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***Final Report - A Visitor Interpretation Centre
For The Baffin Region
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FEASIBILITY STUDY FOR A
REGIONAL VISITOR **CENTRE**
IN **IQUALUIT**
(**Frobisher** Bay)

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L INTRODUCTION

The Government of the Northwest Territories Department of Economic Development and Tourism has considered the establishment of a **Baffin** Regional Visitor Centre since 1985. Preliminary discussions with various interest groups associated with the regional tourism industry have shown considerable interest in the creation of such a facility.

In 1986, a decision was made to undertake a feasibility study for a regional visitor centre to be located in **Frobisher** Bay. The **Baffin** Tourist Association, working in conjunction with the Department of Economic Development and Tourism has engaged the services of a consultant team, headed by Marshall **Macklin** Monaghan Limited in association with Burdett-Moulton Architects and Engineers and Jean Jacques Andre, Design and Interpretation Consultant, to undertake the first phase of the Regional Visitor **Centre** Project.

1.1 purpose of the Study

The **Baffin** Region offers visitors a number of truly unique attractions set in some of the most magnificent scenery in Canada. Whether on a package tour or individually, visitors have the opportunity to fish for Arctic Char, participate in nature expeditions to view caribou, walrus, seals, whales and a host of other animals, or visit the bird sanctuaries at Bylot Island and Cape **Dorset**. Campers and hikers can explore Auyuittuq National Park near **Pangnirtung** while the more adventurous can raft or kayak down one of the Region's wild white-water rivers. Those with more of a cultural interest can explore the communities **focussing** on arts and crafts or visit historic and archaeological sites such as the **Thule** era sod, whalebone and stone houses, **Qilliqtuk** historical park and many other sites featuring ruins of the **Thule** culture and whaling expeditions. Hiking trails in many communities allow visitors to experience the outstanding beauty of the rolling tundra, glaciers, mountain ranges and spectacular fiords. Abundant opportunities are also available for visitors to participate in **Inuit** culture whether it be by taking a dog sled excursion on the sea ice or simply watching the skills of local crafts people as they produce prints, sculpture and **Inuit** clothing. The natural, cultural and recreational opportunities in the Region offer some very unique travel opportunities.

Just as **Frobisher** Bay began as a staging point for the U.S.A. F. during **WW II**, the community still performs a similar function, but instead of routing airplanes, the regional **centre** now directs tourists to the many attractions in the Region.

In the early 1980's, Marshall **Macklin Monaghan** was retained by the Department of Economic Development and Tourism to define a strategy, or a course of action for the 80's that would guide tourism development throughout the **Baffin** Region by identifying investment opportunities for private and public sectors that would allow for maximum contribution to the economic **well-being** of individual communities within pre-determined social carrying capacities. As part of this major study the tourism and recreational resources of the Region in general and each of the communities were identified and examined in detail. At this time, the need for a regional tourism information centre in **Frobisher** Bay, the regional service centre was identified.

The development of a Regional Visitor Centre has been under consideration by the Department of Economic Development and Tourism for the last year. The existing tourism information structure in **Frobisher** Bay is inadequate because of its size, the limited services, the seasonal nature and the fact that the scope is community oriented as opposed to regional. There are a number of interest groups including community residents, business visitors, tour package groups, school students, individual adventure tourists and fly-through travelers who would benefit from such a facility.

This study is intended to determine the need for a regional visitor centre and to prepare a plan for its organization, function and operation.

1.2 **Organization** and Objectives of the Study

As described in the Terms of Reference, the project is broken down into two phases. The initial phase is to determine the feasibility of such a visitor centre and whether it is justified. Based upon the results and recommendations of Phase I, the Government of the Northwest Territories (G. N. W. T.) will decide if Phase II (architectural drawings, storyline development and construction administration) will occur.

The overall goal of an undertaking such as this is to conduct a study to determine the feasibility of developing a visitor **centre** which would create in the visitor an awareness and an understanding of the various attractions in the **Baffin** Region in terms of their physical location, their historical and recreational context, and the experiences these areas can offer to the individual. Through this process, the visitor would be enticed and encouraged to visit specific attractions.

The Terms of Reference detail a series of requirements and objectives which Phase I of this feasibility study is intended to fulfill. More specifically these include the following:

- 1) To develop a realistic and objective assessment of the need and justification for the Regional Visitor Centre.
- 2) To determine the programming, staffing, training and management **requirements** for a facility of this nature.
- 3) To prepare a function, facility and site selection program to determine the functional components and type of facility needed, the most appropriate location and the role the facility would perform in **Frobisher** Bay and the entire **Baffin** Region.
- 4) To undertake a preliminary investigation into the type of exhibit and interpretation design desired in order that realistic consultant and program costs can be projected.
- 5) To prepare preliminary drawings of two facility concepts that demonstrate:
 - a cost effective and ef **ficiant** facility;
 - a facility that will harmonize with the existing community;
 - a design that will fit the selected program needs and could potentially accommodate future expansion;
 - a design that will meet the needs of the expected clientele; and
 - a facility designed to allow monitoring and operation by different levels of staff depending on the season.

- 6) To prepare cost estimates for the capital and operating expenditures associated with the facility broken down into specific components.
- 7) To prepare a series of final recommendations that will allow the Government of the Northwest Territories to make an informed and knowledgeable decision on whether to proceed with project development. If, during the study, it appears that the project is feasible, the recommendations should be structured to allow easy implementation in Phase II.

1.3 organization of the Report

This first section of the report presents the materials and findings leading up to the Project Justification. In this stage of the work program we have undertaken a series of tasks to review all relevant information sources, to consult with representatives of government and relevant interest groups currently involved in the tourism industry and to examine selected examples of similar visitor related facilities for the purpose of identifying the need and justification for a Regional Visitor Centre in Frobisher Bay.

Part I is presented in five chapters. This first chapter provides a brief overview of the study and its objectives.

The second chapter briefly reviews the existing tourism industry in the **Baffin** Region and the implications of tourism trends to this study.

The third chapter presents the findings of the public consultation program. Interviews with key leaders in the community and the tourism industry provided information pertaining to the perceived role and functions of a regional visitor centre, issues and concerns regarding the establishment of such a facility and current needs and requirements of the visitor, the tourism industry and the Frobisher Bay residents which a visitor centre might fulfill.

The fourth chapter provides an overview of selected examples of visitor centres developed and operated by other agencies and government departments. Due to the

fact that information about these **centres** has been solicited during the summer months when staff holidays and field work are **occurring**, only the information received to date is incorporated into this chapter. This will be revised with additional information received after the writing of this working paper for the final report.

The fifth chapter summarizes the information of the preceding chapters and presents an analysis of the need and justification for a Regional Visitor Centre for **Baffin** Region.

Part II presents the results of Step 2- Programme Analysis. In this stage we have undertaken a series of tasks to develop an interpretive, activity and management programme for the proposed regional visitor centre.

Part II is presented in seven sections. The first section (Chapter 6) outlines the goals and objectives for the regional visitor centre.

The second section (Chapter 7) presents a review of programme requirements including the identification of the intended potential users and the major and complementary functions of the regional visitor **centre**. The section concludes with a summary of the preliminary interpretive requirements for the visitor centre.

The third section (Chapter 8) provides a preliminary thematic framework for messages which the **centre** will provide for visitors. This is accompanied by a preliminary analysis of the type of exhibit concepts and interpretive techniques which would approximately communicate these messages. Preliminary estimates for consultant and programme development costs associated with this interpretive plan for Phase II are also provided.

The fourth section (Chapter 9) provides an analysis of the functional components of the visitor centre such as reception, exhibit areas, administration areas, storage, etc. based upon the conceptual programme developed in the preceding tasks.

Part III of the report - Site/Facility Analysis provides a summary of the site selection process and details on the preliminary architectural designs for the building.

2. A REVIEW OF TOURISM IN BAFFIN REGION

This presents the findings of a review of all relevant information sources such as previous planning studies, visitor information surveys, market studies, vacation travel studies and other documents. Pertinent aspects of these documents are highlighted below. The chapter concludes with a summary of implications of this information to this study.

201 **Tourism Trends** in the **Baffin** Region

Recent studies and surveys undertaken by the Government of the Northwest Territories provide up-to-date information about recent non-resident travelers to the Northwest Territories generally and the **Baffin** Region in particular.

2.1.1- **Trends** Among Northwest Territory **Travellers**, 1981-1984

The 1984 **Visitors** to the Northwest Territories report also provides highlights of identified trends among non-resident travelers to the Northwest Territories during the period 1981 to 1984. The following summarizes the relevant points of this analysis.

a) Party size

Over the period 1981- 1984 travel parties of one person only became more prevalent. Sixty percent of all travel parties in 1984 were comprised of one person only compared to 23% in 1981. There appears to be a corresponding decrease in the percentage of parties comprised of 2, 3, 4 and 5 persons.

b) **Trip** Purpose

The trend in trip purpose appears to be increasingly business rather than vacation oriented. In 1981, approximately three-quarters of travel parties were in the Northwest Territories for vacation purposes; the remainder **travelled** to the regions for business purposes. By 1984, this trend was

noticeably more balanced. Vacation travel constituted the trip purpose for about 55% of travelers, with the remaining 45% traveling for business reasons.

c) **Place of Residence**

During the period 1981 to 1984, there was a noticeable increase in Canadian visitation to the Northwest Territories. Correspondingly, visitation from the United States (13% in 1982; 9% in 1984) and from outside North America (4% in 1982; 2% in 1984) noticeably declined.

d) **Length of stay**

It appears that there was a definite change in the average length of stay by visitors between 1981 and 1984. The trend was toward more visitors staying for a shorter period of time (i.e., less than 6-10 days) as well as more visitors staying for 21 to 30 and 31 to 60 days.

e) **Accommodation Types**

The basic types of accommodation remained consistent over the 1981 to 1984 period but there were definite shifts in the frequency of their use. Hotels were used more frequently (35% in 1984 compared to 29% in 1982) as were stays in lodges (17% in 1984 compared to 8% in 1982) and with friends and relatives (38% in 1984 compared to 24% in 1982). The use of campgrounds declined slightly from 21% in 1982 to 18% in 1984.

f) **Visitor Expenditures**

Total expenditures by non-resident travelers during the sampling periods for the years 1982 to 1984 increased by one percent despite a seven percent overall decline in visitation during the same period. This trend in the **Baffin** Region for the same period was considerably more positive with visitation increasing by 37% and total expenditures increasing by 13%.

The average **Baffin** travel party expenditure increased by 48% compared to an average 6% increase for the Northwest Territories.

2.1.2- **Visitors** to the **Northwest** Territories -1984

This study was commissioned by the Tourism and Parks Division of the G. **N.W.T.** Department of Economic Development and Tourism and carried out by Canadian Facts. The study examined non-resident summer travel to the Northwest Territories in the 1984 summer months and is intended to supplement related information collected in past years. Field data for this study was collected at eight airport and two highway locations. The following highlights study findings regarding the **Baffin** Region from the **Frobisher** Bay sampling location. Where appropriate, highlights of visitation to the Territories are noted.

a) **Non-Resident Travel** to **Baffin** Region

In 1984 a total of 1,673 non-resident travelers visited the **Baffin** Region. This represents 11% of the 15,560 travelers who visited the Northwest Territories during the same period. All visitors to **Baffin** used airplanes to travel to the region.

b) Party **Size**

The average travel party size to **Baffin** was 1.8 persons compared to 1.7 persons for the average travel party size for the Northwest Territories. Similarly, the number of households per travel party was 1.5 for travelers to the **Baffin** Region compared to 1.4 households per travel party for the entire Northwest Territories.

c) **Trip Purpose**

Nearly 60% of **all** non-resident visitors to the **Baffin** Region in 1984 were traveling on business, while 35% were traveling for vacation/holiday purposes. The latter contrasts in particular to the Fort Smith Region,

where 58% of visitors were on vacation. Less than ten percent were commuting to work or attending to personal/family affairs.

d) Place of Residence

The majority (88%) of all non-resident travelers to the Northwest Territories in 1984 were from Canada and 9% from the United States. The Baffin Region derived 47% of its visitors from Ontario and 22% from Quebec with other Canadian provinces (15%) the United States (11%) and outside the United States (5%) being the place of residence for the remaining travelers.

e) Primary Destination

Trip destinations varied with the Regions of the Northwest Territories. **Frobisher** Bay was the primary destination of 45% of the **Baffin** Region visitors. Travelers to the **Baffin** Region were most likely to visit **Frobisher** Bay (92%) and Pangnirtung (18%) during a trip to the region.

f) Length of Stay and Accommodation

The number of nights travelers stayed in the Northwest Territories varied by trip purpose. Overall visitors stayed an average of 12 nights with business visitors generally remaining longer. Vacation travelers tended to stay three to five nights or for six to ten nights. Visitors to the Baffin Region had the highest overall average length of stay for all travelers to the Northwest Territories (18.8 nights).

Of the visitors to **Baffin** Region, 52% spent at least one night in hotel/motels, 41% stayed at **least** one night with friends or relatives, 11% spent at least one night in lodges and 12% spent at least one night camping. Many visitors used more than one form of accommodation during their stay in the Baffin Region. This compared to all visitors to the Northwest Territories who spent at least one night at hotels/motels (42%), homes of friends/relatives (38%), campgrounds (23%), lodges (8%) companies and other facilities (11%).

g) **Visitor Expenditures**

The average total expenditure per travel party (\$1, 025. 00) was higher in **Baf fin** than the rest of the Northwest Territories where the average expenditure was \$600.00 per travel party. This figure includes both personal and company expenditures. Vacation parties spent approximately \$625.00 on average while business travel parties spent about \$560.00 on average.

For the entire Northwest Territories during the 70-day sampling period non-resident travelers spent a total of about \$10,650,000.00. This represented about \$6,300,000.00 spent by travelers themselves in addition to \$4,350,000.00 spent on their behalf by their employers. Of the total amount spent, 16% (\$1,704,000.00) was spent in the **Baffin** Region.

3.1.3- **Baffin Air** Survey -1985

A survey of non-resident passengers boarding flights exiting the Northwest Territories from **Frobisher** Bay was conducted by **Baffin** Tourist Region officials during the nine-week period of June 24 to the week of August 19, 1985. The survey was intended to identify characteristics of visitors to the area and resident travelers were excluded from the sampling. The general study design and questionnaire were based on specifications from the 1984 Summer Northwest Territories Travel Survey. The analysis of the results of the 1985 Air Survey was prepared by Canadian Facts.

The 1985 **Baf fin** Air Survey provided the following information about non-resident visitors to the **Baffin** Region.

a) **Party Size**

- o The average travel party to the Region is 2.5 persons, representing 2.4 households.
- o The majority (65%) of travel parties are made up of just one or two people.

- o **About** 12% of travel parties are made up of five or more persons, representing five or more households.
- o Many persons visiting the Region travel independently rather than in family units with 89% of travel parties having just one member of a household in the group. Only 11% of travel parties were comprised of 2 or 3 persons from the same household.

b) **Trip Purpose**

- o The majority (64%) of non-resident travelers to the **Baffin** Region were visiting for business reasons.
- o 29% of non-resident travelers were coming to the **Baffin** Region on vacation or holiday during this period of the year.
- o The remaining minority were in the **Baffin** Region for various other purposes including visiting family/friends, commuting between destinations, etc.

c) **Place of Residence** and Primary Destination

- o The majority (81%) of non-resident travelers to the **Baffin** Region were from other parts of Canada.
- o 39% of visitors came from Ontario; 25% came from Quebec; 17% came from the remaining Canadian provinces.
- o International visitors were primarily from various states of the United States (15%) with a very small number (1%) from England or France.
- o The majority (94%) of business travelers came from Canadian provinces. Visitors from Quebec and Nova Scotia were predominantly business visitors rather than vacationers.

0 **The** primary destinations in the Northwest Territories were **Frobisher** Bay (45%) and other communities (48%). About 5% of visitors were traveling the western Northwest Territory **centres** of Yellowknife and Fort Smith.

d) **Length of Stay** and Accommodation Used

0 Visitors stayed an average of 14 nights on their trip to the Northwest Territories.

0 Business travelers stayed an average of 16 nights while visitors traveling for other reasons stayed an average of 12 nights.

0 Of the 94% of visitors who stayed one or more nights in the **Baffin** Region, the majority stayed at a hotel or motel at some point in their trip.

0 Visitors using a paid form of accommodation (i.e., hotel, motel) stayed for shorter periods, averaging seven days versus 10 to 13 days in other forms of accommodation such as private lodges, campgrounds, homes of friends and relatives.

0 Hotels/motels/employer facilities were used more by business travelers than vacationers or personal/family business travelers.

e) **Visitor** Expenditures

0 Visitors estimated that they and their travel party spent \$871.00 while visiting the Northwest Territories.

0 Business travelers had slightly higher expenditure estimates (\$940.00) than did vacation/personal business travelers (\$796.00).

0 Length of stay did not seem to result in a significant difference in the amount of money spent by all travelers.

2.1.4- **Visitor Arrivals** by Air to **Frobisher Bay**

Another indicator of visitation to **Baffin**, and **Frobisher Bay** particularly, is the number of persons with ticketed arrivals to **Frobisher Bay**.

Transport Canada officials had estimated that there were approximately 30,000 ticketed arrivals to **Frobisher Bay** during 1985. Recent confirmation was received that there were actually 42,500 ticketed arrivals in **Frobisher Bay** in 1985. These arrivals include both resident and non-resident travelers. The number further includes arrivals of travelers with stopovers and air carrier changes in **Frobisher Bay**.

In addition to the ticketed arrivals by scheduled air carrier, there were approximately 500 "private" or non-military flights which arrived in **Frobisher Bay** in 1985-1986. The size of these aircraft varied from small twin engine craft to large jets. Average travel party size is estimated to be about five persons per flight, although the actual number can range from one person to groups of 20 persons or more, as was the case with the recent stopover of the Italian acrobatic team enroute to Expo 86. Given these estimated figures, there may be at least 2,500 persons who stop in **Frobisher Bay** on private flights.

There are also large numbers of visitors who land in **Frobisher Bay** on air carriers traveling to and from international destinations which cannot disembark for reasons of customs clearance and carrier scheduling. These includes jumbo jet flights enroute to Europe, Hawaii and other destinations.

2.1.5- Summary

The visitor surveys conducted by the Government of the Northwest Territories provide information for a series of non-resident visitor characteristics to be identified. From the preceding synopsis the following can be derived:

o **Travellers to the Northwest Territories**

are likely to travel in parties of 1 or 2 persons only
travel primarily for business or vacation purposes.

are likely to be **mostly** Canadian in origin (80+%) than American (about 10%) or from other international origins (less than 10%)

are likely to stay either a relatively short period of time (6-10 days) or a relatively long period of time (21+ days) and stay an average of about 12 days.

are likely to use hotels more frequently than other types of **accommodation.**

o **Travellers to the Baffin Region**

have increased while numbers of travelers to the Northwest Territories generally have decreased.

represent about 11% of all visitors to the Northwest Territories and spend about the same percentage of total Northwest Territories Visitor expenditures.

generally travel in parties of 2 persons.

travel primarily for business purposes (about 60%) and for vacation/holiday (about 30%).

are predominantly Canadian (about 80.7%) and predominantly from Ontario and Quebec, with American visitors (15%) forming the significant minority.

at least 45% of all travelers to **Baffin** visit **Frobisher** and **Pangnirtung** as the second most prevalent destination.

travelers to Baffin have the highest average length of stay (18.8 days) of all the Northwest Territories.

o **Visitor Arrivals by Air**

the **Frobisher** Bay airport processed 42,500 ticketed arrivals in 1985.

there are an estimated minimum of 2,500 additional arrivals on private flights into **Frobisher** Bay.

large numbers of visitors pass **through Frobisher** Bay, but are unable to disembark due to scheduling and limited customs clearance facilities.

2.2 **The** Tourism **Strategy** for the **Baffin** Region

In the early 1980's the **G.N.W.T.** Department of Economic Development and Tourism began to undertake the development of a strategy or course of action that would guide the tourism industry of the **Baffin** Region through the decade. This section briefly reviews the tourism and marketing strategy for the **Baffin** Region.

2.2.1- **Baffin** Regional Tourism Development Strategy

In 1982, Marshall **Macklin** Monaghan Limited completed a study for a course of action to guide tourism development throughout the **Baffin** Region. The study was divided into two basic but related parts: the **Baffin** Regional Tourism Strategy; and the Community Tourism Development Plans (one for each community).

The intent of the tourism development strategy is to provide a framework to direct the growth and development in the **Baffin** Region tourism industry, over a ten-year time frame. The strategy identifies tourism development opportunities that meet tourism market forecasts and expectations in addition to responding to opportunities for resource development and the aspirations and initiatives of the local communities. More specifically, the tourism development strategy provides direction for investment initiatives for the public and private sector. The strategy specifically proposes that the course of action for the **Baffin** tourism industry develop a predominantly non-consumptive **community** centered tourism in an integrated network of tourism destination areas and destination communities that are linked together by air transportation or boat tours. Development of tourism facilities, attractions and programs should take place along specific themes that will attempt to reflect the natural, cultural and historic resources and lifestyles of the Region. These will aim to attract specific specialty markets to provide small group visitation. The bulk of the tourism development should be initiated by the public sector and managed and operated by the private sector. Lastly, it should be the decision of each individual community to ultimately decide the type and extent of tourism development that will take place in that community.

The intent of the **Baffin** Regional Tourism Strategy is to accomplish the following:

- 0 To develop a hierarchy of tourism destination mess, attraction and facilities that will define the role that each community will play in the strategy.
- 0 To develop specific tourism attractions in or near each community based upon the potential of cultural, natural or historic resource potential.
- 0 To develop attractions, facilities, events and programs that stress resource non-consumptive, ‘learn, observe and experience” forms of tourist activities.
- 0 To structure the primary tourism activities with each element of the experience **co-ordinated** to ensure that the tourist receives a high quality experience.
- 0 To attract carefully selected and promoted target market segments, primarily the group/package markets.
- 0 To encourage extended stays by the tourist in the region during all seasons.
- 0 To minimize impact of the tourism industry on traditional lifestyles.
- 0 To provide the **Inuit** with the required skills to operate the tourism developments.
- 0 To minimize competition on a regional basis between select destination areas.

2.2.2- Community **Tourism** Development Plans

The **Baffin** Region Tourism Development Strategy is essentially community **focussed**. In order to involve each of the communities in the creation of the tourism development strategy, an extensive community consultation program me was undertaken. The main reasons for this was:

- i) to help the **Baffin** Region communities understand what tourism is and what benefits and other impacts might result from tourism development;

- ii) to find **out** if the residents of the community were interested in developing tourist related activities and if so, what kind of activities and facilities and the conditions to develop them in; and
- iii) to evaluate tourism potential by taking inventory of the resources in and around the community to determine what there might be for visitors to see and do.

After determining community awareness and understanding of tourism and evaluating the resources of each community for tourism related activities and facilities, a series of tourism development plans were prepared for each of the Baffin communities. These outlined specific roles for each community to play in order to ensure the realization of the tourism potential of each community. (Refer to Table 2.1).

TABLE 2.1
ROLE OF EACH COMMUNITY IN THE
BAFFIN TOURISM DEVELOPMENT STRATEGY

Role	Community	Function
Regional Service Centre	1. Frobisher Bay	Main service centre for the tourist
Regional Gateway	1. Frobisher Bay 2. Resolute Bay	Main entry points into the Baffin Region.
Destination Area	1. Grise Fiord 2. Pond Inlet 3. Arctic Bay 4. Pangnirtung 5. Lake Harbour	A distinct community centered geographic area containing one or more significant tourism opportunities.
Destination Community	1. Igloolik 2. Cape Dorset	A community containing one or more tourism attractions.
Stopover Community	1. Hall Beach	A community offering day use facilities and services
Outfitting Centre	1. Resolute Bay 2. Clyde River 3. Broughton Island 4. Sanikilug	A community offering outfitting services.

A number of_’ resource, market, community, development and financial criteria formed the basis proposing area development priorities which are as follows:

Priority I Area	Pangnirtung - Broughton Island
Priority II Area	Frobisher Bay - Cape Dorset - Lake Harbour
Priority III Area	Pond Inlet - Arctic Bay - Igloolik - Hall Beach
Priority IV Area	Resolute Bay - Grise Fiord
Priority V Area	Clyde River Sanikiluaq

For each community, a tourism plan highlighting specific tourism development opportunities and community programs was prepared. Each plan details recoin mended facilities and activity program ming for each community including capital cost, operation and maintenance costs and employment generated.

Of particular relevance to this study is the identification of **Frobisher** Bay as the major service centre for the tourist traveling to the Baf f in Region. The community tourism development program for **Frobisher** Bay identified the opportunity for the establishment of a regional/community tourist inf ormation centre. As an inf restructure and information related tourism project, it was suggested that such an information centre would enhance the visitor experience and provide the supporting link for the communities and small tour operators in **Baffin**; it was also noted that this project would generate little or no revenue and would not cover its operational expenses. Accordingly, the **Baffin** Tourism Development Strategy recoin mended that such a facility be built and operated by the Government of the Northwest Territories.

2.2.3- **Baffin** Region?? Future **Tourism** Markets

The **Baffin** Regional Tourism Development Strategy reviewed and analyzed the tourism market potential for Baffin Region.

Existing and potential travel patterns and markets for the Baffin Region were examined to indicate future market expectations, requirements and visitation. The following highlights specific conclusions respecting the Region’s future market expectations as they affect tourism strategy development:

- 0 The segment of the visitor market most likely to be attracted to the **Baffin** Region are travelers seeking adventure/unique travel destinations and well travelled persons seeking new and relatively unexplored destinations. These **traveller** types are estimated to be 38% of the total Canadian vacation market.
- o There is a strong interest by Canadians in visiting the Territories. While cost considerations are a factor, poor accessibility and inadequate facilities are largely to blame for people's reluctance to visit these areas. Quality tourism developments and promotional campaigns must be directed to overcoming these shortfalls.
- o The package tour market will continue to grow in importance for the **Baffin** Region.
- o Travel agents are much involved in promoting package tours and must be made aware of these facilities available. Tour wholesalers need to become involved early in the planning and promotion of package tours.
- o There are markets for two specialized market segments; the hunter/fisherman, and the middle-aged sightseer who is interested in viewing the Arctic but still expects a degree of comfort.
- o To attract the domestic vacation/holiday market, promotional campaigns should first be directed to Ontario, Alberta and British Columbia which have traditionally shown the greatest interest in visiting the Territories. With the development and programming of proper tourism facilities, some of this interest can be redirected to the **Baffin** Region.
- o For the U.S. Tourism market, the areas to concentrate promotional campaigns would initially be the mid Atlantic States and the North Central States which have traditionally represented over 50% of the total U.S. travel trade to Canada.

- 0 Toronto -is an obvious point of interest for overseas visitors **and the** arrangements/tours for overseas visitors should **allow** for the fact that Toronto is the most popular point of entry. Because of the strong relationship of overseas tourism to Canada with U.S. visitations, innovative tours involving both U.S. tourism points and the Northwest Territories would be worth exploring.

2.2.4- Summary of the Tourism Strategy

The Baffin Regional Tourism Development Strategy and the **Baffin** Community Tourism Development Plans provide an approach and framework to the development of government policy, services and facilities for the tourism industry of the Baffin Region. Of particular relevance to this study are the following highlights:

- o The course of action for tourism development is to develop a predominantly non-consumptive, **community-centered** tourism industry in an integrated network of tourism destination areas and communities which complement each other.
- 0 Development of themes for all facilities, attractions and programs should reflect the natural, cultural and historic resources and lifestyles of the Region.
- 0 Key developments should be initiated by the public sector.
- 0 Frobisher Bay should function as the main service centre for the tourist visiting the Baffin Region.
- 0 A regional tourist information centre focussing on the communities and tourism areas of the Baffin Region should be developed in the major service **centre, Frobisher Bay.**
- 0 As a visitor information centre is an **infrastructural** and service facility, it should be built and operated by the public rather than the private sector.

- 0 The primary tourism market for the **Baffin** will be a segment of the Canadian travel market with the secondary market coming from the mid Atlantic and North Central States of the United States.
- o Market segments most likely to be attracted to **Baffin** are the package tour market, the off-the-beaten-trail market, hunter/fisherman market and the middle-aged sightseer.
- o Toronto is a popular point of entry for overseas visitors to Canada and should be accommodated to arrangements and tours for overseas visitors.

2.3 **Conclusions and Implications**

The preceding section has provided a brief overview of tourism in the **Baffin** Region. From this overview a series of conclusions and their implications for the development of a regional visitor centre for the **Baffin** Tourism industry can be drawn.

2.3.1- **Conclusions**

1. It appears that travelers to the **Baffin** Region come for business or vacation purposes.
2. Travelers to **Baffin** appear to stay a minimum of 6-10 days and up to 20 days or more. Business travelers are more likely to stay longer periods than vacation travelers.
3. The majority of non-resident visitors are from Canada, predominantly Ontario and Quebec. American visitors appear to constitute a significant minority of the visitor market.
4. There are a significant number of ticketed arrivals and private flight arrivals to **Frobisher** who spend at least a minimum of several hours in **Frobisher** Bay.

5. The **Baffin** Regional Tourism Development Strategy suggests that a regional service centre should be developed, **Frobisher** Bay should be the site of the regional information **centre** and that such a facility represents an infrastructure and service investment to be made by the public sector to support private sector services.
6. The primary future tourism market will be comprised of selected segments of the Canadian and American travel market.

2.3.2- Implications

The analysis and conclusions of tourism in the Baffin Region have the following implications for this investigation:

- o **There** are Different **Types** of Visitors

Visitors are broadly divided by purpose between business and vacation /holiday.

These broad groups can be further subdivided into market segments as follows:

Business - government officials, construction workers, service industry representatives

Vacation - group tours, individual **traveller**, hunters /fishermen, adventure tours (rafting, canoeing, dog sled trips), naturalist /photography

- o **The** Different **Visitor** Types Have Different Needs

While business and vacation visitors have some similar needs (i.e. food, accommodation, transportation) these two market segments have very different needs and requirements which would require some different types of services from a visitor centre.

Business - information regarding business support services (i.e. secretarial, photocopying, telex, message services)
information regarding local suppliers

Vacation - information on hospitality services
 information/co-ordinating services with local tours/
 outfitters
 opportunities for interpretation
 information regarding outdoor recreation opportunities
 information regarding **local** community events/
 activities of interest
 information regarding local culture, crafts, etc.

Due to the lengthy average visit of business travelers, these visitors also often function as a vacation-type travelers for a portion of their stay in the Region.

o **Trends in Current Visitor Origin Reflect the Potential Tourism Markets**

It appears that current visitation is drawn from the same potential tourism markets suggested by the 1982 Tourism Development Strategy. Since this penetration of the suggested markets is already occurring in some of the market segments, marketing activity should be targetted within the Ontario, Quebec and the mid-Atlantic/north-Central American States markets.

3 **BAFFIN REGIONAL VISITOR CENTRE: ISSUES AND CONCERNS**

To ensure that the development of the **Baffin** Regional Visitor Centre is based on the need and expectations of the tourism industry as a whole, public involvement was sought in a number of ways including personal interviews with key members of relevant institutions and organizations. This chapter presents the findings of this public consultation.

3.1 **Issues, Concerns** and Opinions: **The Interview** Program

It was recognized that the government agencies and relevant interest groups that are currently involved in the tourism industry should have an opportunity to be involved in the development process of this study. To ensure this involvement, the Study Steering Committee and the consultants identified key individuals and organizations to be consulted at the study organizational meeting. Public involvement was sought through a series of personal interviews in **Frobisher** Bay during a four day period of July 14 to July 17, 1986. Additional consultation was carried out as required by telephone interviews. A list of individuals who were consulted is found in Appendix 1 of this report.

The primary objective of the interviews was to assess the existing and anticipated need for regional visitor reception/interpretation facilities in **Frobisher** Bay and how this need could be best translated into action for the establishment of a **regionally-oriented** Visitor Centre.

The following outlines the major perceptions, concerns and needs with respect to the development of a regional Visitor **Centre** as these were expressed during the public consultation process.

A cautionary note is in order here. The reader must be aware that the expressed perceptions, issues and concerns are opinions based on individual knowledge of selected portions of the tourism industry. They are not to be taken as statements of absolute fact and it may be that when compared to the actual situation some of the

expressed opinions and concerns may be in error. They can and should be taken as an indication of perceived problems and concerns and as such could be just as detrimental to the development of a regional Visitor Centre.

3.1.1- Issues and Concerns

The following outlines the major perceptions regarding the issues and concerns pertaining to the proposal to develop a regional Visitor Centre in Frobisher Bay as expressed through the interview process.

a) **Existing** Visitor Information Services Lack Visibility and Adequate Facilities.

Many of the people interviewed stated that there is a definite lack of visible and centralized visitor information facilities in **Frobisher** Bay. Visitors receive information by word of mouth and from some of the brochures kept on hand in the hotel facilities. Visitors must get information about the land, natural resources and tourism activities by finding and making inquiries at the offices of the Department of Renewable Resources, the Department of Economic Development and Tourism, the Town of Frobisher Bay and the Baffin Tourist Association.

The newly renovated Visitor Information Booth operated by the Baffin Tourist Association is perceived to be a positive improvement over the previous facility. However, the booth offers a relatively limited range of information in the form of brochures and pamphlets, and the staff, while friendly and enthusiastic, do not have the training or knowledge concerning outfitters, tours, interpretive activities, etc. Interviewers noted that there is no facility where visitors can be directed which provides coordinated information on: the land, the natural resources; the people, customs and culture; activities and points of interest for visitors; outfitters and tour operators who can provide visitors with tourist services; and reading/resource centre of some type where visitors can do independent reading or research as desired.

Many persons indicated that its location so far from the airport offers very little assistance for travelers as they arrive in Frobisher Bay.

It was **noted** that, at minimum, some type of “meet and greet” facility, even if this consisted simply of a map and a rack of brochures at the airport, would provide visitors with a better introduction to facilities and points of interest in **Frobisher Bay** upon arrival.

Implications

While information and services are available to visitors to **Frobisher Bay**, there is the lack of one central location or facility where orientation, interpretation of tourism opportunities and services can be provided. As a result, visitors must ask residents for directions to the information booth and the offices of the agencies and government departments which can assist them. As these offices are scattered throughout the town, visitors experience confusion and annoyance at being directed to various facilities in order to acquire different types of information or services.

Visitors frequently do not receive sufficient information about tourism resources, opportunities and services and are left with the distinct impression that there are few tourism attractions, services for visitors are poor or lacking and there are few or no tour operations or outfitters which can be contacted regarding activities and outings.

b) **The Centre Should Inform People About the Other **Baffin** Communities.**

A majority of those persons who were interviewed indicated that a primary purpose of a Visitor Centre in **Frobisher Bay** should be to provide information about the other communities in **Baffin**. Poster boards, slide shows and videos or films were all mentioned as means of providing visitors to the **Centre** with information about the location, amenities and tourism resources of the communities outside **Frobisher Bay**. Non-resident visitors could use this information to plan side trips within present or future travel plans. It was also noted that this would help to educate new and recent residents of Frobisher Bay as to the opportunities for travel and tourism within the **Baffin** Region.

Implications

In order to promote visitor awareness and understanding of tourism opportunities in the Baffin Region and to understand the unique character of the regional environment and its people, visitors need information about the entire Region and its communities. The more aware visitors are of additional activities and travel opportunities in the Baffin Region, the better rounded their travel plans can be and the more satisfied they will be with their travel experiences.

- c) A Visitor **Centre** Should Tell Travelers About the Unique Nature of the Artic Environment.

Many people noted that the **land**, its natural attributes and the seasons are powerful forces which have influenced the people and habitation, both past and present, in the **Baffin** region. It is critical to communicate to visitors the characteristics of the land, the severity of the climate and the considerable weather differences which occur over the seasons of the year. For example, a visitor coming in the early summer should be shown how the same area around **Frobisher** Bay looks during the fall and mid-winter seasons so the temperature and landscape differences can be appreciated.

It was suggested that the interpretation of the natural environment include maps, slide or video presentations, booklets and poster display boards possibly in conjunction with **self-guided**, interpretive trails around the town.

Implications

The land, the climate and the seasons control accessibility and mobility to the Baffin Region and its communities. Visitors must be aware of the sudden weather changes which can occur during any season for reasons of safety, health and travel. To gain a better understanding of the impact of climate and weather, visitors must learn how the land looks in all seasons and weather conditions.

d) **The Visitor Centre Should Provide Information About the Baffin's Natural Resources**

Many visitors to the **Baffin** Region come too because of the region's rich diversity of natural resources. It was suggested that the Visitor Centre would provide the opportunity **to** inform visitors of different animal, fish and bird species in the region and the programs conducted by the Department of Natural Resources to promote conservation and **controled** harvesting. It is suggested that the Centre could distribute a series **of** pamphlets, prepared by biologists and hunters, intended for those visitors wanting to hunt and fish.

Implications

The land and natural resources have supported the people of the **Baffin** Region and have strongly influenced their culture, lifestyle and history. The visitors' understanding of the strong dependency of the people on natural resources and the need for their ongoing management and conservation is crucial to their introduction and orientation to the communities and lifestyles of the **Baffin**.

e) **A Visitor Centre Is Needed Year Round.**

While most of the larger travel parties come in the spring and summer months, individual and small groups of business and vacation travelers come to **Frobisher** Bay throughout the year. **Many** of the persons interviewed indicated that visitors are frequently looking for activities to do and places to visit. A visitor centre would provide a place for visitors to go to and to learn about the area during stopover periods "down" time due to inclement weather and prior to departure or arriving back from trips out on the land or to the other communities.

Implications

While travel party size is smaller in the winter months compared to summer months, business and vacation travelers do come to the **Baffin** Region throughout the year. A central tourism facility would be used throughout the year.

f) Visitors Should Learn About the People of the Baffin Region.

A number of persons stated that visitors should be made aware of the origins of the people of the Baffin region and how their way of life has evolved and changed over the past decades. The ancient peoples who lived in the region before the Inuit, the dependency on animals and fish of the area for food and clothing, the old ways of hunting without ammunition, the leisure activities and traditions of the **Inuit** are all topics that were cited as important for visitors to **learn** about. By learning how the old ways of life influenced country foods, the customs and the traditions of the **Inuit**, visitors will be better prepared for situations they may encounter in the communities and out on the land.

It was suggested that video or sound and slide presentations be prepared so visitors could hear the tone and rhythm of the **Inukitut** language, in conjunction with learning about the culture and the life style of the people as it is today.

Implications

Part of the attraction for travelers to visit the **Baffin** Region is the people of the Region, the **Inuit**. Visitors are interested in learning about the culture, traditions, activities, skills and crafts and language of the **Inuit**. Apart from the inherent interest, there is a very real, need to educate visitors in the customs, habits and expectations of the **Inuit** in dealing with visitors. In turn visitors learn accepted standards of behaviour in dealing with the **Inuit** and respect the cultural differences between themselves and their "hosts".

g) The Centre Could Provide Community Education.

It was widely suggested that the information available to educate visitors would also be useful to educate the residents of **Frobisher** Bay. As a definite portion of segments of the residential population, especially among groups such as teachers and government employees, has **an** approximately three year

turnaround time, there is a need to inform the resident population of the tourism resources of **Baffin**. It was further suggested that a better informed resident population would assist with overall information availability to visitors.

Implications

A better educated population of **Frobisher** Bay provides visitors with more comprehensive and accurate information about the Region and its tourism opportunities and services. Increased awareness of these same opportunities among recent residents also promotes residential tourism within the Region.

h) **The Nunatta Sunaqtangit** Museum Provides Some **Visitor** Information Services

A majority of persons interviewed noted that the **Nunatta Sunaqtangit** Museum is an attraction which visitors should investigate while in **Frobisher** Bay. There appears to be a general perception that while the museum offers displays of **Inuit** carvings and other artifacts and provides information about past lifestyles, tradition and folklore, the facility provides very little other tourism related information.

Implications

The Museum provides information about the people and history of development of the **Baffin** Region but is not a centre for tourist orientation and information.

i) **The** Curator and Board of Directors of the **Nunatta Sunaqtangit** Museum Have Expressed Certain Concerns

The Curator and Board of Directors of the **Nunatta Sunaqtangit** expressed their opinions and concerns regarding the development of a Regional Visitor **Centre** in **Frobisher** Bay. While there is general support of the establishment of a central tourism orientation and information centre, the museum staff and board expressed a series of concerns.

First, **the goals** and objectives of the Museum clearly state that apart from its **museological** collections and public programming, the Museum is to be a "**centre** of interest and information to the community of **Frobisher** Bay and visitors." There is a strong concern that the proposed **exhibitory**, programming and services of the visitor **centre** will duplicate the functional services already provided by the Museum.

The second major concern relates to funding. The Museum at the present time receives relatively limited funding for cultural programming and interpretive activities and events. Since the Museum already has a mandate to carry out cultural-related programming, any culturally related programmes and activities should be undertaken and coordinated through the museum with appropriate funding provided to carry out these tasks.

Thirdly, the functions and activities of the Museum and a visitor centre would be targeted for the same visitor and community audiences. In order to reinforce and promote an existing facility, the visitor centre should be located directly adjacent to the Museum.

Implications

The planning of the thematic and interpretive functions and activities of the visitor reception centre should examine the existing programming offered by the Nunatta Sanuqutangit Museum and complement these services. Possible cooperative programming and funding arrangements should be examined in the program and operational planning of the visitor centre.

j) Existing Facilities Should be Evaluated for Visitor **Centre** Functions

A number of persons interviewed expressed the concern that a new structure to house a regional visitor centre be constructed only if the functions and services could not be accommodated in an existing facility or an addition to an existing facility. These persons further added that optimum use should be made of existing public facilities given the considerable costs of building construction and maintenance.

It was further stated that the government and the community had already contributed substantial funds into the museum structure and that the use of this building and the land adjacent to it be optimized prior to construction of another facility. In the case of the museum, current hours of operation and the existing level of programming are perceived to make less than **optimal** use of a structure and exhibits which are to service and educate visitors and residents alike.

Implications

There is a relatively strong perception that existing tourism related facilities such as the museum, provide sufficient space or provide the opportunity for the creation of additional space adjacent to the existing building. Additionally, existing facilities are felt to be less than optimally utilized and that all public facilities should accommodate multiple uses to fully utilize the **buildings** which house them.

k) **The Location of the Visitor Centre is Critical**

The site on which to locate the proposed Regional Visitor Centre was considered a critical factor in the development of the facility. The most frequent comments indicated that the site should be highly visible within the Town and in close proximity to the airport or other major existing facilities. A variety of sites which might be considered in selecting a site for the visitor centre included:

- o adjacent to the airport
- o on the road from the airport near Discovery Lodge and the Navigator Inn.
- o between the Hudson Bay Company complex and the bank complex
- o the open area adjacent to the library
- o the current adult education centre
- o adjacent to the Museum

Implications

It should be noted that these were primarily initial suggestions requiring further investigation as to the actual availability, size, ownership of these sites. These will be **considered** in the site selection analysis.

1) **Visitors** to the **Baffin** Region area **Pre-Selected** Market

A number of interviewees expressed concern that while visitor information and orientation facilities were of use to visitors arriving in **Frobisher** Bay, the cost of travel to Baffin **pre-selects** its visitor market. This visitor market is viewed as characteristically possessing above average education and income, very well travelled and with a keen existing interest in the natural resources, history and culture of Canada's Arctic. The vast majority of these travelers decide where to go in Baffin before they actually travel to the Region. As a result, it was suggested that funds, or a portion of the funds for a regional visitor centre might be more appropriately spent in establishing a Baffin Region information office, service or facility in the Region's major market areas in Ontario, Quebec and the United States.

Implications

While recognizing the need to provide a well-presented, informative focus for the tourism industry in the regional service **centre**, there is a strong perception that the resources of the government and the residents of **Baffin** would be better spent toward marketing the Region as a tourism destination.

m) Arctic College **Plays** an **Important** Role in Tourism **Training**

Recent initiatives of Arctic College will have an impact on the tourism industry of Baffin Region. The recently established administrative studies course provides opportunities for study in small business management, tourism and hospitality, public sector management and office administration. A primary goal of these courses is to provide quality training for service and administrative staff in **Baffin's** tourism and hospitality industry through the main campus sites throughout the **Baffin** and the Keewatin. A new, **multi-**

million dollar educational facility is being planned and will be constructed in **Frobisher** Bay within the next two years. Among its various facilities, the College will have a library which will contain a variety of tourism and hospitality related texts, many of them published in Inuktitut.

Implications

The construction of the new facility will eliminate the need for additional classroom space in other facilities in **Frobisher** Bay. However, the College's library and its resources will be available for visitors to read in the library but this material will focus on tourism and hospitality training and management rather than tourism attractions and resources. There may be an opportunity to investigate the joint sponsorship and use of a tourism information library in conjunction with a visitor information centre.

Arctic College would welcome the opportunity to discuss joint ventures in providing assistance (i.e. information, staff) through its tourism training program.

3.2 Summary of Perceived Needs and Requirements

The consultation programme further revealed a series of tourism industry needs or requirements which are not currently being met. Some of these relate directly to useful services for non-resident visitors, some pertain to those agencies, organizations and individuals providing tourism related services while still others focus on the resident requirements. These are highlighted below.

a) Nonresident Visitor Requirements

As noted in Section 3.1.1. there appears to be a widespread perception that existing visitor information services inadequately fulfill the requirements and expectations of non-resident visitors for tourism-related information and services. The following points highlight the services, facilities and programs which should be provided.

- o A central facility which orientates, welcomes and initiates visitors to **Frobisher** Bay and the **Baffin** Region.

- 0 Interpretation of the land and natural resources and conservation policy/ethics through interpretive displays (videos, slide/sound shows, maps, topographic models) pamphlets.
- o A reference library or reading room with books, magazines, etc. on the **Baffin** Region and the Arctic in general.
- o Information as to the local weather conditions, clothing requirements, etc.
- o Information and direction to tourism services and facilities offered in each community (i.e., tour operators, outfitters, hunters and fishermen, etc.).
- o Credible, trained staff which can consistently assist visitors to explore tourism opportunities by giving information, counseling and pre-trip planning for both short-term and long-term trips.
- o Information on opportunities for visitor education, self-exploration (i.e., self-guided tours, nature trails).
- o Information and interpretation of the people, traditional values, culture, customs to educate the visitor regarding acceptable modes of **behaviour**.
- o Coordination of information on the services of various government departments and community agencies directly involved in the tourism industry.
- o 24-hour phone-in information service to provide hotel numbers, special events, etc. This could be a **pre-recorded** service, a “live” service or a combination of both (i.e., personal service during operating hours, recorded messages after hours).
- o Long and consistent hours of operation.

b) **Tourism** Industry Requirements

Just **as** the non-resident visitors require specific information to use the tourism related facilities and services provided in the **Baffin** Region, the tourism industry has certain requirements in order to make their facilities and services known to visitors. The following detail tourism industry requirements which could be fulfilled by a regional visitor **centre**:

- o A central information centre which would provide visitors with the names of local tour operators, the nature of services offered and the cost of such services.
- o Trained, knowledgeable staff who are acquainted in detail with the services offered by the various tour/service generators that can speak on behalf of the operators.
- o Space(s) for meetings, instructional sessions, slide presentations, etc. for the orientation, entertainment of individual and groups of visitors.
- o Resource/reading room where resource materials (i.e., books, magazines, maps) provide visitors the opportunity to learn more about the Region after their orientation sessions and following their tourism “interpretive” activities.

c) Resident Requirements

In addition to non-resident visitor and tourism industry requirements, the consultation programme revealed a number of resident requirements, some of which might also be accommodated in the Visitor Centre facilities.

- o Reunion or meeting space for community groups.
- o Demonstration/performance space for community cultural groups such as the Pond Inlet **Theatre** Group.
- o Program ming of community events and activities.

- 0 Information for residents regarding the tourism industry and activity/visitation opportunities throughout the **Baffin** Region.
- o Opportunities for educational advancement (i.e., school programs, use of library/reference materials). These could be in conjunction with current educational activities and courses carried out by the **Baffin** Regional **Inuit** Association, which are intended to educate operators and outfitters in matters of small business development and operation, safety, tourist expectations, etc. and the administrative studies program of Arctic College.
- o Repository of local information from the Elders (i.e., taping/transcribing oral accounts of past traditions, events, activities and folklore).

3.3 **Conclusions**

The public consultation program me revealed a number of concerns, issues and perceived requirements regarding the planning, development and operation of Baffin regional visitor centre in Frobisher Bay.

The primary conclusion of the consultation process is that there is a definite need for some agency or facility to provide visitor-directed information to visitors and to promote a coordinated, positive image of the regional tourism industry.

Overall, there appears to be considerable support for the concept of some type of central facility to co-ordinate visitor information and services. Concerns with programming duplication and co-ordination of services provided by government agencies, the tourism industry and other institutions must be addressed in the development of the objectives and program requirements of the facility, should the decision be made to proceed with the remainder of the study.

4. VISITOR CENTRES AND SERVICES: AN OVERVIEW

The purpose of this section is to review trends in visitor reception and information **centres**, with the objective of identifying programs, facilities and services which may be adaptable to the **Baffin** Region experience. Due to the variety and enormous number of visitor **centres** in existence, select case studies were chosen. Information on other **centres** was obtained through several methods of data collection, including a review of pertinent printed materials published by sources such as the Interpretation and Visitor Services Division, National Parks Branch, Parks Canada, telephone surveys of visitor centre administration and mail-back requests. A description of each of the **centres** highlighted is contained in Appendix II.

4.1 Overview

The primary function of a visitor centre is to assist visitors by offering reception, orientation and information about a particular area, site or theme.

The facilities, services, exhibits and program mes offered by the visitor centre are intended to help the visitor become familiar with and understand the attractions being presented in order to establish visitor satisfaction and enjoyment with the travel destination, their impact on local environment and their perception of the agency providing the information and service.

The space required by the visitor centre is dependent upon the actual and forecasted size of the visitor market that will use the facility. The services offered within the centre can range from providing information in written, oral and exhibit form to providing interpretive and educational services to providing visitor support facilities (i.e., rest areas, washrooms).

The following summarizes the preliminary findings of the review of other visitor **centres**.

4.2 The Need For **Visitor Centres**

A primary objective in contacting various other agencies was to ascertain the process which was undertaken to justify the development and construction of the various visitor centres. Without exception, visitor centres are viewed as integral components of overall interpretive strategies and programmes for a particular region or resource. Accordingly, not one agency contacted had undertaken a study to justify the need for a visitor centre. Various reports and studies justify and detail the service and management objectives and requirements of a proposed facility (including its capital and operating costs, staffing, exhibiting and services, but to the best of the knowledge of the individuals contacted, there appear to be no available studies concerned solely with justifying the need for a visitor centre.

4.3 Analysis of **Visitor Centres**

This section will briefly outline the components, functions, administration and programming used by other visitor centres. The section has “been subdivided into a series of sections to provide a more **focussed** discussion of the different aspects to the visitor centres.

4.3.1 - Spatial Characteristics

The visitor centres occupy some type of physical space, the functions of which are defined by the services which a particular centre provides. Typical facilities include:

- o welcome/orientation display space
- o information desk and displays regarding available services, nearby facilities (food, accommodation)
- o interpretive display/presentation space
- o audio-visual presentation rooms

- 0 administrative/operational space (offices, storage, utility)
- 0 visitor services (rest areas, washrooms)
- 0 space for the sales of sundries (**candies**, film, post cards) and souvenirs is frequently not included.

4.3.2- Site and Location

The visitor centre facilities must be located where they are readily accessible for users. Frequent choices for visitor centre locations include:

- 0 adjacent to major highway
- 0 in or near major service communities
- 0 in “gateway” communities
- 0 near the historic/natural site interpreted by the centre.

4-3.3 Operational/Administrative

The operation and administration of a visitor centre is typically the responsibility of the agency which was involved in its development. There appears to be a strong trend for other agency involvement in conjunction with the primary agency in the actual operation and programming of most of the facilities examined for this study.

- 0 overall management of the facility and its programmes is taken by the lead agency
- 0 the cooperating agency provides staff (permanent and seasonal), printed information
- 0 the cooperating agency does not usually contribute to capital expenditures and maintenance costs
- 0 hours of operation are usually lengthy in summer season (i.e., **8:00 A.M. to 8:00 P.M./10.00 P. M.**) with more restricted hours in the winter and shoulder seasons
- 0 no visitor centres charged an admission fee to the facility or any exhibits
- 0 extensive programming of educational activities and special events is undertaken with the resident community at most of the visitor **centres.**

4.3.4- Exhibition and Interpretation

The primary function of all the visitor centres is to provide orientation and interpretation of a specific theme or themes for the visitor users. In the case studies, the topic of interpretation ranged from an historic site to public lands in general to the natural resources of a national park to tourism attractions. Information services and interpretive methods and displays used to communicate the theme of the centre include:

- o audio-visual presentations (videos, slide and sound shows)
- o permanent display cases containing artifacts
- o computerized models
- o maps (large-scale detailed wall maps; topographic models “personal” maps)
- o guided interpretive talks, presentations, hikes/walks
- o self-guided tours on marked trails leading to and from visitor centre
- o interpretive courses requiring active involvement of users
- o trained staff to explain government policy and regulations

4.3.5- **Costs and** Funding

Without exception, visitor centres rely on their primary operating agency for existing and future funding. This includes:

- o capital funding for visitor centre facilities comes from government sources.
- o operating funding for staff, program **ming**, etc. comes from the operating agency
- o in the case of cooperative agency involvement, the secondary agency funding contribution takes the form of paying its own staff (salaries, expenses, benefits, etc.) and providing printed material for users
- o there is no user revenue/income generated to offset operational/capital expenditures

4.3.6- **User/Visitor** Market

By definition, the visitor **centre** is intended to provide services to the people who come to the facilities. In all instances, visitor centres provide information and services for more than one user group. Examples of typical user/visitor markets which are targeted by visitor **centres** include:

- o users of a specific facility (i.e., a national park) or group of resources (i.e., all public lands in Alaska) who are non-residents
- o the above non-resident user market can be subdivided into various specialty markets such as:
 - campers, hikers, backpackers
 - canoeists, rafters
 - travelers whose destination is the area
 - travelers passing through to other destinations
 - hunters and fishermen
 - business travelers
- o resident user groups can also include the above types of users but the primary distinction from non-resident users is that resident users are the primary potential repeat visitor market
- o other resident user groups can comprise:
 - school children
 - community service groups

4.3.7- Programming

The primary purpose of the visitor **centre** is to disseminate knowledge and information to its users. Typical programming includes:

- o public programming
 - demonstrations
 - lectures
 - films
 - special events

- 0 educational program ming
- school tours
- edukits
- discovery games
- themed visits
- hands on experience
- data retrieval sheets.

4.3.8 - Community Support

Without exception, the visitor **centres** studied encourage active **participation of** the local community to visit the facility and participate in the programmed activities. Repeat visitation is encouraged through varied programmed and events and the promotion of special educational sessions in conjunction with the local and regional school system. Community use and involvement is most successful in the educational programmed and special events.

4A Summary **and** Conclusion

As noted above, the primary function of a visitor centre is to assist visitors by offering reception, orientation and information about a particular area, site or theme. The following summarizes the findings of the visitor **centre** overview and suggests some conclusions relevant to this study.

4.4.1 - Summary

The review of the experience of other agencies in the development and operation of visitor centres revealed the following

- 1) Visitor **centres** assist visitors by providing facilities and services, either singly or in combination, which receive, orient and inform visitors.
- 2) While visitor centres are operated by a single lead agency, the involvement of one or more other agencies is common.

- 3) **Secondary** agency involvement is generally limited to provision of staff and printed information.
- 4) Capital and operating costs are assumed by the agency which developed and operates the visitor **centre**. Revenue producing activities and programmed (i.e., admission fee, sundries, shop) are uncommon or non-existent.
- 5) User markets for the visitor **centres** come from destination and travel-through non-resident visitors, business visitors and residents of adjacent communities.
- 6) The support of the local community is encouraged and cultivated through programming and special events.

4.4.2- **Conclusions**

From the above, we have found that visitor **centres** which provide information and interpretive services to resident and non-resident users, are planned and undertaken as integral components of overall tourism, interpretive theme or resource management strategies, plans and programs initiated by public agencies. As such, they are developed and operated by the public sector to provide visitor orientation and understanding of their destination, to promote the overall image and objectives of the program resource they interpret and to provide **infrastructural** support services for related private sector initiatives.

5. **THE NEED FOR A BAFFIN REGIONAL VISITOR CENTRE**

The purpose of the information and analysis presented thus far in this report is simply to provide the critical background understanding required to determine whether a Regional Visitor Centre is the best way to promote the goals and objectives of the **Baffin** tourism industry.

5.1 Implications for the **Baffin** Regional visitor Centre

The review of tourism in the Baffin Region, the results of the public consultation program and the review of other visitor centres have specific implications for the planning and development of a regional visitor centre for the **Baffin** Region in **Frobisher** Bay. The following summarizes these specific implications in the development of the **Baffin** regional visitor centre.

1. A Significant **Tourism Industry** is Developing

Statistics gathered by the government of the Northwest Territories provide an indication of the significance of the tourism industry in **Baffin** Region. Over a **70-day** sampling period in 1984, 1,673 non-resident travelers spent an estimated \$1,704,000.00 in the **Baffin** Region. The tourism industry and the government are committed to further development, improvement and upgrading of tourism related facilities, services and activities that service many of these travelers.

2. **Frobisher** Bay is Unique Among **Baffin** Communities

As identified to some extent in the Baffin Regional Tourism Study, **Frobisher** Bay is unique among the communities of the **Baffin** Region. As the centre of government services and the major air service centre, **Frobisher** Bay has a larger and more culturally diverse population which has a significant transient population compared to other communities where the community atmosphere and **Inuit** culture remain relatively intact. The tourism resources (i.e., natural attractions, cultural services) in and near **Frobisher** Bay also differ markedly from those found in and near the other communities.

3. **Non-resident Travellers** Come to **Frobisher** Bay

Recent visitor and air surveys and statistics from Transport Canada in **Frobisher** Bay suggest that **Frobisher** Bay is the 'gateway' for the majority of non-resident travelers entering the **Baffin** Region. Travelers to **Frobisher** Bay only and travelers enroute to other destinations such as Greenland frequently do not travel to other Baff in communities. There exists a significant opportunity to inform these travelers of the tourism resources and services of the other communities and to encourage future travel throughout the Region.

4. **Travellers** Comprise Different Market Segments

Non-resident travelers can be grouped into market segments reflecting two basic trip purposes; businesses and vacation. In turn, these market segments can be further subdivided into smaller segments, all of which represent potential tourism markets for the **Baffin** Region. The tourism market segments in the **Baffin** are typically special-interest oriented. As such, these market segments have specific information needs (i.e., photographic opportunities; rafting/kayaking opportunities and services, etc.) and require more information prior to and following their travel experiences than do general interest market segments.

5. Primary **Visitor** Markets

The primary existing visitor markets and the potential tourism markets are coincidental. Satisfaction of the needs of current non-resident travelers encourages positive word-of-mouth promotion to the potential tourism markets.

6. **On-site** Promotion in **Target** Market Areas

As most travelers make arrangements prior to arriving in **Baffin**, increased information services and promotional activities in major potential market areas (i.e. Toronto) will contribute to the objective of tourism travel to the **Baffin** Region.

7. Non-resident Travelers Have Differing Needs

While sharing some common service requirements such as accommodation, food and transportation, the two basic market segments of non-resident travelers also have other services needs and requirements relating more specifically to their purpose of visit. As noted in Section 2.3.2, business travelers require office and supply support services in addition to the hospitality, leisure activity and interpretive services and facilities required by vacation-oriented travelers.

8. **The** Tourism Industry Has Distinct Needs

The tourism industry of the Baffin Region is at a very early level of development. As such, communication services and information distribution regarding the services, facilities and travel destinations offered by the industry to its primary markets is relatively lacking. In order to meet the service and facility requirements and needs of the non-resident **traveller** market, the travel industry requires assistance in coordinating the promotion and visitor awareness of its services.

9. **The** Tourism Industry

Baffin's tourism industry and the government are working to establish the image of the Region as a desirable and unique tourism destination and to set standards for quality in tourism related facility and service development. A focus for promotion of the regional tourism resources and provision of visitor services in **Frobisher** Bay could provide a perspective and standard for tourism development in all the Baffin communities.

10. Residents Have Some Tourism Related Needs

Residents of Frobisher Bay also require information regarding the tourism industry and the services it provides. This includes information about tourism resources and opportunities in the other Baffin communities, a visible presence of the industry and information about the needs and expectations of non-resident visitors,

11. **Different** Needs Mean Different Functional Requirements

The differing needs of the visitors, the tourism industry and the residents require different programming and service functions, which can be accommodated singly or in combination.

12. Recommendations of the **Tourism** Development Strategy Correspond to Action by Other Agencies

Review of other agency initiatives regarding visitor centres revealed that visitor **centres** are regarded as infrastructure and service investments to be made by the public sector to support regional tourism strategies and private sector tourism initiatives. The recommendations of the Baff in Tourism Development Strategy to develop a visitor centre in **Frobisher** Bay as an infrastructure service support facility for the tourism industry is consistent with the development of the tourism industry of other areas in Canada.

13. Community Perceptions are Critical

There appears to be a general perception for the need for a central, coordinating centre for information to be provided to visitors. The current situation is perceived as presenting an image of limited and fragmented services which require significant effort on the part of the visitor to learn about and take advantage of during a visit to the Region.

14. Community **Support** is Widespread

There appears to be widespread community support for the creation of a centre which will centralize and coordinate information and services for visitors and provide a visible focus for the regional tourism industry in **Frobisher** Bay.

15. Community Support Has Some Qualifications

While there is support of the concept of a central visitor information facility, there is concern that consideration be given to its location and compatibility with existing facilities and visitor program uses, as well as complementary uses.

5.2 Functions **and** Priorities

Using the review of the tourism industry, the perceptions, concerns and needs of the community and the tourism industry and the examples of visitor centres undertaken and operated by other agencies, we have been able to identify the basic functions of a regional visitor **centre** and the priority for these in the context of the **Baffin** regional tourism industry.

These basic functions can be assigned a subjective priority value of high, medium or low on the basis of the above review, and our knowledge and experience with the tourism industry in the **Baffin** Region. Table 5.1 provides a summary of these basic functions which a regional visitor **centre** would fulfill and the priority of such functions to **Baffin's** tourism industry.

It appears evident from this analysis that these basic functions which a visitor **centre** can provide are functions which have priority in the ongoing development of the **Baffin** Region tourism industry.

TABLE 5.1
FUNCTIONS OF A REGIONAL VISITOR **CENTRE**

Basic Functions	Priority in Context of Baffin Region	Comments
1. To disseminate pre-trip information.	High	<ul style="list-style-type: none"> 0 Extensive distance from primary markets means pre trip information is critical. 0 Visitors require considerable assistance in identifying information sources and receiving information. 0 Pre-trip information is required prior to finalizing travel plans as well as upon arrival in Baffin.
2. To welcome and orient visitors to visitor related services and attractions.	High	<ul style="list-style-type: none"> 0 There is a need to enhance the sense of arrival to the Baffin Region in Frobisher Bay. 0 Visitors require orientation to the physical, cultural resources and services offered by tourism industry to undertake their on-site activities.
3. To create awareness of unique and sensitive features of a tourism product.	High	<ul style="list-style-type: none"> 0 Visitors must understand the attractions, services, etc. which the Baffin has to offer in order to enhance visitor satisfaction with the travel experience. 0 Particularly relevant to the Baffin situation which is an "exotic" destination for many visitors. 0 Visitors must be sensitized to cultural differences. 0 Visitors must be educated/made aware of environmental differences including impacts of disturbance, potential dangers, etc.

TABLE 5.1

FUNCTIONS OF A REGIONAL VISITOR CENTRE
(Continued)

Basic Functions	Priority in Context of Baffin Region	Comments
4. To present a credible, professional image of the tourism industry.	Medium	<ul style="list-style-type: none"> o Visitors require assurance that the tourism industry is well organized to feel confident that they will receive good product value to undertake expensive arctic travel. o Visitors recognize unique setting and generally accept less luxurious facilities if provided with quality service and attention) cleanliness, comfortable facilities.
5. To provide selected basic facilities where no others exist (i.e. public washrooms).	Medium	<ul style="list-style-type: none"> o Not one of the most important components as similar facilities are also provided in other public buildings.
6. To provide a visible, accessible location to obtain visitor- related information.	High	<ul style="list-style-type: none"> o Visitors are generally unfamiliar with the Town and the Region. o Visitors find it confusing and frustrating to be directed to different facilities around town to acquire basic information or services. o Location should be on a major road or adjacent to easily identifiable landmark.
7. To provide visitors with information on available services, activities and tourism opportunities throughout the destination area.	High	<ul style="list-style-type: none"> o The vast distances between communities makes it difficult for visitors to obtain information on the Baffin communities.

TABLE 5.1
FUNCTIONS OF A REGIONAL VISITOR **CENTRE**
(Continued)

Basic Functions	Priority in Context of Baffin Region	Comments
8. To inform and encourage visitors to participate in regional activities and events.	High	<ul style="list-style-type: none"> o Visitors will not/cannot utilize tourist services or activities unless they are aware of them. o Detailed information about the nature of the activities is required to reduce concerns regarding safety, well-being.
9. To help build visitor confidence to explore new destinations within the tourism area.	High	<ul style="list-style-type: none"> o Visitor must be familiarized with opportunities and resources for tourism in all the communities. o Detailed information on services, tour operators, transportation helps visitors plan additional travel arrangements and identify opportunities for future travel.
10. To provide opportunities for interpretation and education to help the visitor understand the unique resources of the area.	High	<ul style="list-style-type: none"> o Vast geographic area, diverse natural resources, native peoples, history must be interpreted for visitors to understand the opportunities/ii mitat ions for development, o Interpretation educates visitors in necessity for conservation, local customs and modes of behaviour, etc. o Specialized nature of tourism markets lead to specialized information needs and an interest in educational activities.
11. To provide reinforcement of interpreted information.	Medium	<ul style="list-style-type: none"> o Visitors frequently want written information regarding the tourism destinations prior to and immediately following travel experience.

TABLE 5.1
 FUNCTIONS OF A REGIONAL VISITOR **CENTRE**
 (Continued)

Basic Functions	Priority in Context of Baffin Region	Comments
11. (Continued)		<ul style="list-style-type: none"> o Library/reading room facilities providing a variety of materials on Baf f in and the Arctic (i.e. natural resources, people, history) augments and reinforces travel learning experience. o Sales of written materials (guidebooks, picture books, etc.) for reading after traveling.
12. To provide group services.	High	<ul style="list-style-type: none"> 0 Party travel in groups of 5 or more persons is common in summer season. 0 Group travelers require co-ordination of service and travel arrangements. 0 Group travelers require space for orientation and instruction.
13. To function as an attraction in itself.	High	<ul style="list-style-type: none"> 0 A gateway community such as Frobisher requires additional quality attractions and services.

5.3 Conclusions and Recommendations

The overall purpose of the Feasibility Study for a Regional Visitor **Centre** in **Frobisher** Bay is to determine the feasibility of developing a visitor centre which would create visitor awareness and understanding of the tourism attractions, services and facilities throughout the communities of the Baffin Region.

The research and analysis outlined in the first five chapters of this report have allowed us to draw the following conclusions about the **Baffin** tourism industry and the need for a regionally oriented visitor facility.

- o The number of non-resident visitors to the Baffin Region is increasing and the economic contribution of the tourism industry to the Region is substantial.
- o Visitors (both business and vacation-oriented) require considerable information prior to making the decision to travel to the Baffin Region as well as upon arrival to the Region.
- o The regional tourism product (attractions, facilities, and products) is widely dispersed among the Baffin communities.
- o **Frobisher** Bay is the main service centre for the Region, functioning as the “gateway” for the majority of visitors coming to the Region and a stopover for a number of travelers enroute to other destinations.
- o The Baffin Regional Tourism Strategy identifies the need for a centralized visitor facility to promote awareness of and visitation to the widely dispersed tourism product and recommends the service centre of **Frobisher** Bay as the suitable site for such a facility.
- o The visitors to Baffin can be grouped into various specialized market segments, each type having different needs and requirements for tourism related information and services.

- o The **tourism** industry has specific needs and requirements in order to provide better visitor services and create greater community awareness of the importance of the tourism industry.
- o There is community and tourism industry support to coordinate the provision of tourism information and services and to provide a physical focal point for the tourism industry in the regional “gateway” community, Frobisher Bay.
- o The functions which a visitor **centre** can provide have high priority in the continuing **upgrading** and development of **Baffin's** tourism industry.

Our analysis and **conclusions** have led us to recommend that, **in** our professional opinion, there is a need to develop a **focus** and image for the **Baffin** tourism **industry** and to provide a **co-ordinated** network of tourism information and services for visitors to the **Baffin** Region in the context of ongoing strategies and initiative for tourism **marketing and facility development**.

It appears that this need could be satisfied by some form of tourism orientation and information facility located in Frobisher Bay. The nature of such a facility and its spatial requirements must be determined through the development of goals, objectives and program ming requirements.

6. **GOALS AND OBJECTIVES**

As noted earlier the overall purpose of this study is to determine the feasibility of establishing a regionally - **focussed** visitor **centre** for the **Baffin** Region, to be located in **Frobisher** Bay.

The following details goals and objectives which have been identified for the proposed regional visitor centre development and its associated programmed and services.

6.1 **Goals**

The **Baffin** Region visitor centre at **Frobisher** Bay is being developed according to the following goals:

- i) To create an awareness of the tourism opportunities in the 13 Baffin communities and to provide orientation, information and interpretation of the Baffin Region resources (including” physical environment, biological resources and the **Inuit** culture).
- ii) To provide visitor services which will inform visitors of the leisure, recreational and interpretive services and facilities available for visitors throughout the Baffin Region.
- iii) To assist the Baffin Region communities in developing an active and profitable tourism sector.
- iv) To enhance tourism awareness among **Baffin** Region residents.

6.2 Development **Objectives**

In order to achieve the goals stated above, a series of objectives for the development of a visitor **centre** have been prepared. These are divided among the following headings:

- i) Interpretation
 - ii) Visitor services
 - iii) Tourism Industry
 - iv) Community Services
- i) Interpretation Objectives
- o To interpret the physical, cultural, historic and recreational context of the communities of the Baffin Region.
 - o To prepare the visitor for traveling through the Region by orienting him/her to the communities, the physical setting, the climate, and the way of life in the Region.
 - o To inform the visitor of the physical, biological cultural, historic and recreational context of the **Baffin** Region by:
 - o The provision of (interpretive) messages at a range of levels of detail and complexity to allow for differing lengths of time spent by visitors in the Centre and differing **levels** of initial knowledge and interest on the part of the visitors.
 - o The inclusion of archaeological sites, other visitor centres and cultural facilities as an integral part of the interpretive program.
 - o The provision of self-guiding materials through which the visitor **will** be able to locate sites of natural, historic and cultural interest in the **Baffin** Region Communities.
 - o The provision of site literature and material of sufficient quality to encourage the visitor to carry it away and contemplate it at his/her leisure.

ii) Visitor Orientation and Information objectives

- o To provide sufficient information so that the receiver is able to integrate information on each community in the context of the Baffin Region and may understand the physical, cultural and historic setting and discover the interpretive and recreational facilities and services available for visitors.
- o To provide information concerning the various activities and services available to visitors in the communities, allowing for differing lengths of stay and levels of interest.
- o To provide visitors with printed materials regarding the nature, cost and availability of visitor services available in each community.
- o To provide visitors with the opportunity to understand the way of life through programmed activities and events.
- o To educate visitors and make them aware of all the tourism opportunities in the Baffin Region to encourage repeat visitation.

iii) Tourism Industry **Objectives**

- o To provide a central location where tourist operators, outfitters and communities are able to “showcase” the attractions, facilities and services available for visitors throughout the Baffin Region.
- o To assist communities in achieving their objectives for tourism revenue and employment by promoting the services and facilities available for tourist related use.
- o To provide support and profile for the regional tourism organization, the Baffin Tourism Association, through space for their administrative headquarters.

0 **To deliver** the content of the interpretive programme to audiences not at the Visitor Centre through traveling displays and posterboards to be circulated through the regional and G N WT tourism marketing programs to target market centres (i.e., Ottawa, Toronto, etc.).

o To function as an attraction in itself.

iv) Community Service Objectives

o To provide the opportunity for job training and community staffing of the facility.

o To enhance the awareness of tourism throughout the Baffin.

o To provide residents of **Frobisher** Bay and the other **Baffin** communities with information about the range of tourist-related facilities and services available for visitors in the Region.

o To provide an opportunity to showcase special talents found throughout the **Baffin** Region that would be of interest to tourists.

7. PROGRAMME REQUIREMENTS

This section provides a profile of the potential users of the proposed regional visitor **centre** and the prime functions of the **centre**. **This** forms the basis for determining the functional requirements **of** the proposed visitor **centre** and the preliminary interpretive requirements.

7.1 Potential **Users** and Requirements

As noted in Part I - Project Justification, non-resident visitors to the **Baffin** Region are broadly divided between individuals **travelling** for business purposes and individuals traveling for vacation and leisure purposes. These broad groups can be further subdivided into market segments as follows:

- i) Business travelers include those persons "**based**" in **Frobisher** Bay for the duration of their stay **and** those persons stopping over in **Frobisher** Bay, enroute to other communities in the Region. This includes government employees, construction workers, resource industry workers, service industry representatives, military personnel and others.
- ii) **Vacation/Leisure** travelers include those persons with destinations in the Baffin Region and stop-over/transient travelers enroute to vacation destinations outside the **Baffin** Region with stop-overs in **Frobisher** Bay. This includes individual travelers, general interest group tours, adventure group tours, naturalist/photographic tours, hunters/fishermen and so forth.

Other potential users of the Centre would be local residents. This could include school children, students and teachers from Arctic College, local clubs and businesses, and others requiring meeting, seminar or audio-visual space.

7.1.1- Estimated Visitation

As no definitive record is kept on the number of non-resident travelers to the Baffin Region, we have used information from a number of sources to estimate visitation levels.

Various summer exit surveys have been carried out recently to determine non-resident visitation to the Northwest Territories and the **Baffin** Region. A government of Northwest Territories survey in 1984 estimated that over **1,600** non-resident visitors travelled to the **Baffin** Region. Respondents to the survey indicated their purposes for travel as follows:

Purpose	% of total number
Business/industry purposes	60%
Pleasure/vacation purposes	34%
VFR (Visiting friends and relatives) /other	6%

As noted in the accompanying chart, records from tour operators indicate that a total 989 pleasure/vacation travelers came to the Baff in Region in 1984. This figure includes both individual travelers and group tours who made travel/tour arrangements through the operators but does not account for vacation travelers who did not book tours, tourist services or facilities through the tour operators.

This figure does, however, enable us to make an estimation of the total number of non-resident visitors to the **Baffin** Region in **1984** using the ratio of business to pleasure to VFR travelers provided by the 1984 GNWT survey results and based on the number of pleasure travelers indicated by tour operators it is estimated that there were 1,745 business travelers and 203 VFR/other travelers to the **Baffin** Region in 1984. In total it is estimated that 2,909 non-resident travelers visited the Baf fin Region in 1984.

Tour operator records further indicate that group sizes range from **1 - 2** persons in a hunting party to 10 -20 persons in adventure travel, general interest and cultural tour groups to over 100 persons with special tours (i.e. Goliger Travel's "Arctic Circler" six-hour stopover tour in **Frobisher** Bay - 150 to 200 persons; Society Expeditions overnight stopover enroute to Greenland -120 persons).

Current projects from the Baffin Tourist Association indicate a growth rate in tourist visitation to the region of 10%/year.

Number of Visitors by Trip Type and Season

Trip Type \ Season	Winter	Spring	Summer
Naturalist/Wildlife	0	10	3
Cultural	0	0	15
Adventure	0	46	86
General Interest	9	24	686
Fishing/Hunting	35	0	84
Sub-Total	35	80	874
Total			989

Source: Records of Baf fin Region Tour Operators

Group Sizes by Trip Type - Selected Examples

Trip Type \ #Persons Group	1-5	5-10	10-15	15-20	100+
Naturalist/Wildlife	x	x	x		
Cultural			x	x	
Adventure	x	x	x	x	
General Interest		x	x	x	x ¹⁾
Fishing/Hunting	x ²⁾	x			

- 1) i.e., Goligers Travel Arctic Circle Trip brings over 150 visitors for a six hour visit 2-3 trips a summer
 - ii) i.e., Society Expedition brings 120 people on an overnight stopover enroute to Greenland 3-4 times a summer
- 2) Hunting parties usually comprise 1-2 visitors only.

7.1.2- Visitor Needs and Requirements

While business, vacation and VFR visitors have some common needs during their travel in the Baffin Region (i.e. accommodation, food, transportation) these two market segments have other distinct needs and requirements. Examples of these requirements include:

- i) Business - support services (i.e. secretarial, photocopying, telex, message services, interpretive services)
 - local suppliers for business related products
- ii) Vacation/Leisure
 - hospitality services (food, accommodation)
 - services of local tour operators/outfitters
interpretive services
 - information regarding outdoor recreation opportunities; local community events/activities; local culture and crafts.

Due to the lengthy average visit of business travelers, these visitors also often function as vacation-type travelers for a portion of their stay in the Region, with the same interests and requirements as vacation/leisure travelers.

More specifically, the requirements of visitors which could be provided by a regional visitor centre include the following:

- o A central facility which orientates, welcomes and initiates visitors to **Frobisher** Bay and the Baffin Region.
- o Interpretation of the land and natural resources and conservation policy/ethics through interpretive display (videos, slide/sound shows, maps, topographic models) pamphlets.

- o **Information** as to the local weather conditions, clothing requirements, etc.
- 0 Information and direction to tourism services and facilities offered in each community (i.e., tour operators, outfitters, etc.).
- 0 Information on opportunities for visitor education, self-exploration (i.e., **self-guided** tours, nature trails).
- 0 Information and interpretation of the people, traditional values, culture and customs to educate the visitor regarding acceptable modes of **behaviour**.
- 0 24-hour phone-in information service to provide hotel numbers, special events, etc. This could be a **pre-recorded** service, a ‘live’ service or a combination of both (i.e., personal service during operating hours, recorded messages after hours).
- 0 Long and consistent hours of operation.

7.1.3- Non-Visitor Requirements

Just as the non-resident visitors require specific information and services to use the tourism related facilities and services provided in the Baffin Region, the tourism industry and the communities have certain requirements in order to make their facilities and services known to visitors. The following outlines some of these requirements.

Tourism Industry Requirements

- o A central information **centre** which would provide visitors with the names of local tour operators, the nature of services offered and the cost of such services.

- o **Trained, knowledgeable** staff who are acquainted in detail with the services offered by the various tour/services generators that can speak on behalf of the operators and which can consistently assist visitors **to** explore tourism opportunities by giving information, counseling and pre-trip planning for both short-term and long-term trips.
- 0 Space(s) for meetings, instructional sessions, slide presentations, etc. for the orientation, entertainment of individual and groups of visitors.
- 0 Resource/reading room where resource material (i.e., books, magazines, maps) provide visitors the opportunity to learn more about the Arctic and the Baffin Region after their orientation sessions and following their tourism "**interpretive**" activities.
- 0 Coordination of information on the services of various government departments and community agencies directly involved in the tourism industry.
- 0 Office and meeting space for the **Baffin** Tourism Association.

Resident Requirements

Residents of Baffin Region also have requirements which relate specifically to the tourism industry. These include:

- o Information for residents regarding the tourism industry and activity/visitation opportunities throughout the Baffin Region.
- o Opportunities for educational advancement (i.e., school programs, use of library/reference materials). These could be in conjunction with current educational activities and courses carried out by the Baffin Regional **Inuit** Association, which are intended to educate operators and outfitters in matters of small business development and operation, safety, tourist expectations, etc. and the administrative studies program of Arctic College.

- 0 A reference library or reading room with books, magazines, etc. on the **Baffin** Region and the Arctic in general.

Additionally, residents identified several other needs in the earlier phase of this project which merit initial consideration in the planning of a regional visitor centre:

- o Reunion or meeting space for community groups.
- o Demonstration/performance space for community cultural groups such as the Pond Inlet **Theatre** Group.
- o Programming of community events and activities.
- o Repository of local information from the Elders (i.e., taping/transcribing oral accounts of past traditions, events, activities and folklore).

In preparation of the functional requirements of the visitor **centre**, based on the non-resident visitor, tourism industry and resident needs and requirements, these last four resident/community needs were not considered for the following reasons:

- a) Reunion/meeting space

Other meeting spaces are currently available in the **Frobisher** Bay community. The orientation of the centre would be toward non-resident visitors and meetings of community groups, especially during the peak visitation season, could cause conflicts in using the **centre**.

- b) Demonstration/Performance space

The space allocation and design concept to accommodate a proper performance space would be very different than the space allocation required for visitor orientation and information services. Outdoor performance space would have an extremely limited season of use.

c) Programming of community events/activities

As with reunion/meeting space, the visitor centre could be used for community events/activities if this did not conflict with the primary functions of visitor orientation and information.

d) Repository for Elders information

The crucial role the Elders play in the **Baffin** Communities and the history and culture of the **Inuit** must be communicated to the visitor. However, primary responsibility for safeguarding this heritage may be best provided through other existing institutions and facilities such as the Nunatta **Sunaqutangit** Museum in **Frobisher** Bay and the **Pangnirtung** Visitor Centre.

Overall the use of the center by residents will be based on adaptation of the available facilities and on the basis of being of secondary priority/importance to the main purpose of providing visitor services.

7.2 Functional Requirements

The specific and general functions or components of the proposed regional visitor centre are determined by the anticipated users of the **centre**, (both staff and visitor). The proposed regional visitor centre will require the following major functional areas to be allocated in its spatial design:

- a) reception/orientation;
- b) interpretive exhibits/displays;
- c) meeting/waiting area;
- d) audio-visual/m **ini-theatre/screening**;
- e) library/reference services;
- f) reading/video viewing area;
- g) off ice and administrative; (**Baff** in Tourism Association)
- h) storage space/workshop;
- i) mechanical, maintenance and support;
- j) washrooms;
- k) parking.

The space **allocated** for the functional areas and components of the visitor **centre** are based on the number of visitors anticipated to use the centre during a specified period of time.

7.3 Interpretive/Exhibit Requirements

This first phase of the “Feasibility Study for a **(Baffin)** Regional Visitor Centre in **Frobisher Bay**” is intended to provide an initial conceptual plan for the theme/storyline structure of the Regional Visitor **Centre** and program cost estimates for exhibit/interpretation design and storyline development for Phase 11. This chapter briefly outlines the proposed theme structure developed for this study and provides a preliminary analysis of the type of exhibit concepts and interpretive techniques which will be considered to assist in attaining the goals and objectives of the Regional Visitor **Centre**. A summary of cost estimates for storyline and design development and display techniques is also presented.

7.3.1- Proposal for Interpretation

The following provides a preliminary interpretive plan for the Baffin Regional Visitor Centre. After preparing an extensive list of possible themes or topics to be interpreted and displayed at the Visitor Centre, it was decided to narrow this down to three major themes with appropriate subthemes. (See Appendix I) In keeping with the regional nature of the proposed visitor **centre**, the overall focus of the interpretive plan is The Baffin Region; its thirteen communities and the tourism opportunities it provides.

THEME 1. THE ARCTIC SETTING

THE ARCTIC SETTING

The Land

Climate and Weather

Renewable Resources

The North Pole/Arctic Circle

MAJOR MESA-GE

- o The physical setting of the Baffin Region is immensely diverse and very scenic.
- o Contrary to popular perception, the tundra comprises only a portion of the richly varied landscape, and visitors are able to see mountain peaks, deep valleys and coastal plains throughout their travels.
- o **The** land, climate and weather have very powerful influences on all life in the Arctic, including man.
- o The Baffin Region with its thirteen communities is readily accessible by air (three hours away from Ottawa, Montreal and five hours from Toronto).

Subtheme: The Land

- o Baffin Region is characterised by a variety of dramatic physical forms and environments (i.e., the tundra, glaciers, mountains, U-shaped valleys, elevated beaches, tidal flats, ice bergs, floe edges, etc.).
- o Glacial activity and ice cover and the ocean tides all affect the land's forms.
- o The significance of this unique physical environment is recognized by the National Parks system which has designated the spectacular Auyuittuq National Park and more recently the **Ellesmere** Island National Park in the Baffin Region.

Subtheme: Climate and Weather

- o There are very distinct seasons in the Baffin Region (the spring and summer being the most pleasant for tourist travel).

- 0 **Moderate** temperatures and very long hours of daylight in spring and summer afford visitors opportunities for traveling, sightseeing and activities not available at other tourism destinations.
- o Spring season, with its relatively moderate temperatures and substantial snow cover make it possible for visitors to experience travel by dog sled and snow mobile.

Subtheme: Renewable Resources

- o In spite of what is apparently a very harsh climate, a rich variety of life forms abound in the **Baffin** Region.
- o Land mammals - unique species (polar bears, muskox)
special characteristics enabling their survival in cold months
- 0 Marine mammals- unique species (whales, seals)
special characteristics
- 0 Fish
species not found in the south (i.e. Arctic char)
countless opportunities for sportfishing (in season)
- 0 Birds
wide variety of bird species
bird sanctuaries - recognize number, diversity and rarity of birds
- 0 Flora
brief season when wildflowers come out - carpet of flowers
unique alpine/arctic species
slow growth of willows, due to climate, moisture conditions
unique adaptive characteristics plants have to grow in arctic environment.

Subtheme: The North Pole/Arctic Circle

- o A few possibilities for interpretation of this theme may include:

What is the North Pole?

What is the difference between the geographic and magnetic poles?

The Arctic Circle - how it affects daylight hours
- implications for tourism (i.e., long day-light hours).

Location of these phenomena in relation to the Baffin communities.

THEME 2: THE PEOPLE

THE PEOPLE

How Life Used to Be

Post Contact Period

Life **Today**

MAJOR MESSAGE

- o This is a destination unlike any other in Canada.
- o The **Inuit** culture is unique and provides intriguing lessons for visitors to learn how human beings are able to survive in an apparently uninhabitable environment.
- o While contact with the "**Qallunatt**" introduced new ways and material items to the **Inuit** way of life, much of the **Inuit** culture continues in the Baffin communities.

- 0 Life today reflects the mixture of **Inuit traditions**, customs **and ways** with that of “modern” life.

Subtheme: **How Life Used to Be**

- o The land was inhabited by **the Thule** and Dorset people prior to the **Inuit**.
- 0 The **Inuit** survival was the result of a **nomadic-style** of life where the people followed the animals through summer and winter (i.e., dependence on “the land” (mammals, birds, etc.) for food, shelter and clothing).
- 0 The **Inuit** are a proud people with distinct customs, history, mythology, and crafts.
- 0 Many sites of the **Thule** period, the ancient days of the **Inuit**, the whalers and explorers are scattered through the Region.
- 0 Some of these have been excavated and interpreted (i.e., Kekerten Island).
- 0 Visitors can walk these sites or come across sites which have been undisturbed for decades, even centuries.

Subtheme: Post-Contact Period

- o The **Baffin** Region has witnessed many historic events such as the Search for the Northwest Passage, the Race for the North Pole and the installation of the Distant Early Warning defense system.
- 0 The arrival of explorers, adventurers, whalers, Hudson Bay Company representatives, and more recently military personnel all had implications on the **Inuit** way of life.
- 0 There are many sites where significant activities relating to these various groups occurred located throughout the Baffin Region. A number of these have been marked and interpreted. Other sites are still waiting for the modern “adventurer” to discover them.

- 0 The museum at **Frobisher** Bay and the visitor **centre** at **Pangnirtung** contain a variety of artifacts and present interpretive material relating to these periods.

Subtheme: Life Today

- o This theme explores the way of life in the **Baffin** communities today.
- 0 The **Inuit** culture continues unchanged in many ways today. There are active efforts to record old stories and traditions and to maintain customs and skills.
- 0 Overall the communities are characterized by the interface between the two cultures, the **Inuit** and the **Qallunatt** (i.e., use of snowmobiles to pull **komotiks**, etc.)
- 0 Elders still follow aspects of traditional way of life (i.e. living off land in summer).
- 0 Current industry and economic activity is quite diverse ranging from
 - mining activity
 - oil exploration
 - arts and crafts co-operatives
 - tourism/hospitality industry

THEME 3: THE **BAFFIN** REGION - HOSPITALITY INDUSTRY

THE BAFFIN REGION HOSPITALITY INDUSTRY

Adventure Travel Opportunities

General Interest Opportunities

Sportsmen Pursuits

Arts and Cultural Appreciation

Tourism Support Services

MAJOR MESSAGE

- o **The** communities of the **Baf f** in Region offer a great variety of activities, facilities and services for visitors to the Region.
- o Outfitters and operators provide visitors with the necessary equipment and guidance to explore the land, see its unique animals and plants and learn about the Region's unparalleled history.
- o All travel to the **Baffin** involves adventure and educates visitors about the land, the climate, the animals and the people, their history, traditions and crafts.

Subtheme: Adventure Travel Opportunities

- o The land, rivers, oceans and mountains of the **Baffin** Region provided unparalleled opportunities for a wide range of activities requiring a sense of adventure and moderate to extreme physical exertion.
- o Opportunities abound to take wildlife safaris by snowmobile and treks by **dogsled** or cross country skiing in the spring.
- o Hiking, mountain climbing, river rafting, kayaking and ocean kayaking are just some of the activities for visitors to undertake.
- o While the Baf f in is accessible, there are still many areas not yet "**done**" providing opportunities for "**first descents**" of rivers and first climbs of mountain peaks.
- o Opportunities for adventure travel range from two week trips out on to the land to afternoon or day trips just outside the various communities.

Subtheme: General Interest Opportunities

- o General interest tours are intended to provide visitors with an overview of the culture, setting and history of the **Baffin** Region.

- 0 General **interest** tours combine elements of adventure travel, arts and cultural appreciation, natural history appreciation and even sports men pursuits to provide visitors with a broad education about the nature, history and tourism opportunities of the Region.

Subtheme: Sportsmen Pursuits

- o The unique wildlife of the Arctic provides sportsmen with many opportunities to hunt and fish.
- o Trophy hunters are able to pursue unusual and large prey such as polar bear, caribou and muskox, led by **Inuit** guides, traveling **by** snowmobile or dogsled and living in tents or igloos.
- o Fishermen can fish from innumerable rivers and streams for fish species found only in the **Baffin** Region (i.e., Arctic Char).

Subtheme: Arts and Cultural Appreciation

- o The **Inuit** have a rich heritage and culture which is unique unto itself.
- o The culture has survived contact with the “white man” and many traditions and activities continue to be carried out in conjunction with modern influences, activities and materials.
- o The traditional means of clothes construction has contributed an arts and crafts industry that now encompasses more decorative crafts (i.e., soapstone and bone carving, tapestry work, print making, etc.).

Subtheme: Tourism Support Services

- o The tourism and hospitality industry in the **Baffin** Region is supported by a variety of facilities and services.
- o Hotels, restaurants, craft outlets, “country” food stores (i.e., selling char, caribou, **muskox**) are located through the Baf fin communities.

- 0 Operators ³and outfitters take visitors out on the land using various modes of transportation (light plane, snowmobile, pater head boat, dogsled, **trimoto**, kayak, canoe) to pursue a myriad of activities (photography of wildlife; scenery; hunting and fishing; wilderness camping; river rafting/kayaking/canoeing; visiting historic sites).

8. PRELIMINARY ANALYSIS OF INTERPRETIVE METHODS

The previous section has identified a preliminary interpretive plan for the proposed visitor **centre** which focuses on messages about the **Baffin** Region, its thirteen communities and the sites and activities which visitors can take advantage of during their travel to the Region. This section provides a preliminary analysis of various theme structures and the different types of techniques which would best communicate the messages of the interpretive plan to visitors. This is further defined by an indication of the appropriate organization of the interior spaces. The media used to communicate these messages in the final interpretive displays will have to be worked out between the exhibits designer and the storyline consultant, taking into account budget and space restrictions, in Phase II of the study.

8.1 Preliminary **Theme** Structure

The great opportunity of not having a building concept or a limited floor area at this stage of planning could lead to the temptation of “saying it all”, that is, to try to interpret the land, its formation through time, the **prehistory** of its people, the history of contact with **Qallunatt** etc., etc.

Even the largest museums in the Nation, in spite of their acres of exhibit space, are incapable of “saying it all”.

The key is, to understand **what to say, how** and **why**, to a given audience in a given space.

The first step in the design of any form of exhibit is to establish the message content: the **what**, in other words: the **themes**.

These themes, organized in a structure form, help define the space and presentation methods eventually required for their interpretation.

It is important even at this early stage of development to present a suggested theme structure to help prioritize the most important themes and to provide the necessary emphasis on their presentation.

The initial introduction for the visitor would relate to the characteristics of the region as a whole.

The introduction would help orient the visitor and set the “mood” for the uniqueness of the area.

The other key elements of the Centre have been divided into two major groups.

On one hand the people and their arts and culture could be kept low key since these themes are dealt with at the Museum. However, it is envisaged that at least an introductory understanding would have to be provided and could be related to the more detailed interpretative opportunities at the Museum.

The second major group elaborates on the opportunities offered to the visitor. They represent the largest and the most detailed part of the information and interpretation provided by the Centre. It addresses all the requirements for Northern Residents and fulfills the function of the **Visitor Information Centre**.

The 13 communities should be dealt with as the 13 Tourism Areas. Their integration would relate best to the visitor opportunities, clearly identifying what each area has to offer.

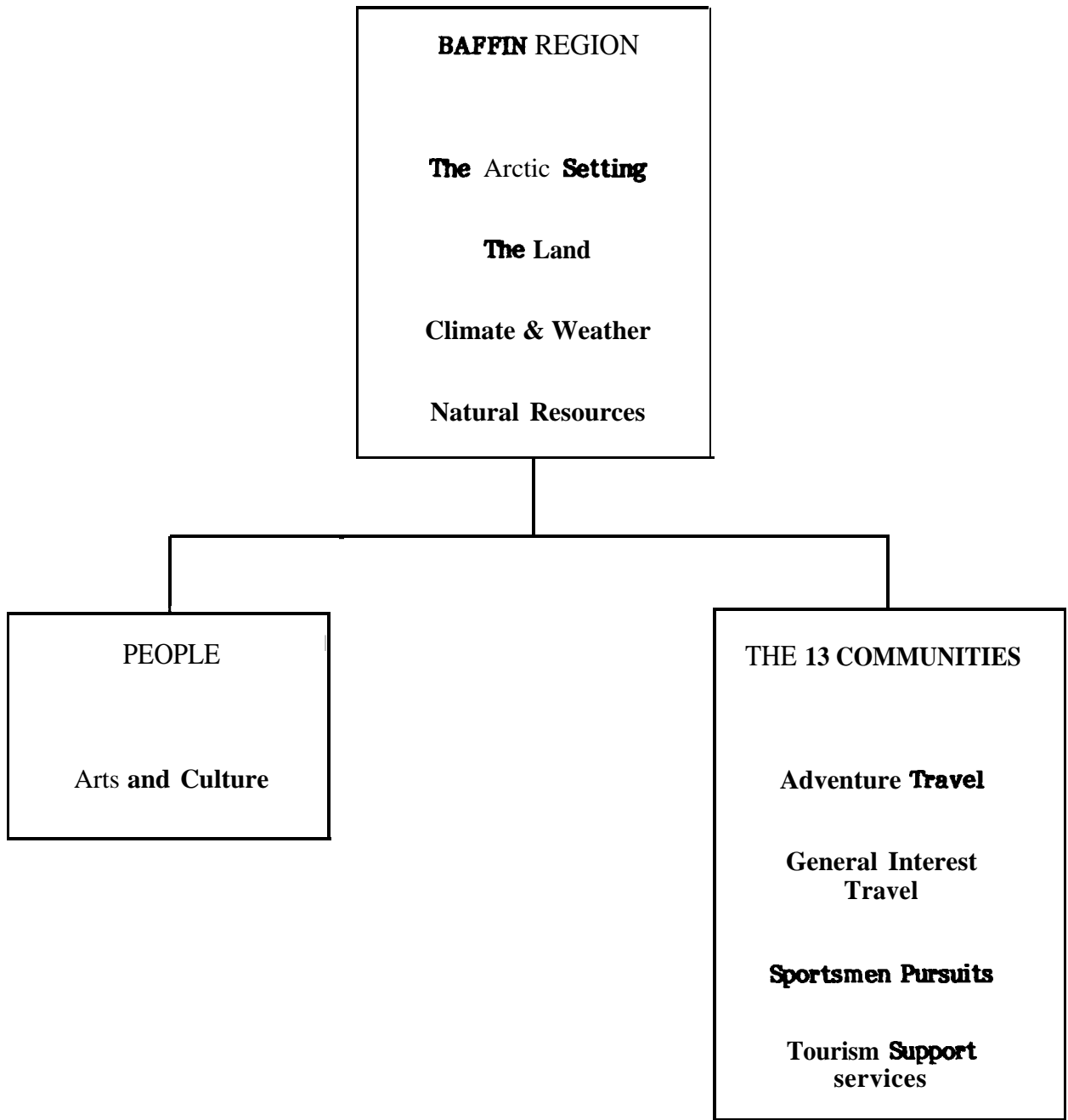
8.2 Interpretive Methods & Space Allocation

The various approaches in design for the Visitor **Centre** are virtually unlimited.

The only limiting factors, as a rule, are budget and space available. Since neither of these are known entities at this preliminary level of conceptualization, we choose three extreme examples to offer a wide range of possibilities.

They are only ideograms to estimate the space requirements. They do not represent design concepts or alternative layouts.

PROPOSED THEME STRUCTURE FOR STORYLINE DEVELOPMENT



The key **factor** in design will be the decision on the location for the Centre. If, for instance, the facility was adjacent to the Museum the organization of the space and content would differ greatly from a situation at the Airport or between the Hudson Bay complex and the bank.

8.2.1- **Space Allocation 1**

The first option shows a minimum space total of 37.75 m². It offers **seating area for** visitors, show cases with artifacts and their appropriate interpretation, a large selection of books and magazines related to the activities of the **Baffin** region. (See Space Allocation Drawing #1).

Reception counter, folder and brochure racks and visitor access to the map area at the far end of the room are also presented.

The map here is the key to the minimal interpretation and illustrates the 13 regions. Not shown on this ideogram is the option to introduce a video monitor programmed to show specific features and information related to a particular region.

This small version would be ideally suited for a location adjacent to the Airport and could accommodate up to 12 people at a time.

Preliminary **Costing**

CONTENT: Custom made furnishings:

showcases, bookcases, seating, counter, and folder rack

Interpretation:

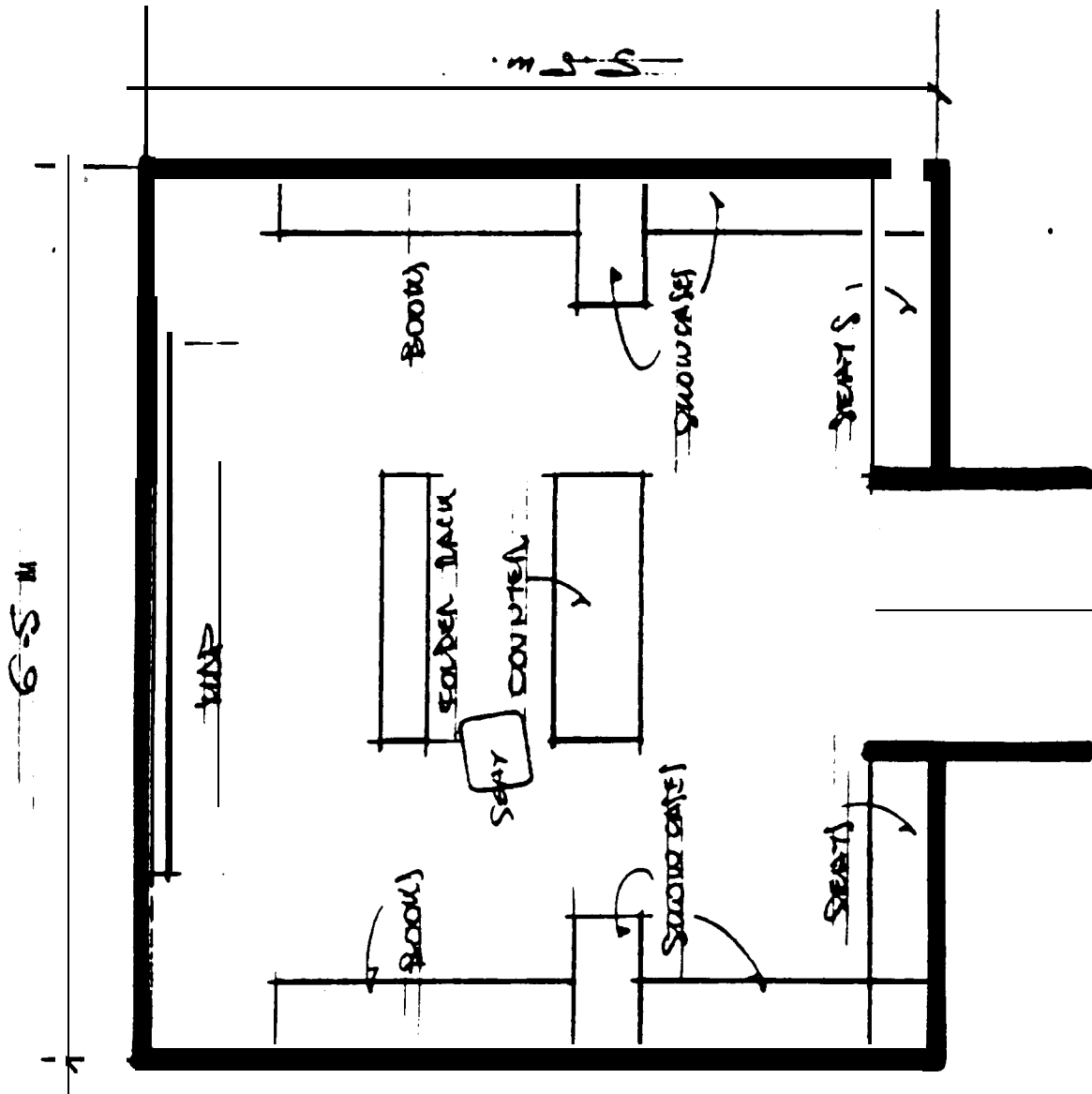
text panels

lighting

key map-illustrations and/or photographs

photo murals

At a minimum price of \$500.00 per m² (not including production of brochures, research, artifacts etc.). The total would be 37.75 m² x \$500.00 = \$18,875.00.



SPACE ALLOCATION DRAWING #1

8.2.2 - Space Allocation 2

Option No. 2 is an extension of the first. The floor area is 85.25 m². It provides, in addition to the features of No. 1, larger showcases and display area. The key highlight here is the **A.V.** theatre. (See Space Allocation Drawing #2).

This space offers multiple uses: as a **mini-theatre**, it could feature a superb quality 3 screen presentation. The large format screen would do justice to the superb panorama and landscape of the **Baffin** region.

The **flexibility** of programming would provide several choices for the audience. Three separate programs on a single screen could be selected individually following a dramatic introduction to the Arctic region itself: the land, climate, weather and its people. Each program would be a detailed visual presentation of 4 or 5 of the 13 regions.

The theatre could be used for 16 mm film presentation, single video demonstrations and remote operated slide projector for lecture and meetings organized by guides and outfitters.

Other use of the room is as a meeting/waiting room. The mural, split in the centre, can slide to both sides to reveal a window, transforming the space into a bright, welcoming room.

Seats can be rearranged around a table (stored below the projection room) guides and outfitters can offer a detailed description of their services and the areas they serve.

The **A.V.** screen rolls up offering sliding wall maps of the specific regions.

A large show case can be programmed in sequence with the **A.V.** main presentation. All showcases can be illuminated on command to minimize energy waste and reduce deterioration of fragile artifacts.

The main **A.V.** also would operate on command with the option of continuous showing when boatloads of visitors invade the Centre.

The **emphasis** on A. V. presentation as a means of interpretation is to respond to the fundamental requirements of the visitor who came primarily **to see** and look at the landscape. We feel that the larger screen format would be a dramatic and superb “advertising” and promotion tool for areas and regions which the visitor might not have included in his or her journey, thus potentially extending their stay or prompting a return trip.

Preliminary Coating

CONTENT: as in Option 1 plus:

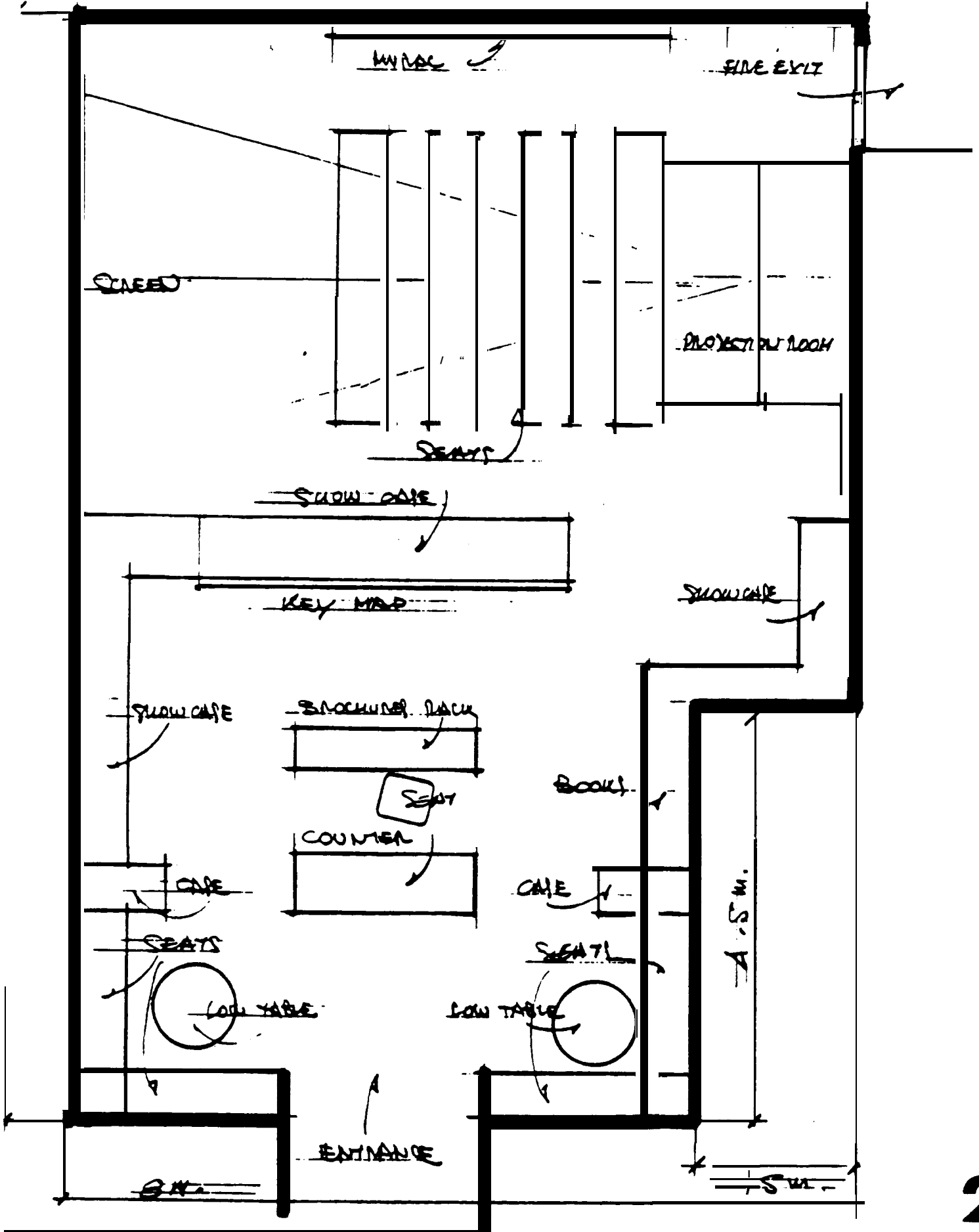
- showcases and appropriate interpretation
- additional seating
- low tables
- projection booths
- A.V.** theatre seating
- screen
- movable mural
- sliding map
- audio system
- projection hardware and control systems
- controlled lighting
- programming

The average rate of \$2,000.00 per m² is the current museum exhibit cost for a similar basic presentation. The total would be 85.25 m² x \$2,000.00 = \$170,500.00, (not including the research and photography for the **A.V.** productions).

8.2.3- **Space Allocation 3**

The last Option is an expansion again of Version 2. The overall space is 153.25 m². It can accommodate groups of approximately 35 to **40** people at one time. (See Space Allocation Drawing #3).

We feel that to create a larger Visitor Centre to cater to 150 to **200** (Arctic tours) persons at one time would be too costly and therefore prohibitive.



SPACE ALLOCATION DRAWING #2

Option 3 **offers** a comfortable ‘lounge’ sitting area to the left of the entrance and a gallery of showcases with artifacts and related interpretive material, interspersed with books and current publications related to the regions.

The decor stresses warmth, relaxation and hospitality. The largest addition here is the meeting room and video booths. This space provides table and chairs for guides and clients to discuss and plan their trips. The large showcase/storage area contains wall maps of the 13 regions and relevant details such as hiking trails etc. **The** video booths respond to the need for visual information in greater detail than the **A.V.** theatre provides. Each booth can be programmed for a specific purpose ie. mountain climbing, fishing, big game hunting, kayaking, historical and archaeological sites etc.

Pamphlets and brochures related to each video program would give the visitor the additional information on the spot as to who to contact, how much, how long, etc. The apparent large number of video terminals is purposely designed to cater to group visitors who have a relatively short stay at **Frobisher** yet need the maximum exposure to tourism facilities offered in the region.

Preliminary Costing

CONTENT: as in Option 2 plus:

- showcases and appropriate interpretations of artifacts
- additional seating
- meeting area, tables, chairs, etc.
- sink area
- map rack
- 5 video terminals
- 5 laser disc units and programming

Estimate for similar museum exhibitry (ie. more sophisticated and technologically oriented than “regular” showcase presentation) approximately \$2,500.00 per m².
 $\$2,500.00 \times 153.25 \text{ m}^2 = \$383,125.00.$

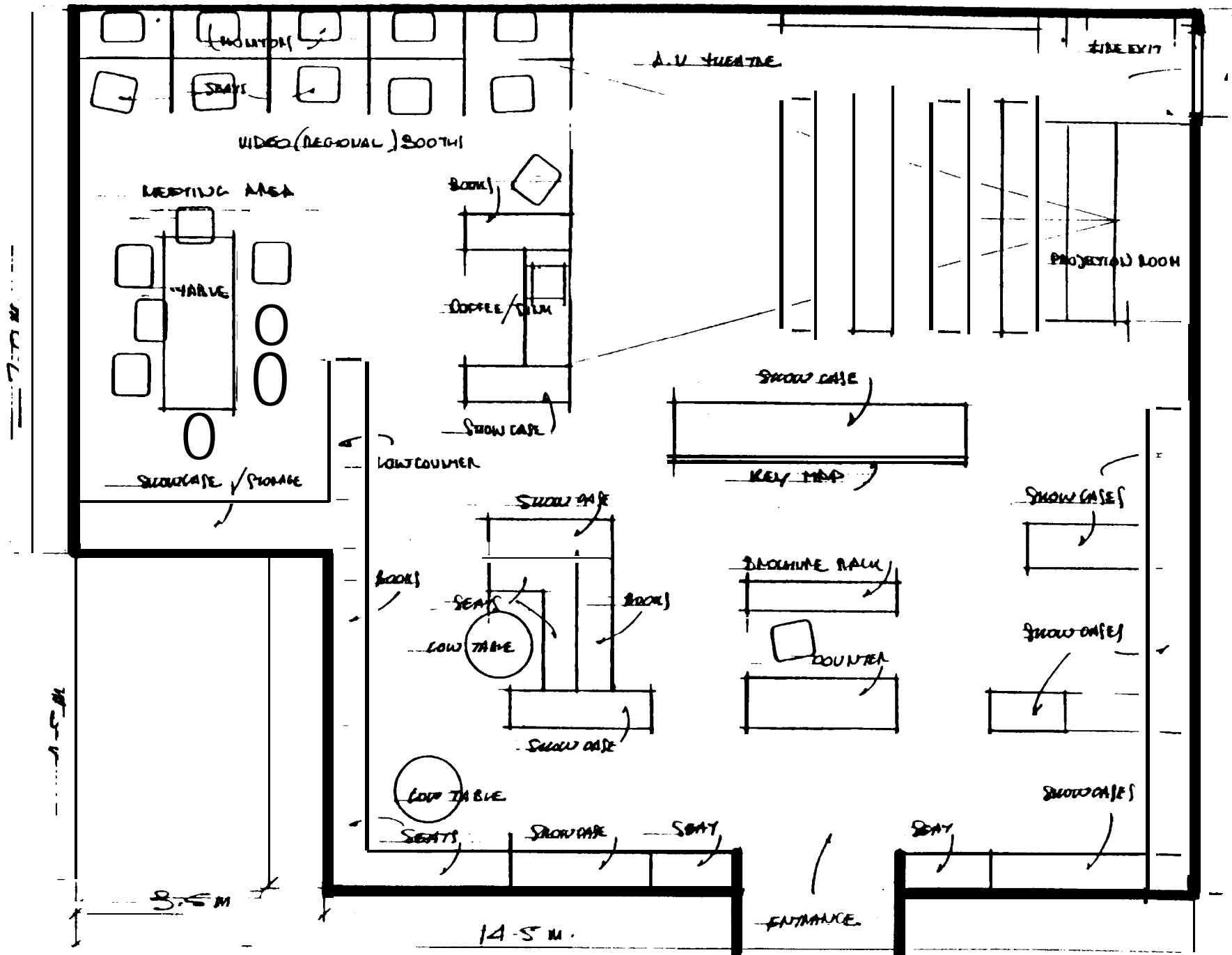
This does not-include research, photography and presentation of content of the video program nor the main **A.V.** research and photography.

Needless to say that the budget might dictate the format of presentation instead of the opposite.

As a footnote, current museum exhibit price averages \$285 per square foot in the U.S. while in Canada some more sophisticated presentations boost the gallery cost to over **\$500.00** per square foot, thus making it very difficult to give even an approximate cost.

“Software” productions, diorama fabrications and audio visual programming are costly items which are virtually custom designed for a specific need. Their price varies with the length, subject matter, size, format, research, location, photographic, script and audio requirements, but above all, the quality level one wishes to accomplish.

SPACE ALLOCATION DRAWING #3



M.S. 11

9. FACILITY PROGRAMME

This chapter provides a preliminary analysis of the visitor centre facility programme and in particular the various functional components, their spatial requirements and their relationships to other functional components. Programming suggestions for a year-round facility and management requirements are also discussed.

9.1 Selected Interpretive Method

The various options for the spatial design of the interpretive facilities, as outlined in Chapter 8, were reviewed and discussed in detail with the Study Steering Committee to reach a consensus on a selected alternative.

It was decided that spatial Option 3 with certain alterations would be the preferred alternative for the following reasons:

- o Spatial Option 3 can accommodate up to 35-40 people at one time, which is close to the optimum number based on the analysis of package group sizes.
- o It has been projected by the **Baffin** Tourism Association, that tourism is currently growing at a rate of 10%/year in the Baffin.
- o As **Frobisher** Bay does not have a lot of quality tourism attractions, it is felt that the visitor interpretation centre can be developed as an attraction in itself. Therefore, the facility must be architecturally distinctive and attractive. The image should be one that stays with the visitor and one that the visitor associates with the community after leaving. All too often in the past, visitor centres have been designed as functional concrete block structures. However, recent visitor interpretation centre development has recognized that the architectural design and image of the structure is an important element of the whole interpretive experience. The Frank Slide Visitor Centre in Alberta and the Northwest Territory pavilion at **Expo '86** are examples of facilities which were designed to stand apart from their competition and create an image related to the specific theme of the internal structure.

- 0 Tourists coming to the **Baffin** Region are paying large dollars and are for the most part a very sophisticated market demanding quality for money. Thus the selected concept should ensure that the visitor centre provides a very good quality experience.

Based on the discussions with the Steering Committee we were able to come up with a number of parameters for the design of the centre. These are as follows:

- o should be architecturally identifiable
- o has to provide a quality experience
- o the centre should provide basic visitor information and services and at the same time lure new visitors to the region
- o the interpretive component of the centre should in some way provide tourists with an experience of "**being** out on the land without actually going out"
- o the facility should entice visitors to:
 - extend their stay in the area
 - commit themselves to a future trip
 - spread a positive image of the Baffin Region to friends and relatives
- o the building must be distinctive with dynamic programming
- o the interpretive facilities should not be overly sophisticated (ie. the laser disc video terminals)

Based on these parameters spatial Option 3 was revised and expanded and is presented below as the selected Option 4.

9.2 Space Allocation and Conceptual **Floor** Plan: **Option 4**

The design on the following page illustrates the major components in **Option 4**. Option 1, 2 and 3 were only space allocations. Option 4 introduces a viable design concept responding to the stated design parameters.

In this option we maintained the features and surface area of Option 3.

Option 4 has **approximately** the same surface area as in Option 3 meeting areas, (left corner) in the Option 4 "**VIP**" Lounge (bottom left corner).

The video booth has been eliminated and replaced by two multipurpose sitting, reading areas featuring the use of a T.V. monitor and **V.C. R.** for special showings on a selected subject or region.

The information counter and projection booth have been relocated for a more practical layout.

The overall mood and atmosphere of the Centre is based on the idea of “an environment room to experience travel out on the land without actually going **out**”.

This feeling is created by introducing the dramatic land form and geological features which are unique to the **Baffin** Region and the Arctic setting: barren rock, open spaces, sparse vegetation, harsh climate.

This is presented in the form of original rock bluff casts, both at the entrance and in the audio-visual theatre. This open diorama approach is contrasted by the warmth and hospitality of the sitting areas, rich in furs, natural wood paneling, low **lighting**, books, magazine folders and T.V. monitor for special documentation. These two contrasting elements: the harshness of nature against the warmth of man-made shelter are symbolically linked together by the contemporary art form of the **Inuits** themselves. These are presented in a format which probably for the first time will help the uninitiated and casual visitor to understand the various art forms and their evolution. It should be an orientation to the different styles of arts and crafts and provide guidance and understanding to all visitors as to the various levels of quality, artist’s reputation, rarity, new trends and evolution. How many tourists to the Arctic are being made aware of this? Very few, if any.

This tourist “orientation and education” area would generate a greater interest in the local arts and would benefit directly the artist and crafts people of the community and/or the 13 Regions.

In this concept we avoid the “static” historical showcase with collection of artifacts and interpretive text. This is the Museum’s role and the Visitor Centre should not duplicate these functions.

9.3 **Walk-Through**

The entrance is accessed by two sets of double doors.

The entry vestibule area between the double doors has coat hanging cabinets on either side.

Upon entering: **the** Centre the visitor's reaction should be surprise and excitement.

Large boulders (real), and **cariboo** antlers **and skulls** frame the entrance doorway" Directly in front, a dramatic rock outcrop emerges from the background of photographed landscape and ends partly inside a glass showcase. (See illustration on following page).

This first glass case, literally growing from the rock, displays some of the finest examples of **Inuit** art. A symbol of "Man's" emotional response to the land. The feeling here is that the visitor centre is a shelter built around the landscape itself and respectful of its shapes and forms.

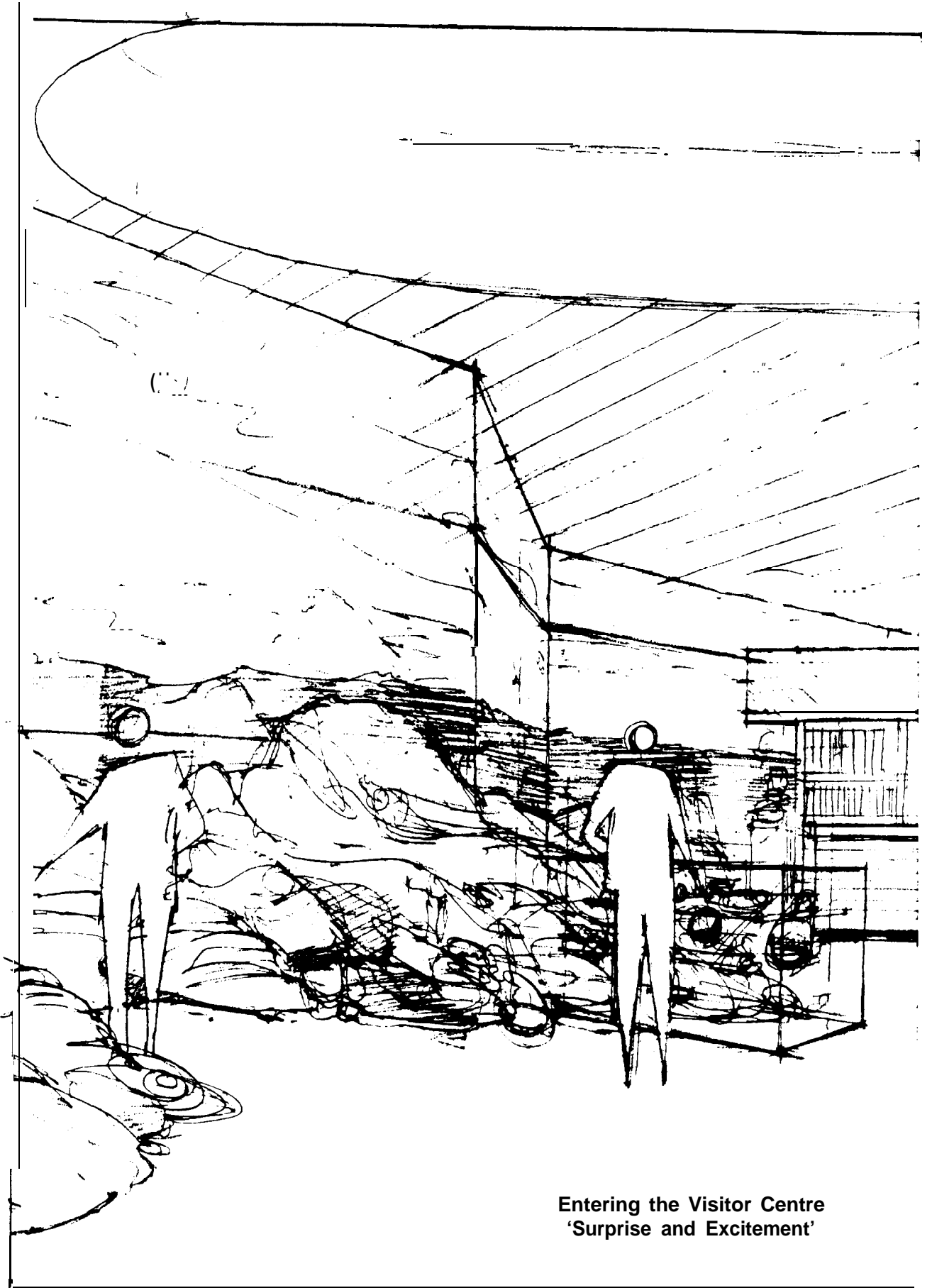
A high ceiling with domed skylight will provide bright natural light during the summer months to dramatize the large rock bluff feature, glass case and **photomural** backdrop.

In the winter, the domed skylight will be sealed shut to minimize heat loss and the lighting provided by artificial bounced light and spots.

To the far right, a large information counter surrounded by artifacts, documentation, posters and photographs will command the visitor's attention. The right hand corner is a seating area hidden behind a glass showcase. It provides a comfortable and relaxed atmosphere where one can glance at various folders and documents and take the opportunity to be oriented to the services of the Visitor **Centre** itself.

To the left of the entrance, boulders and props frame the way to a floor-to-ceiling map of the **Baffin** region. This map, the largest in the Visitor Centre, will be the key to travel routes and the 13 Communities.

Directly to the left of the entrance, showcase and seating area lead to the "**VIP**" Lounge. This is not intended for VIP's only. It is a sitting area isolated from the rest to provide the most hospitable environment for discussion among group leaders, guides, travel agents and clients. It also offers a **V.C.R.** and T.V. monitor to show specially recorded programs on the area.



Entering the Visitor Centre
'Surprise and Excitement'

The centre left of the Visitor Centre offers a smaller sitting area and T.V. viewing facility. Both have books, magazines and the seats are, as in pangnirtung Visitor Centre, covered with sealskins and other available furs.

The top right corner is the **A.V.** theatre. Great care in the continuity of the design must be taken to maintain this outdoor environment feeling. The rock bluff is continued against the wall and below the screen to become part of the entire presentation. (See attached illustration).

The audio-visual performance must be a surprise to the visitor also. Like the land **itself** it should be unexpected and exciting. For this reason we strongly suggest the 35 mm slide format in a 9 projector system, supplemented by a 16 mm film projector for special presentation to large groups and/or to incorporate into the multi-media presentation itself.

The "sync" displays represent artifacts, **photomurals** and showcases which are illuminated in sequence with the projection. This provides a much greater involvement for the viewer than the ordinary screen projection.

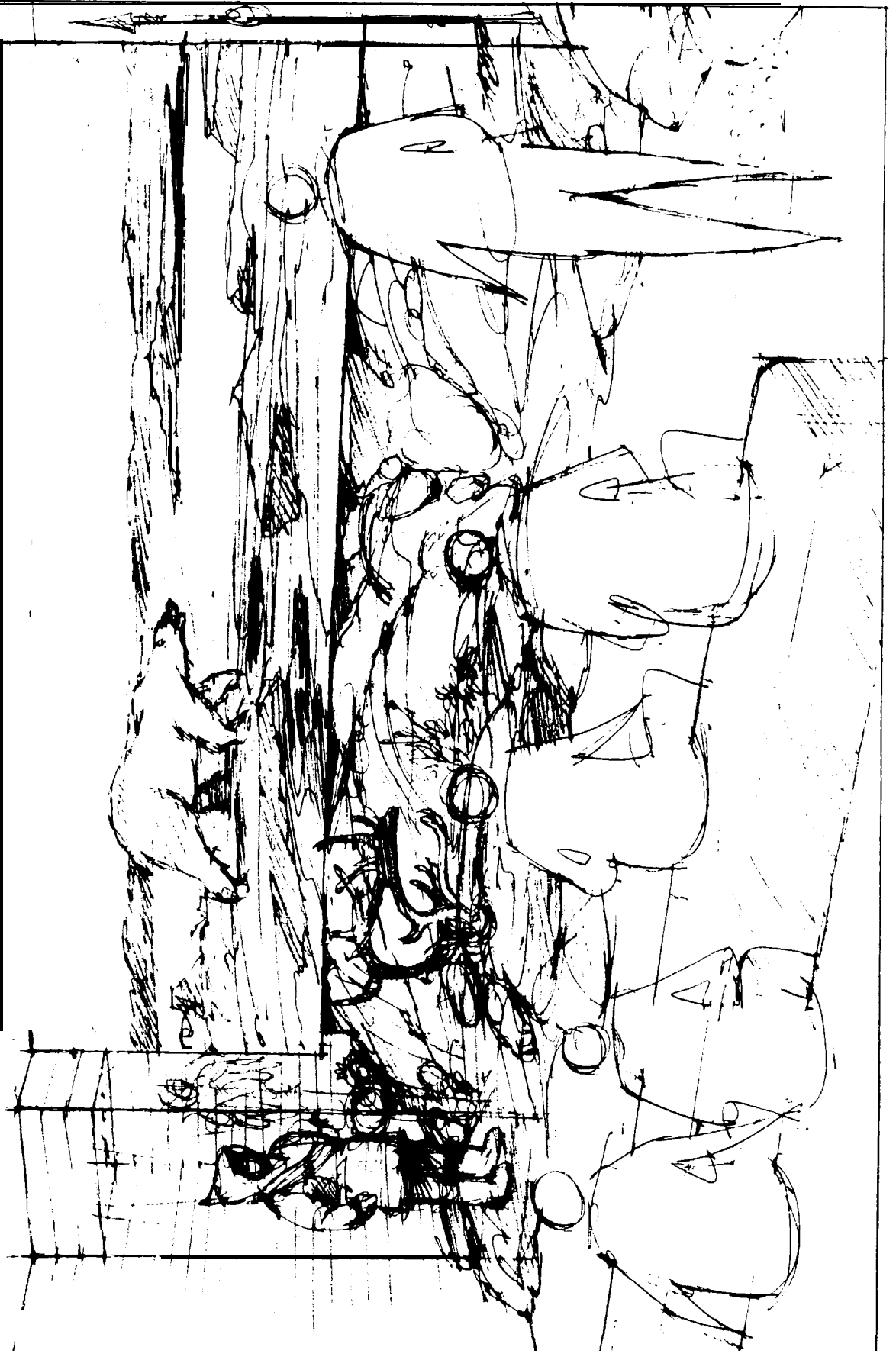
The large screen itself, 1.5 m x 4.0 m, surpasses in impact and quality any existing video projection available and the 35 mm slide system always provides the maximum ease of editing and updating any program virtually instantly.

The top left area of the **Centre** is the interactive area with "coffee making nook", maps, storage for artifacts and art items, reference books, photo albums, showcases featuring specific aspects of the **Inuit** art, and purposely "tucked away" to stimulate the visitors' interest in all parts of the building.

The projection booth houses all the **A.V.** hardware plus slide collection, dupe sets and additional projection facility for special lecture requirements: ie. 35 mm remote projection, video, overhead projection and 16 mm film.

The ensemble is designed to be most practical and functional, to respond above all to the visitor needs and clearly inform and dramatize the visitors' opportunities through the use of **A.V.** and multi-media. To break away from the usual presentation is dramatic and creates an emotional atmosphere which translates the unique aspect of the land the visitor has come to explore.

The Audio-visual Theatre
'An Outdoor Environment Feeling'



9.4 Facility Functional Units

The previous sections have provided details on the interpretive component of the centre. Not included in these estimations are mechanical/utility areas, storage space, sanitary facilities and space requirements for the **Baffin** Tourism Association.

Estimated net square footage (metres) required for each area has been calculated using minimum space standards from several sources. In particular, minimum space standards for peak visitor loadings (that is the maximum number of expected visitors within a given time period) by functional areas for visitor reception centres developed by Environment Canada - Parks were utilized. These are as follows:

Per Person	Functional Area
0.84 m ² (9 sq. ft.)	A-V theatre/auditorium
1.11 m ² (12 sq. ft.)	lobby or reception area
1.86 m ² (20 sq. ft.)	exhibit or display area

The selected spatial option can accommodate groups of approximately 35 to 40 people at a time. The major functional areas are as follows:

- a) Function: Visitor/User Reception
 Functional Unit: Reception Area
 Estimated Area: 39.0 m² (420 ft.²) to 44.59 m² (480 ft.²)

users:

Primary

- o Non-resident visitors
 - Business
 - Vacation/Leisure
 - Visiting Friends/Relatives

Secondary

- o Residents
 - **Frobisher** Bay
 - Baf fin communities

Activities:

- o Provide direction to visitor **centre** and facilities.
- o Provide information/direction to all public **activities/facilities**, recreational opportunities available in **Baffin** Region
- o Main reception counter with staff to dispense information
- o Accommodation of groups waiting for conducted tours
- o Visitor take-away information (i.e. brochures, flyers)
- o Wall areas utilized for **mini-displays**
- o Provide large scale, quality signage for orientation to other building areas/activities.

Proximity:

Adjacent to entry and centralized.

Internal Organization:

Occupies central space to permit surveillance of public areas for visitor information and security reasons.

t)) **Function:**

Exhibit/Display/Interpretation

Functional Unit:

Main Display Area

Estimated Area:

65.03 m² (700 ft.²) to 74.32 m² (800 ft.²)

users:

Primary

- o Non-resident visitors
 - Business
 - Vacation/Leisure
 - Visiting Friends/Relatives

Secondary

- o Residents
 - **Frobisher** Bay
 - Baff in communities

Activities:

- o Exhibit key map of **Baffin** Region with interpretive displays enhancing further explaining the communities the land, the
 - people, the recreational opportunities

- Activities (Cont'd):**
- o Displays identify local and regional resources with the focal point being regional
 - o Incorporate visitor seating areas to provide a variety of resting experience (i.e. built in seating, ‘lounge’ area)
 - o Interpretive displays may be incorporated in some of lounge areas.
- Proximity: Adjacent to Reception Area and audio-visual theatre.
- Internal Organization:** Occupies greatest single space of any functional component and visitors should be directed immediately from the Reception/information area to the Main Display area.
- c) **Function:** Audio-visual presentation of the **Baffin** Region.
- Functional Unit:** Audio-visual theatre
- Estimated Area:** 29.26 m² (315 ft²) to 33.44 m² (360 ft²)
- users:
- Primary
- o Non resident visitors
 - Business
 - Vacation/leisure
 - Visiting friends/relatives
- Secondary
- o Residents
 - **Frobisher** Bay
 - **Baffin** communities
 - Town operators/outfitters
- Activities:
- o Seating capacity of 20-25 persons.
 - o Large screen presentation of the landscape of the **Baffin** Region so visitors can see and look at the land they will be viewing and traveling over. Also serves as a promotional tool for those areas that visitors will not see on a particular trip.

- Activities' (Cont'd):
- o Ideal length of time for audio-visual production 15-18 minutes.
 - o Could be operated on command during most periods with continuous showings during peak periods.
 - o Audio-visual presentation to be slides and film, multi-image with wide panoramic views.
 - o Area can also function as a lecture, staging for guided tours.
 - o Could be used by local clubs and organization for special audio-visual presentations

Proximity:

Adjacent to Main Display Area.

Internal Organization:

Occupies smaller space than Main Display Area. Directly connected to Main Display Area to permit circulation of maximum number of visitors to view audio-visual presentation.

d) **Function:** **Meeting/Visitor personal information**

Functional Unit: Meeting Area

Estimated Area: 25 m² (269 ft²) to 30 m² (323 ft²)

users:

Primary

- o Non resident visitors
 - Business
 - Vacation/leisure
 - Visiting friends/relatives

Secondary

- o Residents
 - **Frobisher** Bay
 - **Baffin** communities
 - Town operators/outfitters

Activities:

- o Provide chairs and tables for guides/operators and their clients to discuss and plan activities and trips.
- o Large showcase/storage unit contains maps of 13 communities and other detailed information

Activities (Cont'd):

(i.e. park sites, historic sites, hiking trails, canoeing **routes**, etc.).

- o Television monitor in selected areas with a VCR can provide detailed programmed on specific topics (i.e. hiking; fishing; big game hunting; kayaking; historical archaeological sites, etc.).
- o Reading materials are available for tourists as well as residents (i.e. students at Arctic College, residents, outfitters/operators) who want to learn more about the Baffin Region.

Proximity:

Adjacent to Main Display Area and Audio-Visual **Theatre**.

Internal Organization:

Direct access from the Main Display Area but away from the entry/reception area to provide quiet meeting/reading/viewing space and to minimize congestion.

- e) **Function:** Coat Storage
Functional Unit: Vestibule
Estimated Area: 5.5 m² (60 ft.²)
users: All visitors and staff
Activities: To provide coat and boot storage
Proximity: Directly adjacent to main entry and reception area
Internal Organization: occupies area at main entrance.
- f) **Function:** Public Washroom Facilities
Functional Unit: Washrooms
Estimated Area: 11.15 m² (120 ft.²)
users: All visitors and staff
Proximity: Adjacent to Reception Area
Internal Organization: Occupies area near entrance, coat storage and reception area.

- g) **Function:** Administrative Area for **Baffin** Tourism Assoc.
Functional Unit: **Baffin** Tourism Association Offices
Estimated Area: 65.03 m² (700 ft.²) to 83.61 m² (900 ft.²)
Users: o **Baffin** Tourism Association
- General Manager
- Assistant General Manager
- Support Staff
- Activities:** o Office for General Manager
o Combined reception/work space for support staff and Assistant General Manager
o Space for duplicating, telex, computer equipment
o Space for supplies, storage.
- Proximity:** **Adjacent** to Reception Area
- Internal Organization:** Located near main entrance so visitors/users do not have to travel through exhibit/display areas.
- h) **Function:** Janitorial/Mechanical
Functional Unit: Janitorial and Mechanical Room
Estimated Area: Janitorial Space 1 m² (10.76 ft.²)
Mechanical Space 11.14 m² (120 ft.²)
users: Staff and maintenance personnel
Proximity: Adjacent to Public Washrooms
Internal Organization: Located next to washrooms, off of the meeting room.

The total estimated space required for the functional components of Option 4 is 252 m² (2,714 ft.²) to 295 m² (3,173 ft.²).

9.5 Programming ⁵

It is intended that the visitor centre be used as a year-round operation. During prime tourist season, basically the late spring and summer seasons, the Centre will be geared towards servicing the tourist trade. Perhaps, representatives of some of the local communities could be encouraged to perform either native customs or crafts in front of the Centre for the benefit of visitors. By **focussing** on some of the aspects of the traditional way of life (story-telling, music, customs, skills), the **Centre** can actively interpret some of the components of the facility's theme structure (Theme 2 - The People; **Inuit** Culture; How Life Used to Be). This type of programming can really help bring many of the unique and distinctive elements of the Region to life. This type of programming would require financial assistance for travel costs and accommodation for the various participants.

In the summer months, the **Centre** will function primarily in the fashion of most visitor interpretation centres. These requirements have been discussed earlier in the report and will not be repeated again here. (See Section 3.2 Non-resident Visitor Requirements). It is also suggested that in addition to the information on opportunities for visitor self-exploration, a guided tour be available each day. A series of walking tours have already been prepared focussing on biological, historical and geological elements. By adding a guide-interpreter, the material in the trail pamphlets can be brought to life and interpreted. A minimal charge for the guided walk would help offset the cost for an additional staff member. The walks should be scheduled for around 2:00 p.m. each afternoon in order to allow visitors to obtain the proper clothing, footwear and other material they may require (i.e. mosquito repellent, film, rain gear). These walks could focus on a different trail each day or on one specific trail if there was the demand. These walks would be conducted during the prime visitor period throughout the summer season and would return to **self-guided** tours during the shoulder seasons.

In the winter and shoulder seasons, the Centre can offer a number of opportunities for both local residents and tourists. School programming should play a major part of the winter programming. Visits by school children, especially in the winter months in conjunction with tourist visitation during the summer can provide the **Centre** with well-balanced visitation year-round. Discussions with representatives

of the curriculum development component of the Education Department or local teachers can assist in developing a framework for programming for school children. This programming would not only reflect the students' ages and needs, but also the requirements of the official school curriculum. Study modules can be created for geography, social studies and history courses (**The Land, Climate/Weather, Renewable Resources, The People and their History, Arts and Cultural Appreciation**). Often, students are required to study their own community and the Visitor **Centre** would be an excellent reference facility for this type of material. By working in conjunction with the library and the museum, a successful program could be developed.

The **Centre** could develop **pre-visit** material, educational kits to be used outside the facility, post-visit material, data retrieval sheets, discovery games, activity cards and a specific audio-visual presentation to be used with students. For example, a class of twenty pupils could spend half a day at the **Centre** doing research on specific topics, watching a special audio-visual presentation and learning more about their neighboring communities.

There has also been some initial discussions concerning attaching other community facilities to the Centre in the future. Facilities such as a new library, an art gallery, cultural space or even expansion of the Centre to include a new museum are possible.

Community or public programming should also be encouraged during the winter season. The theatre offers an area where small groups can hear a lecture or watch a slide show. For example, a photography club may want to use the facility to review the slides of a guest speaker as a special event. Often in communities, active recreational activity space is more than sufficient whereas 'quiet' space for specific cultural activities is sometimes overlooked. Occasionally, small special interest groups require a central meeting place. The meeting room or the theatre could provide this type of space for those interested in specific cultural activities such as poetry writing and reading, oral history recordings, needlepoint, calligraphy and sewing. Public programming would occur primarily in the winter months and would be subject to approval by the **Centre's** Manager so as not to interfere with the visitor interpretation service requirements.

The Centre could offer an information session during the winter months to educate the new residents of the community about the Baff in Region. Teachers and government employees have an approximately three year turnaround time which means there is a need to inform and educate the replacement personnel. The community education sessions could either focus on a different community during each meeting or each meeting could be developed around one of the **Centre's** subthemes. The format of the sessions could involve the use of audio-visual equipment, discovery games, speakers or examining specific artifacts. As these sessions would tend to be geared to small groups (approximately 10 individuals) the theatre and meeting room in the Centre would be quite adequate.

Employees who have been in the Region for a number of years may also wish to take part as a refresher course. Also local business people may want to have a part in these sessions either as guest speakers or as participants to learn more about the communities, the tourist resources and the services available.

The **Centre** can also be used for special programming aimed at specific tourist operators. Workshops could be held with various groups to discuss the needs of the visitor and how to improve services. Depending on the demand and interest shown by these groups, these type of information exchange sessions could be held a number of times. It is also suggested that in the Spring of each year, specific sessions are held with each major tourist service group from **Frobisher** Bay and other interested communities. This would allow these business people to preview the material and audio-visual presentation which will be shown to visitors in the upcoming season. This type of session not only helps **re-educate** the local residents and business people about the resources available and what the Region has to offer, it allows these groups to provide their input into the process. Outfitters, hotel/motel operators, restaurateurs, travel representatives, small business owners and other specialty groups are some of the identifiable groups who could each be invited to attend the Centre for a specific session.

Another programming component related to the session just mentioned, is the encouragement of these businesses to book an evening when their staff could attend a session at the Centre. For example, a hotel owner may want to educate or refresh his or her staff about the many attractions and services available for visitors. So

often visitors to a region will ask waiters and hotel clerks the type of information which is readily available at a visitor's **centre**. If staff are cognizant of these elements, they can inform the visitor of major attractions and encourage a visit to the Centre for further information.

Arctic College has recently established an administrative studies course which provides for the study of small business management, tourism and hospitality, public sector management and office administration. Arctic College is very interested in joint ventures with the **Centre**. The **Centre** would provide an excellent opportunity for students of this program to learn about the operation and management of a visitor centre. Field trips to the Centre during the winter months for training talks, audio-visual presentations and for research projects is anticipated. This close association should ensure the acquisition of well-trained staff for the summer season.

The Centre could also function as a central ticket agency for cultural and local events in the community. By concentrating on cultural and community functions, the Centre would avoid competing with local travel agencies and their reservation system. Often, central facilities such as the **Centre** will forego taking a commission or tickets sold for community events (i.e. a public service) while taking a 10-15% commission on commercial functions and events.

Special tourist-related activities such as going on a dog team trip or a boat tour for the afternoon could also be booked from the Centre. The various operators would leave data on their service and price at the Centre and visitors could book an excursion while at the Centre. Again, the Centre may wish to negotiate a commission arrangement with the operators.

In summary, the Centre should be used year-round with suitable programming developed for each season. Programs could include the following suggestions:

Late Spring and Summer Season

- o the Centre to function as a typical visitor interpretation and information facility
- o offer a guided tour each day using the various walking trails around **Frobisher Bay**
- o encourage representatives of various communities to perform traditional crafts, skills and customs either inside the Centre if sufficient space is available, or immediately outside the **Centre** in a designated area
- o special presentation on **pre-selected** topics in the theatre to be developed for specific groups coming to the Region. Group tours may request detailed material or a talk on some component of interest (i.e. Arts and Crafts, Hunting, Fishing).

winter season

- o development of curriculum based school program ming in conjunction with education officials, museum representatives and library personnel. (i.e. **pre-** and post-visit material, data retrieval sheets, discovery games, activity cards, audio-visual presentations, a teacher's resource booklet).
- 0 development of community or public oriented programming. The use of the theatre or meeting room for small groups undertaking 'quiet' or 'passive' cultural activities (photography, calligraphy, poetry writing and readings)
- 0 development of a resident education program to inform, educate and refresh individuals about the Baffin Region, its people and its services and attractions
- 0 development of programming aimed at specific tourist operators on how to improve services and the requirements of the visitor
- 0 preparation of a program for orientation sessions to be held each Spring with representatives of each major service group from the community as a preview of what is to be distributed to and seen by visitors. Also allows feedback and improvement.
- 0 encourage individual firms and businesses (outfitters, associations, hotels, restaurants) to book a session at the **Centre** for their staff members. Program ming would be created to inform staff members of major attractions, services and events throughout the Region and provide general guidelines for interaction with visitors.

- o **development** of joint ventures with Arctic College for training programs and use of the **Centre** for components of the administrative studies course (tourism and hospitality)
- o use of **Centre** as a central ticket agency for cultural and community events and for booking specialty services.

9.6 Management Requirements

9.6.1- Hours of Operation

In order to adequately determine the proper staffing and operation requirements of the Centre, the **seasonality** and hours of operation must be addressed.

As the peak tourism season for the Baffin Region is basically June, July and August, it is suggested that the **Centre** be open from 8:00 a.m. to **8:00** p.m. throughout the week for this twelve week period. During other seasons of the year, the Centre should be open from **10:00** a.m. to **4:00** p.m. on weekdays and **1:00** p.m. to **4:00** p.m. on weekends with night time opening as required for special programming and events. Therefore, for the purpose of calculating staff requirements, it has been assumed that the operating hours be as follows:

12 hours weekdays and weekends (12 weeks) June, July, August

6 hours weekdays (40 weeks) September to May

3 hours weekends (40 weeks) September to May

As required for special events, workshops and training sessions at night from September to May.

9.6.2- **Staffing and** Administration

Staffing for a year round visitor **centre** such as is being considered for Frobisher Bay would normally consist of a General Manager/Tourism Officer, a secretary and **part-time** Information Guides. In a situation where the tourist use of the visitor **centre** is highly seasonal with alternative/complementary uses contemplated for the off -season, it is common to employ the manager and secretary on a full time basis and the Information Guides only in the peak tourism seasons. The peak tourism season for the **Baffin** Region would be late June, July and August.

In many other visitor **centres**, the Information Guides are either students (out of school for the summer season) or retired and semi-retired members of the community.

The main requirement for staff in a visitor **centre** is that staff members have a friendly, cooperative and helpful disposition towards complete strangers and that they have a sincere interest in and are totally familiar with the tourism opportunities and services found throughout the area.

Based on the programming analysis for the **Frobisher Bay** Visitor Centre, it is suggested that staffing be comprised of the following:

- i) **General Manager** - With the cooperation of the Baffin Tourist Association offices in the **centre** it is logical that the manager of the **B.T. A.** take on the duties of General Manager for the centre. The activities in and out of the centre will necessarily become the major element of the daily activities of the **Baffin Tourist Association**.

Due to the long operational hours for the centre in the peak tourism season, (i.e. with flights of tourists landing at night) it may be necessary to hire an assistant general manager/trainee. However, this would likely be a seasonal not necessarily a full-year round position. For the first year of operation, this position should remain vacant until demand can be assessed.

- ii) **Secretary** - One full-time secretary will be required to provide administrative assistance to the General Manager and the Information Guides. (Suggest that the **B.T. A.** secretary fulfill this role).
- iii) **Information Guides** - Based on the selected development alternative there will be a need for at least 2 Information Guides per working shift during peak periods and one guide/interpreter for walking tours. These individuals should be **Inuit**.

The number of information guides have been calculated using the assumed hours of operation during the peak summer period:

# of weeks of work:	12 weeks
# of hours per day:	12 hours
# of hours per week:	7 days x 12 hours = 84 hours
# of hours for walking tour:	assume 3 hours
# of hours for walking tour per week:	21 hours

Total guide hours required per week: 84 hours + 21 hours = 105 hours

If two information guides are required per shift, then the total hours per week for information services would be 84 hours x 2 = 168 plus 21 hours for the walking tour: 189 hours in total.

Based on a 37.5 hour week, the Centre would require 5 information guides for the summer season.

If only one information guide is required per shift, then the total hours per week would be 84 hours plus 21 hours for the walking tours: 105 hours in total.

Based on a 37.5 hour week, the Centre would require 3 information guides for the summer season. However, the size of the Centre and the responsibilities involved (video equipment, audio-visual presentation and the information counter) warrants two guides per shift.

Cleaning and maintenance of the building would likely best be accomplished on a contract basis.

It is suggested that the Visitor Interpretation Centre be administered on a day-to-day basis by the Baffin Tourism Association and be under the overall direction of the Department of Economic Development and Tourism.

9.6.3- **Training**

The selected Information Guides would require the following orientation and skills/capabilities:

1. They will require a general understanding and familiarity with:
 - o the **Baffin** Region tourism industry in general;
 - o the value of tourism;
 - o peculiarities and needs of tourists;
 - o tourism terminology;
 - o geography and history of the Region;
 - o logistics of traveling into and through the Region;
 - o attractions, services and special events throughout the 13 **Baf f** in communities; and
 - o general understanding of other Arctic areas.

2. They will need to be trained in several skills including:
 - o work routines;
 - o procedures to follow (i.e. consistent record keeping and questionnaire tabulation); and
 - o necessity for working schedules.
 - o use of the audio-visual equipment

3. **They** will require specific instructions in:
 - o booking procedures for hotel; and
 - o contacting and scheduling outfitting and other excursions.

The following training recommendations pertain to these requirements:

1. All Information Guides should be required to take the "Tourism in **Nunavet**" course offered by the Arctic College (or equivalent). This program will provide training in the areas of:
 - o Geography, history and demographics;
 - o Profile of the tourist in Nunavet;
 - o Outfitting and tours on the land;
 - o Package tour development;
 - o Arts and crafts; and
 - o Special events planning.
2. All new recruits should be taken on a overview regional tour to meet key individuals and experience first hand some of the services and attractions in the key communities.
3. Information Guides will require specialized training in booking procedures. This may best be accomplished in conjunction with the industry itself. For example each new recruit would spend one half day in one of the local hotels learning the hotel booking procedure and one half day with one of the airlines.
4. It may **be** advisable to develop an information Guide Manual which can be used both to learn about the **Centre** and as a reference document when required.

10. LOCATIONAL ANALYSIS

10.1 Site Assessment

A number of locations have been suggested by various members of the community. All were examined and considered in this analysis. (See attached map).

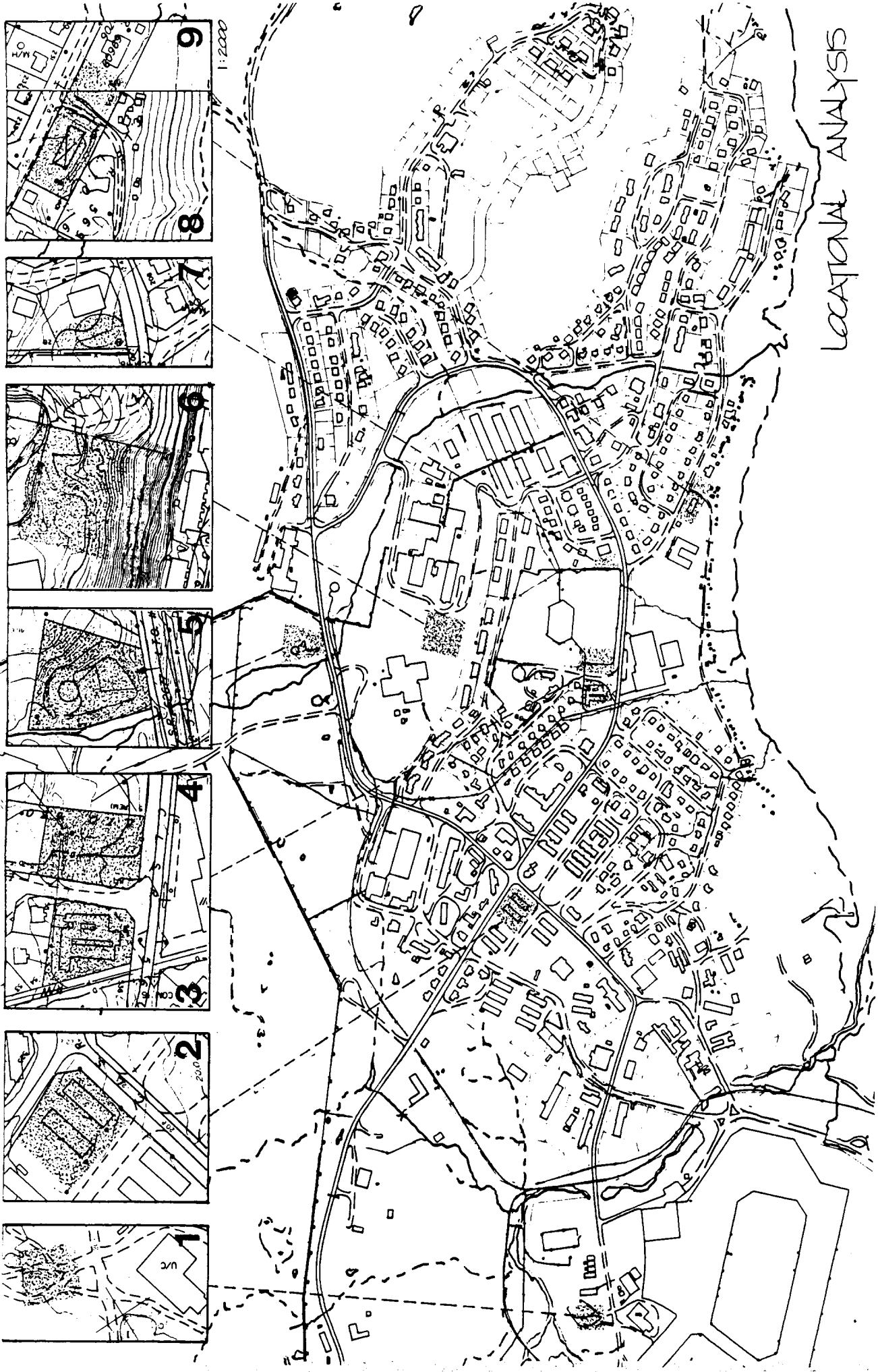
From information secured in previous tasks the following selection criteria have been established:

PRIMARY CRITERIA

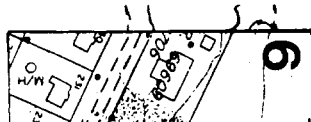
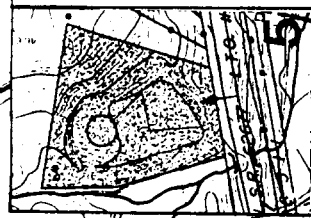
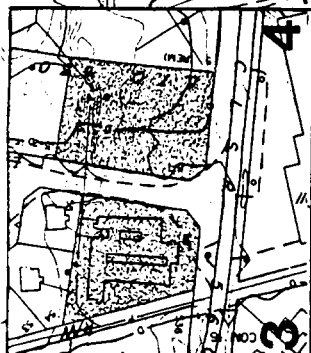
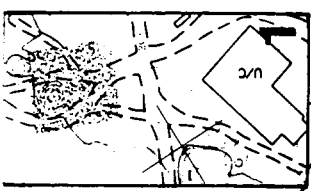
1. Availability - Is the site available for the fall of 1987?
2. Viability - Is the site easily seen from the airport and other points throughout the town ?
3. Accessibility - Is the site accessible to visitors and members of the community? Proximity to both pedestrian and vehicular patterns are considerations.
4. View - Does the site have a good view of the Arctic landscape?
5. **Image/Aesthetics** - Does the site provide a suitable image for the building? Are surrounding buildings or uses compatible with the function of the Visitors' Centre? Does it offer the user (especially fast-paced Southerners) a place to slow down and take in the facility and the Arctic?

SECONDARY CRITERIA

6. **Services** - Is the site suitably close to utilidor lines or roads for trucked services, garbage pick-up, and oil delivery? Is it close to electric power lines?
7. **Size and Configuration** - Is the site large enough and suitably proportioned for the building and a possible expansion?
8. **Zoning** - Does the location presently have the proper zoning or will a variance be required?
9. **Security** - **Is the** location prone to vandalism based on previous occurrences in the area?
10. **Topography** - Does the site have suitable drainage and soil conditions which will not require special or excessive site development?
11. **Support Facilities** - Is the site close to the following (in descending order of importance): the airport, the hotels, tourist stops (ie. the Anglican Church, Hunters and Trappers), the museum, the restaurants, the stores, the Government offices, Arctic College, the schools, etc. ?
12. **Orientation** - Does the site maximize the use of southern exposure for heat gain and energy efficient design?



LOCATIONAL ANALYSIS



We have **chosen** to divide these criteria into two categories, primary criteria and secondary criteria, and to give them a rating from **1-3;1** being the least desirable) and three the most, (zero has been used to indicate a location which for all intents and purposes is unavailable). Those grouped into the primary criteria group will then be multiplied by a factor of 1.5 to reflect their importance in the evaluation of the sites. Thus the most desirable location should be indicated with the highest number. The results of this evaluation are shown in the following Table.

It is clear from this table that the site adjacent to the Museum, Lot 402 (Town Garage), and the site adjacent to **GREC** would be the most desirable. Both Lot **402** and the site adjacent to the Museum are excellent locations for the Visitors' **Centre** satisfying most all of the criteria. However, the Town has implemented a policy to restrict the development of the beach-front areas and has indicated that the site next to the museum and Lot 402 would be unavailable for a visitors' centre. Therefore our recommendation is for the acquisition of the site beside G REC.

10.2 Discussion of Chosen Site

The site is a portion of a large lot (Lot 2) which is occupied by **Grec** High School and leased by the GNWT. **Early** indications from the Minister of Education indicate that a Regional Visitors' **Centre** would be a satisfactory use of the land, but final agreement in writing must be obtained from the **Iqaluit** Education Council.

This site has one major limitation at the moment and that is accessibility. The most logical access to this site is the existing road beside the high rise which is used to access parking and as a fire lane. Under the present lease agreement the **G.N.W.T.** is responsible for maintaining this road, including snow removal until 1991. After this date, the Brown Building with lot 186-1 revert to the **G.N.W.T.** and they will continue to be responsible for maintaining the portion of the road on lot 186-1. However, the portion of the road on lot 186-2 will be the responsibility of **Frobisher** Bay Developments Ltd. at that time unless the government renews their lease on the high-rise. Therefore before application may be made to the Town for this land an agreement with FDL must be sought to allow public access to the site on the portion of the road on lot 186-2.

Pedestrian access could be much enhanced by the construction of a boardwalk along the ridge from the stairs at the west end of **GREC** to the high-rise providing a **place**

TABLE A
SITE ANALYSIS

	1	2	3	4	5	6	7	8	9
Sites									
Near Airport	-								
Butlers Across T-L									
Adult Ed. Site									
Lot 5-1 School Lot									
Beside Hospital									
Beside GREC									
Beside Library									
Lot 402 Garage									
Adj. to Museum									
Criteria									
<u>Primary Criteria</u>									
Availability									
Visibility									
Accessibility									
View									
Image									
Subtotal									
x 1.5									
Subtotal									
<u>Secondary Criteria</u>									
Se									
Size & Configuration									
Zoning									
Security									
Topography									
Support Facility									
Orientation									
Subtotal									
TOTAL									

-) Information unavailable.

to stroll or perhaps enjoy the view from a bench. As well a stair could descend the slope to provide a much needed pedestrian link between the facilities on Astro Hill and the lower part of the town. These elements are seen as necessary to allow full use of the facility by the town and visitors.

On preliminary investigation **utilidor** connections seem to be an unreasonable cost. A sewage line could run underneath the boardwalk and connect to the line from GREC which runs down the hill next to the stairs. The water line could run from the line which services GREC branching off to the building just before entering **GREC**. Both these distances are over 70 metres and to run **utilidor** lines these distances for two washrooms seems unreasonable. Therefore, a variance should be obtained from the Town to allow for trucked services.

The site offers a dramatic and commanding view of the town, the bay, and the land around **Iqaluit**. This is an important attribute when one considers that this is a visitors' **centre** for the Baffin Region and that the most dominate feature of this region is the "Land".

The site is also visible from almost all points in the town including the Airport. This makes the facility easy for visitors to find.

The location of the site high on a hill might be considered a drawback to the site but in actual fact this feature could facilitate use of the **Centre**. As Christopher Alexander writes in his discussion of high places in A Pattern Language:

"The instinct to climb up to some high place, from which you can look down and survey your world, seems to be a fundamental human instinct . . . Visitors can go to them to get a sense of the entire area they have come to; and the people who live there can do so too - to reassess the shape and scope of their surroundings To get a **full** sense of the magnificence of the view, it seems necessary to work for it, to leave the car or elevator, and to climb. The act of climbing clears the mind and prepares the **body**."¹

1) Christopher Alexander et al., A Pattern Language (New York: Oxford University Press, 1977), pp. 316-17

11. PRELIMINARY ARCHITECTURAL DESIGN

11.1 Architectural Statement of Intent

The Regional Visitors' Centre will be a special building. **This** will be a building which will demand exploration by the visitors to and residents of the **Baffin**. It will be a building which the community will take pride in suggesting to visitors "You must visit the Visitors' **Centre**".

The building will take a commanding position on the brow of **Astro** Hill overlooking the town, the bay, and the land. It will have a strong identifiable form and color so it will not be overpowered by the high-rise and be easily seen from most all the town.

The building will be at centre of several important pedestrian paths which will be a part of this development. A boardwalk along the ridge and a stair down the slope will greatly enhance the existing pedestrian route from the highrise to the stairs by **GREC**. The boardwalk will become a place to go to look at the view. It will have benches and lights and become a place to stroll while waiting for friends who linger in the **Centre**. The stairs that descend to the base of the hill will provide a much needed path down the rough slopes to the rest of the town. This stair will have places to pause and look at the view as visitors ascend the slope to the Centre.

The building is a representation of the **Baffin** and the most dominant feature of this region is the land. Therefore, the building will be as magnificent as the landscape. Its form could be symbolic of some aspect of the Arctic landscape. The form will be dynamic in this symbolic response but simple in essence to facilitate energy efficient design and ease of construction.

In the same spirit as the concepts developed by **J.J.** Andre for the interior, the approach to the building could wind through large rocks scattered around the building. Rocks and landscaping carefully placed **will** manipulate the pace of the visitor approaching the front doors, perhaps in the same manner as a Japanese garden.

Upon **entering** the facility, the visitor will be given an area to assess the facility. There should be some way for the visitor to assess the amount of time necessary to view the displays. Visually he should be given a glimpse of spaces beyond drawing him further into the facility. Realizing he might spend some time here, he should then be presented with a place to hang his coat. Perhaps on caribou antlers. A place should be provided for briefcases or packs.

The information desk should be somewhat off to the side letting the visitor choose to explore the facility on his own or obtain information or directions from the information guides.

On the other side there could be a sitting area to enjoy the view. This will be the interior space where we celebrate the view. Perhaps there could be a pot of tea on, and comfortable chairs to use while waiting for companions to finish their tour through the Centre.

The interior will be a juxtaposition of wide open spaces and small warm personal spaces, reflecting **man's** existence in this barren harsh landscape. This will allow the visitor to flow freely through the facility from one item to another at his or her own pace. The ceiling height will be high except in cozier nooks like the VIP lounge. Lighting will create a tapestry of light and dark giving variety to the space and making it seem larger than it is.

There could be an exterior room from which to enjoy the view, a sheltered sunny place where visitors and residents can sit and have a bag lunch or read while overlooking the town. There could be a large plaque showing the various attraction of the town to the tourist. A large **Inukshuk** could be a part of this space providing the perfect foreground for a photo of the view or a photo of a southerner with the "**Northern** Statue".

This centre could be the only experience a business man or a package tour tourist on a rainy day might see in a brief visit to the Arctic. This building must create a lasting impression.

11.2 Concept A

The form of this building is a symbolic representation of the Arctic landscape. In it can be discovered the forms of icebergs, waves, snowdrifts and pack-ice. We have created a dramatic form which asymmetrically attempts to reflect the natural rhythms of Arctic **landf** orms.

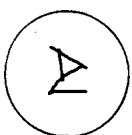
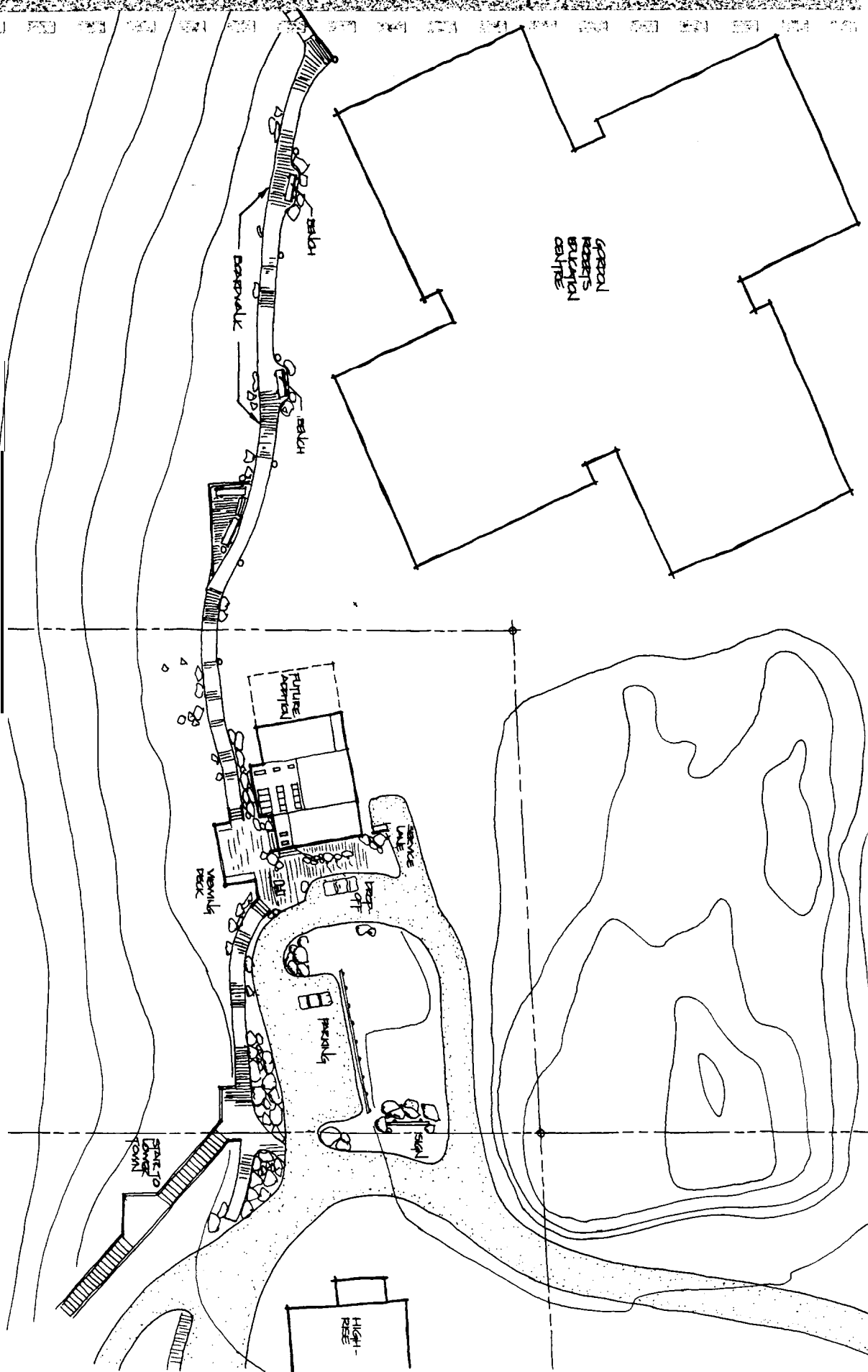
The entrance has been located at the southeast corner so that it is visible from the main approaches to the building. An entrance porch has been cut into the main form to provide a sheltered welcoming entrance and to more clearly define the entrance.

We have located all the interpretive/display areas to the southern side of the building, filling these spaces with natural light. Mechanical and A/V rooms and the meeting room are to the north. The washrooms, coffee area, and janitor's room are all in close proximity to the mechanical room, keeping mechanical costs down. The location of the mechanical room in the north east corner of the building facilitates easy truck access for sewage pump out and water delivery.

The interpretive/display areas have been designed with J. J. Andre's concepts in mind. We have tried to create a variety of spaces which have a number of cozy nooks in which to browse through books or look at A/V presentations. Upon entering the facility, the visior will be presented with a variety of visual experiences in a dramatic two storey space. This space will be filled with light from a number of windows on the south facing **wall**, some of which could be stained **glass** washing walls with **colour**. The dominant feature of this room will be a floor-to-ceiling map of the region.

An important area of this space will be the sunken viewing lounge. Here the visitors can sit on the rock steps or in soft warm chairs and enjoy the view. There could also be a key map pointing out attractions below in the town or on the landscape.

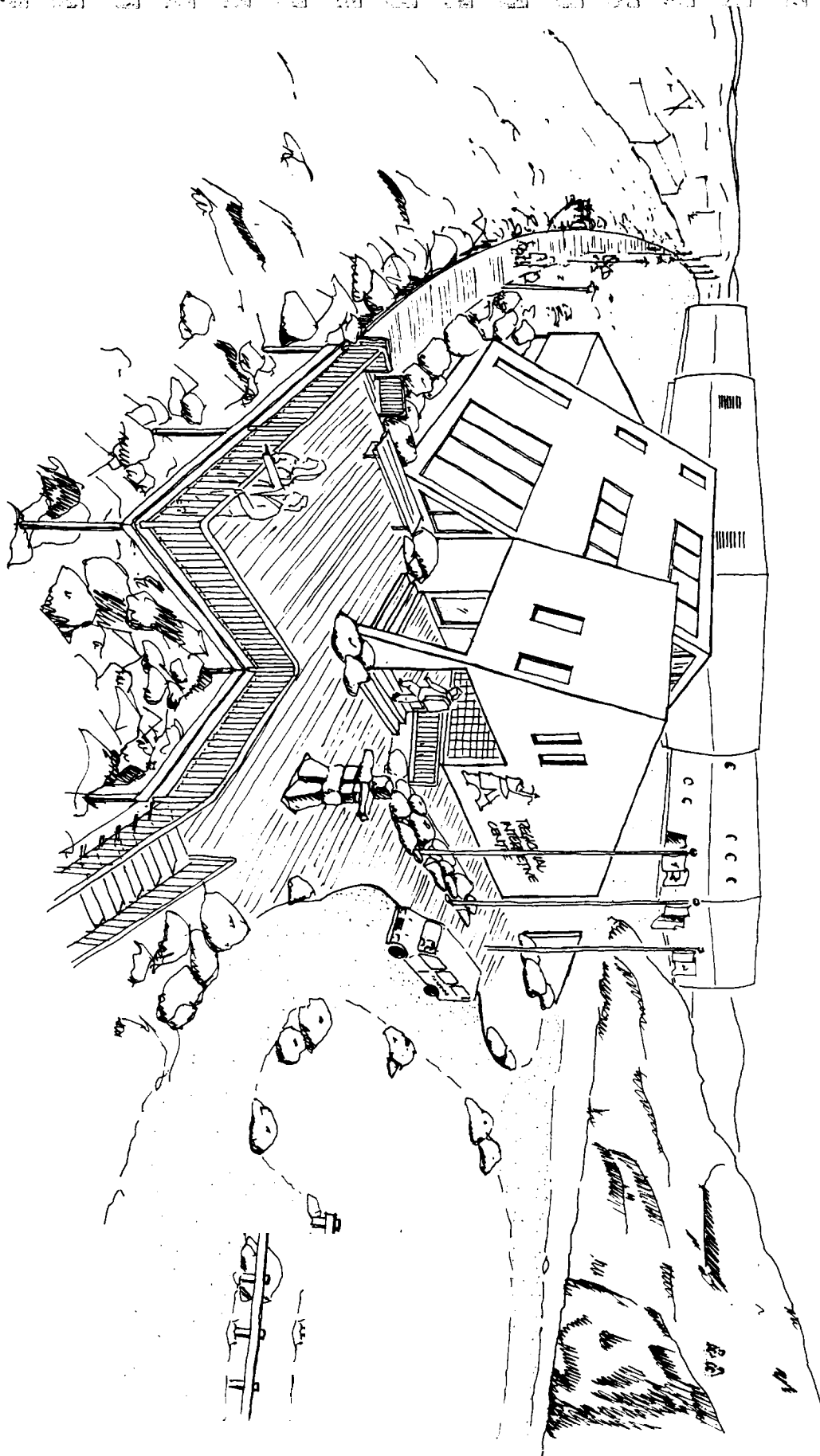
The BTA offices are located on the second floor. The manager's office will have windows on two sides of his office facing the view, while the general office space will look down upon the interpretive space and also through windows to the view.



REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, NORTHWEST TERRITORIES

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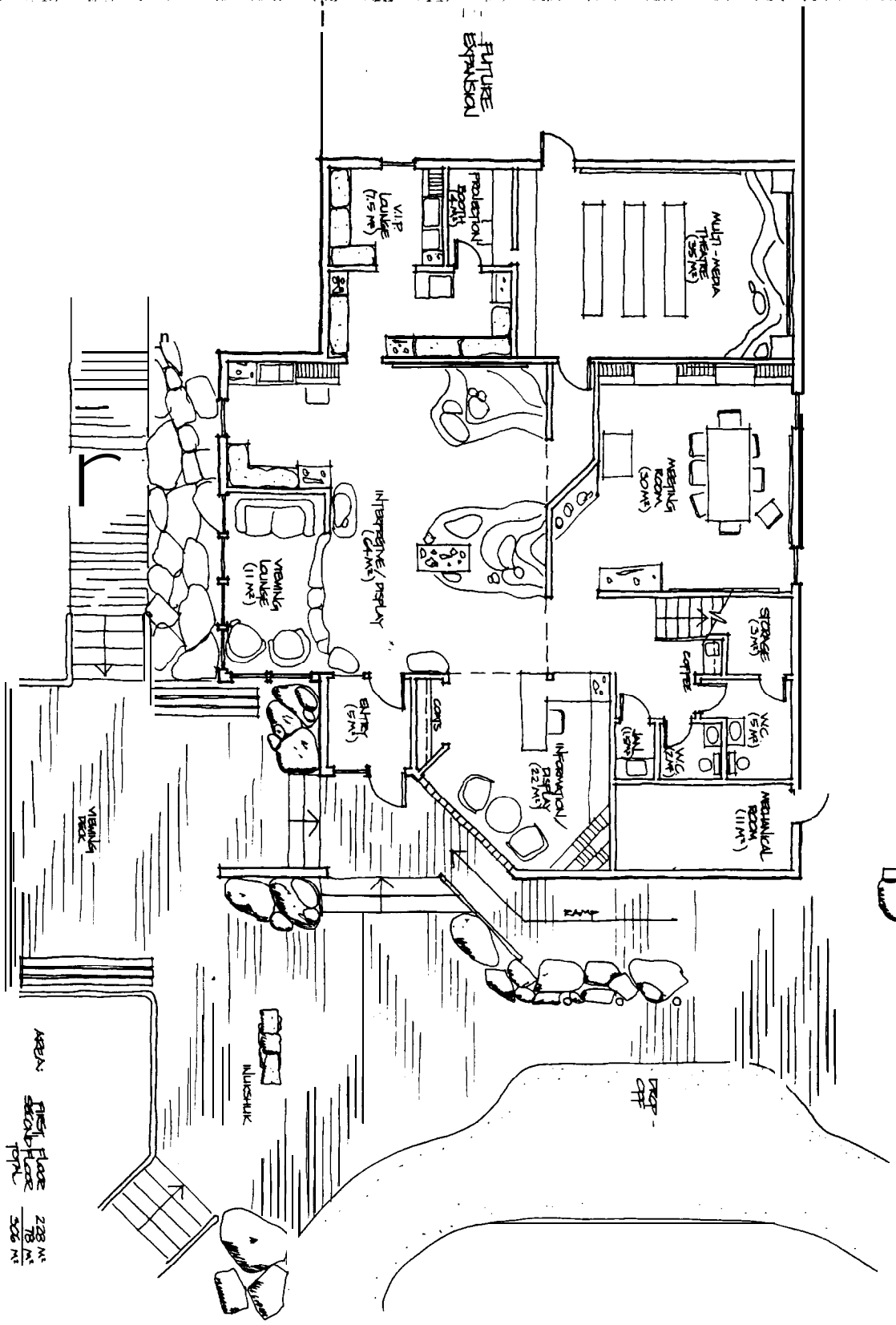
BURDETT-MOULTON
ARCHITECTS & ENGINEERS
P.O. Box 631
IQALUIT (FROBISHER BAY) N.W.T. X0A 0H6
(819) 979-6539



REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, NORTHWEST TERRITORIES

CONCEPT A
EXTERIOR PERSPECTIVE

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AREA: 228 M²
 FIRST FLOOR
 78 M²
 200 M²

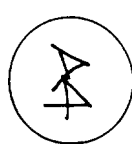
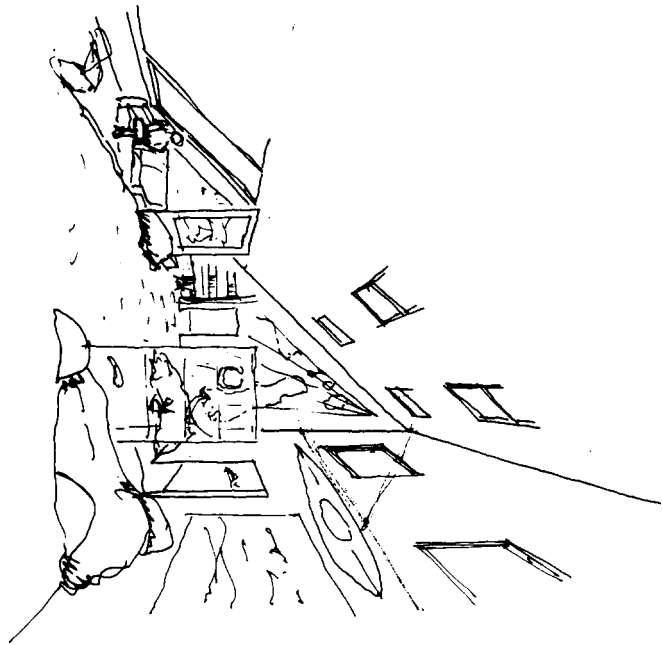
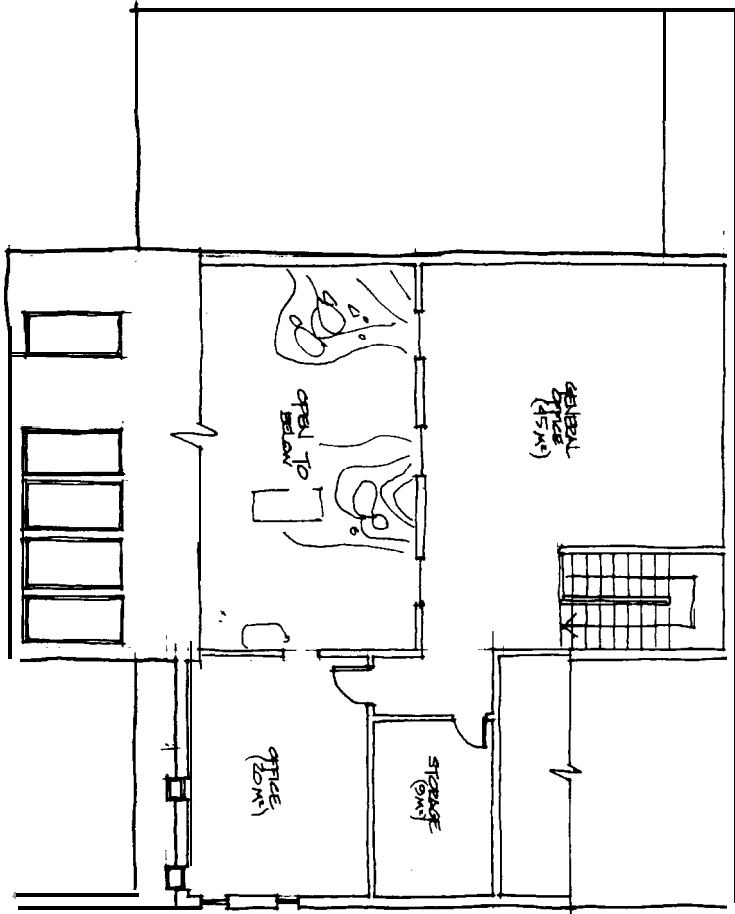
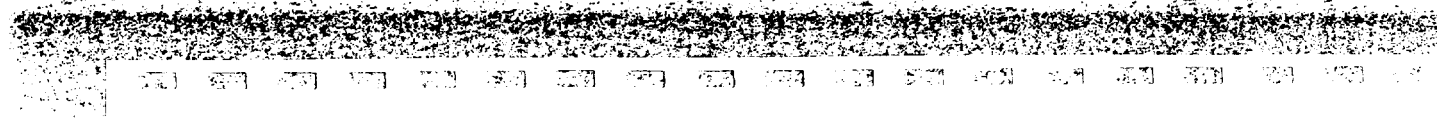
3

REGIONAL INTERPRETIVE CENTRE
 IQUALUIT, NORTHWEST TERRITORIES

CONCEPT A
 1ST FLOOR PLAN
 0 5 1 2 M

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 IQUALUIT (FROBISHER BAY) NW.T. X0A 0H0
 (819) 979-5539

B



REGIONAL
INTERPRETIVE
CENTRE
IQUALUIT NORTHWEST TERRITORIES

CONCEPT A
PERSPECTIVE & 2nd FLOOR PLAN
0 1 2 5
2m

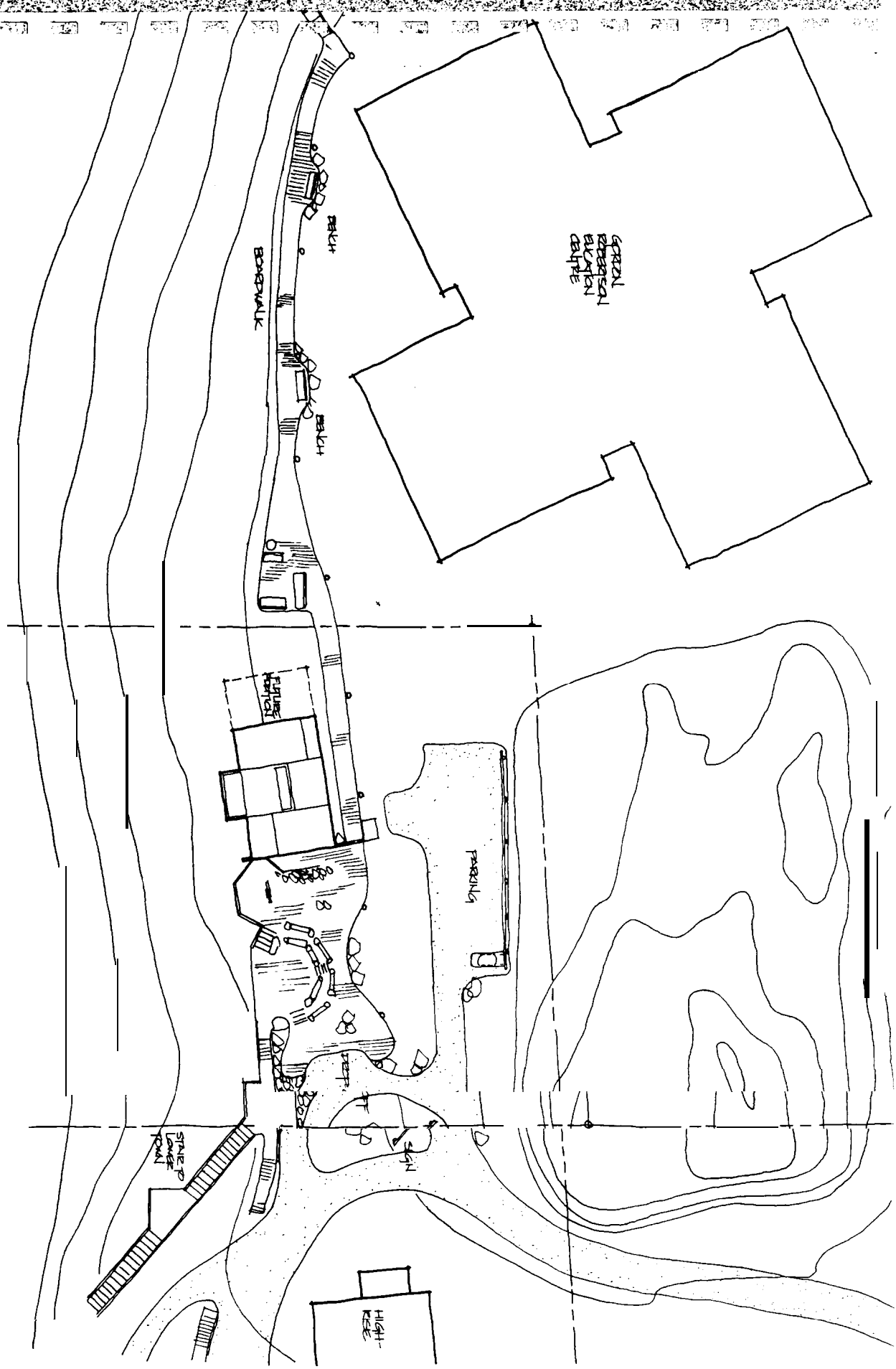
BUROEII-MOULTON
ARCHITECTS & ENGINEERS
P.O. Box 631
IQUALUIT (FROBISHER BAY) N.W.T. X0A 0H0
(819) 979-6539

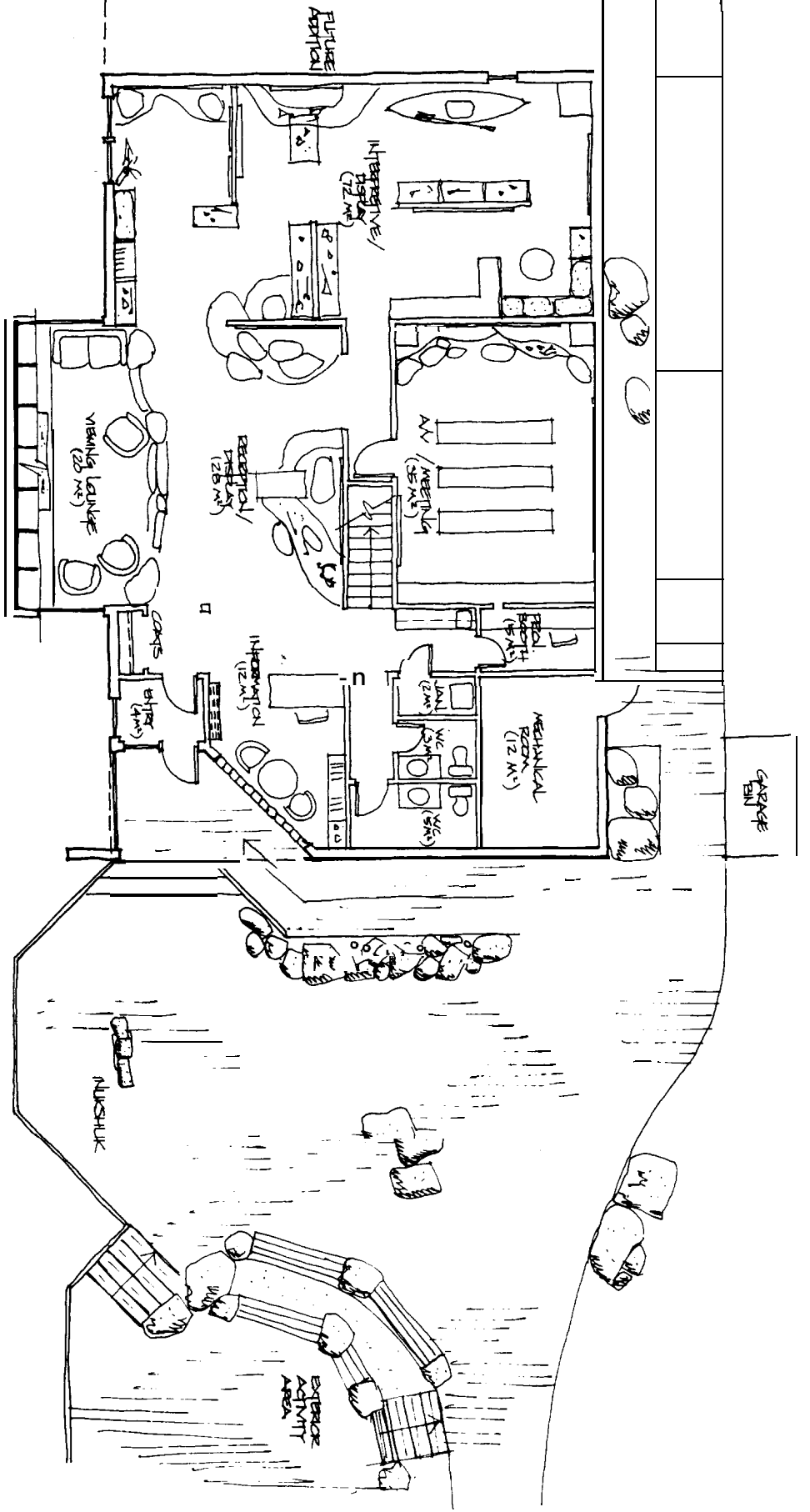
A1

REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, N.W.T.

SITE PLAN

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(819) 975539





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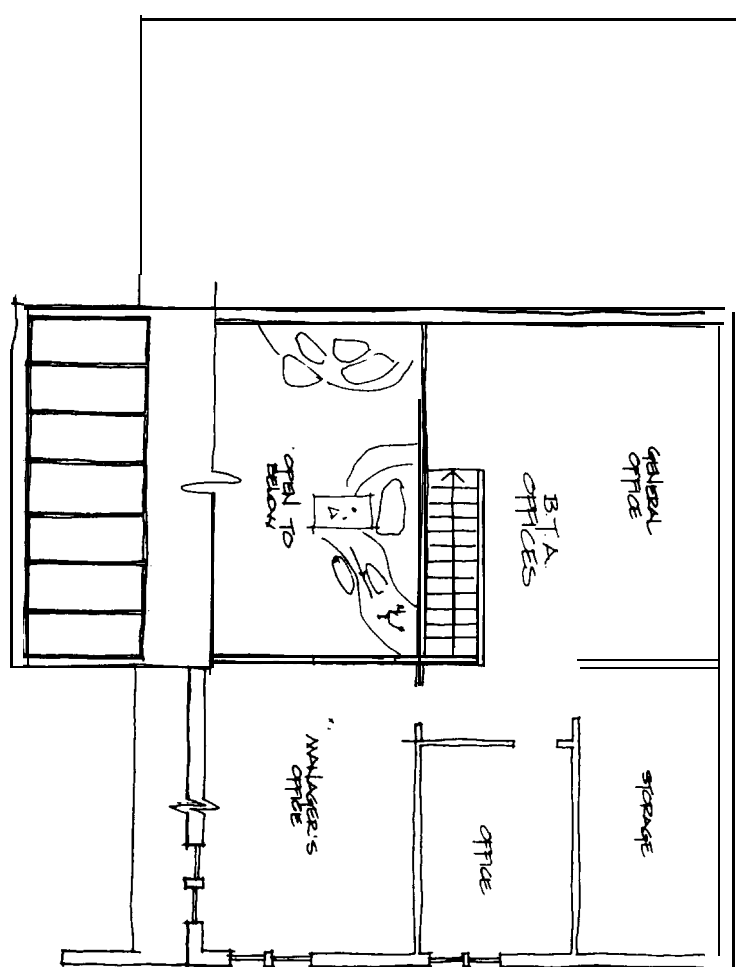
REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, N.W.T.

1ST FLOOR PLAN

0.5 2M. 5



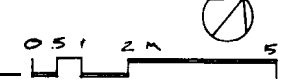
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ARCHITECTS & ENGINEERS
P.O. Box 631
IQALUIT (FROBISHER BAY) N.W.T. X0A 0H0
(819) 976539



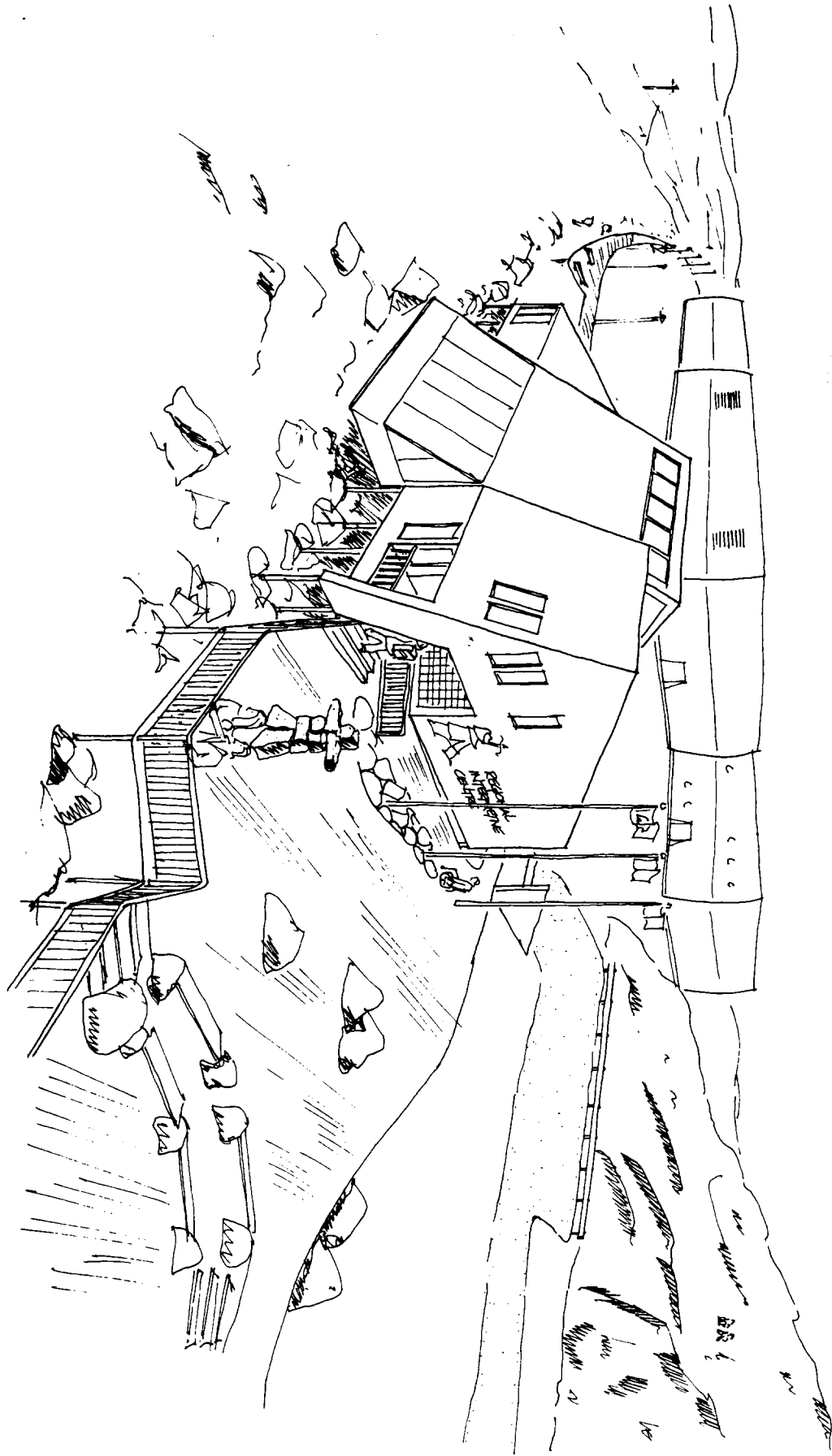
A3

REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, N.W.T

2nd FLOOR PLAN



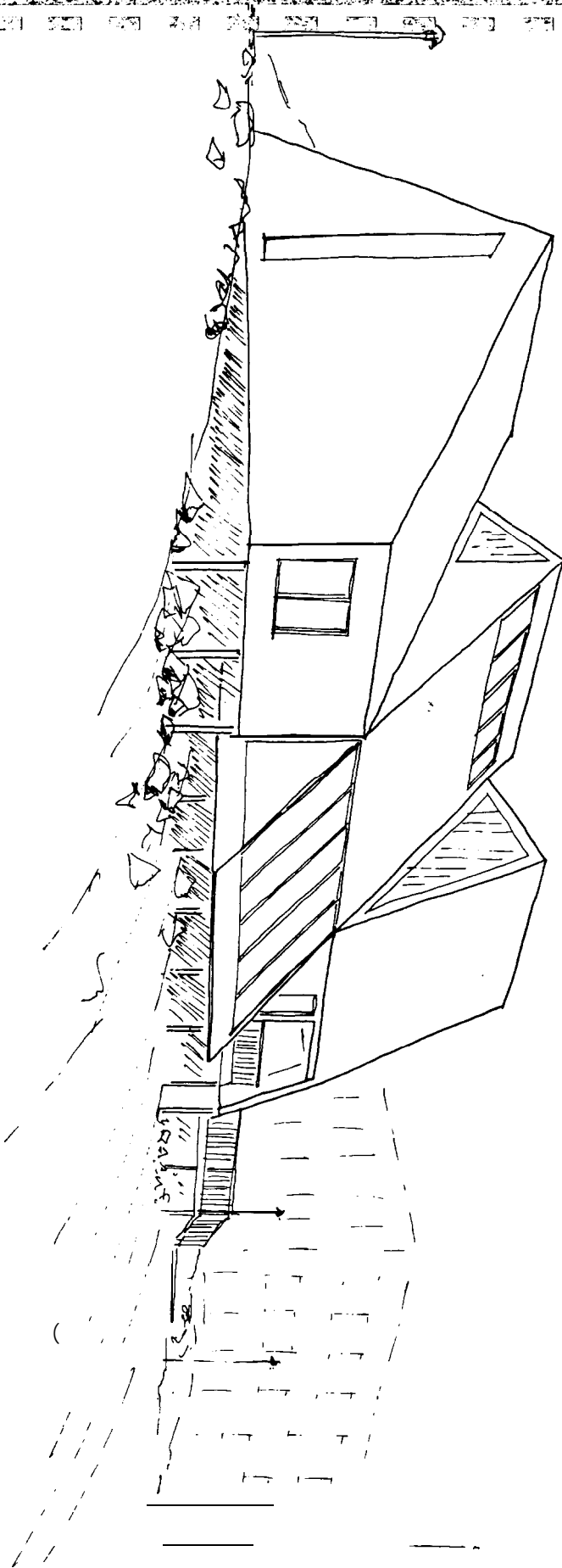
BURDETT-MOULTON
ARCHITECTS & ENGINEERS
PO Box 631
IQALUIT (FROBISHER BAY) N.W.T X0A 0H0
(s19) 97%539



REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, N.W.T.

EXTERIOR
PERSPECTIVE

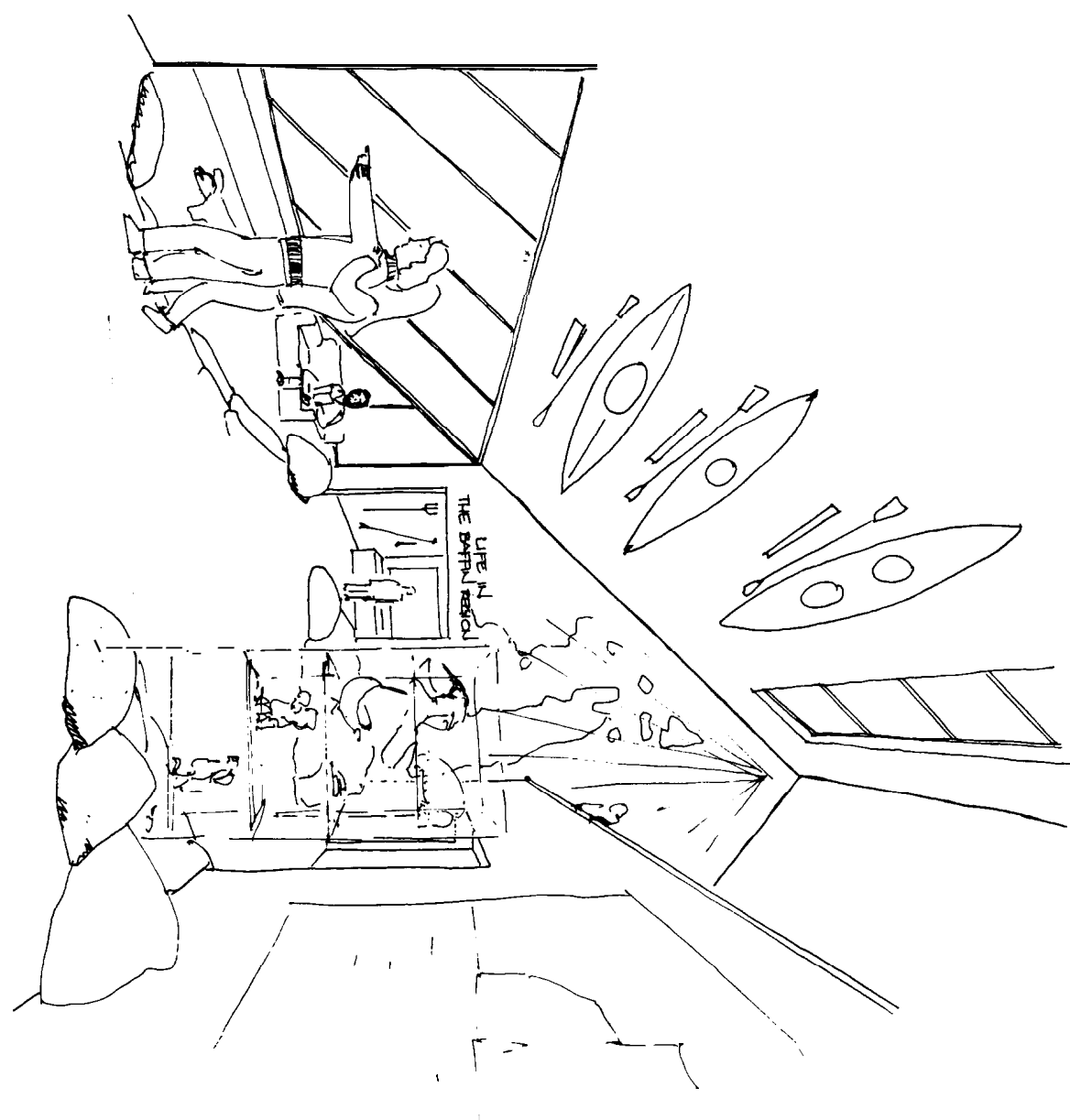
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ARCHITECTS & ENGINEERS
P.O. Box 631
IQALUIT (FROBISHER BAY), W.T. X0A0HC
(819)976-189



REGIONAL
INTERPRETIVE
CENTRE
IQALUIT, N.W.T.

EXTERIOR
PERSPECTIVE

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ARCHITECTS & ENGINEERS
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IQALUIT (FROBISHER BAY) WT. X0A 0H0
(819) 979-539



LIFE IN
THE BATHING ROOM

46

REGIONAL
INTERPRETIVE
CENTRE
IGALUIT, N.W.T.

INTERIOR
PERSPECTIVE

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ARCHITECTS & ENGINEERS
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IGALUIT (FROBISHER BAY) N.W.T. X0A 0H0
(819) 979-6539

12. COST ESTIMATES

12.1 Capital Cost Estimates

The following preliminary cost estimates have been based on the following:

Current construction costs in **Iqaluit**

The contract price for the Pangnirtung Visitors' Centre

Information on recent tender openings

FY 1987/1988

Geotechnical Analysis	5,000
Snow-drift Analysis	20,000
Consultant Fees (80% of 85,500)	68,400
Consultant Disbursements	12,000
D.P.W. Project Management Salaries (assumes Regional Control)	16,000
Tender Costs	5,000
Storyline Researcher	15,000
Exhibits Designer	<u>25,000</u>
	191,400

FY 1988/1989

Construction	725,000 Building	
	100,000 Boardwalks	825,000
Contingency (10% Const. & Piles)		85,000
Outdoor Activity Area		75,000
Consultant Fees (20% of 85,500)		17,100
Consultant Disbursements		25,000
D.P.W. Project Management Salaries		10,000
Exhibit Displays		300,000
Furnishings		<u>30,000</u>
		1,367,100
+ 5% Inflation over 87 dollars		<u>68,355</u>
		1,435,455

FY 1989/1990

Audio/Video Presentation (1989 dollars)	150,000
---	---------

Total Capital Costs

FY 87/88	191,400
FY 88/89	1,435,455
<u>FY 89/90</u>	<u>150,000</u>
Total	1,776,855

12.2 Operating and Maintenance Estimates

The following cost figures are preliminary estimates of the operating and maintenance budget for the Visitor Interpretation **Centre**. The operating budget estimate includes a staff component of five seasonal staff members and a Manager and secretary which are already employed through the **Baffin** Tourism Association. The operational estimates also address administration/visitor services, program **ming/special** events, exhibit/audio-visual equipment, facility and grounds maintenance and utility costs.

**ANNUAL OPERATING COST PROJECTIONS
FOR THE CENTRE**

EXPENSE	BUDGET	
	(1987)	(1989)
Permanent Staff (Note 1)		
o Manager (1)	\$45,000	\$50,560
o Receptionist/Secretary (1)	35,000	39,300
Seasonal Staff (Note 2)		
o Interpreters/Guides (5)	27,000	30,340
o Accommodation Allowance	5,300	5,950
Administration/Visitor Services (Note 3)	5,000	5,600
o telephone		
o office supplies		
o postage		
o literature		
o staff uniforms		
Programming/Special Events (Note 4)	8,000	8,990
o school oriented		
o public/community oriented		
o tourism sector training		
Exhibit/Audio-visual Equipment	5,000	5,600
o long term A/V replacements		
o exhibit improvements/new labels		
Facility Maintenance (Note 5)	17,000	19,100
o janitorial contract		
o equipment repairs		
o long term building fund		
Grounds Maintenance	4,000	4,500
o snow cleaning		
Utility Costs (Note 6)	13,500	15,170
o heating		
o electricity		
o water and sewage		
TOTAL	\$164,800	\$185,110
Miscellaneous (5%)	<u>8,240</u>	<u>9,250</u>
Total Operating and Maintenance Estimates	<u>\$173,040</u>	<u>\$194,360</u>

Inflation has been estimated at 6% per year.

NOTES: (Expenses are based on 1987 costs with inflation added for 1989 costs)

Note 1:

We have assumed that the Manager and Secretary currently employed by the **Baffin** Tourist Association would provide managerial and support services for the **Centre** since their new offices are to be included in the facility. The figures shown on the chart include a \$4,246 settlement allowance and a housing subsidy of \$5,400.

Note 2:

The budgeted expenditure for seasonal staff was calculated as follows:

5 staff x 12 weeks x 37.5 hours/week at **\$12/hr**

The figure of \$12/hour is based on an annual income of \$22,000/year and is similar to what is paid to seasonal personnel in other visitor centres in the north.

The accommodation allowance is based on providing three months accommodation at \$354 per month, which is based on the territorial settlement allowance of **\$4,246/year.**

Note 3:

The administration and visitor services expenses have been estimated at \$5,000 due to the obvious overlap between these services and those of the **Baffin** Tourist Association. We also suggest that the five guides have a distinctive uniform for identification purposes.

Note 4:

The breakdown of programming and special events expenses is suggested as follows:

o	school oriented material	\$2,000
o	public/community material	\$4,000
o	tourism sector training	\$2,000

The community/public programming component would allow for about 20 days of regional participants demonstrating their individual skills at the Centre. The amount would include transportation costs, accommodation and a daily fee.

Note 5:

The janitorial service contract is based on a cost of \$20 per square metre for the interior space. Also included in the facility maintenance estimate is an amount for long term maintenance and equipment repairs. It would be advisable to allocate the long term maintenance sum each year to cover repair and replacement costs in areas such as Weather Protection (roof replacement and repairs, replacement of windows, doors and frames, masonry repairs, **re-caulking**), Structural **Integrity** (exposed elements), Building Systems (repair or replacement of piping, heating, climate controls) and Occupant Safety (upgrading due to code changes, repair unsafe features).

Note 6:

Utility Costs

Heating

Based on the assumption that the building is to be heated with an oil fired boiler. Heat loss calculations were performed for the building exterior envelope and cost calculations were based on the average annual degree days for **Iqaluit**. (Cost of oil **\$0.38/litre**).

Heating = **\$6,000/yr**

Electricity

Electrical loads were calculated for the Pagnirtung Visitors' Centre and these figures were compared with the actual consumption figures for the Museum in **Iqaluit**. Both of these buildings are similar in size and usage to the proposed Regional Visitors' **Centre**. (Cost of electricity \$21/month and **\$0.3216/KWH**)

Electricity = **\$6,200/yr**

Water and Sewage

This is the cost for municipal services for the Museum in **Iqaluit**.

Water and Sewage = \$1,300/yr

Total utility Costs

= **\$13,500/yr**

APPENDIX I

PUBLIC CONSULTATION PROGRAMME

LIST OF INDIVIDUALS CONTACTED

<u>Individual</u>	<u>Agency/Organization</u>
A. Theriault	Municipality of Frobisher Bay/Iqaluit
F. Coman	Municipality of Frobisher Bay/Iqaluit
J. McKay	Municipality of Frobisher Bay
M. Evaluarjuk	Baffin Region Council
L. Tapardjuk	Baffin Region Inuit Association
J. Bird	Nunatta Sunaqtangit Museum
B. Menton	Nunatta Sunaqtangit Museum
P. Kilibuk	Department of Renewable Resources
A. Rigby	
B. Body	
B. Rigby	Quajisaqtit Associates
J. Pattimore	Quajisaqtit Associates
C. Kinear	Travel North
C. Cole	Colli ger's Travel
M. Ferguson	Department of Public Works & Highways
E. Holt	Department of Public Works & Highways
D.W. Scarth	Department of Public Works & Highways
A. Woodhouse	The Navigator Inn
T. Jacobson	Discovery Lodge
J. Jacobson	Discovery Lodge/Tower Arctic
C. MacDonald	Ministry of Transportation & Communication, Frobisher Bay
G. Turmel	Ministry of Transportation & Communication, Frobisher Bay
M. Cleveland	Arctic College
R. Sevard	Arctic College
F. Pearce	Baffin Tourism Association
D. Monteith	Department of Economic Development & Tourism
K. Trumper	Department of Economic Development and Tourism

APPENDIX II

VISITOR CENTRES:

SELECTED EXAMPLES OF OTHER AGENCY EXPERIENCE

VISITOR CENTRES:- OTHER AGENCY EXPERIENCE

LIST OF INDIVIDUALS CONTACTED

PROVINCE OF ALBERTA

Gunther Ruppel	(403) 431-2387	Alberta Culture
Liz Connel	(403) 437-2390	Alberta Culture
Bill Tracy	(403) 431-2341	Alberta Culture

CHURCHILL, MANITOBA

Bob Penwarden	(204) 675-8831	President, Churchill Chamber of Commerce
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ENVIRONMENT CANADA, PARKS

Sharon Budd	(613) 994-2845	National Parks Documentation Centre
Michael Cobus		Information Officer, Prairie Region
Brent Little	(403) 634-2251	Chief, Interpretive Services Kluane National Park
Murray McComb	(613) 994-2300	Senior Development Planner
Gary Scaly	(613) 997-4932	Chief, Visitor Activities Branch

GOVERNMENT OF YUKON TERRITORY

J.D. (Dave) Austin	(403) 667-5429	Chief, Information Services Tourism Marketing, Yukon Tourism
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GOVERNMENT OF ALASKA

Janet McCabe	(907) 261-2697	Special Assistant to the Regional Director, Alaska Regional Office, National Park Service
Terry Miller	(907) 465-2010	Public Inquiry Office, Alaska State Division of Tourism

OTHER

Bob Peart	(604) 387-3215	Assistant Director, Research and Interpretation, B.C. Provincial Museum
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ALBERTA CULTURE

ALBERTA CULTURE, HISTORIC SITES SERVICE

Visitor Centre: Frank Slide Visitor **Centre** *

Location On Highway #3 in the Crowsnest Pass,
160 km southwest of Calgary

Ownership/Management: Alberta Culture, Historic Sites Service

Other Agency Involvement: Chinook Country Tourism Association

Function: The Centre is to provide an orientation to the historic attractions of the entire Crowsnest Pass area with a concentration on a central theme of coal mining. The site will deal more specifically with the Frank Slide while also providing an introduction to other subthemes such as transportation, the union movement, and commercial development which will be developed at other locations.

Facility:

L The design of the Centre is meant to be distinctive enough to attract attention from the Highway without detracting from the natural surroundings. The primary aim of the building is to heighten awareness of the slide and the whole Pass.

* the Centre opened in the Fall of 1986; therefore, the information presented often represents projections and estimates rather than final results.

2. There will be immediate access to the building from the parking lot which will accommodate:
 - o 56 visitor cars
 - o 4 staff cars
 - o 10 trailers
 - o bus embarking/disembarking zone, with stalls for 3 buses
 - o a shipping and receiving dock.

3. The building itself is a one-storey step design with six levels rising gradually around a central theatre. Each level will provide an impressive view of the surrounding countryside with a climatic panoramic view of the Pass at the top level.

4. Interior space will be divided as follows:

o Display/Visitor Staging	563.6m ²
o Theatre/Projection Booth	97.3m ²
o Vestibule/Reception /Washrooms	133.2m²
o Administration/Staff areas	109.6m²
o Services area	<u>138.5m²</u>
Not Total Area	1043.2m²
(Gross Total Area)	1360.0m²

5. **All** public and administrative space will be ‘barrier free’.

Services:

1. Information about the Centre and other regional facilities will be available in the reception area from staff and in printed form.

2. Public washrooms, a first aid station, and public telephones will be available in areas immediately adjacent to the reception area.

3. The main display area will present artifacts, graphics, photos, and models which augment views of the surrounding countryside. Slide and film presentations will also be available.

Programming

1. On-site programming will integrate **interpreter-guided** tours and talks with static displays of artifacts and small scale recreations, and multi-media presentation in the theatre (Seats 60). A slide presentation of 12 to 18 minutes will culminate the tours.
2. Programs will be tailored to the needs of each group; for example, basic information will be provided for casual visitors while students interested in geology would receive instruction in that topic.

operations:

1. **Costs:**

- o Capital cost estimates for 1982 were:

Building;

Architectural and Structural	1,288,000	
Mechanical	220,125	
Electrical	144,000	
Water Reservoir	100,000	
	<hr/>	<hr/>
	1,753,125	1,753,125

Site Development;

Paths/Walkways	131,000	
Landscaping	55,000	
Picnic/Interpretive Sites	45,000	
Signage	10,000	
Site Lighting	25,000	
Grading	25,000	
	<hr/>	<hr/>
	291,000	2,044,125

2. staff :

- o Permanent staff needs are expected to be one (1) interpretive officer, one (1) receptionist/secretary and up to four (4) guides available each day.

3. Hours: "

- o The Centre **will** operate year-round although actual hours of operation will vary according to the season.

Attendance:

- o In 1980, it was estimated that 710,000 persons travelled through the Pass annually on Highway 3 for recreation and social purposes. Although many travelers did stop briefly at the slide site, most were not heading for a destination point in the Pass itself.
- o Visitor projections for the first and fifth year of operation (which assumed opening in 1981 and a **5%** annual increase in recreation traffic) were as follows:

category	Year 1	Year 5
Traveling Public		
Albertans	32,000	39,000
Other Canadians	21,000	26,000
Non-Canadians	18,000	22,000
Students	20,000	21,600
Package Tours	5,000	7,000
Special Groups	<u>1,000</u>	<u>1,200</u>
Total Visitors	<u><u>97,000</u></u>	<u><u>116,800</u></u>

- o The **Centre** and its programs were designed to accommodate a peak of 300 persons per hour for a daily visitation of 3,000. There was doubt on the part of Historic Sites staff that those levels would be realized.
- o July and August are expected to be the months of greatest traffic, in excess of 1,500 daily. May and June are expected to see from 400-800 visitors on peak days mainly due to increased school visits. An average of 100 visitors per day is expected from November through April.

sources:

Crowsnest Pass Historical Resources Development Proposal

Alberta Culture, Historic Sites Service
Thora **Cartlidge**, Interpretive Planner
July, 1980.

Design Report - Visitors **Centre**, Frank Slide

Donnelly Whitting Architects
Calgary, Alberta
September, 1982

Frank Slide Visitor Centre - Concept Design Notes

Topographies
Vancouver, British Columbia
January, 1983

Memorandum - Frank Slide Visitor Centre

Alberta Culture, Historic Sites Service
W. Tracy, Interpretive Planner
May, 1981.

ENVIRONMENT **CANADA,** PARKS

VISITOR RECEPTION **CENTRES**

Environment'Canada, Parks - Example #1

Visitor Centre:	Kluane National Park Visitor Reception Centre
Location:	Haines Junction, Yukon Territory
Operator/Administrator:	Environment Canada, Parks
Participating Agencies:	Government of the Yukon, Department of Tourism
Function:	The Kluane National Park Visitor Reception Centre combines administration/information. Centre accommodates Kluane National Park staff as well as Yukon Territorial Information attendants. The centre orients visitors to both Kluane National Park and the southwestern Yukon. As an information centre it is to serve all visitors in the Haines Junction area.

Facility:

A separate facility was constructed to house the **Kluane** National Park administrative offices and the information and interpretive facilities and services of the Park and the Department of Tourism.

The information section of this facility includes the following:

- o display area (62 m²,
- o multi-purpose room with audiovisual capability (52 m²) (accommodates about 50 people)
- o entrance foyer (41 m²) containing information desk
- o viewing area (32 m²)

The facility further contains visitor washroom facilities.

services:

1. In the foyer there is an attended information desk. Visitor inquiries pertaining to the Park are directed to Parks staff, Yukon Tourism staff answer questions relating to tourism in the southwest Yukon.
2. Printed material is available for visitors regarding the park accommodation, fuel, food, activities, other attractions (i.e., Alaska Highway **Traveller** Guide; **Ecotour** brochures, etc.)
3. Panoramas and permanent displays provide visitors with a visual introduction to the landscape of **Kluane** Park and other opportunities for tourism in the southwestern Yukon.
4. A 22-minute, multi-projection slide and sound presentation in the audio visual room introduces visitors, many of whom never enter the Park, to the vastness and wilderness of **Kluane**. In the summer season, this show is presented every half hour, **9:00** a.m. to 9.00 p.m., 7 days a week.
5. Static displays have limited script and depict the four interpretive themes of the Park.
6. A large topographic model provides a visible tool to orient visitors to landscape, flora, faune, facilities and access routes of significance. The model helps put distances, direction and magnitude into perspective.

Programming:

1. On-site programming includes nature interpretive activities, hiking, skiing. These are targetted to residents and visitors alike in the summer and toward residents particularly in the winter months.

2. Off-site interpretation is necessary due to the remoteness and inaccessibility of much of the Park. This includes short-term displays, community events (i.e., weekend activities; children's school programs; bird walks).
3. The slide/sound show plays a major role in the long-term interpretive programming.
4. Long term plans for programming which are being developed include highway exhibits, trail systems looping from the Visitor Reception Centre, and the **Ecotour**, a **self-guided**, highway interpretive tour of the landscape and resources of the Park and region.

Operations:

1. **Costs:**

- o To be provided.
- o Capital and operating costs provided by Environment Canada, Parks.
- o Yukon Tourism provides staff and promotional material

2. **Staffing:**

- o Staffing of the **Centre's** information section is provided by the **Kluane** National Park's staff and Yukon Tourism.
- o During the summer, 4 persons are available at the information desk at all times.
- o Parks staff generally work during the week with Yukon Tourism staff working on the weekends.

Administration:

- o Environment Canada, Parks, operates and administers the **Kluane** Visitor Reception **Centre**.
- o Park staff and Yukon Tourism staff are separately trained **and** wear insignia uniforms of their respective employers.
- o Future plans to train all staff so they can answer park and tourism related questions.

Attendance:

- o Summer season is busiest for visitation
- 0 March-April are busy with ski-related visitor traffic.
- 0 September to March slow season
- 0 Facility began operation in 1979.
- 0 First full year of operation **was** 1980 - about 50 -60,000 visitors. Due primarily to bus tours.
- 0 To August 1986 about 30,000 visitors have made use of the reception centre.

Additional Comments:

- o Bus tours stopped for slide presentation in first years of operation.
- o 1986, over 3/4's of bus tours arriving use washroom facilities only and do not wait for clients to view slide presentation.

0 **Building** has poor design re washroom placement given the pattern of group visitor use which has developed. Advise that washroom should be separated from information area.

Slide and Sound Presentation:

- o budget \$5,000.00 annually for projector bulbs (6 projector system)
- 0 equipment should be kept simple – **Kluane** equipment worth \$40,000.00 – "**state-of-the-art**" when installed.
- 0 nearest repair **centre** is in Toronto.
- 0 replacement equipment costs \$100.00 a day to rent.
- 0 only made one set of slide duplicates
- 0 would advise that if slide presentation is intended to last at least 3-5 years, a number of custom, quality duplicates be prepared at the time of the original.

Environment Canada, Parks - Example #2

Visitor Centre:	Wood Buffalo National Park Visitor Reception Centre and Exhibit Hall
Location:	Wood Buffalo National Park
Operator/Administrator:	Environment Canada, Parks
Participating Agencies:	Big River Travel Association
Function:	To promote visitor appreciation and awareness of the natural and cultural heritage of the Boreal Plains area represented in the Park. Through a program me of static and active interpretation to assist visitors in acquiring a greater understanding of the processes, features and relationship constituting the heritage of the park and its status as a World Heritage Site.

Facility

The Centre will be composed of the following areas:

o	reception/orientation	(30 m ²)
o	exhibit hall	(50 m ²)
o	theatre	(51 m ²)
o	tape replay room	(10 m ²)
o	washroom	(25 m ²)

services:

1. The reception area will serve as a visitor control and information dissemination area providing orientation to the **Centre** and the park. It will also be used as a gathering point for naturalist trip groups and for traveling exhibits.

2. **The** receptionist will issue back country use permits **and** will sell fishing licenses.
3. The exhibit hall will present, through displays of artifacts, specimens, graphics, script, diaramas, and sound tracks, the major themes of the park:
 - o Boreal Plains Physiography
 - o **Karst**
 - o salt
 - o Water
 - o Boreal Plains Ecology
 - o The Peace **Athabaskan** Delta
 - o Bison
 - o Whooping Cranes
 - o Man on the Boreal Plains
 - o World Heritage Status
 - o Systems Context of the Park
 - o Size of the Park

Programming:

1. The theatre will seat 30 to 50 people. Photographs on the walls will depict the major themes, while two National Film Board productions entitled "**Fire**" and "**Bison**" will be screened.
2. The video tape replay room will seat six. Visitors can select one of several programs about the park's facilities recorded on a single tape available from the receptionist.

Operations:

Information not available until March of 1987.

Environment Canada, Parks - Example #3

Visitor Centre: Lake Louise

Location: Village of Lake Louise, Alberta

Operator/Administrator: Environment Canada, Parks

Function: The Centre will serve as a year-round source of information, orientation, and interpretation for the **Banff** area parks. It is intended that the site make Parks Canada highly visible in Lake Louise in order to fulfill its mandate of increasing public appreciation and knowledge of the natural and historical resources of the area.

Background:

Up until 1982 information was dispensed from a small portable structure located at a temporary parking lot. Washroom facilities were also temporary. This facility operated from **mid-May** to mid-October from **9:00** a.m. to **9:00** p.m. serving approximately 42,000 (1982) enquiries representing a daily average of 280. During the rest of the year, anywhere from 200-700 enquiries were handled at the Warden's Office on an informal basis.

Interpretation was limited to six different walking tours managed by three interpreters active from mid-June to mid-September. In 1982, 1,400 people took part in the walks while 10,000 attended presentation at two area campgrounds.

No non-guided interpretation was available and it was estimated that 92% of visitors spent less than four hours in the village. Therefore, the likelihood of visitors coming into contact with interpretive services was considered **minimal**. To correct this situation a new facility was planned, details of which follow.

Facility:

1. Parking will be available for up to sixty cars and eight buses.

2. Visitor facilities will include:

reception/information area
lounge/staging area for tours
exhibit space
indoor theatre
outdoor amphitheatre
sales area
washrooms

3. Administrative facilities will include:

offices
staff meeting space
staff lounge and washrooms
workshop
storage space
reference library

services:

1. The reception desk will provide information on:

campgrounds/picnic sites
commercial accommodation and facilities
recreation and education facilities
safety requirements
road information

2. A **backcountry** desk will issue:

general information and maps
regulations and policies
permits and registration

3. Public telephones and basic first aid facilities will be available.
4. Orientation and up-to-date information will be available through a **four-**park map, a video monitor system, and a bulletin board.
5. Administrative staff of the Warden's Service will be available to deal with specialized enquiries.
6. The exhibit area will feature displays about the formation of the Rockies, the human history of the area, and its natural history. Outdoor displays will also be developed.
7. The theatre will be made available to the community for meetings although this use will be secondary to the provision of visitor services.

Programming:

1. As before, guided walks and tours will be available as will interpretive presentations in the outdoor amphitheatre (summer).
2. The indoor theatre (seats 70) will present alternately two ten minute films, one dealing with the human history of the area, the other with its natural history.

Operations:

1. **costs:**
 - o **The** design phase in 1983/84 and construction phases in 1984/85 and 1985/86 were estimated to cost \$2.9 million.

2. **Hours:**

- 0 Summer hours are expected to continue as before; daily, **9:00** a.m. to **9:00** p.m.

3. Attendance:

- o The building is being designed to accommodate about 220 persons at one time. The reception desk is expected to be able to handle 135 enquiries an hour.

- 0 Attendance at the new site will be affected by several factors:

Positive:

- wider range of services (interpretation)
- proximity to a major shopping area
- promotion on highway signs

Negative:

- located on village street, not main highway
- Park entry-points will also distribute basic tourist information

Given these factors, attendance at the new site was expected to rise from 11% of tourist traffic into the area to 14% or 65,000 visitors (based on 1982 statistics). Attendance for the 1985/86 season was 63,020.

- 0 Regarding use patterns, it was expected that those persons arriving by car would stay an average of 30 minutes and that:

- 20% would not leave the car
- 30% would walk around, but not enter the Centre
- 50% would enter the Centre, primarily for information.

Of persons arriving by bus, it was expected that 75% would enter the Centre primarily to use the washrooms and to view exhibits.

Source:

Visitor Forecasts and Design Requirements: Lake Louise Visitors Centre

J. G. Rouse

Special Projects Officer

Programming and Development

Parks Canada, Western Region

Calgary, Alberta

July, 1983.

ENVIRONMENT **CANADA**, PARES - PUBLIC USE **STATISTICS**, 1985-86

Park	Facility	# of Days in Operation	Total Use
Cape Breton Highlands	Ingonish Beach Information Centre	157 (May - Oct)	10,866
	Cheticamp Visitor Centre	168 (May - Ott)	19,248
Fundy	Lakeview Information Centre	86 (May - Sept)	14,342
	Headquarters Information Centre	157 (May - Ott)	18,881
Gros Morne	Visitor Centre	183 (April - Nov)	25,385
Kejimikujik	Visitor Reception Centre	363	36,809
Kouchibouguac	Visitor Centre	209 (May - Nov Jan - Mar)	51,757
Prince Edward Island	Cavendish Information Centre	62 (June - Sept)	51,344
Terra Nova	Information Bureau	61 (May - Aug)	4,946
Forillon	Penouille Information Centre	87 (June - Sept)	22,023
	Traite-carre Information Centre	87 (June - Sept)	24,434
La Maurice	St. Mathieu Information Centre	124 (May - Ott)	45,074
	St. Jean de Piles Information Centre	124 (May - Ott)	36,996
	Riviere a la Peche Visitor Centre	96 (Dee - Mar)	2,840
Georgian Bay Islands	Mainland Information Centre	214 (April - Mar)	3,453

ENVIRONMENT CANADA, PARKS - PUBLIC USE STATISTICS, 1985-86 (Continued)

Park	Facility	# of Days in Operation	Total Use
Prince Albert	Waskesiu Information Centre	115 (May - Sept)	14,088
Riding Mountain	Information Centre	145 (May - Sept)	14,812
Banff	Banff Townsite Information Centre	364 (April - Mar)	123,372
Elk Island	Information Office	107 (May - Aug)	5,591
Glacier	Rogers Pass Information Centre	312 (April - Mar)	93,811
Jasper	Icefields Information Centre	15 (May)	1,907
Kootenay	West Gate Information Centre	365 (April - Mar)	22,104
	Marble Canyon Information Centre	74 (June - Sept)	7,247
Mount Revelstoke	Summit Road Information Centre	45 (June - Aug)	4,996
Waterton Lakes	Information Centre	157 (April - Oct)	45,696
Yoho	Park Office Information Centre	320 (April - Mar)	4,976

ALASKA PUBLIC LANDS

INFORMATION CENTERS

CASE STUDY' - ALASKA PUBLIC LANDS INFORMATION CENTERS

Background

Prior to the initiation of the Alaska Public Lands Information Center program in 1981, the State of Alaska, Division of Tourism was involved in the operation of a single visitor information **centre** at Tok, near the Alaska-Yukon boundary. The State has provided funding and information assistance to a variety of visitor information **centres** privately operated by local chambers of commerce and visitor and convention bureaux through the State.

The Alaska National Interest Lands Conservation Act (**ANILCA**) was established by the American Congress to set aside large blocks of public lands in Alaska including national parks, scenic rivers, wildlife refuges and so forth. Administration of these lands is undertaken by three state and five federal departments and agencies including:

- Alaska Department of Commerce and Economic Development
- Alaska Department of Natural Resources
- Alaska Department of Fish and Game
- USDA Forest Service
- U.S. Geological Survey
- Bureau of Land Management
- U.S. Fish and **Wildlife** Service
- National Park Service

Section 1305 of the Act directs the Secretary of the Interior to "seek the participation of the State in program planning and operation of interagency visitor **centres**" in Anchorage, Fairbanks, Tok, on the Alaska Highway and **Ketchikum**. The section further authorizes the Secretary to accept contributions of funds, **personnel**, planning and program assistance from the State and other Federal agencies.

Memorandums of agreement, signed in October, 1981 and October, 1982, established the policies and procedures for operating the cooperative Public Lands Information Centers. The operations agreement was developed by the Interagency Visitor Centers Committee, comprised of representatives of the eight participating agencies, on behalf of the Alaska Land Use Council. The National Park was designated by the Secretary of the Interior to apply for funding and to administer and operate the interagency centres on behalf of the cooperating agencies. The Department of Commerce and Economic Development was designated by the Governor of Alaska to apply for funding and serve as the State's administrative head for the project. The agreements are effective for five years from the date of signature, after which time a review will determine if the program should be renewed, modified or terminated.

The overall intent in establishing the Alaska Public Lands Information Centers is to provide the public (including residents and non-resident visitors) with a centralized source of information about Alaska's public lands and resources from the eight State and Federal participants.

At the present time, the Fairbanks and Tok centres are in operation. The Anchorage centre will be operating shortly and the centre and Ketichikum is still under construction. A brief description of the centers follows this introduction.

Contact Person: Janet McCabe
Chairperson, Interagency Information **Centre** Committee
Special Assistant to the Regional Director
National Park Service
Alaska Regional Office
2525 **Gambell** Street, Room 107
Anchorage, Alaska
99503-2892

(907) 271-2697

Alaska - Example #1

Visitor Centre: Tok Public Lands Information **Centre**

Location: Tok, Alaska

Operator/ Administrator: Alaska Division of Tourism (Department of Commerce and Economic Development).

Participating Agencies: National Park Service *
Alaska Department of Natural Resources
Alaska Department of Fish and Game
USDA Forest Service
U.S. Fish and Wildlife Service
U.S. Geological Survey
Bureau of Land Management

(* Key participating agency)

Facility

Separate building on Yukon-Alaska Highway at Tok.

services:

1. Staffed information desk to assist with visitor questions about all public lands and related programs carried out by the eight participant agencies and tourism facilities, activities, services.
2. Distribution of printed information (pamphlets, booklets, maps).
3. Sale of travel books, maps, etc.

4. Formal-i exhibit areas **focussing** on the ecological regions of the State including maps, aerial photo montages, taxidermic displays of animals found in Alaska, resource maps, displays of proper equipment and clothing required for exploring Alaska in all seasons, etc.
5. Formal **Exhibit/Museum** of the "First Alaskans" and the history of **Alaska** including photo montages, artifacts, artwork, exhibits, etc.
6. Audio-visual presentations including short video tapes about outstanding and unique features of public lands and movies and slide presentations on tourism attractions, resources.
7. A "user-friendly" trip-planning computer providing information and printouts on over 200 sites on public lands throughout Alaska, services available, activities permitted, where to obtain permits if required and additional sources of information.

Programming:

1. Information services for residents and non-resident visitors in cooperation with participant agencies and local visitor and convention bureau/chamber of commerce.
2. School programmed i.e., instructional talks, slide presentations, etc.
3. Community programming i.e., special events, slide shows, special lectures, presentations.

Operations:

1. **Costs:**
 - o Operation and maintenance of the centre is **throughly** State funding.

2. **Staffing:**

- o Department of Commerce and Economic Development

one full-time staff position
three seasonal staff positions

- o Volunteers

to be used as much as possible
enlist ment, training and employment of local volunteers by
centre manager.

3. **Hours:**

- o Openm **7:00** a.m. to **12:00** a.m. seven days a week during summer season.

Administration:

- o Division of Tourism administers the Tok **centre**. Staff are employed by the Department of Commerce and Economic Development and work under the supervision of the centre manager.
- 0 All lemployees work together as a single interpretive service unit, trained to answer questions about both State and Federal lands.
- 0 During the summer season, (mid-May to mid-September) the centre is operated 7 days a week and is open in the evenings (i.e., 8:00 a.m. to **10:00** p.m.).
- 0 Personnel wear neutral uniform with insignia of Public Lands Information **Centre**.

Attendance:

0 Full figures unavailable.

o Indication of attendance in summer:

July 1985	11,104 persons
July 1986	14,040 persons

This includes only those persons signing a visitor guest book, an estimated 60% of the total number of persons visiting the **centre**.

Alaska - ~~Example~~ #2

Visitor Centre:	Fairbanks Public Lands Information Center
Location:	Fairbanks, Alaska
Operator/Administrator:	The National Park Service
Participating Agencies:	Alaska Division of Tourism (Dept. of Commerce and Economic Development) * Alaska Department of Natural Resources Alaska Department of Fish and Game USDA Forest Service U.S. Fish and Wildlife Service U.S. Geological Survey Bureau of Land Management

(* key participating agency)

Facility:

Located in privately owned building in downtown Fairbanks.

services:

1. Staffed information desk to assist with visitor questions about all public lands and related programs carried out by the eight participant agencies.
2. Distribution of printed information (pamphlets, booklets, maps)
3. Sale of travel books, maps, etc.
4. Formal exhibit areas **focussing** on the ecological regions of the State including maps, aerial photo montages, taxidermic displays of animals

found in Alaska, resource maps, displays of proper equipment and clothing required for exploring Alaska in all seasons, etc.

5. Formal **Exhibit/Museum** of the "First Alaskans" **and** the history of Alaska including photo montages, artifacts, artwork, exhibits, etc.
6. Audio-visual presentations including short video tapes about outstanding and unique features of public lands and movies and slide presentations on tourism attractions, resources.
7. A "user-friendly" trip-planning computer providing information and printouts on over 200 sites on public lands throughout Alaska, services available, activities permitted, where to obtain permits if required and additional sources of information.

Programming:

1. Information services for residents and non-resident visitors in cooperation with participant agencies and local visitor and convention bureau/chamber of commerce.
- 2* School programmes i.e., instructional talks, slide presentations, etc.
3. Community programming i.e., special events, slide shows, special lectures, presentations.

Operations:

1. **Costs:**
 - o Approximate cost of operation of Fairbanks and Anchorage centres is \$300,000.00 (1985 estimate).

- o National Park Service to supply approximately half of annual operating budget for Fairbanks and Anchorage (\$1 51,000. 00). Of this, about \$60,000.00 will be available annually to cover the costs of communications, exhibit maintenance, printing and reproduction and supplies and materials for the two centres.
- o The Department of Commerce and Economic Development to supply approximately half the ongoing operational funds.

2. Staff*.

- o National Park Service
 - two-full time positions
 - four seasonal positions
 - divided between Fairbanks and Alaska
- o Department of Commerce and Economic Development
 - two full-time position for Anchorage and Fairbanks.
- o Volunteers
 - to be used as much as possible
 - enlistment, training and employment of local volunteers by centre manager.

Administration:

- o The National Park Service administers the Fairbanks **Centre**. The full-time state-funded employees are employed by the National Park Service and work under the supervision of the centre manager.

- 0 All **employees** work together as a single interpretive service unit, trained to answer questions about both State and Federal lands.
- o During the summer season, (mid-May to mid-September) the **centre** is operated 7 days a week and is open in the evenings (i.e., 8:00 a.m. to **10:00** p.m.).
- o Personnel wear neutral uniforms with insignia of Public Lands Information Centre.

Attendance:

- o Operation initiated in summer 1985.
- 0 Complete attendance figures unavailable
- o July 1985 **attedannce** -13,000 users/visitors
- o Reflective of persons who sign guest book, probably representative of 60% of actual visitation.

Additional Information:

- o Educational program mes form **an** integral component of the strategy for community involvement.
- o A full-time staff person will be hired in 1986 to develop and operate the community outreach program me.

Alaska - *pie #3

Visitor Centre: Anchorage **Interagency Visitors** Centre

Location: Anchorage, Alaska

Operator/ Administrator: The National Park Service

Participating Agencies: Alaska Division of Tourism
Alaska Department of Natural Resources
Alaska Department of Fish and Game
USDA Forest Service
U.S. Fish and Wildlife Service
U.S. Geological Survey
Bureau of Land Management

Facility:

Located in the Old Federal Building on Fourth Avenue in Anchorage, in the central part of town.

services:

1. Staffed information desk to assist with visitor questions about all public lands and related programs carried out by the eight participant agencies.
2. Distribution of printed information (pamphlets, booklets, maps)
3. Sale of travel books, maps, etc.
4. Formal exhibit areas **focussing** on the ecological regions of the State including maps, aerial photo montages, taxidermic displays of animals found in Alaska, resource maps, displays of proper equipment and clothing required for exploring Alaska in all seasons, etc.

5. Formal exhibits and displays interpreting historic cultural themes.
6. Audio-visual presentations.
7. A “user-friendly” trip-planning computer providing information and printouts on over 200 sites on public lands throughout Alaska, services available, activities permitted, where to obtain permits if required and additional sources of information.

Programming:

1. Information services for residents and non-resident visitors in cooperation with participant agencies and local visitor and convention bureau/chamber of commerce.
2. School programmed i.e., instructional talks, slide presentations, etc.
3. Community programming i.e., special events, slide shows, special lectures, presentations.

Operations:

1. coats:
 - o Approximate cost of operation of Fairbanks and Anchorage centres is \$300,000.00 (1985 estimate).
 - o National Park Service to supply approximately half of annual operating budget for Fairbanks and Anchorage (\$1 51,000. 00). Of this, about \$60,000.00 will be available annually to cover the costs of communications, exhibit maintenance, printing and reproduction and supplies and materials for the two centres.
 - o The Department of Commerce and Economic Development to supply approximately half the ongoing operational funds.

2. **Staffing:**

- 0 National Park Service
 - two-full time positions
 - four seasonal positions
 - divided between Fairbanks and Alaska
- o Depart ment of Commerce and Economic Development
 - two full-time **posityion** for Anchorage and Fairbanks.
- o Volunteers
 - to be used as much as possible
 - enlistment, training and employment of local volunteers by centre manager.

Adminstration:

- o The National Park Service administers the Fairbanks **Centre**. The full-time state-funded employees are employed by the National Park Service and work under the supervision of the centre manager.
- 0 All employees work together as a single interpretive service unit, trained to answer questions about both State and Federal lands.
- 0 During the sum mer season, (mid-May to mid-September) the centre is operated 7 days a week and is open in the evenings (i.e., 8:00 a.m. to **10:00** p.m.).
- 0 Personnel wear neutral uniforms with insignia of Public Lands Information **Centre**.

Attendance:

- o Not available.

YUKON **TOURISM**

VISITOR RECEPTION CENTRES

YUKON GOVERNMENT, VISITOR RECEPTION **CENTRES**

Overview

Information relevant to **all** six Yukon Visitor Reception Centres is reported in this overview followed by individual summaries of information specific to each site:

Visitor **Centres**: Watson Lake
 Carcross
 Whitehorse
 Dawson City
 Beaver Creek
 Haines Junction

Operator/Administrator: Yukon Government
 Department of Economic Development and Tourism

*rations:

1. **Costs**

o Estimated non-personnel costs for all six **Centres** in 1986/87 are:

Travel for recruitment	\$ 1,400
Travel for training	7,479
Travel for Instructor	938
Honoraria	850
Food and Beverages	1,700
Postage	<u>150</u>
Total	<u><u>\$12,517</u></u>

0 Personnel costs estimates for 1986/87 are:

Supervisors @ \$11.21/hr.	\$28,586
Receptionists @ \$10.43/hr.	71,612
Benefits	23,509
Overtime	5,632
Seminar training	9,176
Shift Differential	<u>1,457</u>
Total	<u><u>\$139,972</u></u>

2. Staff:

- o Together, the six Centres employed six (6) supervisors and seventeen (17) receptionists full time during the operating season.

3. Hours:

- o The Centres are open daily from mid-May to mid-September from **9:00** a.m. to **9:00** p.m. except Whitehorse which closes at **8:00** p.m.

Additional Comments:

A 1982 visitor survey reported that 38% of parties traveling in the territory stopped at a reception **centre**. The average traveling party visited 1.2 centres.

contact PerSan:

J. D. (Dave) Austin
Chief of Information Services
Yukon Tourism
Box 2703
Whitehorse, Yukon
Y1A 2C6
(403) 667-5811

Yukon Government, Visitor Reception Centres - Example #1

Visitor Centre:	Watson Lake
Location:	Junction of Alaska and Campbell Highways, 459.2 km southeast of Whitehorse at km 1016.8 on the Alaska Highway.
Function:	Disseminates tourist information and interprets the construction of the Alaska Highway.

Facility:

The Centre features the "**Alcan** Gallery" which depicts the construction of the highway through photograph murals and models of military aircraft and a **road-building** scene. A genuine army pyramid tent is also displayed.

Programming:

A three projector **audio-visual** presentation chronicles construction of the highway.

Attendance:

- o 20,350 (1985)

Yukon Government, Visitor Reception Centres - Example #2

Visitor Centre: **Carcross**

Location: On northeast shore of Bennett Lake, 74.4 km south of Whitehorse at km 106 on the Klondike Highway.

Function: Disseminates tourist information and interprets the impact of river steamboats on the development of the Yukon.

Facility:

Contains displays and photos regarding steamboats. Located adjacent to a drydocked sternwheeler, the S.S. **Tutschi**.

Attendance:

o 11,656 (1985)

Yukon Government, Visitor Reception Centres - Example #3

Visitor Centre:	Whitehorse
Location:	T.C. Richards Building 302 Steele Street, Whitehorse
Function:	Disseminates tourist information and provides orientation to the city of Whitehorse.

Facility

The primary focus of the **Centre** is the Film Room. **The** Yukon Arts Society presents displays of northern artists in the foyer of the Film Room.

Programming:

An audio-visual presentation entitled "Faces of the Yukon" describes the Alaska Highway, the Dempster Highway, and **Dawson** City.

Attendance:

- o 18,682 (1985)

Yukon Government, Visitor Reception Centres - Example #5

Visitor Centre: Beaver Creek

Location: 458 km northwest of Whitehorse at km 1934 on the Alaska Highway.

Function: Dissemination of tourist information and display of natural history specimens.

Facility:

This is a relatively small **Centre** which displays mineral samples and a dried flower collection.

Attendance:

o 16,033 (1985)

Yukon Government, Visitor Reception Centres - Example #6

Visitor Centre: **Haines Junction**

See - **Kluane** National Park Visitor Reception Centre,
Environment Canada, Parks - Example #1.