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***Baffin Regional Tourism Planning Project -
Executive Summary Report
Date of Report: 1982
Author: Marshall Macklin Monaghan
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**BAFFIN REGIONAL TOURISM PLANNING
PROJECT - EXECUTIVE SUMMARY REPORT**

Sector: Tourism

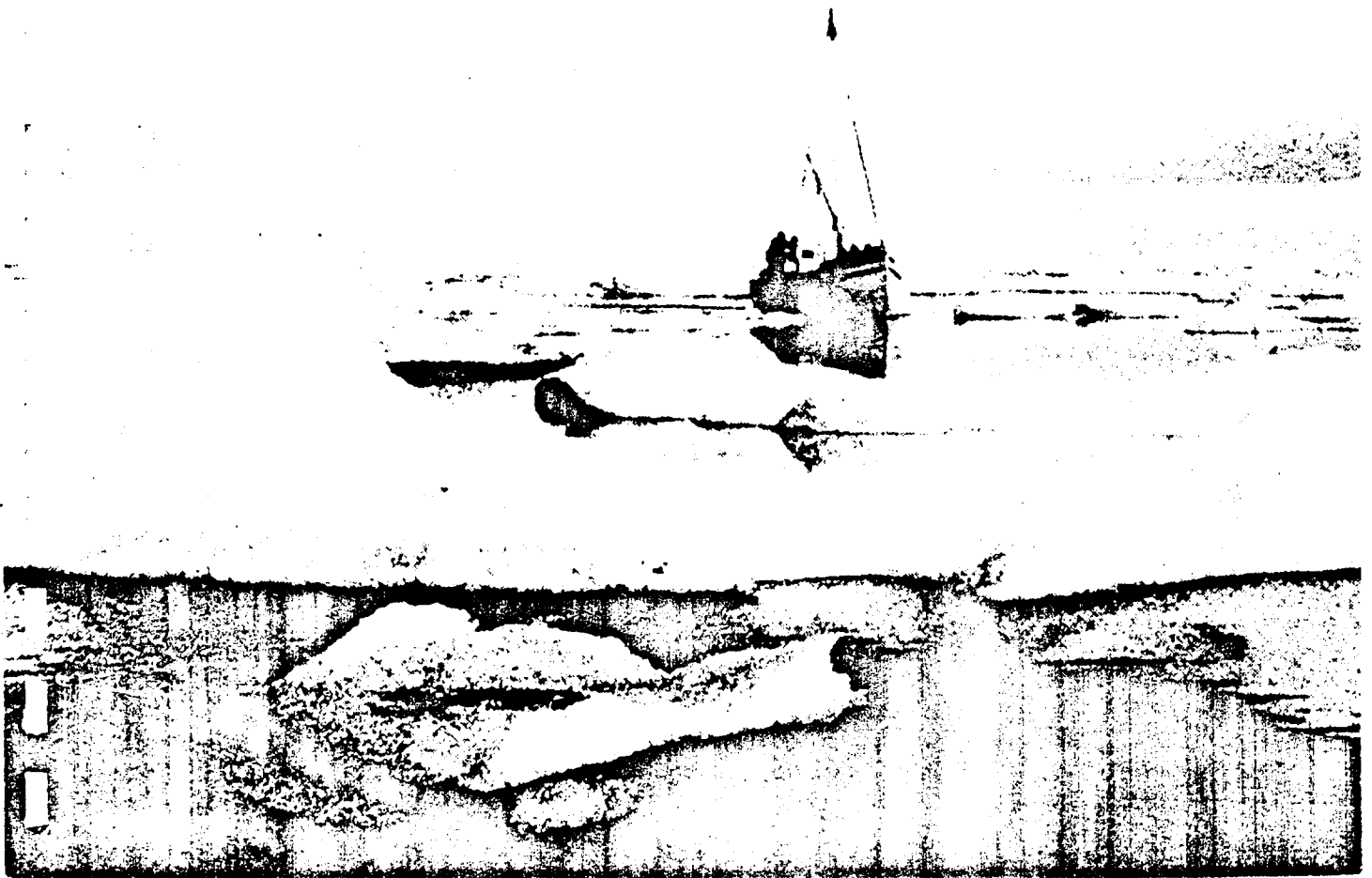
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Plans/Strategies

Baffin Regional Tourism Planning Project

Executive Summary Report

Marshall Macklin Monaghan



FOREWORD

The tourism industry of the Baffin Region is at a very early stage of development relative to other regions of the Northwest Territories and Canada. Although the Region's tourism resource base is of high quality with unique characteristics that have inherent potential to attract a diversity of markets, the tourism industry at present suffers from a number of deficiencies that weakens the Baffin Region's ability to compete for those markets.

These deficiencies include:

- o A limited number and poor quality of eating and sleeping facilities.
- o The act hoc development of few attractions.
- o A low participation rate of native northerners.
- o An insufficient awareness of the requirements and expectations of tourists.
- o The low level of requisite management and technical skills.
- o Limited financial resources.
- o Inadequately co-ordinated policies, and incentive programs at both the federal and territorial levels.

Their seriousness create a complex planning and development problem necessitating the implementation of a comprehensive, co-ordinated tourism development strategy capable of guiding the future actions of both the public and private sectors.

EXECUTIVE SUMMARY

REGIONAL TOURISM DEVELOPMENT STRATEGY
AND
COMMUNITY TOURISM DEVELOPMENT PLANS
FOR THE
BAFFIN REGION

Prepared For:

Department of Economic
Development and Tourism
Government of Northwest
Territories

September 1982

30-81129-L10

Prepared By:

MARSHALL MACKLIN MONAGHAN LIMITED

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INTRODUCTION

This Executive Summary has been prepared to outline the key proposals and implementation components of the Baffin Region Tourism Development Strategy and associated Community Tourism Development Plans. It highlights the salient characteristics of the tourism industry of the Baffin Region, provides a summary of the planning process that was undertaken during the course of the study, and notes the specific recommendations made for tourism developments in the Region.

Charts and figures appear throughout this executive summary to provide the reader with an understanding of the level and type of detail that was reviewed as part of the planning process. These charts and figures have been taken from the detailed reports that were prepared during the course of the study.

For more detailed information on any aspect of the Baffin Region Tourism Development Strategy and the associated Community Tourism Development Plans prepared by the consultants, the reader is directed to:

- o Baffin Regional Tourism Planning Project: The Background Information Report
- o Baffin Regional Tourism Planning Project: Analysis of Relevant Adult Training Programs.
- o Baffin Regional Tourism Strategy
- o Community Tourism Development Plans (one for each community)
- o Baffin Regional Tourism Planning Project: Planning Process Report
- o Baffin Regional Tourism Planning Project: Technical Appendix.

The Baffin Region Tourism Development Strategy and the associated Community Tourism Development Plans are not intended to be official policy documents endorsed by the Government of the Northwest Territories, the Baffin Regional Council or the Community Council. The proposals and recommendations put forth in this study are to provide the basic characteristics of a strategy for tourism planning and development and to outline possible private and public sector tourism initiatives. Much more discussion and tailoring of the strategy and plans are required before they are formally endorsed as public policy. Also, master planning and financial feasibility studies of a more detailed scope are required before any major development proposal can be implemented.

BAFFIN REGION TOURISM INDUSTRY

In global terms, tourism is the world's fastest growing industry and one of the largest generators of the international trade. In times of recession the tourism industry generally remains buoyant.

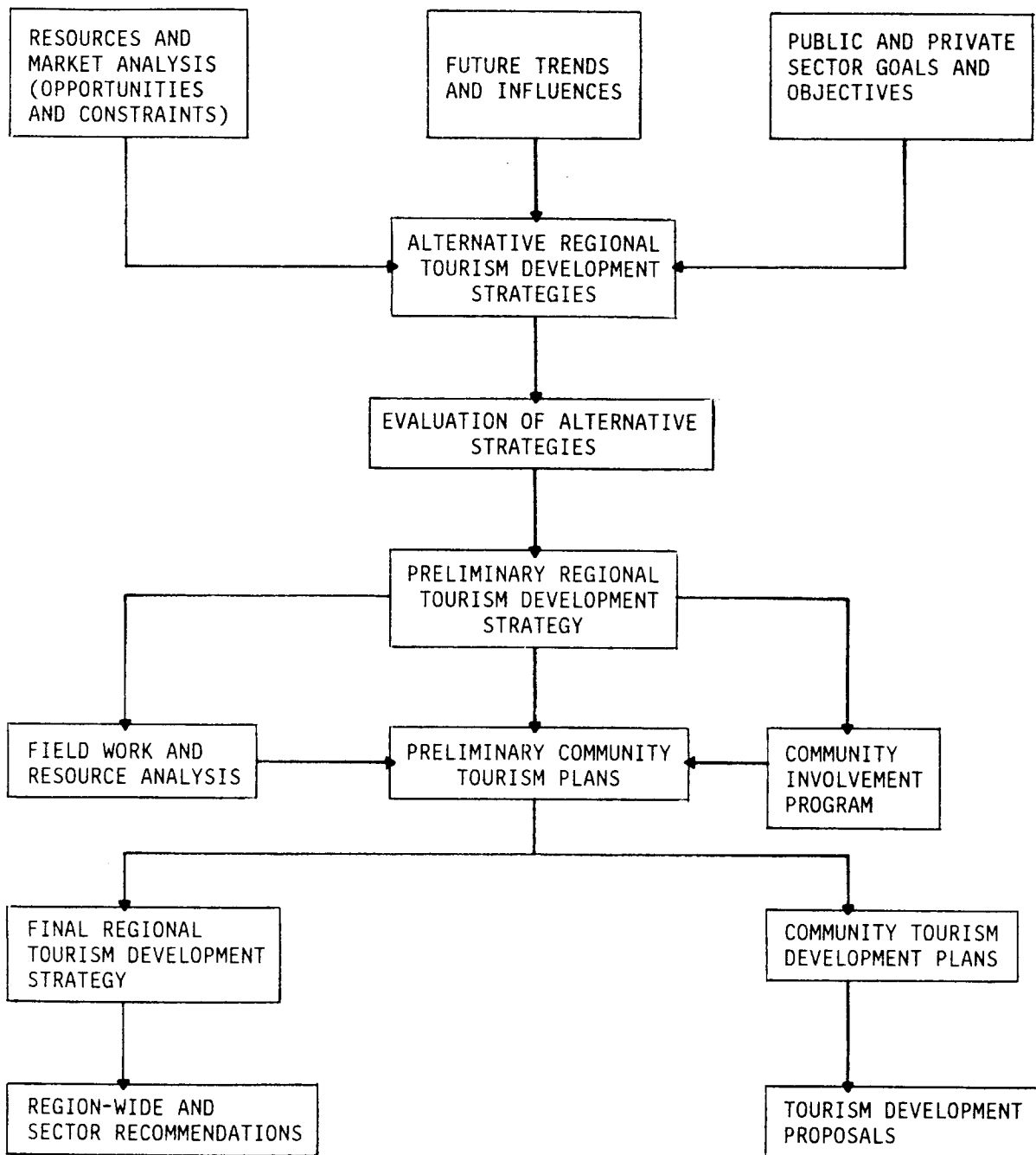
Canadians spend over 8 billion dollars annually on travel within Canada - a figure that is increasing 14% annually. Tourism is Canada's sixth largest source of revenue, it generates over 2 billion dollars annually and provides over one million jobs in direct and indirect employment across Canada.

Approximately 7 000-8 000 travellers visited the Baffin Region during 1981 and contributed directly and indirectly about 8 million to 10 million to the economy of the Region.

PROCESS TOWARDS THE DEVELOPMENT OF A REGIONAL
TOURISM STRATEGY AND COMMUNITY TOURISM PLANS

Tourism, like any other industry must be planned with a process which allows decisions to be made on the basis of a comprehensive analysis of tourism resources, markets, trends and public and private sector objectives.

With this information, strategic decisions can be formulated at a Regional level regarding the future growth and development of the tourism industry. A regional strategy for tourism development can be applied at a more detailed community level and specific development opportunities, priorities, phasing and costs identified for implementation purposes. This was the process undertaken for the Baffin Regional Tourism Planning Project. It is illustrated in the following figure.



PLANNING PROCESS

FUTURE TRENDS INFLUENCING TOURISM

An understanding of the societal trends developing today will be crucial for the future development of tourism in the Baffin Region. These trends must be considered in the preparation of the Regional Tourism Development Strategy and the Community Tourism Development Plans. The following are highlights of the selected societal factors affecting the industry.

- o Nearly one-half of the Canadian population will be between 25-44 years of age by 1990, with a decline in the 45-64 age category and an increase in the over 65 category.
- o The absolute number of retired but affluent and active people is increasing significantly.
- o Fluctuating energy supplies, energy shortages and higher prices for energy are substantially affecting long distance travel costs.
- o Levels of disposable income are rising continually supported by the trend towards two-income families, smaller more mobile families and continued higher levels of education.
- o People's desire and possible need to take vacation holidays seem to be recession proof: 55% of Canadians took a vacation holiday in 1981. The holidays tend to be more national rather than international in scope when the economy is depressed.
- o The Canadian visitors, with the exception of Quebec residents, are becoming more interested in visiting other regions within Canada including the Northwest Territories.
- o Nationally, the tourism industry is becoming more and more competitive and increased competition and intervening opportunities will place added pressure on the Baffin Region's ability to attract and hold markets.

- o Tourists are becoming more selective and sophisticated in their choice of destination areas. They are looking for more value for their money through a more diversified or unique tourism experience.
- o Packaged - Destination forms of tourism are gaining greater market acceptance but require well-planned developments and programs with complete integration of all aspects of the tourism experience.
- o The managerial and technical skill levels required to administer and operate multi-facility destination areas are increasing substantially.
- o Overseas tourism to Canada for both the specific and unique experience or for general sightseeing has been increasing rapidly.

BAFFIN REGION'S TOURISM RESOURCES

The tourism resource analysis consists of four basic steps:

- o Identification of possible tourism activities;
- o Development of activity criteria for resource specific activities;
- o Resource inventory and analysis; and
- o Evaluation of the feasibility of resource specific activities.

The process is illustrated in the following figure as it relates to other processes in the Baffin Regional Tourism Planning Study.

The resource inventory and analysis included the natural, physical, cultural, and historical resources of the Baffin Region and resulted in the identification of specific resources or opportunities that have the potential to attract tourists.

The natural resources of the Baffin Region have a high interest potential for attracting tourists. The rugged landscape of mountains, glaciers and fjords serves as an excellent background for the surprising variety and abundance of fish, bird and wildlife species. A number of areas within the Baffin Region have been officially recognized as containing natural resources of sufficient national or international significance to warrant some degree of protection.

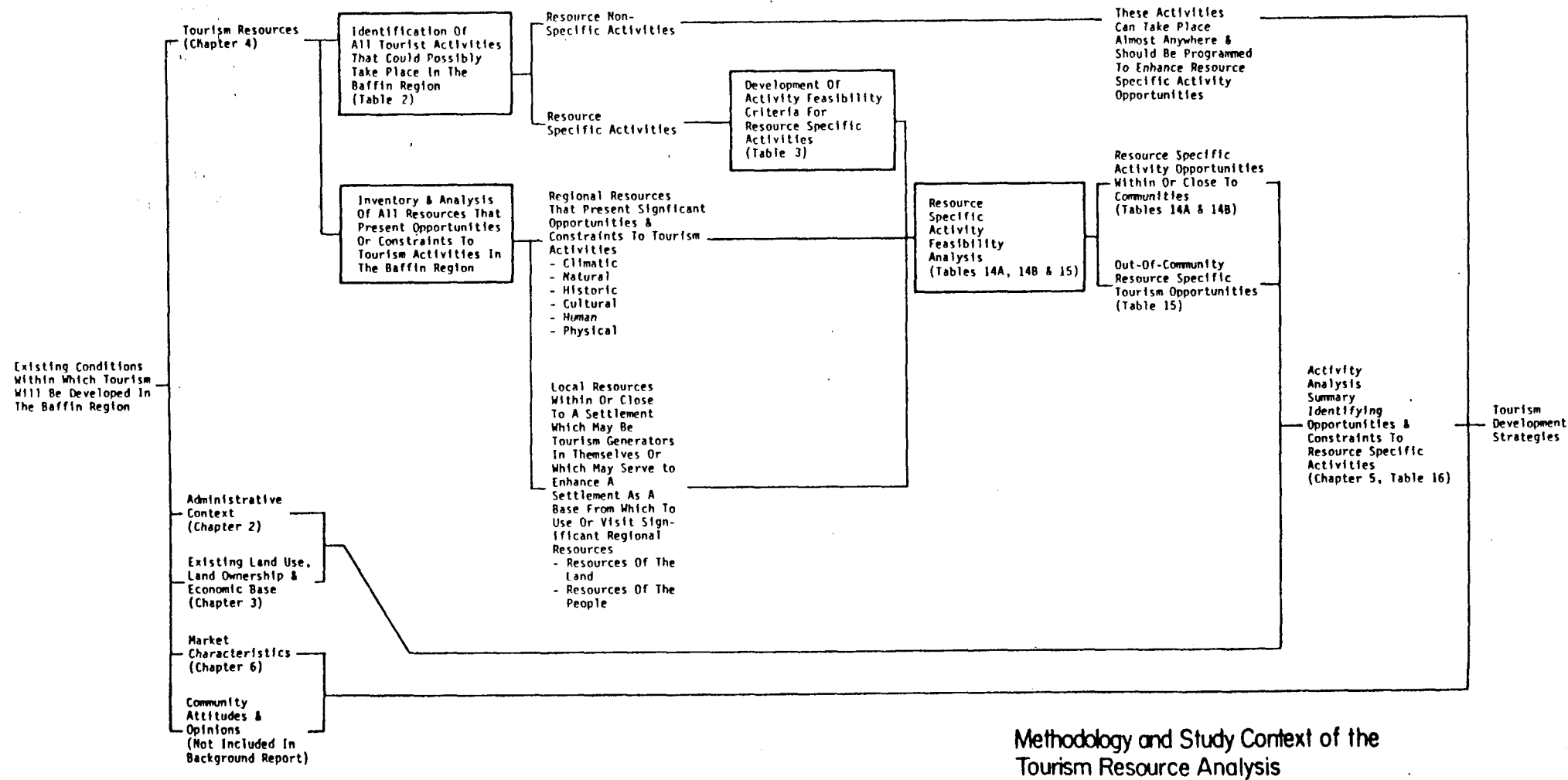
In order to understand the nature and extent of existing tourism infrastructure throughout the Baffin Region, an analysis was undertaken which identified key physical tourism resources. Physical tourism resources are essentially man-made services and facilities which either directly or indirectly have a beneficial impact on the availability of outdoor recreational opportunities. Of particular interest were the location and characteristics of communities, accommodation and eating establishments, tourist attractions, outfitter services, transportation and access and other forms of developments.

The cultural resources of the Baffin Region, which are composed of all the life skills, technologies, rituals and activities that characterizes the Inuit's way of life, have an endless fascination for the southerners, and represent an almost untapped yet significant potential for attracting tourists to the Baffin Region.

Historic resources located throughout the Baffin Region are also of special significance. Representing both pre-contact and contact period cultures and activities, the historic resources of the Region are in a sense unique. Their sensitive development and interpretation can add significantly to their value for the tourism industry of the Baffin Region.

Key conclusion resulting from the tourism resources analysis include:

- o Select geographic areas throughout the Baffin Region possess specific tourism resource opportunities which if properly planned and programmed, will appeal to special tourist interests;
- o Existing physical tourism resources lack the critical mass necessary to provide the quality tourism services demanded by future visitors;
- o The tourism accommodation plant is generally of poor quality;
- o The Region as a whole and its individual communities lack a distinct image to attract and hold tourists.



REGION'S CONCERN FOR TOURISM DEVELOPMENT

A Community Involvement Program composed of audio-visual presentations, newsletters, radio programs and small groups meetings as well as numerous discussions with individual residents encouraged each community to express their opinions and concerns about the level, type and size of tourism developments that should occur in or near that community. The reaction of the residents were very encouraging and a number of issues were raised that affected the Regional Tourism Development Strategy and the associated Community Tourism Plans. These were:

- o The tourism industry is an unknown quantity to most communities and the residents would like to have much more information on the local benefits that could be derived from that industry.
- o Many experiences with tourists have been negative and concerns have been expressed about the intrusive impact of uncontrolled tourism on existing lifestyles;
- o Tourists should not be allowed to go to traditional hunting and fishing areas;
- o Most communities want to control the tourism business and be involved in specific tourism developments;
- o Most communities want control over the number of people that come to the community, where the tourists can go on the land and when they should come;
- o Tourists should always have an Inuk as a guide when they go out on the land;

- o Tourists should know more about the likes and dislikes of the Inuit before they come and should not ask so many questions;
- o Most communities are generally in favour of tourism if growth is slow and the Inuits are allowed to run the operations (directly or indirectly).

BAFFIN REGION'S FUTURE MARKETS

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:

- o The segment of the visitor market most likely to be attracted to the Baffin Region are the "off-the-beaten trail" type 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 is 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 the 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-age 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.

- o 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.

REGIONAL TOURISM DEVELOPMENT STRATEGY

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

The recommended Regional Tourism Development Strategy proposes:

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

THE INTENT OF THE STRATEGY

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

ROLE OF EACH COMMUNITY

The Baffin Region Tourism Development Strategy is essentially community focussed. To ensure the realization of the tourism potential of each community, a particular role has been assigned to each.

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

AREA AND PROGRAM DEVELOPMENT PRIORITIES

Based upon a number of resource, market, community, development and financial criteria, the following area development priorities are proposed.

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

A summary of community and area development priorities is presented in the following figure.

The subsequent program phasing chart defines the priorities that have been placed upon the development and implementation of strategies, policies, guidelines and support programs required to provide a realistic context for the Community Tourism Development Plans. The order-of-magnitude capital costs associated with each program activity include only an estimate of the actual costs required to produce and/or implement that action. Staff and operation costs are not included. The latter will vary depending upon the in-house resources assigned to the project.

ASSESSMENT OF PRIORITIES FOR TOURISM DEVELOPMENT

BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

Community	Priority Based on Resources	Priority Reflecting Market Potential	Initial Community Response	Consultant's Perception of of Eventual Response	Present Capability	Degree of Complementarity	Linkage Potential	Overall Priority (Community)	Area Priority
Frobisher Bay	medium	high	positive	positive	medium-high	high	high	I	II
Resolute Bay	medium	medium	lack of interest	neutral	low-medium	medium-high	medium-high	III	IV
Pangnirtung	high	high	positive	positive	medium	high	high	I	I
Lake Harbour	low	medium	positive	positive	low	high	high	II	II
Grise Fiord	high	high	positive	positive	low	medium	medium	II	IV
Pond Inlet	medium	medium	neutral	neutral-positive	low-medium	medium	medium	III	III
Arctic Bay	low-medium	medium	positive	positive	low	medium	medium	III	III
Cape Dorset	high	high	positive	positive	low-medium	high	high	II	II
Igloolik	medium	medium	neutral-positive	neutral-positive	low	medium	medium	III	III
Hall Beach	low	low	positive	positive	low	low	medium	IV	III
Sanikiluaq	low	low	neutral-negative	neutral	low	medium-high	low	V	V
Broughton Island	medium	low	neutral	positive	low	high	high	III	I
Clyde River	low	low	neutral-negative	neutral	low-medium	low-medium	medium	V	V

FIGURE NO. 11 — BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

PROGRAM COSTS & PRIORITIES: STRATEGIES & POLICIES, PROGRAMS, ETC.										DATE SEPTEMBER 1982							
										SHEET 1 OF 4							
xxxxxx Preparation/Planning/Feasibility Studies					///// Liaison/Co-ordination/Membership												
***** Review and Modification					oooooo Implementation/Construction												
+++++ Approval (by Legislature if necessary)					----- Monitoring and Revision												
PROJECT YEAR	1	2	3	4	5	6	7	8									
FINANCIAL YEAR	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90									
DEPARTMENTAL CONTRIBUTION	150.0	338.0	566.0	556.0	583.0	524.0	514.0	314.0									
NO.	PROJECT	S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W
1.	Tourism Information Package for Legislature		5.0		2.0												
			xxxxxx		oooooo												
2.	Tourism Information Package for Industry		5.0		2.0												
			xxxxxx		oooooo												
3.	Resource Management & Development Strategy																
			/////		/////												
4.	Tourism Development Strategy for N. W. T.		5.0		5.0		1.0		1.0								
			xxxxxx		xxxxxx		*****		*****		+++++		ooooo		ooooo		
5.	Baffin Region Tourism Development Strategy		10.0		20.0		5.0		1.0								
			xxxxxx		xxxxxx		*****		*****		+++++		ooooo		ooooo		-----
6.	Community Awareness Program (Tourism)		25.0		1.0		5.0		5.0		5.0		5.0		5.0		5.0
			xxxxxx		x		ooooo		ooooo		ooooo		ooooo		ooooo		ooooo
7.	Policies & Guidelines																
a)	Ownership/Investment		5.0		1.0		1.0		2.0								
			xxxxxx		*****		*****		ooooo		-----						
b)	Facility/Attraction Planning & Development				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
c)	Accommodations				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
d)	Quality Control				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
e)	Outfitting Services		5.0		1.0		2.0										
			xxxxxx		*****		ooooo		-----								
f)	Resource Consumptive Tourism				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
g)	Artifact/Historic Resource Protection				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
h)	Technical Assistance		5.0		1.0		2.0										
			xxxxxx		*****		ooooo		-----								
i)	Research/Planning		5.0		1.0		2.0										
			xxxxxx		*****		ooooo		-----								
j)	Financial Assistance		5.0		1.0		2.0		1.0		2.0		2.0				
			xxxxxx		*****		xxxxxx		*****		+++++		ooooo		ooooo		ooooo
k)	Boating/Water Tourism				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
l)	Search & Rescue				5.0		1.0		2.0								
					xxxxxx		*****		ooooo		-----						
m)	Live-in Agreements		5.0		1.0		2.0										
			xxxxxx		*****		ooooo		-----								
n)	Others						15.0		3.0		6.0						
							xxxxxx		*****		ooooo		-----				
CAPITAL COSTS (\$,000.00)		SUB-TOTAL		85.0	71.0	71.0	29.0										
		CUMULATIVE TOTAL		85.0	71.0	71.0	29.0										

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BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

PROGRAM COSTS & PRIORITIES: EDUCATION/TRAINING	DATE SEPTEMBER 1982
	SHEET 2 OF 4

xxxxxx Preparation/Planning/Feasibility Studies // // // // Liaison/Co-ordination/Membership
 ***** Review and Modification oooooo Implementation/Construction
 ++++++ Approval (By Legislature if necessary) ----- Monitoring and Revision

PROJECT YEAR	▶	1	2	3	4	5	6	7	8
FINANCIAL YEAR	▶	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90

NO	PROJECT	1		2		3		4		5		6		7		8		
		S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W	
1.	Action Plan for On-The-Job Training		10.0	3.0	1.0	2.0												
			xxxxx	*****	-----	ooooooo	-----											
2.	Tourism/Hospitality Advisory Board		15.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
			xxxxxx	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////
3.	Tourism Industry Program Development Committee		15.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
			xxxxxx	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////	//////
4.	Training Policies & Curriculum Development			50.0	50.0	50.0	10.0	3.0	25.0									
				xxxxxx	xxxxxx	xxxxxx	*****	*****	ooooooo	-----								
5.	Course & Teaching Manuals						25.0	25.0	25.0	5.0	10.0							
							xxxxxx	xxxxxx	xxxxxx	*****	ooooooo	-----						
6.	Design Briefs for Model Tourism Facilities					25.0	25.0											
						xxxxxx	xxxxxx											
7.	Construction of Model Facilities						50.0	50.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
							xxxxxx	xxxxxx	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo
8.	Regional Teaching Resource Centre (Tourism Contribution)		10.0	10.0	10.0	10.0												
			xxxxxx	xxxxxx	oooooooo	oooooooo	-----											
9.	Community Awareness Program (Training)		15.0	5.0	5.0	5.0	5.0	5.0	5.0									
			xxxxxx	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo	oooooooo									
10.	Financial Support Programs (Preparation)			5.0	5.0	1.0	3.0	1.0	3.0									
				xxxxxx	xxxxxx	*****	xxxxxx	*****	ooooooo	-----								

CAPITAL COSTS (\$,000.00)	SUB-TOTAL ▶	10.0	119.0	187.0	232.0	289.0	230.0	220.0	20.0
	CUMULATIVE TOTAL ▶	95.0	194.0	258.0	261.0	289.0	230.0	220.0	20.0

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BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

PROGRAM COSTS & PRIORITIES: RESEARCH AND PLANNING										DATE SEPTEMBER 1982	
										SHEET 3 OF 4	
xxxxx Preparation/Planning/Feasibility Studies					///// Liaison/Co-ordination/Membership						
***** Review and Modification					oooooo Implementation/Construction						
+++++ Approval (by Legislature if necessary)					----- Monitoring and Revision						
PROJECT YEAR		1	2	3	4	5	6	7	8		
FINANCIAL YEAR		1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90		
NO. PROJECT		S	W	S	W	S	W	S	W	S	W
1.	Resource Inventory Program	10.0	10.0	2.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0
2.	Resource Inventory Process Manual			5.0	2.0	1.0	1.0				
3.	Market Research Program *	10.0	10.0	5.0	5.0	50.0	25.0	25.0	25.0	25.0	25.0
4.	Marketing /Promotion Research *	10.0	3.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
5.	Infrastructure Design Studies *	10.0	10.0	2.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
6.	Tourism Related Technical Studies *			10.0	2.0	10.0	10.0	10.0	10.0	10.0	10.0
7.	General Feasibility Studies			10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
SUB-TOTAL		40.0	87.0	180.0	201.0	200.0	200.0	200.0	200.0	200.0	200.0
CUMULATIVE TOTAL		135.0	281.0	438.0	462.0	489.0	430.0	420.0	220.0		

(06-78 kvbr)
* PROGRAM DESIGN AND IMPLEMENTATION OF SPECIFIC STUDIES.

BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

PROGRAM COSTS & PRIORITIES: MARKETING AND PROMOTION										DATE SEPTEMBER 1982					
										SHEET 4 OF 4					
xxxxxx Preparation/Planning/Feasibility Studies					///// Liaison/Co-ordination/Membership										
***** Review and Modification					oooooo Implementation/Construction										
+++++ Approval (by Legislature if necessary)					----- Monitoring and Revision										
PROJECT YEAR	1	2	3	4	5	6	7	8							
FINANCIAL YEAR	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90							
NO	PROJECT	S	W	S	W	S	W	S	W	S	W	S	W	S	W
1.	Baffin Region Marketing Promotion Strategy	10.0	5.0	10.0											
		xxxxx	*****	00000000											
2.	Liaison Function: H.Q. Region, Tourist Association	5.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
		xxx	/	/	/	/	/	/	/	/	/	/	/	/	/
3.	Promotional Material for Baffin Region														
a)	Travel Agents Manual		5.0	2.0	20.0										
			xxxxx	*****	00000										
b)	Successful Explorer in the Baffin Region		5.0	2.0	10.0										
			xxxxx	*****	00000										
c)	Special Interest Pamphlets (Continual)		15.0	30.0	15.0	30.0	15.0	30.0	15.0	30.0	15.0	30.0	15.0	30.0	
			xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx
d)	Package Tours	10.0	20.0	10.0	20.0	10.0	20.0	10.0	20.0	10.0	20.0	10.0	20.0	10.0	20.0
		xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000
e)	Community Developments		5.0	10.0	5.0	10.0	5.0	10.0	5.0	10.0	5.0	10.0	5.0	10.0	
			xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx	00000	xxxxx
	etc.														
SUB-TOTAL		15.0	59.0	128.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	94.0	
CAPITAL COSTS (\$,000.00)															
CUMULATIVE TOTAL		150.0	338.0	566.0	556.0	583.0	524.0	514.0	314.0						

(06-78 KVbr)

COMMUNITY TOURISM DEVELOPMENT PLANS

For each community a tourism plan highlighting specific tourism development opportunities and community programs was prepared. The following figures summarize the capital cost of programs proposed for each community, the resultant operation and maintenance costs and employment generated. More detailed descriptions of all proposals can be found in the respective Community Tourism Development Plans.

SUMMARY SHEET - CAPE DORSET

PROGRAM	ORDER OF MAGNITUDE - CAPITAL COST	ESTIMATED O & M COST 1983	PROJECTED ANNUAL REVENUE 1983	NUMBER OF OPERATING JOBS CREATED
Cape Dorset Art & History Centre	\$ 900 000 - 1.3 million	\$ 128 200	\$ 3 000	1 Full Time: curator 3 part time
Accommodation Services	\$ 610 000 - 1 015 000	\$ 151 050	\$ 195 000	1 Full Time manager 1 full time cook 1 part time cook/helper 1 part time housekeeper
Short Boat Trips	\$ 2 000	\$ 1 200	\$ 1 200	1 outfitter - seasonal
Full Day Boat Trips	\$ 22 000 - 42 000	\$ 13 500	\$ 13 500	1 outfitter - seasonal 1 part time seasonal
Overnight Boat Trips	\$ 10 000 - 22 000	\$ 30 000	\$ 30 000	1 outfitter seasonal 2 part time seasonal
Walking Tours	\$ 15 000	\$ 4 000	-	2 part time seasonal
Tourism Board		\$ 9 000	-	1 part time seasonal
Nottingham Island Lodge	\$ 15 000 - 20 000 Feasibility Study	-	-	-

SUMMARY SHEET - CAPE DORSET
(Continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST 1983	PROJECTED ANNUAL REVENUE 1983	NUMBER OF OPERATING JOBS CREATED
TOTALS	\$1 584 000 - 2 416 000 Avg. \$2 000 000	\$336 950	\$242 700	3 full time 5 part time 3 seasonal 6 part time seasonal

SUMMARY SHEET - IGLLOOLIK

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Community Tourism Board	-	\$ 2 000 - 3 000/year	-	4-5 volunteers
Community Host/Co-ordinator Program	-	\$ 5 000 increasing to \$ 10 000 when tourist visitation volume is sufficient	-	1 part-time seasonal
Visitor Accommodation/Services	\$ 15 000 - 20 000 (Feasibility study) \$ 525 000 675 000 (New hotel)	\$ 114 360	\$ 134 000	2-3 full-time carpenters (1 year) 1 full-time hotel manager 1 full-time (depending on level of visitation) cook 1 part-time cook 1 part-time cleaning lady
Inumarit Museum	\$ 30 000 - 40 000 (Feasibility study) \$ 3 000 - 5 000 (Preliminary stabilization) \$ 80 000- 100 000 (New building)	\$ 28 600	\$ 2 400	2 seasonal renovation employees (1 year) 1 part-time year round manager 2 part-time seasonal interpretive hosts/hostesses.
Outfitting Services	\$ 10 000 the first year \$ 1 000 - 2 000 each subsequent year for approximately 5 years	-	-	community host to co-ordinate Included in tours/trips

SUMMARY SHEET - IGLOOLIK
(continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Community Improvement Program		\$ 4 000 - (the first year) \$ 2 000 each subsequent year	-	2 short term employees
Boat Tours	\$ 2 000 (initial planning) \$ 45 000 - 85 000 (planning, construction and infrastructure)	\$ 20 000	\$ 20 000	Part of Community Host/ Co-ordinator's position to help with initial planning. 3 - 5 seasonal guides 2-3 seasonal construction workers for several years.
Snowmobile/Dog Team Trips	\$ 2 000 (initial planning)	\$ 1 200	\$ 1 200	3-4 seasonal guides Initial planning would be part of the Community Host/ Co-ordinator position
Three Wheeler Rentals and Island Trails	\$ 24 000 - 30 000	\$ 2 000	\$ 2 000	1 seasonal operations manager 1 part-time seasonal mechanic 2 seasonal construction workers (1 year)
Tourist Information Program	\$ 11 000 - 19 000	\$ 4 000	\$ 4 000	Part of Community Host/ Co-ordinator position as well as the responsibility of the Tourism Board.
TOTALS	\$ 680 000 - 1 000 000	\$ 181 160	\$ 165 600	
AVERAGE	\$ 840 000			

SUMMARY SHEET - SANIKILUAQ

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Awareness Program	\$ 8 000 - 10 000	2 400	-	1 part time temporary interpreter
Sanikiluaq Tourism Committee		3 000	-	
Boat/Camping Trips	\$ 20 000 - 30 000	20 000	20 000	3 short term construction 3 outfitters opportunities
Summer Camp Visit	\$ 1 000	1 200	1 200	1 seasonal part time job as an escort
Walking Tours	\$ 15 000	24 000	-	2 short term construction 1 part time seasonal guide
Community Host Program		5 000		1 seasonal part time
TOTALS	34 000 - 56 000 avg. - 45 000	34 000	21 200	9 part time seasonal

SUMMARY SHEET - CLYDE RIVER

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Community Awareness Program	See Regional Plan	See Regional Plan	N.A.	N.A.
Tourism Coordination Program	-	\$12 000 - 15 000 per annum	N.A.	1 part-time
Limited Tourism Marketing Program	-	\$ 7 000 - 9 000	N.A.	2-3 occasional seasonal
Coffee Shop Construction Program	\$50 000 - 60 000	\$32 000	\$28 600	1 full-time 1 part-time 2-3 temporary for one month
All Programs	\$50 000 - 60 000	\$53 500 avg.	\$28 600	1 permanent full-time 2 part-time 2-3 occasional seasonal 2-3 temporary

SUMMARY SHEET - RESOLUTE BAY

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Tourism Awareness Program	See Regional Program			N.A.
Outpost Camp Tourism Development	\$30 000 - 40 000 (for a consultant feasibility study)	NA	NA	Potential for several tourism operators and guides.
Community Improvement Program	-	\$ 4 000 the first year \$ 2 000 subsequent year	NA	2-3 short-term employees
Little Cornwallis Island Mine Excursions		\$ 1 200	-	
Visitor Accommodation Services	\$ 560 000 - \$1 075 000	\$ 145 000	\$ 216 000	1 full time hotel manager 1 full time cook 1 part time cleaning lady 2-3 temporary for one month
Tourism Coordinator		\$ 4 000 increasing to \$ 12 000 when tourism visitation volume is sufficient	-	1 part time seasonal
TOTALS	\$ 590 000 - \$ 1 115 000	\$ 154 200	\$ 216 000	2 full time 2 part time 4-6 temporary

SUMMARY SHEET - HALL BEACH

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Tourism Co-ordinator		\$ 4 000/year	NA	1 part time seasonal
Visitor Accommodation Services	\$ 370 000 - 480 000	\$ 96 100	\$ 132 200	1 part time hotel manager 1 part time cleaning lady 1 part time cook 1 part time driver
Hall Lake Fish Camp	\$ 204 000 - 406 000 (not including purchase)	\$ 40 000	\$ 40 000	1 seasonal camp manager 2-3 seasonal cooks 2-3 seasonal guides
Community Awareness Program	See Regional Program			
Community Improvement Program		\$ 3 000 - 4 000 the first year \$ 1 000 - 2 000 each subsequent year	NA	2 short term employees
Outfitting Services	\$ 10 000 the first year \$ 1 000 - 2 000 each subsequent year	\$ 3 000	Included tours/trips	1 seasonal individual
Snowmobile/Dog Team Trips	\$ 2 000 (planning)	\$ 1 200	\$ 1 200	2-4 part time seasonal guides

SUMMARY SHEET - HALL BEACH
(Continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Boat Tours	\$ 12 000 - 24 000	\$ 2 400	\$ 2 400	2 seasonal guides
Arts and Crafts Program		\$ 4 000	\$ 1 000	4-5 part time seasonal crafts persons
Tourism Information Program	\$ 7 000 - 13 000	\$ 4 000 (plus wages for Tourism Co-ordinator)	-	
Airport Facilities Upgrading	To be determined	-	-	
FOX E 1 Tourist Destination	\$ 1 000 - 2 000			
TOTALS	\$ 610 000 - 950 000 \$ 780 000 avg.	\$ 193 600	\$176 800	4-6 part time year-round 7-10 Seasonal 7-10 part time seasonal

SUMMARY SHEET - ARCTIC BAY

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Arctic Bay Tourism Sub-Committee		Honorarium \$ 6 000	N/A	
Community Awareness Program	To be determined	Part of Regional Program	N/A	
Inumarit Cultural Experience Program	\$ 100 000 - 136 000	\$ 39 700	\$ 21 100	8 seasonal 5-10 part-time seasonal 6 temporary several occasional seasonal
Short Tour Development Program	\$ 6 000 - 8 000	\$ 1 200	\$ 1 200	2-4 part-time seasonal 2 temporary jobs for about one month
Long Tour Development Program	\$ 9 000 - 11 000	\$ 30 000	\$ 30 000	2-4 part-time seasonal 2 temporary jobs for about one month
Inter-community Snowmobile Tour Program	\$ 9 000 - 11 000	\$ 48 000	\$ 48 000	24 part-time seasonal 2 temporary jobs for about one month
Self-Guided Tour Program	\$ 7 000 - 8 000	\$ 2 400	-	N/A

SUMMARY SHEET - ARCTIC BAY
(Continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Bernier Bay Fishing and Naturalist Camp	\$ 65 000 - 80 000	\$ 27 000	\$ 30 000	8 seasonal
Arctic Bay Promotion Program	To be determined	\$ 1 000	-	N/A
Hotel Development Program	\$ 600 000 - 1 000 000 for new hotel	\$ 139 300	\$ 152 500	2 full-time and 1 seasonal part time at new hotel
	\$ 300 000 for upgraded transient centre	\$ 70 440	\$ 86 400	1 full-time 1 part-time and 1 part-time seasonal at upgraded transient centre
TOTALS	With Motel \$796 000-\$1 254 000 - With T.C. \$496 000-954 000 Average With Hotel \$1 025 000 Average With T.C. \$725 000	With Hotel \$294 600 - With T.C. \$225 740	With Hotel \$285 200 - With T.C. \$219 400	Construction - 6 man years - 15-20 jobs Operation - 1 full time - 20-25 seasonal or part time

SUMMARY SHEET - BROUGHTON ISLAND

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Transient Centre Upgrading Program	\$ 80 000 - 100 000	\$ 80 000	\$ 90 000	1 part time
Broughton Island Tourism Sub-Committee		\$ 10 000 per annum	N/A	
Community Awareness Program		To be determined	N/A	
Cumberland Peninsula Boat Trail	\$ 6 000 - 8 000	\$ 30 000	\$ 30 000	2 Seasonal
Assorted One-day Tours	\$ 10 000	\$ 1 200	\$ 1 200	3-5 part time seasonal
Cross-Country Ski Tour to Auyittuq National Park	\$ 4 000 - 6 000	\$ 20 000	\$ 20 000	2-3 occasional seasonal
Round the Island Hike	\$ 37 000 - 40 000	\$ 2 400	-	1 part time seasonal job thereafter
Promotional Brochure	\$ 4 000 - 6 000	N/A	N/A	N/A
Community Beautification	-	-	N/A	N/A

SUMMARY SHEET - BROUGHTON ISLAND
(continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Paddle Fjord Char Fishing Camp	\$ 65 000 - 80 000	\$ 25 000	\$ 25 000	3-5 seasonal plus spinoff benefits
Construction of New High Quality Hotel	\$ 615 000 - 1 020 000	\$ 151 050	\$ 165 000	1 full time 1 part time 1-2 part time seasonal
Coffee Shop Redevelopment	\$ 5 000 - 6 000	\$ 32 000	\$ 28 600	1 full time 1 part time
Polar Bear Hunt Feasibility Study	\$ 5 000 - 10 000	N/A	N/A	-
TOTALS	\$831 000 - \$1 286 000 Avg. \$ 1 059 500	\$348 250	\$359 800	2 full time 4 part time 5-7 seasonal 5-7 part time seasonal

SUMMARY SHEET - FROBISHER BAY

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Regional/Community Tourism Tourism Information Centre	\$ 2.5 - \$ 3 million	\$ 319 600	\$ 5 000	- 25-30 man-year - Construction jobs - Interpretive staff - 3 part time - Museum curator - 1 full time - Museum staff - 1 full time - Caretaker - 1 part time
Boat Tour - Inuit Head - Foul Inlet	\$ 5 000 - 7 000	\$ 3 000	\$ 3 000	- 2 outfitter seasonal
Boat Tour Inner Island - Frobisher's Furtherst	\$ 22 000 - 32 000	\$ 30 000	\$ 50 000	- 1 outfitter seasonal - 1 part time staff seasonal
Walking Tours/Hikes	\$ 15 000 per 25 km	\$ 4 000	-	- 1 seasonal guide.
Toonik Tyme Tour	\$ 2 000 - 4 000	\$ 1 000	-	- 1 part time contract
Community Host Program		\$ 15 000	-	- 1 seasonal full time - 2 seasonal part time
Arts & Crafts Program	\$ 2 000	\$ 2 400	-	- 2 seasonal part time

SUMMARY SHEET - FROBISHER BAY
(continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Cross-Country Ski Tour	\$ 2 000	\$ 2 400	\$ 1 200	2 seasonal part time guides
Boat Tour - Lake Harbour (Cape Dorset)	\$ 10 000	see boat tour preliminary seasibility assessment		
Community Improvement	\$ 3 000 - 5 000	\$ 2 400	-	- 2 part time maintenance
Awareness Program	Part of overall Regional Community Awareness Program	-	-	Part Time: - translation - presentation personnel
D.E.W. Line Site Visit	\$ 8 000 - 12 000 Feasibility Study	-	-	
Wharf or Dock	Engineering Feasibility Study (by D.O.T.)	-	-	If feasible could create: - engineering - construction - maintenance
Snowmobile Trip - Frobisher Bay - Lake Harbour	\$ 44 000	\$ 30 000	\$ 30 000	- 3 seasonal
Totals	\$ 2 613 000 - 3 133 000	\$ 409 800	\$ 69 200	
Average	\$ 2 873 000			

SUMMARY SHEET - LAKE HARBOUR

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Tourism Board		\$ 3 000 Host Salary \$ 5 000	-	1 part time seasonal
Lake Harbour Promotional Brochure	\$ 6 000 - 8 000		-	1 Contract One time production
Boat Tour #1	\$ 17 000 - 32 000	\$ 13 500	\$ 13 500	2 seasonal outfitters
Boat Tour #2	\$ 22 000 - 42 000	\$ 30 000	\$ 30 000	3 seasonal outfitters
Boat Tour #3	\$ 42 000 - 62 000	\$ 60 000	\$ 60 000	3 seasonal outfitters
Hikes and Walking Tours	\$ 9 000 per 15 km trail	\$ 24 000	-	1 man-year construction 1 seasonal guide
Snowmobile Trip to Frobisher Bay	\$ 44 000	\$ 30 000	\$ 30 000	3 seasonal

SUMMARY SHEET - LAKE HARBOUR
(continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Visitor Accommodation Upgrading	\$ 10 000 - 15 000 Feasibility study Capital cost as per study. \$ 600 - 1 000 000	\$ 150 000	\$140 000	. 1 Full time manager . 1 Cook full time . 1 cook part time . 1 housekeeper part time
R.C.M.P. Site	\$ 17 000 - 22 000	\$ 2 400	-	. construction . 1 part time seasonal guide

SUMMARY SHEET - POND INLET

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Ko'luctoo Bay Spring Program	\$ 20 000 - 30 000	6 000	6 000	2-3 seasonal
Boat Tours	\$ 81 000 - 108 000	30 000	30 000	3 seasonal
Dock Development Program	\$ 15 000 - 20 000 (construction cost for dock to be determined)	-	-	-
Cross-Country Ski Tours	\$ 5 000	1 200	1 200	2-3 seasonal part-time
Canoe and Kayak Program	\$ 7 000 - 10 000	1 000	1 000	1-2 seasonal
Walking Tour to the Mouth of the Salmon Creek	\$ 6 500	1 000	-	3 temporary jobs
Tourist Information Display Area	\$ 500	100	-	-
Community Host Program		2 400	2 400	Variable number of occasional seasonal jobs (Estimate 4)
Self-guided Hiking Tour to Mt. Herodier & Albert Harbour	\$ 20 000 - 22 000	2 000	-	5 temporary jobs for 1 week to 1 season

SUMMARY SHEET - POND INLET
(continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Self-guided Hiking Tour to the Salmon River Coal Seams	\$ 4 000	1 200	-	1 part-time seasonal
Museum of Native Traditions	\$ 40 000 - 60 000	19 000	4 000	1-2 part time
Coffee Shop Project	\$ 80 000	34 700	30 000	1 full-time or 2 part-time
Pond Inlet Community Improvement Program	Negligible	1 000	N/A	
Hotel Development Program	\$ 1 000 000	186 000	312 000	2 full-time 2 part-time 1 seasonal
	\$1 279 000 - 1 346 000	285 600	386 600	
	\$1 312 600			

SUMMARY SHEET - GRISE FIORD

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Christmas with the Inuit	\$ 6 000 - \$ 8 000	2 000	1 000	Extend season for Tourism Co-ordinator Extend season for hotel employees and for 2 guides
Transient Facility Upgrading	\$20 000 - \$40 000	NA	NA	2 seasonal carpenters for 1 year 1 part time cleaning lady (ie. more work hours for existing cleaning lady)
Co-op Outfitting Services	\$10 000 the first year \$1 000 - \$2 000 each subsequent year for approximately 5 years	NA	NA	Could provide piece work for local sewing ladies
Snowmobile/Boat Tours	\$32 000 - \$64 000	15 000	15 000	Part of Tourism Co-ordinators position 3 - 4 seasonal guides 2 seasonal construction workers for 3 years
Hiking/Cross-Country Ski Trails	\$35 000 - \$46 000	1 200	-	Part of Tourism Co-ordinators position 2 seasonal construction workers for 3 years
Community Tourism Information Program	\$18 000 - \$30 000	2 400	-	Part of Tourism Co-ordinators position Professional or local photographer(s) part time (or by piece-work)
Expansion/Upgrading of the Community Hall	\$35 000 - \$55 000	1 000	-	2 seasonal carpenters for 1 year

SUMMARY SHEET - GRISE FIORD

(Continued)

PROGRAM	ORDER OF MAGNITUDE CAPITAL COST	ESTIMATED O & M COST	PROJECTED REVENUE	NUMBER OF JOBS CREATED
Grise Fiord Lodge Upgrading/Expansion	\$ 4 000 - \$ 5 000 plus	NA	NA	
Ski Touring, Trails and Cabins	\$170 000 - \$275 000	5 000	5 000	3 seasonal carpenters/construction workers for approximately 3 years 2-3 qualified ski touring guides
Search and Rescue Program	\$10 000 - \$15 000	\$ 1 000 - \$2 600/yr. (training and equip- ment upgrading)	NA	Volunteer rescue team
Aiport Terminal Services Upgrading	\$45 000 - \$60 000	NA	NA	2 short term carpenters for 1 season 1 part time seasonal driver 1 part time year round ticket agent
Handicraft Program	\$ 9 000 - \$15 000	\$ 2 000/yr. honourarium for committee members	500	4-5 part time committee members 2 seasonal carpenters for 1 year
Qanaq Greenland Tours	\$ 4 000 - \$ 5 000 (planning only)	NA	NA	A.E.D.O. and Tourism Co-ordinator and 1 translator
TOTALS	\$400 000 - \$630 000	29 600	21 500	2-3 part time 3-4 seasonal 2 part time seasonal 5-7 seasonal construction

DEVELOPMENT PRIORITIES AND PHASING

The priorities and costs associated with the development proposals described in the community tourism plans for Priority I and II Areas are outlined in the following figure. These priorities have been based upon those established for the areas, communities and the specific proposals, as well as the desirability of the package tours linking the communities and the importance of the proposed development regarding the implementation of the Regional Tourism Strategy.

The phasing is based upon the assumption that no more than \$200 000 \pm 20% will be available to the Department in any particular year for capital construction projects. This assumption was made for small-scale projects. Large-scale infrastructure developments will have to be funded through contributions from the senior level of government.

BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

TOURISM DEVELOPMENT PROPOSALS: PRIORITY AREA I, COST & PRIORITIES										DATE SEPTEMBER 1982					
										SHEET 1 OF 3					
xxxxxx Feasibility Studies/Engineering Studies					000000 Construction/Implementation										
***** Planning/Design					///// Liaison										
PROJECT YEAR	▶	1	2	3	4	5	6	7	8						
FINANCIAL YEAR	▶	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90						
DEPARTMENTAL CONTRIBUTION	▶	25.0	175.0	272.0	219.0	226.0	161.0	175.0	246.0						
OTHERS	▶	0.0	40.0	270.0	860.0	2,000.0	1746.0	900.0	1,400.0						
NO.	PROJECT	S	W	S	W	S	W	S	W	S	W	S	W	S	W
	<u>PRIORITY AREA I</u>														
	<u>A) PANGNIRTUNG</u>														
	1. Visitor Accommodation/ Services *			10.0	20.0	50.0	100.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0
		xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx
	2. Airport Facilities Upgrade							5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
								/////	/////	/////	/////	/////	/////	/////	/////
	3. Dock/Wharfing Facilities									2.0	2.0	2.0	2.0	5.0	5.0
										/////	/////	/////	/////	/////	/////
	4. Utility Services			15.0	10.0										
				xxxxx	xxxxx										
	5. Charter Flight Program	10.0													
		xxxxx													
	6. Territorial Park Facilities	5.0	50.0												
		xxxxx	xxxxx												
	7. Duval River Int. Hike	1.0	7.0												
		xxxxx	xxxxx												
	8. Mt. Duval Scenic Hike	1.0	7.0												
		xxxxx	xxxxx												
	9. Kolik River Hike	1.0	20.0		12.0										
		xxxxx	xxxxx		xxxxx										
	10. Aulatsiviktuk Camp			2.0	13.0	2.0	16.0								
				xxxxx	xxxxx	xxxxx	xxxxx								
	11. Kingacojvak Summer Camp			1.0	10.0										
				xxxxx	xxxxx										
	12. Arctic Cross-Country Ski Package							3.0	5.0	30.0	50.0	50.0	50.0		
								xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx		
	13. Kingnait Fiord Hike					5.0	3.0								
						xxxxx	xxxxx								
	14. Community Host Program	1.0	2.5	2.5	2.5	2.5	2.5								
		xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx								
	<u>B) BROUGHTON ISLAND</u>														
	1. Transient Centre Upgrading			10.0	60.0										
				xxxxx	xxxxx										
	2. Cumberland Peninsula Boat Tour					10.0	10.0	20.0							
						xxxxx	xxxxx	xxxxx							
	3. Cross-Country Ski Tour							3.0	5.0	10.0					
								xxxxx	xxxxx	xxxxx					
	4. Round Island Hike							2.0	23.0	6.0	10.0				
								xxxxx	xxxxx	xxxxx	xxxxx				
	5. Padle Fiord Fish Camp			10.0	5.0	60.0									
				xxxxx	xxxxx	xxxxx									
	CAPITAL COSTS (\$,000.00)														
	SUB-TOTAL	▶	19.0	157.0	282.0	751.0	659.0	710.0	62.0						
	CUMULATIVE TOTAL	▶	19.0	157.0	282.0	751.0	659.0	710.0	62.0						

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* DEPENDENT UPON CAPITAL GRANT FROM SENIOR GOVERNMENTS.

BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

TOURISM DEVELOPMENT PROPOSALS: PRIORITY AREA I, COST & PRIORITIES										DATE SEPTEMBER 1982	
xxxxxx Feasibility Studies/Engineering Studies										oooooo Construction/Implementation	
***** Planning/Design										///// Liaison	
PROJECT YEAR	▶	1	2	3	4	5	6	7	8		
FINANCIAL YEAR	▶	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89	1989/90		
NO.	PROJECT	S	W	S	W	S	W	S	W	S	W
<u>B) BROUGHTON ISLAND (Continued)</u>											
6.	Hotel									15.0	40.0
7.	Coffee Shop Upgrading			10.0							
8.	Polar Bear Hunts					5.0	5.0				
<u>PRIORITY AREA II</u>											
<u>A) FROBISHER BAY</u>											
1.	Regional Community Tourism Information *			50.0	50.0	100.0	100.0	400.0	400.0	400.0	400.0
2.	Boat Tour - Foul Inlet	2.0	10.0								
3.	Boat Tour - Inner Island			2.0	20.0						
4.	Walking Tours	2.0	15.0								
5.	Common Arts & Crafts (Interim) (Final)	2.0	25.0							1.0	1.0
6.	Cross-Country Ski			2.0	10.0						
7.	Community Improvement			1.0	5.0						
8.	Dew Line Visit **					8.0	10.0	50.0	50.0		
9.	Wharf/Dock			20.0	20.0						
10.	Snowmobile Tour to Lake Harbour			5.0	15.0	15.0					
SUB-TOTAL		6.0		58.0		217.0		223.0		905.0	
CUMULATIVE TOTAL		25.0		215.0		499.0		974.0		1564.0	
CAPITAL COSTS (\$,000.00)										800.0	
										856.0	
										918.0	
										901.0	

(06-78 kvbr)

* Dependent upon capital grant from senior governments.
 ** If feasibility study positive.

BAFFIN REGION TOURISM DEVELOPMENT STRATEGY

TOURISM DEVELOPMENT PROPOSALS: PRIORITY AREA I, COST & PRIORITIES														DATE		SEPTEMBER 1982	
														SHEET		3 OF 3	
xxxxxx Feasibility Studies/Engineering Studies							oooooo Construction/Implementation										
***** Planning/Design							///// Liaison										
PROJECT YEAR		▶	3	4	5	6	7	8	9	10							
FINANCIAL YEAR		▶															
DEPARTMENTAL CONTRIBUTION		▶									?	?					
OTHERS		▶											760.0	900.0			
NO.	PROJECT	S	W	S	W	S	W	S	W	S	W	S	W	S	W	S	W
A)	FROBISHER BAY (Continued)																
	11. Boat Tour - Frobisher Bay-Cape Dorset *							10.0	10.0					20.0	20.0	250.0	250.0
								xxxxxxx						xxxxxxx		xxxxxxx	
B)	CAPE DORSET																
	1. Art & History Centre *							20.0	20.0	15.0	15.0	250.0	250.0	250.0	250.0		
								xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx	
	2. Accommodation Services *	10.0	10.0	30.0	30.0	300.0	300.0	300.0									
		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx	
	3. Short Boat Trips		2.0														
			xxxxxxx														
	4. Full Day Boat Trips		2.0	15.0	2.0	15.0											
			xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx											
	5. Overnight Boat Trips				2.0	15.0											
					xxxxxxx	xxxxxxx											
	6. Walking Tours	15.0															
		xxxxxxx															
	7. Nottingham Island							10.0	10.0	20.0	100.0	100.0					
								xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx	
C)	LAKE HARBOUR																
	1. Boat Tours (Day)		2.0	15.0													
			xxxxxxx	xxxxxxx													
	2. Boat Tours (Overnight)				2.0	30.0											
					xxxxxxx	xxxxxxx											
	3. Boat Tour (Week)							2.0	15.0	2.0	15.0						
								xxxxxxx	xxxxxxx	xxxxxxx	xxxxxxx						
	4. Hiking Trails		2.0	9.0													
			xxxxxxx	xxxxxxx													
	5. Visitor Accommodation *									10.0	10.0	20.0	20.0	200.0	200.0	200.0	
										xxxxxxx		xxxxxxx		xxxxxxx		xxxxxxx	
	6. R.C.M.P. Day-Use Area							2.0	15.0	10.0							
								xxxxxxx	xxxxxxx	xxxxxxx							
CAPITAL COSTS (\$,000.00)		SUB-TOTAL ▶		43.0	105.0	662.0	397.0	157.0	745.0	760.0	900.0						
		CUMULATIVE TOTAL ▶		542.0	1079.0	2226.0	1907.0	1075.0									

(06-78 KVbr)

* DEPENDENT UPON CAPITAL GRANT FROM SENIOR GOVERNMENTS.

ECONOMIC/FINANCIAL ANALYSIS SUMMARY

The detailed analysis of selected tourism related projects and the projection of economic benefits by community leads to the following conclusions and recommendations:

1. Most small tour operations can be profitable given the market created by the larger scale projects. It is recommended that the small private sector interests be encouraged to operate these small tours and that the GNWT provide marketing and business management assistance.
2. Most large scale tour operations and commercial accommodation projects can cover all their operating expenses and provide some amount of cash flow to cover a portion of the debt associated with the investment. It is recommended that the GNWT consider building the recommended larger scale tour operations and commercial operations and concession them to private sector interests to run.
3. The infrastructure, cultural and information related tourism projects generate little or no revenue and are not able to cover their operational expenses. Because these projects enlarge or create the visitor experience and provide the supporting link for small tour operators the GNWT should build and operate such facilities.
4. The timing of infrastructure, cultural and information related tourism projects should coincide with the initiation of major tour operations and commercial accommodation projects to maximize the impact of capital investment.
5. The analysis on the following figure indicates that the capital investment by the GNWT (excluding capital associated with small tour operations) for all the suggested tourism projects is some \$14.5

SUMMARY OF COSTS/EMPLOYMENT OF DEVELOPMENT PROPOSALS

Community	Capital Cost (Average)	O & M Costs (Annual)	Direct Revenues (Annual)	Jobs Created Construction Man-Years	Jobs Created Operation Full-Time	Jobs Created Part-Time	Economic Spin-off Construction	Economic Spin-off Annual O & M	Remarks
	1982 Dollars	1982 Dollars	1982 Dollars	Years	Time	Time	Dollars	Dollars	
1. Frobisher Bay	2 873 000	409 800	69 200	26	2	19-22	1 040 000	235 600	Regional Tourism Centre will not return operating costs. Boat/camping tours/trips break even with variable allowances for sales and capital repayment.
2. Resolute Bay	852 500	154 200	216 000	8	2	6-8	320 000	432 000	Accommodation services partial return on capital. Other commercial ventures break even with no return on capital.
3. Pangnirtung	2 500 000	364 000	418 000	5	6	18-20	1 000 000	836 000	Accommodation and tour sectors allow for partial repayment of capital investment. Cultural and infrastructure projects generate little or no revenue per se but are required for the revenue generating project.
4. Lake Harbour	974 000	296 300	273 500	7.5	4	12-14	300 000	572 600	Accommodation services: no return on investment. Boat/camping tours break even with variable allowances for operators salary and capital repayment.
5. Grise Fiord	515 000	29 600	21 500	5	0	5-7	200 000	43 000	Accommodation services: no return on investment. Tours break even. All other programs do not return O & M costs.
6. Pond Inlet	1 312 600	285 600	386 600	12.5	3	18-20	500 000	792 200	Accommodation services: partial return on investment: coffee shop and tours break even with variable allowances for operator's salaries.
7. Arctic Bay	725 000	225 740	214 400	6	1	20-25	240 000	440 200	Museum does not return operating costs, transient centre and tours break even with variable allowances for operators' salaries and capital repayment. Hotel: no return on investment.

(Continued)

SUMMARY OF COSTS/EMPLOYMENT OF DEVELOPMENT PROPOSALS

Community	Capital Cost (Average)	O & M Costs (Annual)	Direct Revenues (Annual)	Jobs Created Construction		Jobs Created Operation		Economic Spin-off Construction	Economic Spin-off Annual O & M	Remarks
	1982 Dollars	1982 Dollars	1982 Dollars	Years	No. of Jobs	Full- Time	Part- Time	1982 Dollars	1982 Dollars	
8. Cape Dorset	1 987 500	342 512	242 700	16	30-40	5	10-12	640 000	606 900	Museum does not return operating costs. Accommodation services partial return on investment, tours break even with variable allowances for operator's salary and capital repayment.
9. Igloolik	840 000	181 160	165 600	7	18-22	2	14-18	280 000	342 400	Accommodation services break even. Tours break even with low allowances for operators' salaries, no capital repayment, museum does not return operating costs.
10. Hall Beach	780 000	193 600	176 800	6	12-16	0	18-26	240 000	353 600	Fish camp breaks even with little return on capital, hotel occupancy expected to be low, hence may not return operating costs. Tours break even with no capital repayment.
11. Sanikiluaq	45 000	34 000	21 200	1.0	5	0	6-8	40 000	68 000	Boat tours/camping trips, summer camp visits break even with variable allowances for operator's salary and capital repayment.
12. Broughton Island	1 058 500	348 250	359 800	10	20-25	2	14-18	400 000	719 600	Both transient centres and new hotel provide partial return on investment. Tours/trips break even with variable allowances for operator's salary and capital repayment.
13. Clyde River	55 000	53 500	28 600	1	4	1	2-4	40 000	100 200	Coffee shop may break even depending upon occupancy rate of transient centre/hotel.
TOTALS	14 518 100	2 918 262	2 598 900	131	264-347	28	162-202	5 240 000	5 482 300	

million. The direct and indirect jobs created as a result are some 264-347 construction jobs. The number of full time jobs created to operate and manage the projects is estimated at 28 with a further 162-202 part-time jobs.

6. When the spin-off effects are calculated, there is an estimated \$5.2 million generated by the capital construction programs, and an annual amount of \$5.5 million (1982 dollars) generated as a result of the operational component.

Where the 10 year present value of the annual operational component is added to the construction component, an estimated \$49.7 million in income is infused in the Baffin Region from the capital investment of \$14.5 million.