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 2009 – 2010
 Nunavut Tourism
 ANNUAL REPORT 2009 – 2010



A YEAR IN REVIEW

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Vision

Our Vision is to facilitate the development of an environmentally responsible and economically viable tourism industry in Nunavut, characterized by professionalism and operating in harmony with Inuit culture and tradition.

Mission

Our Mission as a not-for-profit membership association is to encourage tourism development by providing specialized knowledge and expertise in five key areas: marketing, research, product development, training, and visitor services.

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

Background

Nunavut Tourism was established in 1996 as a non-profit association, incorporated under the NWT Society's Act, and began with one seconded government staff person serving as Executive Director.

The organization's headquarters staff now includes a senior management team of CEO, Finance Manager, and Director of Member & Visitor Services, as well as two marketing positions, executive assistant, and administrative assistant. Nunavut Tourism also manages the three regional visitor centres in Iqaluit, Rankin Inlet, and Cambridge Bay.

Nunavut Tourism receives its core funding from the Department of Economic Development and Transportation, based upon a Contribution Agreement. Other government departments, both territorial and federal, contribute financial support towards a variety of programs and special projects.

Nunavut Tourism is governed by a Board of Directors who provide their time on a voluntary basis.





Marketing & Communications

As Destination Marketing Organization for the territory, Nunavut Tourism is responsible for raising awareness of tourism opportunities in Nunavut, guiding potential travelers to our operators' products and encouraging them to visit our communities.

Nunavut Tourism's marketing activities focus on positioning Nunavut as a world-class business and leisure travel destination among prospects in national and international markets. This involves employing a broad spectrum of marketing and communications tools including advertising, research, product development, public relations, promotional materials, government and community relations, media marketing, strategic partnerships and events.

This year, Nunavut Tourism continued to deliver core activities while launching new initiatives to foster growth and development of the industry.

2009 - 2010 Marketing Highlights

- **2010 Winter Olympics** – Nunavut Tourism maintained a presence at Northern House for the duration of the Olympics. Staff were well received and interest in Nunavut was high. In conjunction with the Canadian Tourism Commission and the Department of Economic Development & Transportation, an exit study was conducted to evaluate the potential impact of Northern House's activities. Over 200,000 people visited Northern House throughout the Olympics.
- **Explore Nunavut Travel Planner** – The new Travel Planner is completely re-formatted, with new photos and information. Member listings are now an insert so they can be updated on a regular basis, and 1200 copies of the new planner were sent to people who had requested information within the past two years as a follow up if they were still on the fence about visiting Nunavut. The new Travel Planners were also sent to consulates and embassies around the world, and were very well received.
- **Pan Territorial Marketing Initiative** – This project will build on interest from the 2010 Olympics and will create significant positive awareness of Canada's North amongst Canadians by positioning each of the three Northern Territories as year round travel destinations.
- **Extend Your Stay Program** – With an increasing number of meetings, conventions, and conferences being held in Nunavut, this program offers special rates and discounts from partner airlines and hotels to those who wish to take advantage of the opportunity to explore what Nunavut and its communities have to offer.

Trade and Consumer Shows

One of the key marketing activities is attendance at trade and consumer shows. These offer the opportunity to enhance Nunavut Tourism's visibility, promote new and existing products and programs, generate leads, gain competitor insights, make key industry contacts, and manage current and future relationships.

Inuit Ullumi (December 2009) – Last December, Nunavut Tourism along with Nunavut Arts & Crafts, Nunavut Tourism members, and Nunavut artists participated in "Inuit Ullumi", a showcase of Inuit art from various regions, hosted by the Inuit Secretariat in Gatineau, Quebec.



Northern Lights (January 2010) – Nunavut Tourism was a sponsor of the second Northern Lights event in Montreal. Nunavut Tourism had booth space on the show floor, delivered a presentation in French on tourism in Nunavut at Soiree Borealis (organized by Association des francophones du Nunavut), and sat as a member of the tourism panel discussion. Nunavut Tourism's new DVD was launched at this event.

Toronto Outdoor Adventure Show (February 2010) – In conjunction with Parks Canada and Territorial Parks, Nunavut Tourism attended this show for the first time. This consumer show was a very good fit and interest was high. The collaborative presence, along with some of Nunavut Tourism's members, gave Nunavut a real presence at the show. Nunavut Tourism will definitely attend this show again.

Kitikmeot Tradeshow (February 2010) – For the first time in six years, Nunavut Tourism participated in the Kitikmeot Trade Show and had staff attend the workshops that went along with the show.

ITB Berlin (March 2010) – Nunavut Tourism's Board Chair attended ITB in Berlin, Germany's main tourism event. Nunavut shared a booth at this very large annual event with the Northwest Territories and Yukon. While in Europe, Nunavut Tourism also co-sponsored a dinner for 45 French travel agents/ tour operators with the Canadian Tourism Commission in Paris. Nunavut Tourism delivered a presentation and supplied background materials on Nunavut including the new DVD.

Canada Media Marketplace (April 2010) – Organized by the Canadian Tourism Commission, this event connects U.S. media with tourism destinations and products in Canada. The show was held in San Francisco this year and was attended by Nunavut Tourism's CEO. Excellent connections were made that resulted in some outstanding media coverage.

Rendez-vous Canada (May 2010) – Each year the Canadian Tourism Commission hosts RendezVous Canada for Canadian and international buyers to see what Canada has to offer. Nunavut Tourism attended this event, as did six of our members. Interest in Nunavut was very high from traditional European markets, but also Brazil, China (larger group tours with translators) and new European interests (Swiss, Dutch and Luxembourg). Following RVC, Nunavut Tourism sent DVDs, new travel planners and other requested information to all who expressed interest. Leads were also sent to our members.

GoMedia (August 2010) – Organized by the Canadian Tourism Commission, GoMedia Canada Marketplace is a key event for international media to explore Canada's tourism industry. This year's show was held in Toronto and was attended by Nunavut Tourism's CEO. Interest was high, especially for cruises and new products.

Nunavut Trade Show (September 2010) – Organized by the Baffin Regional Chamber of Commerce, this year's event was held in Iqaluit. Nunavut Tourism participated as a Platinum Sponsor and sponsored the opening reception where a speech was given by the CEO. Several staff attended workshops held at the show. Overall, the event was a success and Nunavut Tourism was able to promote the Extend Your Stay program with new brochures and an advertisement in the trade show guide. This is also a great event to make contact with the communities and other possible members.

Kivalliq Trade Show (November 2010) – To be held in Rankin Inlet from November 23-25, this is a first-time event and Nunavut Tourism will be there!



2010 Winter Olympics



Drum dancers at Canada's Northern House

This was a major activity for Nunavut Tourism during the last quarter of the 2009/10 fiscal year. Nunavut Tourism's CEO attended the Northern House opening in mid-January, and tourism ambassadors were present at Northern House for the duration of the Olympics. Nunavut Tourism staff provided information and wore sealskin to showcase part of Nunavut's cultural history. Staff was very well received and interest in Nunavut was high. In conjunction with the Canadian Tourism Commission and the Government of Nunavut, Nunavut Tourism conducted an exit survey of visitors to Northern House to supply data on potential impact of the activities there. Other activities

included the coordination of an investment dinner for 120 people held February 16, the coordination of speaking opportunities for members at various venues, and participation in the Canadian Experience Guide, produced for the Olympics and distributed at all provincial and territorial pavilions and many other locations throughout Vancouver.

The Pan Territorial marketing campaign for Canada's Northern House has recently been nominated for the **Fairmont Hotels & Resorts Marketing Campaign Of The Year Award**. This award is part of the National Awards of Tourism Excellence and the winner will be announced November 2, 2010 as part of The Tourism Summit, the Tourism Industry Associations of Canada's annual national tourism policy conference.

Pan Territorial Marketing Initiative

In 2010, the Pan North Consortium began work on a new initiative entitled Canada's North Marketing Campaign. This project will build significant positive awareness of Canada's North and position each of the three Northern Territories as year round travel destinations. The primary focus will be a television ad campaign, which should launch in February 2011.

Nunavut Tourism is pleased to be the project lead on this initiative and Nunavut Tourism CEO will act as working group Chair for the duration of the four year, \$4 million dollar initiative.

Meetings, Conventions & Incentive Travel

Extend Your Stay Program – Nunavut Tourism has developed an incentive program for business travelers called the "Extend Your Stay" program. With an increasing number of business travelers to Nunavut, this program offers special rates and discounts from partner airlines and hotels to those who wish to take advantage of the opportunity to explore what Nunavut and its communities have to offer by staying a few extra days.

Conference Destination Marketing Program – Nunavut Tourism has been working in partnership with the Baffin Regional Chamber of Commerce (BRCC) to attract meetings and conferences to Nunavut. Nunavut Tourism has



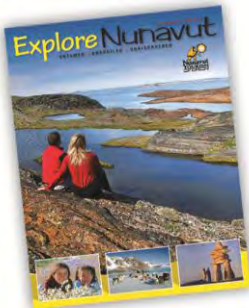
helped secure three conferences already, two in 2011 and one in 2012. Each of these will have 200+ attendees, and there are three other very strong possibilities over the next few years. The Nunavut Tourism/BRCC partnership is also promoting Nunavut as an incentive travel destination for a market with growing interest in unique areas of Canada.

Media Tours

This was a very busy year for media coming to Nunavut. Nunavut Tourism, with the support of our members, contributed to media familiarization tours this past year in the form of financial and in-kind assistance for travel writers, film and television crews, photographers, and others. Some highlights included CBC radio broadcaster Brian Keating's sea kayaking trip to Axel Heiberg Island, as well as the filming of an episode for Outdoor Life Network's "Which Way To..." near Arviat, which has resulted in a 2010 Gemini Nomination for cinematographer Stefan Randstrom. International award-winning journalist Margo Pfeif wrote major articles for the Globe & Mail, San Francisco Chronicle and Washington Journal after an early summer trip. Nunavut Tourism also hosted French and German writers between the Olympics and Paralympics.

Overall, Nunavut Tourism assisted with over 19 media trips to Nunavut and an additional four film/TV projects.

Explore Nunavut Travel Planner



A new edition of the travel planner was printed this year. It is completely re-formatted, with new photos, many from members, and information. Member listings are now an insert so they can be updated on a regular basis. This means material sent out to inquiries is both interesting and up to date. Nunavut Tourism has received only positive comments about the new publication. As part of the arrangements with Nunavut Tourism's fulfillment house, 1200 copies of this new planner were sent to people who had requested information within the past two years as a follow up and push if they were still on the fence about visiting Nunavut.

Advertising

Along with encouraging and supporting the placement of independent editorial media coverage from travel writers, editors and show producers, Nunavut Tourism places advertising in targeted markets that best sell the destination in several areas: leisure travel, meeting and incentive travel, and general awareness campaigns. These are conducted regionally, nationally and internationally, often in conjunction with partners.

In 2009/10, examples of advertising campaigns included several major southern newspapers (Montreal Gazette, Ottawa Citizen, Vancouver Sun), northern magazines (Up Here, Above&Beyond), adventure magazines (Outpost, Explore, Adventure Kayak) as well as several travel guides and directories. In each case, the call to action encouraged readers to seek more information through our website and/or our toll-free line.

With the Northwest Territories and Yukon, Nunavut Tourism also participated in a CTC-sponsored advertising campaign in Germany.



Member Services

The Membership Services department is the face of our operation and the bridge to our member operators. We endeavor to provide support and services to all of our members across the territory through a dedicated toll-free telephone line connecting members with the Director of Member and Visitor services.

In the past year, we have added exceptional new member benefits to serve our members better.

2009 - 2010 Member Services Highlights

- Membership with Nunavut Tourism more than doubled in the past year.
- A new Small Operators' liability Insurance Program provides access to affordable insurance for the first time since 2002.
- A new cooperative advertising program with Nunavut Tourism in various national and international publications provides opportunities for affordable advertising.
- Our airline partners, Canadian North and First Air, have provided extraordinary discounts to allow members to bring in tourists and attend promotional shows in the south.



There are many benefits for members of Nunavut Tourism, outlined below:

Nunavut Tourism Membership Benefits

- Access to affordable liability insurance through our new Small Operators' Insurance Program. The program also includes the option to cover equipment, etc., all in one policy.
- Special discounts with Canadian North and First Air for bringing in tourists and attending promotional shows in the South.
- Opportunity for affordable cooperative advertising with Nunavut Tourism in various national and international publications.
- Eligibility to apply for the Nunavut Tourism Marketing Assistance Program for help funding the cost of marketing materials and/or attending consumer shows to promote your business.
- Free listing in both the Nunavut Travel Planner and the Nunavut Tourism website as well as discounted advertising opportunities.



- Opportunities for tourism training facilitated by Nunavut Tourism.
- Business referrals by Nunavut Tourism – we match your services to potential visitors through our information line or at various travel shows.
- Access to the Nunavut Tourism photo library for promotional purposes.
- Opportunity to display brochures and business cards in each of the three regional visitor centers in Cambridge Bay, Rankin Inlet, and Iqaluit.
- Access to the Nunavut Tourism members micro-site. The members' only site makes it easy to submit your application, fees and to keep current with issues pertaining to tourism.
- An electronic edition of the Nunavut Tourism *Tusaqtuut* newsletter.
- Networking opportunities with other industry members; Nunavut Tourism hosts an Annual General Meeting/Conference.
- Nunavut based full members are eligible to receive the Hans Aronsen Bursary for Excellence in Entrepreneurship.
- Full Members are eligible to receive the Award of Excellence.
- Access to assistance from Nunavut Tourism staff.

Visitor Services

Nunavut Tourism continues to manage three regional visitor centres – in Iqaluit, Cambridge Bay, and Rankin Inlet – on behalf of the Government of Nunavut. Visitor centres are a critical first point of contact for tourists in Nunavut and staff are trained to make the centres as helpful as possible.



Arctic Coast Visitor Centre in Cambridge Bay

The Unikkaarvik Centre serves not only as a tourism information centre for Iqaluit, but also as a gateway centre for all of Nunavut. Staff provide information services to walk-in visitors in both English and Inuktitut, and a toll-free information line is also available in both languages.

The centres continued on with a variety of public and visitor programming in 2009-10. During the winter in Iqaluit and Cambridge Bay, the After-School Program included cultural classes led by women from the community. In the summer in Iqaluit, tourists enjoy the Inuit Art Experience program, which brings carvers, printmakers, seamstresses, and metal workers in to explain and display their work.

Hosting special events, facilitating cruise ship visits, tracking statistics and providing programs to the community are key activities conducted at all three visitor centres. Each centre also takes on special visitor projects relevant to its region such as developing trail maps and river guides.



2009 - 2010 Visitor Services Highlights

- New Uniforms – All Visitor Centre staff began wearing new uniforms as of April 1, 2010. This makes staff look professional and easily identifiable for visitors.
- Funding was secured for the Unikkaarvik Visitor Centre Bicycle Rental Program.
- Unikkaarvik and Arctic Coast received CLEY funding for a variety of cultural programs.
- The Unikkaarvik Visitor Centre received 7803 walk-in visitors in the 2009-10 fiscal year.
- The Rankin Inlet Airport Visitor Area received 4238 walk-in visitors in the 2009-10 fiscal year.
- The Arctic Coast Visitor Centre received 2982 walk-in visitors in the 2009-10 fiscal year.
- All three visitor centres received HRSDC funding for summer students.

Operations and Management

Nunavut Tourism is government by an elected, voluntary Board of Directors. In addition, four *ex officio* positions are reserved for the Department of Economic Development & Transportation, Territorial Parks, Parks Canada, and Nunavut Tunngavik Inc. (appointed by their own organizations). Directors are elected to represent the following tourism sectors: Hunting, Fishing, Transportation, Accommodations, Adventure, Eco-tourism and Cruises, plus three non-sector positions.

Staffing Changes

In the last twelve months, Nunavut Tourism headquarters has undergone significant staff turnover. The team that is now in place is very well qualified, works together well and has a very positive attitude. New additions to the team include Linda Perkins (Finance Manager), Brian Pehora (Executive Assistant), Kevin Kelly (Director of Member and Visitor Services), Donna Parry (Marketing Officer), and Aaron Lloyd (Administrative Assistant).

While Martine Dupont is on maternity leave, Steven Curley remains acting Manager at Unikkaarvik Visitor Centre.

For most of the year, Sara Archer filled in for Amey Beaton, who is back from maternity leave in Rankin Inlet.

Vicki Aitaok left the Arctic Coast Visitor Centre this fall and Nunavut Tourism is currently seeking a full-time replacement.

Board Activities

This year, the Board has worked well together on many important tourism issues. The Board's governance committee worked to make changes to the Board policy manual and bylaws. Changes to Board policy will include new rules on attendance, repayment of travel expense if meetings are not attended and other housekeeping issues. The Board is putting some significant self-policing policies in place to ensure it operates effectively and fairly. Changes to the by-laws will make the organization run more efficiently and be up to date.



Changes to Core

Work on changes to responsibilities of the Government of Nunavut and Nunavut Tourism culminated in an in person Board meeting February 25 in Toronto. The discussion and agreements arrived at during this meeting resulted in the “Tourism Sector Development Strategy” document released this spring by the GN. Nunavut Tourism is working with a tight new core budget. New financial controls have been put in place to ensure this is doable and will be closely monitored.

GN Audit

Nunavut Tourism was informed in May that the GN Department of Finance had conducted an audit of certain activities in 2008 at the request of ED&T. A meeting with the Department of Finance was held this spring and we are very happy to report that all recommendations were implemented without being aware of what the deficiencies had been.

New HR Manual

A new comprehensive HR manual has been developed. This document clearly covers changes in lieu time, sick leave and other policies. These changes have been made to make sure abuses from the past are not repeated and staff have clear guidelines to work within.

Our Partners

Nunavut Tourism could not do its work without the ongoing support of our partners. Our relationship with our funding partners and other community partners has strengthened and moved forward in the last year. Nunavut Tourism would like to thank the following for their ongoing support and commitment to continue to work with us to develop a strong, sustainable tourism industry in Nunavut:

- **GN Department of Economic Development & Transportation**
- **Canadian Northern Economic Development Agency**
- **GN Department of Environment – Fisheries**
- **GN Department of Environment – Territorial Parks**
- **GN Department of Culture, Language, Elders and Youth**
- **Nunavut Tunngavik Inc.**
- **Human Resources and Skills Development Canada**
- **Indian and Northern Affairs Canada – Inuit Relations Secretariat**
- **Parks Canada**

Appendix A: Board of Directors

Betty Ann Eaton – *Chairperson*

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NTI Representative

Appendix B: Nunavut Tourism Staff



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Linda Perkins
Finance Manager



Kevin Kelly
*Director of Member and
Visitor Services*



Donna Parry
Marketing Officer



Brian Pehora
Executive Assistant



Aaron Lloyd
Administrative Assistant



Steven Curley
*Acting Manager
Unikkaarvik Visitor Centre*



Amey Beaton
*Manager
Rankin Inlet Visitor Centre*



*Manager
Arctic Coast Visitor Centre
(vacant)*

Appendix C: Membership List

Aboriginal Adventures Canada

Qualicum Beach, BC

Adventure Canada

Mississauga, ON

Alianait Entertainment Group

Iqaluit, NU

Alivaktuk Outfitting

Pangnirtung, NU

Allen Island Outfitting

Iqaluit, NU

Arctic Closet

Cambridge Bay, NU

Arctic Expressions

Rankin Inlet, NU

Arctic Kingdom Marine Expeditions

Toronto, ON

Arctic Odysseys

Seattle, WA, USA

Arctic Ventures 2000 Ltd

Iqaluit, NU

Arts Inuvik Canada Inc.

Iqaluit, NU

B&J Fly Fishing Adventures

Cambridge Bay

Baffin Regional Chamber of Commerce

Iqaluit, NU

Bathurst Inlet Lodge

Yellowknife, NWT

Black Feather-The Wilderness Adventure Company

Parry Sound, NWT

Calm Air

Baker Lake, NU

Canada North Outfitting Inc.

Almonte, ON

Canadian Arctic Holidays Ltd. - Arctic Watch

Alcove, QC

Canadian North

Iqaluit, NU

Canoe Arctic Inc

Forth Smith, NWT

Capital Suites

Iqaluit, NU

Carrefour Nunavut

Iqaluit, NU

Carvings Nunavut Inc.

Iqaluit, NU

Central Arctic Ventures

Iqaluit, NU

City of Iqaluit

Iqaluit, NU

Compagnie des iles du Ponant

Marseille, France

Cruise North Expeditions Inc.

Toronto, ON

DataPath Systems

Marsh Lake, Yukon

Discovery Lodge Hotel

Iqaluit, NU

Ekaluksiak Sports Hunt Ltd.

Cambridge Bay, NU

Explorer's Corner

Canmore, AB

First Air

Iqaluit, NU

Frobisher Inn

Iqaluit, NU

Frontiers North Adventures

Winnipeg, Manitoba

Great Canadian Wilderness Adventures / Tundra Tours

Enterprises

Baker Lake, NU

Green Row Executive Suites

Cambridge Bay, NU

Hapag- Lloyd Kreuzfahrten(Crusies)

Hamburg, Germany

Hakongak Outfitting

Cambridge Bay, NU

Haogak Outfitting

Cambridge Bay, NU

Hamlet of Arctic Bay

Arctic Bay, NU

Henik Lake Adventures

Arviat, NU

Huit Huit Tours Ltd. & Dorset Suites

Cape Dorset, NU

Inns North Hotels

Winnipeg, Manitoba

Inuarak Outfitting

Pond Inlet, NU

Inuksuk Adventures LTD.

Iqaluit, NU

Jaco Qaqasiq Outfitting

Pangnirtung, NU

Kasba Lake Lodge LTD.

Parksville, BC

Kellett Communicaions

Yellowknife, NWT

Kemp, Kinnear & Long Consulting

Iqaluit, NU

Kiluk Ltd.

Arviat, NU

Leonie's Place

Coral Harbour, NU

Naujaat / Ukkusiksalik Tourism Services

Repulse Bay, NU

Northwest Territories Tourism

Yellowknife, NWT

Nibviaq's Arviat Tours

Arviat, NU

Nueltin Fly-In Lodges Ltd.

Alonsa, Manitoba

Nunamiut Company Ltd. / Nunamiut Lodge

Baker Lake, NU

Nunattaq Suites

Iqaluit, NU

Nunavut Arts and Crafts Association

Iqaluit, NU

Nunavut Experience Outfitting

Qikiqtarjuag, NU

Nunavut Tunngavik Inc.

Iqaluit, NU

Northwest Passage Expedition Tours

Gjoa Haven, NU

NorthWinds Arctic Adventures

Iqaluit, NU

Parks Canada - Nunavut Field Unit

Iqaluit, NU

Peter's Expediting & Outfitting Services

Pangnirtung, NU

Plummers Great Bear Lodge Ltd

Winnipeg, Manitoba

Polar Sea Adventures

Pond Inlet, NU

Polynya Adventure and Coordination Ltd.

Iqaluit, NU

Qairrulik Outfitting Ltd.

Iqaluit, NU

Quark Expeditions

Toronto, ON

Qumuatuq Tours & Outfitting

Pangnirtung, NU

Rannva Design

Iqaluit, NU

Rannva's B&B

Iqaluit, NU

Raven Accomodations

Iqaluit, NU

Southeast Nunavut Company Ltd.

Iqaluit, NU

Students on Ice

Gatineau, QC

The Great Canadian Travel Company

Winnipeg, Manitoba

Top Of The World Travel

Iqaluit, NU

Travel Dynamics International / Clelia II

New York

True North Outfitting Services

Qikiqtarjuag, NU

Tukto Lodge (NWT) - Dubawnt Camps Ltd.

Nestor Falls, ON

Uqqurmiut Centre for Arts & Crafts

Pangnirtung, NU

Unainuk Tours

Rankin Inlet, NU

NUNAVUT TOURISM
FINANCIAL STATEMENTS
MARCH 31, 2010

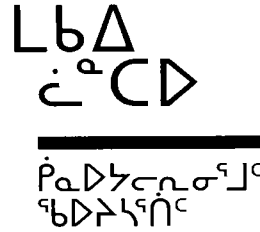
**NUNAVUT TOURISM
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MARCH 31, 2010**

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**MacKay
Landau**

**Chartered
Accountants**

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Fax: (867) 979-6493
www.mackaylandau.ca



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AUDITORS' REPORT

To the Directors of
Nunavut Tourism

We have audited the statement of financial position of Nunavut Tourism as at March 31, 2010 and the statements of operations, changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Iqaluit, Nunavut
May 28, 2010

CHARTERED ACCOUNTANTS

**NUNAVUT TOURISM
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2010**

	<u>2010</u>	<u>2009</u>
	Total	Total
REVENUE		
Government Contributions		
ED&T - Core	\$ 2,175,000	\$ 2,175,000
- Capital	-	150,000
Repayment	(60,577)	(140,002)
Transfer to capital assets	-	(150,000)
Deferred (Note 5)	2,114,423	2,034,998
	<u>38,879</u>	<u>12,474</u>
Memberships	2,153,302	2,047,472
Advertising	11,350	12,550
City of Iqaluit	-	-
Federal Government Funding	-	4,500
Other revenue (Schedule I)	92,565	405,000
	<u>658,575</u>	<u>184,517</u>
	<u>807,754</u>	<u>2,654,039</u>
EXPENSES		
Advertising & promotion		
- Media Plan	87,987	215,851
- Consumer & Trade Shows	-	72,473
- Partnerships	-	73,889
- Publications	12,869	67,928
- Public Relations	3,798	107,590
Corporate Governance	-	62,273
Corporate Development	5,548	83,096
Product Development	-	15,944
Federal Government		
Projects (Schedule III)	38,213	405,396
Other (Schedule II)	99,378	506,820
Wages & benefits	-	1,007,031
	<u>242,245</u>	<u>2,618,291</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$ 75,086	\$ 35,748

NUNAVUT TOURISM
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED MARCH 31, 2010

	<u>General Fund</u>	<u>Invested in Capital Assets</u>	<u>Asset Replacement Fund</u>	<u>Total 2010</u>	<u>Total 2009</u>
BALANCE, OPENING	\$ 223,812	\$ 93,919	\$ 43,544	\$ 361,275	\$ 325,527
Excess revenue (expenses)	75,086	-	-	75,086	35,748
Purchase of equipment	(33,869)	33,869	-	-	-
Amortization	<u>27,540</u>	<u>(27,540)</u>	<u>-</u>	<u>-</u>	<u>-</u>
BALANCE, CLOSING	<u>\$ 292,569</u>	<u>\$ 100,248</u>	<u>\$ 43,544</u>	<u>\$ 436,361</u>	<u>\$ 361,275</u>

**NUNAVUT TOURISM
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2010**

	<u>2010</u>	<u>2009</u>
<u>ASSETS</u>		
CURRENT		
Cash	\$ 174,792	\$ 287,867
Temporary investments	96	64,065
Accounts receivable (Note 3)	418,360	245,954
Prepaid expenses	<u>20,420</u>	<u>29,656</u>
	613,668	627,542
 CAPITAL ASSETS (Notes 2 and 4)	 <u>243,961</u>	 <u>276,511</u>
	 <u><u>\$ 857,629</u></u>	 <u><u>\$ 904,053</u></u>
<u>LIABILITIES</u>		
CURRENT		
Accounts payable and accrued liabilities	\$ 263,152	\$ 320,103
Due to Government of Nunavut	-	40,084
Deferred revenue	<u>14,404</u>	<u>-</u>
	277,556	360,187
 DEFERRED GOVERNMENT ASSISTANCE (Note 5)	 <u>143,712</u>	 <u>182,591</u>
	<u>421,268</u>	<u>542,778</u>
<u>NET ASSETS</u>		
 GENERAL FUND	 292,569	 223,812
INVESTED IN CAPITAL ASSETS	100,248	93,919
ASSET REPLACEMENT FUND	<u>43,544</u>	<u>43,544</u>
	<u>436,361</u>	<u>361,275</u>
	<u><u>\$ 857,629</u></u>	<u><u>\$ 904,053</u></u>

APPROVED BY THE BOARD:

_____ President

_____ Secretary/Treasurer

NUNAVUT TOURISM
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2010

	<u>2010</u>	<u>2009</u>
OPERATING ACTIVITIES		
Excess revenue (expenses)	\$ 75,086	\$ 35,748
Items not requiring (providing) cash:		
Amortization of capital assets	66,419	21,547
Amortization of deferred government assistance	<u>(38,879)</u>	<u>(12,474)</u>
	102,626	44,821
 Cash provided by (used for) changes in non-cash working capital:		
Accounts receivable	(172,406)	(42,390)
Prepaid expenses	9,236	(10,811)
Accounts payable and accrued liabilities	(56,951)	83,086
Due to Government of Nunavut	(40,084)	40,084
Deferred revenue	<u>14,404</u>	<u>0</u>
	<u>(143,175)</u>	<u>114,790</u>
 FINANCING ACTIVITIES		
Government assistance	<u>0</u>	<u>150,000</u>
 INVESTING ACTIVITIES		
Purchase of equipment	<u>(33,869)</u>	<u>(216,405)</u>
 INCREASE (DECREASE) IN CASH	(177,044)	48,385
 CASH AND CASH EQUIVALENTS, OPENING	<u>351,932</u>	<u>303,547</u>
 CASH AND CASH EQUIVALENTS, CLOSING	<u>\$ 174,888</u>	<u>\$ 351,932</u>
 Represented by:		
Cash	\$ 174,792	\$ 287,867
Temporary investments	<u>96</u>	<u>64,065</u>
	<u>\$ 174,888</u>	<u>\$ 351,932</u>

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2010

1. NATURE OF THE ORGANIZATION

Nunavut Tourism is a not-for-profit organization whose mission is to facilitate tourism marketing for Nunavut and to provide support and services to the membership resulting in an increase in tourism visitation to Nunavut. The organization commenced operations on September 15, 1995 and is incorporated under the Societies Act of Nunavut. The Society is exempt from income tax under Sec. 149(1)(l) of the *Income Tax Act* (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies followed by the Society are in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) Use of Estimates

The preparation of the financial statements of the Society requires management to make estimates and assumptions based on information available as of the date of the financial statements. Therefore, actual results could differ from those estimates.

(b) Financial Instruments

The Society's financial instruments consist of cash, temporary investments, accounts receivable, and accounts payable and accrued liabilities. These financial instruments are reported at their fair values on the statement of financial position. The fair values are the same as the carrying values due to their short-term nature. It is management's opinion that the Society is not exposed to significant interest, currency or credit risks arising from these financial instruments unless otherwise noted.

(c) Fund Accounting

The General Fund accounts for the Society's general operating and administrative activities. The Capital Fund contains all the Society's capital asset transactions. The Asset Replacement Fund represents the net appropriation of surplus amounts set aside by the Board of Directors for specific purposes.

(d) Capital Assets

Acquisitions of capital assets are recorded at cost. Amortization is provided annually at rates calculated to write-off the assets over their estimated useful lives as follows:

Furniture and equipment	20% declining balance
Computers and audio-visual equipment	30% declining balance
Computers purchased after March 2007	45% declining balance
Media displays	30% declining balance
Software	45% declining balance
Leasehold improvements	straight-line over the lease term

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2010

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Deferred Government Assistance

Deferred government contributions represent restricted contributions for the purchase of capital assets and are amortized at the same rates as the assets to which they relate.

(f) Revenue Recognition

The deferral method of revenue recognition for contributions is followed. Contribution revenue is recognized in the year in which the related expenses are incurred. Revenue from merchandise sales is recognized at the point of sale.

3. ACCOUNTS RECEIVABLE

	<u>2010</u>	<u>2009</u>
Government of Nunavut	\$ 272,543	\$ 116,192
CanNor	76,513	40,500
Trade Receivables	39,844	11,963
GST Rebate	<u>29,460</u>	<u>77,299</u>
	<u>\$ 418,360</u>	<u>\$ 245,954</u>

4. CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	Net Book Value <u>2010</u>	Net Book Value <u>2009</u>
Furniture/Equipment	\$ 230,419	\$ 186,206	\$ 44,213	\$ 52,704
Computers/Audio-Visual	158,729	144,961	13,768	19,668
Computers	29,722	9,439	20,283	2,061
Leasehold Improvements	177,529	37,213	140,316	194,605
Media Displays	88,876	63,939	24,937	6,665
Software	<u>6,270</u>	<u>5,826</u>	<u>444</u>	<u>808</u>
	<u>\$ 691,545</u>	<u>\$ 447,584</u>	<u>\$ 243,961</u>	<u>\$ 276,511</u>

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2010

5. DEFERRED GOVERNMENT ASSISTANCE

	<u>2010</u>	<u>2009</u>
Deferred government assistance - beginning of year	\$ 182,591	\$ 45,065
Government assistance recognized during year	(38,879)	(12,474)
Government assistance deferred during the year	<u>0</u>	<u>150,000</u>
Deferred government assistance - end of year	<u>\$ 143,712</u>	<u>\$ 182,591</u>

Government contributions for capital assets are recognized into income at the same rate as the assets to which they relate are amortized.

6. ECONOMIC DEPENDENCE

The organization receives the majority of its funding from the Government of Nunavut. Without the continuing support of the government, it is unlikely that the organization could continue its operations.

7. COMMITMENTS

The Society is committed to annual lease payments for equipment and office and airport display space as follows:

2011	\$ 88,391
2012	88,391
2013	82,346
2014	<u>82,346</u>
	<u>\$ 341,474</u>

**NUNAVUT TOURISM
OTHER REVENUE
FOR THE YEAR ENDED MARCH 31, 2010**

	<u>2010</u>	<u>2009</u>
<u>Association Operations & Management</u>		
Interest	\$ 212	\$ 4,951
Miscellaneous	<u>753</u>	<u>5,990</u>
	<u>965</u>	<u>10,941</u>
<u>Destination Marketing</u>		
Advertising	<u>-</u>	<u>190</u>
<u>Visitor Services</u>		
Merchandise sales	55,471	61,052
HRSDC Student Works	10,790	10,650
Heritage Canada Youth Student Works	2,500	-
Kakivak TOJ Training	-	2,480
CLEY Cultural Program	13,804	-
Hamlet of Cambridge Bay	<u>10,000</u>	<u>1,332</u>
	<u>92,565</u>	<u>75,514</u>
<u>Contracted Projects</u>		
CLEY Cultural Program - Unikkaarvik Visitor Centre	-	12,800
CLEY Cultural Program - French Website Translation	-	9,600
ED & T - Kivalliq Rankin Visitor Centre	27,000	19,556
ED & T SIP Projects	<u>185,785</u>	<u>55,916</u>
	<u>212,785</u>	<u>97,872</u>
TOTAL OTHER REVENUE	<u>\$ 306,315</u>	<u>\$ 184,517</u>

SCHEDULE II

**NUNAVUT TOURISM
OTHER EXPENSES
FOR THE YEAR ENDED MARCH 31, 2010**

<u>Association Operations & Management</u>	<u>2010</u>	<u>2009</u>
Amortization	\$ 66,419	\$ 21,547
Capital expenditure	(1,288)	-
Computer services	21,833	21,875
Communications	30,073	18,552
Insurance	6,866	6,254
Interest and payroll costs	4,106	4,113
Office	15,278	12,934
Professional fees	52,547	60,917
Rent and utilities	100,253	72,811
Repairs and maintenance	9,829	3,162
Research	-	425
Travel and accommodations	20,572	26,082
Workshops	-	2,465
	<u>326,488</u>	<u>251,137</u>
 <u>Destination Marketing</u>		
Image Bank	1,831	-
Communications	27,726	36,791
Office	15,782	12,524
Travel	19,537	4,752
	<u>64,876</u>	<u>54,067</u>
 <u>Visitor Services</u>		
Cultural programming	17,323	720
Communications	10,742	9,673
Displays	2,677	-
Merchandise	35,991	46,838
Office	7,619	20,233
Rent	6,963	5,951
Repairs and maintenance	4,479	57,056
Research	21,000	-
Travel	574	1,160
	<u>107,368</u>	<u>141,631</u>
 <u>Member Services</u>		
Office	6,974	-
Travel	107	-
Workshops	712	-
	<u>7,793</u>	<u>-</u>
 <u>Industry Development</u>		
Communications	23,557	100
Office	28,609	-
Professional fees	-	2,357
Travel	6,310	17,532
Workshops	-	565
	<u>58,476</u>	<u>20,554</u>
 <u>Other Projects</u>		
Communications	530	3,700
Cultural programming	340	9,781
Office	-	53
Production	29,978	-
Public relations	100	-
Professional fees	2,787	-
Rent	9,684	4,456
Workshops	-	19,356
Travel and accommodations	55,959	2,085
	<u>99,378</u>	<u>39,431</u>
TOTAL OTHER EXPENSES	<u>\$ 664,379</u>	<u>\$ 506,820</u>

**NUNAVUT TOURISM
FEDERAL GOVERNMENT FUNDING
FOR THE YEAR ENDED MARCH 31, 2010**

	Budget <u>2010</u>	Actual <u>2010</u>	<u>2009</u>
<u>Inuit Ullumi</u>			
Revenue			
CanNor	\$ <u>1,983</u>	\$ <u>1,983</u>	
Expenses			
Wages & Benefits	<u>1,983</u>	<u>2,200</u>	
Excess (Deficiency) of Revenue over Expenses	<u>\$ -</u>	<u>\$ (217)</u>	
<u>Developing the Northern Market</u>			
Revenue			
CanNor	\$ <u>78,900</u>	\$ <u>36,013</u>	
Expenses			
Conferences, Workshops, Meetings	8,000	10,850	
Communications	50,000	11,086	
Travel	11,900	10,336	
Other	<u>9,000</u>	<u>3,741</u>	
	<u>78,900</u>	<u>36,013</u>	
Excess (Deficiency) of Revenue over Expenses	<u>\$ -</u>	<u>\$ -</u>	