through the months of July - October is generally good by water. By land the transportation, which is normally quite good, can be limited in certain areas in the summer by bog-like conditions. This is normally caused by sub-surface permafrost layers restricting proper water drainage from surface melt.

The short spring and fall break-up periods have poor potential for water transportation and marginal conditions for land travel due to melting and freezing conditions.

The Arctic winter offers the greatest potential for transportation due to the fact that the water bodies are frozen and the ground is snow covered.

According to their transportation and activity potential, the four seasons were then combined into three seasons as follows:

**i) Open water season:**

**July 15 to October 20 - when water travel potential is high and land travel potential is generally high with some limitations.**

**ii) Spring break-up and Fall freeze-up:**

**June 11 to July 14 and October 21 to November 25, when travel by water and land becomes difficult and dangerous.**

**iii) Frozen period:**

**November 26 to June 10 when land and frozen water travel conditions are ideal.**

**Figures 3, 4 and 5 analyze the various resource activity opportunities according to the three normal travel modes of hiking, boating and snowmobiling. These were further subdivided according to return travel times. The specific resource activity opportunities were evaluated on the basis of the following criteria:**

**i) Natural Resources Activities: were evaluated on the basis of degree of diversity, quality and significance, extent and suitability of the appropriate natural resources.**

**ii) Outdoor Recreation Activities: were evaluated on the basis of the quality, extent and suitability of the appropriate natural resources and the extent of existing or potential for facilities.**

**iii) Historical and Archaeological Resource Activities: were evaluated on the basis of degree of abundance, distribution, quality, visibility, significance and diversity of the appropriate resources.**



EVALUATION MATRIX OF LEARN/OBSERVE/EXPERIENCE RESOURCE OPPORTUNITIES						
ACTIVITIES	SEASON		OPEN WATER			
	TIME TRAVEL ZONE	0-3 HOURS				3-6 HOURS
		RAVELMOE	HIKE	BOAT	SKIDOO	
Viewing/interpretation of Natural Attractions - Land Based		■	A		●	
Hiking		A	●		●	
Wilderness Camping		■	A		A	
Mountain Climbing		■			■	
Cross-Country Skiing						
Snowmobiling						
Viewing/interpretation of Natural Attractions - Water Based		●	■		A	
Open Water Fishing		■	▲	■	■	●
Ice Fishing						
Observing/Participating in Cultural Educational Opportunities/Events		●			■	
Historical/Archaeological Educational Opportunities		●	▲		■	
Visiting National Parks			■			

**Legend** Resource Opportunities

- Abundant resource opportunities; exist
- A Moderate resource opportunities; exist
- Limited resource opportunities; exist
- No resource opportunities

IONM R OF E RN OBSER E E R NC RESOURCE OPPOR N ES G RE 4

ACTIVITIES	SEASON:									DEVELOPMENT CONSTRAINTS								DEVELOPMENT CONSTRAINTS																																										
	TIME TRAVEL ZONE	0-3 HOURS			3-6 HOURS			JUN 11 - JUN 14 OCT 21 - NOV 23			TRANSPORTATION	THIN AND BREAKING ICE CONDITIONS	MET SNOW CONDITIONS	SENSITIVITY	WILDLIFE NOT HIGHLY VISIBLE	HIGHLY ARCHIVES NOT	HIGHLY VISIBLE	TOURISM SERVICE INFRASTRUCTURE	REGULATION																																									
		HIKE	BOAT	SKIDOO	HIKE	BOAT	SKIDOO	HIKE	BOAT	SKIDOO																																																		
Viewing/interpretation of Natural Attractions Land Based		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
hiking		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Wilderness Camping		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Mountain Climbing		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Cross-Country Skiing		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Snowmobiling		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Viewing/Interpretation of Natural Attractions - Water Based		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Open Water Fishing		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Ice fishing		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Observing/Participating in Cultural Educational Opportunities/Events		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Historical/Archaeological Educational Opportunities		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										
Visiting National Parks		■	■	■	■	■	■	■	■	■	■	■	●	■	■	■	■	■																																										

**Resource Opportunities**

- Abundant resource opportunities; existing and/or potential
- ▲ Moderate resource opportunities; existing and/or potential
- Limited resource opportunities; existing and/or potential
- No resource opportunities

**Level of Constraints**

- Major constraint
- Minor constraint
- No constraint

VALUATION MATRIX FOR LEARNING/OBSERVE/EXPERIENCE - RESOURCE OPPORTUNITIES

ACTIVITIES	SEASON: FROZEN NOV. 26-JUNE 10							DEVELOPMENT CONSTRAINTS		DEVELOPMENT CONSTRAINTS																														
	TIMETRAVEL ZONE			3-6 HOURS				OVERNIGHT		WEATHER	TRANSPORTATION	TIDAL FLATS	DANGEROUS ICE CONDITIONS	WILDLIFE NOT HIGHLY VISIBLE	CONFLICTS WITH INDIAN	ROUGH TERRAIN	TOURIST SERVICE INFRASTRUCTURE	DEVELOPMENT CONSTRAINTS																						
	TRAVEL MODE	HIKE	BOAT	SKIDOO	HIKE	BOAT	SKIDOO	HIKE	SKIDOO									HIKE	SKIDOO	HIKE	SKIDOO	HIKE	SKIDOO	HIKE	SKIDOO	HIKE	SKIDOO	HIKE	SKIDOO	HIKE	SKIDOO	HIKE								
Viewing/Interpretation of Natural Attractions - Land Based		■		●			●		▲				●			■																								
Hiking		■		▲			▲						▲			■																								
Wilderness Camping		■		●			●					●											●																	
Mountain Climbing																																								
Cross-Country Skiing				●			●		●			●											■																	
Snowmobiling				▲			▲					▲											■																	
Viewing/Interpretation of Natural Attractions - Water Based																						●																		
Open Water Fishing																							■																	
Ice Fishing																						●																		
Observing/Participating in Cultural Educational Opportunities/Events				●			●		●			●										■																		
Historical/Archaeological Educational Opportunities				○																																				
Visiting National Parks																						▲																		

**Legend**

● Abundant resource opportunities; existing and/or potential

▲ Moderate resource opportunities; existing, and/or potential

○ Limited resource opportunities; existing and/or potential

⊖ No resource opportunities

**Level of Constraints**

● Major constraint

■ Minor constraint

□ No constraint

- iv) **Human Resource Activities:** were evaluated on the degree of abundance, distribution, accessibility, significance and diversity of potential resources.

A further function of the three matrices is the identification of level of constraints to the development of the identified resource activities. The constraints are based on the various resource constraints identified in the resource inventory sections. The constraints were prioritized, as to their level of constraint to tourist activity development into the three categories of major, minor and no constraint.

It should be pointed out that the activities portrayed on the evaluation matrix are indicative of the "type" of activities which could be developed in Pagnirtung and area. During the development concept phase, these activities will be modified/expanded and developed in a fashion which ensures that they are "community-based" in terms of either facilities or programs, e.g. hiking may be incorporated with wilderness camping and require a local resident as a guide. (Also see Appendix III).

#### **2.10.1 Implications**

The following subsections outline the summary conclusions of the resource opportunity evaluation matrices according to the three activity seasons.

a) **Open Water Season - July 15 to October 20**

- . The best opportunities for viewing natural land-based attractions are not particularly close to Pagnirtung. Tourists would be required to travel up to 6 hours return, or consider an overnight stay on the land, to reach the most appealing areas.

- . There is a variety of hiking resource opportunities in all time travel zones, accessible by boat and hiking.
- . The further one moves from the community the better and more abundant the wilderness camping resource opportunities are.
- . Mountain climbing resource opportunities are mostly found in the more remote areas.
- . The most appealing water-based attractions are located over 3 hours return from the community by boat.

Open water fishing opportunities are found throughout all the time travel zones with the more suitable areas located over 3 hours return from the community by boat.

- . Observing/participating in cultural/educational opportunities are centred in Pangnirtung or accessible by extended or overnight boat trip. Existing opportunities are limited but the potential for further development is good.

Historical/archaeological educational opportunities of tourist interest are primarily accessible by long boat trips.

**b) Frozen Period - November 26 to June 10**

- . The most appealing natural land-based features are accessible by skidoo within several hours return from the community.
- . Hiking resource opportunities in the frozen period are only moderate due to the constraining factor of snow cover.

- . **Wilderness camping opportunities increase in quality and abundance as one moves further from the community.**
- . **A variety of cross-country skiing opportunities are available throughout all time travel zones.**
- . **Snowmobiling opportunities are best at a distance of over 3 hours return from the community, although there are a variety of nearby short turn trips of under 3 hours.**
- . **Opportunities for viewing natural water-based attractions are available out in the Cumberland Sound at great distance from the community. The major attractions in this season would be the floe edge, frozen in ice bergs and possibly wildlife (seals).**
- . **Ice fishing is best in the fresh water lakes which are accessible by snowmobile trips of over 3 hours.**
- . **Observing/participating in cultural/educational opportunities are centred in Pangnirtung with some potential for sideline participation in hunting or fishing excursions at some distance from the community.**

**Historical/archaeological educational opportunities are centred in the community as resources on the land are not very visible in the frozen period.**

**c) Freeze-up/Break-up Periods - June 11 to July 14 and  
October 21 to November 25**

- . **Resource opportunities during this season are mostly moderate to low due to the difficulties incurred in surface transportation.**

- . **The resource opportunities of major significance in this season are those centred in the community such as observing/participating in cultural educational opportunities and historical/archaeological educational opportunities.**

An integral part of the study approach is community involvement. The ultimate intent of the study is to develop a conceptual tourism plan that reflects the community's views as well as the potential tourism resource base. Furthermore, it is intended that the plan be within the potential of the community to implement. This necessitated that the study objectives and process be clearly outlined to the community in order to receive feedback from them regarding their views and perceptions of tourism and tourists and past problems and conflicts.

It is also a major intent of the study to provide an educational process for the community whereby the project helps to create a greater awareness of tourism and its implications with community residents.

The community involvement was accomplished through several modes of communication. Initially a small booklet was put together in English and Inuktitut to describe the study purpose, objectives and methodology. Copies of the booklet were circulated at the various meetings which were held with community groups. Pre-arranged meetings were held with numerous community groups including: the Hunters and Trappers Association, Weave Shop women, Anglican Womens Group, Misuvik Sewing Centre women, Land Claims Committee, Pagnirtung Cooperative, Hamlet Council, Subcommittee of Council on Tourism, and the public at large. In order to provide ongoing community input and to facilitate community awareness of the study progression, a special Sub Committee of Council on Tourism was formed. This Sub-Committee met with the study team during each community visit. They were provided with several interim reports, which informed them as to the progress and preliminary findings of the study. Each time they were asked to review the interim report and provide their own comments. These interim reports were also reviewed by the Client.



The community was also directly informed of the study over the local radio station several times. In order to ensure that all community residents knew of the study and its objectives, a two-page flyer in Inuktitut and English was sent to every house in the community on each visit to the community.

The flyers highlighted the results of the study to date and informed the community residents as to the purpose and objectives of the consultants community visits each time. ( Refer to Appendix Vi).

In addition to these two modes of communication, the community was invited to attend two community meetings. The first meeting, held in March, was a general meeting to inform the community of the study and its purpose and to obtain some feedback as to their concerns regarding visitors to the community and the study itself. The second meeting, held in May, was a slide presentation intended to portray the meaning of tourism and some of its implications in a general sense.

In order to develop a beneficial working rapport with the community, as much time as possible was spent working and living in the community. The local Hunters and Tappers Associations members were utilized, where possible, to assist in specific aspects of the inventory stage.

The following provides a summary of the major concerns expressed by community residents through the various group meetings and personal encounters.

One of the first problems brought to the consultants attention was the fact that there are very few facilities in the community to assist tourists. Information on the park is readily available in the Parks Pavillion but if tourists want to know where to rent a boat or go hiking close to the community they are lost. As a result, the non-destination oriented tourists end up wandering around the community creating a nuisance for the community residents.

The following resident comments illustrate this problem.

"Tourists interfere with the local people by walking into their houses and asking many questions".

. "The community is tired of tourists wandering around town".

Another concern expressed by community residents was the fact that tourists often come to Pangnirtung unprepared. The problem lies in the fact that they do not receive enough pre-trip information on what type of weather to expect, the possibility of plane delays, what clothes to bring and the Inuit lifestyle and other such details. The following are representative of the comments received from community residents.

. "Tourists often come unprepared and they should be stopped from going out on 'the land without the proper equipment'".

. "Tourists often do not fully understand the Inuit culture and lifestyles and as a result criticize things like whale and seal hunting".

. "There are problems involved with tourists going out to summer camps and taking pictures without enough understanding of Inuit lifestyles".

Although Pangnirtung offers excellent local arts and crafts there is a lack of facilities for the sale of these crafts. There is also no attempt made to encourage tourists to buy the crafts locally. The following comments illustrate this concern.

. "The Weave Shop does not have the proper facilities for selling to tourists".

. "The Weave Shop has problems with tourists who insist on buying tapestries, which are not offered for sale".

Another important concern identified by community residents was the problem with the young people in the community as exemplified by the following comments.

- . "The young people in Pangnirtung need help in finding jobs; some of them quit school early and then have nothing to do".
- . "The young people often just sit around when they should be out helping their parents hunt".
- . "Tourism in the summer may provide the young people with job opportunities".

The concern was also expressed that tourists are often given priorities on airline flights displacing community residents and community concerns as such as mail. The following comments illustrate this concern.

- . "Often, in the summer, the airlines give priority to tourists over community mail and other community concerns".
- . "In the summer, residents who go to Frobisher Bay for medical reasons or whatever, often have trouble getting on a flight back to Pangnirtung because of the tourists".

Certain residents had comments concerning the problems associated with tourists coming into the community:

- . "Tourists may aggravate the problem of drugs and alcohol".
- . "Community friction may be caused by tourists wanting to go out on Sundays; the general view in the community is that Sunday is a day of rest".
- . "The tourists want too much attention".

Another major concern expressed was that of being forewarned as to the numbers and schedule of tourists flying into the community:

- . "It would be very helpful if the community knew how many and when the tourists would be coming to Pangnirtung".

The reaction to the tourism study, for the most part, was positive and an encouraging interest was expressed. There were, however, certain residents who expressed a negative attitude towards tourism in general. The following comments reflect both the positive and negative concerns expressed by community residents regarding the tourism study and tourism in general.

- . "The project is a good idea as it will inform the Inuit".
- . "Maybe the number of visitors to Pangnirtung could be decreased over the next few years".
- . "What happens if the community does not want tourism?".
- . "We are concerned about tourists that come to visit and then decide to stay".
- . "The community realizes there is a need for tourism and the residents expect some changes within the next few years".
- . "We should try to encourage more tourists to come to Pangnirtung".
- . "There is a need to have tourism handled better by the community".

In summary, the views and concerns expressed by the community residents were wide ranging. There is no indication at this point of a dominating view either in favour of or against tourism development in the community. It is clear, however, that the community is becoming increasingly informed as to the objectives and

implications of the study, because of the increasing perceptiveness of their questions. It is felt that due to the Inuit nature, the community residents are waiting to see the products and real implications of the study before they commit their feelings and views.

## 4.0 MARKET ANALYSIS AND IMPLICATIONS

### 4.1 Approach

In order to develop a profile of existing and potential market segments that travel to Pangnirtung and the surrounding area, three questionnaires and a telephone survey were administered. The purpose, scope and results of these surveys is outlined in the sections that follow.

#### 4.1.1 Pangnirtung Visitor Survey

The Pangnirtung Visitor Survey was designed to define perceived issues and concerns of existing travelers to Pangnirtung and the surrounding areas. Based on an informally administered random format, the questionnaire survey was administered to travelers leaving Pangnirtung from May through October, by the flight attendants of Bradley - First Air, during the flight from Pangnirtung to Frobisher Bay.

The questionnaire (refer to Appendix IV) was designed to be self-administered and take approximately five minutes to complete. An introduction in Inuktitut was intended to help limit respondents to visitors (not residents) to Pangnirtung. In return for completing the questionnaire, each respondent received an Arctic pin or decal. The primary objective of the survey was to determine visitor expectations and satisfaction levels as well as their perceived issues and concerns. Specifically, the questions were designed to provide information on

- . trip characteristics;
- . level of satisfaction with facilities, services, etc. ;
- . source and adequacy of pre-trip information;
- . accommodation preferences;
- . activity preferences; and
- . visitor expectations and reactions.

The secondary objectives of the questionnaire were to determine existing expenditure patterns of visitors to the Pangnirtung area. Specific questions related to this objective were designed to provide the following information:

- origin of visitors;
- visitor characteristics, i .e. group sizes, travel purpose, etc. ;
- expenditure levels and patterns;
- demographic distribution of visitors; and
- visitor income levels.

A total of 205 responses were received and tabulated. The results as presented in the following section were tabulated on an individual question basis and were not subject to a statistical analysis. A number of relevant cross-tabulations could be made with computer assistance which was not part of this study.

The summary results of individual questions are presented below with further detail provided in Appendix V.

1. Question

Where do you live?

This question was asked to help discriminate between Pangnirtung residents and visitors and further to determine a representative profile of tourist origins.

interpretation

Largest majority of visitors were from Ontario (25.8%), followed closely by the Northwest Territories (21 .9%) and the U.S.A. (19.5%).

The European market represented 11 .7% of visitation in the summer of 1981.

No visitation was recorded from other international origins, Atlantic Canada, and only a 9.2% visitation from Western Canada.

2. Question

Are you traveling:

- with a special interest group or club,
- as part of a commercial tour package,
- with friends,
- with family,
- by yourself?

This question was asked to determine the number of visitors traveling with organized tours and club groups versus the number of individuals traveling independently.

Interpretation

The greatest majority of visitors travel led with friends (27%) followed closely by those who travel led as a special interest group or club (24%). Only 6.1% of visitors travelled as part of a commercial tour package. This latter group were primarily Europeans.

3. Question

How many people are in this group? (including yourself)

This question was asked to help further define travel patterns to Pagnirtung and specifically to identify representative tourist group sizes.

Interpretation

Over 70% of visitors to Pagnirtung travel led in groups of 1 - 5, while the remaining 30% travel led in groups of six or larger with the greatest percentage being 16% in the 10 and 10+ group size. The latter were primarily part of a commercial tour package.



4. Question

What was the primary purpose of this trip?

The intent of this question is to differentiate between business related travelers and non-business related tourists and to further define tourist travel characteristics.

Interpretation

Over twenty-nine per cent (29%) of visitors travel led to Pangnirtung for purposes other than vacation. Of these, 22.1% travel led for business and 7.4% travel led to visit friends and relatives. For the majority visiting (99.5%), Pangnirtung was their only destination. Only 1.0% intended to visit Broughton. Over 37.7% considered Pangnirtung and area as their primary purpose while 31.9% considered Auyuittuq as their primary purpose.

5. Question

How many nights do you plan to be away from home on this trip? (Include any stopovers for total number of nights).

The intent of this question in conjunction with the following two questions is to define the normal trip duration of tourists traveling to Pangnirtung.

Interpretation

Fifty per cent (50%) of visitors to Pangnirtung planned to spend over 11 nights away from home. The majority of these visitors noted Auyuittuq or visiting friends and relatives as their primary trip purpose. The remaining 50% spent less than ten nights, with the majority (38.5%) in the 6-10 night category.

6. Question

How many nights did you spend in the following places during this trip? (No. of nights)

This question in conjunction with the previous and the following question is intended to further define trip duration characteristics for travelers to Pangnirtung.

Interpretation

With respect to the number of nights spent in specified locations, 42.4% of total nights were spent in Pangnirtung, while a further 19.6% were spent in Auyuittuq National Park. Of the respondents to this question, 21.7% of total nights were spent in Frobisher Bay and 15.1% of total nights were spent in other parts of the Northwest Territories.

7. Question

How many nights did you spend or do you plan to spend in each of the following types of accommodation while in the Northwest Territories during this trip? (No. of nights).

This question, in conjunction with the previous two questions, is intended to further define trip duration characteristics for travelers to Pangnirtung and to generally identify accommodation types used by visitors to the Northwest Territories.

Interpretation

With respect to accommodation type, 38.1% of total visitor nights were spent in a hotel while 32% were spent in a tent. Interestingly, 11.6% of total nights were spent with friends and relatives.

8. Question

Where did you obtain your information to plan this trip?  
(Check more than one if applicable).

This question was asked to determine the source of visitor pre-trip information and to help determine the availability of promotional material.

Interpretation

Information to plan trips to Pangnirtung was obtained from a variety of sources. No one source was dominant, although it is interesting to note that 22.2% obtained their information from friends and relatives, 17.4% obtained information from a travel agent or tour group, and 13.5% obtained information from Parks Canada. Only 7.7% obtained information from special interest groups or clubs.

9. Question

Do you feel that your pre-trip information was adequate?

This question was included to help determine the adequacy of available pre-trip information.

Interpretation

With respect to the adequacy of pre-trip information, 87.5% of respondents felt that the information was adequate.

10. Question

If no, what other information would have helped you?

This question was intended to help define pre-trip information requirements and concerns.

### Interpretation

Of those respondents (19.5%) who expressed concern over pre-trip information only 5.0% were concerned with clothing and equipment. The greatest majority of respondents were primarily concerned with on-site information regarding crafts, weather, community maps, etc. , while 37.5% wanted more information on ground transportation, boats, costs, etc. , finally 17.5% expressed a lack of information on flight schedules and flight changes.

### 11. Question

What do you anticipate spending for your total trip? (Please indicate the amount spent only for the one person who is responding to this questionnaire).

The intent of this question is to help to determine average expenditure levels of visitors to Pangnirtung, to help determine socio-economic profiles of visitors as well as to help determine an indicative amount spent by tourists traveling to the Arctic.

### Interpretation

With respect to anticipated expenditures per person, 29.8% of respondents spent less than \$1,000, the remainder, 70.2% spent greater than \$1,000 with the majority (45.8%) spending between \$1,000 - \$2,000 and 24.4% spending over \$2,000.

### 12. Question

What did you do while you were in this area?

This question is intended to provide information on activity preferences of the visitors to Pangnirtung.

### Question Results

Photography	71.3%
Sightseeing	64.9%
Hiking/Backpacking	61.2%
Buy Handicrafts	48.9%
Visited Auyuittuq National Park	40.4%
Fishing	29.8%
Other	8.3%
Visit outfitters camp	7.4%
Local activities (i.e. , bingo, pool)	6.4%
Winter activities	6.4%
No response	8.3%
Total response rate	91.7%

### Interpretation

The results are not unexpected with the exception that less than 50% of people bought handicrafts.

### 13. Question

What other recreation activities would you like to have participated in but didn't?

One of the components of the Pagnirtung visitor survey was to determine what activities visitors would like to have participated in but didn't; why they didn't and what was their level of satisfaction with the services and facilities they utilized.

### Interpretation

With respect to recreational activities which visitors would like to have participated in but didn't, the following responses were noted:

In terms of select conventional activities, 27.6% of visitors expressed a desire to fish for Arctic Char; further, approximately 20% of respondents expressed a desire to hike or backpack and 20% expressed a desire to visit Auyuittuq National Park.

In terms of participation in non-conventional activities, 18.4% of visitors expressed a desire for a boat tour on the Cumberland Sound; 12.2% expressed a desire for a helicopter or plane tour while a further 12.2% expressed a desire to participate in hunting trips.

14. Question

For the three activities listed in the previous questions, please indicate why you didn't participate in them. (Check more than one if applicable).

Interpretation

With respect to reasons for non-participation in activities, the following responses were recorded. Not enough time (62.2%) and bad weather (26.5%) were given as the dominant reasons for non-participation. Excessive costs (17.3%) and lack of facilities (14.2%) were noted as additional reasons for non-participation.

15. Question

Indicate your level of satisfaction with the following.

This question was asked to determine the level of visitor satisfaction with facilities and services in Pangnirtung.

Interpretation

The determination of existing visitors level of satisfaction was a key aspect of the Pangnirtung Visitor Survey. The

response rate to these questions was over 77%, however, the rate varied between 100% - 58.2% for the individual questions asked.

In summary, for the seven individual questions asked regarding level of satisfaction with services and facilities, on the average, 54% of respondents were satisfied and 24.9% were very satisfied. Of the remaining respondents, on the average, 12.8% were not satisfied and 8.3% did not use select facilities and services. Of note within the not satisfied category, 15.6% were not satisfied with the availability of handicrafts and 18.1% with local transportation.

16. Question

What did you particularly dislike about this trip?

This question was intended to help determine levels of dissatisfaction with Pangnirtung as a tourist destination and further to help define visitor expectations and reactions.

Interpretation

Bad weather (26.9%), litter in the community/honey bags (25.9%) and local services too expensive/inadequate food, guiding/hotel facilities and service (19.4%) were the top three comments respecting items which visitors particularly disliked. Air transportation delays, excessive baggage charges (10.2%), lack of local activity alternatives (4.6%) and lack of local hospitality (3.7%) were given as a further indication of items visitors particularly disliked.

17 Question

Did your visit meet your expectations?

This question was intended to determine the general level of fulfillment of visitor expectations.

Interpretation

When asked for their summary comments respecting whether the trip to the Arctic met their expectations, 95.7% of respondents felt the trip did meet their expectations.

To qualify this figure further, visitors were asked what they particularly liked or disliked about their trip. With respect to items which they particularly disliked, 52.7% of visitors responded.

18. Question

How old are you?

This question was asked to help determine demographic profiles of visitors.

Question Results

0 - 20	4.7%
21 - 40	60.0%
41 - 50	13.7%
51 - 65	18.4%
65+	3.2%
No response	7.3%
<b>Total response rate</b>	<b>92.7%</b>



19. Question

In what category is your family income?

This question was asked to provide further information on socio-economic visitor profiles.

Question Results

o - \$10,000	5.8%
\$10,000 - \$20,000	18.0%
\$20,000 - \$35,000	35.5%
\$35,000 +	39.5%
No response	17.1%
Total response rate	83.9%

Interpretation

The profile of visitors who responded to the questionnaire are noted above. In brief, the visitors to Pangnirtung in terms of age and income, are primarily between 21-40 years of age (60%) and make a family income of over \$35,000.00 (39.5%), followed closely by an income category of between \$20,000 - \$35,000 (35.5%). Of note is the level of visitation by respondents in the over 51 age group (21.6%).

4.1.2 Pangnirtung Market Survey of Special Interest Groups

The Pangnirtung Market Survey of Special Interest Groups was designed to provide a profile of potential specialty market segments and their travel preferences.

A list of special interest groups or clubs was developed, such as the Federation of Ontario Naturalists and the Sierra Club, based on their focus or interest and its relevance to tourism opportunities in Pangnirtung and area. A questionnaire was developed and sent to over fifty groups. An example of this questionnaire and a list of the special interest groups it was sent to is in Appendix II 1.

Specifically, the questions on this questionnaire have been designed to provide information on:

- number of people involved in special interest group (as an indicator of potential market size)
- scope and type of special interest
- travel preferences, with specific regard to destination, season, length, cost, size, packaged, etc.
- level, type and source of trip information
- travel motivators: incentives and disincentives  
cultural and lifestyle expectations
- accommodation preferences and willingness to pay.

#### **4.1.3 Pangnirtung Survey of Tour Wholesalers**

The Pangnirtung Market Survey has been directed to tour wholesalers and operators who are presently taking trips to Pangnirtung or who might be interested in Pangnirtung as a destination. Their travel trade experience is key to understanding what will make Pangnirtung sell as a destination, and to whom.

A list of tour wholesalers and tour operators was developed for the survey, based on the knowledge of the fact that they cater to deluxe markets and appeal to travelers oriented towards adventure travel, unusual destination, explorer travel, educational travel, and special interest travel. A list of these tour wholesalers and an example of the survey questionnaire is outlined in Appendix III .

Specifically, the questionnaire has been designed to determine:

predominance of trips to the Arctic, specifically to Pangnirtung

primary market segments of these tour wholesalers and their characteristics

- travel preferences and characteristics of market group
- opinions, comments on perceived potential markets, and marketing strategies
- an open-ended forum for general comments on price, profit, viability, etc.

#### **4.1.4 Interview of Tour Operators**

A telephone interview of tour operators who are presently travelling to Pangnirtung was undertaken to develop an understanding and impression of existing market groups who travel to Pangnirtung.

The purpose of these conversations was to obtain an understanding of:

- existing market segments and market areas
- traveller characteristics, including socio-economic and demographic profile
- trip characteristics, destinations and length of stay
- tour characteristics, i.e. , packaged, pre-booked, pre-paid, escorted, etc.
- travel motivators
- pre-trip information - expected, required and provided
- level of satisfaction of travellers
- potential market segments
- success and relevancy of various marketing techniques

#### **4.2 Historical Visitation Patterns**

Statistics from Auyuittuq National Park, outlined on Tables 5, 6, 7 and 8, indicate that a large majority of visitors to the park come from Canada and the United States (75-90%), although the

park attracts small groups of 2-15 people from many European countries. Visitation to the park has decreased over the past three years. In 1978 a total of 511 people visited the park, and in 1980, only 327 people visited the park - a difference of nearly 200 people.

According to Table 9, Summary of Auyuittuq National Park Length of Stay and Visitor Use, the average length of stay for visitors in the park in 1980 was about 10 days, compared to 17 days in 1977. These figures indicate that not only is park visitation dropping, so too is visitor length of stay in the park.

**TABLE 5**

**REGISTERED VISITOR ATTENDANCE IN  
AU YUITTUQ NATIONAL PARK, 1980  
 Year to Date, September 22, 1980**

<u>Country of Visitor Origin</u>	<u>Number of Persons*</u>	<u>%</u>	<u>Total Visitor Days Spent in the Park</u>
Canada	162	63	1,510
U.S.A.	41	16	435
Netherlands	14	5	98
France	13	5	246
Norway	8	3	160
Italy	8	3	127
Switzerland	5	3	69
Germany	2	1	8
Mexico	2	1	8
<b>Total</b>	<b>255</b>		<b>2,661</b>

\*Note:

Day users are not included in this total of registered visitors.

TABLE 6

**REGISTERED VISITOR ATTENDANCE IN  
AUYUITTUQ NATIONAL PARK, 1979**  
Year to Date, August 31, 1979

<u>Country of Visitor Origin</u>	<u>Number of Persons*</u>	<u>%</u>	<u>Total Visitor Days Spent in the Park</u>
Canada	219	70	2,190
U.S.A.	60	19	1,138
Switzerland	8	2	136
Japan	7	2	252
France	6	2	76
England	6	2	138
Belguim	6	2	<u>144</u>
Total	312		4,074

TABLE 7

**REGISTERED VISITOR ATTENDANCE IN  
AUYUITTUQ NATIONAL PARK, 1978**  
Year to Date, October 24, 1978

<u>Country of Visitor Origin</u>	<u>Number of Persons*</u>	<u>%</u>	<u>Total Visitor Days Spent in the Park</u>
Canada	127	57	928
U.S.A.	40	18	488
England/Scotland	35	16	1,053
France	7	3	175
Germany	5	2	26
Switzerland	3	1	58
Luxemburg	2	1	<u>10</u>
Total	219		2,738

\* Note:

Day users are not included in these totals of registered visitors.

TABLE 8

**REGISTERED VISITOR ATTENDANCE IN  
AU YUITTUQ NATIONAL PARK, 1977**

Year to Date, September 22, 1977

<u>Country of Visitor Origin</u>	<u>Number of Persons*</u>	<u>%</u>	<u>Total Visitor Days Spent in the Park</u>
Canada	99	49.5	1,119
U.S.A.	55	27.0	805
England	25	23.0	1,013
Germany	6	23.0	130
France	6	23.0	120
Switzerland	1	23.0	7
South Africa	7	23.0	231
New Zealand	1	23.0	19
Total	200		3,444

\* Note:  
Day users are not included in this total of registered visitors.

TABLE 9

**SUMMARY OF AUYUITTUQ NATIONAL PARK  
LENGTH OF STAY AND VISITOR USE**

	<u>1980</u>	<u>1979</u>	<u>1978</u>	<u>1977</u>
Average length of stay per park visitor (days)	10.4	13.1	12.5	17.3
Total Park Office Visitation ( Information, Exhibit, Film and Slide Shows)	1,212	1,031	1,033	1,228
Total Park Visitation (Registered visitors and day users)	327	423	511	486

Note:  
Day visitors, the difference between total visitation and registered  
visitors is 50-75% local residents in the winter and is highly vari-  
able.

Statistics from First Air (the air carrier into Pangnirtung from Frobisher Bay), indicate a total of 553 tourists travel led to Pangnirtung during the one year period starting March, 1980 (Table 10). Over 70% (390) of this total travel led to the area during July and August, and 14% (76) during the shoulder season months of June and September. <sup>1)</sup>

**TABLE 10**

**SUMMARY OF FIRST AIR PASSENGERS  
TO PAN GNIRTUNG, 1980/81**

<u>Month/Year</u>	<u>Tourist*</u>	<u>Other</u>	<u>Total</u>
March 1980	8	150	158
April 1980	16	112	128
May 1980	20	124	144
June 1980	52	128	180
July 1980	219	193	412
August 1980	171	142	313
September 1980	24	121	145
October 1980	16	118	134
November 1980	2	152	154
December 1980	19	147	166
January 1981	2	94	96
February 1981	2	83	85
March 1981	<u>2</u>	<u>57</u>	<u>59</u>
<b>TOTAL FOR YEAR</b>	553	1,621	2,174

\* The definition of tourist used here was based upon First Air's knowledge of all non-resident visitors.

1) These figures are not indicative of all the air travelers to Pangnirtung. Austin Airways also flies to Pangnirtung and in 1981 chartered 80 visitors to Pangnirtung.

More current information supplied by First Air indicated that their passenger load to Pangnirtung in 1981 has increased by 10% over 1980. No distinction was supplied respecting the nature of this increase.

Information regarding visitation at Peyton's Lodge in Pangnirtung was not made available to the consultant.

#### 4.3 Market Groups and Visitor Characteristics

A profile of the type of visitor who travel to Pangnirtung, their characteristics, expectations and trip characteristics can be drawn from the results of the Pangnirtung Visitor Survey administered through First Air, in combination with the results of the telephone survey of tour operators who have taken groups to Pangnirtung.

Discussions from telephone interviews with tour wholesalers provide a general understanding of the type of traveller who would take a package tour, as well as the type of package tours that are available. In that light, because these results have been presented from the experiences of tour operators, it is important to interpret them with the understanding that these visitor characteristics are not typical of all visitors to Pangnirtung.

Results from these telephone interviews indicate that tour wholesalers perceive two different market groups who are presently attracted to package tours to Pangnirtung: those who come on an eastern Arctic trip, of which Pangnirtung is one stop, and those whose destination is Auyuittuq National Park and who only spend one or two nights in Pangnirtung en route. Because of the different nature of these two trips, two different types of people are attracted.

Those people who travel to Pangnirtung as one destination in an eastern Arctic trip are usually also stopping at Broughton Island, Frobisher Bay and perhaps Auyuittuq National Park, Pond Inlet,



Grise Fjord, Igloolik, and Cape Dorset. This market group has purchased an all inclusive, packaged, escorted tour and travel as part of a group of 8-16 people.

Travelers whose main destination is Auyuittuq National Park are a totally different group. They are young cosmopolitan, world travelers, predominantly male, who are outdoor and nature enthusiasts. This is considered a specialty market because it reflects a group who have special interests: hiking, backpacking, photography, climbing, fishing, etc. These people are often world class hikers and climbers who want the challenge of this Arctic Park. These people are often involved with associated special interest groups.

This group only stays in Panguitung for one or two nights on their way into or out of the park, and often not out of choice, but because of inclement weather or tide conditions. Trends also indicate that these backpackers and hikers do not spend much money on souvenirs or handicrafts.

Because of the high cost of air travel to Panguitung both groups are considered a deluxe market by the travel trade. For the most part, they are tolerant and aware of what to expect in Panguitung in terms of accommodation, food and services, because the pre-trip promotional and sales literature has accurately portrayed it.

Another separate specialty market group also travels to the eastern Arctic: the Char fishermen. These char fishermen are predominantly male, professional Americans from the eastern urban U. S. A., traveling in a group of two or more. They are a deluxe market with an exceptionally high disposable income. The cost of the fishing camp can easily be equal to or more than the cost of the air fare. This market group often spends a large amount on the quality handicrafts, carvings and prints that are available in the area.

Based upon responses from the survey of special interest groups, the visitor exit questionnaire, and the survey of tour wholesalers and operators, a profile can be developed respecting potential market segments who might travel to Pangnirtung.

From the point of view of the tour wholesaler and tour operator, as well as the tourism service sector in Pangnirtung, tour groups or packaged vacations as opposed to individual travel would be the most viable form of market group to pursue. By knowing when the tours plan to arrive, how many people are in a group, and what their possible trip expectations are, both the tour operator and the community can plan and program for the group, hence creating obvious economies of scale.

Pangnirtung and Auyuittuq National Park would appeal to a market that is sophisticated, world wide travelers who have probably travelled to other undeveloped destinations and would be attracted to Pangnirtung because of its intrigue as an unusual destination. This market is seeking an educational vacation experience that provides adventure. They are interested in wildlife and an undeveloped natural environment.

This type of market segment consists of individuals who are active, outdoor oriented and adventurous, and who are sportsmen, interested in wildlife, nature, and/or active outdoor recreation pursuits such as hiking, climbing, backpacking and sport fishing. For the most part, the potential market to Pangnirtung is perceived as being predominantly male, between the ages of 30 and 60, and well educated. The high cost of travel to Pangnirtung dictates a high disposable income. This market segment is what the travel trade refers to as a deluxe market.

Although this profile of a potential market segment exists all over the world, promotional and marketing efforts would be the most successful in a market area where there is a large concentrated population, therefore, a large market segment of this type. Based on present and future travel trends, marketing efforts could be directed to West Germany, Switzerland, Austria, Scandanvia, Japan, and, of course, North America.

From "this profile, the guidelines, principles and direction for tourism planning, product development, marketing, advertising and promotion programs can be properly tailored to attract the most suitable market segment and market area.

#### 4.5 Future Societal and Leisure Trends and Their Implications for Tourism Travel to the Arctic

Social and economic trends developing to-day may be crucial for the future development of tourism in Pangnirtung. These trends should be considered for both short and long term strategic planning.

The anticipated increased demand for recreational and vacation activities will have an impact on the social and economic life of host-communities, and on natural and environmental resources as tourism develops in response to demand. The development of tourism facilities therefore, requires consideration of local preferences and sensitivities as well as the economic benefits derived from tourism. The concentration of physical facilities is desirable in a society which is conscious of the need for conservation of natural and environmental resources.

##### 4.5.1 Values and Lifestyles

In recent years there have been a number of dramatic changes in values and lifestyles. A number of key social themes have developed; for example self-knowledge, improvement of physical

self, escape from the stress of society, a growth in sophistication and the changing role of women and the family structure. These trends will affect all segments of society, including consumer spending. There is a new "psychology of affluence" and only minor curtailment of spending is expected in the eighties.

Other trends are also increasing the propensity to travel -- greater leisure time (due to longer paid vacations, flex-time, job sharing), greater desire to escape from the stresses of modern life, and increased awareness and curiosity of other lifestyles and countries. A leisure ethic is replacing the work ethic, and in spite of the economic situation, people are less willing to forego a vacation.

#### 4.5.2 Demographic Trends and Economic Prospects

The Canadian population is expected to grow slowly and will reach 28 to 31 million by the year 2001. Since the 1960's, the population of most Western Industrial nations, including Canada, has been growing at a very slow rate (approximately 1 -2% annually). Recent slow population growth in Western Industrial nations is expected to continue for the next quarter of a century and lead eventually to zero population growth, and possibly an actual decline in population.

While the Canadian population will grow slowly, its make up by age groups will change dramatically. An increasing proportion of the population will be in the 45+ age group, a trend which began ten years ago with the maturing of the baby boom generation; its effects will become increasingly apparent in the future. In 1966, 50% of Canadians were under 25.4 years of age; by 1976 the median age was 27.8 and by 2001 it will be 36 years.

The 0 to 19 years group will either shrink or grow slowly, while the 20 to 44 years group will experience moderate growth. The largest increase will be seen in the older age groups, those between 45 and 64 and over 65.

In terms of the labour force, there will be a higher proportion of the population of working age than in the past sixty years, 69% vs. 63% in 1979. The annual growth rate of the labour force will be around two per cent throughout the eighties (slightly higher than the population growth), which is however, less than in past years. The proportion of the over 65, 45 to 64 years, and female groups in the labour force will increase steadily in the next few years, while the proportion of the younger groups will peak within ten years and then fall.

Although long term prospects for the national economy are good, a slowing economic growth rate is projected for the eighties. The growth rate of the G. N.P. is projected to be three to four per cent throughout the decade. Inflation will hover around 10% for the next couple of years and then drop slightly to between six to eight per cent for the rest of the decade.

Labour requirements in the travel industry will grow at a faster rate than most other industry sectors due to the relatively high growth rate of the industry in general, the labour intensive nature of the industry, and the relatively high turnover rate in the industry. There is little prospect for automation to replace human resources.

Unemployment will steadily decline and reach six per cent by 1990. Real disposable income per household will continue to grow at three to four per cent annually, so material standards of living will increase (although not at the same rate as in the past).

The family's disposable income will increase even further as more women join the work force. Similar growth trends will be seen in the American economy.

#### **4.5.3 Energy Costs and Availability**

The consensus of expert opinion is that within the next few years demand for oil is going to exceed available supply. If this occurs, the tourist industry is going to be affected when the individual traveller is hit by rising gas and airline prices, and by possible gas shortages and rationing schemes. Travel to destinations closer to home is going to increase and visitors will increase their length of stay at one destination. As fuel prices increase, tourism dependent areas like Panguit that are far from the markets, may feel a decrease in traffic.

#### **4.5.4 Implications for the Tourism Industry**

- (a) The growth and relative aging of the population (and the work force) will have implications for the tourism industry in a number of respects. Firstly, the size of the potential market is going to increase steadily. Secondly, the biggest growth will be seen in the 45 to 65 years group which is also the most affluent. Their affluence and their interests must necessarily be considered when planning for tourism, since their demands in terms of accommodation and activities will differ from other age groups. The growing size of the over 65 group and the trend to early retirement could lead to increased demand for shoulder season tourism activities.
- (b) The potential market size is also bound to increase since the inclination to travel is growing, rather than declining. This will be true of all market segments - the older group which is now tending to retire earlier, the young singles who have the time, money and inclination to travel more often or buy a vacation home, and the families which now have two incomes and fewer children. However, tourism resources will have to cater to a wide variety of demands in terms of available attractions, activities and accommodation.

- (c) There will undoubtedly be a demand for a number of different types of accommodation as well, from "swinging" hotels for singles' ski weekends to rental cottages for family summer vacations.
- (d) A number of measures are possible to alleviate the effect of rising energy costs. Activities which promote conservation (e.g. , cross-country skiing, canoeing) and do not harm or consume resources should be promoted.
- (e) There are a number of general trends evident today which affect the tourism industry. For example, travelers are becoming more selective and sophisticated and demand value for their money. Diversity in the experiences offered the tourist is becoming an important requirement for the tourism industry. Vacations are being more carefully planned and are often over longer periods of time.
- (f) While there is a desire for lower-priced holidays and holiday activities, there is also an acceptance by vacationers of fairly high package prices if the destination resort provides a "complete experience". In the future, vacationers are going to be taking more winter and off-season vacations. There will be more "headquartering" in core destination areas; many tourists will be seeking a more active recreation experience and will be doing less touring and sightseeing.
- (9) Values and attitudes are changing across North America and this will also affect tourism. Some of these changes are increasing environmental awareness, the rise of the leisure ethic and an increase in consumer values. Natural resource depletion, oil shortages, environmental deterioration and rising inflation are in part responsible for the new ethics.

- (h) In the future, there will be more open competition, further trends to simplified charter regulations and price cutting. -There will be partial deregulation. We will see less reliance on the auto as a means of transport and increased use of public transport.
- (i) There will be a greater use made of fly/drive, group travel and specialized packages. Air travel will still be an important mode of travel. Single destination travel will grow and there will be shorter but more frequent tourism activities. The use of travel agents will grow rapidly and interest in Canada by U.S. travel agents will rise.
- (j) The guest in the future will come from new countries of origin and use a third party (i.e. , travel agent) to make the arrangements. More women and people from the lower socio-economic groups will use hotels.

Today's energy crisis, spiraling fuel costs, economic recession and high inflation rates have driven the cost of travel up and the profits down. Major tour wholesalers are going bankrupt. People are not spending as much on luxury items as they once were.

Tour wholesalers who have sold trips to the Eastern Arctic have been forced to cancel these trips: the high cost of air travel and accommodation makes them out of reach of most buyers, and as a result, the tours are not full and are not viable. Fishing camps and outfitters camps are no longer constantly full. European wholesalers demand a higher mark-up than their North American counterparts, again forcing the cost of trips to Pangnirtung up. The economics of travel are forcing prices out of the market, and tourists are still demanding value for their dollar.

The travel trade operates in an intensely competitive environment, motivated solely by profit. Except in very unusual situations, they have no loyalty to any destination, excepting those that produce a profit.



These negative factors do not totally preclude travel to Pangnirtung, however, it is necessary to focus promotional efforts to specific target markets to ensure that they are, or will be attracted to Pangnirtung.

#### 4.6 Implications for Tourism Development

The distance of Pangnirtung from a large market area, the implications of high travel costs, the climate, limited tourism services and general lack of knowledge of the area as a tourism destination imply that the area will have to develop a comprehensive marketing and promotional program for package tours, and the necessary quality services and facilities which these markets demand. More specifically:

- a) The package tour group market offers the best opportunity to increase tourist travel to Pangnirtung.
- b) Efforts should be made to attract the specialty markets that have been clearly identified. The Arctic environment, Inuit culture and outdoor recreation opportunities all have considerable potential for packaging and development.
- c) Awareness of Pangnirtung is low, therefore attempts should be made towards educating the market by coordinated promotion and packaging efforts. Similarly, overseas awareness of Pangnirtung is low and should be improved.
- d) The type, quality and level of pre-trip information is important so that potential visitors have realistic expectations of Pangnirtung and the culture, lifestyle, conditions, natural environment, climate, and tourism related opportunities.
- e) Although the quality of tourism services and accommodation need not be deluxe, it needs to be unique and rustic to reflect the needs and requirements of the specialty market, and provide definite value for the money.

- f) **Travelers to Pangnirtung are also interested in furthering their knowledge and exposure to Inuit culture, lifestyles and customs.**

## **5.0 COMMUNITY TOURISM DEVELOPMENT STRATEGY**

### **5.1 Introduction**

This chapter presents the selected community tourism development strategy and alternatives developed for the Hamlet of Pangnirtung. The five alternative strategies proposed for discussion are described and evaluated in the final sections. A recommended strategy is presented and its implications are highlighted.

In order to proceed with the development of a tourism concept plan, it is critical that the government and community select an appropriate strategy.

We have recommended a particular strategy in order to clearly illustrate the products which will evolve from the strategy.

### **5.2 Definition of a Tourism Development Strategy**

A tourism development strategy describes a course of action in terms of broad goals and objectives to direct the growth and development of tourism in the community leading towards the establishment of priorities for resource development, program formulation, marketing and management procedures. It reflects the objectives of government, the community and the private sector, is sufficiently broad in scope and flexible in approach to accommodate existing conditions; is responsive to a wide variety of short and long term markets and resource development opportunities, and is generally cognizant of local community aspirations and initiatives.

More specifically, from a government perspective, the tourism development strategy will direct general tourism funding programs, provide long term objectives for tourism, assist in directing related territorial and federal agency funding and programs, define

areas of public and private sector coordination and clearly enunciate government policy to the industry respecting tourism programs.

From a private sector perspective, the tourism strategy will provide a framework to direct and stimulate private sector investment; it will define areas requiring entrepreneurial skills enhancement and specifically outline promotional and marketing strategies and targets.

From a community perspective, the tourism strategy will clearly outline the role of the community in the tourism industry; it will identify the general costs and benefits to the community, and more particularly, it will assist the community in focusing community activities when dealing with both the territorial government and the private sector on tourism related matters.

### 5.3 Framework for the preparation of a Tourism Development Strategy

The process used in the preparation of a tourism development strategy for Pangnirtung is illustrated graphically in Figure 1. Specifically, the steps in the planning process are:

- a) Inventory and analysis of learn/observe/experience tourism markets, future societal trends and community, public and private sector goals and objectives for tourism development.
- b) Analysis of resource and market implications and definition of issues and concerns.
- c) Analysis of resource and market implications, competing opportunities, access and existing services.
- d) Definition of the capability of resources within select time-travel zones per transportation mode to attract the various market segments measured against existing use.

- e) **Development of criteria for tourism development strategy formulation and outline alternative strategies for Pangnirtung.**
- f) **Evaluate and select an appropriate strategy which best accommodates the resource and market conditions, as well as community concerns and constraints.**

**Upon the selection of an appropriate strategy:**

- g) **Develop a conceptual plan which specifies facility requirements and location, associated infrastructure and specifically directs itself to the conceptual development of 20 visitor days of regional and community tours.**
- h) **Outline an implementation strategy which identifies order of magnitude costs, timing or phasing schedule, marketing guidelines, as well as local mechanisms by which tourism programs may be managed.**
- i) **As a final stage in the study, provide a general indication of anticipated environmental, economic and social costs and/or benefits, as well as select assessment of financial feasibility.**
- j) **Assess the study process, its limitations and merits as specifically applicable to other Eastern Arctic Communities.**

#### **5.4 Community Tourism Development Strategy Alternatives**

##### **5.4.1 Approach to Alternatives Formulation**

**The process utilized in the formulation of alternative tourism development strategies is a creative and iterative process. It is based upon a sound knowledge of the management and operating philosophies of the tourism industry in a national/international context. This knowledge is, in turn, applied to the specific circumstances of Pangnirtung and the Eastern Arctic as a whole and feasible alternatives are generated based upon:**

1. resources and competing opportunities;
2. markets and market trends particularly the learn/observe/experience markets;
3. federal, and territorial goals and objectives for tourism as evidenced in current documentation and internal “anticipated” policy changes;
4. future societal trends and influences; and
5. industry, community and special interest group concerns and expectations.

The process of combining these elements within a single strategy is a “best fit” approach which involves a number of compromises and trade-offs. The “best fit” strategy is measured against other feasible alternatives, which is the process outlined in this section; trade-offs are made and a strategy is selected.

#### **5.4.2 Selected Strategy Alternatives and Development Intent**

Five Community Tourism Development Strategies have been selected as feasible alternatives for consideration relative to the resource and market conditions (existing and potential) in Pangnirtung and area. The formulation process was specifically assisted by the isolation of 45 planning and development criteria included in this section.

The following generally describes the strategy alternatives and their basic program implications. The description is not meant to be definitive but establishes the intent of the various strategies. Normally, five alternative tourism development strategies would not be proposed. The review and selection of a particular strategy under these circumstances becomes somewhat cumbersome. However, with respect to the Pangnirtung study, it was felt that

as a pilot project, having as one of its objectives the "testing" of planning process, a reasonable continuum of alternatives should be developed and reviewed. This process will allow the study the opportunity to monitor the full extent of community reaction and subsequent implications for other Eastern Arctic communities. Furthermore, the community will make the decision respecting the extent to which tourism should be developed; in this context the option of a non-tourism development strategy must be presented to the community since there is definitely a community faction which has concerns regarding encouraging further tourism development.

The basic intent and description of the five alternative development strategies are outlined on the following pages.

## **STRATEGY NO. I - NON-TOURISM APPROACH**

### **A. Description**

Attempt to alter and, in the long term, eliminate present tourism visitation patterns to Pangnirtung with the objective of emphasizing the maintenance of traditional community lifestyles.

### **B. Development Intent**

Limit and reduce tourism growth by strictly controlling tourism development in Pangnirtung and tourist air access to Pangnirtung.

### **c. Program Implications**

#### **i) Markets**

Redirect existing markets to other jurisdictions or geographical areas.

#### **ii) Development Opportunities**

Undertake development which responds only to the non-tourism or business traffic market.

#### **iii) Season of Use**

All seasons as dictated by business/non-tourism traffic market.

#### **iv) Duration of Use**

As dictated by business/non-tourism traffic market.



iv) Community Intent

Maximizes the ability of community to become self-sustaining in support of traditional lifestyles; emphasizes development of alternative sources of cash flow.

Community control not required, however strong regulatory commitment is required by the Hamlet Council to deter tourism.

v) Promotion

Redirect existing markets; no promotion.

vi) Sector Responsibility

Public sector in establishing programs to discourage tourism as well as programs to compensate for lost revenues.

## **STRATEGY NO.2 - MARKET DEMAND APPROACH**

### **A. Description**

**Develop tourism industry in response to market demands and private sector initiatives only.**

### **B. Development Intent**

**Upgrade, expand, and/or develop tourism facilities and level of servicing as dictated by market requirements and demand.**

### **c. Program Implications**

#### **i) Markets**

**All markets as promoted by the private sector.**

#### **ii) Development Opportunities**

**Broad spectrum of commercially oriented development opportunities as dictated by economic parameters and private sector financial viability.**

#### **iii) Season of Use**

**As dictated by private sector, commercial viability and market demand.**

#### **iv) Community Intent**

**Directed towards commercially viable private sector developments.**

**Limited local economic impact in terms of dispersion of benefits.**

**Some employment opportunities generated as required by the private sector.**

**No community control at any level except through traditional regulatory mechanisms.**

**v) Promotion**

**Selective approach as dictated by private sector only.**

**vi) Sector Responsibility**

**Substantially a private sector responsibility.**

## **STRATEGY NO.3 - MAINTAIN AND EXPAND TRADITIONAL MARKETS**

### **A. Description**

**Maintain and expand historical markets by development of facilities to meet market requirements.**

### **B. Development Intent**

**Upgrade and expand commercial accommodation, infrastructure and attractions to existing service levels to meet market demands.**

### **c. Program Implications**

#### **i) Markets**

**All market segments, groups or individuals.**

#### **ii) Development Opportunities**

- . Focus attention primarily on National Park activities, facilities and programs.**
- . Develop in Pangnirtung, limited activity attractions and facilities for visitors.**
- . Continue development of remote fishing camps.**

#### **iii) Season of Use**

**Summer season primarily.**

#### **iv) Duration of Use**

**Variable 6 - 21 nights as dictated by the market.**

v) **Community Intent**

- . Provides increased economic benefits to the community through traditional investment opportunities.

vi) **Promotion**

All markets.

vii) **Sector Responsibility**

Primarily private sector for infrastructure and accommodation. Public sector responsibility for tourism programs and amenities, hospitality services and attractions.

## STRATEGY NO.4 - STRUCTURED - SPECIFIC MARKET APPROACH

### A. Description

Create structured (packaged programs and services) tourism development opportunities for specific tour group markets.

### B. Development Intent

Selectively upgrade and expand existing tourism infrastructure and develop new infrastructure to accommodate specific tour group markets of a size ranging from 10 - 15 individuals.

### c. Program Implications

#### i) Markets

- . All market segments.
- . Specific, defineable tour group markets.
- . Primarily packaged tour groups.

Discourage individual visitation to Pagnirtung.

#### ii) Development Opportunities

- . Develop a full range of accommodation and facilities, programs and services to meet tour group requirements.

Upgrade accommodation to full utility service standards.

Develop packaged tours emanating from the Hamlet to all time travel zones to accommodate extended stay use.

iii) Season of Use

Primarily summer season and spring, some winter/fall activities.

iv) Duration of Use

Extended visitation 6 nights plus.

v) Community Intent

. Optimizes community economic benefits from investment opportunities.

. Maximum dispersion of benefits to various community sectors.

. Initial extensive public sector subsidization.

. Extensive community control of programs and developments.

vi) Promotion

. Specific tour group markets only.

. Discourage individual visitation.

vii) Sector Responsibility

Equally private and public sector responsibility, substantial public sector investment to create private sector development opportunities and interest.

An option will be explored in this strategy to determine the viability of tour programming directed by a local board or by external tour wholesalers responding to opportunities and facilities developed in Pangnirtung.

## STRATEGY NO.5 - SHORT STAY - BROAD MARKET APPROACH

### A. Description

Develop a program of packaged stop-over tours and activities directed to meet the variable requirements of broad market tour groups.

### B. Development Intent

Upgrade and expand existing infrastructure to accommodate short term/stop-over use by medium size (30+) tour groups that meet the market demands.

### c. Program Implications

#### 1) Markets

Broad markets, primarily stop-over group tours.

#### ii) Development Opportunities

- . Upgrade accommodation to full utility services,
- . Develop within the 0-3 time travel zone only a program of activities which provide tour group visitors with an overview of the local lifestyle and attractions.

#### iii) Season of Use

Primarily summer season.

#### iv) Duration of Use

Short stay, 3 nights average.



v) **Community Intent**

- . **Primarily regional/territorial economic benefits.**
- . **Minimal community control of developments or programs.**

vi) **Promotion**

**Respond to market demand; promote to broad markets through outside tour wholesalers.**

vii) **Sector Responsibility**

**Substantially private sector; public sector assistance required in funding and program development.**

**An option will be explored in this strategy to determine the viability of tour programming directed by's local board of by external tour wholesalers responding to opportunities and facilities developed in Pangnirtung.**

## 5.5 Evaluation of Selected Strategy Alternatives

### 5.5.1 Introduction

The five strategy alternatives developed and presented in the preceding sections, given resources and markets (existing and potential), are feasible alternatives for the community of Pangnirtung.

The choice of which strategy to move towards presents a difficult task. This is particularly so in the tourism sector versus other resource sectors primarily because of the complex array of factors involved in the tourism industry in general and the multitude of public sector goals and objectives which affect the various sectors which make up the tourism industry. In Pangnirtung, the task is further complicated due to firstly a "wait and see" attitude held by many residents respecting tourism development, and secondly, the general constraints of climate and access in the Arctic.

Furthermore, although attempts are made to predict future markets and societal trends, the fact is that we are dealing with predictions and not proven facts.

The art in strategy evaluation and selection is to define a strategy which is definitive in direction, moving towards a specific end, flexible in approach to accommodate both private sector and community objectives, and sensitive to market and societal trends or anticipated changes.

### 5.5.2 Criteria for Strategy Alternatives Evaluation

To permit evaluation of the five community tourism strategy alternatives and the rational selection of an appropriate strategy, a series of criteria have been utilized which, when applied against the selected alternatives, generally describe the implications,

sensitivity or responsiveness of a particular strategy alternative to a particular criterion. These same criteria were employed to assist in initial strategy formulation.

The criteria utilized relate back to the analysis component of the study and the implications derived for that component for:

1. resources
2. markets
3. federal/territorial government objectives
4. industry/community/special groups objectives and expectations
5. sensitivity to future societal trends and influences.

The attached Tables entitled Evaluation of Strategy Alternatives, portrays the major evaluation criteria and their sub-criteria against each of the selected alternative strategies.

Section 5.5.3 summarizes the overall results of the evaluation.

The criteria themselves are qualitative; in other terms, the ratings of suitable, adequate, marginal and unsuitable indicate an order of implication, responsiveness, or sensitivity when the various strategies are relatively compared to one another and to the ability of the tourism resources, markets, trends, etc. , in Pangnirtung and area to accommodate a particular strategy alternative.

PANGNIRTUNG TOURISM STUDY

EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES

Criteria	Alternative Strategies	STRATEGY #1 Non-Tourism Approach	STRATEGY #2 Market Demand Approach	STRATEGY #3 Maintain & Expand Traditional Markets	STRATEGY #4 Structured Specific Market Approach	STRATEGY #5 Short Stay Broad Market Approach
<b><u>RESOURCES</u></b>						
1.	Natural Resource Suitability	Not applicable	Suitable	Suitable	Suitable for the 3-hour plus travel time zone.	Suitable
2.	Historic/Cultural Resource Suitability	Not Applicable	Marginal	Adequate	Suitable for the 6-hour plus travel time zone.	Unsuitable with respect to remote resources; suitable for local community resources.
3.	Outdoor Recreational Resource Suitability	Not applicable	Adequate	Adequate	Suitable	Suitable
4.	Access suitability to Pangnirtung (includes modes of access, scheduling etc).	Suitable	Suitable	Suitable	Marginal	Inadequate
5.	Access Suitability to local Resources	Not applicable	Marginal	Marginal	Inadequate	Marginal
6.	Infrastructure Suitability	Marginal	Suitable if dictated by the Market	Adequate	Inadequate	Inadequate
i.	Probability of Resource Conflicts with traditional resource uses and other resource uses	None	High - unplanned activities	Low - Activities directed to national park or in Pangnirtung only	Low - Planned tours and events avoids conflicts	Low - Short length trips from Pangnirtung activities concentrated in Pangnirtung.

**PANGNIRTUNG TOURISM STUDY**

**EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES**

<b>Criteria</b>	<b>Alternative Strategies</b>	<b>STRATEGY #1 Non-Tourism Approach</b>	<b>STRATEGY #2 Market Demand Approach</b>	<b>STRATEGY #3 Maintain &amp; Expand Traditional Markets</b>	<b>STRATEGY #4 Structured Specific Market Approach</b>	<b>STRATEGY #5 Short Stay Broad Market Approach</b>
<b><u>MARKET REQUIREMENTS</u></b>						
8. Territorial Market Suitability		Suitable for business market	Suitable as dictated by private sector initiatives	Suitable for traditional use activities only	Adequate - small proportion of market, packaged tours may encourage more use.	Adequate
9. Canadian Market Suitability		Adequate for business market	Suitable as dictated by private sector initiatives	Suitable for traditional use activities only	Suitable	Suitable
10. U.S.A. Market Suitability		Not Applicable	Suitable as dictated by private sector initiatives	Suitable for traditional use activities only	Suitable	Suitable
11. International Market Suitability		Not Applicable	Adequate as dictated by private sector initiatives	Limited - difficult to provide programmed activities required by this market	Suitable	Suitable
12. Specialty Market Suitability		Not Applicable	Not Suitable	Not Suitable	Best suited - designed for this market	Suitable
13. Packaged Market Suitability		Not Applicable	Not Suitable	Adequate	Best suited - designed for longer stay segment of this market	Best suited - designed for short stay segment of this market
14. Response to Market Trends		Contradictory	Responds only to the extent that trends are perceived by the private sector.	Marginal	Best suited	Adequate - in the short term only.
15. Critical Mass Requirements of the Market		Not Applicable	Unsuitable	Unsuitable	Suitable	Marginal

**PANGNIRTUNG TOURISM STUDY**  
**EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES**

Criteria	Alternative Strategies	STRATEGY #1 Non-Tourism Approach	STRATEGY #2 Market Demand Approach	STRATEGY #3 Maintain & Expand Traditional Markets	STRATEGY #4 Structured Specific Market Approach	STRATEGY #5 Short Stay Broad Market Approach
<b>FEDERAL/TERRITORIAL OBJECTIVES</b>						
16.	Degree to which industry productivity may be obtained	Suitable - eliminates concerns of industry productivity	Unsuitable	Adequate	Suitable - Ability to direct activities in a planned manner	Adequate - however reactive to outside factors
17.	Ability to allow co-ordination of government programs	Suitable	Suitable	Suitable	Suitable	Suitable
18.	Contribution to local economy	Minimal	Marginal	Adequate	Best Suited	Adequate
19.	Contribution to regional economy	Nil	Marginal	Marginal	Adequate	Best Suited
20.	Contribution to balance of payments	Nil	Marginal	Marginal	Adequate/Suitable	Adequate
21.	Dispersion of benefits locally	Marginal	Marginal	Marginal	Best suited - has ability to involve many community sectors.	Adequate
22.	Relationship to existing resource policies	No Affect	Significant conflicts possible due to reactive nature of the strategy	Significant - may conflict with Parks Canada policies	Possible conflicts - packaged/planned programs can minimize conflicts	Minimal conflict with respect to resources.
23.	Public financial viability	Limited	Adequate - Minimal public sector input	Limited	Adequate	Marginal - large infrastructure investment compared to benefits generated

PANGNIRTUNG TOURISM STUDY

EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES

<b>Criteria</b>	<b>Alternative Strategies</b>	<b>STRATEGY #1 Non-Tourism Approach</b>	<b>STRATEGY #2 Market Demand Approach</b>	<b>STRATEGY #3 Maintain &amp; Expand Traditional Markets</b>	<b>STRATEGY #4 Structured Specific Market Approach</b>	<b>STRATEGY #5 Short Stay Broad Market Approach</b>
<b>FEDERAL/TERRITORIAL ACTIVITIES (continued)</b>						
24	<b>Degree of change to existing tourism policy/programs</b>	<b>Significant</b>	<b>Minimal</b>	<b>No change</b>	<b>Substantial</b>	<b>Substantial</b>
25	<b>Relationship to existing federal/provincial funding programs</b>	<b>No significant effect</b>	<b>Adequate - Utilizes existing programs where appropriate</b>	<b>Complementary</b>	<b>Complementary</b>	<b>Complementary</b>
26	<b>Relationship to long term Government policy respecting devolution</b>	<b>Complementary - Requires a degree of local/regional control to facilitate implementation.</b>	<b>Non-complementary</b>	<b>Status Quo - Does not support nor conflict</b>	<b>Complementary and supportive</b>	<b>Complementary</b>

**PANGNIRTUNG TOURISM STUDY**

**EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES**

<b>Criteria</b>	<b>Alternative Strategies</b>	<b>STRATEGY #1 Non-Tourism Approach</b>	<b>STRATEGY #2 Market Demand Approach</b>	<b>STRATEGY #3 Maintain &amp; Expand Traditional Markets</b>	<b>STRATEGY #4 Structured Specific Market Approach</b>	<b>STRATEGY #5 Short Stay Broad Market Approach</b>
<b><u>INDUSTRY/COMMUNITY OBJECTIVES</u></b>						
27. Level of entrepreneurial skills required		No change	No change	Some upgrading - enhancement of exist-skills	Substantial change - new skills required	Moderate change - enhancement of exist skills
28. Labour force suitability		Not Applicable	Suitable	Adequate	Marginal - In terms of skills and labour availability	Marginal/Adequate
29. Nature of investment program required		Not Applicable	Extension of existing level as dictated by the market	New upgrading investment required to meet market expectations	Substantial investment required for new development and attractions	New upgrading investment required for infrastructure and attractions
30. Influence on existing community profile		Significant - Loss of economic generator, need to substitute with alternative sources of revenue	Moderate - No consistency in program direction as private sector reacts to accommodate short term trends	No change	Significant - greater emphasis on tourism as an economic element in the community	Significant - but short term on a seasonal basis
31. Impact on community lifestyles		Complementary and supportive	No change	No change	Moderate impact - longer duration. Opportunities provided to educate visitors to traditional lifestyles	Substantial impact but limited in duration



**PA NGNIRTUNG TOURISM STUDY**

**EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES**

<b>Criteria</b>	<b>Alternative Strategies</b>	<b>STRATEGY #1 Non-Tourism Approach</b>	<b>STRATEGY #2 Market Demand Approach</b>	<b>STRATEGY #3 Maintain &amp; Expand Traditional Markets</b>	<b>STRATEGY #4 Structured Specific Market Approach</b>	<b>STRATEGY #5 Short Stay Broad Market Approach</b>
<b>INDUSTRY/COMMUNITY OBJECTIVES (continued)</b>						
32. Community benefits other than economic (local crafts industry, community use facilities)		No change - greater emphasis-on export of crafts	No change	No change	Substantial - improved access/ upgrading of utilities, possible complementary community use of tourism facilities in off-season, enhancement of crafts industry	Limited to enhancement of crafts industry local access improved resource areas
33. Relationship to perceived resident aspirations and concerns		Variable - some expression for non-tourism some for more tourism	Conflicts	Conflicts	Possible conflicts with local community services, complements concern for job creation for the youth	Perpetuates the "on-display" feeling held by many residents
34. Degree of community control of tourism activities		Not applicable on a long term basis - would require initial control to reduce tourism	Limited	Limited	Substantial	Substantial - but only in response to package assembled by external tour wholesalers
35. Private sector financial viability		Suitable for commercial/non-tourist traffic	Suitable - based upon private sector viability	Marginal	Adequate - both in the short and long term	Adequate in short term only, dependent on a variety of variable outside influences
36. Impact on existing industry profile		Significant change	No change	Some impact in terms increased competition locally	Substantial change	Moderate change

**PANGNIRTUNG TOURISM STUDY**

**EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES**

<b>Criteria</b>	<b>Alternative Strategies</b>	<b>STRATEGY #1 Non-Tourism Approach</b>	<b>STRATEGY #2 Market Demand Approach</b>	<b>STRATEGY #3 Maintain &amp; Expand Traditional Markets</b>	<b>STRATEGY #4 Structured Specific Market Approach</b>	<b>STRATEGY #5 Short Stay Broad Market Approach</b>
<b><u>SENSITIVITY TO FUTURE CHANGES AND INFLUENCES</u></b>						
37. Degree of dependence on continued resource quality and stability		Not dependent	Variable - function of resources being promoted	Dependent	Dependent	Limited - readily flex to respond to change resource quality
38. Sensitivity to market demographics		Not applicable	Not sensitive	Not sensitive	Compatible - Directed to specific markets, avoids negative impacts of shifts	Compatible with perceived future shifts
39. Sensitivity to changes in exchange rates		Not applicable	Not sensitive	Not sensitive	Sensitive - larger international market being attracted	Sensitive
40. Sensitivity to changes in disposable income		Not applicable	Responsive to changes	Sensitive - variable market groups, difficult to anticipate and adjust to changes	Sensitive - however, permits more economic packaging of trips	Less sensitive - accommodates shorter less costly trips
41. Sensitivity to competing opportunities		Not applicable	Very sensitive	Sensitive - offers a limited range of activities	Sensitive but less so than others due to opportunities to provide a variety of relatively unique activities	Sensitive - due to increasing number of tours nationally and resultant competition
42. Sensitivity to rising energy costs		Not applicable	Sensitive	Sensitive	Less sensitive - directed towards a single destination area	Very sensitive - dependant on local air transport to multiply destination areas

PANGNIRTUNG TOURISM STUDY

EVALUATION OF ALTERNATIVE TOURISM DEVELOPMENT STRATEGIES

Criteria	Alternative Strategies	STRATEGY #1 Non-Tourism Approach	STRATEGY #2 Market Demand Approach	STRATEGY #3 Maintain & Expand Traditional Markets	STRATEGY #4 Structured Specific Market Approach	STRATEGY #5 Short Stay Broad Market Approach
<b>SENSITIVITY TO FUTURE CHANGES AND INFLUENCES (continued)</b>						
43. Sensitivity to changes in energy availability		Sensitive	Sensitive	Sensitive - however, local touring limited, therefore requires less energy	Sensitive - however, alternative access modes to the area, e. g., boat, may be developed.	Very sensitive - dependent on local transport
44. Sensitivity to changes in values and lifestyles		Not sensitive	Not Sensitive	Sensitive but no complementary	Complementary	Complementary
45. Sensitivity to economic turndown		Sensitive - lacks economic alternatives	Sensitive	Sensitive	Sensitive - impact cushioned by greater ability to attract non-Canadian markets	Sensitive - impact cushioned by greater ability to attract non-Canadian markets

a) Resources

With respect to the Strategy No. 1 - Non-Tourism Approach, most criteria respecting natural resources are logically not applicable since the intent of this strategy is to, over time, significantly down play the role of tourism in the area. Under the scenario described by Strategy No. 1, certain conclusions may be forwarded which suggest, for example, that Auyuittuq not be formally designated as a National Park. Strategy No.1 would basically relate only to existing business or commercial traffic which for the most is government personnel.

Both Strategies No.2 and No.3 are similar with respect to resource criteria since the market demand approach proposed in Strategy No.2 is the present market noted in Strategy No.3. The difference in the two strategies primarily is the degree to which resource utilization from a tourism perspective is planned. Strategy No.2 is more of an ad hoc, individual entrepreneurial approach. Generally, the approach works under circumstance of "normal" market conditions, that is, good access, abundant resources, large markets, etc. However, in the Arctic where both resource and cultural conditions are very sensitive, the approach can have a high negative impact, particularly since the approach is inherently short term and normally not very reflective of local community concerns and aspirations. The approach envisioned in Strategy No.2 can be described as a "southern" technique, that is not" always "responsive" to northern conditions. Essentially, Strategy No.2 is a pioneering approach, that is a method of development a tourism industry in an untried market area.

**Strategy No.3 - Maintain and Expand Traditional Markets**, from a resource perspective essentially represents a further refinement of Strategy No. 2. Strategy No.3 capitalizes on the more successful but traditional activities pioneered through the market demand approach. Strategy No.3 is essentially more of the same except in much more of a planned context. The promotion of specific features or programs e.g. Auyuittuq National Park, more traditional fishing camps, circle tours etc. , are indicative of the type or methods of tourism resource utilization common to the intent of Strategy No.3. Once again specific examples of this approach are presently evident in the Pangnirtung area. With respect to resource conflicts, impacts are normally low since activities that are promoted are limited in scope, relatively traditional to the area and planned.

**Strategy No.4 - Structured Specific Market Approach and Strategy No. 5 - Short Stay - Broad Market Approach** are two very different approaches to that presently occurring in Pangnirtung. Both approaches require a much higher quality accommodation and services plant than that which presently exists in Pangnirtung. Strategy No. 5 is a much more intensive use of resources and will tend to concentrate plant and activities in, and directly adjacent to, Pangnirtung Hamlet.

Strategy No.4 on the other hand promotes a much more extensive and diverse resource activity program and, therefore, has the ability to provide a variety of activities to meet specific market requirements. However, due to the nature of climate and settlement patterns in the Arctic, tourism infrastructure and services would essentially be focused in the community, as per Strategy No.5. Implicit in Strategy No.4 is an intent to establish more remote short term use/day use facilities and activities within all travel-time zones.

Strategy No.5, due to the relatively short stay intent would place primary focus on cultural activities centred in Pangnirtung and secondary focus on natural resource related activities within walking or short boat distances from Pangnirtung. Strategy No.4 would suggest a reversal of this approach with primary emphasis on natural/outdoor recreational activities and secondarily on cultural activities. In both cases the potential exists from a resource perspective to undertake either strategy.

The ability to plan and program activities for scheduled tour groups as proposed in Strategies No.4 and No.5, but particularly in Strategy No.4, allows for the creation of sufficient critical mass as well as lead-time to plan and develop culturally oriented tourism activities and facilities e.g. , craft demonstrations and displays, survival techniques, etc. to augment the tourists experience.

For Strategies No.2 and No.3, the focus of the strategy intent is towards traditional natural resource activities of a tourism nature. Culturally related activities would be a logical spin-off of both strategies, particularly Strategy No.3; however, in all cases, the promotion and development of "cultural" activities would not be a key factor due to the lack of critical mass, the sporadic nature of visitation and the variability in group size and interest of tourists.

b) Market Requirements

The intent of Strategy No. 1 is to redirect existing markets to areas other than Pangnirtung and to essentially discourage tourist visitation to Pangnirtung. The majority of market criteria when applied to this strategy are, as could be expected, not applicable.

The exception, however, is the degree to which the strategy is sensitive in its response to market trends. The key point here is that the strategy is contradictory to market trends. Through the combination of a variety of factors and subsequent indicators it is clear that the trends towards what might be termed "adventure tourism", such as that found in the Arctic, is growing. An active program to discourage these trends, particularly considering the international recognition of the area given through the development of Auyuittuq, may be self-defeating. This is not to say that the strategy is not feasible. It does, however, imply that to adopt such a strategy, all parties, including the community, the private sector and the government, must be committed to its implementation over the long term. Further, in terms of implications, programs must be developed to replace the tourism cash flow lost to the community.

Although quantifiable figures presently do not exist respecting the economic impact of tourism on Pangnirtung, it is assumed that a decision on the implementation of Strategy No.1 must be made early before the industry establishes a momentum in the area which will be difficult to reverse.

Strategy No. 4 - Structured - Specific Market Approach, is best suited to respond to market trends. This strategy relates specifically to trends for fewer, but longer, strategically planned adventure vacations at a single destination. Strategy No. 5 to some extent relates to these trends, however, other factors such as energy costs and availability will work against this strategy in the long term.

Strategies No.4 and No.5 will draw clientele more successfully from a greater variety of market segments than either Strategies No.2 or No.3. All strategies, with the exception of Strategy No. 1, will attract, to some extent, the international market. Strategy No. 4, because it is best suited

for the packaged tour market, has a greater propensity to draw from the international market. More importantly, as compared to Strategy No. 5, Strategy No.4 because of the focus on extended stay/extended season use is designed to facilitate the development of sufficient critical mass to provide the momentum for the development of facilities and accommodation to meet the requirements of the tour group market including self-catering, affordable accommodation.

On this point, Strategy No. 2 is too reactive and short term to provide an environment that will attract sufficient venture capital from either the private or public sectors to facilitate the development of support attractions and services. Strategy No.3 - Maintain and Expand Traditional Markets, may provide a sufficiently planned environment to create critical mass in the long term, it draws, however, from too small a market pool to ensure continued viability without heavy public sector subsidization.

c) Federal/Territorial Objectives

Since the intent of a community tourism strategy is to set out long term direction for the development of tourism, the selection of any one of the five alternative tourism strategies will ensure more effective coordination of complementary, existing federal and territorial programs from a funding as well as policy perspective. Although the differences are relatively minor, Strategies No. 3, No.4 and No.5 may be considered more compatible with this objective since greater emphasis is placed on planned and programmed sector activities rather than on short term and reactive activities.

With respect to improvement of productivity of the local tourism industry, again because of the degree of emphasis placed on planned activities, Strategy No. 4 best accommodates this



objective. Both Strategies No.3 and No.5 adequately create an environment conducive to the improvement of industry productivity, however, both these strategies are dependent, to a greater extent than Strategy No.4, on outside influences such as tour wholesalers etc. Strategy No.4 certainly is greatly affected by these influences, however, Strategy No.4 places greater emphasis on shaping or modifying these influences to accommodate community aspirations. In this regard, if Strategy No. 4 is selected, the degree to which the markets and then respective requirements must be continually monitored for quality control cannot be over-emphasized.

From an economic perspective, that is, the potential contribution to the local economy and more specifically the dispersion of benefits, Strategy No. 4 clearly demonstrates the greatest potential if the intent of the strategy is implemented. Strategies No.2 and No.3, and to a much lesser extent, Strategy No.5, are limited in terms of the dispersion of tourism related benefits to the community at large. This is clear in Strategies No.2 and No.3 if one examines the present, limited patterns of dispersion of tourism related benefits in the community. Strategy No. 4 encourages longer stay, longer season and the utilization of learn/observe/experience tourism resources in all time-travel zones versus Strategy No.5 shorter stay, single season and utilization of tourism resources in the three hour time-travel zone only.

By virtue of the broad scope of developments envisioned under Strategy No.4, a much larger cross-section of the community would benefit from tourism programs. To provide the correct context, conclusions of this nature must also look at associated costs, in this regard whereas Strategy No.3 and, to a greater extent No. 5, would require upgrading investment to meet market expectation. Strategy No.4 would require substantial new investment for new developments, attractions, services, etc.

From the perspective of both public and private financial viability certainly Strategy No.2 is the most viable; Strategy No.2 is premised on the criterion of attainment of financial viability. This approach may produce a successful development; the result may be one in which little or nothing of a tourism nature is developed or whatever facilities that are developed may be of limited quality. The key point is that no guarantees are offered respecting the final product. Nevertheless, the objective or intent of financial viability is still paramount and attainable.

Strategy No.4 in comparison to Strategies No.3 and No.5 is suggested to provide a set of conditions more conducive to the attainment of public and private financial viability. This, to a large extent, is directly related to the type, duration and volume of the market anticipated under Strategy No.4. Strategy No.5, as compared to Strategy No. 4, may suggest a greater financial viability potential as well as economic impact potential, due to the moderate nature of upgrading investment required as well as the "high spending" nature of stop-over tourists; however, these factors only apply to the short term since trends would suggest significant changes in this market type.

From a federal perspective, both Strategies No.4 and No.5 assist in reducing the deficit on the current travel account by attracting non-Canadian markets as well as providing facilities to encourage visitation by Canadians.

Finally, with respect to the relationship to existing resource policies, Strategy No.5 - Short Stay - Broad Market Approach seems to minimize potential resource conflicts simply by virtue of the short stay geographically concentrated intent of the strategy. Strategy No.4 will possibly create concerns related to resource conflicts, however, unlike Strategy No .2, the nature of these conflicts will be known or planned and programs established to mitigate impacts.

d) Industry/Community Objectives

Earlier mention was made of the nature of the investment program required to obtain the intent described for the various strategies. In the same context, it is necessary to examine the level of entrepreneurial skills required and the suitability of the labour force to carry through on the strategy intent.

With respect to Strategy No.3, only moderate upgrading of entrepreneurial skills such as that presently ongoing in the Adult Education Program, is required. The labour force suitability is adequate since Strategy No.3 reflects more of the same type of activity.

Strategy No.4, on the other hand, would require substantial upgrading of entrepreneurial skills as well as labour force training, particularly in the areas of hospitality services, operational and management programs. In this regard, Strategy No.4 would have the greatest impact on the existing industry profile.

With regard to entrepreneurial skills, labour force suitability and impact on industry profile, Strategy No.5, and more so Strategy No.3, are more moderate versions of Strategy No.4. Implementation of Strategy No. 3, however, perpetuates a variety of issues currently perceived by the community while Strategy No.5 perpetuates the most common theme evident in all community discussion to date, that is, the feeling of being "on display". In response to this issue, Strategy No.4 provides greater opportunity to educate visitors to Innuite lifestyles and traditions. Thus any impact on traditional community lifestyles is minimized. Strategy No. 5 suggests a high social impact but this is short term in duration with respect to the affect on traditional lifestyles.

In terms of spin-off benefits to the community, other than the obvious economic benefits noted earlier, both Strategies No.4 and No.5 offer opportunities for the development of infrastructure and services which the community may benefit from in the off-season, e.g. , improved local access, recreational facilities etc. Perhaps more importantly, with respect to Strategy No.4, and to a large extent No. 5, an opportunity will be created for more effective community control of tourism programs, facilities and services, perhaps through the medium of a local community tourist board. None of these spin-off benefits are offered in any substantial way in Strategies No.1, No.2 or No.3.

e) Sensitivity to Future Changes and Influences

Responsiveness or sensitivity to future changes and influences is an area which obviously relies heavily on predictions and projections of perceived trends. In this regard, comments respective the five alternative community tourism strategies represent the relative degrees of responsiveness or sensitivity that may be anticipated.

Once again, with respect to Strategy No. 1 - Non-Tourism Approach, the majority of criteria are not applicable. The notable exceptions are sensitivity to change in values and lifestyles and sensitivity to economic turndown.

In this regard, Strategy No.1 is contradictory to prevailing trends and future influences. A leisure ethic is replacing the work ethic and in spite of the economic situation, people are less willing to forego a vacation. Trends are towards an increasing propensity to travel (due to longer paid vacation, flex-time, job changing, etc. , ) and increased awareness of other life styles in other parts of Canada and the world.

With respect to perceived shifts in market demographics, the potential market size is going to steadily increase with the biggest growth in the 45-64 year age group and 65 year plus age group. The former is typically the more affluent group while the latter is more inclined to participate in shoulder season activities. In terms of accommodation and activities, the demand of these groups will substantially change in the 1990's. Generally, there could be increased demand for higher quality accommodation and associated services. From the context of the Pangnirtung tourism study, both Strategies No.4 and No.5 are compatible with these shifts. Strategies No.2 and No.3 are not sensitive to these shifts, since for the most part they are directed to existing markets and are not envisioned to provide the level of quality services that will be demanded by future markets.

Because of the greater propensity to attract international/ USA markets, Strategies No.4 and No.5 are sensitive to changes in international exchange rates. Strategies No. 2 and No.3 primarily will attract a Canadian market and will not be significantly affected by any anticipated changes in exchange rates unless, of course, the present value of the Canadian dollar reverses its position in relation to the US dollar. This is not anticipated to occur.

Travel costs to the Arctic are expensive, thus, to some degree, all strategies are sensitive to changes in disposable income. On cursory examination, however, Strategies No.4 and No 5 may be perceived as being the most sensitive. This is not necessarily the case since, particularly in Strategy No.4, the visitor will be offered, in terms of the diversity of experience and quality of facilities, better value for their money.

Strategy No. 4 also offers the opportunity to respond to changes in disposable income through the ability to develop more economic tour packages. Strategy No. 3 is perhaps the most sensitive to changes in disposable income since this strategy draws visitation from variable market groups and creates a situation where it would be difficult to anticipate and adjust to changes. Strategy No.5 is less sensitive to disposable income shifts primarily due to the short term stay and resultant lower tour package costs.

Strategy No.5 - Short Stay - Broad Market Approach, due to its multiple destination intent, is very sensitive to energy costs and availability. Strategy No.4 is less sensitive since activities are directed to a single destination area.

In consideration of sensitivity to competing opportunities, Strategy No. 2 - Market Demand Approach, is very sensitive to competition from other jurisdictions. Strategy No.3 is also sensitive, due to the limited range of opportunities offered. Strategy No.5 accommodates the short stay and tourism market; this is a market which is anticipated to grow substantially as more and more airlines, agencies, even governments become involved in tour wholesaling activities in the future. It is also a market which is very sensitive to competing elements and generally very responsive to aggressive promotional activities. In the short term, it is a positive market for the Arctic and particularly Pangnirtung. In the long term, as the share of the market is spread across a greater number of competing tour programs, the value of this strategic approach will diminish.

Strategy No. 4 - Structured - Specific Market Approach, is sensitive to competing elements but less so than other proposed strategies, due to the ability to provide a broader variety of tourism related activities in a single destination area.

In this regard, it is key in the implementation of Strategy No.4, if the latter is chosen, that the quality of the resource and related experience is continually monitored to ensure that quality standards are met without conflicting with local concerns. If such a situation is created with respect to Strategy No. 5, a simple adjustment in the tour program would be adequate to respond to local resource conditions.

#### 5.5.4 Recommended Community Tourism Development Strategy

The above section provides an overview of the evaluation process utilized for the selected community tourism strategy alternatives as based upon the resource and market data assembled to date. It is recognized that the market research aspects of the work requires further analysis and if required, refinements, as additional data is assembled, will be made.

It is anticipated that additional data, at this stage, will not significantly affect strategy development and selection.

It is key, however, that a particular strategy be reviewed and selected in order to direct the development of a conceptual tourism development plan for Pangnirtung and area this summer.

It is our recommendation that in light of the above review of the five strategies and in conjunction with overall study implications for resources, market, future trends, community concerns and objectives, and private sector goals, that Strategy No. 4, Structured - Specific Market Approach, is best suited to both the short and long term development of tourism in the Hamlet of Pangnirtung and surrounding area.

Strategy No.4, that is, create structured (packaged programs and services) tourism development opportunities for specific tour group markets:

1. is responsive to perceived market requirements and future trends;
2. although significantly affecting existing industry profile in terms of entrepreneurial skills and labour force suitability, the strategy has the potential, if effectively implemented, to provide significant positive economic impact on the community with benefits relatively widely dispersed to various community sectors;
3. provides positive direction to ongoing public and private sector programs while establishing an intent which is complementary and supportive of long term government policy respecting devolution of government authority.
4. provides an ability to attract specific markets for planned and extensively programmed tourism activities as well as provides the opportunity to incorporate community concerns and aspirations in development programs thereby minimizing, to the extent possible, impact on traditional lifestyles. in fact, the intent of the strategy would be to complement existing lifestyles through the development of activities and facilities with which the local Inuit feel most comfortable.



## Implications of the Recommended Strategy

The following highlights some of the key implications associated with the selection of the recommended strategy.

Selection of Strategy #4 will increase the volume and change the type of tourism visitation to Pangnirtung.

The strategy will require substantial upgrading of entrepreneurial skills as well as the implementation of training programs for the local labour force, particularly respecting hospitality services and operational skills.

- . New investment will be required by the private sector with public sector assistance to develop and/or upgrade accommodation facilities to a utility service standard that meets market expectations.
- . Public sector investment or direction will be required to develop both natural and cultural attractions to provide a diverse range of programmed tourism activities in all time-travel zones.

Infrastructure such as the airport facilities, local transportation, information services will require upgrading and expansion to meet the needs of tour groups.

- . In this regard, further review must be undertaken to assess the capability of the existing utility infrastructure e.g. , water storage, power generation, to accommodate increased use within defined limits.

Tourism as an economic activity will take on a much more important role in the community of Pangnirtung and this will require a strong and consistent commitment at all government levels to ensure its successful implementation.

Regulatory programs administered through DIAND, Parks Canada and via territorial ordinances will have to be reviewed to ensure that they are compatible with the proposed intent of the tourism strategy.

To some extent, programs and facilities associated with Auyuittuq National Park will be required to take a new direction and to provide facilities and services for larger groups than those who traditionally have used the park.

- . The territorial government, perhaps in conjunction with I. D. C., must be prepared to assist the community to establish a tourism board or corporation designed to manage and operate tourism programs. In this regard, some of the current promotional activities undertaken by the government may be relinquished to the community.

Efforts will be required to focus greater attention on upgrading the availability and display of local crafts, cultural activities and skills.

## 6.0 PROGRAM IMPLEMENTATION

### 6.1 Introduction

The purpose of this chapter of the report is to describe the general implementation program necessary to initiate the related tourism development strategy.

In this regard the chapter will briefly describe community reaction to the recommended strategy, reiterate the intent of the strategy and suggest twenty-four (24) individual development opportunities which follow through on the intent of the accepted strategy.

These projects are described, where appropriate, in terms of objectives or interpretive themes, projected visitor use, facilities and services required, capital and operating costs for a five-year program and associated sector responsibility for implementation.

It must be restated that each project so defined is done so on the basis of best professional analysis in light of existing information. Figures of cost and visitation represent order of magnitude projections for general budgeting and cost implication purposes only.

### 6.2 Recommended Tourism Development Strategy

As outlined in Chapter 5, the future of tourism development in the Hamlet of Pagnirtung could follow a number of distinct strategies. Five strategies were developed for the community. Each strategy was presented to the community as a feasible option and the implications of selecting any one option were pointed out.

The five strategies were presented to the community in October of 1981. To assist the community in making its decision, a specific strategy - Strategy #4, The Tour Group Approach, was recommended by the consultant. The intent of this strategy was to

create structured (packaged programs and services) tourism development opportunities for specific tour groups. By way of implications, this strategy was designed to:

- . relate to packaged tour groups of 10-15 visitors only; discourage individual visitation; occur primarily in the summer season with some options for the spring/winter seasons;
- . allow extensive community control of tourism programs; and optimize community economic benefits from investment opportunities.

The recommended strategy and various alternatives were presented to the community in a number of different ways to ensure that all community members were informed. First, a slide-tape program was developed in Inuktitut which outlined study results to date and emphasized the need to make a decision on a particular strategy. The slide-tape program was shown at a community meeting but more importantly, the consultant met and presented the slide program to many of the smaller community groups which were interviewed at the beginning of the study.

To supplement this form of communication a community newsletter was developed and circulated to community households.

Finally, and perhaps the most effective form of communication to the community, was via the tourism sub-committee. This committee, formed as a sub-committee of Hamlet Council and which represents major organizations in the Hamlet, took an active role in familiarizing themselves with the alternative strategies. The tourism sub-committee, greatly assisted by the local Area Economic Development Officer, met on a number of occasions after the initial

community presentation in October. The committee organized and conducted a number of radio shows designed to interpret to the community at large, the implications of the various strategies.

#### 6.2.1 Community Response to Strategy Selection

In retrospect, the approach to describing alternative tourism strategies might have been further simplified. The difference between the five strategies was not as distinct to the layman as they appeared to the professional. In the Pagnirtung situation, the decision came down to an either/or position, either the "No-Tourist Approach" or the "Tour Group Approach". Even under these more simplified conditions, the tourism sub-committee had difficulty in recommending to Council one particular strategy versus the other.

In recognition of the need to assist the community in deciding on the future of tourism, the committee elected to take a course of action in which they identified a series of guidelines. These guidelines were the tourism sub-committee's perception regarding the community's feelings about the future form of tourism development in Pagnirtung. The guidelines are as follows:

#### TOURISM SUB-COMMITTEE RECOMMENDATION TO HAMLET COUNCIL ON THE TOURIST STUDY

"The Tourism Committee of Pagnirtung have conducted a series of radio shows to hear what the people of Pagnirtung have to say about tourism. On the basis of these radio shows, we, the committee, understand that:

- 1) the community wants more control and more involvement in the tourist business in Pagnirtung;
- 2) the community wants a tourism committee to monitor all developments in the tourist industry in Pagnirtung;

- 3) the community wants tourism guides to be hired to take tourists around Pagnirtung and answer their questions;
- 4) the community wants to control where people can go on the land and where they cannot go. The committee recommends that a map of the area be drawn up showing the areas where tourists can be taken and where they cannot be taken;
- 5) the community definitely does not want any use of helicopters to transport tourists around the Pagnirtung area;
- 6) the community does not want tourists to be visiting the summer camps;
- 7) the community would like to see more control over the number of tourists who come into the community at any one time;
- 8) the committee recommends that an outfitter should set up a model camp somewhere on Cumberland Sound for tourists to visit for a few days at a time.

The Tourism Committee recommends that on the basis of these above points, the consultants doing the tourism study should develop a tourism plan for the community that best suits the wishes of the people of Pagnirtung.”

These guidelines were presented to, and accepted by, Hamlet Council. It is clear from the text of the guidelines, from the examples of opportunities quoted, and from on-going discussions with the sub-committee that these guidelines relate to the elements of strategy #4 “The Tour Group Approach” to tourism development.

This conclusion was endorsed by government personnel assigned to the project and the consultant was directed to initiate the next phase of the study.

## **6.3 Conceptual Plan for Tourism Development**

### **6.3.1 Purpose of the Plan**

**As specified in the terms of reference, based upon the approved strategy, a conceptual development plan was to be prepared. Specifically, this is to develop guidelines for the development and operation for the first five years of a minimum of 20 visitor days of regional and community visitor tours and interpretive programs. Further, the concept plan was to indicate the magnitude, variety, type and location of all proposed visitor services, activities and associated infrastructure. Finally, to assist in the implementation of activities for the overall conceptual plan, capital costs estimates will be identified, as well as an outline of implementation priorities and timeframes presented.**

### **6.3.2 Future Visitation to Pagnirtung**

**The market assessment component of the study section undertook a three prong approach in attempting to understand the nature and magnitude of the “learn/observe/experience” tourism activities in the Eastern Arctic. Through interviews with tour wholesalers, contact with a variety of related special interest groups and a detailed analysis of existing visitors to Pagnirtung, the study confirmed, in qualitative terms, the high interest, needs and expectations of the “learn/observe/experience” type tourist that may visit Pagnirtung in the future. A further analysis of future leisure trends and influences continued to confirm the general growth of this market segment in the future, particularly under the general category of adventure tourism.**

**In attempting to suggest or project, order of magnitude visitation for Pagnirtung, certainly it is critical to establish the magnitude and growth of the market pool, more important however, is the social carrying capacity of Pagnirtung and the limits that this capacity may place on tourism development in the community and area.**

A component of the present study developed some insight into this issue in its attempt to document resident views towards tourism development. These views were somewhat ambivalent in their perception of future tourism development. This ambivalence in itself is significant, it indicates that the present level of tourist visitation has reached a sufficiently high enough level to affect the majority of community residents and subsequently the polarization of views concerning tourism. At present visitation to Pangnirtung, as documented by First Air, ranges between 500 and 600 visitors of which approximately half can be classified as tourists.

Visitors to Pangnirtung are essentially a captive market, alternatives to accommodation and related services are limited or non-existent. This will be a circumstance even more characteristic of tourism in the future in Pangnirtung as the community emphasizes the Tour Group Approach - essentially the packaging and programming of all visitor activities.

Under the Tour Group Approach, visitor use will centre on roofed accommodation facilities not only in terms of activities but also in terms of the ability of new or upgraded accommodation facilities to limit visitation.

The observations outlined above; that is the general size and growth of the "learn/observe/experience" market, the present visitation patterns to Pangnirtung, the perceived social carrying capacity of the community respecting tourist visitation and the continuing ability in the future to control tourism visitation through accommodation facilities, suggests that an upper limit to tour group visitors can, and should, be established for the community.

Market awareness of the type proposed in Pangnirtung will take time to build and promote. Accordingly, the fifth year target for tour group visitors can be established and limited by hotel size, occupancy projections for accommodation facilities, activity use days available, average length of stay and group size.



Accommodation facilities, either upgraded or new are expected to be operational in the third year of the program. Occupancy statistics, based upon best professional analysis, are projected to be 50% in the first year of operation, 60% in the second year, 70% in the third year, 75% in the fourth year and 80% in the fifth year for tour group visitors for summer occupancy only. Hotel size is suggested to be in the order of 30 double occupancy rooms for the first phase of development.

With respect to activity use days, the tour group approach is primarily a strategy which emphasizes summer season activities between June 20 and September 10 or approximately eighty activity days. Average length of stay is anticipated to be approximately eight days, three days of which will consist of travel to and from Pangnirtung. Finally, the strategy proposes average group size to be between 10 and 15 visitors.

These factors taken together

° Occupancy levels = 50% first year, 60% second year, 70% third year, 75% fourth year, 80% fifth year tour group visitors only.

° Hotel size = 30 double occupancy rooms or 60 visitors.

° Use periods = 80 use days divided by 8 days average length of stay

° Tour group size = 10 to 15 visitors/tour group

translate into an upper visitation level of 600 tour group visitors; applying occupancy projections, visitation can be targeted to be 300 in the first year of hotel operation, 360 in the second year, 420, 450 and 480 visitors in the third, fourth and fifth years respectively.

Upon the fifth year of hotel operation the intent would be to re-evaluate visitation targets with a view towards adjusting targets to reflect community reaction to the tourism development program.

Until this point, the target suggested above will form the basis of all other activity programs outlined in the Implementation Program.

### 6.3.3 Tourism Development Opportunities

The following section details a series of development opportunities to implement the intent of the Tour Group tourism development strategy. Twenty-six individual projects are identified and summarized in a series of project sheets at the end of the section. Where required, graphic support material is provided in the form of locational plans etc. The individual projects are grouped under four programs:

1. Attractions/Tours/Events
2. Hospitality/Information
3. Infrastructure and
4. Industry Organization

Further, individual projects are described with respect to:

1. Project Name
2. Project Description
3. Season of Use
4. Duration of Use
5. Type of Use (guided/self guided)
6. Volume of Use (where appropriate)
7. Major Project Components
8. Direct Five Year Order of Magnitude Capital Costs (1981)
9. Direct Five Year Order of Magnitude Operating Costs (1981)
10. Direct and Indirect Employment Generated
11. Sector Responsibility and
12. General Training Requirements

With respect to volume of use, the various assumptions are stated under "Notes and Considerations". As noted in an earlier section, a target total volume of tour group use has been established for tourism development in general in Pangnirtung. In establishing volume of use for the individual projects, the target figure was utilized in conjunction with the stated objectives in the terms of reference to attain a 50:50 ratio between "packaged" and informal use.

Further, operation dollars presented are direct costs for the operation and maintenance of amenity infrastructure and do not include the individual outfitters operating costs. Finally, with respect to employment created, this figure includes both direct and indirect employment opportunities generated.

Table 11, provides a summary statement of the various development opportunities suggested.

In summary, with respect to the Attraction/Tour/Event and Hospitality/Information programs, for the first five years of the program, capital implementation costs are expected to total \$192,450.00 at an annual operating cost of \$37,806.00 and generate a total of 1,968 man-days of employment.

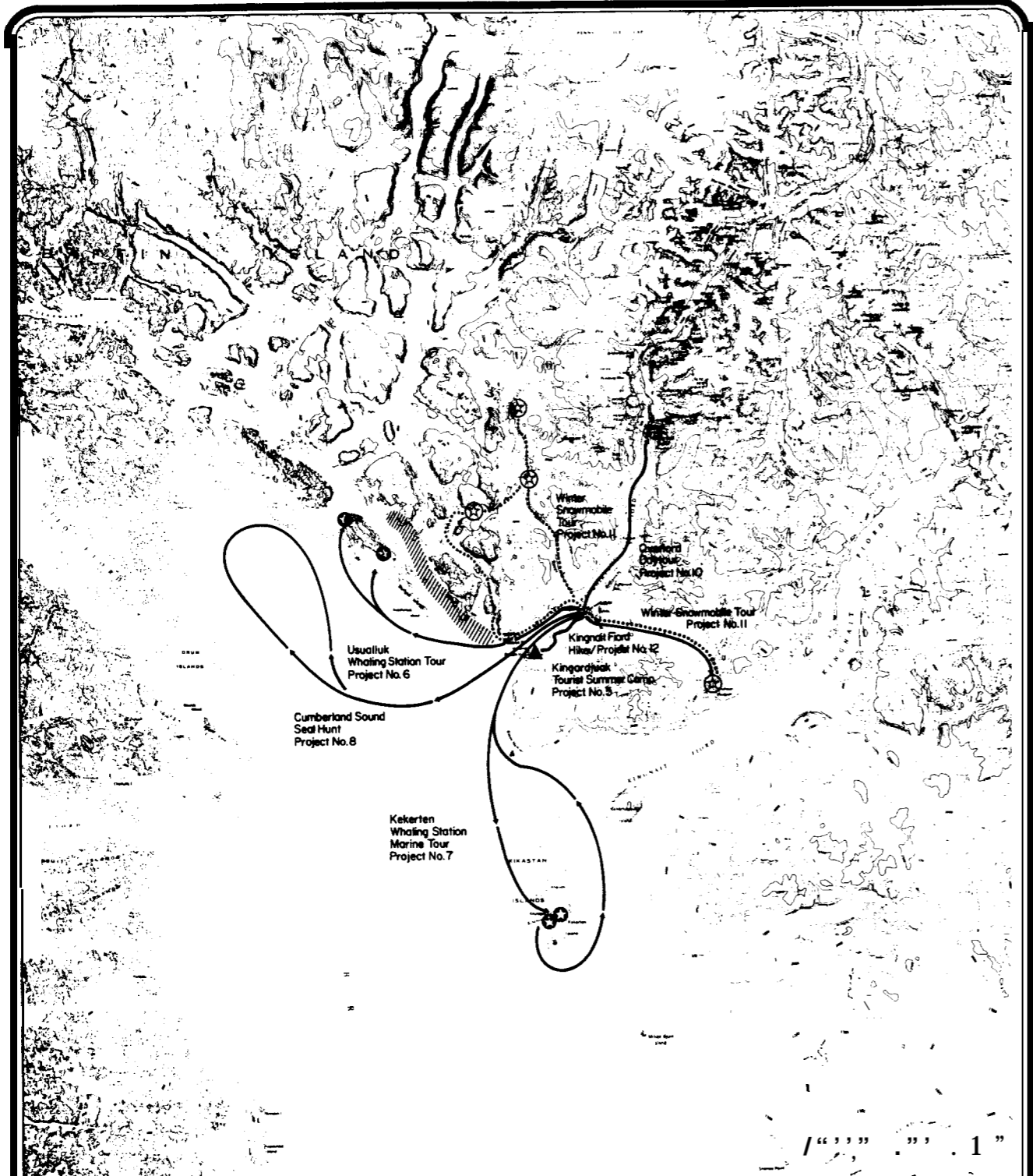
The Infrastructure and Industry Organization program is expected to require between \$2.24 and \$3.04 million in capital expenditure. Operating costs are subject to a more detailed feasibility analysis. Employment opportunities are expected to generate a total of 6,650 man days of local jobs. Employment opportunities associated with capital construction are estimated to be 3,076 man days.

**TABLE 11**  
**SUMMARY OF DEVELOPMENT OPPORTUNITIES**  
**(1981 DOLLARS)**

Project Name	Volume of Use (5th yr. Users)	Order of Magnitude Capital cost	Direct Operating cost (5th year)	Employment (Man-Days)		Sector Responsibility	
				Capital	Operating	Private	Public
<b>A. Attractions/Tours/Events</b>							
1. Duval River Interp. Hike	Variable	8,000	784	60	1.5	Oper.	Plan, Constr
2. Mt. Duval Scenic	Variable	8,000	784	60	1.5	Oper.	Plan, Constr
3. Kolik River Hike	Variable	32,300	3,057	192	8.0	Oper.	Plan, Constr
4. Aulasiviktuk Overnight Camp	210	32,200	2,861	161	39	Oper.	Plan, Constr
5. Kingardjuak Tourist Sum. Camp	315	7,850	5,715	56	54	Plan. Oper.	Constr.
6. Usualluk Whaling Station Tour	210	1,500	200	15	109	Oper.	Plan, Constr
7. Kekerten Whaling St. Tour	210	1,500	200	15	109	Oper.	Plan, Constr
8. Cumberland Sound Seal Hunt	105	1,000	--	12	100	Plan. Oper.	Constr.
9. Char Fishing Activity	315	1,000	--	10	40	Oper.	Plan, Constr
10. Overlord Day Tour	315	2,000	--	10	52	Oper.	Plan, Constr
11. Winter/Spring Snowmobile Tour	25	1,000	--	10	10	Oper.	Plan, Constr
12. Arctic Cross-Country Tour	25	2,000	--	--	--	Oper.	Plan, Constr
13. Kingnait Fjord Hike	Variable	34,100	4,705	252	--	Oper.	Plan, Constr
13A Arts and Crafts Program	n/a	2,000	--	20	--	Oper. Plan	Constr. Plan
13B Inlement Weather Activities	n/a	12,000	1,000	80	30	Oper.	Plan, Constr
13C Film Library	n/a	6,000	--	60	--	Oper.	Plan, Constr
<b>TOTAL: Attraction/Tour/Event Program</b>	<b>1,730</b>	<b>150,450</b>	<b>19,306</b>	<b>1,013</b>	<b>554</b>		

**TABLE 11 (continued)**  
**SUMMARY OF DEVELOPMENT OPPORTUNITIES**

Project Name	Volume of Use (5th yr. Users)	Order of Magnitude Capital cost		Direct Operating cost (5th yr)		Employment (man-days) Capital Operating (5th year)		Sector	Responsibility
		Private	Public	Private	Public	Private	Public	Private	Public
<b>B. <u>Hospitality/Information</u></b>									
14. Community Host Program	420	10,000		11,000	--	220		Oper.	Plan, Constr
15. Community Information	N/A	5,000		2,500	31	--		Oper.	Plan, Constr
16. Industry Awareness/Marketing	N/A	23,000		2,000	--	--		Oper.	Plan, Constr
17. Tour Group Outfitting	Variable	2,000		--	--	100		Oper.	Plan, Constr
18. Community Improvement Prog.	N/A	--		3,000	--	50		Oper.	
TOTAL: Hospitality/information		40,000		18,500	31	370			
<b>C. <u>Infrastructure</u></b>									
19. Visitor Accommodation	480 tour/ max. use	1.8 - 2.6 million	--	2,420	3,960			Plan, Constr. Oper.	Plan.
20. Airport Facilities Upgrade	N/A	100,000		--	132	--			Plan, Constr. O
21. Docking/Wharf Facilities	N/A	250,000		--	--	--			Plan, Constr. O
22. Utility Services	N/A	25,000		--	374	--			Plan
23. Charter Flight Program	N/A	--		--	--	--			Plan
24. Upgrade Territorial Park	N/A	50,000		4,900	150	50		Oper.	Plan, Constr
25. Search & Rescue Program	N/A	15,000		--	--	--		Oper.	Plan
TOTAL: Infrastructure		480	2.24-3.04	4,900	3,076	4,010			
<b>D. <u>Industry Organization</u></b>									
26. Community Tourist Board	N/A	--		40,000	--	2,640		Oper.	



**PROGRAM: Attraction/Tour/Event**

**SHEET NO: 1**

**PROJECT NAME:** Duval River Interpretive Hike      **LOCATION:** Pangnirtung

**PROJECT DESCRIPTION:**

Intensively interpreted **hike, starting from the territorial campground along the east side of the river, emphasizing** Arctic flora, glacial/hydrological features and interpreting panoramic views **or** mass features seen on the return hike further east (eg. fiord formation, deposition etc. )

SEASON OF USE:      June - October      DURATION OF USE:      3 hours +

TYPE OF USE:      Self Guided      VOLUME OF USE:      Variable (max.)

PROJECT COMPONENTS: (Level of development, facilities, **services**)

1. **6 km of located trail** -5 km of extended located trail.
2. Interpretive booklet/brochure.
3. Interpretive cairns (points at which special features can be viewed).

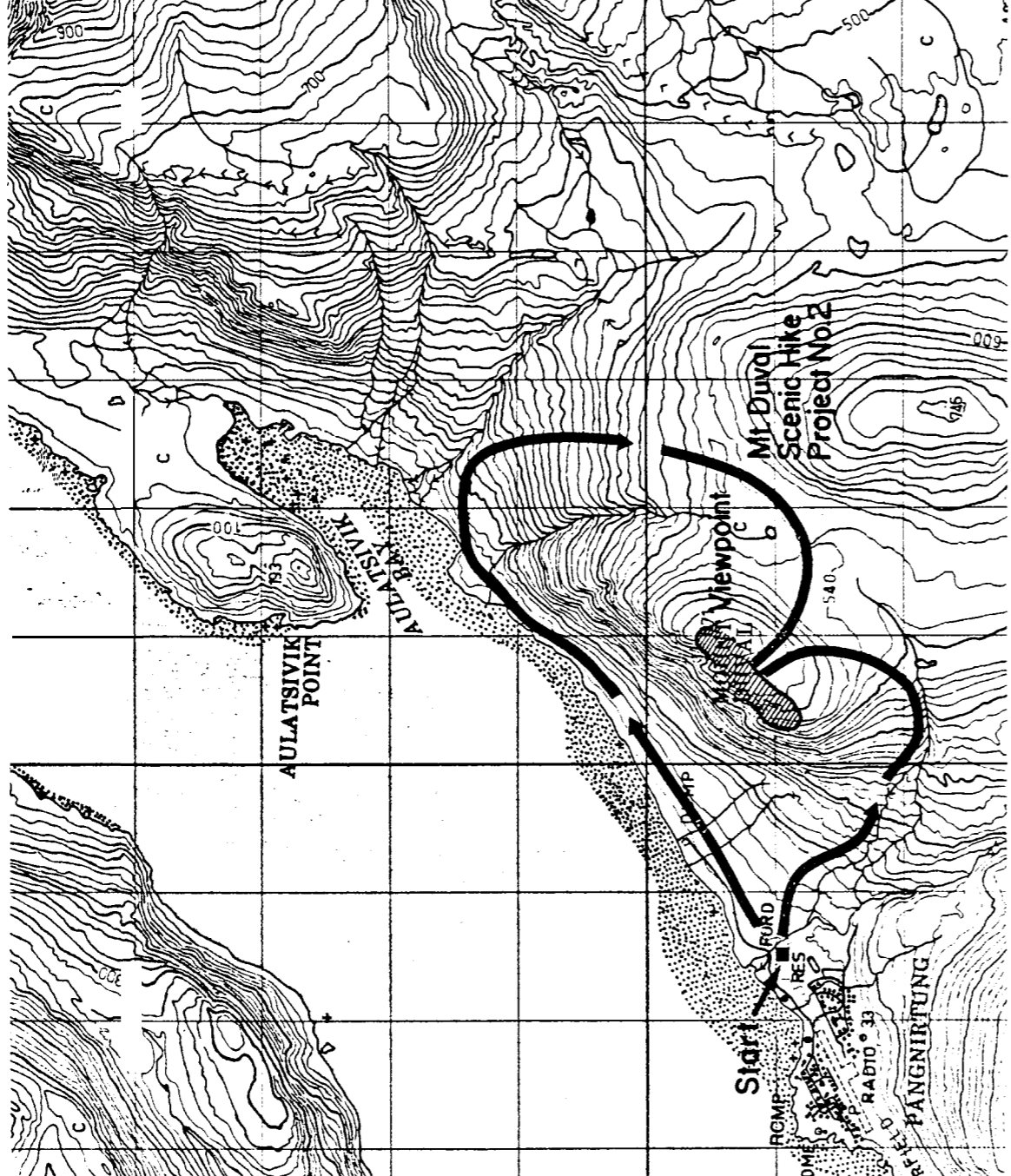
\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST:      \$8,000.00      (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS:      \$784.00      (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) planni ng					
COSTS) constructi on	\$1500.	-			
Man-Days	10	50			

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS			\$784.	\$784.	\$784.
EMPLOYMENT (Man-Days)			1.5	1.5	1.5



## Implementation Program Development Opportunities

United States Geological Survey



PROGRAM: Attraction/Tour/Event

SHEET NO: 2

PROJECT NAME: Mt. Duval Scenic Hike

LOCATION: Pangnirtung

PROJECT DESCRIPTION: (Objective/Theme)

Hike starting from the community north along shoreline to Aulatsivik Bay, around Duval to scenic lookout and return. Objective of the hike is to provide a scenic view of Pangnirtung fiord.

SEASON OF USE: July - September

DURATION OF USE: 3 hours +

TYPE OF USE: Self Guided

VOLUME OF USE: Variable (max. )

PROJECT COMPONENTS: (Level of development, facilities, services)

1. 13 km of located trail.
2. Scenic viewpoint on Mt. Duval overlooking the Fiord.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$8,000.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS : \$784.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING) (1981) CAPITAL) Planning COSTS ) Construction	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
	\$1500.	-			
Man-Days	10	50.			
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS			\$784.	\$784.	\$784.
EMPLOYMENT (Man-Days)			1.5	1.5	1.5

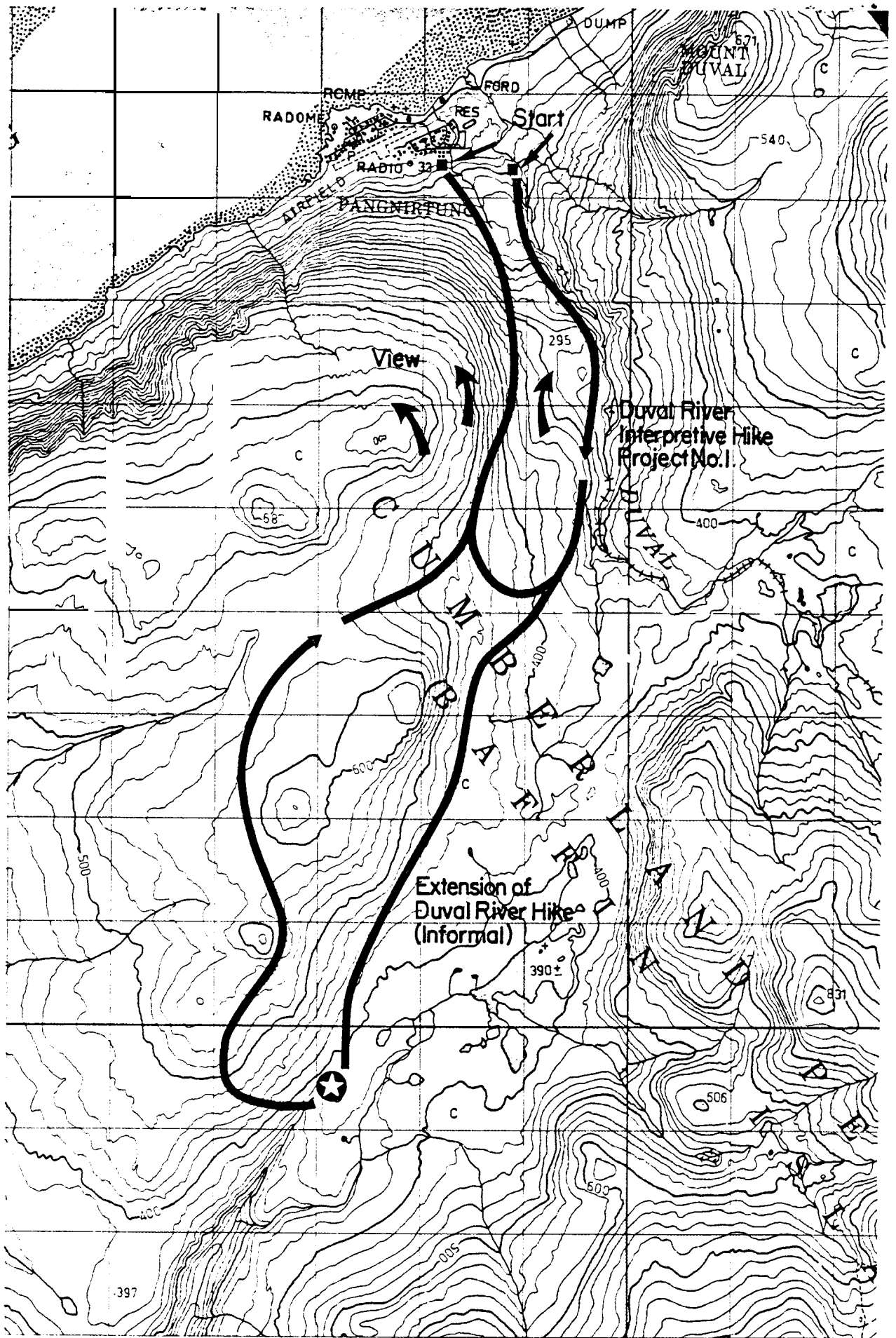
SECTOR RESPONSIBILITY: Planning -  
Economic Development & Tourism  
Construction -  
Delivery -

Economic Development and Tourism  
Economic Development and Tourism  
Private Sector (Community Tourist Board)

**TRAINING** REQUIREMENTS:

Trail location, construction and maintenance.

NOTES AND SPECIAL CONSIDERATIONS:



PROGRAM: Attraction/Tour/Event

SHEET NO: 3

PROJECT NAME: Kolik River Hike (s)

LOCATION: Pangnirtung Fiord

PROJECT DESCRIPTION:

Three hikes sharing the same initial alignment, but varying in duration. **These hikes will be designed to give visitors the opportunity to hike in the Arctic environment under controlled conditions. Emphasis will be on scenic features and experiencing the Arctic.**

SEASON OF USE: June - September	DURATION OF USE: 0-3 hrs. 3-6 hrs. Overnight
TYPE OF USE: Self Guided	VOLUME OF USE: Variable (max. )

PROJECT COMPONENTS:

1. 6.4 km of located trail - 0-3 hr.hike.
2. 19.5 km of located trail - 3-6 hr.hike.
3. 39.0 km of located trail - Overnight hike.<sup>1</sup>
4. 3 wooden tent pads and tent for the overnight hike.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$32,300.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS : \$ 3,057.00 (Average Annual 1981 Dollars)  
(Order of Magnitude)

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
PHASING) CAPITAL) Planning					
COSTS ) Construction	\$1,000.	-	-	-	-
Man-Days	10	152	30		
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS				\$3,057.	\$3,057.
EMPLOYMENT (Man-Days)				8.0	8.0

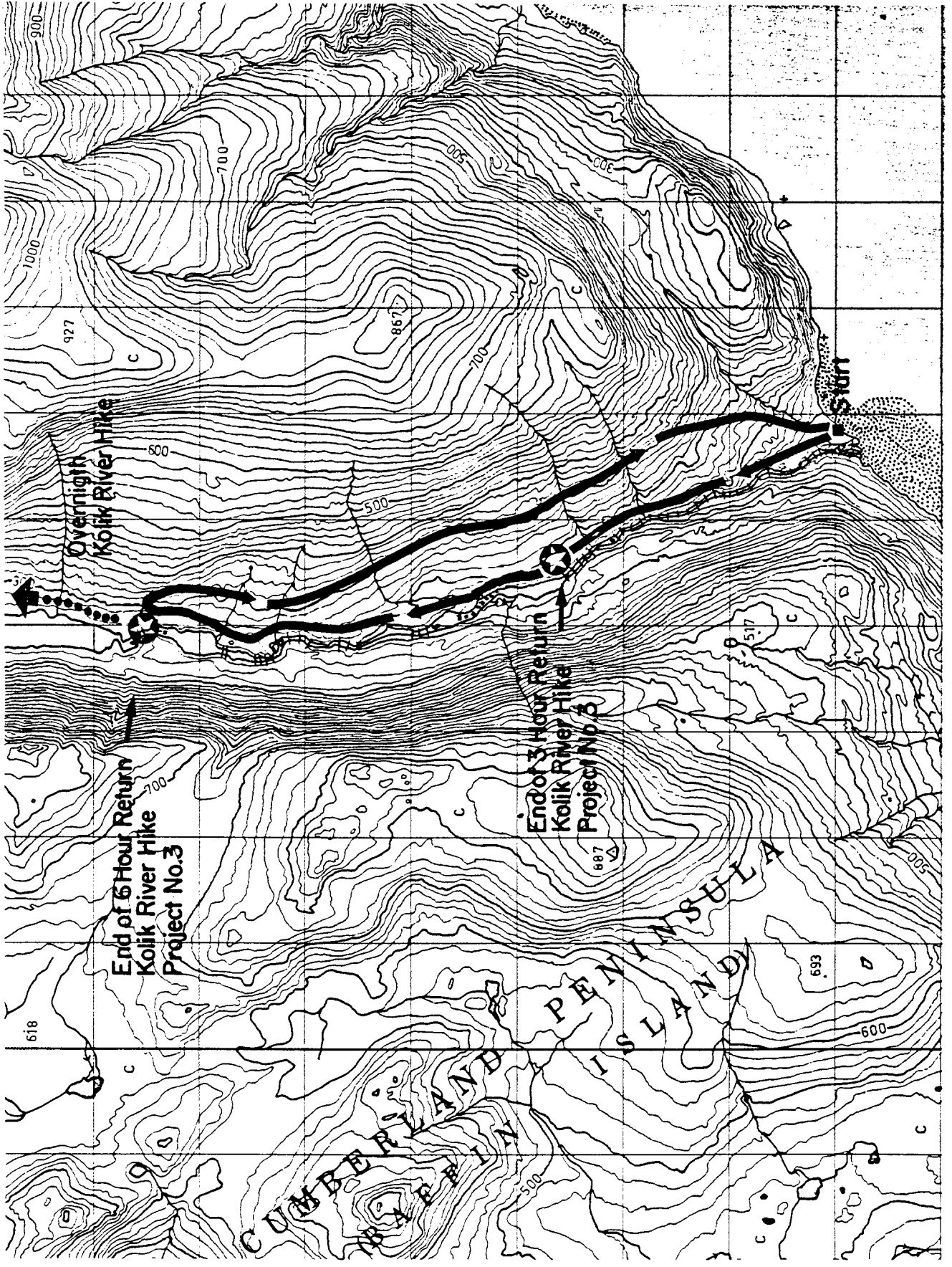
SECTOR RESPONSIBILITY:	Planning -	Economic Development & Tourism
Economic Development & Tourism	Construction -	Economic Development & Tourism
	Delivery -	Private Sector (Community Tourist Board)

TRAINING REQUIREMENTS:

Trail location, construction and maintenance.

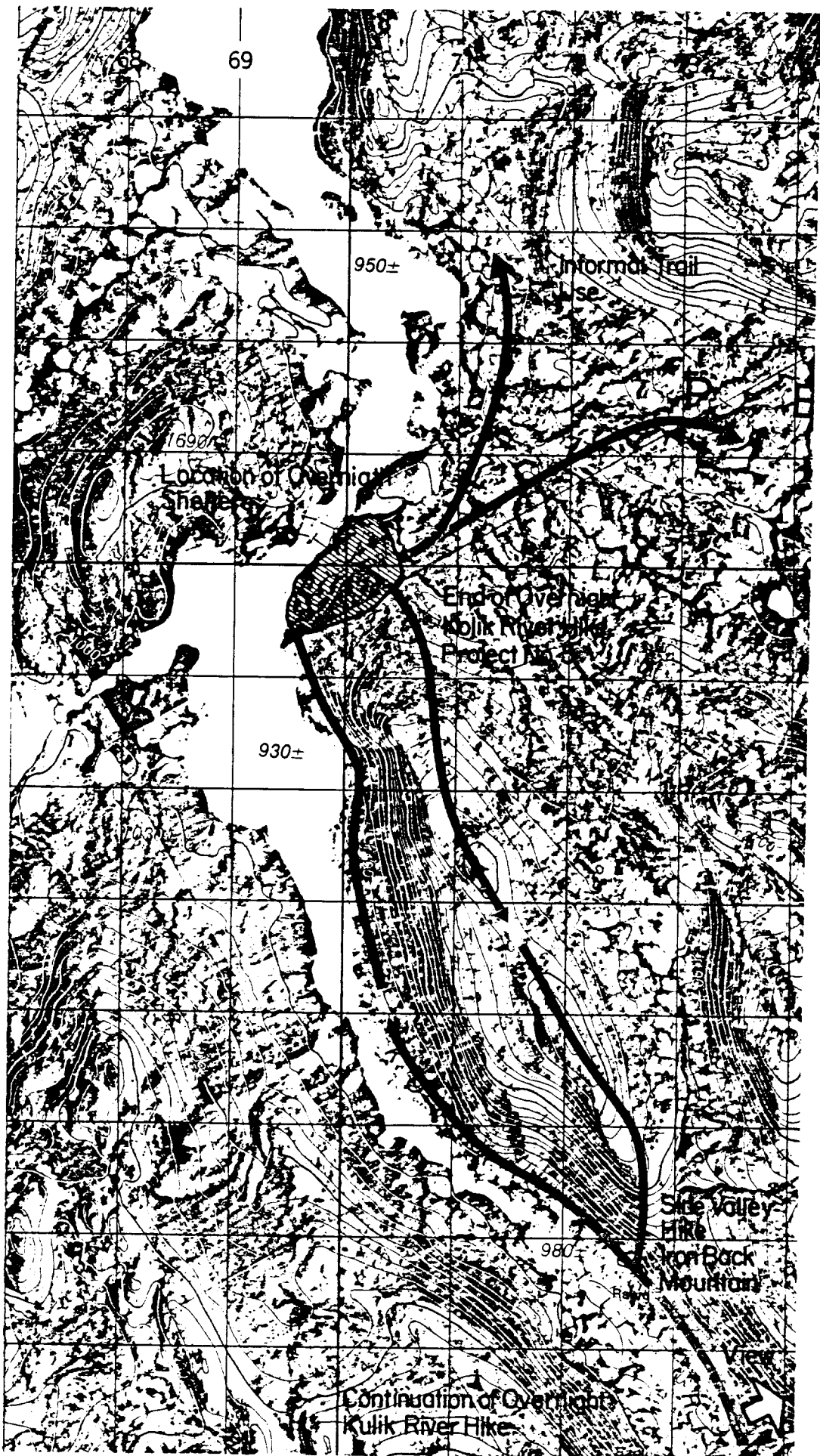
NOTES AND SPECIAL CONSIDERATIONS:

1. Overnight hike part of package tour.



**Implementation Program Development Opportunities**





PROGRAM: Attraction/Tour/Event

SHEET NO: 4

PROJECT NAME: Aulatsiviktuk Overnight/Day Camp LOCATION: Pangni rtung Fiord

PROJECT DESCRIPTION:

Development of several extended valley hikes to glacier edge. Brochure type interpretation of glacial features, some historical points of interest could be noted across the fiord at site of H. B. cabin. Provision will be made for overnight or day tent accommodation/shelter on the east side of the Peninsula. As part of the program, country food such as caribou meat with **bannock** and tea will be available **for overnight and day use.**

SEASON OF USE: July - September

DURATION OF USE: 6 hr./overnight

TYPE OF USE: Partially guided

VOLUME OF USE: 180 user days - (max.)  
4th year;  
210 user days - 5th year.

PROJECT COMPONENTS:

1. 16.9 km of located trail - 6 hr./overnight hike.
  2. 9.5 km of located trail - 3-6 hr. hike.
  3. 4 tent pads and tents for overnight/day shelter.
  4. Interpretive brochure.
  5. Outfitters services.\*
- \* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$32,200.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$ 2,861.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) planni ng						
COSTS ) constructi on		\$1,500.	\$1,500.	-	-	
	Man-Days	15	106	40		
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS					\$2861.	\$2861.
EMPLOYMENT (Man-Days)					34	39

SECTOR RESPONSIBILITY: Planni ng - Economi c Devel opment and Touri sm  
Constructi on - Economi c Devel opment & Touri sm  
Del i very - Private Sector

TRAINING REQUIREMENTS:

Trail location, construction and maintenance, hospitality training.

NOTES AND SPECIAL CONSIDERATIONS:

50 user days - 50% participation by tour groups - 6 visitors per boat.



PROGRAM: Attraction/Tour/Event

SHEET NO: 5

PROJECT NAME: Kingardjuak Tourist Summer Camp LOCATION: Pangnirtung Fiord

PROJECT DESCRIPTION:

To provide an opportunity to learn and observe Inuit traditional lifestyles, arrangements will be made with a functioning summer camp to receive visitors, introduce them to the normal activities of a summer camp, participate in these activities where appropriate and share a meal of traditional foods. The intent would be to hike to the summer camp with an escort/host and return to Pangnirtung by boat.

SEASON OF USE: June - August

DURATION OF USE: 3 - 6 hrs.

TYPE OF USE: Guided

VOLUME OF USE: 270 user days - (max.)  
4th year;  
315 user days - 5th year.

PROJECT COMPONENTS:

1. 11.7 km of located trail.
2. Visitor tent/shelter.
3. Outfitters services. \*
4. Program development/itinerary
5. Guide/escort service. \*

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$7,850.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$ 575.00 (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAPITAL) Planning		\$1000.	-	-	-
COSTS ) construction	-		\$5845.	-	-
Man-Days		10	46		
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ANNUAL O/M COSTS				\$1,536.	\$1,536.
EMPLOYMENT (Man-Days)				47	54

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Economic Development & Tourism  
Delivery - Community Tourism Board

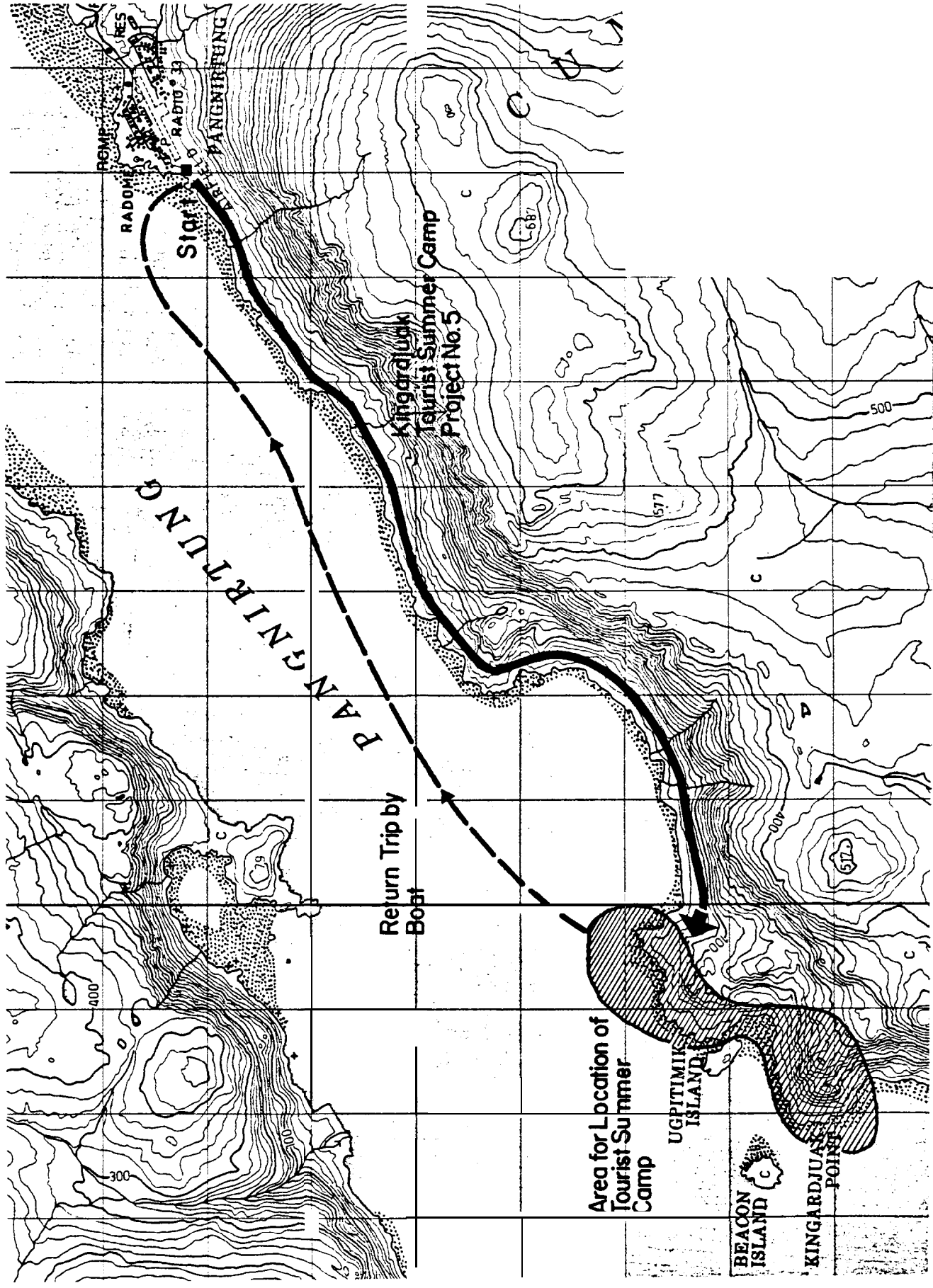
TRAINING REQUIREMENTS:

Hospitality training, trail location, maintenance and construction.

NOTES AND SPECIAL CONSIDERATIONS:

1. 50 use days - 75% utilization - 6 visitors/group trip per day to camp. If program proves successful, a second camp may have to be established.





Implementation Program Development Opportunities

PROGRAM: Attraction/Tour/Event

SHEET NO: 6

PROJECT NAME: Usualuk Whaling Station Tour LOCATION: Cumberland Sound

PROJECT DESCRIPTION:

As a primary objective this tour will provide visitors with the opportunity of a boat trip on the Cumberland Sound with the secondary objective of interpretation of the early whaling industry. In conjunction with the Kekerten Harbour tour this could be an overnight trip. The intent will be a day trip **of up to 6 hours.**

SEASON OF USE: June - September

DURATION OF USE: 6 hours

TYPE OF USE: Guided

VOLUME OF USE: 180 user days - (max.)  
4th year;  
210 **user days - 5th year.**

PROJECT COMPONENTS:

1. Shore lunch facilities (seating area, toilet facilities) at two locations, eg. designated place at Usualuk and Quickstep Harbour.
  2. Short interpretive package detailing the whaling industry and features of the Cumberland Sound, hunting techniques, etc.
  3. Outfitters services.\*
- \* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1,500.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$ 200.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL)	Planning		\$500.	-		
COSTS )	Construction	-		\$1000.		
	Man-Days		5	10		
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL	O/M COSTS				\$200.	\$200.
EMPLOYMENT	(Man-Days)				95	109

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Economic Development & Tourism  
Delivery - Private (Community)

TRAINING REQUIREMENTS:

Interpretive training, hospitality training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 50 use days - 50% utilization - 2 trips per day -4 visitors per boat.
2. Regulations and conditions will have to be established to protect on-site artifacts at Usualuk.
3. Guidelines will also be required **for garbage and waste control.**

PROGRAM: Attraction/Tour/Event

SHEET NO: 7

PROJECT NAME: Kekerten Whaling Station Tour

LOCATION: Cumberland Sound

PROJECT DESCRIPTION:

The theme or objective of this tour will be directed primarily to interpretation of the early whaling industry in the Cumberland Sound as exemplified with artifacts at Kekerten Harbour and secondarily, to the natural marine history features of this area of the Sound.

SEASON OF USE: June - September

DURATION OF USE: 6 hours

TYPE OF USE: Guided

VOLUME OF USE: 180 user days - (max.)  
4th year;  
210 user days - 5th year.

PROJECT COMPONENTS:

1. Shore lunch facilities (seating area, toilet facilities) at two designated spots in Kekerten Harbour.
2. Short interpretive package detailing the whaling industry and natural marine history features.
3. Outfitters services.\*

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1,500.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$200.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning			\$500.	-	-	
COSTS ) Construction	-			\$1000.	-	
	Man-Days		5	10		
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS					\$200.	\$200.
EMPLOYMENT (Man-Days)					95.	109

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Economic Development & Tourism  
Delivery - Private (Community)

TRAINING REQUIREMENTS:

Interpretive training, hospitality training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 50 user days - 50% utilization - 2 trips per day - 4 visitors per boat.
2. Regulations and guidelines will have to be established to protect on-site artifacts at Kekerten Island.
3. Guidelines will also be required for garbage and waste control.

PROGRAM: Attraction/Tour/Event

SHEET NO: 8

PROJECT NAME: Cumberland Sound Seal Hunting Tour LOCATION: Cumberland Sound

PROJECT DESCRIPTION:

The objective of this tour is to provide an opportunity for visitors to "observe" an Inuit seal hunt on the Cumberland Sound. As a visitor experience, this tour must equally blend the objective of obtaining seal with the visitors enjoyment of the trip.

SEASON OF USE: July - August

DURATION OF USE: Variable 6 hrs. +

TYPE OF USE : Guided

VOLUME OF USE: 90 user days - (max.)  
4th year;  
105 user days - 5th year.

PROJECT COMPONENTS:

1. Shore lunch or tea on the ice.
2. Outfitters services. \*
3. Pre-trip information regarding the "harsh" climate and the nature of the

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1,000<sup>2</sup> (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: None (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL)	planning	-		\$1000.		
COSTS )	construction	-				
	Man-Days			12-		
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL	O/M COSTS					
EMPLOYMENT	(Man-Days)				90	100 <sup>3</sup>

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Economic Development & Tourism  
Delivery - Private (Outfitters)

TRAINING REQUIREMENTS:

Hospitality and interpretive training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 50 use days - 25% utilization - 2 visitors per boat.
2. Loans may be required to facilitate access to outfitters equipment.
3. Assume two local people per boat.

PROGRAM: Attraction/Tour/Event

SHEET NO: 9

PROJECT NAME: Char Fishing Activity

LOCATION: Pangnirtung Fiord  
Cumberland Sound

PROJECT DESCRIPTION:

The objective of this event is to provide, as only one component of a larger package, the opportunity for visitors to participate in Arctic char fishing.

SEASON OF USE: July - August

DURATION OF USE: 0 - 3 hrs.

TYPE OF USE: Guided/Self-Guided

VOLUME OF USE: 225 user days - (max.)  
3rd year;  
270 user days - 4th year  
315 user days - 5th year

PROJECT COMPONENTS:

1. Designate a number of tourist fishing area such as the mouth of the Kolick River, in front of the Community, several locations along ~~the~~ east side of the Cumberland Sound.
2. Outfitters services.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1000.00<sup>2</sup>

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: Ni 1<sup>2</sup>  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING) CAPITAL) COSTS )	planning	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Construction	-		\$1000.			
Man-Days			10			

ANNUAL O/M COSTS

EMPLOYMENT (Man-Days)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
			28	34	40

SECTOR RESPONSIBILITY: Planning - Renewable Resources<sup>3</sup>  
Construction -  
Delivery - Private (Outfitters)

TRAINING REQUIREMENTS:

Hospitality training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 30% of visitors to Pangnirtung actually fished in 1981 and an additional 30% indicated a desire to fish but didn't. - 50% of trips are guided - 4 people per boat.
2. Loans may be required to assist in initial start-up costs for outfitters.
3. Fish management programs will have to be implemented to avoid over-fishing or local conflicts.

PROGRAM: Attraction/Tour/Event

SHEET NO: 10

PROJECT NAME: Over-lord Day Tour

LOCATION: Auyittuq National Park

PROJECT DESCRIPTION:

The objective of this tour is to provide visitors with the opportunity for a short day trip to the National Park. The trip will generally be designed to inform visitors of features along the route. Certain interpretive information would be required at Overlord as well as shelter facilities.

SEASON OF USE: **June - September**

DURATION OF USE: 3 - 6 hrs.

TYPE OF USE: **Guided**

VOLUME OF USE: **225** user days - (max.)  
3rd year;  
270 user days - 4th year;  
315 **user** days - 5th year.

PROJECT COMPONENTS:

1. Interpretive information along route and at Overlord.
2. Shelter facilities at Overlord.
3. Outfitters **services.\***

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST :	\$2,000.00 <sup>2</sup>	(Total 1981 Dollars)
ESTIMATED OPERATIONAL COSTS: (Order of Magnitude)	Ni 1 <sup>2</sup>	(Average Annual 1981 Dollars)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) <b>Planning</b>					
COSTS ) construction -		\$2000.	-	-	
Man-Days		10			
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS					
EMPLOYMENT (Man-Days)			37	45	52

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction - Parks Canada<sup>3</sup>  
 Delivery - Economic Development & Tourism, Private (Outfitters)

TRAINING REQUIREMENTS:  
 Interpretive training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 75% participation rate - 6 people per boat.
2. Assistance in the form of loans etc. may be required for Outfitters services.
3. Construction Costs not included **for Parks Canada.**

PROGRAM: Attractions/Tour/Event

SHEET NO: 11

PROJECT NAME: Winter/Spring Snowmobile Tour

LOCATION: Pangnirtung and Area

PROJECT DESCRIPTION:

To provide as an off-season activity a **series of snowmobile-fishing tours in the Pangnirtung area.**

SEASON OF USE: **Winter - Spring**

DURATION OF USE: **3 - 6 hours**

TYPE OF USE: **Guided**

VOLUME OF USE: 25 user days (max.)

PROJECT COMPONENTS:

1. Planning and programming of a series of winter-spring snowmobile tours, eg; to Kingnait fiord, Kolik R., Overlord, Avutuktu Lakes.
2. Outfitters services.\*

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: - (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning					\$1000.	-
COSTS ) Constructi on	-	-				-
	Man-Days				10	-
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS						
EMPLOYMENT (Man-Days)						10

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Constructi on - -  
 Del i very - Private Sector

TRAINING REQUIREMENTS:

Interpretive and hospitali ty training.

NOTES AND SPECIAL CONSIDERATIONS:

1. 15% participation rate - target for 25 user days in 5th year as a pilot project to test feasibility.
2. Winter shelter requirements.

PROGRAM: Attractions/Tour/Event

SHEET NO: 12

PROJECT NAME: Arctic Cross-Country Skiing Package

LOCATION: Pangnirtung and Area

PROJECT DESCRIPTION:

To provide in the off-season, a complete tour package focussing on the provision of facilities, services and designated routes for cross-country skiing. The intent of the package will be to focus on arctic winter ecology, and community life in general during arctic winters.

SEASON OF USE: Winter - Spring

DURATION OF USE: Variable

TYPE OF USE: Partial Self-Guided

VOLUME OF USE: 25 user days (max.)

PROJECT COMPONENTS:

1. Long term attraction to be considered and planned after the end of the first five year development program.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$2,000.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: -  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL)	Planning					\$2000.
COSTS )	<b>Construction</b>					
	Man-Days					15
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>

ANNUAL  
O/M COSTS

EMPLOYMENT  
(Man-Days)

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction -  
 Delivery - Private Sector (Community Tourist Board)

TRAINING REQUIREMENTS:

Route Location.

NOTES AND SPECIAL CONSIDERATIONS:

Winter shelter requirements/rescue.



PROGRAM: Attraction/Tour/Event

SHEET NO: 13

PROJECT NAME: Kingnait Fiord Hike

LOCATION: Pangni rtung - Kingnait Area

PROJECT DESCRIPTION:

To provide an opportunity for a rugged overnight hike between Pangni rtung and Kingnait fi orals. The hike would **focus on and interpret natural features along the route.** The intent would be to design a one-way marked trail co-ordinated with boat pick-up and return at Kingnait Harbour.

SEASON OF USE: Summer

DURATION OF USE: 3 Day

TYPE OF USE: Self-Guided

VOLUME OF USE: Variable (max. )

PROJECT COMPONENTS:

1. 28.6 km. of marked trail.
2. Overnight shelters (2).
3. Self-guiding interpretive brochure focussing on natural features along the route.
4. Co-ordination with Tongait Fish Camp.
5. Program Planning.
6. Outfitters services.\*

\* N.I.C.in capital and operating costs.

ESTIMATED CAPITAL COST: \$34,100.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$ 4.075.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL)	Planning	-			\$5,000.	-
COSTS )	Construction	-			-	\$29,100.
	Man-Days				26	226

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS					- (4075)- 6th year
EMPLOYMENT (Man-Days)					- (10.6)1- 6thyear

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction - Economic Development & Tourism  
 Delivery - Private Sector (Community Tourist Board)

TRAINING REQUIREMENTS:

Trail location, construction and maintenance.

NOTES AND SPECIAL CONSIDERATIONS:

1. Does not include indirect employment for return boat trips.

PROGRAM: Attraction/Tour/Event

SHEET NO: 13A

PROJECT NAME: Arts and Crafts Program

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To **organize among local craftsmen, artists and craft outlets** (Sewing Centre, Weave Shop) demonstrations/participation programs, which displays and interprets both traditional and contemporary Inuit art - as an associated objective to encourage the sale of arts and handicrafts.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. Planning and program organization.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$2,000.00 est. (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: - (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAPITAL) Planning					
COSTS ) construction	\$1000.	\$1000.	-	-	-
Man-Days	10	10			
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5

ANNUAL O/M COSTS Incorporated as part of visitor accommodation facilities.

EMPLOYMENT (Man-Days)

SECTOR RESPONSIBILITY: Planning - Community Tourism Board/E.D.& T.  
Construction - Community Tourism Board/E.D.& T.  
Delivery - Community Tourism Board/E.D.& T.

TRAINING REQUIREMENTS:

Interpretation and audience participation techniques.

NOTES AND SPECIAL CONSIDERATIONS:

Facilities and space for demonstration/participation programs as suggested in Project No. 19 should be available in conjunction with new or upgraded visitor accommodation facilities.

PROGRAM: Attracti on/Tour/Event

SHEET NO: 13B

PROJECT NAME: Incl ement Weather  
Al ternati ve Acti vi ti es

LOCATI ON: Pangni rtung

PROJECT DESCRI PTION:

To provide a series of pre-programmed acti vi ti es which can be made available as al ternate acti vi ti es to visi tor enjoyment during periods of incl ement weather.

- As an associated objective, programs should focus on acti vi ti es or programs related to the **lifestyle/language of the Inuit cultural and history.**

SEASON OF USE: N/A

DURATI ON OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A

PROJECT COMPONENTS:

- . Planning and program organization.
- . Acti vi ti es to include educational **focus** such as teaching local language, print making skills, techni ques of carving or print making, **showing of educational or historical films.**
- . **Facilities and materials to carry out programs including A. V. equipment.**

\*N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$12,000.00 (Total 1981 Dollars)

ESTIMATED OPERATI ONAL COSTS: \$1,000.00 (Average Annual 1981 Dollars)  
(Order of Magni tude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) <b>Planning</b>					
COSTS ) construction	\$4,000.	\$4,000.			
	-	\$4,000.			
Man-Days	40	40			
ANNUAL	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
O/M COSTS			\$1,000.	\$1,000.	\$1,000.
EMPLOYMENT			30	30	30
(Man-Days)					

SECTOR RESPONSIBILI TY: Pl anni ng - Economi c Devel opment & Touri sm  
Constructi on - Economi c Devel opment & Touri sm/Communi ty Touri sm  
Del i very - Communi ty Touri sm Board Boar

TRAI NI NG REQUI REMENTS:

**NOTES AND SPECIAL CONSI DERATI ONS:**

PROGRAM: Attraction/Tour/Event

SHEET NO: 13C

PROJECT NAME: Film Library

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To identify, collect and reproduce in the form of video tapes up to 50 films demonstrative of historical and contemporary lifestyles and issues in the Eastern Arctic, primarily for showing to tour group visitors as an activity alternative during inclement weather and as a general introduction to Pangnirtung.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A

PROJECT COMPONENTS:

- . Casual contract staff to undertake the work.
- . Assembly of video tape library.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$6,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: Ni 1 (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING) CAPITAL) COSTS )		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
Planning						
Construction		\$6,000.	-			
Man-Days		60	-			
ANNUAL O/M COSTS		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
EMPLOYMENT (Man-Days)						

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction - Economic Development & Tourism  
 Delivery - Community Tourism Board

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

PROGRAM: Hospitality/Information

SHEET NO: 14

PROJECT NAME: Community Host Program

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

The program responds to the need to escort or host tour groups who visit Pangnirtung. The objective of the program is to set up a community contact (local resident) who will meet planned tour groups on arrival to Pangnirtung, introduce them to the community? and provide a host and liaison function for the individual group members during their stay.

SEASON OF USE: June - September

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: 300 user days - (max.)  
3rd year;  
360 user days - 4th year;  
420 **user days** - 5th year.

PROJECT COMPONENTS:

1. Community Information Package.
2. Host training program.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$15,000.00

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$10,000.00  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
planning					
Construction	\$5,000.	\$5,000.			
Man-Days					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ANNUAL O/M COSTS			\$8500.	\$10,000.	\$11,000.
EMPLOYMENT (Man-Days)			170	200	220

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Private (Community Tourist Board)  
Delivery -

TRAINING REQUIREMENTS:

\* Hospitality services, interpretation, personal inter-relationship.

NOTES AND SPECIAL CONSIDERATIONS:

1. Assume 50 visitor days of use ÷ avg. 5 day stay x 2 (hotel capacity to accommodate two groups of 15)
2. Use subject to hotel capacity.
3. Capital costs are primarily related to training.

PROGRAM: Hospi tal i ty/I nformati on

SHEET NO: 15

PROJECT NAME: Communi ty I nformati on Program

LOCATION: Pangni rtung

PROJECT DESCRIPTION:

**The objective of this program is to put in place a comprehensive local community tourist information system which may also be accessible to points outside of Pangni rtung, eg; Frobisher Bay, Montreal.** The intent of the program would be to-provide current information to tourists respecting community events, flight schedule changes, special programs, community map.

SEASON OF USE: **All Seasons - Primarily June - September.** DURATION OF USE: N/A  
 TYPE OF USE: N/A VOLUME OF USE: N/A (max. )

PROJECT COMPONENTS:

1. Communi ty I nformati on Board/Map.
2. Radi o program (local)\*
3. External i nformati on outlets. Frobisher. Montreal.\*
4. Formulati on of program logisti cs..

\*N.I.C.in capital and operating costs.

ESTIMATED CAPITAL COST: \$5,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$2,500.00 (Average Annual 1981 Dollars)  
 (Order of Magnitude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning					
COSTS ) Constructi on		\$3,000.	-		
Man-Days		31	\$2,000.		
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS				\$2500.	\$2500.
EMPLOYMENT (Man-Days)					

ON-GOING COMMUNITY PROGRAM

SECTOR RESPONSIBILITY: Pl anni ng - Economi c Devel opment & Touri sm  
 Constructi on -  
 Del i very - Pri vate (Communi ty Touri sm Board)

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

1. This program responds to an expressed concern of existing community visitor for. **current information respecting tourism activities, events, flight schedules, community map.**

PROGRAM: Hospitality/Information

SHEET NO: 16

PROJECT NAME: Industry Awareness Program  
and General Marketing

LOCATION: Pangnirtung and Area

PROJECT DESCRIPTION:

The objective of this program is to introduce newly established visitor tour packages to travel industry executives, travel writers, wholesalers, government tourism executives, major airlines.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A (max. )

PROJECT COMPONENTS:

1. Develop and promote a series of FAM tour packages.<sup>1</sup>
2. Develop and distribute an information package detailing tour programs, conditions to use, costs, pre-trip information.
3. Develop a community information booklet for general distribution.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$23,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS : \$2,000.00 (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING) CAPITAL) COSTS )	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Planning					
Construction		\$5,000.	\$' 3,000.	\$6,000..	\$3,000.
Man-Days					
ANNUAL O/M COSTS					\$2,000.
EMPLOYMENT (Man-Days)					

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction - Economic Development & Tourism Community  
Delivery - Tourism Board

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

1. \$3,000.00 per tour.

PROGRAM: Hospitality/Information

SHEET NO: 17

PROJECT NAME: Tour Group Outfitting

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

The objective or intent of this program is to provide, as a cost option feature of the various tour packages, the provision of a selection of local clothing including duffle socks/boots, summer anaracks, hats, duffle coats, etc.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: Variable (max.)

PROJECT COMPONENTS:

1. Expansion of existing weaving and sewing groups to accommodate the required volume.
2. Development of an exclusive Pangnirtung design and selection.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$2,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning		\$2000.			
COSTS ) construction					
Man-Days					
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS					
EMPLOYMENT (Man-Days)			100 <sup>2</sup>	100 <sup>2</sup>	100 <sup>2</sup>

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction - Private (Existing Sewing/Weaving Groups)  
 Delivery -

TRAINING REQUIREMENTS:

Supplemental training in arts and crafts.

NOTES AND SPECIAL CONSIDERATIONS:

1. Programs may be arranged to fabricate clothing articles in individual homes.
2. Gross estimate only.



PROGRAM: Hospitality/Information

SHEET NO: 18

PROJECT NAME: Community Improvement Program LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To undertake on an annual basis, general maintenance and clean-up of community facilities and environs and to enact by-laws or guidelines to encourage a reduction in the quantity of community debris.

SEASON OF USE: June - September

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A (max. )

PROJECT COMPONENTS:

1. Initiate a general community maintenance program.
2. Enact community by-laws or guidelines to encourage the continual improvement of **community environs**.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: - (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$4,000.00 - \$5,000.00 (Average Annual 1981 Dollars)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning					
COSTS ) construction -					
Man-Days					
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS		\$4-5,000.	\$4-5,000.	\$3-4,000.	\$2-3,000.
EMPLOYMENT (Man-Days)		50	50	30	20

SECTOR RESPONSIBILITY: Planning - -  
 Construction - -  
 Delivery - Private (Community Tourism Board)

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

PROGRAM: Infrastructure

SHEET NO: 19

PROJECT NAME: Visitor Accommodation/Services LOCATION: Pangnirtung

PROJECT DESCRIPTION:

The objective of this program is to develop new or upgrade existing accommodation **services** in Pangnirtung to full services standards. Amenities to include multi-purpose space for a crafts demonstration/retail area, inclement weather activities or programs. Space to incorporate Parks Canada offices.

SEASON OF USE: All Seasons

DURATION OF USE: Variable

TYPE OF USE: N/A

VOLUME OF USE: 480 tour group (max.) visitors (50% occupancy in first year of operation, 60%,70%,75%,80% in subsequent years - summer occupancy only)

PROJECT COMPONENTS:

1. Initial development/upgrading of a 30 room (double occupancy) accommodation with expansion potential for 15 additional rooms - (est. 16,000 initial space footage, est. 24,000 expansion square footage).
2. Multi-use space for crafts demonstration/retail area and inclement weather activities.
3. Parks Canada administrative offices.\*

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$1.8-2.6 Million<sup>2</sup>

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS:  
(Order of Magnitude)

Unknown<sup>3</sup>

(Average Annual 1981 Dollars)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAPITAL) Planning <sup>3</sup>					
COSTS ) construction	\$180,000.	-	-	-	-
Man-Days	External	5.5 FTE	5.5 FTE	-	-

ANNUAL O/M COSTS<sup>3</sup>

EMPLOYMENT (Man-Days)

\*(first year of operation)  
18 FTE 18 FTE

1 FTE = 220 man-days.

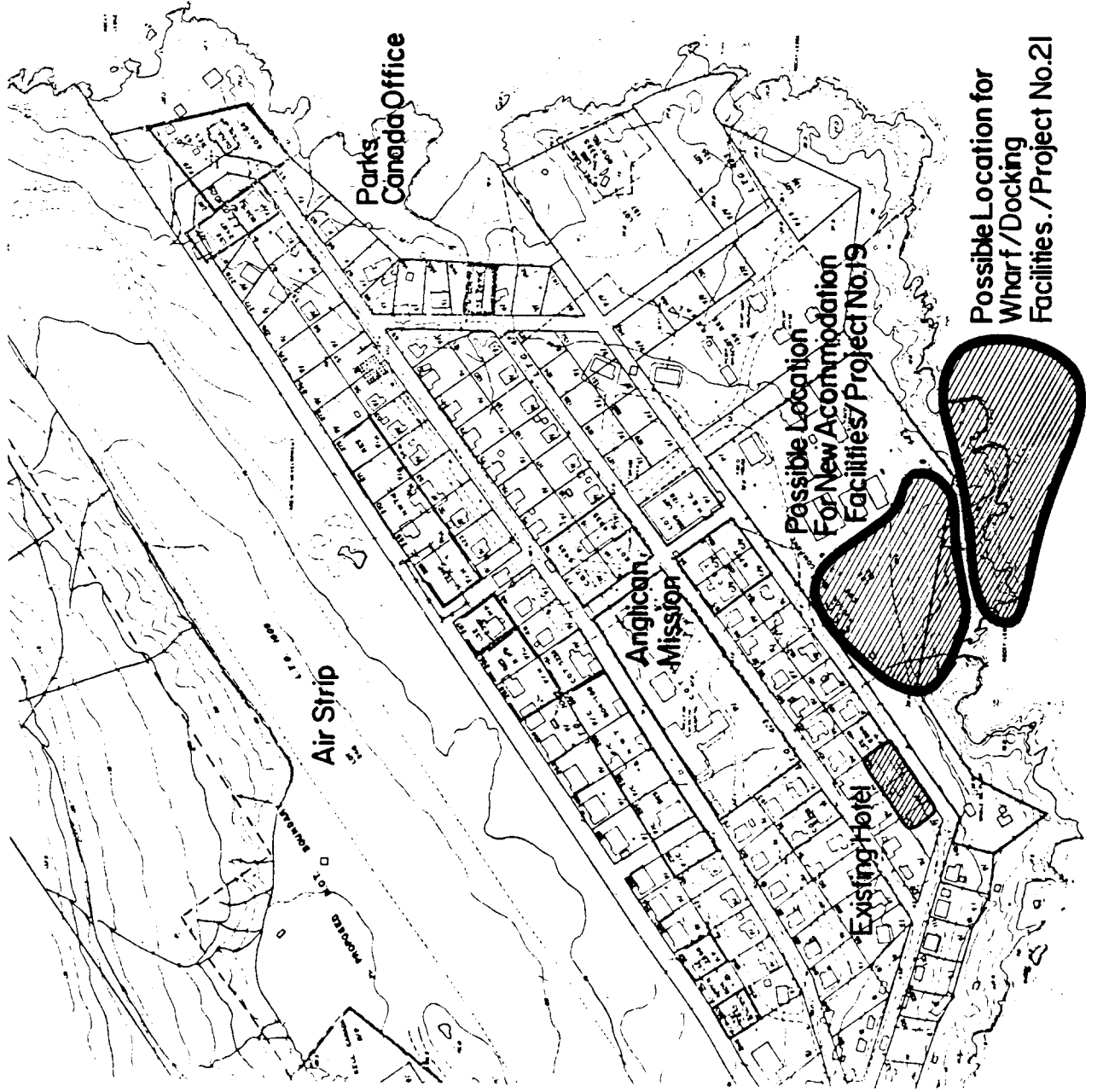
SECTOR RESPONSIBILITY: Planning - Private Sector  
Construction - Private Sector  
Delivery - Private Sector

TRAINING REQUIREMENTS:

Hospitality services, hotel management and administration.

NOTES AND SPECIAL CONSIDERATIONS:

1. May function as selective use community space in the off-season.
2. May require access to loan program - subsidization, etc.
3. Subject to industry detailed feasibility analysis.



PROGRAM: Infrastructure

SHEET NO: 20

PROJECT NAME: Airport Facilities Upgrading LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To upgrade existing airport reception and departure facilities **for visitor convenience and expanded services. Possible future extension of existing runway by 600-700' to accommodate jetservice.**

SEASON OF USE: **All Seasons** DURATION OF USE: N/A  
 TYPE OF USE: N/A VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. Provide additional physical space at airport building for visitor arrival and departures.
2. Provide fish freezing storage facilities at the airport building and on departing aircraft.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$100,000.00 (\$400,000. runway extension. ) (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: (Average Annual 1981 Dollars)  
 (Order of Magnitude)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAPITAL) Planning					
COSTS ) construction	-	\$7,000.	\$45,000.	\$48,000.	-
Man-Days			.3 FTE	.3 FTE	-
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>ANNUAL O/M COSTS</b>	N/A	N/A	N/A	N/A	N/A

EMPLOYMENT (Man-Days)

1 FTE = 220 man-days

SECTOR RESPONSIBILITY: Planning - D. O. T.  
 Construction - D. O. T.  
 Delivery - D. O. T.

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

An estimate of \$500,000.00 is suggested for this project - only the airport terminal building upgrading is costed due to the lack of decision respecting the future provision of jet service by the C.T.C.

PROGRAM: Infrastructure

SHEET NO: 21

PROJECT NAME : Provision of Docking/Wharf  
Facilities

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To provide for all season use, wharf or docking facilities to facilitate readily available access to the fiord **for tour programs and general community use.**

SEASON OF USE: All Seasons

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. Dock or wharf facilities of sufficient length to traverse the extent of the tidal flats at their narrowest point.
2. Ideally these facilities should be constructed in proximity to accommodation facilities.

**\* N.I.C. in capital and operating costs.**

ESTIMATED CAPITAL COST: \$250,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning					
COSTS ) construction -			\$10,000.	\$15,000.	-
Man-Days					\$225,000. 1.5 FTE
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>

ANNUAL  
O/M COSTS

EMPLOYMENT  
(Man-Days)

SECTOR RESPONSIBILITY: Planning - D. O.T.  
Construction - D.O. T.  
Delivery - D.O. T.

TRAINING REQUIREMENTS:

**NOTES AND SPECIAL CONSIDERATIONS:**

1. Generally a site exists east of the existing H.B.C. facilities which may meet locational criteria as to some extent does the existing hotel further east.

PROGRAM: Infrastructure

SHEET NO: 22

PROJECT NAME: Utility Services

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To undertake a detailed evaluation of the capacity of existing utility services (water, sewage, power) to accommodate increased tourism visitation.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A (

PROJECT COMPONENTS:

1. Feasibility/capacity studies of existing utility systems to accommodate increased tourism use.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$25,000.00<sup>1</sup> (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning					
COSTS ) construction -					
Man-Days					
	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS	N/A	N/A	N/A	N/A	N/A
EMPLOYMENT (Man-Days)					

SECTOR RESPONSIBILITY: Planning - D.P.W.  
Construction -  
Delivery -

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

<sup>1</sup> Initiate prior to implementation program.

PROGRAM: Infrastructure

SHEET NO: 23

PROJECT NAME: Charter Flight Program

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

To investigate the feasibility, in conjunction with local air carriers (First Air, Nordair) of **scheduling charter flights to Pangnirtung directed to accommodating the timing requirements of packaged tour groups.**

SEASON OF USE: June - September DURATION OF USE: N/A

TYPE OF USE: N/A VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. Feasibility and planning study undertaken by existing staff within Economic Development & Tourism.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: (Internal cost) (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING) CAPITAL) Planning COSTS ) Construction Man-Days	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>

ANNUAL  
O/M COSTS

EMPLOYMENT  
(Man-Days)

SECTOR RESPONSIBILITY: Planning -  
Construction -  
Delivery -

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

1. This proposal is based on the premise that fuller utilization of both aircraft and accommodation facilities can occur if tour groups of up to 10-15 persons are scheduled in and out of Pangnirtung on a pre-determined basis. Both aircraft capacity and hotel space would permit 3-4 groups of 10-15 to be accommodated.

PROGRAM: Industry Organization

SHEET NO:

PROJECT NAME: Community Tourist Board

LOCATION: Pangnirtung

**PROJECT DESCRIPTION:**

To establish a committee/board of local citizens to manage and direct the development of tourism programs in Pangnirtung.

**SEASON OF USE:** N/A

**DURATION OF USE:** N/A

**TYPE OF USE:** N/A

**VOLUME OF USE:** N/A

**PROJECT COMPONENTS:**

1. Elected board responsible to council.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST:

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS : \$40,000.00<sup>1</sup>  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING) CAPITAL) planni ng COSTS ) Constricti on Man-Days	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS	\$40,000.	\$40,000.	\$40,000.	\$40,000.	\$40,000.
EMPLOYMENT (Man-Days)	2,640	2,640	2,640	2,640	2,640

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
Construction -  
Delivery - Community Tourism Board

**TRAINING REQUIREMENTS:**

**NOTES AND SPECIAL CONSIDERATIONS:**

**Allows** for the hiring of full-time staff to co-ordinate and direct all tourism development programs including the implementation program. Budget includes travel costs, honorarium for Board and Office administration costs.



PROGRAM: Infrastructure

SHEET NO: 25

PROJECT NAME: Upgrading/Expansion of Pitsutina Tugavik Territorial Park LOCATION: Pangni rtung

PROJECT DESCRIPTION:

To upgrade and expand territorial park facilities **for short stay visitors utilizing the National Park,**

SEASON OF USE: N/A DURATION OF USE: N/A

TYPE OF USE: N/A VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. 8-10 additional tent pads and eating areas.
2. Information signage.
3. Upgraded sewage facilities (vault toilets) - 2.
4. Wash facilities.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$50,000.00 (Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS: \$4,900.00 (Average Annual 1981 Dollars)  
(Order of Magnitude)

PHASING)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAPITAL) Planning					
COSTS, Construction	\$ 50,000.	-			
Man-Days	150				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
ANNUAL O/M COSTS		\$4900.	\$4900.	\$4900.	\$4900.
EMPLOYMENT (Man-Days)		50	50	50	50

SECTOR RESPONSIBILITY: Planning - Economic Development & Tourism  
 Construction - Economic Development & Tourism  
 Delivery - Community Tourism Board

TRAINING REQUIREMENTS:

NOTES AND SPECIAL CONSIDERATIONS:

PROGRAM: Infrastructure

SHEET NO: 26

PROJECT NAME: Search & Rescue Program

LOCATION: Pangnirtung

PROJECT DESCRIPTION:

The purpose of this project is to establish in conjunction with the H.T.A., Parks Canada and the R.C.M.P., a volunteer search and rescue organization.

SEASON OF USE: N/A

DURATION OF USE: N/A

TYPE OF USE: N/A

VOLUME OF USE: N/A

PROJECT COMPONENTS:

1. Search and rescue equipment.
2. Program planning and organization.
3. Training in search and rescue and general first aid.

\* N.I.C. in capital and operating costs.

ESTIMATED CAPITAL COST: \$10,000. - \$15,000.

(Total 1981 Dollars)

ESTIMATED OPERATIONAL COSTS:  
(Order of Magnitude)

(Average Annual 1981 Dollars)

PHASING)		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
CAPITAL) Planning			\$ 10 - 15,000.	-		
COSTS ) Construction	-					
	Man-Days					
		<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>
ANNUAL O/M COSTS						
EMPLOYMENT (Man-Days)	VOLUNTEER PROGRAM					

SECTOR RESPONSIBILITY: Planning - Economic Development and Tourism  
 Construction - Economic Development and Tourism  
 Delivery - Community Tourism Board

TRAINING REQUIREMENTS:

Search and rescue training and general first aid.

NOTES AND SPECIAL CONSIDERATIONS:

#### 6.3.4 Implementation Timeframe and Priorities

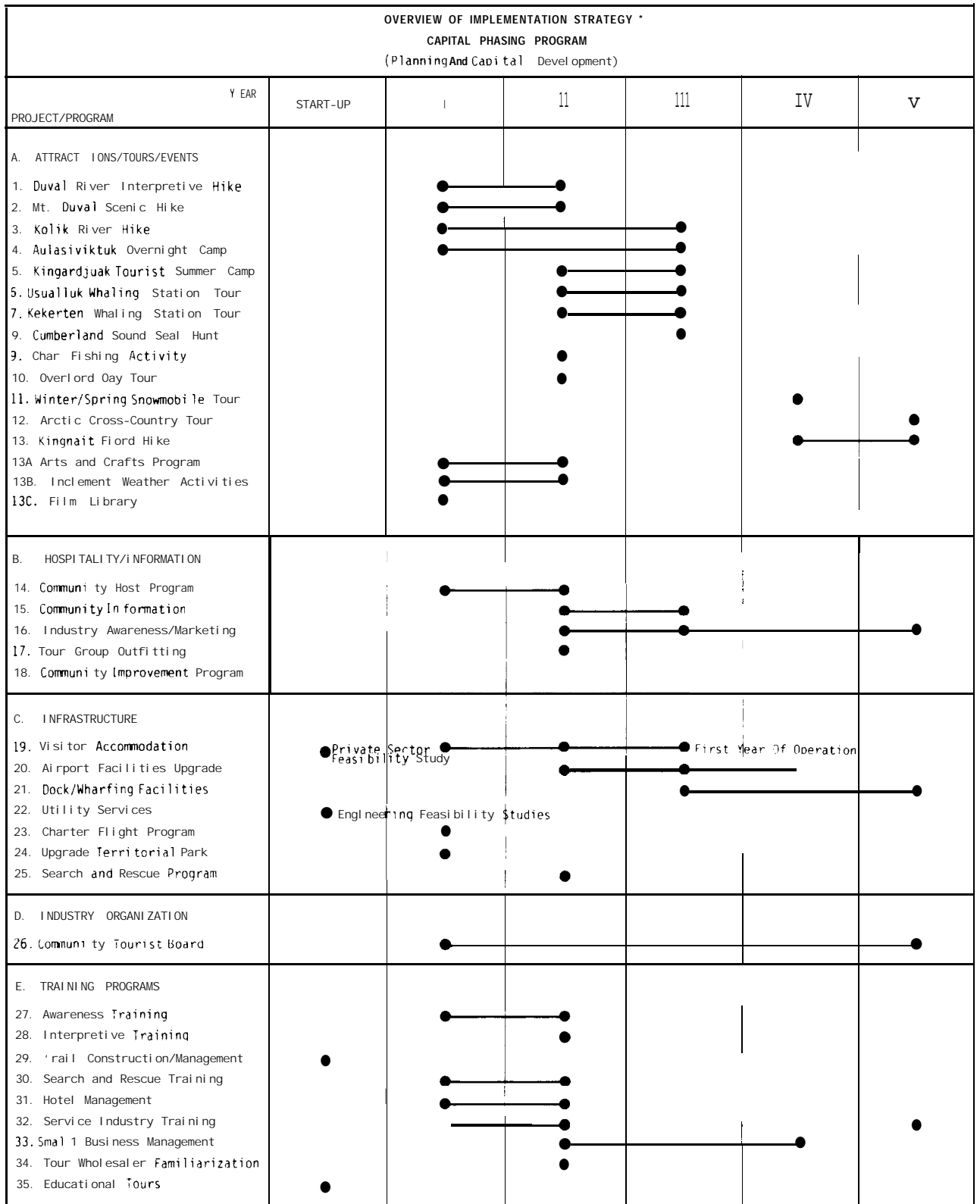
The format established for the various project sheets provides a means to clearly outline the implementation timeframe for the various development opportunities. Concurrently, the scheduling of the commencement of the various development opportunities suggests the priority assigned and the general five-year work program proposed. Figure 6 provides an overview of implementation program scheduling.

Not included on the project sheets is a suggested start-up year prior to year 1. A start-up year is proposed to permit the carrying out of various pre-feasibility and training activities necessary before the commitment of significant funding either from the private or public sectors.

General training activities are discussed in a latter section. With regard to pre-feasibility activities, two particular items are key to the success and feasibility of the overall development program. The first, seen as a public sector responsibility includes a detailed analysis of the ability of the existing utility infrastructure, power, water and sewage to accommodate increased use from projected tour group visitation, normal business use as well as non-programmed tourism. The analysis should consider not only engineering feasibility but also environmental impact particularly with respect to sewage discharge.

The second project, seen as a private sector responsibility, involves a detailed financial statement regarding the financial aspects of upgrading or developing new hotel accommodation to full service standards.

The successful accomplishment of the intent of the selected tour group tourism strategy, that is community control, programmed tourism, maximization of community benefits hinges on the development or upgrading of serviced roofed accommodation of the type and scope outlined on project sheet No.19.



(\*Denotes initiation and completion years for the various projects.)

FIGURE b

Generally, an analysis of the type proposed above ranges between \$5,000 and \$10,000 depending upon the level of market and visitor expenditure pattern information available. It is recommended that the work associated with the above two projects be initiated and completed in the start-up year of the project.

#### **6.3.5 Marketing Program**

The tour group approach to tourism development in Pangnirtung suggests specific direction on the type and scope of marketing and promotional programs required and those which are inappropriate.

Generally upon analysis of the implications of the tour group approach and through interviews with a number of tourism industry executives, it is clear that the most cost-effective and comprehensive form of marketing and promotional programs is to tour wholesalers. Generally, the tour wholesaler has the greatest knowledge of and access to the market, including access to the large international or European tour wholesalers. Therefore, for the tour group approach it is recommended that marketing and promotional efforts be directed specifically to tour wholesalers. Broadcast promotion and marketing directed to trade shows, magazines or general government tourism literature is not appropriate for the proposed strategy and associated tourism objectives for the Hamlet of Pangnirtung. The latter type of promotion tends to emphasize traditional "consumptive" type of activities and will generally encourage more of the same type of tourism that is presently occurring in the community.

Marketing and promotion to tour wholesalers requires two key elements; comprehensive descriptions or concepts of opportunities and services offered and secondly, first-hand familiarization with these opportunities.

In this regard, project sheet No.16, Industry Awareness Program and General Marketing proposes a capital budget of \$23,000. This budget, commencing in the second year of the program, contains

firstly, funds for the production of a series of detailed pamphlets which textually and graphically document the tourism attractions and services offered in Pangnirtung and area including pre-trip information; secondly, the budget includes funds to conduct up to six FAM or familiarization tours of area attractions and services. These tours would be directed at tour wholesalers and related travel writers. The FAM tours are not proposed to be initiated until the third year of the program when accommodation facilities either new or upgraded are complete.

For the first five years of the program, promotion to tour wholesalers should be directed to eastern Canada, Quebec and Ontario, as well as the eastern U.S. seaboard. These groups not only have access to large North American markets but can introduce Pangnirtung to European tour wholesalers and their associated market areas.

Special attention should be directed to the Quebec market. This market, which is presently 11.7% of the total market, with the correct promotion could be increased to an equivalent of the Ontario market. Facilities and services in this regard should consider the need for french language translation and interpretive facilities.

#### 6.3.6 The Community Tourist Board

The various roles and responsibilities of the community, the private sector and G. N. W.T. for the implementation of the overall conceptual plan are generally noted on the individual project sheets and summary table 11.

Generally, it is envisioned that the community take a strong administration, co-ordination, operating and promotional role in the delivery of tourism services.

This, however, must be done in a fashion that does not stymie individual entrepreneurial initiative. Further, it is clear that for the community to obtain the objectives of self-sufficiency and

control of tourism development, it must for the first five years of the program, receive the continual professional assistance of staff within the Economic Development and Tourism Department.

The present tourism committee, a sub-committee of council, have taken a very active and visible role in monitoring and directing the present study. It is proposed that the committee continue and be formally designated as the Community Tourist Board charged with the responsibility of monitoring, co-ordinating and ensuring the maintenance of select tourist attractions, events or tours as outlined on the project sheets. The Board would continue to be composed of members appointed from the major community agencies e.g. , the Co-op, Outfitters, Parks Canada, Council, Land Claims, the H. T.A. and a community member at large.

Generally, the Board should continue to be a sub-committee of council for two reasons 1 ) to ensure overall community accountability and 2) to access the administrative and regulatory assistance of the Hamlet offices.

To assist the Board, a professional staff should be retained on a salaried basis to provide on-going administrative and professional support in a similar manner as the Hamlet Manager. Finally, in an ex-officio capacity, a staff member of the Economic Development and Tourism Department should be designated to the Board to provide liaison with the department as well as technical assistance. The Community Tourism Board is not intended to supplement any of the regulatory or administrative controls presently exercised by government agencies. More specifically, the duties of the Board are suggested to be as follows:

- to co-ordinate the implementation of the first five years of the tourism development plan;

- to provide a forum for the review of tourism development proposals to ensure their comparability with the first five years of the plan;

to continue to inform the community at large of tourism programs and plans;

to serve as a recognized agency to which, through Council, funding assistance for tourism development programs can be obtained;

to actively promote tourism attractions to tour wholesalers with the assistance of the Economic Development and Tourism Department (project No. 16);

- . to essentially act as a "second level" tour wholesaler for the community of Pangnirtung to ensure that the sale of "package tours" results in a reasonable return of funds to Pangnirtung for the maintenance of tourism facilities;

to undertake, on a contractual basis with the Department of Economic Development and Tourism, the responsibility for the maintenance and operation of remote tourism facilities including trails, camps, etc. as outlined in the project sheets. (This does not include local facilities or infrastructure);

to establish, co-ordinate and administer the community host program (No. 14), the community information program (No. 15) and the Kingardjuak Tourist Summer Camp (No.5);

- . to encourage the implementation of programs, e.g. , purchase of shares for accommodation development which will permit the involvement of the community at large; and
- . to schedule, in conjunction with the private sector, tour group activities and programs.
- . to review and monitor all outfitter, tourist operators and tour wholesalers and make recommendations respecting licensing to appropriate G. N .W. T. departments.

As noted earlier, the Community Tourist Board is anticipated to act as a "second level" tour wholesaler as well as an operator of tourism facilities. The Board would be expected to co-ordinate



its activities with the local private sector to ensure that packages purchased by a tour group provide value for funds expended.

The Community Tourism Board would undertake the promotion to selected tour wholesalers of a maximum of 24 tour packages in the third year of the program. Each package will be a total of eight days in length including travel; each package will be all inclusive in terms of costs and services; each package will include 50% of programmed activity and 50% non-programmed or informal activity (See Chapter 7); each package will include a surcharge to assist the Board in recovering direct operating and maintenance costs.

The sale of tour packages, distribution of literature, collection of fees, deposits and all other administrative functions are envisioned to be the responsibility of tour wholesalers and their agents to the point at which the tour groups arrive in Pangnirtung. The latter is not envisioned to be a responsibility of the Community Tourist Board due to communication and logistical problems in the Arctic, lack of experience and simply due to the fact that tour wholesalers and their agents have the administrative mechanism set up to effectively handle the financial and administrative aspects of tour package sales.

To co-ordinate the sales and scheduling of tours, the Board may follow several options. The first includes allotting to a number of select tour wholesalers in different geographic areas, a block of time in which to sell tours; the second approach, and perhaps more typical, includes utilizing one tour wholesaler as an exclusive agent of the community for the sale and promotion of all tours in any one year. Due to the limited number of tours available and again the difficulties of working in the north, the latter approach is proposed. In either case, it would be necessary to inform the community, through the Community Tourist Board, anticipated next season sales by February of the same year.

In summary, to further elaborate on the role of the community, particularly the Community Tourist Board, the following illustrates the "typical" sale and visit of a tour group package to Pangnirtung.

1. Develop and promote tour packages to tour wholesalers.
2. Sales and administration of tour packages by tour wholesalers and their agents by May of the same year.
3. Organize locally, the necessary manpower, outfitting services, accommodation etc. , to provide for anticipated visitation.
4. Assembly and departure of tour groups from Montreal to Pangnirtung accompanied by a representative of the tour wholesaler or agent.
5. Arrival of tour groups in Pangnirtung where they are greeted by an assigned host. This person will become that particular groups host or contact throughout their five-day stay including co-ordination of all planned activities, introduction to the community etc.
6. Conduct, through the Community Tourist Board, the programmed (guided) aspects of the tour package.

Generally those aspects of the tour package which are guided will be pre-selected by the visitor prior to his arrival in Pangnirtung.

7. Conduct the non-programmed (self-guided/informal) aspects of the tour package. These would include a community tour, self-guided hikes, visits to the arts and crafts display area, evening films etc.
8. On-going maintenance of remote facilities by the Community Tourist Board .

9. Completion of tour and escort of tour groups by representatives of the tour wholesalers or agents from Pangnirtung to " Montreal.

The Community Host program is seen as a key aspect of the Boards function.

It is envisioned that each tour group of up to fifteen visitors will be assigned to a community host. This individual will be responsible for co-ordinating the activities of the visitors within his or her group. For instance, the community host will take the place of the escort traditionally accompanying tour groups.

This role is critical in that it is clear from interviews conducted with present tour wholesalers, that the attitude of the escort is directly promotional to the visitors perceptions as to the success of the tour.

The duties and responsibilities of the Board as outlined above have been suggested in recognition of the intent to provide community control over tourism development while concurrently attempting to minimize the administrative infrastructure needed to ensure control.

#### 6.3.7 Training Programs

With notable exceptions, the tourism development opportunities proposed for Pangnirtung in the conceptual development plan reflect the traditional skills of the local people.

Training programs are required not to augment these skills, but to sensitize local operators and individuals employed in the industry to the needs, expectations and most particularly the limitations of visitors.

In this regard, outlined below is a brief description of the subject matter of a number of training programs which, given the tourism development strategy proposed for Pangnirtung, should be considered.

## **A. Awareness Training**

Awareness training programs are specifically directed to those people with close daily contact with visitors, namely community hosts and local outfitters. On a broader basis, awareness training programs should be directed to the community at large.

As the title implies, the purpose of awareness training programs is to provide individuals employed in the industry in Pangnirtung with an understanding of the needs and expectations of the visitor. Generally, the program should provide some background respecting tourism in general and why tourists travel. General attention should be given to the benefits of tourism as well as its social and environmental costs.

More specifically, the program should emphasize examples of tourists activities in other demographic areas in order to draw various analogies to Pangnirtung visitors. On a more practical level, the program should emphasize the urban background of the tourists, socio-economic background, etc. and generally how this background effects the tourists perceptions of where he/she visits and what he/she sees. This approach will not only sensitize the local people to the needs of the tourists to make his/her trip more enjoyable, but also assist local industry staff in helping the tourists avoid what may be termed "cultural pitfalls".

A program of the nature proposed must be created; it does not exist as an existing package. With the professional assistance of staff, public or private sector, the program could be developed as part of on-going territorial training activities. The intent would be to conduct a number of 2-day seminars in Pangnirtung early in the development program.

These seminars should be taped for video purposes and, with appropriate introduction, made available to the community at large to generally increase community awareness of tourism.

**B. Interpretive Training**

Interpretive training programs would be specifically directed to outfitters/guides conducting tourists on extended trips such as those to the Cumberland Sound, to the National Park etc.

Interpretive training programs would be basically two-pronged but jointly taught.

Interpretive training programs would contain techniques and methods for local outfitters and guides which best display the natural (land and marine) and cultural features which tourists may wish to see. The intent would not be to develop a standard interpretive tour which is co-ordinated with printed information packages, self-guiding tours, etc. The outfitter/guide should be made aware of the detail to describe a feature, how best to describe a feature, and if possible, how the feature relates to the local lifestyle or environment. With an understanding of the methods and detail, each individual outfitter/guide can develop their own particular style of interpretation and communication to the visitor.

Notwithstanding the above, training in interpretive programming will also require a number of short courses on local natural history, culture etc. A series of short-courses could be given in the community with the negotiated assistance of Parks Canada staff.

Interpretive and Awareness training programs should be considered as a pre-requisite to outfitter licensing, etc.

**c. Trail, Remote Facilities Construction/Maintenance**

This program, directed to party chiefs and general labourers, would be designed to provide basic knowledge and skill in the location, construction and maintenance of trails and remote facilities in the Arctic environment.

Techniques could be taught locally in Pangnirtung, with the assistance of Parks Canada.

Course content would include construction standards, environmental problems to be avoided and the type and procedures for trail maintenance.

D. Search and Rescue Training

The development opportunities proposed in the implementation plan have been specifically designed to minimize operational costs and associated programs. Notwithstanding, any travel outside of Pangnirtung must be done with the knowledge that Search and Rescue facilities are available. This is the intent of project No.25. To complement this program, basic training in Search and Rescue as well as general first aid must be provided.

Programs of this sort should be made available to outfitters and selected individuals, preferably members of the H. T.A.

Search and Rescue training programs should be conducted and developed in conjunction with the R. C .M. P. and Parks Canada.

E. Hotel Management and Service Industry Training

Training programs associated with this area are directed at two audiences. The first deals with the individual, local people, who are interested in the practical aspects of hotel and food services administration including general business procedures. The second deals with individuals, local people, who are interested in service level employment such as house-keeping, service of food, general maintenance etc.

The former is a longer term proposition with courses available outside of the N. W.T. lasting anywhere from 1 to 4 years. The latter is of shorter term duration. Courses can be developed and taught in the community by outside professionals or through the Adult Education program.

F. Small Business Management/Outfitting

A number of courses are presently provided in Pangiirtung through, for example, the Adult Education program related to small business development and outfitting. The need to improve these types of courses will increase in the future as the conceptual tourism development plan is implemented.

G. Specialty Training Programs

With respect to the Community Tourist Board, two additional programs are suggested which loosely fit under the category of industry training. The first involves a one or two day seminar given to members of the Community Tourist Board by a tour wholesaler. Since it is the intent of the management strategy to work closely with tour wholesalers it would be advisable to provide the Board with the opportunity to develop a broad understanding of the business aspects of selling tour packages. The tour wholesaler will essentially be the community's market. An understanding of this market will go a long way in ensuring the success of tourism development programs.

Again, with respect to the Community Tourist Board, a further means of "training" or increasing the Board's understanding of the tourism industry is the organization and conducting of educational tours outside of the community. The intent would be to organize in recognized, selected tourist areas, a series of educational tours. These tours would be designed to illustrate to the Board how a tourism industry

can successfully operate in other areas of Canada. Areas selected for educational tours would necessarily show some compatibility with Pangnirtung with respect to the type of tourism, access problems, etc.

General funding and program assistance to organize training programs is available from a variety of sources as outlined in Appendix VI I . The Canadian Government Office of Tourism, Manpower, Education and Training Sector offers the best source of assistance in the area of training for the tourism industry.

In summary, Table 12 suggests order of magnitude costs for the various training programs as well as their timing with respect to the five year development program.

It should be made clear that costs reflect maximizing the utilization of local resources and public sector staff to provide courses in Pangnirtung or the purchase of professional outside services for short seminars. It was not deemed appropriate to emphasize training courses in southern institutions.

#### 6.3.8 Implementation Funding

To successfully implement the development program outlined in this chapter, funding will have to be found from a variety of sources both public and private. Appendix VI I outlines a select number of public funding sources, both federal and territorial, from which financial assistance may be available to carry out the intent of the conceptual development plan. Table 13 illustrates, on the basis of the individual development opportunities identified, where these funding sources may be most applicable.

It is clear that although there are a number of funding programs available to assist in implementation, the Department of Economic Development and Tourism will have to play a key role in the provision of capital funding, particularly with respect to the development of amenity facilities and servicing such as remote trails and camps etc.



TA

SUMMARY OF COSTS  
RECOMMENDED  
(1981)

---

Program	Year	Start-up
Awareness Training		
Interpretive Training		
Trail Construction/Management		4,000
Search and Rescue Training		
Hotel Management		
Service Industry Training		
Small Business Management		
Tour Wholesaler Familiarization		
Educational Tours		
<hr/> <b>TOTAL</b>		<b>4,000</b>

---

TABLE 13 - SUMMARY OF FUNDING PROGRAMS FOR IDENTIFIED DEVELOPMENT OPPORTUNITIES

DEVELOPMENT OPPORTUNITIES	FEDERAL	TERRITORIAL	QUASI-PUBLIC
<p>POSSIBLE FUNDING PROGRAMS</p> <p>1. Duval River Interpretive Hike                  2. Mt. Duval Scenic Hike                  3. Kolik River Hike                  4. Aulasiviktuk Camp                  5. Kingardjuak Summer Camp                  6. Usualuk Tour                  7. Kekerten Tour                  8. Cumberland Sound Seal Hunt                  9. Char Fishing Activity                  10. Overlord Day Tour                  11. Winter/Spring Snowmobile Tour                  12. Arctic Cross-Country Ski Tour                  13. Kingnait Fiord Hike                  14. Community Host Program                  15. Community Information                  16. Industry Awareness Program                  17. Tour Group Outfitting                  18. Community Improvement Program                  19. Visitor Accommodation                  20. Airport Facilities                  21. Wharf Facilities                  22. Charter Flight Program                  23. Utility Services                  24. Community Tourist Board Training                  Planning/Feasibility</p>	<p>Guaranteed Loan Fund                  Special Development Agreement                  Canada Manpower Training                  Local Employment Assistance Program                  Community Development                  Summer Youth Employment                  Marine Assistance Program                  Tourist Wharf Program                  Museums Assistance Program                  Regional Development Incentive Program                  Agreement for Recreation &amp; Conservation                  Northern Careers Program                  Local Economic Development Assistance                  Arctic Air Facilities                  Assistance To Industry                  Eskimo Loan Fund                  Tote Trails</p>	<p>Water And Sanitation Program                  Tourism Accommodation Grants                  Management Assistance Grants                  Tourism Promotion Grants                  Grants To Organizations                  Community Recreation Programs                  Construction Of Indoor Recreation Facilities                  Construction Of Outdoor Recreation Facilities                  Ski Test Program                  Construction Of Community Museums                  Municipal Grants</p>	<p>Inuit Development Corporation</p>

The required capital development funding for the development of attractions, tours and events over the five year program is anticipated to be \$152,450 (1981 dollars).

Where appropriate, areas where capital development funds are expended by the Department of Economic Development and Tourism should be designated either under the Territorial Park Ordinance as territorial parks or under the Travel and Outdoor Recreation Ordinance. In this way a certain amount of control can be exercised to ensure the appropriate development and utilization of resources.

With respect to the operating aspects of areas designated under either ordinance, it is suggested that the Department enter into contractual agreement with the Community Tourism Board under the auspices of the Hamlet Council for the continual operation and maintenance of facilities to pre-determined standards.

This approach will not only reduce operating costs anticipated to nearly \$20,000 (1981 dollars) annually at the end of the implementation program, but will provide further recognition of the community's role and responsibility for tourism development in the area. It is anticipated that up to half of the operating and maintenance costs for remote facilities may be recoverable through charges associated with the tour package. The remainder is envisioned as an operating costs grant from the Territorial Parks organization.

Notwithstanding, the availability of funds from on-going programs, it is anticipated capital funds associated with Hospitality/Information programs, in the order of \$40,000 (1981 dollars), will also be required for the five-year program from the Department of Economic Development and Tourism.

Operating costs for the Hospitality/Information programs of \$18,500 (5th year) and Industry Organization programs \$40,000 are expected to be borne by the community and recoverable through charges associated with the tour package or through existing cost sharing programs.

Table 14 summarizes the anticipated five-year capital and operating funding required by the Department of Economic Development and Tourism to assist in the implementation of the conceptual development plan.

Table 15 provides the same information with respect to community operating costs exclusive of infrastructure.

In summary, a total of \$344,645 (1981 dollars) will be required as possible capital assistance from the Department of Economic Development and Tourism over the first five years of the development program.

#### 6.3.9 Auyuittuq National Park

The intent of the Tour Group Strategy is to discourage individual visitation to Pangnirtung. Practically, this approach cannot be applied to visitors to Auyuittuq National Park. Generally, visitors to the Park are in small groups who utilize local tenting facilities. These groups generally view the Hamlet of Pangnirtung simply as a point of departure into the Park. In order not to undermine the intent behind the Tour Group approach - that is community control of tourism activities, some provision must be made for park visitors while in Pangnirtung.

Generally, information must be provided to park visitors which introduces them to the community, and community services and facilities for visitors. Park visitors must be accessible to the services offered by the Community Tourist Board, particularly with respect to arranging for guiding services etc. Since it is proposed that Parks Canada facilities be incorporated with new accommodation, development, if the latter is built, the above functions can easily be accommodated.

TABLE 14

**SUMMARY OF FIVE YEAR CAPITAL AND OPERATING FUNDING ASSISTANCE  
FOR THE DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM**  
**(1981 DOLLARS)**

Item	Year					
	Start-up	1	2	3	4	5
Attractions/Tours/Events		26,500	69,200	36,345	6,000	31,000
Hospitality/Information		5,000	15,000	16,000	6,000	3,000
Training	4,000	21,000	<b>18,500</b>	<b>1,500</b>	1,500	2,000
Infrastructure		50,000	15,000			
Feasibility Studies	<b>25-35,000</b>					
<b>TOTAL CAPITAL</b>	<b>29-39,000</b>	<b>102,500</b>	118,700	53,845	13,500	36,100
<b>TOTAL OPERATING COSTS</b> (trails, remote facilities)	--	--	<b>4,900</b>	6,500	14,354	18,306

TABLE 15

**SUMMARY OF FIVE YEAR OPERATING COST:  
COMMUNITY TOURIST BOARD  
(1981 DOLLARS)**

Item	Year				
	1	2	3	4	5
Community Host Program			8,500	10,000	11,000
Community Information				2,500	2,500
Community Improvement		5,000	5,000	4,000	3,000
Industry Awareness/Marketing					2,000
Community Tourism Board	40,000	40,000	40,000	40,000	40,000
<b>TOTAL</b>	40,000	45,000	53,500	56,500	58,500

Over time, Parks Canada should encourage advanced bookings of groups wishing to visit the Park and incorporate the activities and requirements of these groups with the activities of the Community Tourist Board.

With respect to the impact of tourism development on the National Park, an earlier section outlined the proposal to institute the Overlord Day Use Tour. To accommodate this opportunity, Parks Canada should be encouraged to develop more short term use facilities in the vicinity of Overlord including marked, short trails, interpretive facilities and shelters.

#### 6.3.10 Long Liner Tour

Although not detailed in the present study, an additional development opportunity which may be implemented following the completion of the first five-year development program is the initiation for a long distance long liner boat tour. This opportunity was not initially considered due to the objectives of the study which were to emphasize development opportunities within the general area of Pangnirtung.

The long liner long distance boat tour would essentially provide for a 3-4 day tour of special features within the Cumberland Sound to the Davis Straits. Greater emphasis on this tour would be placed on siting and interpreting marine animal features including walrus at the mouth of the Sound. In addition, due to the more seaworthy aspects of the long liner it may be utilized for transportation during inclement weather.

The present long liner in Pangnirtung is capable of handling 7-10 passengers at an operating cost of approximately \$700 per day. A three to four day long distance tour would therefore range in the area of \$300-400/visitor. The economics of initiating this type of tour will rely very much on market interest. It is felt that market interest can be assessed over the next 3-5 years through interviews with tour groups attracted to Pangnirtung.

## 7.0 PROJECT EVALUATION AND ASSESSMENT

### 7.1 Purpose

The purpose of the final chapter of the report is to provide an overall, general, evaluation and assessment of the project, particularly in terms of the planning process, possible resource impacts, natural and cultural, and the success of the study as a pilot project. Further, this chapter of the report will provide an overall evaluation of the economic and social development opportunities to be created for residents of Pagnirtung including new jobs created and potential gross visitor expenditures. Finally, a general financial assessment will be made of select typical components of the overall development project to demonstrate the benefits/costs of the project to the community.

### 7.2 Impact on Natural and Cultural Resources

The impact on natural and cultural resources of the area is anticipated to be minimal. More specifically, with respect to natural resources, tourism development opportunities which require intensive use of land e.g. , infrastructure facilities are centered in Pagnirtung. The development of permanent structures in association with proposed tours, hikes, etc, has not been suggested, thus minimizing possible impacts or interference with natural features. Certain impacts will, however, result in high use areas associated with marked trails, camps or drop-off points. Mitigation of these types of impacts is primarily through good site selection and, in some cases, rotation of facilities. This will particularly be the case for trail selection and construction programs.

As part of the operational and maintenance program, procedures will have to be implemented for the removal of garbage and sewage. Generally, a pack-in/pack-out policy should be adopted



with more massive removal occurring in the winter or spring seasons as is the present procedure of Parks Canada in conjunction with Auyuittuq National Park.

Resource management programs related to the char fishery will have to be initiated or intensified to ensure the continuance of a quality fishery and to avoid problems with local subsistence and commercial fishing. The latter is the responsibility of the Territorial Department of Renewable Resources in conjunction with their federal counterparts.

Perhaps the most significant and visible impact which may occur in Pangnirtung is that associated with the development of wharf or docking facilities. In this case, environmental studies will need to be initiated which document and suggest mitigative measures for any impacts created by this facility.

With respect to cultural resources, any impacts which may occur will be in association with the Usualluk or Kekerten Whaling Station tours. Numerous artifacts and features left over from the use of these sites as whaling stations can be found in both areas. The removal or disruption of any of these artifacts should be actively discouraged through the use of interpretive programs and regulations. A series of conservation use guidelines should be established and conveyed to both outfitters and tourists respecting the use of these areas.

### 7.3 Social Development Opportunities and Conflicts

In the context of this study, social development opportunities generally refer to employment opportunities created for the residents of Pangnirtung associated with the development, operation and maintenance of tourism related facilities.

In determining employment opportunities a professional judgement approach was utilized since it became abundantly clear that employment factors utilized in southern locales are not applicable to remote areas of the Eastern Arctic. Further, although the creation of employment opportunities was an implied objective of the study, this objective had to be tempered with the need to maintain development and operational costs and therefore employment, to a realistic level, given the nature of the community and available funding programs.

Tourism development in Pangnirtung, as measured by employment opportunities generated and economic benefits created, should be designed to supplement local traditional incomes and generally diversify the local economy. An over emphasis on the creation of job opportunities and related economic benefits from tourism development may create an over dependence on an industry which in the Arctic, is particularly sensitive to various societal trends and influences, not the least of which is energy costs, energy availability, climate, etc.

Table 16 summarizes, over a five-year period, the type and number of employment opportunities which may be created in Pangnirtung, given the development opportunities as outlined in Chapter 6. A distinction is made between capital and operating man-days or full-time equivalent of employment created. These figures are estimated to be conservative since they do not include general industry employment multipliers and spin-offs.

Although the tourism development strategy and implementation program outlined in this study has been generally endorsed by the community at large, it would be misleading to suggest that this is equivalent to eliminating any "social conflicts". There unquestionably exists in the community a faction which is openly hostile to tourism development. Tourism development of any sort would be in conflict with this group as a matter of principle. Whether this is "social conflict" is questionable, more accurately it is a conflict of views inherent in many communities in the north and south when visitors from other places arrive.

**TABLE 16**

**SUMMARY OF EMPLOYMENT OPPORTUNITIES  
CREATED IN PAN GNIRTUNG OVER A FIVE-YEAR PERIOD  
(MAN DAYS)**

Year Program	Year 1		Year 2		Year 3		Year 4		Year 5	
	Cap.	Oper.	Cap.	Oper.	Cap.	Oper.	Cap.	Oper.	Cap.	Oper.
Attractions/Tours/Events	45	--	408	--	158	68	36	451	241	535
Hospitality/Information	--	--	31	50	--	320	--	330	--	340
Infrastructure	--	--	1,210	--	1,276	3,960	66	3,960	330	3,960
Industry Organization	--	220	--	220	--	220	--	220	--	220
<b>TOTAL Man-Days</b>	<b>45</b>	<b>220</b>	<b>1,649</b>	<b>270</b>	<b>1,434</b>	<b>4,568</b>	<b>102</b>	<b>4,180</b>	<b>571</b>	<b>5,055</b>

Total Capital Man Days = 3,800

Total Operating Man Days (5th Year) = 5,055

**TOTAL: = 8,855 man-days**

Real social conflict with tourism development will occur in Pangnirtung when in the view of the more objective component of the community, tourism development is seen to be, real or otherwise, the cause of various shifts or compromises in normal community activities and services such as:

medical services

mail services

hamlet utility services

local regulations e.g. , liquor availability

excessive regulation e.g. , garbage disposal

educational activities

availability of dry goods

. general governmental services

re-allocation of available funding

. other

Conflicts of this sort can be avoided or at least mitigated through firstly, the use of the Community Tourism Board as a mechanism to funnel and resolve issues and secondly, through concerted efforts to keep the community continually informed regarding tourism development activities.

As a general statement, however, social conflicts have been minimized through the development of a tourism strategy and associated implementation programs which has, from the beginning of the project, been cognizant of community concerns and issues.

#### **7.4 Financial Assessment of the Overall Project**

##### **7.4.1 Gross Visitor Expenditures**

In order to provide an estimate of order of magnitude visitor expenditures it was first necessary to describe and cost the "typical" tour package. For this purpose only summer season

opportunities and activities are considered. Outlined below is a "typical" eight day tour package indicative of the type and nature of tourism development proposed as part of the Tour Group Approach.

#### TYPICAL TOUR PACKAGE

- TRAVEL** - Average 1.5 days travel and orientation time from visitor origin to destination Pangnirtung with afternoon arrival, evening orientation films, introduction to assigned community host.
- Day 1** - Local tour in the A.M. of the community's local features and services.
- Informal activities in the P.M. including use of local trails, e.g. , Mt. Duval Scenic Hike, Duval Interpretive Hike.
  - Evening films as an introduction to upcoming guided tours, art display programs.
- DAY 2** - Guided tour to Overlord and Auyuittuq National Park or Kolik River Hikes O-3, 3-6, or overnight (all day program); evening films, art display programs, etc.
- DAY 3** - Tour to Kingardjuak tourist summer camp, or Aulatsiviktuk Day Camp or Cumberland Sound Seal Hunt (all day program).
- DAY 4** - Usualluk Whaling Station Tour, or Kekerten Tour or guided Char fishing (all day program), or selection of DAY 3 activities for alternate groups.
- DAY 5** - Informal use of local trails or guided/self guided char fishing activities in the A.M. ; organization/ purchase of arts and crafts in the P.M.
- DAY 6** - Departure from Pangnirtung, average 1-5 days travel time to origin.

To reiterate, the above daily schedule is indicative of "typical tour group" activities while in Pangnirtung. Any reasonable combination of the various programs can be developed to accommodate the interests of individual visitors. At this point, however, the "typical package" allows for the development of a typical fee schedule for the package and, together with visitor projections, an estimate of potential gross visitor expenditures.

The typical fee schedule for a typical tour package is outlined below (in 1981 dollars).

Air transportation	\$1,200.00/per person	1)
Accommodation/Meals	600.00	2)
Sale of Crafts	200.00	3)
Guiding Fees	300.00	4)
Tour Surcharge	120.00	5)
	<hr/>	
Base Cost	\$2,420.00/per person	
Outfitting Package	150.00/per person	6)
Wholesalers Charges	10% of base cost	

---

**Notes:**

1. Air transportation costs may be reduced with group rates. Assumes origin is Toronto/Montreal.
2. Average cost of \$100/person/night double occupancy
3. Estimated from 1981 Pangnirtung Visitor Survey
4. Estimated on the basis of existing fees and anticipated trips suggested as part of the typical package.
5. Estimated on the basis of the Community Tourism Board recovering all of its fifth year operating costs of approximately \$50,500 divided by the number of tour group visitors in the fifth year of the operation of the hotel accommodation.
6. For estimation purposes it is assumed that up to 25% of visitors will purchase the outfitting package in any one year.

The base cost of a typical tour package is suggested to be \$2,500 (in 1981 dollars). This figure, at this point in time, is only suggested as an order of magnitude cost, additional, more detailed analysis would be required to more accurately establish an appropriate cost. Notwithstanding, Table 17 suggests the potential gross visitor expenditure commencing with the first year of full operation of upgraded or new accommodation development which is the third year of the overall implementation program.

In summary, the total gross visitor expenditure, for tour groups only, based upon the cost of a typical tour package is suggested to be \$1,035,750 (1981 dollars) in the third year of hotel operation which is the equivalent of the fifth year of the overall implementation program. Of these total expenditures approximately 53% or \$531,750 will be cash flow generated in the Hamlet of Pangnirtung.

It must be stressed, that the above figures are figures which represent order of magnitude costs or projections based upon a number of assumptions and local cost factors. They should not be utilized for purposes other than indicating general impacts and trends.

#### 7.4.2 Pre-feasibility Assessment

The success of future tourism development of the type proposed in Pangnirtung, to a large extent but not exclusively, will depend upon the successful development and operation of accommodation facilities to be fully operational by the third year of the implementation program. These accommodation facilities could involve either the development of new facilities or an upgrading and expansion of existing facilities both to meet tour group expectations. It is not the intent of this study to recommend either the development of new facilities or the upgrading of existing facilities. This choice is one to be made by the private sector in conjunction with the community.

TABLE 17

PROJECTED GROSS VISITOR EXPENDITURES:  
TOUR GROUPS ONLY  
(1981 Dollars)

	<b>Number of Visitors</b>	<b>Typical Tour Package Cost/Visitor</b>	<b>Tour Package Expenditures</b>	<b>Outfitting Package Expenditures</b>	<b>Total Gross Visitor Expenditures</b>	<b>Total Gross Visitor Expenditures Less Air Transportation</b>
		<u>.\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>Year 1</b>	300	2,400	720,000	11,250	731,250	371,250
<b>Year 2</b>	360	2,400	800,000	13,500	883,500	451,500
<b>Year 3</b>	<b>420</b>	<b>2,400</b>	1,020,000	15,750	1,035,750	531,750
<b>Year 4</b>	450	2,400	1,095,000	16,875	1,111,875	571,875
<b>Year 5</b>	<b>480</b>	<b>2,400</b>	1,170,000	18,000	1,188,000	612,000



For the purposes of this section of the report, we have assumed the development of new accommodation facilities of the scale outlined on project sheet No.19.

In recognition of the importance of this facility to the successful implementation of the tourism strategy outlined on Table 18, is a general pre-feasibility assessment for typical accommodation development as suggested in this study.

Preliminary financial analysis for new hotel development and operation indicates that the cash flow before debt service and taxes over the initial five year period (1982 base year) ranges from \$17,200 in year one to \$115,700 in year five. Based on a capital cost of \$1,760,000, the annual debt service amounts to \$354,000. On preliminary analysis, cash flow is not adequate to cover any significant portion of the debt service. Thus the development of new hotel accommodation and therefore, the general success of the project, to a large extent depends upon obtaining more attractive capital funding assistance through various grants and cost shared programs.

It should be pointed out that the total capital cost for hotel development utilized in the preliminary pro-forma report includes approximately 4,000 square feet for facilities associated with a new community hall development and space which may be required by Parks Canada for administrative purposes.

This is equivalent to \$440,000 in capital construction costs. Capital funds for these developments are anticipated to be available from Parks Canada as well as relevant territorial/federal grant programs noted in Table 13 - Summary of funding programs for identified development opportunities.

In this regard, from the perspective of a private developer of the hotel complex, the availability from other sources of \$440,000 in capital funding will reduce debt service by \$89,000 and associated operating costs to others by \$24,000.

Under these conditions cash flow before taxes in the fifth year of hotel operation would be (\$113,300) in deficit.

At this level of cash flow, minor alterations in interest rates and terms can dramatically affect overall profitability. As an example, the extension from a 10 year to 20 year amortization period may reduce yearly debt service by \$50,000; an adjustment in interest rates will also reduce debt service.

With respect to revenues, the market figures presented are conservative and may be expanded in the shoulder seasons or perhaps in the peak season depending on community response. An increase in peak season visitation to a total of 1,000 visitors would be required to place the development in a profit generating position of 10% return on investment.

Given recent preliminary proposals by the territorial government to establish within the community of Pangnirtung, a community based tourism training centre and the need for warden training service associated with Parks Canada's activities in the Eastern Arctic, it is not unrealistic to project the hotel complex may substantially increase its utilization in the off-season period, thus increasing its overall profitability.

In summary, the preliminary pro forma statement which shows a deficit of \$113,000 in the fifth year must be viewed as a conservative statement. As shown above, a number of alternatives in interest rates, term, market expansion and possible off-season use may very quickly place the development in a very viable operating position. This situation can only be revealed with a more detailed, financial assessment of the development. This approach is recommended to the territorial government.

With respect to local outfitters, Table 19 provides a typical income statement for outfitting services associated with the Tour Group Strategy. Generally, preliminary financial assessment indicates that at an average outfitting cost of \$300 per visitor organized outfitting, as proposed for the typical tour package, will prove to be an attractive form of supplementary income to local residents.

**TABLE 18**

**PRELIMINARY FINANCIAL ASSESSMENT  
TYPICAL HOTEL DEVELOPMENT: PAN GNIRTUNG**

(Rounded to the nearest \$100)

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
	(1 982 base year)				
<b><u>Visitor Nights</u></b>					
<b>Tour Groups</b>	<b>1,900</b>	2,160	2,520	<b>2,700</b>	<b>2,880</b>
<b>Business/Non-Tour Group Traveller</b>	300	330	363	<b>399</b>	<b>439</b>
	<u>2,100</u>	<u>2,490</u>	<u>2,883</u>	<u>3,099</u>	<u>3,319</u>
<b><u>Revenue \$</u></b>					
<b>Tour Groups</b>	180,000	<b>241,900</b>	316,100	379,300	<b>453,200</b>
<b>Non-Tour Group</b>	33,000	<b>40,700</b>	50,100	61,700	<b>75,900</b>
	<u>213,000</u>	<u>282,600</u>	<u>366,200</u>	<u>441,000</u>	<u>529,100</u>
<b><u>Expenses</u></b>					
<b>Staffing</b>	31,500	<b>35,300</b>	<b>39,500</b>	44,300	<b>49,600</b>
<b>Cost of Goods Sold</b>	42,000	<b>55,800</b>	<b>72,400</b>	87,100	<b>104,500</b>
<b>Marketing/Promotion</b>	5,000	<b>5,500</b>	<b>6,100</b>	6,700	<b>7,300</b>
<b>Utilities/Building Operating Costs</b>	96,000	<b>115,200</b>	<b>138,200</b>	165,900	<b>199,100</b>
<b>Overhead Expenses</b>	21,300	<b>28,300</b>	<b>36,600</b>	44,100	<b>52,900</b>
<b>Total Operating &amp; Overhead Expenses</b>	<u>195,800</u>	<u><b>240,100</b></u>	<u><b>292,800</b></u>	<u>348,100</u>	<u>413,400</u>
<b>Cash Flow Before Debt Service and Taxes</b>	<u>17,200</u>	<u><b>42,500</b></u>	<u><b>73,400</b></u>	<u>92,900</u>	<u>115,700</u>

**NOTES:**

**No. of Visitors**

**Tour Groups**

Ultimate Market Year 5  
10 week mid June - mid Sept. x 30 rooms x 80% occupancy  
(2 per room) 480 guests.

Years 1 - 4 operate at 50%, 60%, 70% and 75% occupancy (300,  
360, 420, 450 guests).

Each guest on a tour group stays an average of six nights.

**Business/Non-Tour Group Travelers**

year 1 (1982) 100 visitors

years 2 - 5 increased at 10% per year

Each Business/Non Group Traveller stays an average of three  
nights

**Revenue**

**Tour Groups**

1982 rate of \$100 per night/visitor (including food costs)

**Business Travelers**

1982 rate of \$110 per night/visitor (including food costs)

All revenue rates increase at 12% per annum.

**Expenses**

**Staffing:**

Based on a direct payroll of 0.6 FTE staff per room during  
the peak 10-12 week (3 months) season, 18FTE staff would  
be employed. (Allows for overstaffing in earlier years when  
occupancy is lower.

During the off-peak 9 month season assume employment level  
is 1/3 of the peak level.

Average staff cost is \$1,250 per staff month in peak season  
and \$1,500 per staff month in off-peak season (1982 dollars)

Staff costs will increase by 12% per annum.

**Cost of Goods Sold**

Based on Revenue/Food component of \$50 per visitor night  
(1982) and costs of goods sold of 40%.

Food costs will escalate by 12% per annum

### **Marketing/Promotion**

Based on a figure of \$5,000 in 1982 which is approximately one-half of industry standards, 4 - 5% of revenue, but reflects promotion/marketing program sponsored by Community Tourism Board.

### **Utilities/Building Operating Costs**

Based on 16,000 square feet hotel and utilities/Building Operating Costs of \$6.00 per square foot, 1982.

### **Overhead Expenses**

Overhead expenses including Insurance, breakage etc, are 10% of revenue.

### **Debt Service**

- Based on a capital cost of \$1.76 million 10 year amortized mortgage @18%, compounded semi-annually, the annual debt service (assuming no equity, except for land) based on blended semi-yearly payments is \$354,000.

Assumes no land or land lease costs.

**TABLE 19**

**PRELIMINARY FINANCIAL ASSESSMENT  
TYPICAL OUTFITTERS OPERATION**

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Revenue (\$)	15,000	16,800	18,800	21,000	23,600
Expenses:					
Salary	6,300	7,100	7,900	8,900	9,900
<b>Fuel</b>	1,000	1,200	1,400	1,700	2,100
<b>Food</b>	1,000	1,100	1,300	1,400	1,600
<b>Miscellaneous Expenses including Licencing Cost</b>	<u>1,500</u>	<u>1,700</u>	<u>1,800</u>	<u>2,000</u>	<u>2,200</u>
<b>Total Operating Expenses (\$)</b>	9,800	11,100	12,400	14,000	15,800
<b>Cash Flow Before Taxes and Debt Service (\$)</b>	5,200	5,700	6,400	7,000	7,800
<b>Debt Service (\$)</b>	2,600	2,600	2,600	2,600	2,600
<b>Cash Flow Before Taxes (\$)</b>	2,600	3,100	3,800	4,400	5,200

**NOTES:**

Revenue:

Typical weekly package tour as outlined in Chapter 3 will cost \$300 in year 1 (1982)

Revenue will escalate @ 12% per annum

The tour boat and tour boat operator will average 5 persons per week over a 10 week tour period, i.e., 50 tour visitors per annum, 200 tour visitor days.

Expenses:

**Salary Expense**

10 week period (say 3 months) at a monthly salary of \$1,500/month for operator, \$650/month for part-time assistant. Salary costs will escalate by 12% per annum.

**Fuel Expense**

Four tours per week (2 long and 2 short) for a total of 180 miles (300 kilometres) per week for 10 weeks. Gal/oil expense at 50¢ per km 1982 and average of 1.5 km/litre. Oil/gas expense to escalate at 20% per annum.

**Food Expense**

Based on \$5/day/tour guest for cost of goods sold (food).

Food costs will escalate by 12% per annum.

**Miscellaneous Expenses**

An allowance of \$1,500 per annum (1982 dollars) has been allocated for miscellaneous expenses including repairs, licencing costs, etc.

Miscellaneous Expenses will increase at 10% per annum.

**Debt Services:**

Based on a boat cost of \$7,300 for a 24 foot canoe and a 70 hp. motor and 700 for other equipment (lifejackets, stores, etc. ) and 5 year amortized loan at 19% per annum, compounded semi-annually, blended yearly payments are \$2,600.

The Pagnirtung Tourism Study had two basic purposes or objectives:

- 1) within the context of "learn/observe/experience" tourism produce a conceptual development plan for the community and area which minimizes infrastructure requirements, strengthens local business and creates job opportunities for local residents; and
- 2) demonstrate and generally evaluate the planning process as a pilot study for the planning of community based tourism in other areas.

With respect to the latter, evaluation of the planning process as a pilot study, in light of community reaction and acceptance of a tourism strategy, the project was very successful. Generally, the terms of reference established for the study, the timing and the requirements of the various stages were well thought out.

The study approach to field investigation and various trips to Pagnirtung in all four seasons allowed, on the part of the consultant, for the development of local credibility. This was reinforced with the continual follow-up of information to the community via newsletter, radio, shows and numerous group meetings.

As a pilot project, the success of the study was much enhanced by repeat visits and good information flow.

The degree to which government officials essentially paved the way for the study through B. R.C. . and the Hamlet council cannot be underestimated. In the consultant's opinion, this not only created an awareness of tourism in general, but allowed the community to participate in the development of the study terms of



reference prior to being faced with working with the actual study team. There is no question that this should be a process adopted in 'other Arctic communities.

Finally, the approach of the study team and government personnel assigned to the study was in a word "flexible" within certain budget considerations. This flexibility allowed both groups to be responsive to unforeseen community comments or concerns as they arose and particularly to the need not to be seen to be forcing a decision on the community.

With respect to the tourism strategy selection approach, this was an approach introduced by the consultant to the original terms of reference. The selection of a particular strategy prior to the development of a conceptual plan was a good approach in that it allowed the community access to certain hard information prior to being confronted with an actual development plan. In retrospect, however, the number of strategies presented, five in total, were too many for the community to allow full comprehension of the difference between strategies. If studies of this nature are to be applied to other communities, two options are suggested: 1 ) reduce the number of strategies with emphasis on strong and obvious differences, or 2) implement an approach which the Panguituk Tourism Sub-committee eventually selected. The latter refers to the development of a series of guidelines which outlined what the community wanted from tourism and what they were not prepared to accept. There is no doubt that the structure and presentation of the five strategies greatly assisted in the production of these guidelines. A combination of the strategy-guideline approach may be considered a more reasonable approach in other communities.

On the matter of the tourism sub-committee, a number of comments are warranted. Although the role of this committee was very clearly laid out and information supplied to the committee, their role was somewhat less than expected until the final stages of the study.

The tourism sub-committee played a critical and very visible role in the strategy selection phase of their work, it is the consultant's opinion, however, that the committee should have taken a more active role throughout the study. This could have included radio-information shows, the chairing of public meetings etc. Generally, this would have added further to the local acceptance of the study as well as better positioned the committee to review, recommend and defend, if required, future tourism development options.

As a final comment related to future studies of this nature, consideration should be given to retaining on an as-needed basis, a local resident to provide the study team with interpretation services, guiding services and where appropriate, general support in information gathering and analysis. In the Pangnirtung study this function was basically provided to a lesser extent by Jacopee Kakee, a part-time Parks Canada employee. Further, it is the consultant's opinion that not only would this approach assist future studies but also provide an educational opportunity for the individual with respect to tourism planning, development and management. It is quite conceivable that cost-shared funds exist from various sources for this type of on-the-job training.

**APPENDIX I**

**RELEVANT LEGISLATION**

**APPENDIX**  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
Recreation and Tourism	<b>Travel and Outdoor Recreation Ordinance</b>	Territorial Department of Economic Development and Tourism	Empowers the Commissioner to regulate the use and development of any recreational area by designating it a "travel development area" where a permit is required for the construction of a tourist establishment and a licence is required for its operation; or a "travel restricted area" where no one other than a resident is allowed to enter for purposes of outdoor recreation without a permit or a guide.  There are no such designated areas in the Baffin Region.
	Outfitters Regulations	Territorial Department of Economic Development and Tourism	Provides for the licensing of outfitters.
	Tourist Establishment Regulations	Territorial Department of Economic Development and Tourism	Describe permits, licencing procedures, and operating requirements for all kinds of tourist accommodation, including boats, campgrounds and roofed accommodation.
	Territorial Parks Ordinance	Territorial Department of Renewable Resources	Legal basis for the establishment of Natural Environment Recreation Parks, Outdoor Recreation Parks, Community Parks and Wayside Parks.

APPENDIX  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION	
Recreation and Tourism	National Parks Act	Parks Canada (Environment Canada)	Provides the legislative authority for the designation and management of National Parks and National Historic Parks.	
	Camping Regulations Fire Regulations Fishing Regulations National Park Game Regulations	Parks Canada (Environment Canada) Parks Canada (Environment Canada) Parks Canada (Environment Canada) Parks Canada (Environment Canada)	Regulations made pursuant to the National Parks Act and applicable only within National Park boundaries.  Native people are exempt from the National Park Game Regulations.	
	The Environment	Northern Inland Water Act	Canada Department of Indian Affairs and Northern Development	Provides the legal framework for water management north of 60°.
		Migratory Birds Convention Act	Canadian Wildlife Service (Environment Canada)	Authorizes the Government-in-Council to make regulations to protect migratory game birds, migratory insectivorous birds and migratory non-game birds, and to control hunting through the establishment of hunting seasons, bag limits and species protection.

APPENDIX  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
The Environment	Fisheries Act	Canada Department of Fisheries and Oceans	Vehicle for water management north of 60° through legislation protecting fish habitat. Deals with disturbances to fish habitat rather than with fish harvesting.
	Environmental Protection Ordinance	Territorial Department of Renewable Resources	Prohibits activities that impair the quality of the environment or adversely affect the health, safety or comfort of persons.
	Scientists Ordinance	Territorial Department of Renewable Resources	Provides for the <b>licencing</b> of all scientific research.
	Northwest Territories Fishery Regulations	Territorial Department of Renewable Resources	Deal with the <b>licencing</b> of commercial, domestic and sports fishing.
	Game Ordinance	Territorial Department of Renewable Resources	Divides the NWT into <b>game</b> management zones, muskox hunting areas <b>and outfitter</b> areas within which hunting and trapping activities are regulated.

APPENDIX  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
The Environment	Wildlife Ordinance	Territorial Department of Renewable Resources	Permits the Wildlife Service to manage wildlife through harvesting quotas, monitoring and research into population dynamics. Enables <b>licencing</b> to regulate general hunting, outfitting, guiding, fur dealing, fur farming, game farming, tanning, taxidermy, trapping and the export or import of live wildlife.
	Migratory Bird Sanctuary Regulations	Territorial Department of Renewable Resources	Establish authority for Migratory Bird Sanctuaries within which hunting and hunting related activities of migratory birds are disallowed in "prescribed areas".
	Canada Wildlife Act	Environment Canada	Gives the federal Minister of the Environment wide powers and functions relating to wildlife conservation, research and interpretation.
	Canada Wildlife Regulations	Environment Canada	Prohibit hunting, fishing, trapping, recreational, industrial or commercial activities within <b>National Wildlife Areas</b> . There are no National Wildlife Areas in the NWT although several areas are being considered.

APPENDIX II  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
Historical and Archaeological Resources	Archaeological Sites Ordinance	Prince of Wales Northern Heritage Centre (Department of Justice and Public Services)	Sets out conditions of archaeological research in the N.W.T.
	Historical Resources Ordinance		Empowers the Commissioner to acquire and set aside historic sites and lands; to provide for their administration; and to order adequate investigation, recording and salvage of historic or archaeological artifacts during extraction, exploration or industrial operations to prevent their destruction.
	Historic Sites and Monuments Act	Parks Canada (Environment Canada)	Provides the legislative authority for developing and implementing a national program commemorating persons, places and events of national historic and prehistoric importance.
Municipal Powers	Municipal Ordinance	Territorial Department of Local Government	Enables the establishment and incorporation of hamlets, villages, towns and cities with specified powers and responsibilities.  Authorizes the formation of municipal agencies with the authority to regulate land use in organized communities.



**APPENDIX**  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
Land Use	Territorial Lands Act	Canada Department of Indian Affairs and Northern Development.	Provides a framework for the disposition of surface and subsurface rights to Crown land north of 60°.
	Territorial Land Use Regulations	Canada Department of Indian Affairs and Northern Development	<p><b>Establish a licencing procedure for land use operations</b> which are likely to have environmental impacts (i.e. natural resource exploration). Regulations apply solely to unalienated federal Crown land, and do not apply to territorial, residents' fishing, hunting and trapping activities, or to prospecting activities.</p> <p>Also outline the procedure for acquiring federal Crown lands.</p>
	Commissioner's Lands Regulations	Territorial Department of Local Government	Outline the procedure for disposing of Territorial <b>Commissioner's</b> Lands through lease or sale. (GNWT has the power to dispose of only the surface rights to <b>Commissioner's</b> Lands).

APPENDIX  
RELEVANT LEGISLATION

SUBJECT	LEGISLATION	ADMINISTERING AGENCY	DESCRIPTION OF LEGISLATION
Land Use	Area Development Ordinance	Territorial Department of Local Government	<p>Applies to all land in <b>the</b> NWT regardless of ownership and allows the <b>GNWT</b> to control the type and nature of activities in a given area.</p> <p>Empowers the Commissioner to make regulations governing land use in unorganized communities (i.e. communities without municipal status) applying to zoning, building by-laws, public health, roads and streets, fire protection, and gun and animal control. The intent is to give the territorial government a role in development of new settlement areas until such time as the areas are able to handle the responsibilities themselves.</p>

**APPENDIX II**

**DESCRIPTIVE TABLES**

**RESOURCES OF THE LAND AND**

**RESOURCES OF THE PEOPLE**

RESOURCES OF THE LAND (UNUSUAL LANDFORM

Number	What is the Resource? Describe it in terms of: size or numbers accessibility sensitivity to people why the resource is located there	What is the Best method of Traveling to the Resource (e.g. boat, snowmobile, dog sled, walking)
1	Falcons - nesting area	
2-6	Canada geese in bay.	
7	Polar bear sighting	
8-11	Caribou hunting area often seen with wolves.	
12	Beluga whale calving area Bowhead whale (August)	Boat
13-15	Eider ducks/Murres/Seagulls	
16	Beluga sightings	Boat
17	Ring seals	
18	Dolphin whales sightings Micwhales	Boat
19,20	Murres	

RESOURCES OF THE LAND (UNUSUAL LANDFORMS, WILDLIFE AREAS, FISHING AND HUNTING LOCATIONS, ETC.)

Number	What is the Resource? Describe it in terms of: - size or numbers - accessibility - sensitivity to people - why the resource is located there	What is the Best Method of Traveling to the Resource (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Pangnirtung? (e.g. 1 hour, 3 hours, 1 day, etc.)	What is the Best Season [Month] For Traveling To and Viewing the Resource? [e.g. Summer-Middle of August, Spring-End of May, etc.]	Other Comments
21	Killer whale sightings	Boat	hours	Early-mid-August	<b>Lots</b> (perhaps calving)
22	Harp seals			Spring (on ice)	All over in <b>summer</b> ; come up with ice
23	Eider duck			Summer	
24	Narwhale sightings	Boat	<b>10-time</b>	May-June-July	Follow open ice
25	Walrus (sighting)				Few
26	Bering seals (Greenland)				Everywhere especially in fjords in <b>summer</b> .
27, 28 39-41	Inuit fishing areas (char runs)			Beginning of August [2-4 weeks]	
29, 3 38	Inuit fishing areas (lakes)			Early winter/spring November/December	<b>Intensive net fishing/some sold outside Pangnirtung.</b>
30, 4 44	Potential commercial fishing areas			Summer	Areas being investigated for commercial char fishing (1 will affect sport fishing).

RESOURCES OF THE LAND (UNUSUAL LANDFORMS, WILDLIFE AREAS, FISHING AND HUNTING LOCATIONS, ETC.)

Number	What is the Resource? Describe it in terms of: - size or numbers - accessibility - sensitivity to people why the resource is located there	What is the Best method of Traveling to the Resource (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Inangirtung? (e.g. ½ hour, 3 hours, 1 day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
31-36, 45	Trapping for Arctic fox.			November-April	When season open, few people trap now.
46, 47	Tourist fishing areas	)		<b>All seasons</b>	From shore (mouth of all rivers); all along shoreline, part good at mouth of river, potential commercial fishing conflict
48	<b>Jaws</b> - tourist fishing area.			All season	Winter through ice; summer - rivers (local people also use)
49	<b>Avatuktoo</b> tourist fishing area			All season	Run out for two months in the summer (local people who use)
50, 51	Tourist fishing areas  Local people fish at rivers beginning to middle of August.	)		<b>August-July (start running back up the rivers)</b>	Eon fish from tidal flats/ from shore
52	Sand Beach	Walk Ski-doo	4 hours ½ hour	Summer Winter	

RESOURCES OF THE LAND (UNUSUAL LANDFORMS, WILDLIFE AREAS, FISHING AND HUNTING LOCATIONS, ETC. )

Number	What is the Resource? Describe it in terms of: - size or numbers - accessibility - sensitivity to people - why the resource is located there	What is the Best Method of Traveling to the Resource (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Angnirtung? (e.g. 1 hour, 3 hours, 1 day, etc.)	What is the Best Season (Month) For Travelling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
53	Cliffs - Kekertukdjua - lots of rabbits	Boat Ski-doo	2½ hours 1½ hours	Summer Winter	<b>Some danger as passing point</b>
54	Flat area - may be nice for hiking and walking.	Boat	8 hours		Overnight camping area perhaps (may visit other area in vicinity).
55	Waterfall - steep valley - might be good for hiking	Boat Ski-doo	7 hours 4 hours	Summer	
56	Cliffs - on Kingnait Fjord	Boat Ski-doo	7 hours 4 hours	Summer Winter	<b>Long wind fetch, dangerous water conditions</b>
57	2 Waterfalls - one flowing directly into Kingnait Harbour and one further up the river (year round - freezes in winter).	Boat Ski-doo Walk	4-5 hours (2) 1½ hours 1½ days	Summer	
58	Mountain view point - good view of Cumberland Sound and Fjords - snow on top in the summer - 3750 feet	Walk Ski-doo	10½ hours 2½ hours	Summer Winter	<b>Hard climb with ski-doo</b>
59	Sand dune area - colourful and interesting for walking - also on area just north	Walk Ski-doo	4-5 hours ½-1 hour	Summer Winter	X-country (spring) skiing potential

RESOURCES OF THE LAND (UNUSUAL LANDFORMS, WILDLIFE AREAS, FISHING AND HUNTING LOCATIONS, ETC.)

Number	What is the Resource? Describe it in terms of: size or numbers accessibility sensitivity to people why the resource is located there	What is the Best Method of Traveling to the Resource (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Inangnirtung? (e.g. 1/2 hour, 3 hours, 1 day, etc.)	What is the Best Season (Month) For Travelling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
60	Small waterfall on Duval River.	Walk	1/2 hour 1 hour	Summer Winter	
61	Glacier	Walk	8 hours		
62	Bay, - potential for camping Aulatsivik Bay				
63	Old Volcano - supposed to be still active - exact location not known				
64	Rapids - on the Kolik River	Walk Ski-doo	2 hours 1/2 hour		
65	Cave - exact location not known - local spirits	Boat Ski -doo	1-2 hours 1/2-1 hour	Summer Winter	
66	Colourful area - does not conflict with any sinner hunting area - possibility of seeing whales late summer	Boat Ski-doo	3-4 hours (25 hp) 1 1/2 hours	Summer Winter	
67	Waterfall - accessible for Auatuktoo (year round - frozen in winter)	Ski-doo Walk	2 hours 1 day	Winter Summer	
68	High point	Ski-doo Walk	2-3 hours 1 day	Winter Summer	Observation point to see Cumberland Sound (once at the lake)



RESOURCES OF THE LAND (UNUSUAL LANDFORMS, WILDLIFE AREAS, FISHING AND HUNTING LOCATIONS, ETC.)

Number	What is the Resource? Describe it in terms of: - size or numbers - accessibility - sensitivity to people why the resource is located there	What is the Best Method of Traveling to the Resource (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Angnirtung? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
69	Waterfall - year round (freezes in winter - flowing into the fjord)	Boat Ski-doo	1 hour ½ hour	Summer Winter	
70	Bay - potential for camping	Boat Walk	1 hour (to camp) 3-4 hours (to lake)	Summer (winter)	
71	Overlord - National Park	Boat Ski-doo	1½ hours 1 hour	Summer Winter	
72	Windy Lake - falls	Walk from Ovchad	4 hours		Can see glacier coming down

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: - accessibility - sensitivity to people - size - condition	What is the Best Method of Traveling to the Resource? (e.g. mat, snowmobile, logsled, walking)	How Long Would It Take to Reach the Site From the Point of Origin? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Travelling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
1.	Summer Camp (Qoatagevik)				People stay <b>2½-3</b> months; stay until ice breaks up.
2.	Summer Camp				<b>Thule</b> site people <b>still</b> it.
3.	Summer Camp (Brown Harbour)				
4.	Summer Camp (Peogetuk)				
5.	Summer Camp (2) (Sanikut Island)				
6.	Summer Camp; Overnight Camp (Pemudlik)				
7.	Summer Camp				
8.	Summer Camp (Engelik)				Not always.
9.	Summer Camp (Kerkertung Island)				
10.	Summer Camp				Sometimes.
11.	Summer Camp (80n Accord)				
12.	Summer Camp (Kangilo Fjord)				
13.	Summer Camp (Drum Island)				

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: accessibility sensitivity to people size condition	What is the Best Method of Traveling to the Resource? (e.g. boat, snowmobile, dog sled, walking)	How Long Would It Take to Reach the Site From Pangnirtung? (e.g. 1 hour, 3 hours, 1 day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
14.	Sumner Camp				
15.	Sumner Camp				Used intermittently.
16.	Sumner Camps (3)				
17 - 21.	Sumner Camp				
22.	Outpost Camp				
23.	Sumner Camp				
24.	Ross Peyton's ClearWater Fishing Camp	Boat	1 day		Tourist camp.
25.	Tongait (Kingnait Fjord) Fish Camp	Boat	4-5 hours		Tourist camp.
26.	Kekerten island Whaling Station - graves, bones, boiling kettles, gravel building foundations, anchor, chain, spikes.	Boat	4 hours or less	July-August	May travel in spring but ice may present problems in Harbour.
27.	H. B. C. Whaling Station - buildings, pump, iron pots. - in Pangnirtung	Ski-doo	3 hours	March-May	
		Walking	2 minutes	All year	Someone lives in the building.

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: - accessibility - sensitivity to people - size - condition	What is the Best Method of Traveling to the Resource? (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Pangnirtung? (e.g. 2 hours, 3 hours, 2 days, etc.)	What is the Best Season (Month) For Travelling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
28.	<b>Usualuk Whaling Station - building frames</b>	Boat <b>Ski-doo</b>	3 hours <b>1½ hour</b>	March-May	
29.	Bon Accord Whaling Station	Boat	<b>1 day (full)</b>		<b>Inuit</b> moved there after the whales - steel; Open water in winter
30.	<b>Blacklead Whaling Station</b>	Boat	<b>1½ day camp on the way</b>		
31.	<b>Sirmilling Bay Weather Station</b>				Conflict area with <b>Beluga</b> whales calving area (German station).
32.	<b>Old Camps (Thule)</b>	See #26.			
33.	Old Camp Site (Thule)	Walk	<b>1½ hours</b>		<b>Old tent rings under ground (few can be seen)</b>
34.	Old Hudsons Bay Cabin	See #1			Structure still there.
35.	<b>Thule</b> Site (2)	Boat	1 hour		Circle of stones at one site, skeletons.
36.	<b>Thule</b> Site	<b>Boat</b>	<b>4½-5 hours</b>		
37.	<b>Thule</b> Site	<b>Boat</b>	<b>6½ hours</b>		

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC. )

Number	What is the Resource? Describe it in terms of: - accessibility - sensitivity to people - size - condition	What is the Best Method of Traveling to the Resource? (e.g. dog sled, snowmobile, angled, walking)	How Long Would It Take to Reach the Site From Pangnirtung? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc. )	Other Comments
38-41	Thule Site	Boat	38 - 1½ 39 - 1 day 40-41 - 1½		
42.	Thule Site	Boat	2 hours		Said to have foot prints made during slaman contest
43.	Thule Site Neuta	Boat	7-8 hours		Said to have finger prints made during slaman contest.
44.	Thule (Neuta Uta)		7-8 hours		Hunted whales, graves at these sites, can be seen
26.	Museum Society Building				In Pangnirtung. Has artifact tents, items used by Inuit in the camps.

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: accessibility sensitivity to people size condition	What is the Best Method of Traveling to the Resource? (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Angnirtung? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
1.	Summer Camp (Ootagevik)				People stay 2½-3 months; stay until ice breaks up.
2.	Summer Camp				Thule site people still it.
3.	Summer Camp (Brown Harbour)				
4.	Summer Camp (Peogetuk)				
5.	Summer Camp (2) (Saniqut Island)				
6.	Summer Camp; Overnight Camp (Pemulik)				
7.	Summer Camp				
8.	Summer Camp (Engelik)				Not always.
9.	Summer Camp (Kerkertelung Island)				
10.	Summer Camp				Sometimes.
11.	Summer Camp (Bon Accord)				
12.	Summer Camp (Kangilo Fjord)				
13.	Summer Camp (Drum Island)				

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: - accessibility - sensitivity to people - size - condition	What is the Best method of Traveling to the Resource? (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Panguit? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
14.	Summer Camp				
15.	Summer Camp				Used intermittently.
16.	Summer camps (3)				
17 - 21.	Summer Camp				
22.	Outpost Camp				
23.	Summer Camp				
24.	Ross Peyton's Clearwater Fishing Camp	Boat	1 day		Tourist camp.
25.	Tongait (Kingnait Fjord) Fish Camp	Boat	4-5 hours		Tourist camp.
26.	Kekerten Island Whaling Station - graves, bones, boiling kettles, gravel building foundations, anchor, chain, spikes.	Boat	4 hours or less	July-August	May travel in spring but ice may present problems in Harbour.
27.	H.B.C. Whaling Station - buildings, pump, iron pots. in Panguit	Ski-doo Walking	3 hours 2 minutes	March-May All year	Someone lives in the building,

RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: accessibility sensitivity to people size condition	What is the Best method of Traveling to the Resource? (e.g. boat, snowmobile, dog sled, walking)	How Long Would It Take to Reach the Site From Inngirtung? (e.g. 1 hour, 3 hours, day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
28.	Usualuk Whaling Station - building frames	Boat Ski-doo	3 hours 1½ hour	March-May	
29.	Bon Accord Whaling Station	Boat	1 day (full)		Inuit moved there after the whales - steel; Open water in winter
30.	Blacklead Whaling Station	Boat	1½ day camp on the way		
31.	Sirmilling Bay Weather Station				Conflict area with Beluga whales calving area (German station).
32.	Old Camps (Thule)	See #26.			
33.	Old Camp Site (Thule)	Walk	1½ hours		Old tent rings under ground (few can be seen)
34.	Old Hudsons Bay Cabin	See #1			Structure still there.
35.	Thule Site (2)	Boat	1 hour		Circle of stones at one site, skeletons.
36.	Thule Site	Boat	4½-5 hours		
37.	Thule Site	Boat	6½ hours		



RESOURCES OF THE PEOPLE (HISTORIC SITES, FISHING CAMPS, OUTPOST CAMPS, ETC.)

Number	What is the Resource? Describe it in terms of: accessibility sensitivity to people size condition	What is the Best Method of Traveling to the Resource? (e.g. boat, snowmobile, dogsled, walking)	How Long Would It Take to Reach the Site From Pangnirtung? (e.g. 1 hour, 3 hours, 1 day, etc.)	What is the Best Season (Month) For Traveling To and Viewing the Resource? (e.g. Summer-Middle of August, Spring-End of May, etc.)	Other Comments
38-41	Thule Site	Boat	38 - 1½ 39 - 1 day 40-41 - 1½		
42.	Thule Site	Boat	2 hours		Said to have <b>foot prints</b> made <b>during slaman contest</b>
43.	Thule Site Neuta	Boat	7-8 hours		Said <b>to have finger prints</b> made <b>during slaman contest.</b>
44.	Thule (Neuta Uta)		7-8 hours		Hunted whales, graves at these sites, can be seen
26.	Museum Society Building				In <b>Pangnirtung</b> . Has artifact tents, items used by <b>Inuit in the camps.</b>

**APPENDIX III**

**TOURISM ACTIVITIES**

## ACTIVITY EXAMPLES

### **Viewing/Interpretation of Natural Attractions - Land-based**

photo tours/painting  
wildlife viewing (land mammals)  
collecting  
glaciology interpretation

### **Hiking**

walking  
backpacking

### **Wilderness Camping**

### **Mountain Climbing**

### **Cross-Country Skiing**

ski touring

### **Snowmobiling**

komatik rides

### **Viewing/Interpretation of Natural Attractions - Water-based**

photo tours/painting  
wildlife viewing (marine mammals)  
boat tours  
trips to interesting natural features (i.e. , waterfalls)

### **Open Water Fishing**

winter and summer  
day trips  
camps (lodges)

**Ice Fishing**

- winter
- day trips
- camps (lodges)

**Observing/Participating in Cultural/Educational Opportunities/Events**

- cultural events
- Inuit culture/education
- outpost and summer camp visits
- craft/skill education
- visit native families

**Historical /Archaeological/Educational Opportunities**

- visit Thule sites and whaling stations
- visit Shaman sites

**APPENDIX IV**

**PAN GNIRTUNG VISITOR**

**AND MARKET SURVEYS**



11. What did You do while You were in this area?  
Check **more** than one if applicable.

1. Sightseeing
2. Photography
3. Hiking/Backpacking
4. Fishing
5. Winter Activities
6. Visited **Auyittuq** National Park
7. Local Activities (i.e., bingo, pool)
8. Buy handicrafts
9. Visit outfitters camp
10. Other (specify) \_\_\_\_\_

12. What other recreational activities would you like to have participated in but didn't?  
List up to 3 activities.

Activity 1 \_\_\_\_\_  
Activity 2 \_\_\_\_\_  
Activity 3 \_\_\_\_\_

13. For these 3 activities, please indicate why you didn't participate in them. Check more than one if applicable.

	Activity 1	Activity 2	Activity 3
1. <b>Not</b> enough time	_____	_____	_____
2. Too expensive	_____	_____	_____
3. Don't have the skill	_____	_____	_____
4. There weren't any facilities	_____	_____	_____
5. No local transportation	_____	_____	_____
6. Didn't know about it	_____	_____	_____
7. Bad weather	_____	_____	_____
8. Other	_____	_____	_____

14. Please indicate your level of satisfaction with the following items:

	Very Satisfied	Satisfied	Not Satisfied	Not Used
1. Availability of handicrafts	_____	_____	_____	_____
2. <b>Accommodation</b>	_____	_____	_____	_____
3. <b>Food</b>	_____	_____	_____	_____
4. Transportation to the area	_____	_____	_____	_____
5. Transportation within the area	_____	_____	_____	_____
6. Availability of supplies	_____	_____	_____	_____
7. Outfitters/guide service	_____	_____	_____	_____
8. <b>Comments</b>	_____			

15. What did **you** particularly like about this trip? Specify.

\_\_\_\_\_  
\_\_\_\_\_

16. What did you particularly dislike about this trip? Specify.

\_\_\_\_\_  
\_\_\_\_\_

17. Did your visit meet your expectations?

Yes \_\_\_\_\_ No \_\_\_\_\_  
If **no**, explain:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. How old are you?

1. 0-20 \_\_\_\_\_
2. 21-40 \_\_\_\_\_
3. 41-50 \_\_\_\_\_
4. 51-65 \_\_\_\_\_
5. 65+ \_\_\_\_\_

19. In what category is your family income?

1. 0-10,000 per year
2. \$ 10,000 - 20,000 -
3. \$ 20,000 - 35,000 -
4. \$35,000+

If you would be willing to answer a few more questions regarding your trip to the Northwest Territories, please **fill** in your name and address below.

20. Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
Postal /Zip Code: \_\_\_\_\_

Thank you very much. We hope you will visit again soon.

## PANGNIRTUNG MARKET SURVEY OF SPECIAL INTEREST GROUPS

Name and address of group: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

1. What is the group's main focus of interest? \_\_\_\_\_

2. How many members are involved? \_\_\_\_\_

3. Do the members take trips or tours as a group? Yes \_\_\_\_\_ No \_\_\_\_\_

4. If yes, has the group been to Pangnirtung? Yes \_\_\_\_\_ No \_\_\_\_\_

5. What other destinations has the group been to: List some. \_\_\_\_\_  
 \_\_\_\_\_

6. If no, why doesn't your group travel? \_\_\_\_\_  
 \_\_\_\_\_

If your group does not travel, but would consider Pangnirtung as an interesting destination, please answer the remaining questions.

7. During which season does your group prefer to travel? (Check more than one if applicable.)

1. Spring \_\_\_\_\_
2. Summer \_\_\_\_\_
3. Winter \_\_\_\_\_
4. Fall \_\_\_\_\_
5. Any Season \_\_\_\_\_

8. What is the average length of these trips: (Check one.)

1. Less than one week \_\_\_\_\_
2. 1 - 2 weeks \_\_\_\_\_
3. 2 - 3 weeks \_\_\_\_\_
4. 3 weeks or more \_\_\_\_\_

9. A trip to Pangnirtung ranges from \$1,500 to \$2,500 return from Toronto, depending on accommodation. Would members of your group be willing to take a trip of this expense?

\_\_\_\_\_ Yes \_\_\_\_\_ No.

10. What is the average number of people from your group on one of these trips? \_\_\_\_\_

11. Does your group prefer:

1. \_\_\_\_\_ To make their own transportation and accommodation arrangements.
2. \_\_\_\_\_ To make travel arrangements for an all-inclusive packaged tour through a travel agent.

12. Does your group:

1. \_\_\_\_\_ Use local guide services where available.
2. \_\_\_\_\_ Take your own guides or tour leaders.
3. \_\_\_\_\_ Neither of the above.
4. \_\_\_\_\_ Both of the above.

13. What kind of pre-trip information does your group require? (Check all those that are applicable.)

1. \_\_\_\_\_ Required clothing and gear to take.
2. \_\_\_\_\_ Weather conditions.
3. \_\_\_\_\_ Availability and cost of guide service.
4. \_\_\_\_\_ Availability and cost of accommodation and food services.
5. \_\_\_\_\_ Availability and cost of transportation to the area.
6. \_\_\_\_\_ Availability and cost of transportation within the area.
7. \_\_\_\_\_ Import or export restrictions.
8. \_\_\_\_\_ Information regarding resident lifestyles.
9. \_\_\_\_\_ Information on Auyuittuq National Park.
10. \_\_\_\_\_ Specific information regarding your group's special interest (specify).  
 \_\_\_\_\_

11. \_\_\_\_\_ Other (specify). \_\_\_\_\_

14. Where does your group obtain information to plan a trip? (Check more than one if applicable.)

1. \_\_\_\_\_ Travel agent/tour group
2. \_\_\_\_\_ Airline.
3. \_\_\_\_\_ Government office.
4. \_\_\_\_\_ Magazine (specify). \_\_\_\_\_
5. \_\_\_\_\_ Friends/relatives.
6. \_\_\_\_\_ Parks Canada.
7. \_\_\_\_\_ Other (specify). \_\_\_\_\_

15. What is the major factor that would interest your group in taking a trip to Pangnirtung?

1. \_\_\_\_\_ Your group's special interest.
2. \_\_\_\_\_ To cross the Arctic Circle.
3. \_\_\_\_\_ The Inuit culture of Pangnirtung.
4. \_\_\_\_\_ To visit Auyuittuq National Park.
5. \_\_\_\_\_ Recreational opportunities (i.e. backpacking, hiking, fishing).
6. \_\_\_\_\_ Educational experience.
7. \_\_\_\_\_ Handicrafts.
8. \_\_\_\_\_ Sightseeing: the scenery.



16. What is the major factor that would discourage your group from a trip to Pangnirtung?

1.  Too expensive.
2.  Too far away.
3.  Poor climate.
4.  Unfamiliar with what to expect.
5.  Lack of services and facilities.
6.  Lack of skill for recreational activities.
7.  No interest.
8.  Other (Specify) \_\_\_\_\_

17. What aspects of Inuit lifestyle would you expect to see, and to what extent?

1.  Inuit cultural festival or event.
2.  Inuit food.
3.  Inuit handicrafts.
4.  Participate in some activity with Inuit.
5.  Inuit guides/outfitters.
6.  Just seeing the town is enough.
7.  Don't care - not important.

18. If available, which type of accommodation would your group prefer?

1.  Deluxe hotel.
2.  Moderate hotel.
3.  Housekeeping units.
4.  Hostel.
5.  Outfitters camp.
6.  Tent.
7.  Doesn't matter.
8.  Other (specify) \_\_\_\_\_

19. How much would you be willing to pay for the above per night based on double occupancy?

1.  \$0 - 25
2.  \$25 - 50
3.  \$50 - 80
4.  \$80 - 100
5.  \$100 +

20. Check off minimum requirements you would expect from an accommodation and food service in Pangnirtung.

Type of Accommodation

1.  Tent.
2.  Outfitters camp.
3.  Hostel.
4.  Housekeeping units.
5.  Moderate hotel with restaurant.
6.  Deluxe hotel with dining room.
7.  Other (specify) \_\_\_\_\_

Room Size (Double Occupancy)

1.  Small.
2.  Medium.
3.  Large.
4.  Doesn't matter.
5.  Other (specify) \_\_\_\_\_

Room Furnishings

1.  1 single bed.
2.  2 single beds.
3.  1 double bed.
4.  2 double beds.
5.  cot.
6.  Doesn't matter.
7.  Other (specify) \_\_\_\_\_

Bathroom Facilities

1.  Full bathroom down the hall.
2.  Wash basin in the room - toilet and shower down the hall.
3.  Wash basin/toilet in the room - shower/tub down the hall.
4.  Full private bathroom.
5.  Camping outhouse.
6.  Doesn't matter.
7.  Other (specify) \_\_\_\_\_

Food Service

1.  Cook own food in camp.
2.  Housekeeping units with kitchenettes.
3.  Restaurant.
4.  Dining room.
5.  Doesn't matter.
6.  Other (specify) \_\_\_\_\_

Thank you very much for helping us. For more information on existing packaged tours to Pangnirtung, contact your travel agent or Travel Arctic, Yellowknife, N.W.T., Canada, XIA 2L9.

1  
Federation of Ontario Naturalists  
355 Lesmill Road  
Don Mills, Ontario  
M3B 2W7

2  
Canadian Nature Federation  
203 - 75 Albert Street  
Ottawa, Ontario  
K1P 6G1

3  
**Canadian Wildlife Federation**  
1673 Carling Avenue  
Unit #106  
Ottawa, Ontario  
K2A 1C4

4  
**National Survival Institute**  
229 College Street  
Toronto, Ontario  
M5T 1R4

5  
**Outdoor Writers of Canada**  
R.R. #3  
Mount Albert, Ontario  
LOG IMO

6  
Professional Photographers of Canada  
318 Royal Bank Building  
Edmonton, Alberta  
T5J 1N8

7  
**Canadian Hostelling Association**  
333 River Road  
Vanier, Ontario  
K1L 8B9

8  
**Canadian Association of Geographers**  
**Burnside Hall**  
**McGill University**  
P.O.Box 6070  
Montreal, Quebec  
H3C 3G1

9  
**Royal Canadian Geographic Society**  
488 Wilbrod Street  
Ottawa, Ontario  
K1N 6M8

10  
Fish and Game Association  
1607 Myrtle Avenue  
Victoria, British Columbia

11  
Canadian Nordic Society  
Box 4211  
Station 'E'  
Ottawa, Ontario

12  
Arctic Circle  
Box 2457  
Station 'D'  
Ottawa, Ontario  
K1P 5W6

13  
Arctic Institute of North America  
University Library Tower  
2920 - 24th Avenue N.W.  
Calgary, Alberta  
T2N 1A4

14  
Arctic Institute of North America  
3426 N. Washington Boulevard  
Arlington, Virginia  
U.S.A. 22201

15  
Ecological Society of America  
Library 3131  
The Evergreen State College  
Olympia, Washington  
U.S.A. 98505

**16**  
National Campers and Hikers Association  
7172 Transit Road  
Buffalo, New York  
U.S.A. 14221

17  
Toronto Camera Club  
587 Mount Pleasant Road  
Toronto, Ontario

**18**  
**International Backpackers Association**  
**P.O.Box 85**  
**Lincoln Centre**  
**Maine**  
**U.S.A. 04458**

19  
Sierra Club  
530 Bush Street  
San Francisco, California  
U.S.A. 94108

20  
American Alpine Club  
113 E - 90th Street  
New York, New York  
U.S.A. 10028

21  
American Society of Naturalists  
Section of Botany Genetics  
and Development  
Cornell University  
Ithaca, New York  
U.S.A. 14853

22  
Association of Interpretive Naturali.  
6700 Needwood Road  
Derwood, Maryland  
U.S.A. 20855

23  
National Audobon Society  
950 Third Avenue  
New York, New York  
U.S.A. 10022

**24**  
**National Wildlife Federation**  
**1412 - 16th Street N.W.**  
**Washington D.C.**  
**U.S.A. 20036**

25  
Society of American Travel Writers  
1120 Connecticut Avenue N.W.  
Washington D.C.  
U.S.A. 20036

26  
Sierra Club of Ontario  
47 Colborne Street  
Suite #308  
Toronto, Ontario  
M5E 1E3

27  
Alpine Club of Canada  
**P.O.Box 1026**  
Banff, Alberta  
TOL 1C0

28  
Alpine Club of Canada  
70"Stubbard Avenue  
Toronto, Ontario  
M4P 2C2

29  
Sierra Club of Western Canada  
Box 342, Station G  
Calgary, Alberta  
T3A 2G3

30  
Federation of Alberta Naturalists  
Box 1472  
Edmonton, Alberta  
T5J 2N5

31  
Arctic International Wildlife Range Society  
c/o Mrs. Nancy Russel LeBlond  
#109, 2008 Fullerton Avenue  
North Vancouver, B.C.  
V7P 3G7

32  
B.C. Wildlife Federation  
5659 - 176 Street  
Surrey, B.C.  
V3S 4C5

33  
**Federation of B.C. Naturalists**  
**Box 33797, Station D**  
**Vancouver, B.C.**  
**V6J 4L6**

34  
The British Columbia Mountaineering Club  
496 Prior Street  
Vancouver, B.C.  
V6A 2G1

35  
**B.C. Wildlife Federation**  
**17633 - 57th Avenue**  
Surrey, B.C.

36  
Federation of Mountain Clubs of B.C.  
P.O. Box 33768, Station D  
Vancouver, B.C.  
V6J 4L6

37  
**Canadian Council of Snowmobile Organi**  
3311 - 30th Avenue  
Vernon, B.C.  
V1T 2C9

38  
National Trail Association of Canada  
Box 6623, Station D  
Calgary, Alberta  
T2P 2E4

39  
**Alberta Fish & Game Association**  
6024 - 103 Street  
Edmonton, Alberta  
T6H 2H6

40  
Ontario Federation of Snowmobile Club  
Box 318  
**Port Sydney, Ontario**  
**POB ILO**

41  
Alberta Wilderness Association  
P.O. Box 6398, Station D  
Calgary, Alberta  
T2P 2E1

42  
Alberta Wildlife Foundation  
213 - 10526 Jasper Avenue  
Edmonton, Alberta  
T5J 1Z7

43

Alpine Club of Canada  
Calgary Section  
2305 - 5th Avenue N.W.  
Calgary, Alberta

44

Alpine Club of Canada  
Edmonton Section  
7607 - 152nd Street  
Edmonton, Alberta

45

Alpine Club of Canada  
Vancouver Section  
Box 2377  
Vancouver, B.C.  
V6B 3W7

46

Alpine Club of Canada  
Banff Section  
P.O. Box 65  
Banff, Alberta  
T0L 0C0

47

Manitoba Wildlife Federation  
1870 Notre Dame Avenue  
Winnipeg, Manitoba  
R3E 3E6

48

Manitoba Naturalists Society  
214 - 190 Rupert Avenue  
Winnipeg, Manitoba  
R3B 0N2

**PANGNIRTUNG MARKET SURVEY**

Name and address:

---

---

---

1. **Do you presently sell tours to the Arctic? \_\_\_ Yes \_\_\_ No**
  
2. If yes, to what destinations?  
**Pangnirtung \_\_\_**  
Other (specify) \_\_\_\_\_
  
3. If no, why not?  
\_\_\_\_\_  
\_\_\_\_\_
  
4. Who is your primary market? (Age, sex, **income level**, residence, interests, type of traveler).  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
5. What are some of your most popular destinations?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
6. Why are these so popular?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. How would **you** classify the primary focus of your tours ?

1. \_\_\_ **Adventure**
2. \_\_\_ Educational
3. \_\_\_ Explorer
4. \_\_\_ Unusual destinations
5. \_\_\_ Wilderness
6. \_\_\_ Special interest
7. \_\_\_ Other (specify) \_\_\_\_\_

8. What market do you think **would be** interested in travel to Pangnirtung? (age, sex, income level, residence, interests, type of traveller)

---

---

9. What do you think is the most effective way to get to this market? (i.e., editorial copy, trade shows, magazines)

---

---

10. Further comments:

---

---

---

---

---

1

Linblad Travel Inc.  
133 East 55th Street  
New York, N.Y.  
10022

2

Linblad Travel Inc.  
P.O. Box 912  
Westport, Corm  
06881

3

Cartan Tours  
One Crossroads **of Commerce**  
Rolling Meadows  
Illinois 60008  
U.S.A.

4

Four Winds Travel Inc.  
175 Fifth Avenue  
New York, N.Y.  
10010

5

Caravan Tours Inc.  
401 North Michigan Avenue  
Chicago, Illinois  
60611

6

Adventure Centre  
5540 College Avenue  
Oakland, California  
94618

7

Can-Trek  
Canadian Trekkers International  
6725 **Somerled** Avenue  
Montreal, Quebec  
H4V 1T7

8

Mountain Travel Inc.  
1398 **Solano** Avenue  
Albany, California  
94706

9

World Expeditionary Association  
Graybar Building, Suite 354  
420 Lexington Avenue  
New York, New York  
10017

10

Holiday House  
25 Adelaide Street  
Toronto, Ontario  
M5C 1H7

11

Canadian Universities Travel Service  
44 St. George Street  
Toronto, Ontario  
M5S 2E4

12

Canadian Educational Travel Assoc. Ltd.  
20 Prince Arthur  
Toronto, Ontario

13

Educational Expeditions International  
68 Leonard Street  
Belmont, Mass.  
02178

14

Outward Bound  
P.O. Box 451  
Rockland, Maine  
04841

15

Sierra Club Wilderness Outings  
1050 Mills Tower  
220 Bush Street  
San Francisco, California  
94104

16

Ferguson Travel  
Box 190  
Hay River  
North West Territories  
XOE ORO

17

Gateway Tours  
Box 4326  
Whitehorse, Yukon  
Y1A 3T3

18

Hoag Holiday Tours  
9608 - 112 Street  
Grande Prairie, Alberta  
T8V 4E7

19

Mack Travel Limited  
Box 170  
Inuvik  
North West Territories

20

Mack Travel Limited  
Box 2190  
Yellowknife  
North West Territories



21

Majestic Tours Limited  
#102 Riverside Towers  
8620 Jasper Avenue  
Edmonton, Alberta  
T5H 3S6

22

Maupintour Inc.  
Box 807  
Lasrence, Kansas  
U.S.A.  
66044

23

Quester Tours and Travels  
257 Park Avenue South  
New York, New York  
10010

24

Special InterSTours  
Box 37  
Medina, W.A.  
U.S.A.  
98039

25

Viking Adventurers  
Unit 151  
1915 Denmar Road  
Pickering, Ontario  
L1V 3E1

**APPENDIX V**

**PAN GNIRTUNG VISITOR SURVEY**

## PANGNIRTUNG VISITOR SURVEY

The Pangnirtung Visitor **Survey was designed to define perceived issues and concerns of existing travelers to Pangnirtung and the surrounding areas.** Based on an informally administered random format, the questionnaire survey was administered to travelers leaving Pangnirtung from May through October, by the flight attendants of Bradley - First Air, during the flight from Pangnirtung to Frobisher Bay.

The questionnaire (refer to Appendix . . .) was designed to be self-administered and take approximately five minutes to complete. An introduction in Inuktitut was intended to help limit respondents to visitors (not residents) to **Pangnirtung**. In return for completing the questionnaire, each respondent received an Arctic pin or decal. The primary objective of the survey was to determine visitor expectations and satisfaction levels as well as their perceived issues and concerns. Specifically, the questions were designed to provide information on:

- . trip characteristics;
- . level of satisfaction with facilities, services, etc;
- . source and adequacy of pre-trip information;
- . accommodation preferences;
- . activity preferences; and
- . visitor expectations and reactions.

The secondary objectives of the questionnaire were to determine existing expenditure patterns of visitors to the Pangnirtung area. Specific questions related to this objective were designed to provide the following information:

- . origin of visitors;
- . visitor characteristics (i.e. group sizes, travel purpose, etc.)
- . expenditure levels and patterns;
- demographic distribution of visitors; and
- . visitor income levels.


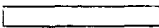
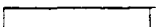



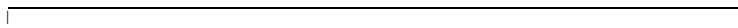
A total of **205 responses were received and tabulated**. The results as presented in the following section were tabulated by hand on an individual question basis rather than undertaking a complex statistical analysis. Performing the survey analysis and tabulation on **an individual question basis** allows certain cross-correlations to be drawn, directed to specific questions.

In the following section the results are presented in an orderly fashion, based on individual question tabulations. For each question the purpose of the question is defined followed by the tabulation of question results in a bar graph format based on each response rate as a percentage of the total response for the question. Following the tabulated results, short interpretive summaries are presented.

Question**Where do you live?**

This question was asked to help discriminate between Pangnirtung residents and visitors and further to determine a representative profile of tourist origins.

Question Results

Ontario	 25%
Northwest Territories (excluding Pangnirtung)	 21.9%
U. S. A.	 19.5%
<b>Quebec</b>	 11.7%
<b>Europe</b>	 11.7%
<b>Western Canada (Manitoba, Alberta, Saskatchewan, B.C.)</b>	 9.2%
<b>Atlantic Canada (Nfld., Nova Scotia, New Brunswick, P.E.I.)</b>	0%
Other International	0%
No Response	0%
Total response rate - 100%	

Interpretation

Largest majority of visitors were from Ontario 25.8%, followed closely by the N. W. T. (21.9%) and the U.S.A. (19.5%).

The European market represents 11.7% of visitation in summer of 1981.

No visitation was recorded from other international origin, Atlantic Canada, and **only a 9.2% visitation from Western Canada.**

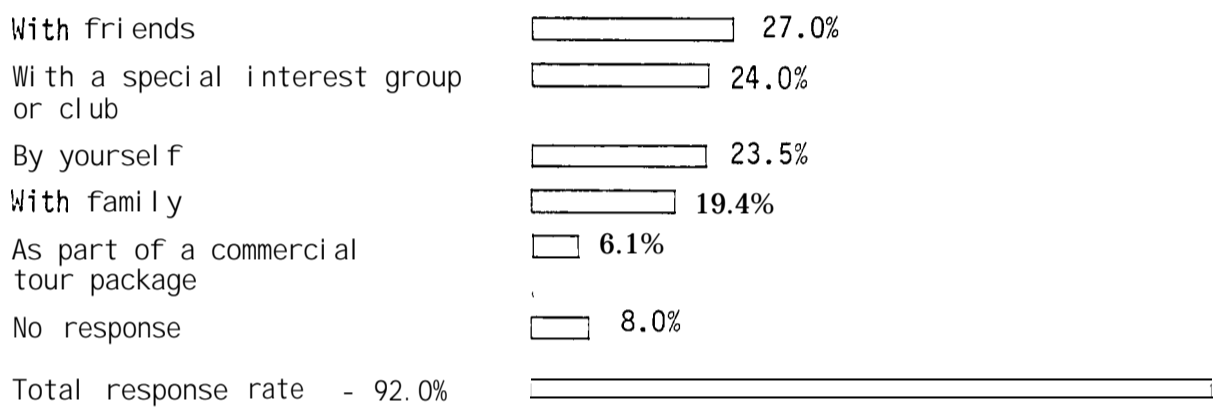
Question

Are you traveling:

- with a special interest group or club,
- as part of a commercial tour package,  
with friends,
- with family,
- by yourself?

**This question was asked to determine the number of visitors traveling with organized tours and club groups versus the number of individuals traveling independently.**

Question Results



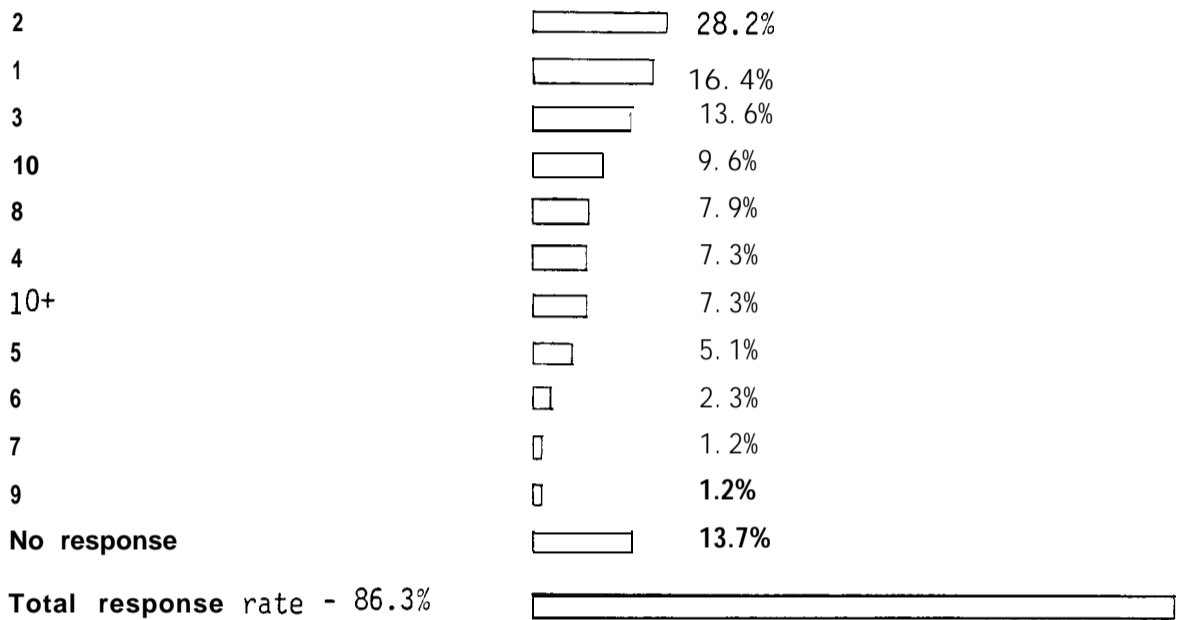
Interpretation

The greatest majority of visitors travelled with friends (27.0%) followed closely by those who travelled as a special interest group or club (24.0%). Only 6.1% of visitors travelled as part of a commercial tour package. This latter group were primarily Europeans.

Question

How many people are in this group? (including yourself).

This question was asked to help further define travel patterns to Pangnirtung and specifically to identify representative tourist group sizes.

Question Results**Group Sizes**Interpretation

Over 70% of visitors to Pangnirtung travelled in groups of 1-5, while the remaining 30% travelled in groups of six or larger with the greatest percentage being 16% in the 10 and 10+ group size. The latter were primarily part of a commercial tour package.

Question

What was the primary purpose of this trip?

The intent of this question is to differentiate between business related travelers and non-business related tourists and to further define tourist travel characteristics.

Question Results

Visit Pangnirtung and area		37.7%
Visit Auyuittuq National Park		3.9%
Business		22.1%
Visit friends/relatives		7.4%
Visit Broughton and Area		1.0%
No Response		0.5%
Total response rate - 99.5%		

Interpretation

Over twenty-nine percent (29%) of visitors travelled to Pangnirtung for purposes other than vacation. Of these 22.1% travelled for business and 7.4% travelled to visit friends and relatives. **For the majority visiting, of the 99.5%, Pangnirtung was their only destination.** Only 1.0% intended to visit Broughton. Over 37.7% considered Pangnirtung and area as their primary purpose while 31.9% considered Auyuittuq as their primary purpose.

Question



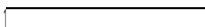
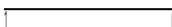

How many nights do you plan to be away from home on this trip? (Include any stopovers for total number of nights.)

The intent of this question in conjunction with the following two questions is to define the normal trip duration of tourists traveling to Pangnirtung.

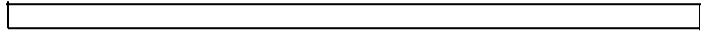


Question Results

## Total Nights

0-5		11.5%
6-10		38.5%
11-20		27.1%
20+		22.9%
No response		6.3%

Total response rate - 93.7%

Interpretation

Fifty percent (50%) of visitors to Pangnirtung planned to spend over 11 nights away from home. The majority of these visitors noted the Auyittuq or visiting friends and relatives as their primary trip purpose. The remaining 50% spent less than ten nights, with the majority (38.5%) in the 6-10 night category.

Question

How **many nights** did you spend in the following places during this trip?  
**(No. of nights).**

This question in conjunction with the previous and the following question is intended to further define trip duration characteristics for travelers to Pangnirtung.

Question Results

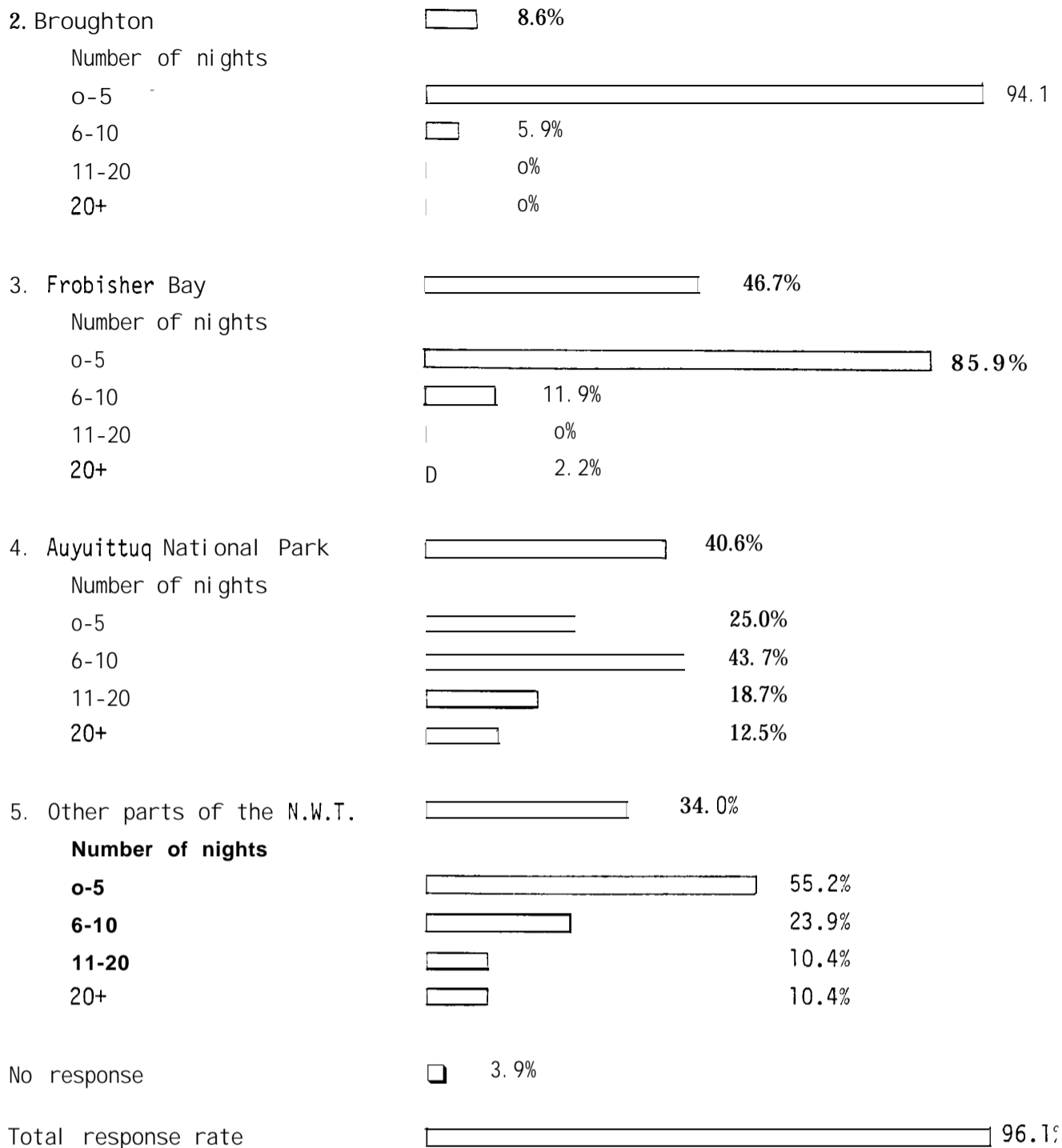
## 1. Pangnirtung

Number of nights

0-5		8.4%
6-10		13.9%
11-20		1.0%
20+		1.0%

94.9%

(8)



Interpretation

With respect to the number of nights spent in specified locations, 42.2% of total nights were spent in Pangnirtung, while a further 18.6% were spent in Auyuittuq National Parks. Of the respondents to this question, 21.7% of

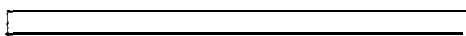
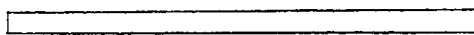
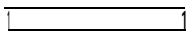
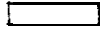

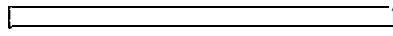
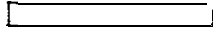
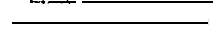
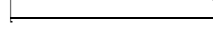

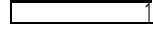
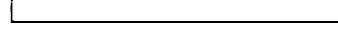
total nights were spent in Frobisher Bay and 15.1% of total nights were spent in other parts of the N. W. T.

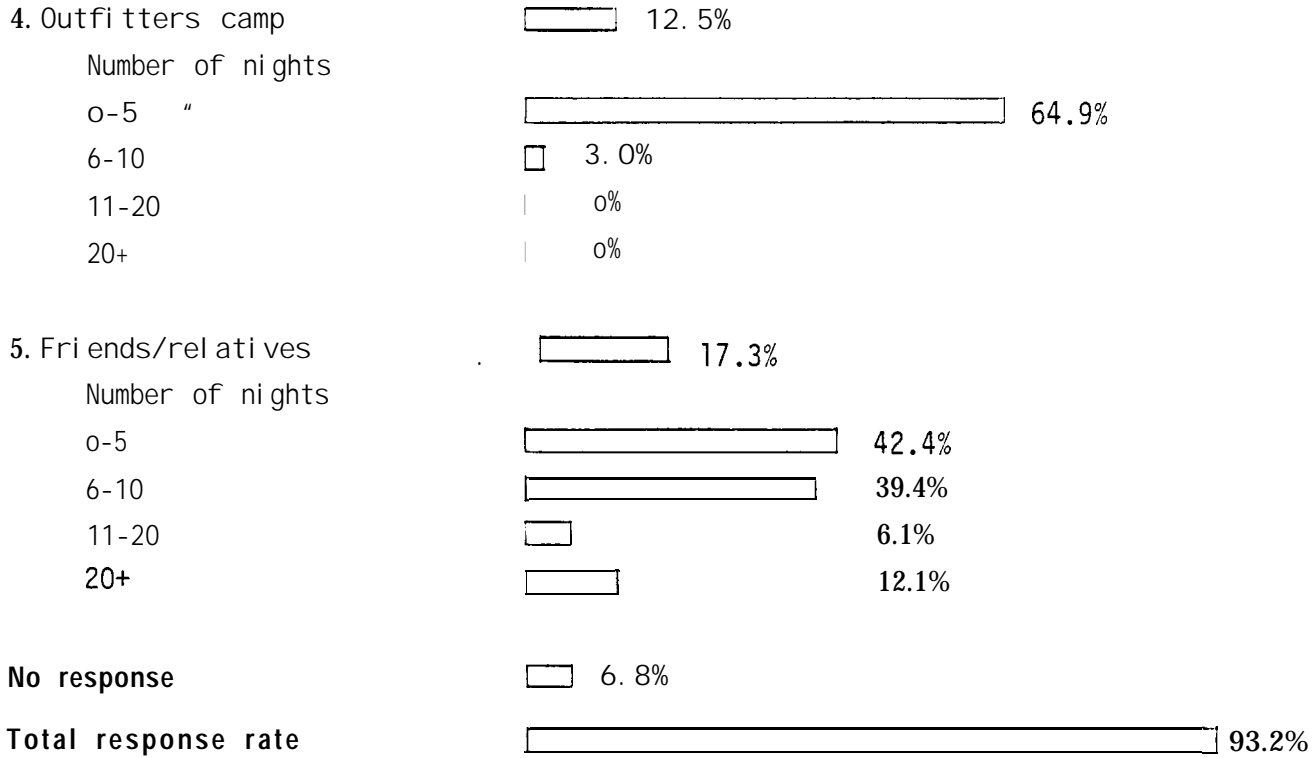
Question

How many nights did you spend or do you plan to spend in each of the following types of accommodation while in the Northwest Territories during this trip? (No. of nights).

This question, in conjunction with the previous two questions, is intended to further define trip duration characteristics for travelers to Pangnirtung and to generally identify accommodation types **used by visitors to the N.W.T.**

Question Results

1. Hotel		62.3%
<b>Number of nights</b>		
0-5		63.9%
6-10		24.4%
11-20		12.6%
20+		3.4%
2. Tent		52.3%
<b>Number of nights</b>		
0-5		28.0%
6-10		27.0%
11-20		28.0%
20+		17.0%
3. Hostel		19.4%
<b>Number of nights</b>		
0-5		44.6%
6-10	n	2.7%
11-20		0%
20+	•j	2.7%



Interpretation

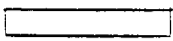
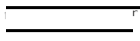
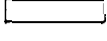







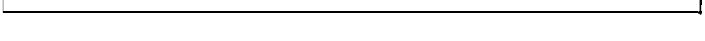
With respect to accommodation type, 38.1% of total visitor nights were spent in a hotel while 32% were spent in a tent. Interestingly an 11.6% of total nights were spent with friends and relatives.

Question

Where did you obtain **your information to plan this trip?** (Check more than one if applicable.)

This question was asked to determine the **source of visitor pre-trip information and** to help determine the availability of promotional material.

Question Results

Friends/relatives		22.2%
Travel agent/tour group		17.4%
Parks Canada		13.5%
Government Office		10.9%
Magazine		10.3%
Airline		9.6%
Special interest group or club		7.7%
Other		6.8%
Don't know		1.6%
No response		5.4%
Total response rate		94.6%

Interpretation

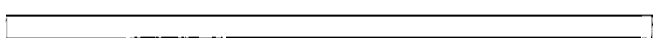


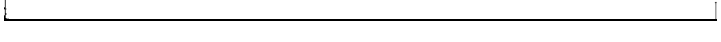
Information to plan trips to Pangnirtung was obtained from a variety of sources. No one source was dominant, although it is interesting to note that 22.2% obtained their information from friends and relatives, 17.4% obtained information from a travel agent or tour group, and 13.5% obtained information from Parks Canada. Only 7.7% obtained information from special interest groups or clubs.

Question

Do you feel that **your pre-trip information was adequate?**

This question was included to help determine the adequacy of available pre-trip information.

Question Results

Yes		87.5%
No		12.5%
No response		3.3%
Total response rate		96.7%

Interpretation

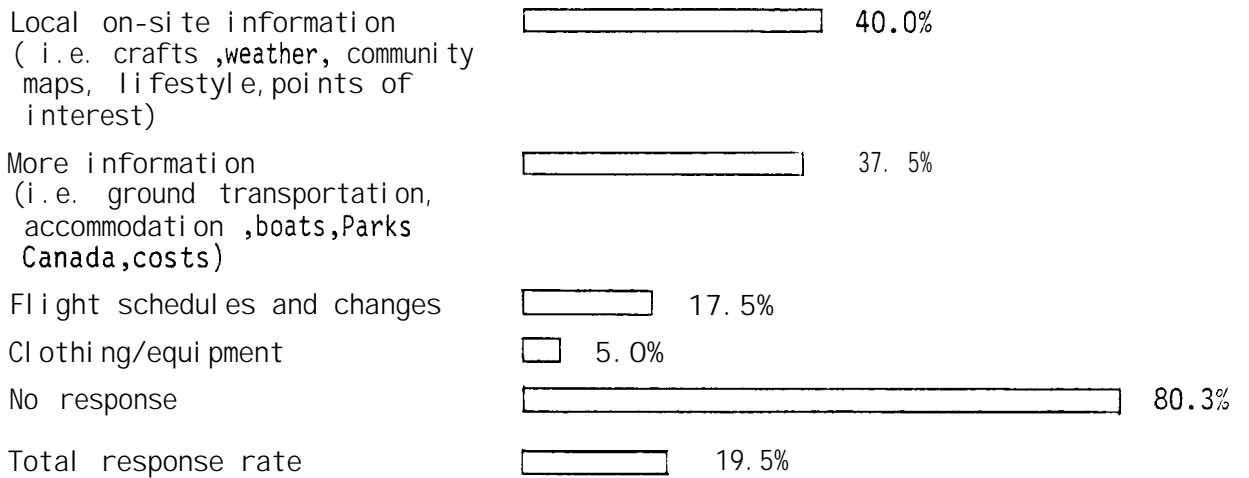
With respect to the adequacy of pre-trip information - 87.5% of respondents felt that the information was adequate.

Question

If no, **what other information** would have helped you?

This question was intended to help define pre-trip information requirements and concerns.

Question Results



Interpretation

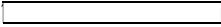

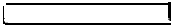



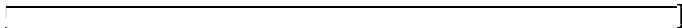
**Of** those respondents (19.5%) who expressed concern over pre-trip information only 5.0% were concerned with clothing and equipment. **The greatest majority** of respondents were primarily concerned with on-site information, regarding crafts, weather, community maps, etc., while 37.5% wanted **more information on ground transportation, boats, costs, etc., finally 17.5% expressed a lack of information on flight schedules and flight changes.**

Question

What do you anticipate spending for your total trip? (Please indicate the amount spent only for the one person who is responding to this questionnaire.)

The intent of this question is to help to determine average expenditure levels of visitors to Pangnirtung to help determine socio-economic profiles of visitors as well as to help determine an indicative amount spent by tourists traveling to the Arctic.

Question Results

0 - \$1000.		29.8%
\$1001. - \$1500.		22.9%
\$1501. - \$2000.		22.9%
\$2001. - \$2500.		9.0%
\$2500. +		15.4%
No response		8.3%
Total response rate		91.7%

Interpretation

With respect to anticipated expenditures per person, 29.8% of respondents spent less than \$1000., the remainder, 70.2% spent greater than \$1000. with the majority 45.8% spending between \$1000. - \$2000. and 24.4% spending over \$2000.

Question

What did you do while you were in this area?

The question is intended to provide information on activity preferences of the visitors to Pangnirtung.

Question Results

Photography		71.3%
Sightseeing		64.9%
Hiking/Backpacking		61.2%
<b>Buy Handicrafts</b>		48.9%
<b>Visited Auyuittuq National Park</b>		40.4%
<b>Fishing</b>		29.8%
<b>Other</b>		8.3%
<b>Visit outfitters camp</b>		7.4%
<b>Local activities (i.e. bingo, pool)</b>		6.4%
Winter activities		6.4%
No response		8.3%
Total response rate		91.7%

Interpretation

The results are not unexpected with the exception that less than 50% of people bought handicrafts.

Question

What other recreational activities would you like to have participated in but didn't?

One of the components of the Pangnirtung visitor **survey was to determine what activities visitors** would like to have participated in but didn't; why they didn't and what was their level of satisfaction with the services and facilities they utilized. The following responses direct themselves to these questions.

Question Results

Fishing		27.6%
Trip to Park		19.4%
Local hiking/backpacking		19.4%



Boat <b>tour on, Sound</b> (visit ice bergs)	<input type="checkbox"/>	18.4%
<b>Hunting</b> (participate in)	<input type="checkbox"/>	12.2%
Helicopter/plane tour	<input type="checkbox"/>	12.2%
Winter activities (skiing, snowmobiling, dog sleigh rides)	<input type="checkbox"/>	10.2%
Climbing/mountaineering/ camping	<input type="checkbox"/>	9.2%
Visit local artisan (buy crafts/traditional activities)	<input type="checkbox"/>	8.2%
Sightsee/photograph	<input type="checkbox"/>	6.1%
<b>Visit cultural sites/ whaling station</b>	<input type="checkbox"/>	3.1%
Visit other communities	<input type="checkbox"/>	3.1%
Other	<input type="checkbox"/>	3.1%

### Interpretation

With respect to recreational activities which visitors would like to have participated in but didn't, the following responses were noted;



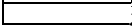
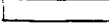




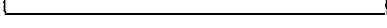

In terms of select conventional activities, 27.6% of visitors expressed a desire **to fish** for Arctic Char; further, approximately 20% of respondents expressed a desire to hike or backpack and 20% expressed a desire to visit Auyittuq National Park.

In terms of participation in non-conventional activities, 18.4% of visitors expressed a desire **for a boat tour on the Cumberland Sound**; 12.2% **expressed a desire** for a helicopter or plane tour while a further 12.2% expressed a desire to participate in hunting trips.

### Question

For the three activities listed in the previous questions, please indicate why you didn't participate in them. **(Check more than one if applicable. )**

Question Results

Not enough time		62.2%
Bad weather		26.5%
Too expensive		17.3%
There weren't any facilities		14.3%
No local transportation		11.2%
Didn't know about it		11.2%
Don't have the skill		9.2%
Other		7.1%
No response		52.2%
Total response rate		47.8%

Interpretations

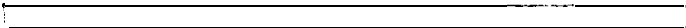
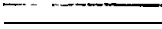
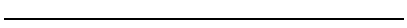
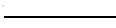


With respect to reasons for non-participation in activities, the following responses were recorded. Not enough time (62.2%) and bad weather (26.5%) were given as the dominant reasons for non-participation. Excessive costs (17.3%) and lack of facilities (14.2%) were noted as additional reasons **for non-participation,**

Question

Indicate your level of satisfaction with the following.

This question was asked to determine the level of visitor satisfaction with facilities and services in Pangnirtung.

Question Results

1. Availability of handicrafts		92.4%
very satisfied		21.9%
satisfied		48.2%
not satisfied		15.6%
not used		4.1%
no response		7.6%

2. Accommodation	94.9
<b>very satisfied</b>	28.0%
<b>satisfied</b>	58.0%
<b>not satisfied</b>	9.3%
not used	n 4.7%
no response	5.1%
3. Food	100
very satisfied	25.3%
satisfied	57.0%
not satisfied	13.3%
not used	n 4.4%
no response	0%
4. Transportation to the area	100
very satisfied	31.0%
satisfied	55.7%
not satisfied	12.7%
not used	0.6%
no response	0%
5. Transportation within the area	91%
very satisfied	23.6%
satisfied	54.1%
not satisfied	18.1%
not used	D 3.5%
no response	8.9%
6. Availability of supplies	80.4%
very satisfied	17.3%
satisfied	63.0%
not satisfied	11.0%
not used	8.7%
no response	19.6%

7. Outfitters/guide service		58.2%
very satisfied		27.2%
satisfied		32.6%
not satisfied		9.8%
not used		30.4%
no response		41.8%
<b>No response total</b>		22.9%
<b>Total response rate</b>		77.1%

Interpretation

The determination of existing visitors level of satisfaction was a key aspect of the Pagnirtung Visitor Survey. **The response rate to these questions was over 77%**, however, the rate varied between 100%-58.2% **for the individual questions asked.**

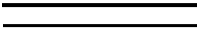
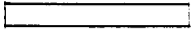
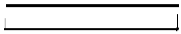
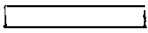



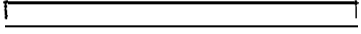
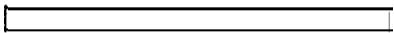
**In summary, for the seven individual questions asked regarding level of satisfaction with services and facilities, on the average, 54% of respondents were satisfied and 24.9% were very satisfied. Of the remaining respondents, on the average, 12.8% were not satisfied and 8.3% didn't use select facilities and services.** Of note within the not satisfied category, 15.6% were not satisfied with the availability of handicrafts and 18.1% with local transportation. **The following provides further detail respecting visitor responses to the level of satisfaction questions.**

Question

What did you particularly dislike about this trip?

This question was intended to help determine levels of dissatisfaction with Pagnirtung as a tourist destination and further to help define visitor expectations and reactions.

Question Results

Bad Weather		86.9%
Litter in community/ honey bage		85.9%
Other (didn't catch any fish/ theft/too many mosquitoes/ no time/no money)		23.1%
<b>Local services too expensive/ inadequate food, guiding, hotel, etc.</b>		<b>19.4%</b>
<b>Air transportation delays, excess baggage charges</b>		<b>10.8%</b>
Lack of local activity alternatives		4.6%
Lack of local hospitality		3.7%
No response		47.3%
Total response rate		52.7%

Interpretation

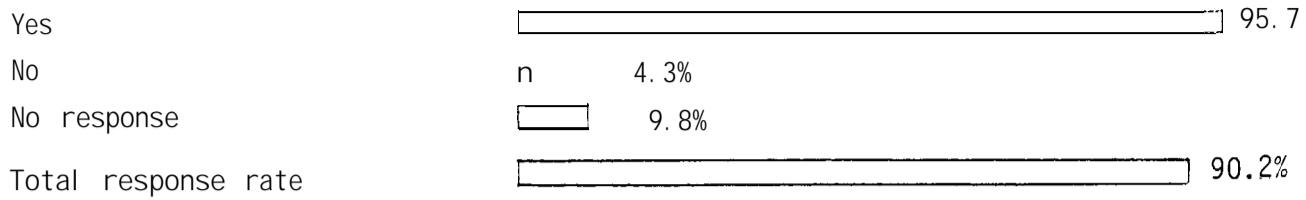
**Bad weather (26.9%), litter** in the community/honey bags (25.9%) and local services too expensive/inadequate food, guiding/hotel facilities and service (19.4%) were the top three comments respecting items which visitors particularly disliked. Air transportation delays, excessive baggage charges (10.2%) lack of local activity alternatives (4.6%) and lack of local hospitality (3.7%) were given as a further indication of items visitors particularly disliked.

Question

**Did your visit meet your expectations?**

This question was intended to determine the general level of fulfillment of visitor expectations.

Question Results



Interpretation

When asked for their summary comments respecting whether the trip to the Arctic met their expectations, **95.7% of respondents felt the trip did meet their expectations.**

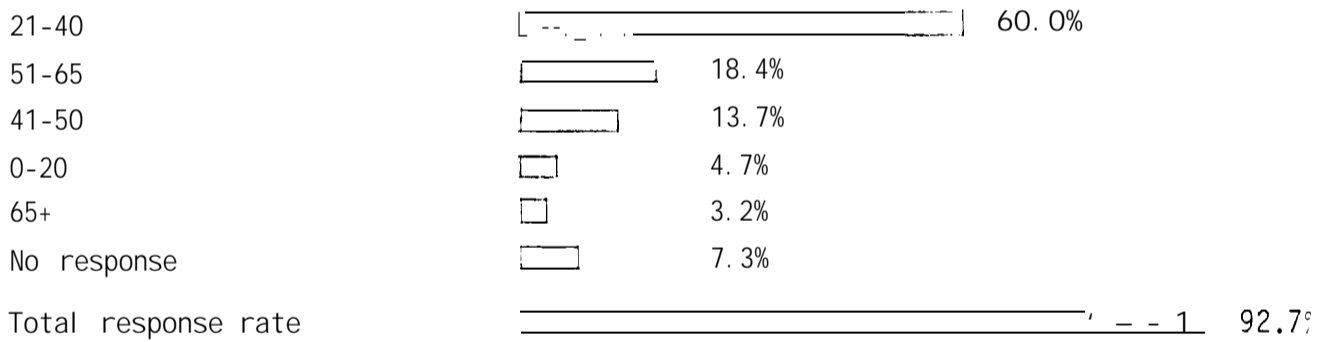
**To qualify this figure** further, visitors were asked what they particularly liked **or** disliked about their trip. With respect to items which they **particularly** disliked, 52.7% of visitors responded.

Question

How old are you?

This question was asked to help determine demographic profiles of visitors.

Question Results

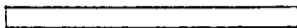
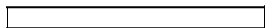


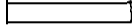



Question

In **what category** is your family income?

This question was asked to provide further information on socio-economic visitor profiles.

Question Results

\$35,000. +		39.5%
\$20,000. - \$35,000.		35.5%
\$10,000. - \$20,000.		18.0%
0 - \$10,000.		5.8%
No response		17.1%
Total response rate		83.9%

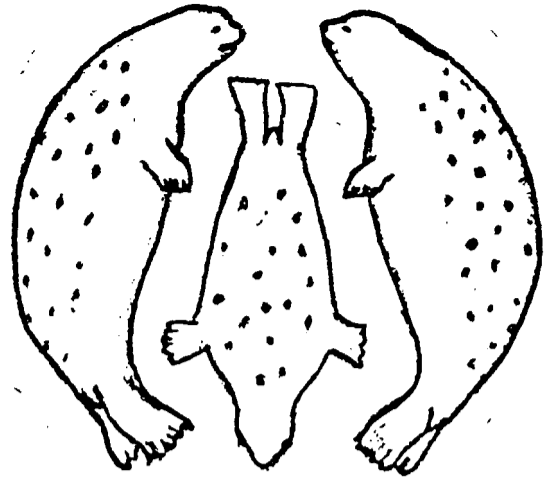
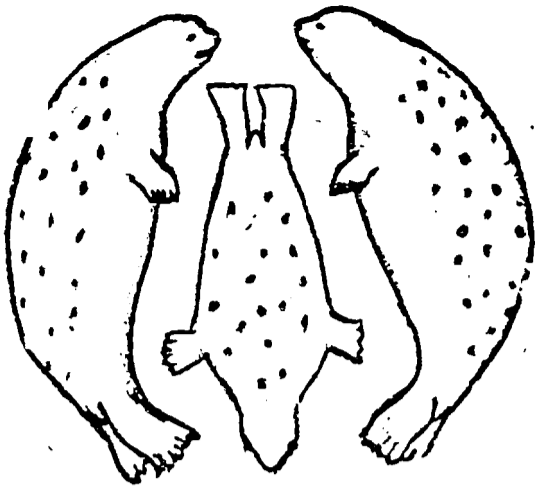
Interpretation

The profile of visitors who responded to the questionnaire are noted above. In brief, the visitors to Pagnirtung in terms of age and income, are primarily between 21-40 years of age (60%) and make a family income of over \$35,000.00 (39.5%), followed closely by an income category of between \$20,000. - \$35,000. (35.5%). Of note is the level of visitation by respondents in the over 51 age group (21.6%).

**APPENDIX VI**

**COMMUNITY NEWSLETTER**





## TOURISM STUDY - PANGNIRTUNG

### NEW VISITORS TO THE COMMUNITY

- Harry French and Mike Robbins arrived in Pagnirtung Febuary 27' to begin a tourism study that will take one year to complete.

they are in the community to talk to the local people about the future of tourism in Pagnirtung.

- Harry and Mike will return to the community in May, July, August, September and December so they can see Pang in all its seasons.

### THE TOURISM STUDY

some local people feel that tourism has many benefits for the community.

many others feel that tourism is bad for the community.

over the next year Mike and Harry will study many different aspects of tourism such as the good things it does for the community, the bad effects, how tourism can be developed by the local people, what tourists want to see and do here, what training is required to work with tourists and most important of all, should the community develop tourism at all ?

at the end of the study the information will be presented to the Council and the community, and you will decide if you want to develop a tourist industry here.

Baffin Regional Council decided last October that Pagnirtung would be the best community to study about tourism.

many people have heard about this study on the radio

Hamlet council has talked about the study and so has the Hunter's and Trapper's Association.

to understand more about tourism in Pagnirtung, Harry and Mike wish to talk to the local people about tourism.

#### VISIT HARRY AND MIKE IN THEIR OFFICE

it is important for the community to have an opportunity to meet with Harry and Mike

an office for the tourist study has been set up at the old Misuvik Sewing Centre.

anyone is invited to visit the centre to talk about tourism or find out more about the tourist study.

the office will be open between 3 - 5 p.m. this Friday, March 6.

the office will also be open next week, Monday and Tuesday between 3 - 5 p.m..

PLEASE COME AND VISIT AND HAVE SOME TEA AND BISCUITS.

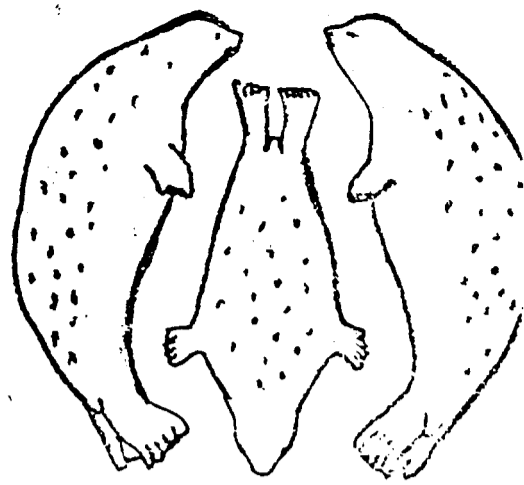
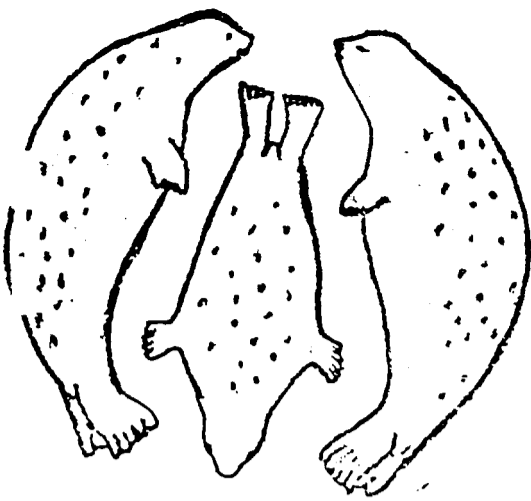
AN INTERPRETER WILL BE AVAILABLE.

#### COMMUNITY MEETING

Harry and Mike would like to inform the community about this study at a community meeting in the community hall.

the meeting will be held at 7 p.m. THURSDAY, MARCH 12





➤ צאצאֵי רַגְלֵי קֹדֶשׁ

➤ צִוְּיֹת דֵּבַר

- הָיוּ זֵהִי אֵלַי לֹא־גֹיִם וְכֵן אֲבֹנֵי אֲרָצְךָ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- הָיוּ זֵהִי אֵלַי לֹא־גֹיִם וְכֵן אֲבֹנֵי אֲרָצְךָ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ

➤ צִוְּיֹת דֵּבַר

- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ
- אֲבִיבִים וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ וְצִוְּיֹת דֵּבַר אֲשֶׁר אָמַרְתָּ לָּנוּ

- Δοδος της πληθυσμιακής αύξησης της
- Ηλικιακή σύνθεση και διασπορά της πληθυσμιακής αύξησης της
- Οικονομική ανάπτυξη και η επίδραση της στην ανάπτυξη της.

Συμπεράσματα και προτάσεις

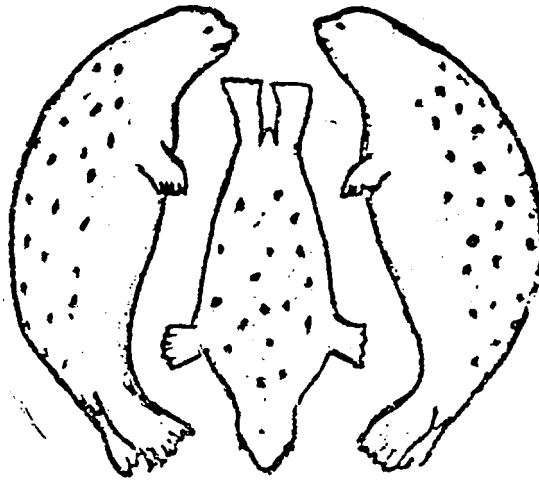
- Η οικονομία της χώρας παρουσιάζει σημαντική ανάπτυξη και η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.
- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.
- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.
- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.
- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.

Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.

Παρατηρήσεις

- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.
- Η ανάπτυξη της οικονομίας είναι η βάση της ανάπτυξης της.





TOURISM STUDY - PANGNIRTUNG  
May 11, 1981

INTRODUCTION

Most Pangnirtung residents are aware of the tourism study that began here last **March**.

One of the consultants, **Harry French** has returned for his second visit to **Pangnirtung**. He is staying in the Anglican church apartment.

Harry's purpose in returning to Pangnirtung is to view the **community** and the land during the spring season.

He will also be meeting with the **subcommittee** on tourism , This committee consists of representatives of various groups in town including the Hamlet Council, the H.T.A., the **Co-op**, the Outfitters, and Parks Canada .

WHAT HAS BEEN DONE ?

- **Since** the last visit to **Pangnirtung**, many things have been accomplished.
- Several maps have been developed which indicate the location of resources that tourists may wish to **visit**.
- The map also indicates where tourists should not travel because they will interfere with summer camps and hunting areas.
- From our discussions with the community in **March**, a list of community concerns and problems surrounding the tourist industry was drawn up.
- **We** have begun talking to visitors to **Pangnirtung** and have distributed a tourist questionnaire to **all** visitors leaving Pangnirtung on the First Air flight.

- We have spoken to many groups in Pangnirtung thus far.
- Many individuals visited our office at the old Misuvik Sewing Centre.
- A large public meeting was held at the community hall in March to discuss tourism.

From these meetings and discussions we have developed a list of community comments:

- 1) "tourists interfere with the local people by walking into their houses and asking many questions".
- 2) "tourism should be encouraged because it will create more jobs for the young people".
- 3) "we are worried that our mail and medical services will be affected if too many tourists start coming into Pangnirtung on the plane"
- 4) "tourists do not fully understand the life style of the Inuit and often criticize things like seal hunting".

From the many discussions with the local people, Harry and Mike were also able to make several comments about tourism in Pangnirtung:

- 1) "there are very few facilities in the community to cater to tourists. Tourists do not know who to ask if they want to rent a boat or go hiking".
- 2) "tourists are not given enough information about the community and the way of life in Pangnirtung before and during their visit to the community".

Harry intends to be in Pangnirtung until Thursday, May 14. He will return to Pangnirtung again in July (around the 20th).

Harry will be meeting with individuals and community groups this week as well as holding a public meeting on tourism this Wednesday evening at 9 p.m. A slide show on tourism will be shown that evening.

Anyone wishing to comment or discuss tourism in Pangnirtung with Harry is encouraged to visit him at his apartment in the Arthur Turner Training School .



የድምፅ ለካርታ ማረጋገጫ?

- ርዕሰ ጉዳይ ለማረጋገጥ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

መግቢያ ለማረጋገጥ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

ርዕሰ ጉዳይ ለማረጋገጥ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

በሰነድ ላይ ለሚገኙት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

- የሰነድ ላይ ለሚገኙት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

መግቢያ (የሰነድ ማረጋገጫ) ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

- የሰነድ ላይ ለሚገኙት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

- ለሰነድ ላይ ለሚገኙት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.

- ለሰነድ ላይ ለሚገኙት ማረጋገጫዎች ለካርታ ማረጋገጫ ለሚያስፈልጉት ማረጋገጫዎች ለካርታ ማረጋገጫ.





**APPENDIX VII**

**FEDERAL/TERRITORIAL**

**SPONSORED ASSISTANCE PROGRAMS**

APPENDIX

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Indian Affairs and Northern Development	Northern Exploration Facilities Program	Funds available to provide access to a resource project which is in the exploration, development, or small-scale production stage.	Financial assistance for the construction of tote trails, airstrips, helicopter land pads, small boat docks and seaplane bases up to 50% of the cost of construction but not to exceed \$30,000.
	<b>Guaranteed Loan Fund</b>	Loan guarantees available to commercial enterprises operated by <b>Inuit</b> or <b>Inuit</b> controlled organizations. Conditions the same as those for the Eskimo Development Fund.	<b>Loan guarantees.</b>
	Northern Resource Roads Program	Intended for cases in which the territorial Tote Trails Program is insufficient due to road length, terrain or difficulty of construction.	Cost-sharing agreements to build resource roads to provide access to resource developments <b>including</b> tourist lodges or any industry which will add to the growth and development of the Northwest Territories.
	General Development Agreement	First "action agreement" under <b>GDA</b> was operative until March 1981.	Designed to expedite federal territorial cooperation in the planning and implementation of economic and social development initiatives. First "action agreement" included 5 programs (Tourism Renewable Resource Development, Job Rotation, <b>Community</b> Based Planning and Economic Development strategy) whose costs were shared at a ratio of 60% federal and 40% territorial.

APPENDIX

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Industry, Trade and Commerce	Small Business Loans	<p>Small business enterprises (i.e. sole proprietor, partnership or limited liability company) whose annual gross revenue does not exceed \$1.5 million.</p> <p>Eligible fields include manufacture, transportation, wholesale or retail trade, construction, <b>communications</b>, service.</p>	<b>Loans up to \$75,000 for fixed or movable equipment; purchase, construction, renovation, improvement or modernization of premises; or land purchase.</b>
	The Business Centre	All businesses.	Information, guidance and advice on government services and programs, and other types of assistance available to business and industry.
Canada Employment and Immigration Commission	Canada Manpower Training Program	Job seekers who have difficulty getting or holding employment because they lack necessary skills.	Various training programs to provide workers with the skills they need to obtain better jobs.
	Canada Manpower Training Program	Employers who are unable to fill positions because skilled workers aren't available.	Various training programs to provide employers with the skilled work force they require.
	Local Employment Assistance Program	Individuals, groups or organizations <b>working</b> to create businesses which will provide <b>jobs</b> for the chronically unemployed, or establishing projects which will develop job skills for the chronically unemployed	<p>Long term financing up to \$275,000 for each 12 months of operation; and up to \$100,000 for project development.</p> <p>Total federal contribution up to \$850,000 for each project. Also manpower services (employment and training assistance).</p>

APPENDIX X

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Canada Employment and Immigration Commission	Training Women in Non-Traditional Occupations	Women who wish to enter fields traditionally dominated by men.	75% reimbursement of wages to employers training women in non-traditionally female occupations.
	Critical Trade Skills Training	Firms willing to initiate or expand training in approved "blue-collar" trades.	Financial assistance towards training costs and trainee wages.
	Canada Manpower Mobility Program	Unemployed workers living in areas where there is no demand for their skills.	Financial assistance for unemployed workers to help them find work in places with labour shortages and relocate to those places.
	Canada <b>Community</b> Services Projects	Unemployed people, especially women, native people, youth, the disabled and immigrants.	<b>Financial</b> assistance to create jobs for unemployed <b>people in</b> established non-profit organizations <b>providing</b> <b>community</b> services.
	<b>Community</b> Development Projects	<b>Community</b> development associations or corporations, cooperatives, established organizations, individuals, or sometimes municipalities in areas of high unemployment.	Financial contributions for wages and wage-related costs, as well as overhead and capital costs to projects providing employment opportunities.

APPENDIX X

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Canada Employment and Immigration Commission	Employment Tax Credit Program	Employers hiring an unemployed person through a Canada Employment Centre	Tax rebates.
	Canada Summer Youth Employment Program	Students	Manpower services designed to create and find <b>summer</b> jobs for students.
Federal Business Development Bank	Financial <i>Services</i>	Smaller businesses which cannot find suitable financing from other sources	Term loans, loan guarantees, interim financing and equity financing.
(Department of Industry Trade and Commerce)	Counseling Assistance to Small Enterprises	Owners and managers of business enterprise: with no more than 75 <b>full</b> time employees.	Management counseling.
	Small Business Information Services	Small businesses	Information on federal and provincial government programs available to businesses.

APPENDIX X

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Regional Economic Expansion	Special ARDA (Agriculture and Rural Development Act)	See Appendix C2, Department of Economic Development and Tourism	<b>See Appendix c2, Department of Economic Development and Tourism.</b>
Parks Canada (Environment Canada)	Agreements for Recreation and Conservation (ARC)	Funds available to provinces and territories to protect places which are significant examples of Canada's natural and cultural heritage and to encourage public understanding and enjoyment of that heritage through program activities.	Financial assistance.
Secretary of State	Native Communications Program	Communications societies serving the needs of native people.	Advisory and financial assistance.
	Native Peoples/Core Funding Program	Native peoples.	Financial assistance through territorial and national associations to formulate policies and programs for furthering their development.

APPENDIX

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Secretary of State	Native Social and Cultural <b>Development</b> Program	Native peoples, especially native women and youth.	Social and cultural services to ensure the preservation and development of native cultures.
	Urban Migration/Native People	Migrating native people.	Social and cultural services to help native people adjust to an urban environment.
Public Service Commission of Canada (Administering agency Department of Indian Affairs and Northern Development/ Sponsoring agency)	Northern Careers Program	Northern native Canadians	Career training, orientation and advisory services, providing an opportunity for northerners to develop middle or senior management skills.



APPENDIX X

FEDERAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
<p>Canada Employment and Immigration Commission and Canada Department of Regional Economic Expansion</p>	<p>Local Economic Development Assistance</p>	<p>Slow growth, high unemployment communities usually with populations of less than 50,000.</p>	<p>Financial assistance, advisory services.  Provides loans or takes equity positions in eligible local business projects which will result in the creation of new continuing jobs.</p>
<p>Canada Department of Transport and Government of the Northwest Territories</p>	<p>Arctic Air Facilities (Airport Assistance Program)</p>	<p>Funds available for airports serving permanent communities with populations of 100 or more which do not have regular surface access.</p>	<p>Provides for the construction and upgrading of airports in the Northwest Territories.</p>

APPENDIX

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY /	FORM OF ASSISTANCE
Department of Economic Development and Tourism	Assistance to Industry	Assistance available to private businesses and to government projects destined for private ownership.	Interim financing, seed capital or funds to complement development loans.
	Small Business Loans and Guarantees Fund	Businesses which do not qualify for the Eskimo Loan Fund and whose gross annual revenue is less than \$1 million.	Loans and bank loan guarantees to a maximum of \$100,000 for a term of 15 years to be used for the purchase, installation, renovation, improvement, or expansion of equipment, inventory or premises.
	Eskimo Loan Fund (in conjunction with DIAND)	Individual Eskimos, groups, co-operatives and majority-owned companies.	Provides loans and contributions up to \$250,000 for up to 15 years to enable the establishment or expansion of commercial enterprises.
	Tote Trails		Financial assistance amounting to 50% of the cost or \$30,000 for the <b>construction of</b> low standard roads to resource projects including tourist lodges.  Includes low standard airstrips, small docks, helicopter landing pads and sea plane bases.

APPENDIX i

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Economic Development and Tourism	Tourism Accommodation Grants	Remote indigenous communities.	Four grants of \$30,000 each to provide assistance for the development and operation of tourist accommodation.
	Management Assistance and Training Grants	Communities receiving capital grants under the Tourism Accommodation Grant Program.	\$15,000 per year for three years for management and training expenses.
	Tourism Promotion Grant!	Municipalities	<p>Financial assistance for the promotion of tourism at the local level (e.g. visitor information centres, community brochures, and improvement of hospitality, and tourism service skills).</p> <p>Also an annual per capita matching grant.</p>
	Special ARDA (Agriculture and Rural Development Act)	Funding available for projects which might create new employment, increase income and improve living standards of inhabitants of the Northwest Territories, especially native northerners.	<p>Financial and other assistance for:</p> <ul style="list-style-type: none"> <li>projects towards the establishment, purchase, employment and modernization of businesses</li> <li>projects contributing towards an increase in the income of native people engaged in primary industries</li> <li>projects which will provide counseling and social services to help native people benefit from employment opportunities.</li> </ul>

APPENDIX C2

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Economic Development and Tourism	Relocation Grant	Unemployed people	Grants to assist in the relocation of employable individuals.
Executive Committee	Grants to Organizations	Organizations	Grants to assist with administrative expenses in carrying out programs including cultural events, heritage research, special events and projects.
Department of Local Government	Capital Grants, Roads and Sidewalks	Municipalities	Grants providing 50% of the cost of approved road and sidewalk construction.
	Grant in Lieu of Taxes	Municipalities	Grants in lieu of taxes for NWT Government properties within municipalities.
	Municipal Equalization Grant	Municipalities	\$2,500 paid annually to all municipalities that are of village, town or city status.
	Water and Sanitation Program	Municipalities	Provides for subsidies for the delivery of water in tax-based communities and for the provision of water, sewage, and garbage service in hamlets or settlements.

APPENDIX X

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Local Government	Community Recreation Programs	Municipalities	Grants of \$5.00 per capita to assist communities in carrying out recreation programs.
	Recreation Administrative Grant	Municipalities	Grants to assist communities in developing and administering recreation programs up to a total of \$3,000 per community.
	Assistance for Costs of Utilities for Community Recreation Centres	Municipalities	Financial contributions to assist in offsetting the cost of utilities (power and heating) in the operation of community recreation facilities.
	Construction of Indoor Recreation Facilities	Municipalities	Grants to a maximum of \$75,000 or 50% of costs to assist communities in the construction of indoor recreation facilities and complexes.
	Construction of Outdoor Recreation Facilities Grant	Municipalities	Grants up to \$5,000 or 50% of costs to assist in the construction of outdoor recreation facilities.

APPENDIX

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Justice and Public Service	Operation of Local Community Museums and Advisory Services	Municipalities	Grants to assist <b>communities</b> in the administration and operation of local museums.
Department of Renewable Resources	Outpost Camps	Groups and individuals	Grants to enable groups and individuals to live off the land and follow their traditional lifestyles.
	<b>Community</b> Caribou Hunts	Hunters and Trappers Associations	Grants to provide assistance in organizing and conducting caribou hunts.
Department of Education	Canada Student Loans	Students who have lived in the NWT for 12 months	Loans up to \$1800 for students wishing to further their education.
	<b>Bursaries</b>	Students who have lived in the NWT for at least 2 years who do not qualify for Canada Student Loans.	15 <b>bursaries</b> of \$1600 for students wishing to continue their education beyond secondary school.
	Student Grant Assistance	Students who together with their parents have resided in the NWT for at least 2 years and have graduated from secondary or post secondary school within the past 3 years.	Return air fare, <b>\$150</b> for books and supplies, tuition and compulsory fees, \$8.00/day allowance for universities and technical institutes.

APPENDIX

TERRITORIAL GOVERNMENT SPONSORED ASSISTANCE PROGRAMS

AGENCY	PROGRAM	ELIGIBILITY	FORM OF ASSISTANCE
Department of Local Government	Art and Social Services	Arts and social services organizations	Grants to assist with the operation and administration of their programs.
	Grants to Organizations	Organizations	Grants to assist with administrative expenses in carrying out programs including cultural events, heritage research, special events and projects.
	Ski Test Program	N.W.T. Ski Association	Grants for the development of both the recreational and competitive aspects of cross-country skiing.
	Public Building Program	Municipalities	Grants providing for the construction and maintenance of public buildings, essential to efficient community administration, proper storage of municipal service equipment and good health-of <b>community</b> residents.
Department of Justice and Public Services	Construction of <b>Community</b> Museums	<b>Community</b> museums, historical societies and settlement councils	Grants for the construction of <b>community</b> museums and historic sites.