



Annual Report  
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2010-11



CANADA'S ARCTIC  
**Nunavut**  
UNTAMED ✖ UNSPOILED ✖ UNDISCOVERED



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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. 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 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](http://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](mailto: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

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**Transportation Representative**

### **Rowena House** – *Treasurer*

Nunavut Arts and Crafts Association  
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**Non-Sector Representative**

### **Graham Dickson**

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**Adventure & Ecotourism Representative**

### **Peter Kilabuk**

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

Ph: 867-473-4060  
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**Fishing Representative**

### **Sanjay Uppal** – *Vice Chairperson*

Capital Suites  
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Iqaluit, Nunavut X0A 0H0

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**Non-Sector Representative**

### **Michael Hart**

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**Accommodations Representative**

### **Brenda Sitatak**

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**Hunting Representative**

### **Clayton Anderson**

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**Cruise Sector Representative**



**Pauline Scott**

Visitor Experience Manager & Prevention  
Coordinator  
Parks Canada  
Nunavut Field Unit  
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**Parks Canada Representative**

**Karen Kabloona**

Director, of Tourism & Cultural Industries  
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**Department of Economic Development &  
Transportation Representative**

**Jennifer Hayward**

Senior Advisor  
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**Industry Canada Representative**

**Ike Hauli**

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**Non-Sector Representative**

**David Monteith**

Director, Territorial Parks  
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Fax: 867-975-7739

[dmonteith@gov.nu.ca](mailto:dmonteith@gov.nu.ca)

**Department of Environment Representative**

**Gordon MacKay**

Assistant Deputy Minister  
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**Department of Economic Development &  
Transportation Representative**

**Cheri Kemp-Long**

Regional Economic Development Advisor  
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Iqaluit, Nunavut X0A 0H0

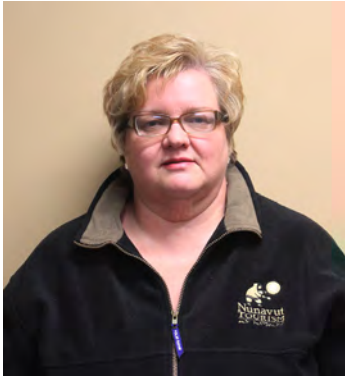
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**Canadian Northern Economic Development  
Agency (CanNor) Representative**

## 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*



**Daisy Ungungai**  
*Research Assistant*



**Crystal McConnell**  
*Administrative Assistant*



**Steven Curley**  
*Acting Manager*  
*Unikkaarvik Visitor Centre*



**Clara Wingnek**  
*Manager*  
*Arctic Coast Visitor Centre*



**Theresa Niakrok**  
*Information Counselor*  
*Kivalliq Regional Visitor Centre*

## 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](mailto:projects@nunavuttourism.com)

[www.nunavuttourism.com](http://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.**

<b>Measures/Actions</b>	<b>Target dates</b>
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.

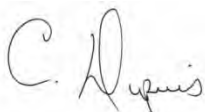
<b>Measures/Actions</b>	<b>Target dates</b>
Staff that have no knowledge of the Inuit language will be given six hours of instruction per day for 5 days in order that they can make an active offer to transfer a call to a designated Inuit language speaking staff.	June 10, 2011
Additional training may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

<b>Measures/Actions</b>	<b>Target dates</b>
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.

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ጥርጣሬ 31, 2011

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 ወጪ ስርዓት  
 ሰኔ 31, 2011

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የዎዴጃ ስርዓት ስርዓት ስርዓት ስርዓት	1-2
የዎዴጃ ስርዓት ስርዓት	
ዎዴጃ ስርዓት ስርዓት	3
ዎዴጃ ስርዓት ስርዓት ስርዓት ስርዓት ስርዓት ስርዓት	4
ዎዴጃ ስርዓት ስርዓት ስርዓት ስርዓት	5
ዎዴጃ ስርዓት ስርዓት ስርዓት	6
ዎዴጃ ስርዓት ስርዓት ስርዓት ስርዓት	7-9
ዎዴጃ ስርዓት ስርዓት ስርዓት - ስርዓት 1	10
ዎዴጃ ስርዓት ስርዓት ስርዓት ስርዓት - ስርዓት 2	11
ዎዴጃ ስርዓት ስርዓት ስርዓት (CanNor) - ስርዓት 3	12
ዎዴጃ ስርዓት ስርዓት ስርዓት - ስርዓት 4	13



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ῖῖῖ 28, 2011



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	ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 1)	ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 2)	ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 3)	ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 4)	2011	2010
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 1)	\$ 1,619,780	\$ 145,995	\$ 0	\$ 0	\$ 1,765,775	\$ 2,175,000
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 2)	(17,381)	0	0	0	(17,381)	(60,577)
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 3)	(10,943)	0	0	0	(10,943)	0
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 4)	1,591,456	145,995	0	0	1,737,451	2,114,423
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 5)	37,852	0	0	0	37,852	38,879
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 6)	1,629,308	145,995	0	0	1,775,303	2,153,302
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 7)	0	0	1,020,161	7,866	1,028,027	37,996
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 8)	14,920	0	0	0	14,920	11,350
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 9)	7,158	0	0	0	7,158	27,095
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 10)	12,496	0	0	17,990	62,563	306,315
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 11)	1,663,882	145,995	1,020,161	25,856	2,887,971	2,536,058
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 12)	0	0	0	0	0	66,419
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 13)	120,636	2,982	0	0	123,618	132,652
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 14)	66,657	0	0	0	66,657	0
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 15)	48,992	0	0	0	48,992	44,148
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 16)	151,925	0	0	0	151,925	127,866
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 17)	1,080,047	0	0	7,866	1,087,913	1,139,670
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 18)	183,890	0	0	0	183,890	634,340
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 19)	11,735	0	0	0	11,735	0
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 20)	0	17,203	0	0	17,203	0
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 21)	0	0	1,020,168	17,897	1,185,448	315,877
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 22)	1,663,882	147,383	1,020,168	25,763	2,877,381	20,185
ጋራ ገቢ ለሚገኙት ለቀን (ጋራ ገቢ) (ጋራ ገቢ 23)	0	(1,388)	(7)	93	10,590	75,086

**የግብርና ልምድ ለውጥ ለውጥ**  
**የግብርና ልምድ ለውጥ ለውጥ**  
**የግብርና ልምድ ለውጥ ለውጥ**

	2011	2010
<b>የግብርና ልምድ ለውጥ ለውጥ</b>	<b>\$ 436,361</b>	<b>\$ 361,275</b>
የግብርና ልምድ ለውጥ ለውጥ	10,590	75,086
የግብርና ልምድ ለውጥ ለውጥ	(792)	0
የግብርና ልምድ ለውጥ ለውጥ	26,909	0
የግብርና ልምድ ለውጥ ለውጥ	<u>(66,657)</u>	<u>0</u>
<b>የግብርና ልምድ ለውጥ ለውጥ</b>	<b>\$ 59,708</b>	<b>\$ 436,361</b>
የግብርና ልምድ ለውጥ ለውጥ	43,544	0
የግብርና ልምድ ለውጥ ለውጥ	<u>0</u>	<u>0</u>
<b>የግብርና ልምድ ለውጥ ለውጥ</b>	<b>\$ 43,544</b>	<b>\$ 436,361</b>

ወይን ማህበረሰብ  
 በበላይ ስራ ስራ ስራ ስራ ስራ ስራ  
 በሰኞ ሰኞ 31, 2011

	<u>2011</u>	<u>2010</u>
<u>ሰጪ</u>		
ሰጪ		
ሰጪ	\$ 531,999	\$ 174,792
የሰጪ ሰጪ ሰጪ ሰጪ	96	96
የሰጪ ሰጪ ሰጪ (ሰጪ 3)	292,288	418,360
የሰጪ ሰጪ ሰጪ	<u>26,778</u>	<u>20,420</u>
	851,161	613,668
የሰጪ ሰጪ (ሰጪ 2 ሰጪ 4)	<u>176,511</u>	<u>243,961</u>
	<u>\$ 1,027,672</u>	<u>\$ 857,629</u>
<u>የሰጪ</u>		
ሰጪ		
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ	\$ 437,704	\$ 263,152
የሰጪ ሰጪ ሰጪ	<u>26,214</u>	<u>14,404</u>
	463,918	277,556
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ (ሰጪ 5)	<u>116,803</u>	<u>143,712</u>
	<u>580,721</u>	<u>421,268</u>
<u>የሰጪ ሰጪ ሰጪ</u>		
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ	343,699	292,569
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ	59,708	100,248
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ	<u>43,544</u>	<u>43,544</u>
	<u>446,951</u>	<u>436,361</u>
የሰጪ ሰጪ ሰጪ ሰጪ ሰጪ	<u>\$ 1,027,672</u>	<u>\$ 857,629</u>

የሰጪ ሰጪ

በበላይ/ሰጪ ሰጪ

ሙያዊ ስራ ማስፈጸሚያ  
 የግብርና ልማት ሚኒስቴር  
 የፌዴራል ልማት ሚኒስቴር ስራ ሪፖርት 31, 2011

	<u>2011</u>	<u>2010</u>
የግብርና ልማት ሚኒስቴር		
የግብርና ልማት ሚኒስቴር (የግብርና ልማት)	\$ 10,590	\$ 75,086
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት:		
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	66,657	66,419
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	(37,852)	(38,879)
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	<u>11,735</u>	<u>0</u>
	51,130	102,626
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት የግብርና ልማት:		
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	118,322	(172,406)
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	(6,358)	9,236
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	182,302	(56,951)
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	0	(40,084)
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	<u>11,810</u>	<u>14,404</u>
	357,206	(143,175)
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር		
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር	10,943	0
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር		
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር	<u>(10,942)</u>	<u>(33,869)</u>
የግብርና ልማት ሚኒስቴር (የግብርና ልማት) የግብርና ልማት	357,207	(177,044)
የግብርና ልማት ሚኒስቴር, ልማት ሚኒስቴር	<u>174,888</u>	<u>351,932</u>
የግብርና ልማት ሚኒስቴር, ልማት ሚኒስቴር	<u>\$ 532,095</u>	<u>\$ 174,888</u>
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር:		
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር	\$ 531,999	\$ 174,792
የግብርና ልማት ሚኒስቴር ልማት ሚኒስቴር	<u>96</u>	<u>96</u>
	<u>\$ 532,095</u>	<u>\$ 174,888</u>







ᓄᓇᓂᓪᓐ ᓇᓕᕐᕐᕐᕐᕐᕐᕐ  
 ᓇᓇᓂᓪᓐ ᓇᓇᓕᓕᓕᓂᓪᓐ  
 ᓇᕐᕐᕐᕐᕐᕐᕐᕐ ᓇᓇᓂᓪᓐ 31, 2011

	ᓇᓇᓂᓪᓐ ᓇᓇᓕᓕᓂᓪᓐ ᓇᓇᓕᓕᓂᓪᓐ	ᓇᓇᕐᕐᕐᕐᕐᕐᕐᕐ ᓇᓇᓂᓪᓐ	ᓇᓇᓂᓪᓐ ᓇᓇᓕᓕᓂᓪᓐ ᓇᓇᕐᕐᕐᕐᕐᕐᕐᕐᕐ	ᓇᓇᕐᕐᕐᕐᕐᕐᕐᕐᕐ ᓇᓇᓂᓪᓐ	ᓇᓇᓂᓪᓐ
<b>ᓇᓇᓂᓪᓐ</b>					
ᓄᓇᓂᓪᓐ ᓇᓇᓕᓕᓂᓪᓐ EDT	\$ 1,619,780	\$ 0	\$ 1,619,780	\$ 0	\$ 1,619,780
ᓇᓇᕐᕐᕐᕐᕐᕐᕐᕐᕐᕐᕐ ᓇᓇᓂᓪᓐ	7,158	0	7,158	0	7,158
ᓇᓇᓂᓪᓐ ᓇᓇᓂᓪᓐ	96	0	96	0	96
ᓇᓇᓂᓪᓐ	14,920	0	14,920	0	14,920
ᓇᓇᓂᓪᓐ ᓇᓇᓂᓪᓐ	12,400	0	12,400	32,077	44,477
ᓇᓇᓂᓪᓐ ᓇᓇᓂᓪᓐ	(17,381)	0	(17,381)	0	(17,381)
ᓇᓇᓂᓪᓐ ᓇᓇᓂᓪᓐ	37,852	0	37,852	0	37,852
ᓇᓇᓂᓪᓐ ᓇᓇᓂᓪᓐ	(10,943)	0	(10,943)	0	(10,943)
	<u>1,663,882</u>	<u>0</u>	<u>1,663,882</u>	<u>32,077</u>	<u>1,695,959</u>
<b>ᓇᓇᓂᓪᓐ</b>					
ᓇᓇᓂᓪᓐ	94,622	26,014	120,636	2,982	123,618
ᓇᓇᓂᓪᓐ	66,657	0	66,657	0	66,657
ᓇᓇᓂᓪᓐ	136,195	15,730	151,925	0	151,925
ᓇᓇᓂᓪᓐ	48,992	0	48,992	0	48,992
ᓇᓇᓂᓪᓐ	727,743	352,304	1,080,047	0	1,080,047
ᓇᓇᓂᓪᓐ	179,216	4,674	183,890	0	183,890
ᓇᓇᓂᓪᓐ	0	0	0	17,203	17,203
ᓇᓇᓂᓪᓐ	11,735	0	11,735	0	11,735
	<u>1,265,160</u>	<u>398,722</u>	<u>1,663,882</u>	<u>20,185</u>	<u>1,684,067</u>
	<u>\$ 398,722</u>	<u>\$ (398,722)</u>	<u>\$ 0</u>	<u>\$ 11,892</u>	<u>\$ 11,892</u>



መጋቢት ጋራ የጋራ ጥያቄ  
 የጋራ የጋራ ጥያቄ ለጋራ ጥያቄ  
 የጋራ ጥያቄ ለጋራ ጥያቄ ለጋራ ጥያቄ

	Boston (ኢትዮጵያ) ስፐር ርዕይ		Taiwanese (ብሔራዊ) ስፐር ርዕይ		ጠቅላይ ስፐር ርዕይ	
	የጋራ ጥያቄ	የጋራ ጥያቄ	የጋራ ጥያቄ	የጋራ ጥያቄ	የጋራ ጥያቄ	የጋራ ጥያቄ
<b>የጋራ ጥያቄ</b>						
መጋቢት ጋራ ጥያቄ - EDT	\$ 0	\$ 16,995	\$ 43,917	\$ 0	\$ 22,000	\$ 82,912
መጋቢት ጋራ ጥያቄ - ENV	29,599	0	0	0	0	29,599
መጋቢት ጋራ ጥያቄ - CLEY	0	0	0	33,484	0	33,484
ጋራ ጥያቄ - Can Nor	0	0	0	0	0	0
ጋራ ጥያቄ የጋራ ጥያቄ	0	0	0	0	0	0
	<u>29,599</u>	<u>16,995</u>	<u>43,917</u>	<u>33,484</u>	<u>22,000</u>	<u>145,995</u>
<b>የጋራ ጥያቄ</b>						
የጋራ ጥያቄ ስፐር ርዕይ	8	0	0	0	12,039	12,047
የጋራ ጥያቄ & የጋራ ጥያቄ ስፐር ርዕይ	159	0	410	0	0	569
የጋራ ጥያቄ ስፐር ርዕይ	14,534	0	72	0	0	14,606
የጋራ ጥያቄ ስፐር ርዕይ	1,847	1,545	4,880	0	0	8,272
የጋራ ጥያቄ ስፐር ርዕይ	0	0	1,620	33,440	0	35,060
የጋራ ጥያቄ ስፐር ርዕይ	6,222	0	0	0	0	6,222
የጋራ ጥያቄ ስፐር ርዕይ	0	0	0	0	8,460	8,460
የጋራ ጥያቄ ስፐር ርዕይ	6,951	16,285	34,490	0	1,976	59,702
የጋራ ጥያቄ ስፐር ርዕይ	0	0	2,445	0	0	2,445
	<u>29,721</u>	<u>17,830</u>	<u>43,917</u>	<u>33,440</u>	<u>22,475</u>	<u>147,383</u>
	\$ (122)	\$ (835)	\$ 0	\$ 44	\$ (475)	\$ (1,388)

ᓄᓇᕐᑦ ᕐᑦᑎᑦᑎᑦᑎᑦ  
 ᑲᓇᑕᑦ ᐅᑦᑎᑦᑎᑦᑎᑦ ᐱᑦᑎᑦᑎᑦᑎᑦᑎᑦ ᑎᑦᑎᑦ (CanNor)  
 ᐃᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ ᑕᑦᑎᑦ 31, 2011

ᑦᑎᑦᑎᑦᑎᑦ - Can Nor	ᐃᑦᑎᑦᑎᑦ ᑎᑦᑎᑦ		ᓄᓇᕐᑎᑦᑎᑦ		ᑲᑎᓄᑦ
	ᕐᑎᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	ᑎᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	ᐃᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	ᑎᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	
ᐱᑲᑦᑎᑦ ᐱᑲᑦᑎᑦ	\$ 78,438	\$ 179,325	\$ 36,013	\$ 674,550	\$ 968,326
ᐃᑲᑦᑎᑦ ᐱᑲᑦᑎᑦ	0	4,803	0	74,950	79,753
ᐃᑲᑦᑎᑦ ᐅᑎᑦᑎᑦᑎᑦ	(13,543)	0	(14,375)	0	(27,918)
ᐃᑲᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	<u>64,895</u>	<u>184,128</u>	<u>21,638</u>	<u>749,500</u>	<u>1,020,161</u>
ᑦᑎᑦᑎᑦᑎᑦ					
ᑲᑦᑎᑦᑎᑦ	5,863	0	0	0	5,863
ᑎᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	0	0	0	54,000	54,000
ᑎᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ					
ᑦᑎᑦᑎᑦᑎᑦ	25,625	0	0	0	25,625
ᐱᑦᑎᑦᑎᑦ ᑎᑦᑎᑦᑎᑦ	0	0	0	175,500	175,500
ᑎᑦᑎᑦᑎᑦ	0	79,925	0	0	79,925
ᑎᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	8,292	0	8,778	0	17,070
ᑎᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	0	0	0	475,007	475,007
ᐱᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	0	46,000	0	45,000	91,000
ᑎᑎᑦᑎᑦ	0	58,203	0	0	58,203
ᐃᑦᑎᑦᑎᑦ ᐃᑦᑎᑦᑎᑦ	<u>25,115</u>	<u>0</u>	<u>12,860</u>	<u>0</u>	<u>37,975</u>
	<u>64,895</u>	<u>184,128</u>	<u>21,638</u>	<u>749,507</u>	<u>1,020,168</u>
	\$ 0	\$ 0	\$ 0	\$ (7)	\$ (7)

ᐃᑦᑎ ᑦᑎᑦᑎ ᑦᑎᑦᑎ ᑦᑎᑦᑎ  
 ᑦᑎᑦᑎ ᑦᑎᑦᑎ ᑦᑎᑦᑎ  
 ᑦᑎᑦᑎ ᑦᑎᑦᑎ ᑦᑎᑦᑎ 31, 2011

	ᑦᑎᑦᑎᑦᑎ ᑦᑎᑦᑎ	HRSDC ᑦᑎᑦᑎ ᑦᑎᑦᑎ	ᑦᑎᑦᑎ
ᑦᑎᑦᑎᑦᑎ			
ᑦᑎᑦᑎᑦᑎ	\$ 0	\$ 7,866	\$ 7,866
ᑦᑎᑦᑎ	13,990	0	13,990
ᑦᑎᑦᑎᑦᑎ ᑦᑎᑦᑎ ᑦᑎᑦᑎ	<u>4,000</u>	<u>0</u>	<u>4,000</u>
	<u>17,990</u>	<u>7,866</u>	<u>25,856</u>
ᑦᑎᑦᑎᑦᑎᑦᑎ			
ᑦᑎᑦᑎᑦᑎ ᑦᑎᑦᑎ	17,897	0	17,897
ᑦᑎᑦᑎᑦᑎᑦᑎ ᑦᑎᑦᑎᑦᑎ	<u>0</u>	<u>7,866</u>	<u>7,866</u>
	<u>17,897</u>	<u>7,866</u>	<u>25,763</u>
	<u>\$ 93</u>	<u>\$ 0</u>	<u>\$ 93</u>