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***Keewatin Destination Zone - Tourism
Development And Marketing Strategy
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Keewatin Chamber Of Commerce
Rankin Inlet, N.W.T.
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Attention: Mr. J. Todd
Secretary-Treasurer

Dear Mr. Todd

We are pleased to submit twenty (20) copies of the final report entitled "Keewatin Destination Zone; Tourism Development and Marketing Strategy".

We have enjoyed the opportunity of working together with the Keewatin Chamber of Commerce on this most interesting and worthwhile project. We would also like to acknowledge with gratitude, the assistance and co-operation received from the Department of Economic Development and Tourism along with numerous other government agencies, and the private organizations and residents of the Keewatin communities during the preparation of this report.

We would like to take this opportunity to wish you well with the future implementation of the plan, and would greatly appreciate it if you would keep us informed of the Region's progress. If we can be of further assistance, please don't hesitate to call.

Yours very truly

MARSHALL MACKLIN MONAGHAN LIMITED



The Tourism, Recreation and Economic Group
Planning Division

lam
Enclosures

IMPLEMENTATION PLAN
KEEWATIN DESTINATION ZONE
TOURISM DEVELOPMENT AND
MARKETING STRATEGY

Prepared for:
THE **KEEWATIN** CHAMBER OF COMMERCE

Prepared by:
MARSHALL **MACKLIN** MONAGHAN **LIMITED**

X-29-C

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PART I - IMPLEMENTATION PLAN FOR TOURISM DEVELOPMENT IN THE **KEEWATIN** REGION

1. INTRODUCTION

1.1 The **Keewatin Tourism** Study Was Initiated
By The **Keewatin** Chamber of Commerce

The **Keewatin** Region, lying at the geographic **centre** of Canada, is comprised of close to one half million square kilometres of tundra and coastal landscape. The seven permanent communities found in the **Keewatin** are home to approximately 10% of the Northwest Territories total population. Community residents are predominantly **Inuit** who rely on hunting and fishing, the arts and crafts industry, the public sector and numerous small businesses for their livelihood. However, lack of employment, particularly for young people, is becoming an increasingly serious problem in the **Keewatin**.

For some **time** now **the** Government of the Northwest Territories and the local business community have recognized the relatively undeveloped potential that the tourism industry offers to the economy of the **Keewatin** Region.

In an effort to identify the potential for tourism development in the **Keewatin** Region and outline an action strategy for tourism development, the **Keewatin** Chamber of Commerce initiated the **Keewatin** Destination Zone - Tourism Development and Marketing Strategy study. In March, 1984, the consulting firms Marshall **Macklin** Monaghan Limited and **Lutra** Associates were hired to undertake the study.

This **Keewatin** Tourism Study was funded under the Economic Development Agreement for the Northwest Territories and was directed by a Steering Committee composed of representatives from the **Keewatin** Chamber of Commerce (Chairman), the **Keewatin** Regional Council, the **Keewatin Inuit** Association and the **Keewatin** Wildlife Federation.

1.2 **The Main Objective of the Study was to Define A Strategy For Future Tourism Development**

The major objective of the **Keewatin** Tourism Study was to **identify** and evaluate the tourism potential **in** the region, assess the market opportunities for **Keewatin** tourism products and **define** a tourism strategy to guide future tourism development throughout the region and in the individual communities.

The more specific objectives of the study were as follows:

- i) to increase the **awareness** of **Keewatin** residents and businesses regarding tourism and the nature of the tourism industry as well as the opportunities for their involvement in the tourism industry;
- ii) to assess the tourism opportunities and constraints in the communities and surrounding areas;
- iii) to describe the existing and potential tourism markets;
- iv) to define a tourism development and marketing strategy for **the** region which identifies roles and opportunities for each community;
- v) to develop an implementation program or action plan to direct the implementation of the regional strategy and the individual community plans; and
- vi) to assess the possible costs and benefits that would result from the implementation of the development and marketing strategies.

The overall intent was to develop an action oriented tourism development program or strategy which will provide:

- i) a means to maximize the **region's** tourism potential;
- ii) a guide for desirable tourism development for both the private and public sector; and
- iii) useful background information for investors, community residents and other interested groups.

1.3 **The Study Approach Was Divided Into A Number of Distinct Products**

In order to ensure that each of the study objectives are met, the work program was divided up into a number of distinct tasks or products. Each product consisted of a number of sub-tasks intended to identify individual work tasks involved in the study and their order of progression.

The eleven products or tasks are summarized below and the integration of the products is schematically illustrated in the following Figure 1.1- Framework for Preparation of a Keewatin Tourism Strategy.

Task 1: Startup Workshop and Background Data

The products of this task were as follows:

- o a clear understanding with respect to client and consultant responsibilities and participation throughout the study process; and
- o development of a "**partner**" working relationship with the Steering Committee.

Task 2: Funding Programs and Policy Framework

The intent of this task was to:

- o develop a clear understanding respecting the policy framework within which planning will take place; and
- o development of a working knowledge respecting criteria and directions of current funding programs.

Task 3: Community Awareness/Involvement Program

This task detailed a community involvement program designed to ensure credible and informed **input** from the community while creating an awareness of the benefits of well-planned, community-based tourism development.

**FRAMEWORK FOR THE PREPARATION OF A
TOURISM DEVELOPMENT AND MARKETING STRATEGY**

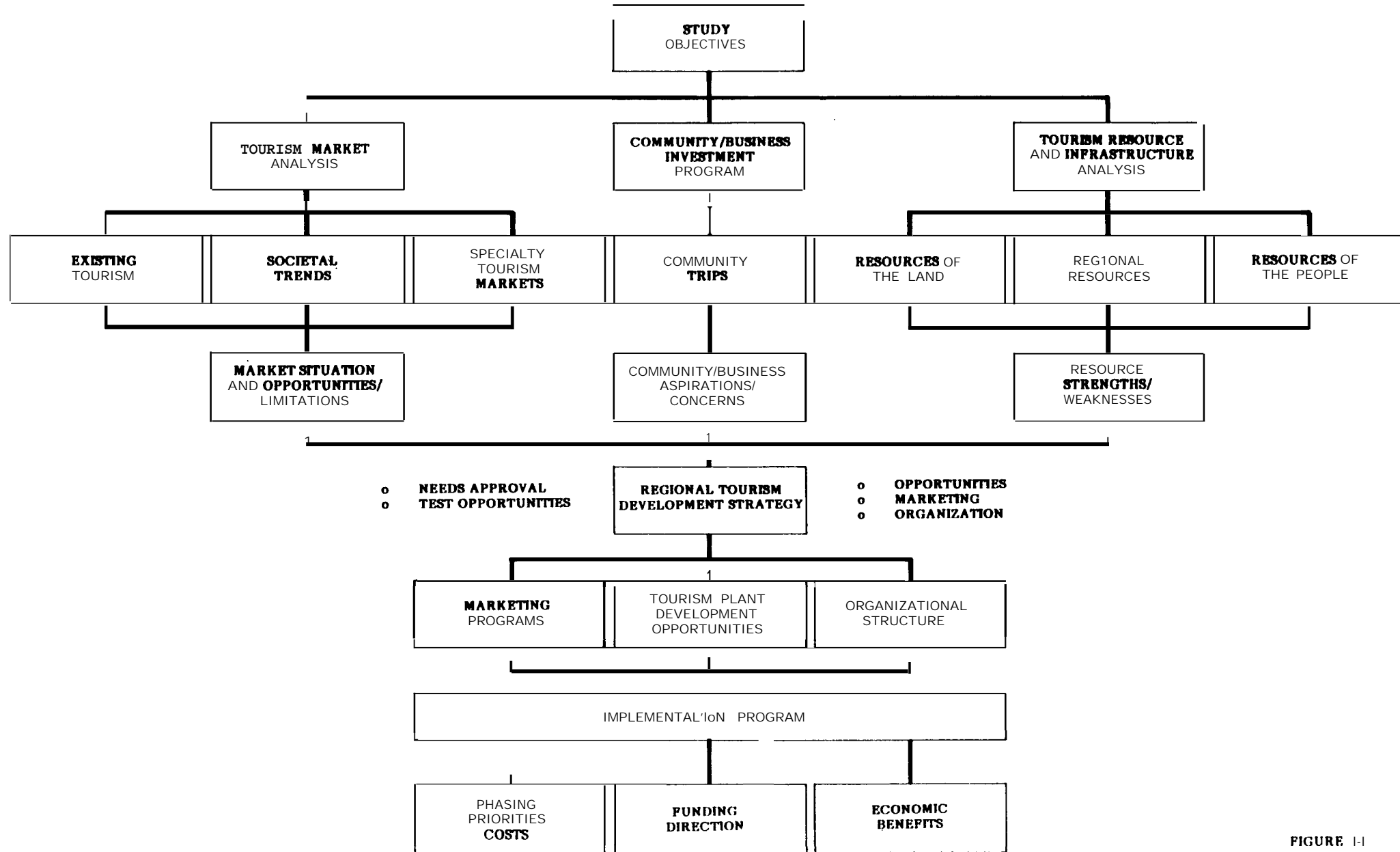


FIGURE 1-1

Task 4: Educational/Training Activities of the Study

The intent of this task was to work with individuals in each community and introduce them to the tourism planning and development process.

Task 5: Evaluation of Regional/Community Tourism Resources and Assessment of Product Strengths and Weaknesses.

The products from this task included a detailed assessment of the strengths and weaknesses of community and hinterland related opportunities and identification of potential products for each of the primary seasons in light of physical constraints and existing services.

Task 6: Analysis of Target Market Product Requirements and Expectations

The intent of this task was to document the characteristics and volume of existing tourism visitation to the **Keewatin** region and to determine the growth, trends and expectations of new target markets which may be attracted to the region.

Task 7: Analysis and Application of Successful Promotion Strategies/Techniques

The product from this task was an inventory and evaluation of current, innovative marketing/promotional techniques applicable to the **Keewatin** region.

Task 8: Preparation of Regional and Community Development/Marketing Strategies.

This task resulted in the preparation of distinct regional and community tourism development and marketing strategies reflecting community and business aspirations, resource opportunities as well as community/operator ability to implement and control developments.

Task 9: Action Program for Implementation

For each community and the **region** as a whole an implementation program was developed outlining what development should take place, how much **it will** cost, who is responsible and when.

Task 10: Regional Marketing Guidelines

The intent of this task was to prepare overall marketing guidelines to facilitate the effective promotion of the **Keewatin** tourism products to the identified target markets.

Task 11: Economic Benefits of the Plan

The end product of this task was a definition of the overall economic benefits of tourism as well as a clear indication of the relative importance of tourism in creating employment and enterprise in the region.

1.4 **This** Report is Divided Into Two Parts

Part One - Chapters 1-8 inclusive - presents the components of the Tourism Development Strategy and Action Plan for Implementation.

Part Two - Chapters 1-4 - provides background analyses related to tourism resources, community involvement and tourism markets. Part Two should be regarded as a support document providing the context for the plan proper presented in Part One.

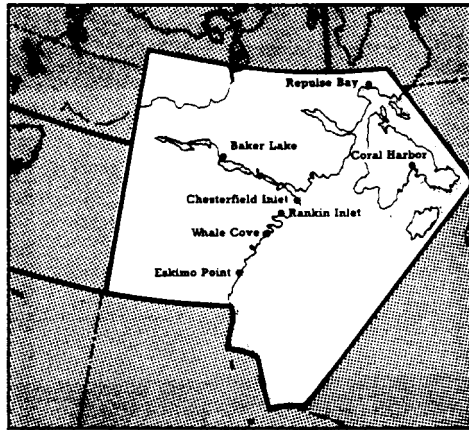
1.5 Regional Overview

The **Keewatin Region** represents one of the **five** Territorial Government administrative districts. Bounded on the west by the Fort **Smith** Region, the **Keewatin** Region lies almost entirely between the Arctic **Circle** to the north and the treeline to the south, and to the east forms the western shore of Hudson Bay.

The region is comprised of approximately 592000 km² representing close to 18% of the Northwest Territories land-base. It is also of interest to note that the **Keewatin** Region lies at the **geographical centre of Canada**.

The seven communities which comprise the **Keewatin** Region are indicated on Drawing No.1. These seven communities are home for approximately 4327 people (1981 Census) of which approximately 86% are **Inuit**. This total population represents close to 10% of the Territorial population.

KEEWATIN REGIONAL CONTEXT
DRAWING I-1



PART I - CHAPTER 2

2. SUMMARY ANALYSIS OF TOURISM/RESOURCE STRENGTHS/WEAKNESSES AND OPPORTUNITIES

2.1 Introduction

The objective of the **Keewatin** tourism study was to examine the potential for community based tourism with the emphasis on concentrating economic benefits from tourism within specific communities. Due to the isolated nature of the **Keewatin** communities, community-based tourism offers the greatest potential benefits to northern residents. However, it was also the intent to identify regional or hinterland opportunities, particularly those that can provide economic benefits indirectly to the communities.

Thus the resource inventory and analysis was undertaken at two levels of detail. First, a regional analysis has identified the most significant resource characteristics of the region - those which present major opportunities or constraints to tourism development. To a large extent this phase of the analysis was completed using secondary data sources.

Second, a more detailed inventory and analysis was conducted for the community based resources including existing facilities. Information from secondary data sources was supplemented with a first hand knowledge of each community gained through four separate community visits and numerous trips out on the land.

2.2 Regional Characteristics

The **Keewatin** Region has a number of assets - both developed and undeveloped - in terms of its ability to attract tourists. These are described in some detail in Part II Chapter 2. However, the more significant resource strengths are as follows:

- o A variety of interesting wildlife species are accessible and visible in different areas of the **Keewatin**.
- o Although the overall scenic resources are not outstanding the **Keewatin** does have appeal as the tundra or barren land area.

- 0 There are several outstanding **scenic** resources including northern Southampton Island, Wager Bay, Lyon Inlet and the northeast corner of Coats Island.
- 0 The current **image** for the **Keewatin** is as a **fishing** destination.
- 0 There are a number of major rivers flowing through the region offering opportunities for canoeing and other **river** based activities.
- 0 The region is strategically well located with good travel connections to the east, west, north and south.
- 0 The contemporary **Inuit** culture with traces of the traditional culture is highly visible throughout the region.
- 0 There is a high degree of private sector business development particularly in the larger communities.
- 0 The regional resources portray a variety of historical themes ranging from Pre Contact **Inuit** history to the mining days in Rankin Inlet.
- 0 The region is close to and accessible from the established tourism destination, Churchill, Manitoba.
- 0 Long daylight hours **in** the summer are an asset.
- 0 There are a number of **significant** tourism destinations **in** the hinterland areas outside the communities including Wager Bay, **Thelon** Game Sanctuary, Coats Island, northern Southampton Island and the inland tundra (**Barrenlands**).

On the negative side there are some serious drawbacks in the ability of the **Keewatin** Region to attract tourists. These include:

- o The **Keewatin** is one of the coldest areas in the **N.W.T.** (considering wind chill factors), during the winter months.

- o Weather can be a major constraint to traveling **with ice** fog, fog, **high** winds and ice occurring at different times of the year. (The best time to travel from a tourism perspective **is** May and July).
- o The **Keewatin** lacks an image as a place to visit or a tourism destination; there is a general lack of awareness of the **Keewatin** in the south.
- o The present tourist information dissemination system **is** inadequate.
- o The existing tourism plant is not developed from a tourism perspective.
- o There **is** a lack of experienced manpower for future tourism developments.

2.3 Community Specific Tourism Resources

Community-based tourism is a term which describes a tourism industry focused on and around specific communities in an attempt to concentrate the economic benefits to the extent possible, in the communities. It is the policy of the Government of the Northwest Territories to encourage and support **community-**based tourism because of the remoteness and isolated nature of the Territorial communities.

In order to identify the potential tourism products for each community it was necessary for us to obtain a thorough knowledge of the resources of the land (natural resources) around each community and in the hinterland areas. This was accomplished through a comprehensive inventory process comprised of the following major steps.

- i) we undertook a review of all relevant secondary data sources including land use information maps, the **Inuit** Land Use and Occupancy Study and other reports.
- ii) a number of meetings were held with knowledgeable community **groups**, like the H.T.A., Hamlet Council and old people as well as other knowledgeable individuals in each community to identify the more interesting natural features and sites on maps.

- iii) trips were made out on the land in each of the communities, in all four seasons, to field check some of the resources. In addition to **providing** us with the necessary resource inventory, this process was intended to help create an awareness among local residents regarding the types of things tourists might like to see and do in the **Keewatin**.

The following sections provide a point form summary of the natural resource opportunities for each of the **Keewatin** communities.

2.3.1- Baker Lake

- o the rolling topography around Baker Lake affords spectacular views out across Baker Lake.
- o there are a number of very scenic locations and unusual features close to Baker Lake including:
 - Kazan Falls;
 - Thelon** rapids;
 - Prince River mouth;
 - eastern islands; and
 - the narrows leading to Chesterfield Inlet.
- o proximity to the **Thelon** Game Sanctuary provides opportunities for viewing:
 - muskox;
 - caribou;
 - birds and waterfowl; and
 - the tree-line **anomaly** extending up the **Thelon** River.
- o there are abundant opportunities for trophy sport fishing around Baker Lake (lake trout, char, and **greyling**).
- o the terrain around Baker **Lake** is well suited to three-wheeling in the summer.
- o there are numerous good berry picking areas around the community (blueberries and **bakeapples**).

- o three excellent canoeing rivers terminate in Baker Lake; the **Kazan**, **The lon**, and the Dubawnt.
- o mosquitoes and blackflies are a constraint to outdoor activities on calm days during the summer; they are worse in Baker Lake than the other Keewatin communities.

2.3.2- Chesterfield Inlet

- o there are a number of good trout and char fishing lakes about $\frac{1}{2}$ day trip from the community.
- o there are a lot of caribou, year-round, in the area north of Chesterfield Inlet, providing potential opportunities for viewing and possibly sport hunting.
- o **beluga** whales and the whale hunts following their sighting can be viewed from the community during the latter half of August.
- o the relatively sheltered water route between Chesterfield Inlet and Baker Lake may provide opportunity for boat trips between the two communities.
- o the **Savajuaq** Lake area is very scenic and is somewhat unique in that it is an inland salt-water lake; the **biophysical** resources in the **Savajuaq** Lake area have been extensively studied by the Department of Fisheries and Oceans.

2.3.3- **Coral Harbour**

- o the terrain around Coral **Harbour** is very flat and well suited to three wheeling; several interesting destinations, including the **Kirchoffel** River falls and the "**mountains**"¹, are accessible by three wheeler.

1) Local terminology for the hills to the northeast of Town.

- 0 there are a number of good trout and char fishing lakes and rivers about a half days travel from the community (by boat or **skidoo**).
- 0 there are two bird sanctuaries (Harry Gibbons and East Bay) on Southampton Island, however, they are difficult to access.
- 0 the northeastern side of Southampton Island is very mountainous and scenic but very difficult to access.
- 0 the Coats Island area, accessible by boat (Peterhead) in one day if the weather is good, provides opportunities to view:
 - walrus;
 - polar bear;
 - sea birds; and
 - spectacular scenery.

The Coats Island area provides some of the most visible wildlife in the entire Keewatin.

2.3.4- Eskimo Point

- o the terrain around Eskimo Point is very flat and there are extensive tidal flat areas that are very conducive to three wheeling.
- 0 the **McConnell** River Bird Sanctuary is very accessible from Eskimo Point; this is an excellent area for bird watching.
- 0 the Maguse River, which can be reached by boat, offers excellent **grayling** fishing as well as interesting scenery.
- 0 **Beluga** whales are commonly seen near Eskimo Point in late July and early August.

2.3.5- Rankin Inlet

- o the terrain **around Rankin** Inlet is characterized by low rolling hills dissected by several fast flowing rivers and numerous long gravel **eskers**; the **eskers** provide a natural roadway for three wheel travel.
- o the area inland and out in the bay is quite **scenic** and very accessible.
- o there are numerous visible historic sites close to **Rankin** Inlet providing excellent opportunities for historical interpretation; these sites reflect a number of interesting historical eras from **Rankin's** past, including:
 - prehistoric **Inuit** culture
 - whaling era
 - fur trade era
 - mining era
- o Marble Island is one of the more interesting natural attractions near **Rankin**.
- o Peter Lake, close to **Rankin Inlet**, provides opportunities for char and trout fishing.

2.3.6- Repulse Bay

- o during the month of August **beluga** whales can often be sighted out in front of the community; **narwhales** will sometimes venture into the bay as well.
- o the topography around Repulse Bay is quite hilly and rocky providing a more striking setting than some of the other Keewatin communities.
- o **the hilly** terrain dotted with small lakes provides some potential for activities such as cross-country skiing and hiking; the nature of the terrain makes three-wheeling very difficult, however short trips are possible.

- o Repulse Bay provides the closest community access to Wager Bay which provides opportunities for:

- viewing wildlife; caribou, **beluga** whales, polar bears, sea birds and ducks.

- viewing spectacular scenery

- hiking

- interpretation of unique **physiographic** features such as:

- the reversing falls

- polynias**

- sport fishing.

2.3.7- Whale Cove

- o The community is easy to access from Rankin Inlet and Eskimo Point.
- o Good char fishing locations nearby in the spring.

2.4 Tourism **Activity** Opportunities

The following table provides a summary of the tourism resource opportunities in each of the individual communities along with the large hinterland area west of the communities referred to as the barrenlands. A number of selected activities were evaluated as to the degree of resource suitability for development within each. community/area on a comparative basis within the Keewatin Region as a whole.

In summary it is evident that in terms of potential, all of the communities have their own individual strengths and opportunities. However, some of the communities have a greater variety and diversity as well as stronger opportunities.

The big difference in terms of tourism potential in each of the communities is the level of interest and degree of past experience with tourism.

COMMUNITY ACTIVITY EVALUATION SUMMARY

ACTIVITY \ COMMUNITY/AREA	BAKER LAKE	CHESTERFIELD INLET	CORAL HARBOUR	ESKIMO POINT	RANKIN mLRT	REPULSE BAY	WHALE COVE	BARREN LANDS
WILDLIFE VIEWING	●	○	●	○	○	●	○	○
SCENIC VIEWING	●	○	●	○	●	●	○	○
INTERPRETATION OF NATURAL FEATURES	●	○	●	○	●	●	○	○
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES	●	●	○	●	●	10	○	○
BIRD WATCHING	○	○	●	●	○	○	○	○
ROCK HOUNDING	●	○	○	○	●	○	○	○
BACKPACKING	●	○	●	○	●	●	○	○
CANOE TRIPPING	●	○	○	●	○	○	○	●
WHITE WATER KAYAKING/RAFTING	●	N/A	○	○	○	○	○	○
DOG SLEDDING	●	○	○	●	○	●	○	N/A
ICE FISHING	●	●	●	●	●	●		
OPEN WATER FISHING	●	●	○	○	●	○	○	
LEARN 4iM113RVE-EXPERIENCE	●	●	●	●	●	●	●	N/A
CROSS-COUNTRY SKIING	○	○	○	○	●	●	○	○
BOATTOURS	●	●	●	●	●	●		○
AMATEUR BOTANY	●	●	●	●	●	○	●	
BEACHCOMBING	●	○	●	○	○	○	○	N/A
BIG GAME HUNTING	●	●	●	○	○	●	○	○
WATERFOWL HUNTING	●	●	○	●	●	○	●	●

REGIONAL SCALE

- HIGH ACTIVITY OPPORTUNITIES
- MEDIUM ACTIVITY OPPORTUNITIES
- LOW ACTIVITY OPPORTUNITIES

2.5 Existing Tourism Development

The tourism industry in the **Keewatin** communities is still at a very early level of development. However, in relation to some of the other regions in the Northwest Territories (i.e., **Baffin**, Arctic Coast, etc.) the **Keewatin** region is relatively advanced due in part to a more active and organized private business sector.

Some of the more important strengths and weaknesses of the **Keewatin** tourism industry are summarized in point form below.

- o very few package tours are available in the **Keewatin**; this problem is accentuated by the problems involved in making reservations on one's own; this is a result of poor product marketing in the south and the lack of travel agents with a knowledge of northern tourism. (Very few travel agents in the south have pertinent travel information on **Keewatin** destinations, and as a result trying to make plane and accommodation arrangements can be very difficult).
- o tourism products in the **Keewatin** are necessarily going to be more expensive than more southerly alternatives; in order to offset the higher costs they should be of reasonably good quality, unique and varied; at the present time services and facilities in the **Keewatin** communities are in general not unique enough or of sufficient quality.
- o there is a limited range of tourism products being offered with a predominance of fishing camps.
- o there is an obvious lack of skilled local people to work at and run tourism businesses.
- o there are a number of fishing camps in the **Keewatin** which are owned and operated by southerners, providing minimal benefit to the local economy; some of these resorts provide high quality services and facilities setting a standard for any local business developments.

PART I - CHAPTER 3

3. SUMMARY OF RESIDENT ATTITUDES

3.1 Introduction

A comprehensive community involvement program was implemented in the communities over a period of one year to ensure that the resultant tourism plan would reflect the individual community's views and concerns, as well as the realities of the potential tourism base. It was also intended that the study would act as an educational process whereby the project would help to create a greater awareness of tourism and its implications in each community.

3.2 Summary of Community Response

Overall the community residents seemed very receptive to the idea of tourism. However, the participation and awareness of residents in the community involvement program, as gauged by attendance at meetings and response to phone-in radio shows, varied greatly from one community to another. In each of the communities, though, there were at least a couple of individuals who became interested and involved in the study process.

Typical questions, concerns and ideas expressed by the residents in each of the communities are detailed in Chapter 3, Part II. To provide some idea of the nature of the comments and questions the following lists some of the more common questions and concerns expressed in the communities.

Typical Questions:

- o What types of things would tourists like to do when they arrive?
- o When will the tourists start coming?
- o How long will the tourists stay when they come?
- o Where will tourists come from?
- o What success have some of the other communities had with tourists?

Typical Concerns:

- o Tourists should not be allowed to ruin historic sites.
- o Have to make sure the tourists are not taking advantage of the **Inuit**.
- o At this stage of development there may be problems with local businesses not being reliable enough.
- o The old culture is dying; it would be interesting for tourists to learn about the **Inuit** culture before it is gone.
- o It would be better if only a few tourists came at the same time; as some tourists may be very difficult to deal with.

In some of the communities the questions reflect an obvious lack of awareness about what tourism really is. Other past experiences with tourists are reflected in the concerns as well as some of the ideas.

Overall the communities that have experienced tourism for the most part, have had a good experience and people are interested in further tourism development. Very few negative comments were received.

PART I - CHAPTER 4

4 SUMMARY OF MARKET CONDITIONS AND
OPPORTUNITIES FOR FUTURE DEVELOPMENT

4.1 Introduction

The market analysis which is fully documented in Chapter 4, Part II, is comprised of both an analysis of future trends and their implications as well as an analysis of eight specialty market segments. The wide range of trend data which were analyzed point quite consistently to a number of more general trends - demographic, economic, attitudinal and environmental - which are summarized in the following section (4.3). Section 4.4 provides a summary of the specialty market implications. The seven specialty markets are viewed as having the highest potential economic impact in terms of tourism expenditures and development opportunities generated. (The short-term fly-in market is considered as part of the general interest package tour market).

4.2 Current Market **Situation**

Tourism visitation to the Northwest Territories has steadily increased over the last few decades. An estimated 500 tourism-related visitors in 1959 increased more than 25 times to an estimated 12 500 visitors in 1969. By 1981, this number tripled to an estimated 35000 visitors. This upward trend appears to have continued, according to a recent government survey which indicates that an estimated 44000 persons visited the Northwest Territories in 1982.¹⁾

Total annual expenditures by visitors and residents traveling in the **N.W.T.** in 1981-1982 have been estimated to be \$58 million. Just one season later, visitor expenditures have increased to \$65 million.²⁾

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- 1) Source: Government of the Northwest Territories, Department of Economic Development and Tourism, Division of Tourism and Parks. November 1982. **Visitors** to the Northwest Territories.
 - 2) GNWT, 1984. Visitors to the Northwest Territories and Activity of Northwest Territories Tourism Business, 1983.

The share of these visitors to the **Keewatin**, however, is low, as are the economic benefits in the form of visitor expenditures.

While extensive records are not available, the data suggests that the number of visitors to the **Keewatin Region** is a relatively small percentage of the total number of visitors to the Northwest Territories. For example, in 1982, of 44000 tourists to the **N.W.T.** only 600 visitors had the **Keewatin as their** destination.¹⁾ This represents 1.3 percent of the total number of **visitors** to the Northwest Territories in 1982.

On a regional basis, the majority of summer visitors to the Northwest Territories overall travel to the Fort Smith region. Trips to the **Inuvik** region are made by about one-third of summer travelers. The Central Arctic and the **Baffin** and **Keewatin** regions receive far less visitors²⁾ than the above **regions**.

In total, approximately 600 tourists visited the **Keewatin** on organized packaged tours during the 1984 summer season. This total is clearly representative of a relatively undeveloped tourist industry. In addition, limited economic benefit is currently derived from tourism in the **Keewatin** since few meals and hotel accommodations are required for these existing short-term tours.

In order to assess current visitation to the **Keewatin** we consulted a number of sources including:

- o various existing publications;
- o hotel occupancy records;
- o air carrier statistics; and
- o tour wholesalers currently offering tours to the region.

In addition to these sources we designed a tourist exit survey for the **Keewatin** area specifically. A detailed analysis of these sources is provided in Part II Chapter 4. The major conclusions and implications are as follows:

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- 1) Source: Government of the Northwest Territories, Department of Economic Development and Tourism, Division of Tourism and Parks. November 1982. Visitors to the Northwest Territories.
 - 2) GNWT, 1984. Visitors to the Northwest Territories and Activity of Northwest Territories Tourism Business, 1983.

- o The **Keewatin** receives a **small** share of the tourists currently visiting the Northwest Territories and an equally small share of the economic benefits of tourism.
- o Those visitors traveling to the **Keewatin** are either on business (up to 75% of the total number of visitors) or part of organized commercial tours.
- o These two markets have different characteristics: visitors on tours are generally wealthier, more elderly and, for the most part, from the **United States**. Conversely, visitors not affiliated to a tour group are usually younger, part of a more average income group and primarily from the western provinces of Canada.
- o Popular activities while in the **Keewatin** include sightseeing, photography, buying handicrafts and fishing.
- o Due to lack of **time**, the following desired activities are not pursued: fishing; visiting **historic** sites; hunting; canoeing/kayaking; and photography. The implication here is that **visitors** could potentially be attracted to the area to participate in such activities given an adequate holiday or extended business trip time frame.
- o On the whole, travelers to the **Keewatin** are satisfied with services. Those not on tours express a high interest in returning to the **Keewatin**. Those on tours, on the other hand, consider their Arctic holiday a once-in-a-lifetime experience.

4.3 Trends Analysis

General Trends

The patterns of leisure, recreation and tourism all over the world are undergoing **an** enormous change. The travel explosion of the last two decades, generated by rising incomes and rising expectations, has ended and the travelers of the **80's**, while continuing to place a high priority on travel, are forced to cope with a

recessionary and uncertain economic climate. These new travelers are more diverse in their interests, more discriminating, more demanding and more value conscious.

Tourism development in the **Keewatin** Region must cater to the tourist of the **80's, providing value for** money for an increasingly sophisticated market as well as an increasingly segmented market in terms of **specific** interests, demands and **expectations**.

The following points illustrate and support this statement:

- o In **general**, the tourism industry can no longer count on a rapidly expanding **population to fuel its** growth. Increased demand **will**, to some extent, have to be generated by cultivating interest and participation within a relatively fixed population.
- o The years between 35 and 55 are peak earning years - the period of greatest disposable income. This rapidly growing group and their families will constitute a major market for the **Keewatin** tourism industry. The growing number of older adults, many of whom are taking advantage of early retirement programs, have the time and often the inclination to travel extensively. According to a recent survey of Canadians by the Print Measurement Bureau, in addition to the 35-49 age group, the over 65 age group is over-represented as a visitor group in the Northwest Territories. **This** older adult market currently constitutes the biggest share of the general interest package tours to the **Keewatin**. Anticipated growth in the size of the market population will have **significant impact** on tourism development in the **Keewatin**.
- o The growing proportion of non-family households - consisting of single, divorced or widowed individuals or common-law couples - will create a growing demand for special types of tourism and recreation opportunities. **The** growth of a **large** singles population, often with large disposable incomes, is an important consideration for the **tourism** industry throughout Canada.

- o The better **educated** consumer tends to be more **sophisticated** and knowledgeable in **his** purchasing **decisions**, and **tends** to demand quality products and experiences. The members of the well-educated 30-44 age group are more likely than previous generations to have well-paying jobs that increase their disposable income and their importance as potential purchasers of tourism products.

- o Experiential Vacations are likely to become **increasingly popular**. Vacations offering opportunities to allow individuals to participate in preferred hobbies, sporting activities or fitness programs are good examples of the kind of vacation which will be selected over more traditional **"sun, sea and sand"** vacations offering limited stimuli and little long-term value.

- o The **high** tech/high touch response - the tendency to want to compensate for a **highly** automated world by emphasizing the **things** that cannot be done by a machine, the things that are 'unprocessed' and uniquely human - is resulting in a demand for **highly** personalized services and distinctive products. The **Keewatin Region** is a **prime** example of a travel destination that could attract a market searching for a "humanizing" vacation. The community-based tourism approach preferred in the Northwest Territories stresses the **participation** of the local residents in various programs such as **"visit a northerner"** and **several** cultural presentations **highlighting** drum dancing, art work, Arctic games and other **activities**. Thus the visitor is encouraged to participate in the community network goings-on and experience Northern life first-hand.

- o Low consumer confidence, high levels of unemployment, and economic **"stagflation"** make travelers extremely price sensitive and **value-conscious**. Value for money spent will become a key factor in the purchase of any travel experience.

- o High energy costs have resulted in a careful use of energy. For the tourism **industry, this means shorter trips, greater use of mass transportation modes** and a tendency **towards single-destination** trips as opposed to **touring/multiple-destination** trips.

- 0 Competition from a vast array of high-tech home entertainment items will undoubtedly create greater demand for a **high** quality travel experience -an experience at least comparable to what can be enjoyed at home. On the other hand, increased media distribution generally makes for a more sophisticated market, a market with increased interest in cultural activities and stimuli (**e.g.**, concerts? play% historic site% museum% **etc.**).

It is also important to consider the geographic market trends for the **Keewatin** Region. As was mentioned in an earlier section, Canada itself generates by far the greatest number of visitors to the Northwest Territories in general and also to the **Keewatin**. American visitors account for the second greatest percentage of visitors to the area with European and Far East visitors comprising the balance. Because they represent the greatest potential for market growth, the travel trends associated with these geographic markets are important to consider.

Geographic Market Trends

Canadian Market **Trends**

In **spite** of the recent decline in international travel by Canadians, many have travelled extensively with the effect that many Canadian tourists have become more sophisticated in their travel demands. They are more aware of the quality and variety of tourist products being offered outside of their country and have become more demanding in terms of their requirements.

This is reflected in a finding of the 1981 survey of Vacation Travel by Canadians. The survey found that, while Canadians felt their own country far outranked the U.S.A. in providing the environment for a quiet countryside vacation and in offering a variety of outdoor activities in winter, more Canadians felt the U.S.A. offered better value for money in hotels and motels by comparison with those in Canada.

U.S. Market Trends

The overall weaknesses in the U.S. market for Canadian travel destinations as well as the considerable efforts of U.S. destinations to retain their domestic markets means that the Canadian destination hoping to attract a **U.S.** market will have to offer a unique, high quality **resource**, promoted through skillful packaging and **marketing**. Specific market segments with special interests will have to be targeted as opposed to the general tourist market. The attraction of Canadian destinations must be based on something other than the poor state of the Canadian dollar relative to **U.S.** currency in order to ensure a strong tourism industry.

International Market Trends

Overseas visitors are influenced by similar travel trends reflected in North America. Therefore, in order to increase the level of international visitation to the **Keewatin**, priority will have to be placed on providing value for money, experiential oriented opportunities.

4.4 Specialty Market Analysis

The following are short summaries of the conclusions and implications taken from the analysis of the seven specialty market segments.

i) Sport Fishing

The **Keewatin** Region possesses outstanding resources **in its** lakes and rivers and has the resource potential to support additional sport fishing activities.

Continued growth in fishing and hunting organizations indicates an expanding potential market of persons with the inclination and the financial ability to pay for the opportunity to undertake a sport fishing trip to the **Keewatin**.

The competition for the business of existing and potential sport fishing clients is often well organized and promoted through public and private sector joint efforts. Operators and outfitters in intervening locations offer

quality fishing experiences in remote locations. In some instances, road networks allow access to these facilities by car or truck. In nearly all instances, transportation costs to the lodge or outcamp are significantly less expensive than travel to lodges and **outcamps** in the **Keewatin** Region.

As a result, the emphasis of sport fishing activities in the **Keewatin** should be on the trophy size and abundance of the fish resource and on the Arctic fishing experience and the provision of quality services, accommodation and food.

What **is** the best way to market **sportfishing** opportunities in the **Keewatin**?

Some of the more common and effective methods include:

- o Word of mouth (the best form of advertising)
- o Articles and ads placed in fishing magazines (i.e. Outdoor Life, In Fisherman)
- o Corporate discounts
- o Government brochures
- o Direct mailing of full **colour** brochures and regular newsletters

Less-common but effective methods include:

- o Attracting incentive travel
- o Placing newspaper ads in the U.S.
- o Placing articles and ads in airline in-flight magazines
- o Affiliations with travel agents and airlines
- o Have a reknowned fishing expert lend his name

Where are the moat promising market origins for aportfishermen?

The number one market area for northern fish camps/lodges appears to be the mid-western U.S. including:

- | | |
|------------|--------------------------|
| o Illinois | o North and South Dakota |
| o Indiana | o Missouri |
| o Nebraska | o Ohio |

Although Canadians are not the major market they do form a high proportion of existing markets with the provinces of Ontario and Saskatchewan playing a major role.

Markets exhibiting future potential include some of the western States like California and Texas as well as the eastern seaboard States.

How many fishermen can the **Keewatin** expect to attract?

Arriving at an exact figure is difficult, however it is possible to make certain projections on the basis of existing operator experience and interest expressed by relevant tour wholesalers/operators.

There appear to be two different market types providing potential for the **Keewatin** Region. The **first** is the traditional fish camp/lodge market segment. The second **is** the short-term fly-in fishing group.

There are presently 11 fishing camps/lodges operating in the **Keewatin** catering to the first market segment. Typically these fish camps range in size from 4-40 person capacity with the average size in the **Keewatin** being 11 person capacity. A number of camps increase their overall capacity by combining a main camp/lodge with one or two smaller outpost camps. Over a normal season (2 months) fish camps are attracting between 60-150 guests/year.

As the existing camps/lodges are not currently operating at capacity a more detailed assessment would have to be undertaken along with lake fish carrying capacity studies to determine the realistic opportunities.

The other market segment, the short-term fly-in fishing groups such as **Norcan and** Special Interestours appear to be at an **early** stage of development in the **Keewatin** with the proper development of transient facilities (i.e. tent frames) and effective marketing this market segment offers good potential. In addition this market segment may offer more immediate potential for the **Keewatin** because of the relatively low capital outlay to initiate this type of business.

These tour-operators typically bring in from 20-50 fishermen at a time. (Normally dictated by the size of the plane being **used**).

Several interested operators who showed an interest in **Keewatin** opportunities or plan to run trips in '85 and who cater to this particular market segment are listed below:

1. Mr. **R.G.** Morgan
Ontario Federation of Anglers and Hunters
Peterborough, Ontario
(705) 748-6324

0 Particular interested in opportunities for **grayling** fishing.
2. Mr. Skip **Voorhees**
Special Interestours
Medina, Washington
(206) 455-1960

0 Planning to run fishing tours to Rankin and Baker in 85.
3. Mr. Tom Hinders
President
Foundation for North American Wild Sheep
Cody, Wyoming
(307) 527-6441

0 Interested in helping to promote; suggested combination upland game/fishing packages.
4. Mr. Doug Alexander
Norcan Tours
Thunder Bay, Ontario
(807) 345-2121

0 Took 40 fishermen **to** Baker Lake in '84, interested in expanding operations in the **Keewatin**. Expecting to take four trips to Baker in the summer of **'85** and possibly a few groups to Repulse Bay.

ii) **Sport** Hunting

The **Keewatin** Region possesses the wildlife resources to attract the big game hunting market.

Most participants in big game hunting activities earn well above average income and are willing to pay the costs required for the opportunity to hunt Arctic trophy-size big game.

Membership in relatively exclusive hunting and fishing organizations such as the Foundation for North American Wild Sheep presently appears to be stable with increasing membership anticipated in the future. Such organizations represent the greatest concentration of potential participants in big game hunting activities in the **Keewatin**. These organizations also have information networks (i.e., membership mailing **lists**, quarterly newsletters) which, if properly accessed, could provide an important promotional function, reaching members in affiliated chapters and individually across the United States and Canada.

To fully exploit the market with respect to big game hunting, hunting packages might be developed which focus on providing combination hunts, as feasible, i.e. polar bear - musk ox, caribou - fishing etc. This approach seems to be of interest to American clubs and has been successful in the Western Arctic.

What are some of the other marketing opportunities for selling the **sport hunting** resources available in the **Keewatin** Region?

Some of the most common marketing approaches include:

- o Word-of-mouth advertising.
- o Direct mailing brochures, newsletters and reference lists.
- o Placing ads and articles in both Canadian and U.S. magazines.

Some of the less common but effective approaches include:

- o **Placing** newspaper ads in U.S. newspapers.
- o Give-away tours at annual association conventions i.e. Safari Club, Foundation for North American Wild Sheep.

Where are the sporthunters coming from?

Existing sporthunting packages in the north are attracting their clientele predominantly from the U.S. with considerable European and Canadian participation. It appears that because this is such a specialized market segment hunter origins are spread far and wide. For example the following is a partial list of hunter origins for one of the existing outfitters in the **N.W.T.**

- | | |
|--------------|----------------|
| o Louisiana | o West Germany |
| o Montana | o Belgium |
| o Michigan | o Ontario |
| o Florida | o Maryland |
| o California | o Iowa |
| o Colorado | o Nevada |
| o Arizona | o South Dakota |
| o Texas | |

iii) Remote **Naturalist Lodges**

The potential market for remote naturalist lodges is relatively small but is composed of individuals who are highly interested in exploring and undertaking naturalist activities in remote, wilderness locations.

Individuals who patronize remote lodges are able to readily afford or are willing to forego other luxury items in order to experience a unique, distinctive, and comfortable vacation experience at a naturalist lodge located in Canada's Arctic.

Vacation packages at remote naturalist lodges must include all costs and services up front. People are willing to pay top dollar for the opportunity to experience the Arctic's incomparable natural setting and to be shown local sites and culture. As a result, quality interpretive and guiding services are a necessity as is an atmosphere of friendly hospitality.

What are some of the possible marketing **approaches** to attract the Naturalist market?

The northern naturalist lodges interviewed use the following marketing techniques:

- o Word-of-mouth advertising
- o **Colour** brochure mail-outs.
- o Affiliation **with** tour wholesalers and travel agents.
- o Advertising **in** Government brochures.
- o Running business seminars and conferences **i.e.** Audobon Society seminars.
- o Placing ads and articles in magazines like Equinox and Canadian Geographic.
- o Promotion through naturalist groups Le. Federation of Ontario Naturalists.

Where are the most likely market origins for the naturalist market?

Existing naturalist lodges in the **N.W.T.** attract a diverse clientele from both the U. S., Canada and Europe.

How many people normally visit these naturalist lodges?

Remote naturalist lodges generally tend to be relatively small accommodating at maximum between 15 to 20 guests at a time and only 80 to 100 guests in total during a six to eight week operation period.

iv) **Photographic** safari

The photographic safari market can be considered small but strong and can be expected to maintain its stability and at best grow with the improvement of general economic conditions. **The** market is already prone **to** extensive travel within North America primarily and quite willing to consider new areas.

The major obstacle now in promoting tours to the Keewatin is the **area's** lack of exposure and apparent lack of self-promotion or attempts at creating an image for itself. Resource people and wholesalers offering photographic tours must become familiar with the area before being in a position **to** consider it as a potential destination.

How does one market promote a photo safari?

Some of the more common methods of promoting photographic **safaris** include:

- o Word of mouth
- o High quality brochures
- o Slide show seminars
- o Directing mailing to travel agents and past clients.
- o Provide trip escorts i.e. well known photographers and naturalists.

Where do these amateur photographers come from?

The photographic market is divided **fairly** evenly between Canada and the U.S. Penetration **into** the European market currently is not significant however Europe may provide an opportunity in the long term.

The following tour wholesalers expressed an interest in photographic tour opportunities in the **Keewatin** Region.

1. Ms. Mary Kay
Victor Emanuel Nature Tours
Austin, Texas
(512) 447-5091
 - o Running a photo safari to Churchill in 85 with Robert Taylor.
 - o Interested in bird watching opportunities in the **Keewatin**.

2. Ms. Courtney Milne
Photosynthesis
Saskatoon, Saskatchewan
(306) 373-7048
 - o Involved in running photo tour to Churchill with Nature Photography Workshops.
 - o Interested in **Keewatin** possibilities.

3. Ms. Marianne **Rabb**
Thru-the-Lens Tours
Cullver City, California
(213) 645-8480
 - 0 Run 5 day photo tours to Churchill.
 - o Interested in **Keewatin** possibilities.

4. Mr. Robert Taylor
Nature Photography Workshops
Winnipeg, Manitoba
(204) 453-8337
 - 0 Interested in **Keewatin** opportunities; costs have to be reasonable and **accomation** comfortable.

5. Mr. Lawrence Bousier
Great Expeditions
Vancouver, B.C.
(604) 734-4948
 - 0 Running a photographic tour to the High Arctic in 85.
 - 0 Interested in **Keewatin**.

How many people are likely to take part in a photo safari?

Numbers of people taking part in photo safaris are normally kept down (i.e. 15 People/tour) to enable a more personal and rewarding encounter. Each tour may only be offered once or twice a year, with each tour ranging from 8-28 days.

v) General **Interest** Package Tours

The market for general interest package tours to the **Keewatin** is not performing well. The Churchill area, on the other hand, appears to be penetrating the market successfully. This success may be attributed to promotional efforts on behalf of tourism officials. Given the possibility of

further promotion by **Keewatin** representatives, potential exists to tap the Churchill general interest tour market by selling the wholesalers in question the idea of extending their tours to **Keewatin** communities.

Notwithstanding the potential for growth that exists with respect to the Churchill area, tour wholesalers currently taking trips to the **Keewatin** are at a turning point. Either the number of tours offered will be cut back or existing tours will be redesigned to reflect the growing demand for more specialized tours.

We detected an ambivalent attitude on behalf of wholesalers respecting future **Keewatin** offerings. Clearly, the **Keewatin** must move aggressively and "go after" these operations with the **right** promotional material if you wish to penetrate this market further.

What are some of the approaches to marketing **Keewatin** tourism products to the general interest markets?

Some of the more common approaches are as follows:

- o **Colourful** brochures and package tour **catalogues**.
- o Direct mailings to past clients.
- o Sales reps on the road.
- o Media releases.
- o Ads in magazines and Government brochures.
- o Rendezvous Canada participation.
- o Articles and ads in tourism trade publications.

Some of the not so common approaches are as follows:

- o Tag on packages to conferences (i.e. Winnipeg Convention Centre).
- o Trips awarded as part of a contest (i.e. guessing the weight of the polar bears at the Metro Toronto Zoo).

Where does one find the general interest **traveller**?

The market origins for this specialty market segment are generally very promotion dependent. It is the origin of the wholesaler that will determine the consumers origin. For example a Toronto tour wholesaler can be expected to attract a predominance of southern Ontario clients.

The following tour wholesalers expressed an interest in the **Keewatin** tourism products and may provide opportunity to develop general interest tours in the near future:

1 Ms. **Kathryn Ramstead**
American Tours Inc.
Minneapolis, Minnesota
(612) 835-5151

- 0 Plans to run a trip to Churchill in '85.
- o Interested in **Keewatin** as a destination.

2. Ms. **Gracie** Hilton
Dan **Dipert** Travel
Arlington, Texas
(817) 265-2236

- 0 Running a trip to Churchill in '85.
- 0 Interested in **Keewatin** but somewhat hesitant because of potential weather problems.

3. Mr. **Colin** Hay
Clearwater Tours
Winnipeg, Manitoba
(204) 661-4205

- 0 Runs tours to Churchill
- o Interested in **Keewatin** but worried that transportation costs are prohibitive.

4. Mr. Grant McLeod
 Fiesta Wayfarer
 Willowdale, Ontario
 (416) 498-5566

- o Running a trip to Churchill in '85.
- o Very interested in Rankin and Eskimo Point.
- o Requires reasonable airfares and Z/room hotel rooms.
- o Trying to work a deal with Calm Air.

5. Ms. Karen Harthe
 Gold Tour and Travel
 Lafayette, Indiana
 (317) 742-4969

- o Planning to run a tour to Churchill in 1986.
- o May have some interest in **Keewatin**; knows nothing of the region.

vi) Adventure **Travel**

The adventure travel market is growing and the **Keewatin** has the physical and natural resources to support a variety of adventure travel experiences.

It must be recognized that there **is** tremendous competition for the participants **in** this market and consumer demands for a quality experience are high. Great care must be taken to produce truly distinctive adventure travel offerings which are competitive with available offerings.

Co-operative undertakings with key existing adventure travel wholesalers would allow direct access to the adventure travel market and would foster promotion of the **Keewatin** as an adventure travel destination.

What are some of the other ways adventure travel can be marketed?

Some of the more common approaches are as follows:

- o Full **colour** brochures.
- o Direct mail to past clients and travel agents.
- o ads in magazines (i.e. Canadian Geographic, Sierra, Outside, Outward Bound etc.).
- o Participation at trade shows.

Some of the not so common approaches include:

- o Affiliation with educational and other institutions (i.e. Naturalist Clubs).
- o Media releases.
- o Personal notes to repeat customers.
- o Participation in special events (i.e. dog sledding demonstration at Ottawa's Interlude).
- o Affiliation and copromotions with an airline.
- o Publishing articles in high profile magazines like National Geographic.

Where does one find individuals with an interest **in** adventure travel?

The adventure travel wholesalers and operators we talked to seem to attract **clientel** from diverse origins. One operator has been very successful in attracting the European markets from:

- | | |
|------------------|---------------|
| o Germany | o Italy |
| o Finland | o Austria |
| o England | o Switzerland |

Others have a clientele originating primarily from the U.S. with a fairly large contingent from Ontario, Alberta and B.C.

A number of wholesalers/operators interviewed expressed an interest in the Keewatin Region.

1. "Mr. Jim Allan
Ecosummer Canada
Vancouver, B.C.
(604) 669-7741

0 Interested in opportunities for sea kayaking in Wager Bay.

2. Paul **Sevcik**
Equinox Adventures
Beamsville, Ontario
(416) 563-4542

0 Run high adventure tours.
o Very interested in **Keewatin** opportunities.

What size market are we talking about with **respect** to adventure travel?

The 1981 Yukon Wilderness Adventure Travel Study suggested that the overall North American market for packaged wilderness/adventure travel tours was between 1.5 and 2.5 million individuals.

Our analysis of data available on Canadian and American urban centres suggests that an average of 4.0% of the urban population are young urban professionals who may be interested in adventure vacations of the type offered by the **Keewatin** resources.

vii) Art/Cultural/Historic Tours

The art/cultural/historic tour market appears to be comprised primarily of a small specialized core of collectors and enthusiasts. The general public is not disinterested but does not appear to be committed to the art, culture and history of the Arctic to the extent of considering cultural tours to the area. Although the "committed" market is small it is considered strong and qualified as possessing a relatively high "**buying power**" in terms of affording a tour to the Arctic **and** purchasing **Inuit** artwork at the source.

Promoting art/cultural/historic tours to the **Keewatin** does not appear to be a "money making proposition" at the outset since the market base from which to draw from is so narrow. However, such tours could possibly generate valuable spin-offs in the sense of stimulating art production since artists could potentially sell their art and converse directly with those tourists genuinely interested in it.

With respect to establishing better exposure and image for the **Keewatin** as a place to visit, greater efforts need to be placed on the promotional "vehicle" associated with traveling arts and **displays**.

Another marketing approach which has shown promise in the past is to affiliate a tour with a well known expert in the **Inuit** art field.

The potential market for tours into the **Keewatin** lies with specialized art/educational groups such as **Inuit** Art Enthusiasts and Art and Culture in the North. Both these groups have expressed an interest in promoting **Keewatin** Art tours in their newsletters.

SUMMARY **IMPLICATIONS**

Overall we are of the opinion, based on the above **analysis**, that there is reasonable 'potential for growth in all the **specialty** market segments **investigated**. This potential however, **won't** just happen. More aggressive approaches need to be made to the market - you cannot wait for the market to come to you - it must be actively pursued with the offering of value for money tour packages and guarantees of good on-site offerings and **arrangements**.

Essentially you must manage your market more effectively and **equally** you must manage the destination to ensure capturing a share of the market potential noted above.

PART I - CHAPTER 5**5.1 ACTION PLAN FOR TOURISM DEVELOPMENT IN THE KEEWATIN REGION****5.1 Introduction**

This chapter describes the process whereby a tourism strategy for the **Keewatin** Region is identified. This strategy is then presented in terms of its philosophical intent, and is further detailed in terms of individual community roles as well as specific community development and marketing opportunities. Opportunities are presented for each individual community according to the most relevant tourism development themes. The themes identified for each community reflect and emphasize the strongest tourism resources found in and around each community.

The identification of unique and complementary themes for each community allows for greater diversification of available tourist attractions and promotion throughout the Region and should help increase the tourism industry's overall potential for growth and development.

5.2 Parameters for **Defining a Strategic Direction**

Prior to the formulation of a strategy for tourism development in the **Keewatin** it was necessary to define the parameters which would reflect the **goals** and objectives of this study. Following are the nine key planning principles that have guided strategy development.

The Regional Strategy must:

- 1) Maximize economic benefits to northern residents.
- 2) Be community oriented including community involvement in hinterland opportunities.
- 3) Maximize strengths and weaknesses of each community and local business.
- 4) Reflect local community/business aspirations and concerns.

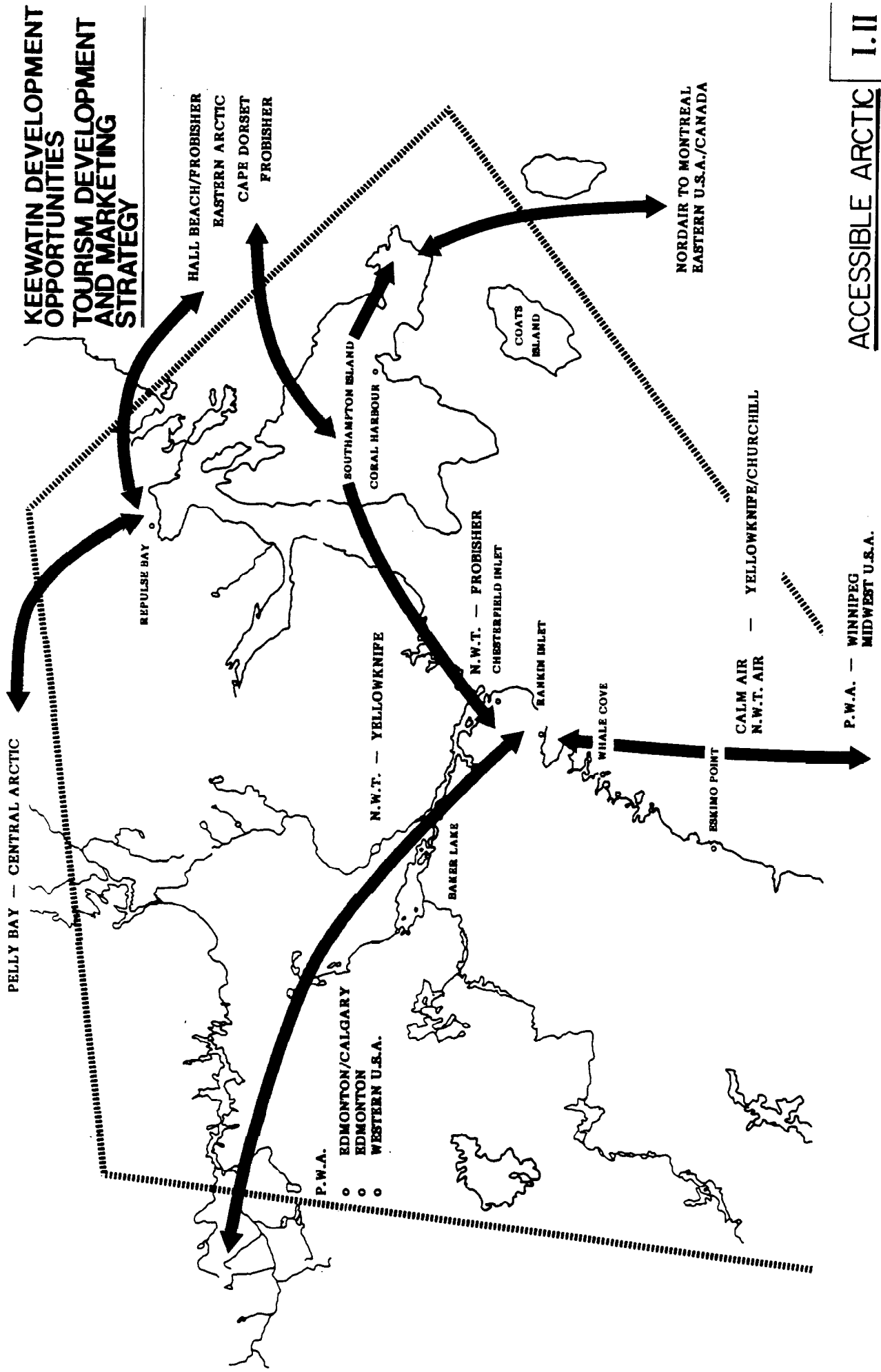
- 5) Be environmentally sensitive; recognize long-term impacts of potentially conflicting land uses.
- 6) Allow for flexible programs providing for alternatives in case of inclement weather.
- 7) **Be** complementary to the extent possible with other northern areas, with inter-regional connections.
- 8) Be consistent (as feasible) with existing policy and funding programs.
- 9) Minimize competition between communities for limited tourism markets and capital development resources while taking advantage of package tour opportunities between communities.

5.3 Development of a **Regional** Strategy

The intent of a regional tourism strategy is to establish the future direction and priorities for development of the tourism industry. Ideally a tourism strategy should: reflect the objectives of both government and private sector; be sufficiently broad in scope and flexible in approach to accommodate existing conditions; be responsive to market opportunities as well as resource development opportunities; remain cognizant of local community aspirations and initiatives; and reflect the roles and development intent for each community.

Taking into consideration the market realities of the resource base along with relevant goals, objectives and policies, we have defined the following strategy for the **Keewatin** Region.

"To maximize the impact of economic opportunities **from** the **tourism** sector to **Keewatin** residents and businesses by developing and conveying an exciting new image and exposure for the **Keewatin** Region as the **"Accessible Arctic"**. The image will focus on the region's strategic location and will build upon creative special interest themes and associated tourism markets that convey the unique characteristics and attributes of the **region.**"



The overall intent of the strategy will be to create a new market image for the region focussing on its accessibility and to develop attractions and events in each community that will appeal to specific specialty market segments. In this fashion each of the communities will reflect their own creative, special interest sub-themes which relate to the overall regional image of the **"Accessible Arctic"**.

More specifically the strategy will help to incorporate the following principles. It will:

- i) create a distinct marketing image or theme for the Keewatin Region;
- ii) ensure, as appropriate, the dispersion of economic benefits and development opportunities throughout the Region;
- iii) direct the development of attractions, facilities and events to reflect the dominant tourism characteristics (themes) within each community which will in turn support the overall regional image or theme; and
- iv) minimize competition between communities for the same tourism markets.

The following strategic action statements further define the objectives of the regional strategy.

- o Efforts should be made to create opportunities to attain a greater return from existing markets (i.e., fishing lodges, canoeists, etc.).
- o Consideration should be given to extending the tourist season into the shoulder months.
- o Non-tourist oriented markets should be considered a potential market area (i.e., government and business travelers and work crews).
- o Inter-regional linkage opportunities should be developed (i.e., with the **Baffin** and Kitikmeot Regions and Manitoba).

- 0 Tour development opportunities should focus on packaging to help reduce travel cost and assist in ease of selling the product.
- o Tour package opportunities should focus on specialty tourism markets.
- o Development opportunity recommendations should focus on trying to build on the strengths of the existing business community.

5.4 Community Development Themes

Due to the physical nature of the region and its population base, the basis of future tourism development should be community focussed. It is critical that the tourism potential in each community be developed in a **co-ordinated** and integrated fashion in order that the region can be promoted and marketed as a whole to develop the critical mass required to create an image as a destination area. (If one or two of the communities decide not to develop and promote tourism it is felt that the remaining communities will **still** be able to generate the necessary critical mass.) In recognition of this each community has been assigned a role to play as well as a development theme to portray within the strategy. The following Figure I-3 summarizes the roles for each of the seven communities and identifies the most relevant themes associated with the resources in or near each community. The table also provides a preliminary indication of the most suitable specialty markets which could be attracted as well as the best tourist seasons for each community.

From the table it **is** evident that all **of** the communities with the exception of **Rankin** Inlet, have been identified as Theme Communities. A theme community can best be described **as** a community that has significant tourism opportunities which reflect a dominant theme and thereby has the potential to attract visitors for short or long periods of time. **Rankin** Inlet has been identified as a Gateway/Service Community where a significant number of visitors will commence their visit to the Keewatin Region. Typically a gateway community offers a full range of tourist services as well as activities.

The list of themes identified reflect and emphasize the strongest tourism resources throughout the region including historic resources, cultural resources and **biophysical** resources. Both major and minor theme opportunities are indicated for each community.

	BAKER LAKE	CHESTERFIELD INLET	CORAL HARBOUR	ESKIMO POINT	RANKIN INLET	REPULSE BAY	WHALE COVE	BARREN LANDS
PRE-CONTACT HISTORY	○	○		○	●	○		
POST-CONTACT HISTORY	●			○				
SEARCH FOR THE NORTHWEST PASSAGE		○			●			
WHALING ERA		○			●	●		
FUR TRADE ERA		○		○		●	○	
MISSIONARY ERA		●						
THEME POLICING THE NORTH		●						
EXPLORATION	○							
MINING				○	●			
BARREN LANDS/ ARCTIC LANDSCAPE	○			●		●		
ARTS/CULTURE	●			●	○		○	
WILDLIFE	○		●	10		●		
WATERWAYS	●			○				
FISHING	●	○			○			
SERVICE GATEWAY/SERVICE COMMUNITIES					○			
THEME COMMUNITIES	○	○	○	○		○	○	N/A
SPECIALTY MARKET FISHING	●			●	●			
HUNTING	●	●	●			●		
REMOTE LODGE						●		
PHOTO SAFARI			●			●		
ADVENTURE	●		●			●		
SHORT-TERM FLY-IN	●	10		●	●		○	
ARTS/CULTURE	●			●	10	●	●	
GENERAL INTEREST	●	●		●	●	●		
SEASON WINTER			○		○	○		
SPRING	○	○	○	●	●	○		
SUMMER	●	○	○	○	○	●	○	
FALL				○	○	●		

SCALE ○ MODERATE OPPORTUNITY/ASSOCIATION
● HIGH OPPORTUNITY/ASSOCIATION

The individual development proposals, which are detailed in the following chapters as part of the community development plans, reflect these themes resulting in a greater possibility for inter-community association and cooperation in the form of land, air and water tours. Complementarity of themes, therefore, diversifies the tourism attractions available throughout the Keewatin Region and increases the industry's overall potential for growth and development.

5.5 Community Tourism Development Plans

The following section provides an outline of the individual community tourism development plans. Each community plan is detailed in terms of:

- i) Community Concept;
- ii) Development Theme;
- iii) General Description of the Concept; and
- iv) Development Opportunities.

At the conclusion of the descriptions of each community plan there is a chart which provides a summary of the community development opportunities in terms of priorities, capital costs, roles and responsibilities, implementation time, and number of jobs created.

5.5.1- Baker Lake

a) Community Concept

To develop the community as a destination and stopover point and promote extended tourist visitation primarily during the summer months and in the spring to a lesser degree. It is felt that Baker Lake has a suitable variety of quality attractions necessary to attract a broad range of markets for extended periods of time (over 2 days).

b) Development Theme

The community of Baker Lake has been designated as a theme community **focussing** on the "Waterways" theme. The "**Waterways**" theme reflects the fact that Baker Lake is the terminus for a number of the large river systems that

flow across the central tundra, as well as being at the head of Chesterfield Inlet. Other themes to be represented in a major way include post-contact history, arts/culture and fishing.

Developments will include short term activities in and around the community for pass through markets as well as to provide inclement weather opportunities for the destination oriented tourist markets. However, the focus in Baker Lake will be to develop opportunities to promote extended stays in the community.

c) General Description of the Concept

The objective of future tourism development will be to increase the expenditures and length of stay for existing markets as well as providing new opportunities to attract destination oriented market segments as well as further **stop-over** traffic.

The development opportunities described in the following section focus on the tremendous sport fishing potential in the Baker Lake area, the scenic and interpretive opportunities associated with the major rivers, and the strong cultural resource base in the community.

d) Development **Opportunities**

Sport Fishing Theme

1. Undertake the development of a semi-permanent fish camp for charter-in fishing packages. A suggested location would be on the **Thelon** River just below the second rapids, an area that can be accessed by boat. The facilities would consist of insulated tents on frames or platforms along with basic, sanitary facilities (outhouses) and docking facilities. The campsite could be designated as a Territorial Park or it could be operated as a private commercial operation. In conjunction with the development of the site a study should be undertaken to identify the size of the fish resource and the rivers carrying capacity for sport fishing.

This **type** of transit fish camp could be utilized by groups like the **Norean** fishing party that visited Baker Lake during the 1984 season. The intent would be to market the camp to other similar "**charter-in**" groups that are not necessarily interested in a high quality fishing lodge experience.

2. To provide more economic benefits to the Keewatin residents from the sport fishing resource, investigate over the long term, the **possibility** of developing locally owned and operated **fish** camps or lodges accessible by plane from Baker Lake. These lodges should only be developed after thorough investigation of the market taking **into** consideration competing resorts and lodges **in** the region. The most suitable locations for camps would be on the larger remote lakes (possibly Aberdeen Lake, Yathkyed Lake, etc.) but again the opportunities must be more thoroughly investigated prior to actual development.
3. In conjunction with La Ronge Aviation or another charter company, develop regular evening fishing charters to accessible areas like Schultz and Pitz Lakes. **These** trips could potentially be guided by a knowledgeable local hunter.

The evening excursions could be offered on a regular **basis** throughout the summer months, particularly at **times** when groups of tourists are **in** the community. **These trips** would cater to the local populace as well as tourists and individuals traveling on business.

4. Provide community storage, freezing, packing and possibly smoking facilities/services for fishing parties returning south. The freezing services could possibly be arranged in conjunction with the community freezing facility. The packing supplies would consist of special waxed boxes with printed sides advertising "**Fresh** Caught Baker Lake Trout/Char; Baker Lake, **N.W.T.** the Geographical **Centre** of Canada".

Waterways Theme

5. Parks Canada and the Territorial Department of Economic Development and Tourism are considering designating the **Thelon** River as a Heritage Waterway.

To assist in developing a media **image** for the **Keewatin** the designation of the TheIon as a Heritage Waterway should be encouraged and supported. Actual designation of the river would lead to tremendous exposure and publicity for the area along with the provision of a variety of interpretive materials on the rivers resources.

6. To increase the economic benefits and provide more structure to the canoe tripping market develop, in co-ordination with Yellowknife interests, canoe trip packages. **The** community of Baker Lake would offer an end of trip portion of the package including use of showers, a camping site, transport to the airport, meals and return of rental canoe equipment. **The** overall package could be advertised in the Explorers Guide. All advertising should stress that canoeing the Arctic rivers is for experienced canoeists only. Guided trips could be provided for the more inexperienced.
7. Establish a territorial campground on the outskirts of the community, preferably accessible from the water. Facilities should include individual marked sites with tent platforms, outhouse facilities and primitive shower facilities or arrangements to use other shower facilities (i.e., Baker Lake Ledge). Sites in the campground could be provided as part of the canoe trip package. The campground could be operated as a municipal campground or as a privately owned commercial development.
8. As an alternative to flying, establish a 2-day boat tour from Baker Lake to Chesterfield Inlet. Overnight facilities could be provided at or in the vicinity of the abandoned Stoney Point outpost camp. A large boat (Peterhead size) would have to be purchased.

The tour should include stops at points of interest along the route such as Big Hips Island, the soapstone quarry and the historic **sites** at the end of Baker Lake.

Complete outfitting service would be provided with the trip including wet weather gear, a locally made toque and some cold weather clothing. This trip could actually be run from **either** Baker Lake or Chesterfield Inlet.

9. Investigate the opportunities for white water river rafting on rivers like the **Kazan** and **Thelon**. This may best be accomplished by ruining a F.A.M. trip for an existing operator who has shown an interest in the north, i.e. Equinox Adventures, Sobek Expeditions.
10. A number of overnight boat tours could be developed to places like the **Kazan** Falls, the narrows and up the **Thelon** River. Transient overnight facilities (i.e., tent frames and outhouses) should be provided at key locations.

Pre-Contact History Theme

11. Continue to support the operation of the **Traditional** Village. The **office** in the community should be expanded to incorporate community orientation facilities. Information on all tourist activities in the community could be centralized in **this** office. **In** addition, a small audio **visual** room should be provided for **viewing films** and **slide** shows like the Arts and Culture show and historic **sites** show produced by Betelgeuse **this** past season.
12. To emphasize and explain the unique inland **Inuit** culture found in and around Baker Lake, sponsor the development of a **film** on the differences between the inland and sea-coast cultures. **This is** something that could possibly be produced by the I.B.C.
13. The community has an active elders society, however they have no place to gather and meet on a regular basis. **The** intent of this development opportunity is to encourage and support the development of an elders society meeting and craft area. **This** could be **modelled** after the **Saipalaseequt** in Pangnirtung (used to be part of the Anglican Church, now moving to the new Visitors **Centre**).

Arts/Culture Theme

The following recommendations are intended to help more fully utilize the community's arts and crafts resources.

14. Upgrade the display and sales area at the Sanavik **Co-op**. **This** would include developing more professional displays and displaying higher quality products. Although a certain amount of upgrading has occurred this year, this is envisaged as an on-going upgrading program as funds are available.

Introduce **pre-arranged** tours of the **Co-op** facility as well as craft demonstrations and "**Meet the Artist**" programs. For example, it would greatly enhance the buying experience if a tourist were able to listen to Simon Tookoome describe the meaning behind the print they are about to buy.

Wildlife **Theme**

15. Investigate the feasibility of developing **muskox** and possibly caribou sport hunting packages. The markets would have to be examined closely at such time as sport hunting is introduced in Baker Lake.
16. Develop photo safari packages to photograph **muskox** and caribou as well as the local birds. **The** TheIon Game Sanctuary would provide an ideal destination for photo safaris focussing on the Arctic tundra.

Superstructure

17. Improve local taxi services to enable handling **groups** of older adults. The best solution would be to buy a secondhand school bus. With a school bus, groups like Horizon Holidays could be taken on a guided bus tour of the community together in one group.

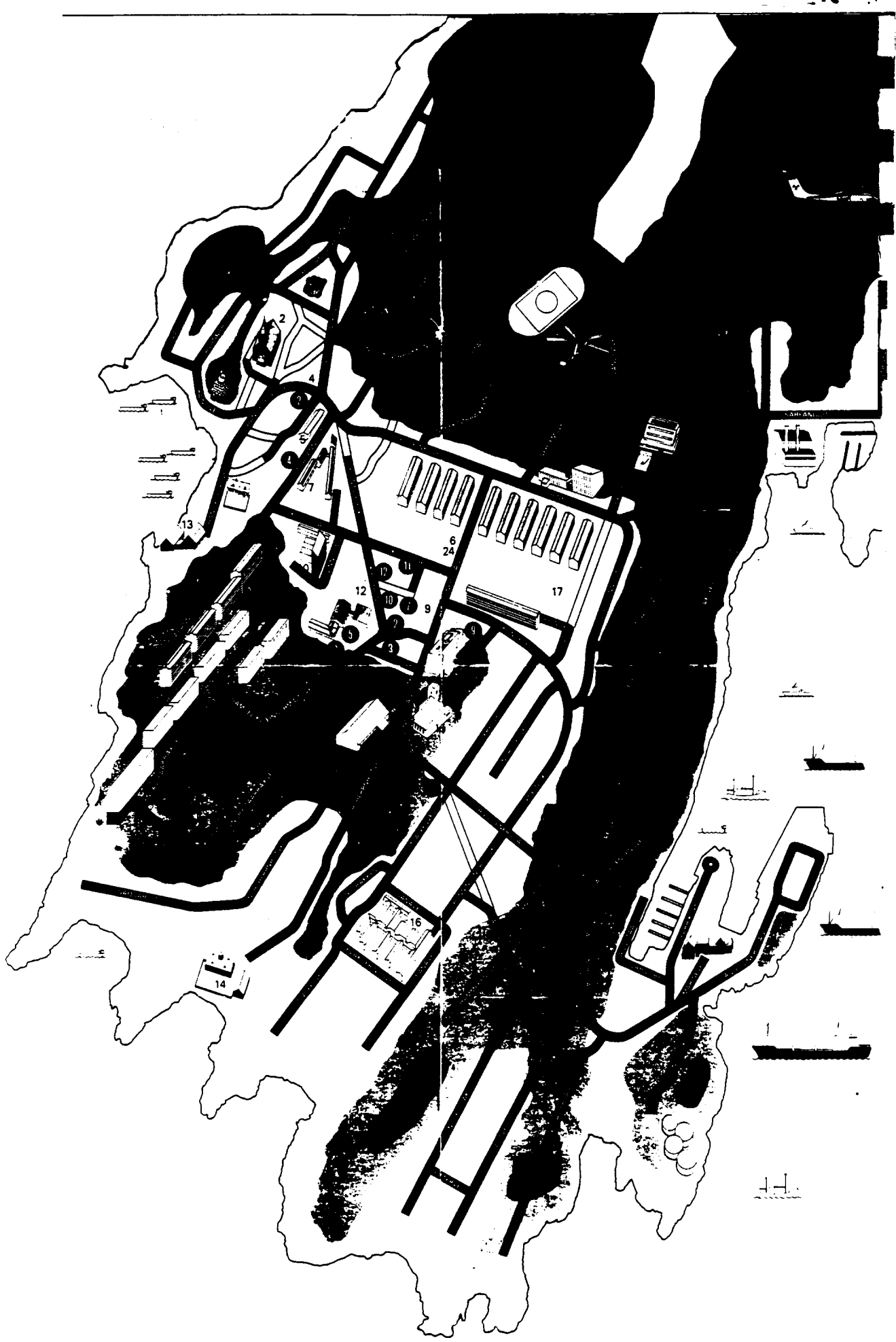
18. Promote the development of tourist homes for small groups and individuals. This could potentially help to alleviate some of the problems during the summer months when the hotels are full of construction workers (at the present time government houses **cannot** be used for commercial uses such as bed and breakfast or tourist homes).
19. Investigate the opportunities for developing overflow accommodation (i.e., through the use of trailers, tourist homes, empty government houses etc.). Priority for hotel rooms should be given to tourists as possible.
20. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed **in** a strategic location such as the airport terminal or **in** the proposed orientation **centre**.

Hospitality/Information Resources

21. Set up a local community tourism information service to be run in conjunction with the proposed orientation **centre**. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as to **assemble** and distribute required **pre-trip** information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required **pre-trip** information;
- o produce a **pocket-size** community and area tourist map which is easy to read and informative about area attractions (one example of such a map produced for the Community of Nuuk in Greenland has been reproduced on the following page).
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;
- o set up a signage system in the community to inform visitors of some of the more important community buildings including the **Co-op**, Hamlet Office, arena and so on.



This program would be best administered under the auspices of the local Tourism Committee. The office itself would be run by a local Tourism Officer who would be responsible for co-ordinating tours to the community as well as providing information and orientation reviews in the community.

22. Organize a variety of cultural events and programs which could be packaged with new and existing tours. An example would be the drum dances staged for tourists in Eskimo Point. Other **possibilities might** include community feasts, square dances, northern games, Hamlet Day (held in the summer rather than the spring) and other types of games and contests with a northern **flavour**. This development opportunity is dependent on having a suitable number of people in the community during the summer months.
23. Set up a community host program. This program would involve the selection and training of several community residents to work as community hosts. Their job would be to meet tour groups at the airport as well as run community tours.

In the first few years this function may be filled by the proposed Tourism Officer. With an expanded tourism industry however there may be an opportunity to involve several other students or elders.

e) Community Implementation Plan

Table 5-1 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

BAKER LAKE
TABLE 5-1
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program Priorities (Years)			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	u-3	4-6	7-10			
1. Develop Semi-Permanent Fish Camp For Charter in Fishing Packages (Accessible By Boat).						
i) Undertake fish carrying capacity study	*			Department of Renewable Resources		<u>Construction</u> 1/4 man-year 10 seasonal jobs
ii) Construct tent frames, out-houses and suitable docking facility.	*			Private sector, Department of Economic Development and Tourism (planning assistance)	\$55,000 (capital) ⁽¹⁾	
iii) Purchase necessary outfitting supplies.	*			Private sector	\$14,300 (capital)	
2. Investigate Possibility For Developing Locally Owned/Operated Fishing Lodges.						
i) Undertake a feasibility/master planning study.		*		Private Sector, Department of Economic Development and Tourism.	\$30,000 (Planning)	
ii) Undertake fish carrying capacity studies as required.		*		Department of Renewable Resources		
iii) Assume development of 2 separate lodge facilities (capacity for 15 in each)		*	*	Private Sector	\$500,000-\$600,000 (capital)	<u>Construction</u> 3.5 - 4 man-years <u>Operational</u> 2 Seasonal Managers 14 Seasonal Guides 4 Seasonal Cooks
3. Develop Regular Evening Fish Charters *						
				Private Sector, air charter company	\$1,000 (advertising)	Possibly 1 guide occasionally employed.

(1) Excludes cost of purchasing boats, it is assumed guides will be hired with boats. Including boat purchases the figure would be \$139,000.

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	u-3	4-G	7-10			
4. Provide Community Storage, Freezing, and Packing Facilities/ Services For Southbound Fishing Parties. (Utilize existing community freezer.)	*			Outfitters, Department of Economic Development and Tourism.	\$2,000 (materials)	Existing outfitters would utilize.
5. Support Designation of the Thelon River As A Heritage Waterway.	*	*		Department of Economic Development and Tourism, Parks Canada.		Possibly research/guide position(s) during study stage.
6. Co-ordinate End Of Canoe Trip Package In Conjunction With Yellowknife Interests.	*			Private Sector, Department of Economic Development and Tourism.	\$5,000 (planning and advertising)	1 Occasional co-ordinator position.
7. Establish a Territorial Campground On The Outskirts of Town.						
i) Undertake master plan/locational analysis study.	*			Department of Economic Development & Tourism	\$10,000 Master Planning)	
ii) Develop/construct campground access road and facilities. (tent frames, vault toilet)	*			Department of Economic Development & Tourism, Hamlet.	\$40,000 (capital)	Construction 1/4 man-year Operational 1 Seasonal manager
8. "Develop Boat Tour Package From Baker Lake To Chesterfield Inlet.						
i) Undertake detailed market and financial feasibility assessment.	*			Department of Economic Development & Tourism Private Sector.	\$10,000 (Planning)	
ii) Construct/upgrade halfway facilities at Stoney Point.	*			Private Sector	\$15,200 (capital)	Construction 1/2 man-year
iii) Purchase equipment (boat, etc.) (This could be initialed by Baker Lake or Chesterfield Inlet)	*			Private Sector	\$37,400 (capital)	Operational 3 seasonal part time guides
9. Investigate opportunities for white water rafting				1) (1) 1111 ment of Economic Development & Tourism	\$1,500 (P. A.M. Trip)	

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program Priorities (Years)			Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	How Many Jobs Will Be Created
	1-3	4-6	7-10			
10. Develop Overnight Boat Tours To Local Attractions.						
i) Planning and development of brochure		*		Private Sector	\$5,000 (Planning and advertising)	Existing outfitters benefit.
ii) Construct facilities at 2 locations (tent frames).	*			Private Sector	\$20,000 (capital)	<u>Construction</u> 1/8 man-year
11. Develop Community Orientation Centre						
i) Continue to support Traditional Village operation.		*		Department of Economic Development & Tourism		
ii) Expand Traditional Village office into a Community Orientation Centre				Department of Economic Development & Tourism, Community Tourism Committee	\$100,000 (capital) Based on building new	<u>Construction</u> 0.7 man-years <u>Operations</u> 2 seasonal
12. Develop An Interpretive Film On The Inland Caribou Culture VS The Sea Coast Inuit Culture.			*	Community Tourism Committee Inuit Broadcasting Corp.	\$200,000 (approach NFB or CBC for funding)	Number of temporary film parts
13. Develop An Elders Society Meeting And Craft Area.			*	Hamlet, Local Churches, Elders Society, Community Tourist Committee	May be able to utilize an existing building. \$20,000 (for renovations)	Potential to provide revenues through craft sales and demonstrations, to community elders,
14. Upgrade The Display and Sales Area At The Sanavik Co-Op And Introduce Print Shop Tours And Other Demonstrations.	*	*	*	Co-Op Board and Management	\$20,000 (capital)	Possibility for several occasional or part-time positions associated with demonstrations.
15. Investigate Feasibility of Musk-Ox/Caribou Sport Hunting			*	Hunters and Trappers Assoc., Department of Renewable Resources.		Several seasonal outfitting/guiding opportunities.

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program Priorities (Years)			Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
16. Investigate Possibilities For Photo safaris Focus Sing On Local Wildlife.						
i) Undertake a more detailed analysis of local wildlife resources (including Thelon Game Sanctuary) and accessibility.		*		Hunters and Trappers Assoc., Community Tourism Committee		
ii) Develop photo safari tours.		*	*	Local outfitters.	\$5,000 (Planning and advertising)	Would benefit local outfitters
17. Improve Local Taxi Services	*			Private Sector	\$30,000-\$40,000 (for used small bus)	Expanded opportunities for taxi service Could provide additional seasonal income to a number of individuals.
18. Promote Development of Tourism Homes.		*	*	Department of Economic Development & Tourism, Private sector.		
19. Investigate Opportunities For Developing Overflow Accommodation.		*	*	Department of Economic Development & Tourism, Private sector.		Could provide additional seasonal job opportunities.
20. Develop A Scale Model Of The Community.		*		Community Tourism Committee	\$5,000	
21. Set Up Local Community Tourist Information Service.						
i) Produce co-ordinated brochure package.	*				\$3,000	
ii) Produce community tourist map.	*			Community Tourism Committee	\$3,000	
iii) Administration (Tourism Offices)	*				\$3,000/year	extension of existing Traditional Village office manager's position.
iv) Set up local signage system	*				\$2,000	1 temporary job.

BAKER LAKE
TABLE 5-1 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	<u>How Important Is the Program</u>			Who Should Be Responsible For Carrying Out TMs Program	"Order-of -Magnitude Costs	How Many Jobs Will Be Created
	<u>Priorities</u>	<u>(Years)</u>				
	0-3	4-6	7-10			
22. Organize a variety of cultural events and programs	*			Community Tourism Committee	\$3,000 (planning) - events would be self supporting in terms of operating costs	Numerous occasional jobs
23. Set Up Community Host Program	*			Community Tourism Committee, Hamlet.	Dependent on tourist volume.	1 or 2 occasional positions

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives , changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-2 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II, the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on this table.

FUNDING OPPORTUNITIES -- BAKER LAKE TABLE 5-2

	FEDERAL		FEDERAL / TERRITORIAL		TERRITORIAL																		
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	Business Assistance	Tourism Development	Yukon Loan Fund	Yukon Economic Development Contributions	Business Development Program	Restaurant/Management	Contribution	In-Community	Tour Packaging	Sponsor Travel Writers	Photo Library	Travel Trade FAM Trips	Inter Agency	Co-operative Ventures	Marketing Skills	Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities	
1. Semi-permanent fish camp						●		●	●														
2. Locally owned/operated fish lodge						●		●	●														
3. Evening fish charters																							
4. Community storage, freezing, packaging and smoking facilities	●																						
5. Support designation of Thelon River																							
6. End of canoe strip package						●																	
7. Territorial campground																							
8. Boat tour to Chesterfield			●						●														
9. Overnight boat tours						●																	●
10. Community orientation centre						●																	
11. Interpretive film																							●

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES

5.5.2- Chesterfield Inlet

a) Community Concept

To encourage both stop-over and extended stay tourism visitation primarily during the summer and spring months.

b) Development Theme

The community of Chesterfield Inlet has been designated as a theme community focussing on the theme "Exploration of the North". This theme reflects the important role of the community throughout the period of post-contact history.

In the early days it was believed that Chesterfield Inlet was part of the Northwest Passage. In the late **1800's** the area was frequented by whalers as is evidenced by the remains of over-wintering sites at Cape Fullerton, Daly Bay and Depot Island. Cape Fullerton became the site of the first **R. C.M.P.** post in the Keewatin, and the community itself played an important role in the spread of Roman Catholicism throughout the Region, and navigation of Hudson Bay in the early **1900's**.

Some of the secondary themes that are reflected in the diverse tourism resource base of the Chesterfield area include fishing, pre-contact history and wildlife.

c) General Description of Concept

In the past few years Chesterfield Inlet has had very little in the way of tourist visitation. There is one outfitter in the community who has been trying to promote the community without a great deal of success.

The objective for future tourism development in Chesterfield Inlet will be to provide more focus for the planned activities and create a diversity of "interesting opportunities capable of attracting tourists in both the spring and **summer** seasons.

Chesterfield Inlet offers a variety of fascinating historical resources which require interpretation. With proper interpretation a number of these areas could be developed as tourist attractions. In addition to these historical resources, Chesterfield provides opportunities for spring fishing as well as some potential to view local wildlife.

The following development opportunities, if developed properly, should provide the community with the **critical** mass necessary to attract tourists on both a stop-over and extended stay basis.

d) Development Opportunities

R. C. M. P./Whaling/Pre-Contact History Themes

1. Undertake a comprehensive study to identify and document the historical (and **pre-historical**) resources along the coast between Chesterfield and Cape Fullerton. The intent of the study would be to identify potential tourist attractions and provide suitable interpretive information for inclusion in interpretive brochures.

(This study would be similar to the ones that were undertaken in the communities of Eskimo Point and Baker Lake).

2. Develop extended boat tours along the Hudson Bay coast north to Cape Fullerton. The trips would focus on the historical attractions along the way including the Cape **Silimiut Thule** houses, the abandoned Sag Lake research **centre**, Depot Island, Daly Bay and Cape Fullerton. Transient overnight facilities would be provided at Cape Fullerton including tent frames and outhouses. (An old whaling era map of Cape Fullerton is reproduced on the following page.)

A large comfortable boat such as a Peterhead would be necessary on trips of this nature.

Complete outfitting services should be provided on trips of this nature including wet weather gear, warm clothing and possibly rubber boots with duffel liners. Some of these items, like the boots and duffel liners, could be incorporated in the tour cost so that the person may keep them at the end of the trip. Interpretive materials could be provided in written format (brochures, booklets) in an audio format (cassette tapes) and/or as presentations by the guide.

3. Develop marked walking trails to the historic sites on the community point and the adjacent point. In conjunction with development of the trails, map/brochures should be produced providing an interpreted insight into the history of the sites along with a ruins identification guide.

A general clean-up should be undertaken in concert with the development of the trails, particularly at the old dump situated enroute to the second point.

The following map illustrates the general location of the trails. More detailed site work and reconnaissance would have to be undertaken at the design detail stage.

Missionary Theme

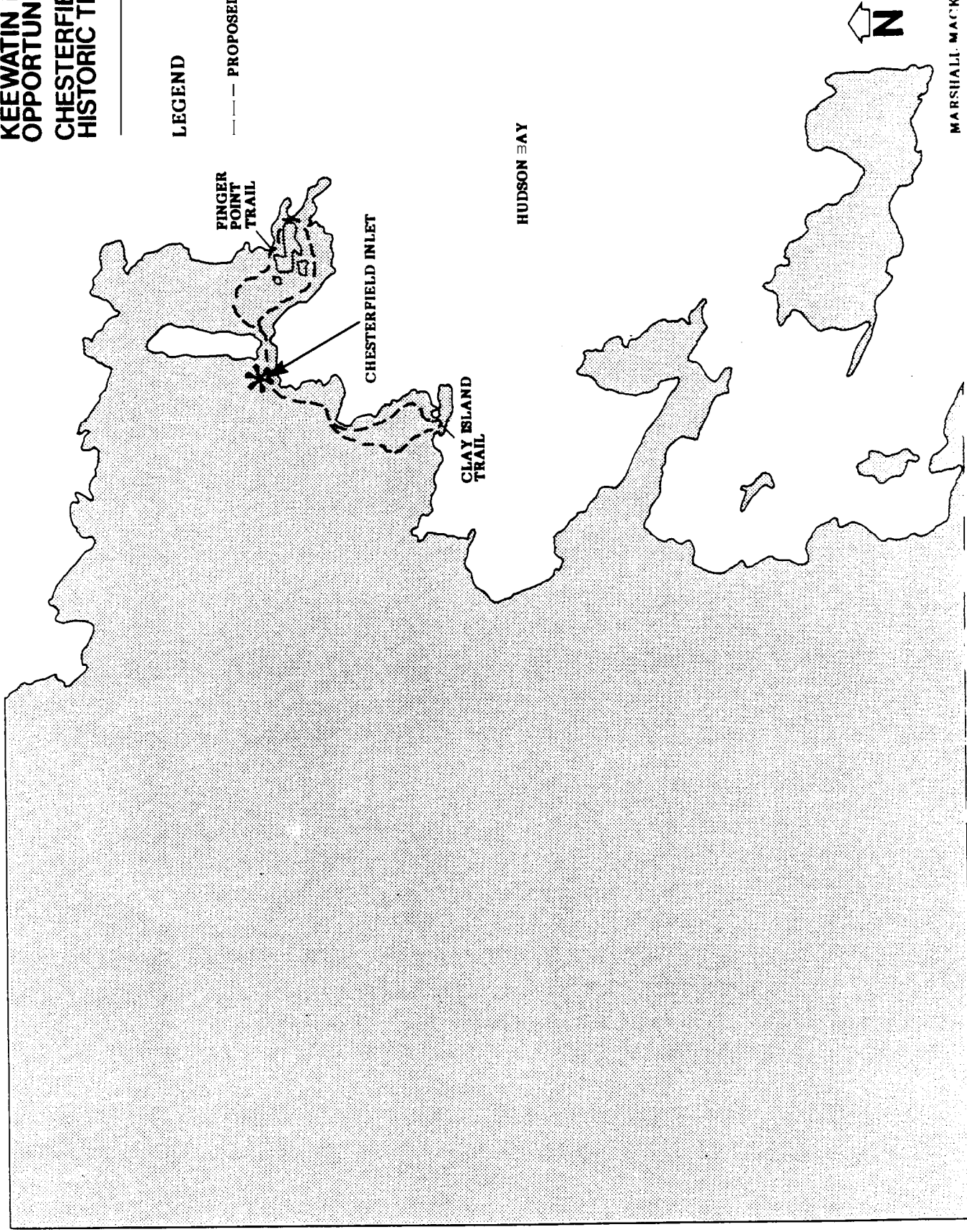
4. Produce a walking tour map of the community highlighting some of the interesting historical buildings like the Roman Catholic Church, the Roman Catholic generating plant, the old **M.O.T.** marine communication buildings and the old Hudson Bay building.
5. As an alternative to flying, establish a 2-day boat tour from Chesterfield Inlet to **Baker** Lake. Overnight facilities could be provided at or in the vicinity of the abandoned Stoney Point outpost camp.

The tour could include stops at points of interest along the route such as Sag Lake, the soapstone quarry on Baker Lake and the historic sites at the mouth of the **narrows** at the end of Baker Lake.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES
CHESTERFIELD
HISTORIC TRAILS**

LEGEND

--- PROPOSED WALKING TRAILS



Fishing Theme

6. Support the proper development of spring **skidoo** and early summer boat fishing trips to areas like Cape **Silimiut**. To add extra interest to these trips some of the local **historic** sites should be highlighted on the way with the outfitter providing interpretation (i.e., Sag Lake Research Centre, Cape **Silimiut Thule** houses, etc.).

Wildlife Theme

7. investigate the feasibility and develop, if possible, fall caribou sport hunts north of Chesterfield Inlet. **This** would require the allocation of part of the commercial quota on the Wager herd to Chesterfield Inlet. A more detailed market analysis would have to be undertaken to more accurately **define** the market potential **if this** quota becomes available.

8. Organize spring floe edge trips to view wildlife. The floe edge by Chesterfield **Inlet** is relatively close to the community (approximately 10 km). **In** fact, it is the closest floe edge in any of the Keewatin communities.

The floe edge **trips** would include a **ski-doo** trip (or by dog sled if available) out to the floe edge overnighing in either an igloo or tent at the floe edge. Day trips could include a stop for tea and bannock in an igloo by the floe edge.

9. Organize a bombardier trip to **Rankin** in the spring. This excursion could be tied in with the floe edge tours. Another option would be to run **skidoo** excursions between Chesterfield Inlet and **Rankin** Inlet.

Superstructure

10. Investigate opportunities for developing overflow accommodation as needed, i.e., through the use of trailers, empty government houses, etc.
11. Upgrade the existing hotel facilities to better meet tourist requirements and expectations. It is recommended that further hotel amenities be developed to provide evening and inclement weather opportunities. **These** amenities could include video T. V., movie/slide set up and a small library.

e) Community Implementation Plan

Table 5-3 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible at this level of planning detail. **Order-of-magnitude** costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - **irregular** basis

**CHESTERFIELD INLET TABLE 5-3
COMMUNITY IMPLEMENTATION PLAN**

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
L Undertake A Comprehensive Historical Resource Study (Identifying Interpretive Opportunities).	*			Department of Economic Development & Tourism, hamlet or Community Tourism Committee.	\$50,000 (planning)	2 temporary positions (guide/researcher)
2. Develop Extended Boat Tours Along The Coast To Cape Fullerton Focussing On The Historic Resources.						
i) Develop interpretive brochure	•			Department of Economic Development, Private Sector	\$10,000 (assuming historic resource study is completed)	
ii) Purchase necessary equipment	*			Private sector	\$10,000 (capital)	1 outfitter with several part-time guides or assistants.
iii) Purchase suitable boat (could also be used for trips to Baker)	*			Private sector	\$30,000-\$60,000	
3. Develop Marked Historic Walking Trails Focussing On The Historic Sites Adjacent To The Community And The Community itself.						
i) Planning and brochure development	*			Department of Economic Development & Tourism, hamlet or Tourism Committee	\$10,000 (Planning)	
ii) Construction of trails and signage (including clean-up of garbage dump enroute).	*			Hamlet or Tourism Committee	\$10,000 (Capital)	3 temporary
4. Support Development Of Spring Skidoo And Early Summer Boat Fishing Trips To Places Like Cape Silimiut.	*			Local Outfitter	Facilities and equipment already in place.	1 outfitter will several part-time guides

CHESTERFIELD INLET TABLE 5-3 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	now Important is the Program			Who Should Be Responsible For Carrying Out This Program	"Order-of -Magnitude Costs	How Many Jobs Will tJe Created
	Priorities (Years)	0-3	4-6			
5. Develop Boat Tour Package From Chesterfield To Baker Lake (Can Be Initiated from Either Community).				SEE BAKER LAKE WRITE-UP		
6. Investigate Possibilities For Fall Caribou Sport Hunts North Of The Inlet.	*		•	H.T.A. and Department of Renewable Resources.		Possibility for several sport hunting outfitters.
7. Organize Spring Floe Edge Tours To View Wildlife.	*			Local outfitter	\$2,000 (Planning and advertising)	Existing outfitter
8. Organize e Bombardier Excursion To Rankin in The Spring.	*			Private sector	\$2,000 (Planning and advertising)	Expand exist ing Bombardier taxi service.
9. Investigate Opportunities For Developing Overflow Accommodation As Needed.	*			Private sector (Co-Op)		Could provide additional seasonal job opportunities.
10. Upgrade Existing Hotel With New Amenities.	*			Co-Op	\$2,000 (C@@@	

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-4 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on the table.

5.5.3- Coral **Harbour**

a) Community Concept

To develop the community as a destination during the summer months primarily and to a lesser degree during the spring. Sporadic winter visitation will also occur due to the sport hunting market opportunities.

b) Development Theme

The community of Coral **Harbour** has been designated as a theme community **focussing** on the wildlife theme. Coral **Harbour** has some of the most marketable wildlife viewing opportunities in the Northwest Territories associated with Coats Island and northern Southampton Island.

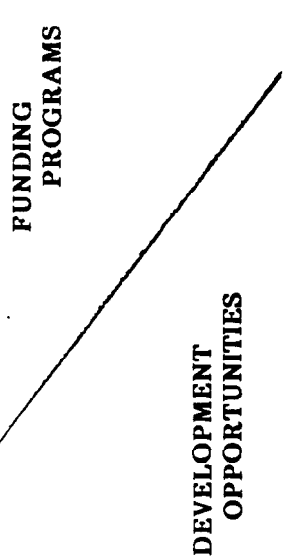
Development opportunities **identified** for Coral **Harbour** are mostly extended stay opportunities, however, there are several opportunities for short term **inclement** weather activities.

c) General Description of Concept

The objective of future tourism development **will** be to capitalize on the quality of the wildlife resource opportunities by developing major attractions **focussing** on the photo safari, sport hunting and adventure travel markets.

FUNDING OPPORTUNITIES - CHESTERFIELD INLET

	FEDERAL		FEDERAL / TERRITORIAL				TERRITORIAL											
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	Business Assistance	Tourism Development	Eskimo Loan Fund	Eskimo Economic Development Contributions	Business Development Program	Restaurant/Management Contribution	In-Community Tour Packaging	Sponsor Travel Writers	Photo Library	Travel Trade FAM Trips	Inter Agency Co-operative Ventures	Marketing Skills Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities
1. Historic Resource Study																		
2. Overnight coastal boat tours						●	●	●	●									●
3. Marked historic walking trails						●												
4. Walking tour man of the community						●												
5. Boat trips to Baker Lake						●	●	●	●									
6. ...																		
7. Assess possibilities for caribou sport hunting																		●
8. Spring floe edge tours																		●
9. Bombardier excursion to Rankin																		●
10. Investigate overflow accommodation potential																		
11. Upgrade hotel amenities																		



d) Development Opportunities

Wildlife Theme

1. In recognition of the superb and **unique** collection of wildlife and natural resources on Coats Island, the island should be designated and developed as a territorial park. This would involve the preparation of suitable literature, maps, interpretive programs and trails. The emphasis for the park should be on preservation **with** provision for educational opportunities and **limited** recreational **activities**.
2. Develop extended photographic tours (4-6 days) from **Coral Harbour** to Coats, Walrus and **Bencas** Islands, **focussing** on the walrus herds and **murre** colony. The boat should be larger than the Peterhead that is used now, **with** room to **sit** 6-8 tourists comfortably and **with** proper washroom facilities. The tours should be fully outfitted providing sleeping bags, wet weather gear, rubber boots and duffel socks, locally made **toques** and survival suits.

Interpretive material should be prepared on the flora, fauna and **physiography** of the areas to be **visited** and provided as reading material during the **trip** down. A suitable resource specialist should accompany the trip to act as the instructor. **This** person **might** be a noted authority on polar bears or walrus or a noted photographer.

3. Develop a remote naturalist lodge facility on Coats or **Bencas** Island. The **facilities** should provide accommodation for between 10 and 20 people. This seasonal lodge **facility** would function as the base facility for exploring both the Coats and **Bencas** Island areas. **Fly-in** access may also be developed **in** future years as an alternative to boat access. However the potential **impact** of planes on the local wildlife would have to be studied carefully.

Alternatives to a permanent lodge facility should be investigated **prior** to development. One idea might be to build a mobile resort which can be returned to the community at the end of the season for repairs, upgrading or expansion. In addition, if at some point the wildlife resource moves or changes migration routes, **the** mobile camp can be relocated in response. It

might be possible to build the mobile resort using ATCO trailer facilities placed on an old barge. The barge could then conceivably be towed down by two Peterheads each season.

The boat tours identified in the previous opportunity would be expanded to include a stay at the lodge. Other organized activities which could be developed on or around Coats Island could include:

- o hiking along the cliffs and beaches.
- o sea kayaking.
- o beach combing by all-terrain vehicle.
- o all-terrain vehicle treks across the northeast corner of Coats Island.
- o wildlife photography on Bencas and Coats Islands.

The following map (I-4) graphically illustrates the locations for some of these opportunities.

4. Develop a series of inclement weather activities in and around the community in order to provide opportunities for storm stayed and wind bound visitors. Several examples would be:
 - o guided **honda** or boat tours to the Kirchoffer River falls.
 - o guided **honda** trips to the mountains.
 - o fishing trips to local fishing spots.

Maps or interpretive brochures should be provided for each of the different opportunities.

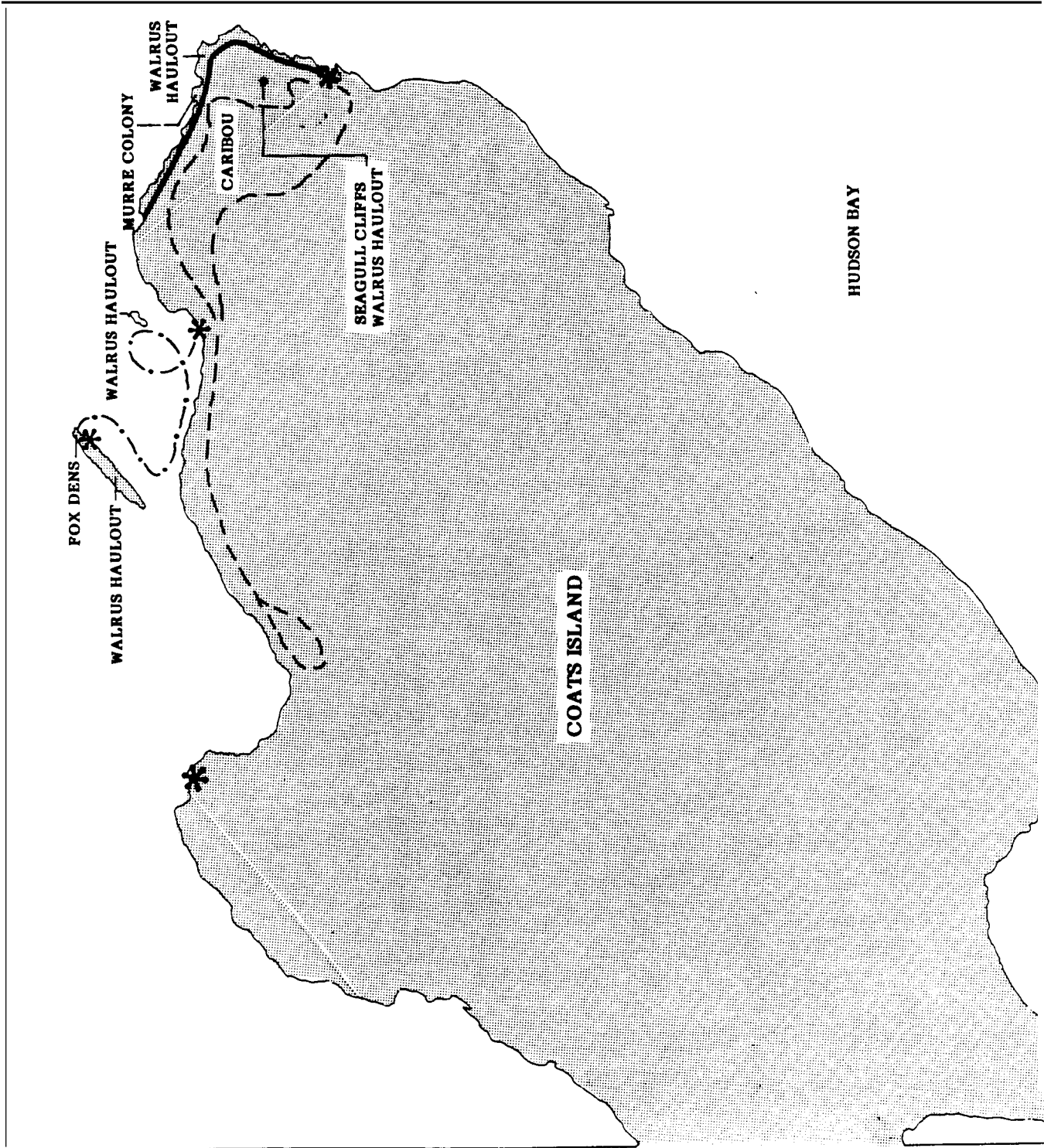
Drawing I-5 provides a conceptual illustration of several opportunities.

5. Develop an inter-regional wildlife photographic tour combined with communities like Pangnirtung in the **Baffin** and **Holman** Island in the Kitikmeot. These tours should be led by either a well known photographer or a noted wildlife authority.

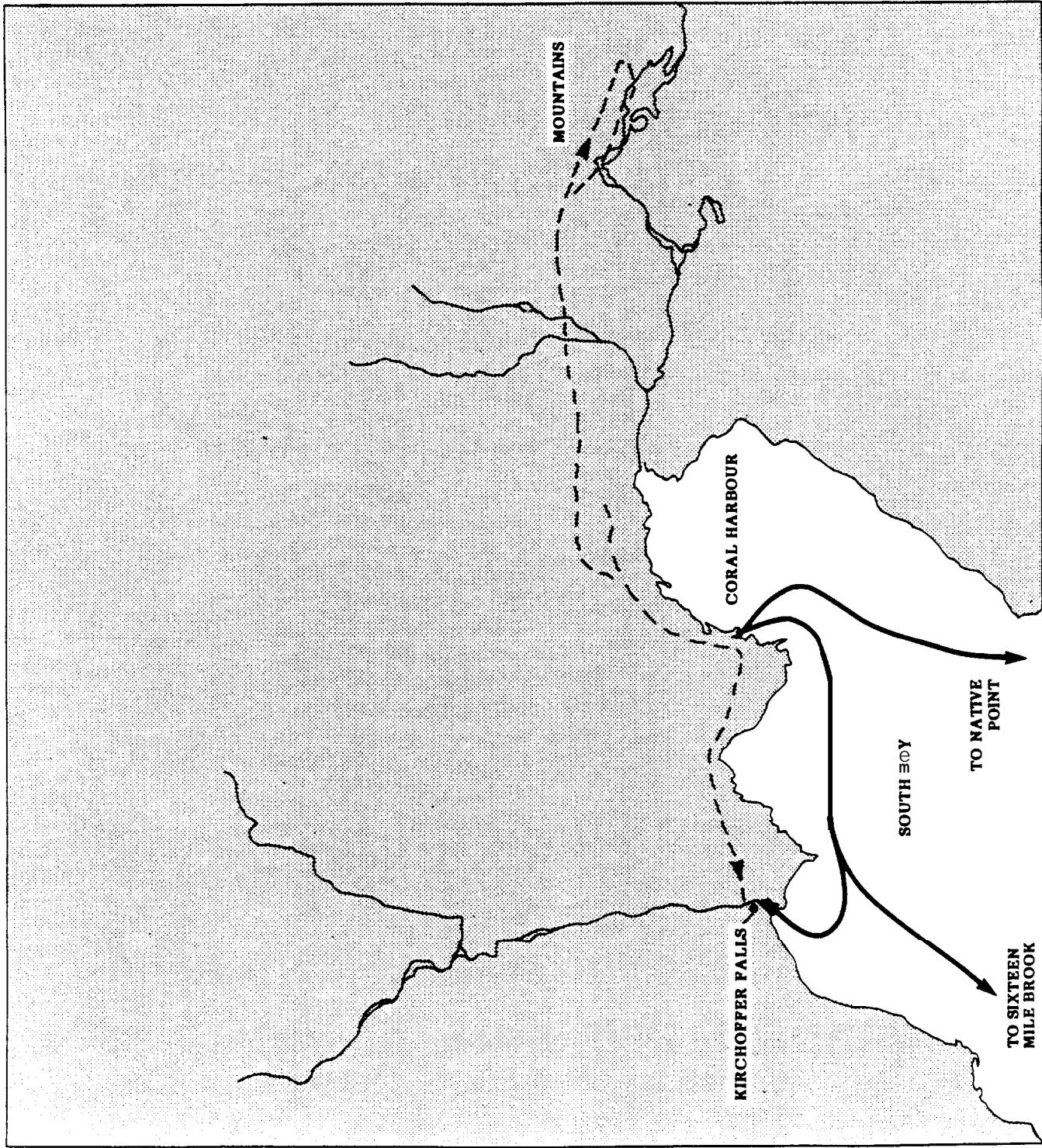
**KEEWATIN DEVELOPMENT
OPPORTUNITIES
COATS ISLAND
TERRITORIAL PARK**

LEGEND

- * SAFE HARBOURS
- - - PROPOSED HONDA TRAILS
- PROPOSED HIKING TRAILS
- · - · - OSSI
- KAYAKING AREA



KEEWATIN DEVELOPMENT OPPORTUNITIES
CORAL HARBOUR HONDA TRAILS AND BOAT TRIPS



LEGEND

- - - PROPOSED TRAILS
- PROPOSED BOAT TRIPS



6. Establish winter polar bear hunts out of Coral **Harbour**. This would require development of a number of working dog teams. At the present time the community of Coral **Harbour** has the highest polar bear quota in the north (65 bears/year). It is felt that if the community were to allocate a number of these for sport hunters there would be a market because of the quality of the resource.

The polar bear sport hunts could either be run by an individual outfitter or through the Hunters and Trappers Association. In the initial years, anyway, a marketing representative would have to be hired. It will be important to select an individual who not only has the marketing capabilities but will also put some effort into helping train and organize the guides.

The possibilities for initiating walrus sport hunts should be investigated as **either** a complimentary or independent activity. **This idea** would have to be pursued **with** the Federal Department of Fisheries and Oceans.

- 7a. When a number of good dog teams are established in the community, develop spring dog team trips to some of the local spring attractions including:
- o the **Thule** Houses at Native Point.
 - o East Bay Bird Sanctuary.
 - o spring camping areas.
 - o floe edge.

The trips could be developed as either day or overnight trips. The day trips could include a stop at a traditional spring camp for **bannock** and tea or lunch. The overnight trips could include a night in an igloo or tent by the floe edge.

- 7b. The quality of the archaeological sites at Native Point is reportedly quite good. With the community's support it is recommended that a historic site study be done on Native Point, documenting the full history of the area and identifying a concept plan for **interpretation** of the site. Access to the site

would be easiest in the spring time by snowmobile or dog team, although it is also accessible by boat in the summer. During the summer high winds out on the open water are a constraining factor for boat access. Thus in terms of the number of people that can eventually visit the site it may not be viable to operate a living museum site like the Baker Lake Historic Village. However, it could be well worthwhile to develop a static display, ie., reconstruction of several **Thule** houses with brochures and possibly signage, alongside the remains of other original house remains.

(**This** project would have to be approved and coordinated with the Northern Heritage Centre).

Superstructure

8. There is no **licenced** taxi business in Coral **Harbour**. It would be preferable to have a couple of taxis in town so that one is always available. Vans or four wheel drive vehicles would be the most suitable.
9. The present airport terminal building should be upgraded/expanded to provide a more useable facility for waiting passengers. Tickets should be processed at the airport and baggage should be handled through the terminal building.
10. Jet fuel should be made available in either Repulse Bay or Coral **Harbour** to help ensure more consistent flight schedules into these communities. At the present time jet fuel is only available in Baker Lake and Rankin Inlet.
11. There are a variety of arts and crafts being made in Coral **Harbour** but at the present time there is nowhere to market these items.

Further development and sales of local arts and crafts should be promoted. Possible outlets for craft sales would be the **Co-op** store and the Hudson Bay store and the proposed craft shop at Leonies Place. In time, with increased traffic into Coral and Repulse, it may be viable to run a small sales outlet at the airport.

In conjunction with the craft sales an area should be set up where tourists can watch the crafts being made and talk to the artists.

12. Produce a community/area tourist map which is easy to read and informative about area attractions.
13. Upgrade and expand the existing **Co-op** hotel facilities to better meet tourist requirements and expectations. This would include:
 - o upgrading the bedrooms by providing individual shower/washroom facilities.
 - o purchase further hotel amenities to provide evening and inclement weather activities. These could include video T. V., movie/slide show set-up, and a small library.

This program would be undertaken according to the hotel's ability to undertake upgrading based on yearly visitation and operating profits.

e) Community Implementation **Plan**

Table 5-5 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

**CORAL HARBOUR TABLE 5-5
COMMUNITY IMPLEMENTATION PLAN**

Recommended Program & Components	How Important Is the Program Priorities (Years)			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
1. Support The Designation And Development Of Coats Island As A Territorial Park.			*	Department of Economic Development & Tourism		
2. Develop 4-6 Day Photographic Safaris To Coats, Walrus and Bencas Islands, Focussing On The Walrus Herds.						
i) Purchase a large more comfortable boat for traveling to Coats Island.				Private sector	\$50,000	
ii) Purchase necessary equipment: wet weather gear, survival suits, camping equipment, 3 wheeled Hondas, etc.				Private sector	\$45,000 (equipment)	Existing outfitters
iii) Produce interpretive materials (could be produced in conjunction with Territorial Park).				Department of Economic Development & Tourism	\$30,000	
3. Develop A Remote Naturalist Lodge Facility on Bencas Island.						
i) Undertake detailed feasibility assessment and master plan study (including investigation of mobile resort possibilities).				Department of Economic Development & Tourism Hamlet or Tourism Committee	\$40,000 (planning)	1 part-time position as
ii) If determined feasible construct small naturalist lodge (capacity for 10-15 people).				Private sector	\$225,000 (capital)	Construction 2.5 mnn-years 16.2 seasonal jobs

CORAL HARBOUR TABLE 5-5 cent'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of- Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
4. Develop A Series Of Incremental Weather Activities In The Community.						
i) Develop a marked hondo trail to the Kirchoffer Falls and the Mountains (for guided excursions).	*			Tourism Committee	\$10,000 (construction)	3 temporary jobs
ii) Produce interpretive trails brochure.	*			Department of Economic Development & Tourism Committee	\$10,000	
iii) Initiate a hondarental business	*			Private sector	\$5,000-\$10,000	1 manager for seasonal operation
5. Develop Inter-Regional Photographic Safaris (i.e. with Baffin or Kitikmeot Communities).			*	Keewatin Chamber of Commerce or Tourism Association		
6. Establish Winter Polar Bear Hunts out of Coral Harbour.						
i) Build up several working dog teams.	*			Private sector		
ii) Purchase equipment	*			Private sector	\$10,000	
iii) Establish relationship with a sport hunting marketing firm and organize hunts.	*			H.T.A. Department of Economic Development & Tourism, Private sector.		2-3 seasonal guides 3-4 occasional clothing sewers
iv) investigate feasibility for developing walrus sport hunt either in conjunction with polar bear hunts or as a separate hunt.	*			Federal Department of Fisheries and Oceans, H.T.A.		

CORAL HARBOUR TABLE 5-5 cont'd
COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	<u>How Important is the Program Priorities (Years)</u>			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
7. a) Develop Spring Dog Team Trips To Local Areas Of Interest (i.e. Floe edge, East Bay Bird Sanctuary and Native Point).		*		Private sector	\$10,000 (equipment, promotional mat- erial)	2-5 occasional guides
8. b) NativePoint historic study Develop taxi business	*			Tourism Committee Private sector	\$10,000 \$20,000 (capital)	1 or 2 part-time drivers
9. Upgrade/Expand The Airport Terminal Building			•	M. O. T., G.N.W.T.		1 part-time ticketsales agent
10. Provide Necessary Facilities For The Sale Of Jet Fuel In Either Coral Harbour or Repulse Bay.	*			M. O. T., G. N. W. T.		

CORAL HARBOUR TABLE 5-5 cont'd
 COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	<u>now Important Is the Program</u> <u>Priorities (Years)</u>			Who Should Be Responsible For Carrying Out This Program	"Order-of- Magnitude costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
11. Promote Further Development And sales Of Local Arts and Crafts.		•		Department of Economic Development & Tourism, Co-Op, H.B.C. Private Sector		Numerous occasional jobs.
12. Produce A Community Tourist Map.			*	Community Tourism Committee	\$3,000	
13. Upgrade and Expand Existing Hotel Facilities.			*	Private sector (Co-Op)	\$20,000 (capital)	Several temporary construction opportunities.

Column 4 - Order-of-Magnitude costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: **This** column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- seasonal - **Full** time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-6 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more **relevant** programs are listed on the table.

FUNDING OPPORTUNITIES	FUNDING PROGRAMS		DEVELOPMENT OPPORTUNITIES	
	FEDERAL	FEDERAL / TERRITORIAL	TERRITORIAL	
Establishments Marketing Special Projects (N.E.D.P.) Special ARDA Renewable Resource Use Planning & Implementation Business Assistance Tourism Development Eskimo Loan Fund Eskimo Economic Development Contributions Business Development Program Restaurant/Management Contribution In-Community Tour Packaging Sponsor Travel Writers Photo Library Travel Trade FAM Trips Inter Agency Co-operative Ventures Marketing Skills Co-operative Promotion Promotion of Package Tours Promotion of Shoulder Season Activities	IRDP	E.D.A.		

13. Hotel upgrading

5.5.4- Eskimo Point

a) Community Concept

To enhance the community's position as both a destination and stop-over point and to attempt to extend current visitor stays and more effectively penetrate the Churchill market.

b) Development **Theme**

Based on the communities strong cultural presence (the **Inuit** Cultural Institute, cultural events and presentations, arts and crafts industry, etc.) the major theme identified for Eskimo Point is Arts/Culture.

Another major theme reflected in the **areas'** resources is that of the Barrenlands and more specifically the Hudson Bay coast lowlands.

The secondary theme opportunities identified for Eskimo Point include **pre-**contact history, mining, fur trade, wildlife and waterways. These all reflect some of the higher interest tourism resources found in the area.

c) General Description of Concept

At the present time Eskimo **Point** caters mainly to groups of pass-through tourists coming from Churchill, Manitoba, either on their way north to Rankin Inlet or returning to Churchill. The objective for future tourism development in Eskimo Point will be to develop a suitable diversity of activities and facilities to extend visitor stays and attract new market segments with particular attention being paid to the nearby Churchill markets.

At the present time the majority of tourists visiting Churchill **are** in the over 55 age group with a large percentage being retired. Thus the opportunities that are to be developed in Eskimo Point need to be sensitive to the specific requirements of this market group (i.e., comfortable travel modes, easy access, well planned itinerary, etc.).

In addition a large portion of the tourists visiting Churchill can be classified as being interested in general interest tours.

A number of the development opportunities described in the following section are suited to the older general interest market segment.

Some of the other potential specialty market types which may be attracted to Eskimo Point include sport fishing groups (for **grayling**), **arts and culture** tours and other short term fly-in and general interest markets.

Most of the opportunities identified below are geared to relatively short term visitation, 1 to 3 days.

d) Development **Opportunities**

Barrenlands Theme

1. In conjunction with packaged boat trips establish a tourist summer camp at Upper Eskimo Point. The focus of the trips would be to experience the Hudson Bay lowlands. The summer camp consisting of a typical traditional camp along with an outhouse would provide a rest stop and lunch area.

Weather permitting, the trip could be extended to include an excursion to visit the historic sites on Sentry Island. This component of the trip would necessitate a larger boat than a freighter canoe equipped with survival suits.

Interpretive material perhaps in the form of a descriptive brochure and map should be provided, **focussing** on the main points of interest on the route.

2. Develop a number of special interest marked honda trails around Eskimo Point **focussing** on the barrenland and coastal features of the area (i.e., vegetation, wildlife, coastal flats, etc.).

Interpretive brochures should be produced for each trail describing points of interest and outlining the **trail** on a simple map.

3. At the present time there **is** considerable interest being expressed to develop a museum facility. It **is** recommended that support be provided for the development of quality museum facilities large enough to accommodate group tours. The **facility** should not **simply** be a passive museum display, instead **it** should incorporate multi-sensory displays **which** provide opportunities for visitors to learn and participate **in activities** and demonstrations. **The** development of the museum should be undertaken **in** close concert with the Northern Heritage **Centre**.
4. **Initiate a community host** program for package tours coming to the community where a number of local residents dressed in traditional clothing greet the groups at the airport and escort them to the community.
5. Develop snowmobile and dog sled trips to the floe edge and other **points** of interest in the spring time (i.e., **Maguse River, Wolfe Creek Esker**, etc.).

To create additional interest **in** the trips tea and **bannock** could be provided **in** an igloo along the way or at the floe edge.

6. Develop extended boat **trips** to the **McConnel** Bird Sanctuary **focussing** on **bird** watching opportunities. These **trips** would be **aimed** at a **specific** market segment, bird watchers. Facilities and equipment should be kept to a minimum, **using** tents and back packs to enhance the wilderness adventure spirit.

Arts/Culture Theme

7. Support should be provided for the **Inuit** Cultural Institute proposal to develop a Cultural Learning **Centre**. The proposed program should be expanded to include skills learning - Le., teaching survival skills, fur taming, crafts, etc.

In concert with the development of the **Centre**, student exchanges with southern learning institutions/organizations should be aggressively promoted as a potential market segment.

8. Organize a variety of cultural events and programs which could be packaged with new and existing tours. The current drum dance presented to VIA tour groups is a good example. Other possibilities might include community feasts, square **dances**, northern **games**, Hamlet Days (held in the summer rather than the spring) **and** other types of games and contests with a northern **flavour**.

The most suitable location for holding the larger events would be in the new arena.

9. At present Travel Manitoba organizes **pre** and post conference packages for the larger conventions held at the Winnipeg Convention **Centre**. In the past they have included excursions to Churchill. This potential market offers a unique opportunity for Eskimo Point because of its accessibility from Winnipeg.

It is recommended that Eskimo Point should aggressively pursue the possibilities for developing **pre** and post conference packages aimed at the Winnipeg Convention **Centre** market.

10. The craft shop display and demonstration area should be both upgraded and expanded. The emphasis should be placed on quality affordable items made locally.

As an additional sales opportunity the inclusion of hats and duffel socks in tour packages could be developed.

Pre-Contact History Theme

11. Continue to support and expand the historic trails program.

Mining Theme

12. Organize day trips by charter to the **Cullaton** Lake Gold Mine where visitors can be taken on an escorted tour of the facilities and possibly even stay for lunch. Logistics of the trip could be worked out with Mine management.

A similar excursion is provided to the **Cornwallis** Island Mine from Resolute Bay.

13. Develop day and extended trips by boat up the **Maguse** River to points of interest like the first falls and possibly **Padlei** at the old ABC post on the **Maguse** River. **The** focus for these trips would be on historic interpretation and fishing for **grayling**.

Superstructure

14. Upgrade **existing** hotel facilities. Upgrading should include a lounge/social area with connections to the **existing** kitchen area. The number of **Hotel** rooms should be expanded, up to **10-15 additional units, if estimated, future hamlet construction programs** occur. They should be known by the end of the 85 fiscal year.
15. Support the proposed lengthening of the existing runway
16. Support development of the **Maguse** River Road to facilitate the development of bus tours to the **Maguse** with a specific scenic destination. Tea and **bannock** would be provided **as** part of the package on reaching the **Maguse**.
17. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed in a strategic location such as the airport terminal.

Hospitality/Information Resources.

18. Set up a local community tourism information service. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as required **pre-trip** information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required pre-trip information;
- o produce a community and area tourist map which is easy to read and informative about area attractions;
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;
- o set up a signage system in the community to inform visitors of some of the more important community buildings including the **Co-op**, Hamlet Office, arena and so on.

This program would be best administered through the local Tourism Committee.

e) Community Implementation Plan

Table 5-7 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility **planning**, as required. **These** development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction

ESKIMO POINT TABLE 5-7
COMMUNITY IMPLEMENTATION PLAN

recommended Program & Components	<u>How Important Is the Program</u>			Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	How Many Jobs Will Be Created
	<u>Priorities (Years)</u>					
	0-3	4-6	7-10			
Establish A Tourist Summer Camp At Upper Eskimo Point To Be Used In Conjunction With Day Boat Trips.						
i) Produce interpretive materials.	*			Department of Economic Development & Tourism	\$5,000 (promotional material)	
ii) Purchase new larger boats and other equipment.	•			Private sector	\$33,200 (capital)	Existing outfitters would benefit.
iii) Construct summer camp facilities.	*			Private sector, Department of Economic Development and Tourism.	\$10,700 (construction and capital)	2.6 seasonal jobs
Develop Special Interest Marked Honda Trails Around Eskimo Point Focussing On Barren Land and Coastal Features.						
i) Produce interpretive brochures/ trail planning.	*			Department of Economic Development & Tourism	\$10,000 (promotional material)	
ii) Construct trails (assume 20 miles)	*			Community Tourism Committee	\$15,000 (construction)	2-3 temporary positions
Provide Support To The Development Of Quality Museum Facilities Large Enough To Accommodate Group Tours.	*			Department of Economic Development and Tourism, Inuit Cultural Institute, Chamber of Commerce, Private sector.		
Initiate A Community Host Program With Local Residents Dressed In Traditional Clothing.	*			Community Tourism Committee	\$15,000 (operating/yr.)	2-3 part-time seasonal jobs as hosts.

COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	U-3	4-6	7-10			
Develop Snowmobile And Dog Sled Trips To The Floe Edge And Other Points Of Interest.	•			Private sector	\$5,000 (planning and equipment purchase)	Existing outfitters will benefit.
Develop Extended Boat Trips To The McConnel Bird Sanctuary.				Private sector	\$10,000 (planning and equipment purchase)	Existing outfitters will benefit.
Provide Necessary Support For Development Of Cultural Learning Centre.	•			Department of Economic Development & Tourism, Inuit Cultural Institute.		
Organize A Variety Of Cultural Events And Programs.	*			Community Tourism Committee	\$3,000 (planning) - events would be self supporting in terms of operational costs.	Numerous occasional jobs.
Aggressively Pursue The Possibilities For Developing Pre and Post Conference Packages Aimed At The Winnipeg Convention Market. (FAM trips, information packages, etc.)	*			Community Tourism Committee, Keewatin Chamber of Commerce	\$15,000 (advertising and operating)	
Upgrade and Expand The Craft Shop Display And Demonstration Area.	*			Private sector	\$15,000 (capital)	
Continue To Expand And Support The Historic Trails Program.				Department of Economic Development & Tourism.		
Organize Day Trips By Charter To The Cullaton Lake Gold Mine.	*			Community Tourism Committee, Department of Economic Development and Tourism, Cullaton Lake Gold Mine.		

ESKIMO POINT
TABLE 5-7 cont'd

COMMUNITY IMPLEMENTATION PLAN

commended Program & Components	How Important Is the Program Priorities (Years)			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
Develop Day And Extended Boat Trips Up The Maguse River.						
i) Planning	*			Private sector, Department of Economic Development and Tourism	\$5,000 (planning and advertising)	
ii) Development of transient facilities and equipment purchase.	•			Private sector	\$10,000 (construction and capital)	Existing outfitters will benefit.
Upgrade Existing Hotel Facilities.	*			Private sector		
Support The Proposed Lengthening Of The Existing Airport Runway.		•		M.O.T.		
Support Development Of The Maguse Road To Facilitate Bus Tours Out "On The Land".		•		Hamlet		
Develop A Scale Model Of The Community.	*			Community Tourism Committee	\$5,000	
Set Up A Local Community Tourism information Service.						
i) Produce co-ordinated publicity brochure package.	*			Community Tourism Committee	\$3,000	
ii) Produce community tourist map.	•				\$3,000	
iii) Administration	•				\$15,000/yr.	1 seasonal
iv) Community signage system	•				\$2,000	1 temporary job

estimates which would be impossible to project at this level of planning detail. Order* f-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5 - Job Creation: **The** column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

Seasonal	-	Full time for a specific season
Full-time	-	year round
Part-time	-	several hours per day or several days per week on a regular basis
Temporary	-	several days or several weeks
Occasional	-	irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives , changing market demands, changes in the nature of competing opportunities etc.).

f) Funding **Opportunities**

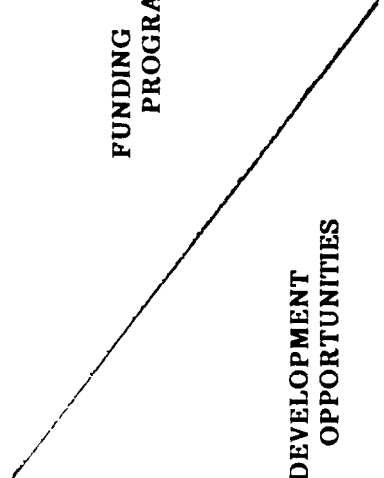
The following Table 5-8 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more relevant programs are listed on the table.

	FEDERAL		FEDERAL/TERRITORIAL				TERRITORIAL													
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	E.D.A.	Tourism Development	Eskimo Loan Fund	Eskimo Economic Development Contributions	Business Development Program	Restaurant/Management Contribution	In-Community Tour Packaging	Sponsor Travel Writers	Photo Library	Travel Trade FAM Trips	Inter Agency Co-operative Ventures	Marketing Skills	Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities	
1. Upper Eskimo tourist camp						●	●	●			●									
2. Marked honda trails						●														
3. Quality museum development						●														
4. Community host program																				
5. Snowmobile and dog sled excursions																				●
6. McConnel sanctuary boat trips																				
7. Cultural Learning																				
8. Cultural events																				
9. Pre/post conference packages																				
10. Craft shop upgrading																				
11. Historic trails program																				
12. Cullaton Mine excursions																				●

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES



FUNDING PROGRAMS	FEDERAL / TERRITORIAL		TERRITORIAL		PRIORITY INITIATIVES	
	FEDERAL	TERRITORIAL	FEDERAL	TERRITORIAL	FEDERAL	TERRITORIAL
<p style="text-align: center;">DEVELOPMENT OPPORTUNITIES</p> <hr/> <p style="text-align: center;">FUNDING PROGRAMS</p>	IRDP					
	Establishments					
	Marketing					
	Special Projects (N.E.D.P.)					
	Special ARDA					
	Renewable Resource Use					
	Planning & Implementation					
	Business Assistance					
	Tourism Development					
	Eskimo Loan Fund					
	Eskimo Economic Development Contributions					
	Business Development Program					
	Restaurant/Management Contribution					
	In-Community Tour Packaging					
	Sponsor Travel Writers					
	Photo Library					
	Travel Trade FAM Trips					
Inter Agency Co-operative Ventures						
Marketing Skills						
Co-operative Promotion						
Promotion of Package Tours						
Promotion of Shoulder Season Activities						
13. Maguse River boat trips						
14. Hotel upraading						
15. Runway expansion						
16. Maguse River road						
17. Scale model of community						

5.5.5- Rankin Inlet

a) Community Concept

To stimulate tourist visitation on an extended season basis, spring and summer primarily and during the fall and winter to a lesser degree. The focus would be to develop **Rankin Inlet** as a Gateway/Service Community whereby it would be the departure point and/or terminus for trips to other **Keewatin** communities, and potentially other Regions. Because of its strong tourism resource base, **Rankin Inlet** could also function as a destination community on its own.

b) Development Theme

The community will be designated as the gateway and service community to the **Keewatin** Region as well as providing a suitable range of attractions and activities to be promoted as a destination community. Developments will include facilities and services for both the transient pass-through markets as well as destination or short-stay visitors with short term and long term tourist activities and attractions.

The overall theme for tourism development in **Rankin Inlet** will emphasize the community as the Gateway to the **Keewatin**. The attractions to be developed in **Rankin Inlet** will focus on the themes of **Pre-Contact** History, the Whaling era and the Mining eras.

c) General Description of the Concept

This concept recognizes four market segments - the pass-through **non-stop traveller**; the pass-through **traveller** who may be encouraged to stop; the **pass-through traveller** who stays one **night** because of **trip** scheduling and **timing**; and the **traveller** who has **Rankin** as a destination. The objectives of future tourism development **will** be to attempt to increase the expenditures of these markets, increase their length of stay to include at least one night and to increase **visitors** awareness of things to do. It is also envisioned that **Rankin Inlet** would provide the necessary services for travelers interested in traveling to other communities and destinations in the **Keewatin**.

Transient services will include an orientation **centre focussing** on the Keewatin Region, establishment of a variety of transportation modes to other communities, full airport terminal commercial services including craft sales and coffee-shop, airport upgrading to accommodate jets, and a variety of accommodation types to satisfy a range of budget restrictions (as the market develops).

Destination attractions to be developed will include organized tours, honda/hiking trails, boat tours, historical interpretive sites and facilities, special events and tours of the community.

d) Development Opportunities

Pre-Contact History Theme

1. Develop a series of all-terrain vehicle access interpretive tours to some of the more visible historic sites and scenic locations around Rankin Inlet. Several sites have already been designated by the Hamlet Council and interpretive brochures and signage are in place. The intent of this development opportunity would then be to develop and co-ordinate tours to these sites which could then be made available to individual tourists and package tours.

This activity would require an available Honda rental supply and maintenance outlet along with the rental of other equipment requirements including hip waders and staffs for crossing the Meliadine (for the more athletic types), and small **packsacks** for carrying extra gear. Trips to these sites should be guided, so it will be necessary to have several trained guides available who can provide suitable interpretation of the sites to supplement the material in the brochures.

Picnic lunches could be provided for eating at the Char River Campground on the way over or on the way back.

In future years the number of sites could be expanded to include significant historic sites adjacent to the Diana River.

2. An authentic **Thule** site should be recreated in the vicinity of the **Meliadine** River. The best location might be close to the already designated **Iyiraliq** site. This would include the reconstruction of a typical whale bone/sod **Thule** house along with a fox trap, kayak stand with skin kayak, and skin tent set-up.

This type of project could be undertaken by a combination of elders and young people from the community. Not only would the site be a tourist attractions but it would also provide a unique educational experience for school children in the community.

Approval for this project would have to be received from the Northern Heritage Centre. Development would then have to be coordinated by the **NHC**.

Whaling Era Theme (and Search for the Northwest Passage)

3. Develop overnight and day tours to Marble Island **focussing** on the sites and interpretive features of Knight's expedition and the Whaling era.

This will require the provision of relatively fast, reasonably priced, boat access along with appropriate survival gear on board. Overnight tours would require camp facilities such as tent frames and insulated tents or conversely suitable sleeping facilities on the boat. The overnight camp would, most logically, be located in Knight **Harbour**.

At the present **time** Marble Island has been designated as one of **Rankin Inlet's** historic sites and a brochure and signs have been developed to reflect the interesting history of the Island. In addition to the existing brochure, a large visitor map of the Island should be produced marking the points of interest and outlining walking trails to these sites. The individual trails to such areas as the hidden rock wall writing, the cave, East End **Harbour**, and so on should be marked with **inukshuks** and described in short brochures.

For self interpretation an interpretive cassette tape should be produced and **walkman** stereos should be provided to the passengers traveling to Marble Island. These cassette tapes could be re-used or sold as part of the package or as an extra.

The following map provides a conceptual depiction of the attractions and trail opportunities on Marble Island. Detailed site surveys and reconnaissance would have to be undertaken prior to actual development of trails and facilities.

Mining in the North Theme

4. The North **Rankin** Nickel Mine was the first truly Arctic mine in Canada and its development initiated what we know today as the Hamlet of **Rankin** Inlet. The old mine site has already been designated as a historic site by the Hamlet Council and an interpretive brochure and signage have already been produced. The intent, then, of this development opportunity is to reconstruct the old mine **headframe** on the original mine site. The **headframe** would include **an** upper observation platform along with an interpretive **centre** below. A light on top of the **headframe** would serve once again as a beacon light to guide hunters and travelers back to the community.

The proposed interpretive **centre** at the base of the **headframe** would provide an audio visual presentation on the mine and community history. Small interpretive historical displays related to the mine could also be developed in the **centre**.

Arts/Culture Theme

5. Develop a small commercial store type outlet at the airport stocked with a full array of 'Made in the Keewatin' crafts and clothing, artifacts, soapstone, smoked char, etc. The focus should be on selling affordable arts and crafts, \$10 to \$25, that would appeal to the short stop-over air **traveller**.

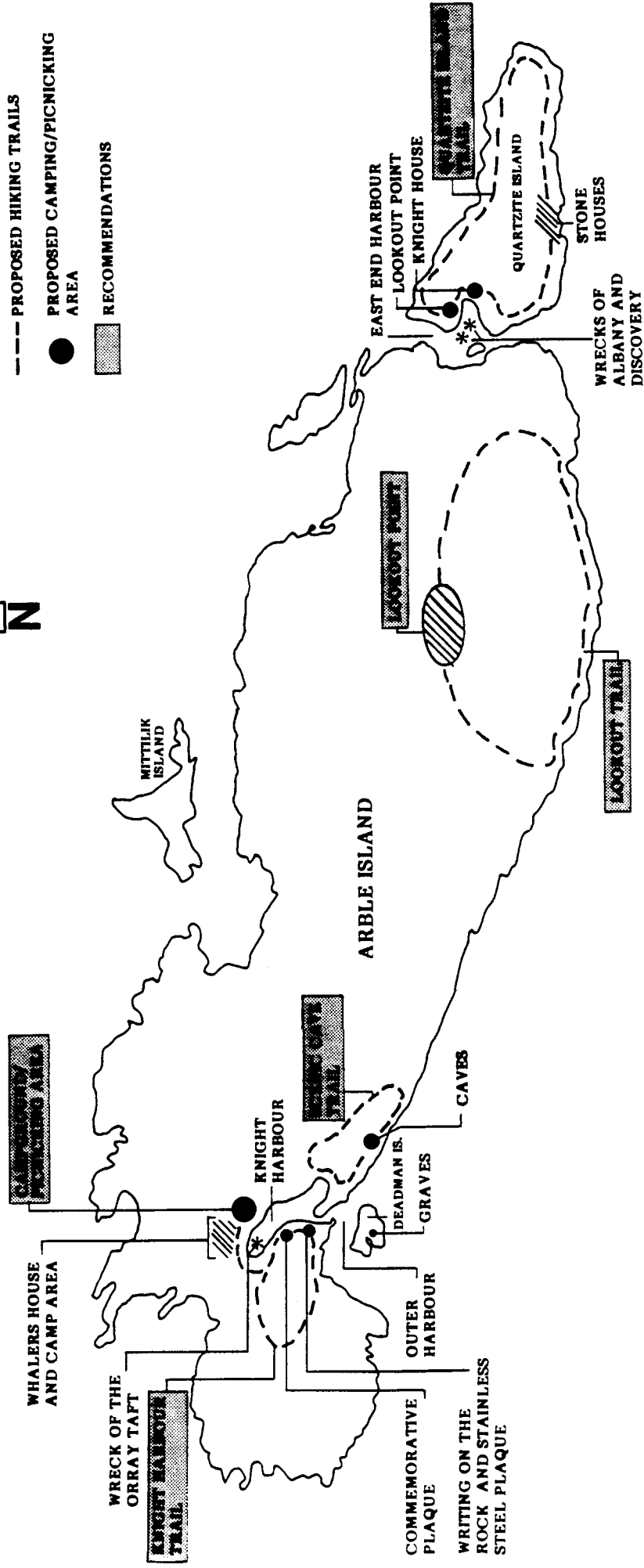
**KEEWATIN DEVELOPMENT OPPORTUNITIES
MARBLE ISLAND TERRITORIAL PARK**

LEGEND

--- PROPOSED HIKING TRAILS

● PROPOSED CAMPING/PICNICKING AREA

▨ RECOMMENDATIONS



D80 BAY

MARSHALL MACKLIN MONAGHAN

6. Undertake the development of a small convenience food concession (coffee shop) at the airport with a seating area to accommodate **up to 30 people**. The menu could emphasize local specialities like **charburgers** made with **bannock** or **bannock** and tea.

Depending on spatial availability it may be necessary to develop the convenience food concession and the commercial store together.

7. Throughout the summer prime season, a series of chargeable weekly or biweekly events should be developed and can be held in the arena or community hall, or even outside, depending on the event. **These** events should be organized to focus on **Inuit** art, culture and lifestyle. Some event possibilities might include jump and drum dancing, char smoking demonstrations, Arctic games, carving demonstrations and meet the artist sessions.

Fishing Theme

8. Develop a series of day boat/honda/plane access fishing trips to some of the better fishing locations such as Peter Lake, Char Lake, Diana River, **Ferguson** River and possibly Duke of York Bay on Southampton Island. For those locations close to other communities like the **Ferguson** River and Duke of York Bay, the trips should be organized in conjunction with the relevant communities.
9. Develop day boat trips around **Rankin** Inlet and to places like the Barrier Islands for cod fishing.

Other Support Attractions

10. With **Rankin** Inlet being designated as the Gateway to the **Keewatin**, it is appropriate that a Regional Orientation Centre be developed in the community.

The proposed 'Arctic Orientation Centre" would provide through audio, visual and multi-sensory techniques an overview and orientation to the primary themes of the Keewatin Region and Arctic as a whole. It is envisioned that the orientation centre would be similar in size and function to the interpretive centre Parks Canada run in Churchill and the Parks Canada centre in Pangnirtung..

AU visitors to Rankin Inlet would be directed through the 'Arctic Orientation Centre".

11. Develop an overnight hiking trail on the Pangertot Peninsula incorporating base camp facilities in combination with boat and honda access. The overnight base camp could be developed at a halfway point such as Ituuqtuuq Lake and would consist of tent platforms and outhouses. Groups utilizing the trail and camp would access the area either by honda to the Diana River or by boat to the Pangertot Peninsula. Arrangements should be made so that one group of hikers is picked up at either end of the trail while dropping off another group.

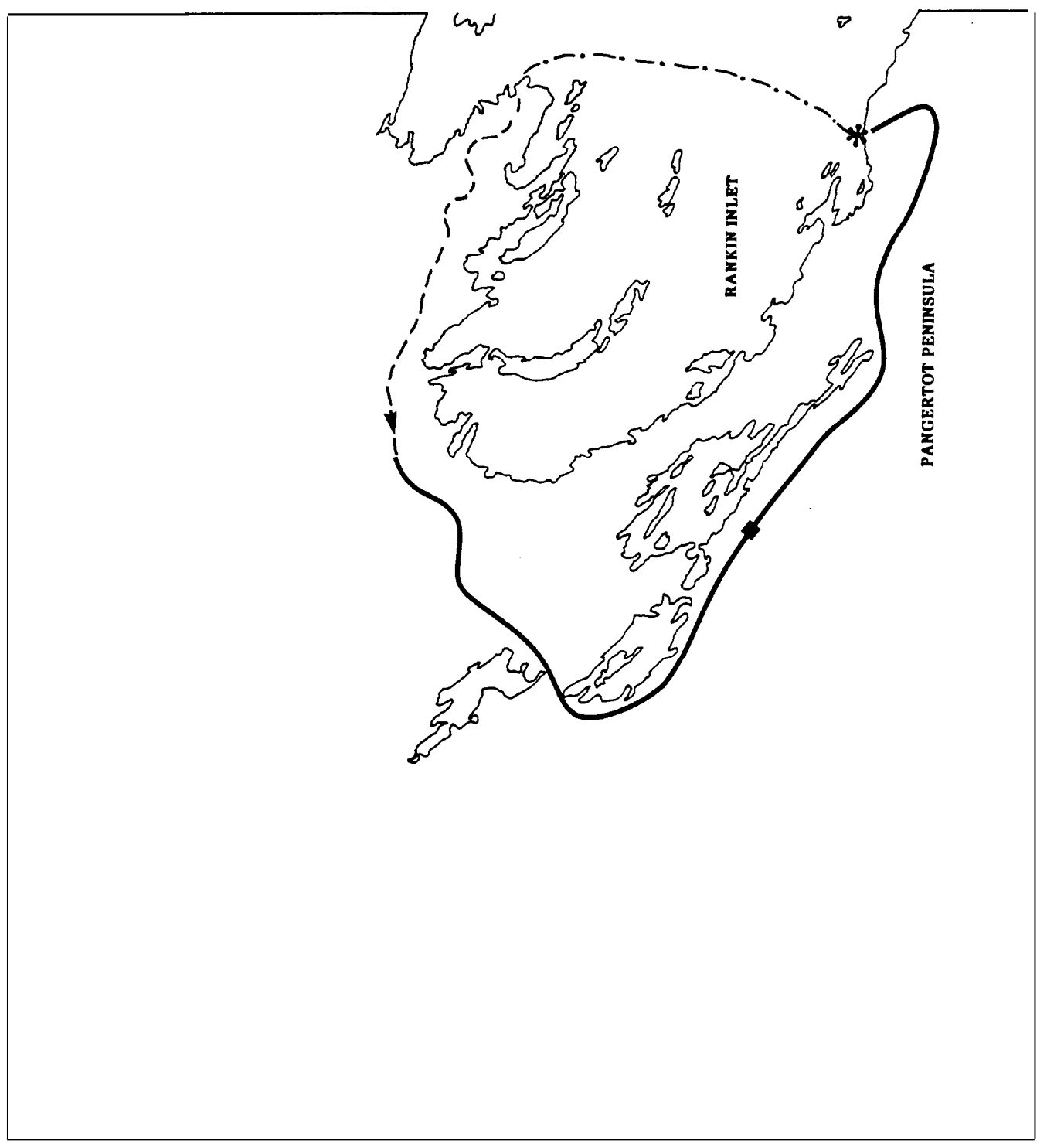
Detailed maps should be developed for the trail, highlighting points of interest, travel times and distances. The following map provides a conceptual depiction of the proposed '*Tundra Trail".

12. Establish regular charter plane excursions during the peak summer months out of Rankin for day charter trips into neighboring communities like Whale Cove, Chesterfield Inlet and Baker Lake. The trips would focus on the individual themes of these communities along with relevant activities being provided.
13. Establish organized tours for groups through the fish processing plant with appropriate interpretive/explanatory material.
14. Develop a marked hiking trail(s) down to the shoreline of Hudson Bay close to the community. For the older, less mobile visitors to the community, provision should be made to take bus trips down to the waters edge.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES
PANGERTOT
HIKING TRAIL**

LEGEND

- - - PROPOSED HONDA ACCESS ROUTE
- PROPOSED HIKING TRAIL
- ◆ OVERNIGHT CAMP
- *— BOAT PICK-UP POINT



Superstructure Development

15. **Focussing** on the theme of the 'Accessible Arctic' and current air operations out of **Rankin**, initiate action to encourage the expansion of the runway and support facilities to accommodate future 737 jet service. **In** addition, efforts should be made to capitalize on **Rankin's** strategic location to access other regions in the Northwest Territories and thus other Arctic destinations. This might include increased regularity to the schedule between **Rankin** and **Frobisher** Bay during peak summer months and possibly, in the future, development of direct connection to Cambridge Bay and Resolute Bay. These route expansions would, of course, be dependent on suitable market demand.
16. Utilizing the existing road/trail system out of **Rankin**, investigate the possibilities for developing a 'Tundra Buggy'^w or bus tour from **Rankin** Inlet to Char Lake and the **Meliadine** River. The focus of the tour would be on seeing the barren lands in a comfortable tour vehicle.

Minor upgrading of the road/trail would be required as well as an interpretive brochure on the barren lands vegetation, **landforms** and wildlife.

In conjunction with this tour the group should be taken to a typical summer camp set-up on the Hudson Bay shore where they would be treated to tea or coffee and **bannock**.

17. Investigate opportunities for developing overflow accommodation, i.e., through the use of trailers, tourist homes, empty government houses, etc. Priority for hotel rooms should ideally be given to tourists.
18. Develop a scale model of the community and area identifying attractions and places of interest. The model should be displayed in a strategic location like the airport building or in the proposed orientation **centre**.

Hospitality/Information Resources.

19. Set up a local community tourism information service to be run in conjunction with the proposed orientation centre. The intent of the program would be to provide current information to tour wholesalers and tourists regarding community events, programs and opportunities as well as required **pre-trip** information.

The more specific responsibilities of this service would be to:

- o produce coordinated publicity brochure packages detailing programs, costs, conditions and required **pre-trip** information;
- o produce a community and area tourist map which is easy to read and informative about area attractions;
- o co-ordinate program logistics and act as liaison between community tourist operators and southern tour wholesalers;

This program would be best administered through the local Tourism Committee.

20. Set up a community host program. This program would involve the selection and training of several community residents to work as community hosts. Their job would be to meet tour groups at the airport as well as run community tours.

e) Community Implementation Plan

Table 5-9 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

RAN KIN INLET

TABLE 5-9

COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	now Important Is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	Priorities (Years)	0-3	4-6			
1. Develop A Number Of All-Terrain Vehicle Access Interpretive Tours To Historic Sites and Scenic Locations.						
i) Develop marked trails (assume 10 miles)	*			Community Tourism Committee	\$7,500 (construction)	
ii) Purchase equipment and organization of guided tours. (Establish licensed outfitting operation.)	*			Private sector with funding assistance	\$18,000 for ATV's \$5,520 equipment	4.2 seasonal jobs
2. Recreate A Typical Thule Site Close To The Iyiraliq Site.	*			Community Tourism Committee	\$10,000 (construction)	Several temporary positions to construct the site.
3. Develop Overnight And Day Trips To Marble Island.						
i) Establish outfitting business	*			Private sector	\$100,000 (capital)	
ii) Purchase suitable boat	*			Private sector	\$50,000 (capital)	1 outfitter & several guides.
iii) Develop overnight facilities	*			[department of Economic Development & Tourism	\$10,000 (capital)	Several temporary construction jobs.
iv) Develop suitable interpretive materials.	*			Department of Economic Development & Tourism	\$15,000 (planning)	
v) Develop walking trails on the island (assume 10 miles).	*			Department of Economic Development & Tourism	\$10,000 (construction)	Several temporary construction jobs.

**RANKIN INLET
COMMUNITY IMPLEMENTATION PLAN**

TABLE 5-9 Cont'd

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
4. Reconstruct Mine Head Frame To House Interpretive Centre.						
i Undertake detailed financial Feasibility assessment/architectural concept development.	•			Department of Economic Development & Tourism, Hamlet	\$30,000 (planning)	
ii Reconstruction of head frame (with displays, etc.)		•		Department of Economic Development & Tourism, Hamlet	\$600,000 (capital)	Construction 5.0 man-years Operation 2 seasonal
5. Develop A Small Commercial Store Outlet At The Airport.		•				2 seasonal positions
6. Develop A Small Convenience Food Concession At The Airport.		*				3-4 year-round positions
7. Initiate A Series of Regular Chargeable Events.	*			Community Tourism Committee	\$3,000 (planning and promotion)	Numerous part-time jobs.
8. Develop A Number Of Day Fishing Excursions To Peter Lake, Char Lake, Diana River, Ferguson River.	*			Private sector	\$5,000 (planning and promotion)	1 or 2 guides
9. Develop A Number Of Day Boat Trips.	•			Private sector	\$2,000 (planning and promotion)	1 or 2 outfitters
o Construct "Arctic Orientation Centre"						
i) Undertake master plan study	•			Development of Economic Development & Tourism, Hamlet	\$30,000 (planning)	
ii construct facility				Hamlet	\$300,000 (capital)	Construction 2.0 man-years Operational 3 seasonal 1 year round

RANKIN INLET
 TABLE 5-9 cont'd
 COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	<u>How Important is the Program</u>			Who Should Be Responsible For Carrying Out This Program	"Order-of- Magnitude Costs	How Many Jobs Will Be Created
	<u>U-3</u>	<u>4-6</u>	<u>7-10</u>			
11. Develop Overnight Hiking Trail On The Pangertot Peninsula.						
i) Planning and promotional materials.		*		Department of Economic Development & Tourism, Community Tourism Committee	\$20,000 2-3 guides	<u>Operation</u> 1-2 outfitters
ii) Develop trail along with overnight camp facilities (assume 20 miles).			*	Community Tourism Committee	\$30,000	Several temporary construction opportunities.
12. Establish Regular Charter Plane Excursions During The Summer To Neighboring Communities.			*	Community Tourism Committee, Charter operators		1 or 2 part-time tour hosts.
13. Establish Organized Tours Through The Fish Plant.		*		Department of Economic Development & Tourism		
14. Develop A Marked Hiking Trail Down To The Shoreline Of Hudson Bay.		*		Community Tourism Committee	\$2,000	
15. Encourage The Expansion Of The Runway And Support Facilities To Accommodate 737 Jet Service.			*	M.O.T.		
16. Develop Bus Tours To Char Lake And The Meliadine River.						
i) Upgrade the reed (assume 4 miles upgrading).		*		Hamlet	\$200,000	
ii) Develop bus tour package.		*		Private sector	\$2,000 (planning and promotion)	1 or 2 tour hosts (part-time)

RANKIN INLET
 TABLE 5-9 cent'd
 COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	Now Many Jobs Will Be Created
	0-3	4-6	7-10			
17. Investigate Opportunities For Developing Overflow Accommodation			•	Private sector, Department of Economic Development and Tourism		Could provide additional seasonal job opportunities.
18. Develop A Scale Model Of The Community			•	Community Tourism Committee	\$5,000	
19. Set Up Local Tourism information Service.						
i) Produce co-ordinated brochure package.			•		\$3,000	
ii) Produce community tourist map.			*	Community Tourism Committee	\$3,000	
iii) Administration			*		To be run in conjunction with Orientation Centre.	
20. set Up Community Host Program			•	Community Tourism Committee	Dependent on tourist volume.	i or 2 occasional or part-time positions.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

It should be pointed out that groups and organizations identified as being responsible for initiation of specific development proposals are not necessarily assigned full responsibility for funding and related planning development or operational activities. They are **simply** identified as having primary responsibility for **initiating** implementation.

Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of **the job** classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding **Opportunities**

The following Table 5-10 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more **relevant** programs are listed on the table.

5.5.6- **Repulse Bay**

a) Community Concept

To develop the community as a destination area and/or **stop-over** point during the summer and the spring months. Some visitation can be expected during both the fall and winter associated with the sport hunting opportunities.

b) Development **Theme**

Repulse Bay is located in one of the most scenic areas in the Keewatin. In recognition of this fact the major theme identified for Repulse Bay is the Arctic landscape.

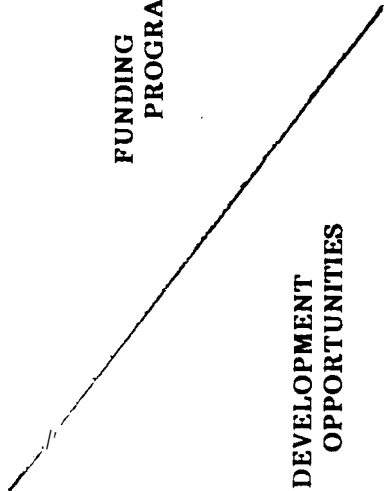
The other major themes identified for Repulse Bay, based on the **area's** strong tourism resources and opportunities, are wildlife, whaling and the fur trade. These themes reflect the abundant and visible wildlife found in areas like Wager Bay Vansittart Island and Duke of York Bay, along with the variety of visible historical sites dating back to the whaling and fur trade eras including attractions such as the **Harbour** Islands, the Wager trading post and the old whaling station in Lyon Inlet.

Secondary themes identified for Repulse Bay include **pre-contact** history and arts and crafts.

	FEDERAL		FEDERAL/TERRITORIAL				TERRITORIAL												
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	Business Assistance	Tourism Development	Esquimo Loan Fund	Esquimo Economic Development Contributions	Business Development Program	Restaurant/Management Contribution	Non-Community Tour Packaging	Sponsor Travel Writers	Photo Library	Travel Trade FAM Trips	Inter Agency Co-operative Ventures	Marketing Skills	Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities
1. A.T.V. interpretive tours						●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Thule site recreation		●				●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. Marble Island excursions						●	●	●	●	●	●	●	●	●	●	●	●	●	●
4. Headframe Interpretive centre						●	●	●	●	●	●	●	●	●	●	●	●	●	●
5. Airport craft store	●	●				●	●	●	●	●	●	●	●	●	●	●	●	●	●
6. Airport coffee shop	●	●				●	●	●	●	●	●	●	●	●	●	●	●	●	●
7. Special events																			
8. Day fishing excursions																			
9. Day boat trips																			
10. Arctic Orientation Centre																			
11. Pangertot hiking trail																			
12. Plane excursions to other communities																			

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES



c) General Description of Concept

The objective for future tourism development in Repulse Bay will **be** to attract a broad base of market segments for both extended stay and short term visitation in the summer and spring with a relatively small amount of visitation in the winter and fall associated with sport hunting activities.

The community will function as both a stop-over point **for** pass-through tour packages as well as a destination area providing access to more remote locations like Wager Bay, **Vansittart** Island, Duke of York Bay and possibly Lyon Inlet.

In and around the immediate vicinity of the community a number of interesting activities can be planned to provide opportunities for pass-through visitors as well as inclement weather activities for destination oriented travelers. Some of these opportunities include short boat trips, a hiking trail, honda fishing excursions and cultural activities in the community.

For the destination oriented travelers some of the development opportunities described in the following section include a naturalist lodge, overnight photographic tour boat trips, support for the designation of a National Park and long distance snowmobile treks.

d) Development **Opportunities**

Arctic Landscape and Wildlife Themes

1. To assist in establishing an **image** for the **Keewatin** Region, support and encourage the designation and development of Wager Bay as a National Park. **Designation** of Wager Bay as a National Park would provide a number of potential benefits to the community of Repulse Bay, as follows:
 - i) Job opportunities associated with running an interpretive facility in the community as well as in the actual running of the Park (i.e. wardens).
 - ii) It would provide a great deal of exposure for the Repulse Bay area.

- iii) A great deal of interpretive material would be produced for the Park, which in turn could be used in **conjunction with the community's** tourism programs.

Activities which could be developed in the Park might include hiking trails, historic trails, wildlife viewing sites, historical interpretive facilities, unique natural feature interpretation and boating activities.

- 2. Undertake the development of a small scale remote naturalist lodge in the Wager Bay area. Facilities would include accommodation for 10 to 15 tourists, eating facilities and a number of freighter canoes for short day trips to some of the points of interest around Wager Bay. **Access** to the lodge would be by boat or air or a combination of both (i.e., boat to and plane from).

The idea of a mobile resort camp as discussed under Coral **Harbour** should be investigated.

Development of the lodge should be co-ordinated with the development of the proposed National Park to ensure consistency with Parks policies and boundaries.

Potential markets that could be attracted to the lodge might be photo safari groups, naturalists, adventure **travellers** and possibly sport hunters in the shoulder seasons.

- 3. In conjunction with the Remote Naturalist Lodge, develop extended photographic tour boat trips to Wager Bay. Highlights of the trip **would** include such Wager Bay attractions as the reversing falls, the old Hudson Bay post, the south shore cliffs and possibly caribou and polar bear sightings.

This type of operation would require the purchase of a new, faster, larger and more comfortable boat than those that currently exist in the community.

As the **boat trip** down will take at least two days, transient overnight **facilities** should be developed in Bury Cove, including tent frames, outhouse and landing area.

These boat tours could be **co-ordinated with** a fly back **option** or **vice versa**.

4. Duke of York Bay on northern Southampton Island **is said** to offer some of the best char fishing in the region.

It is proposed that a fish camp be developed **in** Duke of York Bay close to Thompsen River. The camp would involve construction of a number of tent frames or platforms, a small cooking/storage cabin and outhouses. Access to the camp would be by boat. **This** would require the purchase of a larger boat than presently exists **in** Repulse Bay.

In time the camp could potentially be expanded/upgraded with the development of a permanent lodge facility.

5. Caribou and polar bear sport hunting should be continued **with** the number of hunts increasing in concert **with** market demand and community interest. To ensure a higher success rate these hunting trips should be better organized. For example, **pre-hunt** spotting trips could help increase the chances of success.
6. Organize and develop extended boat trips to high interest areas like Duke of York Bay, northern Southampton Island and Lyon Inlet **focussing** on outstanding scenic resources and wildlife. Other points of interest which might be included in the tours are the historic sites located on **Vansittart** Island (Knud Rasmussents Camp) and Lyon Inlet (old whaling station) and the numerous prehistoric Inuit sites located along the shorelines.

Interpretive material should be provided and, **if** possible, the **trips** should be led by a noted photographer, historian or **wildlife** expert.

As with the Wager Bay boat **trips, this** type of operation would require the purchase of a new faster, larger and more comfortable boat than those that currently existing in the community.

Transient camping facilities should be developed at a number of key strategic locations.

7. In conjunction with the development of the Wager Bay Naturalist Lodge develop spring snowmobile treks from Repulse to Wager Bay. The main activity focus would be on wildlife photography and ice fishing.

The operation could be run similar to Bezel **Jesudasen's** snowmobile treks from Resolute Bay to **Grise** Fiord. Boxes with windshields are mounted on the sleds and provide a relatively warm and comfortable ride for the tourists. Complete outfitting services should be provided with this type of operation including cold weather clothing, caribou **clothing**, tents, food, etc.

8. As a short term activity, spring floe edge tours could be developed stopping off at Beach Point for lunch or tea and bannock.

Whaling Theme

9. Develop day long interpretive boat tours to the **Harbour** Islands to view the graves and stone engravings and to Dr. John **Raes** cabin at the North Pole River. The outfitter should be prepared and able to provide some interpretation of the sites. (The following exhibit is a reproduction of a whaling era map of the 'Ships Harbor Islands').
10. In addition to the guided tours an historic sites brochure should be produced for Repulse Bay covering the **Harbour** Islands, John **Raes** Cabin and the **Naujaat** site.

(This project **would** have to be approved and coordinated by the Northern Heritage **Centre (NHC).**)

Pre-Contact History Theme

11. Develop a marked hiking/walking trail out to the **Naujaat** site taking advantage of scenic lookouts along the way. The trail and site should be mapped and described in the proposed Repulse Bay Historic Sites brochure.

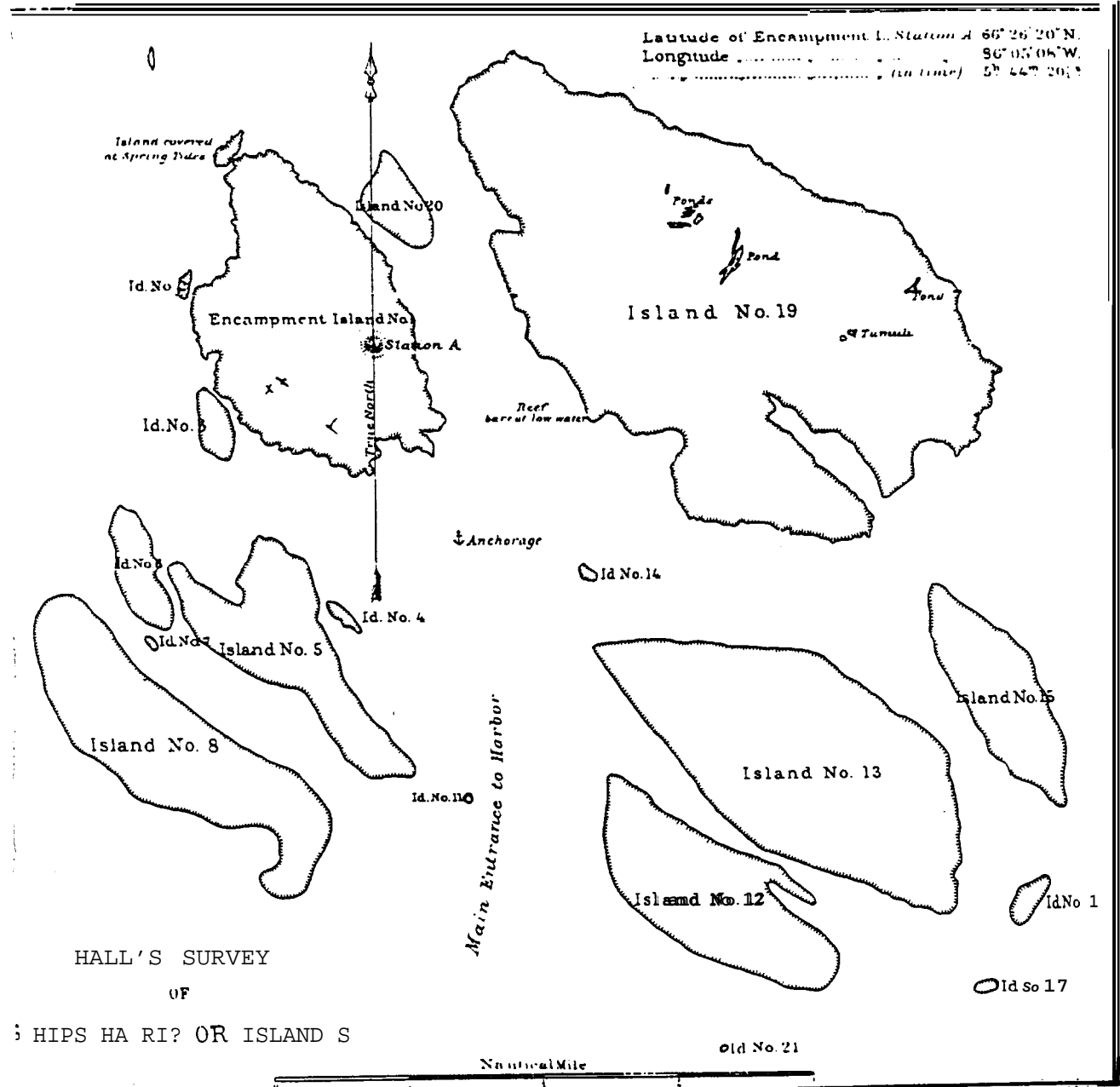


EXHIBIT I-2

Harbour Islands, Repulse Bay (C. F. Hall 1879:
p. 321)

The following Drawing I-8 provides a conceptual trail outline. Further detailed site reconnaissance and archaeological research would be required prior to actual development of the trail.

Superstructure

12. Support future hotel expansion and upgrading as the market dictates.
13. Produce a community/area tourist map which is "easy to read and informative about area attractions.

e) Community Implementation Plan

Table 5-11 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column 1 - Development Opportunities: Identifies the major components for each development opportunity.

Column 2 - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column 3 - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

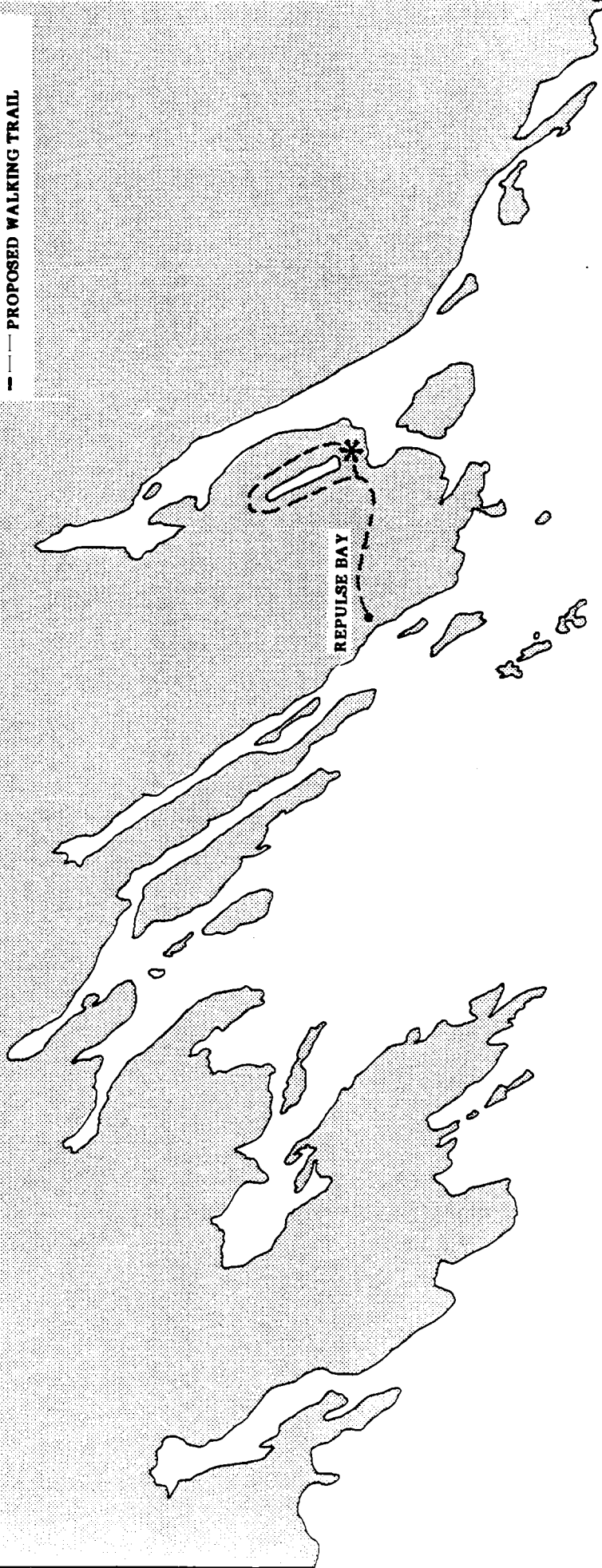
Column 4 - Order-of-Magnitude Costs: Order-of-magnitude costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard **unit-price** basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

**KEEWATIN DEVELOPMENT
OPPORTUNITIES**

**NAUJAAT
HISTORIC TRAIL**

LEGEND

- * NAUJAAT ARCHAEOLOGICAL SITE**
- - - PROPOSED WALKING TRAIL**



HUDSON BAY



Column 5- Job Creation: This column gives some indication of the number of jobs that each program will create. The following is a breakdown of the job classifications

- Seasonal - Full time for a specific season
- Full-time - year round
- Part-time - several hours per day or several days per week on a regular basis
- Temporary - several days or several weeks
- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives, changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

The following Table 5-12 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

A more detailed analysis of each of the funding programs is provided in Part II the Background Technical Data Report in chapter 1.7. Only the more **relevant** programs are listed on the table.

5.5.7- Whale Cove

a) Community Concept

To encourage the establishment of a modest degree of tourist superstructure to accommodate short term and day excursion tour groups primarily.

REPULSE BAY
COMMUNITY IMPLEMENTATION PLAN TABLE 5-11

Recommended Program & Components	How Important Is the Program				Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	How Many Jobs Will Be Created
	u-3	4-6	7-10	—			
1. Support And Encourage The Designation And Development Of Wager Bay As A National Park.	*				Parks Canada, Department of Economic Development and Tourism, Hamlet.		Could lead to a number of Parks Canada positions.
2. Undertake The Development Of A Small Scale Remote Naturalist Lodge In The Wager Bay Area.							
i) Undertake a detailed financial feasibility/conceptual development study.	*				Department of Economic Development and Tourism, Private sector.	\$40,000 (planning)	1 part-time position as research assistant.
ii) If determined feasible construct a small naturalist lodge. (capacity for 10-15 people)		*			Private sector	\$350,000 (capital)	<u>Construction</u> 2.5 man-years <u>Operation</u> 1 seasonal manager 1 seasonal cook 4-5 seasonal guides
3. In Conjunction With The Lodge Develop Extended Photographic Boat Trips To Wager Bay.							
i) Purchase a large comfortable boat.		*			Private sector	\$40,000	1 outfitter, several guides
ii) Purchase necessary equipment: wet weather gear, survival suits, camping equipment, canoes, etc.		*			Private sector	\$20,000	
iii) Produce interpretive materials.		*			Parks Canada, Department of Economic Development and Tourism	\$40,000	
4. Development of Duke of York Bay Fish Camp	*				Private Sector, Dept. of Economic Development and Tourism	\$50,000 (incl. equipment) (cost of suitable boat included in program #6)	1 outfitter, 1 seasonal cook, several seasonal guides

REPULSE BAY

TABLE 5-11 Cont'd

COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	How Important is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude Costs	How Many Jobs Will Be Created
	1-3	4-6	7-N			
5. Continue To Develop Caribou And Polar Bear Sport Hunting Markets.	•			H. T. A., Private Sector	\$3,000 (marketing and planning)	Existing jobs
6. Develop Long Distance Boat Excursions To Areas Like Duke of York Bay.						
i) Planning and development of interpretive materials.	•			Department of Economic Development & Tourism, Private sector	\$20,000	
ii) Purchase new boat	*			Private sector	\$63,500	3.8 seasonal jobs
iii) Develop transient camping facilities (3locations)	•			Department of Economic Development & Tourism	\$60,000	
7. Develop Spring Snowmobile Treks To Wager Bay.				Private Sector	\$20,000 (equipment and promotion)	Extend season for outfitters
8. Develop Spring Floe Edge Tours				Private Sector	\$2,000 (planning and advertising)	
9. Develop Day Long Interpretive Boat Tours To Harbour Islands and John Rae's House.	*			Private Sector	\$5,000 (planning and advertising and equipment)	Existing outfitter
10. Produce An Historic Sites Brochure And Signage.	•			Department of Economic Development & Tourism	\$20,000 (planning and materials)	

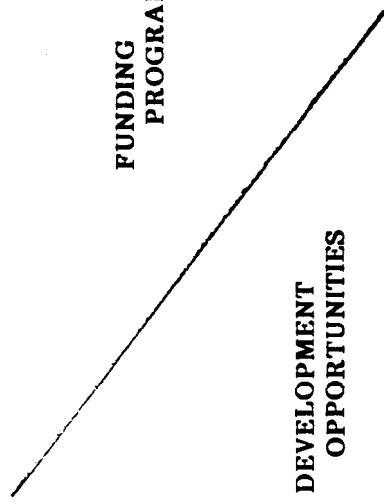
REPULSE BAY
 COMMUNITY IMPLEMENTATION PLAN TABLE 5-11 Cent'd

Recommended Program & Components	How Important Is the Program			Who Should Be Responsible For Carrying Out This Program	Order-of-Magnitude costs	How Many Jobs Will Be Created
	0-3	4-6	7-10			
11. Develop A Marked Hiking/Walking Trail Out To The Naujaat Site.	*			Community Tourism Committee	\$5,000 (construction)	1 or 2 temporary construction jobs.
12. Support Future Hotel Expansion As Market Dictates.		•	•	Department of Economic Development & Tourism, Private sector		
13. Produce A Community Tourist Map	*			Community Tourism Committee	\$3,000	

	FEDERAL		FEDERAL / TERRITORIAL		TERRITORIAL		PRIORITY INITIATIVES													
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	E.D.A.	Tourism Development	askimo Loan Fund	askimo Economic Development Contributions	Business Development Program	Restaurant/Management Contribution	n-Community Tour Packaging	ponsor Travel Writers	hoto Library	Travel Trade FAM Trips	nter Agency Co-operative Ventures	Marketing Skills	Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities	
1. Wager Bay National Park																				
2. Wager Bay Naturalist Lodge																				
3. Wager Bay photo tours																				
4. Duke of York Bay Sportfishing Camp																				
5. Sport hunting expansion																				
6. Long distance boat tours																				
8. Spring floe edge tours																				
9. Day boat tours																				
10. Historic sites brochure																				
11. Naujaat hiking trail																				
exp																				

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES



FEDERAL		FEDERAL/TERRITORIAL	TERRITORIAL
IRDP	Establishments	Special ARDA	Eskimo Loan Fund
	Marketing		
E.D.A.	Renewable Resource Use	Eskimo Economic Development Contributions	Business Development Program
	Planning & Implementation		
E.D.A.	Business Assistance	Tourism Development	Restaurant/Management Contribution
	Tourism Development		
PRIORITY INITIATIVES		Photo Library	Travel Trade FAM Trips
		Sponsor Travel Writers	Inter Agency
		Tour Packaging	Co-operative Ventures
		In-Community	Marketing Skills
		Co-operative Ventures	Co-operative Promotion
		Photo Library	Promotion of Package Tours
		Sponsor Travel Writers	Promotion of Shoulder
		Tour Packaging	Season Activities
		In-Community	
		Co-operative Ventures	
		Marketing Skills	
		Co-operative Promotion	
		Promotion of Package Tours	
		Promotion of Shoulder	
		Season Activities	

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES

13. Community tourist map

b) **Development Theme**

The community of Whale Cove has been designated as a theme community **focussing** on the traditional lifestyle elements in the community. Some of the traditional elements that are part of the everyday life of a majority of the people in Whale Cove include fishing, hunting and arts and crafts.

Other secondary themes which are represented with a relatively strong resource base in the Whale Cove area include the fur trade (old Hudson Bay Company post) and arts and culture.

c) **General Description of the Concept**

At the present time Whale Cove experiences a minimal amount of tourist **visitation**. The objective for future tourism development will be **to** create suitable opportunities and superstructure to attract some short term visitation and day excursions out of neighboring communities like Rankin Inlet and Eskimo Point.

d) Development Opportunities

Traditional Theme

1. Encourage the establishment of an outfitting business in Whale Cove. In order to achieve the necessary community interest and involvement in future tourism efforts in Whale Cove it might be best to **licence** the Hunters and Trappers Association as the outfitter. They will then be held responsible for hiring and training suitable guides.
2. Develop a number of day boat excursions to local attractions like the Tavani Hudson Bay Company Post, and the Wilson and **Ferguson** Rivers. The focus of these trips would be on sightseeing, historical interpretation and fishing. Freighter canoes would be sufficient for these short excursions.

3. Organize and develop summer special events and activities which reflect traditional **Inuit** ways and practices on the land. Some ideaa might include:
 - o Carving demonstrations
 - o Community feasts
 - o Elders story telling sessions
 - o Whale hunting or whale watching excursions
 - o Traditional fishing demonstrations

Superstructure

4. There is a need for a new hotel facility and improved management before a substantial tourism industry can develop.

A hotel similar in size and quality to the one in Chesterfield Inlet would be most suitable.

5. There is a need for a proper airport terminal building.
6. Produce a community/area tourist map **which** is easy to read and informative about area attractions.

e) Community Implementation Plan

Table 5-13 provides an overview description of the development opportunities detailed in section d) by indicating the following:

Column **1** - Development Opportunities: Identifies the major components for each development opportunity.

Column **2** - Priorities: Priorities are suggested for development proposal implementation and associated facility planning, as required. These development planning phases have been established on the basis of one to three year, four to six year and seven to ten year time horizons.

Column **3** - Responsibilities: Identifies the role of public and private sector agencies and organizations in future project implementation.

WHALE COVE

TABLE 5-13

COMMUNITY IMPLEMENTATION PLAN

Recommended Program & Components	<u>How Important is the Program</u> <u>Priorities (Years)</u>			Who Should Be Responsible For Carrying Out This Program	"Order-of-Magnitude Costs	HOW Many Jobs Will Be Created
	0-3	4-6	7-10			
1. Encourage The Establishment Of An Outfitting Business.	•			H. T. A., Hamlet	\$10,000 (start up costs)	1 outfitter or organization, several occasional guiding opportunities.
2. Develop A Number Of Day Boat Excursions To Local Attractions.	•	•		Department of Economic Development & Tourism, H.T.A.	\$5,000 (planning and advertising)	
3. Organize A Number Of Special Events.	*			Hamlet	\$3,000 (planning)	Numerous occasional job opportunities.
4. Develop A New Hotel						
i) Undertake feasibility/ conceptual development study.		*			\$20,000	
ii) Design and construct a new hotel. (assume 3000 ft.)		*			\$500,000	<u>Construction</u> 3-5 man-years <u>Operation</u> 1 manager 2 cooks (part-time) or 1 full-time
5. Develop A Proper Airport Terminal.	*			M.O.T.		
6. Produce A Community Tourist Map.	*			Community Tourism Committee	\$3,000	

Column 4 - Order-of-Magnitude Costs: **Order-of-magnitude** costs of each program and recommendation have been produced in 1985 dollars and are developed on a standard unit-price basis as opposed to detailed construction estimates which would be impossible to project at this level of planning detail. Order-of-magnitude costs are included to indicate the scope of development envisioned and will have to be defined in greater detail when detailed plans and/or associated feasibility studies are undertaken for specific development proposals.

Column 5- Job Creation: **This** column gives some **indication** of the number of jobs that each program **will** create. The following **is** a breakdown of the job classification

- Seasonal - Full time for a specific season
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- Occasional - irregular basis

The overall phasing schedules may change as circumstances change (for example, the availability of public sector funding programs, private sector interests and initiatives , changing market demands, changes in the nature of competing opportunities etc.).

f) Funding Opportunities

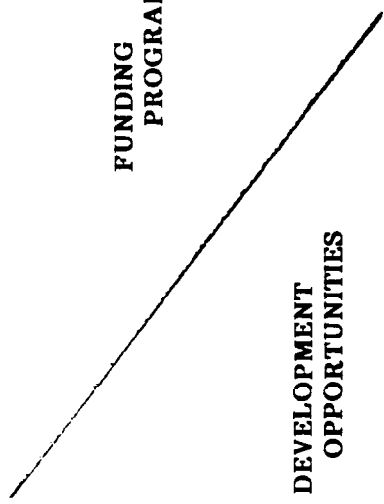
The following Table 5-14 provides a summary of the major funding opportunities for each of the development opportunities outlined in section d).

Amore detailed analysis of each of the funding programs **is** provided **in** Part II the Background Technical Data Report in chapter 1.7. Only the more relevent programs are **listed** on this table.

	FEDERAL		FEDERAL/INDIAN		TERRITORIAL		PRIORITY INITIATIVES												
	IRDP	Special Projects (N.E.D.P.)	Special ARDA	Renewable Resource Use Planning & Implementation	Business Assistance	Tourism Development	askimo Loan Fund	askimo Economic Development Contributions	Business Development Program	Restaurant/Management Contribution	In-Community Tour Packaging	Sponsor Travel Writers	Photo Library	Travel Trade FAM Trips	Inter Agency Co-operative Ventures	Marketing Skills	Co-operative Promotion	Promotion of Package Tours	Promotion of Shoulder Season Activities
1. Outfitting business									●										
2. Day boat excursions					●														
3. Special events																			
4. New hotel						●													
5. Airport terminal																			
6. Community tourist map																			

FUNDING PROGRAMS

DEVELOPMENT OPPORTUNITIES



5.6 Regional Tourism Opportunities and Recommendations

The following section provides an outline of the identified regional development opportunities as well as a description of seven potential tour packages for the Keewatin Region. The regional development opportunities are opportunities that should be implemented on a regional basis to provide a more consistent and coordinated product offering between all seven communities.

5.6.1 - Development Opportunities

1. A territorial parks system plan should be developed on a territorial wide basis by the Tourism and Parks Division with the Department of Economic Development and Tourism. The major objectives of a parks system plan would be as follows:
 - i) Social objective
 - o To provide for outdoor recreation and educational opportunities.
 - ii) Environmental and Historical Preservation objective
 - o To provide for the preservation of unique and interesting features, landscapes and historical/archaeological resources.
 - iii) Economic objective
 - o To contribute to the tourism industry.

The major steps in any parks system planning process are as follows:

- i) Identification of goals and establishment of a hierarchy of objectives
 - o Each responsible organization has to clearly understand what it is responsible for in order to pursue a systems **planning** process that would culminate in a plan for the elements for which that agency is responsible.

- ii) Coordinated planning and management
 - o All relevant agencies need to formulate coordinated and comprehensive policy statements for park planning and management.
- iii) Identification of supply
 - o All possible data on outdoor recreation resources and resources in need of preservation (both existing and potential) needs to be assembled.
- iv) **Socio-economic** impact analysis
 - o Any new park must fit into the existing or evolving regional **socio-economic** fabric.
- v) Assessment of consumption and demand
 - o For recreation oriented parks it is important to ensure the provision of activity opportunities in sufficient quantity and of an appropriate quality; for preservation oriented parks a judgement has to be made on what needs to be preserved and how much of it based on industry standards and scientific study.
- vi) Analysis and classification
 - o It is important to develop sound methods for evaluating the inventoried resources; classification is required to provide the means to test identified resources or areas against specific criteria to allow designation as a specific part of the overall park system.

Some examples of possible park classifications in the Keewatin context might be as follows:

- 0 Marble Island
 - Historic Recreation Park
(provision for recreational use and historical preservation and interpretation)
- o Coats Island
 - Natural Environment Park
(where human interference is limited and passive type recreation activities are promoted)
- o **Harbour Islands**
 - Historic Site
(provision for historical preservation and interpretation)
- o Kaminuriak Calving area
 - Nature Reserve
(human visitation and manipulation are severely controlled)

vii) Public participation

- o Necessary to develop public awareness and ensure the park system plan considers public needs and desires to the extent possible.

viii) Implementation evaluation

- o It is important to realize the part evaluation plays in the planning process; it is essential to evaluate the effectiveness and benefits on an ongoing basis to ensure a viable parks master planning process.

2. A standardized **signage** and brochure system should be **initiated** for the **Keewatin** historic sites and special interest brochure programs. At the present **time** there is an effort being made to standardize the format for special interest brochures produced by the Department of Economic

Development and Tourism. This standardized system should be implemented throughout the **Keewatin** for all brochures produced by the G. **N.W.T.** A similar standardized system should be initiated for signage used to mark and commemorate historic sites.

3. Standardized guidelines for developing outfitters rates should be developed and applied throughout the **Keewatin** region. These guidelines should allow for equipment costs, fuel, travel distance, staff requirements, and any other relevant costs. The idea would not be to set up identical pricing between communities but rather to provide guidelines to help eliminate major price differences.
4. In the future when a number of quality **Keewatin** fishing and/or hunting lodges are owned and operated by northerners it may be worthwhile to pursue the idea of timesharing to help promote sportfishing on a regional basis.

We contacted Harvey **Korman**, president of the Resort Timesharing Council of Canada⁽¹⁾ to find out if there are any existing **hunting or fishing lodges** developed according to this concept and to elicit their comments on the feasibility of this concept. According to Mr. **Korman**, there are no timeshared hunting/fishing lodges in Canada nor, to his knowledge, in the United States.⁽²⁾ The concept had been discussed, but, with one exception, had never gotten beyond the discussion stage. The one exception was the developer of a proposed lodge north of Lake of the Woods, who went as far as discussing his concept with a lawyer, but who never got his concept off the ground.

There are hunting and fishing lodges which sell memberships in what is essential a club. These memberships offer the purchaser the right to use the property on an annual basis, but should not be confused with 'fee

(1) The Canadian regulatory body for timesharing developments in Canada.

(2) This was confirmed with the Resort Timesharing Council in Washington, D.C.

simple ownership or any kind of interval leasing plan as they do not include any kind of property rights. Membership **in** a hunting or fishing lodge is, in fact, no different from memberships in a country club. It merely gives the purchaser an exclusive right to use a **specific facility** for a given user fee. One such lodge that we are aware of is Snowbird Lake Lodge in the Northwest Territories, one thousand miles northwest of Winnipeg in the **Keewatin** Region.

As to the feasibility of the concept of a timeshared fishing/hunting network it would appear that this might succeed if it were packaged and marketed properly and if the resources at the various camps/lodges were of a very high and unique quality.

Because this concept calls for a fairly long-term commitment on the part of the purchaser, the accommodation and food services would also have to be of a superior quality.

Another consideration also points to the necessity for superior resources and amenities. A timeshared resort/operation affiliated with one or more of nine-international timeshare organizations opens options for its unit owners to place their units into an exchange bank in which their shares can be traded for time at resorts elsewhere.

If the future **Keewatin** fishing/hunting camp network could obtain an affiliation with an international exchange network (e.g., Interval International or Resort Condominiums International), unit owners could swap the weeks that they have bought for ones available at any of a large number of other resorts and pay only a nominal fee to the appropriate exchange network for handling the reservations.

In this way, unit owners of resorts affiliated with exchange networks can move about the world taking in different experiences, practically rent free.

5. A concerted effort should be made to introduce country food items to the menus in each of the **Keewatin** community hotels.

At the present time Repulse Bay is the only **Keewatin** community with a commercial caribou quota. Most of the existing quota **is** used at the Government subsidized transient **centres** in Winnipeg and Churchill.

In order to serve caribou local hotels are required to obtain a special **licence** from the Department of Renewable Resources.

The other possible country food which could be introduced to the local restaurant menus is arctic char. The fish plant in Rankin Inlet can sell char locally but in order for a restaurant to serve the char they are required to obtain a license from the Department of Fisheries and Oceans in Winnipeg.

The Navigator Inn in **Frobisher** Bay has a number of country food items on their menu such as:

- o an appetizer including muktuk, seal meat and smoked char.
- o baked arctic char stuffed with Greenland shrimps.
- o caribou stew and caribou roast.

It is recommended that the government fully support and help set up intersettlement trade of caribou and char for consumption in the hotel restaurants.

5.6.2 - Tour Package Opportunities

A tour package is defined as a combination of tourism products and services included in one inclusive price. Normally the products or services would be purchased independently by the **traveller**.

The intent is to provide an all-inclusive package price that is paid for up front making the travel arrangements much easier and providing greater cost efficiency .

There are a number of distinct advantages to developing package tours particularly in an area like the **Keewatin** Region.

First packaging provides certain price/cost efficiencies in that the tour wholesaler developing the package can get discounts based on volume. This is an important consideration in the north where air fare and hotel rates are exorbitant compared to more southerly competing opportunities.

Additionally a package tour provides the buyer with the added convenience of purchasing all travel knowledge of what exactly the trip entails. This is a critical consideration when one considers the low level of sophistication of the industry in the **Keewatin**.

A third advantage is that the tour wholesaler is providing somewhat of a guarantee of quality in that the wholesaler is putting his company reputation on the line in selling the package.

A fourth advantage particularly relevant to the **Keewatin** situation is the ability to monitor and control packaged tourism more easily. With package tourism the communities **will** know ahead of time how many visitors are coming and when, and they will be able to prepare for the tours.

Packaging is going to play an important role in the successful development of the tourism industry in the **Keewatin** Region.

We have outlined below 7 typical package tours that could be developed once certain necessary infrastructure and development opportunity recommendations are in place.

All of the tours would have to be somewhat flexible in their itineraries to allow for weather delays. Promotional materials should make clear the fact that weather delays can occur and itineraries would be adjusted accordingly. The use of charter aircraft for these tours, as possible, would allow for the necessary flexibility in arrival and departure times at each destination.

1. **Keewatin** Historical Package Tour (summer)

i) Typical Itinerary

Starting from Winnipeg or Edmonton (via **Yellowknife**) and terminating in Winnipeg this package tour would focus on the visible history of the **Keewatin** Region.

- o Starting in **Rankin** Inlet the participants would attend an orientation seminar at the Arctic Orientation Centre. During the two days spent in **Rankin** Inlet the tourists would be taken on a guided **honda** tour to the archaeological sites at the **Meliadine** and a day boat excursion to Marble Island.
- o Stopping in at Chesterfield Inlet a two day boat trip would be organized either up the coast to view the historical sites at Cape **Silimiut**, Depot Island and Cape Fullerton or alternatively up Chesterfield Inlet to Baker Lake taking time to visit **Savajuaq** Lake and the interesting archaeological and historical sites on the way.
- o During a one day layover in Baker Lake the tourists would be provided with an opportunity to visit the Traditional Village and hike one of the historical trails as well as tour the print shop and meet with some of the artists.
- o The following day would be spent in Eskimo Point where a local drum dancing demonstration would be staged along with a visit to the local museum.
- o At the end of the day the group would fly to Churchill for the last day of the trip. In Churchill the focus would be on local attractions like the Eskimo Museum and Fort Prince of Wales.

The total trip duration would be 7 days with overnights in **Rankin** (2 nights), Chesterfield Inlet (2 nights), Baker Lake (1 night), and Churchill (1 night).

ii) Marketplace Appeal

The intent is to provide a package tour with a focus on the unique history of the Keewatin Region, that would appeal to the General Interest Tour Package Market. It is felt that in order to capitalize on this market segment, tours will require more sophisticated itineraries and more specialized activities than are offered at present.

Generally the tourists expected to be interested in this tour will fit within the following generalized profile:

- o average age approximately 50 years
- o generally couples
- o mid to upper income brackets
- o mix of professionals, blue collar workers and retirees

Success for this tour will be very promotion dependent. Initial promotional efforts should however be **focussed** in market areas that have proven successful for other northern general interest tours, i.e.

- o Manitoba
- o Southern Ontario
- o Southern U.S. States
- o Minnesota, Wisconsin
- o Northeastern U.S.
- o It is felt that the U.S. will provide the strongest markets.

Potential Number of Tours:

The maximum size of tours would be 10-15 in order to be accommodated on the boat trip portion. If we assume four tours in a season and an average of 11 people per trip the seasons visitation would be 44 people.

The marketing strategy for this type of tour should focus on tour wholesalers/retailers rather than the ultimate consumer. This can be accomplished through contacts established by the Keewatin marketing agency as well as through initiations of fam tours.

Companies such as the following may potentially be interested in this type of tour program.

- o Questers Worldwide Nature Tours, New York
- o Horizon Tours, Toronto
- o Holiday Travel Service, Wisconsin
- o **Clearwater** Tours, Winnipeg

iii) Intervening Opportunities

There are very few existing historical oriented general interest tours in the **N.W.T.** to compare.

The following is an example of a short historical oriented excursion out of Resolute Bay.

1. High Arctic International Explorer Service Ltd.

Historic Northwest Passage and **Beechey** Island

cost:

Land arrangements = \$580.00

Airfare - not included

Details:

- o 5 day trip with 2 days to acclimatize in Resolute and 2 days traveling to **Beechey** Island
- o maximum 10 guests
- o completely outfitted

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for all components of the package were considered in addition to profit margin and travel agent commission.

Price:

Approximately \$2700 from Winnipeg including accommodation, meals, taxi, camping gear in Chesterfield, **all** excursions and airfare.

v) Required Community Organization

- o Requires a fairly polished product in each community.
- o There should be local tour host in each community to look after travel and excursions logistics and to provide an orientation session upon arriving.
- o The following community services and facilities will be required

Rankin Inlet

orientation centre
honda trip outfitter
boat trip outfitter

Chesterfield **Inlet**

larger tour boat
full outfitting/camping equipment

Baker Lake

improved taxi service
organized print shop tours

Eskimo Point

museum

2. Wildlife Photo Safari (Summer)

i) Typical Itinerary

This two week-long excursion would start in Winnipeg **travelling** to Coral **Harbour** via **Rankin** Inlet. The trip would be led by a well known wildlife photographer or wildlife expert.

- o The first day would be spent in **Rankin Inlet** beginning with an orientation session at the Arctic Orientation **Centre** followed by a guided honda trip out on the tundra to do some birdwatching and to visit the Meliadine archaeological sites. In the evening the charter would take off for Coral **Harbour**.
- o In Coral **Harbour** arrangements would be made for a 5 day trip by Peterhead to Coats Island to photograph walrus, polar bears and the murre colony. Stopping at the Coats Island Naturalist Lodge the tourists would also be provided with an opportunity to ride hondas along the Coats Island beaches and hike along the cliffs.
- o From Coral **Harbour** a charter (twin otter) would fly straight to Wager Bay for 4 days at the Wager Bay Naturalist Lodge where the guests would have an opportunity to travel by boat or hike around the more scenic and interesting areas of the bay. The stay would focus on opportunities for photographing wildlife and scenery including caribou, polar bear and falcons.
- o 2 extra lay days could either be used in the event of bad weather or for an extended stay at either one of the lodges.
- o The return journey would be made straight from Wager Bay to **Rankin** to **connect** with a flight to Winnipeg.

ii) Marketplace Appeal

A tour of this nature would appeal to both the Photo Safari Market and the Naturalist Lodge markets.

Photography and photographic tours appear to appeal to a broad cross-section of the general public. The market is comprised of individuals of all age groups between 18 and over 65 years of age. A mix of professional backgrounds is common among photographic groups, however, a higher degree of education among them is apparent as compared to other specialty markets. Normally individuals in these types of tours would fall into the above average income brackets.

People who stay at remote naturalist lodges generally tend to possess above average incomes. These people are frequently mature individuals (50+ years old) almost invariably with education beyond the secondary school level and employed in (or retired from) white collar, managerial or professional occupations.

The origins for these markets appear to be split **fairly** evenly between Canada and the U.S. Penetration into the European market currently **is** not significant but may offer potential in the future. In general the location of an association or a tour operation will dictate the scope of member or client origin.

Potential Number of Tours:

The maximum size of the tours would be 15 people and there could potentially be four trips per summer. The second two trips would operate on the reverse itinerary i.e. starting in Wager Bay. Thus the potential number of tourists that can be expected in a year would be 45 with 100% booking on the 4 tours.

The marketing strategy for a photo safari such as this should focus on both the tour wholesalers/retailers and the ultimate consumer. The best way to attract wholesalers would be to work through the contacts established by the **Keewatin** marketing agency and to set up a familiarization tour program. In order to create some awareness at the consumer level a writer familiarization tour program should be set up with the intent to have articles written in some of the higher profile trade magazines in the market place like Photo Life.

Tour wholesalers that might potentially be interested would include:

- o **Thru-the-Lens** Tours, California
- o Nature Photography Workshops, Winnipeg
- o North American Nature Expeditions, Alabama
- o Joseph Van Os Nature Tours, Washington

iii) Intervening Opportunities

The following are typical examples of exotic wildlife photographic safaris currently being offered in other areas of the world.

Thru The Lens Tours

1. Kenya Wildlife Safari (itinerary copied on following page)

cost:

Land arrangements =	\$3850 (U.S. , 1984)
Airfaire (from New York) =	\$1303 (U.S., 1984)
Total	\$5153 (U.S., 1984)

Details:

- o 17 days
- o limited to 15 passengers
- o 1 departure per year

Kenya Wildlife safari

17 Days/Departing August 9

DEPARTURE

Day 1 — Thursday

We depart New York this evening on SABENA BELGIAN AIRLINES, on our flight 10 Brussels Belgium.

BRUSSELS

Day 2- Friday

Morning arrival in Brussels where we have day rooms at the SOFITEL HOTEL. The day is free to rest or explore Brussels on your own, until evening departure for Kenya.

ARRIVAL IN KENYA

Day 3 — Saturday

We arrive in Nairobi in midmorning and have the remainder of the day at leisure. Those passengers joining us from the Rwandan gorilla safari will arrive late this evening and will be met and transferred to the hotel.
INTERCONTINENTAL HOTEL

LAKE BARINGO

Days 4/5 — Sunday/Monday

Today we venture north into the Great Rift Valley, gaining a feel for the openness and barrenness of the Northern Frontier District.

Late afternoon will find us at Lake Baringo, enjoying spectacular views of the Rift Valley walls and listening to the cry of the fish eagle punctuating the silence. Lake Baringo offers some of the best bird phonography in all of Africa. An early morning cruise can offer

opportunities for up to 30 species including fish eagles, squacco herons, goliath herons, egrets, kingfishers and bee-eaters. After our cruise we will visit a Njemps village where we are able to photograph an offshoot of the Masai who choose fishing as opposed to the pastoral life of cattle herding.

LAKE BARINGO ISLAND CAMP

MT. KENYA SAFARI CLUB

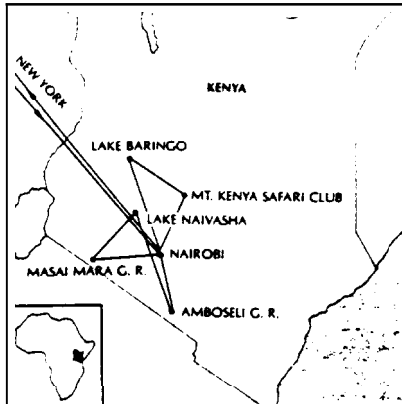
Days 6/7 — Tuesday/Wednesday

After breakfast we'll leave Lake Baringo and drive south 10 the world-famous MT. KENYA SAFARI CLUB. Wednesday is a day set aside to enjoy the cool and majestic solitude of Africa's highest peak (17,058 ft.). From the Club you can enjoy impressive views of the glacier-draped Mt. Kenya and photograph resident birds like the Egyptian goose, sacred ibis, flamingo and heron.

AMBOSELI GAME RESERVE

Days 8/10 - Thursday/Saturday

This morning we drive south to Nairobi, where we lunch at the Carnivore before continuing on to Amboseli and our camp for the next three nights Amboseli is shared by an abundant variety of wildlife and the Masai tribesmen with their herds. The reserve is noteworthy for its enormous collection of big game animals and for its scenic beauty, which is often enhanced by views of snow-capped Mt. Kilimanjaro (19,340 ft.) The eastern half of



Amboseli furnishes the leopard, cheetah, buffalo and Masai giraffe, in addition to many varieties of plains game such a gazelle, impala, zebra and waterbuck. Mt. Kilimanjaro ("the white mountain") exerts an almost magical presence upon this African scene. The highest solitary mountain in the world, Kilimanjaro has fascinated the imaginations of men from Ptolemy to Ernest Hemingway.
PRIVATE TENTED CAMP

LAKE NAIVASHA

Day 11 - Sunday

Today we return to Nairobi en route to beautiful Lake Naivasha on the floor of the Great Rift Valley. The balance of the day is at leisure to enjoy the lake or to join a birding cruise on the lake.

MASAI MARA GAME RESERVE

Days 12/15 - Monday/Thursday

The climax of our Kenyan Wildlife Safari is three days of game running in the Masai Mara

Game Reserve. Home of the proud Masai people, the Mara is a rolling grassland region that features African Wildlife in abundance. In addition to Kenya's largest lion population, there are numerous hippo, elephant, buffalo, giraffe, topi and antelope. The Masai giraffe is distinguished from the Rothchild's and reticulated giraffes by a broken pattern on its neck and body, and spots on its shanks. The tall and noble-looking Masai tribesmen still tend their cattle in this area which is otherwise undisturbed by man. With its high concentration of animals and its beautiful setting on the northern border of Tanzania's Serengeti National Park. Mara is Kenya's finest reserve.
PRIVATE TENTED CAMP

RETURN TO NAIROBI

Day 16 — Friday

En route to Nairobi, we will spend several hours at Mayer's ranch, where we will have the opportunity to photograph resident Masai and Samburu villages. Thru the Lens has arranged for a private session at the ranch and we will be able to photograph ceremonial dancing and Masai and Samburu warriors in full ceremonial dress and makeup. Returning to Nairobi, we will enjoy our farewell dinner at the INTERCONTINENTAL HOTEL.

TOUR'S END

Day 17 — Saturday

Saturday is free for relaxation, shopping or sightseeing, until we transfer to the airport for our late night departure. After a brief stopover in Brussels we connect with our Sabena flight to New York, where arrival is scheduled for mid-afternoon on Sunday



Samburu Tribesman, Mayer's Ranch

© Brian Vikander

- o opportunities to photograph birds, wildlife and local people in native dress
- o tours are led by noted photographers who run photographic clinics for four participants

2. The Mountain Gorillas of Rwanda

cost:

Land arrangements =	\$2531 (U. S., 1984)
Airfare (from New York) =	\$1500 approx (U.S., 1984)
Total	\$4030 (U. S., 1984)

Details:

- o 10 days
- o limited to 11 passengers
- o opportunity to track the gorillas with a porter and guide

3. Kenya/Mountain **Gorilla** Combination

cost:

Land arrangements =	\$5800 (U.S., 1984)
Airfare =	\$1 600 (U. S., 1984)
Total	\$7400 (U. S., 1984)

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for all components of the package were increased to allow a suitable **profit** margin and travel agent commission.

Price:

Approximately \$4500, from Winnipeg including meals, accommodation, excursions and airfare.

v) Required Community organization

People are willing to pay top dollar for a quality experience. As a result, quality interpretive and guiding services are a necessity as is an atmosphere of friendly hospitality.

The package should include special clothing needs, including cold weather clothing and good raingear on a loan basis.

- o The following community services and facilities will be required:

Rankin Inlet

orientation centre
honda trip outfitter

coral **Harbour**

Bencas Island Naturalist Lodge
larger more comfortable boat

Repuse Bay

Wager Bay Naturalist Lodge
larger boat

3. Arctic Summer Encounter

i) Typical Itinerary

This general interest package would commence in Winnipeg, Churchill or Yellowknife and terminate 7 days later in **Winnipeg**.

- o **The first day and one half would be spent in Rankin. Activities in Rankin** would include an orientation session at the Arctic Orientation **Centre** followed by a walking or bus tour of the community. A bus tour would also be arranged out on the tundra, traveling to the **Meliadine** River. For the more athletic tourist groups excursions to either the **Meliadine** archaeological sites or Marble Island could be arranged rather than the bus tour.
- o From **Rankin** Inlet the group will take a one day charter excursion to Chesterfield Inlet. In Chesterfield the group would be able to walk the nearby archaeological trails or go on a day boat trip to **Savajuaq** Lake to visit the abandoned research **centre** as well as a number of archaeological sites.
- o Catching an evening charter the group would travel to Baker Lake for a two day visit. The first day would include a community tour including a tour of the famous print shop and an opportunity to meet some of the local artists. After a lunch of fresh arctic char and trout the group would take a flightseeing tour of the area with LaRonge Aviation. If there is enough interest a short fishing stop could be added to the itinerary. The second day would consist of excursions to several of the local attractions such as the Traditional Village, the **Thelon** River or one of the historic trails.
- o The next destination (**for 1 day**) would be Eskimo Point where a tour of the community would be provided along with local demonstrations of drum dancing and other cultural activities.

0 The final day would be spent in Churchill Manitoba visiting the Eskimo **Museum**, the Parks Canada **Centre** and Fort Prince of Wales.

ii) Market Appeal

As envisioned, this type of tour package would cater to the general interest type tourists who currently travel to Churchill. A typical profile of this type of tourist would be as follows:

- o retired (also a high percentage *of* students)
- o reasonably high income level
- o either Canadian or American

At the present time about half of the visitors to Churchill are coming from Canada with the other half coming from the U.S. Foreign markets have yet to be developed.

The major Canadian markets for Churchill tours appear to be in Ontario and Manitoba. The major U.S. markets are Minnesota, Wisconsin and the northeastern U.S. states.

Potential Number of Tours:

The maximum number of tourists per trip would be 20 corresponding with a twin otter carrying capacity. If we assume 4 trips per year the yearly visitation would be a maximum 60 people.

The marketing strategy for this type of tour should be similar to that suggested for the Keewatin Historical Package Tour.

iii) Intervening Opportunities

The following are comparable examples of general interest tours traveling to the Arctic in the summer months.

Goliger's Tours Ltd.

1. The Polar Bear (itinerary on following pages)

costs:

Total (from Toronto) = \$2387 (1984)

Details:

- o 8 day trip spending 2 nights in **Frobisher** Bay, 3 nights in Pond Inlet and 2 nights in **Pangnirtung**
- o focus on sightseeing

2. Viking Explorer

costs:

Total (from Toronto) = \$3037 (1984)

Details:

- o 8 day tour spending 3 nights in **Godthaab**, 2 nights in JacobShaven, and 2 nights aboard a coastal freighter.

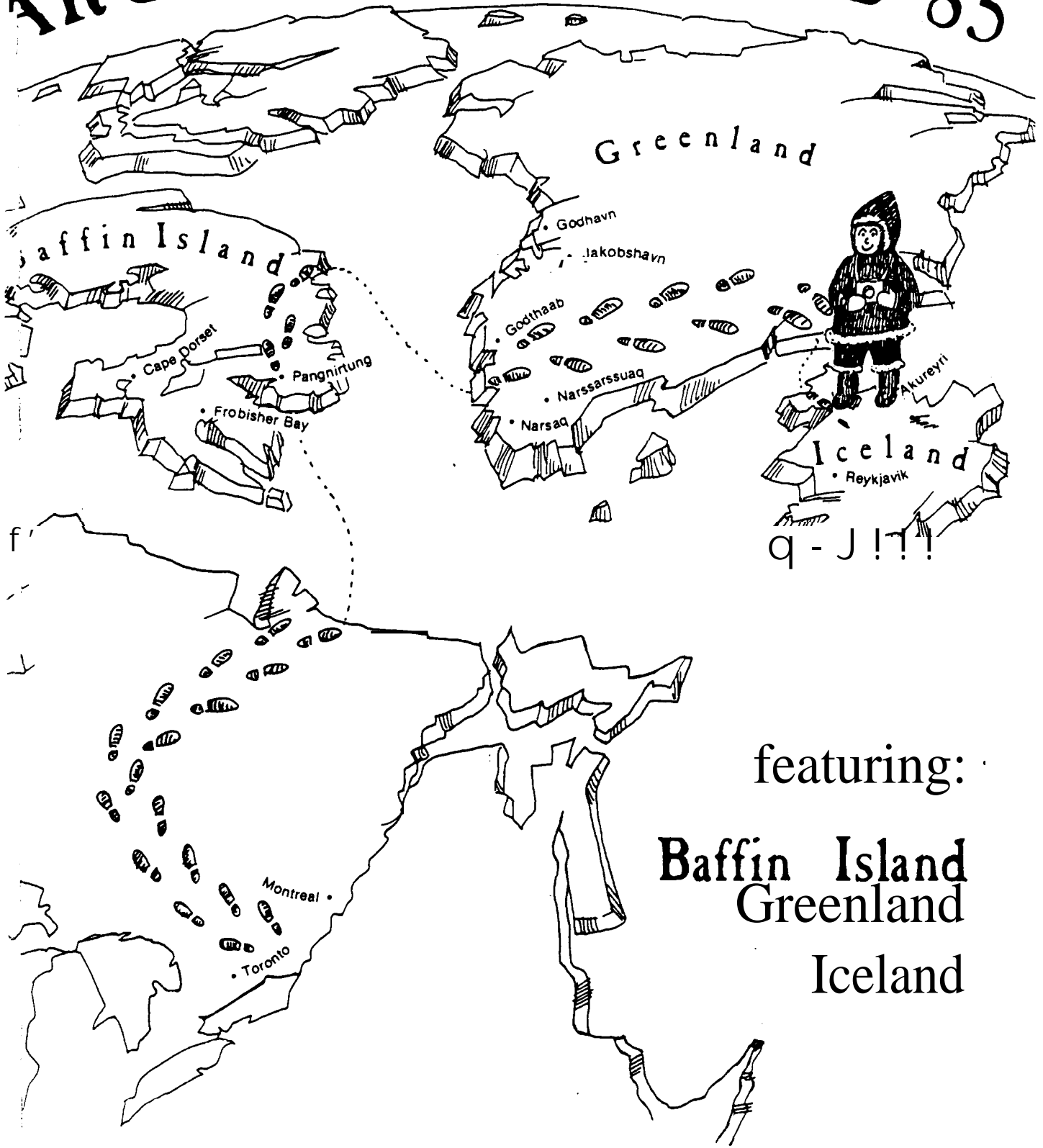
3. Top of the World

costs:

Total (from Toronto) = \$3765 (1984)

Goliger's
tours ltd.

ARCTIC EXPLORERS '85



featuring:

Baffin Island
Greenland

Iceland

The Polar Bear

8 days/7 nights Saturday to Saturday
 departures July 20, August 3, August 17, September 7
 USNDG 111PB

Pangnirtung, Frobisher Bay, Cape Dorset

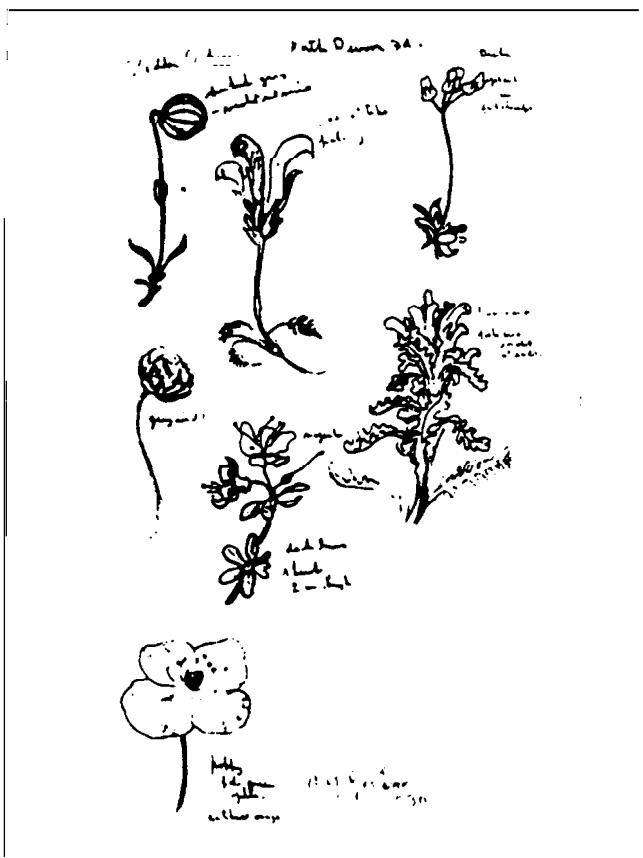
Truly the highlights of Baffin!

Day 1 Saturday Montreal. Pangnirtung ID

Depart from Montreal for your flight to Frobisher Bay, where you'll connect onto Firstair for your 1 hour trip to Pangnirtung. On arrival in Pang, you'll be met by a representative from the tourism committee who will ensure that your bags are transferred to the hotel as you stroll there from the landing strip. After you are settled in at the Peyton Lodge (a rustic and informal inn), you will enjoy an escorted tour of Pangnirtung, familiarizing you with the community's history and background. Dinner will be served at the Lodge, and afterwards you are cordially invited to the strikingly modern Parks Canada museum and office where you will be shown a film on nearby Auyuittuq National Park.

Day 2 Sunday Pangnirtung BLD

After breakfast at the Lodge, today you'll travel to the site of a traditional Inuit summer camp, Nuvuattiakallak. Here you'll find a sort of living museum where the ancient skills of living on the land in skin tents are still being practiced. Modern facilities such as picnic tables have been added in order that you may enjoy your picnic lunch in comfort! Travel by boat (about 30 minutes). Return in time for dinner at the Lodge.



Day 3 Monday Pangnirtung-Frobisher Bay BLD

After breakfast at the Lodge, your luggage will be transferred to the airport, just a short stroll from the Lodge. Board Firstair to Frobisher Bay, where you'll be met on arrival by a representative of the Frobisher Bay Tourism Association, and transferred to the informal Navigator Inn. One of our friendly northern guides will take you on a 2 hour tour of the community, explaining much of its history and modern day make-up.

Before lunch at the Inn, relax over a welcome cocktail — our specialty called a "Midnight Sunrise"!

This afternoon you will enjoy some time "on the land" at Peale Point, complete with a bar-b-que dinner! The Point is a Thule culture site dating back 900-1200 years. Travel will be by boat (about 30 minutes).

Day 4 Tuesday Frobisher Bay BLD

Late this morning, you'll start off on a fascinating day of discovery and learning, experiencing a variety of elements of the Inuit culture. Depending on the availability of instructors (many Inuit, for example, go to live on the land at various times during the summer), you'll have the opportunity to sample traditional northern cuisine, observe a soapstone carver, learn how skins are made into clothing, or even pick up a smattering of Inuktitut, the native language. Your instructors will be a combination of Inuit and southern Canadians who are longtime Arctic residents. A break for lunch at the Navigator Inn will be arranged.

This evening, transfer at 8:00 p.m. to the home of Tom Webster, a longtime Arctic resident, art collector and dealer, and self-described "entrepreneur"! Tom's lively talk will give you an excellent overview of Inuit art and its origins.

Day 5 Wednesday Frobisher Bay-Cape Dorset BLD

After breakfast at the Inn, depart on Firstair to Cape Dorset. After the brief flight, you'll be met at the airport by a representative of the Kingnait Inn. Transfer to the hotel, where a lunch will be served. Today, you will enjoy an excursion by boat to Mallik Island (a 20 minute journey). This island is noted both as a Thule archaeological site and as a nesting site for many bird species.

Tonight, after your dinner at the cozy Kingnait Inn, you'll enjoy a slide show hosted by Jim Manning of the West Baffin Co-op, the outlet for the famed prints and soapstone carvings of Cape Dorset.

Day 6 Thursday Cape Dorset BLD

After breakfast today you will depart on an hour-long boat ride to the curious Reversing Falls in Negus Bay. This fascinating natural phenomenon occurs at every tide due to the large (32') tides. A picnic style lunch will be served; and after a day on the land you'll doubly enjoy your dinner back at the Inn.

Day 7 Friday Cape Dorset BLD

Today's highlight is a tour of the renowned West Baffin Co-op where you'll learn in considerable detail the process of print making at the Print Shop, as well as how the soapstone is quarried and transformed into the famous Inuit carvings. All meals provided at the Kingnait Inn.

Day 8 Saturday Cape Dorset-Montreal BLI

Today is your opportunity for a last stroll through this tiny community which at the same time is a household word in art circles worldwide. You may wish to take advantage of the excellent prices of prints and carvings to bring home a souvenir of your trip which will enhance your home for years. Transfer after lunch to the airport for your Firstair flight to Frobisher, thence southbound to Montreal via Nordair.

Please see page 2 for Baffin Island tour prices

Details:

- o 16 day tour spending 6 nights in Iceland, 5 nights in Greenland and 3 nights on **Baffin** Island
- o one departure in July
- o escorted by Ken **Dudley**

iv) Order of Magnitude Costs

To arrive at the following customer costs **the** estimates for **all** components of the package were considered **in** addition to profit margin and travel agent commission.

Price:

Approximately \$2500 from Winnipeg including meals, accommodation and airfare.

v) Required Community Organization

There would be community hosts in each community meeting the group of the airport and providing local tours as well as ensuring local arrangements go smoothly.

Buses and/or vans would be required in each community to transport the group around the communities.

- o The following community services and facilities would be required:

Rankin inlet

orientation centre
outfitting service

Chesterfield **Inlet**

historic trails and brochures

Baker lake

print shop tours

4. Adventure Tour (summer)

i) Typical Itinerary

This 2 week package would begin and end in **Rankin** inlet.

- o The first day the group would travel by boat to Marble Island for some warm-up hiking and sight seeing followed by an evening charter flight to Coral **Harbour**.
- o Following a night in Coral **Harbour** the group would travel by **Peterhead** to the **Bencas** Island Naturalist Lodge for a 3 day stay. A number of optional excursions will be planned from the Lodge each day including a seakayak trip to Coats Island and back, a hiking excursion above the bird cliffs and a honda expedition across Coats Island.
- o Returning to Coral **Harbour** by **Peterhead** the group would then take a charter directly to Wager Bay for 5 days of sea kayaking and exploring the inner coast.
- o 2 extra lay days would be used in case of bad weather or they could be added to the stays in either Wager Bay or Coats **Island**.
- o The return charter would go directly from Wager Bay to **Rankin** Inlet.

ii) Marketplace Appeal

The adventure travel market is not restricted to any age group. Participants range in age from teenagers to the **50's**, 60's and even the **70's**. The adventure travel client is also represented by a wide range of professional backgrounds ranging from blue collar to white collar, managerial and professional occupations.

However some of the more common characteristics among the adventure travel markets are as follows:

- o income levels range from average to above average
- o interested **in** a quality experience
- o interests include wilderness **skills**, adventure and photography
- o generally well travelled

At the present **time** the adventure travel market **in** the north is comprised of Canadians and Americans (half and half). It is generally felt by wholesalers **that the** European market offers good potential that **just has to** be tapped.

Potential Number of Tours:

If we assume 2 tours per summer and an average of 10 people per tour total visitation could potentially be 20 people.

The marketing strategy for this tour should focus on attracting tour wholesalers like the Adventure Travel Centre in Toronto, **Sobek** Expeditions in California or **Ecosummer** Canada. Again, in order to create the necessary awareness fam tours would be the best approach. Getting media coverage from major adventure expeditions would help to create the necessary image for the **Keewatin** as an adventure destination. Northern Quebec has successfully created an awareness for their adventure travel products in the market place by sponsoring and assisting in promoting major expeditions which have a high enough profile to attract significant press coverage. An example of the type of expedition needed in the **Keewatin** context might be a first raft descent of one of the major rivers running into Wager Bay.

iii) Intervening Opportunities

The following are comparable examples of adventure tours that are currently being offered in the north.

Black Feather

1. **Sea Kayaking in the Arctic Archipelago** (brochure description on following page)

costs:

Land arrangements =	\$1750 (1984)
Airfare (charter from Resolute) =	350 (1984)
Total	\$2100 (1984)

Details:

- o 15 days in August
- o sea kayaking and camping in Lancaster Sound
- o visits to historic sites and wildlife viewing are featured

2. Circumnavigation of Bathurst Inlet

costs:

Land arrangements =	\$2495 (1984)
Airfare - not included	

Details:

- o 20 day trip in July/August
- o focus on sea kayaking, hiking and wildlife observation
- o tours led by Mike **Beedall** or noted northern photographer

Great Expeditions

1. **Galapagos** and Andes

costs:

Land arrangements =	\$1 790 (1984)
Airfare - not included	

Details:

- o 15 day tour combining 8 days of cruising the Galapagos and 2 days visiting Santa Cruz and 4 days traveling in the Andes
- o year round
- o **focussing** on natural history

iv) Order of Magnitude Costs

To arrive at the following customer costs the estimates for all components of the package were considered in addition to profit margins and travel agent commission.

Price:

Approximately \$3400 from **Rankin** Inlet all inclusive.

v) Required Community Organization

Contingent on the development of remote lodges in both Wager Bay and Coats Island.

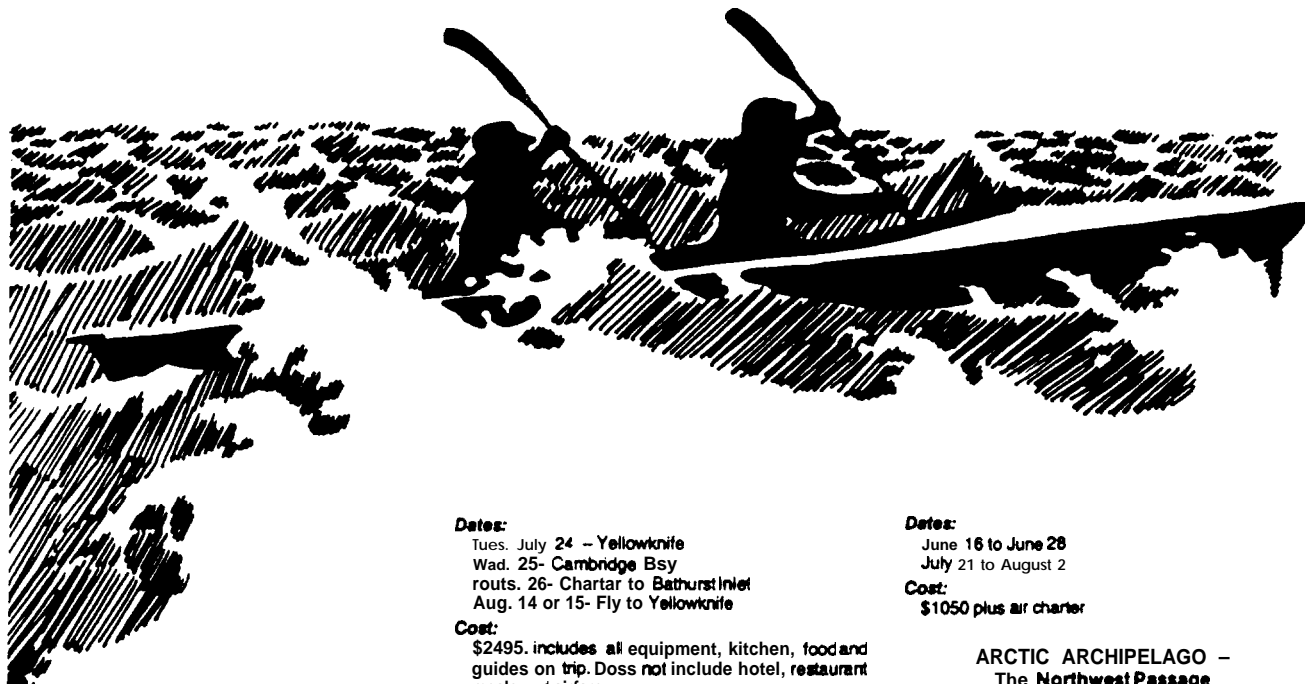
5. Churchill Extended Attraction Package (summer or Spring)

i) Typical Itinerary

The intent of this tour package would be to add on to existing tours currently running to Churchill. The duration of the tack-on tour would be 3 days terminating with a direct flight back to Winnipeg from **Rankin** Inlet.

- o Leaving Churchill the group would stop in for a cultural demonstration and tour of the community in Eskimo Point. An arctic char lunch would be provided at the Ootakevik Hotel.

SEA KAYAKING


Dates:

Tues. July 24 - Yellowknife
Wed. 25- Cambridge Bay
routs. 26- Chartar to Bathurst Inlet
Aug. 14 or 15- Fly to Yellowknife

Cost:

\$2495. includes all equipment, kitchen, food and guides on trip. Doss not include hotel, restaurant meals and airfare.

Dates:

June 16 to June 28
July 21 to August 2

Cost:

\$1050 plus air charter

ARCTIC ARCHIPELAGO - The Northwest Passage

The silence, the beauty and the wildlife of Lancaster Sound beckons. The Sound is considered by many scientists to be one of the most ecologically significant among Arctic regions, as one million seabirds reproduce here (half of the entire Arctic population) and at least one third of North America's white whales summer here, as do 85 percent of North America's narwhal population.

Coupled with the obvious adventuresome aspects of the expedition will be the objective to document all sightings of large mammals: land mammals such as the polar bear, and also marine mammals, especially the beluga whale, whose communications we shall record acoustically.

To start the expedition, we fly with our kayaks from Resolute Bay along the south coast of Devon Island. Here we hike for a couple of days, searching for the small herd of musk ox that is isolated by the ice cap from the major herd to the north.

The waters of this area are critical feeding areas for seabirds and marine mammals. Walrus, seal and narwhal migrate along the east coast of Devon each year, while white whales use many of the estuaries and polar bears use the headlands as summer sanctuaries.

We follow the prevailing current westward past numerous small inlets such as the Hob House Inlet, which has a large fulmar colony, plus nesting Thayer gulls, kittiwakes, black guillemots and visiting Ivory gulls. This is a spectacular coastline with seaward cliffs of 1500'. Farther along, we come to Maxwell Bay, a large beluga calving area, and then on to Radstock Bay, where very abundant marine mammals, Exposure to arctic foxes, hares and tundra vegetation enhances your knowledge of Arctic ecology. This shoreline is studded with old habitation sites - some summer and some winter camps.

Our last stop along the Devon coast will be Beechey Island with its graves, memorials and relics of the past. This was Franklin's winter base in the first year of his disastrous search for the Northwest Passage.

Depending on the ice conditions in Wellington Channel, we will fly or paddle the remaining few miles to Resolute to complete this exciting and historic route.

Date: August 11 to August 25

Cost \$1750 plus air charter from Resolute Bay (\$350)

QUEEN CHARLOTTE ISLANDS

The Charlottes consist of six main islands grouped in a rough triangle, 83 nautical miles west of Prince Rupert, B.C. Most of our sea kayaking is in the east coast of Moresby Island, ideal because of so many small islands and inlets for exploration. As well as the 'sea-scapes' offered by the combination of mountains, sea and wind, the sea kayaker is indulged in an endless may of wildlife and human and natural history. Seabird colonies (including the comical puffin), bald eagles, sea mammals (otters, seals, whales and sea lions), and marine edibles abound! Explore abandoned Haida villages and imagine the rich culture of these earliest residents of the islands. Kayak, hike, explore and immerse yourself in this very special environment. In our ocean tandem kayak we will use the Klepper Aenus, a stable, seaworthy, lugs volume kayak. You will need to practice your canoeing and kayaking skills to get your shoulder muscles in shape, but anyone with canoeing experience will soon feel at home in the Klepper.

We have two Queen Charlotte options for 1984:

NORTH: SANDSPIT TO HOTSPRINGS

Participants depart Sandspit Village Airport on Moresby Island, we will explore the beautifully intricate section of Moresby Island front Cumshewa Inlet to Hot Springs Island, north to south. Highlights include abandoned Haida villages, sighting of peregrine falcons and eagles, sea lions, and bathing in the luxurious hot baths of Hot Springs Island.

Dates:

June 2 to June 14
August 22 to September 3

Cost:

\$1050 plus air charter from Sandspit

SOUTHERN: HOTSPRINGS TO ANTHONY ISLAND

Start at Hot Springs Island and explore the countless rocks and crannies of the coast. Features of this trip include: a day hike to the local peaks and alpine meadows, the Dolomite Narrows with fantastic intertidal displays, Haida villages, and sea lion and sea-bird colonies!

This year, we at Trail Head are proud to announce that, in cooperation with Eco-Summers and Eco-Marine (both of Vancouver, B.C.), sea kayaking adventures and sea-touring kayaks are available to you. Below are four exciting sea kayaking expeditions that will thrill anyone with an adventurous streak. As well, in both our Ottawa and Toronto stores, we will have a line of sea-touring kayaks and accessories to allow you to explore the waters a little closer to home. The Thirty Thousand Islands of Georgian Bay, the wild shores of the west, and the countless lakes and rivers of Ontario and Quebec are ideal for kayak touring! Orp by to see the variety of sea-kayaks available.

CIRCUMNAVIGATION OF BATHURST INLET

Ocean kayaking - Hiking - Wildlife Observation

Bathurst Inlet is a superb wildlife habitat that reaches deep into the Central Barrens of the Northwest Territories. Presently under consideration as a new National Park, this 'Arctic Oasis' is rich in large game (caribou, wolves and muskoxen abound), while bird life is abundant. Peregrine falcons and a vast array of waterfowl are inhabitants. The Inlet is characterized by rugged hills and lush green tundra. With numerous islands to explore, rivers flowing into the inlet are teeming with arctic char and the myriad of lakes within are a hiker's dream. During our travels we will visit two of the most remote Inuit villages in the Canadian Arctic, where living off the land is still their essential art.

This is the ultimate trip for the keen wildlife observer, nature lover or explorer of the countryside, who wants to experience the splendour of an arctic summer. Travel will be in very stable, 2-person Klepper kayaks. Although no previous kayaking experience is necessary for this trip, individuals must be in good physical condition and provide a medical certificate for this journey. This is an easy paced trip designed to give time for exploration and relaxation.

Leader: Mike, an internationally published photographer, an avid traveller and expedition leader in the Canadian north, and the author of the book 'The Magnetic North', will give assistance and advice to aspiring shutterbugs throughout the

The afternoon would consist of a brief stop in Whale Cove providing an opportunity to visit the Craft Store (this stop would be contingent on a bus or suitable vehicle being available to transport the group in Whale Cove). Following Whale Cove the group would travel on to **Rankin** Inlet for the night.

- o The day in **Rankin** Inlet would be spent touring the community along with a bus trip out to the **Meliadine** River (in the spring or fall this could be replaced by a Bombardier trip out to the **Meliadine**).
- o The third and final day would involve a day charter to Chesterfield Inlet where the group will have a chance to walk the nearby archaeological trails. (In the spring this could be replaced by a Bombardier trip out to the floe edge).
- o A direct flight will take the group from **Rankin** Inlet back to Winnipeg.

ii) Marketplace Appeal

As this package is envisioned as a tack-on to existing Churchill tours the market characteristics would be similar to those of existing Churchill visitors. A typical visitor profile would be as follows:

- o mostly over 55 years of age and between the ages of 15-34
- o retired people and students
- o from both the U.S. and Canada
- o interested in sightseeing and experiencing the wilderness in a unique environment
- o interested in different cultures or ways of life

Potential Number of Tours:

If we assume 15 trips per year with an average of 12 tourists per tour then maximum yearly visitation would be 180 people.

The marketing strategy for this type of tour package should focus on attracting some of the tour wholesalers currently running **tours to Churchill** such as:

- o Land Tours, Indiana
- o Harmon Travel, Idaho
- o Dan Dipert Tours, Texas

iii) Intervening Opportunities

The following two tours are examples of existing general interest tours that run to Churchill. These would represent the types of tours that could be extended into the Keewatin.

Thru The Lens Tours

1. Hudson Bay Polar Bear Expedition (itinerary on the following page)

costs:

Land arrangements (no meals)	\$1 365 (U.S., 1984)
Airfare (from Winnipeg)	\$ 215 (U.S., 1984)
Total	\$1580 (U.S., 1984)

Details:

- o 8 day photo safari in the fall
- o limited to 15 passengers
- o led by a noted photographer

Black Feather

1. Polar Bear Photo Safari

costs:

Land arrangements (meals excluded)	\$695 (1984)
Airfare (from Winnipeg)	\$300 (1984)
Total	\$995 (1984)

Details:

- o 5 days in the fall
- o staying at the Arctic Inn
- o **fo**cussing on photographic opportunities
- o tours are led by Mike **Beedall**, a noted photographer
- o photographic seminar held in Ottawa several weeks prior to the trip

iv) Order of Magnitude Costs

Price:

Approximately \$900 starting from Churchill and ending in Winnipeg.

v) Required Community Organization

- o **Each** of the communities to be visited would have to provide suitable transporaton ie., a small bus or van.
- o There would **also** have to be community hosts in each community to meet the group at the airport and host the community tours.

Hudson Bay Polar Bear Expedition

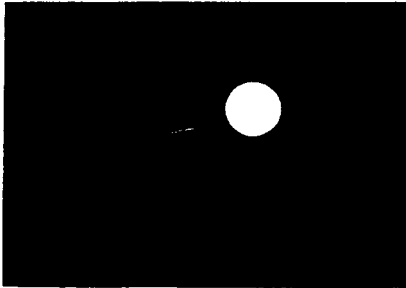
8 Days/Departing October 18

Under a setting sun polar bears appear lemon yellow against the dazzling whiteness of the coast pack ice. The great white bears are the quintessential inhabitants of the arctic wilderness—immense, powerful, fearless. Each October dozens of polar bears crowd the coastal areas of Hudson Bay near Churchill, Manitoba, waiting for the sea to freeze. Nowhere on earth is there known to be a gathering of comparable size.

Through the lens offers you an opportunity to track polar bears in the safety of specially designed all-terrain vehicles. Indeed, out on the tundra we will approach the bears within a few yards. The photographic opportunities are incredible.

Churchill, though, is more than the polar bear capital of the world. It is an area of scenic tundra and taiga, and rugged coastline. Churchill lies on the transition zone between the northern boreal forest and the flat treeless expanses of the arctic tundra. In such a favored location it enjoys wildlife from both of these environments—arctic fox, cross and silver fox, snowy owls, gyrfalcons and ptarmigan. The skies above Churchill provide an additional highlight. On clear nights spectacular displays of the aurora borealis wax and wane. Churchill, in fact, witnesses the highest intensity of auroral activity in the entire Arctic.

While in Churchill we will have first class accommodation and from there we will make daily forays out to the tundra and forests. Churchill offers the arctic on gentle terms without sacrificing the adventure and excitement inherent in a visit to the North.



© Wayne Lynch

ASSEMBLY IN WINNIPEG

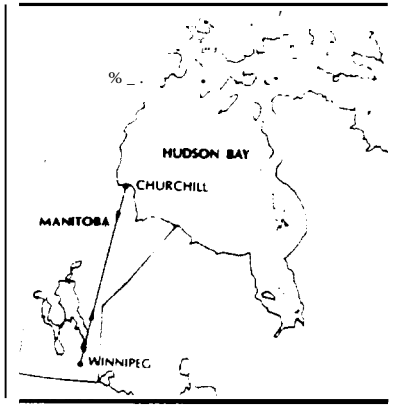
Day 1—Thursday

Participants will meet in the evening at the Best Western International Inn in Winnipeg. Welcome cocktails will be followed by a briefing on the ecology of the Churchill region and on the natural history of the polar bear.

FLIGHT TO CHURCHILL

Day 2—Friday

A 2 1/4 hour mid-day flight takes us north to Churchill. After settling into comfortable rooms at The Arctic Inn, we have the remainder of the afternoon free to get acquainted with this far-north town on the western shore of Hudson Bay. We may see our first polar bears, as the massive carnivores occasionally stray right into town.



TAIGA AND TUNDRA

Days 3/6—Saturday/Tuesday

Exploring the taiga and tundra in "tundra buggies" and vans in pursuit of polar bears and other fauna, we will have plenty of time to photograph and to acquire an appreciation of this remarkable landscape and its wildlife. We will also visit the Eskimo Museum, with its comprehensive collection of Inuit artifacts, the innovative Town Complex, and the Arctic Trading Company which offers one of the largest selections of Indian and Inuit arts and crafts in the entire North.

RETURN TO WINNIPEG

Day 7—Wednesday

The morning will be devoted to further exploration in and around Churchill. An early afternoon flight returns us to Winnipeg, where we will enjoy a farewell dinner this evening, INTERNATIONAL INN

TOUR'S END

Day 8—Thursday

Our Far North adventure concludes this morning as tour members depart on individual flights for their home cities.



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(NOTE: See National Geographic magazine, March 1982, for article and pictures on the Hudson Bay area and the polar bears: "Henry Hudson's Changing Bay," page 380.)

TOUR PRICE \$1365

Airfare, round trip

Winnipeg/Churchill \$ 215

Single Room Supplement \$ 150

Tour price includes the farewell dinner on the 7th day. No other meals are included.

Land and air fares are based on tariffs and currency exchange rates at time of printing, and are subject to change.

The tour is limited to 15 passengers.



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6. Arts/Culture Interest Tour (spring)

i) Typical Itinerary

The focus of this 5-day tour package would be on the Keewatin arts and crafts industry along with providing an insight into the **Inuit** way of life. The tour could be initiated in Winnipeg or through the **Baffin** Region in conjunction with a trip to Cape **Dorset**. The trip could also function as an add-on to existing Churchill tours. Therefore we have assumed an all-inclusive tour package from **Rankin** Inlet.

- o Following a night in **Rankin** Inlet the first day would be spent with an orientation session followed by a tour of the community and a visit to the local craft shop where the tourists would have an opportunity to meet some of the local artists.
- o Day two would start with a charter flight to Baker Lake where the group will have a chance to visit the famous print shop, the local sewing centre as well as Paul Toolooktook's artifact shop. At the **co-op** the group would have a chance to meet with some of the well known print makers who will explain the print making process and perhaps discuss the stories behind the prints themselves. Part of the day would be spent with the elders society listening to stories of the olden days.
- o The **next** morning the group will catch a flight to Eskimo Point for a 1 day stay. In Eskimo Point the group would be treated to a number of cultural demonstrations as well as a tour of the community.
- o After spending one night and one day in Eskimo Point the tour would leave for Whale Cove to visit the craft shop and meet the local artists. Instead of flying on to **Rankin** Inlet the group will take a bombardier trek first out to the floe edge where they will be treated to tea and bannock in an igloo and then travel to

Rankin Inlet along the sea ice. If the floe edge is too distant from the track to Ranking (**ie.**, an extra hours journey) then the group could fly to **Rankin** following a trip out to the floe edge and back.

- o The trip would terminate in **Rankin** Inlet with the option to catch a direct flight back to Winnipeg. If the package was integrated with Cape Dorset in the **Baff** in Region the connection would be made through Coral **Harbour** at either the beginning or end of the trip.

ii) Marketplace Appeal

The intent of this **5-day** package is to cater to both the arts/culture special interest groups as well as the more general interest markets. The tour would essentially be a general interest package with a focus on **Inuit** art and culture.

This type of package could also potentially be marketed to special interest groups that have an interest in northern Arts and Crafts. Members of such groups are generally represented by all adult age groups, they tend to be white collar workers and normally have above average incomes.

Groups such as **Inuit** Art Enthusiasts in Edmonton and Arts and Culture in the North based in New York could provide possible marketing opportunities, either through newsletters or by direct mail utilizing mailing lists.

Another opportunity presented by groups such as these would be to attract art specialists to join a wholesaler in promoting a tour.

Potential Number of Tours:

These tours would accommodate as many as 15 people.

If we assume 3 tours per summer with an average of 10 people per tour maximum yearly visitation would be 30 people.

The marketing strategy for this type of tour should be similar to that suggested for the Keewatin Historical Package Tours.

iii) Intervening Opportunities

The following are two examples of similar Arts/Culture tours dealing with a northern culture.

Finnair

1. Reindeer Safari Tour (Itinerary on following pages)

cost:

Land arrangements	\$969 (1984)
Airfare (from Toronto)	\$985 (1984)
Total	\$1 864 (1984)

Details:

- o 8 days tour to **Lapland**
- o **fo**cussing on the **Lapland** culture and arts of Finland
- o tours in March
- o feature reindeer **to**urs and a visit to a traditional Lapp village

2. Canada North Outfitting

Inuit Art Tour

cost:

Total	\$ 1965 all-inclusive from Montreal
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Lapland snowmobile excursion



Colorful Lapp ceremony

Discovering the adventures of

ROVANIEMI—Lapland's colorful capital

7 days/6 nights US\$189

8 days/7 nights CA N\$259

Single Supplement US\$80, CA N\$120

TOUR PRICE INCLUDES: IT-4-AY11HELKVNNA-95

- Round-trip air transportation between Helsinki and Rovaniemi
- 3 nights accommodations in a first class hotel in Helsinki
- 3 nights* accommodations in first class hotel in Rovaniemi
- Round-trip bus transportation from airport to Helsinki terminal
- Full Finnish breakfast daily
- Half-day sightseeing tour of Helsinki
- Morning sauna and swim
- Helsinki Card
- Guide to Finland's restaurants
- All service charges and taxes
- 4 nights from Canada

ABOUT ROVANIEMI

Located right on the Arctic Circle, Rovaniemi is the capital of Finnish Lapland. Having been virtually destroyed in World War II, its present layout was designed by Alvar Aalto in the form of reindeer antlers. The phenomenon of the Northern Lights frequently turns the city into a spectacular light show. And centered as it is in Lapland, Rovaniemi provides a superb base for discovering the fascinating Lapp culture and way of life.

LA PLAND'S DELIGHTS AND DELICACIES

Unique in all the world, Finnish Lapland and its rugged arctic beauty are part of a different and exotic culture. Colorful Lapp costumes date back to the 15th century and can be seen not only at festival times but also as the Lapps go about their daily tasks. From Rovaniemi, visitors can enjoy such adventures as a night safari that includes dinner in a Lapp tent, or a trip to a working reindeer farm.

THE HOTEL POLAR

The Hotel Polar Rovaniemi, located in the city's center, has comfortable, spacious rooms, a well-known restaurant that serves Lapp specialties, two saunas, a large heated pool, an informal restaurant for meeting friendly locals, and the Lapponia Club, open until three in the morning for dancing and dining.

LA PLAND SKI TREK, US\$409, CA N\$519 (per Person)

For true adventurers (and skiers of at least intermediate ability), this 8-day hut-to-hut ski trek will provide a lifetime of memories. The average day's trek is 12 to 20 miles across the dramatic landscapes of winter Lapland. Skiers are accompanied by an expert wilderness guide.

Finnish Lapland

REINDEER SAFARI AND OTHER LAPLAND ADVENTURES
8 days/7 nights US\$769, CA N\$969
Single supplement US\$110, CA N\$150

TOUR PRICE INCLUDES: IT-4-AY SAFARIS

- Round trip air transportation between Helsinki and Rovaniemi
- 1 night accommodation in Hotel Polar Rovaniemi
- 2 nights accommodations in a first class hotel in Helsinki
- 4 nights accommodations in Enontekiö Hetta Hotel
- Round trip bus transportation from airport to Helsinki terminal
- Transfer from Rovaniemi airport to hotel
- Private motorcoach transfers between Rovaniemi and Enontekiö
- Full Finnish breakfast daily
- Welcome dinner in Rovaniemi
- All meals in Enontekiö
- Daily sauna
- Half-day sightseeing tour of Rovaniemi
- 2 full day Reindeer Safaris
- Experienced guide in Lapland
- Lapp guide while in Enontekiö
- Full day excursion by snowmobile to a Lapp home, including special lunch
- Reindeer Driver's License
- Arctic Circle certificate
- Helsinki Card
- Guide to Finland's restaurants
- Luggage handling in Lapland
- All service charges and taxes

THE ADVENTURE OF A LIFETIME

This unique experience might be the adventure of your lifetime: a reindeer safari, with you driving your own reindeer sleigh. Under the direction of an experienced Lapp guide, your caravan will head out in the early morning from Enontekiö, in the very north of Finland. You'll stop at a wilderness hut for mid-morning sandwiches and coffee, and again in the early afternoon at a Lapp village, where your hosts will entertain you with joyful "joika" songs and award you with a reindeer driver's license. There may even be time to try your hand at ice fishing and lariat throwing. On the way back, you'll stop again to sample Finnish sausages, grilled over a crackling fire. Then on to your hotel, for a well-deserved sauna and dinner. When you return to Rovaniemi after your adventures in Enontekiö, you'll feel you've been on top of the world .. and you have.

1985 DEPARTURE DATES: (Reindeer Safari only)

New York & Montreal—March 8, 15, 22, 29

Los Angeles—March 21, 28

10 days/9 nights, tour price slightly higher.



Winter twilight



Safari by reindeer

Details:

- o 5 day tour spending 1 night in **Frobisher** Bay, and 3 nights in Cape Dorset
- o **Focussing** on arts and crafts.

iv) Order of Magnitude Costs

To arrive at the following customer cost the estimates for all components of the package were increased to allow a suitable profit margin and travel agent commission.

Price

Approximately **\$1 000 all** inclusive from **Rankin Inlet**.

v) Required **Communtiy** Organization

- o Each of the communities to be visited would have to provide suitable transportation ie., a small bus or van.
- o There would also have to be community hosts in each community to meet the group at the airport and host the community tours.

7. Skidoo Expedition to Wager Bay (spring)

i) Typical Itinerary

This 7 day **all** inclusive package includes a snowmobile-sledge journey from Repulse Bay to Wager Bay combined with several days of sightseeing and ice fishing at the Wager Bay Naturalist Lodge. The package would include accommodation, meals, complete outfitting of Arctic clothing and camping equipment. The journey itself would take 3 days stopping off at points of interest along the way including the large **polynia** at the mouth of Wager Bay to view local wildlife.

The trip would end with a charter flight from Wager Bay to Rankin Inlet to connect with a direct flight to Winnipeg.

ii) Marketplace Appeal

It is envisioned that this type of tour would attract a similar clientele to the **snowmobile-sledge** expeditions run out of Resolute Bay by **Bezal Jesudasen**.

High Arctic International Explorers attract an international clientele with the average age of participants being in the **50's**. However, all clients are very active and physically fit.

Most of **Bezal's** patrons are European, coming from the following countries :

Japan
Germany
Finland
England
Italy
Austria
Switzerland

The remainder of his clientele is made up of Americans with very few Canadians.

Potential Number of Tours

If we assume an average of 8 persons per trip with 2 trips each spring the maximum yearly visitation would be 18 people.

iii) Intervening Opportunities

The following are brief descriptions of two of the snowmobile expeditions offered by **Bezal Jesudasen**.

High Arctic International Explorer Services

1. On Top of the World (itinerary on following pages)

cost:

Land arrangements	\$1 980 (1985)
Airfare	not included

Details:

- o 10 day **snowmobile trek** from Resolute Bay to **Grise** Fiord
- o complete outfitting services provided as part of the package (**ie.** clothing, sleeping bags, etc.)
- o 3 days to **climatize**, 5-6 days traveling, and 1 day in **Grise** Fiord
- o maximum 10 guests
- o season April 15- June 5

2. Magnetic North Pole

cost:

Land arrangements	\$2480 (1985)
airfare	not included

Details:

- o 10 days snowmobile trek from Resolute Bay to the magnetic north pole

iv) Order of Magnitude Costs

To arrive at the following customer cost the estimates for all components of the package were increased to allow a suitable profit margin and travel agent commission.

"ON TOP OF THE WORLD"

A Snowmobile/Sledge Expedition
Between Resolute Bay and **Grise Fiord**
Canada's Northernmost **Inuit** Communities

Length: 10-day package holiday from Resolute Bay, N.W.T.

Season: April 15th-June 5th.



Have an unforgettable High Arctic experience on a sledge journey between Resolute Bay on Cornwallis Island and Grise Fiord on Ellesmere Island. Great opportunity to see Polar Bears, Muskoxen and other Arctic wildlife, as well as spectacular scenery of land and ice formations, glaciers, icebergs. While traveling with our experienced Inuit guides, learn about their Arctic survival skills including igloo building. Overnight in Grise Fiord and enjoy a day of sightseeing around the community. Fly back to Resolute in our charter aircraft. Optional flight to the Magnetic North Pole available at extra cost.

Cost: All inclusive from Resolute, ground transportation, accommodation, meals and sightseeing in Resolute, Complete outfitting of special Arctic clothing, camping equipment, sleeping bags, food for the journey, 1 night accommodation in Grise fiord and guides for the **10 days**.

Three days in Resolute preparing and acclimatizing, 5 to 6 days traveling and camping, 1 day in Grise Fiord. Extra days due to delays caused by bad weather or plane cancellation will be extra. Optional routing of the plane via the Magnetic North Pole will be at extra cost.

Age is not a factor but guests should be in good physical condition as the journey by sledge is physically strenuous.

Minimum number of guests: 4
Maximum number of guests: 10

MAGNETIC NORTH POLE

A Snowmobile/Sledge Expedition

Length: 10-day package from Resolute Bay, N.W.T.

Season: April 15th-June 5th

Have an experience of a lifetime on a sledge journey to learn about the wandering Magnetic North Pole which is presently northwest of King Christian Island. Enroute see Polar Bear, Muskoxen and other Arctic wildlife as well as the fabulous High Arctic scenery. Visit Canada's northernmost mine on Little Cornwallis Island. While traveling with our Inuit guides learn about their survival skills of the Arctic including igloo building.



Cost: All inclusive from Resolute, complete outfitting of Arctic clothing, ground transportation, sightseeing, meals and accommodation in Resolute, camping equipment, sleeping bags, food for the journey and guides for the **10 days**.

Extra days in Resolute due to delays caused by bad weather or plane cancellations will be extra.

Age is not a factor but guests should be in good physical condition as the journey by sledge is physically strenuous.

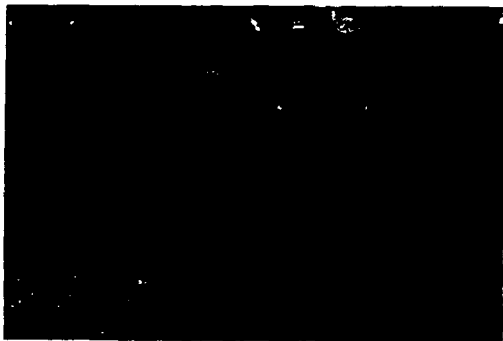
Minimum number of guests: 4
Maximum number of guests: 10

HIGH ARCTIC

CANADA



HIGH ARCTIC INTERNATIONAL EXPLORER SERVICES LTD.



BOX 200, RESOLUTE BAY
NORTHWEST TERRITORIES, CANADA
X0A 0V0

TEL.: (S19) 252-3875

IN RESOLUTE BAY, N.W.T.

All Through The Year

We provide accommodation and meals as well as ground transportation for sightseeing *tours*. While staying with us you will have the opportunity to taste some of the Arctic delicacies like Arctic Char, Musk-oxen and Caribou meat.

We have all the necessary special Arctic clothing for winter or Arctic summer to outfit up to 50 people, complete camping equipment, numerous 5-Star and other special Arctic sleeping bags, double-wall tents, kitchen tents, all kinds of Arctic survival and safety equipment.

We operate a fleet of 15 snowmobiles with reliable sledges built by Inuit, freighter canoes and inflatable boats with outboard motors and Honda All Terrain Cycles. We have SSB-HF base radios and portable radios, with a base station in Resolute for communication support to our field parties with range up to the geographic North Pole. Our equipment includes portable forced air heaters, generators for A.C. and D.C. power and a good stock of spare parts and repair materials for many kinds of Arctic equipment.



We employ some of the best Inuit guides — experts in old Inuit survival skills. Our home library has a good collection of Arctic books.

To complement our excellent Arctic equipment we have more than fifteen years experience and knowledge of the High Arctic area, Inuit culture and other Arctic sciences. We can provide the best logistic support and consulting for any kind of Arctic travel, nature photography, expedition or research in the High Arctic,

Price

Approximately \$2500 all inclusive frOm Winnipeg.

- v) Required Community Organization
 - o Requires a well equipped and experienced outfitter along with development of the naturalist lodge in Wager Bay.

5.7 High **Interest Opportunities**

In order to provide direction to both the government and **KCC** in assisting with the implementation of the development opportunities outlined in the previous chapters it is necessary to outline perceived regional development priorities.

As part of the overall implementation program a number of the "**high interest**" (higher priority) development opportunities were **identified. These** opportunities were selected on the basis of a combination of the following **criteria**:

- o degree of impact on regional tourism industry (i.e. jobs, economic benefits, etc.)
- o ease of implementation (within local capabilities)
- o helps create the desired image for the **Keewatin** (community based, focussed on specialty market segments, etc.)
- o degree of interest and support in the community
- o quality of the opportunity
- o degree of private sector involvement and opportunity

According to these criteria then, the following projects were identified as "**high interest**" opportunities.

The priority for implementation of the following opportunities should be based on the necessary community/private sector interest **and** initiative.

1. Semi-permanent fish camp for chartered fishing packages - Baker Lake
2. Boat tour operation with excursions to Baker Lake and the historical points of interest like Cape Fullerton - Chesterfield Inlet.
3. Develop a series of guided interpretive Honda tours to the **Meliadine** River.
4. Summer tourist camp development at Upper Eskimo Point developed in conjunction with boat tours from Eskimo Point.
5. Photographic safaris to Coats Island with possibility for developing a small naturalist lodge facility - Coral **Harbour**.
6. Development of a regional tourist orientation **centre** - Rankin Inlet.
7. Develop short term boat trips to local attractions like the **Harbour Islands** and overnight excursions to Duke of York Bay and Lyon Inlet **focussing** on scenery and wildlife - Repulse Bay.
8. Establish an outfitting business in Whale Cove.

Evaluation Methodology

The pre-feasibility assessment of identified high interest opportunities **focusses** on each business' potential to achieve a point of profitability rather than the generation of specific pro forma statements. This approach provides a clearer illustration of the potential for profitability and facilitates a general assessment of the merits of proceeding with further detailed feasibility work and the preparation of necessary funding proposals.

The prefeasibility assessments do not attempt to detail the specific promotional requirements of each business, management and organizational structures, specific equipment specifications, **pre-operational planning, start-up** costs or all potential sources of grant funding. The assessments assume an operating business, and grant funding input has been factored in at a reasonable level.

5.7.1- Baker Lake Fish Camp

Project Description

To establish a semi-permanent camp, for fishing packages, on the **Thelon** River below the second rapids. The camp would have facilities to accommodate 40 visitors who would be transported by boat or plane from Baker Lake. The camp, basically an insulated tent frame operation, would have two employees on location through the season (a manager and a cook) and guest scheduling/resupply would be **co-ordinated** by establishing an expediting arrangement with an individual or individuals located in Baker Lake. Guides would be employed from Baker Lake and the number of guides would fluctuate with the utilization of camp facilities.

Facilitating **Assumptions**

General

For the purposes of establishing a break-even point for **this** operation, certain expenses have been designated as fixed and some as variable. This categorization will not reflect all efficiencies of scale flowing from increased occupancy of the camp. The analysis does not take into account costs associated with transporting guests to and from the camp as it is assumed that this expense would be either factored into the basic per diem rate on a package basis at cost or, that transportation will be provided by local boat owner/operators in Baker Lake. The ideal relationship between guests/boats/guides is two guests/boat with one guide. Sixteen boats have been assumed which provides for optimum configuration to 80% of camp capacity. Above this level some boats will carry 3-4 guests.

Revenues

Based on a daily rate of \$200.00/guest. A full season is assumed to be six weeks, or 42 days. Guests could be brought in on 7 day package tours. All facilities and supplies will be provided to guests except for basic fishing gear and necessary clothing.

Expenses

Labour - the Camp Manager's wage is based on a rate of \$120/day and the **cook's** wage on \$100/day. These two individuals **are** assumed to be employed for a total of 8 **weeks** to allow for 2 weeks camp set up/dismantle involvement. Guiding fees are **based** on a rate of \$100/day and it is assumed that guides **will assist** with general camp chores.

Maintenance - an allowance of \$5000.00 has been provided to facilitate general repairs to tent equipment and seasonal repairs/maintenance to equipment.

Fuel - based **on** a rate of \$20.00/boat/day with total fuel expenses related to equipment utilization.

Food - a rate of \$30.00/day/person, including staff and guides.

Advertising and Promotion - a charge has been allocated on the basis of 4% of revenues at 100% camp occupancy. This expense is assumed to be static regardless of the occupancy rate. Included in the advertising and promotion charge is the time input of the manager or other designated individual in the promotion of the business, the preparation of necessary pamphlets, etc.

Annual set up/dismantle - \$4000.00 has been provided for the transportaton of 'start-up" goods and supplies, tent erection and general work associated with gearing up the operation at the start of the season and closing down at the end of the season.

Other expense items - provision based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Require e n t s

A list of equipment required by the business is provided and costed. Most of this equipment is basic to an operation of this type. The portable steel storage silo is required to reduce seasonal start up costs and protect equipment during the **off-**season.

Financing

It is assumed that the capital requirements can be financed through application to Special **ARDA**. Debt Servicing is computed on the basis of 40% of capital costs, amortized over 5 years at 12%. It **is** assumed that start up and working capital requirements have been met through grant funding during the **initial** stage of the business operation.

Employment Creation **&** Economic Impact

The fish camp will create a total of 18 seasonal jobs directly at an occupancy rate of 100%. At a level of operation required to break even, a total of 9 seasonal jobs will be created directly. In addition, seasonal employment will be created through transportation of guests, supply requirements and the expediting function. The operation will generate an income flow of \$336000 and \$117500 at 100% and 35% of capacity respectively. The indirect impact of such expenditures through income and employment multipliers is expected to be relatively high as there is little opportunity for leakage. An income and employment multiplier of 1.5 indicates expenditures of \$176400 and the creation of 9 seasonal jobs at break-even.

Comments **Re Pre-Feasibility**

On the basis of the assumptions made, the Fish Camp will reach **a** cash flow break-even point at 35% occupancy. Given an advertising and promotion budget of \$15000, the attractiveness of the area as a fish camp, and the planned initiatives in tourism regionally, it is not unreasonable to anticipate an occupancy rate well in excess of this level.

In addition to some efficiencies of scale not fully provided for, projected profit levels could be further enhanced by providing a lower per diem rate for the guiding function. The preparation of the final feasibility and funding proposal should also address:

- a) Basic training requirements for all employees which would probably include **a basic course** in cooking, simplified bookkeeping and guiding skills in addition to general tourism awareness.

- b) The relative merits/costs of sub-contracting the guiding operation (including associated equipment) to individuals in Baker Lake.
- c) Details of an appropriate advertising/promotional program and the assumption of responsibility for same.
- d) Detailed pre-operational and start-up costs and the funding for same.

TABLE 5-15
BAKER LAKE FISH CAMP
COST ESTIMATES

CAPITAL COSTS

10-Equipped tent frames (12x14)	\$ 30 000.00
2-Kitchen/mess tent frames (16x18)	8000.00
3-Staff tents (12x14)	9000.00
Kitchen equipment & supplies	2000.00
Boat equipment	8000.00
16-16' Aluminum boats	32000.00
16-30HP motors	40000.00
8-15HP motors	12000.00
Generator	1500.00
Freezer	800.00
4-Outhouses	500.00
Radio	2000.00
Storage Silo	2000.00
TOTAL	\$147800.00

FIXED COSTS

	Per clay	Season
Labour - Camp Manager	120	\$ 8064.00
Cook	100	5600.00
Maintenance		5 000.00
Debt service		15677.00
Insurance		3000.00
Legal & audit		1500.00
Advertising, promotion		50400.00
Expediting		2000.00
Annual set-up/dismantle		4000.00
License fees etc.		2000.00
TOTAL		\$ 97241.00

TABLE 5-15
(cont'd)BAKER LAKE **FISH** CAMP
COST ESTIMATESVARIABLE COSTS
(based on Pull season)

Labour-guides	\$ 67200.00
Fuel	13440.00
Food	73080.00
TOTAL	\$153720.00

TABLE 5-16
BAKER LAKE FISH CAMP
CASH FLOW BREAK EVEN ANALYSIS

PROJECTED PROFIT & **LOSS**

OCCUPANCY	100%	50%	APPROXIMATE CASH FLOW BREAK-EVEN 35%
REVENUES	\$336000.00	\$ 168 000. 00	\$ 233734.57
Labour - Camp Manager	8064.00	8064.00	8064.00
Cook	5600.00	5600.00	5600.00
Guides	67200.00	33600.00	23520.00
Fuel	13440.00	6720.00	4704.00
Food	73080.00	36540.00	25578.00
Advertising & Promotion	15000.00	15000.00	15000.00
Maintenance	5000.00	5000.00	5000.00
Expediting	2000.00	2000.00	2000.00
Annual set-up/dismantle	4000.00	4000.00	4000.00
Debt service	16400.00	16400.00	16400.00
Insurance	3000.00	3000.00	3000.00
Legal & audit	1500.00	1500.00	1500.00
License fees etc.	2000.00	2000.00	2000.00
Total Expenses	216284.00	203661.00	116366.00
NET PROFIT	\$119716.00	\$-35661.00	\$ 1234.00
INDICATED EMPLOYMENT	18.00	10.00	9.00

5.7.2- Baker Lake/Chesterfield Inlet Boat Tour

project Description

To implement two day boat tours between Baker Lake and Chesterfield Inlet. The tours would be undertaken utilizing two 22 ft. Winnipeg Lake Boat type craft operating in tandem or individually, depending on demand. Overnight facilities would be provided at Stoney Point and consist of insulated tent frames, an outhouse and other basic equipment. **In** order to allow for changing weather conditions each boat will be equipped with basic camping gear which would permit stops at alternate points along the route. The boats, equipped with 90 HP outboard motors and a **cutty** cabin, would cruise at 25 mph and complete the trip in approximately 10-12 hours of traveling time thereby permitting stops at points of interest such as Big **Hips** Island, the soapstone quarry, and the historic sites at the end of Baker Lake. The boats would be fully equipped with communication equipment, wet/cold weather gear and necessary safety equipment.

The working capacity of each boat would be 4 passengers plus crew (1) and the operation would be run on a charter basis - regardless of number of passengers carried.

Facilitating Assumptions

General

The boat tour is envisaged as an alternative to flying, thereby catering not only to the tourist market but also intersettlement transportation requirements and government **travellers**. The boats would make 'paid"runs from Baker Lake and Chesterfield Inlet and return. The operation could be based in either community or a boat could be based in each. It is assumed that qualified operators are available or that individuals can be trained.

Revenues

It is assumed that the season extends for a period of 6 weeks and that each boat (operating at full capacity) makes two return trips per week. Revenues are based on a boat charter rate of \$1600 .00 per one way trip. This rate is cost competitive with a Baker Lake/Chesterfield Inlet aircraft charter. **Maximum** number of trips per season is 48.

Expenses

Labour - salary for an expeditor/manager is provided for at a rate of \$150/day. This individual would be responsible for lining up charters, scheduling trips, basic bookkeeping and the operation's adverting and promotional efforts. The crew members are paid at the rate of \$150/day whether the boats are in operation or not. When not actually operating the boats, the crew will be engaged in general equipment upkeep and maintenance and assisting the manager/expeditor. **Labour** costs include benefits.

Gas and oil - nautical mileage assumed at 150% of air mile distance between the two communities and boats perform at a rate of 6 mpg of gas/oil valued at \$3.50 /gallon (\$154/trip).

Food - to be provided for passengers and crew and an allowance of \$30/person is **allocated** (5 people/boat or \$150/trip).

Maintenance - based on seasonal charge of \$1000 per boat. Most **labour** charges associated with boat and equipment maintenance included in crew **labour** charge.

Advertising and promotion - based on 6.5% of revenues generated at 100% utilization and held static regardless of capacity utilization.

Annual Set-up/Dismantle - \$1000 is provided principally to allow for **set-up/dismantle** of camp at Stoney Point. Associated expenses will be contained by using the portable steel storage silo provided for.

Other expense items -based on general prevailing rates. Actual amounts **will** vary according to experience and rates negotiated but are not expected to differ **in** any material way from amounts projected.

Capital **Requirements**

A costed list of equipment requirements is provided. The actual cost of the boat acquired will depend on type but the requirement is for a type similar to that suggested. The equipment provisions for the Stoney Point camp are basic to an overnight facility capable of accommodating 8 passengers and two crew.

Financing

It is assumed that a portion of the capital requirements can be financed through application to Special ARDA. **In** addition, the potential of accessing financial support (operating costs and some equipment costs) through the Natural Resource Development sub-agreement of EDA (**Intersetlement** Trade) should be pursued. **Debt** servicing is computed on the basis of 40% of capital costs, amortized over 5 years at 12%. It is assumed that start-up and working capital requirements have been met through grant funding during the initial stage of the business operation.

Employment creation **&** Economic **Impact**

The boat tour operation between Baker Lake and Chesterfield Inlet will generate a total of 3 seasonal jobs directly and through employment and income generators, additional employment in both communities. **In** addition to employment creation, the project has the capacity to contribute to **intersetlement** trade between the two communities with attendant socio-economic benefits.

Comments on **Pre-Feasibility**

While projections indicate a fairly. high level of capacity utilization (76%) to achieve a break-even point, the operation, nevertheless, is viable on the basis of the assumptions made and an effective advertising/promotion program in

conjunction with regional tourism initiatives will go a long way toward achievement of the required capacity level.

The area which affords the best potential for cost cutting measures, without impairment of the service provided, is in restructuring the wage arrangements of the crew to eliminate payment for days when boats are not operational. This would necessitate some increase in provision for maintenance and annual **set-up/dismantle** charges but the net impact would be a significant increase in net profits. The preparation of the final feasibility and funding proposal should also address:

- a) The availability of operational support for a period of several years; in effect, a subsidy (possibly through EDA as the project definitely has an Intersetlement Trade component).
- b) Details of an appropriate advertising program and how this may be coordinated with other tourism initiatives in the area.
- c) Basic training requirements for all those involved in the business. In particular, attention should be given to courses in safety, small craft operation, basic cooking, first aid, basic bookkeeping and business management and tourism awareness.
- d) The development of detailed pre-operational and start-up costs and funding of same.

TABLE 5-17
BAKER LAKE/CHESTERFIELD INLET BOAT **TOUR**
COST ESTIMATES

CAPITAL COSTS

Boat Equipment & Gear

2-22' Winnipeg Lake Boat (Incl. motors)	\$ 25000.00
8-Sets, Wet Weather/Safety Gear	3200.00
2-Radios	3000.00
4-Portable 4 Man Tents	1000.00
2-Portable 2 Man Tents	500.00
10-Bedrolls	2000.00
2-Coleman Stoves	200.00
2-Lanterns	100.00
8-Parkas	2400.00
TOTAL	\$ 37400.00

Camp Equipment **and Bet-Up**

3-Insulated Tent Frames (with heaters)	\$ 9000.00
1-Outhouse	200.00
10-Cots & Foamies	1500.00
2-Picnic Tables	500.00
1-Portable Steel Storage Silo	2000.00
-Site Clearing etc.	2000.00
TOTAL	\$ 15200.00

TOTAL CAPITAL COST	\$ 52600.00
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TABLE 5-17
(continued)

BAKER LAKE/CHESTERFIELD INLET BOAT TOUR

FIXED COSTS

Labour-Expeditior/Manager @\$150/day	\$ 6300.00
Crew (2) @\$150/day	12600.00
Maintenance	1000.00
Insurance	2000.00
Advertising/Promotion	5000.00
Legal & Audit	1000.00
Debt Service	5398.00
License, Fees etc.	1000.00
Annual Set-up/Dismantle	1000.00
TOTAL	\$ 35298.00

VARIABLE COSTS
(full capacity)

Gas & Oil	7392.00
Food	7200.00
TOTAL	\$ 14592.00
TOTAL OPERATING COSTS	\$ 49890.00

TABLE 5-18
BAKER LAKE/CHESTERFIELD INLET BOAT TOUR
BREAK-EVEN ANALYSIS

			BREAK-EVEN
# BOAT TRIPS	48	24	36(1)
CAPACITY %	100.00	50.00	76.00
REVENUES	\$ 76800.00	\$ 38400.00	\$ 58368.00
EXPENSES			
Labour	18900.00	18900.00	18900.00
Gas & Oil	7392.00	3696.00	5617.92
Food	7200.00	3600.00	6150.00
Maintenance	1000.00	1000.00	1000.00
Insurance	3000.00	3000.00	3000.00
Advertising/Promotion	5000.00	5000.00	5000.00
Legal/Audit	1000.00	1000.00	1000.00
Debt Service	5837.00	5837.00	5837.00
License Fees etc.	1000.00	1000.00	1000.00
Annual Set-up/Dismantle	1000.00	1000.00	1000.00
Depreciation	10180.00	10180.00	10180.00
Total Expenses	\$ 61509.00	\$ 54213.00	\$ 58006.92
NET PROFIT	\$ 15291.00	\$ -15813*00	\$ 361.00
INDICATED EMPLOYMENT	3	3	3

- 1) This allows for either foul weather or lack of patrons on 23% of the potential operating days.

5.7.3- **Rankin** Inlet - Interpretive Tours

Project Description

To develop a series of all-terrain vehicle access interpretive tours to some of the more visible historic sites and scenic locations around **Rankin** Inlet. Individual and/or package tours will be made available to tourists wishing to visit sites which have been designated by the Hamlet Council; some of which already have interpretive brochures and signage.

The business would utilize the services of a local supplier of three wheelers and tourists would rent machines (including gas) either directly or through the business at cost. The business would supply necessary equipment except for appropriate clothing. Essentially, the interpretive tours would be a guiding service designed to promote and co-ordinate tours creating employment for trained guides.

Facilitating Assumptions

General

The operation will consist of a Manager/Expediter (also a guide) and five guides as well as an inventory of basic tour equipment. The business would arrange grant funding for all capital requirements including three wheelers for each guide. It is expected that grant monies would be secured for 100% of equipment costs, except for the \$18000 required to purchase 6 trikes. Of this amount, a maximum of 50% would be financed by the individual guides who would own their equipment. The Manager/Guide would, in effect, run the business, expedite, schedule and look after promotion and basic **bookkeeping**. The business could, perhaps, be structured as a small co-operative with profits shared equally at the end of the season.

Revenues

Based on a daily guiding fee of \$150 over a six week (42 day) period. Groups of various size would be accommodated but the basic fee would be maintained regardless of group size.

Expenses

Labour -guides are compensated at a daily rate of \$80 for their *services*. The Manager/guide is paid the basic guiding rate plus 10 percent of revenues. Guides provide for the operating cost of their own vehicles.

Brochure Kits etc. -\$1 500/per season is allocated to cover the costs associated with the printing of brochures and maps etc. It is noted that some of these have already been developed.

Capital Requirements

As detailed, the anticipated capital requirements of the project would be minimal. The bulk of capital would be required to facilitate the acquisition of three wheelers by the guides. The balance of capital items are depreciated over three years, straight-line.

Financing

Grant financing would be accessed to cover capital costs including at least 50% of that required for the purchase of three wheelers by the guides. A number of avenues exist for accessing the necessary funds.

Employment Creation & Economic Impact

The project will create 6 and 4.2 direct seasonal jobs at 100% and 70% (**break-even**) of capacity. In addition, the implementation of interpretive tours will enhance the overall attractiveness of the area to tourists providing day activities which utilize human resources and capabilities already in place. Indirect employment and income generation will be created by employing the equipment and services of an established three wheeler dealer.

Comments Re Re-Feasibility

Adequately promoted, the business should experience few problems in achieving a point of profitability. This is a small operation but one which would create significant employment relative to the level of investment required. Further detailed feasibility work and funding proposal development should pay particular attention to alternative ways of structuring the operation.

TABLE 5-19
RANKIN INLET INTERPRETIVE TOURS
COST ESTIMATES

CAPITAL COWS	
24-Sets, Hipwader & Staffs	\$ 2400.00
24-Sets, Misc. Equipment	2400.00
24-Packsacks	480.00
24-2 Gallon Gas Tanks	240.00
 Total	 5520.00
6-ATV's	18000.00
Total Capital Costs	\$23520.00

(assuming trails are already in place)

TABLE 5-20
RANKIN INLET INTERPRETIVE TOURS
BREAK-EVEN ANALYSIS

UTILIZATION (%)	100	50	70
REVENUES	\$ 31500.00	\$ 15750.00	\$ 20454.52
EXPENSES			
Labour - Guides	16800.00	8400.00	10909.07
Expeditor/Manager	6510.00	4935.00	5405.45
Audit/Legal etc.	800.00	800.00	800.00
Brochure Kits etc. (advertising)	1500.00	1500.00	1500.00
Depreciation	1840.00	1840.00	1840.00
Total Expenses	\$ 27450.00	\$ 17475.00	\$ 20454.52
NET PROFIT	\$ 4050.00	\$ -1725.00	\$ 0.00
INDICATED EMPLOYMENT	6	3.5	4.2

5.7.4- **Eskimo** Point - Boat **Trips/Summer** Camp

Project Description

The project assumes the establishment of a traditional summer camp at Upper Eskimo Point, perhaps run by a family, and basic facilities for tourists to visit as part of a boat trip, and enjoy a learn/observe experience. The boat trips, run in conjunction with the camp, would enable tourists to experience the Hudson Bay lowlands, and interpretive material, in the form of descriptive brochures and maps, would serve to focus on the main points of interest in the area and enhance the observe/learn experience.

The camp and the boating operation could be run as two separate endeavors but some mechanism for **co-ordination** would have to be developed. For the purpose of pre-feasibility analysis the operation is considered as one, although principal operating and capital costs have been segregated in order to illustrate the relative requirements of each.

Facilitating Assumptions

General

It is assumed that the Camp will have the required facilities to offer overnight accommodation **in** addition **to lunch stop'** capabilities. Also, it **is assumed** that visitors will be provided with a basic camp cooked meal. The camp would be equipped with **'traditional'** accommodation for eight visitors in addition to the crew and the requirements of the family/individual running the facility. Two fully equipped boats are provided for, each operated by a crew of one who would also serve as guide. Specific management costs have not been provided for as the camp operator or one of the boat operators is assumed to act as proprietor of the operation or, alternatively, all those involved may assume a management/ownership role. **Provison** is made for expediting costs for services performed by an individual or individuals based in Eskimo Point.

Revenue

Each boat would charter out at a daily rate of **\$800 and** have the capacity to accommodate four guests in comfort. The charter rate would include a scheduled stop-over at the camp with **the** election to overnight if desired. The season is based on 6 weeks or 42 days.

Expenses

Food - costs are based on a daily rate of \$15 per person including boat operators and guests but excluding the camp operator and his family. This provides for one basic camp cooked meal.

Fuel - the boats are assumed to operate for an average period of 6 **hrs/day** and consume fuel at a rate of 3 **gal/hr.** Fuel costs are based on \$3.50/gal.

Labour - based on a per diem rate of \$100 for the camp operator and the crew of the two boats.

Maintenance - an allowance of \$3 000 has been provided to cover costs associated with basic camp maintenance (expected to be a minimal) and boat up-keep. It is anticipated that crew will perform on-going maintenance on the boats.

Advertising & Promotion - based on 15% of revenue at 100% capacity utilization and held static regardless of occupancy rate.

Other Expense Items - provision based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital Requirements

A costed list of equipment required by the business is provided. The camp equipment is basic to the type of operation envisaged. The costing for the two boats has been based on the acquisition of two Wimipeg Lake Boat types

equipped with 70-90 HP outboard motors. The actual craft acquired may differ in regard to specifications but the capital cost allocation is assumed to be appropriate for the project's craft requirements. Communication equipment has been provided for to facilitate the scheduling/expediting function between the boats and the camp and to implement an **additional** safety factor to the operation.

Financing

It is assumed that grant financing will be accessed to offset 50% of the total capital cost requirements of the project. Debt Servicing is based on 40% of the Capital Cost at a rate of 12%, amortized over 5 years. It is assumed that start up and working capital requirements have been met through grant funding during the initial stage of business operation and initial promotional/brochure development costs have been offset by application to GNWT Tourism funding and/or EDA.

Employment Creation & Economic Impact

The boat trip/summer camp operation will generate a total of 3 direct seasonal jobs at full capacity and 2.5 jobs at break-even. While the nature of the operation, if run efficiently, creates limited employment, the relationship to investment is favorable and limited leakage of income and employment **is expected** to occur. Inputted income and employment multipliers of 1.5 indicates total expenditures (direct and indirect) of \$81856 and the creation of 3.75 part time seasonal jobs at **break-even**. The operation will also serve to compliment other tourism related activities in the community of Eskimo Point thereby contributing to the attractiveness of the area as a tourism focal point.

Comments **Re Pre-Feasibility**

The pre-feasibility assessment indicates that the operation, as envisaged, will reach a break-even point at 83% of capacity utilization. While this level may appear high and allow little room **for** deviation from the assumptions made it should be recognized that the operation offers significant opportunities for cost cutting measures which would have a material impact on profitability and the

capacity utilization rate required to achieve break-even. Most evident of these is the provision of food services at the camp which could be eliminated with no material detraction from the attractiveness of the boat **trip/summer** camp operation to tourists.

Similarly, camp overnight facilities could be eliminated with a resultant savings in capital cost and maintenance/depreciation provisions.

The preparation of the final feasibility and funding proposal should also focus on:

- a) The specific details of an appropriate management/organizational structure.
- b) **The** details of an appropriate advertising/promotional program and how **this** may be co-ordinated with planned regional tourism development initiatives.
- c) The possible segregation of the camp operation from the boat tour operation; including the availability of existing boat owner/operators.
- d) the training requirements of the projects which may include courses in small craft operation, guiding, basic safety, camp cooking, basic management practices and bookkeeping.

TABLE 5-21
ESKIMO POINT-BOAT TRIPS/SUMMER CAMP
COST ESTIMATES

CAPITAL COSTS

Camp	6-Traditional Tents	\$ 2400.00
	1-Outhouse	500.00
	1-Colemen Stove	200.00
	12-Cot/Mattresses	1200.00
	2-Picnic Tables	600.00
	6-Kerosene Heaters	1200.00
	6-Colemen Lanterns	600.00
	Radio	1500.00
	Misc. Equipment & Supplies	2500.00
	Total	\$10700.00
Boats	2-Boats	\$ 25000.00
	Wet Weather/Safety Gear	3000.00
	10-5 gal. Gas Tanks	200.00
	2-Radios	3000.00
	Misc.	2000.00
	Total	\$ 33200.00
TOTAL CAPITAL COSTS		\$ 43900.00

TABLE 5-21
(continued)ESKIMO POINT-BOAT **TRIPS/SUMMER CAMP**OPERATING **COSTS** (100% utilization)

Camp	Food	\$ 6300.00
	Fuel	300.00
	Labour	4200.00
	Maintenance/Set-up	1000.00
	Portion Debt Service	1135.00
	Total	\$ 12935.00
Boat	Fuel	\$ 4704.00
	Maintenance	2000.00
	Labour	8400.00
	Insurance	3000.00
	Portion Debt Service	3522.00
	Total	\$ 21626.00
Both	Adverting & Promotion	\$ 10080.00
	Legal/Audit/Lic./Fees etc.	3000.00
	Expediting	2000.00
	Total	\$ 15080.00
TOTAL OPERATING COSTS		\$ 49641.00

TABLE 5-22
 ESKIMO POINT-BOAT TRIPS/SUMMER CAMP
 BREAK-EVEN ANALYSIS

			BREAK-EVEN
# BOAT TRIPS	84	42	70
UTILIZATION (%)	100.00	50.00	83
REVENUES	\$ 67200.00	\$ 33600.00	\$ 55776.00
EXPENSES			
Food	6300.00	3150.00	5229.00
Fuel	5003.71	2501.86	4153.00
Labour	12600.00	8400.00	10458.00
Maintenance	3000.00	3000.00	3000.00
Debt Service	4871.00	4871.00	4871.00
Advertising & Promotion	10080.00	10080.00	10080.00
Legal/Audit/Lic./Fees etc.	3000.00	3000.00	3000.00
Expediting	2000.00	2000.00	2000.00
Insurance	3000.00	3000.00	3000.00
Depreciation	8780.00	8780.00	8780.00
Total Expenses	\$ 58634.71	\$ 48782.86	\$ 54571.00
NET PROPIT	\$ 8565.29	\$ -14968.86	\$ 1205.00
INDICATED EMPLOYMENT	3.00	2.00	2.50

5.7.5- Coats **Island Naturalis**t Facility

Project Description

The project is designed to capitalize on the wildlife and natural resources of Coats Island by establishing a seasonal tourist facility on the island. Initially, **the** operation would consist of tent frames and associated equipment and, later, expand into a more permanent sort of facility such as a lodge or, alternatively, a barge equipped with ATCO trailer units which could be moved in reaction to changing migratory patterns of wildlife and returned to the community at the end of the season for repairs and maintenance. Package tours of a week (7 days) would be sold and guests brought over from the community for a naturalist experience supported by trained and informed guides, suitable literature and interpretive programs and maps.

A feasibility study as identified in Table 5.-5 should be undertaken to develop a concept for the lodge. This study would also identify the most suitable location for the lodge (ie. Coats or **Bencas** Island).

Facilitating Assumptions

General

The pre-feasibility assessment of this project is broken into two phases. The first phase assumes the creation and operation of a 16 man tent frame facility and **focuses** on the occupancy rate required to achieve break-even. The second phase envisages a continuation of the tent frame facility (utilized as two - 12 man outpost camps) and the acquisition of a **barge/ATCO** trailer unit base camp with accommodation for 12 guests. The second phase **focuses** on the capital costs (for Barge/trailer acquisition) that can be supported at the same level of occupancy required to achieve break-even determined by Phase I analysis. For the purpose of establishing a break-even point for this operation certain expenses have been designated as fixed and some as variable. This categorization does not reflect all efficiencies of scale flowing from increased occupancy of facilities.

Revenues

The season is based on 42 days (or 6 weeks) and rates are based on a per diem of \$200 per person exclusive of transportation to and from Coats Island which would be factored into a 'package' at cost or provided independently by Coral Harbour boat **owner/operators**. Phase I assumes maximum capacity of 16 people while in Phase **II** this number would increase to 36 through utilization of base and outpost camps.

Expenses

Labour - costs during the first phase assume full-time involvement of a cook for the season plus two weeks (set-up/dismantle) at \$100/day and the services of a camp manager at \$168/day for a period of 4 months to provide for his/her input into the promotional/management aspects of the business. Costs associated with the guiding function of the business are based on a rate of \$100/day and vary according to the occupancy rate (one guide for four guests). In Phase **II** of the operation, provision is made for an additional cook. Guides would be expected to assist with general camp chores.

Fuel - this expense item, which is related to the occupancy rate of the camp, covers the operation of camp kitchen equipment and vehicles.

Food & Supplies - based on a rate of \$30/day to cover feeding of the guests and staff. **This cost is** variable depending on occupancy rate.

Maintenance - provision of \$5000 has been allowed for general up-keep during Phase I with this amount doubled for the combination barge/tent operation. It is expected that guides will assist with minor on-going maintenance when not actively guiding.

Expediting - an arrangement with an individual or individuals in Coral Harbour will be established to undertake general expediting duties and provision of \$2000 and \$3 000 has been made in Phase I & II respectively for these part-time services during the season.

Advertising and Promotion - **based** on 15% of revenues generated at 100% occupancy and held static regardless of capacity utilization.

Annual Set-up/Dismantle -\$4000 and \$8000 has been provided for Phase I & II respectively. This expense item includes costs associated with the transportation of '**start-up**' goods and supplies, tent erection and the towing of the barge to and from location.

Other Expense Items - provisions based on general prevailing levels. Actual amounts will vary according to experience and rates negotiated but are not expected to differ in a material way from amounts projected.

Capital **Requirements**

A list of equipment required by the business is provided. The equipment requirements associated with the tent frame operation is basic to the type of operation envisaged. Five **AATC's** (three wheelers) have been provided to assist with moving of equipment/supplies and use by guests. Detailed capital requirements associated with the **barge/ATCO** operation have not been determined as this will depend on the availability of an appropriate second-hand barge and trailer units. Instead, different capital cost levels for barge and equipment have been assumed during Phase **II**.

Financing

It is assumed that capital requirements (grants) can be arranged through application to Special ARDA. Debt Servicing is computed on the basis of 40% of capital costs at a rate of 12%. Capital costs associated with the tent-frame operation are amortized over 5 years and the barge operation over 10 years. It is assumed that start-up and working capital requirements have been met through grant funding in the early stages of the business operation.

Employment Creation & Economic Impact

The tent frame operation will generate directly 6.0 and 5.0 seasonal jobs at 100% and 75% (break-even) occupancy respectively. Indirect impacts of tourist expenditures are expected to be relatively high as there is little opportunity for

leakage of such income to other areas. It is expected that overall income and employment multipliers would be at least 1.5. This indicates total expenditures, both direct and indirect, of \$141737 at break-even and the creation of 7.5 seasonal jobs. With the combined barge/tent frame operation, income and employment multipliers suggest total expenditures in the order of \$308657 with the creation of 16.2 seasonal jobs.

Comments Re **Pre-Feasibility**

On the basis of the assumptions made the operation (both Phase I & II configurations) **would** have to achieve a fairly high level of utilization to be successful. However, an effective advertising and promotional program, in conjunction with regional tourism initiatives, should generate the required levels of occupancy. The scenario displayed for the combined barge/tent frame operation (Phase II) suggests that an 75% occupancy rate would accommodate barge/ATCO trailer unit capital costs of \$329846. Alternatively, and possibly more likely, the business may be able to acquire an old barge and used ATCO units for \$200 000 (equipped and set-up). In this case, the business would achieve a break-even point at 68% occupancy. Overall, occupancy requirements would be reduced by increasing the grant portion of funding.

The preparation of the final feasibility and funding proposal should also address:

- a) Basic training requirements for all employees including possibly courses in cooking, guiding, basic safety, basic bookkeeping and tourism awareness. Training-on-the-job would impact favorably on profitability in the first year of operation through wage offsets accessed through **CEIC**.
- b) Grant funding available through GNWT to assist in the establishment of tourism facilities, marketing, promotion, and support material as well as funding through EDA (Domestic Market Sub.) for promotional and capital costs should be pursued.
- c) Detailed pre-operational and start-up costs and the funding of same.
- d) **Details** of the organizational/ownership structure.

TABLE 5-23
COATS ISLAND NATURALIST FACILITY
COST ESTIMATES

PHASE ONE
(Tent Frame Operation)

CAPITAL COSTS

4-Equipped Tent Frames (12x14)	\$ 12000.00
1-Kitchen/Mess Tent (16x18)	4000.00
2-Staff Tents (12x14)	6000.00
Kitchen Equipment & Supplies	2000.00
Generator	2000.00
Refrigerator/Freezer	1000.00
2-Outhouses	300.00
Radio	2000.00
Storage Silo	2000.00
5-ATC Vehicles	12500.00
1-ATC Trailer	400.00
Misc. Equipment & Supplies	2500.00
Total	\$ 46700.00

TABLE 5-23
(continued)

COATS ISLAND **NATURALIST** FACILITY

PHASE ONE
(Tent Frame Operation)

FIXED COSTS

Labour-Camp Manager	\$ 8064.00
Cook	5600.00
Maintenance	5000.00
Debt Service	12384.00
Insurance	2500.00
Legal/Audit	1500.00
Advertising & Promotion	20100.00
Expediting	2000.00
Annual Set-up/Dismantle	4000.00
License Fees etc.	2000.00
Transport, Guides & Supplies	2400.00
Total	\$ 65548.00

VARIABLE COSTS
(Full Season)

Labour	\$ 16800.00
Fuel	3675.00
Food & Supplies	27720.00
Total	\$ 48195.00

TABLE 5-24
 COATS ISLAND NATURALIST **FACILITY**
 BREAK-EVEN ANALYSIS

	BREAK-EVEN		
OCCUPANCY (%)	100.00	50.00	75.00
REVENUES	\$134000.00	\$ 67000.00	\$100500.00
EXPENSES			
Labour-Camp Manager	8064.00	8064.00	8 064.00
Cook	5600.00	5600.00	5600.00
Guides	16799.58	8399.79	12599.68
Fuel	3675.62	1837.81	2756.71
Food & Supplies	27719.24	13859.62	20789.43
Maintenance	5000.00	5000.00	5000.00
Debt Service	5182.00	5182.00	5182.00
Insurance	2500.00	2500.00	2500.00
Legal & Audit	1500.00	1500.00	1500.00
Advertising & Promotion	20100.00	20100.00	20100.00
Expediting	2000.00	2000.00	2000.00
Annual Set-up/Dismantle	4000.00	4000.00	4000.00
License, Fees etc.	2000.00	2000.00	2000.00
Transport, Supplies & Guides	2400.00	2400.00	2400.00
Total Expenses	\$106540.44	\$ 82443.22	\$ 94491.82
NET PROFIT	\$ 27459.56	\$ -15443.22	\$ 6008.18
INDICATED EMPLOYMENT	6.00	4.00	5.00

TABLE 5-24
(continued)**COATS ISLAND NATURALIST FACILITY**

PHASE TWO

(Combination Tent & Barge Op.)

ASSUMED CAPITAL COST

Barge & ATCO Units (Incl. related equipment)	\$100000.00	\$ 200000.00	\$329846.00
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PROJECTED PROFIT & LOSS

REVENUES @ 75% OCCUPANCY	\$226800.00	\$226800.00	BREAK-EVEN \$226800.00
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EXPENSES

Labour-Camp Manager	8064.00	8064.00	8064.00
cooks (2)	11200.00	11200.00	11200.00
Guides	32886.00	32886.00	32886.00
Fuel	7216.50	7216.50	7216.50
Food & Supplies	54422.38	54422.38	54422.38
Maintenance	10000.00	10000.00	10000.00
Debt Service	7079.00	14159.00	23351.00
Insurance	15000.00	15000.00	15000.00
Legal & Audit	1500.00	1500.00	1500.00
Adverting & Promotion	45360.00	45360.00	45360.00
Expediting	3000.00	3000.00	3000.00
Annual Set-up/Dismantle	8000.00	8000.00	8000.00
License, Fees etc.	2000.00	2000.00	2000.00
Transport, Supplies/Guides	4800.00	4800.00	4800.00
Total Expenses	\$210527.88	\$ 217607.88	\$ 226799.88
NET PROFIT	\$ 16272.12	\$ 9192.12	\$ 0.00

INDICATED EMPLOYMENT	10.80	10.80	10.80
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TABLE 5-24
(continued)

COATS ISLAND NATURALIST FACILITY

PHASE TWO (Combination Tent & Barge Op.)	
ASSUMED CAPITAL COST	
Barge & ATCO Units & Tent Frames (Incl. related equipment, capacity for 36)	\$200000.00
PROJECTED PROFIT & LOSS	BREAK-EVEN
REVENUES @ 68% OCCUPANCY	\$205771.37
EXPENSES	
Labour-Camp Manager	8064.00
Cooks (2)	11200.00
Guides	28767.77
Fuel	6312.80
Food & Supplies	47607.80
Maintenance	10000.00
Debt Service	14159.00
Insurance	15000.00
Legal & Audit	1500.00
Advertising & Promotion	45360.00
Expediting	3000.00
Annual Set-up/Dismantle	8000.00
License, Fees etc.	2000.00
Transport, Supplies & Guides	4800.00
Total Expenses	\$ 205771.37
NET PROFIT	\$ 0.00
INDICATED EMPLOYMENT	10.80

5.7.6- **Rankin Inlet** - Arctic **Orientation Centre**

Projected Description

As primary point of entry for tourists visiting the **Keewatin**, **Rankin Inlet** is the obvious location for the establishment of a tourist/visitor information **centre**. **The** proposed facility would be located in the historic site of the North **Rankin Nickel Mine**. The original **headframe** would be reconstructed to house the facility including an upper observation platform and **Orientation Centre** on the ground floor. The **Orientation Centre** would provide, through audio and visual equipment, an overview and orientation to the primary themes of the **Keewatin Region** and the Arctic as a whole.

While not strictly a business opportunity, the Arctic **Orientation Centre** is a necessary piece of infrastructure in support of tourism initiatives within the **Keewatin Region**. The design, construction and operation of the **Centre** is more properly viewed as a 'Program' undertaking rather than a business enterprise.

Facilitating Assumptions

General

The **Centre** will perform two primary roles: **Selling** - the promotion of the **Keewatin**, and **Servicing** - the provision of counseling and helpful information. The design of the structure, equipment, promotional/informative materials and staffing will reflect the role of the **Centre**. Equipment, including audio-visual materials will be easily operated and maintained. The information that will be provided by the **Centre** would be **focussed** toward:

- an awareness of - travel options
 - tourist attractions in the region including pricing safety/comfort considerations
- orientation to - the region
 - customs, culture, **socio-economic** conditions and history of native people
- promotion of - various **Keewatin** destination sites as well as business opportunities

Video, **film** and **Slide/** tape presentations will be made, **utilizing** semi-automated equipment for ease of delivery.

Revenue

Although a small revenue base could be established for the **Centre** through, perhaps, the inclusion of **an** arts & crafts operation etc., the facility's operating and maintenance costs are assumed to be derived entirely from government grants.

Expenses

Labour - it is assumed that the facility will be staffed with a full-time manager, a caretaker, and two Information Officers who would operate equipment and generally respond to visitor requests, the manager and the caretaker would be employed 12 months/year. The manager's duties would not only include running the **day-to-day** operations of the **Centre** and planning for each seasons activities/presentations, but also the playing of a **co-ordinating/facilitating** role in the implementation of the **Keewatin's** tourism initiatives. The two Information Officers would be employed on a seasonal basis. The manager's and caretakers salaries are assumed to be \$30 000 and \$20000 respectively. Information Officers are paid \$2000 per month for an assumed 4 month season.

Heat, Light, Power - based on a four month season at \$3 000/month.

Insurance - general prevailing rates indicate provision of \$10000.

Literature Printing - includes up-date of written material and printing charges.

Tourism Development - includes costs associated with the activities of the manager **in** the area of general tourism development. Grouped **into** this category are **items** such as travel, postage, phone and purchase of minor promotional materials.

Capital Requirements

It is assumed on a preliminary basis that the cost of reconstructing the **headframe** will be equivalent to building a 4000 square foot structure which has been costed at \$150.00 per square foot. In addition an allowance has been made for architectural and engineering services of 10% of the capital cost of the building. Furnishings and equipment includes basic seating facilities for audio-visual presentations and display equipment. Audio-equipment costing is based on semi-automated equipment. A total of \$40000 has been allocated toward the development/procurement of films, slides, brochures etc. In order that the facility may properly reflect the culture of the Region, provision has been made for \$150000.00 worth of displays

Financing

It is assumed that the capital and operating costs of the **Centre** will be met by government grants or donations from industry/individuals.

Employment Creation & Economic Impact

The project will create two full time and two seasonal jobs. It is expected that the **Centre** will play a significant role in the long-term development of tourism in the **Keewatin** Region. In addition, the reconstruction of the **headframe** to accommodate the facility will employ an estimated 6-8 people.

Comments **Re Pre-Feasibility**

On the basis of the assumptions made, the Arctic Orientation **Centre** would seem to be a worthwhile venture deserving of government and industry support. The capital and operating costs are not viewed as being prohibitive, given the impact the **centre** will have on the local economy and on **Keewatin** tourism development generally. Further detailed **feasibility** work **is** warranted.

TABLE 5-25**RANKIN INLET-ARCTIC ORIENTATION CENTRE****COW' ESTIMATES**

CAPITAL COSTS	
Architectural/Engineer	\$ 60000.00
Building	600000.00
Furnishings & Equipment	8000.00
Audiovisual Equipment	20000.00
Development of Promotional Film	15000.00
Development of Brochures	20000.00
Development of Slide Presentations	5000.00
Displays	150000.00
Misc. Capital Items	10000.00
 Total Capital Costs	 \$888000.00
 SUPPORTING GRANTS	
EXPENSES	
Labour - Manager	\$ 30000.00
Caretaker	20000.00
Information Officer (2)	16000.00
Heat, Light, Power, Utilities	12000.00
Insurance	10000.00
Literature Printing etc.	10000.00
Slide/Film Copying	2000.00
Maintenance	10000.00
Tourism Development	20000.00
Misc. Expenses	5000.00
 Total Expenses	 \$135000.00
 OPERATING SURPLUS (DEFICIT)	 0

5.7.7- Repulse Bay - Extended Boat Tour

Project Description

This project envisages extended boat tours from the community which last for two or more days and involves trips to high interest areas like Duke of York Bay, northern Southampton Island and Lyon Inlet **focussing** on outstanding scenic resources, wildlife and fishing in Duke **of** York Bay. Other points of interest which might be included in the tours are the historic sites located on **Vansittart** Island (Knud Rasmussents Camp) and Lyon Inlet (old whaling station) as well as numerous prehistoric **Inuit** sites located **along the** shorelines.

Three transient camping facilities would be established at selected sites and supplied with the basic equipment necessary for overnight stops. The vessels envisaged for the operation would be in the order of 40 feet and of heavy displacement with comfortable seating for 12 guests plus crew (2). Food would be supplied for passengers **at** shore stops.

Facilitating **Assumptions**

General

It is assumed that the operation would include three transient camps and two boats. It ia felt that this configuration would result in better utilization of the camp facilities than a one boat operation. Camps would not be permanently staffed. Tours would be sold on a flexible basis exclusive of travel costs although package prices could be developed. The captain of each boat would also fill the role of tour guide.

Revenues

A full season is assumed to be 6 weeks or 42 days. Revenues at full capacity based on 12 **people/boat** at \$200/day.

Expenses

Labour - the captain and crew are paid at the rate of \$150 and \$100/day respectively when the boats are operating.

Food - provision based on feeding guests and crew at \$30 per day.

Fuel - an allocation of \$115 per operating day per boat has been made. At three miles/gallon and a fuel charge of \$3.50/gallon each boat can average 100 miles/day.

Maintenance -\$2500 per boat is provided. This would seem reasonable given the short season.

Advertising & Promotion - based on 5% of revenues at 100% capacity utilization and held static regardless of occupancy rate.

Expediting - provision of \$2000 has been made to accommodate the services of an individual or individuals in **co-ordinating** guest travel and expediting boat and camp supplies.

Other Expense Items - based on general prevailing rates.

Capital Requirements

A list of capital items required by the project is detailed. The cost of the boat is based on \$1500 per foot which seems to be a reasonable approximation of the cost of the required vessel purchased used. The camp facilities are basic to the requirements **of an** overnight transient operation.

Financing

It is assumed that grant funding can be accessed for 60% of the total capital cost of the project. Debt Service charges are based on financing 40% of total capital

cost at 12%, amortized over 5 years. computed on the basis of 5 years, **straight-line**. It is assumed that start-up and working capital requirements have been met through grant funding during the initial stage of business operation.

Employment Creation & Economic Impact

The project will create 4 seasonal jobs at 100% and 2 jobs at 35% (break-even) of capacity utilization. Income and employment multipliers should be relatively high for this type of operation. A multiplier of 1.5 indicates the creation of 3 jobs in the community and the generation of \$107101 at break even. The overall direct economic impact will be relatively small, however, the project will materially enhance the community's attractiveness as a tourism area with attendant benefits over the longer term.

Comments **Re** Feasibility

On the basis of assumptions made, the project would reach a point of profitability of 78% of capacity utilization. While this level is fairly high, an ample budget for advertising and promotion together with Regional tourism initiatives should go a long way toward insuring achievement of the required occupancy levels. The option of running one large craft with cabin facilities was reviewed but did not appear to be viable given the high capital cost requirements and short season. The preparation of the final feasibility and funding proposal should also address:

- a) The specific details of the most appropriate ownership, management, and organizational structure.
- b) Details of an appropriate advertising and promotional program and how this may be **co-ordinated** with **planned** regional tourism initiatives.
- c) Training requirements, including perhaps an on-the-job training component.
- d) Details of specific start-up and working capital requirements.

TABLE 5-26
 REPULSE BAY-EXTENDED BOAT TOURS
COST ESTIMATES

CAPITAL COSTS

Transient Camping Facilities (each)

4-Equipped Tent Frames	\$ 12000.00
1-Kitchen/Mess Tent	4000.00
1-Outhouse	300.00
Site Preparation	1000.00
Storage Silo	2000.00
Misc. Equipment	1000.00

Total \$ 20300.00

Boat and Equipment

1-40ft. Boat	\$ 60000.00
1-Radio	1500.00
Safety & Survival Gear	2000.00

Total \$ 63500.00

TOTAL CAPITAL COSTS (3 Camps) 187900.00
 (2 Boats)

FIXED COSTS (100% Occupancy)

Maintenance	5000.00
Debt Service	19930.00
Insurance	4000.00
Advertising & Promotion	10000.00
Expediting	2000.00
Annual Set-up/Dismantle	2000.00
License, Fees etc.	1500.00
Other Expenses	3000.00
Total	\$ 47430.00

TABLE 5-26
(continued)

REPULSE BAY-EXTENDED BOAT TOURS

VARIABLE COSTS	
Labour	\$ 21000.00
Food	35200.00
Fuel & Supplies	9660.00
Total	\$ 65860.00

TABLE 5-27

**REPULSE BAY EXTENDED BOAT TOURS
BREAK-EVEN ANALYSIS**

	BREAK-EVEN		
OCCUPANCY (%)	100.00	50.00	35.00
REVENUES	\$201600.00	\$ 100800.00	\$ 70560.00
EXPENSES			
Labour	21000.00	10500.00	7350.00
Food	35200.00	17599.68	12320.00
Fuel & Supplies	9660.00	4830.34	3381.00
Maintenance	5000.00	5 000.00	5000.00
Debt Service	20850.00	20850.00	20850.00
Insurance	4000.00	4000.00	4000.00
Advertising & Promotion	30240.00	30240.00	30240.00
Expediting	2000.00	2000.00	2000.00
Annual Set-up/Dismantle	2000.00	2000.00	2000.00
License, Fees etc.	1500.00	1500.00	1500.00
Other Expenses	3000.00	3000.00	3000.00
Total Expenses	\$114210.00	\$ 81280.02	\$ 71401.00
NET PROPIT	\$ 87390.00	\$ 19519.98	\$ -841.00
INDICATED EMPLOYMENT	4	2	2

5.7.8- Repulse Bay - Interpretive **Tours**

Project Description

To acquire the necessary equipment to implement a day long boat tour operation to the **Harbour** Islands to view the graves and stone engravings and to Dr. John **Rae's** cabin at the North Pole River. The tours would be supported by descriptive literature/brochures and the boat operators would serve a dual role as informative guide.

Facilitating Assumptions

General

For the purpose of pre-feasibility analysis a purely boat/guiding operation is envisaged although there would seem to be opportunity to provide tourists with shore lunches at additional cost. A one boat operation is reviewed although a number of boats may be employed subject to demand - possibly with each boat owner operated.

The business is reviewed as an 'on-going established' operation and all start-up expenses have been met through grant funding in the early stage of operation.

Revenues

Based on boat capacity of four guests at \$150 each. The fee is inclusive of all costs and the season is established at 6 weeks or 42 days.

Expenses

Labour - the operator serves as guide and is paid at the rate of \$150/day.

Fuel - the boat is estimated to consume 15 gallons of fuel/day, priced at \$3.50/gallon.

Maintenance - estimated at \$1 000 for the six week season. It is anticipated that the owner/operator will assume most general maintenance duties.

Advertising & Promotion - based on 15% of revenues at 100% capacity utilization and held **static** regardless of occupancy.

Other Expenses - based on general prevailing levels. Actual amounts **will vary** according to experience and rates negotiated but are not expected to **differ** in a material way from amounts projected.

Capital **Requirements**

The operation will require a low maintenance, relatively fast craft. For costing purposes a Winnipeg Lake Boat type craft, 22 feet long, powered by a 75 HP outboard motor, is assumed. The vessel would accommodate 4 guests and operator along with basic gear and safety equipment. The actual craft acquired may differ in regard to specifications but the capital cost allocation is assumed to be appropriate and reasonable given the project% requirements.

Financing

It is assumed that grant financing will be accessed to offset 60% of the total capital cost requirements of the project. Debt Servicing is based on 40% of the Capital Cost at a rate of 12%, amortized over 5 years.

Employment Creation & Economic Impact

Each boat put in operation will generate 1 seasonal position at full capacity and the equivalent of 0.5 positions at the point of **break-even**. The number of such boats that can be established will depend on the success of Repulse Bay in the promotion of the area as a destination site and the effectiveness of the promotional program development for the interpretive tour operation.

Comments Re **Pre-Feasibility**

On the basis of the assumptions made, the **pre-feasibility** assessment suggests that the operation will reach a break-even point at 52% capacity utilization. This would seem to be a reasonable level given the flexibility that the project

seems to offer. Specifically, it may be possible to reduce costs by utilizing less costly equipment and the attractiveness of the tour may be enhanced by shore based activities (lunches etc.). In short, there would seem to be scope for adjustment to both revenue and expense items. The preparation of the final feasibility and funding proposal should also focus on:

- a) The specific details of the most appropriate ownership/management/organizational structure.
- b) The details of an appropriate advertising/promotional program and how this may be co-ordinated with planned regional tourism initiatives.
- c) Training requirements in small craft operation, basic safety, and tourism awareness.
- d) Details of start-up and working capital requirements.

TABLE 5-28
REPULSE BAY-INTERPRETIVE TOURS
COST ESTIMATES

CAPITAL COSTS

1-22' Winnipeg Lake Boats (and motor)	\$ 12500.00
5-Sets Weather/Safety Gear	2000.00
Pamphlet/Brochure Dev.	2000.00
Total Capital Costs	\$ 16500.00

FIXED COSTS

Maintenance	\$ 1000.00
Insurance	1000.00
Advertising & Promotion	3780.00
Legal, Audit	500.00
Debt Services	1750.00
License, Fees etc.	500.00
Total Fixed Costs	\$ 8530.00

VARIABLE COSTS (at 100% capacity)

Labour	\$ 6300.00
Fuel	2205.00
Total Variable Costs	\$ 8505.00

TABLE 5-29
REPULSE BAY-INTERPRETIVE TOURS
BREAK-EVEN ANALYSIS

			BREAK-EVEN
OCCUPANCY	100.00	50.00	52.00
REVENUES	\$25200.00	\$12600.00	\$13104.00
EXPENSES			
Labour	6300.00	3150.00	3276.00
Fuel	2205.00	1102.50	1146.60
Maintenance	1000.00	1000.00	1000.00
Insurance	1000.00	1000.00	1000.00
Advertising & Promotion	3780.00	3780.00	3780.00
Legal & Audit	500.00	500.00	500.00
Debt Service	1831.00	1831.00	1831.00
License, Fees etc.	500.00	500.00	500.00
Total Expenses	\$17116.00	\$12863.00	\$13033.00
NET PROFIT	\$8084.00	\$-263.00	\$ 70.40
INDICATED EMPLOYMENT	1	0.5	0.5

5.7.9- Whale Cove - Outfitting **Business**

Project **Description**

To develop an outfitting business in the community of Whale Cove which initially will focus on the provision of day boat excursions to local attractions like the **Tavani** Hudson Bay Company Post, and the Wilson and **Ferguson** Rivers. Guests would be given the opportunity to participate in sightseeing and fishing activities in addition to learning about the history of the area. The business would be run by the **HTA** as the licensed outfitter and the necessary equipment could be either owned and operated by the Association or, alternatively, by individuals under contract. Customers would be attracted from the neighboring communities of Rankin Inlet and Eskimo Point.

Basic boating facilities would be provided for **visitors** and would include a 24 freighter canoe equipped with a 50 HP motor. **Provision** of meals/shore lunch is not considered, although **this** may be implemented at an additional charge.

Facilitating Assumptions

General

For the purpose of pre-feasibility assessment, a one boat operation is envisaged although the scope of the business, depending on demand, could involve a number of vessels. It is assumed that the **HTA**, with its existing organization, will provide all management and expediting functions and develop the necessary promotional material which would include community/area tourist maps, historical interpretive brochures, etc. The business is viewed as an “established” operation and it **is** assumed the bulk of promotional literature development and start-up costs have been accessed through grant funding. The costs of transportation to and from Whale Cove has been excluded from the assessment.

Revenues

Based on a six week season (42 days). The freighter canoe will be capable of carrying four to six guests, but maximum capacity is viewed as being four guests.

This will ensure an improved level of passenger comfort and safety. The canoe charter rate is based on \$500/day (with four passengers - \$125/person; with six passengers - \$83/person).

Expenses

Labour - canoe operator/guides are compensated at a rate of \$100/day when operating. **Labour** costs are related to the utilization rate of the equipment.

Fuel - related to utilization and based on the consumption of 15 gallons/day at \$3.50/gallon.

Maintenance - **\$1 000** provided to cover repairs to the canoe and engine maintenance for the six week season.

Advertising and Promotion - based on 15% of revenues at 100% of capacity utilization and held static regardless of the volume of business.

Other Expenses - based on general prevailing rates.

Capital Requirements

The purchase of a freighter canoe (equipped) and a 50 HP outboard motor is assumed. While the actual cost may differ somewhat from that estimated (depending on actual craft purchased), any discrepancy is expected to be minimal. Costs associated with the development of a promotional brochure specifically tailored to the outfitting business is provided for as part of the business capital cost.

Financing

It is assumed that capital requirements (grants) will be arranged through application to Special ARDA. Debt servicing is computed on the basis of 40% of capital cost, at a rate of 12% amortized over five years. It is assumed that start-up and working capital requirements have been met through grant funding in the early stage of the business operation. Depreciation is based on five years, straight-line.

Employment Creation and Economic Impact

While the project creates only one seasonal job per operational unit (one boat) at full utilization, the success of the outfitting business could result in a number of operating units and significant seasonal employment. Further, as the community's first tourist related initiative designed to encourage and increase the level of tourist visitation, the project should have a material economic impact.

Comments **Re: Pre-feasibility**

On the basis of the assumptions made, the project will reach a break-even point at 52% of capacity utilization. This would appear to be a level which can realistically be achieved. Further, it should be noted that the projections are conservatively based on four people per boat. The possibility of carrying six people in a boat adds a dimension of flexibility to the operation — allowing for an adjustment to charter rates or a reduced break-even point. The preparation of the final feasibility and funding proposal should also address:

- a) the specifics of the business organizational structure and operational plan.
- b) basic training requirements for all boat operators including, possibly, courses in small craft operation, basic safety, tourism awareness, etc.
- c) detailed pre-operational and start-up costs and funding of same.
- d) specific promotional plans.

TABLE 5-30

WHALE COVE - OUTFITTING **BUSINESS**
COST **ESTIMATES**

CAPITAL COSTS

1-24" Freighter Canoe	\$ 4 000.00
1-50 HP Outboard Motor	3 500.00
5-Sets Safety/Weather Gear	2 000.00
Pamphlet/Brochure Development	2 000.00
Total Capital Costs	\$ 11 500.00

FIXED COSTS

Maintenance	\$ 1000.00
Insurance	1000.00
Advertising & Promotion	2 520.00
Legal, Audit	500.00
Debt Services	1220.00
License, Fees etc.	500.00
Total Fixed Costs	\$ 6740.00

VARIABLE COSTS (at 100% capacity)

Labour	\$ 4 200.00
Fuel	2205.00
Total Variable Coats	\$ 6405.00

TABLE 5-31

**WHALE COVE - OUTFITTING BUSINESS
BREAK-EVEN ANALYSIS**

PROJECTED **PROFIT & LOSS**

	BREAK-EVEN		
OCCUPANCY (%)	100	50	52
REVENUES	\$21 000.00	\$10 500.00	\$10920.00
EXPENSES			
Labour	4 200.00	2 100.00	2184.00
Fuel	2 205.00	1 102.50	1146.60
Maintenance	1 000.00	1 000.00	1 000.00
Insurance	1000.00	1000.00	1000.00
Advertising	3 150.00	3 150.00	3 150.00
Legal, Audit	500.00	500.00	500.00
Debt Service	1276.00	1276.00	1276.00
License, Fees etc.	500.00	500.00	500.00
Total Expenses	\$13831.00	\$10628.50	\$10756.60
NET PROFIT	\$7169.00	\$-128.50	\$ 163.40
INDICATED EMPLOYMENT	1.00	0.50	0.50

6. IMPLEMENTATION PROGRAM

6.1 **Organizational** Recommendations

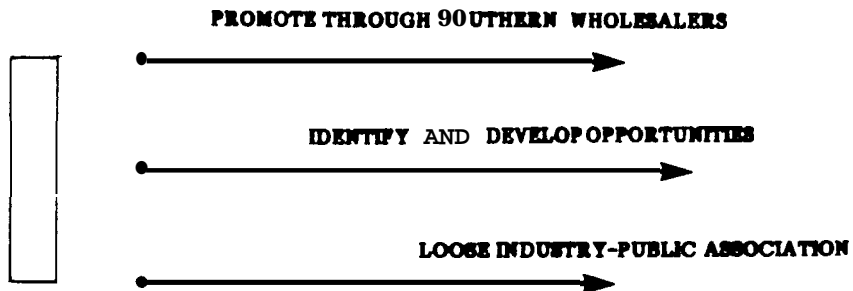
The **preceeding** chapter outlines a **series** of tourism development opportunities designed to build on the tourism strengths of the **Keewatin** Region vis a vis your competition while remedying identified weaknesses. **These** opportunities are part of an overall strategic approach which is directed at building a new image for the **Keewatin**.

A critical component in attaining this new image for the **Keewatin** is the development of an organizational structure which would be responsible for the **planning**, development and marketing of the tourism industry **whithin** the **Keewatin**. Such an organization is needed to 1) provide program consistency, 2) access private sector entrepreneurial expertise and 3) to provide leadership to the broader regional community.

Traditional approaches to the development of the tourism industry has taken one of or a combination of the following approaches:

**IMPLEMENTATION OF THE KEEWATIN
REGION TOURISM STRATEGY**

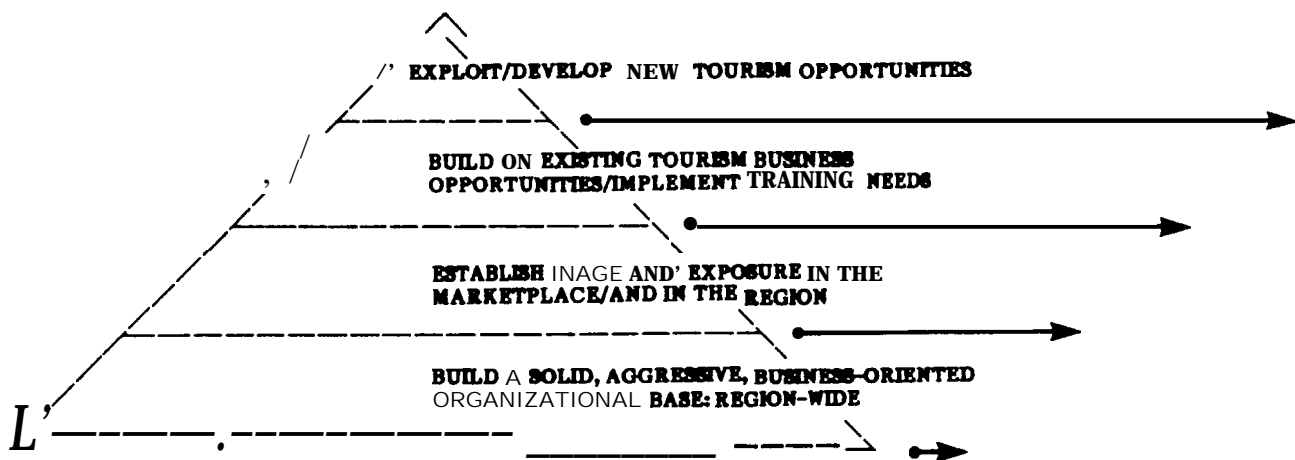
"TRADITIONAL APPROACH"



These approaches have had their successes; the market place, however, has changed, and in our view the above approaches no longer represent the best approach for the **Keewatin**. Competition in the market place is fierce, consumers are much more knowledgeable about alternative destinations **and** are much more insistent upon value for the vacation dollar spent. Under these circumstances, we are of the opinion that successful tourism development in the **Keewatin** will only be obtained with the formation of a responsive, aggressive and progressive organization.

This organization should provide the base for a business-oriented organization with region-wide representation. With this **base**, as the following exhibit displays, the **Keewatin** tourism industry will then be in a position to establish and carry out programs designed to build image and exposure in the market place; this in turn will create the consumer/wholesale interest to take advantage of or build on existing tourism business opportunities and then in turn to create the initiatives to develop new opportunities for new markets.

"RECOMMENDED APPROACH"



To establish this organizational base we are proposing, in **the** long term, the formation of the **Killalivingq** Tourism Development Corporation. This corporation, as the following graphic "Organization Structure" displays would be under the direction of a Board of Directors selected from a membership representative of the seven **Keewatin** communities. The Corporation would have official ties with for example, the T. I. A., Economic Development and Tourism etc. The **K. T.D.C.** would be charged with accomplishing five key objectives:

- 1) Create an image and identify for the **Keewatin** as a place to visit.
- 2) Convey excitement and provide a focus for the integration of tourism activities.
- 3) Ensure private sector continuity in programs.
- 4) Ensure effective management of **Keewatin** markets - existing and potential.
- 5) Implement destination management programs. outlined in this report.

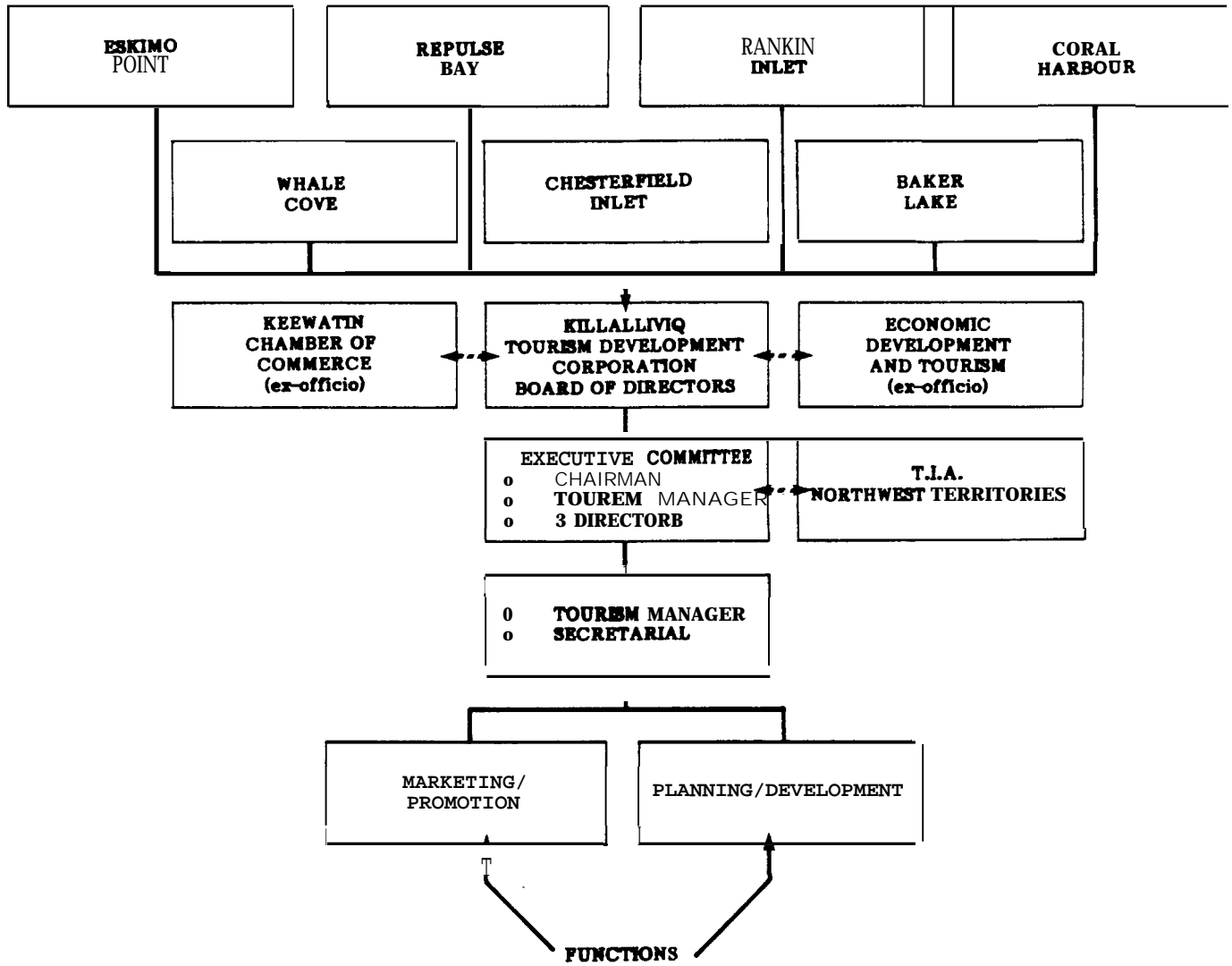
With these objectives the Board would be responsible for carrying out two key functions - **Management** of the Market and Management of the Destination Area.

The market management functions include:

- o Activities to develop image and exposure.
- o All trade/consumer media-public relations.
- o Management of media works.
- o Development of touring events and event/exhibit promotional material.
- o Initiation of joint programs with southern based science, education institutes/attractions to establish exposure for the **Keewatin**.

COMMUNITY
TOURISM
BOARDS

ORGANIZATIONAL STRUCTURE



- o Trade show logistics/presentation.
- 0 Lure brochure production.
- 0 Market material placement and distribution.
- 0 Tour package literature development.
- 0 Creative packaged associations with other complementary destination areas eg. **Baffin**, Churchill, **Moosonee/Moose** Factory.

The Destination Area Management functions include:

- o The provision of single point contact to outside consumers/wholesalers on a region-wide basis.
- 0 Select tour package, development, organization and delivery.
- 0 Coordination of infrastructure development and **liasion** with government to assist in funding search and delivery — Essentially, to effect regional plan implementation.
- 0 **Government-private** sector interface.
- 0 Represent regional industry.
- 0 Provide administrative functions.

The formation of the **Kivalliviq** Tourism Development Corporation is a long term **objective** which should be realized as the tourism industry evolves in the **Keewatin** and the momentum of the industry has established to the point where it needs its own representative association.

For immediate implementation and to form the core for a future K. T. D. C., we are proposing that the **Keewatin** Chamber of Commerce through its Tourism Committee undertake to implement those responsibilities outlined for the market management and destination area management functions.

The **K.C.C.** is the regional travel association under the **N.W.T.** Travel Industry Association; it has broad **regional/community** representation through the various community chambers and — of critical importance it has taken the private sector initiative in association with government to develop the tourism industry in the **Keewatin**.

As noted above, as tourism industry evolves and grows, its organizational needs will change. The **Keewatin** Chamber of Commerce will form a solid foundation for the future implementation (5 years est.) of the Kivalliviq Tourism Development Corporation.

In our view to immediately implement market and destination area management programs through the **Keewatin** Chamber of Commerce will require retaining outside expertise. We would recommend the following course of action:

- 1) Retain an advertising agency for the market management function.
- *2)** Investigate the possibility of a consultative association with a well known tour wholesaler.
- 3) Retain a local individual for administrative and the **on-site** destination area management function.
- 4) Introduce a training component from 1 and 2 above for the destination area management function. This will insure over time that the full scope can be outlined for within the **Keewatin**.

To carry out the market management function (see marketing guidelines section 6.2) including ad agency consultation we would recommend a **first** year start up cost of \$125 000 rising to between \$150 000-\$175 000 (constant dollars) in subsequent years to the fifth year. For the designation management function including salary, subsistence, travel and administrative needs, we would recommend a second year start up cost of between \$75-85000 (constant dollars) generally maintaining the same level over the first five years of the program.

6.2 Marketing Guidelines

6.2.1- **Marketing/Promotional** Program

The following section details a series of marketing guidelines and programs which should be initiated by the agencies responsible for marketing and promotion in the **Keewatin** region, to assist in achieving the intent of the identified **Keewatin** tourism development strategy. It should be clearly understood that this is not a marketing plan, but a series of marketing opportunities which complement existing and proposed promotional efforts made by the **N.W.T.** government, individual tour wholesalers and tourist operators in the region.

Current Situation

The tourism industry in the **Keewatin** region is at a very early level of development and as a result marketing of the region has been done on a somewhat sporadic and hoc basis.

In southern market areas there is a general lack of awareness of the **Keewatin** Region and its offerings. In addition **the Keewatin** Region which is one of the six tourist destination zones in the **N.W.T.** lacks a suitable image to differentiate it from the other five **N.W.T.** tourist destination zones. To describe the **Keewatin** simply as the Barrenlands **implies** an area devoid of scenery and tourism opportunities other than fishing.

In short the **Keewatin** region lacks a saleable image and identity in the market place.

Action Required

The overall direction for the marketing program will be to establish an image for the **Keewatin** region in the market place as a unique tourist destination. In addition to an extensive advertising program the region needs to set up an ongoing public relations program to help increase the general awareness of the market place towards the north and the **Keewatin** in particular.

Marketing Guidelines

1. To provide the critical mass necessary to develop a market awareness of the **Keewatin** tourist products it will be essential to coordinate marketing on a regional basis. In order to do this the **Keewatin** needs a saleable image. Because of the strategic location of the region it is suggested that the **Keewatin** be portrayed as the Accessible Arctic.

This image focusses on the region's strategic location with respect to the major market centres in the U.S. and Canada. In order to back up this image with a saleable product it will be important to portray a number of creative special interest themes reflecting the stronger tourism resources in the region, i.e. the visible wildlife, unique historical resources, culture, scenic variety and opportunities for adventure tourism, and sport fishing and sport hunting resources.

This **image** should be consistently portrayed through the use of an appropriate slogan and logo on all regional promotional materials.

2. To emphasize the cultural differences and the unique opportunities in the **Keewatin** it is recommended that the region be promoted as a foreign destination even within Canada. This may best be accomplished by developing a **Keewatin** Adventure Passport booklet similar to those used in **Alberta** (Stamp Around Alberta), **Nova Scotia** (Captaints Log) and at Expo 67 in Montreal. We have reproduced, on the following pages, a number of pages from the Nova Scotia "**Captain's** Log" as an example of a typical passport format.



Full colour cover

Now *that you have your passport* to Nova Scotia, Check **In** can help you on your journey.

Our computerized information system and our friendly, professional staff have all the vacation information you need — from hotel reservations to marine ferry schedules and weather forecasts.

Just rail toll free:

Nova Scotia:	1-800-565-7105
Canada-Wide:	1-800-565-7166
United States:	1-800-341-0286
(In Maine:	1-800-492-0643)

And when you're back home sharing your vacation memories with friends, don't forget to tell them about your direct line to Nova Scotia.

 When you want to know about Nova Scotia.



Where to obtain other information/services

NOVA SCOTIA

NAME	
ADDRESS	
POSTAL/ZIP CODE	
HEIGHT	BIRTH PLACE
HAIR	EYES
ISSUE DATE	EXPIRATION DATE
DISTINGUISHING FEATURES	
SIGNATURE OF BEARER	

Owner identification (personalizes brochure and tour experience)

TYPICAL PAGES FROM NOVA SCOTIA'S CAPTAIN'S LOG (Xerox Reductions)

FUNDY SHORE



No doubt there's an adequate scientific explanation for the phenomenon of the Fundy Tides, but for most visitors it produces a sense of mystery and wonder. After all, these are the highest tides in the world, sometimes rising more than 45 feet. It's not unusual to see ocean-going ships left high and dry when the tides recede, and the local fishermen take advantage of the tides by stringing their nets on poles in the sand and waiting for the tides to fall to drive out and harvest their catch. The Fundy Tides are not merely fascinating scenery, however. There are plans to construct barrages and harness their power in a massive tidal power project, the only one of its kind in North America.

The Fundy Shore is rich in the creations of the legendary man-god, Glooscap, supreme ruler of the Micmac Indians: fascinating geological formations bound in the area. The beaches of the Fundy Shore are rich with semi-precious stones like amethysts and agates. It's a rockhound's delight. And there are fossils and prehistoric relics along the beaches of Joggins. (Collector's permit required).

For those with a passion for suspense, Spencer's Island is the place where the famous mystery ship, the Mary Celeste, was built in 1861. She was later discovered drifting somewhere between the Azores and Gibraltar, "with all sails set and everything in order, but not a person on board or ever found."

At Springhill, there's the drama and tragedy of a coal mine disaster to ponder.

Route description

Page left blank for stamps

PRINCE OF WALES TOWER NATIONAL HISTORIC SITE
 Built in 1796-97 this was the first in a long series of Martello Towers to be constructed as coastal defences in North America. Exhibits describe the Tower's history and architectural features. It is located in Point Pleasant Park.
 Hours: June 15 to September 7
 10:00 a.m. - 6:00 p.m. Daily

PUBLIC ARCHIVES OF NOVA SCOTIA
 Historical documents and records, stamps, coins, books, paintings and prints, newspapers, microfilm.
 Hours: Monday to Friday 8:30 a.m. - 10:00 p.m.
 Saturdays 9:00 a.m. - 6:00 p.m.
 Sundays (Except Statutory Holidays) 1:00 p.m. - 10:00 p.m.



YORK REDOUBT NATIONAL HISTORIC SITE
 Originally a defence post in 1753 it was enlarged with the construction of a Martello Tower in 1798. York Redoubt continued to serve well in the 20th century, firstly as a training ground for Canadian Troops during World War One and, secondly, as a Fortress Command Post and co-ordinating centre for Halifax defences during World War Two.
 There are historical displays in the Fire Command Post and Fortress Plotting Room, both built during the Second World War.
 Hours: June 15 to September 7
 10:00 a.m. - 6:00 p.m. Daily

HALIFAX COUNTY LOWER SACKVILLE SACKVILLE HERITAGE SOCIETY
 A small collection of photographs of early Sackville and other miscellaneous items housed in the Fultz property.
 Hours: July and August 10:00 a.m. - 12:00 noon
 1:00 p.m. - 4:00 p.m.
 Sunday 1:00 p.m. - 4:00 p.m.

Attraction descriptions



Typical attraction stamp

Typical route logos

The passport **might** contain page long descriptions of each of the communities as well as the major attractions. following each description would be a blank page so that the **visitors** can have the back stamped. The stamps could be specifically developed for each community to reflect the community tourism themes. The following page illustrates the concept of community logo stamps as developed for the communities in Greenland. It may also be possible to incorporate certain **N.W.T.** tourist awards into the book as well (i.e. sport fishing awards, crossing the Arctic Circle etc.).

The intent would be to provide the visitor with a lasting souvenir and guide book for the **Keewatin** region. The passport could also be used to encourage visitors to prolong their trips or increase their expenditures in a given area. To accomplish this one method would be to create added incentives to obtain the stamps from different attractions or communities. For example if a person has obtained 5 different stamps as a result of visits to 5 different attractions or communities then they would receive a souvenir coin or award of some sort. Premiums awarded can increase with the number of stamps obtained.

3. Develop a consistent and high quality brochure package for the **Keewatin** focussing on one main guide or lure brochure.

Many of the "lure brochures" distributed at travel and sportsman shows, by travel agents and through direct mail confuse those elements that are intended to lure the tourist to a specific destination and those elements that will tell the tourist where to stay and what to do once he/she has decided to visit that destination.

It is recommended that the **Keewatin** Region develop a graphically attractive lure brochure using **colour** photography to the extent possible, designed to emphasize the specialty market opportunities found throughout the region. We have reproduced a number of pages from the Yukon lure brochure which was designed in such a manner to highlight their specialty market opportunities. This type of brochure ensures that the reader is immediately presented with those elements that will attract tourists to the region, followed by **all** the details needed to organize a trip to the region.



NANORTALIK = The Bear Place. The name and town arms of the municipality symbolise the rather frequent occurrence around the south point of Greenland of polar bears that arrive floating on ice floes down the east coast. Other-wise polar bears do not live in West Greenland.



NARSSAQ = The Plain. Char can be caught all over Greenland. The municipality has many fine char rivers that are fished by local anglers as well as by tourists from the whole world.



QAQORTOQ = The White. Julianehåb is situated on the banks of a river. Principal town of South Greenland. The scales symbolise the founder (a merchant), the anchor means hope and the crown refers to the fact that the town was named after a queen.



IVIGTUT = The Grassy. The two arctic foxes - white fox and blue fox - symbolise the two important activities of the municipality: the Cryolite Quarry at Ivigtut and Greenland's Command at Grønnedal. The arctic fox is also very common in the region.



PAMIUT = The People by the Estuary. Frederikshåb district has a large number of sea eagles, hence the two hovering sea eagles.



NUUK = The Promontory. Godthåb is Greenland's biggest town, symbolised by the building, the old teachers college. The town is situated on the sea (waves) with Sermitsiaq Mountain in the background.



MA NITSOK = The Uneven. Sukkertoppen district is mountainous, and the hinterland is rich in reindeer. The white peak symbolises the mountain that gave the town its European name (Sugar Loaf).



SISIMIUT = The Foxhole People. Holsteinsborg district makes out the southline for walrus hunting. Now as before tusks are important commodities.



KANGARSIQ = The Rather Small Promontory. There are numerous grouse in the district, and a former settlement was called Aqigsserniaq = the grouse hunter.



AUSIAIT = The Spider Place. The cobweb symbolises the Greenlandic name. Egedesminde is situated on the line between the ice masses of Baffin Bay and the open water of Davis Strait, shown in the bipartition of the background.



QOQERTARSSUAQ = The Big Island. Godhavn was originally a whaling station. Today the town has several scientific institutions, symbolised by the formalised northern lights.



QASIGIANGUIT = The Little Gaudy Seals. Christianshåb lives on shrimp fishing in the Disko Bay, hence the two shrimps.



ILULISSAT = The Icebergs. Jakobshavn is situated by the world's most productive glacier, symbolised by the iceberg. The ice crystals stand for the arctic climate.



UMANAQ = The Heart-Shaped (Mountain). The fulmar hovering over two waves symbolises the common occurrence of this sea bird in the municipality.



UPERNAVIK = The Spring Place. The sun symbolises the mrmc of the district, and the three ringed seals symbolise the importance of the municipality as a seal hunting place.



THULE. The world's northernmost municipality is symbolised by the north star. The narwhal is the principal catch in the municipality.



ANGMAGSSALIK = The Angmassat Place. The angmassat is a small salmonoid of very common occurrence in the bay off the town of Angmagssalik.



SCORESBYSUND. The field in the centre stands for the world's largest fjord, Scoresbysund Fjord. The musk ox is the biggest land animal of the district.

Some of the themes that could be portrayed in the **Keewatin** lure brochure include:

- o Accessible Arctic
- o Exotic Destination/Unique Culture
- o History and Tradition
- o Outdoor Tourism
- o Visible Wildlife
- o Arts and Crafts

The brochure should capitalize on large full **colour** photographs which portray the unique variety of tourist opportunities found throughout the region. Messages should be brief and to the point.

A central telephone number (hot line) in the brochure should enable those who are interested to easily obtain additional information or to make reservations.

YUKON



1985 Vacation Guide

Yukon is history



A turn of the century gold mining operation (above) at 'Rupert's Claim' on Cheechako Hill near Dawson City. An abandoned log cabin (opposite page) at the historic site of Silver City near Haines Junction, Yukon.

Yukon's history as a Territory spans less than 100 years, but it is full of rich memories, from the great gold rush stampede to the construction of the Alaska Highway during the height of World War II.

Now Yukon communities cherish their past in museum collections that reflect the contributions of the early settlers. But glimmers of the past are by no means limited to such formal displays. Riverboats that once travelled the first highways of Yukon

now elegantly restored, rest on the shores of rivers and lakes.

Graveyards contain reminders of the hardy souls who opened the Territory, plied its waters and flew the first airplanes over its dense forests.

Quaint turn of the century buildings line the streets of towns such as Carcross and Dawson City. Ghost towns and old abandoned Indian villages dot the woodlands. Remnants of the mining industry that

founded and still sustains the Territory, from ancient picks and pans to the huge stream-sucking gold dredges, can be found everywhere.

Yukon also has its share of living legends: *Indian elders* who have witnessed the many changes in the Territory, prospectors who spent their lives tramping the Yukon hills, and men and women who together recorded many "firsts" in this challenging frontier.

Yukon is adventure

Space and silence. A mere 25,000 people living within borders that encompass 482,515 square kilometres (186,299 miles). Skies so wide and so clear it is possible to glimpse the fine etchings of weather and time on distant mountains. A myriad of colourful wildflowers, endless forests, clean blue-green lakes, and swift cool rivers and streams. And in summer, up to 24 hours of daylight in which to see and sense some of the most beautiful and rugged country in the world. This is a land for true wilderness adventure.

In Yukon, the modern tradition of man against the environment began when thousands of men and women challenged the seas, mountains, glaciers and rivers in their rush to reach the goldfields of the Klondike. The tradition lives on.

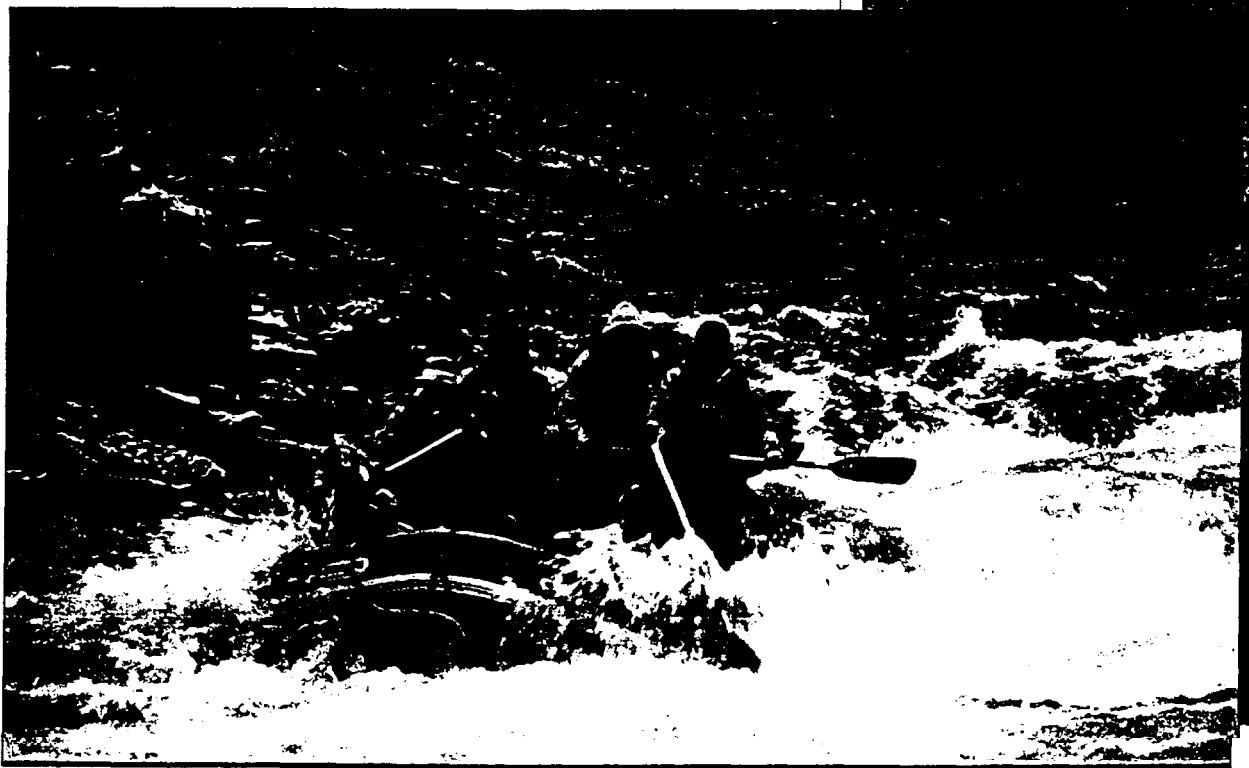
Today, our visitors can follow the Path to the Klondike, hike the famous Chilkoot Pass from Skagway,

paddle the scenic lake system to the Yukon River, then drift down to Dawson City. You can explore the Yukon backcountry on horseback or, in winter, you can travel by ski or dogsled routes impassible in summer. You can climb to peaks in the world's second highest coastal range, the St. Elias, or rock climb the more accessible mountains and rock bluffs. There are white water rivers to kayak, great lazy water courses to canoe, and raft trips to the Arctic Ocean, the Bering Sea and the Pacific Ocean.

A float plane will take you to remote lakes for incomparable fishing, or you can hire a helicopter to tour Kluane National Park and the largest non-polar icefields in the world.

Stillness and silence abound in the vast Yukon wilderness, as do the opportunities to enjoy the magnificent landscape.

Yukon is unequalled for adventure opportunities such as white water rafting excursions (below) or mountaineering with, or without, professional guides (opposite).



How to get to Yukon

As remote and isolated as Yukon may seem, getting to the Territory is not only easy, it can be very exciting.

Visitors, anxious to explore Yukon's colourful history and wild beauty, can travel by several modes: car, recreational vehicle, jet, motor-coach, cruise ship, ferry, or a combination of the above. Here are some examples –

Drive:

Two southern road routes lead to Yukon. The Alaska Highway begins at Dawson Creek, British Columbia, near the B.C./Alberta border and winds 1,016 kilometres (632 miles) through forests and mountains to Watson Lake, Yukon, near the B.C./Yukon border. You will pass through stunning scenery: an array of jewel-like lakes surrounded by rolling and serrated mountains, and rivers which slash a course to their destination.

The Cassiar Highway winds through the interior of British Columbia from Highway # 16 (which connects Prince George to Prince Rupert) before it meets the Alaska Highway near Watson Lake, Yukon. Once a simple logging road, the Cassiar Highway is now 755 kilometres (470 miles) of excellent scenery including the Skeena Mountains, the Stikine River and Dease Lake.

Drive/ferry:

A very popular route by many visitors is to drive one way into the Territory, then return to Prince Rupert on the Pacific Coast by Alaska State Ferry. This mixed mode of transportation is an ideal way to see and understand the vast diversity of the northern environment.

Jet:

Daily jet service is available from

Edmonton and Vancouver to Whitehorse, Yukon's capital city. On a clear day, the air routes flown by Canadian Pacific Airlines and Pacific Western Airlines offer a spectacular view of seemingly endless alpine regions which cradle the lakes and rivers for which the north is famous.

Yukon's Trans North Air provides scheduled flights to locations in the Northwest Territories and Alaska, and to most Yukon communities.

Fly/drive:

Fly-drive excursions are becoming increasingly popular throughout North America. And understandably so. There are over 4,000 miles of roads within Yukon, and with other connecting points in Alaska and the Northwest Territories, there are routes enough for a very extended vacation.

In Whitehorse, rental cars, trucks, four wheel drive and recreational vehicles are available (but should be reseeded). Our hotels, highway lodges and campgrounds assure comfort in traveling throughout the Territory.

Cruiseship/ferry

The Inside Passage along the magnificent Pacific coastline is a spectacular way to travel into or depart from Yukon. Beginning in Seattle, Vancouver or Prince Rupert, the ships cruise along the Marine Highway which pass the scenic Queen Charlotte Islands and the Alexander Archipelago.

Towering mountains, immense glaciers and stunning waterfalls make this one of the most scenic cruises in the world. At Skagway, Alaska, visitors can board a motor-coach to travel the scenic and historic route over the White Pass and along the 110-mile highway to Whitehorse, Yukon.



Yukon is easily accessible by air (above) or by highway (opposite) with various types of combined modes available for individual or package tour travellers.

Motorcoach

Scheduled motorcoach service is available six times a week from Edmonton and Vancouver to Whitehorse. Traveling the Alaska Highway, the comfortable coaches offer a convenient and cost-efficient way to see northern British Columbia and Yukon. Coach connections can be easily made to many communities in Yukon and to points in Alaska.

Coach travel is a perfect way to combine a drive/cruise vacation. Coach the Alaska Highway one way, then take the Marine Highway on your return. Both routes offer stunning scenery.

Airlines

CP AIR*

Operations Centre, North
Whitehorse International Airport
Whitehorse, Yukon Y1A 3E4
Phone: (403) 668-3535
Telex: 036-8-217

continued on page 71

It is also important that the regional lure brochure briefly discuss typical **pre-trip** information needs such as health services, clothing requirements, availability of banks etc. We have reproduced a number of pages from the Greenland brochure dealing with **pre-trip** awareness.

Additional information to be part of a Regional Package would include special brochures produced by the government and communities as well as individual community attraction and tourist operator brochures. There should be some coordination between the production of special interest brochures, the lure brochure and the community information brochures in order to avoid **unnecessary** duplication in terms of identification of attractions, facilities and services available in the region.

A standard brochure format should be developed for the special interest brochures and the regional lure brochure to ensure a consistent product.

4. Maximize exposure to the travel trade press and specialty magazines through a constant flow of articles and press releases.

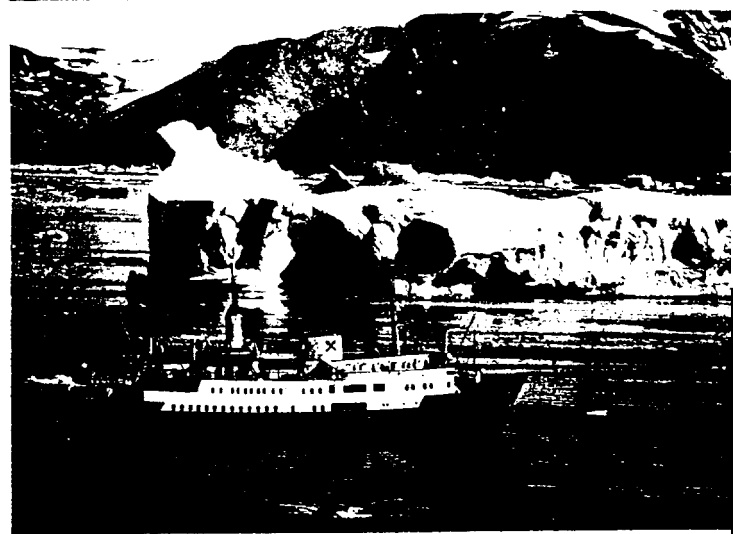
A great number of publications exist for the sole purpose of informing people where they can spend their vacations. These include newspaper travel sections (i.e. New York Times Sunday Travel Section), air passenger magazines (found in the back pocket of airplane seats), and many others. There are also a number of trade magazines that exist for the sole purpose of informing and attracting travel agents and tour wholesalers about international opportunities. Examples of these types of trade magazines include Canadian Travel Press, Travel and Leisure and a number of others. The following two pages illustrate the types of articles that can be printed in Travel Trade Journals.

The Keewatin Region offers a suitable variety of unusual and unique attractions and travel opportunities to ensure that articles can be written and placed in those magazines and journals. We have also reproduced two examples of newspaper advertising; one paid advertising, the other to have a feature article written on a particular destination.

Because many of the most suitable magazines/newspapers have their own writing staff or prefer to work with a limited group of Freelance writers, efforts should be made to bring these writers into the region and to ensure that they see the best attractions.

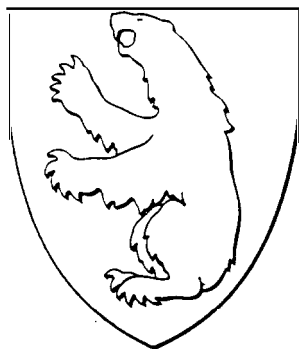


GREENLAND



Adventure begins on the arrival at Narsarsuaq, Kulusuk, Nuuk or Søndre Strømfjord - the four gateways to Greenland from the whole world.

Greenland ... Not Ice Only



Greenland's national coat of arms. A sitting bear on a field of blue. The polar bear is the biggest land animal in the arctic region. It occurs in particular in **North and East Greenland**. Denmark's national coat of arms has included a depiction of the polar bear since 1666.

Most **people come to think of ice and snow** when Greenland is mentioned - the inland ice that air travelers see on flights between North America and North West Europe, the icebergs known from pictures and descriptions etc.

All **these factors** do make out a central part of the impression tourists receive of Greenland. **But** nevertheless they only create the setting for the ice-free coastal areas visited by tourists.

The **Greenlanders** live in the coastal regions and **here are the large unspoilt sceneries** which the tourists visit - on excursions from town hotels or as participants in small walking groups carrying tents on their backs or setting out for a hut a few hours ahead.

The coastal regions can be as **wide as 200 km**, and just a few kilometres inland from the shore the climate gets stable with good weather being the general rule. This is especially true of the head of the deep fjords which cut into the land to the inland ice. Fine weather may also be expected in the **Disko Bay** and in valleys sheltered from the dominating winds.

The summer months are therefore mostly characterised by weather **conditions** permitting **all** types of outdoor activities: mountain walks of short or long duration, angling, mountain climbing etc. Greenland **also** offers innumerable **opportunities** to pursue special interests like geology, botany, **ornithology** and **archaeology**. **All** of them outdoor activities to **practise** in the arctic summer when flora, fauna and **bird-life** reach their hectic peak.

All these experiences are open to tourists, also to those who prefer staying at a hotel. In half an hour you can **walk** out of **any Greenland town** - none of them are bigger - and **find yourself in** the middle of the arctic **scenery**.

The unspoilt scenery is Greenland's principal attraction. Exciting and varied - Greenland is not ice only.

Come and See for Yourself.



Wooden dolls in national costumes.



soapstone drum dancer.

This Is Greenland Today

Geography

Greenland is the world's biggest island. Its position in the North Atlantic where this ocean meets the Arctic Ocean is the cause for the mainly **cold** sea currents surrounding Greenland. One of them is the East Greenland current which carries vast masses of ice down along the **east coast** and up along the west **coast** to a point a **little south of Nuuk**. **Thus the coastal areas are continuously cooled, which results in the arctic climate of Greenland when combined with the radiation of cold from the inland ice.**

The inland ice rovers **1,833,900 sq. km**, stretching **2,500 km north-t-south** and up to 1,030 km east-to-west. In the middle, the ice layer is up to 3 km thick.

Along the coasts and in the islands are the ice-free areas, covering a total of 341,700 **sq. km**. The ice-free zone can be as wide as 200 km, but it is intersected by deep fjords which connect the inland ice with the sea.

The **Greenland landscape was given its shape by Ice Age glaciers but in several places** you will find traces of geological processes like earthquakes, mountain range formations, volcanic activity etc. No wonder then that Greenland is an **eldorado** for the geology-minded.

Climate

Greenland has **an** arctic climate, but owing to the size of the country there are great variations in the weather. As a **general rule**, the best and most stable weather **conditions** must be said to be dominating at the head of fjords and in the **Disko Bay**.

The same picture appears with regard to precipitation which prevails along the shore. **Further inland**, summers are generally dry, although with great fluctuations in certain years. It is **hardly ever total calm**.

Midnight Sun and Polar Night

The midnight sun can be **experienced** north of the Polar Circle, for tourists this means the **Disko Bay**. **The** length of the midnight sun period depends on how far north you are staying. It can be added that south of the **Disko Bay** the midnight sun can **only** be seen from the top of a **hill** because the sun is just above the **horizon**.

It is polar night in winter, but in the **Disko Bay this only** means that it is twilight in the daytime. Real polar night can only be experienced in the northernmost parts of Greenland.

The **return of** the sun after the polar night - which means the day when the sun rises above the horizon again - is celebrated in many places in Greenland.

Northern Lights

During the autumn and winter months **you can** experience this splendid sight of **auroral bands** and draperies waving across the night sky.

agency in Nuuk have the following hours: Mon-Fri 10am to 4pm, However, the ticket offices in Sdr. Strømfjord and Narsarsuaq are usually open in connection with flight arrivals and departures.

Public Holidays

January 1, January 6, Maundy Thursday and Good Friday, Easter Monday, Ascension Day, Common Prayers Day, Whit Monday, December 24, 25, 26 and 31.

Clothing

Travellers to Greenland are advised to carry with them good, warm wind- and waterproof sportswear as well as sensible, moulded sole shoes or maybe Wellingtons. It is very important to be able to vary one's clothing during a full-day excursion since the change in temperature between noon-time hours and the hours before and after noon can be substantial.

The sun and clear sky make sun glasses and protective sun cream an absolute necessity. To fjord regions and further inland it is recommended to bring some mosquito repellent.

During the winter months, visitors to Greenland can expect temperatures as low as -50°C (-5°F) and should therefore bring a warm coat as hand luggage on the plane from Copenhagen.

Going to Greenland for a dog sledge holiday, you should bring extra warm clothes with you, e.g. thermo or down dress. Ordinary winter clothes are not sufficiently warm when you sit still on a sledge. Extra clothes are not always available for hire in Greenland.

Photography

An UV filter or skylight filter and a lens shade must always be fitted. In winter your camera must be polar-oiled. Films can be purchased in Greenland but it is advisable to bring your own films, especially if you use special brands. Development of films is not possible in Greenland.

Health Service

There are hospitals and dentists in all towns. The general rule is that medical aid is free of charge, whereas you will have to pay for dental surgery.

Travelers are advised to bring their own medicines and other drugs normally taken, as such products cannot always be obtained.

Local Time

Greenland time is GMT minus three hours. There are, however, special time zones around Scoresbysund (Northeast Greenland) and Thule (North Greenland).

Foreign Offices of the Danish Tourist Board

Australia: The Danish Tourist Board, 60 Market Street, P.O. Box 4531, Melbourne, Vic. 3001.

Austria: Fremdenverkehrsvertretung für Dänemark, P.O. Box 172, A-5010 Salzburg.

Belgium: Office National Danois de Tourisme/Deens Verkeersbureau, Rue Ravenstein/Ravensteinstraat 60, B-1000 Bruxelles (letters only).

Brazil: Scandinavian National Tourist Offices, Denmark-Sweden, Rua da Ajuda, 35-5^o andar, 20.040 Rio de Janeiro RJ.

Canada: The Danish Tourist Board, P.O. Box 115, Station N^o, Toronto, Ontario M8V3S4.

Finland: Danska Turistbyrå, P.O. Box 836, SF40101 Helsinki.

France: Office National du Tourisme de Danemark, Maison du Danemark, 142 Champs Élysées, F-75008 Paris.

Holland: Deens Verkeersbureau, Piet Heinstraat 3, NL-2518 CB Den Haag.

Italy: Danimarca Informazioni Turistiche, Casella Postale 6179, I-00195 Roma-Prati. Tel. 06-3282655.

Japan: The Danish Tourist Board, Sanno Grand Building, Room 401, 14-2 Nagata-cho 2-chome, Chiyoda-ku, Tokyo.

Norway: Danmarks Turistkontor i Norge, Karl Johansgate 1, N-Oslo 1.

Great Britain: The Danish Tourist Board, U.K. Office, Sceptre House, 169/173 Regent Street, GB-London W1R 8PY.

Switzerland: Verkehrsbüro für Dänemark und Island, Münsterhof 14, CH-8001 Zürich.

Sweden: Danska Turistbyrå, Gustav Adolfs Torg 14, Box 1659, S-111 86 Stockholm.

Germany: Dänisches Fremdenverkehrsamt, Glockengiessergasse 2, Postfach 101329, D-2000 Hamburg 1.

USA: The Danish Tourist Board, 75 Rockefeller Plaza, New York, N.Y. 10019 & The Danish Tourist Board, P.O. Box 3240, Los Angeles, California 90028-3240.

Tours to Greenland

Agents in Great Britain

Sonicworld Ltd

8 The Boulevard, Crawley, West Sussex CH 101 XX. Tel: 0293547755. Telex: 878155.

Mainly South Greenland - camping or hotel accommodation. Dog sledging in West Greenland in March-April.

Twickenham Travel Ltd

84 Hampton Road, P.O. Box 11, Twickenham, Middlesex TW2 5QS. Tel: 018989681. Telex: 8954593.

Tours by air to Greenland, mainly East Greenland. Winter programme with dog sledging to East Greenland.

Regent Holidays Ltd

Regent Hs. Regent Street, Shanklin, Isle of Wight PO37 6 / & Tel: 098386 4212/4225.

AU travels to Greenland - summer and winter.

Erskinie Tours

14 Inverness Place, Edinburgh EH3 5P7. Tel: 0315522673. Expeditions to West Greenland and Northeast Greenland.

Scantours

8 Spring Garden, Trafalgar Square, London SW 1A 2B6. Tel: 018392927. Telex: 919008.

Summer programme to South Greenland, hotel accommodation.

Fred. Olsen Travel

11 conduit Street, London W1R 065. Tel: 01491 37 & Telex: 263670.

circular tours of West Greenland with hotel accommodation. Hikings.

Mackenzie Travel

144 St. Vincent Street, Glasgow G2 5LH. Tel: 0412487781. Excursions and short breaks to East Greenland from Iceland.

Waymark Holidays

295 Lillie Road, London SW6 7LL. Tel: 013855015.

DVL Travel's programme (Hikings etc.).

Venturing

49 Conduit Street, London W1R 9FB. Tel: 01 439 6919.

DVL Travel's programme (Hikings etc.).

By Air to Greenland:

Scandinavian Airlines System SAS, Icelandair.

Holland

Cross Country Travel

Weersteinstraat 17, 2182 GP Hillegom. Tel: 02520-21006.

Tours to the Disko Bay with accommodation in huts.

Publications catering to specific specialty markets or demographic groups can also help you communicate directly with your most important markets.

For example adventure travel markets can be reached through magazines like Outside and Equinox.

Naturalist markets can be reached through membership publications produced by groups like the Sierra Club, the Canadian Nature Federation, and so on.

Photographic Safari markets can be reached through trade magazines like Photo Life and Camera Canada.

Sport fishing and sport hunting markets can be reached through magazines like Field and Stream and membership publications for groups like the prestigious Boone and Crockett Club.

There **is** no **limit** to the number of publications that could potentially carry the **Region's** message directly to your most important markets.

5. An ongoing **Keewatin** awareness program should be developed and implemented.

Prior to the initiation of the **Keewatin** Tourism Study a large proportion of community residents did not even have a clear understanding of what a tourist is, does and seeks and they had no idea that a visitor to the community represents an exploitable developable industry.

As part of the **Keewatin** Tourism Study a community awareness/involvement program was designed and implemented to accomplish four key objectives:

1. To provide the communities with information respecting the characteristics of the tourism industry.
2. To educate the community with respect to the value of community based tourism and the unique role and responsibility of the community in industry development.

3. To involve the community in issue identification and decision **making** regarding the future of tourism **within** their community.
4. To create an atmosphere of commitment in accomplishing tourism goals and objectives.

It **is** recommended that a continuation of this awareness program be designed and implemented on an ongoing basis for the next few years to ensure the momentum continues.

6. It is recommended that the **Keewatin** Region focus promotional efforts on an annual basis, on a number of select high profile specialty media events which will attract extensive national and possibly international media coverage. If done properly this type of exposure can result in a media coverage value well beyond the dollars spent. In addition large events will bring significant economic benefits to the region.

Specialty events which could potentially be developed in the **Keewatin** Region might include:

- o Spring dog sled race from Churchill to Rankin Inlet.
- o Canoe race (long distance).
- o Spring snowmobile race from Eskimo **Point** to Baker Lakes.
- o Lottery to guess when the ice goes out in Baker Lake.
- o **Fishing** derby.
- o Northern **triathlon** (ie. dog sled race or cross country skiing, kayak race and indoor **Inuit** tests of agility and strength).

The key to the success of these events is the development of sponsorships with major product/suppliers **which** relate to the character of the event.

7. Ensure the maintenance of existing markets through select trade show attendance and travel association affiliations, but do not increase these traditional efforts.

The Keewatin Region now allocates a considerable portion of its promotional budget to participation in trade shows like the Toronto Sportsmen Show. We believe that while this is one means of increasing the general awareness of the Region, it does not enable the **Keewatin** to develop a distinct image for itself among its key specialty markets - i.e. those markets that are most compatible with the Region's **resources and with the type of tourism industry that will be developed.**

Although it is still important to continue affiliations with the **N.W.T.** Travel Association and advertising through the Territorial government the aim of the recommended marketing strategy for the **Keewatin** Region is to market on a regional basis.

8. A familiarization tour program should be set up to introduce new tour wholesalers to the products offered by the **Keewatin** Region.

This program should be organized on an ongoing basis. One useful forum for identifying interested wholesalers is Rendezvous Canada.

This program should be coordinated with the Travel **Writer Familiarization** Tour Program identified in Guideline 4.

9. Regional tours, particularly those associated with the photo safari and naturalist markets, should be led well known experts in the respective fields.

The intent would be to increase the marketability of the tour package to targeted special interest groups.

For example a photo safari tour to Wager Bay might be led by a famous nature photographer like Courtney **Milne.**

Or a cultural tour might be led by a well known northern arts/culture authority like Gabe Geli.

The ad on the following page provides an example of a marketing approach for African Safaris utilizing the talents of a well known authority on Africa.

AFRICAN SAFARIS

Donald Young is one of the world's leading experts on Africa. Educated at Cambridge he has spent the last 10 years working and studying in Africa with Richard Leakey and speaks Masai, Swahili, and Kalenjin.

Each year he takes a number of small groups and families on safari to Kenya and Tanzania. They stay in province safari ranches and tented camps and enjoy individual attention not found in larger trips.

Join us for a delightful slide presentation at our office with Donald Young.

Tuesday April 23, at 7:30 p.m. R.S.V.P.

Blyth & Company

84 YORKVILLE AVE., TORONTO
ONTARIO M5R 1B9 (416) 964-2569
1-800-387-1387

10. To help increase the profile of the **Keewatin** Region tourism products it is recommended that suitable audio visual materials should be prepared and distributed to be shown at sport and trade shows, southern based scenic institutions, art **tours**, etc., to be used by tour wholesalers as a sales tool.

The shows would be themed to correspond with the specialty market segments being targeted.

These audio-visual shows could also be used for **pre-trip** orientation of tour packages prior to coming north. To accomplish this the films would provide practical advice and information on the availability of travelers services, outdoor travel requirements, cultural differences and potential problems.

6.3 **Training Requirements and Opportunities**

This section identifies manpower training needs and programs which will enhance the development of the tourism industry in the **Keewatin**. Each training program described in this section addresses the nature of the training program required, funding opportunities, the consultant's recommendations and the estimated **demand and** associated costs. The program represents a series of desirable **training** activities, we fully recognize that not all can be immediately implemented.

Human **Resource** Development Needs:

As recognized throughout the course of this planning process, local awareness, participation and control of tourism in the **Keewatin** are critical to the successful development of the industry in the region. The level to which these objectives are achieved is in large part contingent on the nature of local human resources available to the industry.

Although inventory work conducted at the outset of the **Keewatin** tourism planning program identified a variety of human resources available in the region to develop the industry, there is **an** ongoing need to expand local participation in the industry. **An assessment of existing tourism related opportunities in the Keewatin** noted an **obvious lack of skilled local people to work at and run** tourism businesses. Additionally, based on discussions with community residents, it was recognized that a universal understanding of what tourism really is, is lacking in the region.

Participation in the industry, at all levels, requires at minimum, strong:

tourism industry awareness,
hospitality awareness,
management and administrative skills, and
specific industry skills such as guiding/hosting and food/accommodation
service skills.

In addition to these basic skills which are required in the development and operation of local tourism businesses, it is necessary to ensure a large, readily available, trained **labour** pool to maximize participation.

The Keewatin Region in its role as an emerging tourism destination needs a comprehensive approach to tourism industry training covering a broad range of activities, from outfitter training to planning and development skills. **In** addition, programs have to be sensitive to the unique cultural elements and the cross cultural nature of the industry.

The following sections provide a brief outline as to the nature of the types of programs required, along with a summary of available funding programs and an indication of demand and order of magnitude costs.

6.3.1- **Tourism** Awareness Programs

i) Description

The provision of Tourism Awareness Programs are essentially a function of the **various** Travel Zone Associations in conjunction **with** the Travel **Industry** Association of the **N.W.T.** (T. I. A.) and Tourism Canada. Programs offered by zone associations include tourism awareness workshops, tourism awareness days, and tourism awareness **media** campaigns. The objective of these programs **is** to increase community understanding of the tourism industry and the possible impacts of the industry to the community/region.

ii) Funding Opportunities

Funding support to develop and deliver tourism awareness programs is as follows:

Source: Tourism Awareness (Tourism Development) Economic Development Agreement (Canada, N. W. T.) Domestic Market Development Sub-Agreement.

Program **Objectives:** To improve community understanding of the tourism industry.

Eligibility: Travel associations that will develop and deliver tourism awareness programs.

Level of Support: Funding will provide: a) support materials and b) for consultants to develop programs. Travel associations will receive 100% of costs for the development of programs and materials, and 100% of costs for conducting the programs.

Criteria: Development work must be done in consultation with the G. N. W. T. Department of Economic Development and Tourism.

iii) Recommendation

Through the **Keewatin** Tourism Committee of the **Keewatin** Chamber of Commerce, tourism awareness programs can be offered on a **regional, community** or **business specific basis**. Tourism Awareness programs should be an **ongoing** feature in the implementation of the **Keewatin Destination Zone** Study. Programs should be designed to occur on a **semi-regular** or annual **basis**.

Implementation Methodology: The main components of tourism awareness training are an analysis of the tourism industry and how the tourism dollar is spent; the characteristics and expectations of a tourist; and the impact of tourism on a community. Practical demonstration of what the tourism industry is and how it can positively and negatively impact a community is

possibly the best method of undertaking this type of training. **As** such, exploratory trips to successful tourism operations, **a.v.** presentations and discussions, hands-on workshop experience, local media **campaigns** and tourism awareness events around a **specific** aspect of the industry (ie. outfitters' day) are seen as the most effective methods of implementing this type of training. Resource materials are available through Tourism Canada, T. I. A., other **N.W.T.** travel associations and private operators.

iv) Demand and **Estimated** Costs

An annual budget of \$5000 per community **is estimated** for **this training**. The number of communities that implement tourism awareness campaigns will be dependent on the level of interest and initiative in each community to develop **their** industry. At this **point** all communities have expressed an interest in tourism.

6.3.2- Hospitality Awareness Programs

i) Description

Hospitality Awareness programs are often offered **in** conjunction with tourism awareness programs through regional travel associations and the T. LA. The main objective of **this** type of **training** is to improve the level of services that both communities and **specific** tourism businesses can provide to tourists.

ii) Funding Opportunities

Support available to provide this type of training **is** as follows:

Source: Hospitality Awareness (Tourism Development) Economic Development Agreement (Canada, N. W. T.) Domestic Market Development Sub-agreement.

Program Objectives: To improve the level of service provided to tourists.

Eligibility: The Travel Industry Association of the **N.W.T.** may apply to develop an awareness package, and sponsoring associations, organizations or **firms** may apply for delivery of the program.

Level of Support: Eligible costs include consultant fees for developing programs and support materials; and costs of producing and distributing these materials. 100% of eligible costs will be covered for both development and delivery of programs.

iii) Recommendation

Hospitality awareness programs have met with the greatest level of success when applied to a specific business development opportunity and then relating this to the tourism industry in general. Hospitality awareness training should be an integral part of the development of any tourism business and be continued at least annually as a '**refresher**' course for staff and/or as an orientation vehicle for new staff.

Implementation Methodology: The main objective of hospitality awareness training is to develop service levels that ensures that the **tourist** feels welcome, comfortable and satisfied with his/her experience in your community/business. To accomplish this objective, hospitality training must focus on good verbal communications and 'attending' or non-verbal behavioral skills. As with tourism awareness training, practical demonstration of hospitality in action is the best method of implementing this type of training. **A.V.** presentations, hands-on workshop experience and on-the-job training are perhaps the most effective methods of implementation.

Resource materials are available from T. I.A., G. N. W. T., and Tourism Canada and include such videos as "**Smile-The** Importance of Hospitality⁴" and training videos for the food service industry.

iv) Demand and **Estimated Costs**

An annual budget of \$3000 per community for the duration of the tourism strategy is estimated for each community in the region. The number of communities covered will depend on level of interest and commitment to tourism industry development.

6.3.3- Management & **Administrative Skills** Programs

i) Description

Tourism operators require a range of business skills to effectively manage tourism business. Skill requirements include financial, marketing, personnel management, administrative and general business management skills. Most operators or potential operators do not have the resources or the time to access these skills through institutions and therefore rely heavily on on-the-job training to develop the necessary skills to effectively manage these businesses.

There are two main types of management and administrative skills programs that should be considered for the Keewatin Region.

a) Hotel/Restaurant Management

This would include training programs for middle and upper management personnel ie. assistant managers, managers, restaurant managers.

b) Operational Staff Development

This would include training programs for operational staff in local hotels and restaurants including clerks, housekeeping staff, waiters/waitresses, etc.

There are a multitude of training programs which are currently available in the **N.W.T.** to develop these skills. It is noted however that each program does have certain limitations with respect to duration or training activities which can be undertaken. It is therefore highly probable that potential and existing operations will have to access a variety of support programs in order to fully develop a base of competent managerial and administration personnel.

ii) Funding/Program Opportunities

The following management **training** programs are currently available.

- A.** Source: Management and Training Contributions, Dept. of Economic Development and Tourism.

Program Objective: To provide financial assistance for the training of the management and staff of tourism establishments and restaurants.

Eligibility: Tourism establishments.

Level of Support: Contributions are limited to the lesser of 50% or \$5000 of the total cost of the training program.

Criteria: A comprehensive proposal and financial statements are required.

- B.** **Source:** On-the-Job **Training** Program, Dept. of Education, G. N.W.T.

Program Objectives: To help employers fill positions for which skilled, qualified workers are not available; to retain employees who might otherwise be laid off because of technological or economic changes; to participate in support of industrial development strategies in various regions of the country; to fill new job vacancies resulting from expansion of a company's operations; to provide jobs and training for special-need workers who find it difficult to obtain and hold permanent **employment**; and to encourage the training of women in non-traditional occupations.

Eligibility: Any northern resident requiring training.

Level of Support: Financial assistance will be provided to subsidize on-the-job training. A trainee will work with a skilled person until the trainee can take the job.

Implementation Costs: Costs are variable pending training requirements.

C. Sources: Federal Business Development Bank

Program Objectives: To support the growth and development of small business.

Eligibility: all small business.

Level of Support: Small business management training programs are available to assist in the areas of joint management, management clinics and owner/manager courses. Management counseling is also available through C. A.S.E. to evaluate and strengthen small business enterprises. All management support services are available at a modest cost.

D. Source: Tourism Canada/Dept. of Regional & Industrial Expansion

Program Objectives: To provide strategic direction, information and develop new markets.

Eligibility: Open to all operators and industry related groups and business.

Level of Support: Rendez-vous Canada and **Tourcan** are two programs which are designed to bring buyers and operators together both internationally and nationally, respectively. Tourism Canada also provides advice, counseling and training services; planning manuals for campgrounds and accommodation establishments; and tourism reference materials.

E. Source: Business Management Development Program, Economic Development Agreement (Canada, N. W. T.) Human Resources Development Sub-Agreement.

Program Objectives: To improve the management capabilities of northern businesses and to make opportunities available for northerners to be employed as business managers.

Eligibility: Individuals, groups or associations and local development corporations.

Level of **Support:** Funding is available in 3 areas:

Evaluation/review of options **which** would improve the management skills of northerners. Examine the deficiencies in the existing **labour** force.

Consulting services to help prepare teaching materials or support programs for an individual firm or an entire industry.

Implementation programs **which** would employ a consultant or trainer to assist in the development of managerial skills within an organization.

Funding is provided up to a maximum of \$100000 and will be limited to a 12 month period. Maximum limit of funding for any project is \$300000 over a maximum of 36 months.

Criteria: To be eligible, projects must prove that the required skiUs are not available in the local **labour** market. For industry-wide management development projects, there must be proof that employment opportunities exist in the industry for this skill, or will become available upon termination of the project. Industry-wide programs must have community or regional support. Applicants must be prepared to develop projects which **will** ultimately produce qualified northern business managers.

Comments: Priority consideration will be given to projects which affect people who are having difficulty obtaining or keeping employment at the managerial level due to lack of education or experience.

- F. source: Economic Development Agreement in the NWT; Domestic Market Development Sub-Agreement.

Business Services Infrastructure Program.

Program Objectives: To provide incentives to attract professionals to areas of the **N.W.T.** that require and can support them.

Eligibility: Communities or community/regional economic development organizations can sponsor qualified, professional candidates to establish business services in their community/region.

Level of Support: Assistance will cover up to 75% of relocation costs, with the sponsoring organization providing remaining 25%.

Criteria: Amounts eligible will be based on Government of Canada regulations applying to the relocation of federal employees.

- G. Source: Economic Development Agreement in the N. W. T.; Domestic Market Development Sub-Agreement. Small Business Intern Program.

Program Objectives: To assist small businesses to hire skilled personnel for newly created positions that may improve the management of a firm.

Eligibility: Small businesses (under \$2 million annual sales) and community and regional development organizations can apply.

Levels of Support: Up to 50% of a managerial candidates salary for a twelve month period, up to a maximum of \$15000\$1 250/month.

Criteria: The program will not apply to a program already created.

iii) Recommendations

1. It is recommended that a combination of the forementioned programs be utilized to develop regular and **ongoing** training programs for **existing** and new tourism **businesses** throughout the **Keewatin** Region.
2. It is recommended that both the **Rankin** Inlet High School and the “**Frobisher** Bay Campus of Arctic College develop and implement -ares **specially** aimed at management and operational **training** for the tourism **industry**.”

Implementation Methodology

Management and **Training** Contributions Program

Limited resources available under this program dictate a short term, concentrated managerial training program. A desirable approach may be to retain a manager trainer under the Canadian Executive Services Overseas (C. **E.S.O**) to undertake very specific aspects of a management training program ie. personnel management or small business financial management systems. Follow-up training could be undertaken onsite under funding from one of the programs described below.

On-the-Job **Training** Program

On-the-Job training programs would be helpful in developing new skills and expanding the local **labour** pool. Accounting, booking agency skills, promotion and **marketng** might well be areaa which this program could be applied to.

Federal Business Development Bank

Most **FBDB** workshops and seminars are held in regional centres on a **semi-regular** basis. Perhaps the most meaningful approach to utilizing this training is to first retain the services of CASE to assess business and human resource requirements, prior to seeking specific **FBDB** management development training programs. Based on a needs assessment, a schedule of short duration skill upgrading training courses could be developed. Specific management training seminars and workshops should be accessed during the 'shoulder' season as much as possible so as not to interfere with regular operations.

Tourism Canada

If well integrated into human resource training plans, published materials accessed through Tourism **Canada** as well as marketing opportunities can enhance any management training program in place of business. It is noted that marketing experience garnered through Tourism Canada opportunities can be supplemented with **onsite** training utilizing the soon to be completed Travel Industry Association of the **N.W.T.** Marketing Handbook.

Business Management Development Program

Application for management training under this program might best be applied on an industry wide basis. Assuming this approach, specific human resource development plans, management development materials and on-site assistance could be developed for all outfitters, lodge operators and/or community based tourism businesses in the **Keewatin**. Management training programs would naturally include the integration of all existing materials currently available for small business management and those which apply directly to the operation and management of specific tourism related business.

Economic Development Program

These programs can be utilized to train and complement the skills of existing and new tourism businesses.

Rankin High School and the Arctic College

Tourism related programs at the **High** School level could be developed in conjunction with existing programs such as Math (business accounting) and Home Economics (**waitressing/cooking**). The focus of these courses would be more on creating hospitality awareness than job preparation.

Because of the importance of the tourism industry in the north the **Frobisher** Campus of the **Arctic** College should develop both short and long term courses in hotel/restaurant/business management along with programs related to operational level training.

iv) **Demand and Estimated Costs**

In consideration of the potential size of the industry in the **Keewatin** and the number of people to be employed and businesses created it is conservatively estimated that access to training (on-the-job, regional seminars, community seminars, etc.) programs will need to be provided to 15-20 businesses each year.

Estimated **costs** \$50000-\$75 000/year. It is **also** conservatively estimated that as many as 5-7 students per year be sent to the **Frobisher** Campus of Arctic College for management and operational training courses. Estimated costs \$20000-\$28000.

6.3.4- **Labour** Pool Development Programs

i) Description

The development of a readily available, trained **labour** pool is critical to the successful evolution of a regional tourism industry. An acceptable vehicle for developing a skilled **labour** pool is to provide experience in the industry which can then be followed up with specific training programs in accordance with **labour** pool interest and commitment, and industry opportunities.

ii) Funding/Program Opportunities

A variety of support programs are available to facilitate exposure to **the** industry, at **minimal** cost to the industry itself. Programs which **are** available to assist this process include:

- A.** Source: Options North, Economic Development Agreement (Canada, N. W. T.) Human Resources Development Sub-Agreement.

Program Objectives: To encourage and support **native** northerners to overcome the barriers they face in a wage economy.

Eligibility: Employers, associations, agencies, non-profit organizations and institutions. Organizations or societies should have been in existence at least 6 months before making application to this program.

Level of Support: Funding will be provided to recruit and hire trained counselors to deal individually with people to prepare them for employment opportunities. Life skiUs, family, alcohol and drug awareness counseling would also be provided as needed.

Funding will be provided up to \$10000 for a period of 12 months. The maximum limit for any project will be \$300000 over a maximum period of 36 months.

Funding may be provided to cover increased administrative costs; sponsors must be able to **indicate** the need for such funding and the effect on the project if funds are not approved.

Criteria: The sponsor must provide administrative support to the project. Proposals must have community or regional support, and show how projects will compliment **existing** programs and services in communities.

- B.** Source: Special ARDA (Agricultural and Rural Development Act), Department of Regional Industrial Expansion (Canada).

program **objectives:** To **assist** residents of remote and northern areas (in particular those of **native** ancestry) to improve **their** economic circumstances.

Eligibility: Three types of projects are eligible:

Those involving the establishment, acquisition, expansion and modernization of any business which provides jobs for native people,

projects started by groups or associations which will improve the incomes of native people engaged in fishing, forestry, trapping, and agricultural activities, and;

those that provide **counselling**, training and special social services, not provided under other programs, which are needed to help native people take advantage of job opportunities.

Level of Support: Assistance in project planning, filing application; up to 50% of total cost of type (1) projects. Assistance usually takes the form of a cash grant.

Criteria:

More than half of the people who work in the project should be native people. Good training should be available for these people (costs may be paid through Special ARDA).

Owners should show that the project will make enough money to pay the bills and salaries for at least 5 years.

Applicants should show that the project will be well managed.

Applicants are expected to put something of their own (equity) into the project.

- C. Source:** **Local** Employment Assistance and Development, Program (LEAD), Canada Employment and **Immigration** Commission.

Program Objectives: To increase the number of permanent jobs in localities of chronically high unemployment.

Eligibility: Any organization representing community development interests in an area where less than 50 000 reside and where there is a serious unemployment problem. The area must have potential for increased employment, and the organization must demonstrate a capacity for planning and economic development.

Level of Support: LEAD Corporations **will** be set up to provide counseling services and technical and investment assistance to help start new businesses or expand existing ones (maximum \$25 000/business/year); equity financing to incorporated businesses, loans to principals; grants to local business projects that will produce employment.

Community LEAD Corporaton can receive: planning stages-\$50 000 for up to 1 year; operational stage-\$130 000 per year for costs; maximum annual \$220000 for investment purposes. After 3 years of operation based on performance, the maximum annual grant may be raised to \$350 000 and the maximum annual contribution may be raised to \$180000.

LEAD planning projects enable communities that **cannot** establish corporations to initiate an employment plan to develop either an infrastructure or enterprise project. Eligibility: Board of Trade, **Municipal** Council, etc. Maximum funding **is** \$50000 for 1 year.

LEAD infrastructure projects: Maximum \$350000 over 2 years to meet infrastructure needs that are part of employment plans.

LEAD enterprise projects: Maximum \$350 000/year up to \$1.5 million over 5 years, to establish ongoing enterprises in the community.

Criteria:

Projects must be competently managed **wtih** good prospects for viability;
 projects must form part of an accepted community development plan;
 without LEAD support the project would have been impossible;
 proposed new businesses must not compete unfairly with those already existing in the community;
 proposed work must be completed within the specified time frame.

- D. Source: Canada Works, Canada Employment and Immigration Commission

Program Objectives: To create incremental, productive term employment for unemployed persons or for students during the summer months. Program priorities are activities which will: promote economic recovery and long range development in the private sector; result in incremental continuing employment; contribute to the improvement of community assets and/or services which will not create a dependency on program funding.

Eligibility: Organizations, businesses and individuals are eligible employers. A fully authorized resolution showing collective support for the project must accompany proposals from unincorporated municipalities.

Level of **Support:** Projects are supported from 6 to 52 weeks. Participants receive either wages or **U.I.** benefits, in which case they **receive an** enhanced benefit and are eligible for an extended duration of benefits. Total program contribution will not exceed an average of \$325/work-week, with a ceiling of \$125 per work-week for costs other than wages. In very exceptional cases (no other funding exists and project is of exceptional merit) an additional program contribution for matched funds (on a dollar-to-dollar basis) up to \$100000 **may be available.**

Criteria: Projects must:

- have competent management (inc. financial and administrative control);
- provide for 3 or more full time jobs;
- provide employees **with** supervision, training and/or support to complete their tasks;
- create new jobs **in** addition to planned employment for the period of project operation;
- not compete **with** existing services or displace work normally performed by volunteers or existing or laid-off employees;
- meet local needs and program priorities.

Acceptable Participants/Employees:

- must be legally entitled to work in Canada;
- must be referred to employers by Canada Employment **Centres;**
- must be unemployed;
- project jobs must match the skills of the locally unemployed;
- members of immediate family of the employer may not be paid for project employment from this contribution.

E. Source: Career-Access, Canada Employment and Immigration Commission

program objectives: To help employers hire and provide valuable work experience to people who face severe difficulties in finding work.

Eligibility: Any firm, organization or individual in business for 6 months or more may participate. Smaller employers (up to 10 employees) can hire 2 eligible workers at any one **time**; others up to 20% of total number of regular employees.

Level of Support: Subsidies are generally paid at 50% of gross wages to a maximum of \$15000 per employee. The subsidy can **be** 85% in exceptional cases. Maximum subsidy periods are 52 weeks for **non-**students; 18 weeks/year for up to 3 years for students. A maximum of \$10000 may be paid for facilities or equipment for disabled persons. Up to \$80/week may be paid to non-profit or charitable organizations.

Criteria: For employers:

- the **job** offered must provide full time employment;
- personal services to the employer are excluded;
- there must be reasonable expectation of continued employment after **the** subsidy period;
- no existing employee can be displaced;
- employment provided to students must relate to his/her studies;
- employment paid by commission or "piece-work" is excluded.

Potential employees include:

- those who are unable to get a job due to lack of experience;
- disabled or disadvantaged people;
- men and women returning to work force after a prolonged absence;
- older people who have been permanently **laid-off**;
- in the summer, students intending to return to school.

iii) **Recommendations**

It **is** recommended **that**, as part of the **ongoing labour** pool development programs in the **Region**, tourism **industry** employment play an **increasinly important** role **consistant** with the expansion of the tourism **industry**.

Implementation Methodology

Options North

Initially, employment concerns should be gathered from existing operators and industry staff and from such previous surveys as the **G.N. W.T.** Education Survey of **Keewatin** Youth (1984) and the **G. N.W.T. Labour** Force Survey (1985), to determine the extent of counseling and employment support needs. Based on this assessment, the focus of programs which could be undertaken by either a community or regional counselor might include: pre-employment life skills workshops, cross cultural workshops and business specific counseling. Target groups to receive employment support might include youth and elders.

Special ARDA

Utilization of this program would be similar to that noted previously under the Option's North program (**ie.** provide counseling and job maintenance support services).

Local Employment Assistance and Development

LEAD projects are an ideal method of injecting training support funds into a business to enable maximum local participation and training.

Canada works

Like the LEAD program, Canada Works offers resources to improve local participants and upgrade skills.

career-Access

Under the direction of local tourism Steering Committees, **labour** pool development might begin with working with students to implement Planning Festivals and Events (a publication of Tourism Canada); developing a regional guide to **all** training resources applicable to the development of **the** industry (**ie.** utilizing such Tourism Canada publications as Directory of Courses; Tourism/Hospitality/Recreation and Directory of Business Resources); and/or providing visitor information services.

iv) Demand and **Estimated** Costs

It is impossible at this point in time to define the demand for these programs.

6.3.5- Industry Specific **Skills** Development

i) Description

In addition to the training programs mentioned above, a variety of industry specific skills are required in order to both enhance the quality of services available and to increase local participation in it. Such skills include outfitter training, culinary training and highly specialized skills like small engine repairs and marine safety.

a) **Outfitter Training**

The **N.W.T.** tourism industry has already recognized that there is a need to develop training programs to improve: the level of service available to tourists; the competency level of northern guides; and the level of participation of northerners in the tourism industry. These requirements have been addressed by the G. **N.W.T.** Development of Economic Development and Tourism through the Guide Training Program, a Territorial wide skill development program.

In the **N.W.T.** outfitting skills pertain not only to sport fishing and hunting guides but also other types of adventure travel guides (ie. trekking, **photo-safaris**, boat tours, etc.).

b) **Culinary Training**

The two levels of culinary training programs required in the Keewatin are advanced culinary training for certain facilities like Siniktarvik and the **Rankin** Steak House and more basic training for support staff and cooks at hotels/restaurants in some of the smaller communities.

c) **Specialized skills**

The more relevant highly specialized training skills needed for the Keewatin tourism industry include:

- o small engine repairs
- o captain and/or first mate training

Small engine **repair** skills are needed in a number of occupational areas ranging from boat tour operators to cab drivers.

Captain and/or first mate training should be instituted for boat tour operators running long distance tours (ie. Coat Island tours, or **Rankin** Lake & Chesterfield Inlet tours).

ii) **Funding/Program Opportunities**

Most industry specific skills can be developed through special field training programs provided by **Thebackon** College and **Frobisher** Bay Arctic College under the sponsorship of the G. **N.W.T.** Development of Education or the Canada Employment and Immigration Commission.

(c. **E.I.C.**). The Colleges offer a variety of **field** training programs which can be complimented with short duration courses at the College in Fort Smith or in **Frobisher** Bay. Field training programs include **pre**-employment cooking and small **engine repair**.

The following funds are available to implement the **N.W.T.** guide training program.

Source: Tourism Association Support Program (Tourism Development) Economic Development Agreement (Canada, N. W. T.) Domestic Market Development Sub-Agreement.

Program Objectives: To encourage the growth of the tourism industry in the **N.W.T.**

Eligibility: Tourism associations that will deliver specific projects.

Level of Support: Funds are available on a **cost-shared** basis, though up to 100% of costs will be considered. **Eligible** costs include program development fees, production and distribution of support materials, costs of seminars and travel costs.

Criteria: Projects should benefit the tourism industry by improving or upgrading tourism services and skills.

iii) **Recommendations**

1. The Guide Training Program should be made available to all tourism operators (**outfitters and lodge operators**) throughout the **Keewatin Region**. A program of this nature should be implemented in the developmental phase of each **business**. On an on-going **basis**, the program should be offered as a **'refresher'** course for staff and as an orientation vehicle for new staff.

Implementation Methodology: The **Keewatin** Tourism Committee/Committee/Chamber of Commerce should retain a professional facilitator to hold regional workshops on guide **training** on a regular basis. Facilitator and program development and delivery support is available through the **Thebacha** College or **Frobisher Bay Arctic** College under the sponsorship of Canada Manpower.

Workshop content should be developed from the Tourism Guide Training Universal Skills Program - Training Manual and include such components as: leadership and communications; lifestyles; safety and first aid; staff/guest relations; and land based and community based guiding skills.

2. Head chefs at the better quality eating **establishments** should be provided with an **opportunity** to attend advanced cooking **courses**.

Implementation Methodology: Advanced culinary programs outside the Territories include:

- o **Sault** College of Applied Arts and Technology in Ontario
- o George Brown College in Ontario
- o Fanshawe College in Ontario

3. To access special skill development **programs, (ie. small engine repairs, culinary skills, etc.)** community and **regional** organizations should consult with local adult education and/or Canada Manpower **personnel** to stage such **training** courses. Canada Manpower under the National Industrial Training Program can provide a training wage to participants in these four-six week community based training programs as well as provide for the trainer% costs.
4. A captain/first mate certification program should be initiated either in the Keewatin Region or in an area like Churchill **where** a similar Program **already exists.** (Local boat tour operators in Churchill were required to get their papers from the Coast **Guard** this past summer.)

This program should be made mandatory for boat tour operators running long distance boat tours **ie.** to Coat Island.

iv) Demand and **Estimated Costs**

Outfitter Program

Costs for implementing a three week program of **this** nature are estimated at approximately \$4000 per participant. A desirable workshop size is 10-12 participants (consistent **with** perceived demand). Assuming two courses per year the estimated costs are \$80000-\$96 000/year.

Chef Program

The **estimated cost** of sending 2 chefs to a course would be \$12 000/year.

Special Skills Program

The estimated demand for these courses **is** 15-20 people per year. Estimated costs equal \$15000-\$20000.

captain Program

The estimated cost to send 3-4 persons to Churchill to take the course is \$75000-\$10000.

6.3.6- Tourism **Planning**, Development and Marketing **Skills**

i) Description

In order to maintain the momentum that was initiated with the implementation of the **Keewatin** Region Tourism Development and Marketing Strategy it will be necessary to have individuals who are involved in the organizational and management aspects of the industry trained to a sufficient level to follow through with the myriad of study recommendations. **The** two areas of expertise required should include:

a) Tourism Planning **and** Development

The intent of this program would be to prepare individuals involved in the overall organization responsible for planning, developing and marketing **Keewatin** tourism industry (**Keewatin** Tourism Committee) for an active role in implementing the **Keewatin** Region Tourism Development and Marketing Strategy and to handle all planning and development related issues and problems that arise.

b) Marketing

The **intent** would be to provide local operators and the individuals involved in the Tourism Committee with the necessary skills to successfully implement and develop marketing programs.

ii) Recommendations

Although **local residents** maybe supported to attend **these** outside institutions we see this as **a long term objective**. **In the short term it is recommended that a consultant with established skills in tourism planning, development and marketing be hired to develop and conduct a one week seminar addressed to the specific needs of the Keewatin tourism industry. In addition, an apprenticeship program should be developed in cooperation with the on-going marketing activities of Henderson Associates. The extent is to provide on-the-job training for local residents**

iii) Size and Estimated Costs

All local operators along with the manager and support staff from the Tourism Committee should take part in the seminar.

Estimated Costs:	\$15000-\$20000
	\$35 000-\$50000 apprenticeship Program

The Keewatin Region with its emerging tourism industry needs a comprehensive approach to tourism **industry** training covering a broad **range of activities, from outfitter training to planning and development skills. The preceding analysis has provided a** brief outline as to the nature of the types of programs required, an indication of participant numbers and **order of magnitude costs.**

6.4 Economic Benefits of Tourism in the Communities

In the preceding sections of the report we have outlined a variety of development opportunities for each of the seven communities. For each community we have developed community implementation plans outlining the development opportunities along with priorities for their implementation over the next ten years, the **order-of-magnitude** costs, and the potential number of jobs to be created.

Most of the opportunities identified are business opportunities that could potentially turn a profit for the operator given a realistic proportion of capital funding assistance at the outset. However there are also a number of **infrastructural**, cultural and marketing opportunities identified that will generate little or no revenue and therefore would not directly justify the associated **capital** expenditure. A good example would be the proposed Arctic Orientation Centre in Rankin Inlet. As a result there is little likelihood of attracting private sector investment and management in these projects. As these projects are considered **necessary** to enhancing the tourism experience and marketing the tourism products in the **Keewatin** it is essential that Government support be provided, both in terms of financing and implementation.

Nine of the higher interest opportunities identified were examined in enough detail to determine financial break-even points. On the basis of these analyses we were able to identify fairly specifically the associated economic impact of implementing the projects. If all nine projects were initiated and operating at their respective break-even points a total of 37.4 direct seasonal jobs would be created with a total capital investment of \$1235720. If we assume an employment multiplier of 1.5 to include indirect employment generated, the total figure would be 56.1 seasonal jobs. In addition to the seasonal jobs, 2 full time jobs would be created as well as a number construction-related job opportunities.

In a more general way we have identified the employment inputs for the other development opportunities. The following is a community by community summary of total development costs and projected job creation over the next 10 year period, including the jobs created with the high interest opportunities:

Baker Lake

Total capital expenditure	\$1055900
Total expenditure for planning , advertising and marketing	\$ 96500
Direct operational jobs created	33 seasonal 3 seasonal part-time Numerous occasional and temporary jobs.
Direct construction job opportunities	4.95 man years

Chesterfield Inlet

Total capital expenditures	\$52000
Total planning and marketing expenditures	\$74000
Total direct operational jobs created	1 seasonal 6 seasonal part-time

coral **Harbour**

Total capital expenditures	\$375 000 or planning and marketing \$90 000
Total direct operational jobs created	19.2 seasonal 3 part-time Numerous occasional
Total construction opportunities	2.5 man years

Eskimo Point

Total capital expenditures	\$107900
Total expenditures for marketing and planning	\$139000
Total direct operational jobs created	4 seasonal 3 seasonal part-time

Rankin Inlet

Total capital expenditures	\$1344500
Total expenditures on planning and marketing	\$ 115000
Total direct operational jobs created	2 full time 14.2 seasonal 2 seasonal part-time
Total construction related employment	7.0 man years

Repulse **Bay**

Total capital expenditures	\$608500
Total expenditures on planning and marketing	\$133000
Total direct operational jobs created	12.8 seasonal 4 seasonal part-time several part-time and occasional
Total construction related employment	2.5 man years

Whale Cove

Total capital expenditures	\$511500
Total expenditures for planning and marketing	\$31000
Total direct operational jobs created	1 full time 2 part-time
Total construction related employment	3.5 man years

Total for the **Keewatin** Region as a whole would be as follows:

Total capital expenditures	\$2727000
Total expenditures on planning and marketing	\$668500
Total direct operational jobs created	84.2 seasonal, 3 full time, 17 seasonal part-time, numerous occasional and part-time

In addition to these direct economic impacts in the communities there would also be indirect employment generation and induced expenditures. However at this level of detail it is not realistic to estimate the indirect and induced impacts from all the identified opportunities.

**KEEWATIN DESTINATION ZONE
TOURISM DEVELOPMENT
AND
MARKETING STRATEGY**

**BACKGROUND TECHNICAL DATA
PART II**

Prepared for:

The Keewatin Chamber of Commerce

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1.0 TOURISM DEVELOPMENT POLICY FRAMEWORK

1.1 Introduction

The tourism industry is a multi-faceted industry which affects or is affected by practically every component comprising the socioeconomic fabric in the Northwest Territories. Accordingly the industry is very much influenced by both federal and territorial policies and programs emanating from a multitude of government agencies, boards and commissions.

A tourism strategy to be effective must, during the formulation stage, be cognizant of public sector objectives and current programs as well as the private sector objectives and capabilities. The development of a tourism strategy must, to the extent possible, recognize these objectives and realistically, work within their intent. This is not to suggest the stifling of activity for tourism strategy development; certain adjustments must occur. It does, however, recognize that a great many agencies have a secondary impact on tourism development in the Northwest Territories and may be unwilling to change current policy or programs from concern of detracting from their primary mandates.

The following chapter provides an overview of all relevant government (federal, territorial) and private sector agencies along with relevant policies and programs that may affect the tourism industry.

1.2 Roles and Responsibilities of Relevant Government Agencies

Before 1867 Canada's north was administered by the Hudson's Bay Company in an area referred to as Hudson's Bay land. In 1868 the Hudson's Bay Company surrendered Hudson's Bay land to Britain. By 1870 the Northwestern Territory of Canada (including western Quebec, Northern Ontario, Manitoba, Saskatchewan, Alberta, Yukon and most of the Northwest Territories) was admitted to the Dominion of Canada (the high arctic areas were not transferred until 1880).

Prior to the formation of the Northwest Territories government the federal government administered all levels of government in the Northwest Territory. By 1912 the Northwest Territories was reduced in size to its present shape with the rest of the lands going to the relevant Provinces and the Yukon Territory. At that period in time, the Northwest Territories government was conceived and has evolved into its present form.

consisting of a Commissioner (reporting to the federal Department of Indian and Northern Affairs), a Territorial Council, and an Executive Council with each member responsible for a department/agency representing the major activities and concerns of the Territorial Government. However since the Northwest Territories does not have Provincial status the federal government is still responsible for the administration of the following components:

- o control over most land (except Commissioners lands);
- o non-renewable resources with the exception of game;
- o **labour** relations; and
- o certain aspects of criminal law.

The following sections describe the relevant federal and provincial agencies which have a bearing on tourism development in the **N.W.T.**

1.2.1- Federal Government Agencies

i) Indian and Northern Affairs Canada

Within the federal government the Department of Indian and Northern Affairs has been given the responsibility for **Canada's** Indian and Inuit people and for natural resource management in the Yukon and **N.W.T.** Within the department there are three main programs that have particular relevance to the **N.W.T.** as follows:

1) Northern Affairs

The major objectives of this program are:

to advance northern social economic and political development in conjunction with the territorial government.

to develop strategies for federal/territorial relations.

to administer a program of northern native social and cultural development.

to develop policies and programs for the development and management of non-renewable and renewable resource sectors (except wildlife).

to administer Crown land (a new land-use planning system implemented in the early 1980s allows for land use responsibility to be shared with the G. N.W.T. Department of Renewable Resources).

2) Indian and **Inuit** Affairs

The mandate of this program is to assist the **Inuit** in achieving their cultural, social and economic goals.

3) Office of Native Claims

This program provides for the negotiations of land claims and development of a claims policy.

ii) Industry, Trade and Commerce and Regional Economic Expansion

Within this federal department the two most relevant agencies with respect to tourism development in the north are the Department of Regional and Industrial Expansion (D. **R.I.E.**) and Tourism Canada.

D. **R.I.E.** develops and co-ordinates programs designed to stimulate industrial activity and overcome regional economic disparities throughout the country. The Northwest Territories is a priority disadvantaged area for D. **R.I.E.** Funding programs offered under D. **R.I.E.** (to be discussed later in this chapter) include the Economic Development Agreement, the Industrial Rural Development Program and Special A. R.D.A.

Tourism Canada is charged with the mandate to sustain orderly growth of tourism in Canada. Within Tourism Canada, the following programs have certain relevance to tourism development in the **N.W.T.**

Tourism development in Canada: to help plan and develop Canada% tourist industry, stimulate private sector investment, assist in the form of information and publications for the private sector on productivity improvement and the upgrading of facilities and services.

Tourism information in Canada: disseminates Canadian tourist information.

Tourism, travel/media assistance: through this program media researchers, writers, broadcasters, photographers and lecturers are invited to sample travel destinations to inform their public of Canada% tourism events and attractions.

iii) Environment Canada

The responsibilities of Environment Canada include the management and promotion of forest resources and migratory birds; the provision of information on climate; the protection and enhancement of the quality of the natural environment; and the conservation of renewable water, land and wildlife. From a tourism development perspective the two most relevant agencies in Environment Canada are Parks Canada and the Historic Sites and Monument Board of Canada.

Parka Canada is responsible for evaluating the geographical regions of Canada and identifying potential historic sites and parks, heritage rivers and national parks. Once developed Parks Canada is responsible for the management of the parks and sites. Within the **Keewatin** Region, Parks Canada has identified two "Natural Areas of Canadian Significance", Wager Bay and northern Southampton Island, which will be considered for future national park development.

The Historic Sites and Monuments Board of Canada acts as an advisor for historical matters to the Minister of the Environment, whose responsibility it is to implement a program of commemorating historic sites of national significance. At the present time, three **Keewatin** Region explorers, James Ross, Sir John Ross, George Back, are being considered for commemoration, however no specific sites have been identified.

iv) National Museums of Canada

The mandate of the National Museums of Canada is to demonstrate the products of nature and the works of man with special, but not exclusive, reference to Canada. Within the National Museums of Canada the Canadian Conservation Institute helps publicly-owned museums, galleries, and archives to protect their collections against deterioration.

Another program referred to as the Museums Assistance Program provides financial and technical assistance to qualifying public museums, art galleries and other related institutions; to increase access to Canada's cultural heritage and to ensure the preservation of that heritage.

1.2.2- Territorial Government Agencies

In the past, the major interface between the federal and territorial governments has been through the Commissioner of the **N.W.T.** who reports to the Minister of Indian Affairs and Northern Development. However, in the recent past there has been an increasing **devolution** of responsibilities from the Commissioner's office to the elected ministers sitting on the Executive Council. At present, all the territorial departments are under the responsibility of the ministers with the exception of the Department of Personnel. The Executive Council has evolved as the senior decision-making body in the territorial government. Members of the Council are collectively responsible for decisions on policy and programs, for relations with the federal government and for the general conduct of government.

At the present time there are 24 territorial electoral boundaries in the **N.W.T.** each providing an elected representative to sit in the Legislative Assembly. Eight of the territorial **MLA's** plus the Commissioner are appointed to sit on the Executive Council as Ministers. Each Minister is individually responsible for the policy and programs within their assigned departments or agencies.

The following provides a short description of the government departments and their mandates that have a particular relevance to the **N.W.T.** tourism industry.

i) Department of Economic Development and Tourism

This department is charged with the development of economic opportunities in the N. W. T., tourism development and the equitable distribution of the resulting economic benefits to the residents throughout the **N.W.T.**

The major divisions in the department along with their responsibilities are as follows:

Planning and Resource Development - with responsibility for economic planning and economic and policy/program analysis for the department.

Commerce - responsible for advocating development in the small business section and supporting entrepreneurial activities.

Tourism and Parks - assist with the development of tourism programs and associations and promotes tourism in the **N.W.T.**

ii) Department of Education

The relevant division within the Department of Education, from a tourism perspective is the Manpower Development Division. This division is responsible for providing programs and information on employment, industrial training, apprenticeship and related support programs for Northerners in business and industry.

iii) Department of Renewable Resources

The mandate of the Department of Renewable Resources is to ensure that the option of lifestyles based on renewable resources is maintained for future generations.

For administrative purposes the **N.W.T.** has been divided into five regions of which the **Keewatin** is one. Rankin Inlet is the regional headquarters for the **Keewatin** Region.

At some time in the future it is likely that the **N.W.T.** will be divided into two separate territories. In 1979 the **Inuit Tapirisat** Council proposed that the area north of the treeline come under its own self-government and become known as **Nunavut**. The idea to divide the **N.W.T.** has been endorsed by the Territorial Legislative Assembly and a public plebiscite resulted in a majority of yes votes in **favour** of division. At the present time the federal government has given agreement in principle to the idea.

The **Nunavut** Constitutional Forum has been assigned the responsibility for drafting a **Nunavut** Act and negotiating a boundary.

1.2.3- Municipal Government

At the municipal government level the **N.W.T.** Municipal Ordinance provides for a number of different levels of local government. All the communities in the **Keewatin** Region have reached Hamlet status which allows them to set their own budgets within certain guidelines set by the Territorial government. Hamlet revenues consist of an operating grant, community service charges, permits, licenses, fines and fees. There is, however, no tax base. Each Hamlet has an elected Mayor and seven **councillors**.

Each of the Mayors in the **Keewatin** Region sit on the **Keewatin** Regional Council which acts as an advisory body to the Territorial government.

1.3 Roles and Responsibilities of Major **Inuit** Organizations

This section briefly outlines the mandates and responsibilities of major **Inuit** organizations which have some degree of control over development or which operate programs relevant to the development of tourism in the **Keewatin** Region.

i) **Inuit Tapirisat** of Canada

Inuit Tapirisat of Canada (**I.T.C.**) is the national association representing the **Inuit** of Canada. **I.T.C.** represents six regional affiliates including four in the **N.W.T.** - the **Keewatin** Region **Inuit** Association, the **Baffin** Region **Inuit** Association, the Kitikimeot **Inuit** Association and the Committee for Original **People's** Entitlement; and two in Quebec and Labrador - the

Makivik Corporation and the Labrador **Inuit** Association. The president of each of these regional affiliates comprises the **I.T.C.** board of directors, along with four other elected members.

The mandate for **I.T.C.** is to provide a unified voice for the residents of the **N.W.T.** on issues such as development of the north, preservation of the **Inuit** culture, land claims, constitutional development, and the pursuit of self-government through the **Nunavut** proposal.

I.T.C. affiliated agencies include:

- i) **Inuit** Broadcasting Corporation - responsible for communications.
- ii) Nunasi Corporation - responsible for economic development.
- iii) Tungavik Federation of **Nunavut** - responsible for land claims negotiations.
- iv) **Inuit** Committee on National Issues - represents **Inuit** views on the Canadian constitution.

I.T.C. also has two seats on the **Nunavut** Constitutional Forum.

- ii) **Inuit** Cultural Institute

Beginning as a project of the **Inuit** Tapirisat, the **Inuit** Cultural Institute (**I.C.I.**) in Eskimo Point is now an autonomous affiliate funded through the Northern Affairs Cultural Education Centre Programs.

I.C.I. has been identified by **I.T.C.** and other **Inuit** organizations as the agency with prime responsibility for education, language, culture and history in the north.

- iii) Arctic Co-operatives Limited

This organization is an amalgamation of the Canadian Arctic Co-operative Federation Limited (C. **A.C.F.L.**) and the Canadian Arctic Producers Co-operative Limited (C. **A.P.**). Incorporated under the Co-operative Association Ordinance the C. **A.C.F.L.** consists of 37 **Inuit** and Indian co-operatives in the Northwest Territories. The C. A. **C.F.L.** provides

marketing and purchasing services for its member **co-ops**, conducts education and training programs and represents the crops to outside groups and governments.

The Canadian Arctic Producers Co-operative Limited is the major marketing agency for the sale of **Inuit** craft items made in the Northwest Territories to wholesalers in the south. However the co-operative is not the sole marketing agency for **Inuit** arts and crafts due to competition from the Hudson's Bay Company, Cape **Dorset** Fine Arts and private buyers.

L4 **Roles** and Responsibilities of **Major** Private Sector **Organizations**

Within the **Keewatin** Region, there is an active private sector business community. **The** private sector business sector is small in comparison to a predominance of government agencies. In addition to the government, the three most active industries in the **Keewatin** Region include an undeveloped tourism **industry**, a small construction industry and a relatively small mining industry.

In order to express private sector concerns and to **create** an awareness in government with respect to the difficulties faced by the private business sector, local business in the **Keewatin** Region grouped together and formed the **Keewatin** Chamber of Commerce. In addition, two of the larger communities, Eskimo Point and Baker Lake have also formed local Chambers of Commerce to help promote better **communication** between local businesses and government.

The following section provides a brief summary of the goals and objectives of each of these organizations.

i) **Keewatin** Chamber of Commerce

This organization comprised of regional private sector business interests has a mandate to:

- o Foster the development of Small Business through advising members in dealing with various lending agencies.

- 0 Educate business people in aspects of business through contact with other business people and through the promotion of Government sponsored training programs. Also, educate the general public on problems of the business community.
 - o Promote the interests of the business community to government (Federal, Territorial, Municipal) as well as other organizations.
 - o Provide a body which various government agencies can approach for input into policy decisions affecting businesses.
 - o Identify opportunities to the business sector.
 - o Promote co-operation both within settlements and the region between the business sector. This may be in areas such as co-ordinating auditors visits, inter-settlement trade, or making full use of charters.
 - o Obtain funding for special projects which would benefit the business sector (e.g. list of wholesalers, etc.).
 - o Obtain operating funds through membership dues and government grants to provide for meetings of the Association.
- ii) Baker Lake and Eskimo Point Chambers of Commerce

These chambers were formed with a mandate to:

- o develop, encourage and assist any programs which will assist in the well-being of the community
- o to promote and improve the business, economic, social and cultural interests of Baker Lake/Eskimo Point.

1.5 Jurisdictional Controls

The following section provides a brief summary of relevant legislation which may affect tourism development in the Keewatin Region.

1.5.1- Land Use Ordinances

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

Since 1954, the federal government has given certain lands to the territorial government for certain limited purposes. These are for the most part lands that fall in and around settled communities. Lands that fall under territorial administration are referred to as Commissioner's lands. These lands are under the administration of the territories, not complete control, and are subject to specific mineral, water and shoreline reservations as stipulated by the federal government. Thus, the territorial government has the right to administer surface uses only on lands given them by the federal government.

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

The following territorial ordinances and federal regulations have a particular relevance to the tourism industry.

i) Travel and Tourism Ordinance

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

ii) Historic Resources Ordinance

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

iii) Territorial Parks Ordinance

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

iv) Migratory Bird Sanctuary Regulations

At the present time, three bird sanctuaries have been designated in the Keewatin Region to help protect nesting areas for significant migratory bird populations. These are Harry Gibbons and East Bay on Southampton Island and McConnell River south of Eskimo Point. The Migratory **Bird** Sanctuary Regulations administered by the Federal Department of the Environment provide regulations to restrict visitation to and use of the designated sanctuaries.

v) Wildlife Ordinance

This ordinance allows the Commissioner of the **N.W.T.** to set aside special areas and make special laws to protect wildlife.

1.5.2- **Licensing**

Licensing is an extremely important component of the tourism industry both in terms of assuming a basic level of, management capability and facility quality, but also in terms of ensuring visitor safety and to regulate use of certain limited resources. The following licensing programs demonstrate some of the regulatory controls exercised by both the territorial and federal governments over tourism development in the **N.W.T.**

i) Outfitters Regulations

These regulations administered by the territorial government, provide for the licensing of individuals proposing to run an outfitting business. An outfitter's license authorizes the holder to provide equipment or transportation, guide and related services to the general public. The outfitting services would be offered in conjunction with some type of outdoor recreational activity such as angling, hunting, boating or camping.

ii) Travel and Tourism Ordinance

This territorial ordinance provides for the licensing of anyone intending to run a tourist establishment or outfitting business. A tourist establishment is defined as any sleeping accommodation facility including boats where applicable, campsite or picnic area catering to the traveling public.

iii) Guide Exemption Regulations

These regulations allow a guide to work without a license. A guide is defined as 'a person who, for gain or reward, accompanies or assists another person in any outdoor recreational activity'.

iv) Tourist Establishment Regulations

These territorial administered regulations provide for the regulation of constructing, moving or altering tourist establishments.

v) Sportfishing and Hunting Regulations

Within the Keewatin Region, sport fishing and hunting activities are regulated by the Federal Department of Fisheries and Oceans, fishing and hunting sea mammals, the Federal Department of the Environment, migratory bird hunting and the Territorial Department of Renewable Resources, hunting of wildlife including polar bear, muskox, caribou, wolf and small game.

Sport fishing is regulated by daily catch restrictions and no seasonal restrictions.

Seals are the only marine mammal at present that can be hunted by non-residents. Regulations include a catch restriction and the requirement to use an **Inuit** outfitter.

Sport hunting in the **N.W.T.** is regulated by commercial quotas, bag limits and hunting seasons. Big game hunting opportunities in the **Keewatin** Region include barren ground caribou, there is a commercial quota in Repulse Bay; polar bear, each community has a quota which can be used for non-resident hunters; and **muskox**; Baker Lake has a commercial quota of 12. The hunting seasons are as follows:

- o polar bear - December 1- May 31
- o **muskox** - October 1- March 31
- o caribou - August 15- October 31

Migratory bird hunting is regulated by bag limits and seasons. **In** the **Keewatin** Region, the bird hunting season runs from September 1 - December 10.

1.6 **Tourism Policy** Context

In 1983, the Government of the Northwest Territories developed a comprehensive strategy for tourism development in the **N.W.T.** entitled "Community Based Tourism; A Strategy for the Northwest Territories Tourism Industry".

The intent in developing the strategy was to provide direction for the government, over a five year planning horizon, in the development and marketing of the tourism industry. The emphasis of the strategy was placed on increasing the economic benefits from tourism development to local residents.

In developing this new development and marketing strategy, the Government of the Northwest Territories recognized the problems in past approaches of supporting and encouraging the wilderness type sport fishing lodges instead of developing opportunities in and out of the communities.

The following goals and principles were identified in the Government's tourism strategy:

- 1) The degree of government interest and strength of government support for the tourism sector will be directly dependent upon the extent to which tourism can contribute to one of the basic goals of the Government of the Northwest Territories: to develop the **N.W.T.** economy in a manner compatible with **N.W.T.** lifestyles and aspirations.
- 2) Before the Government of the Northwest Territories can provide support for the tourism sector, there must be a broad-based **consensus** on a direction or future for tourism and **consensus** concerning respective roles of government and industry in achieving that future.
- 3) The Government's aim is to assist communities right across the **N.W.T.** in defining and then achieving their tourism revenue and employment objectives. Tourism opportunities and benefits should be wide spread throughout the **N.W.T.**
- 4) The Government believes that encouraging and supporting community based tourism is the most appropriate means for accomplishing their goals.
- 5) The Government will advise and assist community councils and businesses, on their request, in the development and promotion of community based tourism endeavors.
- 6) Government will encourage and facilitate community based tourism developments which are saleable in the marketplace, potentially profitable, are in keeping with the host community's aspiration, and adhere to the following key principles:
 - o Tourism development should be promoted and initiated only in those communities that are interested.
 - o Tourism should primarily be a private sector industry.
 - o In the medium and long term, **N.W.T.** businesses should become self supporting.

- 0 Emphasis will be on small manageable volumes of visitors at one time, in one location.

These six principles and goals formed the basis for the development of a comprehensive Community Based Tourism Strategy for the Northwest Territories. The following list provides an outline of the proposed programs comprising both the tourism development and marketing strategies.

Most of the new programs identified in the strategy are designed for delivery by the travel associations, tourism businesses and communities. The Travel Industry Association in the **N.W.T.** and the six zone travel associations will play an increasing role in encouraging and supporting growth of the **N.W.T.** tourism industry.

Tourism Development Strategy

1. Employment

- 0 a **"tourism skills training program"** will identify manpower needs, create training programs, arrange for job placement and ensure liaison among the several responsible agencies.
- 0 a **"tourism as a career program"** will help to acquaint students with tourism career opportunities and provide an early foundation for such careers.
- 0 employee of the month/year programs will be initiated.

2. Business Opportunities

- 0 the "accommodation and eating place program" will provide financial contributions for the construction and renovation of hotels and restaurants; a new emphasis will be placed on tourist home accommodations.

3. Community Tour Packaging Program
 - o to fund organizer-managers to co-ordinate all tour elements and operate the tours; in addition, industry will be funded to produce and deliver training presentations on tourism hospitality.
4. Heritage and Crafts
 - o restaurants will be encouraged to serve native foods.
 - o funding will be provided for protection and preservation of natural and archaeological sites.
5. Visitor Safety and Satisfaction
 - o tourism businesses will be offered a personal service audit and counseling service.
6. Distribution of Tourists Among Communities
 - o funding for events and attractions of sufficient size and interest to hold visitors will be channeled through travel associations.
7. Research and Planning
 - o research and planning will be on-going.

Marketing Strategy

1. Information
 - o existing programs will be continued.
 - o special interest pamphlets will be developed.
 - o **pre-trip** orientation programs will help to orient visitors.
 - o an awareness of **tourism** program will help improve awareness of tourism in the communities.

- o a new information/reservation system will be developed; Government and industry would co-operate to list tourism operators on a centralized, easily accessible system with national and international connections.

2. Consumer Promotion

- o to increase presence in the existing proven geographic and demographic markets.
- o creative themes will be developed to convey the desired image(s).
- o Travel Arctic will increase the effectiveness of its present consumer promotion programs through:
 - o lure publications
 - o direct mail marketing
 - o better range of promotion/presentation items
 - o increased sport show attendance
 - o development of traveling exhibits
 - o improved target market advertising
- o “ambassadors for the N. W. T.” will present cultural presentations at conventions, sport and trade shows.
- o a new travel promotion film and travel feature television clips will be developed.
- o an audio-visual library will be developed.

3. Trade promotions

- o travel associations will be provided with increased opportunity to participate in the design and delivery of current travel trade promotions through:
 - o travel agent manual
 - o attendance at selected travel agent marketplaces

- 0 **N.W.T.** will participate in co-operative or complementary promotion campaigns with other provinces or territories through a program called Canada West/North.
- 0 selected writers and photographers would be sponsored on FAM trips.
- 0 a "**meeting and convention program**" will help increase the number of business meetings and small conventions held in the **N.W.T.**

4. Assistance for Industry Promotions

- 0 a "marketing skills for tourist operators **program**" would train community based operators to do their own marketing.
- 0 promotion of package tours by operators will be supported by **co-**staging **travelog** evenings with tour operators in strategic target market cities.
- 0 a "**co-op** promotions **program**" will help communities and operators increase promotions for their products.
- 0 the "new markets - new promotions **program**" will help community based operators develop promotional programs for new products.
- 0 travel associations will be encouraged to promote resident travel, business **traveller** tourism, shoulder season travel, and community attraction and events.

1.7 Funding **Opportunities**

It is important that any development and marketing opportunities that may be identified for the **Keewatin** Region are developed with an understanding of the current forms of financial support that are available.

The following Table 1-1 provides a summary of the major funding programs currently available to the tourism industry in the **Keewatin** Region.

TABLE 1-1
SUMMARY OF FUNDING PROGRAMS RELEVANT TO DEVELOPMENT

Name of Program	Qualifications or for Eligibility	Form of Program	Limitations or Comments
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM			
<u>G. Loans end Guarantees Fund</u>	To provide term loans end guarantees to enter-prises in the where the required credit or other Is not For the purposes of f the purchase, installation, renovation, improvement, or of equipment, inventory, or premises used or to be used in carrying on business enterprise.	o available to new or existing businesses registered in the	o loans and bank loan guarantees are limited to a maximum of \$500000 end a term of 15 years.
<u>Eskimo Loan Fund (E. L. F.) end Eskimo Economic Development</u>	To provide loans loan LICIPATIO for the including establishment of commercial business, additional working _ _ _ _ _ to existing businesses, building construction, purchase or renovation, and purchase of vehicles and aircraft to be used for	o Eskimo, Eskimo co-operatives, companies, etc.	o no prescribed limit o grants may be granted in conjunction with ELF loans
<u>Business Development Program</u>	To stimulate business development o and create new employment oppor-tunities in the contribu-tions may be granted to new business enterprises for purchase, installation, renovation or n _ _ _ _ _ sion of facilities or for feasibility or market studies.	o business registered in the	accountable grant contributions restricted in size by employment end asset considerations.
<u>Financial Assistance to Business</u>	To support maintenance of stable business enterprises end employ-ment opportunities.	.0 any business in financial difficulty	o accountable grant contributions restricted in size by employ-ment end asset considerations.
<u>Priority initiatives</u>	1. Tourism Career information - funds for developing and distributing written and materials for tourism career awareness, . . .		

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations and General Comments
	<p>2. Tourism Accommodation/Restaurant Management Contribution</p> <ul style="list-style-type: none"> - funding to operators already receiving a capital contribution to assist with hiring an on-site trainer/manager for 1 year. 	operators already receiving capital funds	o 50% matching contribution	
	<p>3. In-Community Tour Packaging</p> <ul style="list-style-type: none"> - funds for community tourism boards to develop and organize all inclusive in-community vacation offerings. 	Community Tourism Boards		
	<p>4. Attractions</p> <ul style="list-style-type: none"> - contribution towards the cost of operating in-community attractions, that are of sufficient size and interest. 	Community Tourism Boards		
	<p>5. Special Interest Pamphlets</p> <ul style="list-style-type: none"> contract funds for design and printing of general or special interest brochures. 			
	<p>6. "In-Community" Information Services</p> <ul style="list-style-type: none"> contributions towards direct cost of providing community information services to tourists. 	Community Tourism Boards or Travel Associations		
	<p>7. Sponsor Travel Writers</p> <ul style="list-style-type: none"> - funds to sponsor travel writers. 	noted - Tourism Associations		
	<p>8. Photo Library</p> <ul style="list-style-type: none"> contract funds for hiring professional photographers to take photos for use in government/industry brochures, produce news releases and other marketing initiatives. 			

SOURCE of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
	9. Travel Trade Fam Trips - contribution to offset travel expenses of national/international representatives of the retail/wholesale travel trade.	- Travel Associations		
	10. Inter-Agency Cooperative Venturea - contract funds so that Travel-Arctic can enter coo-shared national/international marketing ventures with adjacent provinces and territories.			
	11. Marketing Skills - contract funds to develop self-help handbooks to help improve marketing skills of operators.			
	12. Cooperative Promotions - contribution funds to help co-sponsor new marketing initiatives by local operators.	- Travel Associations		
	13. Promotion of Package Tours - contribution funds to help co-sponsor marketing initiatives of new N.W.T. tours with retailers/wholesalers.	- Travel Associations		
	14. Promotion of Shoulder Season Activities - contribution to sponsor marketing initiatives aimed at increasing visitation in mid-March to mid-June.	- Travel Associations		
	15. Program Monitoring - contract funds to monitor previous 14 initiatives.			

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
DEPARTMENT OF REGIONAL INDUSTRIAL EXPANSION (Federal) and DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (Territorial)	Assistance to projects which create new jobs, increase income and improve living conditions of residents in the N.W.T.	o commercial projects with a majority of Inuit employees - priority to Native entre- preneurship.	o up to 50% of costs for commer- cial projects.	
<u>Special ARDA</u>				
DEPARTMENT OF REGIONAL INDUSTRIAL EXPANSION and INDUSTRY, TRADE AND COMMERCE	To create and maintain long term employment for all Canadians.			
<u>Industrial and Regional Development Program</u>	<p>1. Establishment</p> <p>i) Studies - funding for project feasibility, market research or venture capital search associated with pros- pective establishment project.</p> <p>ii) Plant Establishment establishment of new facilities.</p> <p>2. Modernization/Expansion</p> <p>i) Studies - for project feasibility studies, market research and venture capital search.</p> <p>ii) Modernization upgrading tourism operations.</p>		<p>o Maximum sharing ratio of 50%.</p> <p>o Maximum cost sharing ratio of 50% (minimum capital cost of \$50 000).</p> <p>o Maximum sharing ratio of 75%.</p> <p>o Maximum sharing ratio of 50% (minimum capital costs of \$50 000).</p> <p>o Maximum sharing ratio of 50% (minimum capital costs of \$50 000).</p> <p>o Maximum sharing ratio of 75%.</p>	

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
<p>DEPARTMENT OF REGIONAL INDUSTRIAL EXPANSION and INDUSTRY, TRADE AND COMMERCE</p> <p><u>Industrial and Regional Development Program</u> (continued)</p>	<p>iii) Expansion - expansion of tourism facilities</p> <p>3. Marketing</p> <p>assistance for market research and development</p>			
<p>GOVERNMENT OF CANADA & GOVERNMENT OF THE NORTHWEST TERRITORIES</p> <p><u>Economic Development Agreement for the Northwest Territories</u></p>	<p>To sharpen business skills of northerners and to promote business growth and community economic planning.</p> <p>To provide northerners with the option of improving economic opportunities.</p> <p>1. Human Resource Development</p>	<p>i) Business Management Development Program</p> <ul style="list-style-type: none"> o individuals, groups or associations of employers and local development corporations are eligible for funding. o available for projects that will ultimately produce qualified northern business managers. 	<p>Funding for:</p> <ul style="list-style-type: none"> o evaluation/review of a range of potential options which would improve the management skills of northerners. o consulting services to assist in the preparation of specialized teaching materials or support programs. o Programs to employ a consultant or trainer. o up to \$100 000, limited to a 12 month period; maximum for a project is \$300000 over 36 months. 	

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
<u>Economic Development Program for the Northwest Territories (continued)</u>	ii) Options North <ul style="list-style-type: none"> o to encourage and support native northerners to overcome the barriers they face in participating in a wage economy. 	<ul style="list-style-type: none"> o available to employers, associations, agencies and non-profit organizations who are prepared to establish a counseling project. 	<ul style="list-style-type: none"> o to recruit and hire trained counselors to deal individually with people, to prepare them for employment opportunities. <p>Representatives areas include:</p> <ul style="list-style-type: none"> - life skills counseling - alcohol and drug awareness - family counselling <ul style="list-style-type: none"> o up to \$100 000 for 12 months; maximum \$300000 over 36 months for one project. 	
	2. Natural Resource Development			
	i) Intersettlement Trade <ul style="list-style-type: none"> o support for planning and development of intersettlement trade (soapstone & country foods). 	<ul style="list-style-type: none"> o communities and regional groups, individuals, businesses and companies registered in the N.W.T. may apply. 	<ul style="list-style-type: none"> o up to 100% funding for Opportunity Identification o up to 100% funding for Feasibility Studies. o up to 100% funding for Product Development and Test Marketing. o up to 100% for Resource Inventory and Assessment Programs. 	
	ii) Renewable Resource Use Planning & Implementation <ul style="list-style-type: none"> o to encourage development of commercial use of renewable resources within the N.W.T. and to produce goods for sale in other areas. 	<ul style="list-style-type: none"> o available to individuals, businesses, communities and regional groups. 	<ul style="list-style-type: none"> o up to 75% of development costs for development of commercial fisheries and commercial activities with a wildlife base. o up to 100% of the approved costs required for data collections, analysis and interpretation to assess whether or not a resource can be commercially developed. 	
	3. Domestic Market Development			
	i) Business Assistance <ul style="list-style-type: none"> o to respond to problems facing small business, funding will be available for: 	<ul style="list-style-type: none"> o individuals, businesses, or regional economic development organizations. 	<ul style="list-style-type: none"> o up to 90% of approved costs of consulting services for services for business opportunity identification. 	

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
<u>Economic Development Development</u> <u>Agreement for the Northwest Territories</u> (continued)	<ul style="list-style-type: none"> - opportunity identification - small business development incentives - business services infrastructure - small business interna 		<ul style="list-style-type: none"> o up to 40% of eligible costs to a maximum of \$100000 for establishment of a new facility; up to 30% eligible costs to a maximum of \$50000 for the expansion or modernization of an operating business (the applicants equity contribution must be at least 20% of eligible costs). o up to 75% of relocation costs to attract professionals to the N. W.T.; the sponsoring organization must provide the remaining 25%. o up to 50% of a managerial candidate's salary for a twelve month period, up to a maximum of \$15000 or \$1250 per month. 	
	ii) Tourism Development <ul style="list-style-type: none"> o to encourage a well-planned and orderly expansion of the tourism sector. 	a) Regional Planning Program <ul style="list-style-type: none"> o available to Federal and Territorial governments, travel associations or tourism industry sector organizations or municipal/community endorsed projects submitted by regional or area groups or non-profit organizations. b) Tourism Hospitality/Awareness Programs <ul style="list-style-type: none"> o development work for Tourism funding to be done by GN WT while travel associations will implement. o direct contributions to Travel Industry Associations of N.W.T. for development of a hospitality awareness package; and contributions to sponsoring associations, organizations or firms for delivery of program. 	<ul style="list-style-type: none"> o up to 100% of costs, provided the association guarantees a 10% in-kind contribution. o G. N.W.T. projects are eligible for 60% of costs. o up to 100% for development of programs and support materials and 100% for conducting programs. o up to 100% of costs for development and delivery of programs. 	

Source of Funds/ Name of Program	Purpose Of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
<u>Economic Development Agreement for the Northwest Territories</u> (continued)	3. Community-Based Economic Development Planning	c) Tourism Association Support Program o tourism associations.	o up to 100% of eligible costs for program development fees, production and distribution of support materials, costs of staging seminars and travel costs.	
		d) Tourism Superstructure Program o available to private sector entrepreneurs, non-profit organizations currently operating tourist facilities and travel associations.	o direct contribution to the owner/operator for upgrading modernization, expansion and establishment of facilities; a minimum of \$1 000 and maximum of \$50000 available.	
		e) Travel Generators Expansion Program o for private sector entrepreneurs, non-profit organizations, or travel associations.	o up to 60% of capital costs to develop attractions and events (priority given to areas where a tourism study has identified an Opportunity; minimum of \$1000 and maximum of \$50000.	
		f) Tourism Marketing Programs o funds available to zone travel associations to stimulate interest for N.W.T. package tours among southern wholesalers.	o variable contribution	
		o available to travel/tourism associations to research, design, produce and distri- bute pre-trip information packages.		
		o for zone tourism/travel associations to develop two-year destination zone marketing strategies.		
	o to assist communities/ regions to prepare plans for their economic development	o available to communities/ regions to hire an economic planner/consultant or actually place them in the area.	o up to 100% for consulting fees.	

Source of Funds/ Name of Program	Purpose of Assistance Program	Qualifications or Criteria for Eligibility	Form of Assistance Program	Limitations or General Comments
DEPARTMENT OF REGIONAL INDUSTRIAL EXPANSION				
<u>Native Economic Development Program</u>	To provide improved coordination of federal government programs and policies in support of Native economic development.			
1. Aboriginal Economic and Financial Institutions.	o to assist with the building of Aboriginal financial and economic institutions.	o available to national, provincial, territorial, community, regional and urban-based Aboriginal economic and financial institutions.	o investments will be in the form of contributions to new and existing Aboriginal economic/ financial institutions; other federal and provincial assistance granted will be taken into consideration in determining NEDP contributions.	
2. Community-Based Economic Development	o to assist with economic development in a pre- determined number of communities.	o available to communities selected by the NEDP Secretariat.	o contribution agreement	
3. Special Projects	o to provide investment in community-based economic development projects and Aboriginal owned and controlled enterprises of a high priority which conform to NEDP strategic objectives.	o available to individuals, associations, partnerships, co-operatives, corporate bodies and non-profit organizations.	o contribution agreement	
	o funding for training programs, marketing and product development.			

2. TOURISM RESOURCE INVENTORY AND ANALYSIS

2.1 Introduction

With its unique natural resources and culture the **Keewatin** Region has potential to develop a variety of specialty tourism activities and products.

In order to identify the potential tourism activities and products in the **Keewatin** region it was necessary to gain an understanding of the areas tourism resource base considering both the land, the people and their culture. The following chapter provides a summary of the tourism resource inventory and analysis which was undertaken for the **Keewatin** region tourism study.

The objective of the **Keewatin** tourism study is to examine the potential for community based tourism with the emphasis on concentrating economic benefits from tourism within specific communities. Due to the isolated nature of the **Keewatin** communities, community-based tourism offers the greatest potential benefits to northern residents. However it is also the intent to identify regional or hinterland opportunities, particularly those that can provide economic benefits indirectly to the communities.

Thus the resource inventory and analysis was undertaken at two levels of detail. First, a regional analysis has identified the most significant resource characteristics of the region - those which present major opportunities or constraints to tourism development. To a large extent this phase of the analysis was completed using secondary data sources.

Second, a more detailed inventory and analysis was conducted for the community based resources including existing facilities. Information from secondary data sources was supplemented with a first hand knowledge of each community gained through four separate community visits and numerous trips out on the land.

The chapter has been divided into the following chapter sub headings:

- i) **Regional Resource Base:** provides a summary description of the region's **socio-economic**, geographic and **biophysical** characteristics which may have a bearing on the region's tourism potential.

- ii) Community Specific Tourism Resources: provides an inventory and analysis of the tourism resources and associated opportunities found in and around the seven communities.
- iii) Regional Tourism **Resources**: provides an inventory and analysis of the tourism resources and related opportunities found in the hinterland areas.

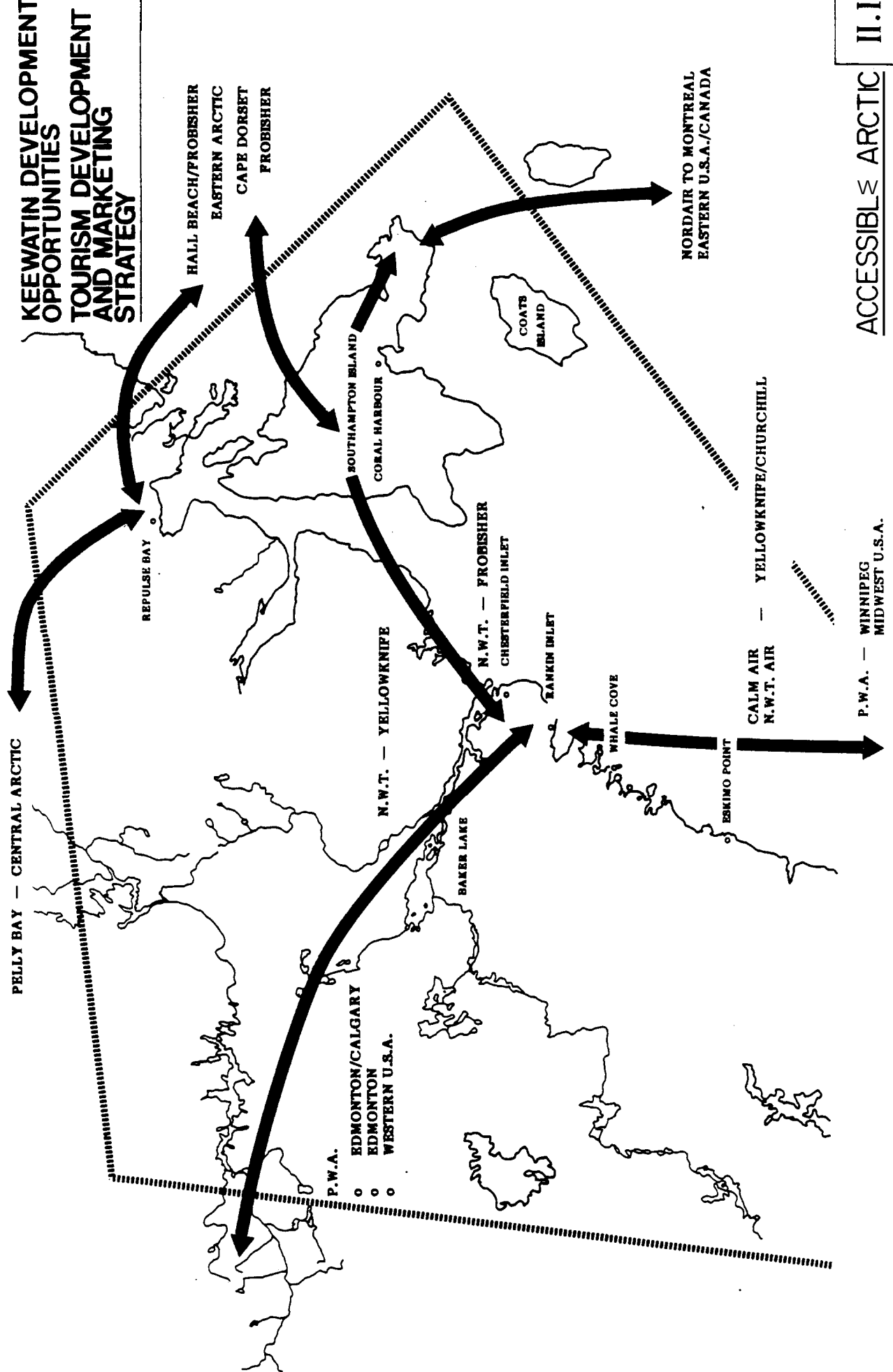
2.2 Regional Resource Base

2.2.1- **The Keewatin** - Canada% Accessible Arctic

The **Keewatin** Region represents one of the five Territorial Government administrative districts. Bounded on the west by the Fort Smith Region, the **Keewatin** Region lies almost entirely between the Arctic Circle to the north and the treeline to the south, and to the east forms the western shore of Hudson Bay. The region is comprised of approximately 592000 km² representing close to 18% of the Northwest Territories **land-base**. It is also of interest to note that the **Keewatin** Region lies at the geographical centre of Canada.

The seven communities which comprise the **Keewatin** Region are indicated on Drawing II-1. **These** seven communities are home for approximately 4327 people (1981 Census) of which approximately 86% are **Inuit**. This total population represents close to 10% of the Territorial population.

Because of their remoteness, the **Keewatin** communities **are** serviced only by air and water. Scheduled air service into the **Keewatin** is provided through Winnipeg and Churchill to the south and Yellowknife and **Frobisher** Bay to the west and east respectively. Each of the communities in the **Keewatin** Region have scheduled air access at least twice weekly, some as many **as** five times a week. Air service has improved dramatically in the **Keewatin** over the past five years. The **north-south** corridor, serviced by **N.W.T.** Air Electra to Rankin Inlet and **P. W.A.'s** 737 to Churchill, **both through** Winnipeg, provide convenient access into the American mid-west and southern east-west traveling Canadian markets. **N.W.T.** Air service between Yellowknife-Rankin Inlet-Frobisher Bay not only provides a vital east-west northern travel corridor but **links** the **Keewatin** to **Nordair's** 737 jet **service** north-south corridor out of Toronto-Montreal and **P. W.A.'s** 737 jet service **north-south** corridor out of Calgary-Edmonton. Clearly,



the **Keewatin** Region is strategically located on the continent to access a large market. In our view relative to other **N.W.T.** regions the **Keewatin** can be realistically referred to as Canada's Accessible Arctic. The **re-institution** of jet service into **Rankin** Inlet and east and west along the northern corridor seems a logical progression to complete this linked system. Clearly this will be a function of market size as well as the upgrading of support facilities including the runway surface and landing system. The major trade routes into and out of the **Keewatin** are limited to regular air freight services south to Winnipeg, an annual **sealift** from Montreal to Repulse Bay and from Churchill to the other six communities.

2.2.2- **Socio-Economic** Profile

According to the 1981 census, the total population in the **Keewatin** Region was 4327. Of this total population approximately 86% of the residents were of **Inuit** descent. The percentage of **Inuit** composition in the communities varies from 93.9% in Eskimo Point to 72.3% in **Rankin** Inlet, the regional government administrative **centre**.

The following table provides a comparison of the age distribution throughout the **Keewatin** Region as compared to the age distribution of the Northwest Territories population as a whole, and a typical southern province, Ontario.

TABLE 2-1
AGE DISTRIBUTION IN THE **KEEWATIN**

Region	Age Distribution			
	0-4 yrs %	5-14 yrs. %	15-64 yrs. %	65 years + %
Keewatin (1978)	15.1	30.0	53.2	1.7
N.W.T. (1978)	12.3	23.2	61.8	2.7
Ontario (1981)	5.0	10.4	70.8	13.8

It is evident that there is a higher proportion of school age and **pre-school** age children in the **Keewatin** Region as compared to both the Northwest Territories as a whole and the province of Ontario. The implications of this are that over the next 10-15 years there will be a large influx of young people into the **Keewatin** work force.

This leads to the question of whether or not there will be enough job opportunities to fill the demand.

At the present time the economic base of the **Keewatin** Region relies heavily on small businesses, indigenous renewable resources and a relatively small tourism industry.

In 1981/82 the per capita income in the **Keewatin** Region was estimated to be \$4 800.¹⁾ Approximately 8% of this figure was accounted for by government transfer payments including welfare, old age pensions, family allowances and trapper grants. Other income sources included private firms, government employment, trapping, fishing and the sale of arts and crafts. However, to be realistic, one should also consider the imputed income value of subsistence hunting and fishing. The **Keewatin** Region Economic Base Study estimated the average imputed income due to country food consumption for the **Keewatin** at \$1400 per capita. Thus the more realistic total estimated per capita income would be \$6200 compared to a figure of \$8893 per capita for Canada as a whole in 1981. This figure, however, is somewhat deceiving because of the large number of dependants in northern families. The average income per household in the **Keewatin** Region, including the imputed value for country food consumption, was estimated in the **Keewatin** Region Economic Base Study at \$30 700.00, which is low when one considers the high cost of living in the north.

Looking at the various income sources in the **Keewatin** it is obvious that the Government, federal, territorial and local, is the largest employer. Government income revenues represent 66% of the total regional income revenues.

In 1982, total Government employment incomes for the **Keewatin** Region were **\$13,667,000**, ranging from \$576,000 in Whale Cove to \$6,434,000 in Rankin Inlet. These figures compared to a total income value of \$4,782,000 (1982) from private firm employment with the greatest income revenues occurring in Baker Lake (\$1,776,000). Private firm employment income represented approximately 23% of the total regional employment income, including the **Co-ops**.

1) **Keewatin** Region Economic Base study;
H.J. Ruitenbeck Resource consulting Ltd., 1983.

Another major economic activity in the **Keewatin** communities is renewable resource harvesting. Polar bears, seals, foxes and wolves are hunted and trapped for their furs. Whales and walrus provide ivory for the arts and crafts industry, while caribou, whales, walrus and game birds provide a major food source. Total revenues from the sale of furs in the **Keewatin** amounted to \$151,067 in 1982. The revenues in the communities ranged from \$2,400 in Chesterfield Inlet to \$58,150 in Coral **Harbour**.

In addition to the sale of furs, commercial fishing provides a significant income to residents in **Rankin** Inlet, Whale Cove and Chesterfield. At the present time there is only one commercial fish plant in the region, located in **Rankin** Inlet and owned and operated by the G. **N.W.T.** Ice plant facilities have recently been built in both Whale Cove and Chesterfield Inlet to help supply the **Rankin** fish plant.

-- In 1982, total revenues from the operation of the fish plant amounted to **\$125,000** of which \$100,000 were export revenues. Approximately 80% of the catch is exported to Winnipeg and other southern cities.

In the non-renewable resource sector relatively little has been developed to date in the **Keewatin** Region. The one producing mine in the region, the **Cullaton** Mine, is located southwest of the community of Eskimo Point. The **Cullaton** Mine was started in late 1981 and gradually reached 95% efficiency by 1982. However, gold prices have consistently been lower than anticipated and the mine has consequently been operating at a loss through most of its existence. The mine has been estimated to have a productive life span of 5-20 years, depending on gold prices. In terms of economic benefits to **Keewatin** communities the mine has a local hiring program and in future they are looking to utilize local contracting businesses more and more. In the future there may be potential for further mines in the **Keewatin** Region but at the present time exploration activity is down from past years because of the state of the mineral markets.

Oil and gas exploration represents the other major component of the non-renewable resource sector. There is evidence of two large sedimentary basins in Hudson Bay, however to date drilling activity has been limited. The ultimate potential of the region is reported to be significant but in the short term the prospects are unlikely due to access problems.

The only other significant economic activity in the **Keewatin** Region is the tourism industry. Very little documentation is available on the economic impact of the industry. However, in 1981 it was estimated that visitors to the region spent a total of \$5,000,000, and over the summer of 1982 a total of \$660,000 was spent.¹⁾ These figures are felt to be very rough estimates.

In addition to the tourism activity centred in the communities there are a total of eleven seasonal fish camp operations in the **Keewatin** Region which generated a total of approximately \$2,000,000 in gross revenues in 1982. The impact on the communities would have been minimal because very little local hiring is done and supplies are generally brought in directly from the south.

A small amount of sport fishing does occur in the communities and it was estimated that in 1982 this sector generated \$44,000 in employment income and accounted for approximately 3.7 man years of employment for local residents.

2.2.3- **Biophysical** Resources

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

In the following section the **biophysical** resources are discussed under the headings of:

- i) Climate
- ii) Physiography
- iii) Fisheries and Wildlife
- iv) Vegetation

1) **Keewatin** Region Economic Base Study;
H.J. Ruitenbeck Resource Consulting Ltd., 1983.

i) Climate

Climate is an important consideration when trying to identify an **area's** tourism potential, particularly in an area like the **Keewatin**. Generally, there are three components or climatic considerations with respect to tourism that have to be “considered. First, a tourist entering the **Keewatin** region normally flies in. Clear weather conditions are essential when traveling to the **Keewatin** communities because the small planes and airport facilities utilized for access to the communities lack the sophisticated equipment necessary to land when ceilings are below 400 feet. Second, upon arriving in the communities, many of the tourism opportunities and activities lie outside the communities and require local transportation by snowmobile or boat, depending on the season. Again this local travel is very dependant on suitable weather conditions. Third, when the tourists finally reach their destination they require suitable weather conditions to fully enjoy their chosen activity.

The climate in the **Keewatin** region and its impact on existing and potential tourism and recreation activity is a study in itself. However, only a limited number of details have to be known about both the regional climate and the more specific community climates in order to determine the major constraints and opportunities for tourism. The following six tables provide a summary of the region's major climatic variables including:

1. Freeze-up/break-up dates
2. Temperature and wind chill
3. Clear weather frequency
4. Days with rain
5. Days with snow
6. Flying restrictions

The preceding climatic data can be summarized into several basic factors that need to be considered from a tourism suitability standpoint. These basic factors are the activity seasons, flying weather, length of activity day and percentage of days with inclement weather restricting outdoor activity. The following presents a point form summary of the major “opportunities and constraints under each of these factor categories.

TABLE 2-2

MEAN **FREEZE-UP** AND BREAK-UP DATES

Community	Freeze-Up	Ice Safe for Traffic (Range of dates)	Ice Unsafe for Traffic (Range of Dates)	Break-Up
Baker Lake	Oct. 24	Oct. 20 - Dec. 12	May 14 - June 29	July 15
Chesterfield Inlet (Spurrell Inlet)	Oct. 10	Nov. 3 - Jan. 30	Apr. 14 - July 2	May 31
Coral Harbour	Oct. 5	Oct. 4 - Nov. 6		July 25
Eskimo Point	Oct. 30			July 1
Churchill (Hudson Bay)	Nov. 17		May 1 - June 16	July 16
Ennadai Lake	Oct. 22			July 4

SOURCES:

Freeze-up, Break-up and Ice Thickness in Canada; Fisheries and Environment Canada.
N.W.T. Data Book 84/85; Outcrop Ltd.

TABLE 2-3

COMPARATIVE TEMPERATURE AND WIND CHILL DATA

COMMUNITY/AREA	MEAN DAILY/MEAN DAILY MINIMUM TEMPERATURES						MEAN WIND CHILL INDEX "					
	JAN	MAR	MAY	JULY	SEPT	NOV	JAN	MAR	MAY	JULY	SEPT	NOV
Baker Lake	-33.0/-36.4	-27.9/-32.0	-6.4/-10.2	11.0/6.0	2.3/-0.7	-20.3/-24.3	VI	V	II	I	II	IV
Chesterfield Inlet	-31.5 /-35.2	-26.5/-30.8	-6.0/-9.5	8.9/4.6	2.5/0.1	-17.4/-21.2	VI	V	II	I	II	IV
Coral Harbour	-29.7/-33.8	-25.2/-30.2	-6.3/-10.5	8.7/4.2	0.9/-2.0	-17.5/-21.8						
Ennadai Lake	-30.9/-34.8	-23.8/-28.7	-2.7/-7.1	13.0/8.2	3.9/0.7	-17.3/-21.2	V	V	II	I	II	IV
Whale Cove	-31.4/-34.7	-25.4/-29.9	-5.4/-8.8	8.4/4.2	-1-	-16.0/-19.7						
Yellowknife	-28.8/-33.0	-18.9/-24.7	5.0/-0.1	16.3/11.8	6.7/3.5	-14.1/-18.0	IV	III	I	I	I	III
Frobisher Bay	-25.6/-29.7	-22.7/-27.5	-3.2/-6.6	7.6-3.7	2.4/-0.3	-13.0/-16.9	IV	III	II	I	II	III

- Wind Chill Indices
 - Class I** Comfortable with normal protection.
 - Class II** Work and travel become uncomfortable unless properly clothed.
 - Class III** Work and travel become hazardous unless properly clothed. Heavy outdoor clothing necessary.
 - Class IV** Unprotected skin will freeze with prolonged direct exposure.
 - Class V** Unprotected skin will freeze in one minute with direct exposure.
 - Class VI** Adequate face protection becomes necessary. Work and travel alone extremely hazardous.

Sources: Title Climatic Classification of the Northwest Territories for Recreation and Tourism, (unpublished manuscript).
 Canadian Normals; Wind 1955-1972
 Canadian Normals; Wind 1951-1980
 Canadian Normals; Temperature and Precipitation 1951-1980

TABLE 2-4

PERCENTAGE FREQUENCY CLEAR SKIES

COMMUNITY	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Baker Lake	34.5	34.0	43.8	36.7	16.9	7.5	8.8	8.1	5.7	8.7	24.9	35.7
Chesterfield Inlet	46.9	46.6	49.8	33.5	19.1	9.3	14.2	11.2	6.2	8.2	26.3	45.9
Coral Harbour	34.9	35.9	38.8	32.6	11.1	4.8	4.5	.1	4.2	1.6	22.4	33.7

Source: Airport Handbook Index, (unpublished manuscript); Environment Canada

TABLE 2-5

MEAN NUMBER OF DAYS WITH RAIN

COMMUNITY	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	
Baker Lake	O	0	0	*	1	6	9	10	8	3	*	*	
Chesterfield Inlet	0	0	0	*	1	5	9	9	8	4	*	*	
Coral Harbour		*	*	*	*	1	5	11	10	6	2	*	*
Ennadai Lake	O	0	0	*	4	8	12	12	10	3	*	O	
Whale Cove	O	O	O	M	M	5	8	M	M	M	O	O	

* amounts less than 0.5 except O

M Missing

Source: Climatic Normals: Temperature and Precipitation; Environment Canada

TABLE 2-6

MEAN NUMBER OF DAYS WITH SNOWFALL

COMMUNITY	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Baker Lake	7	6	8	9	6	2	0	*	5	12	10	8
Chesterfield Inlet	6	4	7	8	6	2	*	*	3	11	10	9
Coral Harbour		7	7	7	8	8	3	*	5	12	11	9
Ennadai Lake	9	7	9	9	6	2	0	*	4	13	13	10
Whale Cove	4	2	3	M	M	1	0	O	M	M	M	6

M Missing

source: Climatic Normals: Temperature and Precipitation; Environment Canada

TABLE 2-7

COMPARATIVE FLYING RESTRICTIONS

	% FREQUENCY OF CEILING 200 FT. AND/OR VISIBILITY 1/4 MILE						% FREQUENCY OF CEILING 500 FT. AND/OR VISIBILITY 1 MILE					
	Jan	Mar	May	July	Sept	Nov	Jan	Mar	May	July	Sept	Nov
Baker Lake	12.6%	7.5%	2.0%	1.2%	0.2%	6.3%	18.0%	11.3%	4.9%	2.2%	2.2%	10.4%
Chesterfield Inlet	6.0%	3.9%	2.0%	2.6%	1.8%	5.1%	9.1%	6.4%	5.8%	5.3%	4.9%	11.6%
Coral Harbour	6.0%	2.7%	3.0%	2.8%	4.0%	7.4%	8.5%	5.0%	7.1%	6.8%	8.6%	12.1%
Frobisher Bay	2.2%	1.3%	0.4%	1.5%	0.6%	1.3%	5.0%	3.0%	2.1%	4.8%	3.1%	4.0%
Cambridge Bay	7.3%	3.1%	3.4%	1.3%	1.8%	2.1%	13.6%	6.4%	8.9%	3.6%	7.2%	6.7%

Sources: Airport Handbook Index (Unpublished manuscript); Environment Canada.

Principal Station Data: Churchill; Environment Canada

Activity seasons

- o the Arctic year is best divided into four seasons based on the condition of water adjacent to the settlements as follows:

Summer	-	ice free season
Winter	-	frozen period
Fall	-	temperatures begin to drop below freezing
Spring	-	snow begins to melt.

- o the start of the winter season in the **Keewatin**, represented by the date of complete freeze over, varies from early October in Coral **Harbour** to late October in communities like Baker Lake and Eskimo Point.

- o the beginning of the summer season, represented by the date that Hudson Bay and local lakes are free of ice, ranges from late May at Chesterfield Inlet to late July at Coral **Harbour**.

- o in general the seasons in the **Keewatin** can be classified as follows:

Summer	-	early or mid July - September
Winter	-	mid November - March
Spring	-	April - mid July (includes break-up)
Fall	-	September - mid November (includes freeze-up)

- o the months of mid October - mid November and mid June - early July are transition periods when the ice is breaking or freezing and travel on the land is restricted.

Flying weather

- o the coastal areas can experience poor flying weather at any time during the year, but particularly during the spring and summer due to extensive fog.
- o the inconsistency of foggy conditions from community to community accentuates the problem.

- 0 the inland or tundra areas experience generally good flying weather in the summer and generally poor flying weather in the winter due to blowing snow and white-out conditions.
- 0 coastal areas show relatively high cloudiness conditions in winter and the more continental areas have generally low cloudiness conditions.
- 0 The following table provides an indication of the percentage of time that below **VFR*** flying conditions are experienced in typical coastal and continental communities.

TABLE 2-8
 PERCENTAGE BELOW **VFR** CONDITIONS
 (ceiling below 500 ft, **visibility below 1 mile**)

	February	April	July	September
Baker Lake	20.5%	8.6%	2.2%	2.2%
Chesterfield Inlet	16.6%	7.3%	5.3%	4.9%
Coral Harbour	10.6%	6.5%	6.8%	8.6%
Churchill, Manitoba** (important as a gateway point)	7.9%	8.0%	10.7%	7.7%

Length of Activity Day

An activity day is defined as the period of daylight plus civil twilight or twilight period that allows for normal outdoor activity.

- 0 daylight increases rapidly in March so that at least 12 hours of daylight occur everywhere in the Keewatin by the end of the month.
- 0 Repulse Bay experiences 24 hours of darkness on the winter solstice (late December) and 24 hours of sunlight on the summer solstice (late June).

* **VFR** - Visible flight readings

** Churchill has IFR capacity

- 0 Coral **Harbour** and Baker Lake experience less than 6 hours of activity day from early December to early January and close to 21 hours of sunlight in late June.
- o Eskimo Point experiences 19 hours of sunlight in late June.

Inclement weather **constraints**

- o when compared with other areas in the Northwest Territories, a number of interesting points are evident.

the **Keewatin** region has a higher incidence of poor visibilities than other areas.

the highest mean wind chill factors occur in the **Keewatin** due to the most extreme combination of low temperatures and strong winds.

- 0 the months of December to March are extremely cold with short activity days; outdoor activity is severely curtailed by extreme wind chill factors and blowing snow. Blowing snow occurs at least 25% of the time in Baker Lake from December through February.
- 0 March to April is generally characterized by fine weather, however, the heat from the sun does not make an impression until April.
- 0 May to June is a transitional period characterized by extensive cloudiness and precipitation.
- 0 June and August are the warmest but wettest months.
- 0 September to November is a transitional period characterized by frequent storms; these are the snowiest months.
- 0 rough seas are experienced in August once the dampening effect of the sea ice is gone.

- 0 the major constraints for water based activities in the summer are fog and wind squalls; excessive winds curtailing boating activity is a common problem experienced by **all Keewatin** communities throughout the summer.
- 0 May and July are the best months **for tourism travel in the region.**

ii) **Physiography** and Vegetation

The **Keewatin** falls within the physical region referred to as the Central Arctic characterized by extensive bedrock outcrops and tundra vegetation. A small portion of the **Keewatin**, that area below the treeline, extends into the physical region referred to as the Western Shield Subarctic.

In general terms, the **Keewatin** Region can be divided into four major **physiographic** features:

- i) Upland coast
- ii) Limestone coast
- iii) Rock-knob glaciated lowland
- iv) Glacial deposition

The greatest physical relief in the **Keewatin** is found in the upland coast regions which are found in Wager Bay, on Southampton Island and on Coats Island. Upland coast regions are responsible for some of the finest scenery in the arctic. Wager Bay is characterized by a high **cliffed** lined south coast rising to 490 m and incised by deep narrow valleys. The north coast provides more gentle relief with high rounded hills and meandering river valleys.

The north coast of Southampton Island is characterized by isolated hills extending to 600 m, an abrupt cliff lined coast along with a number of vertical walled inlets created by **ancient cirque glaciers.** **The** northeast **coast** of Coats Island, the third upland coast area, is comprised of high cliffs bounded by high hills and long crescent shaped beach areas.

The limestone coasts which surround most of Southampton and Coats Islands are characterized by low rock ridge shorelines leading into a flat to gently rolling inland terrain.

The area between Repulse Bay and the **Maguse** River near Eskimo Point is termed rock-knob glacial lowland. The coast is comprised of an exhumed surface developed on granites and metamorphosed sediments. The glacial rebound which is occurring along this coastline has resulted in extremely shallow coastal areas with extensive shoals.

The lowland coast rises gradually westward across the inland tundra to an elevation of 175 m near the west end of Baker Lake, providing little relief other than rock ridges, river valleys and lakes.

The area south of the **Maguse** River is referred to as an **area** of glacial deposition characterized by large tidal flats and flat to gently rolling terrain.

The **Keewatin** provides one of the harshest botanical environments, referred to as the tundra. The principal characteristic of the tundra is the absence of trees. The three major factors which inhibit vegetative growth in the **Keewatin** are:

- i) Extreme temperatures;
- ii) Permafrost which creates restricted drainage and contributes to soil motion like **solifluction**; and
- iii) The undeveloped soils which are shallow, acidic and lack important nutrients.

Although at first glance the **Keewatin** may appear barren, there is in fact a surprising variety and abundance of plant life, although much of it is comprised of lichens and dwarf species which tend to cling to the ground. In general, there are six main vegetative groups found within the **Keewatin** Region.

Four of the groupings are associated with tundra vegetation. Lichen-moss tundra is found in **dry-subarid** conditions like upland areas and old dry river beds. The main species found under these conditions are Reindeer moss, lichens and Iceland moss.

In the more southerly areas, heath tundra is predominant, characterized by blueberries, **crowberries** and alpine cranberries.

In the poorer drained areas scattered throughout the region, referred to as wet tundra, the prominent species include cotton grass and sedges.

Adjacent to the **treeline** one finds the bush tundra, an area characterized by willows, alders and **herbaceous** undergrowth.

The **treeline** itself extends across the southern end of the **Keewatin** Region. The **treeline** provides the northern limit for species like white spruce and sometimes larch. It is interesting to note that there is a tree line anomaly that extends well beyond the normal **treeline** up the **Thelon** River. This unique situation is caused by the presence of plentiful summer ground moisture without a restricting high permafrost table adjacent to the river.

The sixth vegetation grouping is termed the arctic desert. Found in the upland areas, arctic deserts are characterized by an absence of vegetation with plants like mountain avens, saxifrage and arctic poppy growing in dispersed **tussocks**.

iii) Fish and Wildlife

The arctic landscape supports a surprising variety and abundance of wildlife including marine, terrestrial and avian species. Marine mammals common to the **Keewatin** Region include polar bear, walrus, **beluga** whales, narwhal, killer whales, and several species of seals. Principal species of terrestrial mammals include barren-ground caribou, muskox, arctic wolf, arctic fox, **sic-sics**, arctic hares, wolverines, and barren-ground grizzly bears. Major bird species include geese (snow and Canada), sandhill cranes, whistling swans, rough-legged hawks, gyr falcons, peregrine falcons, snowy owls, loons, murre, guillemots and ducks.

The opportunity for seeing or hunting these and other less numerous and less significant species provides one of the major tourist attractions in the **Keewatin**. Unlike some **of the other** arctic **regions**, certain wildlife **species** in the **Keewatin** are accessible and very visible. 'Some of the more visible and abundant wildlife species include caribou, walrus, polar bear, ducks, geese, **seabirds** and falcons.

It is important to note that the migratory nature of many of the wildlife species has definite **implications** for the **seasonality** of tourism activities. Many of the animals in the **Keewatin** Region are common only during the summer; others are found close to settlements only **during** specific times of the year; and still others

are most visible during specific seasons when they are most active. In general, the wildlife resources are most abundant and most varied during the summer or open water season.

The potential for viewing and photographing wildlife in the **Keewatin** provides a major opportunity. In addition, there is considerable potential, which has only been partially tapped, for the development of sports hunting for polar bear and caribou, and possibly walrus and **muskox**.

The waters of the **Keewatin** Region are well populated with a large variety of sport fish species including:

- o Arctic Char
- o Lake Trout
- o **Grayling**
- o Whitefish; and
- o Pike.

The major species from a recreational standpoint are Lake Trout, Arctic Char and **Grayling**. Lake trout are normally found in the deep fresh water lakes. They spawn over gravel or rock in shallow water especially near the mouths of tributary streams in August or September. **Grayling** are commonly found in clear lakes, rivers and streams and often concentrate around rapids. The **grayling** move into small tributaries to spawn in May and June.

Both **anadromous** and resident char are found throughout the **Keewatin**. The **anadromous** char begin to migrate seaward at spring break-up. Migration back up the rivers to spawn occurs in August and September.

The **Keewatin** Region's countless lakes, rivers and streams and abundant fish populations, including trophy sized fish, provide a major tourism opportunity.

2.2.4- Historical **Resources**

The history of the **Keewatin** Region is both interesting and varied with, as is typical of northern areas, countless highly visible artifacts and remnants of bygone days. The historic resources found throughout the **Keewatin** can generally be classified under a number of themes which represent significant

segments or eras of the region's past. Based on extensive historical research coupled with a first hand knowledge of the **region's** resources we have identified the most significant historical themes from a tourism perspective.

- a) **Inuit** history/culture (**pre-contact** period)
- b) Post Contact **Inuit** history/culture
- c) Search for the Northwest Passage
- d) Whaling era
- e) Fur trade era
- f) Missionary era
- g) Policing the north (the R. C. M. P.)
- h) Geographic/scientific exploration
- i) Mining

The historic sites and artifacts associated with these themes, that are found scattered throughout the region, provide opportunity for development of attractions based on viewing, interpretation and participation.

The following synopsis provides an outline of the elements and opportunities associated with each of the themes.

- a) Pre-contact **Inuit** history/culture

The intent of this theme would be to portray the cultural **characterics** and lifestyles of the original **Inuit** cultures that inhabited the **Keewatin** region. Remnants from the pre-Dorset, Dorset and **Thule** cultures are found scattered throughout the **Keewatin**. A number of these sites have been subjected to archaeological digs and a wealth of information is now available from the Prince of Wales Heritage **Centre**, the Museum of Man and other such institutions.

- b) **Post-Contact Inuit** history/culture

When the first white men reached the **Keewatin** Region back in the 17th century, the **Thule** culture had split up and the **Keewatin Inuit** were divided into a number of smaller cultural groups. These separate cultural groups were characterized by their geographic distribution as well as language dialects, technology and ethos. The three main cultural groups in the **Keewatin** were the **Sallimiut** on Southampton Island, the Aivilimiut

around Repulse Bay and the Caribou Eskimos further south. Following their contacts with the whites, these groups began a major **acculturational** shift.

Remnants and knowledge of this era exist throughout the **Keewatin** and could provide the basis for presentation and interpretation of the post contact story of the **Keewatin Inuit**.

c) Search for the Northwest Passage

As early as the 17th century, Europeans began to search for the elusive Northwest Passage on the west side of Hudson Bay. The earlier explorers in the search for the passage in Hudson Bay included Thomas Button in The Resolution and Luke Fox. Possibly the most widely known explorer among modern day **Keewatin** residents was James Knight who set sail from Churchill in 1719 to search out the Northwest Passage. It **wasn't** until the mid **1700's** that a Captain Middleton finally put to rest the idea that the Northwest Passage was to be found in Hudson Bay.

d) Whaling Era

During the period between 1765 and 1910, American whalers along with the Hudson Bay Company were actively whaling in Hudson Bay. They sought the **beluga** whale as well as the large bowhead whales.

The presence of the whalers in the **Keewatin** Region had a major effect on the local **Inuit** population. For many **Inuit** this was their first real exposure to white men and their technologies. The **Inuit** crewed in the whale boats, traded with the whalers and often established winter camps near the ships which wintered at Marble Island Depot Island, Cape Fullerton Lyon Inlet, and the **Harbour** Islands near Repulse Bay.

There are still some very visible reminders of the whaling era at certain locations along the Hudson Bay Coast.

e) Fur Trade Era

The intent of this theme would be to illustrate the story of the **free-traders**, like **Revillon Freres** and **F.N. Monjo**, and the Hudson Bay Company and their respective roles in “advancing the fur trade frontier. From the time when the Hudson Bay Company opened their first post at Chesterfield Inlet, there was a constant succession of trading posts opening up in various areas of the **Keewatin** such as: **Tavani, Nueltin, Cape Fullerton, Padlei, Wager Bay** and Bury Cove as well as most of the present-day communities.

At various sites throughout the **Keewatin** the historic trading post buildings still stand. Hudson Bay Company archives contain a wealth of information and pictures. Innumerable stories can be related about the fur trading days in the **Keewatin**.

f) Missionary Era

Both the Roman Catholic and Anglican churches have played major roles in the development of the **Keewatin** Region. This theme would involve the portrayal of the historic roles of both churches. The first Roman Catholic Mission was established at Chesterfield Inlet in 1912. In the **1970's** Anglican Missions were set up in several locations. These missions played a major role in the settlement of the present day communities.

Information on the Missions would be available from a variety of sources including the church records.

g) **Policing the North (R.C.M.P.)**

The first **R.C.M.P.** post to be opened in the **Keewatin** Region was located at Cape Fullerton in 1903. This post was moved to Chesterfield Inlet in 1924 and a second detachment opened a post at Baker Lake in 1929. From that point on the **R.C.M.P.** played an increasingly important role in the development of the **Keewatin** Region.

h) Geographic/Scientific Exploration

In the 18th and 19th centuries individuals like **Samual** Hearne, Dr. Rae and the **Tyrell** brothers were busy exploring and mapping the portions of the **Keewatin** Region. Scientific exploration began in the 1800's with the Fifth **Thule** Expedition. In the recent past, as in other Arctic areas, numerous scientific studies have been undertaken in different parts of the **Keewatin**. The various stories and historic sites related to these explorations could provide interesting material for interpretation.

i) Mining

The Rankin Inlet Nickel Mine, which opened in the early 1950's, was the first truly Arctic mine to operate in Canada. The mine was both a testing ground for mining and milling technology in a northern environment as well as to test the adaptability of the Eskimos to a southern working environment. The story of the mine itself and the problems it had to overcome as well as the problems and successes with **Inuit labour** make for interesting interpretation.

The operation of the modern **Cullaton** Lake Mine provides an opportunity to compare modern mining techniques with those of the past.

2.2.5- Cultural **Resource** Opportunities

The cultural resources of the **Keewatin** Region are made up of a variety of life skills, technologies, rituals and activities. Southerners have an endless fascination with the ways of the **Inuit** - especially with the way in which this race has learned to survive in the Arctic environment. Such life skills as igloo building, dog sledding and the making of animal skin clothing can be major tourist attractions if they are presented to the tourist in appropriately designed interpretive exhibits and demonstrations. Native crafts, foods, dancing and singing also are great attractions to a tourist, and some of the larger special events like the **Keewatin** Summer Games would certainly have potential as a tourist attraction.

However, these types of cultural resources exist to varying degrees in each of the communities so the tourism potential associated with the cultural resources is not necessarily community specific.

On a regional basis the major cultural resource opportunities can be summarized as follows:

- o the **Inuit** Cultural Institute is headquartered in Eskimo Point; **I.C.I.** is the agency with the prime responsibility for education, language, culture and history in the north.
- o there are numerous established artists throughout the **Keewatin** in the areas of carving and print making.
- o there are several well known musicians in the **Keewatin** including William **Tagoona** and Charlie **Panagoniak**.
- o each of the communities hold a number of annual events (i.e., Christmas, Easter, Hamlet Days and Canada Day) which could have certain tourist appeal in addition to the regional **Keewatin** Summer Games.
- o facets of the traditional **Inuit** culture are still evident in each of the communities.

2.3 Community Specific Tourism **Resources**

Community-based tourism is a term which describes a tourism industry focused on and around specific communities in an attempt to concentrate the economic benefits to the extent possible, in the communities. It is the policy of the Government of the Northwest Territories to encourage and support **community-**based tourism because of the remoteness and isolated nature of the Territorial communities.

In order to identify potential tourism development opportunities in each of the **Keewatin** communities it was important to obtain a clear understanding of the strengths and weaknesses of existing tourism resources, plant and infrastructure. This was accomplished by undertaking the following four phased work program:

- i) The first phase involved researching the potential tourism resources throughout the **Keewatin** Region utilizing existing data sources.

- ii) An inventory of the existing tourism superstructure (i.e. accommodation, food and beverage, and search and rescue facilities, community access etc.) was undertaken and the facilities and services were assessed in terms of their quality, condition and so on, while in the community.
- iii) Meetings were held with knowledgeable individuals/groups in each of the communities in order to identify the sites and resources out on the land which might be of interest to tourists.
- iv) Trips were made out on the land in each of the communities, in all four seasons, to field check some of the resources.

In addition to providing us with the necessary resource inventory, this process was intended to help create an awareness among local residents regarding the types of things tourists might like to see and do in the **Keewatin**.

The following sections provide a summary of the tourism resources and potential in each of the **Keewatin** communities:

2.3.1- Baker Lake

Baker Lake, a community of approximately 954 people (1981 census), is located at the northwest end of Baker Lake near the mouth of the **Thelon** River. Two of the more unique geographic characteristics of Baker Lake are that it is located at the approximate geographic centre of Canada and that it is the N. **W.T.'s** only inland **Inuit** community.

i) **Resources** of the Land

The topography around Baker Lake can best be described as flat to rolling, rocky tundra. The lake itself is contained by a large sill at the head of Chesterfield Inlet. During the highest tides this sill is sometimes breached by the salt water which then forms a layer at the bottom of Baker Lake. Fresh water enters the lake by several major river systems including the **Thelon** and **Kazan** Rivers.

The more important resources of the land in the Baker Lake area, from a tourism perspective were mapped with the assistance of various groups and individuals in the community. These resources are illustrated on Exhibit 2-2 and are documented and described in the following table.

The following points summarize some of the more important natural resource related opportunities in and around Baker Lake:

- o the rolling topography immediately around Baker Lake affords spectacular views out across Baker Lake.
- o there are a number of very scenic locations and unusual features close to Baker Lake including:
 - Kazan** Falls;
 - Thelon** rapids;
 - Prince River mouth;
 - eastern islands; and
 - the narrows leading to Chesterfield Inlet.
- o proximity to the **Thelon** Game Sanctuary provides opportunities for viewing:
 - muskox;
 - caribou;
 - birds and waterfowl; and
 - the treeline **anomaly** extending **up** the **Thelon** River.
- o there are abundant opportunities for trophy sport-fishing around Baker Lake (lake trout, char, and **grayling**).
- o the terrain around Baker Lake is relatively well suited for **three-wheeling** in the summer.
- o there are numerous good berry-picking areas around the community (blueberries and **bakeapples**).
- o three major canoeing rivers terminate in Baker Lake including the **Kazan, Thelon** and **Dubawnt** river systems.

ii) Resources of the People

The barren grounds around Baker Lake were inhabited by a number of different prehistoric native cultures. The first to occupy the area were thought to have been Indians who ventured north of the treeline chasing after caribou and possibly bison. Following the Indian's disappearance from the barrens around 1500 B.C. were the **Pre-Dorset** caribou hunters (an **Inuit** culture). Approximately 800 B.C. the **Pre-Dorset** culture was replaced by the **Dorset** culture who were in turn replaced by the Thule **Inuit** culture around 1300 A. D.. The **Dorset Inuit** are thought to be the predecessors to the modern day Eskimos in the Baker Lake area. The historic and modern day **Inuit** of the Baker Lake area, often referred to as the Caribou **Inuit**, **are** distinguished from other **Inuit** groups by their almost total dependence on the caribou and by their inland hunting skills. The habitations of the prehistoric cultures and the historic Caribou **Inuit** were concentrated along the major river systems and remnants associated with these habitations are visible to this day in certain areas.

The first contact with white people in the Baker Lake area took place around 1761 when Captain Christopher of the Hudsons Bay Company explored Chesterfield Inlet and Baker Lake (actually naming Baker Lake after a director of the H. B.C.).

Following this, a few of the Baker Lake **Inuit** had some contact with whalers out on Hudson Bay. It **wasn't** until 1914 that the first trading post was set-up on Big Hips Island in Baker Lake by the H.B.C. In 1927 and 1930 the Anglican and Roman Catholic Missions (respectively) located in the Baker Lake area. One of the early Anglican mission buildings, built in 1932 is still standing today.

In 1915 the RCMP built a temporary base on Baker Lake followed by a permanent post at the present community site in 1930.

TABLE 2-9
RESOURCES OF THE LAND
 BAKER LAKE

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Thelon River mouth - terminus of the 800 km Hanbury/Thelon canoe route	Boat	5 min.	July/August	
2	First rapids	Boat	1 hr.	July/August	o relatively easy to navigate in a boat.
3	Second rapids - good fishing area	Boat	2-3 hrs.	July/August	o extremely dangerous and difficult to navigate by boat.
4	Ingilik Point - popular ice fishing area	Skidoo	1 hr.	May-early June	
5	Twin Rivers - popular ice fishing area	Skidoo	1 ½ hrs.	May-early June	
6	Prince River mouth - scenic area in the summer - location of historic trail	Boat	40 min.	July/August	
7	Soapstone deposit	Boat	2 hrs.	July/August	
8	Scenic islands	Boat	3 hrs.	July/August	
9	Narrows very scenic; resembles a fiord	Boat	3 ½ hrs.	July/August	

TABLE 2-9
(Continued)

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
10	Kazan River mouth - terminus of 960 km canoe route - good spring fishing - Canada Geese nesting area	Boat Skidoo	1-2 hrs. 1 ½ hrs.	- spring fishing - summer sight-seeing	o Lake ice can cause problems with access in early summer.
11	Kazan Falls - good fishing - very scenic	Boat Skidoo	4 hrs. 2 hrs.	July/August May	
12	Canada Geese Nesting Area - also some snow geese	Boat	1-1 ½ hrs.	Late June-Aug.	
13	Qikiktaujuq River mouth - good open water fishing	Boat	1 hr.	June/July	
14	Good ice fishing lake (trout)	Skidoo	1 hr.	May	
15	Good ice fishing lake	Skidoo	2 ½ hrs.	May	
16	Good open water fishing (lake trout, char)	Boat	1 day	July	
17	Good fishing lake (ice or open water)	Skidoo & walk	3 hrs.	July	
18	Caribou commonly seen in this area	Skidoo or boat	Variable	May, July, Aug.	
19	Muskox commonly seen in this area	Skidoo	Variable	May	
20.	Good Fishing lake (brook trout)	Plane	10 min.	July	

The resultant extensive contact with white people greatly influenced the **Inuit** in terms of their culture, ideologies and lifestyles. By 1959 almost half of the areas **Inuit** population had settled in the community of Baker Lake.

Today Baker Lake is one of the larger communities in the **Keewatin** and exhibits a diversity of cultural talents including artists, musicians, sewing ladies and craftsmen. A number of the major cultural resources in the community which would potentially be of interest to tourists include:

the Sanavik Coop and Print Shop;
Paul Toolooktook's Traditional **Inuit** Tools and Games Store;
Miqsuvik Sewing Centre; and
the traditional Village Office.

In addition to the cultural resources found in the community itself we also identified the major resources of the people (historical/cultural resources) in surrounding areas. Exhibit 2-2 illustrates some of the major historical/cultural resources found around Baker Lake. Each resource is documented and further described in Table 2-10.

iii) **Existing** Tourism Facilities

It was important to assess the existing tourism plant and infrastructure in each of the **Keewatin** communities in order to determine suitability from a market expectation perspective. Table 2-10 provides a listing of the tourism related facilities and services in Baker Lake.

TABLE 2-10
RESOURCES OF THE PEOPLE
BAKER LAKE

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Xuup Paangani Trail - hiking trail featuring paleo- and Thule house remnants	Boat	5 min.	July/August	
	Traditional Village - located at the start of the trail				
2	Siuraqtarvik Trail - hiking trail featuring Thule tent rings	Boat	5 min.	July/August	o open only during July and August.
3	Kingga'tuaq Trail - hiking trail featuring Thule tent rings	Taxi or foot	5 min.-45 min. (to the trail)	July/August	
4	Akilasaaryuk Trail - hiking trail featuring a variety of historic sites	Foot	10 min. (to the trail)	July/August	
5	Old camp - graves - stone traps - tent rings	Boat	40 min.	July/August	
6	Old fishing m	Boat & on Foot	2 hrs. 1/4 hr. walk	August	
7	Old fish markers - the way the boulders are positioned tells how long the fishing season is	Skidoo	4 hrs.	May	
		Skidoo	4 hrs.	May	

TABLE 2-10
(continued)

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
8	Old camp - fox trap - tent rings	Boat & on Foot	1½ days	July/August	
9	Large shelters (presumed to be quite old)	Foot from Kazan Falls	2hrs walk from falls	July/August	
10	Tom Kudloos fish camp	Boat	1 day	July/August	
11	Old camp or trading post - graves with muskets in them	Boat	3-4 hrs.	July/August	
12	Interesting stone deposit very soft; used to be used by the Inuit to make paint by mixing with fish oil	Exact location unknown			

iv) Strengths **and** Weaknesses

The following provides a point form summary of the main strengths and weaknesses associated with Baker **Lake's** existing tourism plant.

- o Baker Lake has some of the best tourism facilities in the **Keewatin** with two hotels (one seasonal), several coffee shops, a Hudson Bay store, two craft shops, a print shop, a sewing centre and a new airport terminal.
- o During the summer months, particularly in mid-August when the barge comes in, it is sometimes difficult to get a hotel room. From a tourism perspective this problem is accentuated because the construction/work crews are longer term customers than tourists.
- o There is an urgent need for transient type facilities catering to the canoeists who end up in Baker Lake. Typical services that the canoeists look for include:
 - a campground;
 - showers; and
 - a restaurant
- o La **Ronge** Aviation have a float plane based in Baker Lake throughout the summer months, offering opportunity for short-term charters.
- o Search and rescue capabilities in Baker Lake are better than most of the other **Keewatin** communities. Both the La **Ronge** float plane and a helicopter (usually based by either D. I. **A.N.D.** or mining companies) **are** normally operating out of the community throughout the summer months.

TABLE 2-11

TOURISM PLANT AND COMMUNITY RESOURCES
BAKER LAKE

Resource	Characteristics	Other Comments
Airport Terminal Building	<ul style="list-style-type: none"> o new building with offices, washrooms (accessible to handicapped) ticket sales area, and baggage claim area (decorated with local Inuit art). 	
Taxi Operation	<ul style="list-style-type: none"> o truck with a built on cab (\$7 one way) 	
Iglu Hotel	<ul style="list-style-type: none"> o 20 rooms in total -2 taken up by cook and wife, 1 by manager, 1 by maintenance man o used to rent to managers house o 40 beds available now o pool room, T.V. room, restaurant o coffee shop trying to cater to the local market; sell fast food; expanding this year to include a video game room o \$120/night with meals, \$80 without 	<ul style="list-style-type: none"> o owned by Nunasi Corporation
Baker Lake Lodge	<ul style="list-style-type: none"> o 5 cabins to accommodate 20 people o central kitchen and bathhouse o open June, July, August, September o flexible meal hours; will provide box lunches o \$70/day with meals o also run an expediting business o thinking of developing a campground beside the lodge; using the common shower building o offer free van pick-up service 	<ul style="list-style-type: none"> o Used to be run in conjunction with the Chantrey Inlet Lodge. o The C.I. Lodge only uses the Baker Lake Lodge if they are weathered in in Baker Lake o will be replacing the kitchen next year

TABLE 2-11

(continued)

Resource	Characteristics	Other Comments
Sanavik Coop	0 sell carvings and prints 0 will allow tourists into the print shop but can't take pictures	
Paul Toolooktook Traditional Inuit Tools and Games Store	0 makes and sells traditional tools and games	
Miqsuvik Sewing Centre	0 make and sell wall hangings, parkas, traditional clothing	o Government owned Operation
Traditional Village	0 traditional skin tent and implements/equipment on display at the mouth of the Thelon River, with interpretation provided by a family in traditional dress	
Baker Lake Historic Trails	0 4 historic trails with interpretive brochures and signage, two of which are accessible by road or on foot from the community and two of which require boat access	
Special Events	0 Hamlet Days -2-3 days in early May 0 Christmas, New Years 0 Easter -2-3 days 0 Canada Day (new this year)	Games, races etc.
Community Hall	0 dances 0 square dances 0 bingos 0 day-care Monday - Friday	(rents for about \$50/night)
Communications	0 local T.V. and radio	
Alcohol	0 no liquor restrictions for visitors	

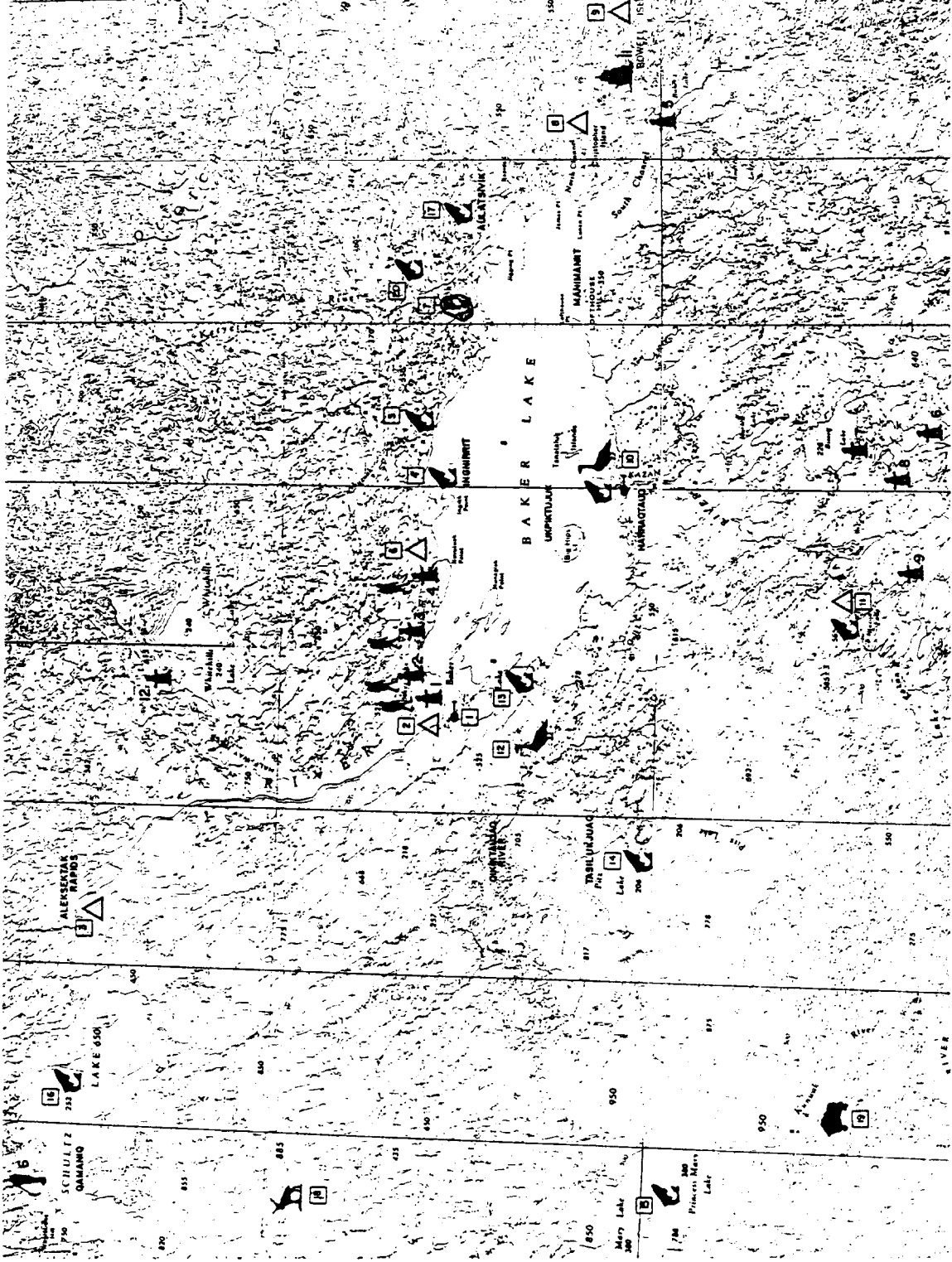
TABLE 2-11

(continued)

Resource		Characteristics	Other Comments
Nancy Sevoga	o	runs fast food operation in her house	
Martha Nukik	0	caribou clothing industry	
Joe Mautaritnaaq	0	translating and interpreting	
Womans Group Store	0	store and coffee shop	
Nirivik	0	coffee shop with video game room	
Airport Runway	0	1280 m x 45 m gravel runway; suitable for H.S. 748	
Hockey Arena	0	sprung instant structure	
	0	holes appearing in the material after the first winter	
	0	plans to build a rink inside and an exterior protective wall	
Churches	0	Roman Catholic	
	0	Anglican	
	0	Christian Arctic Fellowship Church	
	0	Baha'i Faith	
La Ronge Aviation Services Ltd.	0	summer float plane base	
Dog Teams	0	Several active teams	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

BAKER LAKE QAMANITTUAQ



LEGEND

- 6 Resources of the People
- 1-6 Resources of the Land
- Ducks and Geese
- Sagstone Deposit
- Fishing Areas
- Inuit Historic Site
- Fishing Camp
- Outstanding Scenery/
Natural Feature
- Canoe Route
- Non-Inuit Historic Site
- Caribou
- Muskrat
- Hiking Trail

This map is based on map sheets 46 S.W., 56 S.E., c. 1977, 45 N.W., 61 N.E., 1977, 54 N.W., 55 N.E., c. 1977, by Her Majesty the Queen in Right of Canada with permission of Energy, Mines and Resource Canada.



2.3.2- **Chesterfield Inlet**

Chesterfield Inlet, a community of approximately 249 people (1981 census) is located on the western shores of Hudson Bay just south of Chesterfield Inlet. Because of its strategic position with respect to ships entering Hudson Bay below Southampton Island, Chesterfield became a major transportation and distribution centre for western Hudson Bay in the early 1900's.

i) **Resources** of the Land

Chesterfield Inlet is situated in a low sandy /gravelly bay facing south, surrounded by low granite outcrops. The surrounding area is very rocky and dotted with small lakes. The rough rocky nature of the terrain makes three wheeler travel very difficult for any considerable distance. Although the Hudson Bay coast adjacent to Chesterfield is very susceptible to strong winds and big waves restricting travel, the mouth of Chesterfield Inlet just north of the community is dotted with islands and reefs providing relatively sheltered boating routes in behind.

The resources of the land found in the Chesterfield area were identified with the help of local hunters and other community residents. The most interesting resources of the land from a tourism perspective are illustrated on Exhibit 2-3 and documented on Table 2-12.

The following provides a point form summary of some of the more important opportunities associated with the natural resources in the Chesterfield area.

- o there are a number of good char fishing lakes about a half days travel from **the** community.
- o there are a lot of caribou, year-round, in the area north of Chesterfield Inlet, providing potential opportunities for viewing and possibly sport hunting.

TABLE 2-12
RESOURCES OF THE LAND
CHESTERFIELD INLET

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Fishing lakes - first is the water lake - second is the best for fishing	Honda	½ hr. to second lake	July	
2	Checkers Lake - good fishing	boat & walking	2 hours	July	
3	Kanuk Lake - good fishing	difficult to get to			
4	Lots of black guillemots	Boat	45 min.	July/August	
5	Ring seals commonly seen all through this area in the summer	Boat	varies	July/August	
6	Char fishing lakes				
7	Summer fishing area - netting area in late summer or fall	Boat	2 hrs.	July/August	
8	Good char fishing lake	Skidoo	3-4 hrs.	May	
9	Fishing lakes - middle one is called Qungaliq	Boat	2 hrs.	July/August	

TABLE 2-12
(continued)

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
10	Lots of caribou	Boat	2 hrs.	July/August	o dependent on weather
11	Area where bearded seal are commonly found	Boat	2 hrs.	July/August	
12	Savajuaq Lake - very scenic - falcon cliffs on the way in	Boat	2 hrs.		o this is an inland salt water lake
13	Good fishing area	Boat	6-8 hrs.	July	
14	Lots of caribou and wolves	Boat or Skidoo	6-8 hrs.	Spring or Summer	
15	Whales often come into the bay	visible from the community		mid-late August	
16	Area of tidal race (reversing rapids)	Boat	2 hrs.	July/August	
17	Area of tidal race	Boat	2 hrs	July/August	
18	Soapstone Deposit	Boat	6-8 hrs.	July/August	

- o **beluga** whales and the whale hunts following their sighting can be viewed from the community during the latter half of August.
- o the relatively sheltered water route between Chesterfield Inlet and Baker Lake may provide opportunity for boat trips between the two communities.
- o the **Savajuaq** Lake area is very scenic and is somewhat unique in that it **is** an inland salt-water lake; the **biophysical** resources in the **Savajuaq** Lake area have been extensively studied by the Department of Fisheries and Oceans.

ii) Resources of the People

The coastline along the west side of Hudson Bay is dotted with the remnants of prehistoric **Inuit** habitations. The visible remains of **semi-subterranean** houses, tent rings, caches, fox traps and kayak stands can be found in a number of areas.

The first outside interest in the Chesterfield Inlet area occurred as early as the 17th century when it was felt that the Northwest Passage to the Orient might be found leading out of Hudson Bay. A number of explorers including the likes of Captains Foxe and **Middleton** and Sir Thomas Button explored the Chesterfield Inlet area feeling that it might lead to the Northwest Passage.

A lot of whaling activity occurred along the west coast of Hudson Bay close to Chesterfield, and the **local Inuit** began to trade with the whalers in the 19th century.

In 1903 the RCMP set up their first post at Cape Fullerton which also doubled as a whaler wintering area.

In 1912 the Roman Catholic Mission was founded in Chesterfield Inlet and the Hudson Bay Company opened a trading post which eventually developed into a distribution point for the other Keewatin posts.

Over the years the Roman Catholic Mission expanded to include a hospital, a school and a senior citizens home. Today the Mission runs a hospital for severely retarded and handicapped **Inuit** women.

The community of Chesterfield Inlet, today, is a small, quiet and relatively traditional community.

Some of the major cultural attractions from a tourism standpoint in the community include:

the Roman Catholic Mission and some of the historic buildings like the old church and the generating station.

the Hudson Bay building which has been there since 1914.

Exhibit 2-3 provides an illustration of the resources of the people which were identified with the help of local residents. Each resource is documented on the accompanying Table 2-13.

iii) Existing Tourism Facilities

The following Table 2-14 provides a listing of the tourism related facilities and services found in Chesterfield Inlet.

iv) Strengths and **Weaknesses** for **Tourism** Development

The major strengths and weaknesses associated with Chesterfield **Inlets'** existing tourism plant can be summarized as follows:

Weaknesses

- o there is a lack of local craft items available in the community.
- o there are very few community functions such as dances or bingos other than during special events celebrations.
- o no Peterheads in the community
- o lack of local tourism services

TABLE 2-13
RESOURCES OF THE PEOPLE
 CHESTERFIELD INLET

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Old camp tent rings fox traps food caches kayak stand semi-subterranean houses	Honda or walking	5 min.	July/August	o located on the first point beyond the community as well as the community point.
2	Old fox trap	Boat	5 min.	July/August	
3	Man-made channel - passable in high tide	Boat	2 hrs.	July/August	
4	Abandoned Fisheries and Oceans research camp	Boat	2 hrs.	July/August	o will supposedly be using it again in 5 years time
5	Old Whaling Boat	Boat	2 hrs.	July/August	
6	Old camp area - food caches - fish weir - tent rings - semi-subterranean houses	Boat	2 hrs.	July/August	o located at a river mouth

TABLE 2-13
(continued)

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
7	Sailors graves	Boat	2½-3 hrs.	July/August	0 Depot Island was an old whaler wintering site 0 American whalers first wintered here in 1860-65.
8	Old blubber pot	Boat	2½-3 hrs.	July/August	
9	Old fish cannery from the 60's - only thing left is the cement pad	Boat	3-3½ hrs.	July/August	0 Experimental fish camp set up by D. I. A.N.D. (1964-66).
10	Cabin	Boat	6-8 hrs.	July/August	0 still used
11	Abandoned Siniktarvik Fish Camp	Boat	6-8 hrs.	July/August	
12	Old RCMP Post	Boat	6-8 hrs.	July/August	0 this was the first RCMP post in the Keewatin as well as a whaler wintering site in the late 1800's and early 1900's.
13	Hunting Cabin - old Thule house remains	Boat	2 hrs.	July/August	
14	Hunting Cabin	Boat	1 hr.	July/August	

TABLE 2-14
 TOURISM PLANT AND COMMUNITY RESOURCES
 CHESTERFIELD INLET

Resource	Characteristics	Other Comments
Igalaaq Hotel	<ul style="list-style-type: none"> o one year old on top of the Coop store o 4 rooms, 3 beds each; T.V. and clock radio in each room (shared washroom) o dining area to seat 16; also used as the community coffee shop during the day o laundry facilities 	
Pitsiulak Coop	<ul style="list-style-type: none"> o sells both food and dry goods - no carvings or local crafts other than miniature kamiks. 	
Hudson Bay	<ul style="list-style-type: none"> o original store which was built in 1914 o some old tools upstairs o sells both food and clothing and other dry goods 	
Special Events	<ul style="list-style-type: none"> o Hamlet Day - April 1-2 days of games o Easter o Christmas and New Years o July 1 	
Outfitter	<ul style="list-style-type: none"> o Mark Papak - fishing and sightseeing trips - \$125/day 	
Roman Catholic Mission	<ul style="list-style-type: none"> o historical attraction o several interesting old buildings associated with the Mission 	
Taxi	<ul style="list-style-type: none"> o truck; planning to buy a van o owned by L & C Enterprises 	
L & C Enterprise Store	<ul style="list-style-type: none"> o small store and pinball room 	

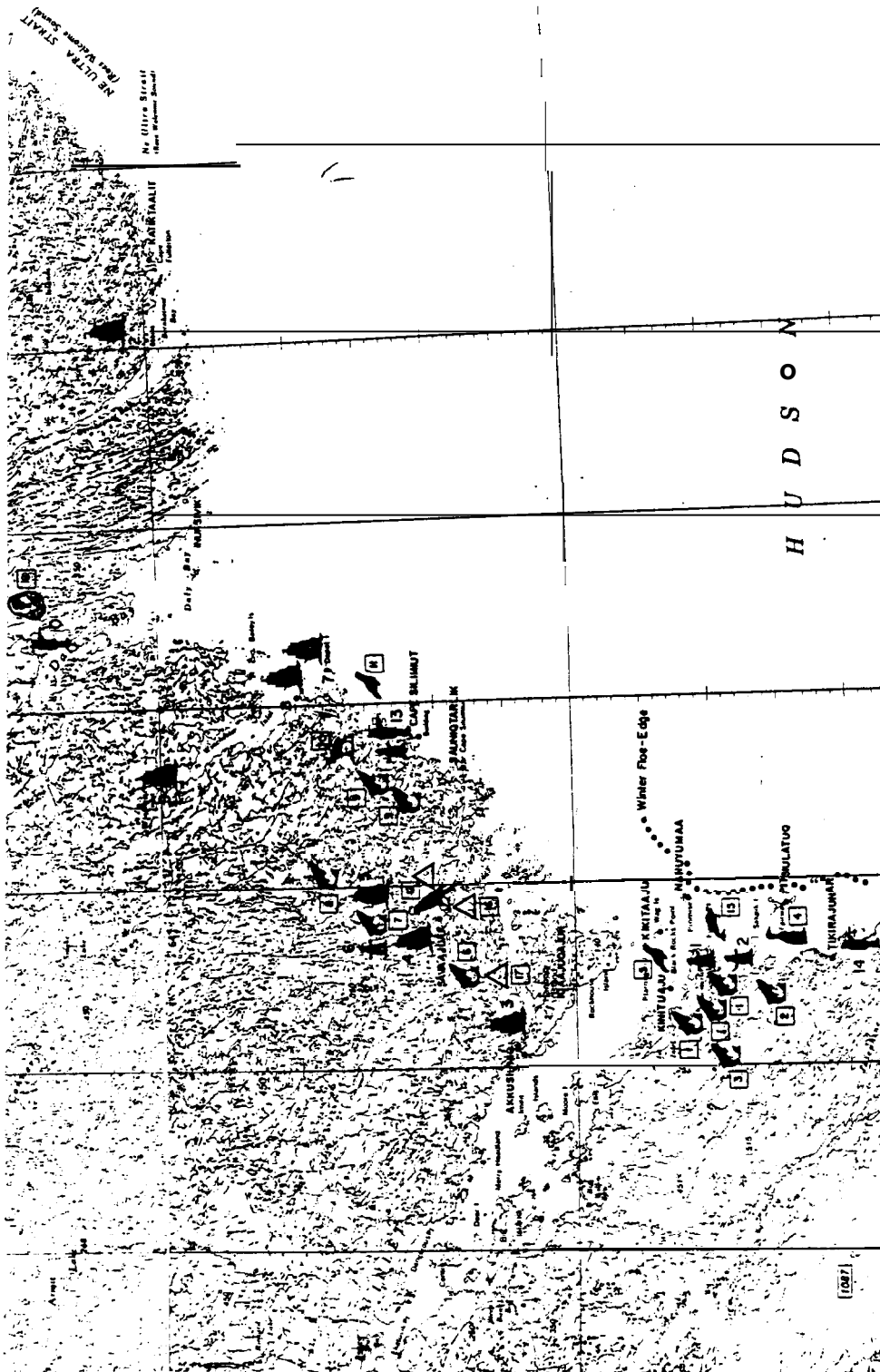
TABLE 2-14

(continued)

Resource		Characteristics	Other Comments
Swimming Pool	o	portable swimming pool which is set up in the parking garage (June 1- end of August)	Not suitable for tourists.
Communications	0	local radio station	
Airport Terminal	0	New airport terminal	
Bombardier Taxi	0	runs between Rankin and Chesterfield (\$40) owned and operated by Leo Kaludjak	
Con Pro Camp	0 o' o	a small trailer park set up by Con Pro (the contractors building the Hamlet Complex). a kitchen, dining room, living room, beds for 8. may be available for sale at end of contract (spring 1985).	
Hamlet Complex	0	to be completed by spring 1985, this building will include Hamlet and Government offices and a gymnasium	
Dog Teams	0	in process of building	
Liquor	0	no restrictions for visitors	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

CHESTERFIELD INLET GLUGAARJUK



LEGEND

- 6 Resources of the People
- 2 Resources of the Land
- Non-Inuit Historic Site
- Out-post Camp/Cabin
- Inuit Historic
- Fishing Area
- Seals
- Whales
- Falcons
- Outstanding Scenery/Natural Feature
- Soapstone Deposit



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 Consulting Engineers Surveyors Planners
 II.3
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Strengths

- o for a small community Chesterfield Inlet has a good quality hotel.
- o good taxi service/mini tours
- o close to floe edge
- o variety of historic sites

2.3.3- **Coral Harbour**

The Hamlet of Coral **Harbour** is the only community found on Southampton Island in the north end of Hudson Bay. In 1981 the population of Coral **Harbour** numbered 429 comprised predominantly of people of **Inuit** ancestry (93%). Because of the community's strategic position in the middle of Hudson Bay, a person can access the community almost as easily from the **Baffin** Region as from the Keewatin Region.

i) **Resources of the Land**

Coral **Harbour** is situated at the head of South Bay at the south end of Southampton Island. The area around the community is very flat and sandy with numerous bedrock outcrops and bedrock ridges near the Hudson Bay shoreline.

The resources of the land around Coral **Harbour** were mapped with the assistance of various groups and individuals in the community and are illustrated on Exhibits 2-4 and 2-5 and described in the following table.

The major natural resource related opportunities and constraints are summarized by the following points:

- o The Coats Island area (including Walrus and **Bencas** Islands), accessible by Peterhead boat in one day if the weather is good provides excellent opportunities to view:

- walrus;
- polar bear;
- sea birds; and
- spectacular scenery.

TABLE 2-15
RESOURCES OF THE LAND
CORAL **HARBOUR**

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Kirchoffer River Falls - falcons commonly seen on cliffs on the way-in	Boat Honda Skidoo	½ hour	July/August July/August May “	
2	Good fishing area	Boat Skidoo	1 hour	July/August May	
3	Walrus commonly found here in the summer - sometimes polar bears as well - lots of guillemots	Boat	5 hours	July/August	Walrus calving occurs in April; sensitive to disturbance at this time.
4	Bencas Island - traditional walrus haul-out areas - common to see polar bears - fox denning area - protected harbour	Boat	1 day	July/August	
5	Small island often covered with walrus	Boat	1 day	July/August	
6	Murre colony on the side of a high cliff	Boat	1 day	July/August	

TABLE 2-15
(Continued)

RESOURCES OF THE LAND
CORAL HARBOUR

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other	Comments
7	Sand beach areas	Boat	1 day	July/August		
8	Walrus haul-out areas	Boat	1 day	July/August		
9	Geese nesting area - part of East Bay Bird Sanctuary	Skidoo	1 ½ hrs.	June		
10	Whales commonly seen in the bay	Boat	close to community	late July, August		
11	Walrus sometimes seen in this area in the fall	Boat	2 hrs.	September		
12	Geese nesting area - part of Harry Gibbons Bird Sanctuary	Boat	1 day	July, August		
13	Unhealing Brook - does not freeze in the winter	Skidoo	½ day	March		
14	Several streams which do not freeze in winter.	Skidoo	2 hrs.	March		

- 0 The northeastern side of Southampton Island is very mountainous, with steep cliffs rising out of the seas, and scenic but the area is very difficult to access.
- o The terrain around Coral **Harbour** is very flat and well suited to three wheeling; several interesting destinations, including the **Kirchoffer** River falls and the "**mountains**" (local terminology for the nearby hills to the east), are accessible by three wheeler.
- o The two bird sanctuaries located on Southampton Island (Harry Gibbons and East Bay) are very difficult to access by land.

ii) **Resources** of the People

The Coral **Harbour** area was originally inhabited by a tribe known as the **Sallirmiut Inuit**. This group was distinct from other tribes in the Keewatin because of their close similarities to the **Thule** culture. The **Sallirmiut** were characterized by their stone, whalebone and turf houses and their use of bearskin clothing and flint-headed weapons. In the mid-1800's the whaling industry was flourishing in Hudson Bay. By 1899 almost all of the **Sallirmiut Inuit** perished from a disease introduced by the whalers. Following this major tragedy, the area was repopulated by Aivilingmiut **Inuit** from the Wager Bay and Repulse Bay areas, who were brought to the area by the whalers.

In 1924 the Hudson's Bay Company transferred their post from **Coates** Island to the present day community of Coral **Harbour**. During World War **II** the RCAF and USAF joined efforts to build a large aircraft facility at Coral **Harbour**. The airfield base was taken over by MOT who are continuing to run the airfield and weather station facilities today.

Today Coral **Harbour** is a community that still relies heavily on hunting and fishing as a form of livelihood. There is a relatively inactive arts and crafts industry in Coral **Harbour** with a number of good carvers and a ladies sewing group.

The resources of the people are illustrated on Exhibits 2-4 and 2-5 and documented in the following table were identified during our various community group meetings. In general, historic resources are located at

TABLE 2-16
 RESOURCES OF THE PEOPLE
 CORAL **HARBOUR**

Map No.	Resource Description	Best Mode of Access	Travel Time Prom Community (one-way)	Best Time For visiting Resource (Season, Month)	Other Comments
1	Old camp at Native Point - Thule houses	Boat	2 hrs.	July/August	The old whalebone roof structure is still partially standing.
	Old camp at Ruin Point - Thule houses	Boat	2 hrs.	July/August	
	Old camp at Walrus Island	Boat	5 hrs.	July/August	
	Spring camping area	Skidoo	1 ½ hrs.	May, June	
	Site of old Hudson Bay Company post.	Boat	1 day	July , August	

some distance from the community and as a result access is very weather dependant.

iii) **Existing Tourism Facilities**

The following table 2-17 provides a listing of the tourism related facilities and services in Coral Harbour.

iv) Strengths and **Weaknesses** for Tourism Development

The following provides a point form summary of the main strengths and weaknesses associated with Coral Harbour's existing tourism plant:

weaknesses

- o The hotel needs to be upgraded with provision of showers and washroom facilities in each room (this has been started already).
- o The limited size of the hotel may lead to potential conflicts between work crews and government travelers and tourists.
- o There is no **licenced** taxi service.
- o The lack of a suitable terminal building for visitors at the airport is a definite constraint.
- o Limited scheduled air access
- o Very little in the way of organized craft sales.
- o Attractions are very distant from the community

Strengths

- o Good outfitter, aware of tourist needs
- o Very visible wildlife/outstanding scenery (Coats Island)
- o Air connections to Cape Dorset, Hall Beach, **Pelly** Bay, Repulse Bay and Rankin Inlet
- o Good char fishing at Duke of York Bay (accessible by **skidoo**)
- o 2 bird sanctuaries accessible from the community
- o Large polar bear quota.

TABLE 2-17
TOURISM PLANT AND COMMUNITY RESOURCES
CORAL HARBOUR

Resource	Characteristics	Other Comments
Esungarq Hotel	<ul style="list-style-type: none"> o owned by the Co-op 0 4 rooms; 2 with 3 beds each, 2 with 4 beds each 0 individual washrooms (honey buckets) - showers in rooms not hooked up 0 television in living room 	<ul style="list-style-type: none"> o great food
Community Hall	<ul style="list-style-type: none"> o“ in good shape 	
Airport	<ul style="list-style-type: none"> o small terminal building; 12 miles from community 0 site of MOT base 	
Co-op	<ul style="list-style-type: none"> 0 food and dry goods 0 few carvings 	
Hudson’s Bay Store	<ul style="list-style-type: none"> 0 food and dry goods 	

TABLE 2-17

(continued)

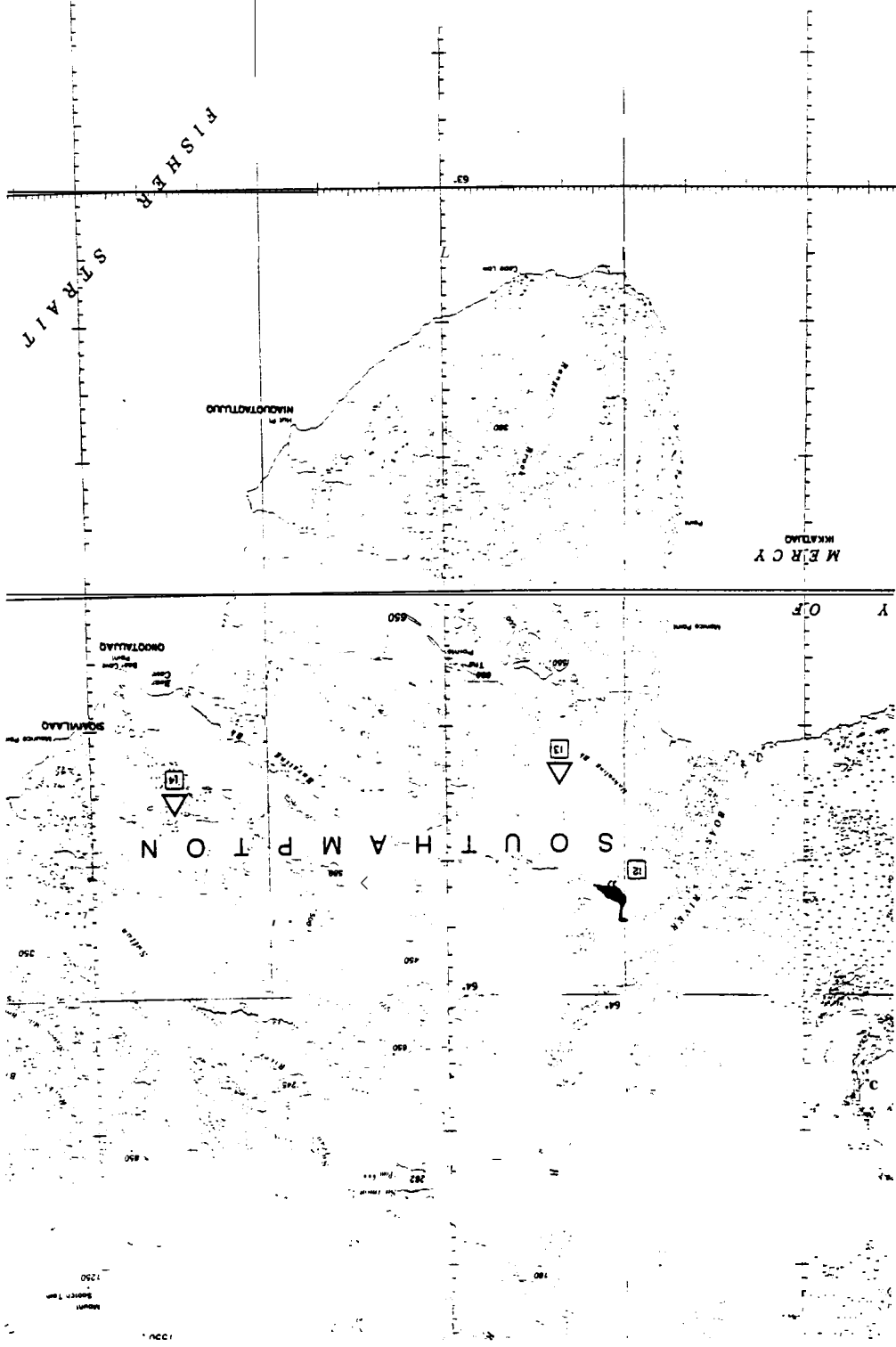
TOURISM PLANT AND COMMUNITY RESOURCES

CORAL **HARBOUR**

Resource	Characteristics	Other Comments
Churches	o Anglican 0 Roman Catholic 0 Glad Tidings	
Outfitters	0 Raymond Ningeocheak) 0 Guy Enuapik) have a Peterhead)	o interested in running trips to Coats Island
Special Events	0 Hamlet Days (August) 0 Canada Day 0 Christmas and New Years 0 Easter	
Dog Teams	0 in process of building several teams	
Liquor	0 prohibited	
Leonies Place	0 accommodation for 4-6 in two rooms 0 cooking facilities	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

CORAL HARBOUR (a) SALLIQ



LEGEND

- R Resources of the land
- Ducks and Geese
- △ Outstanding Scenery/
Natural Feature



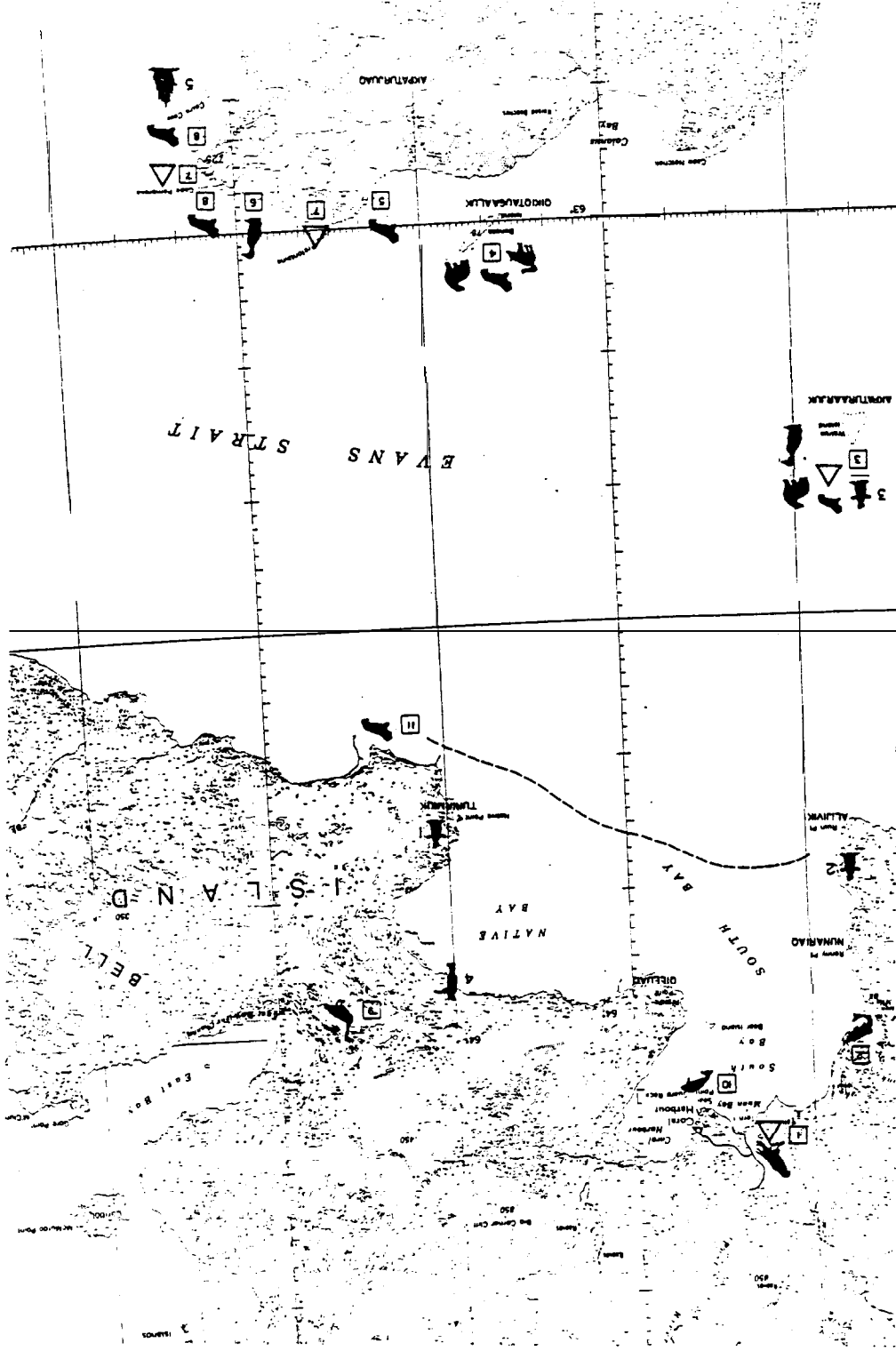
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M Marshall Macklin Monaghan
Consulting Engineers Surveyors Planners **II.4**

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**KEEWATIN DESTINATION
ZONE
TOURISM DEVELOPMENT
AND MARKETING
STRATEGY**

CORAL HARBOUR (b) SALLIQ



LEGEND

- 6 Resources of the People
- 7 Resources of the Land

- Bear
- Wolverine
- Fox
- Duck
- Goose
- Seagull
- Falcon
- Fishing Gear
- Inuit Historic Site
- Outstanding Scenery/
Natural Feature
- Winter Ice-Edge



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11.5

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2.3A - Eskimo Point

The hamlet of Eskimo Point has a population of 1022, of which 95% are **Inuit**. It is located on the west coast of Hudson Bay, 18 km south of the **Maguse** River. Until the **1900's** the area functioned as a summer camp for the island **Pallirmuit Inuit** of South **Keewatin**. Today it is a cohesive and proud community with the largest number of independent local entrepreneurs in the **Keewatin**.

i) Resources of the Land

Eskimo Point is situated on a narrow, sandy **penninsula-like** beach ridge. It is bounded by muskeg-covered marshes to the south and characteristic tundra vegetation.

The resources of the land in the Eskimo Point area were identified with the aid of local hunters and community residents. These resources are documented below in point form and in tabular form on table 2-18.

- 0 **beluga** whale sightings off of Sentry Island
- 0 **Maguse** River (adventure travel/sport fishing)
- 0 **McConnell** Bird Sanctuary
- 0 caribou migration route
- 0 periodic polar bear sightings

ii) **Resources** of the People

As stated in the introduction, this community originated as a summer camp for the island **Pallirmuit Inuit** of south **Keewatin**. They came here to hunt seal and thus established contact with traders relatively early.

The area **was** shared with the Edthen **Eldeli Chipewyan** tribe, the **Pallirmuit's** ancestral enemy. The **Chipewyans** were almost eliminated by smallpox in 1780. The two groups made peace with each other in 1790.

By the **1860's** the **Pallirmuit** had become established middlemen in the trading of furs and ivory of the **Inuit** further north to the Hudson Bay Company. The Hudson Bay Co. post was established in Eskimo Point in 1921.

In 1924 a Roman Catholic mission was built, followed by an Anglican mission in 1926. Thus island and coastal village **Inuit** were attracted to the community for trading purposes, food, medical aid and religious comfort.

The **1920's** were marked by a decline in the inland caribou population and unstable fur prices caused periods of famine.

Starvation and disease, this time diphtheria and tuberculosis, again struck the community in the **1940's**. Eventually **most** of the **Pallirmuit** were relocated to Eskimo Point. It was only until the establishment of a school in 1959, however, that year-round community residency was established.

Today trapping is the mainstay supporting the fairly stable population. Mining opportunities at **Rankin** Inlet provided valuable experience to residents of Eskimo Point in the **1950's** and expected gold mine development at **Cullaton** Lake will provide alternate employment potential to the community.

The **Inuit** Cultural Centre was established to both encourage and preserve the **Inuit** culture and has been responsible for the development of standard written orthographies for **Inuktitut**, for example.

Exhibit 2-6 provides an illustration of the resources of the Eskimo Point people. Each resource is further documented on Table 2-19.

iii) Existing Tourism Facilities

Table 2-20 provides a listing of the tourism related facilities and services found in Eskimo Point.

The **Tugalik** Inn, a well maintained and comfortable facility, is the only transient accommodation. Tourist use of the **Inn's** overnight accommodation is negligible. A major problem in the Inn is the lack of **social/lounge** space and the lack of connection between the sleeping and kitchen spaces.

iv) Strengths and **Weaknesses** for Tourism Development

The major strengths and weakness associated with Eskimo Point's existing tourism plant and resources can be summarized as follows:

- o Eskimo Point's primary tourism strengths are its wealth of resources which focus on **Inuit** culture and lifestyle coupled with both its proximity to Churchill and its existing private sector base which is representative of both cultures. Eskimo Point's major weakness is its failure to serve tourists for more than a one-day stay. This, in part, appears to be a consequence of the level of organized things to do outside of the community and the lack of accommodation space (in part as a result of competition from construction business).

TABLE 2-18
RESOURCES OF THE LAND
ESKIMO POINT

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1.	Beluga whale sightings	Boat	½ hr.	late July-Aug.	Seen in deep water
2.	Polar bear sightings	Boat	½ hr.	Sept./Oct.	Seen in community
3.	Maguse River Rapids	Boat	2 hrs.	July/August	o Boat to travel in high tide o Lots of minor rapids
4.	Char and Grayling fishing/wildlife route	Boat	2 hrs.	June/July	o Boat to travel in high tide o Lots of minor rapids
5.	Caribou herds	Skidoo (April) Boat (August/September)	Varies	o April when migrating towards calving grounds O August/Sept. when migrating south	
6.	McConnell Bird Sanctuary	Honda Boat Best by Honda	½ day 1 day	August	Easy to get stuck in tidal flats

TABLE 2-18
RESOURCES OF THE LAND
 ESKIMO POINT

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Beat Time For Visiting Resource (Season, Month)	Other Comments
7.	Scenic area, many rapids	Boat	2½ days	July/August	
8.	Expansive tidal flats, slow impact of isostatic readjustment - Wolf River	Three-wheeler	½ hr.	July/August	Source of fresh water for some residents

TABLE 2-19
RESOURCES OF THE PEOPLE
ESKIMO POINT

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Oth Comments
1.	Eskimo Point Historic Sites - R.C. Museum, Anglican Museum, I.C.I.	>ike	in-community	All year	Needs extensive interpretation
2.	Sentry Island tent rings, house remains, kayak stands	Boat	45 min.	July, early August	Lots of birds
3.	Upper Cape Eskimo tent rings, graves	Boat Three-wheeler	15 min. 1 hr.	July/August	Good site for shore lunch and trip to Sentry Island
4.	Svik-abundant remains tent rings, cairns, Inuksluks	Boat Three-wheeler	½ days 1 day	July/August	
5.	Mayuse River mouth and river route - very of historic and contemporary sites, 1 HBC post	Boat	2 hrs.	July/August	Part of larger theme
6.	Padlei - HBC po	Boat	1 day	July/August	Part of larger theme
7.	Qikiktaarjuk hiking trail	Hiking	varies	July/August	o under construction o cairns/markers o brochures

TABLE 2-20

TOURISM PLANT AND COMMUNITY RESOURCES

ESKIMO POINT

Resource	Characteristics (Description, access, condition, operating season, use, costs, quality, etc.)	Other Comments
Tugalik Inn.	<ul style="list-style-type: none"> o 10 rooms, 8 with 2 beds, 2 with 3 beds 0 Dining room in separate building 0 Good food, but no selection/choice 0 VCR rental system with HBC 0 Laundry facilities 0 Excellent service and facilities 0 \$70 single; \$75 double; Meals: Dinner/Supper \$14, Lunch \$12, Breakfast \$8 full; \$3 continental 0 Cafe/Coffee Shop attached - requires decorating and upgrading 	<ul style="list-style-type: none"> o Could benefit from common room/lounge o Planning to build extension onto front of hotel for dining and lounge
The Bay	<ul style="list-style-type: none"> o Large, well stocked store 0 DST goods and groceries 0 No crafts/art 	
Co-op	<ul style="list-style-type: none"> 0 Having some financial difficulties 0 In process of upgrading store 0 Carry very few craft goods; planning to deal in inexpensive crafts - e.g. \$2-dolls. (bone) 	<ul style="list-style-type: none"> o Tends to duplicate Bay's merchandise o Trying to stop this merchandising method
Mark's Mini Mart	<ul style="list-style-type: none"> o Like a convenience store - odds and ends 	
Confectionery		

TABLE 2-20

(continued)

TOURISM PLANT AND COMMUNITY RESOURCES

ESKIMO POINT

Resource	Characteristics (Description, access, condition, operating season, use, costs, quality, etc.)	Other Comments
Seaside Tea Room	<ul style="list-style-type: none"> o Decor has potential for improvement; nice location overlooking the Bay 0 Owned by Mark Kalluak's wife 	
Don's Sales & Services	<ul style="list-style-type: none"> o Skidoos/hondas and sales and repairs o Hamlet tours 	
Inuit Images	<ul style="list-style-type: none"> o Operated by Simonie Baker 0 Probably closed in summer '84 for Simonie to have baby 0 Sells souvenirs/post cards, etc. 	
Craft Shop	<ul style="list-style-type: none"> o Owned by Dion Furs 0 Operated by Terry Lancaster o Well operated; full of merchandise 	<ul style="list-style-type: none"> o Nothing terribly exciting o Best stuff gets sent down south
Museum	<ul style="list-style-type: none"> o To be built by summer Hamlet/C of C project o In old Catholic Church (now boarded up) o Nice location along Bay shore and beside tea room 	
ICI	<ul style="list-style-type: none"> 0 Nice building o In the past have shown slide shows for tourists 	

TABLE 2-20

(continued)

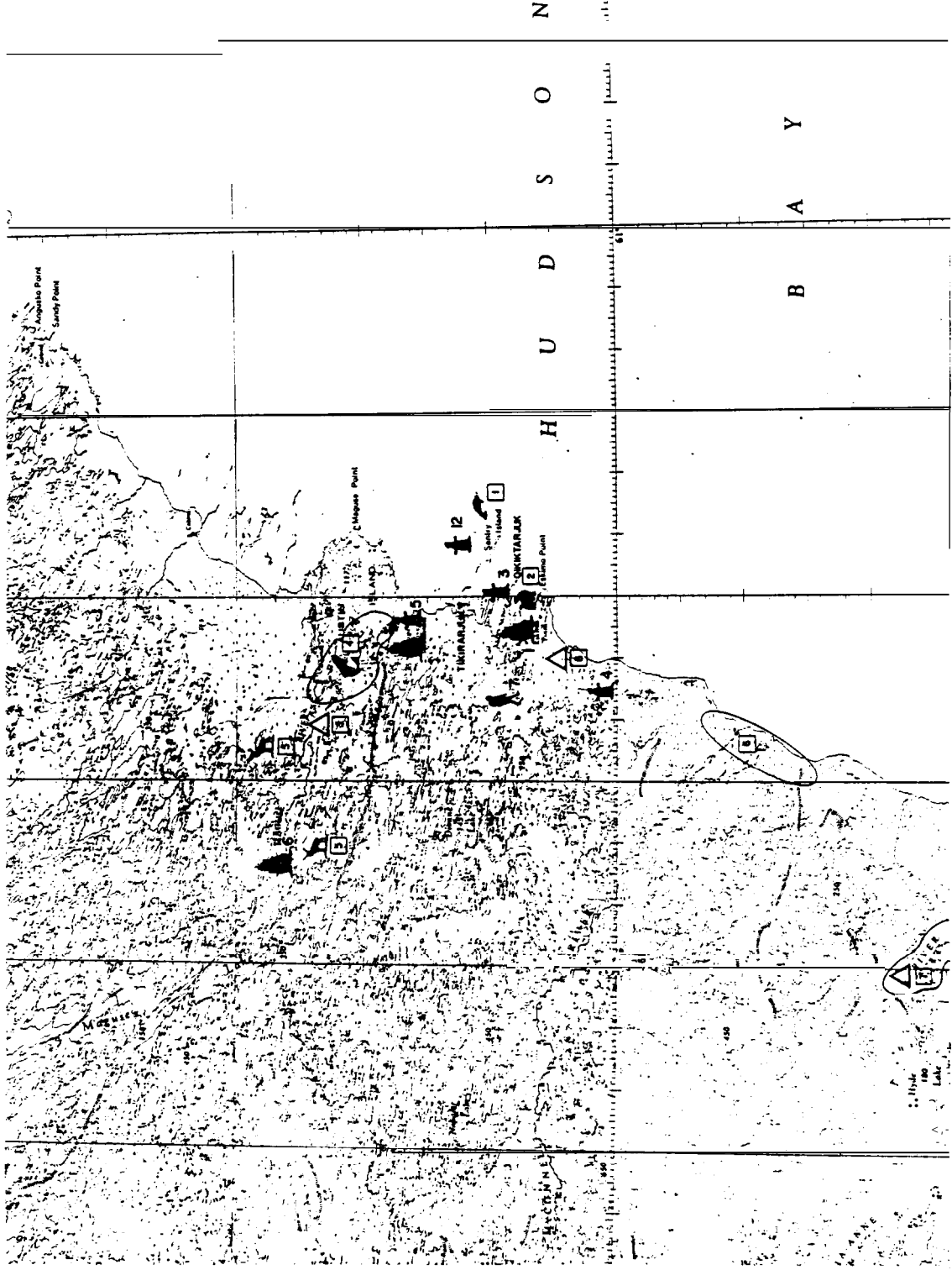
TOURISM PLANT AND COMMUNITY RESOURCES

ESKIMO POINT

Resource	Characteristics (Description, access, condition, operating season, use, costs, quality, etc.)	Other Comments
2 Longliners		
13 Dog Teams		
3 Outfitters Licenses	0 Luke Suluk , Don Baker, Mark Kalluak , Guy Alikut	
Liquor	0 prohibited	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

ESKIMO POINT ARVIAT



LEGEND

- 6 Resources of the People
- 4 Resources of the Land
- Polar Bear
- Caribou
- Whale
- Outstanding Scenery/Natural Feature
- Walking Trail
- Fishing Areas
- Non-Inuit Historic Site
- Inuit Historic Site

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M Marshall Macklin Monaghan
 Consulting Engineers Surveyors Planners
 II.6

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2.3.5- **Rankin** Inlet

Statistics Canada lists the hamlet of **Rankin** Inlet as having a 1981 population of **1 109**, indicating a 30% growth of this community in the five years prior. Its ethnic distribution is composed of 77% **Inuit**, 1% Dene and 22% other. It is located on the west coast of Hudson Bay, between Whale Cove to the southwest and Chesterfield Inlet to the northeast.

i) Resources of the Land

The topography of **Rankin** Inlet can be described as "low rolling hill country" situated on rocky terrain with sand and gravel ridges. There is sparse vegetation and few trees in the area.

The resources of the land around **Rankin** Inlet were mapped with the assistance of various individuals in the community and are illustrated in Exhibit 2-7 and described in Table 2-21.

ii) Resources of the People

Because the area is not a particularly good hunting ground, until the early 1950's few **Inuit** lived in the area now known as **Rankin** Inlet.

Nickel was discovered in the area in 1929 and a mining centre was established in 1955 by the North **Rankin** Nickel Mines.

The period from 1954 to 1960 saw the development of a Hudson Bay Co. store, hospital, government employee and resident homes, three churches and a school in the community. Until the mine closed in 1962, **Rankin** Inlet was one of the most northern communities to have a wage economy as its basis which provided employment to **Inuit** people in the surrounding region.

TABLE 2-21
 RESOURCES OF THE LAND
 RANKIN INLET

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Beluga whales	Boat	1 hr.	late August	
2.	Peter Lake	H	$\frac{1}{2}$ hr.	June April/May	
3.	Char Lake/Diana R	Honda	1 hr.	July/August April/May	
	Char Lake/Diana River	Boat	$\frac{1}{2}$ hr.	July/August	to Diana River
4.	Marble Island Quartzite Island	Boat	4 hr.	July/August	
5.	Mar Island polar bear sightings	Boat	4 hr.	August/Sept.	
6.	Bar Island coastal scenery	Boat	$\frac{1}{2}$ hr.	July/August	
7.	Barrier Island cod fishing	Boat	$\frac{1}{2}$ hr.	July/August	
8.	Pangertot Peninsula Barrenlands/coastal topography	Boat/Honda/Hike	4 hrs. - overnight	July/August	

In 1958, **Itivia** was established approximately one half mile from **Rankin Inlet** as a rehabilitation project to a community suffering from deterioration of living conditions. The project was eventually abandoned.

While recovery from the mine closure was slow, progress is being made to establish a viable economy to the area. The fishery **has** been successful as well as the local manufacturing of arts and crafts. **Rankin Inlet** is now the location for the Territorial government offices and serves as the transportation and communications centre for the **Keewatin**.

The resources of the people are illustrated in Exhibit 2-7 and documented in Table 2-22.

iii) **Existing Tourism Facilities**

Table 2-23 lists the tourism-related facilities and services in **Rankin Inlet**.

iv) Strengths and Weaknesses **for** Tourism Development

Rankin Inlet's major tourism development strength is its developed tourism infrastructure both from an accommodation **and transportation** perspective. **Rankin Inlet** is the regional service center for the **Keewatin** - it is, in effect, a transportation gateway to the **Keewatin** communities. From a tourism development perspective, there are a number of key resource features surrounding the community which have not been fully capitalized on, including Marble Island, the **Meladine**, the barrenland topography of the area which represents a transition from the flat south and the more rolling topography communities further north and access to Hudson Bay.

TABLE 2-22
RESOURCES OF THE PEOPLE
RANKIN INLET

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1 ₀	Marbles Island knights expedition	Boat	4 hrs.	July/August	
2.	Marble Island whaling era relics	Boat	4 hrs.	July/August	
3.	Meliadine River Christian graves at mould	Honda	1 hr.	July/August	
4.	Meliadine River tentings, kayak stands	Honda	1 hr.	July/August	
5.	Meliadine River historic feature	Honda	1 hr.	July/August	
6.	Rankin Inlet mine First mine in the Keewatin	Foot	½ hr.	June-Sept.	
7.	Diana River archaeological sites	Honda	2 hrs.	July/August	

TABLE 2-23
TOURISM PLANT AND COMMUNITY RESOURCES
RANKIN INLET

Resource	Characteristics (Description, access, condition, operating season, use, costs , quality, etc.)	Other Comments
o	60 bed hotel; excellent dining room (good food but limited selection and very restricted hours; lounge; bar (limited hours - 8-12) - 1 wing closed in winter.	
0	1 good restaurant - Tundra Steak House - good food but expensive.	
0	2 coffee shops (ASA with movies nightly and Anabs).	
0	Huge school with gymnasium and shop and library/research centre .	
0	Research institute (used for hotel overflow) - University of Saskatoon Arctic Research and Training Centre	
0	High school soon to be built.	
0	ASA video store and carving outlet - plans to build satellite disk for 24 TV channels.	
0	Craft shop (mostly serving goods).	
0	Bed and breakfast (plans for extension to 5 rooms); now 2 rooms.	
0	Bay stores (food mart and dry goods)	
0	Co-op store (groceries).	
0	Yvo's - rents out 3-wheelers and boats.	
0	JP&H - rents out 3-wheelers.	
0	Airstrip and terminal.	

TABLE 2-23

(continued)

TOURISM PLANT AND COMMUNITY RESOURCES

RANKIN INLET

Resource	Characteristics (Description, access, condition, Operating season, use, costs, quality , etc.)	Other Comments
o Recreation hall (another being developed).		
o Bank of Commerce.		
o Fish plant.		
o No liquor restrictions for visitors		

2.3.6- **Repulse Bay**

Repulse Bay is a small community of 352 (1981 Census) people located north of Southampton Island on the south shores of Melville Peninsula. The community is situated on the Arctic Circle.

i) **Resources** of the Land

Repulse Bay is one of the more scenic communities in the **Keewatin**. The area is characterized by hilly bedrock terrain dissected by river valleys and inlets carved in from the sea. Islands dot the coastline out in front of Repulse Bay.

Exhibit 2-8 illustrates the more interesting resources of the land in and around Repulse Bay. The following Table 2-24 provides the corresponding explanation of the individual resources.

The major opportunities and constraints related to the resources of the land in and around Repulse Bay are as follows:

- o The topography around Repulse Bay is very hilly and the coastline **is** characterized by long steep walled inlets and numerous islands creating a more striking setting than the other **Keewatin** communities.
- o During the month of August **beluga** whales and sometimes **narwhales** can be sighted out in front of the community.
- o Caribou are abundant around Repulse Bay and are easily viewed in the spring and summer.
- o The hilly terrain dotted with small lakes and broken up valleys and ocean inlets provides some potential for outdoor activities such as cross-country skiing and hiking; however, the nature of the terrain makes three wheeling quite difficult.

TABLE 2-24
RESOURCES OF THE LAND
REPULSE BAY

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Whales - narwhale and beluga commonly seen	From community		August	
2	Supojato - water falls - common net fishing area	Boat	1 ½ hrs.	July/August	
3	Scenic creek - gyrfalcons commonly seen here	Boat	1 hr.	July/August	
4	Fishing lake	Honda	1 hr.	July/August	
5	Lyon Inlet - very scenic area in the summer	Boat	Variable	July/August	
6	Numerous good fishing lakes	Boat and walking	1 day	July/August	
	Good fishing	Boat and walking	1 day		

TABLE 2-24
(continued)
RESOURCES OF THE LAND
REPULSE BAY

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
8	Very scenic bay - walrus and narwhale commonly seen here - good fishing in this bay	Boat	1 day	July/August	
9	Very scenic sheltered natural cove	Boat	4-6 hrs.	July/August	o provides halfway anchorage enroute to Wager Bay
10	Wager Bay mouth - strong currents polynia in the winter	Boat	1 day	July/August	
11	Good ice fishing	Skidoo	1 day	May	
12	Lots of caribou can be seen in this area	Skidoo	2-3 hrs.	May	
13	Scenic area, good net fishing	Boat	5-6 hrs.	July/August	
14	Remains of old glacier - ice year round	Boat	4-5 hrs.	July/August	
15	Lots of marine wildlife	Boat	1 day	July/August	
16	Good fishing	Boat	1 day	July	
17	Walrus sometimes seen here	Boat	4-6 hrs.	July/August	

0 Repulse Bay is the closest community to Wager Bay which provides excellent opportunities for:

viewing wildlife including caribou, polar bears, whales, sea birds and ducks;

viewing spectacular scenery;

hiking;

interpretation of unique **physiographic** features such as:

reversing falls;

tidal bores; and

polynias.

sport fishing, particularly in the spring.

ii) **Resources** of the People

In the 18th century the **Inuit** in the Repulse Bay area had their first introduction to whites when explorers like Captains Middleton and Moore first ventured to the area. During the 1800's the Hudson Bay whaling era began and Repulse Bay was utilized as a wintering site. It was interesting to note that large numbers of **Inuit** used to gather and camp around the wintering whaling ships off the **coast** in the **Harbour** Islands. The whalers wintering in Repulse Bay attracted Eskimos from as far away as **Iglookik**, **Pelly** Bay and Chesterfield Inlet. Reminders of the whaling era still exist on the **Harbour** Islands in the form of graves and writings on the rock.

In 1953 Dr. Rae used Repulse Bay as his base from which to survey the **Boothia** Peninsula. Part of Dr. **Rae's** stone house still stands at the North Pole River.

In 1916 the Hudsons Bay **Companmy** established a trading post at Repulse Bay with the **Revillon Freres** following in 1923.

Around the same time the Hudson Bay Company operated a trading post in Wagen Bay near Brown's Lake which still stands today.

The present permanent settlement at Repulse Bay started in the 1960's with the provision of housing and schooling. Today the community **is** well known for its carving, particularly small ivory pieces.

The following Table 2-25 along with Exhibit 2-8 provides an indication of the resources of the people found in the Repulse Bay area.

iii) **Existing Tourism** Facilities

The following Table 2-26 provides a listing of the tourism related facilities and services found in Repulse Bay.

iv) **Strengths** and **Weaknesses** for **Tourism** Development

The major strengths and weaknesses associated with the tourism plant can be summarized as follows:

Strengths

- o With two hotels in Repulse Bay there should be little conflict between work crews and tourists - good accommodation.
- o The carving display at the **Co-op** is well presented - good crafts.
- o Variety of historic, scenic and natural tourism resources

Weaknesses

- o The lack of a large Peterhead type boat in the community provides a constraint for traveling to any distant destinations like **Vansittart Island** or Wager Bay.
- o Limited air schedule
- o Tourism awareness problem with majority of locals.

TABLE 2-25
RESOURCES OF THE PEOPLE
REPULSE BAY

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Naujaat Thule house remains - semi-subterranean dwellings	Walking	40 min.	July/August	
2	Old whaling station - several sailors' graves - rock engravings	Boat	½ hr.	July/August	o the Harbour Islands were a common winter whaling site
3	Dr. Rae's stone house remains	Boat Skidoo	1 hr. 1 hr.	July/August May	
4	Old Inuit camp	Boat	40 min.	July/August	
5	Summer cabin	Boat	1 hr.	July/August	o still used
6	Hunting cabin - owned by Laurent Kringayark	Skidoo	3-4 hrs.	May	o good ice fishing and caribou hunting area
	Old camp - Inuit and white people - Knud Rasmussen's base camp	Boat	1 day	July/August	

TABLE 2-25
(continued)
RESOURCES OF THE PEOPLE
REPULSE BAY

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
8	Old camp	Boat	1 day	July/August	
9	Outpost camp - Active in winter 1984 - also several Thule houses nearby	Boat Skidoo	5-6 hrs. 5-6 hrs.	July/August May	
10	Tent rings	Boat	1 hour	July/August	
11	Thule houses	Boat	1 hour	July/August	
12	Tent rings	Boat	1-2 hrs.	July/August	
13	Thule houses	Boat	1 day	July/August	
14	Thule houses	Boat	1 day	July/August	
15	Old stone houses from Knud Rasmussen voyage	Boat	6 hrs.	July/August	
16	Old Whaling station	Boat	Variable	July/August	

TABLE 2-26
TOURISM PLANT AND COMMUNITY RESOURCES
REPULSE BAY

Resource	Characteristics	Other Comments
Transient Centre	o owned and operated by the Co-op	
	0 no cooking provided	
	0 4 rooms with 2 beds	
	0 1 room with 1 bed	
	0 5 shared washrooms	
Churches	0 Anglican	
	0 Roman Catholic	
	0 Glad Tidings	
Keewatin Northern Lights Outfitting	o complete outfitting services	o Parks Canada contract this summer in Wager Bay
Co-op Store	o food and dry goods, good selection of fresh fruit and vegetables	
	o good carving display	

TABLE 2-26

(continued)

TOURISM PLANT AND COMMUNITY RESOURCES

REPULSE BAY

Resource	Characteristics	Other Comments
Hudsonts Bay Store	o food and dry goods	
Airport Terminal	o small with washrooms 0 no taxi service	
Aivilik Hotel	o 7 rooms with 14 beds 0 kitchen, dining room, lounge 0 planning to expand to 13 rooms.	
Sports Hunts	o polar bear and caribou arranged 0 arranged through the H.T.A. and Joanaee Kringayark	o two polar bear hunters this year did not get bears (one Germany and one from the States)
Community Hall	o in relatively good shape 0 local band for dances 0 once the community gets their new Hamlet complex they may use the hall for a swimming pool which is now housed in the garage	

TABLE 2-26

(continued)

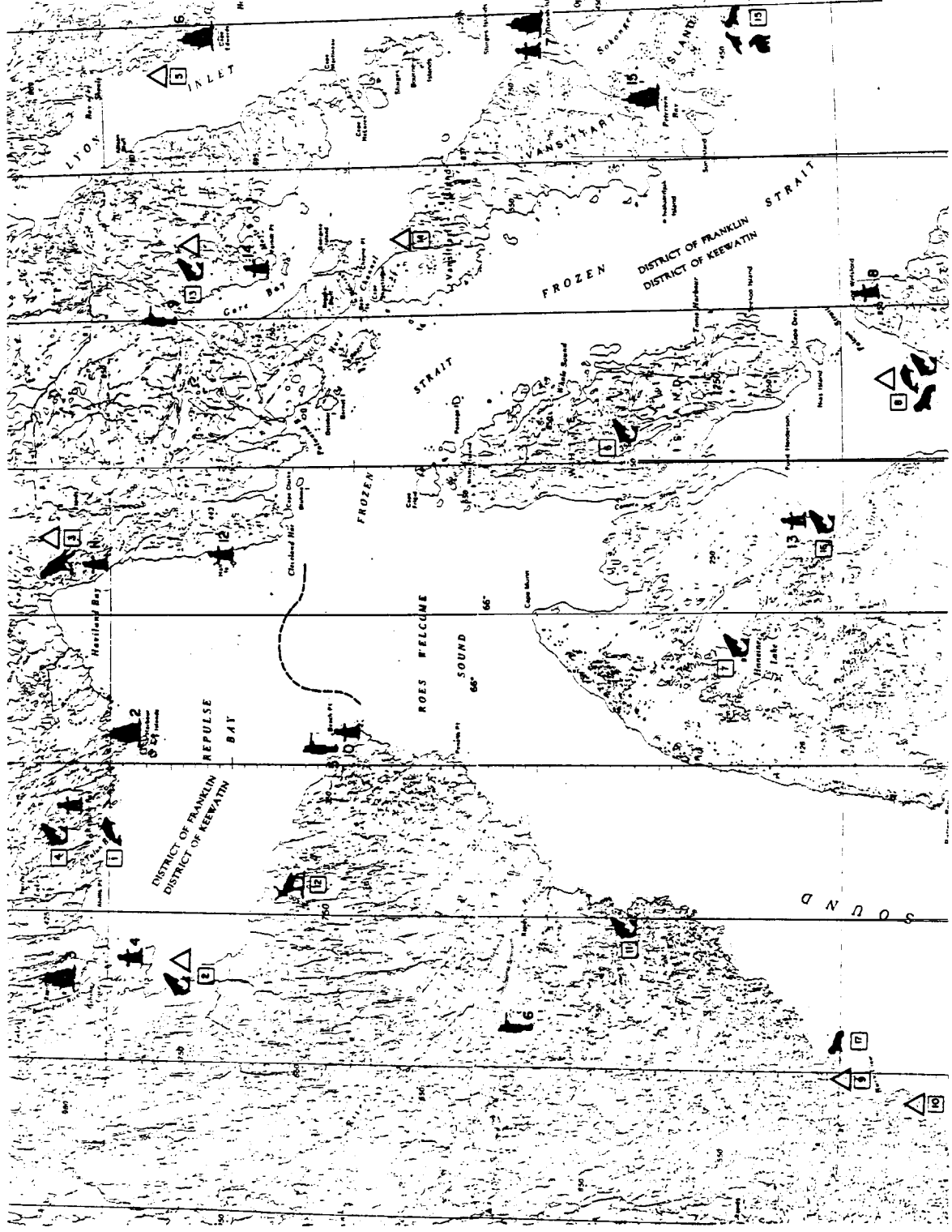
TOURISM PLANT AND COMMUNITY RESOURCES

REPULSE BAY

Resource	Characteristics	Other Comments
Coffee Shop	, 0 fast food, video games and pool table	Not suitable for tourists
Community Complex	o to be completed spring 1985 0 gym, offices, canteen, council chambers, meeting room.	
Dog Team	o several active teams.	
Liquor	o under community control	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

REPULSE BAY NAUJAT



LEGEND

- ⊞ Resources of the People
- ⊞ Resources of the Land
- 🐻 Caribou
- 🐻 Wokus
- 🐻 Wholes
- 🦅 Falcons
- 🐟 Fishing Areas
- 🏠 Outpost Camp/Cabin
- 🏠 Non-Inuit Historic Site
- 🏠 Inuit Historic Site
- 🏠 Outstanding Scenery Natural Feature
- 🏠 Winter Floe Edge

This map is based on map sheet 48 S.W., 48 S.E., 48 N.W., 48 N.E., 1974, Mr. Macklin Monaghan in Right of Canada, with permission of Energy, Mines and Resources Canada.



2.3.7- Whale Cove

Whale Cove is a small community of approximately 188 people (1981 Census) located on a peninsula between Rankin Inlet and Eskimo Point. Whale Cove, when it was settled in 1959 was not a natural community like most of the other Keewatin communities. It was the result of a government project to relocate families from distant island areas who were experiencing famine.

i) Resources of the **Land**

Whale Cove is situated on a south facing sheltered cove at the end of a long **peninsula** lying north of Wilson Bay. The community itself **was** developed on an old lake bed surrounded by high rock outcrops. Because of its position in the old lake bed the lower areas in town are subject to flooding during wet periods. The airport, situated some 5 or 6 miles from the community, is located in an area of flatter tundra topography dotted with small lakes and rock outcrops.

The following points summarize some of the more **important** natural resource related opportunities and constraints as identified through community group meetings. The resources of the land are illustrated on Exhibit 2-9 and described in Table 2-27:

- o The topography adjacent to the community is quite hilly and rocky, providing a fairly striking setting; however, the area up behind the community is scattered with garbage and machine wrecks which distracts from the areas scenic attractions.
- o There are several good fishing lakes close to the community that can be accessed by **honda** or walking.
- o During the month of August **beluga** whales can often be sighted out in Whale Cove.
- o Wilson Bay provides **opportunity** for relatively sheltered boating.

TABLE 2-27
RESOURCES OF THE LAND
WHALE COVE

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	Water lake, good spot for fishing (land locked char)	Walking	½ hr.	July/August	
2	Whales are commonly seen in this area	Boat	5 min.	late August	
3	Good fishing area - by net - rodding would be best in Whiterock Lake	Boat	1½ hrs.	late June/July/August	
4	Good char fishing area	Boat	2 hrs.	late June/July/August	
5	Lots of seals	Boat	varies		
6	Ferguson River - good fishing areas - scenic canyon and rapids - potential canoe route	Boat	½ day	July/August	o can get all the way to Kaminak Lake by canoe

0 The **Ferguson** River which **is** accessible by **boat (half day trip)** from Whale Cove is an interesting resource providing opportunity for spring fishing and scenic river boating in the summer.

ii) **Resources** of the People

The Whale Cove area was reached by explorers as early as the 17th century. In the **1800's** the Hudson's Bay Company opened a trading post at **Tavani** just south of Whale Cove. The buildings at **Tavani** can still be seen today.

Throughout the exploration and trading years, the present day community location was not a natural centre as was the case with most other Keewatin communities. It was not until 1959 that a permanent settlement was established at Whale Cove. At that time, the government began to relocate families from some of the famine ridden inland areas in an attempt to introduce them to subsistence based on coastal resources. **In** time these families were joined by families from the Baker Lake area, Eskimo Point area and from **Rankin** Inlet when the mine closed down.

Today the community is a small relatively traditional community with a very strong hunting and fishing base. A local fish freezing facility, which is intended to feed the fish plant in **Rankin** Inlet, provides a commercial outlet for local fish. At one time the local **co-op** ran a white whale cannery, exporting muktuk to other areas in Canada.

Arts and culture are strong in Whale Cove which boasts a number of well known carvers as well as a craft shop which displays and sells locally produced wall hangings, traditional clothing, **jewellery** and carvings.

In addition to these cultural resources found in the community, we also identified the resources of the people in surrounding areas as illustrated on Exhibit 2-9. Each resource is documented and further described in Table 2-28.

TABLE 2-28
RESOURCES OF THE PEOPLE
WHALE COVE

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
1	“ Old abandoned gold mine (1918-1923)	Boat & walking	15 min.	July/August	o locals unsure as to exactly where it is
2	Old cabin and a whale boat - used to be the Voisey home	Boat	1 ½ hrs.	July/August	
3	H.T.A. cabin	Skidoo	1 ½ hrs.	May	
4	Big whale bones	Boat	½ day	July/August	
5	Old campsites - lots of rings	Boat	3-4 hours	July/August	
6	Old Hudson's Bay Post (Tavani)	Boat	2 hours	July/August	
7	Inuktivik a story associated with this island tells of a time when local people were starving and had to eat each other - bone remnants	Boat	2-3 hours	July/August	

TABLE 2-28
(continued)
RESOURCES OF THE PEOPLE
WHALE COVE

Map No.	Resource Description	Best Mode of Access	Travel Time From Community (one-way)	Best Time For Visiting Resource (Season, Month)	Other Comments
8	Commercial fishing operation at the mouth of the Ferguson	Boat	½ day	July/August	
9	Caribou crossing area - for several days in early July - usually at the same place each year	Boat	4 hrs.	early July	

iii) **Existing Tourism Facilities**

Table 2-29 provides a listing of the tourism related facilities and services found in Whale Cove.

iv) **Strengths and Weaknesses for Tourism Development**

The following provides a point form summary of the main strengths and weaknesses associated with Whale Cove's existing tourism plant:

Weaknesses

- o The are no licensed outfitters in Whale Cove.
- o The local transient centre is unsuitable for tourists in terms of its size, layout and operation. However, the owner does have plans for a new hotel facility.
- o **There** is no suitable passenger shelter at the airstrip; airport is far from the community.
- o The local craft store provides an important tourism resource; however, because of low sales volumes new crafts are not being purchased. As a result the quality of the store's inventory has begun to suffer.

Strengths

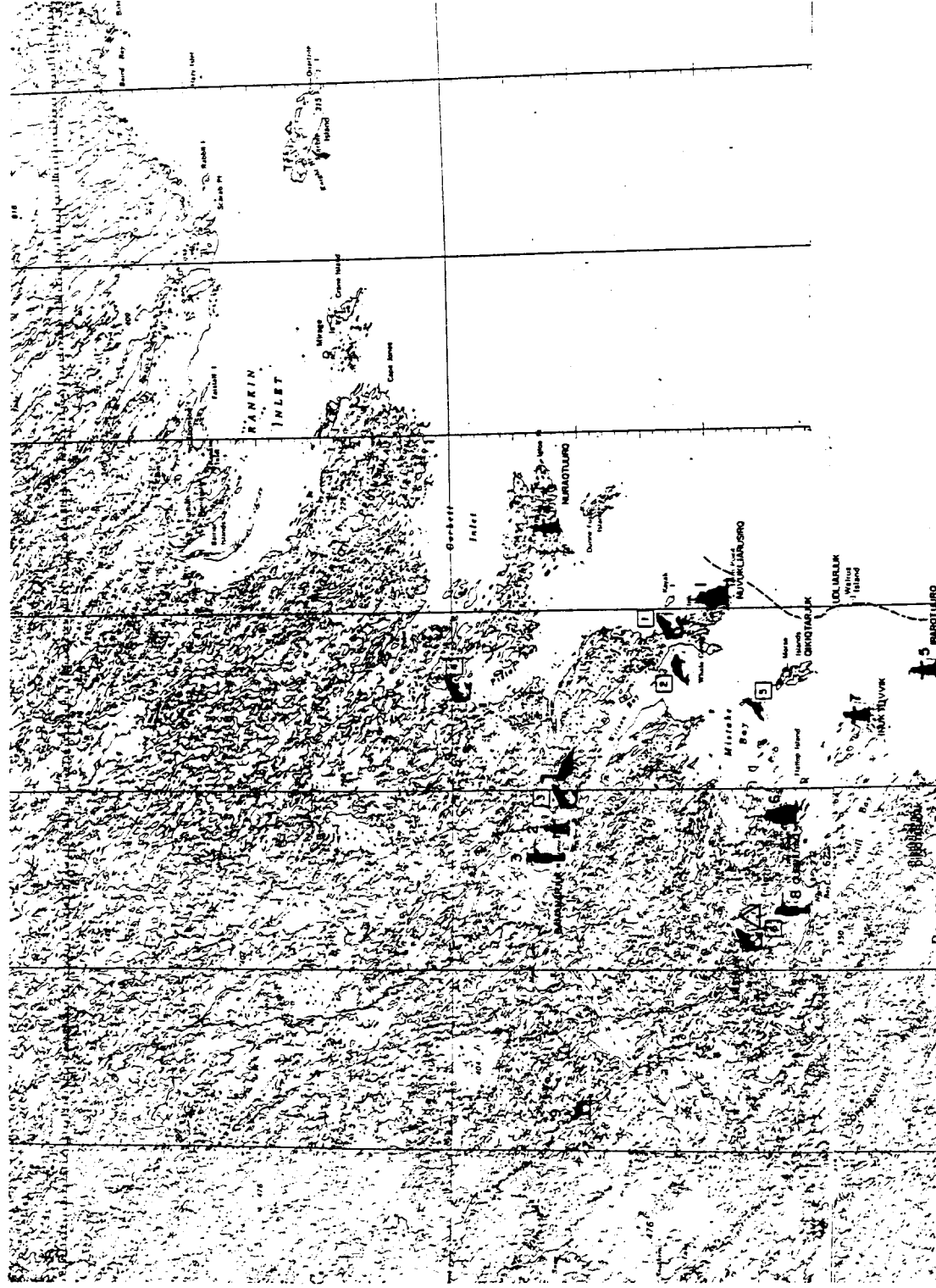
- o Good crafts.
- o Traditional community.
- o **Easy** access from Rankin Inlet.
- o Good char fishing in the spring.
- o Good taxi service from airport.

TAME 2-29
TOURISM PLANT AND COMMUNITY RESOURCES
WHALE COVE












Resource	Characteristics	Other Comments
Airstrip & Terminal	<ul style="list-style-type: none"> o can handle an HS 748 o very small terminal building 	
Nanuk Hotel	<ul style="list-style-type: none"> o 6 beds plus kitchen and lounge (tv and radio/cassette deck) 1 single, 1 dormitory (5 beds) 0 plans for 12 bed hotel beside the bay 6 rooms double occupancy with dining room/ coffee shop; taxi service; garage 	o not suitable for most tourists
Coffee Shop	<ul style="list-style-type: none"> o no coffee prepared - not allowed to prepare food 0 just pop, candy and video games - some convenience goods 0 hamburgers; micro-wave oven 	o not suitable for tourists
Churches	<ul style="list-style-type: none"> 0 Anglican 0 Roman Catholic 0 Glad Tidings 	
Weather Station	<ul style="list-style-type: none"> o at community radio station 	
Craft Shop	<ul style="list-style-type: none"> o sewing goods, carvings, utensils, parkas and wall hangings 0 funded by Department of Economic Development and Tourism 	
Dog Teams	<ul style="list-style-type: none"> o 4 somewhat active 	
Recreation Centre	<ul style="list-style-type: none"> o To be build in summer 1985. 	
Liquor	<ul style="list-style-type: none"> o prohibited 	

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

WHALE COVE TIKIRARJUAQ



LEGEND

-  Whales
-  Seals
-  Ducks and Geese
-  Fishing Area
-  Out post Camp/Cabin
-  Men-Inuit Historic Site
-  Inuit Historic Site
-  Outstanding Scenery or Natural Feature
-  6 Resources of the People
-  7 Resources of the Land
-  Winter Pole Edge



2.4 Regional **Tourism Resources**

The following section provides a summary of the regional tourism resource analysis which was undertaken in order to identify the opportunities and constraints for tourism development in the hinterland areas outside the communities. This analysis was undertaken almost entirely through a review of existing data sources.

It was important to not only gain an understanding of those areas offering potential for tourism development, but also to identify those areas which could potentially constrain tourism development.

Exhibit 2-10 provides a summary of the regional tourism resource opportunities and constraints which are discussed in the following section under the chapter headings:

- i) Significant Tourism Resource Areas/Resources
- ii) Areas with Development Restriction
- iii) Conflicting Land-Use Areas

2.4.1- **Significant Tourism Resource Areas/Resources**

On the basis of our knowledge of the **region's biophysical** resources, obtained through discussions and investigations at the community level as well as a review of regional resource data sources, five significant tourism resource areas were identified. These are the hinterland areas exhibiting the greatest tourism potential. **The** five areas, illustrated on Exhibit 2-10 and described in the following text, were selected on the basis of their providing a suitable diversity of activity opportunities and interest combined with their degree of accessibility from the **Keewatin** communities.




i) **Thelon River**

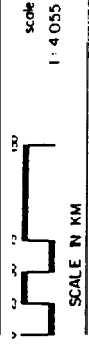
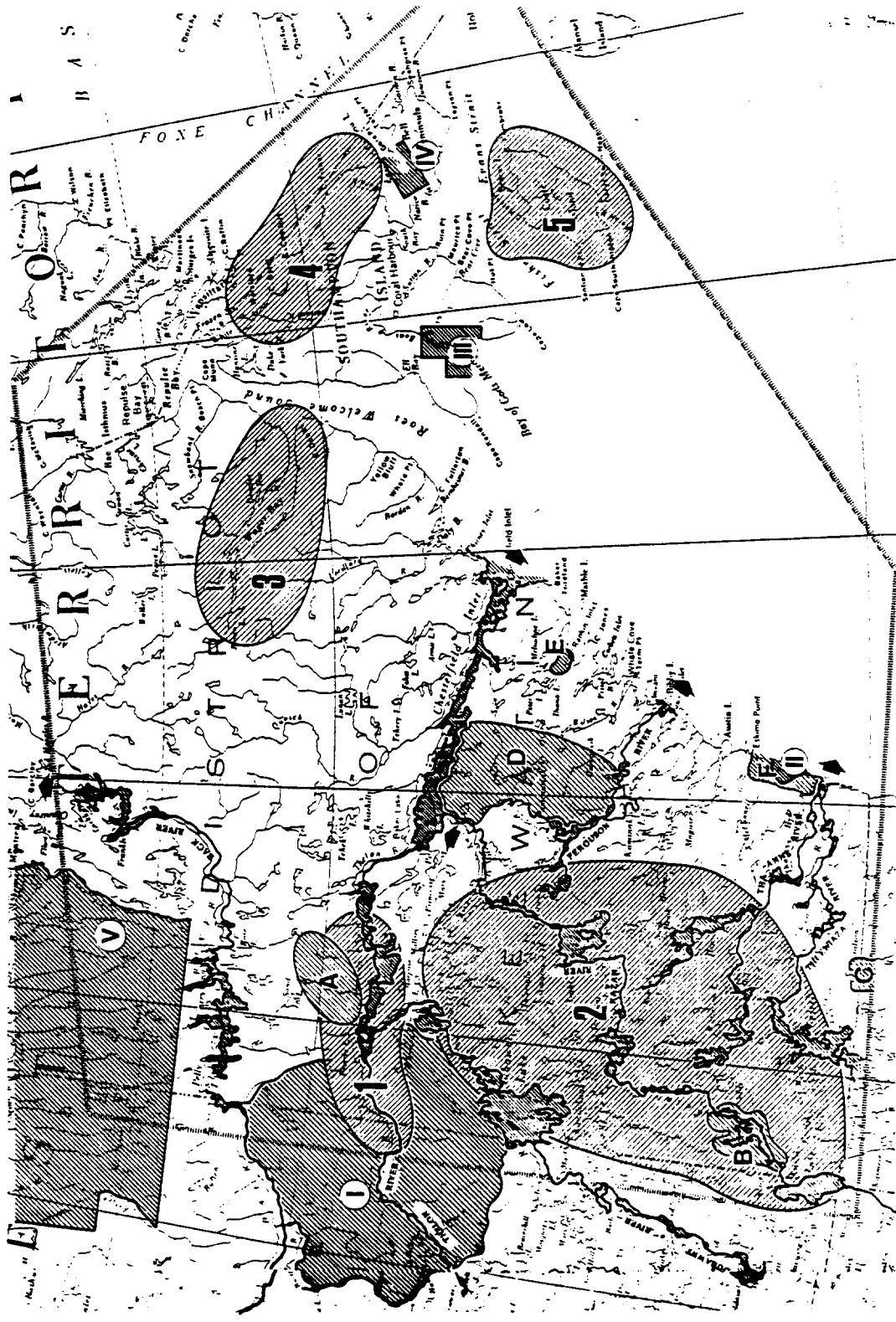
The Thelon River unit extends west from Baker Lake to the **Keewatin** District boundary, including a **portion** of the **Thelon** Game Sanctuary. This unit includes a number of large lakes on the **Thelon** system including **Schiltz**, **Aberdeen**, and **Beverley** Lakes. The **Thelon** River area provides opportunity for the following tourism activities:

KEEWATIN DESTINATION ZONE TOURISM DEVELOPMENT AND MARKETING STRATEGY

REGIONAL TOURISM OPPORTUNITIES AND CONSTRAINTS

Legend

-  **INDISCART TOURISM RESOURCE AREAS**
- 1 TITLOW RIVER
- 2 RAREZEMLANDS
- 3 WATER BAY
- 4 NORTHERN SOUTHAMPTON ISLAND
- 5 COATS ISLAND
-  **LBA ECOLOGICAL RESERVE**
- A BEVERLY HERD CALVING AREA
- B RAVENHALL LAKE
- C PARALIZON LAKE
- D KAMINUNIAN HERD CALVING AREA
- E MFLATYME ENNER
- F MCCORMELL RIVER BROWN GOOSE COLONY
-  **WILDLIFE SANCTUARIES**
- I THULON CAMP SANCTUARY
- II MCCORMELL RIVER HERD SANCTUARY
- III HARRY OSBORNS BIRD SANCTUARY
- IV EAST RAY HERD SANCTUARY
- V QUEEN MAUD BIRD SANCTUARY



- o sport fishing for **grayling**, char and lake trout;
- o sport hunting for **muskox**;
- o wildlife viewing: **muskox**, caribou and barren-ground grizzlies;
- o canoeing;
- o white water river rafting/kayaking; and
- o historical interpretation.

At the present time the **Thelon** River is being considered for designation as a National Heritage River System. However, it will be at least several years before a decision is reached on whether to actually designate the **Thelon** River. The overall objectives in designating a Heritage River System are to provide for the future management of a river to ensure that:

- o the natural heritage of the river is conserved and interpreted;
- o the human heritage of the river is conserved and interpreted; and
- o the opportunities that the river possesses for recreation and heritage appreciation are realized.

It is also important to note that there are several areas along the **Thelon** River that have been identified by the Canadian Wildlife Service as key migratory bird terrestrial habitat sites. The main species utilizing these areas are Canada Geese.

ii) **Barrenlands**

The **Barrenlands** unit is comprised of the inland area in the southwest corner of the Keewatin Region. This unit is characterized by numerous large lakes and rivers and is representative of the true **barrenlands**.

The Barrenlands unit provides opportunities for the following tourism activities:

- o canoeing;
- o fishing;
- o hunting: geese and ducks;
- o historical interpretation: associated with areas like Padlie and **Nueltin** Lake; and
- o nature interpretation.

iii) Wager Bay

Wager Bay is a long inlet off Hudson Bay situated approximately 190 km south of Repulse Bay. The inlet extending 150 km inland is a fault basin that was created by massive upheavals in the earth's crust. **The** topography around Wager Bay is very scenic, varying from rock cliffs on the southwest shore to high rolling hills on the north side. The shape of the bay, with its narrow mouth and head, results in powerful tidal pressures that create **polynias** or open areas in the winter. Another interesting phenomenon created by the tidal pressures is a set of reversing falls at the head of Wager Bay where the sea water meets the fresh water flowing from Brown Lake.

In addition to the interesting **physiographic** features, Wager Bay has an interesting and still visible history. The area abounds with old archaeological sites representing both the **Thule** culture and more modern **Inuit** cultures. The first whites to visit the area were Europeans looking for the Northwest Passage. **In** the early **1900's** the Hudson Bay Company opened a trading post at Ford Lake which still stands today, and around the same time the Roman Catholic Mission opened a post on **Nuvudlik** Island which is still standing.

However, to the **Inuit** in the Keewatin, the Wager Bay area is known as an area rich in wildlife including: caribou, polar bears, whales and falcons.

The opportunities for tourism are obvious and Parks Canada, in recognition of these opportunities, have designated Wager Bay a Natural Area of Canadian Significance and are looking at the possibility of creating a National Park.

iv) Northern Southampton Island

Northern Southampton Island is an extremely scenic area characterized by high cliffs rising out of the sea and high hilly terrain. Duke of York Bay with its sandy bottom and turquoise **colour** abounds with walrus and whales and char.

This area has been identified by Parks Canada as an area in which they have a long term interest.

v) Coats Island

The Coats Island unit consisting of Coats, **Bencas** and Walrus Islands is an area rich in wildlife and natural scenery. Excellent opportunities exist for:

- o viewing wildlife: polar bears, walrus, caribou, sea bird colonies;
- o **beachcombing**;
- o interpretation of natural features and scenic viewing; and
- o backpacking.

At the present time Coats Island is being considered by the Territorial government as a potential Territorial Park.

The area around Cape Pembroke on the northeast coast of Coats Island has been identified by the Canadian Wildlife Service as a key migratory bird terrestrial habitat site for thick-billed murres, peregrine **falcone**, glaucous gulls and herring gulls.

vi) **Major Rive&Routes**

In addition to the five identified resource areas, major river routes throughout the Keewatin were identified as significant tourism resources on their own. The seven major river routes which have been identified as canoe routes are described below:

1. Dubawnt River

The headwaters of the **Dubawnt** are found in the **Wholdaia** Lake area just below the treeline and close to the N. W.T.- Saskatchewan border. Canoeists planning to paddle the 1760 km **Dubawnt** would normally charter into **Wholdaia** Lake from either Fort Smith, **N.W.T.** or Uranium City, Saskatchewan. The **Dubawnt** flows into the **Thelon** River just west of Baker Lake.

2. Ferguson River

The **Ferguson** River extends 320 km from its **headwater** in the **Ferguson** Lake area to Hudson Bay. Canoeists can access the **headwater** by chartering from either Rankin Inlet or Eskimo Point.

The route is described as providing everything for the canoeist from flatwater paddling to whitewater canyons.

3. Kazan River

The Kazan River runs north from Snowbird Lake 960 km to Baker Lake. This river is described as a spectacular and challenging canoe route running through an area rich in wildlife, fish and archaeological sites. Canoeists can access the headwaters by chartering from Eskimo Point, Fort Smith, **N.W.T.** or Lynn Lake, Manitoba.

4. Back River

The Back River runs through the northwest corner of the **Keewatin** Region on its way from **Aylmer** Lake to **Chantrey** Inlet on the Arctic Ocean. Canoeists planning to paddle this remote and difficult 960 km canoe route would charter to **Aylmer** or Sussex Lakes from **Yellowknife**.

5. Tha-Anne River

Flowing from the Henik Lake area the **Tha-Anne** River flows 224 km across the tundra to Hudson Bay near Eskimo Point. Canoeists planning to paddle this river would have to charter in and out to Eskimo Point.

6. Thlewiaza River

Paralleling the **Tha-Anne** River, the **Thlewiaza** flows 264 km east from the **Nueltin** Lake area to Hudson Bay where it joins up with the **Tha-Anne** River.

7. Thelon/Hanbury River

One of the most popular canoe routes in the **Keewatin**, the **Thelon/Hanbury** system extends 800 km from either Lynn Lake on the **Thelon** or Campbell Lake on the Hanbury east to Baker Lake. **This** river route flows through the **Thelon** Game Sanctuary which is rich in

history and wildlife. Some canoeists continue on down Baker Lake and out Chesterfield Inlet to Hudson Bay. Canoeists access the river by charter from Yellowknife.

2.4.2- Areas with Development Restrictions

A number of areas within the **Keewatin** Region have been recognized as containing natural resources of sufficient significance to warrant some degree of protection. In spite of this recognition, many of these areas have no official protective status, however, it is important to view them as potentially restricted development areas.

Areas with development restrictions, as shown on Drawing No. 11-10, include six **IBP** ecological sites, one wildlife sanctuary and three bird sanctuaries.

i) **LRP. Ecological Sites**

I.B.P. stands for the International Biological Programme which is a co-operative program between the International Council of Scientific Unions and 58 participating nations to study the biological productivity of the **earth's** ecosystems and relate this to human adaptability and welfare. The six **I.B.P.** sites identified in the **Keewatin** Region are areas of biological and geological importance which have been identified as urgently requiring special protection.

In 1975, **D.I.A.N.D.** gave approval-in-principal to the concept of ecological sites in the north. It was agreed that native hunting and fishing would be allowed, and in some cases multiple uses including resource development would be permitted.

A committee' with representation from Indian and Northern Affairs Canada, Environment Canada and the Territorial governments, was set up . to consider proposals to designate **I.B.P.** sites throughout the north. A working assumption with this group estimates that perhaps a third of the **I.B.P.** sites in the north will actually be designated for protection.

ii) sanctuaries

Within the **Keewatin** Region there are three bird sanctuaries which are protected under the Federal Migratory Birds Convention Act. These sanctuaries are administered by the Canadian Wildlife Service. While the policies regarding bird sanctuaries do not preclude recreational activities, they do restrict all activity which might disturb the birds when they are in occupancy as well as activities which might disturb the habitat when the birds are absent. **The most sensitive period for the sanctuaries is from early June to mid-September.**

In effect, policies regarding the bird sanctuaries do not prohibit recreation activities but they are intended to inhibit recreation activities.

The following provide brief descriptions of the bird sanctuaries found in the **Keewatin** Region.

a) Queen **Maud** Gulf Migratory Bird Sanctuary

The Queen **Maud** Gulf was created as a bird sanctuary in 1961 primarily to protect the rare **Ross'** goose. The sanctuary has also been described as having the largest variety of geese in any nesting area in North America.

This sanctuary, although extending partially into the **Keewatin** Region, is more easily accessed from the Kitikmeot communities.

b) East Bay and Harvey Gibbons Migratory Bird Sanctuaries

These two bird sanctuaries, found on Southampton Island, were established in 1959 to protect the nesting areas of two separate populations of lesser snow geese. In addition to the snow geese both sanctuaries provide nesting areas for other species including Atlantic **Brant**, small Canada geese and king eider ducks. In addition, East Bay is used by a **beluga** whale population during the summer.

c) McConnell River Migratory Bird Sanctuary

The McConnell River sanctuary located just south of Eskimo Point was established in 1960 to protect lesser snow geese nesting colonies. In addition to the snow geese there are over 100 different species of birds and waterfowl that can be seen in the sanctuary.

In addition to the bird sanctuaries there is one game sanctuary in the **Keewatin** as shown on Drawing No. 11-10. The **Thelon** Game Sanctuary was created to protect the muskox herds. The sanctuary is protected under the Territorial Wildlife Ordinance which completely disallows hunting. In addition, all development activity is prohibited within the **Thelon** Game Sanctuary. Although recreation is not prohibited in the sanctuary it is discouraged if it is felt to be potentially destructive of wildlife habitat.

Some of the more interesting features in the sanctuary include abundant wildlife such as caribou, musk-oxen, wolves and **barrenland grizzlies**, the treeline anomaly extending up the **Thelon** River and numerous historic and archaeological sites.

2.4.3- **Conflicting Land-Use Areas**

The two major conflicting land-uses in the **Keewatin** Region include mining activities and oil and gas exploration activities.

i) Mining Activity

The only active mine in the **Keewatin** Region is the **Cullaton** Lake Gold Mine located 370 km southwest of Rankin Inlet. Gold and silver are being mined at the rate of 203 tonnes per day. **Future** plans include expansion of the mill to 454 tonnes per day as well as exploration of adjacent gold **anomalies** surrounding the mine.

Other exploration activity is continually ongoing in the **Keewatin**, centred mainly in the area west of **Baker** Lake. In particular, uranium, gold and base metals are found in the **Keewatin**.

ii Oil and Gas Exploration Activity

Geological evidence indicates that two large sedimentary basins exist in Hudson Bay. The larger of the two, the Hudson Bay Basin, is thought to comprise an offshore area extending from the **Belcher** Islands up to Coats Island. To date only preliminary magnetometer and seismic surveys have been undertaken. Although there is potential for extracting oil and gas from this basin, it is unlikely that development will occur in the near future because of access problems.

The other significant oil and gas related activity that could have affected the **Keewatin** was the proposed Polar Gas pipeline. In 1977, the Polar Gas Group filed an application with the National Energy Board and the Department of Indian Affairs and Northern Development for approvals to construct a 3 765 km pipeline from the Drake Point and **Hecla** natural gas fields on Melville Island to join up with the **Trans-Canada** pipeline at **Longlac**, Ontario. This route would have taken the pipeline through the west side of the **Keewatin** Region. However, in 1978 as a result of technological advances in deep marine pipe-laying, Polar Gas identified a new potential pipeline routing to the west of the **Keewatin** Region.

2.5 Tourism Resource Activity Analysis

The following section provides a summary of the resource specific activity opportunities in each of the **Keewatin** communities and hinterland tourism resource areas.

It should be kept in mind that the objective of the **Keewatin** Region Tourism Study is to examine the potential of community based tourism directed toward the concentration of economic benefits from tourism within specific communities where the development of appropriate tourism opportunities and infrastructure is to be encouraged.

The intent of the project is, therefore, to emphasize development of tourism opportunities within or close to settlements while seeing that visits to tourism attractions elsewhere in the region are of some economic benefit to local communities which ideally will serve as bases for hinterland attractions.

We have, therefore, considered all but one of the significant hinterland tourism resource areas identified in Section 2.4 as being associated with the nearest community. The communities that each of the areas and resources were associated with are as follows:

Thelon River - Baker Lake

Wager Bay - Repulse Bay

Northern Southampton Island -Repulse Bay (for activities accessible by boat)

-Coral **Harbour** (for activities accessible by plane)

Coats Island - Coral **Harbour**

Dubawnt River - Baker Lake

Ferguson River - Whale Cove

Kazan River - Baker Lake

Tha-Anne River - Eskimo Point

Thlewiaza River - Eskimo Point

East Bay and Harry Gibbons Migratory Bird Sanctuaries - Coral **Harbour**

McConnell River Migratory Bird Sanctuary - **Eskimo** Point

The unit identified as the **Barrenlands** will be considered on its own in the following evaluation. The Back River and Queen Maud Bird Sanctuary were considered to be more accessible from the Kitikmeot Region and although a portion does extend into the **Keewatin**, they cannot really be considered as **Keewatin** tourism resources.

The following tables provide a summary of the activity evaluations for each community as well as the **Barrenlands**. For each specific activity, we have identified the best season in which to undertake the activity along with the corresponding best method of accessing the **resource** required for the activity. We have also identified the major opportunities and constraints associated with each activity. Then each activity was evaluated as to the degree of resource suitability for development within each community/area, on a comparative basis within the **Keewatin** Region as a whole.

TABLE 2-30

ACTIVITY EVALUATION MATRIX

COMMUNITY BAKER LAKE

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS					DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Major Constraints/Opportunities
	WINTER	SPRING	SUMMER	FALL	FOOT	BEST MODE OF ACCESS			PLANE/HELICOPTER		
						HONDA	BOAT	SNOWMOBILE			
WILDLIFE VIEWING			●		●						Long distance from com and
SCENIC VIEWING		●	●					●		Medi	Opportunities like Kanan Falls, Thelon Rapids, Narrows.
INTERPRETATION OF NATURAL FEATURES			●							Medium	Related to rivers.
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●							Medium	Variety of accessible sites.
BIRD WATCHING			●							Medium	Particularly waterfowl; but some distance from community.
ROCK HOUNDING			●							High	Reported to be semi-precious stones in the area.
BACKPACKING			●							Medium	Opportunities associated with Kanan and Thelon rivers.
CANOE TRIPPING			●							High	Thelon, Kanan, Dubawnt Rivers.
WHITE WATER KAYAKING/RAFTING			●						●	High	Requires further investigation to determine quality.
DOG SLEDDING		●								Medium	Numerous potential areas.
ICE FISHING		●						○		High	resources accessible by plane
OPEN WATER FISHING			●						●	High	Arts and crafts provide major opportunity.
LEARN-OBSERVE-EXPERIENCE	●	●	●	●						Low	Uninteresting terrain.
CROSS-COUNTRY SKIING		●								High	Associated with trip to Chesterfield Inlet and local rivers.
BOAT TOURS			●							High	
AMATEUR BOTANY			●		●					Medium	River deltas provide opportunity.
BEACHCOMBING			●							Medium	For musk-ox and possibly caribou.
BIG GAME HUNTING		●						○		Medium	For ducks and geese.
WATERFOWL HUNTING				●						Medium	

ACTIVITY EVALUATION MATRIX

COMMUNITY CHESTERFIELD INLET

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUSTAINABILITY (Relative to Keewatin Communities)	Opportunities	
	WINTER	SPRING	SUMMER	FALL	FOOT	HONDA	BOAT	SNOWMOBILE			PLANE/HELICOPTER
WILDLIFE VIEWING	●						●	●		Wildlife not highly visible.	Opport
SCENIC VIEWING			●				●		Low	Little topographic relief.	
INTERPRETATION OF NATURAL FEATURES			●				●		Low	Typical coastal physiography.	
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES		●	●		●				High	Depot Island, Cape Fullerton, numerous archaeological sites, historic buildings in community.	
BIRD WATCHING		●	●						Low		
ROCK HOUNDING									Low		
BACKPACKING			●				●		Low	erecting topography	
CANOE TRIPPING									Low	So canoeists paddle from Baker Lake	
WHITE WATER KAYAKING/RAFTING									N/A	No opportunity.	
DOG SLEDDING		●							Low		
ICE FISHING		●					●		High	Numerous opportunities along the coast.	
OPEN WATER FISHING			●		●				Medium	No large inland lakes.	
LEARN-OBSERVE-EXPERIENCE		●	●						Medium		
CROSS-COUNTRY SKIING		●							Low		
BOAT TOURS			●						High	Possibility for trips to Baker Lake.	
AMATEUR BOTANY			●				●		Medium		
BEACHCOMBING			●						Low		
BIG GAME HUNTING				●			●		Medium	Interest for caribou sport hunting.	
WATERFOWL HUNTING				●			●		Medium		

ACTIVITY EVALUATION MATRIX

COMMUNITY COUNCIL REPORT

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Notes	
	WINTER	SPRING	SUMMER	FALL	FOOT	HONDA	BOAT	SNOWMOBILE			PLANE/HELICOPTER
WILDLIFE VIEWING			●	●			●			High	Walrus, polar bears, birds in the Coats Island area.
SCENIC VIEWING			●				●			High	Coats Island.
INTERPRETATION OF NATURAL FEATURES			●				●			Medium	
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●				●			Low	Interesting sites some distance from community.
BIRD WATCHING			●				●			High	Two bird sanctuaries.
ROCK HOUNDING			●				●			Low	
BACKPACKING			●				●			High	Coats Island and Northern Southampton.
CANOE TRIPPING			●							Low	
WHITE WATER KAYAKING/RAPTING			●							Low	
DOG SLEDDING		●						●		Medium	Dog teams just being developed.
ICE FISHING		●						●		Medium	
OPEN WATER FISHING			●				●			Medium	Duke of York Bay area.
LEARN-OBSERVE-EXPERIENCE		●	●							Medium	
CROSS-COUNTRY SKIING		●								Low	Uninteresting terrain.
BOAT TOURS			●							High	Weather can be a constraint.
AMATEUR BOTANY			●				●			Medium	
BEACHCOMBING			●							High	Coats Island beaches.
BIG GAME HUNTING	●									High	Tremendous opportunity for polar bear hunts and possibly walrus.
WATERFOWL HUNTING										Low	Birds leave when season opens.

TABLE 2-33

ACTIVITY EVALUATION MATRIX

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Opportunities	
	WINTER	SPRING	SUMMER	FALL	FOOT	HONDA	BOAT	SNOWMOBILE			PLANE/HELICOPTER
WILDLIFE VIEWING			●	●			●	●		Low	
SCENIC VIEWING		●	●		●		●	●		Low	
INTERPRETATION OF NATURAL FEATURES			●			●	●	●		Low	
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●		●	●	●	●		Medium	Sentry Island/Upper Bakimo Point.
BIRD WATCHING			●							High	McConnell Bird Sanctuary.
ROCK HOUNDING			●			●				Low	
BACKPACKING			●			●				Low	Lack of visual diversity.
CANOE TRIPPING			●				●			Medium	
WHITE WATER KAYAKING/RAFTING			●				●			Low	
DOG SLEDDING										Medium	
ICE FISHING		●				●				High	Distance from community.
OPEN WATER FISHING			●				●			Low	Maguee River.
LEARN-OBSERVE-EXPERIENCE	●		●			●				High	
CROSS-COUNTRY SKIING							●			Low	
BOAT TOURS			●							Medium	Open water constraints/tidal flats.
AMATEUR BOTANY			●							High	Requires interpretive material.
BEACHCOMBING			●							Low	
BIG GAME HUNTING										Low	
WATERFOWL HUNTING										High	Needs organization.

TABLE 2-34

ACTIVITY EVALUATION MATRIX

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Major Constraints/Opportunities
	WINTER	SPRING	SUMMER	FALL	HONDA	BOAT	SNOWMOBILE	PLANE/HELICOPTER		
WILDLIFE VIEWING						●	●	●	Low	Distance from community.
SCENIC VIEWING		●	●		●	●	●		Low	Lack of trails/information/outfitters.
INTERPRETATION OF NATURAL FEATURES									Medium	Lack of trails/information/outfitters.
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●		●				High	Lack of trails/information/outfitters.
BIRD WATCHING			●	●	●	●	●		Low	Distance from community.
ROCK HOUNDING			●		●				Medium	No trails to shoreline
BACKPACKING			●		●				Medium	Needs outfitter/designated trails.
CANOE TRIPPING			●			●			Low	
WHITE WATER KAYAKING/RAPTING			●			●			Low	
DOG SLEDDING		●			●		●		Low	Needs outfitter.
ICE FISHING		●					●		High	Needs outfitter.
OPEN WATER FISHING			●				●		High	Needs outfitter.
LEARN-OBSERVE-EXPERIENCE	●	●	●	●	●				Medium	Community tours/information cking
CROSS-COUNTRY SKIING			●		●				High	
BOAT TOURS			●			●			Medium	Needs outfitter/destination points.
AMATEUR BOTANY		●	●		●	●			High	
BEACHCOMBING		●	●		●				Low	
BIG GAME HUNTING				●			●		Low	
WATERFOWL HUNTING				●			●		High	

TABLE 2-35

ACTIVITY EVALUATION MATRIX

COMMUNITY WAGNER BAY

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Major Constraints/Opportunities	
	WINTER	SPRING	SUMMER	FALL	FOOT	HONDA	BOAT	SNOWMOBILE			PLANE/HELICOPTER
	WILDLIFE VIEWING			●				●			
SCENIC VIEWING			●			●			High	Community is located in a scenic area.	
INTERPRETATION OF NATURAL FEATURES			●			●			High	In the Wagner Bay area.	
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●		●	●			High	Bo near the com unit and in Wagner Bay.	
BIRD WATCHING			●			●			Low	Mostly sea birds.	
ROCK HOUNDING			●			●			Low		
BACKPACKING			●			●			High	In Wagner Bay.	
CANOE TRIPPING			●						Low	Minimal opportunity in Wagner Bay; west end.	
WHITE WATER KAYAKING/RAFTING			●						Low		
DOG SLEDDING									High	Interesting terrain and destinations.	
ICE FISHING			●						Medium	Distant from community.	
OPEN WATER FISHING			●			●			Low	No large accessible lakes.	
LEARN-OBSERVE-EXPERIENCE			●			●			Medium		
CROSS-COUNTRY SKIING			●						High	Interesting terrain.	
BOAT TOURS			●						Medium	Dangerous boating due to currents.	
AMATEUR ROTARY			●			●			Medium		
BEACHCOMBING			●			●			Low		
BIG GAME HUNTING	●								High	Caribou and polar bear.	
WATERFOWL HUNTING				●					Low		

COMMUNITY WHALE COVE

ACTIVITY EVALUATION MATRIX

TABLE 2-36

VTT	BEST SEASON OF USE				BEST MODE OF ACCESS				DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Major Constraints/Opportunities
	WINTER		SPRING		SUMMER		FALL			
	FOOT	HONDA	BOAT	SNOWMOBILE	PLANE/ HELICOPTER					
WILDLIFE VIEWING									Low	Wildlife not highly visible.
SCENIC VIEWING									Low	Typical coastal terrain.
INTERPRETATION OF NATURAL FEATURES									Low	
VIEWING/INTERPRETING HISTORIC/ARCHAEO-LOGICAL SITES									Low	
BIRD WATCHING									Low	
ROCK HOUNDING									Low	
BACKPACKING									Low	Uninteresting terrain.
CANOE TRIPPING									Medium	F# River.
WHITE WATER KAYAKING/RAFTING									Low	
DOG SLEDDING									Low	
ICE FISHING									High	Ferguson and Wilson Rivers.
OPEN WATER FISHING									Low	Few accessible Big inland lakes
LEARN-OBSERVE-EXPERIENCE									Medium	
CROSS-COUNTRY SKIING									Low	
BOAT TOURS									Medium	
AMATEUR BOTANY									Medium	
BEACHCOMBING									Low	
BIG GAME HUNTING									Low	
WATERFOWL HUNTING									Medium	

ACTIVITY EVALUATION MATRIX

ACTIVITY	BEST SEASON OF USE				BEST MODE OF ACCESS					DEGREE OF SUITABILITY (Relative to Keewatin Communities)	Major constraints/opportunities
	WINTER	SPRING	SUMMER	FALL	FOOT	HONDA	BOAT	SNOWMOBILE	PLANE/HELICOPTER		
WILDLIFE VIEWING			●				●		●	Medi	Canoeing is the best means to view caribou.
SCENIC VIEWING			●				●		●	Low	
INTERPRETATION OF NATURAL FEATURES			●				●		●	Low	
VIEWING/INTERPRETING HISTORIC/ARCHAEOLOGICAL SITES			●				●		●	Low	
BIRD WATCHING			●				●		●	Low	
ROCK HOUNDING			●				●		●	Low	
BACKPACKING			●						●	Low	
CANOE TRIPPING			●						●	High	Number of large rivers.
WHITE WATER KAYAKING/RAFTING			●						●	Low	
DOG SLEDDING										N/A	No communities.
ICE FISHING									●	High	Numerous large lakes.
OPEN WATER FISHING		●							●	High	" "
LEARN-OBSERVE-EXPERIENCE										N/A	No communities.
CROSS-COUNTRY SKIING			●						●	Low	Uninteresting terrain.
BOAT TOURS			●						●	Low	Local opportunities associated with outpost camps.
AMATEUR BOTANY			●						●	High	
BEACHCOMBING									●	N/A	
BIG GAME HUNTING			●						●	Low	No community quotas.
WATERFOWL HUNTING									●	High	

3. COMMUNITY INVOLVEMENT PROGRAM

3.1 Introduction

One of the objectives of the study was to develop and implement an educational process whereby the project would help to create a greater awareness of tourism and its implications in each of the **Keewatin** communities. In addition, the ultimate intent of the study was to develop a tourism plan that reflects the individual community's views and concerns, as well as the realities of the potential tourism resource base. The community involvement process played a major role in the overall project approach.

The following steps were taken in each of the communities in order to ensure that all residents were aware of the study and its objectives, and to encourage as much public discussion as possible.

- o A tourism planner visited each of the communities in all four seasons.
- o During each visit the planners were encouraged to participate in community events and to interact with the community on a social basis.
- o Prior to the planners arrival in the communities, each time, an article was written in the **K.I.A.** newsletter to announce their impending arrival and purpose for the visit.

In addition local contact persons were asked to go on the radio to announce the upcoming visit by the tourism planners.

Two audio visual slide shows were prepared for the project. The first was an introductory show; it outlined the overall study program and posed some key questions which businesses and residents would be asked over the next 18 months.

- o A second audio visual slide show was prepared for the winter visit. This slide show outlined the roles envisioned **for** each community in the **Keewatin** Region tourism industry and provided an overview of the types of potential development opportunities in each community. The show was

presented at community meetings as well as smaller group meetings and was intended to provide community residents and businesses with the opportunity to participate in the planning process and respond.

The following sections provide a summary of the general feelings and concerns expressed by community residents in each of the communities.

3.2 Baker Lake

The following comments and concerns are representative of the questions, concerns and ideas expressed by the Baker Lake residents.

Typical Questions:

- o What types of things would tourists like to **do** when they visit Baker Lake?
- o When will the tourists start coming?
- o Would the community be involved in bringing the tourists?
- o What types of arts and crafts would tourists be interested in?
- o What success have some of the other communities had with tourism?
- o Why do some tourists complain when they come to the community?

Typical Concerns:

- o The high cost of airfares into and around the Keewatin will hurt tourism.
- o At this stage of development there may be problems with local businesses not being reliable enough.
- o There were problems this past summer with some of the tourist groups that came to Baker. Activities were not organized properly.
- o There **is** a problem of what to do with canoeists when they come to **Baker** Lake. (i.e. **when** they are looking for a shower or a meal).
- o Tourists who do not hire local outfitters and go out fishing are not helping the community.
- o Aircraft should not be allowed to fly low around local wildlife.
- o Tourists should not be allowed to ruin old camps or disturb old markers.
- o Have to make **sure** that tourists are not taking advantage of the **Inuit**.
- o The traditional camp has worked out quite well; it is beneficial to the community in a number of ways.

“Ideas:

- o Should have an orientation show for tourists when they arrive, perhaps in an orientation **centre**.
- o Would it be possible to develop a naturalist lodge near Baker Lake?
- o Should look at the possibility of hiring a full time Community Tourism Co-ordinator next year to organize and coordinate tourism in the community (ie. community tourism host who would look after Traditional Camp etc.).
- o May look at the possibility of producing Traditional Camp brochures next year.

3.3 Chesterfield Inlet

The following comments and concerns are representative of the questions, concerns and ideas expressed by the Chesterfield Inlet residents.

Typical Questions:

- o Is there any rule as to how far tourists could go away from the community?
- o Will this study produce **a** booklet like the historic studies in Baker Lake and **Eskimo** Point?
- o What have the results of the study shown so far?

Typical Concerns:

- o There is not enough potential in Chesterfield Inlet for more than one outfitter.
- o There is a lack of local crafts being made in the community.
- o The **Co-op** does not pay local craftsmen enough.
- o It might be difficult for tourists to stay at the hotel in late summer when it is full of contractors.
- o There is not very much for tourists to see and do around Chesterfield; it is just a good hunting area.
- o Some of the areas around Chesterfield may not be very good for tourists because of polar bears; in June and July there are a lot of bears along the coast.

Ideas:

- o Considering the possibility of running dog team trips next year.
- o Should have a local liaison person in the community to help co-ordinate local craft production.
- o There is a lot of historical interest in and around Chesterfield i.e.
 - the Hudsons Bay Company
 - the Roman Catholic Mission
 - Cape Fullerton
 - Depot Island
- o The old original church might be the ideal building to house a museum.
- o A historical study should be done for the area between Chesterfield and Cape Fullerton.

3.4 coral **Harbour**

The following comments and concerns are representative of the questions, concerns and ideas expressed by the Coral **Harbour** residents.

Typical Questions:

- o Will we have to wait until next year, until the recommendations are made before we start tourism?
- 0 When will the tourists start to visit Coral **Harbour**?
- 0 Will there have to be a tourism committee?
- 0 If tourists came would they have to stay in camps?
- 0 Would tourists be interested in buying local crafts from the sewing ladies and the Co-op?
- 0 How long will the tourists stay when they come?
- 0 Where will the tourists come from?
- 0 Would the tourists come year after year for a long time?
- 0 What would happen if the tourists did not like the area around Coral **Harbour**?
- 0 What is the bad side to tourism?
- 0 Should we be developing a tourism committee?
- 0 What type of training will be required?

Typical Concerns:

- o Recently the Hamlet held a vote and the majority of residents voted yes, in **favour** of tourism.
- o Tourists should be warned about bad weather in September and October.
- o The ladies in the community are trying to develop a sewing group, however, there is no building for them.

Ideas:

- o There may be good potential for fly-in fishing from Coral **Harbour** using helicopters.
- o We are looking into the possibilities for walrus and caribou sportshunting down at Coats Island.
- o Perhaps a boat owner association should be formed.
- o Would like to build a **Thule** house replica at Native Point.
- o Tourists might be interested in the low tide when they can collect mussels and clams.

3.5 Eskimo Point

Typical concerns regarding tourism developments as well as some ideas expressed by Eskimo Point residents were as follows:

Typical Concerns/Questions:

- o What would tourists like to do when they are in our community?
- o Only a few have the benefits of tourism to the community (the money tourists spend in the community only reach a few).
- o Tourists do not stay too long in the community.
- o Visitors to the **co-op** spend less than \$20 each.

Ideas:

- o Build a road to the **Maguse** River to provide a tour outside the community for tourists. (The road would also be used to provide the community with water.

- o Provide hiking trails at Upper Eskimo Point and Sentry Island.
- o The community may be willing to give up some of **it's** polar bear tags for hunters to visit the community.

3.6 Repulse **Bay**

The following comments and concerns are representative of the questions, concerns and ideas expressed by the Repulse Bay residents.

Typical Questions:

- o Would the tourists only start to come after we produce a brochure?
- o You have now been to some of the other communities; which one has the best resources?
- o **Will** you be looking at the sports/hunting market?
- o What will be done with the maps afterwards; used for advertising?

Typical Concerns:

- o **Inuit** do not think very much of some of the places that tourists are interested in.
- o There were two polar bear sportshunters in Repulse in 1984 and neither of them got a bear.
- o There are not very many tourists in Repulse Bay yet, we would like to attract more.
- o The **Co-op** is very interested in getting further involved in the expanding tourism industry in Repulse Bay.

3.7 Whale Cove

The following comments and concerns are representative of the questions, concerns and ideas expressed by the Whale Cove Residents.

Typical Questions:

- o Are the other communities interested in having tourists come?
- o Would the tourists be willing to help out with our carving businesses?

- 0 Would a person make money or lose money by taking tourists out as an outfitter?
- o Who would decide on the price to be paid, the tourist or the outfitter?
- o Would tourists be interested to stay in local homes?
- o Would the tourists need fishing licenses?
- o When taking tourists out would the outfitter provide the food and clothing?

Typical Concerns:

- o Have to make sure that the benefits are going to local people.
- 0 People seem to be getting interested in tourism now because of what they have seen in Eskimo Point.
- 0 The old culture is dying; it would be interesting for tourists to learn about the **Inuit** culture before it is gone.
- 0 If the other **Keewatin** communities are accepting tourism then the small communities would feel left out if they did not accept tourism.
- 0 Tourists should be warned to bring warm clothing; the **Keewatin** can be very cold.
- 0 The community has to be prepared for tourists; if the tourists are old people they should not go out on the land with a young person who drives carelessly.
- 0 It would be better if only a few tourists came at the same time; as some tourists may be very difficult to deal with.
- 0 The **HTA** would like to make sure they have a chance to review the ideas for Whale Cove before they become final recommendations.
- 0 Tourists would be very welcome to ask questions and learn about the **Inuit** culture.
- 0 A number of years ago the community **was** approached about developing a fish camp on Whiterock Lane; the people were turned down because local residents thought it would cut into their fish harvest.

Ideas:

- o The **HTA** would like to be involved in appointing outfitters for Whale Cove.
- o Tourists may take pictures and show them down south to help interest others in visiting the north.
- o Tourists should hire an interpreter and go and ask questions of the elders.

3.8 **Rankin** Inlet

Typical concerns, questions and ideas as expressed by **Rankin** Inlet residents were as follows:

Typical Concerns/Questions:

- o Not enough opportunities are made available for local **Inuit** people.
- o There is a lack of things for tourists to do **in** the community.
- o There are no outfitters in **Rankin** Inlet to take **tourists** out on the land.

Ideas:

- o Develop historic sites at the **Meladine** River
- o Develop overnight hiking trails on the Pangertot Peninsula
- o Bed and breakfast accommodation should be provided.

4. TOURISM MARKET ANALYSIS AND IMPLICATIONS FOR FUTURE DEVELOPMENT

4.1 Introduction

In this chapter, the existing and potential travel markets to the **Keewatin** will be identified and **analysed**. More specifically, the chapter will provide:

- o an introduction to the market analysis rationale;
- o an outline of the methodology used to complete the analysis;
- o a description of the **Keewatin's** current tourism **market**;
- o an analysis of current and projected societal, leisure and travel trends and their implications for the **Keewatin**;
- o the identification and analysis of eight specialty markets; and

4.1.1- Rationale **Supporting** Our Market **Analysis**

In **today's** highly competitive tourism industry, where consumers are generally sophisticated and value conscious, it becomes critical to identify those specific market groups that could be successfully attracted to and supported by a region's tourism resources.

The first objective, therefore, in our market analysis is to evaluate existing and potential market conditions and trends as they relate to the **Keewatin's** current and potential tourism resource base. A further objective is to isolate from this information specific market groups that could be the target of focused promotional efforts by the regional tourism industry. A more detailed analysis of the characteristics and potential of these specific markets leads to a final selection of target markets considered most appropriate for the promotion of tourism in the **Keewatin**.

The final product of the market analysis is the identification of tourism activities/events which **could** be successfully promoted, based on market demand and which could give the **Keewatin** a competitive edge in Arctic tourism.

4.1.2- Methodology

The market analysis was undertaken in a series of stages of tasks. Our first task was to review readily available market data to determine the origin and characteristics of tourists who currently visit the **Keewatin**. We needed to obtain a better understanding of the markets that are providing tourists to the Region, their relevance to the existing or developable resource base, their size and the existing market penetration obtained by the Region.

We accomplished this first task by consulting:

- o various government and private publications;
- o the Northwest Territories Tourist Exit Survey;
- o the **Keewatin** Tourism Exit Survey (administered by Marshall **Macklin** Monaghan); and
- o available accommodation occupancy records.

On the basis of this data we undertook our second task, a review of the social and leisure trends developing today. This included investigation in demographics, values and lifestyles, the economy and energy - areas which are going to significantly affect the tourism industry of the future. **The** third task was to examine general travel trends internationally in the United States and in Canada. The likely future impact of these tourism trends on the Region's tourism industry was then evaluated.

The fifth task entailed an examination of potential tourism markets. We chose eight specialty market segments with the intent of determining their potential in the **Keewatin** Region. **These** markets were as follows:

- o fishing market (fishing camps, trophy fishing);
- o hunting market (big game/trophy hunting);
- o remote naturalist lodges market;
- o photographic safari market;
- o general interest package tour market;

- 0 short-term fly-in market;
- o adventure travel market;
- o arts/cultural/historic tour market.

In order to increase the data base for the assessment of the existing market and also to investigate the selected potential specialty markets for the Region, we conducted a series of telephone interviews with tourist operators, tour wholesalers, special interest groups and international marketing agencies.

The purpose of the telephone interviews was to determine the characteristics of each specialty market, especially in the **Keewatin** Region and adjacent areas.

A list of tour operators and wholesales and special interest groups was primarily drawn using government travel directories and guide books from the N. W.T., the Yukon, **Alaska** and Tourism Canada and from our contacts in the **Keewatin** Region.

A series of questions, intended to guide the telephone interviews, was devised for each group to be contacted.

During the course of the telephone conversations, we requested information on the following: existing operation or services; current markets; future development plans; operation within and/or the offering of tours to the **Keewatin**; the perceived problems and/or assets of the Region; and, if the operation is not within the **Keewatin**, the level of interest and conditions attached to establishing an operation in the Region.

Operators and wholesalers which operate out of or to the **Keewatin** were contacted as well as those in intervening/competing areas at both the national and international scale. Special interest groups relating to the specialty markets selected were contacted with a view to assess their market characteristics and their potential attraction to the **Keewatin**. A list of those persons interviewed is found in Appendix A.

The telephone interviews enabled us to determine a variety of market characteristics including:

- o type and scope of special interest groups composing the specialty market;

- o travel preferences including destinations, season, costs, degree of organized activities desire, etc;
- o cultural and lifestyle expectations;
- o accommodation preferences; and
- o an indication of consumer willingness to pay for trips to the **Keewatin**.

A more complete **description** of this methodology is located in Section 4.4 Analysis of Specialty Tourism Markets.

4.2 Tourism **Travel** to the **Keewatin**

4.2.1- Historical Perspective

Tourism visitation to **the** Northwest Territories has steadily increased over the few decades. An estimated 500 tourism-related visitors in 1959 has increased more than 25 times to an estimated 12500 visitors in 1969. By 1981, this number has tripled to an estimated 35 000 visitors. This upward trend appears to have continued according to a recent government survey which indicates that an estimated 44000 persons visited the Northwest Territories in 1982.⁽¹⁾

While extensive records are not available, the data suggests that the number of visitors to the **Keewatin** Region is a relatively small percentage of the total number of visitors to the Northwest Territories. For example, in 1982 of 44000 tourists to the N.W.T. only 600 visitors had the **Keewatin** as their destination.⁽²⁾ **This** represents 1.3 percent of the total number of visitors to the Northwest Territories in 1982.

Over the past fifteen to twenty years visitation to the **Keewatin** has undergone a fairly substantial change. Visitors to the **Keewatin** twenty years ago were usually the result of occasional air charters of individuals or small groups of

(1) **Source:** Government of the Northwest Territories, Department of Economic Development and Tourism, Division of Tourism and Parks. November 1982. Visitors to the Northwest Territories.

(2) Ibid.

people (i.e., 3-6 persons) who flew in to the **Keewatin** for a few days of fishing. The visits by fishermen increased as small fly-in fishing lodges were established. Today, an annual average of 50 to 100 persons visit each of over ten fly-in fishing lodges located in the **Keewatin**.

More recently, there has been **an** introduction of visitors who are interested in seeing the land and learning about the people of the **Keewatin** rather than just fishing. **These** visitors come in small groups of 10-20 persons and visit the **Keewatin** for only one or two days as part of a general package travel tour. If the past trends are an indication, this type of visitation **appears** to have the potential to make a strong contribution to the total number of visitors to the **Keewatin** annually.

4.2.2 - Existing Visitation

In order to assess current visitation to the **Keewatin**, we consulted a number of sources including:

- o various existing publications;
- o hotel occupancy records;
- o air carrier statistics; and
- o tour wholesalers currently offering tours to the region.

The publications consulted were primarily government reports issued from the Northwest Territories or Tourism Canada. Reference will be made to them where appropriate.

Unfortunately hotel occupancy records are virtually non-existent for accommodations located in the **Keewatin**. However, it was possible to obtain figures from the guest book at the Tugalik Inn in Eskimo Point and to calculate the percentages representing each visitor group, for example, tourists, government officials, airline employees, etc.

In future it is suggested that the Department of Economic Development and Tourism provide the **region's** hotels with forms to regularly record and submit data on number of visitors, rooms occupied, monthly occupancies, and the breakdown between business and tourist visitors.

Air carrier statistics from Northwest Territorial Air and Calm Air, both operating within the **Keewatin**, were used to help establish the total volume of air traffic to and from the **Keewatin**.

Tour wholesalers currently offering tours to the **Keewatin** were contacted. Information resulting from phone surveys was used to assess the numbers of tourists taking advantage of the tours, trends developing, the characteristics of these tourists and activities pursued while in the region.

As mentioned above, we also designed a tourist exit survey(1) for the **Keewatin** area specifically, which would complement the Northwest Territories tourist exit surveys and supply data on tourism in the **Keewatin**. Both **NWT Air** and **Calm Air** administered the surveys during the spring and summer of 1984. A total of 93 surveys were collected throughout this period.

Please note that the following analysis of current visitation to the **Keewatin** is focused on key statements we have extracted from all of the available information including the results of our own **Keewatin** Tourist Exit Survey. Under each statement heading which we feel highlights a specific condition or characteristic of visitation to the **Keewatin**, we will provide a brief description and analysis as well as indicate the source of the information.

a) **The Keewatin** Receives a Small **Share** of the **NWT Tourist** Market

The number of visitors to the **NWT** has increased from 500 in 1959 to 44000 in 1983. Total annual expenditures by visitors and residents traveling in the **NWT** in 1981-1982 have been estimated to be \$58 million. Just one season later, visitor expenditures have increased to \$65 million(2).

The share of these visitors to the **Keewatin**, however, is low, as are the economic benefits in the form of visitor expenditures. On a regional basis, the majority of summer visitors to the **NWT** overall travel to the Fort Smith region. **Trips** to the **Inuvik** region are made by about one-third of summer travelers. The Central Arctic and the **Baffin** and **Keewatin** regions receive far less visitors(2) than the above regions.

(1) See Appendix A for a copy of the **Keewatin** Tourist Exit Survey.

(2) GNWT, 1984. Visitors to the Northwest **Territories** and Activity of **Northwest Territories Tourism** Business, 1983.

(2) Ibid.

In terms of the economic impact of tourism in the **Keewatin**, some information can be drawn from a report entitled **An Evaluation of the Impact of Summer Tourism on NWT Businesses, 1983** which was presented to the Government of the **NWT** by Canadian Facts of Vancouver. Some more salient points that can help to place the **Keewatin** in context are outlined below:

- o The vast majority of tourism-related businesses are located in the Fort Smith region (70%). The **Keewatin** contains 13% of **tourism-related** businesses in the Northwest Territories.
- o Although there appears to be no significant differences between regional businesses operating in the five different **NWT** regions, indications are that the **Keewatin** has the longest running **tourism-related** businesses: 20 years as compared to an average of 12 years for other regions.
- o The effect of seasonal tourism on the businesses located throughout the **NWT** regions appears to vary. Business volumes in the Fort Smith, **Inuvik** and Central Arctic regions may double in the summer period. However, the **Keewatin** experiences a large increase while **Baffin** businesses report a more consistent flow of revenues throughout the year. These findings should be interpreted with extreme care and used only as general indicators since the findings are subject to a high degree of statistical error due to the fact that **most** businesses from which the analysis is drawn are located in the Fort Smith region.

A specific tourism economic impact analysis for the **Keewatin** could clearly provide more detailed and statistically significant information. This might be **useful** at the outset of intensive tourism promotion and marketing since the data could be used as a benchmark to evaluate the performance of these tourism development strategies.

b) **Tour Wholesalers were Contacted in Order to Identify the Number of Tourists Visiting the Keewatin on Commercial Tours**

According to those tour wholesalers contacted, only a handful of tourists are taken on tours in the **Keewatin** with the exception of the Via Tour which takes approximately 26 tours of 18 people to Eskimo Point as part of their "**Hudson's Bay Explorer**" and "**Great White Bear Explorer**" tours. However, the tours only fly visitors to Eskimo Point for the day.

North American Nature Expeditions based in Alabama took two groups of 12 to **Rankin Inlet** as part of their "**Arctic Encounters**"^H tour which was offered for the first time in 1984.

Horizon Tours of Toronto is the wholesaler which currently offers the most comprehensive tour of the **Keewatin**. On an eight day trip, visits are made to Churchill, Eskimo Point, **Rankin Inlet**, Baker Lake and Repulse Bay. In 1984, about 60 tourists total took advantage of the two tours to Hudson Bay and the **Keewatin**. As with the tour offered by North American Nature Expeditions, however, length of stay within the communities is extremely short. In all, only two nights are spent in **Rankin Inlet** on the Horizon tour.

The Great Canadian Travel Company Ltd. offers the only self-guided tour to the eastern Arctic on a 21 or 14 day "Arctic Pass" tour. Clients are given information on several Arctic communities and then given the opportunity to literally draw up their own itinerary. In total, about 45 tourists visit **Rankin Inlet** for an average of 2 to 3 days while on their Arctic Pass tour.

Other wholesalers such as **Norcan** of **Timmins** and Thunder Bay and Special **Interestours** of **Medina**, Washington take relatively small numbers of fishing parties to areas west of Baker Lake and **Rankin Inlet** respectively.

In tot@ **approximately 600** tourists visited the **Keewatin on organized packaged tours during the 1984** summer season. This total is clearly representative of a relatively. **undeveloped tourist industry. In addition, limited economic benefit is** currently derived from **tourism in the Keewatin since few meals and hotel accommodations are required for these existing short-term tours.**

c) **Visitors to the Keewatin Originate** from both Canada and the United **States**

Our telephone interviews indicated that depending on their reasons for traveling in the **Keewatin** and their mode of travel, visitor origins appear to be split between Canada and the United States. For example, most tourists to the **Keewatin** who are on packaged tours travel aboard charter aircraft and most of these visitors originate primarily in the United States. One exception to this general rule is Horizon Tours which currently targets the Canadian older adults or retirement market.

Our **Keewatin** Tourist Exit Survey was administered to travelers aboard the regularly scheduled flights of Northwest Territorial Air and Calm Air. Analysis of our findings soon revealed that the majority of these travelers who completed the survey were in **Keewatin** on business rather than for pleasure (76% on business). Accordingly, 92% of these travelers originate primarily in Canada; 47% from the western provinces, 26% from the Northwest Territories **and** the Yukon **and** 15% from Ontario. Only 7% indicated their place of residence was in the United States, a noticeable difference from the implied proportion of American travelers indicated by the telephone contacts.

The Exit Survey further indicated that whether or not visitors chose to travel to the **Keewatin** on a tour, party sizes appear to be relatively small, usually composed of 1 or 2 individuals. In fact, a surprising finding from our survey is that a fairly high number of visitor parties (37%) were composed of only one person (of which 75% were business travelers, 21% were visiting friends or on **an** educational trip and 4% were on vacation).

As a result of our telephone interviews, it appears that the majority of tourists on organized tours are retired or senior citizens. However, those we surveyed in the exit survey were clearly from younger age groups: about 70% were under the **age** of 40.

A disparity of findings also exists with respect to average income levels of visitors to the **Keewatin**. Our telephone interviews indicated that those on tours usually have above average incomes whereas those persons completing the Exit Survey appeared to have average to slightly above family incomes.

In summary, the Tourist Exit Survey and our telephone interviews seem to indicate that visitors to the **Keewatin** can be divided into two **groups** each having distinct characteristics. Conversations with tour operators and wholesalers identified a tourist group which is small and comprises individuals who are usually senior citizens or retired, have an above average income and are primarily from the U.S. **The** Tourist Exit Survey identified a group which is composed of Canadians traveling to the **Keewatin** for business reasons and who are younger and have more modest incomes.

d) **The Majority of Visitors to the Keewatin are Travelling on Business**

The Tourist Exit Survey demonstrated that only 3% of those sampled were actually on a commercial tour or package. The vast majority (76%) indicated the primary reason for the trip was for business. Others mentioned visiting friends and relatives (9%) and fishing or hunting (6%). Our finding regarding the proportion of business visitors generally concurs with information contained in the **Keewatin Region Economic Base Study** prepared by **H.J. Ruitenbeck Resource Consulting Limited** in March 1983. According to that study, approximately 75% of visitors to the **Keewatin** are traveling on business.

Figures from the guest book at the **Tugalik** Inn in Eskimo Point also support this finding. In 1983, out of a total of 466 visitors, only 3% were registered as tourists. Government visitors accounted for 59%, visitors on business accounted for 14%, 6% were airline employees and 18% were either medical staff or other unspecified.

e) **Pre-Trip Information**

According to our survey results, sources of information for trip planning appear to be varied. As expected, about 45% of visitors surveyed obtained their information through their employer or a government office; a portion of the latter may have been through the NWT tourism department. Travel agents or tour wholesalers provided information to 29% of visitors. Finally, airlines supplied **details** to 17% of visitors while 15% consulted their friends and relatives.

A high percent of visitors (80%) felt the **pre-trip** information they received was adequate. Areas that were suggested for improvement included local on-site information such as attractions, accommodations, tour and food services or put otherwise, 'information on what to expect in the communities'

f) **Length of Stay in the Keewatin**

As mentioned in a previous section, most visitors on organized tours either spend a day or a few nights in the **Keewatin**.

Results derived from our survey indicate that 29% of our sample actually stayed in the region for over 3 weeks. This is probably due to the high proportion of people on business in the **Keewatin**. Over 50% of the respondents, however, were in the area for less than seven days.

g) **Destination selected by Visitors**

Existing commercial tours to the **Keewatin** briefly visit **Rankin** Inlet, Baker Lake, Eskimo Point and Repulse Bay. **Rankin** Inlet is clearly the community most often visited.

The results of our questionnaire regarding destinations visited in the **Keewatin** appear to reflect the location of government offices and regional services. **Rankin** Inlet, therefore, receives considerably more visitation than other communities. The results of the survey have provided us with order of magnitude data **useful** in the ranking of communities in order of their frequency as a **visitor's** (primarily business travelers) destination:

- o **Rankin** Inlet
- o Baker Lake
- o Eskimo Point
- o Coral **Harbour**
- o Chesterfield Inlet
- o Repulse Bay
- o Whale Cove

h) **Data on Visitor Expenditures in the Keewatin are Lacking**

The **Keewatin** Region Economic Base Study arrived at an estimate of an average \$1 100 expenditure for all categories of visitors in the Region (during the summer of 1982).

An attempt was made to assess visitor expenditures in the **Keewatin** area in our Tourist Exit Survey. We were able to arrive at a general idea of the amount spent by individuals. Unfortunately, the results cannot be used to estimate total visitor expenditure. This objective would be met by conducting an economic impact analysis in the area.

According to the range of spending categories listed in our questionnaire, a split is apparent between higher categories and the lower ones. For example, 24% indicated they spent over \$1 500 while in the **Keewatin** while 30% indicated under \$250. The remaining 56% is fairly evenly spread between the following spending categories: \$250-\$500, \$500-\$750, \$750-\$1000 and \$1000-\$1500.

i) **Many Visitors Enjoy Sightseeing While in the Keewatin**

With the exception of limited organized trips, most tourists on packaged tours visit the **Keewatin** to sightsee or to experience the Arctic way of life in its broadest sense.

Likewise, the activity most frequently indicated* in our exit survey was sightseeing (44% of respondents). Other activities or interests pursued in order of importance include:

- o photography (40%);
- o buying handicrafts (37%);
- o fishing (29%).

*Note: Percentages will not sum to 100 as categories are not mutually exclusive.

Activities undertaken to a lesser extent were:

- o hiking/backpacking (9%);
- o hunting (8%);
- o canoeing/kayaking (6%);
- o visiting historic sites (6%);
- o nature interpretation (6%).

Other activities not included on the **questionnaire** but listed by the visitors involved numerous unrelated general interests such as riding a **honda**, swimming, picnicking, visiting friends and relatives, camping and also working.

In terms of identifying activities potentially important to develop or promote in the **Keewatin**, the respondents to our survey were requested to indicate which activities they would have liked to participate in but did not. Many visitors indicated they would have enjoyed, in order of importance, fishing, visiting historic sites, hunting, canoeing/kayaking and photography. These choices reflect interests that could be used as indicators of future activities to be pursued in the **Keewatin**.

When asked why they did not participate in the above activities, the majority (61%) of respondents 'indicated lack of time as a reason*. Other secondary reasons listed included:

- o lack of information/awareness;
- o inclement weather; and
- o lacked proper equipment/skills.

j) **The Visitors Surveyed Appear to be Generally Satisfied With Services Within the Keewatin**

The items the **questionnaire** dealt with in the attempt to gauge visitor " satisfaction included:

- o the availability/quality of handicrafts;
- o accommodation;

*Note: Categories are not mutually exclusive. Percentages will not sum 100.

- 0 food;
- 0 transportation to the area;
- 0 transportation within the area;
- 0 availability of supplies;
- 0 outfitters/guide services;
- 0 overall impression of the **Keewatin** Region; and
- 0 value for money spent in the **Keewatin**.

According to our findings, the level of satisfaction expressed by the respondents is considered quite high. However, the three areas that appeared to raise a few concerns were value for money (19% expressed dissatisfaction), availability/quality of handicrafts (15%), transportation within the area (15%) and availability of supplies (12%).

Visitors on organized tours also appear to have been generally satisfied with their experience in the **Keewatin**. The following is a list of their comments or the wholesalers more important feelings on the region as a tourist destination:

Assets

- 0 'good **Inuit guides**'
- 0 "**enjoyed** seeing **wildlife**"
- 0 "**enjoyed** seeing **Inuit culture**"
- 0 "**Eskimo** point - highlight Of **trip**"
- 0 "**like** the geography of the **area**"
- 0 "**local** residents friendly and welcoming (**Baker Lake**)"

Problems

- 0 'problems with **fog**'
- 0 "**whole** tourism plant needs upgrading
- 0 "**lack** of professionalism on behalf of outfitters and **guides**"
- 0 'overpriced for **conspicuous** lack of Product'
- 0 'some communities are not attractive (dirty, look run-down)'

k) Many **Visitors Indicated They Would Like to Return to the Keewatin**

For 52% of visitors surveyed through our questionnaire, this trip had been their first to the **Keewatin**. All visitors on vacation versus those on business responded that this trip had been their first to the **Keewatin**.

A significant 75% of all respondents felt their expectations had been met. As a group, more tourists indicated that their expectations of the **Keewatin** had not been met than indicated by the visitors on business as a group.

Whether their expectations had been met or not, a majority from the full sample (63%) expressed an interest in returning to the **Keewatin** Region. Interestingly, a majority of the actual tourists (non-business visitors) expressed an interest in returning to the **Keewatin**.

It **must** be stressed that the majority of **these** respondents were in the region while on business. **Their** willingness to return may be a reflection of future scheduled business trips with **pre-arranged** itineraries and expense accounts, etc. The reason this point has been brought up is that those tourists on organized packages have **not** indicated an interest in returning to the **Keewatin**. A visit to the Arctic is currently considered by most tourists as a “once-in-a-lifetime” experience.

This leads to the observation that there are dearly two **quite** separate visitor markets in the **Keewatin**. **The business** market is **certainly the most substantial** at the moment. **The** second is the **tourist** market which is small and relatively undeveloped.

Since two **general** markets have been identified for the **Keewatin**, it **could** be **feasible** to develop marketing strategies that **could target** both. For example, since the majority of individuals who participated on **our survey** **were visiting** the **Keewatin** on **business** and felt they did not have sufficient time to pursue some recreational **or tourism activities**, an effort **could** be made to **entice** these travelers to combine **pleasure** with **business** and **extend their holiday**.

l) **Conclusions**

- o The **Keewatin** receives a small share of the tourists currently visiting the Northwest Territories and an equally **small** share of the economic benefits of tourism.
- o Those visitors traveling to the **Keewatin** are either on business (up to 75% of the total number of visitors) or part of organized **commercial** tours.
- o These two markets have different characteristics: visitors on tours are generally wealthier, more elderly and, for the most part, from the United States. Conversely, visitors not affiliated with a tour group are **usually** younger, part of a more average income group and primarily from the western provinces of **Canada**.
- o Popular activities while in the **Keewatin** include sightseeing, photography, buying handicrafts and fishing.
- o Due to lack of time, the following desired activities are not pursued: fishing; visiting historic sites; hunting; canoeing/kayaking; **and** photography. **The** implication here is that visitors could potentially be attracted to the **area** to participate in such activities given an adequate holiday or extended business trip time frame.
- o **On the whole, travellers to the Keewatin are satisfied with services. Those not on tours express a high interest in returning to the Keewatin. Those on tours, on the other hand, consider their Arctic holiday a once-in-a-lifetime experience.**

4.3 Trends Analysis

4.3.1 - Societal and Leisure Trends and Implications for Tourism Development in The Keewatin Region

Trend data are **provided** by a **growing** list of public agencies and private research companies such as:

- o Statistics Canada;
- o Tourism Canada;

- o provincial/territorial tourism **ministries/departments**;
- o World Tourism Organization (**U.N.** agency);
- o **U.S. Travel** Data Centre;
- o Travel and Tourism Research Association;
- o **U.S.** Travel and Tourism Administration, U.S. Department of Commerce;
- o business publications (i.e. Financial Post Canadian Markets);
- o periodicals (i.e. Modern Maturity, Time, Newsweek, Canadian Travel Press, **Leisureways**);
- o newspapers (i.e. The Globe and Mail, **The** New York Times, Business Travel News).

This list provides an indication of the range of information sources pertaining to travel trends **which are** available.

The conclusions drawn by these agencies are at times inconsistent in specific details. However, examination of a wide range of applicable trend data points quite consistently to a number of more general **trends** - demographic, economic, attitudinal and environmental -that will have a significant impact upon the tourism industry. **These** trends present both opportunities and constraints to tourism development and should be considered when planning for future development.

4.3.2 - Demographic Trends

a) The rate of population growth has slowed significantly.

The rate of population growth throughout most of Canada has been slowing steadily in recent years, a trend which is expected to become even more significant in latter years of the century. The present Canadian population growth is approximately 12% per decade according to the Financial Post **Canadian Markets 1984**.

The U.S. population growth rate reflects similar trends. The rate of population growth has **decreased** from 13% between 1960 and 1970 to just over 11% for the 1970-1980 period.

The rates of population growth in international markets relevant to the Keewatin are substantially lower than those of Canada and the United States. Denmark, for example appears to have achieved zero population growth. Other countries' growth rates for the last 4-5 year period are as follows: Japan, 3.1%; Germany, 0.6%; the Netherlands, 2.5%; the United Kingdom, 0.5%; and Scandinavia, 0.7%.

Implications

In **general**, the tourism **industry can** no longer count **on** a rapidly expanding **population to fuel** its **growth**. Increased demand will, to some extent, have to be generated by cultivating interest and participation within a relatively fixed population.

b) Two main age groups will dominate marketplace.

Over the last 20 to 25 years, North America has seen two significant demographic manifestations of one basic trend - the aging of the population. First was the **so-called baby-boom**, the tremendous explosion in births which followed the Second World War between 1946 and 1964. The vast majority of these individuals born in the 1950's and early 1960's are now in their mid-late 20s and early **30's** and are just entering the peak years of their income earning potential. Table 4-1 shows how this group will be moving through, and dominating the population over the next 15-20 years. In 1981, 17.9% of Canada's population was between 35-44 years old. By 1991, 21.9% of the population will fall into this age range, and by 2001, 23.0% will be in this age class.

Similar growth trends are being experienced in the U.S. where the **baby-boom** presently accounts for one-third of the population - 72 million people. In the **1980's**, this generation of Americans will enter middle age, with the 30-to-34 age group constituting 24 percent, of the total population the 35-to-39 age group 41 percent, and the 40-to-44 age group by 50 percent.

The second part of this trend is the continuing growth in the number of people 55 years and older - the senior citizens or older adult market. While this increase in numbers has been less obvious than that of younger age groups, there will be a very rapid expansion in absolute numbers of

individuals of 55 years old and older in the late **1980's** and 1990's. This level of growth is evidenced by the recent proliferation of magazines, television programs, consumer goods, and commercial enterprises targeted at this market. A recent survey indicated that Modern **Maturity** magazine (a **periodical** for older adults) has 9 million readers - more than **Newsweek** and Time combined.

TABLE 4-1

Distribution of Population By Age in Canada 1971- 2001*

	1971	1981	1991	2001
	%	%	%	%
20-24	14.5	14.5	10.3	9.3
25-34	22.1	25.4	25.1	18.6
35-44	19.3	17.9	21.9	23.0
45 years	44.1	42.2	42.9	49.1
Total	100.0	100.0	100.0	100.0

* 20 years old and older only.

Source: Statistic Canada: 92-520 Occasional.

The most rapid growth will be in the 65 years old and older group. Canada **is** likely to see a 28% growth in the number of such people between 1980 and 1990 by comparison with the projected 8.5% growth in the population as a whole.

Industrialized countries in the international market are also exhibiting signs of an aging population. All of the countries surveyed (Japan, Germany, the Netherlands, the United Kingdom, Norway, Denmark, Sweden and Finland) have aging populations according to shifts in proportions in major age groups. The 0-14 age group has decreased for these countries an

average 2.5% over the last 5 year period while the 15-59 age group has shown an average increase of 1.1% and the over 60 age group has increased by an average 1.3%.

Implications

The years between 35 and 44 are peak **earning** years - the period of greatest disposable income. This rapidly growing group and their families will constitute a major market for the Keewatin tourism industry. **The** growing number of older adults, many of whom are taking advantage of early retirement programs, have the time and often the inclination to travel extensively. According to a recent survey of Canadians by the Print Measurement Bureau, in addition to the 35-49 age group, the over 65 age group is over-represented as a visitor group in the Northwest Territories. **This** older **adult** market **currently** constitutes the biggest share of the **general interest package tours** to the **Keewatin**. Anticipated growth in the size of the market population will have **significant** impact on **tourism** development in the **Keewatin**.

c) **Fewer families are being formed.**

One of the main outcomes **of the** baby-boom generation has been a swing away from or a postponement of family formation. The average age of first marriage has increased significantly. Far fewer children are being born and childbearing is generally being delayed. Many more marriages are ending in divorce. In 1966, 11000 Canadian marriages ended in divorce. By 1976, 50000 did so; and this trend has gained momentum during the late **1970's** and early **1980's**. Divorced persons in 1981 had **increased** by 65 percent to 500100 from 302500 in 1976. The number of married persons declined in every age group between 1976 and 1981. **This** trend **was** most dramatic among young adults 20 to 29 years where it decreased by five percentage points to 54 percent of this group. One-person households increased by almost 40 percent between 1976 and 1981.

Consequently, there are many more non-family **households**. In 1971, 16.1% of **Canadian households** were non-family - about 971 000 persons. By 1976, this number had increased to 20.1% of households or 1.4 million persons -an increase of 48% at a time when there was a 19% increase in household formation.

Implications

The growing **proportion** of non-family households - consisting of single, divorced or widowed individuals or common-law couples - will create a growing demand for special types of tourism and recreation opportunities. **The growth of a large singles population, often with large disposable incomes, is an important consideration for the tourism 'industry throughout Canada.**

d) **The population as a whole is better educated.**

The rapid rise in births during the 1950% and **1960's** created a tremendous demand for educational facilities. Because the North American economy was relatively buoyant during this period, this demand was met by a huge expansion in the number of schools, universities and colleges. Consequently, the general **population**, but most importantly the prime market segment in the 30-44 year age group, is much better educated than the population of previous generations.

Implications

The better educated consumer tends to be more sophisticated and knowledgeable in his purchasing decisions, and tends to demand quality products and experiences. The members of the well-educated 30-44 age group are more likely than previous generations to have **well-paying** jobs that increase their disposable income and their importance as potential purchasers **of** tourism products.

e) **The attitudes of the "Me Decade" are likely to persist.**

American journalist, Tom Wolfe **labelled** the **1970's** the **"Me Decade"**, a decade when many individuals devoted themselves to a search for self. This trend of self-absorption began to evolve in the late **1970's** and early 1980s toward the pursuit of physical fitness and endurance. Evidence of this **"hang-tough"** attitude is manifested in the growth of people participating in daily physical fitness activities and the growing popularity of **"risk"** sports (i.e. mountain climbing, sky diving) and **"adventure"** travel (i.e. white water rafting trips, hiking excursions, camping trips, cross-country bicycle trips).

The most important manifestation at this trend is a basic interest in satisfying the immediate needs of self and in self-improvement. Hobbies are pursued, interests outside of the workplace are given a higher priority, income is spent on experiences rather than being saved, and personal fitness becomes something of a necessity rather than a fad. As a response, recreational education and skill learning are growing in popularity.

A recent survey, the 1981 Canadian Fitness Survey (published in 1983), shows that participation in recreational activities has risen significantly since 1976. In 1981, 77% of those surveyed (14 years of age and older) said they had participated in some sport during the previous 12 months as compared to 54% in 1976. Sixty-six percent had taken part in an exercise activity in the previous month, up slightly from 63% in 1976. Those surveyed in 1981 also expressed much stronger interest in beginning "**exercise**" activities - jogging, running, walking, cycling - than in 'sport' related activities.

In keeping with this trend towards self-interest, the consumer of the **80's** appears to be increasingly practical and decreasingly self-indulgent. The economic recession appears to have had the effect of making consumers more aware of the long-term value of their purchases rather than **short-term** enjoyment.

It has been suggested by recent travel industry trend analyses that a primary reason for the slow post-recession recovery in pleasure travel is that the consumer has been giving priority to the purchase of tangible goods rather than **travel**. Travel **is** now seen by many consumers as a discretionary purchase rather than as an essential one with lasting value.

Implications

The key implication of **this** shift away **from** pure **self-indulgence** toward the demand for a travel experience with more **lasting** value **and** more **practical** application is that experiential **vacations** are likely to become **increasingly popular**. **Vacations** offering opportunities to allow individuals to participate in preferred hobbies, sporting activities or fitness programs are good examples of the kind of vacation which will be selected over more traditional "**sun, sea and sand**" vacations offering limited stimuli and little long-term value.

This presents an opportunity for the Keewatin to capitalize on its abundant resources to provide experiential vacations associated with adventure travel such as marine animal tours, dog sled tours, boat tours on Hudson Bay.

We have examined this market for experiential activities in greater detail in Section 4.4.

f) We are moving in the dual directions of high tech/high touch.

This trend is one of the ten critical societal restructurings analyzed by John Naisbitt in his internationally acclaimed book Megatrends. "High tech/high touch" is a phrase being used to describe the way modern society is responding to technology. At a time when many are feeling alienated and depersonalized by the computerized technology that has permeated almost every aspect of life, the response has been to attach greater importance to more 'human' values - towards those **things** that confirm our uniqueness as human beings.

Implications

The high tech/high touch response - the tendency to want to compensate for a highly automated world by emphasizing the things that cannot be done **by** a machine, the things that are "**unprocessed**" and uniquely human - **is** resulting in a demand for highly personalized services and distinctive products. In the travel industry, this trend is partially responsible for such phenomena **as "Connoisseur Class"** airline services, bed and breakfast networks, vacation farms, the popularity of ethnic restaurants and natural foods, the growing interest in heritage buildings, antiques and tall ships, and the quality art now being found in high-priced hotel rooms.

The **Keewatin** Region is a prime example of a travel destination that could attract a market searching for a "**humanizing**" vacation. The **community-based** tourism approach preferred in the NWT stresses the participation of the local residents in various programs such as "**visit a northerner**" and several cultural presentations highlighting drum dancing, art work, Arctic games and other activities. Thus the visitor is encouraged to participate in the community network going-on and experience Northern life first-hand.

The high tech/high touch response will be a major shaper of future travel demands and should be considered in any new tourism development.

4.3.3- Economic Trends

a) **The North American economies are in trouble.**

The **1950's** and **1960's** witnessed a tremendous expansion in the North American economies. The **1970's** saw uncontrolled inflation and a rapid **oscillation** in the performance of the economies stemming largely from the steep rise in energy prices. The **1980's** are likely to see under-performing economies, with relatively high unemployment and uncertain consumer and investor confidence.

Although the U.S. economy is growing stronger each day, this is generally at the expense of its weaker trading partners. Interest rates and a strong currency in the U.S. are seriously undermining the Canadian dollar and exerting tremendous upward pressure on our interest rates. While the recession appears to be over in the U. S., there are serious concerns about a return to an even deeper recession here in Canada. A Progressive Conservative Party task force report released recently suggested that unemployment will remain above 10 percent until the year 2000 regardless of any remedial steps that the government and/or industry might take.

b) **Disposable income is not growing.**

It has long been evident there is a strong relationship between the volume of travel and the level of personal disposable income. The more disposable income a person has, the more is spent on major consumer **durables**, and on luxury goods and services such as expensive vacations.

The **1950's** and **1960's** saw a considerable expansion in the level of per capita disposable income. There was little inflation, and real incomes grew substantially. As Table 4-2 shows, this trend persisted into the early and mid-1970's.

However, since 1979, Canadians have seen virtually no growth in the level of per capita disposable income. Between 1971 and 1979, the average Canadian's disposable income grew at about 4% per year in real terms.

Between 1979 and 1982, it grew at about 0.15% per year. This slow growth or non-growth of disposable income is likely to be maintained. Furthermore, the growing number of people on fixed incomes (most commonly senior citizens living on pensions) are seeing their buying power shrink.

TABLE 4-2

Level of Per Capita Disposable Income in Canada 1961-1982

	Current Canadian Dollars \$	1971 Canadian Dollars \$
1961	1 475	n/a
1971	2 779	2 779
1979	7 286	3 810
1982	9 798	3 827

American per capita disposable income grew by .8% in the last quarter (spring '84).

This trend is also evident in international market areas.

The trend is not so marked in the U.S.A. **The Americans** have been more successful than the Canadians in reducing the rate of inflation, which means that the purchasing power of an individual's dollar is likely to be stronger there than in Canada. Even so, a recent study showed that U.S. citizens have an average disposable income (after housing, food and clothing are paid for) of two dollars per person per day.(1)

(1) Thomas F. **Maxey**. "**America's Heartbeat** and How to Touch **It**". Paper presented at the Travel and Tourism Research Association Conference. Philadelphia, June 1984.

c) Inflation is **not likely to go away.**

The level of disposable income is directly affected by the rate of inflation. Inflationary forces are expected to continue for at least three to five years, if not for the remainder of the decade, a condition caused, to a great extent, by government borrowing requirements and by the pressure of high **U.S.** interest rates. As long as the economy is depressed and government revenues from business, trade and personal income tax are reduced, governments will have to borrow. **This** borrowing will continue to keep interest rates high and reduce the stock of capital available for investment. **All** this, in turn, means it will be a long time before the economy recovers because funds are unavailable to initiate either an investor or consumer led recovery.

It is worth noting here that between the second quarter of 1981 and the same quarter of 1982, the **Travel Price Index** (seasonally **adjusted**) rose by **14.9%**. **The** cost of gasoline **rose** by 244% and the cost of private transportation rose by 148%. These hikes are considerably higher than the general rate of inflation for that period.

Most recent statistics indicate the continuation of inflated travel costs. Between the first quarter of 1982 and the same quarter of 1983, the Travel Price Index rose by 8.5% as compared with a Consumer Price Index rise of 7.6%. Within the same period, the Gross Domestic Product - an indicator of the health of the Canadian economy - declined by 2.6%.

d) **The affluent years of the 1960's will not return.**

Many reputable forecasters believe that there is very little likelihood that in the next 20 years Canada will again experience the **fortuitous** combination of circumstances which led to the prosperity of the late **1950's** and **1960's**. During those years, the **labour** force and population as a whole were growing, energy was both cheap and readily available, capital for investment was again both cheap and easily available, and inflation was practically non-existent.

Existing conditions - slow, **if not** stagnant population growth, high interest rates, high unemployment rates, high levels of inflation, high levels of government expenditure, and high energy **costs** - are likely to inhibit economic performance in Canada.

The Conference Board of Canada predicts very little growth in the Canadian economy in 1985 and '86 .4% and .5% respectively. A gradual upswing however, is projected to start in 1987 and to continue into the next decade. **This** suggests that perhaps 1985 and 1986 are years of entrenchment and planning for the Keewatin in tourism industry in anticipation of expected growth in 1987. Efforts should be directed at holding current markets while setting the stage through planning and marketing for new market growth commencing in 1987.

Implications

Low consumer confidence, high levels of unemployment, and economic "**stagflation**" make travelers extremely price sensitive and **value-conscious**. **Value for money spent will become a key factor in the purchase of any travel experience.**

Consumers able to get ahead of inflation are either saving their money or spending it on what are considered to be "essentials" - appliances, motor vehicles, homes, etc. **The** challenge to the travel industry is to make itself perceived as an essential consumer good providing long-term value.

High interest rates, an uncertain market and high energy costs have reduced investor confidence and have limited the number of people who are willing to make capital investments in improved or expanded tourist facilities. Greater incentives are becoming necessary throughout the country before such investments are made.

4.3.4- **Environmental** Trends

Two environmental issues will be significant in the coming decades - energy availability and the introduction of new technology.

a) North America may continue to be vulnerable to energy availability during the 1980's and 1990's.

Over the past decade, the North American consumer learned that he could no longer depend on a readily available supply of inexpensive energy. The glut of oil that lowered prices in late 1982 has been exhausted and oil

prices are at an all-time high. The current Conservative government is now proposing to raise Canadian oil prices to world levels, pushing gas prices still higher.

Implications

High energy costs have resulted in a careful use of energy. **For the tourism industry, this means shorter trips, greater use of mass transportation modes and a tendency towards single-destination trips as opposed to touring/multiple-destination trips.** High Canadian travel costs have had a tendency to counteract the benefits derived by the Canadian tourism industry as a result of the lower value of the Canadian dollar relative to U.S. currency.

This may have a negative effect on travel to the Keewatin unless more affordable vacations can be developed in conjunction with the criteria.

b) New **technology is expanding rapidly.**

The next ten years will see a tremendous growth in the application of new technological developments. How this will impact travel is difficult to say. But one key factor is that much of this new technology is competing for the entertainment dollar at a time of little, if any, growth in personal disposable income. Video cassette recorders, cable T.V., pay T.V., satellite dishes, home computers, computer games and digital record players may reduce spending on entertainment outside the home.

Another key factor is that the **new** technology will make information much more readily available to the consumer.

Other technological influences include the use of new communications systems for **conferencing** and training purposes, thus reducing the need for business related travel; and the use **of** home computers to enable employees to work at home.

Implication

Competition from a vast array of high-tech home entertainment items **will** undoubtedly create greater demand for a high **quality** travel experience -an experience at least comparable to what can be enjoyed at home. On the other hand, increased media distribution generally makes for a more sophisticated market, a market with increased interest in cultural activities and stimuli (e.g. concerts, plays, historic sites, museums, etc.).

The improved access to information made possible by new technology will, also create a demand for higher quality travel experiences. Alternatives can be more closely examined, enabling consumers to make more informed travel decisions.

While the use of conference calls, video equipment and modems is making business travel less and less necessary from a functional standpoint. This could have **serious** implications for the **Keewatin** in with current travel to the region being 7% business.

Summary of **Implications far the Keewatin**

It can be seen that the patterns of leisure, recreation and tourism all over the world **are** undergoing an enormous change. **The** travel explosion of the last two decades, generated by rising incomes and rising expectations, has ended and the travelers of the **80's**, while continuing to **place** a high priority on travel, are forced to cope with a recessionary and uncertain economic climate. These new travelers are more diverse in their interests, more discriminating, more demanding and more value conscious.

Tourism development in the **Keewatin** Region must **cater** to the **tourist** of the **80's**, **providing value** for money for an **increasingly sophisticated** market **as well** as an **increasingly** segmented **market** in terms of **specific interests, demands** and expectation.

4.3.5 - Travel Trends

International travel showed **steady growth in the 1960's and 1970's.**

Herman Kahn, the much-quoted world futurist, believes that by the year 2000, tourism will become the world's largest single industry. Even now, the level of tourism spending is staggering. Total world spending for domestic and international tourism, reported to be \$580 billion in 1979, is projected to increase to \$992 billion (in constant 1979 dollars) **by 1989** - a growth of **6.5%** Per year for international travel and 5.0% per year for domestic tourism spending.

The World Tourism Organization has reported that between 1960 and 1980 the number of international tourism arrivals worldwide grew from 71 million persons to 285 **million** persons, an average **growth** rate of 7.25% per year.

In spite of these optimistic forecasts, more recent statistics present a definitely more gloomy picture. The World Tourism Organization showed a 3.7% decline in international receipts between 1982 and 1983, although arrivals were up by 2.4%. This is the first decline in about 20 years. Among other travel indicators, minus **year-to-year** declines appeared in distance travelled by airlines worldwide, air travel on the North Atlantic route, Caribbean cruise arrivals and hotel occupancy. Among monetary indicators, the average daily rate per occupied room dropped sharply throughout the world.

While many travel researchers insist that 1983 represented the bottom of the trough of economic recession, it is evident from current economic reports that economic recovery is taking place primarily in the **U.S.A.**, and that the travel activities of other international travel markets will remain depressed as long as international economies fail to grow.

Trends in the Major Geographic Markets for the Keewatin Region

As was mentioned in an earlier section, Canada itself generates by **far** the greatest number of visitors to the Northwest Territories in general and also to the **Keewatin**. American visitors account for the second greatest percentage of visitors to the area with European and Far East visitors comprising the balance.

Because they represent the greatest potential for market growth for the **Keewatin** Region, the travel **trends** observed in Canada, the United States and other international markets will be examined more closely in this section.

a) Canadian Travel Trends**Travel by Canadians fell significantly in 1982.**

Canadians are widely known as being among the most avid **travellers** in the world, averaging about five trips of greater than 80 km (50 miles) one way per person per year. However, taking into consideration the 25% of the adult population that does not take a trip of 80 km (50 miles) or more in any one year, travelers within Canada are averaging about seven trips per year.

While it is difficult to track trends in domestic travel during the **1970's** (due to lack of data), it appears that the number of trips taken by Canadians increased steadily during this decade. Indications are that at the turn of the decade, the volume of travel stabilized, and in 1982 fell significantly - down 8% from 1980. Table 4-3 shows the trend in Canadian travel for the first and third quarters of the years 1979-1982.

As the table shows, travel by Canadians within Canada during the winter months fell by about 6% between 1979 and 1980 but has stabilized since then at approximately 21 million person-trips. This travel comprised about 18% of all trips taken by Canadians in 1980.

The most significant feature of the table is the 10% drop **in** 1982 of the number of trips taken by Canadians within Canada during the summer months. This is traditionally the time of year with disproportionately high levels of trip taking. Nevertheless, more than half the population of Canada took at least one trip of 80 km or more to a Canadian destination during the summer of 1982.

TABLE 3

Volume of Canadian **Person-Trips** 1979-1982

	Jan. - Mar. (000s)	% Change	July - Sept. (000s)	% Change
1979	23 138		39 681	
1980	21 802	-5.8	39 894	0.5
1981	21 832	0.1	39 396	-1.2
1982	21 227	-2.8	35 538	-9.8

source: Statistics Canada. Canadian Travel Survey.

Seventy-five percent of all trips by Canadians are to **destinations** within Canada.

The vast majority of trips taken by Canadians are to destinations within their own country (Table 4-4). On average, 75% of all trips taken by Canadians are to destinations within Canada, a further 24% are to destinations in the U. S. A., and only about 1% are overseas.

The **1970's** saw relatively strong growth in Canadian visitation to U.S. and overseas destinations. **The** number of Canadians visiting the U.S.A. increased by 25% between 1972 and 1981, a 2.5% annual growth rate. However, visitation peaked in 1977 and since then has been declining steadily, apart from a small upturn in 1980.

Similarly, the number of Canadians visiting overseas destinations increased by 35% over the same period, a 3.5% annual growth rate. But, again, overseas travel by Canadians reached a peak in 1978 and has been declining since then, falling by 6% in 1982.

It can be expected that **Canada's** presently weak dollar will seriously inhibit travel to U.S. destinations while increasing the propensity to travel within Canada or within countries with similarly weak currencies.

TABLE 4-4
Volume of Travel by Canadians 1980-1982
(Person-Trips - Same Day and Overnight)

	1980		1982		% Change
	000s	%	000s	%	
To Canadian Destinations	110 996	75.3	101 641	74.5	-8.4
To U.S.A. Destinations	34 743	23.6	33 322	24.4	-4.1
To Other Countries	1 585	1.1	1 489	1.1	-6.0
Total	147 324		136 452		-7.4

source: Statistics Canada. Travel-log, **Catalogue** 87-003, Vol. 2, No. 2, July 1983.

Implications of Canadian Travel Trends

In spite of the recent decline in international travel by Canadians, many have travelled extensively with the effect that many Canadian tourists have become more sophisticated in their travel demands. They are more aware of the quality and variety of tourist products being offered outside of their country and have become more demanding in terms of their requirements.

This is reflected in a finding of the 1981 survey of Vacation Travel by Canadians. The survey found that, while **Canadians** felt their own country far outranked the U.S.A. in providing the environment for a quiet countryside vacation and in offering a variety of outdoor activities in winter, more **Canadians** felt the U.S.A. offered better value for money in hotels and motels by comparison with those in Canada.

b) **U.S. Travel Trends**

1983 marks the first year in this decade in which the **U.S.** showed a travel deficit, i.e. expenditures by U.S. residents outside the U.S. exceeded expenditures by non-residents traveling in the U.S. According to the **U.S. Travel Data Centre's Traveltab 1984**, U.S. visitation to Canada grew by 2.5% between 1982 and 1983 and **U.S.** spending in this country grew by 11.6% between those years. In spite of this growth, U.S. travel to Canada has not fully recovered from its recessionary malaise. Annual percentage change from 1978 to 1983 still shows a drop in visitors of 1.4%.

Visitation to Canada is not likely to grow to the levels it achieved during the early 1970's. Destinations within the **U.S.A. itself** are becoming more popular **and are being much more aggressively marketed**. State tourism agencies are expending greater **funds** and efforts to retain their domestic markets. The **U.S.** resident is now much more aware than previously of potential alternatives to Canada. In Alaska for example a state which offers a **similar** product to Canada's Arctic over \$7000000 was spent on promotional activities in 1983.

Key **U.S. travel** markets are **similar to those in Canada**.

Growth will occur in specialty markets. The U.S. tourist is becoming more sophisticated and wants to indulge in hobby-style vacations. **The** rapid rise in popularity of tennis camps, river rafting, photography tours, and scuba diving vacations during the mid and late **1970's** all point in this direction.

Key market segments will be middle and upper income families in the 30-44 year age category - the aging baby-boom generation. As in Canada, this market demands **high** quality, distinctive, value-for-money vacations.

Implications of U.S. Travel Trends

The overall weaknesses in the U.S. market for Canadian travel destinations as well as the considerable efforts of U.S. destination to retain their domestic markets means that the Canadian destination hoping to attract a segment of the U.S. market will have to offer a unique, high quality resource, promoted through skillful packaging and marketing. Specific

market segments with special interests will have to be targeted as opposed to the general tourist market. The attraction of American visitors to Canadian destination **must** be **based** on **something** other **than** the poor state of the Canadian dollar relative to **U.S. currency** in order to **ensure** a strong **tourism** industry.

c) **International Travel Trends**

The trends affecting **U.S.** and Canadian travel are also reflected in overseas travel trends. Overall, the global economy, energy and political situations have resulted in a diminishing rate of increase in international tourist arrivals and revenues. Although this trend has been in evidence throughout the first part of the **80's** decade, it is expected that the underlying strength of Canada as a holiday destination will maintain and possibly increase Canada's share of the international market. At a time when value for money is a critical factor in choosing a holiday destination, the position of Canadian currency relative to other international currencies, especially the U.S. dollars, makes Canada an attractive option.

In addition to the above, **Canada boasts** a relatively stable economic, social and political situation and, most importantly, attractive **outdoor/"wilderness"** tourism resources. Outdoor adventures/activities in Canada currently make up the **"dream"** vacation of many overseas target groups.

In terms of arrivals recorded,¹⁾ the following overseas countries have been ranked in order **of** importance as tourist generating countries for 1981.

Rank		Arrivals in 1981
1.	United Kingdom	540588
2.	Federal Republic of Germany	241024
3.	Japan	146461
4.	France	136871
5.	The Netherlands	87910

1) Source: International **Marketing** Manual 1983, Rendez-Vous Canada.

Although France is third in rank of importance for Canada overall, few French visitors visit the **N.W.T.** Germany, on the other hand, generates the largest proportion of international visitors to the Territories other than the **U.S.** It is worth noting also that although the number of visitors from Hong Kong is still low, this group is growing at the most rapid rate: 19.7% between 1981 and 1980. Visitors from Israel and Mexico are also increasing in number at rapid rates, 13.6% and 18.6% respectively.

Some **of the** perceived problems inhibiting the **growth** of the overseas market are image, cost and tour development related.

According to **Rendez-Vous Canada's** 1983 Marketing Guide, Canada has a very low **"share-of-mind"**, 'unlike the U.S. A which is constantly in the news. The main negative perceptions of Canada are that it is **"bland** and dull, cold and unmanageably large, a wilderness", (p.54). Although our **dollar** is competitive as compared to the U.S. dollar, the strengthening of Canadian currency against overseas currencies combined with substantial price increases in travel facilities and services in Canada, have resulted in a lowering of our standing with foreign wholesalers and operators as a profitable destination. This simply enforces the general travel trend of **holidaying** closer to home.

The continued development of tour products in Canada will undoubtedly attract a generally more sophisticated and value conscious overseas market. The development of wilderness adventure packages is especially attractive to these tourists and particularly relevant to the **Keewatin.**

Implications Of International Travel Trends

Overseas visitors are influenced by similar travel trends reflected in North America. Therefore, in order to increase the level of international visitation to the **Keewatin,** priority will have to be placed on providing value for money, experiential oriented opportunities.

4.3.6 - Summary of Implications for the Keewatin District Tourism Industry

Within the context of developing travel trends, the tourism industry within the **Keewatin** must have the following characteristics:

- o All facilities and attractions, especially accommodation establishments, must give value for money.
- o The tourism industry must be directed towards the attraction **and** satisfaction of specific target markets - primarily those with special interests for which there are appropriate resources in the District.
- o The tourism industry must offer a unique and distinct vacation experience not available elsewhere and certainly not available within the same travel radius from target markets.
- o The industry must cater to a relatively sophisticated market which is demanding more than the traditional "**sun-sea-sand**" vacation. **People** are interested in more specialized tour production, (ie. adventure, educational, participatory, etc.) and are more value conscious.

4.4 Analysis of **Tourism Specialty Markets**

In previous sections, we identified those countries which are expected to generate the greater part of total visitation to the **Keewatin** - i.e., the United States and Canada. However, the populations of these countries are so great and their interests and travel characteristics so diverse that there are obviously considerable advantages in directing product development and promotion to appeal to specific market segments.

Therefore, as a further step in our market analysis, we identified and explored potential tourist target market groups. The selection of these target groups was based on our previous experience with similar studies, on a review of readily available published data, and on our preliminary analysis of the Region's existing and potential ability to attract and support these markets. They represent significant and relatively homogeneous groups towards which tourism marketing and facility development programs could be easily targeted.

Eight **specialty** market groups were identified and subsequently **analysed** to a greater level of detail. These eight market groups were viewed as having the highest potential economic impact in terms of tourism expenditures and development opportunities generated.

They were also those with which the **Keewatin's** resources appeared to be most compatible.

This more detailed investigation involved numerous telephone interviews with relevant local, territorial, national and international associations, public officials, facility operators and tour wholesalers as well as a more comprehensive review of available secondary source data.

The selected specialty markets included:

- o fishing market (fishing camps, trophy fishing);
- o hunting market (big game);
- o remote naturalist lodges market;
- o photographic safari market;
- o general interest package tour market
- o short-term fly-in market;
- o adventure travel market; and
- o arts/cultural/historic tour market.

These markets groups have relatively distinct characteristics in terms of composition, preferences and trends. These characteristics are defined and discussed in the following pages in sufficient **detail** to permit the identification of those with greatest potential and those to which the tourism development strategy in the **Keewatin** will be targeted.

In most cases, each market is discussed according to its potential and characteristics, the capability of the **Region's** resources to accommodate/attract that market, and the implications for tourism development in the **Keewatin**.

We want to emphasize that the following are **general** market segment analyses **and** that it is, as a rule, impossible to estimate **the** actual size of each market group for a destination without first having a **clear** idea as to the nature of

development at that destination. **This** is only a first step. It enables us to examine the likelihood of attracting a specific market group given market trends and requirements, and to narrow the possibilities for development.

4.4.1- **Sport Fishing Market**

Market characteristics

The sport fishing market was investigated by contacting outfitters, lodge operators and several hunting and fishing associations. We contacted operators and outfitters both in the **Keewatin** and adjacent areas so the general characteristics of the sport fishing market **could** be identified. **This** helped us to define the potential of the **Keewatin** as a destination for tourists interested in fishing activities. Certain secondary source data was also reviewed.

Telephone interviews were carried out with the owners or marketing representatives of:

- Angler and Hunter - Ontario's Wildlife Magazine
- Arctic Adventures (La Federation des Cooperatives du Nouveau Quebec)
- Bennett's Fly-in Lodges, Thompson, Manitoba
- Boone & Crockett Club, Alexandria, Virginia
- Foundation for North American Wild Sheep, Cody, Wyoming
- Grande **Domaine** Retreats, Lincoln, Nebraska
- Grosvenor Lodge, Alaska
- **Kasba** Lake Lodge, **Parkersville**, British Columbia
- **Kulik** Lodge, Alaska
- Lynx Tundra, Hay River, Northwest Territories
- **Norcan, Timmins**, Ontario
- Obre Lake Lodge, Lynn Lake, Manitoba
- Ontario Federation of Anglers and Hunters, Inc.
- Snowbird Lake Lodge, St. Paul, **Minnesota**
- SOTOUR Inc. (**Societe** de Tourisme de la Baie James)
- Tourism Saskatchewan
- **Wollaston** Lake Lodge, Saskatchewan

In the Northwest Territories, only fly fishing, angling and trolling are legally acceptable means for sport fishing. Currently there are two types of angling **licences**: the resident sport fishing **licence** available to all persons who have

resided in Canada for a period of not less than six months; and the non-resident **licence**. According to a 1982 study,(1) sport fishing **licence** sales in the Northwest Territories grew from several hundreds in the late **1950's** to several thousands in the **1960's** to over ten thousand by the mid-1970's. As indicated by the table below, sales of fishing **licences** have continued to steadily increase.

TABLE 4-5
NORTHWEST TERRITORIES SPORT **FISHING LICENCE** SALES

Year	Total Licences	Resident Licences	Non-resident Licences
1954-55	133	27	106
1959-60	1 204	407	797
1964-65 *	---	---	---
1969-70	5 209	1 355	3 854
1974-75* *	10 668	6 723	3 945
1979-80	13 186	9 175	4 011
1980-81** *	15 124	10 656	4 468

* No data available

** Definition of resident changed to include all Canadians

*** Estimated

Source: **Topolniski, D.** 1982. Regional Income **Analysis** of Northwest Territories **Fishing Lodges**. Department of Fisheries and Oceans. Table 1.

The primary interest of the fishing tourist is the quality of the fishing experience. This is supported by a recent survey of fishing lodge operators who indicated that the opportunity to catch large fish and the abundance of fish **resources** were the two most important factors in attracting clients to fishing lodges in the **N.W.T.(1)** As shown on the following table 4-6, these two factors accounted for 45 percent of the responses. **The** role of the fish is further evidenced by the inclusion of a third "fish attribute" the opportunity to catch unique species, by 13 percent of the respondents. **In all, fishing attributes account for 58 percent of all responses** while **advertising and prices charged account for only 28 percent of all responses.**

(1) Ibid.

TABLE 4-6

FACTORS MOST IMPORTANT IN ATTRACTING CLIENTS
TO **NORTHWEST** TERRITORIES LODGE OPERATIONS

Factor	Absolute Frequency*	Relative Frequency
Opportunity to catch large fish	18	26
Abundance of fish resources	13	19
Operator's advertising efforts	11	16
Unique species	9	13
Prices charged relative to other operators in N.W.T.	8	12
Incomes of clients	4	6
Prices charged relative to operators outside N.W.T.	2	3
Travel Arctic and Canadian Government Office of Tourism advertising	2	3
Leisure time available	1	2
Changes in foreign exchange rates	--	<u> </u> --
	68	100%

* 2 responses were sought from each of 34 reporting units.

source: **Topolniski**, D. 1982. Regional Income **Analysis** of the Northwest Territories Fishing **Lodges**. Department of Fisheries and Oceans. Table 33.

When the same **persons** surveyed were asked to identify three other market potential attributes which were important in attracting clients, fishing attributes (abundance of fish resources - 22 percent; unique species - 13 percent; the opportunity to catch large fish - **11** percent) accounted for 46 percent of all responses. The income of clients, 13 percent, and operator% advertising efforts, 11 percent, were also mentioned as important factors. **The** remaining responses, distributed over other factors such as pricing, government advertising, foreign exchange **rates** and available leisure time. No one factor represented more than 10 percent of the total response.(1)

A general profile of tourists who currently travel to the **Keewatin** and adjacent areas to participate in sport fishing activities was derived from discussions with fishing lodge operators. Consistent with the 1982 study discussed above, persons who travel to the **Keewatin** for a fishing experience do so because of the size, abundance and unique species of the **fish** resource available. **The** remote location of the **lakes** and rivers to be fished and the opportunity to be one of a small number of persons who experience an Arctic fishing trip were mentioned as other factors which attracted fishermen.

While small numbers of women and married couples participate in sport fishing in the **Keewatin**, clients are more typically middle-aged males traveling in parties of four to ten persons. Up to 75% of these persons originate from the United States especially the mid-western states of Illinois, Michigan, Minnesota, Nebraska, Ohio and Wisconsin. The majority of the remainder come from Ontario, Manitoba and Saskatchewan with the occasional persons from Europe or South America.

Fishermen who travel to the **Keewatin** and adjacent areaa generally possess above average incomes. This is indicated in part by the cost of a sport fishing trip (often equal to or more than the cost of air travel to the north) and in part by the fact that" these fishing trips are generally additions leisure trips taken apart from other non-fishing leisure trips taken with family or friends. While these persons generally have above average incomes, they also expect full value for dollars spent. **They** want to know all costs of a fishing package up front and

(1) **Source:** Topolniski, D. 1982. **Regional Income Analysis of the Northwest Territories Fishing Lodges.** Department of Fisheries and Oceans. Table 34.

prefer that all accommodation, meals, transportation to the fishing lodge or camp site, **and** fishing related services such as the cleaning and storage of fish are included in the cost of a fishing package. Fishing tackle **and** gear, items of a personal nature (i.e., toiletries, tobacco, liquor) and special clothing are not expected to be included in these **costs**.

Market Potential

Sport fishing in Canada declined slightly in the early **1970's** but has not changed significantly since then. Sport fishing can be defined as non-commercial fishing activities including fly fishing, angling, trolling, dip netting, spear fishing, bow fishing and bait fishing. In Canada a 1982 survey indicated that approximately 6300000 Canadians traveling in Canada participated in fishing or hunting activities. In terms of fishing and hunting activities by province residents of Ontario, Manitoba, Alberta and British Columbia undertake these activities most frequently.

As an indication of this trend, surveys of sport fishing in Ontario conducted in 1973 and in 1980 show that participation has declined in recent years. Utilizing Ontario as an example, in 1975, there were 1967474 Ontario residents over 16 years of age who were active anglers. **By** 1980, this had declined by 12% - a fall of 2.4% per year.

Although they constitute a relatively small segment, the non-resident active angler population is more stable. Again, using Ontario as an example, in 1975, there were 646250 non-resident active anglers in Ontario. **Only** about 4% of these were Canadians from other provinces. The majority of non-residents were from the **U.S.** - particularly from the East North Central region. **In** 1980, the non-resident active angler population had dropped by about 2% to 635200 persons. **This** represents a decrease of 0.4% per year.

In the United States a similar situation prevails. A 1983 U.S. survey of household participation in leisure time activities by the Gallup Organization Inc. indicated that about 30 percent of all American **households** actively participate in sport fishing. **The A.C. Neilson Survey of "Trends in Participation Sports"** (1982) shows an unsteady four percent rise in resource consumption (hunting and fishing) recreational activities by Americans between 1978 and 1980. Those surveyed

indicated a rise in participation in such activities while traveling from 40% in 1978-79 to 47% in 1979-80. In 1981 over 14 million Americans visited Canada for one or more nights.(1) Given the interest in fishing while traveling indicated above, this represents a potential of approximately 6.5 million persons who have an interest in a fishing experience as part of their travel to Canada.

Persons who undertake fishing activities on more than an **occasional** basis, frequently belong to fishing clubs or associations.

Membership in hunting and fishing associations appears to be increasing both in Canada and the United States. For example, the Ontario Federation of Anglers and Hunters, Inc. more than doubled its membership from 1979 (18 000 members) to 1984 (46 000 members) and anticipates an increase of an additional 24000 members by 1987.

The Foundation for North American Sheep is an American hunting and fishing association which has also experienced about twenty percent increase in membership since 1980. **The** Foundation currently has a membership of 4000 and anticipates a 40-50 percent growth in membership for 1985. **Most** members earn well above average incomes and in 1984 the Foundation expects to raise approximately one million dollars to support their ongoing funding of wildlife management projects across North America.

The prestigious Boone & Crockett Club is the organization which sets **all** score **cards** and measurements for trophy fishing and hunting in the United States and Canada. Begun by the late American President Teddy Roosevelt, the Boone & Crockett Club is limited to 100 lifetime elected members. **The** members are almost exclusively middle-aged males with well above average incomes. The club designates trophy animals in well detailed categories. Fishing entries pertaining to **Keewatin** include lake trout, **grayling** and Arctic char. Accepted trophies are published in the records book, **Records** of North **American Big** Game, which, along with periodic newsletters, is widely distributed across the United States and Canada to affiliated clubs and associations.

(1) **Source:** Statistics Canada. International Travel Section, 1981.

Resource Capability

The Northwest Territories provides an impressive range of sport fishing opportunities. Freshwater area covers about four percent of the total land area in the numerous lakes and rivers.

The principal species found in the **Keewatin** are Arctic Char, Arctic **Grayling**, Lake Trout, Wallaye and Northern **Pike**. It is these species that attract the fishing visitor to the **Keewatin**. In particular, Arctic Char and **Grayling** are prized catches. Although relatively small fish by weight, averaging less than 5-6 pounds, these are renowned for the 'fight'^w which they put up when caught on a fisherman's line. Lake trout is perhaps the most reputable species due to the large size of fish caught.

It appears that the attributes of the fish - size, unique species, large numbers, ease of catching - are the most significant sport fishing resource attributes in the **Keewatin**. The 1982 Federal Department of Fisheries and Oceans survey of fishing lodge operators in the Northwest Territories stated the importance of the fish resource accounted for 69 percent of clients attracted in the **N.W.T.** while northern **landscape** and wildlife accounted for only 12 percent and the quality of the accommodation a distant 7 percent.(1)

Current Opportunities

While the **Keewatin** possesses an outstanding fishing resource base, the sport fishing **market** is presented with a varied and extensive selection of competing sport fishing opportunities. Canada's vast land base with its **innumerable** lakes, **rivers** and streams provides fishing opportunities across the country. **Promotion** of fishing lodges and outcamps in **all** provinces is well established by provincial departments of natural resources, tourism departments and regional fishing outfitters and tourism associations. Individual operators and lodges are teaming together with travel agencies, tour wholesalers and airline companies to put together packaged fishing trips. Additionally, many of these areas are accessible by road as well as scheduled air carrier. Following are several examples.

(1) **Source:** Topolniski, D. 1982. **Regional Income Analysis of Northwest Territories Fishing Lodges.** Winnipeg, Manitoba; Department of Fisheries and Oceans, Western Region.

There is a range of differences among remote fishing lodges both in the Northwest Territories and adjacent areas where intervening sport fishing **opportunities** occur. According to the 1982 Department of Fisheries and Oceans Survey, the lodges on Great Bear and Great Slave Lakes are larger than lodges in the remainder of the territories. While lodges on these lakes represent **one-quarter** of all such establishments in the Northwest Territories (11 of 41 lodges) they also represent nearly one-half of the total licensed bed capacity (378 of 780 beds). The bed **capacity** for these lodges ranges from 10 to 54 beds, with an average of 34 beds per lodge.

In contrast, bed capacity in the **Keewatin** is much smaller. Using a sample of eight Keewatin-based fishing **lodges/outcamps** from our telephone survey, it appears that, on average, these fishing lodge operations are much smaller than those located on Great Bear Lake and Great Slave Lake. While one lodge has the bed capacity for up to 40 guests, bed capacity for the remaining lodges ranges from 4 to 14 beds, with an average capacity of 11 beds.

The fishing lodges currently operating in the **Keewatin** offer rustic accommodation in small sleeping cabins which are sometimes as modest as wood framed sleeping tents. Carpeting, indoor plumbing, hot and cold running water and individual heating (usually with propane heaters) are almost always features of sleeping accommodation.

All meals and snacks are included in the price of fishing packages at all lodges operating in the **Keewatin**. Meals are generally served in a main dining area, prepared by a resident cook. An exception to this is Bennett's Nueltin Narrows Camp, a housekeeping camp where guests do their own cooking with groceries supplied by the camp operators. Providing guests with high quality food, freshly prepared in generous quantities, including **homebaked** breads and pastries is viewed as a critical service by all operators. Additionally, nearly all lodges provide liquor for sale to their clients.

In British Columbia, **En Route Adventures** offers a series of fly-out fishing packages marketed as 'Charlie **White's Fishing Adventures**'. White (a renowned salmon fishing angler, author and wildlife film maker) endorses the facilities and fishing tour packages offered to over 14 remote fishing lodges in British Columbia, the Yukon and on Great Bear Lake and Great Slave Lake in the Northwest Territories.

In Northwestern Ontario, Pat **Sayeau's** travel agency in Red Lake works with fishing lodges and camp operators to provide Red Lake Wilderness Fishing Vacations. Bookings for the lodges are handled by the travel agency as are travel arrangements to Red Lake. Detailed travel arrangements are absolutely imperative for European and American clients who require confirmation of travel routes and dates before entering Canada.

In Saskatchewan, the Northern Saskatchewan Outfitters Association works with Tourism Saskatchewan of the provincial Department of Tourism and Small Business to publicize, promote and organize fishing packages offered by the province's numerous lodge operators and outfitters. In one instance, the operators of **Wollaston** Lake Lodge work in conjunction with Tourism Saskatchewan to develop and promote fishing packages, including business seminars, and work closely with Crystal Shamrock Airlines of Minneapolis, Minnesota to promote and sell these packages.

Numerous other examples abound in Canada and many others exist in the United States where states such as Minnesota, Michigan, Maine, Colorado and Washington, to name a few, also **possess** significant fishing resources. For instance, Grand **Domaine** Retreats of Lincoln, **Nebraska** operates **Morberg's** Wilderness Fishing Lodge out of Stony Rapids, Saskatchewan, with its **Keewatin** camps operating as associated outpost camps. **The** lodge can be reached either by road or charter air carrier. Lounge facilities, nature trips and horse back riding are among the extras offered for persons accompanying fishermen (i.e., family **members**) who do not wish to fish. Grand **Domaine** also offers its clients the services and facilities of five other lodges which it operates in the mid-west American states as destinations for future vacations. Some of these other lodges offer hunting activities (i.e., elk, mountain goat, mule deer, grouse) in addition to fishing.

Conclusions

The Keewatin Region possesses outstanding fishing resources in its lakes and rivers and has the resource potential to support additional sport fishing activities.

Continued growth in fishing and hunting organizations indicates an expanding potential market of persons with the inclination and the financial ability to pay for the opportunity to undertake a sport fishing trip to the Keewatin.

The competition for the business of exist@ and potential sport fishing clients is often well organized and promoted through public and private sector joint efforts. Operators and outfitters in intervening locations offer quality fishing experiences in remote locations. In some instances, road networks allow access to these facilities by car or truck. In nearly all instances, transportation costs to the lodge or outcamp is significantly less expensive than travel to lodges and outcamps in the District of Keewatin.

As a result, the emphasis of **sport fishing activities in the Keewatin should be on the trophy size and abundance of the fish resource and on the Arctic fishing experience and the provision of quality services, accommodation and food.**

4.4.2 - Big Game Hunting

Market Characteristics

The second type of the specialty tourism market we investigated was hunting for big game animals. Part of our research included examining the activities of the following:

- o Boone & Crockett Club, Alexandria, Virginia
- o Canada North Outfitting, Inc., Waterdown, Ontario
- o Foundation for North American Wild Sheep, Cody, Wyoming
- o Lynx Tundra, Hay River, Northwest Territories
- o Ontario Federation of Anglers and Hunters, Inc.
- o **Qaiivik** Limited, Yellowknife, Northwest Territories

The trophy hunting market shares many similarities with the trophy fishing market. Hunters who travel to the Arctic to hunt for big game such as polar bear, musk oxen and caribou are generally middle-aged male, with white collar, managerial or professional occupations and who earn well above average incomes. Hunters often hunt singly, with **Inuit** guides or in groups of two or three persons. Occasionally, hunting parties **are** composed of married couples or family groups.

The length of hunting trips varies from **5-day** trips to hunt muskox to 14-day polar bear hunts. Hunt costs are high ranging from about \$5000.00 US for a musk oxen hunt to \$15-20000.00 US for polar bear hunts, excluding air fare. Trips are generally offered all inclusive with the exception of air fare to the nearest major point of departure from the point of origin (i.e., Yellowknife) and items of a personal nature including guns and ammunition. Hunters **travelling** to the Arctic to participate in big game hunts do not want to pay extra for services during the hunt and expect good services and guides. As these people are coming to "**go out on the land**" to hunt, they expect to camp but expect dry, warm, comfortable accommodation and very plain, good quality, well prepared food.

The great majority of persons who have participated in Arctic big game hunts are American, with small numbers of Canadiana and west Europeana comprising the remaining minority.

Market Potential

As a leisure time activity, hunting attracts a relatively small percentage of the population in both Canada and the United States.

According to the 1982 Canadian Travel Survey (released in 1984), just over six million person trips were taken by Canadians traveling in Canada were related to hunting or fishing activities. In the 1981 Canada Fitness Survey, hunting was not even listed as an activity in the top 18 recreational activities in which Canadians participate.

In the United States, a similar situation prevails. According to 1982 survey by "**Trends in Participation Sports**" by the **A.C. Neilson Company** (released in 1984) indicated an overall decrease of five percent in the total number of participants in hunting activities between 1972 and 1982. Additionally, a 1983 Gallup survey indicated that only 16 percent or 14 million of **all** Americana participated in some form of hunting as a lesiure activity.

It must be remembered that the figures cited above indicate participation in any type of hunting activity including small game (i.e., beaver, lynx, marten, otter, fisher, squirrel, raccoon, muskrat, weasel, fox, coyote, wolf, etc.), waterfowl (i.e. geese, ducks) and big game (i.e. bear, moose, deer).

Big game hunting almost invariably involves travel to remote wilderness locations, thus restricting participation to a smaller percentage of the overall number of hunting participants. The very high cost of travel to the Arctic, coupled with the high cost of big game hunting trips further restricts the potential market to a small, fairly exclusive and financial well-off market.

One of the most appropriate ways to access this market is through the small number of elite trophy hunting and fishing organizations. Most pertinent of these are the Foundation for North American Wild Sheep and the Boone & Crockett Club. While fishing comprises a **small** component of member activities as mentioned in the previous section, the greater emphasis of each organization is on the conservation and selected hunting of North American big game animals.

According to Mr. Tom Hinders, President of the Foundation for North American Wild Sheep, hunting big game animals is one of the primary interests of the **club's** 4000 members. **Mast members earn well above average incomes, averaging over U.S. \$50000.00 and a majority would be interested in package trips which would combine hunting several types of trophy animals or hunting and fishing.** Promotion of packages could be through promotional prize trips offered at the Foundation's annual general meeting and trade show, through its quarterly newsletter and annual publication and through personal presentations and mailings to individual affiliated clubs.

Canadian hunting and fishing organizations are another **potential** source for part of the big game hunting market. For example, the Ontario Federation and Anglers and Hunters, Inc. has experienced a steady increase in membership, almost doubling in size since 1979. Current membership is 46000 persons and projected membership for 1985 is 52000 persons. Within this organization, it was indicated that a small percentage of members would have potential interest in Arctic big game hunting and an even larger group would have a potential interest in small game, specifically waterfowl, hunting.

Resource capability

The Keewatin Region has outstanding trophy big game hunting **resources.** The region offers the big game hunting market a number of possibilities: land mammals such as polar bear, barrenland caribou, musk oxen; and marine mammals such as seal and **walrus.**

Current Opportunities

It appears that trophy hunting is a relatively recent activity in the **Keewatin** Region and as such represents a very small percentage of the number of visitors who currently visit the area.

Canada North Outfitting, **Inc.** of Waterdown, Ontario has undertaken a number of hunts in the past few years.

Lynx Tundra of Hay River, Northwest Territories offer **barrenland** caribou hunting packages to only 14 hunters per season.

Competing opportunities for similar Arctic big game hunting are present in the Baffin and High Arctic Island regions of the Northwest Territories. Although it does not currently operate in the **Keewatin** Region, **Qaivvik** Limited of **Yellowknife** offer Arctic sport hunts for polar bear, **muskox**, **Peary** Caribou and **Barrenland** caribou. Trips commence in **Yellowknife** and then generally travel to Melville Island or **Holman** Island for the hunts. Hunt packages are offered individually for each type of trophy animal. A combination polar **bear-muskox-seal** package has been offered. The latter has proved to be very successful according to Renewable Resources officials.

Qaivvik hunt packages include: **all** air and ground transportation from **Yellowknife** to the hunting areas; a **guided tour** of **Yellowknife**; **all** accommodation and meals; Arctic clothing (caribou, made to size) or down clothing; trophy tags; two **personal** guides for each hunter with dog-teams or snowmobiles; and fleshing, salting and bagging of the trophy. Hunt packages do not include: transportation and arrangements to **Yellowknife**; **licences**, permits and trophy fees; personal clothing, effects and insurance; guns and ammunition; shipping of trophies, excess baggage from hunt area; and all gratuities, liquor, tobacco and personal items.

Since the company was incorporated in 1977, **Qaivvik** has provided Barrenland caribou hunt packages for about 20 persons; **Peary** caribou hunt packages for about 8 persons; **muskox** hunt packages for about 8 persons; and polar bear/muskox hunt packages for about 12 persons.

Opportunities to hunt big game such as **bear**, moose, wild sheep, caribou or deer abound in nearly all of the Canadian provinces, and in a variety of American states such as Alaska, Washington, Colorado, North and South Dakota and Maine, to name a few and interest appears to be high.

For example, in the fall of **1984**, 1 000 hunters were chosen by lottery by more than 60000 applicants from North America and Europe to take part in the annual six-day moose hunt season in Maine. The hunt was revived two years ago after 50 years of no hunting by law. About 800 hunters each year have gone home with trophies. Residents of Maine represent 900 of the hunters while 100 are non-residents.

In northern Quebec, La Federation des Imperatives du Nouveau Quebec offer spring trophy caribou hunts and meat hunts later in the season.

Conclusions

The **Keewatin** Region possesses the wildlife resources to attract the big game hunting market.

Most participants in big game hunting activities earn well above average income and are willing to pay the **costs** required for the opportunity to hunt Arctic trophy-size big game.

Membership in relatively exclusive hunting and fishing organizations such as the Foundation for North American Wild Sheep appears to be stable with increasing membership anticipated. **Such** organizations represent the greatest concentration **of** potential participants in big game hunting activities in the **Keewatin**. **These** organizations also have information networks (i.e., membership mailing lists, **quarterly** newsletters) which, if properly accessed, could provide an important promotional function, reaching members in affiliated chapters and individually across the United States and Canada.

To fully exploit the market with respect to big game hunting, hunting packages might be developed which **focussed** on providing combination hunts, as feasible, polar bear - **musk** ox, musk-ox caribou etc. **This** approach seems to be of interest to American **clubs** and has been successful in the Western Arctic.

4.4.3 - Remote **Naturalist** Lodge Market

Market **Characteristics**

While fly-in fishing lodges and **outcamps** make up the remote lodge operations in the **Keewatin**, there are other remote lodges in adjacent areas which cater to devotees of the outdoors who are not attracted by fishing resources. To undertaken **an** examination of remote naturalist lodges, we investigated the following lodges which currently operate in areas adjacent to the **Keewatin**:

- o **Bathurst** Inlet Lodge, Cambridge Bay, Northwest Territories
- o High Arctic International Explorers Services Ltd., lodge at Lake **Hazen**, **Ellesmere Island**, Northwest Territories
- o Old Squaw Lodge, near MacMillan Pass, Northwest Territories

A love of nature is a primary characteristic of guests who patronize remote naturalist lodges. Bird watchers, botanists, amateur geologists, amateur photographers, artists and history buffs are among the people who go to the expense and effort to holiday in the Arctic. Favoured activities include: bird watching; viewing wild flowers and the varied Arctic wildlife; hiking and exploring the unique geological features near which the lodges are frequently situated; nature photography; learning about local culture and history; and spending quiet time in observation, writing or meditation.

People who stay at remote naturalist lodges generally tend to possess above average incomes, although a small percentage of these are persons with average incomes who carefully plan and save for such trips. These people are frequently mature individuals (50+ years old), almost invariably with education beyond the secondary school level and employed in (or retired from) white collar, managerial or professional occupations. Individuals and couples are the most **frequent guests** . with small groups of naturalists making up a small percentage of existing clientele. **In** addition, and in particular at **Bathurst** Inlet Lodge, guests accompanied by grandchildren is not an uncommon occurrence.

Remote naturalist lodges generally tend to be relatively small, accommodating at maximum between 15 to 20 guests at a time and only 80 to 100 guests in total during a six to eight week operation period. Facilities **are** generally modest, rustic log cabin style accommodations. Although rustic, the accommodation is comfortable. Services provided in weekly package rates include meals, transportation to and from the lodge location and the nearest airport and guide services to locating wildlife and local points of interest.

Market Potential

Interest in naturalist activities has been growing in recent years. **The** 1960's witnessed renewed interest in and concern for the **natural** environment throughout North America. This interest has remained in spite of the harsh economic pressures of the late **1970's** and early **1980's** and it is expected that large groups of people on both sides of the international border will be interested in participating in naturalist activities in the foreseeable future. As **members** who **grew up** in the **1960's** and **1970's** are now in their **30's** and **40's**, they will be looking for **more** comfortable, less **physically** taxing and more often family **oriented ways** of appreciating **nature**.

Potential markets with possible interests in Arctic wildlife history and scenery, would not only come from individuals but would also come from small special interest groups such as provincial federations of naturalist clubs (i.e., the Ontario Federation of Naturalists), societies interested in **Inuit** culture (i.e., The Arctic Society), national naturalist organizations (i.e., Canadian Nature Federation) and international organizations (i.e., the Audubon Society). Although memberships in these organizations is relatively small (i.e., Federation of Ontario Naturalists - 8500 members; The Canadian Nature Federation - 12000 members), they are either growing slightly or are stable and members have a long time interest in naturalist activities.

As mentioned **earlier**, the mature adult market - people of 55 years and older - has been steadily increasing and will expand rapidly in the late **1980's** and **1990's**. This small market comprises a significant proportion (up to 50 percent) of the membership of naturalist organizations. **Members** enjoy average to above average incomes and are able to afford the costs of travel to the Arctic or are **highly** motivated to give up other leisure activities to plan and save for such

excursions. ” Members are accustomed to mild physical activity which naturalist pursuits require and expect comfortable, clean but not necessarily deluxe accommodation in remote "**wilderness**" locations.

Resource Capability

The diversity of physical, biological, scenic and cultural resources of the Keewatin are highly compatible to the development of remote naturalist lodge facilities. Rivers, cliffs and waterfalls and ground which is repeatedly frozen and thawed provide dramatic dimension and pattern to the landscape. Wildlife - most certainly caribou and musk oxen and an occasional Arctic fox, polar bear and Barren-ground grizzly bear - provide excellent opportunities for wildlife viewing and photography. Numerous bird species provide the opportunity for guests who prefer gazing skyward to view the **region's** wildlife. The ancient artifacts of the **Keewatin's** first **peoples**, the reminders of historic exploration and whaling expeditions and contemporary **Inuit** culture satisfy the special interests of these guests with cultural and historic interests.

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Remote resort lodge facilities can be developed into a number of ways, catering to needs and interests of different tourist groups. Development can be in the form of: a four season destination resort offering luxury (4-5 star) quality services, facilities and attractions on a year-round basis; a family oriented resort catering exclusively to family markets with affordable camp-like self-catering accommodation and facilities; and rustic lodge accommodation providing **small-scale** remote log cabin accommodation with appropriately low key support amenities. It is into this third category which describes the remote naturalist lodges in Arctic locations.

Oldsquaw Lodge is located **440** miles northeast of Whitehorse, Yukon in the Mackenzie Mountains in the Northwest Territories. The lodge consists of nine buildings - a two storey building housing a combination kitchen-dining room and upstairs observation lounge, five **double-occupancy** guest cabins, a bathhouse, a small storage shed and the personal cabin of the owner, Sam Miller, a wildlife biologist. Guest cabins are heated by wood stoves, have chemical toilets and

cold running water. The observation lounge, while appropriately **rustic**, has three walls of windows plus skylights, carpet and oak-parquet **flooring**, a stone hearth, propane lamps, a tape deck, a large bookshelf and a small wet bar.(1)

The lodge was started in 1982 and has operated at 60 percent capacity. The lodge is open from mid-June to early October. As many as **18** guests have been accommodated at a time, but the average number is 10 persons per week. Each guest pays \$125 per day for meals, accommodation and guided **hiking and jeep** trips across the barrenlands. Fishing, hiking, climbing, canoeing, observing wildlife and the landscape and watching the weather are favoured past times of visitors. While the majority of visitors are Canadian or American, international visitors have come from Chile, Germany and Scandinavia.

Bathurst Inlet Lodge is located at Cambridge Bay (**Bathurst** Inlet), N. **W.T.**, a two-hour flight northeast of **Yellowknife**. Originally a Hudson Bay Company trading post, the "lodge was converted into a resort in 1969 by Glenn and Trish Warner. Facilities for accommodations and dining are housed within the one building. Although the setting is remote and the decor rustic, facilities are much more luxurious than at a lodge such as Oldsquaw. All inclusive weekly rates of \$2000 per person include air charter to **Bathurst** Inlet from **Yellowknife**, accommodation, meals and guided tours.

Tours and activities have a naturalist and **historic-cultural** orientation. Excursions are offered for geological and scenic interests, bird watching, wildlife (including wild flowers) viewing and photography, **Inuit** and ancient **Thule** campsites and areas visited by the Franklin Expeditions of the 1800s.

Local **Inuit** serve as guides, maids and caretakers at **Bathurst** Inlet Lodge. The lodge is open for June and August and accommodates an average of 100 guests per season. Past guests have included Canadian Governors-General and Prime Ministers, members of the Federation of Ontario Naturalists and the Arctic Society, among others. Most recently, the lodge was the site of a meeting between Tagak **Curley**, the NWT Minister of Territorial **Economic** Development and representatives of **Canada's** five chartered banks.

(1) Source: Robinson, **Bart.** 1984. "The Armchair Arctic" Equinox, Vol. **III**, No. **13**: 89-91.

Competing opportunities for remote Arctic naturalist lodges also exist in the Yukon, Alaska and Greenland.

Conclusions

The potential market for remote **naturalist lodges** is **relatively small but is** composed of individuals **who** are highly interested in **exploring and undertaking naturalist activities** in remote, wilderness **locations**.

Individuals who patronize remote lodges are able to readily afford or are willing to forego other luxury items in order to experience a unique distinctive, and comfortable vacation experience at a naturalist lodge located in **Canada's** Arctic.

Vacation packages at remote naturalist lodges **must** include all costs and services up front. People are willing to pay top dollar for the opportunity to experience the **Arctic's** incomparable natural setting and to be shown local sites and culture. As a result, quality interpretive and guiding services are a necessity as and is an atmosphere of friendly hospitality.

4.4.4 - Photographic safari Market

Market **Characteristics**

The photographic market **can be** considered a relatively small but dedicated market. The following associations and tour operators were contacted for further information on the characteristics and potential of the photographic safari market:

- o Ecosummer Canada, Vancouver
- o **Camar** Publications (Photo Life Magazine), Toronto
- o Great Expeditions, Vancouver
- o **Thru-the-Lens** Tours, Culver City, California
- o National Association for **Photographic** Art, Toronto
- o Victor Emanuel "Nature Tours, Austin, Texas
- o Photo-Synthesis Inc., **Saskatoon**
- o Alaska Photo Cruise, Seattle, Washington

Photography and photographic tours appear to appeal to a broad cross-section of the general public. The market is comprised of individuals of all age groups between 18 and over 65 years of age. Income levels recorded were evenly split between average and above average income brackets. A mix of professional backgrounds is common among photographic groups, however, a higher degree of education among them is apparent as compared to other specialty markets. A readership survey conducted in August, 1984 by Photo Life indicated that 30% of the readership had obtained a university degree.

The photographic market is divided fairly evenly between Canada and the United States. Penetration into the European market currently is not significant. The location of an association or a tour operation will dictate the scope of member or client origin, i.e., primarily Canadian or American, depending on the location of the base operation.

Photographers, overall, tend to travel extensively. Results of the Photo Life survey indicate that 87% of their sample (1200) have travelled in the past twelve months. Photographers appear to favour North American destinations as demonstrated in the following table.

TABLE 4-7
TRAVEL **DESTINATIONS: PHOTO LIFE SURVEY, 1984**

Travel within home province	56%
Other Canadian	54%
United States	47%
Europe	9%
Other	9%

In terms of foreign travel, travel closer to Canada in the New England states, for example, is increasing. In order to establish trends such as this, the Photo Life survey included a question **dealing** with travel over the past 3 years and within the last 12 months.

TABLE 4-8
TRAVEL OUTSIDE CANADA DURING THE PAST 12 MONTH
AND 36 MONTH PERIODS: PHOTO LIFE SURVEY, 1984

Past 12 months %	Destination	Past 36 months %
8	Florida	11
10	California	12
4	Hawaii	7
10	New England	6
14	New York State	9
26	Other U.S.	18
6	Mexico/Central America	5
3	Caribbean	5
6	United Kingdom	4
1	Scandinavia	1
8	Other Europe	7

Market **Potential**

Two views on the potential for the photographic safari market have been expressed by those **individuals we contacted**. Some feel the market may be declining somewhat due primarily to economic factors. Decreasing sales of photographic equipment and increasing difficulty in selling photographic tours (according to a few wholesalers contacted) reflect a diminishing amount of disposable income. The number of members registered at both the National Association for Photographic Art and its American counterpart, the Photographic Society of America, has decreased slightly during the last year following a period of modest growth. This decrease has been attributed to the high costs of maintaining photographic activities as a hobby. **On** the other hand, **all** contacts stated that interest in photography is strong if not growing.

Interest in photography can be measured through participation in photo contests, rising photo finishing sales, increasing subscriptions to and general sales of photo magazines and the increasing number of calls to photographic associations (e.g., the National Association for Photographic Art) for general information.

Photo Life holds one major competition annually and succeeds in attracting the submission of over 10000 images. **Maclean's** recent competition (winning photos displayed in a September 1984 issue) included over 9000 entries.

According to the editor of Photo Life, and **based** on the survey carried out by the magazine, purchases of camera equipment are decreasing. However, the fact that photo finishing sales are increasing is a more accurate indication that popular interest is indeed growing.

Numbers of subscriptions and general sales of photo magazines are a further indication of rising interest in photography. Camera Canada, the magazine published by the National Association of Photographic Art has, over its **2½** year history, increased in sales from 250 to 650, a 160% increase. Photo Life, which has a much larger audience, has experienced a 27% increase in sales and subscriptions over the last 10 year period, from 55000 to 70000.

It appears that the photographic market can be best reached through these specialty magazines. According to the results of the Photo Life survey, 49% of the magazine's audience purchases various issues to examine the advertising within. Based on a readership of 70000, it has been estimated that over 500000 purchase recommendations are made by these photography enthusiasts to their "**non-enthusiastic**" friends. Magazine content **has** the potential to greatly influence those who read it. Magazine articles or advertisements, such as that displayed on the following pages, could be considered the most effective way of reaching the market in terms of promoting tours to the Keewatin.

To **summarize**, although there is a feel@ that **economic conditions are constraining the actual growth** of the mar&et as reflected in intense **consumerism**, the potential for growth is extremely high as based on the level of **interest expressed** through various other **indicators**.

Tours

With the exception of one American firm contacted, wholesalers have been offering photographic tours for a short period of time, typically about two years. It is therefore difficult to estimate the degree of success **and** potential growth in the supply of these tours. Those wholesalers who have offered trips express satisfaction with the response and state that although no great increase in

PHOTO SCHOOL

PHOTOGRAPHING WINTER

by Courtney Milne

Photographing winter holds more potential for challenge, frustration, and reward than any other season I have had a love-hate relationship with winter for years. It affords the opportunity for making pictures with impact and drama. Some pictures require getting out into the thick of the winter storm, testing yourself against the cold, pitting yourself against nature's most unforgiving elements, other winter scenes can be made as you bask in the sun of a warm February afternoon. Each type has its own appeal: let's look at them both.

The Winter Storm

There are few heroes that excite and inspire me as much as the winter storm. The sheer challenge of translating the feel of it into bold effective design comes close to the heart of me. The supreme challenge arises from the truth that to photograph it requires being there. Oh, the luxury of the painter or draftsman who can observe from a location of comfort, then execute his art in a location of warmth and safety! Not so for we cursed photographers. Not only must we brave the elements but at the same instant we must apply our minds and souls to the finer nuances of making images of merit. To make our best photographs while undergoing torture, requires attaining a schizophrenic state beyond the capability of the average man (or woman). Yet the mere thought of a successful outcome, however remote, compels us to try again.

In the course of my attempts, I have acquired a few helpful ideas to pass on to the intrepid. I admit it's like advising David which stones he ought to use to slay Goliath but here goes. The main technical problem in severely cold weather is keeping camera and film warm. You can freeze your fingers solid but if the film gets too cold, it becomes brittle and when you try 10 advance to the next frame it can crack or break. In -30° C, the camera batteries last about one minute. This, however, is enough time to meter a few exposures and store that knowledge in your head.

It's best to use a camera with a mechanical shutter release. Models that rely on an electronically-controlled shutter will die completely once the batteries are



Most photographers forget that blue skies and sunshine are also a part of winter.

drained. Although the batteries are the first to go, the next problem can be a sluggish shutter, resulting in over-exposed pictures. The best solution I have found to all of these problems is to wear a warm, thick parka and carry the camera by a strap around my neck. Keep the camera underneath and bring it out just long enough to make the exposures. Zippers work better than buttons for getting to the camera. I wear cotton gloves with big furry mitts over top, which I can tuck under my arm while adjusting the camera controls with just the gloves on. A curse here and there, muttered quietly under the breath, also serves as a reminder that you are still alive and in the fight. Also, be consoled that once your fingers freeze completely, it's not so bad!

Lens fogging can also play havoc as the camera goes quickly from warm to cold. Give the lens 30 or 40 seconds to clear before shooting. You will find that the viewfinder also tends to fog, particularly if you are wearing a parka hood. I have found that I can greatly reduce the condensation by slowly breathing in while peering through the viewfinder. Turn away to breathe out, and both the problem and the viewfinder will clear up.

I will still carry a tripod unless it is severely cold, take the camera from its shelter, and mount it for each series of shots. Not only does the tripod help to produce

more precise compositions, but also it allows for slow shutter speeds — a must if you want to portray falling or blowing snow. With a normal lens focused at medium or infinite distance, I set the shutter speed at 1/15sec or 1/8 sec to portray short streaks of snow. Use slower speeds with a wide-angle lens and faster speeds with a telephoto. The important consideration is to find at least some dark tones in the background to provide contrast for the lighter snow movement.

The white of a blizzard is not enough, in itself, to convey the sheer desolation and abandonment that you will probably feel. You need other shapes to create a visual contrast, and to help tell the story. Something small or muted can work well. By devoting the majority of the picture space to the white of the storm, you can create a feeling of the storm being overpowering. Time your exposure to get just the right amount of blowing snow obliterating the scene. Exact timing will depend on the mood you want to convey.

When the police advise against highway travel or the radio reports "snow and blowing snow," that's when I like to get out and photograph. I often drive a distance looking for the right scene, before I decide on how I will proceed, and then leave the car with the motor (and heater) running. Right-angles to the wind is a good direction to capture the movement, of the blow-

demand is expected, the market appears strong and stable. One wholesaler mentioned that natural history tours, although not advertised as photographic excursions, are in fact popular vehicles for photographers to work in new locations or with new material (Photo-synthesis). Another operator suggested that beginners or true amateurs should be a target for specialized photographic tours since dedicated photographers tend to want to travel on their own (Alaska Photo Cruise).

Existing tours normally accommodate only a small number of photographers per excursion. Another common trend is the presence of a resource person who is usually a well known photographer/teacher such as Robert Taylor or Courtney **Milne**. According to the editor of Photo Life, experts such as these basically have their own following and can fairly easily attract parties or individuals to organized photographic tours.

PhotoSynthesis Inc. is operated by Courtney **Milne**. Photo tours include destinations such as the Bahamas, Ecuador/the Galapagos Islands, Australia, New Zealand, Alaska and six locations within Canada including Churchill. Many of these tours are administered by other tour wholesalers or individuals such as Great Expeditions, **Sharron Filstein** or Robert Taylor. In these cases, someone like Courtney **Milne** becomes the resource person whose name is used in the marketing of the tours.

Great Expeditions and **Ecosummer** Canada offer natural history, adventure and photography excursions to small groups of people to Australia, Ecuador and the Galapagos Islands and New Zealand (Great Expeditions) and several British Columbia destinations (**Ecosummer** Canada). Both of these operators are interested in offering tours to the Keewatin (Great Expeditions will be offering an adventure trip to the **Baffin** and **Ellesmere** Islands in 1985) but neither felt the focus would be photography. Adventure tours for kayak enthusiasts, for example, appeared to them to be more feasible.

Thru-The-Lens Tours, Victor Emanuel Nature Tours and Alaska Photo Tours are three American wholesalers that were contacted for information on the photographic safari market. **Thru-The-Lens** Tours is the only operator contacted that has been in operation for over **20** years. Small groups of amateur photographers have been led by experts to several parts of the world. In 1984, a **tour was** first led to **the Churchill area** of **Hudson's** Bay (cost \$1495 U.S. excluding air fare). The trip **will** be repeated in 1985. A high Arctic trip will **also** be initiated in 1985 and will concentrate on the **Baffin** area (cost \$5100 U.S. for land portion only).

Victor Emanuel Nature Tours are primarily **birdwatching/wildlife** viewing tours. Four tours a year are conducted to Churchill, two to view and photograph polar bears and two to do some **birdwatching**. A new tour to Churchill, scheduled for June 1985, will be billed as a photographic safari with expert Robert Taylor as the resource person.

The Alaska Photo Cruise will operate for the first time in August 1985 in conjunction with **Sundance** Cruise of Vancouver. A private entrepreneur has organized this tour to coincide with the Photographic Society of America's annual conference to be held in Seattle. The resource **person** for this excursion into Alaskats Inside Passage will be Courtney Milne. **Future plans could include taking tours to other Arctic areas.**

According to a few of these contacts, the **Keewatin** suffers from lack of image and **exposure**. Some feel that it is the **Keewatin's** responsibility to reach out and inform prospective wholesalers. It was suggested that the **Keewatin** could interest photographers after an expert had been invited to the region to explore, take photographs and report the experience to a widely read photo magazine.

The Eastern Arctic and the Churchill area appear to have begun to be penetrated by both Canadian and American markets. Tours to the **Keewatin** are not discounted, however, but wholesalers feel not enough is known **about** the region for it to be considered.

Resource Capability

The Arctic in general has been termed a virtual "**playground**" for photographers due to the nature of the light that could never be duplicated in southern areas. Tours emphasizing certain themes such as 'snow **photography**' could have potential in an area such as the **Keewatin**.

Resource persons appear to be an extremely important selling point for , photographic safaris. The major problem with the **Keewatin** at the moment is that these resource persons, who are often used as a lure in the promotion of tours, are not familiar with the area nor are the potential tour wholesalers. The market will not be effectively reached until this obstacle is overcome.

In the meantime, other areas in the Arctic, particularly **Baffin Island**, are the major competing areas. Churchill can be termed an intervening area. However, tours to Churchill could conceivably be extended to the **Keewatin**.

Conclusions

The photographic safari market can be considered small but strong and can be expected to maintain its stability and at best grow with the improvement of general economic conditions. The market is already prone to extensive travel within North America primarily and quite willing to consider new areas.

The major obstacle now in promoting tours to the Keewatin is the area's lack of exposure and apparent lack of self-promotion or attempts at creating an image for itself. Resource people and wholesalers offering photographic tours must become familiar with the area before being in a position to consider it as a potential destination.

4.4.5 - General Interest Package Tour/Short-Term Fly-In Markets

a) **General Interest Package Tour Market**

Market Characteristics

Analysis of the general interest package tour market was somewhat difficult at the outset since the distinction between general interest package tour information and special interest tour information is not always clear. The problem arose when we attempted to classify the sources of information, that is, the tour wholesalers themselves into two separate groups. We soon discovered that although a wholesaler may offer an adventure tour, for example, this wholesaler may in fact also offer general interest packages. In order to avoid confusion and overlap with other sections, we will **concentrate on extracting information from our discussions with general interest package tour wholesalers who currently offer trips to the Keewatin.** These include:

- o Great Canadian Travel Company Ltd., Winnipeg
- o Horizon Tours, Toronto
- o North American Nature Expeditions, Inc., Birmingham, Alabama
- o Via Rail, Winnipeg

Three additional wholesalers who may offer in the future trips to the Churchill area were also contacted. Churchill is the **Keewatin's** major intervening area and appears to be attracting a growing number of tourists on general interest commercial packages. We feel it is important to include a sample of these in our analysis of the general interest package tour market:

- o Dan Dipert Travel, Arlington, Texas
- 0 American Tours, Inc., **Minneapolis, Minnesota**
- 0 Pacific Western Airlines Ltd., Calgary

A general interest tour to the **Keewatin** is normally considered an introduction into a new area and a different way of life. Sightseeing, photography, visiting art **centres** are the usual activities undertaken while on these tours. The general interest package concept appeals to the seniors and retired market because a taste of an "**exotic**" area can be acquired without the strenuous outdoor adventure-related activities required on other tours. In an earlier section we documented the expected impressive growth of the older adult or seniors market.

A mix of professional backgrounds can be encountered in a general interest tour group but from our discussions with wholesalers, the trend appears to be leaning toward professional people such as teachers and doctors. Income brackets, accordingly, are average to above average.

Visitor origin is difficult to pinpoint and appears to be **wholesaler-dependent**: Horizon Tours has a clientele for the **Keewatin** tour which originates almost exclusively in Southern Ontario; Via Rail, the Great Canadian Travel Company and North American Travel Expeditions, on the other hand, target U.S. markets primarily. The **strongest market area for general interest tours appears to be the united states.**

Although the Great Canadian Travel Company offers what is considered a general interest tour, its fairly uncommon travel package attracts a market with a different profile than described above. These travelers appear to be young professionals with above average income who are attracted to the concept of an unescorted, write-your-own travel itinerary, the Arctic Travel Pass, general interest tour. The company indicated that

consumer response is good and the market is expected to remain stable or grow. This wholesaler and its market appear to be an exception to the average general interest tour.

Market Potential

Although the market in general **is expected to grow, the market for general interest tours in the Keewatin may decline.** This poor showing has been attributed to two factors:

1. Traveling into the **Keewatin** involves high costs that must be borne by the tourist in purchasing a tour package. The market appears to be increasingly reluctant to incur these high costs for short excursions.
2. **The Keewatin** tourist product is not perceived to be special or polished enough, thus making the selling of the tour package difficult. Further to this, the **Keewatin** does not have an image that can be easily conveyed to potential tourists.

The market may also be declining due to overall travel trends indicating a demand for more specialized tours offering value for money expended.

Reaction to the poor market potential for general interest package tours is diverse. One wholesaler contacted is planning to cut back the number of trips to the region. However, plans for the indefinite future include extending the existing travel itinerary into additional communities. Another wholesaler has already expanded this tour package for the 1985 travel season.

North American Nature Expeditions offered its first tour to the **Keewatin** in 1984 and therefore could not project the success of its tour. Since response was favorable, the trips will be offered again in 1985.

clearly, **wholesalers currently offering general interest package tours to the Keewatin are at a cross-roads in terms of deal@ with a changing market.** General interest tours to the **Keewatin** may possibly decline in number **or** become more elaborate in their itineraries or more specialized in their activities.

Although the **Keewatin** does not appear to be increasing its share of the general interest **package** tour market, the Churchill area is successfully penetrating this market. Next **year's** travel season should be a record year in terms of tourism arrivals and receipts in Churchill.

Some wholesalers which have been successfully lured to the area by promotional efforts such as familiarization trips include Dan Dipert **Travel** of Arlington, Texas; American Tours, Inc. of Minneapolis, Minnesota; and Pacific Western Airlines Ltd. of **Calgary**. These wholesalers will, as of 1985, offer **general** interest tours to Churchill.

The characteristics of the market these wholesalers cater to resemble closely those described for wholesalers offering tours in the **Keewatin**: tourists are generally elderly, wealthy, and primarily from the United States. However, it was felt potential exists for **expansion** into **younger** markets especially the **international and the incentive travel markets**.

Special interest tour wholesalers have also been attracted to the Churchill area. These tours centre on viewing and photographing birds, polar bears and flora of the tundra. **The** Manitoba Museum of Man and Nature, Victor Emanuel Nature Tours, North America Nature Expeditions and **Thru-the-Lens** Tours are examples of institutions or wholesalers currently visiting Churchill.

Most of the wholesalers visiting or planning to visit the Churchill area have expressed an interest in extending their tours into the **Keewatin**. They need however, to be convinced or aggressively sold on the opportunities in the **Keewatin**.

Tours

This section will provide more in-depth information on the current general interest tours offered to the **Keewatin** as well as the future plans of the wholesalers that provide these tours.

Horizon Tours took four groups of about 35 tourists to the **Keewatin** in 1984 on their **Hudson's Bay and Keewatin** package. Each trip was eight days long and followed this itinerary: to Churchill by train, then to Eskimo Point, Rankin Inlet, Baker Lake and Repulse Bay by **special** charter. Two

nights were spent in **Rankin** Inlet on each trip. Side trips were then taken to the other communities on the agenda. Interest in this tour has declined in past years for reasons described in a previous section. Future plans relate primarily to the expansion of the existing package to include a relatively comprehensive circular tour of Hudson's Bay which has been termed a sort of flying safari. The planned 1985 itinerary will begin in Toronto. A flight to **Timmins** will be boarded which will be followed by a train ride to Moosonee aboard the Polar Bear Express. A charter plane will then be boarded for Churchill where the group will stay overnight. The following day the tour heads for Eskimo Point (where hunting lifestyle of the community will be highlighted) then to **Rankin** Inlet. The group will be based in **Rankin** Inlet for three nights and will take day trips to Baker Lake (where **Inuit** art will be highlighted) and Repulse Bay (whaling history). **The** group will then cross the Bay and reach the **Belcher** Islands to experience the Quebec **Inuit** lifestyle. A tour of the James Bay LG2 **hydro-electric** project will follow (two nights accommodation) and conclude the tour. Return flight to Toronto will be via **Timmins**. It should be noted that the above development and marketing of this package is being done with funds provided under the current E.D.A. or other NWT program. We were not able to determine if this package would have been developed without this funding.

Although Via Rail is considering cutting back its current number of tours to the Keewatin, Via is also planning to expand the tour to include more communities. The Hudson Bay Explorer and Great White Bear Explorer Tours presently offer one day fly-ins to Eskimo Point. Future plans are not **as** definite as those of Horizon Tours but it is hoped that trips to **Rankin Inlet** and Baker Lake may be added to the tours. The high costs involved in such a change and the possible impact on clientele are the primary restraining factors to expansion of this sort.

North American Nature Expeditions offer an "**Arctic Encounters**" tour package. Destinations include Wimipeg, Churchill, **Rankin** Inlet, Yellowknife, Cameron Falls and Great Slave Lake. This wholesaler is fairly optimistic of its Arctic. tour and hopes to increase the number of trips offered to the region.

The Great Canadian Travel Company has a rather unique approach to marketing tours to the Arctic. The package that currently includes destinations in the **Keewatin** is the 14 day "Arctic Pass **Tour**". Tourists literally write their own travel itinerary based on documentation provided by the wholesaler. **Rankin Inlet** is the usual **Keewatin** destination chosen. This tour will continue to be offered but efforts are now concentrated on developing more tours to Greenland. Over 300 clients are expected to take these tours in 1985. The Company is also in the process of developing a tour that will include Greenland, Iceland and Northern Scotland.

Resource Capability

The most important resource characteristic the **Keewatin** region has in terms of impressing the general interest tour market is its population. According to one wholesaler, visitors on his packaged tours always have "high emotional responses regarding contact with the **Inuit** culture". The Arctic way of life that can be experienced in the **Keewatin** is one of the **region's** major tourist assets.

A few resource problems were mentioned by the wholesalers we surveyed. One that **cannot** be remedied but can be frustrating or even detrimental to tourism relates to fog. One wholesaler mentioned fog was the cause of the cancellation of a familiarization trip to **Rankin Inlet**. Because of this personal experience, the proposed 1985 tour to Churchill will not be extended to the **Keewatin**.

The tourism plant does not appear to be sufficiently developed for some wholesalers to consider taking a group to the **Keewatin** (ie. lack of suitable accommodation in certain communities to accommodate group tours, unsuitable ground transportation such **as** in Baker Lake site). Others feel services and accommodations are overpriced and consequently that costs are too high for their markets.

Finally, the **Keewatin** does not have an existing saleable image. **This** makes the region difficult to sell. Furthermore, some wholesalers are reluctant to promote a region **in** a fashion normally reserved for regional public and/or private tourism-related agencies.

Areas competing for the share of the market include Greenland, Alaska and even Finland. Greenland, in particular, has been singled out due to its attractive, natural resources and its well organized and relatively

inexpensive tourism plant resources. Select brochures from these destinations are included in the following pages. From the Finland example, clearly, pricing will be a major factor in the success of future tourism programs to the **Keewatin**.

The **Keewatin's** major intervening opportunity is the Churchill area. Since tourists have already travelled a great distance to reach Churchill on their tour, potential exists to draw these tourists further north. Therefore, this intervening opportunity may be used to **Keewatin's** advantage given strong promotional efforts.

conclusions

The market for general interest package tours to the Keewatin is not perform@ well. The Churchill area, on the other hand, appears to be penetrating the market successfully. This success may be attributed to promotional efforts on behalf of tourism officials. Given the possibility of further promotion by **Keewatin** representatives, potential exists to tap the Churchill general interest tour market by selling the wholesalers in question the idea of extending their tours to **Keewatin** communities.

Notwithstanding the potential for growth that exists with **respect** to the Churchill **area, tour** wholesalers currently taking trips to the **Keewatin** are at a turn@ **point**. Either the number of tours offered will be cut back or **existing tours will be redesigned** to reflect the growing demand for more **specialized tours**.

We detected an ambivalent attitude on behalf of wholesalers respecting future **Keewatin** offerings. Clearly, the **Keewatin** must move aggressively and **"go after"** these operations with the right promotional material to penetrate this market further.

b) **Short-Term Fly-In Market**

Through our research, we have discovered that in terms of Arctic travel, the short-term fly-in market is closely related to the general interest package tour market. Most general interest tours to the **Keewatin** are, in fact, short-term fly-ins. Via Rail tours, for example, fly to Eskimo Point for only a day. Even Horizon **Tours new Hudson's Bay Circle Tour** for 1985 is composed of a sequence of short **fly-ins** into **various** communities.

1984/85 FINLAND

FINNLINK FLIGHTS TO HELSINKI

\$799 from MONTREAL
\$895 from TORONTO

CHILDREN UNDER 12: \$599 from MONTREAL,
\$671 from TORONTO



Norwegian fjord



Copenhagen's Central Square



Olavinlinna Castle in Finland



Canal in Turku, Finland's
oldest city



Frederiksborg Castle, North
Sealand, Denmark

VOLS FINNLINK À DESTINATION D'HELSINKI

DE MONTREAL: 799\$
DE TORONTO: 895\$

ENFANTS DE MOINS DE 12 ANS: De MONTREAL 599\$,
De TORONTO 671\$.

FINNLINK LENNOT HELSINKIIN

MONTREALISTA: \$799.
TORONTOSTA: \$895.

ALLE 12 V. LAPSET: MONTREALISTA: \$599,
TORONTOSTA: \$671.





Lapland snowmobile excursion



Colorful Lapp ceremony

Discovering the adventures of

ROVANIEMI—Lapland's colorful capital

7 days/6 nights US\$189

8 days/7 nights CA N\$259

Single Supplement US\$80, CA N\$120

TOUR PRICE INCLUDES: FT-4-AY11HELRVN84'85

- Round-trip air transportation between Helsinki and Rovaniemi
- 3 nights accommodations in a first class hotel in Helsinki
- 3 nights* accommodations in first class hotel in Rovaniemi
- Round-trip bus transportation from airport to Helsinki terminal
- Full Finnish breakfast daily
- "Half-day" sightseeing tour of Helsinki
- Morning sauna and swim
- Helsinki Card
- Guide to Finland's restaurants
- All service charges and taxes
- 4 nights from Canada

ABOUT ROVANIEMI

Located right on the Arctic Circle, Rovaniemi is the capital of Finnish Lapland. Having been virtually destroyed in World War II, its present layout was designed by Alvar Aalto in the form of reindeer antlers. The phenomenon of the Northern Lights frequently turns the city into a spectacular light show. And centered as it is in Lapland, Rovaniemi provides a superb base for discovering the fascinating Lapp culture and way of life.

LAPLAND'S DELIGHTS AND Delicacies

Unique in all the world, Finnish Lapland and its rugged arctic beauty are part of a different and exotic culture. Colorful Lapp costumes date back to the 15th century and can be worn not only at festival times but also as the Lapps go about their daily tasks. From Rovaniemi, visitors can enjoy such adventures as a night safari that includes dinner in a Lapp tent, or a trip to a working reindeer farm.

THE HOTEL POLAR

The Hotel Polar Rovaniemi, located in the city's center, has comfortable, spacious rooms, a well-known restaurant that serves Lapp specialties, two saunas, a large heated pool, an informal restaurant for meeting friendly locals, and the Lapponia Club, open until three in the morning for dancing and dining.

LAPLAND SKI TREK, US\$409, CA N\$519 (per person)

For true adventurers (and skiers of at least intermediate ability) this 8-day hut-to-hut ski trek will provide a lifetime of memories. The average day's trek is 12 to 20 miles across the dramatic landscapes of winter Lapland. Skiers are accompanied by an expert wilderness guide.

A classic example of a short-term fly-in is a tour offered by **Goliger's** Tours Ltd. of Toronto. The entire trip takes place in a 24 hour period. Either **Inuvik** (for Vancouver based tourists) or **Frobisher Bay** (for Toronto based tourists) **are** the destinations for this short **tour** which attempts to provide tourists with a taste of the Arctic lifestyle through a meal of char and an escorted bus tour around each community.

The most apparent disadvantage of promoting short-term tours as described above relates to the fact that these tours are the least likely to provide Keewatin communities with tourism receipts. The potential of this market and current problems in market penetration are similar to that discussed for general interest package tours.

4.4.6 - Adventure Travel

Market Characteristics

The adventure travel market is part of a growing trend in travel for pleasure. **The** adventure travel market is characterized as being different from the traditional **"sun-sea-sand" pleasure travel** market by the common desire of its **participants for experimental** and/or skill-testing trips oriented to the outdoors. In an attempt to better understand the characteristics of the adventure travel market, we consulted with the following group of adventure travel wholesalers and operators:

- o Canada North Outfitting, Inc., Waterdown, Ontario
- o Canoe Arctic Inc., Fort Smith, Northwest Territories
- o Ecosummer Canada, Vancouver, British Columbia
- o Equinox Adventures, **Beamsville**, Ontario
- o Goway Tours, Toronto, Ontario
- o The Great Canadian Travel Company Ltd., Winnipeg, Manitoba
- o High Arctic International Explorer Services, Inc., Resolute Bay, Northwest Territories
- o North American Nature Expeditions (a Division of International Expeditions, Inc.), Birmingham, Alabama
- o Owl Whitewater Leaders, North York, Ontario
- o Special Interestours, Medina, Washington
- o **Tuulik** Wilderness Adventures, Ottawa, Ontario and **Frobisher** Bay, Northwest Territories
- o Wilderness Tours, Ottawa, Ontario

As mentioned above, the typical adventure travel client is seeking a travel experience which permits him or her the opportunity for exploration and familiarization with the physical and culture setting of the travel destination. In addition, the wholesalers and operators we contacted indicated that many adventure travel clients are seeking physically **strenuous** experiences which develop and test skills in activities such as canoeing, kayaking, bicycling, sailing, hiking, skiing, rafting and trekking.

The adventure travel market is not restricted to any age **group**. Participants range in age from the teenage years up into the **50's, 60's** and even the **70's**.

The adventure travel client is also represented by a wide range of professional backgrounds ranging from blue collar to white collar, managerial and professional occupations. **These** people share common characteristics of good health, high energy levels and generally inquisitive personalities. Income levels range from average to above average.

Shorter adventure travel packages to destinations within one **day's** travel distance (i.e., 1 or 2 day whitewater rafting trips; 1 or 2 day skiing, cycling or hiking excursions) are undertaken by the full spectrum of the adventure travel client market. Longer trips to more inaccessible destinations are **more** frequently taken by individuals, couples and families of average to above average income, possessing **post-secondary** school education and generally employed in white collar, managerial or professional occupations.

Adventure travel clients are not concerned about deluxe accommodation. Given the nature of the activities they are undertaking, participants are willing to put up with some lack **of** comfort and physical **hardships**. Accommodation is generally **"mobile"** (i.e., tents). Cooking meals often involves **all** participants.

Our discussions with adventure travel wholesalers indicated that a definite percentage (**ranging** from 20 to 50 percent) of the current volume of their business is repeat business. It is not uncommon for customers who take adventure trips one year to return **to** the same company to participate in a more extensive trip in subsequent years. **Almost** without exception, wholesalers further promote repeat business through personalized mailings and suggested trips to different locations. Clearly, this suggests the need for a satisfied **"end of the trip"** consumer, if repeat visits or good work of mouth advertising are to be developed.

Market Potential

Our discussions with adventure travel wholesalers and operators indicated that there is increasing demand for experiential travel experiences.

The 1982 Canadian Travel Survey indicated that over 10 million person-trips related to outdoor activities, including cross-country and downhill skiing, were undertaken by Canadian Travelers in Canada. **This** represents about **10** percent of the total number of person-trips taken by domestic travelers in 1982.

In the United States, a 1983 Gallup Organization, Inc. poll of American household participation in leisure activities indicated that about 56 million persons and 68 percent of **all** American households had participated in at least one outdoor activity such as bicycling, camping, hiking, downhill skiing and cross-country skiing.

The market for packaged wilderness experience vacation is much smaller but still very significant for the **Keewatin**. The 1981 Yukon Wilderness Adventure Travel Study suggested that the overall North American market for packaged **wilderness/adventure travel tours was** between 1.5 and 2.5 million individual.

A more recent market survey commissioned by Esquire Magazine¹⁾ confirmed these numbers. Young urban professionals²⁾ surveyed across the United States indicated that fully 30.5 percent have already had an outdoor/experiential vacation. Since the young urban professional represents the **"core"** of the adventure travel market, it may be possible to get a rough **approximation** of the size of this market component.

The characteristics of this market segment are virtually the same for Canada and the United States. As a result, we can look at one major potential market origins - Metropolitan Toronto - to provide an example **estimate** of the order of magnitude size of this specialized market in a major North American city.

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- 1) Travel Market Survey of the New Success Crowd (**The Young Professional**) conducted by Beta Research Corp., November 1983.
 - 2) The **"new success crowd"** is defined as:
 - o having gone beyond secondary school
 - o holding a professional/managerial position
 - o between the **ages** of 30 and 40
 - o having a household income of at least \$40000

Toronto, Ontario has a population of 2998 945⁽¹⁾ in the Census Metropolitan Area (C. M. A.) In the Metropolitan Toronto **C.M.A.** there are approximately 670000 men and women between the ages of 30 and 44⁽²⁾. If one assumes that 25% of these have university educations⁽³⁾ and professional/managerial jobs (most people in this category - both men and women - work). This prime target market of urban professionals and managers is approximately 167500 - 5.6 percent of the total census population of Metropolitan Toronto. Further assuming 30.5 percent (as estimated by Esquire magazine) are interested in experiential vacations, this represents 51 088 persons in the 30-44 year age range who have had or would want to have an outdoor or experiential vacation.

Our analysis of other Canadian and American urban **centres**, including the American midwest, suggests that an average 4.0% of the urban population are young, urban professionals who may be interested in adventure vacations of the type offered by the resources of the **Keewatin**. The application of this 4% figure to urban **centres** accessible to the **Keewatin** produces some very impressive figures from which to estimate the potential market size or which to draw.

Possible sources of potential customers for adventure travel include recreation associations, squash clubs and single clubs. Naturalist clubs provide a potential market for adventure travel primarily related to wildlife viewing, photography, hiking and canoeing.

Existing adventure travel wholesalers and operators are an excellent way to access the current adventure travel market. Wholesalers and operators are aware of current market trends and are in a position to influence the chosen destination of repeat customers who are seeking longer trips to unique and exotic locations. **The operators and wholesalers we contacted, who currently offer trips to the Keewatin a similar Arctic destinations, indicated strong interest in co-operating with local outfitters and government officials to undertake adventure travel trips into the Keewatin.** But before such trips can be organized, wholesalers want to be personally acquainted with the region and the outfitters currently in operation. It appeared to be a general opinion that in order for such

1) Statistics Canada - **Catalogue** 93-918 (Volume 2), Table 6.
 2) 1981 Census **of** Canada
 3) Ibid

co-operation to take place, operators, government officials, and transportation carriers must offer specialized familiarization (PAM) trips directed toward specific adventure travel (i.e., canoeing, kayaking, naturalist activities, etc.). The example of the Greenland Tourist Board which currently offers to arrange transportation and accommodation for wholesalers and operators to visit Greenland and the efforts of the Zimbabwe tourism department to arrange, organize and defray the cost of operator/wholesaler familiarization trips were two examples offered pertaining to promotional activities to entice market generators to other destinations. From our discussions, it appeared that none of the operators and wholesalers we contacted were aware that the Government of the Northwest Territories already offers such "**FAM**" trips.

Current Offerings in Adventure Travel

An immense variety of travel adventure opportunities to virtually every corner of the world is available to the adventure travel market. A sampling of these are briefly discussed below to give an indication of the scope and extent of adventure travel opportunities.

A variety of adventure travel opportunities to **Canada's** Arctic are currently available. For example, Canada North Outfitting, Inc. offers a variety of escorted adventure tours in the eastern Arctic including snowmobile safaris, kayaking, dog sled trips, **cross-country** skiing and wildlife safaris.

High Arctic International Explorer Services Ltd., apart from operating their main base naturalist lodge, specialize in **10-day** snowmobile/sledge expeditions. These expeditions include wildlife and scenery sightseeing activities, camping, visiting historic sites of past Northwest Passage expeditions and ancient **Inuit** and **Thule** sites, learning about Arctic survival skills from **Inuit** guides and fishing for Arctic Char.

Canoe Arctic, out of Fort Smith, Northwest Territories, provides escorted canoe trips down rivers such as the TheIon and the **Coppermine**. Principal activities of these trips center around wilderness camping and travel, wildlife viewing and photography, and sport fishing. These can be further personalized to cover special client **interests** in wildlife photography, whitewater canoeing, fishing, historical routes, bird watching, botany and geology.

Special **Interestours** offers several specific adventure travel trips including trips to view floe edge wildlife and Arctic marine mammals. These tours are escorted by knowledgeable scientific experts in addition to **Inuit** guides. Travel is by **snowmobiling** and accommodation while on the land is in tent or igloo, depending on the season and weather conditions. Special **Interestours** also offers dog sled trips and wilderness canoe adventures in northern British Columbia and Greenland. Additional offerings, apart from the Arctic expeditions, include trips to the Southern Pacific including Fiji, West Samoa, the Cook Islands, Tonga, New Zealand and Australia.

International Expeditions Inc. offers adventure and educational travel to over twenty international destinations. Its North American division, North American Nature Expeditions, offers an 'Arctic Encounter' trip which originates in Churchill, Manitoba and then travels to **Rankin** Inlet and Yellowknife in the Northwest Territories. Other North American expeditions include: naturalist adventure trips to the Florida Everglades; the **Andros** Islands off the coast of Florida; Texas; Baja, California (Mexico); and Western Mexico. South American offerings include: river expeditions along tributaries of the Amazon River in Peru; whitewater rafting in Costa Rica, archaeological trips in Peru and Belize; and naturalist **trips** to Costa Rica and the Galapagos Islands. Other international expeditions take travelers to China, New Zealand, Australia and Kenya in Africa. The American National Audubon Society and the Zoo and Aquarium Travel Association (**ZATA**) currently undertake their official international travel through International Expeditions Inc.

Goway Travel is one of the most experienced adventure travel wholesalers, having been in operation for the past twenty years. The company specializes in transcontinental overland (motor coach) expeditions across Asia and Europe. Trips average between 26 to 80 days and additional trips routes go through Nepal and India, Egypt and the Holy Land, the U. S.S.R and Scandinavia. North American trips include: a four week mini-bus and cruise trip from Vancouver into the Yukon and Alaska and returning by sea to Vancouver along the **Inside Passage**; one week canoeing trips in Algonquin Park; **and** two week camping trips in the Rocky Mountains of Alberta. **Goway's** South American trip is a **70-day** motor coach tour from Rio de **Janiero**, Brazil to Quito, Ecuador, with side trips down the Rio Napo (a tributary of the Amazon River), **Cuzco**, Peru and the Inca Trail and the Galapagos Islands. All trips are **fully** escorted and emphasis is placed on budget travel. Motor coaches are **self-contained** in terms of cooking facilities and accommodation is **in** the form of tents in rural **areas** and modest (budget) hotels in the cities.

Ecosummer Canada, a travel wholesaler which emphasizes its programs in ocean kayaking, nature photography, alpine treks, river expeditions and mountaineering, operates primarily out of British Columbia. Other adventure trips which are currently offered include canoeing in the Yukon and the **Baffin** Region of the Northwest Territories. The company **is actively investigating a** future kayaking trip to Wager Bay and a rafting trip down the Zambize River **in** Zimbabwe, Africa.

Resource Capability and Competing Opportunities

The **Keewatin** offers a wealth of resources suited for the adventure travel market. Its remote location provides a sense of mystery and exotica which appeals to a market seeking ‘once in a lifetime’ experiences and unusual destinations. The rich and abundant marine and land wildlife provides outstanding opportunities for wildlife viewing and photography. The many pristine lakes and rivers provide unparalleled opportunities to combine the above activities with canoeing, kayaking and rafting.

With regard to competing destinations, virtually every part of the world beckons the adventure travel market. As noted above, a variety of trips are offered to locations in Africa, **South** America, Asia, Europe, China, the South Seas and North America. In addition, many of these destinations enjoy general public recognition and awareness as the result of books, news articles, articles in publications such as National Geographic and in particular from television documentaries and news reports.

Conclusions

The adventure travel **market is growing and the Keewatin has the physical and natural resources to support a variety of adventure travel experiences.**

It must be recognized that there is tremendous competition for the participants in this market and consumer demands for a quality experience are high. Great care must be taken to produce truly distinctive adventure travel offerings which are competitive with available offerings (ie. dog sled tours, sea kayaking, snowmobile/komatik trips, etc.).

Co-operative undertakings with key existing adventure travel wholesalers would allow direct access to the adventure travel market and would foster promotion of the **Keewatin** as an adventure travel destination.

4.4.7 - Arts/Cultural/Historic Tour Market

Market Characteristics

The arts/cultural/historic market is difficult to define in terms of its characteristics since very little published information exists on the matter. Through our conversations with several curators and special interest groups however, we were able to identify the general characteristics of the arts/cultural/historic market for the Keewatin Region.

Groups and individuals contacted include:

- o Arts and Culture in the North, New York.
- 0 The Association for Native Development of the Performing and Visual **Arts**, Toronto
- 0 Burdette Wildlife Gallery, Orton (near **Orangeville**, Ontario)
- 0 Canadian Arctic Producers, Ottawa
- 0 Dayton **Museum** of Natural History, Dayton, Ohio
- 0 Erie Art **Museum**, Erie, Pennsylvania
- 0 Federation des Cooperatives du Nouveau Quebec, Montreal and Toronto - (Arctic Showcase Outlet)
- 0 Indian and Northern Affairs Canada, Hull
- 0 **Inuit** Art Enthusiasts, Edmonton
- 0 Barbara Lipton, Guest Curator of the Arctic Vision Exhibition, South Orange, New Jersey
- 0 Manitoba Museum of Man and Nature, Winnipeg
- 0 National **Museums** of Canada, Ottawa
- 0 National **Museum** of Man, Ottawa

The market appears to be limited but committed to the promotion and appreciation of Arctic art and culture. Two special interest groups contacted publish newsletters to relatively small groups of individuals: **Inuit** Art Enthusiasts, for example, currently have 110 subscribers. An American group called Arts and Culture in the **North**, based in New York City also has a small, albeit stable core of subscribers. This organization can boast, on the other hand of a 5000 international mailing list.

Members of groups such as these and **various** other unaffiliated art collectors are generally represented by all adult age groups, tend to be white collar workers and usually have above average income.

The general public which is attracted to exhibitions of **Inuit** Art tends to encompass a larger mix of professional backgrounds and a lower average income.

Over the past fifteen years the general public of Canada has been increasingly exposed to the **Inuit** art being produced in the Canadian Arctic. Extensive collections are displayed at the National Museum of Man in Ottawa and the Winnipeg Art Gallery among others. The Museum of Man contains over 5000 pieces of **Inuit** Art whereas the Winnipeg Art Gallery holds the largest **Inuit** sculpture exhibit in Canada.

Over 75% of the exhibits at the Museum of Man deal with native history, therefore attendance figures to the Museum can be used to gauge general interest in native history and art. Attendance at the Museum has been fairly stable since 1979, with the exception of a 4% decline over the past two years. This decline, however, has been attributed more to the 7% decrease in the number of tourists visiting Ottawa overall, rather than to decreasing interest in the Museum's subject matter.

According to an official at Indian and Northern Affairs Canada, Canadians overall are considered to be generally aware of **Inuit** culture and way of life. The trend, therefore, in Canadian art galleries and in some museums is to feature a specific artist as opposed to several artists from various communities.

The general public in the United States on the other hand is not considered to be as aware of **Inuit** art and culture as in Canada. Two exhibits are currently touring the U.S. 'Arctic Vision' is sponsored by Canadian Arctic Producers, a marketing agency representing Arctic Co-operatives Limited of Yellowknife and Indian and Northern Affairs Canada. 'Contemporary **Inuit** and Indian Art of Canada' is sponsored by Indian and Northern Affairs Canada and is currently touring the American southwest.

Before reaching Los Angeles, the 'Contemporary' exhibit was displayed in the lobby at the United Nations, at the Organization of American States in Washington D. C., in Dallas, Texas, in Santa Fe, New Mexico in an American Indian Art School. The "Contemporary" exhibit has received wide coverage and good response from a generally uninitiated audience.

The 'Arctic **Vision**' exhibit has been in three communities to date: at the Dayton Museum of Natural History where 15000 visitors viewed the exhibit and at the Erie Art Museum and the Robertson Center for the Arts and Sciences in Binghamton, New York where approximately 3000 people at each museum attended the showing.

Based on our analysis, the market appears to be divided into two groups: one, smaller, comprising of serious art collectors and the other, somewhat larger, contain@ a broader mix of individuals interested in Inuit art culture and history.

Market Potential

It is difficult to separate the culture, the art and the history of the **Keewatin** into three distinct attractions. Generally, since the art, culture and history of the Arctic are inextricably linked most persons interested in one of these subject areas are naturally interested in the others.

In terms of the potential growth in interest in Arctic Art and culture, it has been suggested by art specialists that **Inuit** art is not considered a fad like American Indian art was a few years ago (turquoise **jewellery**, etc.). Although the memberships of special interest/collector groups are quite small, they are either growing slightly or are stable and members have had a long term interest in the art. These groups are composed of serious **Inuit** art enthusiasts or collectors who are, on average, in an upper income bracket. **The** implication of this is that this strong but limited market segment represents a core of potential visitors to the **Keewatin** with "buying-power".

The Canadian Arctic Producers (CAP) which distribute **Inuit** Art in the market place suffered a slump in sales in 1982 but have picked up over the past two years. According to a CAP official, the group averages about \$15000000 in sales annually. **The** Federation des Cooperatives du Nouveau Quebec's Ontario outlet in Toronto has only been in operation for the past 3 years but has recorded a 35% increase in **sales** between 1983 and 1984.

The general public's "interest appears to be media dependent. Curators at the **museums** where Arctic **Vision** has been displayed feel the success of the **exhibit was** due in part to the **amount of energy and finch devoted to publicity and promotion. The** exhibit was well received and although the art was appreciated,

a real interest was expressed in the culture of the people of the North. Asked whether these visitors expressed an interest **in** actually touring the Arctic to experience the art and culture at the source, curators felt the interest was either not that high or they **responded that this issue had not** been gauged.

Tours

Many wholesalers offer general interest tours that focus somewhat on the **Inuit** way of life as an added attraction to their packages. Few wholesalers however offer specialized art/culture/history tours.

Qaivvik Limited, for example offers a seven day "**Arctic** Spring Experience" package from **Yellowknife** to **Holman** Island. The tour features a four day trip on the land and stresses experiencing **Inuit** family life, the fauna and flora of the high Arctic, and local art as well as learning about local history. Special Interest tours of Medina, Washington provide an introductory twelve day tour into the culture, the art, vegetation and wildlife. The "**Discover** the Worlds of the High Arctic" jumps from **Yellowknife** to **Baffin** and **Ellesmere** Island communities. Canadian Nature Tours, cosponsored by the Canadian Nature Federation and the Federation of Ontario Naturalists offer some tours to Cape Dorset and Broughton Island that focus on the art **and** particularly the culture of the people of the Arctic.

Canada North Outfitting Inc. seems to be the only wholesaler having offered a specialized art tour in the Arctic but had difficulty interesting clients with its own promotional techniques including magazine articles and advertisements. A well known **Inuit** art specialist of the group 'Arts and Culture in the **North**' was contacted and asked to join the wholesaler in promoting the tour, this time with success. **According to the specialist, official tour companies need to affiliate with well known experts in the art field before attempting to lure art enthusiasts**

From a relatively small market base, therefore, a sufficient number (12) of tourists were interested in joining the tour to **Baffin** Island communities. On another occasion, in 1979, a tour to Rankin Inlet and Baker Lake was organized by the "**Arts & Culture in the North**" group following its **Inuit** art-related conference held in Winnipeg. Tours to various areas are often organized after these conferences which are held in various cities in Canada or the U.S. at approximately every 18 months.

The implication then is that the potential market for tours into the Keewatin lies within specialized art/educational groups such as the Inuit Art Enthusiasts and Art & Culture in the North. Both these groups have expressed the interest in promoting Keewatin Art tours in their newsletters should the Keewatin choose to do so. The advantage is that the newsletters would reach an international audience of potential tourists.

In terms of future growth of this specialized market, a slight increase is expected within North America. **The real potential however lies in capturing the international market and U.S. market which has not as yet been successfully tapped.** Canadian Art Producers, the Federation des Cooperatives du Nouveau Quebec and Indian and Northern Affairs Canada are attempting to penetrate international market areas either through exhibits shown in international agencies such as the United Nations and the Organization of American States, through the intermediary of Canadian Embassies overseas or through direct showings such as one recently sponsored by the Canadian Trade Centre in Japan.

Resource Capability

In terms of the Keewatin supporting the cultural/art/history/market, consensus appears to be among specialized art groups that the Keewatin has potential= a "cultural" destination especially in the communities of Eskimo Point and Baker Lake. However, Baffin Island is considered a major competing opportunity since this area is the most developed in the Canadian Arctic. Holman Island has also been discussed as an undeveloped area but potentially interesting for an art/culture oriented group.

Regarding the Keewatin, it has been stressed that only small groups of tourists would be appropriate given the nature of fairly isolated communities. Most important though is the affiliation with a knowledgeable member of the community who could act as a tour's major contact and source of information. Also important for specialized interest groups is the availability of art for purchase since obtaining a artwork often can be one of a tourist's major objective.

Although art and culture appear to be the focus of these specialized groups, interest has been expressed in including other activities while on the tour such as hiking, viewing wildlife and wildflowers. Touring historic sites in Whale Cove, for example, could possibly be the logical extension to a cultural/art tour.

Conclusions

The art/cultural/historic tour market **appears to be comprised primarily** of a small specialized core of collectors and enthusiasts. **The general public is** not disinterested but does not appear to be committed to the art, culture and history of the Arctic to the extent of considering cultural tours to the area. Although the 'committedly market is small it is considered strong and qualified **as** possessing a relatively high **"buying power"** in terms of affording a tour to the Arctic and purchasing **Inuit** artwork at the source.

Promoting art/cultural/historic tours to the **Keewatin** does not appear to be a **"money making proposition"** at the outset since the market **base** from **which** to draw from is so narrow. However, such tours could possibly generate valuable spin-offs in the sense of stimulating art production since artists could potentially sell their art and converse directly with those tourists genuinely interested in it.

With respect to establishing better exposure and image for the **Keewatin** as a place to visit, greater efforts need to be placed on the promotional **"vehicle"** associated with traveling arts and displays.

4.5 Summary Market Implication

- o All the market groups we surveyed indicated that the **Keewatin** lacked a saleable image as a place to visit in their opinion. The **absence of such an** image is considered a major stumbling block in trying to interest potential target markets. Some tour wholesalers or operators we contacted, for example, were not aware of the geographical position of the **Keewatin** within the world, let alone the assets of the region.
- o Each specialty market we studied has unique characteristics. Discussions with the operators and wholesalers indicated the opinions that each market can be effectively reached through specific media. For example, the photographic market may be reached through photography magazine articles and advertisements; the **cultural/arts** market may be reached through art **group** newsletters; and the adventure market may best be reached through the promotional efforts of tour wholesalers. **This** information could be useful in the planning **of** a specific marketing strategy.

- 0 According to overall travel trends, tourists tend to prefer specialized holiday experiences which provide them with value for money spent. For this reason, in part, the only market which does not appear to be performing well in the **Keewatin** is the general interest tour market. Fishing appears to be the Region's current strongest market. Other markets such as photographic, **art**, remote naturalist lodges and adventure markets could potentially provide the **Keewatin** with small but fairly stable sources of tourists.
- o Our research has indicated that there are two overall visitor markets in the **Keewatin**: one composed of primarily American tourists and another, more substantially composed of Canadians on business. Although this study has concentrated in identifying specialty target markets most appropriate for the **Keewatin**, some effort could be expended in tapping the large business market and promoting the concept of extending business trips into holidays in the Region.
- o Overall we estimate that there is potential for growth in all the specialty market segments investigated. This potential however, **won't** just happen. More aggressive approaches need to be made to the market - you cannot wait for the market to come to you - it must be actively pursued with the offering of value for money tour packages and guarantees of good on-site offerings and arrangements.

Essentially **you must manage your market more effectively and equally you must manage the destination to ensure capturing a share of the market potential noted above.**

4.6 Evaluation of Marketing Techniques

&6.1 - Introduction

As competition for tourism markets increases, so does the sophistication and the creativity of techniques utilized to, attract the markets. We are seeing clear indications of this in other exotic destination areas as well as typical southern destination areas.

The following chapter provides an inventory and evaluation of current, innovative marketing/promotional techniques applicable to the **Keewatin** Region. The first section provides an analysis of the marketing/promotional techniques of both wholesalers and tourist operators in the **Keewatin** Region and adjacent areas.

The second section provides an outline of some unique and successful marketing approaches used in other areas dealing with somewhat similar environments and resources.

4.6.2- We Surveyed a Diverse Number of Tourist Operators and wholesalers in the Keewatin Region and Adjacent Areas

The following tables provide a summary **of the** information on marketing techniques and successes and failures gathered from the survey.

The degree of response from the individual operators and wholesalers varied from a straight refusal to answer questions on marketing to full co-operation.

Each table provides a listing of the operator/wholesaler along with a brief description of the type of operation or tour, a point form summary of the marketing techniques used and the identification of any major successes or problems with marketing techniques employed.

Table 4-9 covers the **Keewatin** Region tourist operators surveyed, while Table 4-10 provides a summary of the response from tourist operators in intervening areas. Table 4-11 outlines the response from each of the tour wholesalers that were interviewed.

The following conclusions were drawn from the three tables:

- i) Depending on the product being marketed, the advertising can either be directed toward the mass market or on a selective basis to individual target markets. The target markets can either be represented by socio-economic characteristics or geographic characteristics. Different types of advertising media lend themselves more towards mass marketing, whereas others are more appropriate for target marketing.

- ii) Word of mouth advertising is considered to be one of the most successful media.
- iii) Although a number of operators and wholesalers are represented at trade shows, there seems to be a growing awareness that not all trade shows are that effective for target marketing.
- iv) Most operators and tour wholesalers maintain contact with existing clients to promote repeat business and to help enhance word of mouth advertising. This is commonly done through the use of personal letters and newsletters.
- v) Product **theming** and **theming** of brochures and other promotional materials is important for successful target marketing.
- vi) An important strategy is to keep the promoted product in the mind of the consumer.
- vii) Demand can be created by effective marketing, to a certain extent.

4.6.3 – Several Unique **and** Successful Approaches Used **in** Other Areas

The following summaries outline some of the more unique and interesting marketing techniques used in certain other destination areas that have some degree of relevance to the Keewatin Region.

a) Finland

- o **The** Finnish Government holds an annual Finnish Travel Market which last year attracted 200 foreign buyers; 55 Finnish suppliers exhibited their products.
- o A second **annual** Travel Market is held co-operatively between all of the Scandinavian countries.
- o Culture is an extremely important selling feature in Finland; festivals including opera, jazz, folk music and the theatre are strong attractions.
- o Major sporting events like a Midnight Golf Tournament, Ice Fishing Marathon and 6-Day Canoe Race are big attractions.
- o Finland has a difficult time attracting Canadians because of the physical similarities between the two countries.
- o **A** successful marketing technique used last year to attract North Americans was a contest to win a free trip which was advertised in the New York Times travel section.

b) South America (Ecuador and Peru)

- o The following marketing techniques are used by a number of wholesalers running trips to Ecuador and Peru:

the trips are marketed as expeditions.

the tours are themed for target marketing, i.e. natural history tours, photography tours, etc.

group sizes on the tours are scaled down to allow a more **personal** experience (typical size is 15),

tours are led by professional photographers, naturalists, biologists, etc.

most trips involving wildlife viewing offer a flexible itinerary to allow for unexpected situations.

a la carte trips, or trips that can be combined together according to the specific tourist needs and expectations are common.

c) Yukon Territory

- o The Yukon Government has initiated a marketing program based on the theme "**Follow Your Dream**".
- o The Yukon Government brochure is organized so that products by theme are presented at the front followed by the support material on logistical requirements like accommodation, etc.
- o The major themes portrayed in their advertising program are:
 - o scenery
 - o history
 - o adventure
- o The major activities and products identified include:
 - o hiking
 - o fishing
 - o hunting
 - o wilderness adventures
 - o rock hounding
 - o special events
 - o Yukon Indian culture
 - o arts and crafts

d) Wisconsin

- o The State of Wisconsin has initiated a marketing program based on the "**Great Escape**" theme.
- o Products are themed to represent different types of escapes by season.
- o The State promotional brochure is organized with the products or individual escapes being described at the front followed by the necessary logistical information.
- o Some of the individual activities or '**escapes**' portrayed in the State marketing brochures include:
 - o escape on water (**ie.** sailing, waterskiing, etc.)
 - o underwater escape (**ie.** scuba diving)
 - o camping escape
 - o escape to the wild
 - o escape on skis
 - o snow **mobiling** escape
 - o bicycling escape
 - o fishing escape
 - o escaping with a paddle

TABLE 4-9
MARKETING TECHNIQUE ANALYSIS
TOURIST OPERATORS - KEEWATIN REGION

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
1. Bennetts Fly-in Lodges	o 3 different fishing lodges	o Word of mouth o Sportsman shows o Magazines like Outdoor Life and the In Fisherman o Direct mailing brochures and promotional newspaper, " Nueltin News ".	o Word of mouth most successful
2. Grande Domain Retreats	o 10 fishing camps and hunting lodges -2 in N.W.T.	o Direct mail brochures and newsletters o " Catch and Release " contest o Fish camp comparison chart.	o Stay away from Sportsments shows o Word of mouth most successful
3. Kasba Lake Lodge	o Fish camp	o Colour brochures o Direct mailing brochures o Word of mouth o U.S. Fishing magazines o Incentive Travel o Newsletter	
4. Lynx Tundra	o Fly-in sportfishing camp	o Ads in travel/sport magazines o Tour Canada shows o Travel agencies and magazine ads in Britain, West Germany and Japan o Newsletter o Corporate group discounts.	o Most marketing done in U.S. o Because of high cost of marketing, wholesaler approach may be the answer.

TABLE 4-9 (Cont'd)
MARKETING TECHNIQUE ANALYSIS
TOURIST OPERATORS - KEEWATIN REGION

Operator/Wholesaler	Type of operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
5. Obie Lake Lodge	o Fly-in Sportfishing lodge	o Explore Canada's Artic Guide o Word of mouth o sportsman's Shows (particularly Chicago show)	o Word of mouth most successful
6. Snowbird Lake Lodge	o Fly-in Sportfishing lodge	o Travel shows o Ads in Outdoor Life o Ads in Wall Street Journal o Trying to promote an exclusive fishing club for 100 members who would receive V.I.P. treatment.	o Advertising/feature article in Thursday night section of Wall Street Journal is effective. o Move to private club could attract corporate business.

TABLE 4-10
MARKETING TECHNIQUE ANALYSIS
TOURIST OPERATORS - INTERVENING AREAS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
1. Arctic Adventures, Northern Quebec	o Fishing and hunting camps in Northern Quebec	o Co-operative marketing effort 3 camps (2 Coop owned, 1 private) o Word of mouth o Direct mailing colour brochures o U.S. hunting and fishing magazines o Newspaper ads in U.S.	
2. Bathurst Inlet Lodge Cambridge Bay, NWT	o naturalist lodge	o Arctic Explorers Guide o Canadian Geographic o Federation of Ontario Naturalists o Ookpik - The Arctic Society bulletin o Concentrate on Canadian markets.	o Word of mouth most successful o High profile guests in past (including Prime Minister) helped develop awareness.
3. Grosvenor Lodge, Alaska	o Fly-in sportfishing lodge	o U.S. trade and sportsmen's shows o Direct mail o Travel Alaska Guide o Airline in-flight magazines	o Alaskan government booklet is most successful
4. High Arctic Lodge,	o Fishing/naturalist lodge	o Arctic Explorers guide	
5. High Arctic Inter- national Explorer Services Ltd., Resolute Bay, NWT.	o General and special interest tours	o Brochures o Advertise in U.K. and northern Europe.	

TABLE 4-10 (Cont'd.)
MARKETING TECHNIQUE ANALYSIS
TOURIST OPERATORS - INTERVENING AREAS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/problems
6. Kulik Lodge, Alaska	o Fly-in sportfishing lodge	o Trade and Sportsmen shows in California and Colorado o Airline in-flight magazines o Direct mail	o Most successful is advertising in government booklets like World% of Alaska and Canada% Yukon.
7. Chantrey Inlet Lodge, N.W.T.	o Fly-in sportfishing lodge	o Explorers Guide o Brochures o Ads and articles in magazines o Newsletter	
8. Tuullik Wilderness Adventures, Frobisher Bay, N.W.T.	o General and special Arctic experiences - cross country skiing - white water rafting - kamotiq trips	o Promotional brochures and materials o Direct mail o Promo dog sled trips at Ottawa% Winterlude o Cooperative efforts with First Air	
9. Wollaston Lake Lodge, Saskatchewan	o Fly-in fishing lodge	o Direct mail o Promotional literature to businesses o Word of mouth o Saskatchewan government brochures o Cooperative efforts with Crystal Shamrock Airlines for business seminars and incentive travel.	

TABLE 4-11
MARKETING TECHNIQUE ANALYSIS
TOUR WHOLESALERS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
1. Horizon Tours, Toronto	o Escorted tours to the Canadian north o general interest	o 47 page colour brochure o extensive direct mailing list	o Territorial Government should be responsible for promoting N.W.T. o Need coordinated promotional effort in the Keewatin Region.
2. Canada North Outfitting, Waterdown, Ontario.	o Special interest and general interest tours mainly in the Baffin Region.	o Magazine advertising i.e., - Outdoor - Field and Stream - Canadian Travel Press o Cooperative advertising with other wholesalers, Nordair and First Air.	
3. Coliger's Tours Ltd. Toronto	o General interest tours to eastern Arctic, Greenland and Alaska/ Yukon	o Brochures o Promotes Arctic Circle Tour (1 night) o Cooperative efforts with airlines o Photographic tours led by well known nature photographers. o Contests to win trips.	
4. The Great Canadian Travel Company, Winnipeg		o Brochures sent out through K.C.C. o General sales people distribute brochures in Europe. o Rendez-Vous Canada provides access to U.S. markets. o Arctic Pass allows traveller to plan own itinerary.	o Word of mouth extremely important o Keewatin lacks image like Baffin and Greenland

TABLE 4-11 (Cont'd.)
MARKETING TECHNIQUE ANALYSIS
TOUR WHOLESALERS

Operator/Wholesaler	Type of Operation/Tour	Marketing Technique Used	Comments/Successes/Problems
5. Norcan, Thunder Bay	o Escorted fishing charters to the Keewatin and Baffin Regions	o Sportsman Shows o Direct mail o Magazine ads	
6. North American Nature Expeditions Inc , Alabama	o Escorted general interest tours: 1 tour to Rankin Inlet and Churchill	o Magazine ads o Brochures	
7. VIA Rail, Montreal	o Escorted general interest tours to Hudson Bay.	o 32 page brochure; send to travel agents and trade shows	o Market is falling due to costs.
8. Special Interestours, Washington	o Self-guided and/or escorted general and special interest tours; Arctic trips concentrate in Baffin	o Media releases o Brochures o Sales reps on the road; U.S. and Canada o Direct advertising	o The mix of techniques is successful
9. Qaivvik , Yellowknife	o General and special interest tours in the N.W.T.	o Brochure o Give away tours at shows i.e., - Safari Club Convention - Foundation for North American Wild Sheep Convention. o Wildlife viewing tours led by experts o Offer some a la carte trips o Newsletter	

TABLE 4-11 (Cont'd.)
MARKETING TECHNIQUE ANALYSIS
TOUR WHOLESALERS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
10. Equinox Adventures, Beamsville,	o High adventure tours: skiing, whitewater rafting, rock climbing	o Media releases o Deal with 3 U.S. travel agents 2 in Toronto & 2 in Ottawa o Direct mail o Personal notes to repeat customers o Trade shows	o Toronto Sun is good at printing news releases
11. Ecosummer Canada, Vancouver	o High adventure tours; alpine treks, sea kayaking/ mountaineering, nature photography	o Direct mailing to travel agents and former clients. o Contests offering trips o videos, books o promo/fam trips for whole- salers/operators.	o Direct mail is most successful
12. Canoe Arctic, Fort Smith, N.W.T.	o Escorted Canoe trips charted in from Fort Smith	o 15 page brochure and 8 page letter with application form o Advertising in magazines <u>Canadian</u> Canadian Geographic Nature Canada The Beaver <u>U.S.</u> Audobon Natural History Outside Sierra	o Magazine ads are most successful

TABLE 4-11 (Cont'd.)
MARKETING TECHNIQUE ANALYSIS
TOUR WHOLESALERS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
13. American Tours Inc. Minnesota	o Escorted air and motor coach tours	o Promotional brochures	
14. Alaska Photo C r u i s e , Washington	o Escorted photographic trips, escorted by Courtney Milne	o Brochures o Publishing a book next year on " Dream Vacations "	
15. Pacific Western Airlines, Calgary	o General interest sight-seeing tours	o Brochures sent to travel agents o Rendezvous Canada provides access to European markets o Promote in conjunction with C.P. Air in Japan.	
16. Great Expeditions, Vancouver	o Adventure/Photography tours	o Direct mail brochures o Affiliated through educational and other institutions	o Going through institutions (i.e., Vancouver Community College) has been successful
17. Photogynthesis Inc. Saskatoon.	o Photographic tours, escorted	o Colour brochure o Ads in Popular Photography	
18. Thru-the-Lens Tours, California	o World-side escorted photographic tours around the world; 1 trip to Churchill	o Brochures by continent o Cooperative advertising with local air lines	

TABLE 4-11 (Cont'd.)
MARKETING TECHNIQUE ANALYSIS
TOUR WHOLESALERS

Operator/Wholesaler	Type of Operation/Tour	Marketing Techniques Used	Comments/Successes/Problems
19. Victor Emanuel Nature Tours, Texas	o Nature tours, 4 tours to Churchill	o Brochures	
20. En Route Adventures, Vancouver	0 Mostly fishing lodges; 29 packages in western Canada including N.W.T.	o Brochures o Famous fishing expert lends name	

APPENDIX A

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Company Name	Location of Base Operation	Type of Company	contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Alaska Photo cruise	Bainbin Island Washington, U.S.A.	Tour Wholesaler (Cruise Ship)	Jean Cox (206) 842-4789	Sundance Cruise, Alaska	
American Tours, Inc.	7400 Metro Blvd. Suite 414 Minneapolis, MN. 55435 U.S.A.	Tour Wholesaler & Operator (Bus and Air)	Kathryn Ramstead, International and Domestic Marketing Manager (612) 835-5151	Dependant upon destination	<ul style="list-style-type: none"> o Participant on F.A.M. trip to Churchill, 1984. Planning tour to Churchill. o GNWT contract person-Tim Zsadiak.
Angler and Hunter Ontario's Wildlife Magazine	Box 1541 Peterborough, Ontario	Special interest wildlife magazine - wildlife, hunting fishing.	subscription Dept. (701) 748-3891	Not applicable	<ul style="list-style-type: none"> o Current circulation 46000.
Arctic Adventures La Federation des CoOperations de Nouveau Quebec	8102 Trans-Canada Hwy. Vine St. Laurent Montreal, P.Q. H4S 1R4	Wholesaler-operator (regular air carriers, charter air)	(514) 332-0880	Utilize regular NORDAIR flights Montreal-Koudjouac	<ul style="list-style-type: none"> o Promotes Inuit co-operatives in Quebec. o Fish camps, caribou hunts are Inuit operated.
Bathurst Inlet Lodge Cambridge Bay, NWT	Box 820 Yellowknife, NWT X1A 2N6	Operator	Glen Warner, owner (403) 873-2595	Own small aircraft	<ul style="list-style-type: none"> o Competing opportunity.
Bennett's Fly , ' Pres	(winter) Box 935 Campbellford, Ont. K0J, 1L0 (summer) Box 1229 Thompson, Manitoba R8N 1P1	Operator-fishing camps	*Beth Bennett Bill Bennett (705) 653-3507 (204) 677-3507	Commercial air to Thompson (ie. Pacific Western); charter air to Thompson outposts (ie. Central Airline)	<ul style="list-style-type: none"> o Operate Windy River Camp and Nueltin Narrows Camp in Keewatin.

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company Name	Location of Base operation	Type of company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Boone and Crockett Club	205 South Patrick St. Alexandria, Virginia 422314 U.S.A.	Special interest group-trophy hunting and fishing	Wm. Harold Nesbitt Administrative Director (703) 548-7727	Not applicable	<ul style="list-style-type: none"> o Custodian of trophy records across North America. o Well known respected, prestigious organization with established communication network with hunting/fishing organization across North America.
Career Publications Inc. Photo Life Magazine	100 Steelcase E. Unionville, Ontario	Special interest (photography) magazine.	Norm Rosen, editor (416) 475-8440	Not applicable	<ul style="list-style-type: none"> o Advertise tours. o Do feature articles on photographic aspects of different destinations
Canada North Outfitting Inc.	P.O. 60X 1230 Waterdown, Ontario LOR 2H0	Operator/Wholesaler (hunting, fishing, photography, general interest).	Jerome Knapp (416) 669-7925	Commercially Scheduled flights-Nordair, Calm Air	<ul style="list-style-type: none"> o Runs 10 tours to Eastern Arctic. Dog sled tour of Eskimo Point and Caribou hunt (Repulse Bay). o Scheduled for 1985.
canoe Arctic	Box 130 Fort Smith, NWT X0E 0P0	operator (canoe trips fishing, photography)	Alex M. Hall (403) 872-2308	Uses small charter operation out of Ft. Smith	<ul style="list-style-type: none"> o 6 trips per year. o Trips into Keewatin do not go near communities.

Company Name	Location of Base operation	Type of company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	comments
Den Dipert Tours	Box 580 709 West Abram Arlington, Texas 70010 U.S.A.	Tour wholesaler (bus, plane)	Gracie Hilton, Public Relations (817) 265-2236	Own motor coaches. Use commercial air carriers for some tours.	<ul style="list-style-type: none"> o G. Hilton went on PAM trip to Churchill in 1984. o la planning tour to Churchill in 1985. o Interested in visiting Keewatin (prevented by bad weather on PAM trip).
Ecosummer Canada	304-207 W. Hesting St. Vancouver, B.C. V6B 1H7	Tour operator & Wholesaler (canoe, rafting, hiking, photography, Canada and international).	Jim Allen, President (604) 669-7741	Commercial carrier to major centres (usually Pacific Western or CP to Vancouver) Charter airplanes to base camps	<ul style="list-style-type: none"> o 1984 trip to Ellesmere Island. o 1985 trip (tentative) to Wager Bay. o Interested in developing Kayaking trips in Keewatin. o Feels Travel Arctic, local operators should make more effort to acquaint operators/wholesalers with resources opportunities in Keewatin-Operators go to areas they are familiar with.

Company Name	Location of Base Operation	Type of Company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Equinox Adventures	R.R. #3 Beamsville, Ontario	Tour operator (rafting, kayaking, rock climbing, cross-country skiing). Organize/operate outdoor education courses for Seneca College.	● Paul Seveik, co-owner (416) 563-4542 Jim McLean, co-owner	Commercial airlines. Charter bus for Ottawa. River rafting.	o organized hiking/ rafting trip to Yukon 1983. o Went on FAM trip (1964) to Baffin with Tuulik Wilderness Adventures Ltd. o Interested in exploring opportunities in the Keewatin.
Federation of Ontario Naturalists	355 Lesmill Road Don Mills, Ontario M3B 2W8	Special interest group - federation of naturalist clubs in Ontario act es wholesaler.	Frank Longstaff (416) 444-6419	Not applicable.	o 1984 trips included: Old Square Ledge, Yukon; Inuit of Broughton; backpacking in Auyuittuq National Park.
Foundation for North American Wild Sheep	Cody, Wyoming	Special interest group. Sponsor/promoter-conservation of big game animal species. Hunters and fishermen.	Tom Hinders, President (Iowa) (515) 232-8812	None.	o Primary interests in trophy hunting. o 4000 members (1984). o Willing to promote tripe through quarterly newsletter, annual publication, annual meetings.

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Company Name	Location of Race operation	Type of Company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	comments
Goliger's Tours Ltd.	40 St. Clair Avenue W. Toronto, Ontario M4V 1M2	Tour wholesaler/retailer.	Not applicable.	Varies on destination.	o Currently lead trips to Baffin, Pangnirtung, Frobisher say, Greenland, Yukon and Alaska.
Goway Travel Ltd.	40 Wellington St. E. Toronto, Ontario	Tour wholesaler/retailer.	Bruce Hedge (416) 863-0799	Destination dependent. Use regular air carriers. Use own motor coaches.	o Organize motor coach, camping tours. o Length of trips 7 to 160 days. o Require destinations which are accessible by road
Grand Domains Retreats	801 P Street Lincoln, Nebraska U.S.A. 68508	Operate variety of hunting/fishing/equestrian lodges in U.S.A. and Canada.	Dana C. Cole, Vice-President *Bill Smutcoe (402) 477-9249	Destination dependent. Commercial carriers to nearest large airport. Use charter aircraft to reach outposts/lodges.	o Operations in Keewatin include Dubewnt Outpost Camp, Keewatin Arctic Camp, Morberg's Smalltree Camp ; in Saskatchewan Morberg's Lodge at Stony Rapids.
The Great Canadian Travel Company	712-504 Main Street Winnipeg, Manitoba R3B 1B8	Tour wholesaler.	Terry Madden, Manager-Director •N.G. (Max) Johnson President (204) 264-1580	Destination dependent.	o Current trips include 14 day and 21 day 'Arctic Pass' trips. o Planning trips to Greenland (photography), Iceland, Northern Scotland.

Company Name	Location of Race Operation	Type of Company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation companies	Comments
Great Expeditions	Vancouver, British Columbia	Tour wholesaler. Specialty - photography, adventure travel.	* Lawrence Bousier (604) 734-4948	Destination dependent.	o Planning 1985 trip to Baffin/Ellesmere Island.
Grosvenor Lodge (operated by Kat-mai-land National Monument Concession)	Angler's Paradise Sportfishing Deek, Wein Air Alaska, 41 OO-WOA international Airport Road, Anchorage, Alaska U.S.A. 99502	Fly-in fishing, lodge located in Alaska.	● Dorinda Dutcher (907) 277-4314 (Kat-mai-land) Weir Air Alaska (907) 243-2400	Wein Air Alaska	o seasonal operation (June to September) Maximum accomodation- 8 persona.
High Arctic International Explorer services Ltd.	Box 200 Resolute Bay, NWT	Tour operator & wholesaler	● Terry Jesudason Bezal Jesudason (819) 252-3875	Commercial carrier to Resolute Bay. Charter airplane.	o Snowmobiling/sled expeditions, camping, nature photography.
Horizon Tours	37 Maitland Street Toronto, Ontario M4Y 2R9	Tour Wholesalers	* Stephen Burnett (416) 585-9922	Destination dependent.	o 4 tours to Hudson Bay and Keewatin in 1984. o 1985-planned trip around Hudson Bay.
Kasba Lake Lodge	Box 96 Parksville, British Columbia VOR 2S0	Fly-in fishing lodge located on Kasba Lake , Keewatin Region.	* Doug E. Hill (Owner/ operator) (604) 248-3572	Fly to Saskatoon, Sask. on commercial carrier. Charter airplane (Highline Airways) to own airstrip.	

Company Name	Location of Base operation	Type of company	contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Kulik Lodge	Angler's Paradise Sportfishing Desk, Wein Air Alaska Anchorage, Alaska U.S.A. 99502	Fly-in sport fishing lodge.	● Dorinda Dutcher (907) 277-4314	Wein Air Alaska.	
Lynx Tundra	P.O. Box 125 Hay River, N.W.T. XOE ORO	Operator. Trophy hunting and fishing packages.	● Thomas H. Faess (Owner/ Operator) (403) 393-2201 (Res.) (403) 874-6897 (Bus.)	Not applicable	0 Interested in investigating potential to set-up/ operate a lodge in the Barrenlands.
Norcan	Doug Alexander c/o School of Business Administration, Lakehead University Thunder Bay	Tour Wholesaler fishing and hunting (goose) packages.	● Doug Alexander Lakehead University (807) 345-2121	Charter with Austin Airways out of Timmans.	o Planning to take 150 fishermen to Baker Lake and approx. 40 to Repulse Bay in summer 1985.
North American Nature Expeditions inc.	Suite 104 1776 Independence Court, Birmingham, Alabama	Tour Wholesaler o general interest tours with a wildlife focus.	*Buzz Peavey (205) 670-5550	None	o Tour initiated by Ray Grob (419-332-0607) a media person in Ohio. Mr. Grob is no longer involved. o Run a nature tour to Rankin for 1 day.

Company Name	Location of Base Operation	Type of Company	contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Obre Lake Lodge	Box 568 Lynn Lake, Manitoba ROB OWO	Fish camp operator (in Keewatin Region)	*Stan Geddes (owner/operator) (204) 356-2621	Charter with LaRonge Aviation.	o Planning to sell lodge In the near future. o Sees potential for caribou hunting.
Ontario Federation of Anglers and Hunters	P.O. Box 28 Peterborough, Ont. K9J 6Y5	Special interest group - 46000 members.	● R.G. Morgan (Exec. V. P.) (705) 748-6324	N/A	o Interested in the possibilities for grayling - fishing in the Keewatin.
pacific Western Airlines Ltd.	615-18th Street E. Calgary, Alberta T2E 6G5	Airline with a tour wholesaler arm.	● Maureen Griffin, Manager Tour Development (403)235-8100		o Rendevooua Canada providesa great success reaching European markets. o Planning to run general interest toura to Churchill in 1985.
Qaiivik Ltd.	60X 1538 Yellowknife, N.W.T. XOE IHO	Tour Wholesaler - sporthunts, photographic tours and nature tours.	● Mike Freeland, Owner (403) 783-2074	N/A	o Involved in promoting caribou and possibly polar bear sport hunts in Repulse Bay in 1985.
Snowbird Lake Lodge	P.O. Box 70184 St. Paul, Minn. 55107	Fishing Lodge Operator (in the Keewatin)	● Joel Hunziker, General Manager (612) 228-9320	Charter with an airline out of Saskatoon.	o Plans to expand busi- ness seminar and incentive travel business. o Excellent potential for additional businesses

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company Name	Location of Ease operation	Type of Company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Special Interestours	P.O. Box 37 Medina, Washington 98039	Tour Wholesaler - general interest and aport fishing.	*Skip Voorhees, (owner/operator) (206) 455-1960	First Air (very accommodating)	<ul style="list-style-type: none"> o Last year initiated an Arctic Mammals tour which was a real success. o Plans to run a fishing trip to Peter Lake near Rankin Inlet in 1985. o Problem with lack of professionalism with outfitters in Keewatin.
Thru-The-Lens Tours	Culver City, California	Tour Wholesaler - photo safaris	● Marianne Rabb (213) 645-8480	Yea. dependent on continent ie. Ecuatonina in South America	<ul style="list-style-type: none"> o Currently run a tour to Churchill. o Planning a high Arctic trip in 1965.
Tuulik Wilderness Adventures	P.O. Box 957 Frobisher say, N.W.T. XOA OHO	Tour Operator - adventure tours (rafting, cross-country, dog teams).	● Sruce Rigby, General Manager (613) 230-8077	First Air	<ul style="list-style-type: none"> o Promoting heavily in Germany. o Hope to eventually set up an outfitting store. o Not interested in Keewatin.

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Company Name	Location of Base Operation	Type of Company	Contact Person (*indicates persons spoken to where more than one name is listed)	Affiliated Transportation Companies	Comments
Victor Emanuel Tours	Austin, Texas	Tour Wholesaler - nature tours and photographic tours	● Mary Kay (512) 477-5091	No	o Interested in bird watching opportunities in Keewatin .
Wollaston Lake Lodge	c/o Crystal Shamrock Airlines 6000 N Douglas Dr. Minneapolis, Minn. 55429	Fishing Lodge Operation (Saskatchewan)	● Sharon Elder Brian Elder (612) 533-2214	Crystal Shamrock Airlines in Minneapolis	o Currently promoting business seminars and incentive travel packages in U.S. o Offer fishing packages for groups, families, individuals.