

Strategic Plan 2012 – 2017

Synopsis



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Nunavut Tourism


Nunavumi Pulaakataligiyit

Tourisme Nunavut

Introduction

Nunavut Tourism fulfills a vital role in supporting a critical sector of the territorial economy. Created in 1995 and incorporated in 1996 as a non-profit society, the organization works closely with governments, Inuit associations, communities, and tourism operators to promote tourism opportunities that encourage sustainable economic growth, cultural preservation and social benefits for Nunavummiut.

Nunavut Tourism is governed by a Board of volunteers with experience in the industry, and receives its mandate and the major portion of its funding from the Government of Nunavut's Department of Economic Development & Transportation (ED&T).



Our Vision: Our vision is to have a dynamic, sustainable and professional tourism industry in Nunavut, operating in harmony with Inuit culture and tradition.

As part of its commitment to improving accountability and maximizing tangible results for public expenditures, ED&T is encouraging its client and partner organizations to undertake long-term planning. In the rapidly evolving political and economic landscape of Nunavut, a strategic plan based on a clear vision and shared mission is an essential element in effective governance, sound management, clear communication, and organizational success.

This Nunavut Tourism Strategic Plan was developed after a two-day planning session was held in Iqaluit, on March 17th & 18th, 2012. This planning session included both the Nunavut Tourism Board of Directors and Nunavut Tourism senior staff, and involved discussions on numerous topics. In addition to this strategic plan, a Strategic Planning Proceedings Report was also produced, which provides additional detailed analysis of the discussions and decisions that were made during the planning session.

The commitment, professionalism and enthusiasm of the Nunavut Tourism Team is evident in their willingness to commit a full weekend in their busy schedules to planning just before a particularly challenging week; it is even more evident in the results of the workshop, set out in detail in this document, providing a realistic, focused and comprehensive path forward.

Through collaboration, communication, cooperation, Nunavut Tourism believes that this plan can achieve the ultimate goal shared by governments, operators, communities and the organization itself – a vibrant, healthy tourism industry contributing to a growing territorial economy.

Key Issues

The following is a summary of key issues identified by the SWOT Analysis during the strategic planning session held in March 2012:

1. Who is Nunavut Tourism?
2. How does Nunavut Tourism communicate better with the membership?
3. How can Nunavut Tourism be more relevant to the membership?
4. How does Nunavut Tourism clarify the roles between itself & its partners?
5. How does Nunavut Tourism ensure that funders have realistic expectations?
6. How can Nunavut Tourism deal with the cost of doing business in Nunavut?
7. Given that tourism is largely based on visitation from the south, what can Nunavut Tourism do about the impact of the Canadian dollar, especially for those tourists who come from the USA?
8. How can tourism be seen as a major contributor in the economy of Nunavut?
9. How does Nunavut Tourism make people aware that there are real careers in the tourism Industry?
10. What are Nunavut Tourism's measurable goals?
11. What is the role of the Board of Nunavut Tourism – is a management or a governance board?
12. How does Nunavut Tourism tell the story about tourism without proper data?

By Laws: Nunavut Tourism incorporated April 1996

Nunavut Tourism was incorporated 16 years ago, so as part of the overall review of the organization, both the mandate and objectives were examined. It was felt that the mandate wording was still appropriate; however, some of the objectives were revised to make them more relevant to today's realities as follows.

Mandate

To act as a representative body for the tourism industry serving Nunavut, and to operate in a professional, effective, and cost efficient manner.

Objectives

- *To promote and help market Nunavut tourism products within Nunavut, Canada and internationally.*
- *To encourage and aid in the development and enhancement of community based tourism in Nunavut.*
- *To encourage and aid in the improvement of the quality of existing tourism products throughout Nunavut.*
- *To liaise between Governments, Inuit organizations, NGOs & industry with respect to government policies and regulations, Government programs and research involving tourism.*
- *To promote and support investment in tourism business development in Nunavut.*
- *To establish and maintain communication with tour operators, wholesalers, special interest groups, plus travel and other tourism & government agencies to promote Nunavut tourism products.*
- *To fairly represent all members;*
- *To provide Nunavut Tourism members with information to improve the success of their businesses.*

Who is Nunavut Tourism?

“Nunavut Tourism is a not-for-profit tourism member organization designated as the Destination Marketing Organization (DMO) for Nunavut. Responsibilities include:

- *Visitor Services;*
- *Member Services;*
- *Advocacy; and*
- *Support for training, product development and research as identified by the industry, tourism marketing,*
- *While NT will contribute input, its core responsibilities do not include legislation, licensing and regulatory enforcement, overall tourism research, and education.”*

Vision Statement

Our vision is to have a dynamic, sustainable and professional tourism industry in Nunavut, operating in harmony with Inuit culture and traditions.

Mission Statement

As the lead agency working in partnership with governments, Inuit associations, communities, and tourism operators, we promote tourism opportunities, which offer a means of sustainable economic growth, cultural preservation and social benefits for the people of Nunavut.

Priorities

The current priorities for Nunavut Tourism are as follows:

- Promotion of tourism as a major contributor to the Nunavut economy
- Provide ongoing and enhanced services to its membership
- Identify research needs
- Advocate members' needs
- Increase tourism visitations
- Assist in the development of tourism development products
- Identify, develop, and strengthen partnerships, collaborating and cooperating with partners to foster tourism across Nunavut
- Work in partnership with governments and others to finalize the tourism strategy
- Market Nunavut as a destination
- Promote Nunavut as meeting and conference destination
- Promote training to help build capacity
- Help in the development of tourism infrastructure
- Participate in legislative reviews and revisions of Acts affecting tourism, including regulatory and license regimes
- Assist where possible to streamline or simplify regulations to ensure compliance

It was further agreed that the priorities could be in three main areas:

- Marketing of Nunavut
- Providing membership services
- Developing and maintaining partnerships

Goals

2012 – 2013

- To deliver successful marketing efforts of tourism products in Nunavut;
- To work in partnership with GN and others on the development of sustainable tourism strategy;
- To provide services to members, including advocacy and operational support such as making recommendations of where to find training and potential funding;
- To increase and retain membership in Nunavut Tourism;
- To assist with increasing the number of visitors to Nunavut;
- To continue to develop partnerships with governments and others; and
- To continue to effectively manage the operations of NT.

Goals – 2013/14 – 2016/17

A strategic planning process not only provides specific direction for the upcoming year, but it also indicates some possible outcomes in the future. Therefore a number of the goals from 2012 -13 will continue with slight modifications over the next four years. These goals will be reviewed each year during the Nunavut Tourism annual planning session. Once the Tourism Strategy is finalized and approved, these goals will have to undergo review in light of the strategy, with revisions or additional goals developed as necessary.

For the purpose of planning for the long term and to be consistent with the above strategy, the following are long goals for Nunavut Tourism:

1. To increase and retain the membership of Nunavut Tourism
2. To successfully implement the Tourism Strategy
3. To influence the outcome of the new travel and tourism legislation and regulatory regime
4. To increase the number of visitors to Nunavut
5. To continue to provide services to the members
6. To deliver successful market efforts
7. To continue with effective management of Nunavut Tourism operations
8. To continue to provide and enhance the visitors centres' services in the three regional gateway communities
9. To enhance visitors' experience
10. To participate in the development of a marine based tourism (a cruise ships management plan) (2013 -2014)
11. To explore options for tourism educational programs (this could be some type of degree program or scholarship initiative) (2016 -2017)
12. To participate in the development of new legislation and acts that could affect Tourism, such as Territorial Parks Act
13. To continue to educate and make the MLAs aware of the importance of tourism
14. To undertake specific research on the state of tourism sectors
15. To communicate with the members on an ongoing basis

Other considerations:

- It was suggested that some research should be done to come up with a definition of tourism and what it includes
 - It was stated that there would be a presentation at the Nunavut Tourism Conference on this particular topic
 - Once a definition is agreed to, this should become a communication piece.

Monitoring and Evaluation Plan

This strategic plan will have to be assessed on an annual basis to determine overall progress made towards the goals identified within it, and if any corrective actions or adjustments will be needed for certain elements of the plan. This could take place during the Nunavut Tourism Annual General Meeting (AGM Board meeting).

Overall Measurables

The goals and objectives stated above have their own measurable outcomes. However, the following are the overall results that Nunavut Tourism anticipates if all of the elements of this plan are implemented:

- Increased members' satisfaction
 - Membership remains intact or increased
- Increased visitors' satisfaction- people are pleased with their visit to Nunavut, may return someday, and will tell others about their experience
 - Increased number of visitors
- Nunavut Tourism meets the goals and objectives of its business plan
- More tourism products & packages will become available
- Funders' expectations are met, leading to a positive relationship and continued funding for the organization
- The organization is healthy and respected

Long term

- An increase in tourist operators and employment opportunities
- A greater increase in tourism revenue for the Nunavut economy

Contingency Plan

Nunavut Tourism will implement this plan to best of its ability and the resources it has available. Plans don't always work out the way that they are envisioned, so Nunavut Tourism will be flexible and communicative during the implementation of this plan.

This plan will be on the ongoing agendas of the NT board meetings and as well on the agenda of the quarterly meetings with the major funder. If necessary, corrective actions will be taken to meet the outcomes as projected.