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Message from the Chair

The past year has flown by. It has been very exciting for Nunavut Tourism and for myself as board Chair.

Nunavut Tourism has come a long way in the last couple of years. I am pleased to say this is because of our exceptional volunteer board and our dedicated staff. Just over two years ago we had 42 members; we are now over 130 and counting! I am very proud that most of this difference is made up of Nunavut businesses.

Nunavut Tourism staff visited 15 communities in the last year! This is amazing for a small organization. Our commitment is to serve our members in the communities and we are meeting with them in person to do that. Nunavut Tourism has plans to visit as many communities as we can this year, including some of those we missed last year.

I would like to thank our funding partners for their support of tourism in Nunavut. Their continued support and confidence in Nunavut Tourism allows us to do the great things we have been doing. The Government of Nunavut Department of Economic Development and Transportation is a core funder, with CanNor providing significant support for our projects. Department of Environment, Fisheries and Sealing division and the Department of Culture, Language, Elders, and Youth have also been very supportive.

Nunavut Tourism has been very involved in working with ED&T on the new tourism strategy for Nunavut. This strategy will be a major step forward for our industry. We are very pleased that the government is working on this.

It has been a very busy and successful year. We expect our next year will be just as busy; we are working on several great projects that will highlight Nunavut and the world class tourism opportunities we have to offer.

Betty Ann Eaton

Chairperson, Nunavut Tourism Board of Directors



CEO's Report

Welcome back to another Nunavut Tourism Annual General Meeting! This past year has been very busy for us; watching the organization and the tourism industry in Nunavut develop and has been very satisfying. Our membership continues to grow, the interest in Nunavut continues to grow and our ability to help our members continues to grow.

Some of the highlights of the past year include :

- Our membership has grown by over 10% in the last year. We now have over 130 members and are growing every month!
- We continued to developing stronger relationships with our funding partners and other community organizations.
- We attended a number of Canadian Tourism Commission events to promote Nunavut to domestic and international media and tour operators. The interest in Nunavut is higher than ever and is reflected by three new European operators carrying Nunavut product, more interest from Australia and from our Canadian operators as well.
- Media interest in Nunavut was high and we received some great coverage. Cover stories in the Toronto Star, San Francisco Chronicle as well as articles in the National Post, Globe and Mail, Field and Stream, Outpost and other publications. We also hosted media trips including a film crew from Travel Channel UK that will be producing a ½ hour special on Nunavut. FAM trips also included fishing shows, hunting magazines, photography experiences, canoe and kayak trips, and floe edge to name a few. Thank you to all our members who make these trips possible. Your support is the reason we can bring so many journalists to Nunavut.
- Nunavut Tourism staff attended the Nunavut, Kitikmeot and Kivalliq trade shows.
- Nunavut Tourism staff visited 15 communities in Nunavut. Some of these were one day visits as part of a CED trip, but many were a couple of days or more. We want to hear from our members and encourage more people to get involved in tourism. There is no better way to do this than face to face.
- The Pan Territorial Marketing Initiative, led by Nunavut Tourism and funded generously by CanNor, saw its first set of commercials run last spring. The commercial was very well received and all three territories experienced positive results from this. Watch for our new commercial airing in February 2012.
- Nunavut Tourism continued work with the GN, CanNor and NTI on a new tourism strategy for Nunavut; the final draft of this strategy will be unveiled at the Tourism Conference in March 2012 here in Iqaluit.

- Work began on Nunavut's first tourism conference. With support from CanNor, Nunavut Tourism will host this event in March 2012 in Iqaluit. The conference will bring together tourism interests from in and outside Nunavut to discuss Nunavut's potential and present opportunities for learning and growth.

In the past year we have started many significant projects. These include planning the tourism conference, updating our image bank into a more user friendly format, planning a speaking tour about Nunavut for this winter, and redoing our website. Our new website, which launches in March, will be more user friendly, easier for staff to update, and much more inclusive of all that Nunavut has to offer.

We have been working closely with the Department of Environment, Fisheries and Sealing Division on recreational sport fishing, an area Nunavut Tourism has neglected for a while. A new sport fishing brochure, fishing media trips and fly fishing training for our members will all be supported under this initiative.

With the support of CLEY we have been able to offer exceptional programming at our visitor centres. All three have helped with community events, and Iqaluit and Cambridge Bay have offered additional programming aimed at tourists and bringing the community into the visitor centre. Showcasing these facilities to the communities means people often realize the assets they have in the community to share with visitors.

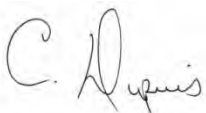
We continue to work with our traditional funding partners and are exploring ways to bring new ones to the table and better serve our members.

Nunavut Tourism members have much to look forward to. We have received positive feedback that the communication is much better; that the benefits that we are adding are what you need and that there are good reasons to be a member. We are working to continue adding benefits to help our members thrive. Our commitment is to build the organization, listen to members and help grow the industry.

Our new electronic election format seems to have given a broader base of our membership a chance to vote in the Board elections. This is what we wanted to happen – provide a way for all members to participate.

These are only the highlights. I would like to thank the dedicated staff and volunteer board we have. They have made a huge difference in this organization and are the reason we have accomplished so much this year.

The future looks very bright. Nunavut Tourism wants to build a strong, sustainable tourism industry in Nunavut. We look forward to an exciting new year and to making Nunavut a destination everyone hears about. Tourism has not reached its full potential in Nunavut and it is our goal to help the industry reach that potential by working hard and listening to the industry and our members.



Colleen Dupuis
Chief Executive Officer



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. Other full-time staff include the marketing officer, project officer, research assistant, executive assistant, and administrative assistant, along with contract employees hired to work on special projects. 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 one-of-a-kind 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, public relations, 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.

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.

Kivalliq Trade Show (November 2010) – Nunavut Tourism participated in the first ever Kivalliq Trade Show in Rankin Inlet where staff established a presence, networked with attendees, and recruited new members.

Kitikmeot Trade Show (February 2011) – Nunavut Tourism participated in the Kitikmeot Trade Show where staff attended a number of workshops that went along with the show. The event was a great success for Nunavut Tourism as new connections were made and new members were recruited.

Toronto Outdoor Adventure Show (February 2011) – In conjunction with Parks Canada and Territorial Parks, Nunavut Tourism attended this show again this year. The shared booth, along with those of several Nunavut Tourism members, gave Nunavut a real presence. This consumer show was a very good fit and interest was high. Nunavut Tourism will definitely attend again.

Canada Media Marketplace (April 2011) – Organized by the Canadian Tourism Commission, this event connects U.S. media with tourism destinations and products in Canada. The show was held in New York City this year and was attended by Nunavut Tourism's CEO and Marketing Officer.

Rendez-vous Canada (May 2011) – Each year the Canadian Tourism Commission hosts Rendez-vous Canada for Canadian and international buyers to see what Canada has to offer. Nunavut Tourism attended this event, as did several of our members. Interest in Nunavut was very high and excellent connections were made with operators and other representatives from domestic, US, and European markets.

Incentive Works (August 2011) – In partnership with the Baffin Regional Chamber of Commerce Nunavut Tourism's CEO travelled to Toronto to promote Nunavut as a destination for conferences, meetings and retreats. Nunavut was very well received and we will continue to pursue new events.



Nunavut Trade Show (September 2011) – Organized by the Baffin Regional Chamber of Commerce, the Nunavut Trade Show is Northern Canada’s largest annual business event. This year, Nunavut Tourism participated as a Platinum Sponsor and hosted a dinner for Economic Development Officers to come together to discuss tourism opportunities in the communities. On the trade show floor, Nunavut Tourism focused on promoting Nunavut as a destination for meetings, conferences and retreats, as well as making contact with potential members.

Media Tours

Each year, Nunavut Tourism encourages coverage of the broad spectrum of tourism opportunities in Nunavut by supporting a variety of media familiarization trips with both financial and in-kind assistance. From the Kitikmeot to the Qikiqtani, from sport hunting to adventure travel, our goal is to assist with a well-balanced mix of trips which provide fair and equal exposure to our regions, our tourism products, and our members.

Highlights from 2011 include:

Arctic Bay is open for tourism! To support Arctic Bay’s renewed participation in tourism, Nunavut Tourism contributed to photographer Michelle Valberg’s journey to the floe edge in June 2011 with Arctic Kingdom, where she captured the spectacular wildlife and landscape in the area. Michelle’s outstanding photography, which appears in a variety of publications as well as her own exhibits, is sure to entice outdoor adventurers and wildlife enthusiasts to experience what Arctic Bay and the surrounding area have to offer.

The Travel Channel in Nunavut – In July 2011, a film crew of four from the UK’s Travel Channel visited Iqaluit and Igloodik to profile Nunavut’s unique culture, history, arts & crafts, and eco-tourism opportunities in a documentary which will be aired in over a hundred countries across Europe, Asia, Africa, and Australia late in 2011. Thanks to Frontiers North Adventures and I.D.S. Outfitting Ltd., the crew was so impressed and gathered so much footage that they are working to extend the segment, originally meant to be half an hour and shared with the Yukon, into an hour-long episode dedicated entirely to Nunavut.

Sport fishing on Tree River – Nunavut is a world-class destination for recreational sport fishing, and to showcase just how extraordinary our fishing opportunities are, Nunavut Tourism supported outdoor writer Duane Radford’s four-day trip to Tree River Lodge (Plummer’s Arctic Lodges) near Kugluktuk in August 2011. Duane’s fly-fishing skills landed him a 36-inch char, which is sure to be proudly mentioned in his upcoming feature in *The Outdoor Edge*, Western Canada’s largest-circulation hunting and fishing magazine.

Muskox hunt near Cambridge Bay – Nunavut Tourism is committed to supporting new members and this year, we sent outdoor writer Kevin Wilson to cover a muskox hunt with Ekaluktutiak Sport Hunt Ltd. in Cambridge Bay. Kevin’s trip was a great success and his feature article will appear *The Outdoor Edge* in the spring of 2012.

Canoe & Kayak Magazine visits Iqaluit – Nunavut features some spectacular canoeing and kayaking opportunities for both novice and experienced paddlers. This summer, Nunavut Tourism invited *Canoe & Kayak* magazine’s managing editor and in-house photographer to experience a multi-day canoeing trip down the Soper Heritage River in Katannilik Territorial Park. Unfortunately, bad weather forced a change in plans, but thanks to Inukpak



Outfitting in Iqaluit, the trip was still a success. The duo explored Iqaluit's culture and history, paddled the Sylvia Grinnell river, and ventured out into Frobisher Bay. Watch for their article in *Canoe & Kayak* coming up in the spring of 2012.

Wild On The Fly visits Victoria Island – Wild On The Fly is a 13-episode adventure fly fishing television series appearing on the Outdoor Channel, a major American cable network with a subscriber base of 37-million households. The series is very popular with traveling anglers, attracting more than 300,000 viewers per episode. In September 2011, Nunavut Tourism sponsored a three-person crew to visit Cambridge Bay and B&J Fly Fishing Adventures' wilderness camp on Ekaluk River to capture Inuit culture, Arctic wildlife, and fly fishing for searun Arctic char. The episode is set to air early in 2012 and will be broadcasted a total of six times throughout the year.

Advertising

Nunavut Tourism regularly places advertising in a variety of publications including magazines, newspapers, in-flight publications, and travel guides. Our targeted approach hones in on Nunavut's core demographic – the older, affluent, adventure-seeking traveler – within various market segments such as eco-tourism, cruise tourism, cultural tourism, recreational fishing, sport hunting, and more.

Special placements from 2011 included a large placement in the May 2011 issue of Maclean's, coupled with editorial promoting spring and summer tourism opportunities in the territory. Also noteworthy was the recent Business Travel feature in the National Post, where Nunavut Tourism negotiated a prime advertising spot in the section coupled with editorial promoting Nunavut as a destination for meetings, conferences and retreats. These powerful combinations of advertisements and editorial in high-circulation publications have resulted in significant exposure for Nunavut's tourism opportunities and are a format that will continue to be used in the future alongside our regular campaigns.

Recreational Fishing Initiative

Following the recent partnership between Nunavut Tourism and the Government of Nunavut's Department of Environment, a plan is being developed to entice anglers across the globe to trek North and experience the abundance of unique sport fishing opportunities available across Nunavut.

This project seeks to increase awareness of Nunavut as a fishing destination where fish are plentiful and catching them is an enjoyable experience because of the spectacular surroundings and knowledgeable, friendly guides. This project involves the development and printing of a new fishing brochure, training for our operators, and a media familiarization trip.



International Markets

While the majority of Nunavut's tourist population remains Canadian, there is significant potential and interest from the U.S. and several key European countries. In order to develop our presence in these international markets, Nunavut Tourism has contracted consultants in both the U.S. and Germany.

For our U.S. market, Nunavut Tourism has contracted Marketing & Communications Advisor Saverio Mancina to develop a comprehensive marketing strategy to attract Americans to Nunavut. The plan will target the northeastern states and will be finalized by the end of 2011.

Nunavut Tourism has also contracted Michaela Arnold, Managing Director of Denkzauber Marketing, to conduct marketing activities in Germany and German-speaking countries on Nunavut Tourism's behalf. Michaela was referred by Northwest Territories Tourism, who are also represented by Michaela and have experienced excellent results. Since engaging with Nunavut Tourism on August 1, 2011, Michaela has already generated significant interest in Nunavut within the travel trade and has made contact with European operators who have decided to pick up Nunavut product.

Website

Nunavut Tourism has recently contracted Ayaya Marketing & Communications to redesign and redevelop Nunavut Tourism's website. As a 'first impression' and primary source of information for potential visitors to Nunavut, it is crucial that Nunavut Tourism's website is helpful, informative, easy to navigate, and visually impactful. To achieve these objectives and to create a truly exceptional website for travelers and for our members, the new site will feature improved navigation, more comprehensive content, interactive functionality, better search features, a new and improved members only section, and a database used to collect feedback and information from users who complete an optional questionnaire when ordering guides.

The website will be developed in two phases and the first is expected to launch early in 2012. The second phase, which will include a basic French site and enhanced media library, will roll out later in 2012.

Social Media

This year, Nunavut Tourism established a social media presence in key channels including Twitter, Facebook, YouTube, and Flickr. While it takes time to build momentum and a significant following, Nunavut Tourism is excited to be attracting interest, attention, and feedback on a regular basis. This has been reflected in the number of Twitter followers, which has recently surpassed 500, as well as Nunavut Tourism's first ever YouTube Honors for being the 101st most watched video in 24 hours in the "Travel & Events – Canada" category. The Honor was received for a video featuring underwater footage of a large school of Arctic char just steps away from the shores of Sylvia Grinnell River, and attracted nearly a hundred hits in its first day online.



Pan Territorial Marketing Initiative

Nunavut Tourism is pleased to be the lead on this project. The focus is TV commercials, something none of the three territories can do on their own. The first set ran last spring and the response was great for all territories. Nunavut saw a significant increase in our website hits in the months following the commercials. The next run will feature a new commercial and will hit airwaves in February 2012.

Meetings, Conferences & Retreats

Nunavut Tourism continued to work with the Baffin Regional Chamber of Commerce to bring meetings, conferences and retreats to Nunavut. It was a very successful year; the Canadian Landscape Architects Association brought 110 people together in July, and the Oceans Innovations conference was held in Iqaluit in October. Working together with NEDA, we secured the 2012 national Economic Developers Association of Canada conference. This is a market we will continue to develop and we are committed to working to attract smaller meetings/retreats that can be held in communities throughout Nunavut.

Member Services

Nunavut Tourism is working hard every day to improve the services and support we offer our members. By visiting communities, talking to existing and potential members, and staying current with the needs of the industry, we are able to work with the support of our partners to develop new programs and benefits which encourage the success of our members' businesses.

2010 - 11 Member Services Highlights

- Membership with Nunavut Tourism increased by over 10% in 2011.
- Nunavut Tourism visited 15 communities across Nunavut over the last year where staff met with current and potential members to encourage dialogue and develop relationships.
- Nunavut Tourism attended several Tourism Strategy consultation sessions in the communities and ensured our members' concerns were heard and understood.
- Members without business email can now obtain a free email address through Nunavut Tourism's recently purchased domain, toununavut.ca. Ask us how to get yours set up today!
- Members can now purchase branded Nunavut Tourism outerwear identifying their business as a member of our organization.



- Our airline partners, Canadian North and First Air, continue to offer extraordinary discounts which allow members to bring in tourists and attend promotional shows in the south.



Training Opportunities

Offering regular training opportunities is an essential benefit provided to our members. By attending these professional development sessions, your knowledge of the industry and potential to thrive are increased significantly. This year, Nunavut Tourism put together a variety of seminars based on the current needs of our members and of the industry. These include fly fishing training, customer service training, guidance on seeking assistance from funding agencies, and more. Wilderness First Aid training will be offered early in 2012 – details will be available soon. For questions, feedback, and information on how you can make the most of these sessions, contact our Director of Membership & Visitor Services at members@nunavuttourism.com.

Coming Soon in 2012

As we look forward to a brand new website, Nunavut Tourism is busy planning an improved online experience for our members. The new Members Only section, which is part of the second phase of the website's development and will launch later in the year, will focus on user-friendliness and improved features, while continuing to offer the ability to submit applications & fees online as well as stay current with issues pertaining to membership.

Membership Benefits

Nunavut Tourism continues to offer a variety of benefits and support to help businesses in Nunavut's tourism industry thrive:

- Access to affordable liability insurance through our 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 to bring in tourists and attend promotional shows in the south.
- Opportunity for affordable cooperative advertising with Nunavut Tourism in various national and international publications.
- Access to the Marketing Assistance Program for help funding the cost of marketing materials and/or attending travel shows to promote your business.



- Free listing in both the Nunavut Travel Planner and the Nunavut Tourism website along with 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 and at various travel shows.
- Access to the Nunavut Tourism media 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 Members Only area of the Nunavut Tourism website, where you can submit your application, membership fees, and keep current with issues pertaining to membership.
- Monthly Nunavut Tourism member newsletter.
- Recognition through awards – the Hans Aronsen Bursary for Excellence in Entrepreneurship and the annual Award of Excellence.
- Access to the Director of Membership and Visitor Services, as well as other Nunavut Tourism staff, through a dedicated toll-free telephone line.

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 our information counselors are trained to make the centres as helpful as possible. 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.



Arctic Coast Visitor Centre in Cambridge Bay

Hosting special events, facilitating cruise ship visits, and tracking statistics are key activities conducted at all three visitor centres. Each centre also takes on special projects relevant to its region such as developing trail maps and river guides. This year, a new brochure for the Kivalliq region is being developed and features information on top tourist activities in each community. The brochure is available in both English and Inuktitut and will be available throughout the Kivalliq region.

The visitor centres also continued on with a variety of public and visitor programming in 2010-11 with the help of funding from the Government of Nunavut's Department of Culture, Language, Elders and Youth. Iqaluit and Cambridge Bay centres offer movie nights, after-school programming and artist marketplaces. In the summer, tourists enjoy the Inuit Art Experience program, which brings carvers, printmakers, seamstresses, and metal workers in to work on, explain and display their work.



2010 - 2011 Visitor Services Highlights

- Nunavut Tourism purchased three interactive kiosks to be placed in the Iqaluit airport, Unikkaarvik Visitor Centre, and Cambridge Bay airport. The kiosks are aimed at tourists and feature a questionnaire designed to capture feedback and information from travelers leaving Nunavut. This data will provide valuable insight on visitor experiences and will be used in conjunction with other market research to understand tourists' needs and improve visitor services.
- The Unikkaarvik Visitor Centre and Arctic Coast Visitor Centre continued to offer the popular Bicycle Rental Program throughout the summer. Proceeds are used to repair and maintain bikes for the following season.
- New merchandise including Nunavut-branded fleece, t-shirts, hoodies, and hats are available for purchase at all three visitor centres.
- Throughout the peak tourism season (May through September), visitor centre and headquarters staff were placed in regional airports to distribute the 2011 Visitor Exit Survey. The survey, developed in conjunction with the Government of Nunavut, was designed to collect detailed information about our visitors' trips. Once analyzed, the data will be able to identify trends in visitor preferences, spending habits, and trip satisfaction, which will be used as guidance in future tourism development activities. A full report will be available early in 2012.

Operations and Management

Nunavut Tourism is government by an elected, voluntary Board of Directors. In addition, five *ex officio* positions are reserved for the Department of Economic Development & Transportation, Territorial Parks, Parks Canada, Industry Canada and Canadian Northern Economic Development Agency (CanNor). 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 several staff changes. The management team has remained in place while new employees have been added to accommodate growth. New full-time additions include Gerry Delaney (Executive Assistant), Julia Kipanek (Finance Officer trainee), Daisy Ungungai (Research Assistant), and Crystal McConnell (Administrative Assistant). With the help of funding from CanNor, Nunavut Tourism has also contracted two employees for special projects. Tina Rose (Media Bank Coordinator) was brought on board for the duration of the Media Bank project, and Sara Acher (Project Coordinator) is



responsible for planning and coordinating Nunavut's first tourism conference, "Tourism in Nunavut – More than Meets the Eye".

While Martine Dupont is on leave, Steven Curley remains acting Manager at Unikkaarvik Visitor Centre, and Carrie McEwan-Tucker has recently been hired as a full-time contract Information Counselor. The Arctic Coast Visitor Centre welcomes new manager Clara Wingnek, and the Kivalliq Regional Visitor Centre welcomes Theresa Niakrok as its new full-time Information Counselor.

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. This includes the new electronic election format.

Our Partners

Nunavut Tourism could not do its work without the ongoing support of our partners. Our relationships 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 & Sealing Division**
- **GN Department of Environment – Territorial Parks & Special Places**
- **GN Department of Culture, Language, Elders and Youth**
- **Nunavut Tunngavik Inc.**
- **Human Resources and Skills Development Canada**
- **Parks Canada**
- **Kakivak Association**
- **Kivalliq Partners in Development**
- **Kitikmeot Inuit Association**

Appendix A: Board of Directors

Betty Ann Eaton – *Chairperson*

First Air
P.O. Box 477
Iqaluit, Nunavut, X0A 0H0

Ph: 867-979-8342
Cell: 867-975-1059
Fax: 867-979-8316

beaton@firststair.ca

Transportation Representative

Rowena House – *Treasurer*

Nunavut Arts and Crafts Association
P.O. Box 1539
Iqaluit, Nunavut X0A 0H0

Ph: 867-979-7808
Fax: 867-979-6880

r.house@nacaarts.ca

Non-Sector Representative

Graham Dickson

Arctic Kingdom Marine Expeditions Inc.
402-335 Yonge St
Toronto, Ontario M4N 2M1

Ph: 416-322-7066 ext. 103
Cell: 416-887-2917
Fax: 416-887-0529

gdickson@arctickingdom.com

Adventure & Ecotourism Representative

Peter Kilabuk

Peter's Expediting & Outfitting Services
Box 365
Pangnirtung, Nunavut X0A 0R0

Ph: 867-473-4060
peterkilabuk2005@qiniq.com

Fishing Representative

Sanjay Uppal – *Vice Chairperson*

Capital Suites
P.O. Box 1288
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-4071
Fax: 867-975-4070

suppal@npreit.com

Non-Sector Representative

Michael Hart

Inns North
1645 Inkster Blvd
Winnipeg, Manitoba R2X 2W7

Toll Free: 1-800-665-0712
Ph: 204-697-2243 ext. 225

Fax: 204-697-1880

mhart@arcticco-op.com

Accommodations Representative

Brenda Sitatak

Ekaluktutiak Hunters & Trappers Organization
P.O. Box 1270
Cambridge Bay, Nunavut X0B 0C0

Ph: 867-983-2426
Fax: 867-983-2427

eh_tcb@qiniq.com

Hunting Representative

Clayton Anderson

Adventure Canada
14 Front St. S
Mississauga, Ontario L5H 2C4

Toll Free: 1-800-363-7566
Ph: 905-271-4000 Fax: 905-271-5595

clayton@adventurecanada.com

Cruise Sector Representative

Pauline Scott

Visitor Experience Manager & Prevention
Coordinator
Parks Canada
Nunavut Field Unit
P.O. Box 278
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-4687

Fax: 867-975-4674

pauline.scott@pc.gc.ca

Parks Canada Representative

Karen Kabloona

Director, of Tourism & Cultural Industries
P.O. Box 1000, Station 1500
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-7856

Fax: 867-975-7880

kkabloona@gov.nu.ca

**Department of Economic Development &
Transportation Representative**

Jennifer Hayward

Senior Advisor
P.O. Box 1750
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-4669

Fax: 867-975-4670

jennifer.haywood@ic.gc.ca

Industry Canada Representative

Ike Hauli

I.D.S. Outfitting Ltd.
Box 29
Igloolik, Nunavut X0A 0L0

Ph: (h) 867-934-8949 (w) 867-934-8903

Fax: 867-934-8704

ihauli@aol.com / ihauli@qiniq.com

Non-Sector Representative

David Monteith

Director, Territorial Parks
P.O. Box 1000, Station 1340
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-7723

Fax: 867-975-7739

dmonteith@gov.nu.ca

Department of Environment Representative

Gordon MacKay

Assistant Deputy Minister
P.O. Box 1000, Station 1500
Iqaluit, Nunavut X0A 0H0

Ph: 867-975-7822

Fax: 867-975-7880

gmacKay@gov.nu.ca

**Department of Economic Development &
Transportation Representative**

Cheri Kemp-Long

Regional Economic Development Advisor
P.O. Box 40
Iqaluit, Nunavut X0A 0H0

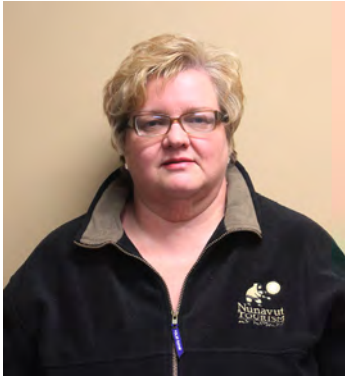
Ph: 867-975-3738

Fax: 867-975-3740

cheri.kemplong@cannor.gc.ca

**Canadian Northern Economic Development
Agency (CanNor) Representative**

Appendix B: Nunavut Tourism Staff



Colleen Dupuis
Chief Executive Officer



Linda Perkins
Finance Manager



Kevin Kelly
*Director of Member and
Visitor Services*



Brian Pehora
Project Officer



Donna Parry
Marketing Officer



Julia Kipaneq
Finance Officer



Gerry Delaney
Executive Assistant



Tina Rose
Media Bank Coordinator



Sara Acher
Project Coordinator

Appendix C: Membership List

Accommodations

Qikiqtani

Amaulik Hotel, Inns North
Sanikiluaq, NU

Auyuittuq Lodge, Inns North
Pangnirtung, NU

Capital Suites
Iqaluit, NU

Discovery Lodge Hotel
Iqaluit, NU

Frobisher Inn
Iqaluit, NU

Hall Beach Hotel, Inns North
Hall Beach, NU

Igloolik Inn, Inns North
Igloolik, NU

Kimik Hotel, Inns North
Kimmirut, NU

Navigator Inn
Iqaluit, NU

Nova Inn
Iqaluit, NU

Nunattaq Suites
Iqaluit, NU

Qausuittuq Hotel, Inns North
Resolute Bay, NU

Rannva's B&B
Iqaluit, NU

Sauniq Hotel, Inns North
Pond Inlet, NU

South Camp Inn
Resolute Bay, NU

Tulugak Hotel, Inns North
Qikiqtarjuaq, NU

Kivalliq

BLCS The Guest House
Baker Lake, NU

Iglu Hotel, Inns North
Baker Lake, NU

Issatik Hotel, Inns North
Whale Cove, NU

Katimavik Suites
Arviat, NU

Leonie's Place
Coral Harbour, NU

Naujat Hotel, Inns North
Repulse Bay, NU

Nunamiut Company Ltd. / Nunamiut Lodge
Baker Lake, NU

Padlei Inn, Inns North
Arviat, NU

Siniktarvik Hotel & Conference Centre, Inns North
Rankin Inlet, NU

Tangmavik Hotel, Inns North
Chesterfield Inlet, NU

Tara's Bed & Breakfast
Rankin Inlet, NU

Tavanni Hotel, Inns North
Whale Cove, NU

Turaarvik, Inns North
Rankin Inlet, NU

Kitikmeot

Amundsen Hotel, Inns North
Gjoa Haven, NU

Arctic Islands Lodge, Inns North
Cambridge Bay, NU

Enokhok Inn
Kugluktuk, NU

Green Row Executive Suites
Cambridge Bay, NU

Inukshuk Inn, Inns North
Kugaaruk, NU

Outfitters and Operators

Qikiqtani

Alivaktuk Outfitting
Pangnirtung, NU

Canadian Arctic Holidays Ltd. - Arctic Watch
Alcove, QC

Huit Huit Tours Ltd. & Dorset Suites
Cape Dorset, NU

I.D.S. Outfitting Ltd.
Igloodik, NU

Inukpak Outfitting
Iqaluit, NU

NorthWinds Arctic Adventures
Iqaluit, NU

Nunavut Experience Outfitting
Qikiqtarjuaq, NU

Peter's Expediting & Outfitting Services
Pangnirtung, NU

Polar Sea Adventures
Pond Inlet, NU

Polynya Adventure and Coordination Ltd.
Iqaluit, NU

Tiriaoq Expediting
Iqaluit, NU

Voyages Nunavut
Iqaluit, NU

Kivalliq

Henik Lake Adventures Ltd.
Arviat, NU

Kasba Lake Lodge Ltd.
Parksville, BC

Nueltin Fly-In Lodges Ltd.
Alonsa, MB

Tukto Lodge - Dubawnt Camps Ltd.
Nestor Falls, ON

Kitikmeot

Bathurst Inlet Lodge & Bathurst Arctic Services
Yellowknife, NWT

B&J Fly Fishing Adventures
Cambridge Bay, NU

Central Arctic Ventures
Gjoa Haven, NU

Ekaluktutiak Sports Hunt Ltd.
Cambridge Bay, NU

Elu Inlet Lodge
Cambridge Bay, NU

Haogak Outfitting
Cambridge Bay, NU

High Arctic Lodge
Penticton, BC

Northwest Passage Expedition Tours
Gjoa Haven, NU

Plummer's Enterprises & Great Bear Lake Lodge Ltd.
Winnipeg, MB

Tunungagut Outfitting
Cambridge Bay, NU

Webb Outfitting Nunavut 2011 Ltd.
Gjoa Haven, NU

Multi-region

Adventure Canada
Mississauga, ON

Arctic Kingdom Marine Expeditions
Toronto, ON

Black Feather-The Wilderness Adventure Company
Parry Sound

Canada North Outfitting Inc.
Montreal, QC

Canoe Arctic Inc.
Fort Smith, NWT

Compagnie des Iles du Ponant
Marseille, France

Cruise North Expeditions
Mississauga, ON

Expeditions Canada/Windigo Adventures
Montreal, QC

Explorer's Corner
Canmore, AB

Frontiers North Adventures
Winnipeg, MB

Hapag-Lloyd Kreuzfahrten (Cruises)
Hamburg, Germany

Quark Expeditions
Waterbury, Vermont

Students on Ice Expeditions
Gatineau, QC

The Great Canadian Travel Company
Winnipeg, MB

Services and Related Businesses

Alianait Entertainment Group
Iqaluit, NU

Arctic Closet
Cambridge Bay, NU

Arctic Ventures 2000 Ltd.
Iqaluit, NU

Arts Inuvik Canada Inc.
Iqaluit, NU

Baffin Business Development Corporation
Iqaluit, NU

Baffin Regional Chamber of Commerce
Iqaluit, NU

Calm Air International Ltd.
Baker Lake, NU

Canadian North
Iqaluit, NU

Capital Suites (Inuvik)
Inuvik, NWT

Capital Suites (Yellowknife)
Yellowknife, NWT

Carrefour Nunavut
Iqaluit, NU

Carvings Nunavut Inc.
Iqaluit, NU

City of Iqaluit
Iqaluit, NU

DataPath Systems
Marsh Lake, YK

Explorer Hotel
Yellowknife, NWT

First Air
Iqaluit, NU

Go Cargo Taxi Ltd
Cambridge Bay, NU

Hamlet of Arctic Bay
Arctic Bay, NU

Hamlet of Arviat
Arviat, NU

Inns North Hotels
Winnipeg, MB

Ivalu Ltd.
Rankin Inlet, NU

Jessie Oonark Ltd.
Baker Lake, NU

Kellett Communicaions
Yellowknife, NWT

Kiluk Ltd.
Arviat, NU

Kitimeot Foods Ltd.
Cambridge Bay, NU

Kivalliq Arctic Foods Ltd.
Rankin Inlet, NU

Kugluktuk Angoiatit Association
Kugluktuk, NU

Malikkaat Ltd.
Iqaluit, NU

Northern Property Real Estate Investment Trust
Iqaluit, NU

Northwest Territories Tourism
Yellowknife, NWT

Nunavut Arts and Crafts Association
Iqaluit, NU

Nunavut Development Corp.
Rankin Inlet, NU

Nunavut Development Corp. Wholesale Division
Mississauga, ON

Nunavut Economic Developers Association
Iqaluit, NU

Outcrop Nunavut
Iqaluit, NU

Pai-Pa Taxi
Iqaluit, NU

Pangnirtung Fisheries Ltd.
Pangnirtung, NU

Parks Canada - Nunavut Field Unit
Iqaluit, NU

Pirurvik Centre
Iqaluit, NU

Quviana Catering
Iqaluit, NU

Rannva Design
Iqaluit, NU

Southeast Nunavut Company Ltd.
Iqaluit, NU

Taluq Ltd.
Taloyoak, NU

Top Of The World Travel
Iqaluit, NU

Uqqurmiut Centre for Arts & Crafts
Pangnirtung, NU

Waters' Edge Seafood & Steakhouse
Iqaluit, NU

Yummy Shawarma
Iqaluit, NU

Appendix D

INUIT LANGUAGE PLAN

Name of Entity: Nunavut Tourism

Mailing address, phone, fax, email and website:

Box 1450, Iqaluit, NU, X0A 0H0

Tel: 867-979-6551 Fax: 867-979-1261

projects@nunavuttourism.com

www.nunavuttourism.com

Type of Entity: (e.g. corporation, coop, society):
Association

Number of offices and locations:

Nunavut Tourism's head office is in Iqaluit. We also operate Visitor Centres in Iqaluit, Rankin Inlet and Cambridge Bay.

Description of what the entity does: the types of services you provide to the public

We offer specialized knowledge and expertise in the areas of marketing, research, product development and training to operators of tourism related business operating in Nunavut. We also provide visitor services to visitors to Nunavut and trip planning advice to those considering a trip to or within Nunavut.

INUIT LANGUAGE SERVICES AND USE

Nunavut Tourism

Services and Use

In this section you will need to include the following information:

- organizational measures, policies and practices proposed for the communications with or delivery of services to the public that are required to comply with the act
- a schedule for giving effect to the measures, policies or practices.

Please indicate the measures and timelines that your organization is planning to improve its effective and efficient compliance with its Inuit Language requirements.

Measures/Actions	Target dates
Ensure that Vision and Mission statement is available in all official languages	March 30 2012
Multilingual sign in front of building erected	March 30 2012
Letterheads. Redesign and print	Sept. 30, 2011
Create e-mail blocks based on business cards	July 30 2011
Website: Members section, "contact us" available in official languages	March 30 2012
Make an active offer of service. Change phone messages, create signs for visitor centres	August 30 2011
Have text on English invoices offering to create in official language upon request	August 30, 2011
Designate Inuit language staff to respond to public enquires and provide training.	August 30, 2011
Training for non Inuit language users to be able to say "I will transfer you to xx who speaks Inuktitut." or "xxx who speaks Inuktitut will can you back what is your phone number"	June 10, 2011
Change Exit signs at visitor centres	May 30, 2012
Create new hours of operation signs for visitor centres	July 30 2011

Language Training

In this section your organization will need to include an indication of the numbers of the organization's staff, if any that are or will be fluent in the Inuit Language and able to communicate with the or deliver services to the public in the Inuit Language as required under the Act.

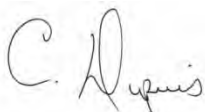
Measures/Actions	Target dates
Staff that have no knowledge of the Inuit language will be given six hours of instruction per day for 5 days in order that they can make an active offer to transfer a call to a designated Inuit language speaking staff.	June 10, 2011
Additional training may follow after funding is secured at a date to be announced in the future	

Publication of Plan

Please indicate how your organization will inform the public of its Inuit Language Plan, and where they can request a copy of it. Indicate how you will also publicize the availability of services in the Inuit Language. This can include making an active offer of services over the phone, in person, or in writing.

Measures/Actions	Target dates
The plan will be published in the Annual Report and offered to all who attend the AGM. Our Annual report will also be available for downloading from our website.	November 8, 2011
Make an active offer of service on automated phone system.	August 30, 2011
Train employees with no knowledge of Inuit language to make an active offer	June 10, 2011
Create signs for visitor centres and head office making an active offer	August 30, 2011

Name and Title of the signatory authority:



Colleen Dupuis, CEO

Date: June 23, 2011



Betty Ann Eaton, Board Chair

Date: June 23, 2011

Appendix E: Inuit Employment Plan

As part of our commitment to Nunavut, Nunavut Tourism is formulating its own Inuit Employment Plan. The Board will create a comprehensive plan in accordance with our obligations under our Partnership Agreement with the Government of Nunavut and our obligations under the Nunavut Land Claims Agreement. Our commitment is to work towards a work force reflective of Nunavut's population. To that end, Nunavut Tourism will, when two candidates are equal in experience and knowledge, give preference to those who are beneficiaries of the Nunavut Land Claims Agreement.

Nunavut Tourism will also actively seek training programs and opportunities to bring Inuit to work in management positions in our organization.

We are very proud to say we have an Inuk trainee in finance, have hired three new Inuit employees in the last year, and have provided management training opportunities to other staff members.

NUNAVUT TOURISM
FINANCIAL STATEMENTS
MARCH 31, 2010

**NUNAVUT TOURISM
INDEX
MARCH 31, 2010**

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

	2010	2009
	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
	38,879	12,474
Memberships	2,153,302	2,047,472
Advertising	11,350	12,550
City of Iqaluit	27,095	-
Federal Government Funding	-	4,500
Other revenue (Schedule I)	37,996	405,000
	212,785	184,517
	600,595	2,654,039
	218,353	-
	218,353	-
	566,010	-
	566,010	-
	27,095	-
	-	-
	-	-
	92,565	-
	658,575	-
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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>	