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***The Feasibility Of Establishing Air Charter  
And Tour Package Booking Agencies In  
Yellowknife***

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***Author: Deloitte Haskins & Sells***

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THE FEASIBILITY OF ESTABLISHING AIR  
CHARTER AND TOUR PACKAGE BOOKING  
AGENCIES IN YELLOWKNIFE

11-9-2 Tourism  
Feasibility Studies

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THE FEASIBILITY OF ESTABLISHING AIR CHARTER  
AND TOUR PACKAGE BOOKING AGENCIES  
IN YELLOWKNIFE

Prepared For  
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YELLOWKNIFE , N. W. T .

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Mr. Jim Eirikson, C. T.C.  
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Yellowknife, N.W. T. XIA 2P6

November 4, 1988

Dear Mr. Eirikson:

Re: The Feasibility of Establishing Air Charter and Tour Package  
Booking Agencies in Yellowknife

We are pleased to enclose our completed report of Phase I (market analysis) of this study. As outlined in the proposal, we were to assess "the feasibility of establishing an Air Charter Booking Agency and Tour Package Booking Agency in the N.W.T."

The report addresses the two concepts separately:

background and current air charter use in the **NWT** and assessment of market potential for an air charter booking agency.

background to the tourism industry in the **NWT** and potential market and booking volumes relevant to the proposed tour package booking agency concept.

The report is then summarized with conclusions.

If you **have** questions with regard to any aspect of the report, please contact Mr. Darrell Toma or Mr. Rodney **Dlugos**.

Yours truly,  
DELOITTE HASKINS & SELLS

*Deloitte Haskins + Sells.*

/wk

Enclosure

THE FEASIBILITY OF ESTABLISHING AIR CHARTER  
AND TOUR PACKAGE BOOKING AGENCIES  
IN **YELLOWKNIFE**

Prepared For  
**MR. JIM EIRIKSON**  
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**EDMONTON, ALBERTA**

November, 1988

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## 1.0 INTRODUCTION

### 1.1 Background

The Northwest Territories (NUT) is a vast region of northern Canada posing many opportunities and challenges to its residents and visitors. One of the earliest challenges was transportation. Prior to the bush plane, many communities faced complete or, at least, seasonal isolation.

The initiatives of the early pilots greatly enhanced the development of the NUT. Coupled with this was the commitment shown by both the Federal and Territorial governments in devising a framework for policy and program implementation. Effective delivery of development initiatives necessitated locating NUT Government officers throughout the Territories' five regions: Fort Smith, Inuvik, Keewatin, Kitikmeot and **Baffin**.

The linking of government with the NWT residents has been made largely possible by air transportation, with **government charter** travel expenditure likely in the order of several million dollars annually. Currently, such travel arrangements are booked through the Government of the Northwest Territories (**GNWT**) transportation section. The **GNWT** has a policy in favour of privatizing functions which can be handled by the private sector, and indications are that they may look favorably on privatizing the **aircharterbooking service** it now provides.

As tourism has increased within the territory, so have the challenges and opportunities facing this industry. The tourism industry is largely composed of individual operators, many in remote locations without ready access to their potential clientele who reside in southern Canada and the U.S.A.

A major co-ordination effort has been made through the establishment of the Tourism Industry Association (TIA) and its Arctic Hotline. This service, however, cannot facilitate **actual** bookings with operators. Although several package agencies have established booking services with selected operators, it is the subject of this study to examine the market for operating a more comprehensive Booking Agency.

## 1.2 Objectives

As defined by the terms of reference, the primary objective of the study was to examine the feasibility of:

*"...establishing an Air Charter Booking Agency-essentially privatizing this function currently administered by the Government of the Northwest Territories; and establishing a Tour Package Booking Agency which would service the needs of various tourist establishments in the N.W.T. (lodges, hotels, outfitters, etc.)."*

**The two** study objectives were to prepare:

a detailed review of the demand for each booking operation (tour, air charter) in the **NWT** market area, and to prepare an outlook for market demand and sales potential (volume).

This study was to consist of five phases, of which this report addressed only Phase I (market analysis). Other phases (detailed plans) were to be undertaken upon client direction and approval of funding for completion of **the** other Phases.

This report focuses on the potential market and booking volumes relevant to the proposed concept. The two markets for air charter booking and tour package booking agencies were evaluated separately for their individual business merit.

### 1.3 Scope

Initially it was proposed that the **study** would focus geographically on the western Northwest Territories market, the districts incorporating the Western Arctic Visitors' Association, the Big River **Travel** Association and the Northern Frontier Visitors' Association. However, at the request of the client, this geographic area was broadened, and data were collected from a wider area to identify opportunities in the central and eastern NWT as well.

Initial **interviews** regarding air charter use in the **NWT** indicated that private businesses and groups, as well as government, might have a use for an air charter booking agency. In response to this possibility and with client direction, the study team undertook interviews with potential private users of the proposed air charter booking agency.

The study of the proposed air charter booking agency dealt with charter travel only and did not include scheduled air travel. Data were collected where possible on historical air charter use by government and private groups. Based upon interviews with government and private individuals, literature and available data, the potential market demand was estimated. Findings and conclusions relative to the two proposed concepts are reported in the sections that follow.

## 2.0 AIR CHARTER BOOKING AGENCY FINDINGS

### 2.1 Background

The Government of the Northwest Territories (**GNWT**) makes substantial use of air charters in carrying out its functions. Private businesses and organizations also make considerable use of air charters. Currently, no central booking agency exists, and users book their flights with individual air charter operators.

### 2.2 Air Charter **Booking Agency** Concept

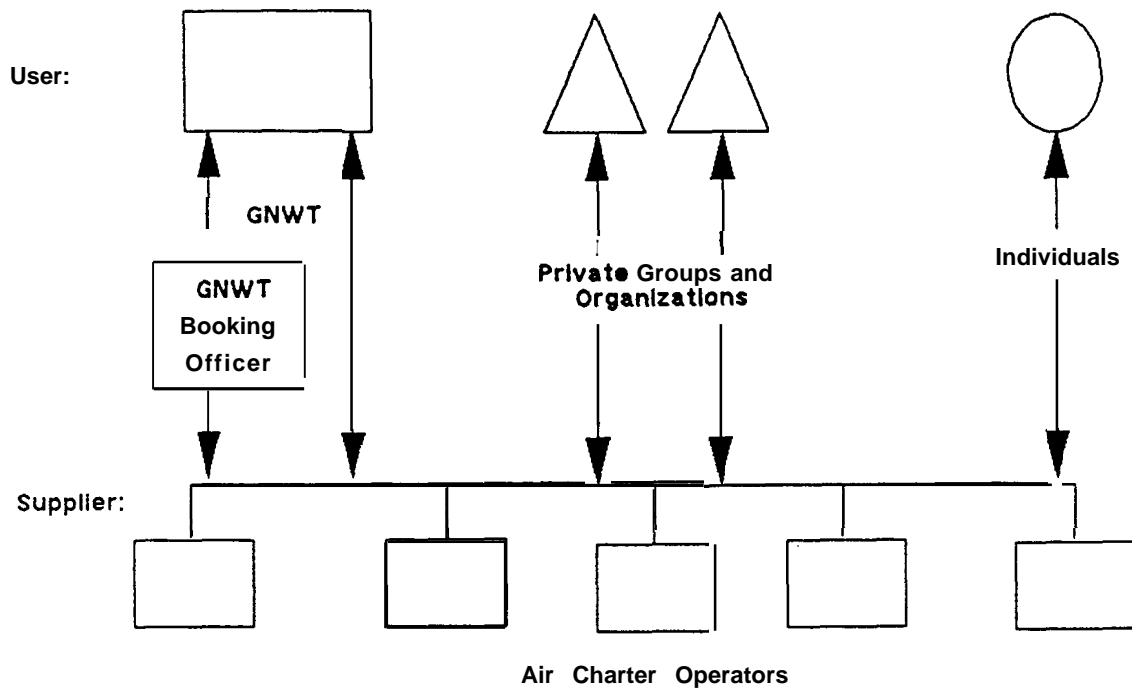
Currently over forty air charter operators exist in the NW'T. They provide transportation for government, private groups and organizations and individuals. The current procedure requires that each user contacts several operators, obtains details on their availability and prices, and then makes a booking decision. The current system is outlined in Figure 1.

Several inefficiencies are inherent in the current system:

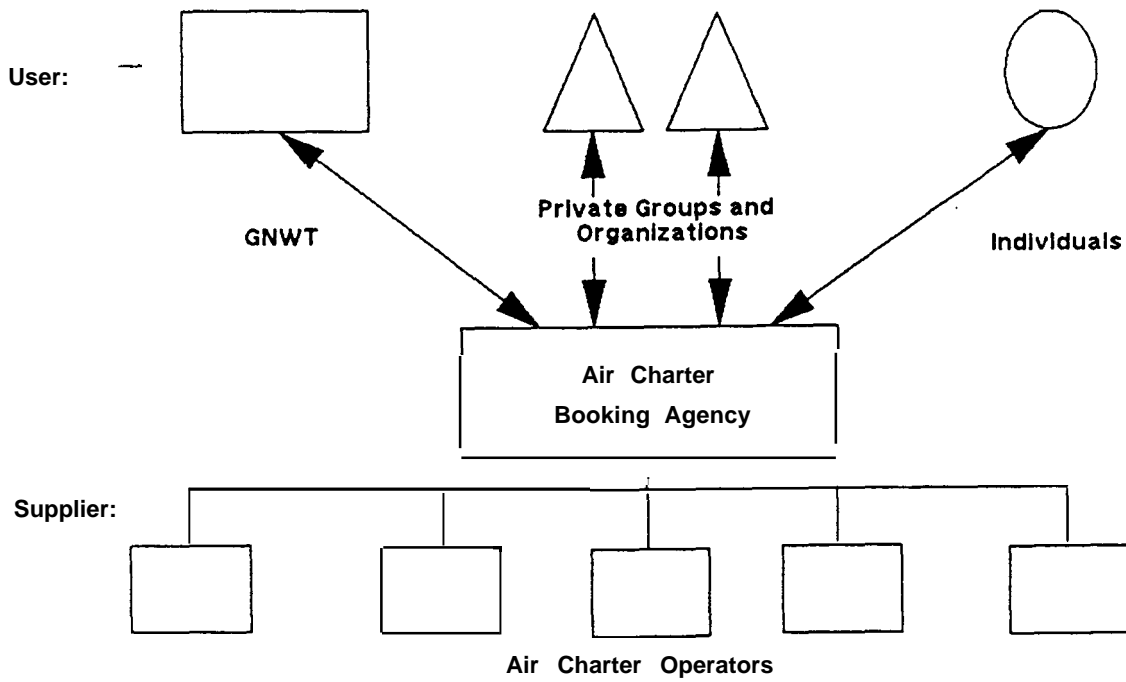
- . government personnel in different departments sometimes book separate flights to the same area which could be combined, and
  - . private air charters and government air charters may be booked separately when splitting a charter flight may have been possible.
- planes may fly empty when **backhauls** (passengers or cargo) may have been available.

It has been suggested that a central air charter booking agency could enhance the present system. The agency would have airplane specifications and prices for all available participating carriers. The proposed central air charter booking system is shown in Figure 2.

**Figure 1**  
**Current Air Charter Booking System**



**Figure 2**  
**Proposed Air Charter Booking System**



The proposed agency would receive calls from government and private groups and individuals who require air charters. This would reduce telephone calls necessary to determine which operators met the required criteria. Requests could be co-ordinated with an existing booking or a new booking would be made. After the flight, the operator would submit the bill to the booking agency; the agency would send out a pro-rated bill to each customer and make payment to the operator.

Several benefits may accrue but detailed research into these benefits was not undertaken. These potential benefits include:

reduction in administrative costs (staff, telephone, time, uncertainty) to users of the agency who now arrange their own air charters.

efficiency gains achieved by consolidating booking functions currently made separately by the various agencies which use air charters.

reduction in air charter **costs** due to splitting charters among government departments and between government and private users.

reduction in empty **backhauls** (costs) by improved co-ordination of users.

co-ordination of air charter bookings for tourists to fill flights already booked.

### 2.3 GNWT Air Charter Use

This section outlines the air charter aspects of the business in three parts: bookings, volumes and costs.

#### 2.3.1 Booking Procedures

The GNWT relies upon both scheduled airline service and air charter **service** to meet its transportation needs. Bookings for scheduled airline flights are made by GNWT staff members through local travel

agents. Staff members select the travel agent of their choice which results in a distribution of business among all the agents.

Air charter transportation is used by over 20 departments within the **GNWT**. Each department has specialized needs and a formal system has been developed within the Government Services Department to meet their requirements. Charters are arranged by **GNWT** personnel directly with air charter operators. The procedure varies slightly depending on whether the flight originates through headquarters (**Yellowknife**) or in one of the other five regions. The process is shown in Figure 3.

All air charter requests originating from headquarters staff and those originating in other regions which are funded by headquarters are handled by a "government booking officer in the Department of Government Services in Yellowknife. After the flight, the air charter operator sends an invoice to the booking officer, who verifies it and forwards it for payment. Payment normally occurs within 20 days.

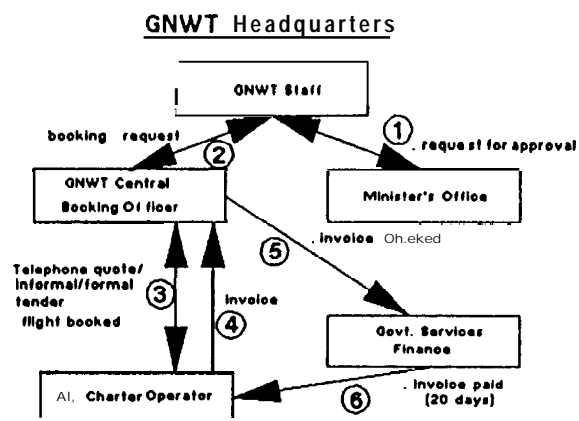
Flights originating in the five regions which are not funded by headquarters are booked by regional staff. The staff member or sometimes the Transportation Officer makes flight arrangements with the air charter operator. After the flight, the air charter operator sends an invoice to the Regional Finance Department for payment. Payment usually occurs within 20 days.

#### 2.3.2 Charter Policy

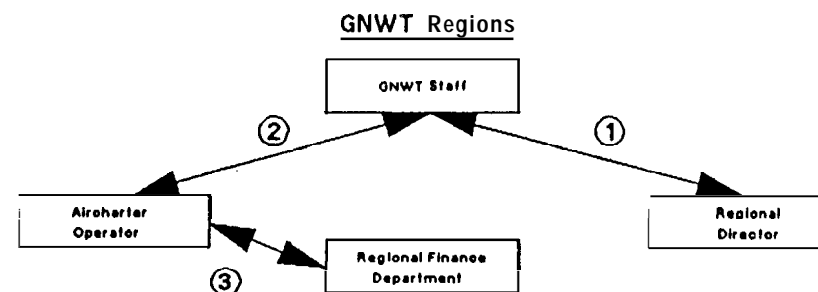
Present policy requires that each air charter booked receive prior approval from a supervisory official. In fact, in many cases, approval occurs after the flight has been taken.



Figure 3  
Current Charter **Booking** Procedures

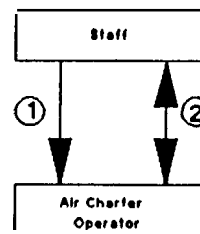


1. Staff member sends **flight** request to Minister's office (May be approved before or after the **flight** is taken.)
2. Staff member **calls** Booking Officer to request flight arrangements.
3. Booking Officer calls **air** charter operator(s) for telephone quotes or uses a tendering procedure, makes the **flight** arrangements, and confirms with the staff member.
4. **Air** charter operator sends Invoice to Booking Officer after the **flight**.
5. Invoice is checked by Booking Officer and sent to Government Services Finance.
6. Invoice is paid.



1. Staff member sends flight request to Regional Director's office. (May be approved before or after **flight** is taken.)
2. Staff member (or Transportation Officer) calls air charter operator to make **flight** arrangements.
3. Air charter operator sends invoice to the Regional Finance Department after the **flight**. The invoice is paid.

Private Users



1. Private user calls air charter operator and books **flight**.
2. **Air** charter operator sends Invoice to private user after **flight**. The invoice is paid by the private user.

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1

Flights initiated through headquarters need Ministerial approval; regional flights are approved by the Regional Director.

Government **Services** personnel indicated that a policy change has been proposed which would allow all staff to book air charters of up to \$1,000 without prior approval. This could reduce the number of air charters booked through Government **Services** considerably because charters under \$1,000 represented nearly half (42%) of the number of air charters booked through headquarters in 1987-1988. Air charters under \$1,000 accounted for only 7% of the total air charter expenditures by the **GNWT**.

It is the policy of the **GNWT** to split charters among government departments to gain efficiencies whenever possible. The bill is then prorated to the participating departments. Occasionally **freight-carrying** charters are split with the Federal Government. The current **GNWT** policy is that charters can be split with private individuals and groups as well. Co-ordination of charter splitting is not formal. It occurs occasionally, mainly through word of mouth.

To help increase co-ordination of flights and splitting of charters among government departments, Government **Services** is in the process of setting up an electronic bulletin board system to record all air charter bookings. This system will be available to all **GNWT** offices. It is expected that prior to requesting a flight, staff members will call up the bulletin board and if possible, co-ordinate their trip with others. Some **re-booking** may occur as a result of this process, but it is expected that efficiency **will** increase. Government **Services** expects the bulletin board to be operational by December, 1988.

All charters are booked with a government approved carrier that can supply the correct aircraft. The carriers generally have standing offers from Government **Services** based on their submitted tariffs

(fees) . Choice of a carrier is based primarily on price and availability of appropriate aircraft.

Telephone quotes are taken for flights under \$25,000 and can be approved by the booking officer. Tenders are requested for flights over \$25,000, and approval is given by the Head of **Service Contracting** or the Director of Supply **Services**. In cases where the same service is offered for the same price, trips are booked on a rotational basis among the operators.

It is **GNWT** policy for departments such as Justice and members of the Legislative Assembly to book air charters through Government Services, but they also have the authority to book their own. The number of air charters actually booked by these departments outside Government **Services** is low and the majority of their bookings are included in the use estimates shown (Table 1).

In addition to the air charters booked through Government Services, the Departments of Renewable Resources and Health co-ordinate their use of air charters (including the Medevac Program). In addition, contracted aircraft are used for firefighting. These bookings are handled through the respective departments rather than" **through** Government Services.

### 2.3.3 Air Charter Volumes

No historical data on air charter use by the **GNWT** were available. Total air charter use was estimated by the Department of Finance for 1987 - 1988.

Detailed data on air charter use for each region in the NWT were available for 1987-1988 and are summarized **in** Table 2. The total value of air charters booked by Government Services was \$5,859,332. About half (57%) of this travel was arranged through Headquarters.

Table 1  
Government Services-Headquarters  
Trips Per Month

1987 - 1988	
January	130
February	173
March	188
April	168
May	221
June	302
July	214
August	189
September	183
October	215
November	227
December	<u>131</u>
	<u>2,341</u> <sup>1</sup> trips

Source: GNWT, Government Services

Table 1 shows a breakdown of air charter bookings made through Headquarters by month. On average, 195 trips are booked per month. There is some **seasonality** in air charter use, with May to November being the high use period.

Table 2  
GNWT Air Charter Use  
Government Services Bookings  
1987-1988

Region	# of Charters	value of Charters
Headquarters (Yellowknife)	1,002	\$3368,989
Fort Smith	772	779,314
Inuvik	302	527,210
Kitikmeot	98	443,915
Baffin	63	433,728
Keewatin	<u>89</u>	<u>306,176</u>
<b>TOTAL</b>	2,326	\$5,859,332

source: GNWT, Government Services

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<sup>1</sup> One charter may be composed of more than one trip. Therefore, total trips exceeds total charters.

The remainder was distributed throughout the five regions with the largest volume (22%) taking place in the Fort Smith and **Inuvik** Regions.

Renewable Resources employs three to five year contracts **with** operators of **firefighting** aircraft to ensure the on-site availability of aircraft and operator for a 95-day period in the summer.

Expenditure **on** these contracts is several million dollars annually. These aircraft are not available to uses other than **firefighting** without special permission. An additional six to ten million dollars per year is spent on helicopter and small aircraft charters for **firefighting**. The **firefighting** aircraft usage is coordinated by a specially trained team of four people on 24-hour call out of Fort Smith. Any other air charter use by Renewable Resources is booked through Government Services and is included in Table 2.

The Department of Health handles its own bookings of air charters for **Medevacs**. These are emergency evacuations of seriously **ill** or injured individuals. Duty nurses at medical centres and hospitals have the authority to order a Medevac at their own discretion. Some air charters for the Department of Health are also booked through their Central Referral Agencies located in **Yellowknife** and **Inuvik**. These agencies are operated by the **Regional Health** Boards but administered through the Health **Department**. These two offices make arrangements for **Medevacs** and other patients, **including air charters**, ground transportation, accommodation and meals and reporting back to the patient's home community about his progress. The Department of Health was unable to provide data on their air charter use. Some additional air charters are booked through Government **Services** and are included in Table 2.

Total air charter use by all departments in the **GNWT** in 1987 - 1988 was estimated to be in excess of \$15 million annually. This is shown in Figure 4.

**Figure 4**  
GNWT Air Charter Use  
 1987 - 1988

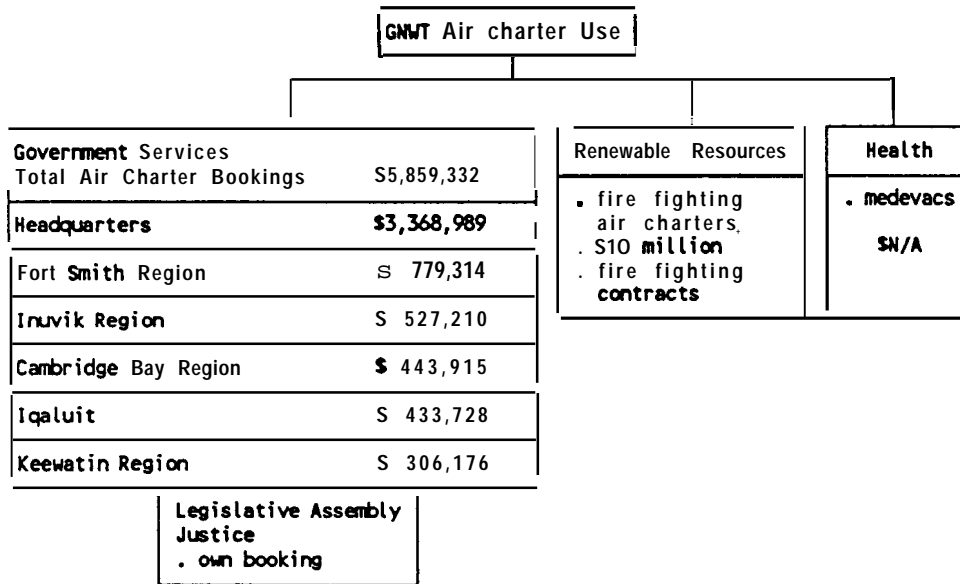


Table 3  
Total GNWT Air Charters  
 1987 - 1988

Booked through Government Services	\$ 5,859,332
Renewable Resources	10,000,000+
Health	<u>SN/A</u>
<b>TOTAL</b>	<b><u>\$15,859,332</u></b>

Source: GNWT

2.3.4 Administrative Costs

The function of booking air charters for the GNWT involves several staff members most of whom are transportation officers in the regions. Headquarters staff involved in air charter bookings include a full-time booking officer in Yellowknife plus **supervision** and holiday relief. The regional transportation officers are in charge

of air charter bookings along with other responsibilities. The amount of time spent on air charter administration was estimated by Government Services and is outlined *in* Table 4.

Table 4

**GNWT Staff Time Spent**

**Booking Air Charters**

	<u>Full-time Equivalent</u>
Headquarters - booking officer	100%
· <b>supervision</b>	15%
Fort Smith	33%
Inuvik	33%
Keewatin	15%
<b>Baffin</b>	2%
Kitikmeot	<u>10%</u>
	<u>208%</u>

Source: **GNWT**, Government Services

This estimate indicates that the time of approximately two people full-time is spent on actual air charter bookings. Additional time is spent in processing billings for the air charters, in handling contracts and in qualifying and inspecting **GNWT-approved** air charter operators. 'It is not anticipated, however, that the proposed air charter booking agency would take over these additional functions.

—

Current administrative costs to the Department of Government Services to provide its air charter booking function include variable costs such as salaries, benefits, northern living allowance, supplies, telephone, and computer time. Additional overhead costs would include office space, furniture, computer equipment, heat and light.

A detailed breakdown of variable costs for Headquarters was available as shown in Table 5.

**Table 5**  
Variable Costs for  
Headquarters Air Charter **Booking** Function

Salaries	\$51,860
Benefits	5,445
Northern Living Allowance	6,730
Supplies	3,450
Telephone	2,760
Computer Time	<u>5,000</u>
<b>VARIABLE COSTS</b>	<b><u>\$75,245</u></b>

Source: **GNWT, Government Services.**

These costs represent salaries, benefits and northern living allowance for a booking officer, holiday relief, 15% of a **supervisor's** time, supplies, telephone and computer time for the booking officer and **supervisor**. Although the government does incur costs for building, heat, and lights to provide the air charter booking **service**, this function is a very small portion of the entire Government **Services** Department. Overhead costs would not likely be reduced substantially if the air charter booking function were transferred to an outside agency, and have not been researched.

Total variable costs to Headquarters to provide the air charter booking function are therefore about \$75,000 per year. This function accounts for most (57%) of air charters booked. The administrative cost for all air charter bookings made through Government Services is therefore estimated to be about \$132,000 (\$75,250 - 0.57) as shown in Table 6.

Table 6  
Total Variable Costs for  
**GNWT** Air Charter Booking

Headquarters (for 57% of flights)	\$ 75,250
Other Regions	<u>56,750</u>
Total Administrative Costs	<b><u>\$132,000</u></b>



## 2.4 Private **Industry** Air Charter Use

Many private firms and organizations also make use of air charter services. Representatives of Northwest Tel, Sport North Federation, Dene and **Metis** Negotiating Secretariat, **Metis** Association of the Northwest Territories, the Royal Canadian Mounted Police, and Northern Canada Power Corporation were **interviewed** about their charter use and the proposed air charter booking agency. Findings from these interviews are summarized below.

### 2.4.1 Northwest Tel

Northwest Tel has gradually reduced their use of air charters over the past few years. This is due in part to the recent introduction of scheduled flights which can meet their needs and to budget restraints which prohibit frequent use of air charters. During the first eight months of 1988, Northwest Tel used four private air charters for a total cost of \$4,000. On an annual basis, this would be \$6,000.

Selection of an air charter operator is based on type of aircraft (size, range, landing gear), availability and price. When an air charter is required, Northwest Tel personnel contact charter operators with suitable aircraft to determine availability and price. Ultimately, the decision is based on the lowest price to meet the need. However, in emergencies such as telephone outages in outlying communities, a service technician must be dispatched immediately to restore service. In this case, the first available operator with a suitable aircraft is chosen.

Different departments within Northwest Tel use specified travel agencies when booking scheduled flights in order to allocate their business among the various travel agencies in **Yellowknife**.

Northwest Tel has had no problems in dealing with the air charter operators and no suggestions were made for improvement. It was indicated that a central booking agency could be a plausible alternative to dealing directly with the air charter operators. They would be willing to pay a fee for an air charter booking service, but could not give an indication of how much, except that they would be fairly price-sensitive.

If the scheduled operators increased their level of **service**, then it is likely that Northwest Tel would not use many air charters in the future.

#### 2.4.2 Sport North Federation

Sport North is the organization which coordinates amateur sport in the Northwest Territories. Approximately 2,500 athletes are registered with the Federation in 60 communities spanning the entire Territories. Sport North raises money through sales of lottery tickets and volunteer fund raising activities.

Sport North Federation is involved in travel arrangements for two major sporting events: the Arctic Winter Games which are held every second year, and the Winter Regional Games held on alternating years. Sport North's travel budget fluctuates between about \$900,000 in Winter Games years and \$150,000 in alternating years.

Sport North provides funding to the major sporting organizations throughout the Territories which make their own travel arrangements for both scheduled flights and air charters. These organizations then settle their own accounts with the airlines and charter operators. This accounts for 15 to 20 percent of Sport North's own annual travel budget (approximately \$78,750). In addition to its own travel budget, Sport North makes travel arrangements for other sporting groups which pay Sport North prior to taking a flight.

Sport North then makes payment to the airline or air charter operator.

Sport North books almost \$450,000 of air travel annually (\$525,000-\$78,750) of which most (85% or about \$380,000) is air charter travel. The peak demand for travel is during January, February and March; the demand drops off during the rest of the year. Travel arrangements for the Arctic Winter Games are initiated one year in advance of the Games. All major airlines and air charter operators are asked for quotes. During the Games, which last for one week, almost all airlines in the Northwest Territories are engaged by Sport North.

Sport North has a **Reservac** machine in their office which they use to book their own scheduled flights. In the past year, the price of scheduled flights from the eastern Territories to **Yellowknife** dropped from \$1,500 to \$700 due to the introduction of a new carrier. This resulted in more people traveling with total expenditures remaining constant.

Because Sport North is a volunteer organization, they receive a standard 30% discount from the major airlines for scheduled flights. They have also received "free" use of a Boeing 737 **to** transport athletes to the Arctic Winter Games. In addition, Ptarmigan Airways, a major air charter company in **Yellowknife**, provides Sport North with air charters at cost during the winter. Any changes in their current booking policy would be contingent upon maintaining these arrangements.

It was indicated that the central booking agency could be an alternative to making their own travel arrangements if the present discounts and donations from the airlines continued. One concern expressed by Sport North regarding use of the proposed air charter booking agency was that there might be some loss of control between the air charter operators, the sporting organizations, and Sport North. The key criteria in choosing between making their own travel

arrangements and using a central booking agency would be maintenance of the travel discounts (*cost*) and better service.

#### 2.4.3 Dene and Metis Negotiating Secretariat

The **Dene** and **Metis** Negotiating Secretariat assists the **Dene** Nation and **Metis** Association of the Northwest Territories with land claim settlements. The Secretariat arranges approximately 20 air charters per month, averaging \$400 per charter. This totals to about \$8,000 per month or \$96,000 annually. The demand for air charters is expected to continue at about 20 charters per month over the next three years when the final land claims are expected to be settled. Presumably, the Secretariate's need for air charter use could then decline considerably if scheduled flights satisfy most of their remaining travel requirements.

Air charter operators are chosen primarily on reputation and tradition. The Secretariat uses Ptarmigan **Airways** extensively because they have an account there and have used the airline for years. Specific air charter operators are not chosen because of their poor safety record. Rates are comparable among operators and price is not a major factor in selection.

Some representatives receive funding from which they arrange and settle their own travel arrangements directly. Travel arrangements required for each representative include an air charter portion to bring representatives to communities where they can connect with scheduled air service. In some instances, this includes a scheduled flight to Ottawa (direct or connecting flights) and hotel arrangements. Arranging travel is very time-consuming as it involves contacting the individual representatives, confirming their attendance, booking the air charter and scheduled air travel portions separately through air charter operators and a travel agency, and making hotel arrangements. The Secretariat has had no problems with the air charter operators.

The Secretariat is interested in having someone else perform this function as long as that agency took on all aspects including confirming attendance with the representatives. The criteria for switching to a central booking agency would be convenience and time savings. The Secretariat also has a need for a convention organizer to assist with social functions for their Joint Leadership meetings which have been held monthly since June 1988.

#### 2.4.4 Metis Association of the Northwest Territories

The **Metis** Association has recently begun monthly meetings with representatives from 13 communities throughout the Territories. The **Metis** Association estimates that on a monthly basis they book 12 air charters for a total annual cost of \$57,600 (\$400 per charter). The cost of seven additional air charters per month is split with the Dene Nation with the **Metis** Association portion being \$1,750 (\$250 per charter). Five round trip air ~~charters are booked out of their~~ office for monthly meetings to discuss business related to their bylaws. The total value of all these charters is about \$78,600 per year. There is also one annual Assembly, for which the Association hires a DC-3 aircraft to pick up 120 people throughout the Northwest Territories to take them to one community. It is anticipated that once the lands claims settlements are finalized (in three years time) and air charter use will be reduced accordingly.

Selection of an air charter operator is based primarily on reputation with preference given to native air charter operators. Pricing by the air charter operators is very competitive, so price is not often a determining factor in selection. Specific air charter operators are not chosen because of their poor safety record. The **Metis** Association is presently considering hiring a travel clerk to handle their travel arrangements and to process payments.

The Native Communications Society of the Western Northwest Territories publishes the Native Press, a **bi-weekly** newspaper

distributed to the **Dene** and **Metis** people. Members of the Society travel on the air charters booked by the **Dene** and **Metis** people free of charge. The **Metis** Association indicated that this arrangement must continue as the operation of the Native **Communications** Society is dependant **on** the free use of air charters.

The Association has experienced some situations where a charter was booked and the representatives did not arrive to take the flight. In these cases they were still responsible for the charter costs **even** though passengers were not there to be transported. The **Metis** Association has had no problems in dealing with the air charter operators.

They indicated that a central booking agency could be a plausible alternative to booking their own air charter travel. It could save them the cost of hiring a travel clerk which they are considering. An alternative presented was to list every air charter they book with the central booking agency to facilitate splitting of charters. The decision to use a central booking agency would depend on the cost of the service, time saved, and maintenance of free travel to the Native Communications Society and ability to choose the air charter operator.

#### 2.4.5 Dene Nation

Although we were not able to **interview** anyone from the **Dene** Nation, the **Metis** Association representative indicated that the two organizations split the cost of some air charters for their monthly meetings. The **Dene** Nation picks up representatives from 32 communities for their monthly meetings; the cost of seven of these charters is split with the **Metis** Association.

#### 2.4.6 Royal Canadian Mounted Police (R.C.M.P.)

The **R.C.M.P.** use a minimal number of air charters. Scheduled flights are used whenever possible. The **R.C.M.P.** also operate their own air **services** division with three Twin Otter aircraft located in the NWT. Air charter use is limited to extreme emergencies. It was indicated that an air charter booking agency would not provide great advantages to the department mainly because of the small number of air charters used.

#### 2.4.7 Northern Canada Power Corporation (N.C.P.C.)

**N.C.P.C.** uses air charters to visit plant sites and for emergency calls. They average about one flight every two weeks per region. In the **Yellowknife** region, the volume of their charters would be around \$200,000 per year. The other five regions book air charters for up to ten percent of this volume (or \$20,000 each). Therefore, a total of about \$300,000 is spent annually on air charters. Office staff in the regions currently book the air charters and indicated that using a central booking agency **likely** would not enhance their current system greatly, but that such a system could probably meet their requirements.

#### 2.4.8 Summary of Private Charter User Views -

The idea of a central air charter booking agency received favorable response from several of the private groups interviewed. Those who expressed little interest in using such an agency were the users of air charters whose bookings are straight forward and involve little time or cost to arrange on their own.

**None** of the groups **interviewed** indicated any problems in dealing with the air charter operators directly. The main reason they would consider using a central booking **agency** would be to transfer some administrative functions out due to the complexity and time consuming

nature of arranging some bookings. One group, the **Metis** Association, is currently considering hiring a travel clerk to handle their travel arrangements and process payments.

It is estimated that the private groups **interviewed** currently utilize about \$860,000 worth of air charters annually (Table 7). The groups interviewed include some of the larger private users of air charter travel, but represent only a portion (possibly one-third) of private air charter travel in the NWT. Total private air charter use in the Territories could be over \$2.5 million annually.

Table 7

Private Air Charter Use

By Groups Interviewed

Northwest Tel	\$ 6,000
Sport North	379,000
Dene and <b>Metis</b> Negotiating Secretariat	96,000
<b>Metis</b> Association	78,600
<b>R.C.M.P.</b>	minimal
<b>N.C.P.C.</b>	<u>300,000</u>
<b>Total<sup>2</sup></b>	<b><u>\$859,600</u></b>

Source: **Interviews.**

Each group indicated that certain criteria would have to be met before they would utilize a **central-booking** agency. Quality of service and the price of the service were most commonly mentioned, although some groups indicated price was not a major issue because most operators are competitive. The native groups indicated that they give preference to native air charter operators. Previous safety record is also a consideration for most groups. Maintenance **of special air charter price arrangements is also a** factor. An agency which could make complete travel arrangements, including

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<sup>2</sup> **This** represents **only** a portion of private air charter use. Total use could be much greater. Based on breakdown's of business provided by air charter operators, we have assumed private air charter volumes of \$2.5 million annually for our calculations.



confirmation with traveling representatives, would be a requirement of the native groups.

The proposed central booking agency could likely meet the requirements of these groups. Selection of carriers could be made from approved lists supplied by each group based on required criteria. Special pricing arrangements could be maintained through co-operation of the groups involved.

#### 2.5 Air Charter Operators' Perceptions

Seven air charter operators were **interviewed** to get their opinions of the proposed air charter booking agency, their thoughts on the current booking system with the **GNWT**, and whether they would be willing to pay a fee for such a **service**.

The following air charter operators were contacted:

<u>Air Charter Operator</u>	<u>Location</u>	<u>Business</u>
Ptarmigan Airways Ltd.	<b>Yellowknife</b>	90% Charter 10% Scheduled
Northwest Territorial Airways	<b>Yellowknife</b>	10% Charter 90% Scheduled
Landa Aviation	Hay River	Charter
<b>Latham</b> Island Airways	<b>Yellowknife</b>	Charter
Simpson Air	Ft. Simpson	Charter
<b>Aklak</b> Air	<b>Inuvik</b>	75% Charter 25% Scheduled
Western Arctic Air	<b>Inuvik</b>	50% Charter 50% Scheduled

Bathurst Inlet Air Services and Raecom Air Ltd. are also major air charter operators in **Yellowknife**, but were not contacted.

### 2.5.1 GNWT Selection Criteria

All of the air charter operators **interviewed** provide a substantial volume of air charter service to the **GNWT**. The operators thought that they were chosen to provide government air charters for the following reasons:

- . reputation for safety and reliability,
- . aircraft size and specification,
- . price considerations,
- . availability, and
- . historical use.

A few operators perceived government business to be distributed on a rotational basis among the operators based on availability of suitable aircraft.

### 2.5.2 GNWT Bid Process

When an air charter is required, the operator is contacted by telephone or facsimile machine to determine availability of suitable aircraft and to obtain a price quotation. The government booking officer then selects the air charter operator, confirms the price and date by telephone, and issues a purchase order number for the charter. The **government** department is said to be excellent to deal with. There were no suggestions for improving the scheduling and booking process.

Charter operators submit an invoice to the government department which booked the charter after the flight is completed. Payment is usually received within 21 days. One operator, **Aklak Air in Inuvik**, had experienced payment periods by the government of as long as 45 days. In general, the government has an excellent reputation and air charter operators experience no problems with accounts receivable. There were no suggestions for improving the payment process.

### 2.5.3 Industry Considerations

The air charter operators **interviewed** perceive no unsatisfied demand for air charters **either** within the government sector or private sector. However, a few charter operators indicated that during a long weekend they may be completely booked and some business is turned away. The largest air charter operator, Ptarmigan Airways Ltd., refers any extra business to other operators.

There was no consensus on the potential for growth in the air charter industry. With only 50,000 people in the Northwest Territories and the size of most settlements ranging from 200 to 300 people, the demand for air charters has been stable.

The air charter operators who also provide scheduled service perceive a trend towards increased scheduled **service**. The operators who provide **exclusively** air charters perceive little change in the industry.

Any potential for growth is affected by several barriers to entry which discourage the establishment of **new** air charter operations. These barriers include:

- . high start up costs for facilities and equipment,
- strict government safety and licensing regulations,
- . high cost of maintaining skilled personnel,
- . special skills required of pilots who fly in the north,
- . seasonality - most of the business takes place during five months of the year,
- . harsh conditions of the North,
- . competitive advantage of the established operators,
- . difficulty of communicating with potential users; advertising is expensive, and
- . understanding the people of the North and their customs.

**Latham Island Airways** indicated that there was room for expansion if someone had the funds to start up an operation; however, it would be difficult to recover these costs.

#### 2.5.4 Reaction to the ProDosed Air Charter **Booking Agency**

The air charter operators' response to the concept of a central booking agency was mixed. Some operators thought the concept of the central booking agency could work, but their was concern as to how the **service** would be paid for.

The operators indicated there are no problems with the current booking process. The government booking system, which is similar to a central booking system, works satisfactorily. Some operators indicated that they have worked successfully with another type of booking system through expeditors in the mining sector. Expeditors co-ordinate flights and split charters of the mining companies. Bradon & Burrey is one expediting firm which handles air charter and other travel for approximately 20 mining operations.

One operator indicated that the operators might benefit from a central booking agency if the agency could assist in the confirmation process. Ptarmigan Airways Ltd. indicated that they would be willing to consider paying a fee to a central booking agency. However, they indicated that this fee would have to be passed on to the consumer in higher air charter costs. The general indication from the operators was that if they had to pay a fee to a central booking agency they would have to raise prices and thought this would result in decreased business.

Most operators believed that the benefit from a central booking agency would flow to the government and other customers using the agency in the form of reduced costs due to more split charters and **backhauls** and administrative savings. The operators anticipated this would also decrease their volume of business and thus revenues. Some

operators indicated that even the government benefits would be small because most of these charters are **full**, or **could not be co-**ordinated.

Some concerns focused on how such an agency would operate. It was mentioned that random or rotation booking by a central agency could reduce business for operators who have spent time and money to build up their reputation. The difficulty of co-ordinating flights from a remote location was also mentioned, especially for flights in the far north where conditions are especially risky.

#### 2.5.5 Summary

The operators did not strongly support the concept of a central booking agency since they thought it would offer few advantages to them. Some were definitely against **having** such a **service** established. They believe the benefits of a central booking agency would accrue to the users and users should pay for the **service** directly.

The operators expressed the concern that splitting more charters would result in fewer charters and lower revenues. They were also concerned that any booking fee would have to be passed along to the consumer and business would be lost due to increased prices. Granted, there would be some efficiency gain from splitting additional charters. Most of the organizations and government which would use a central booking agency work with an annual travel budget and, if expenditures per charter were reduced due to splitting charters, it is more likely that the number of trips taken would be increased, rather than reduce travel budgets. A small increase in price (5% - 10%) would probably not decrease the **number** of air charters substantially. Demand for air charters is largely inelastic because air charter travel is a necessity in the North.

## 2.6 Potential Demand for an Air Charter **Booking Agency**

### 2.6.1 Future Air Charter Use

The Department of Finance indicated that overall, **GNWT** expenditures on air charter travel have been increasing. Travel budgets are generally increased annually by an inflation factor in addition to increases for new responsibilities given to departments. This has been the major reason for increased air charter use as the **GNWT** Health Department recently took on additional functions from the Federal Government. The Territorial government is currently in a period of restraint, but it is unlikely that reductions in travel budgets will occur.

If **GNWT** policy is changed to **allow** discretionary booking without previous approval for flights under \$1,000, the number of flights booked through a central agency could be reduced. Staff members booking discretionary flights **might** continue to use a central booking agency for convenience.

### 2.6,2 Potential Volumes

As previously outlined, total **GNWT** air charter use is over \$15 million. **Air** charter use by the private groups and organizations interviewed **totalled** approximately \$860,000. Total air charter use by private groups is **likely** several times this and, for purposes of the study, a volume of \$2.5 million annually has been assumed. A summary of these expenditures is shown in Table 8.

**Table 8**

Total Air Charter Use

1987 - 1988

Government Air Charter Use

Booked Through Government Services	\$ 5,859,332
Renewable Resources	10,000,000 +
H e a l t h	N/A
Private Air Charter Use <sup>3</sup>	<u>2,500,000</u>
Total Air Charter Expenditure	<u>\$18,359,332 +</u>

Source: **Interviews**

The proposed air charter booking agency may not, however, provide a **service** which would satisfy the needs of all groups involved due to their special requirements. Renewable Resources would probably not opt into the proposed agency. As previously described, Renewable Resources requires specially trained staff to book and coordinate air charters used in firefighting. It is not likely that the \$10 **million<sup>+</sup>** spent by Renewable Resources on air charters would be available to the proposed booking agency.

Health uses air charters for **Medevacs** and for transportation of other patients. A central booking agency could probably meet the requirements for the **Medevacs**. It was, however, indicated that to turn bookings over to another booking agency, Health would prefer that the agency take over all functions of the Central Referral Agencies. It is uncertain whether the proposed agency would be willing to take over these functions.

Air charter use by several of the private groups contacted may decrease somewhat in the future. Northwest Tel indicated that as scheduled operators increase service, they will likely not require many air charters in the future. Both the Dene and **Metis** Negotiating Secretariat and the **Metis** Association of the Northwest Territories

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<sup>3</sup> **Assumption** based on interviews conducted.

will be involved in land claims talks for the next three years. After the land claims talks are completed, air charter use by these groups will likely decline substantially. Sport North did not indicate any anticipated changes in their travel budgets. If prices decrease, the number of flights they could use would increase accordingly. Many other factors may also influence the volume of bookings available to a central booking agency.

Initially, it is estimated that over \$8.3 million of potential air charter bookings could be available to an agency (Table 9) depending on the policy outcomes of the government and participation of Private groups.

Table 9  
Potential **Booking** Volumes  
Air Charter **Booking Agency**  
(\$'000)

<u>Government</u>	<u>Current Policy</u>	Discretionary <u><b>Booking Policy</b></u> <sup>4</sup>
<b>Government Services:</b>		
Headquarters	\$3,369	
Fort Smith	779	
<b>Inuvik</b>	527	
Cambridge Bay	444	
<b>Iqaluit</b>	434	
Keewatin	306	
<b>Health:</b>		
Medevacs	<u>N/A</u>	<u>-</u>
Total Government	\$5,859	\$5,449
<u>Private</u>	<u>\$2,500</u>	<u>\$2,500</u>
Total Potential Booking Volume	<u>\$8,359</u>	<u>\$7,949</u>

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<sup>4</sup> Note: Calculated as 93% of current policy totals.



### 2.6.3 Service Alternatives

The estimated booking volume shown in Table 9 is based upon co-operation and co-ordination of several government and private groups, all with different requirements. The success of the booking agency will depend on co-ordination of the needs of all these groups with the services the proposed agency is able to provide. Several service alternatives are possible, two of which are outlined below.

#### Alternative I:

Booking of all **GNWT** air charters now handled by Government **Services** plus all **Medevacs** plus air charters for Private groups through the central booking agency. The estimated booking volume could be over \$8.3 million as shown in Table 9.

This alternative maximizes the volume of bookings available to the air charter booking agency. It would allow for the greatest co-ordination of flights and therefore, the greatest efficiency. This alternative requires involvement of several groups and would be the most complex agency to operate because requirements of each group must be met and the geographical area covered is large.

#### Alternative II:

The central agency would book air charters now handled by Government **Services** through Headquarters only (Yellowknife) plus **Medevacs** and bookings for Private groups. The estimated booking volume could be over \$5.9 million.

This alternative basically transfers the function provided by the Government **Services** air charter booking clerk to a private agency and incorporates bookings for **Medevacs** and Private groups into the function. Some additional co-ordination of flights would likely occur. Administration would have to meet

requirements set by Government **Services**, Health and the various Private groups.

**Medevacs** have been included in both alternatives. Limited information was available for **Medevacs** but air charter use for this service is apparently substantial. Discussions with the client indicated an interest in providing a booking service for **Medevacs**. Further study will therefore be required to determine booking volumes, procedures and requirements to provide this service as well as whether Health would consider using the proposed booking agency.

## 2.7 Potential **Payment** Alternatives

This section highlights potential payment alternatives for the proposed air charter booking agency.

Three methods of payment for booking agency **services** are proposed: two commission alternatives and an annual tendered fee alternative. These three methods are discussed below.

### 2.7.1 **Payment** Alternative I

The proposed air charter booking agency would function like a travel agency booking airline tickets. The booking officer, however, would not be linked to the air charter operators by computer as the scheduled airlines are. There would also be extra time spent in arranging split charters and **backhauls**. Travel agents are typically reimbursed through commission on a percent of ticket value basis. This system could also work for the proposed air charter booking agency. Commission rates could range from 5% to 10% of ticket price. Five percent commission would be considered a minimum commission level since it is well below commissions collected for airline bookings which require less work and expenditure. An average air charter flight cost to the **GNWT** in 1987 - 1988 was about \$2,500

(\$5,859, 332 - 2,326 flights). A 10% commission would add \$250 to the cost of this flight. A 5% commission would add \$125 to a flight.

This type of system is usually organized so that the travel agency bills the client for the full ticket price including commission. The agency then reimburses the company their charge. This system is easily administered by travel agents and receivables are minimized, especially when credit card payment is used.

This method of commission payment could result in increased air charter costs to the customers if the air charter operators increased their rates by an amount equal to the commission. It was indicated by the air charter operators that this alternative is unacceptable to them because they believe they will have to increase their prices and will lose business as a result. However, it was indicated to us that some air charter operators already have a margin in their prices to allow for a small commission to a travel agent who arranges flights for them.

#### 2.7.2 Payment Alternative II

This method of payment applies the same theory as Alternative I with commissions charged at 5% to 10% of ticket price. The charge would be paid to the air charter booking agency by the user (private or government) rather than the agency recovering fees off the top of the ticket price. This method of payment would likely not have any effect on air charter prices.

#### 2.7.3 Payment Alternative III

Payment could also be made on a flat fee tender to provide service on an annual contract. This method of payment could work well for the **GNWT** and larger private users of air charter travel. Separate agreements would be required for each group. The agreements could

specify the **services** to be provided to the particular group to meet their requirements. Varying fees could be charged depending on the services to be provided. For example, a group which requires 24-hour service might pay on a different fee schedule than a group which required **service** only during office hours.

Tendered payment would not be appropriate for individuals or groups with minimal air charter requirements. A booking fee could be charged to these individuals either on a per booking basis or as a percentage of ticket cost.

## 2.8 Conclusions

From the information gathered on government and private use of air charters in the NUT, it is apparent that the volume of air charter use is large. The total volume from which the proposed air charter booking agency could draw business is likely over \$8.3 million. A central agency would be able to capture a portion of this volume depending on the **services** offered. Several private groups expressed an interest in using such an agency and indicated they would be willing to pay a fee for the **services** it would provide. It seems feasible for a private agency to handle the booking function carried out by the Government **Services** department of the **GNWT**.

Reaction to the proposed booking agency by the air charter operators was mixed. Some thought the concept would work and some operators could see a benefit from the service. The major concerns expressed dealt with cost of the **service** and who would pay for it. Most operators thought that users of the **service** benefitted and should pay directly.

Two organizational alternatives were outlined combining services to various government and private groups. Alternative I, incorporating bookings made by Government **Services**, Medevacs and Private groups, maximized potential booking volumes but would be the most complex to

operate because several government and Private groups are involved. Alternative II would be easier to establish initially since it basically transfers the **GNWT** Headquarters booking function to a private agency and makes the service available to **Medevacs** and Private groups.

The three payment alternatives outlined have **varying advantages**. Payment Alternative I would be the easiest to administer for the agency but is perceived **unfavorably** by the air charter operators. Payment Alternative II follows the same idea as Alternative I but payment would be received directly from user groups. This would be more acceptable to the air charter operators and should not have any effect on air charter prices. Payment Alternative III results in payment by user groups and would allow varying fees to be charged depending on services provided to the group.

Either of the organizational alternatives show substantial potential business volumes. Any of the methods of payment outlined could work successfully, although with varying degrees of acceptability to the parties involved. Further study would be necessary **to** determine which would offer the best business alternative and which organizational and payment structure would be" acceptable to all parties involved.

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### 3.0 TOUR PACKAGE BOOKING AGENCY FINDINGS

#### 3.1 The **NWT** Tourism Industry

The NUT is divided into five administrative regions and six travel destination zones as depicted **by** Figure 5. Each region is represented by a travel zone with the exception of the Fort Smith Region which is comprised of two zones. Most tourism research is the responsibility of the **GNWT** and TravelArctic. The various tourism zone associations gather statistics which complement these efforts.

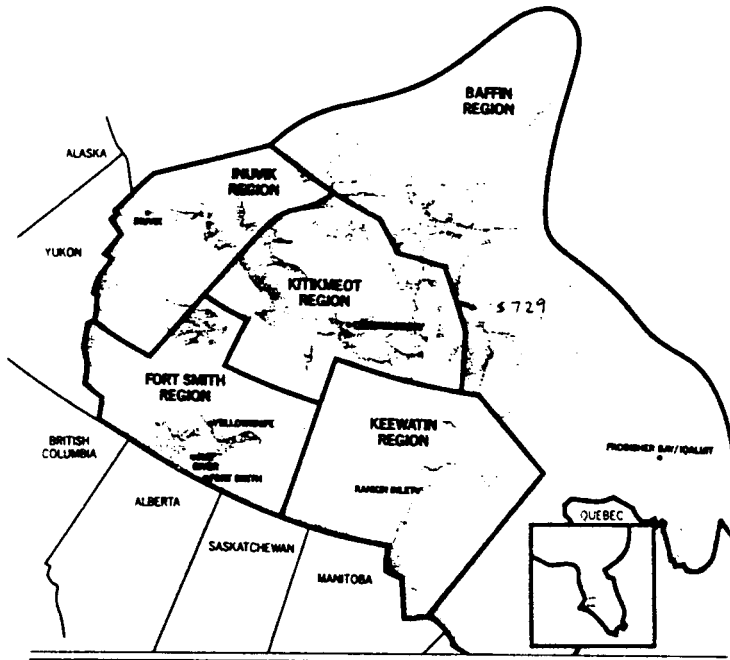
Tourism research conducted by these organizations over the period 1982 to 1987 was compiled during 1988 in a document entitled Tourism Facts, 1987. The following tables summarize this research and depict the estimated volume and expenditures by visitors each year.

Table 10 provides a cumulative estimate of the number of visitors traveling to the NUT and their expenditures for the five year period. As indicated by the table, most visitors travel to the NUT by scheduled air, followed by those who drive light vehicles.

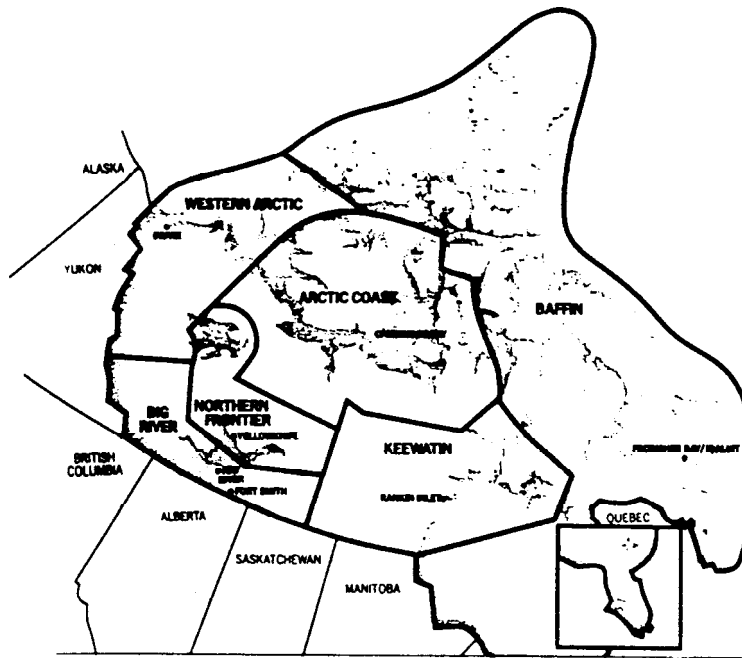
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**Figure 5**

NUT Administrative Regions and Travel Destination Zones



The Northwest Territories Administrative Regions



Travel Destination Zones and Travel Associations

Source: Tourism Facts, 1987, Travel Arctic GNWT

Table 10  
Number of Visitors to the NWT and Their Expenditures  
Over the Period 1982 - 1987

Region	Number of Visitors	Expenditures in Dollars	Expenditures Per Person
<b>Fort Smith</b>			
- road (Mackenzie and Liard Highways)			
- light vehicles	12,000	\$ 6,000,000	
- buses	1,000	500,000	
- scheduled air	20,000	20,000,000	
- charters (lodges)	<u>1,500</u>	<u>3,000,000</u>	
Total	34,500	29,500,000	\$855
<b>Inuvik</b>			
- road (Dempster Highway)			
- light vehicles	5,000	3,000,000	
- buses	500	250,000	
scheduled air	<u>9,000</u>	<u>9,000,000</u>	
Total	14,500	12,250,000	845
<b>Keewatin</b>			
scheduled air	2,000	2,000,000	
- charters (lodges)	<u>1,000</u>	<u>2,000,000</u>	
Total	3,000	4,000,000	1,333
<b>Kitikmeot</b>			
scheduled air	1,200	1,700,000	1,417
<b>Baffin</b>			
scheduled air	<u>4,800</u>	<u>3,500,000</u>	<u>7 2 9</u>
Total	<u>58,000</u>	<u>\$50,950,000</u>	<u>\$ 878</u>

Source: Tourism Facts 1987, TravelArctic, GNWT

The most popular tourist destinations are Fort Smith and **Inuvik** regions which contain the primary population centres of the NWT including **Inuvik**, **Yellowknife** and Hay River. Understandably, total tourist expenditures in these regions exceed the others, however tourists traveling to more remote regions such as **Keewatin** and **Kitikmeot** generally spend more per person.



Visitors can be characterized by certain demographic variables to give a profile of primary tourism markets for the NUT. Table 11 indicates that most visitors to the NWT are in their mid to late thirties, and predominantly male with incomes in excess of \$30,000 per annum. Most tourists originate from Canada and the United States. Unfortunately, no information is available which describes the package tour market.

Table 11  
Visitor Characteristics

	Age (mean)	sex	Party Size	Principle Origins (Place of Residence)	Income
MacKenzie - Liard Highway Motorists	37	.	2.5	Canada U.S.A.	\$34,500
Dempster Highway Motorists	skewed to older age groups		2.54	Canada U.S.A.	\$40,000 <sup>+</sup>
Sportfisherman	U.S.A. 50 Canada 36	male, very predominately	-	Canada U.S.A.	U.S.A. \$US 40,000  Canada \$Cn 30,000
Package Tours	No Information				
Airline/general touring				Canada U.S.A.	
- Baffin		.	2.5		
- Kitikmeot	male 39 female 36	male 75% female 25%	1.9		
- Keewatin	33	.	2.3		\$44,000
- Inuvik	.	.	1.6		
- Fort Smith	37	.	1.5		34,500

Source: Tourism Facts, 1987, TravelArctic, GNWT

A measure of growth in the tourism industry is the number of tourism facilities including accommodation (hotels, **motels**, lodges) and outfitters. Table 12 shows the steady growth in facilities for the NWT over a ten year period from 1978 to 1988. The growth in tourism facilities has been most impressive for outfitters, hotels and motels, and lodges, in that order. In 1988, 207 facilities operated, up from 115 in 1978.

Table 13 illustrates the number of hotel and motel facilities and number of rooms for the various zones. These figures provide an estimate of accommodation capacity for each zone. As expected, the majority of hotels and motels are concentrated in zones with larger population centres. The hotels in many of the smaller communities have some rooms that can accommodate more than two persons per room. Therefore, the total room inventory of 1,565 rooms could accommodate up to 3,100 people at any one time (Table 13).

While hotels and motels are located in communities and open year round for travelers, lodges are generally located outside communities and open only for the summer months. Lodges serve outdoor **recreationists**, primarily sport fishermen. This type of accommodation facility is concentrated in the Northern Frontier, Big River and **Keewatin** zones.

Package tours are available to all zones and appear evenly distributed with the exception of the **Baffin**, high arctic zone, where approximately twice as many tour packages are available as compared to other zones. Outfitters are concentrated in the Northern Frontier and **Baffin** regions. **Services** are available throughout the more populated regions including the Northern Frontier, Big River and Western Arctic zones (Table 14).

Table 12  
Growth in Tourism Facilities  
From Period 1978 to 1988

<u>Year</u>	<u>Hotels and Motels</u>	<u>Lodges</u>	<u>Outfitters</u>	<u>Totals</u>
1978	48	48	19	115
1979	49	47	23	119
1980	49	49	27	125
1981	48	53	31	132
1982	48	50	28	126
1983	48	47	29	124
1984	63	51	62	176
1985	66	51	80	197
1986	72	54	85	211
1987	71	54	82	207
1988	73	58	75	206

\* Note: The 1988 decline in the number of outfitters is partly caused by a change in the Explorers' Guide listing system. In 1988 there are many more package **tour** listings, some of which were listed as outfitters in previous years.

Source: Tourism Facts, 1987, TravelArctic, GNWT

Table 13  
NUT Room Facilities

<u>Zone</u>	<u>Facilities</u>		<u>Rooms</u>	
	<u>Number</u>	<u>%</u>	<u>Number</u>	<u>%</u>
Northern Frontier	10	<b>14</b>	445	28.4
<b>(Yellowknife)</b>	(8)	<b>(11)</b>	(438)	(28.0)
Big River	16	22	392	25.0
Western Arctic	16	22	299	19.1
<b>Baffin</b>	15	20	269	17.2
<b>Keewatin</b>	10	14	98	6.3
Arctic Coast	<u>6</u>	<u>8</u>	<u>62</u>	<u>4.0</u>
Totals	<u>73</u>	<u>100</u>	<u>1,565</u>	<u>100.0</u>

Source: 1988 edition of Explorer's Guide, represents hotels and motels.

Table 14  
Number of Other Tourism Products, 1988

	Lodges		Package Tour		Outfitters		Services		Total	
	Number	%	Number	%	Number	%	Number	%	Number	%
Northern Frontier	22	38	21	12	16	21	14	24	73	20
(Yellowknife)	(1)	(2)	(0)	(0)	(7)	(9)	(12)	(21)	(20)	(5)
Big River	12	21	31	18	7	9	17	30	67	19
Western Arctic	5	9	23	13.5	12	16	12	21	52	14
Baffin	3	5	50	29	23	31	8	14	84	23
Keewatin	13	22	24	14	12	16	4	7	53	15
Arctic Coast	<u>3</u>	<u>5</u>	<u>23</u>	<u>13.5</u>	<u>5</u>	<u>7</u>	<u>2</u>	<u>4</u>	<u>33</u>	<u>9</u>
	58	100	172*	100.0	75	100	57	100	362	100

\* Approximately 55 tour operators are responsible for tours to the six tourism regions.

Source: 1988 edition of Explorers' Guide.

The tourism industry in the **NWT** makes a significant contribution to the economy. There has been a growing recognition in both the public and private sector about the importance of tourism. The Tourism Industry Association (**TIA**) estimates the NUT has an annual travel volume of over 180,000 trips. About half (56%) of this travel is by **NWT** residents. Of non-resident travel, 26% is business related and 18% is pleasure related.

The average trip expenditure in the **NWT** is the highest in Canada. Tourism representatives in the **NWT** believe that success in the NUT tourism industry will depend on the sale of quality travel products that are perceived as unique and of high value, rather than travel volume. It is estimated that the current volume of the NUT'S travel volume for residents and non-residents is about \$120 million annually.

Future growth of the **NWT's** travel industry will likely come from the non-resident pleasure travel market. In 1987, the **GNWT** and the Tourism Industry Association undertook the development of a "Product Development Plan for the **NWT's** Tourism Industry". Table 15 displays

existing trips **by** product currently captured by the NUT tourism industry against the actual trip potential that is available in North America for these products. Provided that the NUT products are competitive, it would appear as though there is significant market potential for the NUT to develop the non-resident travel industry.

**Table 15**  
**Estimated Pleasure Travel Trips for**  
**NUT Tourism Products**

	Existing Pleasure Travel Trips <b>Captured</b>	Estimated North American Market Source			Current <b>NWT</b> Penetration Rate
		Canada	U.S.A.	Total	
Outdoor/Adventure Travel					
Fishing/Hunting	5,745	5,620	22,480	28,000	20.5%
Non-Consumptive Adventure Products	6,195	14,600	32,000	46,600	13.3%
General Touring	<b><u>14,372</u></b>	<b><u>32,636</u></b>	<b><u>46,000</u></b>	<b><u>78,636</u></b>	<b><u>18.3%</u></b>
Total	<b><u>26,312</u></b>	<b><u>52,856</u></b>	<b><u>100,480</u></b>	<b><u>153,336</u></b>	<b><u>17.2%</u></b>

Source: Product Development Plan for the NWT's Tourism Industry, 1987.

Conceivably, most of these tourism products could be packaged to include flight, accommodation, and tours. Tour packages could be booked through NUT travel agents, tour operators or a central booking agency.

### **3.2 Central Booking Agency Concept**

The function of a central booking agency (CBA) is basically to book air charter or tour packages for the consumer, government, travel agent or tour operator markets. The agency would receive calls requesting bookings for a specific tour or venue. The agency could

provide information on alternative opportunities to aid callers in making their booking decision. The current system requires that they make several calls, often long distance, to collect information and make their bookings. In some instances, correspondence by mail is necessary since operators do not have telephone service. The existence of a central booking agency would allow travelers to place one telephone call to make all their travel arrangements. The agency could also aggressively market all the products it represented, thus increasing exposure of these products in the marketplace.

Several benefits may accrue, but detailed research into these benefits was not undertaken. These potential benefits include:

increased sales of:

- . . accommodations
- .. package tours
- .. outfitter trips
- .. **services** (car, boat & equipment rentals, charter and sightseeing buses); and
- .. transportation (scheduled bus and air services).

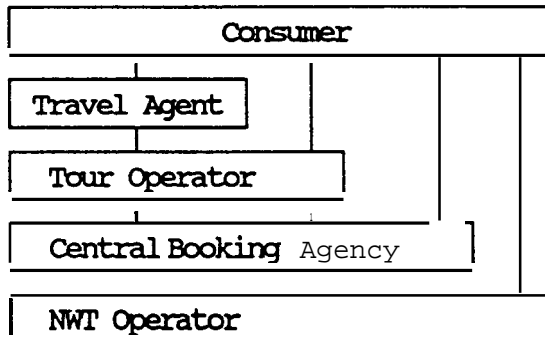
increased packaging and promotion of NUT tourist products, and

co-ordination of the booking function for a wide range of **services** for markets including flights, accommodation and adventure experiences.

Figure 6 illustrates the hierarchy of booking options available to the **traveller** when contemplating or planning a trip. The consumer may be a member of the general public, a business or government. When scheduling a trip, the consumer can go through one or more channels to book the desired trip. If the consumer is sophisticated and has knowledge of the **NWT**, he may contact the operator directly. Those consumers unfamiliar with the NUT generally begin by contacting a travel agent for information and the travel agent will use one or more contacts to book the desired operator. **As** indicated by the diagram, other booking options may be selected by the consumer given:

- level of consumer sophistication about the NUT complexity of travel plans, and time available to make travel arrangements.

**Figure 6**  
Hierarchy of Booking Options for the Consumer



These combinations include the use of the following communication channels:

Direct

- consumer to NUT operator.

Indirect and one intermediary

- consumer to travel agent to NUT operator,
- consumer to tour operator to **NWT** operator, and
- consumer to CBA to NUT operator.

Indirect and two intermediaries

- consumer to travel agent to tour operator to NUT operator,
- consumer to travel agent to CBA to **NWT** operator, and
- consumer to tour operator to CBA to NUT operator.

Each of the booking agents in the hierarchy provide information on the NUT operator facilities and/or services and take bookings. Operators who have booking agreements with agents pay a commission

for their services. Each element in the hierarchy usually pays commission to the most recent contact.

Commission rates are progressive. Travel agents (the first step) usually receive from 8% to 17% of sales (depending on available overrides) . Tour operators (the second step) purchase products with a 12% to 25% discount. Central Booking Agencies **receive** 15% to 25% of the product value. At each stage, there must be a margin (or spread) to allow for a profit. The NUT operator must price the product or **service** to cover these commission and discount charges. An example is as follows:

Consumer purchases tour package at \$1,391 to \$1,828 (8% to 17%)  
Travel Agent sources it at \$1,288 to \$1,563 (12% to 25%)  
Central Agency sources it at \$1,150 to \$1,250 (15% to 25%)  
**NWT** tour operator requires \$1,000

Operators benefit by spending less time booking clients and having business channeled their way. This system can be particularly good for operators in high volume tourist destinations that enjoy significant tourist traffic year round or isolated operators that do not have good access to their markets. The **NWT** market is not a high volume market.

To adequately assess the feasibility of establishing such an agency, the consultants:

- have defined the concept of a tour package booking agency or central booking agency (CBA),
- provided examples of the CBA concept across Canada,
- conducted a selected **survey** of government officials and **NWT** tourism operators to assess the perceived need or desire for a CBA, and
- examined the Arctic Hotline, a toll free visitor information service operated and maintained by the TIA.



Based on these data sources, the consultants expertise and other reports, we have provided the discussion that follows.

### 3.3 Selected Provincial Emergences in Booking

There are several examples of the CBA concept across Canada. Four such agencies are discussed below.

#### 3.3.1 Olympic Housing Bureau Calgary, Alberta

The Olympic Housing Bureau was set up in Calgary, Alberta to deal with spectator and visitor housing during the Winter Olympic Games '88. It now operates under the administration of the Calgary Tourist and Convention Bureau and is managed by Summit Vacations Ltd. The bureau is a reservation system for hotel and motel accommodation, bed and breakfast, and institutional dormitory facilities. It has been proposed that this system be developed to provide a province-wide **reservation** system. This system is judged to be successful to date.

#### 3.3.2 Check-Inns Nova Scotia

Check-Inns Ltd. in Nova Scotia was initiated by the Nova Scotia Department of Tourism and the Tourism Industry Association of Nova Scotia in 1978. It is a toll-free information and reservation system for:

- . motels, resorts and campgrounds,
- car rentals,
- . tours, and
- . tourist events and activities.

Check-Inns was designed to serve the individual **traveller**, tour operators and convention planners. This system represents nearly all (98%) of the total available rooms in Nova Scotia, most (65%) of the campsites and all of the car rental agencies. It is owned and operated by Check-Inns Ltd., a non-profit limited charter company.

The Check-Inn system is funded by the Department of Tourism and commission revenue collected. This system is judged to be successful from the viewpoint of many industry **observers**.

### 3.3.3 Reswest British Columbia

The provincial government of British Columbia decided to establish an official reservation system in 1984. The Ministry tendered and awarded a five year contract to **Reswest**. It was agreed that **Reswest** would be named in all advertising and print material commissioned by the province and be solely **respon-sible** for the success of the reservation system. The system included:

hotels and motels,  
bed and breakfast operations, and  
campgrounds.

Unfortunately, this company had operational difficulties and is no longer in business. This system obviously did not meet the needs of the marketplace.

### 3.3.4 Central Reservation System Banff-Lake Louise. Alberta

The Central Resonation System in **Banff-Lake** Louise, Alberta is operated by Summit **Vacations** Ltd. Implemented in 1979, this system includes properties in Banff, Lake Louise and Jasper and a few properties in Calgary. This system is one of the most successful known to us and likely would be the closest to a model for the NUT industry to attempt.

### 3,3.5 Summary of Central Booking Agency Experiences

For the most part, successful resonation systems receive government subsidies to guarantee their continued operation. **Reswest** is an example of a **reservation** system run solely by the private sector that was unsuccessful due to insufficient revenues. It appears that the

success of these systems depends on full participation of the operators and a strong (high volume) year round tourism industry so that each element in the booking hierarchy benefits. The entire system must be especially strong and solvent for the CBA concept to work well. It is evident to us that the NUT industry does not fit these requirements well yet.

#### 3.4 Existing NWT Tour Booking Agencies

Currently, three NUT agencies offer packaged tours: Raven Tours/Canada North and East Wind Arctic Tours of **Yellowknife**, and Arctic Tour Company of **Inuvik**.

Raven Tours was recently purchased by a group of individuals including Mr. Bill Tait, owner of High Arctic Adventure Hunts and Canada North Outfitting. Tours are booked for these enterprises and about 10 other operators. Raven Tours provides a range of products and **services** from city tours to polar bear hunts.

East Wind Arctic Tours operates out of **Yellowknife**. This company has offered packaged tours to travel agents and consumers for the past 20 years. Primary markets are considered to be American (65%), European (25%) and Canadian (10%) visitors. The business has grown slowly over the last **two** decades given the challenge of securing enthusiastic, quality NUT operators.

Arctic Tour Company of **Inuvik** has operated for about one year. Ms. Kim Staples, owner-operator of the company has made an effort to establish a central **reservations** agency **to** handle tour package requests. She has created a promotional package targetted at southern clientele (Canada, U.S.A.) and walk-ins which has been used in recent marketing efforts.

### 3.5 Survey of Government Officials and **NWT Operators**

Officials of the **GNWT**, tourism zone associations and tour operators in the Northwestern region of the NUT were contacted and interviewed about the concept of aCBA. Findings from these interviews are summarized below.

#### 3.5.1 Government Officials

Representatives from Economic Development and Tourism, TravelArctic, and the Tourism Industry Association were **interviewed**. Government officials indicated they believed there was a need for a booking agency in the NUT. They thought that aCBA would:

- help market NUT tourism products and services,
- assist operators that have difficulty interacting with visitors,
- help develop the convention market,
- handle walk-in traffic, and
- increase tourism sales revenue.

It was agreed that to be successful such an agency would need the full co-operation of all operators and remain impartial in serving client booking requests.

-

It was noted that three tour booking agencies are already in existence in the **NWT**, but they do not offer a comprehensive booking service. The effectiveness, efficiency and impartiality of these agencies in serving the consumer is of concern to some public sector representatives.

Although the Government does not intend to establish aCBA itself, its officials indicated the public sector would likely be supportive of developing such an agency in the private sector. There were some indications that funding would be available for **initial capital** expenditures necessary to set up the CBA but not for ongoing

operation of the agency. Even though the government is supportive of such a venture, some officials voiced their concerns. They cautioned that:

- the tourism industry is still growing and the product is still developing,
- there is a need for a wider range of products and prices in the NUT,
- there is a need for a communication network to facilitate bookings,
- start up costs for such an agency would be high, and
- historically, NUT operators have had more success directly targeting the consumer.

### 3.5.2 Tourism Associations

Representatives of the Big River Tourism Association, Western Arctic Visitors Association, Northern Frontier Visitors' Association and Tourism Industry Association were interviewed. They indicated that tourism is the largest industry in the NUT with the most potential. Although tourism is **still in** its infancy, they believe it will grow at a fast rate once the general population expands and operators understand the importance and economic benefits of marketing tourism.

— To be successful they recommended that:

- a CBA must be impartial and independent of NUT tourism operators,
- the NUT Tourism operators must be able to accept the CBA concept, and
- the CBA must establish and maintain a good reputation for reliable tour package services.

Representatives emphasized that establishment of a CBA at the present time may be premature. They indicated that several tourism objectives must be achieved before the CBA concept could be a viable business. These objectives included:

- . education and awareness of the tourism industry aimed at NUT residents and operators,
- establishing a comfort level with NUT operators about cooperative marketing and **service** delivery,
- . addressing native rights issues with regards to territoriality or protectionism for operator **services**, and
- . achieving significant growth in the NUT tourism industry.

Until these objectives are achieved, association representatives suggested expanding the services of the Arctic Hotline, or establishing such a service in visitor information and interpretive centres on a tender and lease basis.

### 3.5.3 Tour Operators

Tour operators (12) throughout the northwestern region of the NUT were contacted and **interviewed** about the concept of a booking agency. Once the concept of a CBA was explained, **interviewees** were asked to comment on the need for such an agency, who would benefit, whether they would pay commission to such an agency, and their expectations for growth in the future.

The following tour operators were **interviewed**:

Accommodation:

Great Bear Lodge, **Yellowknife**

Meni Khon Hotel, Lac La Marte

MacKenzie Valley Inn, Norman Wells

Outfitters:

Aurora Sportfishing, Fort Providence

EastWind Arctic Tours, **Yellowknife**

Arctic Safaris, **Yellowknife**

Services:

Avis, Fort Smith

Hertz, **Yellowknife**

Greyhound, Fort Simpson

**Tilden**, Fort Simpson

Budget, **Inuvik**

Antler Air, **Inuvik**.

The following points provide a summary of the **interview** findings:

Most tourism operators thought a central booking agency (CBA) was a good idea:

- .. due to present and future demand for the type of **service**,
- .. for **traveller** convenience,
- .. to provide tourists with assistance, and
- .. "if employees of the CBA provided detailed and accurate information.

Most operators agreed the CBA **would** provide benefits to the NUT tourism industry; however, they did have reservations about the concept. Several **interviewees** thought a CBA was a poor idea because travel in the NUT is already very expensive and additional costs to cover commission may make expenses prohibitive for the **traveller**. They were also concerned that tourism demand at the present time is low and therefore does not warrant such a sophisticated system.

Markets **served** by such an agency would most likely include:

- .. oil companies when the oil industry is healthy,
- .. tour groups,
- .. adventure enthusiasts,
- .. Americans, Europeans, Canadians, and
- .. seniors traveling in motorhomes.

Those supporting the concept of a central booking agency thought commission should be in the range of 5 to 15%. East Wind Arctic Tours and Canada North Outfitting offer this **service** for about 25% commission based on sales.

Most (95%) of tourist sales volume occurs in the **summer** months of June, **July** and August. Tour packages are from \$2,000 to \$2,750 per week for fishing/trekking and \$3,450 per week for hunting. Car rentals are \$80 per day. The more remote the area, the more expensive it is to travel. Understandably, there is some concern that the implementation and use of a CBA would inflate prices even more. Most operators fear this situation would drive the many visitors away.

Most bookings for successful small businesses are a result of operator initiatives; bookings for franchise operators (car rental agencies) originate through their own central reservation systems.

It was generally perceived that small operators would benefit most from the marketing efforts of a CBA as these operators may not have the **annual** budget to devote to **marketing** activities or specific knowledge about marketing.

- . Most **interviewees** predicted moderate growth for a CBA in the **NWT**.

It appears that government representatives are more enthusiastic about the CBA concept than either the tourism associations or the private sector. Tourism Industry Association representatives support the CBA concept, but do not believe the industry is ready for this level of sophistication. They agree that certain prerequisites must be met before this concept is viable. Private operators generally thought a CBA was a good idea and would benefit the industry. They were, however, skeptical about how such a system would operate and how it would affect their **costs** and business. They fear that prices would escalate if they had to pay a commission which could drive tourists away. Lack of knowledge on the part of CBA employees could also jeopardize the tourist industry. This suspicion on the part of the operators may stifle any progress to be made with the implementation of a CBA.



### 3.6 The Arctic Hotline

The Arctic Hotline is a toll free visitor information service and database maintained and operated by the Tourism Industry Association (**TIA**) of the N'WT. Toll free calling is available throughout Canada and continental U.S.A. The **TIA** is comprised of six tourism zone associations. The mandate of the Association is to represent all its member groups and individual members.

The Arctic Hotline receives 130 calls a day in the busy season and about 40 calls a day throughout the winter months. Most advertising for tourism in the NUT identifies **the** 1-800 number as the number the consumer can call to receive a general information package or specific details about travel, accommodation, activities and events. Turnaround time for sending information packages out is 24 hours. Callers identified as 'hot leads' (i.e., having especially good potential) are given a list of operators who meet their needs; each of these operators receives the caller's information so they can contact the **traveller** directly. Telephone inquiries average about two minutes in length and market origin data is collected during the call.

The Arctic Hotline costs the **TIA** approximately \$150,000 per year to operate. The **TIA** is funded by the zone associations and **the** government. About 40% of the zone membership revenue goes to the TIA. During 1988, \$23,000 was collected from zone associations and \$1.5 million was received from the Department of Economic Development and Tourism.

Given the government's support for privatization of functions, inquiries were made as to whether the Arctic Hotline **service** might be turned over to a private operation. **TIA** is pleased with the Arctic Hotline's success but representatives do not think it should be turned over to a private organization at this time. It is also probable that the 1-800 service is too expensive to be supported

privately. The government indicated, however, **that this service** could come up for tender as early as April 1, 1989 (presumably the end of **TIA's** contract).

During the past year, government awarded \$240,000 to individual operators **in** the form of advertising grants and the **TIA** administered government funds (\$174,000) for zone marketing and distributed this to the zones under the Federal-Territorial sub-agreement. **TIA** spends about \$700,000 per year on marketing including production of brochures and participation in trade shows. Although co-operative marketing efforts exist among government, operators and the TIA, there is considerable resistance from operators with regards to cross-territorial booking and cooperative marketing among operators only. Most operators are suspicious of too much interaction and are reluctant to disclose much about their business.

### 3.7 General Conclusions and Discussion

Given that normal margins of 8 to 12% on packages booked through a CBA are needed and assuming that the operating costs for another operator (without an extensive marketing program) would be at least \$150,000 per year (plus the cost of administering the booking system itself), tour bookings would have to be from \$1.7 to \$2.4 million for a stand-alone private agency to break even on its **costs**. This will be very hard to achieve.

Based on our research, there are major drawbacks that would have to be overcome by a private operator of a CBA in the **NWT** including:

- acceptance as an impartial agent for all tourist operators in the NWT,
- development of an effective marketing **program** to penetrate new markets for the operators rather than booking existing business,

- . withdrawal of the Arctic Hotline **service** from the TIA in a way that does not create mistrust between its members and the new operator, and logistical problems in quality assurance for the CBA customers (in confirming bookings or in making specific arrangements) .

A variety of booking options are available to a **traveller** when planning a trip. The complexity of the booking hierarchy increases commensurately with the relative strength of the tourism industry in any given destination or region. Destinations that enjoy high volume tourist traffic all year around can support booking agents such as a central booking agency. Under these conditions, participating operators benefit by spending less time **marketing and booking** clients, while the CBA sends business their way.

A good example of this type of tourist market is Hawaii which is high volume and operates year around. By contrast, the **NWT** tourism industry is still in its infancy. Due to the limited tourism season, volume of tourists and number of operators in the NWT tourism industry, it is doubtful that the **NWT** could support the operation of a CBA in tour bookings.

The experiences of other booking agencies **in Canada** have been mixed. It would **appear** the most successful CBA's are resonation **systems** that receive **government** subsidies to **guarantee** their continued operation. More importantly, the **survival** of these systems depends **on** commission/revenues earned from operators. For operators to participate in this system, they must perceive the CBA will **help** market their products and **services**, increase their profits and remain impartial in serving and making bookings for the consumer. Although the NWT government has indicated that there may be some financial support for initial start up costs, there **is** no **GNWT policy in place** to **allow for ongoing funding** of operations of a CBA. This is further

complicated by the lack of support by some operators and the existence of three privately operated CBAS in the NWT.

If the CBA concept was introduced in the NWT, it's booking and information **services** would overlap with those of the Arctic Hotline. This toll free line already provides information to potential travelers. At present, co-operative marketing efforts exist between the government, the TIA and operators. Although there is some resistance among operators toward cross-territorial booking and cooperative marketing, this group would be more likely to trust the impartiality of a publicly funded or general industry funded agency rather than a private operator.

There could be some potential for combining the **services** of a CBA with the proposed air charter booking agency outlined in Section 2.0, These **services** are complimentary and would utilize similar office, staff and equipment requirements. The CBA does not, however, seem to offer even enough potential to support itself **in** co-operation with another function without outside support.

Government officials and most tourism operators have indicated some support may be available for a CBA. Both groups thought that a CBA would help market existing **NWT** products and services, develop new markets and assist the **travelling public**. However, these groups have also voiced concerns about the successful commercial operation of a CBA. In addition, most operators fear that the introduction of a CBA will increase costs for the consumer and discourage travel. Although the CBA concept has been unanimously supported by the public sector, there is considerable doubt among **NWT** private operators. Without the trust and participation of the private sector, the CBA concept will not work.

## 4.0 RELATED ISSUES

During the course of completion of this study, several related issues emerged. These issues may need to be studied as they relate to the overall operation and potential viability of the proposed air charter and tour package booking agencies.

### 4.1 Federal Government Air Charter Use

The Federal Government uses a substantial volume of air charter travel. Expenditures by one department **totalled** over \$1 million annually. Air charters are currently arranged by staff in the various departments sometimes through a central booking officer. Federal Government participation in the proposed air charter booking agency would substantially increase the demand projections for the project. Further investigation of this alternative would be desirable.

### 4.2 Conferencing

Information gathered during **interviews** indicates that a conference facilitator might enhance the proposed agencies. **Yellowknife** hotels apparently have conference facilities which are currently not utilized to **capacity**. — Some of the unique tourism opportunities in the NUT could serve as effective add-ons to encourage conferences in **Yellowknife**. All that is lacking at the present time is a conference facilitator. This market need again may require study to help scope out potential **services**.

### 4.3 Deregulation of the Airline Industry

Airline deregulation was mentioned as an issue which may affect operator supplies. It was thought that as deregulation phases in, more operators will emerge in summer months to serve the market. If

this was true, the financial strengths of current operators would be lessened somewhat.

## 5.0 SUMMARY AND CONCLUSIONS

The objective of the study was to examine the feasibility of establishing air charter and tour package booking agencies in **Yellowknife**. The terms of reference indicated that the study would examine the potential for **privatizing** the air charter booking function administered by the **GNWT** and to examine the concept of a central tour booking agency. During the course of the study, the scope was expanded to look at the potential of private organizations using the air charter booking agency. The geographical area studied was also expanded to include the entire NWT.

The two proposed concepts were evaluated separately on business merits. Findings and conclusions relative to each proposed concept are outlined below.

### 5.1 Air Charter Booking Agency

The current system for booking air charters in the **NWT** requires that individual users contact air charter operators and arrange flights. If the users need **to** shop around for prices or appropriate equipment, this can require several telephone **calls**, sometimes at **long** distance. Since individual users are booking flights, there is **little** co-ordination of flights going to and from the same destination in the same time frame. It was suggested that a central booking agency could enhance the present system.

In evaluating the concept of a central air charter booking agency, three groups were contacted. **GNWT** personnel were **interviewed** to collect information on the current system of air charter booking and their thoughts on the proposed agency, as **well** as data on air charter use. Private organizations were contacted to determine the potential for use of the proposed air charter booking agency by private users. They were asked about their **volume** of air charter use, whether their group would be interested in using the service, and what they **would**

be willing to pay for such a service. Air charter operators were contacted to get their reaction to the proposed central booking agency and to determine whether they would be willing to pay a fee for the services it would provide. Findings from these **interviews** are summarized below.

#### 5.1.1 Government

The GNWT uses a substantial amount of air charter travel. Government **Services** Department makes most air charter bookings for the government through the booking officer in **Yellowknife** or through the regional transportation offices depending on the origin of the flight and the source of funding. The departments of Renewable Resources and Health generally make their own air charter bookings. Government **Services** booked approximately \$5.9 million dollars of air charter travel in 1987 - 1988; about \$3.4 million of this was booked through headquarters in **Yellowknife**.

These bookings are performed by the equivalent of two full-time staff: one full-time position and the rest performed as a proportion of other full time positions. Variable costs of providing this **service** are estimated at about \$132,000. Overhead and other fixed costs would increase this amount, but could not be allocated to such a small functional area within the entire government.

In addition to Government **Services** bookings, the Department of Health does its own bookings, as does Renewable Resources. Health uses air charters for Medevacs, and to transport other patients. Duty nurses at hospitals and medical clinics have authority to order a Medevac and make the necessary arrangements. Alternative arrangements can be made through Central Referral Agencies operated by the **Regional** Health Boards. No data were available on the volume of air charters used for these functions.



Renewable Resources uses air charters for fire fighting and spends in excess of \$10 million on air charters annually. Many of these operators are on exclusive contracts with Renewable Resources for a 95-day period. Renewable Resources has specially trained staff who co-ordinate air charters and fire fighting operations.

Government use of air charters follows a set of guidelines and policies; individual departments also have special requirements. It is unlikely a central booking agency would be able to meet the requirements of all these **GNWT** departments. Renewable Resources would likely not participate due to the specialized knowledge required of their staff and the fact that they co-ordinate fire fighting operations.

It appears feasible that a private booking agency could meet the criteria necessary to perform the booking function now carried out by Government Services and also Health's Medevac service. It is uncertain whether the proposed agency would be willing to provide all the services currently provided by Health's Central Referral Agencies to secure their business.

In order to perform these booking functions, several criteria need to be met. Operators would have to be chosen according to criteria and regulations set by the **GNWT**. A distribution of the business would have to be ensured (easily accomplished with the use of a computer system). Twenty-four hour service would be required to handle bookings for **Medevacs**. These considerations are more logistical than fundamental and should be easily dealt with.

To receive approval to **privatize** these functions, both the Department of Health and the Department of Government **Services** would have to be approached with a detailed proposal for operations and schedule of payment or a tender for the **service** to be provided. It would be up to each department to make the final decision on turning their booking functions over to a private agency.

### 5.1.2 Private

**Interviews** with the several private groups indicated that there is potential for these groups to use an air charter booking agency. The groups contacted included: Northwest Tel, Sport North Federation, the Dene and **Metis** Negotiating Secretariat, the **Metis** Association of the Northwest Territories, the **R.C.M.P.** and **N.C.P.C.**

These groups use a large volume of air charter travel, and currently all make their own travel arrangements directly with the air charter operators. It was estimated that these groups spend approximately \$855,000 annually on air charters. These groups represent only a fraction of total private air charter use.

The native groups and Sport North all indicated that making travel arrangements is very time-consuming for them. They might be interested in using the services of a central booking agency to reduce administrative time and costs. Northwest Tel also indicated that they might be willing to pay a fee for someone else to do their bookings. None of the groups interviewed, however, could pinpoint what they would consider appropriate fees for the **service** proposed. The remaining groups indicated that they would not likely use a central booking agency due to the small volume of air charters they use or, in the case of **N.C.P.C.**, because they would likely not receive any benefits in the form of split charters or reduced administration costs since most of their charters follow a regular schedule to isolated locations.

None of the groups **interviewed** indicated any problems in dealing with the air charter operators. The main advantage they perceive for using an air charter booking agency is the potential for less administrative time and cost savings.

Each group interested in using the services of an air charter booking agency expressed requirements that would have to be met by the

agency. These included the maintenance of special funding for Sport North, meeting criteria for selection of operators, and being **able** to make complete travel arrangements. Quality of service and cost would also be important and would be the final criteria for making the choice to use an air charter booking agency. These requirements could likely be met by the proposed booking agency by choosing carriers from an approved list, by maintaining special pricing arrangements through the co-operation of the groups involved and by making travel arrangements in co-ordination with an existing travel agent.

In conclusion, it appears that the private sector is interested in using an air charter booking agency. Several groups indicated a willingness pay a fee for the booking service, but **could** not suggest how much the fee should be. The final decision to utilize an air charter booking service would be based on quality of service and price; therefore, a detailed proposal of **services** to each group would be most effective in assisting them in their decision-making process.

#### 5.1.3 Air Charter Operators

Several air charter operators were **interviewed** from across the N'WT. **All** of the operators interviewed provide air charter **service** to the **GNWT**. The air charter operators are satisfied with the present booking system and indicated that the government departments are good to deal with. The payment process is also satisfactory.

Some operators thought the concept of an air charter booking agency could work successfully but they believe the agency would provide advantages to government and other users rather than to them. **The** operators thought it would result in increased costs to their customers and possibly a reduction in their business if a larger number of charters were split.

The air charter industry seems fairly stable at present. Several barriers to entry discourage additional air charter operators from going into business, but there is also very little unsatisfied demand. The operators who provide scheduled as well as charter service indicated a trend toward increased scheduled service.

In conclusion, there is reluctance among the air charter operators to get involved with an air charter booking agency. Their main concerns are increased costs to their customers and the potential of a reduced volume of business. It is likely that flight costs would increase somewhat to cover the booking agency's fees. It was suggested, however, that at least some operators have a margin **built** into their fees to allow for a commission if it is requested by, say, a travel agent arranging flights for them. It is possible that some decrease in volume of flights will occur due to splitting of charters and **backhauls**, but this decrease would likely be minimal.

Most of the major users of air charters (i.e., government) work within an annual travel budget. If the cost per flight decreases, it is more likely that users will increase travel to provide more services rather than decrease their travel budgets. A large portion of air charter travel in the **NWT** could be described as necessary in order to provide emergency **service** and access to remote locations not serviced by scheduled flights. This amount of travel will not **likely** be greatly affected by a small increase in cost.

#### 5.1.4 Conclusions on Air Charter **Booking Agency**

Between potential government users (Government Services and Health's Medevacs) and potential private users, a large volume of air charter bookings could be available to the proposed air charter booking agency. Several private groups indicated that they would be interested in using the **services** of an air charter booking agency depending on cost and **service** to be provided. The total volume of air charter bookings from which the proposed agency could draw is

likely over \$8.3 million. The potential volume of bookings indicates good potential for establishment of an air charter booking agency.

Three organizational alternatives were proposed. Each alternative would access bookings from Private groups plus various GNWT functions.

Alternative I:

all GNWT air charters handled by Government **Services** plus **Medevacs** plus air charters for Private groups.

Alternative II:

GNWT air charters currently handled by Headquarters in **Yellowknife** plus **Medevacs** and bookings for Private groups.

Three payment alternatives have been proposed: two based on commission and a tender scheme. Any of the payment alternatives could work successfully.

Payment Alternative I:

commission payment at 5% to 10% included in air charter price.

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Payment Alternative II:

commission payment at 5% to 10% paid to agency by users.

Payment Alternative III:

tendered payment based on a flat fee negotiated with users relative to the services provided.

Some concerns remain which need to be resolved. First, acceptance and approval of the proposal by the parties involved (i.e., government, private **users**, and air charter operators), must be gained and second, it must be determined how much potential users would be

**willing** to pay for **such** a service. Further study is required to answer these questions.

## 5.2 Tour **Package Booking Agency**

A background of the tourism industry in the NUT and findings relative to the concept of a tour package booking agency follow.

### 5.2.1 Tourism **Industry** and Growth

Tourism is the largest industry in the NUT (\$120 million) and is viewed to have growth potential. The average per capita trip expenditure in the NUT is the highest in Canada. Future growth will likely come from the non-resident pleasure travel market and will depend on the sale of quality travel products, often unique and of high value, rather than travel volume.

This industry, however, is still in its infancy. It is composed of approximately 320 individual operators including lodges, hotels, **motels**, outfitters and **services**. A steady growth in facilities has been occurring over the last thirteen years especially in the number of outfitters, hotels, and lodges. As well, package tours are now available in all five tourism zones.

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These operators are loosely linked through regional tourism associations including the Big River Tourism Association, Western Arctic Visitors' Association, and Northern Frontier Visitors' Association which represent our study area. **All** six visitors' associations in the NUT and their individual members are linked through the Tourism Industry Association in **Yellowknife**. The mandate of the TIA is to represent all its member groups and individual members.

The TIA operates the Arctic Hotline, a visitor information **service** and database, with toll free calling available from Canada, and continental U.S.A. The Arctic Hotline handles requests for general travel information and answers specific travel questions; however, they cannot make travel arrangements or bookings.

Potential for growth in the travel industry is encouraging provided that the NUT products are attractive to the consumer. These products could be packaged to include transportation, accommodation and a feature attraction. Significant market potential exists in this segment provided **NWT** products are competitive.

#### 5.2.2 Tour Booking Agency Concede

Consumers currently go through one or more communication channels when booking a trip depending on the sophistication and knowledge of the consumer, complexity of the travel plans and time available to make arrangements. Each booking agent in the communication hierarchy provides information on the NUT products and takes bookings for which they are paid a commission. This system works very well for operators in high volume tourist destinations or isolated operators without good access to "their market.

There is no central booking **agency** for the whole **NWT** which can make bookings and travel arrangements, although there are three agencies which offer package tours accessing services offered by numerous operators throughout the territories.

The central booking agency function would be to book travel arrangements and tour packages for the consumer, government, travel agent or tour operator markets. It is expected that such an agency would increase sales of accommodation, package tours, outfitter trips, services and transportation; promote and package **NWT** tourist products and coordinate the booking function for these tourist products.

The experience of four central booking agencies was cited, three of which have been judged as successful to date. Successful reservation systems generally require on-going government subsidies, **full** participation of the operators, and high volume year round tourist traffic in order for each element of the communication hierarchy to benefit. It is evident that the **NWT** industry does not fit these requirements yet.

The tour business has been growing steadily over the past twenty years largely due to the enthusiasm of quality NUT operators. Three **NWT** agencies offer packaged tours; however, these booking agencies do not offer a comprehensive booking **service**. The **GNWT** would not be supportive of establishing a new agency which would displace business from the existing agencies.

### 5.2.3 Conclusions on Tour **Package Booking Agency**

Officials of the **GNWT** believed there is a need for a booking agency in the NUT and, that to be successful, the agency should be available to all operators and remain impartial in serving client booking requests. The Government does not intend to establish a CBA but would **likely** be supportive of developing an agency in the private sector. Current policy would likely provide funding for initial capital expenditures but not for ongoing operations unless a new initiative was undertaken. In spite of Government support, officials cautioned that there are some concerns about the timing of establishing a CBA, mainly that the industry is still developing, and to date operators have had success with direct target marketing approaches.

Travel association representatives believe that tourism will grow at a fast rate once the supply of products expands and operators undertake more aggressive marketing programs. Success of a CBA is believed to be dependent on impartiality, operator acceptance and the



establishment of a reputation for reliability. It was stressed that the establishment of a CBA may be premature.

Most tour operators **interviewed** thought a CBA was a good idea; however, they had **reservations** about the cost implications and low demand which would not warrant such a sophisticated system. Some tour operators would be willing to pay a fee for this service comparable to the present fee paid to the existing agencies which offer packaged tours.

Government support for the CBA concept is much stronger than that expressed by the tourism associations or the private operators. The experiences of other booking agencies indicate that survival depends on the financial benefits to the tourist operators. The CBA must, therefore, be perceived as a facilitator which will increase profits and remain impartial.

The Arctic Hotline, funded by the tourism zone associations and the Government, provides a complementary service to the proposed CBA. It was suggested that an alternative **to** establishing a separate CBA might be to expand the services of the Arctic Hotline to include a booking function. TIA representatives indicated, however, that the 1-800 service was too expensive to be supported privately. Operators' suspicion of too much interaction and reluctance to disclose information about their business could also hinder this extension of services.

It will be difficult for a private stand-alone agency to break even on its costs given that it would require from \$1.7 to \$2.4 million in tour bookings to cover the estimated \$150,000 yearly costs of operation. Several drawbacks also have to be overcome such as acceptance as an impartial agent for all tourist operators, development and implementation of an effective marketing program and low volume tourist traffic and **seasonality**. It is therefore doubtful that the current volume of anticipated bookings could

S upport this sophisticated booking system without government assistance.

Government officials are supportive of the central booking agency concept. However, no funds have been committed to support its operation. The CBA concept does not have full support by some operators. Its services would also overlap with the information **services** currently provided by the Arctic Hotline.

Given all of the above factors, the potential for establishing a CBA as a stand-alone business venture is definitely unfavorable. There is some support for the concept, however, and if **government would be** willing to commit funds to support such an agency a favorable response could result. More detailed study would be needed to determine the cost of operating such an agency and probable participation of operators in such a scheme.

REFERENCES

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"Economic Impact of the Northwest Territories Tourism Industry".  
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"A Strategic Marketing Plan for Tourism for the Government of the  
Northwest Territories, April, 1986". Briar International  
Business Resources Ltd.

"A Product Development Plan for the Northwest Territories',  
1987", Derek Murray Consulting Associates Inc.

"Tourism Facts, 1987", **TravelArctic, GNWT.**

Canada's Northwest Territories, 1988 Explorers Guide,  
**TravelArctic, GNWT.**

INTERVIEWS

Government of the Northwest Territories:

Fred Barrett, Comptroller, Finance

Darrell Bower, Finance, Health

**Elaine Dierk**, Finance, Legislative Assembly

Ernie Dooley, Head, **Service Contracting**, Government **Services**

Rick **Fiel**, Director of Finance, Renewable Resources

Joyce **Filewich**, Air Charter Booking, Clerk, Government Services

Alan **Kaylo**, Director Marketing, TravelArctic, Economic Development  
and Tourism

Norm **Phillpot**, Director, **Supply Services, Government Services**

John Quirke, Deputy Minister, Government **Services**

**Allan** Vaughan, Assistant Deputy Minister, Economic Development and  
Tourism

**Altaf** Lakhani, Director of Programs, EDA Secretariat

Contacts re: Air Charter **Booking Agency**

**Aklak** Air

Dene and **Metis** Negotiating Secretariat

Indian and Northern Affairs, Government of Canada

Landa Aviation

**Latham** Island Airways

**Metis** Association of the Northwest Territories

Northern Canada Power Commission

Northwest Telephone

Northwest Territorials Airways

Ptarmigan Airways Ltd.

Royal Canadian Mounted Police

Simpson Air

Sport North Federation

Western Arctic Air

Wolverine Air Ltd.

Tourism Industry Representatives:

Klaus Roth, Executive Director, Tourism Industry Association  
Barry Stoneman, General Manager, Northern Frontier Visitors  
Association  
Cheryl Hirst, Big River Tourism Association, Hay River  
Gerry and Alice Loomis, Western Arctic Visitors Association, **Inuvik**

Contacts re: Tour Booking Agency

Meni Khon Hotel, Lac La **Marte**  
Mackenzie Valley Inn, Normal Wells  
**Yellowknife** Inn, **Yellowknife**  
Simpson Air, Fort Simpson  
Antler Air, **Inuvik**  
Arctic Safaris, **Yellowknife**  
True North Safaris, **Yellowknife**  
Blackford Lake Lodge, **Yellowknife**  
Aurora Sport & Fishing, Fort Providence  
Wattor Lake Lodge, **Yellowknife**  
Great Bear Lodge, **Yellowknife**  
East Wind Arctic Tours, **Yellowknife**  
Wilderness Arctic Tours, Fort Smith  
Sail North, **Yellowknife**  
Budget, **Inuvik**  
Avis, Fort Smith  
Hertz, **Yellowknife**  
**Tilden**, Fort Simpson  
Greyhound, Fort Simpson

AIR CHARTER OPERATORS`  
INTERVIEW GUIDELINE

1. What percentage of your business is charters?
2. How do you handle government requests?  
How is the government business allocated to you?
3. Do you provide up-to-date rates to the government [tariff]?
4. Breakdown of government business and other business?
5. What is the accounting process with the government?  
Any problems?  
Any problems with Accounts Receivable?  
Any suggestions for improvement?
6. Is there any unsatisfied [latent] demand that you can't fill?  
Do you anticipate any growth?
7. Central booking agency - can you see any benefit?  
**Any** problems?
8. Would you be willing to pay for the **services** provided by a central booking agency?
9. What are the barriers to entry:
  - . licensing
  - . facilities
  - . personnel
  - advertising
10. Do you see a trend to increase scheduled flights?
11. What happens when the weather causes delays - how is this handled?  
Could an agency assist with these emergency layovers?
12. What is the selection criteria for an air charter operator?
  - . Reputation
  - cost

**Tourism Operators'**  
**Interview Guideline**

1. Do you think there is a need for such an agency?
2. What markets could be **served** by such an agency? (geographic, organization)
3. How much commission would you be willing to pay such an agency?
4. What percentage of your total sales (amount, \$) is booked through an outside agency or tour operator at present?
5. Which facilities and **services** would benefit by the services provided by such an agency?
6. What economic conditions could affect the viability or demand for services provided by such an agency?
7. What sort of growth would you expect for this agency and for the air charter/tour industry?
8. Do you know of any studies that have been done on marketing/-product development for similar agencies?

# Hotels/Accommodation

## Keewatin

### Baker Lake

**Baker Lake Lodge**  
Wit&8a Baker Lake Lodge, Baker Lake.  
N.W.T. XOC OAO. Tel: (819) 7932905.  
Accommodates 20 in 5 cabins. PB, SA.  
Dining and packed lunches. Airport  
transportation. Walking distance to craft  
shop and government offices. \$80 and  
up. Special rates for long term guests.  
Summer season only.

### Iglu Hotel

Write: Manager, Iglu Hotel, Baker Lake,  
N.W.T. XOC OAO. Tel: (819) 7932801.  
Accommodates 55, PB, SA. Conference  
room, translation facilities available.  
Lounge, dining room for 50.

### Chesterfield Inlet

**Igalaaq Hotel**  
Write: Pitsiulak Co-op, Chesterfield Inlet,  
N.W.T. XOC OBO. Tel: (819) 898.9981,  
898.9975. Four room hotel. SA, SB.  
Meals available.

### Coral Harbour

**Esunqarq Motel**  
Write: Manager, Katudgevik Co-op, Coral  
Harbour, N.W.T. XOC OCO. Tel: (819)  
925.9969, 925%226. Accommodates 12  
in 5 rooms, 5A, SB. \$90 per day plus  
meals.

### Leonie's Place

Write: Leonie Napa Duffy, Coral  
Harbour, N.W.T. XOC OCO. Tel: (819)  
9259751, 9254810. Accommodates 10  
in 5 rooms. PB, TV, radio, phone. \$120  
includes meals.

### Eskimo Point

**Ootakevik Motel**  
Write: Manager, Padei Co-op, Eskimo  
Point, N.W.T. XOC OEO. Tel: (819)  
8572933. Accommodates up to 12 in 4  
rooms. Lounge with TV, meals not  
provided, No credit cards accepted.

### Tugalik Inn

Write: Tugalik Inn, Eskimo Point, N.W.T.  
XOC OEO. Tel: (819) 8572919.  
Accommodates 22 in 10 rooms. 5A,  
PB, TV, new dining room, lounge,  
conference room.

### Rankin Inlet

**Keewatin Guest Lodge**  
Write: Bob Bisset, Keewatin Guest  
Lodge, Box 201, Rankin Inlet, N.W.T.  
XOC OGO. Tel: (819) 6452402.  
Accommodates 16 in 7 rooms. SA, SB.  
\$65 and up. Meal arrangements.  
Sightseeing, fishing, bird watching, flora  
and fauna. Photo safaris by prior  
arrangement.

### Rankin Inlet Lodge —

**Siniktarvik**  
Write: Manager, Rankin Inlet Lodge, Box  
190, Rankin Inlet, N.W.T. XOC OGO. Tel:  
(819) 645.2949. Accommodates 60 in  
30 rooms. PB, phone, licensed lounge,  
dining room, conferences, banquets,  
max. 80.\$95 double and up, Meals  
\$45. Outfitting for fishing, natural  
history, sightseeing, AmEx, VISA.

### Repulse Bay

**Aivilik Lodge**  
Write: Bill Crawford, Aivilik Lodge,  
Repulse Bay, N.W.T. XOC OHO. Tel:  
(819) 462.9952. Accommodates 14. 5A.  
SB. Full meals. Historic mission  
building. Lounge.

## Big River

### Enterprise Northern Lights Lodge

Write: Northern Lights Lodge, box 277,  
Enterprise, N.W.T. XOE ORO. Tel: (403)  
984301. Fourteen units, groceries,  
food and drinks.

### Fort Liard

**HRY Holdings**  
Write: HRY Holdings, Fort Liard, N.W.T.  
XOC OAO. Tel: (403) 7704441,  
Accommodates 12 in 8 air conditioned  
rooms. PB, kitchenettes (4), TV,  
groceries, conferences, max. 12.\$59.50  
and up. Year round.

### Fort Providence

**Big River Motel**  
Write: Z. Demir, Big River Service  
Centre Ltd., Fort Providence, N.W.T.  
XOE OLO. Tel: (403) 699-4301. On  
Highway 3 at junction to Fort  
providence. Accommodates up to 22 in  
6 units. Service station, food, lounge,  
TV. \$40 and up. VISA, MC, Shell cards.

### Snowshoe Inn

Write: Snowshoe Inn, Fort Providence.  
N.W.T. XOE OLO. Tel: (403) 699311.  
Overlooking the Mackenzie River. Year-  
round accommodation for 63 in 35  
units. PB, phones, TV, radio,  
kitchenettes. \$60 single or double, \$75  
twin. Cafe, lounge, banquets,  
conferences, store, fishing. VISA, MC.

### Fort Simpson

**Fort Simpson Hotel**  
Write: Fort Simpson Hotel, Box 248,  
Fort Simpson, N.W.T. XOE ONO. Tel:  
(403) 695.2201. Accommodates 70 in  
35 rooms. PB, phone, TV, cafe, licensed  
lounge, dining. VISA.

### Maroda Motel

Write: Manager, Maroda Motel, Box 67.  
Fort Simpson, N.W.T. XOE ONO. Tel:  
(403) 695%02. Eight kitchenettes, PB,  
phone, TV, gift shop, beauty salon.  
VISA.

### Fort Smith

**Pelican Rapids Inn**  
Write: Pelican Rapids Inn, Box 52. Fort  
Smith, N.W.T. XOE OPO. Tel: (403)  
8722789.50 rooms, PB, phone, radio,  
TV, car plug-ins, kitchenettes. AmEx,  
VISA, MC.

### Pinecrest Hotel

Write: Manager, Pinecrest Hotel, Box  
127. Fort Smith, N.W.T. XOE OPO. Tel:  
(403) 872-2104. Accommodates 48 in  
28 rooms. PB/SB, phone, TV, cafe,  
lounge. Year round. VISA.

### Hay River

**Caribou Motor Inn**  
Write: Caribou Motor Inn, box 1114,  
Hay River, N.W.T. XOE ORO. Tel: (403)  
874-6706. In the new section of Hay  
River. Accommodates 90 in 29 rooms.  
PB, phone, IV, car plug-ins,  
kitchenettes. Licensed dining, lounge.  
\$45 and up. Year round. VISA, MC,  
AmEx.

### Cedar Rest Motel

Write: Cedar Rest Motel, Box 540, Hay  
River, N.W.T. XOE ORO. Tel: (403)  
874-3732. On the highway.  
Accommodates 60 in 31 rooms, 16  
kitchenettes, Waterbeds, satellite TV.

### Hay River Hotel

Write: Pat Kabat, General Manager, Hay  
River Hotel, Box 487, Hay River, N. WT.  
XOE ORO. Tel: (403) 8742951. On Hay  
River m Old Town. 22 rooms  
accommodate 44.38 rooms in summer  
accommodate 76. PB, TV, phone.  
Licensed dining, cafe, lounge,  
entertainment. Small banquets.

### Mackenzie Place

Write: Mackenzie Place, Box 1880, Hay  
River, N.W.T. XOE ORO. Tel: (403)  
874.2535. The tallest building in the  
N.W.T., downtown Hay River. Furnished  
apartments to rent by day, week or  
month. Kitchenettes, TV.

### Migrator Motel

Write: Migrator Motel, 80X 1847. Hay  
River, N.W.T. XOE ORO. Tel: (403)  
874.6792, Accommodates 96 in 24  
rooms. PB, TV, phones, plug-ins,  
kitchenettes. Movies available. \$42 and  
up. Family motel. AmEx, VISA.

### Ptarmigan Inn

Write: Ptarmigan Inn, Box 1000, Hay  
River, N.W.T. XOE ORO. Tel: (403)  
8746781. Telex: 034.4259.  
Accommodates 164 in 41 air  
conditioned rooms. PB, satellite TV,  
radio, phone, lounge, cafe, licensed  
dining, conferences, banquets, max.  
135. \$62.50 and up. VISA, MC, AMEx.

### Pine Point

**Pine Point Hotel**  
Write: Pine Point Hotel, Box 148, Pine  
Point, N.W.T. XOE OWO. Tel: (403)  
3932851. Accommodates 60 in 30  
rooms, six suites, PB, lounge, licensed  
dining, TV, radio, ice, phone. Banquets,  
max. 50. Conferences, max. 30. \$62  
and up. MC, AmEx, VISA.

## BED AND BREAKFAST

### Harbour House

Write: The Harbour House, Box 54, Hay  
River, N.W.T. XOE ORO. Tel: (403)  
8742233. Bed and breakfast  
Accommodates 12 in 6 rooms.  
Concession, crafts and furs. Boats.  
canoes, surf boards. Harbour tours. \$35  
single, \$45 double (includes breakfast).

Source: Canadas Northwest Territories 198 Explorers Guide, Northwest Territories  
Travel Arctic.



# Hotels/Accommodation

## Tuktoyaktuk

### Hotel Tuk Inn

Write: Hotel Tuk Inn Ltd., Box 193, Tuktoyaktuk, N.W.T. X0E 1C0. Tel: (403) 377-2381. On the airport road, near the ocean. Accommodates 35 in 15 rooms. 'B, radio, TV, phone. Restaurant. Rooms \$95. Local tours/crafts available. JC, VISA.

### Pingo Park Lodge Ltd.

Write: Manager, Pingo Park Lodge Ltd., Bag 6000, Tuktoyaktuk, N.W.T. X0E 1C0. Tel: (403) 977.2155. Telex: 134-4507. Near the ocean. 24 rooms. TV, Dining room, Conferences max. 20. Harbour and pingo tours arranged.

## Arctic Coast

### Cambridge Bay

#### Ikaluktutiak Hotel

Write: Ikaluktutiak Hotel, Box 3B, Cambridge Bay, N.W.T. X0E 0C0. Tel: (403) 9832215, 983.2201. Telex: 034.4214. Accommodates 40 in 20 rooms. SA, SE, meals, conferences. max 50. TV. \$95 and up. Meals \$40. VISA, MC, AmEx. Prices subject to change.

### Coppermine

#### Coppermine Inn

Write: Kerry or Irene Horn, Coppermine Inn, Coppermine, N.W.T. X0E 0E0. Tel: (403) 9823333. Accommodation for 38 in 11 rooms, 5 A-frames, 2 motel units. SA, SE, dining room. TV. \$95 plus meals.

### Gjoa Haven

#### Amundsen Hotel

Write: Kerketak Co-op, Gjoa Haven, N.W.T. X0E 1J0. Tel: (403) 3606176, 3607271. Accommodates 12 in 6 rooms. SA, SE, TV, radio. \$95 and up. Meals \$45 per day. Taxi service to airport \$5 per person.

### Holman

#### Arctic Char Inn

Write: Arctic Char Inn, Holman, N.W.T. X0E 0S0, Tel: (403) 396-3501, 396-3531. Accommodates 16 in 8 rooms. SA, SB, TV, restaurant. \$95 plus meals. Reserve ahead for tours.

## Pelly Bay

### Koomiut Hotel

Write: Koomiut Co-operative Association, Pelly Bay, N.W.T. X0E IKO. Tel: (403) 769.7211, 769.7217, 7696231. Accommodates 12 in 6 rooms. SA, SB, TV, restaurant, banquets. \$80, meals \$40.

### Spence Bay

#### Paleajook Hotel

Write: Hotel Manager, Paleajook Co-op, Spence Bay, N.W.T. X0E IBO. Tel: (403) 5613803, 5615221. Accommodates 7 in 4 rooms. SA, SE, TV, radio. \$80, meals \$50.

## Baffin

### Arctic Bay

#### Enokseat Hotel

Write: Natsiq Alainga or Joshua Kango, Enokseat Hotel, Arctic Bay, N.W.T. X0A OAO. Tel: (819) 4394955. Accommodates 16 in 8 rooms. SA, SB, phone, VTR. Year round. \$131 incl. meals. Truck rentals, taxi 10 Nanisivik. Boat charter.

### Broughton Island

#### Tulugak Co-op Hotel

Write: Manager, Tulugak Co-op Hotel, Broughton Island, N.W.T. X0A OBO. Tel: (819) 927-8833, 927-8932. Accommodates 12 in 8 rooms. SA, SE. Minimum 3 persons for meals. \$135 incl. meals.

### Cape Dorset

#### Kingnait Inn

Write: Sandy Reynolds, Kingnait Inn, Cape Dorset, N.W.T. XM OCO. Tel: (819) 897486.3, 897-8847. In the heart of the Inuit arts community. Accommodates 25 in 9 rooms. PB, 3 rooms. SA, SB. \$130 with meals.

### Clyde River

#### Qammaq Hotel

Write: Qammaq Hotel, James Arreak, Clyde River, N.W.T. X0A OEO. Tel: (819) 924%222, 924.6236. Accommodates 12 in 6 rooms, PB. \$140 meals included.

## Grise Fiord

### Grise Fiord Lodge

Write: Grise Fiord Inuit Co-op, Grise Fiord, N.W.T. X0A OJO. Tel: (819) 980-9913. Accommodates 15 in 9 rooms, SA, SE. TV, radio, phone, Cooking facilities, lounge, conference facilities. \$125 including meals.

### Hall Beach

#### Hall Beach Hotel

Write: Mr. Pat MacDonald, Hall Beach Co-op, Hall Beach, N.W.T. X0A OKO. Tel: (819) 928-8876. Accommodates 15 in 6 rooms. SA, SE. Room \$80. Meals: breakfast \$9.00, lunch \$16.00, supper \$20.03. 15% discount to senior citizens.

### Igloolik

#### Tujormivik Hotel

Write: Manager, Tujormivik Hotel, Igloolik, N.W.T. X0A OLO. Tel: (819) 934.8823. Accommodates 15 in 8 rooms, SA, SE.

### Iqaluit

#### Discovery Lodge Hotel

Write: Manager, Discovery Lodge Hotel, Box 387, Iqaluit, N.W.T. XM OH0. Tel: (819) 979-4433, 36 rooms, PB, IV, phone, laundry, airport shuttle. Conferences. max. 30. Rooms \$80 and up. Meals \$50. VISA, MC, AmEx.

### Frobisher Inn

Write: Manager, Frobisher Inn, Box 610, Iqaluit, N.W.T. X0A OH0. Tel: (819) 9795241. Located in Asfro Hill complex. Accommodates 100 in 50 rooms. TV, phone. \$125 and up. Licensed dining, lounge, cafe, laundry, conferences, max. 125. Fish freezing. VISA, MC, AmEx, En Route, Diners Club. For additional information, contact Oes Mikos Jr. at (416) 526-9480.

### The Navigator Inn

Write: Manager, The Navigator Inn, Box 158, Iqaluit, N.W.T. X0A OH0. Tel: (819) 9794201.21 rooms. PB, TV, phone. Conferences, banquets. max. 125. Licensed dining, cafe, limousine. \$103 and up. VISA, AmEx, En Route.

## Pangnirtung

### Auyuittuq Lodge

Write: Manager, Auyuittuq Lodge, Pangnirtung, N.W.T. X0A ORO. Tel: (819) 4738955. Accommodates 54 in 27 rooms, Dining room. SA, SE. \$125 includes meals.

### Pond Inlet

#### Saunig Hotel

Write: Toonoonik Sahoonek Co-op, Pond Inlet, N.W.T. X0A OS0. Tel: (819) 899-8928. Accommodates 38 in 19 rooms. PB, TV, lounge, banquet facilities. conference rates available, \$150/day includes three meals. VISA, MC.

### Resolute Bay

#### International Explorer's Home

Write: Bezal or Terry Jesudason, 80X 200, Resolute Bay, N.W.T. X0A WO. Tel: (819) 2523875. Accommodates 10 in 6 rooms. SA, SB, TV, radio, phone, \$60 and up, meals, airport transportation. Guide services available.

### Narwhal Arctic Services

Write: Gord Stewart, Narwhal Arctic Services, Box 88, Resolute Bay, N.W.T. X0A OVO. Tel: (819) 2523968.48 rooms. PB, SB, SA. recreation area, satellite IV, courtesy airport transportation. \$140, AmericanPlan, VISA.

### Sanikiluaq

#### Amalik Motel

Write: Manager, Mitiq Co-operative Association, Sanikiluaq (The Belcher Islands), N.W.T. X0A OWO. Tel: (819) 266-8860, 2668821. Accommodates 24 in 8 rooms with dining. SA, SB. \$140 includes meals.

# Lodges

## Northern Frontier

### North Star Resort

Write: Wayne Starling, North Star Resort 30X 71, Fort Smith, N.W.T. X0E OPO. Tel: (403) 872.3022. Thekulthii Lake.

Lake trout, whitefish, Northern pike. Accommodates 8 in 2 cabins. Boats, motors, lifejackets. Guests provide food, tackle. Return air fare from Fort Smith.

### Pilot Lake Cabins

Write: Ed Evenson, Pilot Lake Cabins, Box 3005, Drayton Valley, Alberta TOE 0M0. Tel: (403) 5423485. Pilot Lake. Accommodates 15 in 3 housekeeping cabins. June 15 to September 15. Lake trout, Northern pike. Bring tackle and food.

### Rutledge Lake Lodge East ● nd west

Write: Rutledge Lake Lodge, Box 342, Hay River, N.W.T. X0E 0R0. Tel: (403) 6742571. Telex: 034433. Two lodges accommodate 10 each. Boats, motors, nets, life jackets. Bring tackle and food. June 110 September 30. Lake trout, Northern pike.

### Thubun Lake Lodge

Write: Thubun Lake Lodge, Box 480, Hay River, N.W.T. X0E 0R0. Tel: (403) 874-2950, 874-5416. Lake trout and Northern pike. Accommodates 22. Fly in to fully serviced resort, cottages with stove, fridge, freezer, running water, washroom, central showers. Licensed focal and tackle shop on site, boats, motors, gas, smoke house, taxidermist services, guides, meals. Open June 1 to September 30.

### Trout Lake Dane Lodge

Write: Elison Jumbo, Trout Lake Dens Lodge, Government of the N.W.T., Box 240, Fort Simpson, N.W.T. X0E 0N0. Tel: (403) 6952248, Mobile YJ 25402 or JJ 37349 Redknife or Pointed Mountain Channel. Telex: 03447523. Accommodates 14, meals, eight hours of guided fishing including shore lunch, catch cleaned, \$130/day per person. Min. 3 people. No service: accommodation and access to kitchen facilities, \$55/day per person. Boat Rentals. June 15 Sept. 10.

Note: There are **three** listings under this heading: **Great Bear Lake Lodges, Great Slave Lake Lodges, and Lodges on other lakes and rivers.**

### Great Bear Lake

#### Arctic Circle Lodge

Write: Arctic Circle Lodge, Box 503, Edmonton, Alberta T5J 2K1. Tel: (403) 4356882. On Canada's Great Bear Lake, 22 km from the Arctic Circle. Trophy lake trout, grayling. Side trips for Arctic char to outpost camps on the Coppermine River. Accommodation for 34 double occupancy. All inclusive from Edmonton. July & Aug.

#### Bransons Lodge

Write: Bransons Lodge, Box 2600, Spruce Grove, Alberta TOE 2C0. Tel: (403) 962-363. July to August. Accommodates 40. Licensed lounge. \$2600 for 8 day package from Edmonton. Meals, guides, boats, freezer, tackle shop. Side trips for Arctic char. Conventions. Rock hounder's paradise.

#### Great Bear Lodge

Write: Great Bear Lodge, Box 2555, Yellowknife, N.W.T. X1A 2P9. Tel: (403) 920.2023. Three fully equipped lodges accommodating 54. All amenities including central heating, showers, lounge, handicrafts, meats, boats, guides and 1800 m air strip. Convention facilities. Lake trout, pike, grayling and side trips for Arctic char. July 1 to Aug. 31.

#### Great Bear Trophy Lodge (1986) Ltd.

Write: Bruce Stevens, Great Bear Trophy Lodge, P.O. Box 36, Innisfail, Alberta T0M 1A0. Tel: (403) 227-407. Summer radio phone SR 1573. July 10 August. Accommodates 44 in 22 moms, PB. All inclusive from Saskatoon. Dining room, lounge, commissary, boats, guides. 1563 m airship. Lake trout, Arctic char, grayling, Northern pike. Conventions,

### Plummer's Great Bear Lake Lodge

Write: Plummer's Great Bear Lake Lodge, 1110 Sanford Street, Winnipeg, Manitoba, R3E 2Z9. Tel: (204) 774.5775. toll free 1400465.0240. Open early July to the end of August. Modern facilities - cabins with indoor plumbing and showers. New large 18 foot aluminum boats. Fish for lake trout and Arctic grayling from main camp. Fly out to our Outpost camp on the Tree River for fabulous Arctic char fishing. Trip includes chartered '737' jet flight from Winnipeg to our private 5400 foot airstrip at the lodge. Private aircraft welcome.

### Great Slave Lake

#### Frontier Fishing Lodge (Jerry Bricker's)

Write: Frontier Fishing Tours (1979) Ltd., Box 4550, Edmonton, Alberta T6E 5G4. Tel: (403) 433.4914. Summer: (403) 370301. At Snowdrift 701 m airstrip. Mid June 10 mid September. Accommodates 24 in lodge and cabins. Oining room, licensed facilities, sauna. Lake trout, Arctic grayling, pike and whitefish. Freezer, guides, boats. Conferences max. 35.

#### Indian Mountain Fishing Lodge

Write: Oon Briggs, Indian Mountain Fishing Lodge, Box 687, Lumsden, Saskatchewan S0G 3C0. Tel: (306) 731.3551. Radio phone in summer SR 1705. McLeod Bay. Lake trout and grayling. Accommodates 10 in housekeeping cabins. Boats, tackle, fish freezing and guides on request. Guests arrange own floatplane transport. Group rates, July to August.

#### Plummer's Great Slave Lake Lodge

Write: Plummer's Great Slave Lake Lodge, 1110 Sanford St., Winnipeg, Manitoba R3E 2Z9. Tel: (204) 7724833, 1011 free 1-803-65-0240. Located at the famous Tattheilei Narrows on Great Slave Lake. Open middle June to end of August. Fish for lake trout, Arctic grayling, Northern pike, Aircraft available to fly out for walleye fishing. Ultimate comfort modern facilities - indoor plumbing and showers. Fly direct from Winnipeg m '737 jet aircraft and land on our own private 5400 foot airstrip at camp. Private aircraft welcome. New equipment. 18 foot aluminum boats.

### Trophy Lodge

Write: Wallace Finlayson, Box 670, Yellowknife, N.W.T. X1A 2N5. Tel: (403) 873-5420, 873455. Fort Reliance. Lake trout and grayling. Boats, tackle, freezer. Accommodates 16 in 4 housekeeping cabins with showers and light housekeeping. Late June to September.

### Lodges — General

#### Blachford Lake Lodge

Write: Bob Stephen, Box 156a, Yellowknife, N.W.T. X1A 2P2. Tel: (403) 8733303. Multi-season lodge accommodates 10 in 3 cabins. Sauna, ice house. Lake trout, pickerel, Northern pike and whitefish. June to September. Boats, motors, lifejackets. Guests provide own food, tackle, sleeping @s. Cross-country skiing, ice fishing, snowshoeing. Family and grp rates. Conferees.

#### Hottah Lake Lodge

Write: George Brousseau, Hottah Lake Lodge, Rae Lakes, N.W.T. X0E 1R0. Tel: (403) 979-3281. Accommodates 8, includes meats, boats, guides. Lake trout, grayling, Northern pike.

#### Katimavik Lodge

Write: Otto Stabel or Tony Vane, Box 700, Katimavik Lodge Ltd., Box 700, Yellowknife, N.W.T. X1A 2N5. Tel: (403) 873.5255. Telex: 0344529. Gordon Lake. Accommodates 12 in 4 cabins. Showers, fireplace, licensed dining. Guides, boats, freezers. souvenirs and tackle available. Lake trout, Northern pike, whitefish. Birdwatching. Conferences. \$140 per day and up.

#### Lynx Tundrs Lodge

Write: East Wind Arctic Tours & Outfitters, Ltd., Box 272 & A Yellowknife, N.W.T. X1A 2R1. Tel: (403) 8732170. Telex: 0344610. Lynx Lake. Accommodates 12. All inclusive from Yellowknife. \$1700 and up. Frame cabins, showers, mard service, boats, motors, guides. Lake trout, grayling, Northern pike, side trips for Arctic char.

#### MacKay Lake Lodge

Write: MacKay Lake Lodge, Box 941, Yellowknife, N.W.T. X1A 2N7. Tel: (403) 873-2813. Trophy fishing for lake trout, Northern pike, grayling. Naturalists, photographers. View caribou, bird migrations. Cabins, showers, boats, motors, tackle, freezer. two way radio. July to mid September. Housekeeping.

# Package Tours

Note: This section listed in alphabetical order. try company name.

## Antler Tours

Write: Antler Tours, Box 1068, Inuvik, N.W.T. XOE 0T0. Tel: (403) 979.2220 or 9793341. Telex: 034.44522.

Herschel Island...Wildflowers and Archaeology  
Western Arctic zone, fly from the Mackenzie Delta along the Arctic coastline to whaling sites on the Alaska/Yukon border. View nesting birds, arctic wildflowers, one day. \$250 from Inuvik.

## Sitidgi Lake Fishing Trip

Western Arctic zone, trophy-sized lake trout and Arctic grayling at Sitidgi Lake, return airfare from Inuvik, accommodation, food and use of boats, half day to two days, \$150-\$275 from Inuvik.

## Whaling at Shingle Point

Western Arctic zone, view Beluga and bowhead whales at Mackenzie Delta, observe traditional Inuit whaling camp at Shingle Point, one or two days. \$300-\$400 from Inuvik (seasonal).

## Arctic Coast

Western Arctic zone, return airfare 10 Tuktoyaktuk and a ground tour of the settlement, with plenty of time to dip your toe in the Arctic Ocean, daily, two or three hour tour, \$90 from Inuvik.

## Tuk-Aklavik Tour

Western Arctic zone, compare the Inuit settlement of Tuktoyaktuk on the coast with the inland community of Aklavik, optional add-on tour to explore for and photograph gnuzies, muskox, caribou and polar bears, half day, \$185 from Inuvik.

## Chasing the Trapper

Western Arctic zone, retrace the final steps of Albert Johnson the legendary "Mad Trapper" along the Arctic Circle through the Mackenzie Mountains. half day, \$150 from Inuvik.

## Arts and Crafts Tours

Western Arctic zone. community tours of Tuktoyaktuk and/or Aklavik, centred around local artisans creating carvings, mukluks, parkas and more, half day, \$130 from Inuvik.

## Dene Fish Camp

Western Arctic zone. fly 10 Aklavik for a guided tour of the town. boat to a traditional fish camp on the Peel Channel of the Mackenzie River, learn how to create and dry fish the Dene way, full day. \$150 from Inuvik.

## Arctic Adventure Holidays Ltd.

Write: Arctic Adventure Holidays Ltd. 5105920 MacLeod Trail South. Calgary, Alberta T2H 0K2. Tel: (403) 2524243. Telex: 03822566.

## Polar Expedition

Baffin zone, journey to north geographic pole, Resolute, Eureka and Grise Fiord, sightseeing includes Tanquary Fiord, Lake Hazen and Fort Conger on Ellesmere Island. eight days, from Edmonton. April.

## Dog Sled Tour

Arctic Coast zone, dog sledding with experienced Inuit guides on Northwest Passage, three days accommodation in igloos at Gjoa Haven, five days, from Edmonton, May.

## Nahanni Raft Adventure

Big River zone, raft the South Nahanni River, sights include Virginia Falls and Headless Valley, overnight camping along river, eight days, from Edmonton, June - September.

## Nahanni-Arctic Coast Tour

Arctic Coast/Big River zones. sightseeing to Hay River, Alexandra Falls, Louise Falls, Lady Evelyn Falls, Virginia Falls, Headless Valley, Yellowknife, Coppermine and Cambridge Bay. seven days, from Edmonton, June - September.

Prices, commissions and custom group tours available on request.

## Arctic Explorer Tours

Write: Bette Palfrey, Arctic Explorer Tours, Box 190, Rankin Inlet, N.W.T. XOC 0G0, Tel: (819) 645.2545, or Travel Keewatin, Dept. EG, 272 Park Ave., Thunder Bay, Ontario P7B 1C5, Tel: (807) 3453255. Specialists in customized, individual or group packages for Keewatin region, Act as in-bound tour receptor for Keewatin tours providing co-ordinated services and tour liaison for wholesalers and travel agents.

## Arctic Safaris

Write: Barry Taylor, Arctic Safaris, Box 1294, Yellowknife, N.W.T. XIA 2N9. Tel: (403) 8733212, 873.5522.

## Barrenlands Adventure Hunt

Arctic Coast zone, hunt barrenland caribou, wolf and wolverine, fishing and photography, \$3450 U.S. from Yellowknife.

## Barrenlands Photography

Arctic Coast zone, capture the barrenlands in a unique setting undisturbed by man. (minimum groups), \$2500 U.S. from Yellowknife.

## Sir John Franklin Reminiscence

Big River zone, relive the ordeal of Sir John Franklin's return to Winter Lake in 1821, (minimum groups). \$2750 U.S. from Yellowknife.

## Arctic Waterways

Write: Arctic Waterways, RR 2, Stevensville, Ontario LOS 1S0, Tel: (416) 3823882.

## Horton River Float Trip

Arctic Coast zone. canoeing/fishing for grayling and trout on Horton River, wildlife and bird observation, ten days. \$2450 from Yellowknife, July.

## Coppermine River Float Trip

Arctic Coast/Northern Frontier zones, canoeing/fishing for grayling, trout and char on Coppermine River, wildlife and bird observation, fourteen days, \$1980 from Yellowknife.

## Bathurst Inlet Lodge

Write: Glenn and Trish Warner, Bathurst Inlet Lodge, Box 820, Yellowknife, N.W.T. X1A 2L7. Tel: (403) 8732595.

## Naturalist's Arctic Centre

Arctic Coast zone, bird and animal observation with resident experts, seven days \$2250, ten days \$2560, from Yellowknife, June - August.

## Whitewater Canoeing

Arctic Coast zone, unescorted whitewater canoe adventures on Burnside, Mara and Hood Rivers, canoes supplied, from Yellowknife. June - August.

## Black Feather Wilderness Adventures

Write: Black Feather Wilderness Adventures, 1341 Wellington St. W., Ottawa, Ontario K1Y 3B8, Tel: (613) 7229717.

## Canoeing Moose Ponds

Big River zone, guided white water canoeing on South Nahanni River from Moose Ponds to Blackstone Landing, twenty days, \$2550 from Edmonton, July.

## Canoeing Glacier Lake

Big River zone, guided canoeing on South Nahanni River from Island Lakes to Ragged Range Mountains to Blackstone Landing, some hiking, twenty days, \$2550 from Edmonton, July - August.

## Canoeing Mountain River

Western Arctic zone, guided white water canoeing on Mountain River through box canyons, camping at the delta, some hiking, wildlife observation, two to three weeks. \$2195-\$2595 from Edmonton. July - August.

## Canoeing Mara River

Arctic Coast zone, guided canoeing of roller coaster Class II and III rapids on Mara River from Nose Lake to Arctic Ocean, side trip from Bathurst Inlet Ledge to Wilberforce Falls is included, three weeks, \$3495 from Edmonton, July.

## Auyuituq National Park

Baffin zone. hike through park to Summit and Glacier Lakes, photography opportunities, two weeks, \$1150 from Pangnirtung, July.

## Northern Photo Tour

Baffin zone, photo workshops on fiords, flora, native culture at Pangnirtung, cost to be quoted, July.

## Spring Ski Tour

Baffin zone. dog team to Auyuituq National Park, base camp at Mount Asgaard, cost to be quoted, May.

## Camp Wanapitei Co-ed Camps Ltd.

Write: Camp Wanapitei Co-ed Camps Ltd., 393 Waler Street North, Suite 14, Peterborough, Ontario K9H 3L7. Tel: (705) 745&314.

## Wilderness Adventure

Arctic Coast zone, guided canoeing on Coppermine River, fourteen days, \$2350 from Yellowknife, August.

## Canada North Expeditions

Write: Bill Tait, Canada North Expeditions, 80X 2435, Yellowknife, N.W.T. XIA 2P8. Tel: (403) 9202196

## Arctic Odyssey

Arctic Coast zone, treeline to Arctic islands, historical, cultural and wildlife. guided tours of Coppermine and Holman areas. seven days. \$2985 from Edmonton. June - July.

# Package Tours

**Hiking/Wilderness Adventures**  
Northern Frontier/Keewatin zones, guided hikes through Thelon Game Sanctuary, on Thelon River, eight days, \$1750. \$2800 from Yellowknife, July September.

**Nahanni National Park Tour**  
Big River zone, charter flight along South Nahanni River in Nahanni National Park to Virginia Falls, over Ram River Canyons to Nahanni Mountain Lodge, exploring and photography opportunities for wildlife and alpine flora, two days \$1312 from Yellowknife.

**Thelon Game Sanctuary**  
Northern Frontier/Keewatin zones, guided exploration of lakes and land through sanctuary, various artifact sites, wildlife and bird species, eight days, \$2350 \$2800 from Yellowknife, July September.

**Wood Buffalo National Park Tour**  
Big River zone, visit Wood Buffalo Park Interpretation Centre, community tour of Fort Smith, progress through Saff Plains and sweetgrass regions deep in the park and view wood buffalo, waterfowl and prairie forest vistas, tour days, \$1435 from Yellowknife.

Qualified interpreter guides in wildlife and archaeological capacities are supplied on all tours.

## Ecosummer Canada Expeditions Ltd.

Write: Ecosummer Canada Expeditions Ltd., 1516 Duranleau St., Granville Island, Vancouver, B.C. V6H3S4. Tel: (604) 669-7741. Telex: 0455551.

**Rafting the Firth**  
Western Arctic zone, guided rafting experience on Firth River through mountain tundra to Arctic Ocean, \$2000 from Inuvik, July.

**Nahanni River**  
Big River zone, canoe Canada's largest canyon system, Nahanni River, sixteen days, \$1950 from Fort Simpson, July.

**North Baffin Island**  
Baffin zone, sea kayaking, photographic opportunities for arctic sea mammals, fifteen days, \$2485 from Resolute Bay, August September.

**Ellesmere Island**  
Baffin zone, sea kayaking, photographic opportunities for icebergs, glaciers, 24-hour sunshine, fifteen days, \$3290 from Resolute Bay, August.

**Top of the World Trek**  
Baffin/High Arctic zones, hiking over rugged Arctic terrain in Ellesmere Island National Park Reserve, fifteen days, \$3000 from Resolute Bay, July.

**Arctic Ice Edge**  
Baffin zone, kayaking and camping at floe edge, fifteen days, \$4200 from Resolute Bay, July August.

**Ultimate Arctic Opportunity**  
Baffin zone, nature and photo tour, camp under midnight sun near historic sites, fifteen days, \$4200 from Resolute Bay, July, August.

**Ellesmere Hazen Trek**  
Baffin zone, trekking around Lake Hazen, from Resolute Bay, August.

**Ellesmere Photo Trek**  
Baffin zone, photographic experience, icebergs, glaciers, from Resolute Bay, August.

**Auyuituq Trek**  
Baffin zone, trekking through Auyuituq National Park on Baffin Island, from Resolute Bay, July August.

**Eskimo Point Tours**  
Write: D.L. Baker, Eskimo Point Tours, Eskimo Point, N.W.T. XOC OEO. Tel: (819) 6572735. Keewatin zone. Customized day fours and photo safaris of Eskimo Point and area. \$325. \$2003, July to November.

**Evergreen Tours**  
Write: Evergreen Tours, 500. 1185 West Georgia Street, Vancouver, B.C. V6E 4E6. Tel: (604) 6875690. Telex: 045.08516.

**Sightseeing Bus Tour**  
Big River/Northern Frontier zones, sightseeing bus tour 10 Liard Highway and Mackenzie Highway communities, twenty days, \$1895 \$2360 from Vancouver, June July. Designed with seniors in mind.

**Fiesta (Wayfarer Holidays Ltd.)**  
Write: In Canada - Grant McLeod, 235 Yorkland Blvd., Willowdale, Ontario M2J 4Y8. Tel: (416) 498.5586. Or 73 Waler St., Vancouver, B.C. V6B 1A1. Tel: (604) 688-1102. In U.S.A. - Brennan Tours, 4th and Battery Bldg., Suite 80B, Seattle, Washington, U.S.A. 98121. Tel: (206) 441.6667.

**Touch the Arctic**  
Keewatin zone, fully escorted historical and community tours, starting in Winnipeg, on to Rankin, Repulse Bay on the Arctic Circle, Eskimo Point and Churchill, eight days, from Winnipeg, Toronto or any gateway on Canadian Airlines International system, July August.

**Sila Naturalist Lodge - Wager Bay**  
Keewatin zone, starting in Rankin and on to Sila Lodge at Wager Bay, view polar bear, bird colonies and caribou, ten days, from Rankin, Churchill, Winnipeg, Toronto or any gateway on Canadian Airlines International system, July August.

**Coats Island Photographic Safari**  
Keewatin zone, from Churchill to Rankin and Coral Harbour with overnight camping at Coats, Bencas and Walrus Islands, view bird colonies and walrus, ten days from Churchill, Winnipeg, Toronto or any gateway on Canadian Airlines International system, July August.

**Ferguson Lake Fishing Lodge**  
Keewatin zone, six days, all inclusive from Rankin, Churchill, Winnipeg, Toronto or any gateway on Canadian Airlines International system, July August.

**Arctic Spring Dog Sled Adventure**  
Keewatin zone, dog sled expedition in Eskimo Point area, spend a night in an igloo, five days, from Churchill, Winnipeg, Toronto or any gateway on Canadian Airlines International system, May.

All above tours available throughout U.S.A. in association with Brennan Tours, Seattle. For a copy of the Package Holidays Brochure contact your local travel agent or phone the Arctic Hotline at 1800661.0788.

**Gjoa Haven Tourism Committee**  
Write: Tommy Anquttitauruq, Gjoa Haven Tourism Committee, Gjoa Haven, N.W.T. XOE 1J0. Tel: (403) 3607451. Arctic Coast zone, customized dog team rides, tundra Inke trips, boat trips, from Gjoa Haven.

**Great Slave Circle Tour**  
Write: Box 685, Fort Smith, N.W.T. XOE OPO. Tel: (403) 872.2467. Big River/Northern Frontier zones, escorted tour of Yellowknife, Hay River, Fort Smith and Wood Buffalo Park, seven days, \$1349 \$1499 from Edmonton/Calgary, June September.

**Great Slave Sledging Company Ltd.**  
Write: John or Cristine Bayly or Bill Carpenter, Great Slave Sledging Company Ltd., Box 2882, Yellowknife, N.W.T. XIA 2R2. Tel: (403) 873.8249, 920.4542 or 9202611.

**Wilderness Adventure**  
Northern Frontier/Big River zones, tour Wood Bison Wildlife Sanctuary and stay at Moraine Point Lodge, from Yellowknife.

**Dog Sledging Expedition**  
Northern Frontier/Big River zones, dog sled to Moraine Point Lodge, from Yellowknife.

**Long Distance Dog Sledging**  
Northern Frontier/Big River zones, customized dog sledging tours 10 Moraine Point Lodge, through Wood Bison Wildlife Sanctuary and around Great Slave Lake, from Yellowknife.

**Guided Arctic Expeditions**  
Write: Terry Cooke, Guided Arctic Expeditions, Box 2120, Inuvik, N.W.T. XOE 0T0. Tel: (403) 9792408.

**White Water Rafting**  
Western Arctic zone, guided rafting adventure on Firth River, ten days, \$2500 (U.S.) from Inuvik, June July.

**High Arctic International Explorer Services Ltd.**  
Write: Bezal Jesudason, Box 200, Resolute Bay, N.W.T. XOA 0V0. Tel: (819) 2523875. Customized tours anywhere in the Arctic including the North Pole.

**Magnetic North Pole**  
Baffin/High Arctic zones, snowmobile/sledge journey to Magnetic North Pole, Little Cornwallis Island, eleven days, \$2680 from Resolute Bay, April May.

**Historic Northwest Passage**  
Baffin/High Arctic zones, snowmobile and sledge on sea ice 10 Beechey Island and other historical arctic Sites, five days, \$750 from Resolute Bay, April June.

# Package Tours

## Simpson Air

Write: **Ted Grant**, Simpson Air (1981) Ltd., Box 260, Fort Simpson, N.W.T. X0E ONO. Tel: (403) 695-2505, 695-3141.6953142. Big River zone, package tours from Fort Simpson 10 Nahanni National Park, sightseeing and photographic trips to Virginia Falls, South Nahanni River Canyons, Ram Plateau and Little Doctor Lake, naturalists paradise, \$200 \$500 per person for three 10 seven day trips from Fort Simpson to Nahanni Mountain Lodge.

## Society Expeditions Inc.

Write: Society Expeditions Inc., 3131 Elliott Ave., Suite 700, Seattle, Washington, U.S.A. 9S121. Tel: (206) 285-9400.

## Project Northwest Passage

High Arctic/Baffin zones, luxury cruising expedition across the Top of the World, twenty-six days, \$9985-\$19,495 (U.S.) from Tuktoyaktuk, August.

## Special Odysseys (Special Interestours)

Write: Special Odysseys (Special Interestours), 3430 Evergreen Point Rd., Box 37E, Medina, Washington, U.S.A. 98039. Tel: (206) 455.1%0. Telex: 288683.

## Discover the Worlds of the High Arctic

Baffin zone, spectacular glaciers, icebergs and ice floes, Inuit culture, archaeology on Ellesmere and Baffin Islands, twelve days, \$3450 (U.S.) from Yellowknife, August.

## Arctic Marine Mammals and Ornithology

Baffin zone, guided expeditions by snowmobile across sea ice of Baffin Bay, view Arctic wildlife close at hand, seven days, \$2350 (U.S.) from Montreal, June.

## North Pole Odyssey

Baffin zone, guided skidoo expedition across permanent ice cap to pole, view massive glaciers and Arctic wolves, eight days, \$7000 (U.S.) from Resolute Bay, April.

## Dog Sled Odysseys

Baffin zone, guided, customized cross country treks on Ellesmere and Baffin Islands, costs vary according to length of trip and group size, April-May,

## Greenland Odyssey

Baffin zone, half-day community tours of Iqaluit enroute to Greenland. from Ottawa, August.

## Floe-Edge Mammals and Scenic Photo Odyseeys

Baffin zone, guided expeditions across sea ice of Baffin Bay, view and photograph Arctic wildlife. from Pond Inlet, June.

## SubArctic Wilderness Adventures

Write: **Jacques Van Peit**, SubArctic wilderness Adventures Ltd., Box 685, Fort Smith, N.W.T. X0E OPO. Tel: (403) 872.2467.

## Subarctic Mosaic Treks

Big River zone, escorted bus tour/hiking/paddling and rowing, Fort Smith, Wood Buffalo Park, two and a half to seven days, \$195-\$795 from Fort Smith, June-September.

## Nomadic Canoe Explorations

Big River zone, canoe lakes, streams and rivers through Wood Buffalo Park, Tazin Highlands, island camping, up to three days, \$75-\$275 from Fort Smith, can be customized to client.

## Winter Dog Sledging

Big River zone, from day trips on local trails to remote sledging in wood Buffalo National Park, one to five days, \$160-\$1795 from Fort Smith, November-May.

## Rafting Great Slave River

Big River zone, rafter adventures on Great Slave River, one half to four days, \$55-\$495 from Fort Smith, May-September.

## Swiftsure Tours Ltd.

Write: **Swiftsure Tours Ltd.**, 119645 Fort Street, Victoria, B.C. VBW 1G2. Tel: (604) 388-4227.

Dempster Highway Wildlife Western Arctic zone, sightseeing/touring to various communities along Dempster Highway, some camping, thirteen days, \$1595 from Whitehorse, June-July.

## Top of the World Tours

write: Top of the World Tours, Box 2346, Yellowknife, N.W.T. XIA 2P7. Tel: (403) 8732710.

## Bathurst Inlet

Arctic Coast zone, birdwatching/sightseeing day tours to Bathurst Inlet, one day, \$470 from Yellowknife.

## Western Arctic Aerial Tours

Northern Frontier/Western Arctic zones, Sightseeing flights to Inuvik, Tuktoyaktuk and Aklavik, two days, \$767 from Yellowknife.

## Virginia Falls

Big River zone, sightseeing tour through Nahanni National Park, one day, \$345 from Yellowknife, July.

## Nahanni Mountain Lodge

Big River zone, sightseeing, photography, canoeing, swimming at lodge on Little Doctor Lake next to Nahanni National Park, three to seven days, \$350 \$500 from Fort Simpson.

## Tour Brokers International Inc.

Write: **Paul Yoder**, 416\$ Rocky River Dr., Cleveland, Ohio, U.S.A. 44135. Tel: (216) 2514220. Keewatin zone, historical, archaeological and cultural tours.

## True North Safaris Ltd.

Write: **Gary Jaeb**, True North Safaris, 36 Morrison Drive, Yellowknife, N.W.T. XIA 122. Tel: (403) 8734533. Arctic Coast/Northern Frontier zones, guided hunting and viewing expeditions, li to eight days, \$2720 \$3100 (U.S.) from Winnipeg, August-September.

## Tucho Tours

Write: **Irene Kudeik**, Tucho Tours, c/o Present Place, Box 1457, Hay River, N.W.T. X0E ORO. Tel: (403) 874-6686. Big River zone, tours of Hay River and area including Alexandra Falls, Louise Falls and Lady Evelyn Falls, \$5.00 \$100 from Hay River, year round.

## Tuugaalik Outfitters

Write: **Bruce Rigby**, Tuugaalik Outfitters, Box 711, Iqaluit, N.W.T. X0A 0H0. Tel: (819) 9794551.

Cross Country Ski Tour Baffin zone, one or two day & \$125 \$250/day from Iqaluit, May-June.

Rafting on Sylvia Grinnell River Baffin zone, guided river rafting through level III and IV rapids from Sylvia Grinnell Lake, two days, cost to be quoted, from Iqaluit, July-August.

## Qaammaarviit Park Tour

Baffin zone, escorted archaeological tours through park by dog sled in winter, skidoo in spring, boat in summer, horn Iqaluit, year-round.

## Universal Fun Finders Toura

Write: **Universal Fun Finders Tours**, 214.5809 MacLeod Trail S., Calgary, Alberta T2H 0J9. Tel: 1-800-661-1063. Telex: 03-821172-CGY.

## Great Slave Circle Tour

Northern Frontier/Big River zones, leisure community tours around Great Slave Lake, tour local attractions at Yellowknife, Hay River and Fort Smith, nine days from Regina.

## VIA Rail Canada

Write: **VIA Rail Canada**, 12055 Boul. Laurentian, Vine St. Laurent, Quebec H4K 2X6. In U.S.A., Via Rail, Box 190, Rouses Point, New York, U.S.A. 12979,

## Great White Bear Explorer

Keewatin zone, train and air sightseeing twrs to Eskimo Point, seven days, \$1325-\$1490 from Winnipeg, October.

## Journey to Arctic Circle

Keewatin zone, historic and traditional train and air tours, Cape Mory, Baker Lake, Repulse Bay, eight days, \$1945. \$2055 from Winnipeg, July-August.

## Hudson Bay Explorer

Keewatin zone, coastal sightseeing twrs by train, tundra buggy to Churchill and Eskimo Point, seven days, \$1190. \$1350 from Winnipeg, July-September.

## Victor Emanuel Photo Safaris Inc.

Write: **Mike Lacey**, Box 33008, Austin, Texas, U.S.A. 78764, Tel: (512) 4775091. Coats Island wildlife safari.

## Wells Gray Tours

Write: **Wells Gray Tours**, 250 Lansdowne St., Kamloops, B.C. V2C 1X7. Tel: (604) 374-0831.

## Yukon and Inuvik

Western Arctic zone, escorted motor coach tour cruise through British Columbia, along Alaska coast to Yukon Territory, Klondike, Alaska and Dempster Highways across Arctic Circle to Inuvik and Tuktoyaktuk, N.W.T., fifteen days, \$1998, June.

## Western Canadian Travel Consultants Ltd.

Write: **Western Canadian Travel Consultants Ltd.**, Box 96, Red Deer, Alberta T4N 5E7. Tel: (403) 3400292. Agents for Simpson Air, Nahanni Mountain Lodge, Sail North and Subarctic Wilderness Adventures (see listings this section).

# Outfitters/Day Trips

## Prelude Wildlife Trail

Write: Northern Frontier Visitors Association, Box 1107, Yellowknife, I.W.T. X1A 2N8. Tel: (403) 873.3131. Guided walking tours over well-marked trail to scenic lookouts, no charge. July-August, weekends, from Yellowknife.

## Rabesca Company Outfitters

Write: Moise Rabesca, Rae-Edzo, N.W.T. XOE 0Y0. Tel: (403) 392-6920. Fishing, hunting and photography excursions. Half day, full day or longer, from \$60. Amity rates available.

## Raven Tours

Write: Raven Tours, Box 385, Yellowknife, N.W.T. X1A 2N3. Tel: (403) 73-4776. Two hour City of Yellowknife tour. \$10/person, June-September; Sunday bus tours on Ingraham Trail from Yellowknife, half hwr hike to Cameron Falls, \$15/person; customized tours may be arranged.

## Rocking Horse Ranch

Write: Rocking Horse Ranch, Box 1892, Yellowknife, N.W.T. X1A 2P4. Horseback riding, hay rides and sleigh rides.

## Rovin Raven Boat Tours

Write: Ed Pandke, Rovin Raven Boat Tours, 5310 44th St., Yellowknife, I.W.T. X1A 1K3. Tel: (403) 9204035. Accommodates six for cruises. Two hour boat cruise from Yellowknife to Wool Bay fish plant, return, \$20/person.

## Sail North

See listing in Package Tours)

## Snowcraft Cruises — Great

### Slave Lake Outfitters

Write: Snowcraft Cruises, Box 2006, Yellowknife, N.W.T. X1A 2P5. Tel: (403) 173-8858, 8733900. Penn-Yen fishing boat. Lake trout, grayling, Northern pike fishing excursions, packages.

## Tochatwi Outfitters

Write: Tochatwi Outfitters, Box 2065, Yellowknife, N.W.T. X1A 2M1.

## Yellowknife Traders

Write: Ron Williams, Yellowknife Traders, 4 Lessard Dr., Yellowknife, N.W.T. X1A 2G5. Tel: (403) 8733320. Yellowknife Bay cruises. Sightseeing and fishing cruises aboard M.V. Naocha or M.V. Moondance on Great Slave Idire, \$20. \$39.95, 6.20 people.

## Western Arctic

### Mackenzie Delta

Antler Tours  
(See listing in Package Tours)

### Beluga Tours

Write: Jim Gordon, Beluga Tours, Box 1183, Inuvik, N.W.T. XOE 0T0. Tel: (403) 9792176. Trips winter and summer for fishing, camping, sightseeing and trapping in the Mackenzie Delta and Husky Lakes area.

### Delta Tours and Outfitting

Write: Frank Hansen, Box 1039, Inuvik, N.W.T. XOE 0T0. Tel: (403) 9792311. Mackeme and Delta/Beaufort Tours, 10 people in boat.

### Dempster Patrol Outfitters

Write: Neil Colin, Dempster Patrol Outfitters, Box 103, Fort McPherson, N.W.T. XOE 0J0. Tel: (403) 952.2112. Boat tours on Peel and Mackenzie River systems. \$275 per person up to 7 people, Ped River. \$375 down Peel River to Mackenzie Delta. Fishing, sightseeing.

### Inuvik Marina Outfitting

Write: Inuvik Marina Witting, Box 2658, Inuvik, N.W.T. XOE 0T0. Tel: (403) 979-3482. Boat tours on the Mackenzie River.

### Mountain River Outfitters

Write: Frank Pope, Box 449, Norman Wells, N.W.T. XOE 0V0. Tel: (403) 587.2324, 587-2285. Western Arctic zone, package river twrs and day trips to Fort Good Hope and Arctic Circle.

### North Star services

Write: Gord Campbell, Box 1005, Inuvik, N.W.T. XOE 0T0. Tel: (403) 9792393. Boat tours on the Mackenzie River.

### Sila Tours and Outfitting

Write: Richard Binder, Box 2194, Inuvik, N.W.T. XOE MO. Tel: (403) 9792194. Whale watching, river tours.

### Tuk Tuk Tours

Write: Randy Pokiak, Tuk Tuk Tours, Box 335, Tuktoyaktuk, N.W.T. XOE 1C0. Tel: (403) 9772310 or radio phone 2M 4480 via Tuktoyaktuk operator. Fly-in fishing trips from Inuvik or Tuktoyaktuk. Winter dog sled trips for ice fishing. Cultural inclusion experiences.

## Mackenzie Valley

### Fort Good Hope Hunters' and Trappers' Association

Write: Fort Good Hope Hunters' and Trappers' Association, Fort Good Hope, N.W.T. XOE OHO. River tours, fishing, hiking, Visit fish amps.

### Red River Incorporated Band

Write: Grace Blake, General Delivery, Arctic Red River, N.W.T. XOE OBO. River tours on the Mackenzie River.

### Wil-ton Boat Charters

Write: Tony Grandjambe, Wil-ton Boat Charters, General Delivery, Fort Good Hope, N.W.T. XOE DHO. Tel: (403) 5982232. Charter boat transportation between Norman Wells, Fort Good Hope and Grandview. N.W.T. Max. 5.

## Arctic Coast

### Cambridge Bay

George Angohiatok Outfitting Mite: Canada North Expeditions, Box 2435, Yellowknife, N.W.T. X1A 2P8. Tel: (403) 9202198. Or contact George Angohiatok in Cambridge Bay at (403) 183.2442. Arctic char fishing on Victoria Island, wildlife tours, summer and winter.

### Coppermine

#### Hamlet of Coppermine

For intonation on tours, write: Mayor, Hamlet of Coppermine, Coppermine, I.W.T. XOE OEO. Tel: (403) 982-4471, or contact N.W.T. Government office, Coppermine.

### Gjoa Haven

Gjoa Haven Tourism Committee Write: Tommy Anquttitauruq, Gjoa Haven Tourism Committee, Gjoa Haven, N.W.T. XOE IJO. Tel: (403) 3607451, Customized dog team rides, tundra trike trips, boat trips, from Gjoa Haven.

### Spence Bay

#### Spence Bay Tourism Committee

Write: Chairman, Spence Bay Tourism Committee, Spence Bay, N.W.T. XOE 180. Tel: (403) 561-6341. Fishing, hunting, boating trips.

### Lyall's Taxi and Cartage

(See listing in Package Tours)

## Baffin

### Broughton Island

Brothers Trail outfitting Write: David Kooneeloosie, Brothers Trail Outfitting, Broughton Island, N.W.T. XOA 0B0. Expedition info Auyuituq National Park and other areas.

### Laymeekee Qimmilik Outfitter

Write: Laymeekee Kakkee, Broughton Island, N.W.T. XOA 080. Tel: (819) 9274932. June to August, char fishing. March to June, guided trips by dog team.

### Siko Outfitter Service

Write: Joanasie Kooneeloosie, Broughton Island, N.W.T. XOA 080. General outfitting services.

### Igloodik

#### Tuputaq Enterprises

Write: Emile Immaroitok, Tuputaq Enterprises, Igloodik, N.W.T. XOA 0L0. Tel: (819) 9344876. Spring dog team trips on land. Naturalist trips in summer by boat.

### Iqaluit

#### Canada North Travel Ltd.

Write: Canada North Travel Ltd., Box 210, Iqaluit, N.W.T. XOA OHO. Tel: (819) 9796829. Travel arrangements for local sightseeing, and other northern points.

#### 1. Pattimore

Write: Siqoqqennel Reg'd., Box 1072, Iqaluit, N.W.T. XOA OHO. Dog team tours.

### Madeline Lake Enterprises Outfitter

Write: Greg MacDonald, Madeline Lake Enterprises Outfitter, Box 1238, Iqaluit, I.W.T. XOA OHO. Dog team tours and general outfitting services.

### Juna-Kuuk Outfitting

See listing in Package Tours)

### Tuugaalik Outfitters

(See listing in Package Tours)

### Lake Harbour

#### Pitsiulik Padluq Outfitters

Write: Pitsiulik Padluq Outfitters, General Delivery, Lake Harbour, N.W.T. XOA JNO.

# Services

## Keewatin

### Vehicle Rentals

**Saker Lake**  
Igamiut Ltd. (trucks, ATVs), XOC OAO, Tel: (819) 7932914.

**Esquimo Point**  
Igamiut's Sales and Service (truck rentals), XOC OEO, Tel: (819) 857-2735. 57.2753, 657-2919.

**North Star Outfitting** (ATV rentals), XOC OEO, Tel: (819) 857-2906.

### Rankin Inlet

P.H. Rentals (trucks, Hondas), XOC OGO, Tel: (819) 645-2942

## Big River

### Vehicle Rentals

**Fort Simpson**  
Tilden Rent-A-Car, Tel: (403) 873-2911. 'ada: 03445532 or out-of-town reservations, 1-800-387-4747.

**Fort Smith**  
Tilden Rent-A-Car, J & M Enterprises, Box 17, XOE OPO, Td: (403) 872-2211, 1722221.

**Tilden Rent-A-Car**, 80X 610, XOE OPO, 'da: (403) 872-2777 or out-of-town reservations, 1-800-387-4747.

### Hay River

Avis Rent-A-Car, N.W.T. Rentals, Box 5, XOE ORO, Tel: (403) 874-2571. Telex: 3344333.

John's Cartage and Rental %x Vice, 80X 1398, XOE ORO, Td: (403) 8746426.

Tilden Rent-A-Car, Box 501, XOE ORO, Tel: (403) 8746426 or out-of-town reservations, 1-800-387-4747.

### Boat Rentals

**Fort Liard**  
Deh-Cho Air Ltd., General Delivery, XOG OAO, Td: (403) 770-4103. Telex: 036-73133.

**Fort Providence**  
Aurora Sport Fishing, XOE OLO, Td: (403) 6993551, 6994321. Boats, motors, fishing equipment.

**Fort Simpson**  
Simpson Air (1961) Ltd., Box 260, Fort Simpson, N.W.T. XOE ONO, Tel: (403) 695%05, 695-3141, 695-3142.

**Fort Smith**  
SubArctic Wilderness Adventures, Box 685, XOE OPO, Tel: (403) 8722467. Telex: 034-4912 (MANBLDSUP) Year round cabins, canvas 10 When gear for unescorted backcountry travel.

**Hay River**  
Harbour House, Box 54, XOE ORO, Tel: (403) 874-2233.

John's Cartage & Rental Service, Box 1398, XOE ORO, Tel: (403) 874-6426.

**Trout Lake**  
Trout Lake Dene Lodge, June 15 -Sept. 10. Mobile YJ 25402 or JJ 37349, Redknife or Pointed Mountain Channel. Telex: W-47523.

### Charter and Sightseeing Buses

**Fort Smith**  
Garden Capital Bus Lines Ltd., Box 1048, XOE OPO, Td: (403) 8722993.

**Hay River**  
John's Cartage and Rental Service, Box 1398, XOE ORO, Td: (403) 8746426

Tucho Tours, c/o Present Place, Box 1487, Hay River, N.W.T. XOE ORO, Tel: (403) 874-6666.

KT Bus%@ 80X 1215, XOE ORO, Td: (403) 8746770.

## Northern Frontier

### Vehicle Rentals

**Yellowknife**  
Avis Rent-A-Car, Box 400, XIA 2N3, Td: (403) 8735648. Tda: 034-45636.

**Budget Rent-A-Car, Yellowknife Airport**, Box 2464, XIA 2P8, Tel: (4@ 873X366.

**Hertz Rent-A-Car, Ak Northwest Ltd.**, Northwest Hangar, Yellowknife Airport, Box WOO, XIA 2R3, Tel: (403) 873-5043. Telex: 03445527.

**Tilden Rent-A-Car, The Sportsman**, 5118-50th Street, Box 162, XIA 2N2, Td: (403) 873-2911 or 9202970 or out-of-town reservations, 1-800-387-4747. Telex: 034-45532.

### Boat Rentals

**Meni Dene Hold, Lac La Martre, N.W.T.** XOE IPO, Tel: (403) 5733361, 5733161.

**N.A.R.W.A.L. Northern Adventures** (canoe rentals), Box 1175, XIA 2N8, Tel: (403) 873\$443,

**Overlander Sports** (canoe rentals), Box 964, XIA 2N7, Tel: (403) 8732474.

**Prelude Lake Lodge**, 32 km east of Yellowknife on the Ingraham Trail, Box 2548, XIA 2P8.

**Sail North**, Mike Stihwell, 322 Bellanca Ave., Northland Trailer Park, XIA 1Y8, Tel: (403) 873\$019.

**The Sportsman**, Box IQ, XIA 2N2, Tel: (403) 873-2911. Telex: 034-45532.

**Yellowknife Trading Post**, 4 Lessard Drive. XIA 2G5, Tel: (403) 872-3020.

### Ski Rentals

**Yellowknife**  
Overlander Sports (cross country ski rental), Box 964, XIA 2N7, Tel: (403) 873-2474.

### Charter and Sightseeing Buses

**Yellowknife**  
Frame & Perkins Ltd., Box 400, X1 A 2N3, Td: (403) 8734892, 8734431.

**Raven Tows**, Box 1706, XIA 2L8, Tel: (403) 873476.

## Western Arctic

### Vehicle Rentals

**Inuvik**  
Budge! Rentals, Plum Contractors, Box 2374, XOE OTO, Td: (403) 9794141, 979-4140.

**Tilden Rent-A-Car**, Box 2118, XOE OTO, Td: (403) 9793383 or out-of-town reservations, 1-800-387-4747.

**Norman Wells**  
Norman Wells Transportation Ltd., Bag Service 1250, XOE OVO, Tel: (403) 587.2416, 5872252, 567-2491.

**Tuktoyaktuk**  
Tuk Enterprises, Box 116, XOE ICO, Tel: (403) 977-2522.

### Boat Rentals

**Fort Franklin**  
Great Bear Co-op, Td: (403) 5693361.

**Fort Good Hope**  
Al Wilson, Tel: (403) 589-2500.

**Inuvik**  
Inuvik Marina, Box 2656, XOE OTO, Tel: (403) 9793482.

**Norman Wells**  
Mountain River Outfitters, Tel: (403) 5872285.

### Tuktoyaktuk

Tuk Tuk Tours, Box 33.5, XOE1CO, Tel: \$13) 9772310.

### Charter and Sightseeing Buses

**Inuvik**  
Inuvik Charter Bus Service, 80X 1557, XOE OTO, Tel: (403) 9792631.

**Tuk Enterprises Ltd.**, Box 116, XOE1CO, Tel: (403) 977.2522.

**Tuk Tuk Tours**, Box 335, XOE1CO, Tel: (403) 97-72310.

## Arctic Coast

### Vehicle Rentals

**Cambridge Bay**  
Fred H. Ross and Associates, XOE OCO, Tel: (403) 983-2331. Telex: 0344260.

**Igloo Enterprises** (trucks, all-terrain vehicles), 80X 120, XOE OCO, Tel: (403) W-2499. Telex: 034-45501.

## Baffin

### Vehicle and/or Boat Rentals

**Arctic say**  
Joshua Kango, Enokseot Hotel (truck, boat rentals), Td: (819) 4399955.

**Iqaluit**  
Arctic Resources Ltd., Td: (819) 979-6465.

**Baffin Kamutauya Ltd.** (small boats, snowmobiles), Box 760, XOA OHO, Tel: (819) 979-5740, 9796587.

**R.L. Hanson Construction Ltd.**, Box 363, XOA OHO> Tel: (819) 979-6004.

**Resolute Bay**  
Arctic Resources Ltd., Td: (819) 252-3858.

**Narwhal Arctic Services Ltd.** (vehicle rentals), Td: (819) 252-3968.

### Charter and Sightseeing Buses

**Iqaluit**  
R.L. Hanson Construction Ltd., Box 363, XOA OHO, Td: (819) 9796004.

**Resolute Bay**  
Narwhal Arctic Services Ltd., Tel: (819) 252.3966.

# Transportation

## Antler Aviation Ltd.

**Scheduled** and charter services  
Box 1068, Inuvik, N.W.T. XOE OTQ. Tel: (403) 9792220, 979.3341. Telex: 134-44522. Scheduled service from Inuvik to Aklavik, Tuktoyaktuk, Fort McPherson and Old Crow, Yukon. Cessna 177, Cessna 207, Cessna 180 floats, Cessna 185 floats, Piper Seneca, 3/N-2 Islander. IFR operating certificate. Flight seeing tours, fishing trips.

## Bathurst Air Services

Box 477, Yellowknife, N.W.T. Tel: (403) 373.2595. Base: Bathurst Inlet and Yellowknife, N.W.T. Aircraft: Cessna 185's, De Havilland Beaver and Piper Super Cub; floats, wheels, skis and under fires.

## Bradley Air Service Ltd.

Box 477, Inuvik, N.W.T. XQA OHO. Tel: (819) 9755810. Telex: OS-15533. Hall Beach, N.W.T. XQA OKO. Tel: (819) 928-8927. Resolute, N.W.T. XQA OVO. Tel: (819) 252.3981. HS-748, DHC-6, Twin Offer and DC-3 aircraft available for charters. Boeing 727 passenger/cargo aircraft.

## Buffalo Airways (1986) Ltd.

Box 1479, Hay River, N.W.T. XOE ORO. Tel: (403) 874.3333. Telex: 034-4374. Aircraft: Douglas DC-3, Beechcraft. Charter service.

## Calm Air International Ltd.

(See listing under "Scheduled Services into the N. W.T.")

## Carter Air Services Ltd.

Box 510, Hay River, N.W.T. XOE ORO. Tel: (403) 8742281. Aircraft: Twin and single Offers.

## Deh Cho Air

c/o Liard Valley Band Development Corporation, General Delivery, Fort Liard, N.W.T. XOG DAD. Tel: (403) 7704103.

## Edzo Air

Box 56, Rae, N.W.T. XOE OYO. Tel: (403) 371.3226, 3923541, Mobile 2M4 208. Aircraft: Cessna 185, 206 Turbo. Wheels, skis, floats. Aerial photography.

## Keewatin Air Ltd.

Box 38, Rankin Inlet, N.W.T. Tel: (819) 645.2992. Head Office: Winnipeg, Manitoba. Tel: (204) 786-6621. Aircraft: Beech Westwind 1, 111, Merlin 11A, Queen Air Excalibur 800, Beavers on tundra wheels/skis.

## Landa Aviation

Box 183, Hay River, N.W.T. XOE ORO. Tel: (403) 874.3500. Telex: 034424. Aircraft: Cessna 402, 337, 185. wheels, skis, floats.

## LaRonge Aviation Services Ltd.

Box 320, La Ronge, Sask. Tel: (306) 4252382. Telex: 074.29225. Base: Box 2489, Yellowknife, N.W.T. XIA 2PB. Tel: (403) 8735330. Telex: 0344573. Aircraft: Twin and Single Otters, Beaver, Baron.

## Latham Island Airways Ltd.

Box 791, Yellowknife, N.W.T. XIA 2N6. Tel: (403) 9202891, 24 hours. Aircraft: Cessna 185s, 206 and Turbo Beaver.

## Liard Air Ltd.,

Box 31 W, Fort Nelson, B.C. VOC 1R0. Tel: (604) 774.2908. Only air charter company based at Blackstone Landing, a convergent departure point for flights into Nahanni National Park.

## Loon Air Ltd.

Bill Bourque, Box 688, Fort Smith, N.W.T. XOE OPO. Tel: (403) 872.3030, 872-2868. Aircraft: Cessna 185, 210, 337 and single Offer. Wheels, skis, floats.

## Nahanni Air services Ltd.

(See listing under "scheduled Services within the N.W.T.")

## North Western Air Lease Ltd.

(See listing under "scheduled Services within the N.W.T.")

## Okanagan Helicopters

Box 24, Norman Wells, (403) 587.2136, or Fort Simpson, (403) 695.2424.

## Page Flight Services Ltd.

Box 84, Norman Wells, N.W.T. XOE OVO. Tel: (403) 587.2117, 5872229. Telex: 03446517. Aircraft: Piper Seneca, Islander, Cessna 185 and 207. Wheels, skis. floats.

## Ptarmigan Airways Ltd.

(See listing under "Scheduled Services within the N. W.T.")

## Raecom Air Ltd.

Box 2865, Yellowknife, N.W.T. XIA 2R2. Tel: (403) 920-4177. "Discover Your Land" with Raecom Air Ltd. Aircraft charter service. Single Offers. Cessna 206, Cessna 185's, wheels, floats and skis.

## Simpson Air (1981) Ltd.

Box 260, Fort Simpson, N.W.T. XOE ONO. Tel: (403) 695.2505, 6953141, 6953142. Aircraft: Cessna 185's, Cessna 207, Cessna 206, Beechcraft King Air 90. Twin Offers and Beaver. Wheels, skis, floats. Charter trips to Nahanni National Park. See listing in Package Tours.

## Spur Aviation Ltd.

Box 2635, Yellowknife, N.W.T. XIA 2P9. Tel: (403) 873.3626.

## Sunrise Helicopters Ltd.

Jim Hedges, Box 2126, Inuvik, N.W.T. XOE OTQ. Tel: (403) 979-2875. Helicopters: Bell 206B.

## Ursus Aviation Ltd.

Box 2635, Norman, N.W.T. XOE OKO. Tel: (403) 588-4141. Aircraft: Cessna 185, 172, 207A.

## Wolverine Air Ltd.

Box 316, Fort Simpson, N.W.T. XOE ONO. Tel: (403) 6952263. Aircraft: Cessna 185, 206, Islander, Turbo Beaver. Charters to Nahanni National Park, Mackenzie Mountains.

## Taking the Bus

**Canadian Coachways System** 10324103 St., Edmonton, Alberta. Tel: (403) 421-4211. Daily service between Edmonton and Hay River via Peace River.

## Frontier Coachlines

Operated by Frame & Perkins Ltd., Box 403, Yellowknife, N.W.T. XIA 2N3. Yellowknife c/o The Sportsman, Tel: (403) 873.2911, Telex: 0344636. Fort Providence c/o Snowshoe Inn, Tel: (403) 6993511, Hay River c/o Cedar Rest Motel, Tel: (403) 874.3732. Three times weekly service between Yellowknife and Hay River with connections via Greyhound Lines to the South.

## North of 60 Bus Lines

To Pine Point and Fort Smith daily except Sundays from Hay River. Tel: (403) 874-6411.