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Message from the Chair

Can you believe another year has gone by? As they say, time flies when you're having fun.

Nunavut Tourism has accomplished a lot in the last few years. I am pleased to say this is because of our exceptional volunteer board and our dedicated staff. Our membership has grown, mostly from Nunavut-based companies, the number of inquiries we have received continues to increase, and our exceptional staff continues to work hard to serve our members.

Nunavut Tourism staff visited 11 communities in the last year! Our commitment is to serve our members in the communities and we are meeting with them in person to do that. In the next year we plan to visit communities we missed last year and make the first ever visit by Nunavut Tourism to Sanikiluaq. We cannot serve our members or properly promote Nunavut if we have not experienced it ourselves.

We have done some amazing things in the last year and none of this would have been possible without our funding partners and their generous support. Their continued support and confidence in Nunavut Tourism allows us the opportunity to do what we do. The Government of Nunavut Department of Economic Development and Transportation is a core funder, with CanNor providing significant support for our projects. The Department of Environment, Fisheries and Sealing division and the Department of Culture, Language, Elders, and Youth have also been very supportive. And we cannot forget the support we get from our members on FAM tours and special projects like CTV Canada AM's recent visit. I am pleased you, our members, see the value in what we are doing and buy into it.

Nunavut Tourism continues to be very involved in working with ED&T on the new tourism strategy for Nunavut. When completed, this strategy will be a document that all major stakeholders will have contributed to and will be the roadmap for tourism for the next five years.

I am very proud of what we have accomplished in the last year. We are succeeding at getting Nunavut recognized as a unique travel destination. Nunavut Tourism continues to serve our members well, and works hard to respond to member needs. We are part of the Nunavut landscape. This is an organization that has accomplished a lot in the past few years and is poised to do even more in the future.

Be proud of your organization. Be proud of what you, the tourism industry in Nunavut has accomplished.

Betty Ann Eaton

Chairperson, Nunavut Tourism Board of Directors



CEO's Report

This year has been very busy and has gone by so quickly! Welcome back to another Nunavut Tourism Annual General Meeting. I am very pleased that once again we have been able to assist members from all over the territory to attend this meeting and the training that goes on during the week.

The last year saw Nunavut Tourism do things some thought were impossible. We accomplished many things and this would not have been possible without the support of our Board and staff. Nunavut Tourism is very lucky to have a Board of Directors made up of extraordinary individuals in the tourism industry who are dedicated to attending monthly meetings and twice a year in-person meetings. And please remember this is a voluntary Board; they receive no compensation for doing this. Nunavut Tourism's staff is very special. They are amazing individuals and come together to work as a team that can do anything put before them. The Board and staff make my job much easier.

Over the last year we have done a lot! Some of the highlights of the past year include :

- Our membership has grown by over 10% in the last year. We now have 144 members and are growing every month!
- Our relationships are strong with our funding partners, members, community organizations and other key groups.
- Working with a consultant provided by ED&T, Nunavut Tourism Board and senior staff went through a strategic planning exercise in March. All felt the weekend was very useful and the resulting document will serve as a strategic plan for the 2012-2017 period. A synopsis of this plan is attached as Appendix F. All recognize that this plan will need to be revisited next spring after the finalization of the tourism strategy so that our plan can mesh well with that document.
- We attended a number of Canadian Tourism events to promote Nunavut to domestic and international media and tour operators. Nunavut had full schedules at Rendez-vous Canada, showing how high interest in the territory and what we have to offer is. Nunavut Tourism attends CTC events to network and learn from our counterparts across the country and to ensure our voice is heard at the national level.
- We assisted with 13 FAM trips this year covering a range of publications, both domestic and foreign.
- For the first time since April 1, 1999, a LIVE television broadcast took place in Nunavut when CTV's Canada AM broadcast from Iqaluit July 9 & 10. This was a major undertaking and saw Nunavut go live to over 2 million viewers a day! This would not have been possible without the generous support of our funding partners, particularly ED&T and our members.
- Nunavut Tourism staff attended the Nunavut, Kitikmeot and Kivalliq trade shows, as well as the Outdoor Adventure Show in Toronto.
- Nunavut Tourism sponsored a lunch at the Northern Lights trade show in Ottawa which was to feature Dr. David Suzuki speaking on the importance of Nunavut's environment to tourism. Unfortunately, Dr. Suzuki fell ill and a replacement from his foundation spoke about environmental issues on his behalf.
- Nunavut Tourism staff visited 11 communities in Nunavut. Some of these were one day visits as part of a Community Economic Development 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. These community visits will continue to be an important part of what we do.

- The Pan Territorial Marketing Initiative, led by Nunavut Tourism and funded generously by CanNor, saw a new commercial run on national TV last spring. The commercial was very well received and all three territories experienced positive results from this. Watch for exciting things planned this spring including our commercials running again and a special promotion on the Weather Network.
- Nunavut Tourism continued work with the Government of Nunavut, CanNor and NTI on a new tourism strategy for Nunavut; this document will be a blueprint for tourism in Nunavut.
- Nunavut's first ever tourism conference was held in March. This event had over 100 participants from all over Nunavut and as far away as Greenland. The support of the industry and our funding partners enabled Nunavut Tourism to host a very successful event. Sessions covered a broad range of subjects and were very well attended. Feedback on the event was very positive. We hope this will become a bi-annual event.
- Nunavut Tourism worked with the Department of Environment, Parks and Special Places Division to host the Canadian Parks Council and the Canadian Heritage Rivers Board meetings in May. This event saw people from all over the country attend. Those in attendance had a great conference and the event was extremely well received.
- Nunavut Tourism hosted a presentation in Toronto in February for tour operators and media. This event was highly successful with one new operator, G Adventures, now carrying a Nunavut product, and discussions of potential partnering opportunities with a major Canadian clothing manufacturer and two FAM trips with major publications secured.
- Nunavut Tourism continues its advocacy role on behalf of the industry, addressing issues that matter to the industry. This is a regular and ongoing activity to ensure that the needs of our members are met and the differences of the tourism industry in Nunavut are noted and potentially addressed in territorial and national legislation.
- Our new image bank was launched with over 4,000 images better organized and catalogued. This image bank is available to members, stakeholder groups and the media for promotion of Nunavut. The next phase will see video clips of Nunavut added to the image bank.
- As part of the CTV event in July, our new website was launched on national television with bright yellow Frisbees. This site took a little longer than planned but we consulted with industry along the way to ensure it was what Nunavut wanted and with potential consumers to be sure it would meet their needs as well. Feedback so far has been very positive and the number of visits has been consistently higher than our previous site.
- We are working on a new co-op advertising campaign for members that will enable you to participate in national magazines for a very affordable price. The campaign is in the final design phase and information will be coming to members shortly so ads can run this winter/ spring.

The above are just some of the highlights. This is on top of the regular marketing, working with members, running the visitor centres, and other things Nunavut Tourism does. As a small organization of only 12 full-time staff (and that includes all three visitor centres), we accomplish a lot!

We continue to work closely with the Department of Environment, Fisheries and Sealing Division on recreational sport fishing, an area Nunavut Tourism has neglected for a while. We hosted fly fishing training tied to last year's AGM, supported specific fishing-focused FAM trips and worked with Nunavut Arctic College to start updating the Fishing Guide course which has not been updated since 1986. This update will be completed this year and we will offer the course in one region this coming February. We continue this work on fishing with DOE's support and will continue to work to see this sector of tourism increase. Recreational sport fishing is a growing sector around the world and we want to be sure Nunavut is a well-known hot spot.

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. Our after school program is very popular and was expanded to cover the winter break period. Inuit Art Experiences provide visitors an opportunity to interact with artists directly and hear about how they do their work and what inspires them. Guest speakers and movie nights are also popular in both Iqaluit and Cambridge Bay with over 35 people attending most evenings and significantly more for special speakers.

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.

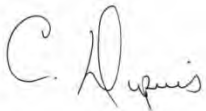
Nunavut Tourism members have much to look forward to. We are working to continue adding benefits to help our members thrive. Our commitment is to build the organization, listen to members and help grow the industry. The regional roundtables that took place earlier this week were a result of your feedback and request. Workshops by Transport Canada and the CTHRC were held based on concerns voiced by members.

Last year we started electronic voting and had a great response (over 50% of members voted in the election for board members. This year we have refined things and have provided a way for all members to participate with a secret ballot. We have national organizations looking at how we are doing this so they can do the same and Nunavut Tourism is quite proud to be a leader in this area.

These are only the highlights. I cannot thank the dedicated staff and volunteer Board we have enough. They have made a huge difference in this organization and are the reason we have accomplished so much this year.

We have already started to work on things for this coming year and have some significant activities planned. We know we will be able to count on our members when we call them to get involved in projects because of the results we have achieved in the past.

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 taking Nunavut from a destination everyone dreams about to one that inspires people to turn that dream into a reality. Tourism has not yet 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

Introduction

As Destination Marketing Organization for the territory, Nunavut Tourism is responsible for promoting Nunavut as a travel destination, guiding potential travelers to our members' products and encouraging them to visit our communities.

Nunavut Tourism aims to position Nunavut as a one-of-a-kind "bucket list" travel destination to consumers and the travel trade in both domestic and international markets. Our marketing activities include advertising, public and media relations, attendance at media/trade/consumer shows and other industry events, social media, market research and much more.

Through collaboration and partnerships with the private sector, governments and other stakeholders, Nunavut Tourism is also able to participate in bigger projects which further promote Nunavut's wealth of tourism opportunities and encourage tourism as a means of sustainable economic growth, cultural preservation and social benefits for the people of Nunavut.

Website

One of the most significant projects of this past year has been the complete redesign and redevelopment of Nunavut Tourism's website, www.nunavuttourism.com.

Following a detailed review of the previous site's limitations, it was decided that a brand new website was the right solution to provide users with the best possible online experience. Nunavut Tourism has worked closely over the



Nunavuttourism.com's new home page design

past year with Ayaya Marketing & Communications to develop a more attractive, more comprehensive, and more user-friendly website to entice potential tourists to visit Nunavut.

Phase 1 of the new website was launched July 9th, 2012 and was announced live on CTV's *Canada AM* during a special Nunavut Day broadcast from Iqaluit. This was an extremely valuable opportunity to reach viewers on a national level, and resulted in more than quadruple the average number of website hits on July 9th and in the days following the broadcast.

Key features of the new website include:

Better User Experience

The top priority for the new website was to offer a better user experience. This included redesigning the site to be a better reflection of Nunavut Tourism's brand, as well as creating



more visual appeal through the heavy use of our media library's most impactful imagery. Secondly, the navigation was restructured to be more intuitive and to make it easier for users to find the information they are looking for. Lastly, the website's content was significantly expanded to make existing sections much more comprehensive, and to add new sections highlighting important practical information about planning and booking a trip to Nunavut.

- **Member Database**

One of the most useful features of the new website is the Find Services tool, which allows users to search through a database of Nunavut Tourism members (both by activity and by community) in order to find the operators and services that suit their interests and meet their needs. Conducting a search results in a list of relevant members including contact information, a short description of the business or service, and a link to the member's website, if available. This new tool is extremely valuable in connecting potential tourists with the experiences they are seeking, guiding them down the path to purchase, and driving traffic to our members' websites.

- **Interactive Google Map**

Another important feature of the website is the new Google map, an interactive tool which allows users to familiarize themselves with Nunavut's geography at a snapshot level or by zooming into an aerial view of each community. Users can explore communities, locate accommodations, and in the near future all national and territorial parks, as well as heritage rivers, will be added to the map.

- **User Survey**

Nunavut Tourism is now able to capture valuable information about website visitors through an optional survey offered when users order guides and maps. The survey gathers details about what users' interests are, what type of trip they are planning, when they plan to visit and more. The data is then analyzed in-house by Nunavut Tourism's Research Assistant and will ultimately be used to improve Nunavut Tourism's marketing and promotion efforts.

The response to the new website continues to be very positive. Nunavut Tourism is currently working on Phase 2 of the site, which will include a new and improved 'Members Only' section, an online media library, member advertising, trade/media/business travel sections, as well as a basic French version of the site. These components are expected to roll out as they are completed in late 2012 and early 2013.

Trade, Media and Consumer Shows

One of Nunavut Tourism's 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.

The following shows were attended over the last year:

Kivalliq & Kitikmeot Trade Shows (November 2011, February 2012) – Nunavut Tourism attended the regional trade shows again last year and will continue to do so going forward in order to maintain a presence in the western



regions. These shows provide a valuable opportunity to meet with current and potential members, as well as other businesses relevant to tourism in the area. Additionally, since these events are well-attended by the public, Nunavut Tourism is able to educate the community about the importance of tourism and the benefits it can bring to their region.

Tourism Industry Association of Canada Conference (November 2011) – TIAC’s annual conference, held in Ottawa, brings delegates from across the country to the doorstep of the country’s elected officials and decision-makers whose departments and agencies impact upon the industry. It’s an event that discusses the tourism picture in Canada as a whole and provides valuable insight for Nunavut Tourism about trends, changes in the industry and other factors that impact tourism in the North.

Northern Lights (February 2012) – Northern Lights is a business and cultural showcase of Nunavut, Nunavik,



Nunavut Tourism staff at Northern Lights 2012 in Ottawa.

Labrador and Nunatsiavut. The highlight of this year’s show was Nunavut Tourism’s luncheon sponsorship featuring keynote speaker David Suzuki, where Nunavut Tourism first had the opportunity to show a video of Nunavut followed by Board Chair Betty Ann Eaton addressing the audience and introducing Suzuki. Unfortunately, due to illness, David Suzuki was not able to attend in person but connected via video conference to speak to the audience about the importance of preserving the north’s pristine natural environment and how this fits into tourism. A representative from the David Suzuki Foundation attended the luncheon on Suzuki’s behalf to deliver the remainder of the presentation.

The Outdoor Adventure Show (February 2012) – The Outdoor Adventure Show is Canada’s largest consumer adventure show and is held annually in Toronto in February. The show spans three days and centers around outdoor adventure sports of all kinds – camping, hiking, canoeing, kayaking, mountain climbing and more – and so has been a good fit Nunavut Tourism and booth partners Parks Canada and Nunavut Parks. The show was well-attended and Nunavut’s booth received a lot of traffic and inquiries. Nunavut Tourism also hosted a dinner for tour operators and media from the Toronto area who have an interest in Nunavut and used the opportunity to deliver a presentation and network with attendees throughout the evening.



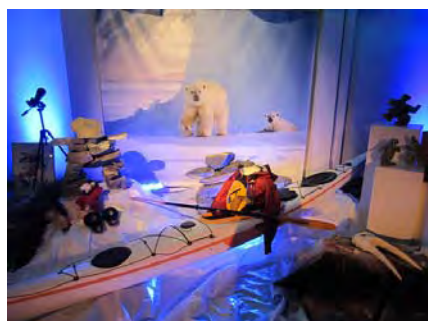
Nunavut Tourism staff talking to curious consumers at the Outdoor Adventure Show.

Rendez-vous Canada (May 2012) – Each year the Canadian Tourism Commission hosts Rendez-vous Canada, a trade event where the Canadian tourism industry meets with international buyers who are looking for new Canadian product. This year, the show was held in Edmonton and was also attended by several Nunavut Tourism



members. Interest in Nunavut was very high and good connections were made with operators and other representatives from domestic, US, and European markets.

GoMedia (May 2012) – GoMedia is an annual media marketplace organized by the Canadian Tourism Commission and held in a different Canadian city each year, where the Canadian tourism industry has a chance to connect with



Nunavut Tourism's booth at GoMedia's northern-themed evening event.

both Canadian and international travel media. This year, the event was held in Whitehorse and was of particular value to Nunavut Tourism as one of the evening events was themed around Canada's North, and Nunavut had a chance to highlight its culture and cuisine through a throat singing performance, Nunavut-specific dishes on the evening's menu, and a booth displaying Inuit art and other traditional cultural pieces from Nunavut. The event was a success and several excellent media connections were made which resulted in FAM trips in the summer of 2012.



Nunavut throat singers perform for over 250 travel media and industry.



Nunavut Tourism accepts the Special Achievement Award at this year's Business Achievement Awards during the Nunavut Trade Show.

Nunavut Trade Show (September 2012) – Organized by the Baffin Regional Chamber of Commerce, the Nunavut Trade Show is Northern Canada's largest annual business event. This year, Nunavut Tourism focused on promoting Nunavut as a destination for meetings, conferences and retreats, as well as making contact with potential members. Nunavut Tourism also delivered a presentation on the success of this summer's Canada AM broadcast from Iqaluit and how different organizations can work together on projects that promote Nunavut.

Media Tours

Media familiarization (FAM) tours are an essential means of generating exposure for Nunavut's tourism experiences, operators and service providers. It is particularly valuable because editorial coverage is typically considered to carry more credibility with readers than paid advertising, and is also much more cost-effective to obtain. Measurement for media is based on equivalent advertising values, which usually far exceed the cost of the FAM trip, resulting in a very good return on investment. Nunavut Tourism supports a variety of FAM trips every year as an integral part of its marketing mix.



Nunavut Tourism regularly receives an abundance of inquiries from media requesting support for FAM trips. These requests are evaluated on a case by case basis according to the following key criteria:

- Proponents must have a commitment for broadcast or publication prior to visiting Nunavut in order to be considered.
- Proposed itineraries must include at least one Nunavut Tourism member operator. Projects involving only wilderness areas with no direct connection to a Nunavut Tourism member will be screened out.
- The intended media outlet and audience for the media coverage must align with Nunavut's tourist demographic.

Additionally, in order to ensure fairness to all members, Nunavut Tourism will usually only assist with one FAM trip per member each year.

The following FAM trips were supported during over the last year:

Born to Explore (TV show, Arviat, November 2011)

Hosted by well-known field scientist and explorer Richard Wiese, *Born To Explore* airs Saturday mornings on ABC and has a viewership in the millions. The show takes viewers on enlightening adventures to far-off places where they are introduced to different cultures and the beauty of the natural world.

The film crew worked with Arctic Kingdom and first spent two days in Arviat meeting with local people, experiencing the culture and attending performances. Next, they flew by charter to polar bear cabins located 100km south of the community and spent two days viewing and filming the bears.

In addition to half-hour episode which aired in February 2012, this project was also promoted on Good Morning America, where host Richard Wiese talked about his experience in Nunavut in a very positive light.

Michelle Valberg (Photographer, Arviat, November 2011)



Ottawa photographer Michelle Valberg is not only passionate about photography, she's passionate about Canada's Arctic. With countless trips to Nunavut under her belt, Michelle has travelled all over the territory to capture the essence of the North through stunning imagery of the land, the animals, and the people.

This past November, Michelle worked with Arctic Kingdom to visit Arviat and the nearby polar bear cabins in search of the perfect cover photo for the January 2012 edition of PhotoNews, a Canadian magazine with a circulation of 120,000 copies per issue distributed through the Globe & Mail across the country. Several days and hundreds of photos later, Michelle walked away with an iconic image of a polar bear for the cover and pieced together several more photos from her travels in Nunavut to accompany the multi-page feature article.

Michelle Valberg's photo on the cover of Photo News.



Toby Saltzman (Journalist, Iqaluit, March 2012)



Journalist Toby Saltzman dogsledding with Inukpak Outfitting in Iqaluit.

This past March, Nunavut Tourism hosted the first ever Tourism in Nunavut Conference and brought in seasoned journalist Toby Saltzman to cover the event and promote Nunavut as a destination for meetings, conferences and retreats. During her visit, Toby also had the chance to sample Iqaluit's tourism experiences and participated in a town tour, dogsled ride, and the Inuit Art Experience.

Toby's story on the tourism conference was featured on cvent.com, the world's biggest booking engine for meetings and conferences. She also secured a feature story about her dogsledding experience in Zoomer magazine's "Best of Canada" issue in May 2012. Additionally, Toby dedicated some time to promoting Nunavut through her social media channels.

Liz Fleming (Journalist, Pond Inlet & Iqaluit, June 2012)

Nunavut Tourism worked in cooperation with Arctic Kingdom and Parks Canada to host Liz Fleming in Pond Inlet for 8 nights and Iqaluit for 2 nights this past June. Liz completed two articles for the Toronto Star, the first on her week long safari to Sirmilik National Park with Arctic Kingdom, and the second on her "long weekend getaway" in Iqaluit. Liz also completed a piece for Cruise & Travel Lifestyles magazine about Arctic Kingdom's yachting tours and Arctic safaris.

Dorte Sasse (Journalist, Iqaluit & Cape Dorset, June 2012)

Nunavut Tourism assisted with German writer Dorte Sasse's visits to Iqaluit and Cape Dorset this past June. While in Iqaluit, Dorte toured the art galleries, museum, and other places of interest, and went dogsledding with Inukpak Outfitting. While in Cape Dorset, Dorte's focus was experiencing the art scene, including interviews with local artists and a visit to the West Baffin Eskimo Co-operative. Dorte's targeted outlets for publication include German magazines such as TERRA, Hamburger Abendblatt, Touristik aktuell, and Oberösterreichische Nachrichten.

Dan Rubenstein (Editor at Canadian Geographic, Cape Dorset, July 2012)

Dan Rubenstein, editor/photographer for Canadian Geographic magazine, spent almost a week in Cape Dorset in July with Huit Huit Tours hiking to cultural sites, exploring Mallikjuaq Territorial Park, Andrew Gordon Bay and the Iqalugaajuit camp by boat, char fishing, wildlife viewing and viewing local art in the community. A feature story will be published in the March 2013 issue of Canadian Geographic Travel.

Robin Esrock (Travel writer & television personality, Somerset Island, July 2012)

Travel writer Robin Esrock is journeying across Canada in search of items to include in his upcoming book, 'The Great Canadian Bucket List', and visited Somerset Island this summer to find Nunavut Experiences to feature on the list. Robin was hosted by Arctic Watch lodge and ticked off several bucket list worthy activities such as kayaking among icebergs, sleeping under the midnight sun and viewing beluga whales from an ice floe. His



experiences were documented along the way in words, video, photos and social media. The book is set to be released in April 2013 and is anticipated to be a national bestseller by the book's publisher Thomas Allen & Sons.

Gregory Gallagher (Travel writer and photojournalist, Bathurst Inlet Lodge, July 2012)

Travel writer and photojournalist G. B. Gallagher was hosted by Bathurst Inlet lodge at the beginning of July gathering interviews, photos and video for his articles in *Dreamscapes Magazine* (Globe & Mail insert), *Wild Junket* digital publication and a possible future department slot or feature story in *National Geographic Traveler* magazine.



Travel writer Gregory Gallagher holds up his catch at Bathurst Inlet Lodge, July 2012.

Joerg Michel (Writer & photographer, Cape Dorset/Iqaluit, August 2012)

Joerg Michel, German market writer and photographer, traveled to Cape Dorset and Iqaluit to complete research on the "Art capital of the Arctic" piece and also a soft adventure piece. The secured assignment is in the travel section of the German publication *DIE ZEIT* (weekly paper, roughly comparable with the Sunday edition of *The Globe and Mail* or *The National Post*).

Eva Holland (Travel writer for Matador Network, Gjoa Haven, August 2012)

Nunavut Tourism worked in partnership with the Canadian Tourism Commission to send Eva Holland to Gjoa Haven at the end of August for a week long adventure with Central Arctic Ventures. Eva is in the process of composing one main travel narrative and two smaller narratives for Matador Travel Network. Matador is an independent media company and nexus of travel culture worldwide. They launched in 2006 with the vision for a travel site and community based on the real cultures, people, and places travelers encounter, as well as a broader global discussion of historical, political, and socioeconomic realities that inform the lives of travelers.

Duane Radford (Travel writer, Camp Ekaluk, August 2012)



Fishing expert Duane Radford at Camp Ekaluk with B&J Flyfishing Adventures.

Duane Radford, President of the Outdoor Writers of Canada, visited Camp Ekaluk this past August 23rd to 30th with B & J Fly-fishing Adventures. Nunavut Tourism worked in cooperation with the manager of B & J Fly-fishing to ensure the trip was a success for all who were involved. The article will be published in the December 2012 issue of *Alberta Outdoorsman* magazine and the 2013 fly-fishing edition of the *Canadian Outdoorsman* magazine; it will then be rolled over into a chapter of a book that American author Ross Shickler is writing about *Fishing for Arctic char, Lake trout and Arctic grayling* in January 2013.



Isabelle Chagnon (Travel writer, Adventure Canada Cruise, August 2012)

Nunavut Tourism worked with Adventure Canada to send francophone travel writer Isabelle Chagnon on the “Arctic Safari” cruise in early August, which included stops at several communities in the Baffin region as well as historic sites related to the Franklin Expedition. Isabelle obtained several commitments for publication in the French Canadian market, including Ulysses Travel Guide, travel trade magazine *Tourisme Plus*, *L’Actualité Médicale* (Rogers Group), Isabelle’s travel blog and more.

Mark Lender (Radio writer/producer, Arviat, fall 2012)

Nunavut Tourism contributed to the Arviat Tourism Office’s FAM initiative inviting Mark Lender to Arviat to experience the fall polar bear migration. Mark is the writer/producer for *Living On Earth* (PRI), a US nationally broadcast Public Radio program dedicated exclusively to reporting on nature, environment and wildlife.

Advertising

Nunavut Tourism regularly places advertising in a variety of publications including magazines, newspapers, in-flight publications, travel guides and more.

Our targeted approach hones in on Nunavut’s core tourist demographic, which has been identified primarily as:

- Ages 45+
- Average household income exceeding \$100,000 annually
- Mostly Canadian
- Slightly higher male to female ratio
- Adventure-seeking empty nesters who have already travelled extensively

In addition to our regular placements, which usually consist of smaller ads in marketplace sections of publications, Nunavut Tourism also negotiates several larger placements each year which are often coupled with editorial or other advertising bonuses.

Special placements for 2011-12 included:

- Several 1/3 page ads placed in *Harper’s* (US publication popular worldwide), which were renewed and increased to full-page ads following positive response and inquiries.
- Full-page ads coupled with full-page editorial in *Horizon Travel Magazine*, which is distributed via the *Toronto Star* in Toronto and the *National Post* in Ottawa to subscribers of these newspapers. This package also included 30,000 x 5-second spots on the 300 TTC screens





in the Toronto subway system as well as 3,000 x 5-second spots on the 6 screens at Union Station in Toronto. The first of these two campaigns ran in late July 2012, which was excellent timing to reinforce the recent exposure on Canada AM.

- Several advertising/editorial combo placements in German publications recommended by our consultant. Next to Canada and the US, Germany is the next highest source of tourists in Nunavut.
- A full-page ad in Canoe & Kayak Magazine (US publication) to reinforce a multi-page article about Nunavut resulting from a media FAM trip, as well as another feature about a two-person expedition around Ellesmere Island.
- A full-page ad in the July issue of the Canadian Business Journal promoting meetings and conferences in Nunavut, which was placed within a special multi-page feature section on the City of Iqaluit.

Currently, Nunavut Tourism is developing a co-op advertising program for members, where the following five themes are being promoted: outdoor adventure, wildlife viewing, cultural experiences, recreational fishing, and fly-fishing. Nunavut Tourism has recently contracted Outcrop Nunavut to design the ads and will begin placements early in 2013.

This program is beneficial to both Nunavut Tourism and its members because:

- Nunavut Tourism will be able to stretch its advertising dollars much further and generate more exposure for Nunavut with member buy-in
- Members who could not otherwise afford advertising will now have a presence in major publications
- By focusing on specific tourism products/activities and giving the reader a call to action, the potential tourist is guided further down the path to purchase and is more likely to visit Nunavut

Nunavut Tourism is very excited to launch this program. The first campaign will run up to three ad placements per theme, after which the program will be evaluated and feedback will be sought from members. If successful, Nunavut Tourism plans to continue this program into the future.

Image Bank

The image bank project was successfully completed in March of 2012.

Nunavut Tourism now has an organized collection of over 4,000 digital images which reside on an in-house server and are accessed and managed through Canto Cumulus, a sophisticated digital asset management program used to catalogue the images. In the coming months, a portion of these images will also be made available through an online media library on Nunavut Tourism's website.

Throughout this project, the following tasks were completed:

- Nunavut Tourism contacted all sources of photography to verify usage rights and obtain written confirmation of these rights for our archives



- Any photos which were of poor quality or whose usage rights or photographer could not be identified were purged from the collection
- New photography was acquired to fill some of the content gaps in the library
- A selection of 500 slides were chosen from Nunavut Tourism's extensive 35mm slide collection and were converted to digital files and professionally retouched for inclusion in the library
- All photos entered into the library were applied with the proper metadata, photographer credits, keywords and other important information to keep the collection organized and easily searchable
- Nunavut Tourism's media library lending policy was reviewed and revised to eliminate commercial usage as an option for the photos

In addition to in-house use of the image library for marketing materials and corporate communications, Nunavut Tourism also shares images for limited third party use upon request. This includes:

- Nunavut Tourism members, for use in their marketing and promotional materials
- The media, to support stories, articles and other media exposure which promotes tourism in Nunavut
- Nunavut government departments/agencies (and occasionally federal government departments/agencies) for use in materials, presentations, and events which promote Nunavut
- Other special projects which are reviewed on a case by case basis

Over the next year, Nunavut Tourism will be adding video assets to its media collection including stock footage, b-roll, and edited promotional clips.

European Market

Nunavut Tourism has renewed its contract with German marketing consultant Michaela Arnold, Managing Director of Denkzauber Marketing, to continue to develop Nunavut's presence in the German-speaking European market.

Denkzauber Marketing provides the following services for Nunavut Tourism:

- Serve as the in-market representative for German speaking Europe (Germany, Switzerland and Austria)
- Coordinate the maintenance of a recently developed German language Nunavut website (www.nunavuttourism.de). This website mirrors the look and feel of Nunavut Tourism's new website, but content and functionality are much more basic.
- Maintain a database of qualified tour operators and wholesalers in the identified geographic area, and fulfill all Nunavut trade requests.
- Develop an annual tour operator newsletter and distribute to all relevant and interested tour operators and wholesalers
- Coordinate qualified travel media requests who will be suitable to assist in promoting editorial coverage of the Nunavut
- Disseminate 4 press releases per year
- Establish and maintain a strong working relationship with the Canadian Tourism Commission and other government partners, and to participate in 2 in-market sessions so as to remain abreast of all trends, market intelligence and marketing activities that are taking place in Germany.



- Provide an official Nunavut Tourism address in Europe.
- Provide Nunavut Tourism with a written annual report that summarizes all in-market activities and includes current and anticipated results of all marketing campaigns.

Canadian Tourism Commission - Partnerships & Programs

The Canadian Tourism Commission (CTC) is Canada's national tourism marketing organization and is responsible for promoting Canada as a desirable tourism destination to the global market. Nunavut Tourism, along with the other provinces and territories, regularly partners with the CTC and/or participates in its various programs and initiatives.

Over the past year, Nunavut Tourism has worked with the CTC on the following projects:

Signature Experiences Collection

The Signature Experiences Collection (SEC) is a collection of unique Canadian travel experiences that is showcased through the CTC's marketing, media and sales channels. It includes travel experiences from Canadian-based tour operators from every province and territory that best exemplify once-in-a-lifetime tourism opportunities in Canada.



The SEC program is beneficial to Canadian travel suppliers because it helps develop international markets for their product offerings by providing greater exposure for their businesses. The CTC uses the SEC members as a priority inventory of experiences to highlight in its global marketing, media and sales activities.

The SEC program was launched in July of 2011 and currently includes over 100 members; four of these are Nunavut operators. Nunavut Tourism has been involved in the program development and selection process by providing input on criteria development as well consulting with the CTC about the initial members selected for the program.

Since there is no limit to the number of members in the collection, Nunavut Tourism encourages its eligible operators to submit an application. For eligibility criteria, program information, and details about the application process, please visit www.canada.travel/sec.

Media Miser

Media Miser is an Ottawa-based media monitoring company contracted by the CTC to provide print, online, and broadcast media monitoring services for the provincial and territorial marketing organizations. Nunavut Tourism bought into this program early in 2012 and now receives weekly reports detailing media coverage about tourism in Nunavut across various Canadian media outlets. Additionally, Media Miser's quarterly reports highlight top publications, authors, regions, subject matter and other useful information. Nunavut Tourism has found this program to be a very efficient and cost-effective means of tracking media coverage within Canada and will continue with the program into the next year.

FAM trips

The CTC has assisted with several international FAM trips to Nunavut by contributing airfare for media to get from their country of origin to a Canadian gateway city. This support has been crucial in helping with international



FAMs, which are otherwise often too costly to arrange. This past year, the CTC contributed airfare for German writer Joerg Michel's art-focused trip to Cape Dorset and Iqaluit as well as Eva Holland's (Matador Network, based in USA) week-long trip to Gjoa Haven.

Pan Territorial Marketing Initiative

Last year was year two for this major project that Nunavut Tourism leads. With generous funding from CanNor, Canada's three northern territories have been able to do national TV ad campaigns. These campaigns are aimed at the domestic market and provide broad general awareness of Canada's North. Response to the ads have been very positive and all three territories realize this type of national advertising is something they could not do on their own.



The ads run late February to the end of March on primetime shows like American Idol and CSI, as well as on specialty networks. Ad buys are concentrated in major urban centres of Toronto, Edmonton and Vancouver. Some ads were bought during local evening news broadcasts in Montreal.

In January, the Pan Territorial group met with the Pan Territorial Francophone group to determine how to best work together and broaden the reach of both groups. This work continues with an MOU being drafted and another meeting planned for this winter.

This group also hosted a very successful media event at GoMedia, which was held in Whitehorse in May 2012. The decision was made to sponsor an evening that would showcase the North to a captive audience of over 125 journalists from around the country.

Another round of commercials is planned for year three, along with exciting promotions on the Weather Network.

Special Projects

Tourism in Nunavut Conference

The 2012 Tourism in Nunavut Conference (TINC) was funded by CanNor and took place in Iqaluit, Nunavut, March 19-23, 2012, primarily at the Frobisher Inn. Additional venues included the Navigator Inn, Unikkaarvik Visitor Centre and Astro Theatre. The number of registered delegates totaled 151 and the number of gala tickets sold was 146. The cost of registration was \$100 and the cost of a gala ticket was \$50.



The TINC brought together tourism representatives from the three regions of Nunavut; Kitikmeot, Kivalliq and Qikiqtaaluk (Baffin); British Columbia, Manitoba, Quebec, Northwest Territories, Newfoundland and Labrador and Greenland. This inaugural event created and reinforced tourism related issues and ideas while providing an opportunity for problem

Over 150 delegates attended the conference.



solving and networking. The theme of the TINC, “More than meets the eye”, was displayed in the diverse programming and the variety of attendees.

Nunavut Tourism contracted Sara Acher on an 8 month term to coordinate the event; Sara reported to Colleen Dupuis, Nunavut Tourism CEO and the TINC steering committee (Cheri Kemp-Long, CanNor; Betty Anne Eaton, Nunavut Tourism Chair/First Air; Karen Kabloona, ED&T) in addition to a program committee comprised of tourism representatives from all over Nunavut.

There were four levels of sponsorship/partnership opportunities for the TINC; Diamond, Gold, Ivory and Bone. Sponsors were recognized for their in-kind and monetary contributions. There were five diamond level sponsors with contributions of \$10,000 or more; four gold level sponsors with contributions between \$5,000 and \$9,999; eleven ivory level sponsors with contributions between \$1,500 and \$4,999; and two bone level sponsors with contributions up to \$1,499.

The TINC had 10 scheduled sessions and 32 scheduled speakers in a 3 day program. Tuesday, March 20, 2012 included opening remarks by Betty Ann Eaton, Nunavut Tourism Chair and The Honorable Eva Aariak, Premier of Nunavut and four sessions: What is Tourism; Sport Hunting and Fishing; Meetings, Events and More; How Sectors Can Work Together. Wednesday, March 21, 2012 included four sessions: Marine Based Tourism; Community Led Tourism; Future Trends; Support and Funding Options and Opportunities. Thursday, March 22, 2012 included remarks by The Honorable Leona Aglukkaq, MP for Nunavut and two sessions: Cultural Tourism Part 1 & 2 and National Organizations Part 1 & 2.



Nunavut Tourism staff at “Conference Central.”

The TINC website www.tourisminnunavut.ca provided general information about Iqaluit and planned activities; travel and accommodations; registration; schedule of events; and sponsors. Advertisements were placed in popular Nunavut publications such as Nunatsiaq News and Up Here Magazine. Email notifications, media releases, newsletter updates and radio announcements also provided information about the conference to the public.



Delegates participated actively in discussions following speaker presentations.

Evening social events for the conference included a Meet & Greet reception with an arctic sports demonstration and a Gala Dinner with drum dancing and live music at the Frobisher Inn. A Country Food Celebration at the Navigator Inn which featured throat singers, an arctic fashion show, Inuktitut square dancing, and a live band. The TINC began and ended with “Experience Iqaluit” tours, which included dog sledding, Iqaluit city tour and Inuit Art Experience. The Unikkaarvik Visitor Centre also hosted an art market on the first and last day of the conference.



Drum dancers performed for a crowd at the conference’s Gala Dinner.



CTV's Canada AM

Nunavut was the final frontier for CTV's *Canada AM* with all of the other provinces and territories having held the national spotlight in the past. Finally, our territory had the opportunity to shine and show the world what the true arctic is really like.



CTV crew and Nunavut Tourism staff visited Katannilik Territorial Park.

CTV's *Canada AM* broadcasted live from Iqaluit for the first time ever on July 9th from the Legislative Assembly and on July 10th from Joamie school. Nunavut Tourism worked with the staff at CTV and local businesses to coordinate everything from transportation, sand bag rentals, food & beverage and storage to segment topics, rental agreements and sponsorship. The project was led by Nunavut Tourism, funded by the Government of Nunavut's Department of Economic Development and Transportation and sponsorship was provided by First Air, The Frobisher Inn and Coman Arctic.

CTV's *Canada AM* has a viewership estimated at two million viewers per day and the value of the coverage received would have cost four times as much in paid advertising. Nunavut Tourism's new website, which was launched on July 9th and announced live on the show, received more than quadruple the number of last year's hits over the course of CTV's stay in Iqaluit and visitation numbers continue to trend higher than previous years' averages.

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Beverly Thomson interviewing Iqaluit residents behind Joamie School.

CTV staff and crew began arriving in Iqaluit on July 3rd for pre-filming, set up and location scouting; by July 8th Iqaluit was host to 25 CTV staff and crew. The CTV staff and crew consisted of producers, hosts, production managers, camera men/women and technical managers and support. The last of the CTV staff and crew departed Iqaluit on July 11 with a bittersweet sigh from all who were involved. Everyone worked very well together and CTV was impressed with the organizational skills of the Nunavut Tourism staff.

Segments for the two day show were organized in cooperation with CTV and Nunavut Tourism. The goal while outlining the numerous live and prerecorded segments was to make certain a full picture of Nunavut was represented; not just a specific location, industry or subject. We wanted to make sure Canada saw the real Nunavut, including all of the positive and negative aspects of a growing territory. Throughout the project, whenever possible Nunavut businesses were used and showcased.

B-roll footage or prerecorded shoots took place in Katannilik Territorial Park, Pangnirtung, Auyuittuq National Park, the Arctic Circle and several locations

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Jeff and Beverly discuss the Mace of Nunavut with the artists who created it.



around Iqaluit. This footage was incorporated into the live show, which consisted of 10 or more segments on each day of live broadcasting.

The July 9th three-hour live broadcast in the parking lot of the Nunavut Legislative Assembly, with the secondary location at the power plant, included the following segments:

- Showcase of Iqaluit's beauty with aerial shots and pre-recorded footage from the Road to Nowhere
- New Nunavut license plate show and tell
- The Mace of Nunavut show and tell with Inuk Charlie, Mathew Nuqingaq, and Paul Malliki
- Interview with Premier Eva Aariak and Cathy Towtongie, President of NTI, including pre-recorded footage of a walk with the Premier in the rock garden at Iqaluit square
- Soap stone carving show and tell and carving lesson with Looty Pijamini
- Inuit History and Tradition lesson with Naullaq Arnaquq
- Walk and talk of the four corners, brief tour of Iqaluit town centre and introduction of Iqaluit slang (rush minute)
- Interview with the Honorable Leona Aglukkaq
- Lesson on arctic flowers and plants with Yvonne Earls
- Habitat for Humanity build in Apex B-roll segment
- Pangnirtung boat trip in Cumberland Sound with Peter's Expediting & Outfitting Services
- Show and tell of the CTV control room – Airport Fire Department command vehicle converted into CTV's command center
- Travel in Nunavut and Nunavut Tourism website launch
- Art of the North with Andrew Qappik and Toonoo Sharky
- Simeonie Keenainak and band and Inuktitut square dancing



The Simeonie Keenainak Band performed at the end of the July 9th broadcast. Frisbees were distributed to celebrate the launch of Nunavut Tourism's new website.

The July 10th three-hour live broadcast overlooking Koojesse Bay at the back of Joamie School, with the secondary location at the breakwater, included the following segments:

- Interview with Cheri Kemp-Long explaining how the sea lift operates in Nunavut
- Interview with Mary Simon, former President of ITK, about the challenges of housing and health care in the territory
- Interview with Wayne Lynch, Director of Fisheries and Sealing about the Nunavut Research Vessel and sport fishing in Nunavut
- Interview with Sarah and Eric McNair-Landry about their kite skiing and cross country skiing adventures in the arctic
- Interview with Louis-Philip Pothier, owner/operator of Inukpak Outfitting, about dogsledding in Nunavut – segment included Inuit sled dog puppies
- Interview and show and tell with Eric Prosh, Director of Minerals for the GN and a video of the Meadowbank Gold project
- Arctic Circle segment – CTV crew flew into the Arctic Circle via helicopter
- Arctic sports demonstration with Johnny Issaluk and Anguti Johnson



Jeff Hutcheson learns to high kick with local athletes.



- Future Panel with Peter Taptuna, Deputy Premier; Anne Hellwig, student and hospitality worker; Alek Montpetit
- Inuktitut language lesson with Karliin Aariak
- Cost of goods segment with Mary Simon
- Arctic cooking demonstration with Frobisher Inn Executive Chef Josef Szakacs
- Live throat singing footage of Karen Flaherty and Kiah Hachey

The community response to the broadcast was amazing; the number of spectators on both days was much greater than anticipated. Local business and community members have shared several positive and uplifting comments and stories with the staff at Nunavut Tourism. The live broadcast was a huge success and although the project was a lot of work, it was worth all of the time, energy and funding!

Recreational Sport Fishing

Nunavut Tourism and the Government of Nunavut's Department of Environment are working in partnership to develop and implement a territorial recreational sport fishing marketing plan. This project seeks to increase awareness of Nunavut as a world class fishing destination.

An eight-page full colour guide to fishing in Nunavut was completed last winter; the slogan is "Nunavut - like nowhere else on earth". The creative for the guide was completed by Outcrop Communications and 9000 copies were produced in the first print run. The guide includes Nunavut fish species; Inuit culture; maps; travel information; world record catches; information on fishing licenses, fishing outfitters, lodges, wilderness camps, guiding services and much more.

A three day fly-fishing training course was offered to members last spring by Rick Whorwood in the Keewatin Air hangar in Iqaluit. The course included but was not limited to instruction on fly-fishing methods, best practices, proper equipment, most successful conditions and locations. Where possible Nunavut Tourism assisted members with travel costs and fly-fishing equipment was offered for sale at a discounted rate.

Duane Radford, President of the Outdoor Writers of Canada, participated in a media FAM trip August 23rd to 30th, 2012 at Camp Ekaluk with B & J Fly-fishing Adventures. We worked in cooperation with the manager of B & J Fly-fishing to make sure the trip was a success for all who were involved. The article will be published in the December 2012 issue of *Alberta Outdoorsman* magazine and the 2013 fly-fishing edition of the *Canadian Outdoorsman* magazine; it will then be rolled over into a chapter in a book that American author Ross Shickler is writing about *Fishing for Arctic char, Lake trout and Arctic grayling* in January 2013.



Travel writer Duane Radford at Camp Ekaluk with B&J Flyfishing Adventures.

Nunavut Tourism is working with Plummer's Tree River Lodge to provide a grand prize for the Gray's Sporting Journal annual contest. Nunavut sport fishing and Plummer's Tree River Lodge will be featured in 17 full colour, full page ads for the grand prize draw - six issues of



American Angler, seven issues of Gray's Sporting Journal and four issues of Fly Tyer. The contest will also be promoted online and in social media. The ads will run July 2013 to July 2014; the draw will take place in June 2014. This agreement will also provide Nunavut Tourism with discounted ad rates and upgraded ad sizes in Gray's Sporting Journal, American Angler and Fly Tyer magazine.

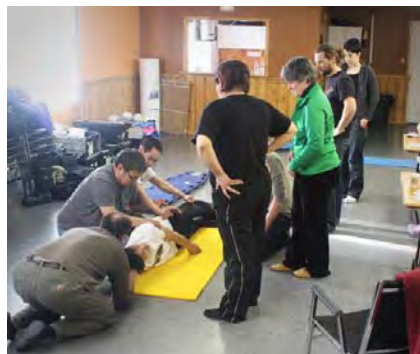
In order to bring Nunavut to the attention of avid fishermen/women, Nunavut Tourism plans to publish advertisements in American fishing magazines. The focus will be on publications with a distribution in high income earning locations, in addition to a high earning target markets. The ad design has been outsourced to Outcrop Nunavut.

Nunavut Tourism in partnership with the Nunavut Arctic College commissioned the update of the fishing guide training program which was last delivered in 1996 and last updated in the late 1980's. The first phase of this update has been completed and the second phase is scheduled to be completed in the winter of 2013. When the program is market ready the hope is to deliver it as part of the Tourism Studies Program at the Nunavut Arctic College and also in regional centres as a certificate program.

Nunavut Tourism will promote recreational sport fishing on our website by way of digital and PDF copies of the fishing guide, promotional video footage and photographs. Additionally, Nunavut Tourism plans to work closely with the Department of Environment to include an online purchasing option for fishing licenses on their website.

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.



Members participated in Wilderness First Aid training, the minimum standard for outdoor professionals, geologists, park rangers, and others who work on the land.

Training Opportunities

Offering regular training opportunities is an essential benefit provided to our members. By attending these professional development sessions, a member's 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. For questions, feedback, and information on past and upcoming sessions, contact our Director of Membership & Visitor Services at members@nunavuttourism.com.



The following training sessions were offered over the past year:

Fly Fishing

Hosted by Rick Horwood. The fly fishing training was offered to our members in a two-day training session. This included fly tying, as well as the techniques of fly casting. The instructor also gave the members a lesson on the different types of rods and when they should be used.

The following members attended the session:

- Amie's Arctic Tours
- Qaqasiq Outfitting
- Ullivik Outfitting
- Peter's Expediting & Outfitting Services
- Webb Outfitting
- Tunungagut Outfitting
- Cambridge Bay HTO
- Inukpak Outfitting
- Hakongak Outfitting
- True North Outfitting

Customer Service

Good customer service is at the heart of the success of every business. Understanding how to deal with answering phone calls, making sure the customer is fully satisfied with the service, and dealing with unruly customers are some the key items to helping our members improve their customer service. The content of this session was chosen by a panel of specialists and was hosted by one of our members.

The following members attended the session:

- Amie's Arctic Tours
- Qaqasiq Outfitting
- Ullivik Outfitting
- Peter's Expediting & Outfitting Services
- Webb Outfitting
- Tunungagut Outfitting
- Cambridge Bay HTO
- Inukpak Outfitting
- Hakongak Outfitting
- True North Outfitting



Funding Agencies

We contacted funding agencies to have them prepare a presentation for our members. This type of information is invaluable for our members to have and we wanted to make sure they are fully aware of the funding agencies available to them and what programs they can offer. Kakivak Association, NCDO and BBDC all presented to the members.

The following members attended the session:

- Amie's Arctic Tours
- Qaqasiq Outfitting
- Ullivik Outfitting
- Peter's Expediting & Outfitting Services
- Webb Outfitting
- Tunungagut Outfitting
- Cambridge Bay HTO
- Inukpak Outfitting
- Hakongak Outfitting
- True North Outfitting

Parks Canada -- New Regulations

Parks Canada was carrying out public and Aboriginal consultations on the proposed National Parks of Canada Wild Animals Regulations. Parks Canada is proposing these Regulations to replace the current National Parks Wildlife Regulations. Among other proposed changes, the proposed Regulations would enhance visitor safety in national parks where polar bears are present by allowing certain categories of park users to carry and use firearms for their protection and the protection of others, and would respect obligations under various land claim agreements, impact and benefit agreements or park establishment agreements.

The following members attended the session:

- Amie's Arctic Tours
- Qaqasiq Outfitting
- Ullivik Outfitting
- Peter's Expediting & Outfitting Services
- Webb Outfitting
- Tunungagut Outfitting
- Cambridge Bay HTO
- Inukpak Outfitting
- Hakongak Outfitting
- True North Outfitting



Wilderness First Aid

This course is the minimum standard for outdoor professionals, geologists, park rangers, and others who work on the land. Nunavut Tourism members that participated in the course include outfitters that take clients out for adventure tourism activities including fishing, hunting, dog sledding and snowmobiling. The course content extends beyond urban-based first aid programs to include elements inherent in leading groups in the arctic and working in remote wilderness environments. Special emphasis was placed on prevention of injuries, risk management, hazard valuation, accident scene management, safety, wilderness first aid kits, wound management and managing the trauma victim. CPR was also included in the program. Successful participants received certification in Advanced Wilderness First Aid as well as CPR/AED and anaphylaxis and epinephrine.

The following members attended the session:

- Alivaktuk Outfitting
- IDS Outfitting
- Hall Beach HTO
- Inukpak Outfitting
- Parks Canada Staff
- Territorial Parks Staff

Tourism in Nunavut Conference

Nunavut Tourism secured funding to bring in members from across Nunavut to participate in the first ever Tourism in Nunavut Conference. The following members attended:

- Alivaktuk Outfitting
- IDS Outfitting
- Inukpak Outfitting
- Hall Beach HTO
- Peter's Expediting & Outfitting Services
- Northwinds Outfitting
- Tulirialuk Outfitting
- Tunungagut Outfitting
- George Hakongak
- Christabelle Westwood
- Billy Arnaquq
- Kristiina Alariq
- Arviat Tourism project



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.



Unikkaarvik Visitor Centre in Iqaluit.

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 was developed and features information on top tourist activities in each community in the region. 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.

The following is an overview of each visitor centre's activities over the last year:

Unikkaarvik Visitor Centre

Unikkaarvik Visitor Centre offers cultural programming with the support of the Government of Nunavut's Department of Culture, Language, Elders and Youth. Each program is offered to the public and advertised via community radio and community bulletin boards.

- After School Program: Two NTEP students from the Nunavut Arctic College are hired to teach the students. The program runs Wednesdays and Thursdays from September through to March for the ages of 7- 10 years old. Cultural activities include:
 - Seal skin sewing
 - Inuit storytelling
 - Crafts
- March Break: a week long program is offered for students and runs every day of the week. The students are offered in-depth programming during this time.
- Guest Speakers: Once a month, a special guest is invited to speak to community members. Examples of past speakers include well-known local residents such as Ken Harper, Solomon Awa, etc.
- Movie Nights: Unikkaarvik Visitor Centre houses an extensive Inuit movie collection. Twice a month we host a movie night showcasing movies from the National Film Board of Canada.
- Inuit Art Experience: Unikkaarvik invites artists from the community and also artists that are traveling to Iqaluit. Artists are encouraged to bring some of his or her work to the visitor centre and explain Inuit stories through art. The work is for sale to the public.



Kids learning to work with animal skins during the After School Program.



- Artist Marketplace: Artists are invited to sell the work they produce. These events are hosted throughout the year and at key times when big groups are in town such as cruise ship visits and conferences. We normally get approximately 5 to 10 artists.
- Canada Day: Nunavut Tourism employees host a BBQ at the visitor centre for Iqaluit residents to celebrate this special day.
- Nunavut Day: Nunavut Tourism employees volunteer their time for the Nunavut Day festivities.

Arctic Coast Visitor Centre

Arctic Coast Visitor Centre offers cultural programming with the support of the Government of Nunavut's Department of Culture, Language, Elders and Youth. Each program is offered to the public and advertised via community radio and community bulletin boards.

- After School Program: This program runs every Wednesday from September through to March for the ages of 7- 10 years old. Cultural activities include:
 - Seal skin sewing
 - Inuit storytelling
 - Crafts

- Guest Speakers: Once a month, a special guest speaker is invited to speak to community members.

- Movie Nights: Arctic Coast Visitor Centre houses an extensive Inuit movie collection. Once a month, we host a movie night showcasing movies from the National Film Board of Canada.



An artist works on a carving at the Inuit Art Experience.

- Artist Marketplace: Artists are invited to sell the work they produce. These events are hosted throughout the year and at key times when big groups are in town such as cruise ship visits and conferences. We normally get approximately 5 to 10 artists.

- Nunavut Day: Nunavut Tourism employees volunteer their time for the Nunavut Day festivities.

Kivalliq Regional Visitor Centre

This centre is unique in that it operates out of the Rankin Inlet Airport. It has a very small exhibit space and therefore doesn't do community programming, however it does work in co-operation with the schools to run programming, such as:

- Guest Speakers: Once a month, a special guest is invited to speak to community members.

Visitor Centre employees are also very active in the community and sit on various committees.



Operations and Management

Nunavut Tourism is governed by an elected, voluntary Board of Directors. In addition, four ex-officio positions are reserved for the Department of Economic Development & Transportation, Territorial Parks, Parks Canada, and NTI. The NTI seat is currently vacant. Other appointed ex-officio Board members include Industry Canada and Canadian Northern Economic Development Agency (CanNor). In March of 2012, ED&T decided that it would not have a full-time ex-officio on any NGO Board, and now attends meetings only quarterly. Industry Canada underwent some restructuring in the summer of 2012 and that seat is currently also vacant.

Directors are elected to represent the following tourism sectors: Hunting, Fishing, Transportation, Accommodations, Adventure, Eco-tourism and Cruises, plus three non-sector positions. Terms are elected on a staggered basis of 4 positions one year and 5 the following year to maintain some Board consistency. The executive of the Board is elected on a yearly basis at a meeting immediately after the Annual General Meeting. The executive consists of three positions – Chair, Vice Chair and Treasurer.

Staffing Changes

In the last twelve months Nunavut Tourism headquarters has had several staff changes, some just internal. Linda Perkins, Finance Manager retired in March and Theresa Rodrigue came on to replace her in February. We were very fortunate to have Theresa join us with many years experience in Nunavut and a broad depth of financial knowledge. Crystal McConnell moved to the Executive Assistant position in March and Helen Klemky joined us in May as Administrative Assistant. Sara Acher is now full-time Project Coordinator.

While Martine Dupont continues to be on leave, Courtney Dunphy has recently accepted the full-time Information Counsellor position in Iqaluit. Staffing in Rankin Inlet and Cambridge Bay remains the same.

Staff Training

The following training was provided for Nunavut Tourism staff over the past year:

- Canadian Society of Association Executives CSAE 100 & 200 (Kevin Kelly)
- Project Management Training (Kevin Kelly, Brian Pehora, Donna Parry, Steven Curley, January 2012)
- First Aid Training (Kevin Kelly, Crystal McConnell, Steven Curley, March 2012)
- Inuit Heritage Trust – “Train The Trainer” (Steven Curley & Clara Wingnek, Cambridge Bay, May 2012)
- Media for the Marketing Professional – Canadian Marketing Association (Donna Parry, Toronto, June 2012)
- Human Resource Management (Kevin Kelly, October 2012)



Board Activities

One of the main undertakings of the Board this year was a new strategic plan. A synopsis of this is included as Appendix F. This planning took place over a weekend prior to the Tourism Conference in March. Led by a consultant provided by ED&T, this was a very productive process with a highly engaged group.

The Board has also been very involved in reviewing and commenting on stages of the new tourism strategy for Nunavut and is committed to this important project.

Advocacy

One of Nunavut Tourism's primary roles is advocacy regarding issues affecting the tourism industry in Nunavut. These issues cover a broad range of subjects including, but not limited to, the following :

- Issues with Transport Canada including SVOP
- Following government policy regarding use of licensed establishments and operators for government business
- Commenting on NIRB applications that affect tourism
- Working with airlines to secure best possible rates for our membership
- Presenting on proposed power rate increases
- Working to support other NGOs in efforts that affect tourism (i.e. Chamber of Commerce education project, NACA workshops and festival)
- Working with Inuit organizations to review programs, develop new initiatives and provide support for projects
- Supporting IHT in their efforts for continuing conservation education in Nunavut
- Presenting on how other sectors can work with tourism at events
- Holding discussions with EDOs to determine needs in communities and how Nunavut Tourism can help meet these needs

Purchasing

Nunavut Tourism is committed to supporting a strong Nunavut-based economy. Nunavut Tourism is funded by different levels of government and government departments. Because of this we are committed to being transparent and following purchasing policies outlined by the Government of Nunavut.

We purchase our supplies from northern suppliers wherever possible.

When we have a contract to award we follow policy which means :

- If under \$5,000, we obtain at least 3 quotes
- Between \$5,000 and \$15,000, we invite quotes from at least 5 suppliers
- Over \$15,000, we do a publicly advertised Request for Proposal; these are advertised in both languages in Nunatsiaq News and News North



In this fiscal year we had 3 RFPs advertised. These were for :

- Exit survey analysis – contract was awarded to Polar Interface Consulting of Ottawa
- Website – contract was awarded to Ayaya Communications
- Fishing brochure – contract was awarded to Outcrop Communications

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**



Thank you!

Nunavut Tourism would like to thank its staff, members and partners for contributing to a productive and successful year. Each person, business and organization plays a vital role in the development of Nunavut's tourism industry and we are excited to grow stronger and attract more visitors to Nunavut each and every year.

We look forward to another successful year in 2012-13!



Nunavut Tourism headquarters staff at Unikkaarvik Visitor Centre

Appendix A: Board of Directors

Betty Ann Eaton

Chairperson
Transportation Representative

Sanjay Uppal

Vice Chairperson
Non-Sector Representative

Rowena House

Treasurer
Non-Sector Representative

Michael Hart

Accommodations Representative

Graham Dickson

Adventure & Ecotourism Representative

Ike Hauli

Hunting Representative

Peter Kilabuk

Fishing Representative

Matthew Swan

Cruise Sector Representative

Max Johnson

Non-sector Representative

David Monteith

Department of Environment Representative

Pauline Scott

Parks Canada Representative

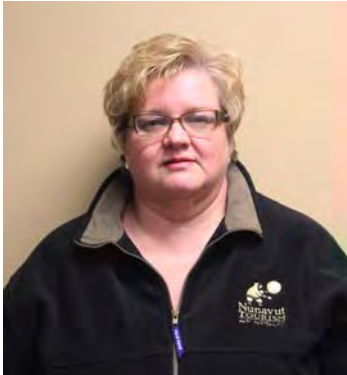
Cheri Kemp-Long

Canadian Northern Economic Development Agency
(CanNor) Representative

NTI Representative - vacant

Industry Canada Representative - vacant

Appendix B: Nunavut Tourism Staff



Colleen Dupuis
Chief Executive Officer



Theresa Rodrigue
Finance Manager



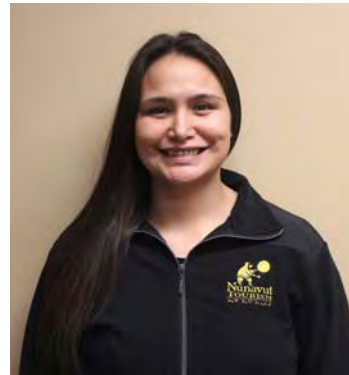
Kevin Kelly
*Director of Member and
Visitor Services*



Sara Acher
Project Coordinator



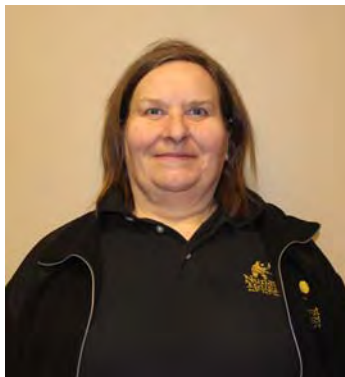
Donna Parry
Marketing Officer



Daisy Lahure
Research Assistant



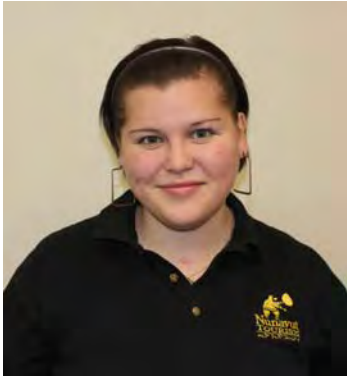
Crystal McConnell
Executive Assistant



Helen Klemky
Administrative Assistant



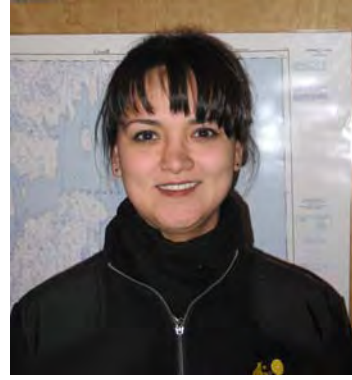
Julia Kipanek
Finance Officer Trainee



Courtney Dunphy
Information Counselor
Unikkaarvik Visitor Centre



Laura Haywood
Information Counselor
Unikkaarvik Visitor Centre



Clara Wingnek
Manager
Arctic Coast Visitor Centre



Maria Friesen
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

Hotel Arctic
Iqaluit, NU

Igloolik Inn, Inns North
Igloolik, NU

Kimik Hotel, Inns North
Kimmirut, NU

Navigator Inn
Iqaluit, NU

Nunattaq Suites
Iqaluit, NU

Qausuittuq Hotel, Inns North
Resolute Bay, 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

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

Hall Beach Hunters & Trappers Association
Hall Beach, NU

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

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

Iglurjuat Outfitting
Arctic Bay, NU

Inukpak Outfitting
Iqaluit, NU

Maniitug Outfitting
Arctic Bay, NU

NorthWinds Arctic Adventures
Iqaluit, NU

Nunavut Experience Outfitting
Qikiqtarjuaq, NU

Peter's Expediting & Outfitting Services
Pangnirtung, NU

Polynya Adventure and Coordination Ltd.
Iqaluit, NU

Tiriao Expediting
Iqaluit, NU

Kivalliq

Arctic Circle Paws and Paddles
Repulse Bay, NU

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, ON

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

Frontiers North Adventures
Winnipeg, MB

Outward Bound Canada
Toronto, ON

Students on Ice Expeditions
Gatineau, QC

The Great Canadian Travel Company
Winnipeg, MB

Uniktour Inc.
Ottawa, ON

Vol de Nuit
Montreal, QC

Services and Related Businesses

Alianait Entertainment Group
Iqaluit, NU

Algonquin Travel and Cruise Centre
Iqaluit, NU

Angoniatit Nioivkia
Kugluktuk, NU

Arctic Clos Angoniatit
Cambridge Bay, NU

Arctic Ventures 2000 Ltd.
Iqaluit, NU

Arts Induvik Canada Inc.
Iqaluit, NU

Ayaya Marketing and Communications
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

Carvings Nunavut Inc.
Iqaluit, NU

City of Iqaluit
Iqaluit, NU

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

Hamlet of Kugaaruk
Kugaaruk, NU

Ikaluktutiak Co-operative
Cambridge Bay, NU

Inns North Hotels
Winnipeg, MB

Kellett Communications
Yellowknife, NWT

Kivalliq Arctic Foods Ltd.
Rankin Inlet, NU

Malikkaat Ltd.
Iqaluit, NU

Municipality of Hall Beach
Hall Beach, NU

Municipality of Kimmirut
Kimmirut, NU

Northern Property Real Estate Investment Trust
Iqaluit, NU

Northwest Territories Tourism
Yellowknife, NWT

Nunavut Arts and Crafts Association
Iqaluit, NU

Nunavut Caribou Tuktu Cabs Ltd.
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

Parks Canada - Nunavut Field Unit
Iqaluit, NU

Pirurvik Centre
Iqaluit, NU

Polar Consultants
Iqaluit, NU

Qikiqtaaluk Corporation
Iqaluit, NU

Rannva Design
Iqaluit, NU

Southeast Nunavut Company Ltd.
Iqaluit, NU

Top Of The World Travel
Iqaluit, NU

Uqqurmiut Centre for Arts & Crafts
Pangnirtung, NU

Waters' Edge Seafood & Steakhouse
Iqaluit, NU

Appendix D

INUIT LANGUAGE PLAN

In the spring of 2011, Nunavut Tourism filed its language implementation plan with the Office of the Language Commissioner. The following were the actions set out in that plan and accepted by the Language Commissioner. Status of each is noted in italics.

Measures/Actions	Target dates
Ensure that Vision and Mission statement is available in all official languages <i>With changes to mission and vision statement needing to be passed at AGM, will be done by January 30, 2013.</i>	March 30 2012
Multilingual sign in front of building erected <i>Done</i>	March 30 2012
Letterheads. Redesign and print <i>Done</i>	Sept. 30, 2011
Create e-mail blocks based on business cards	July 30 2011
Website: Members section, "contact us" available in official languages <i>Members section of website in Phase II and will be done by March 2013</i>	March 30 2012
Make an active offer of service. Change phone messages, create signs for visitor centres <i>Done</i>	August 30 2011
Have text on English invoices offering to create in official language upon request <i>In progress</i>	August 30, 2011
Designate Inuit language staff to respond to public enquires and provide training. <i>Done</i>	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" <i>In progress</i>	June 10, 2011
Change Exit signs at visitor centres <i>In progress</i>	May 30, 2012
Create new hours of operation signs for visitor centres <i>Done</i>	July 30 2011

We have also provided training for staff in a 5 day intensive course, and have staff taking basic Inuktitut training starting in January 2013. All NT locations (HQ, and all three visitor centres) have staff that can offer service in Inuktitut.

All correspondence with members is translated, and we provide interpretation services, if requested, at all training and meetings. When visiting a community we always ensure we have a local interpreter with us to ensure full communication.

Our plan was published in our Annual Report last year.

We have signage at all facilities stating that service is available in Inuktitut.

Appendix E: Inuit Employment Plan

Nunavut Tourism has a 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. Further the following policies are in place :

- * all jobs are publicly advertised in both languages

- * screening of candidates is done on a priority system; first round – beneficiaries (eligible candidates are interviewed and if one is successful no further screening; second round – local to Nunavut (those who have been residents of Nunavut for more than a year; round three – all other candidates

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

We are proud to say we have an Inuk trainee in finance (currently on maternity leave), and have provided management training opportunities to other staff members. We are happy to say we have not had to replace staff during the last year and continue to have at least 1/3 of our workforce be beneficiaries.

Appendix F

Strategic Plan 2012 – 2017

Synopsis



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Nunavut Tourism

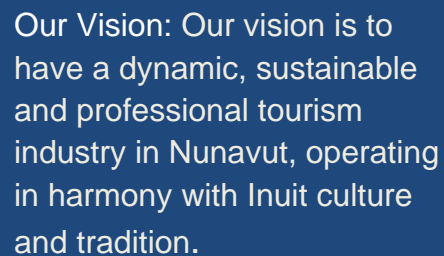
Nunavumi Pulaakataligiyyit

Tourisme Nunavut

Introduction

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

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



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

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

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

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

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

Key Issues

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

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

By Laws: Nunavut Tourism incorporated April 1996

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

Mandate

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

Objectives

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

Who is Nunavut Tourism?

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

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

Vision Statement

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

Mission Statement

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

Priorities

The current priorities for Nunavut Tourism are as follows:

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

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

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

Goals

2012 – 2013

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

Goals – 2013/14 – 2016/17

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

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

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

Other considerations:

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

Monitoring and Evaluation Plan

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

Overall Measurables

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

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

Long term

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

Contingency Plan

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

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

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ጋዥነት - 2013/14 - 2016/17

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Appendix H
Tourism in Nunavut Conference
Schedule of Events

Schedule

Monday, March 19th, 2012

- 2:00 pm – 5:00 pm
Experience Iqaluit Tours
Dog Sledding Tour
City Tours
- 2:00 pm – 7:00 pm
Conference Central - Registration open
Venue: Kitikmeot Room, Frobisher Inn
- 2:00 pm – 5:00 pm
Art Market
Venue: Unikkaarvik Visitor Centre
- 5:00 pm – 7:00 pm
Meet & Greet Reception
Venue: Baffin Room, Frobisher Inn
Entertainment: Arctic Sports Demonstration
Sponsored by: The Frobisher Inn

Tuesday, March 20th, 2012

- 8:00 am – 5:00 pm
Conference Central - Registration Open
Venue: Kitikmeot Room, Frobisher Inn
- 7:30 am – 9:00 am
Continental Breakfast
Venue: Koojesse Room, Frobisher Inn
- 9:00 am – 9:20 am
Opening Remarks
The Honourable Eva Aariak, Primer of Nunavut:
Confirmed
Ms. Betty Anne Eaton, Chair Nunavut Tourism
- 9:20 am – 10:00 am
What is Tourism – The true definition of tourism and how big its impact really is.
Venue: Baffin Room, Frobisher Inn
Ms. Colleen Dupuis, Nunavut Tourism CEO

- 10:00 am – 10:30 am
Morning Nutrition Break
Venue: Koojesse Room, Frobisher Inn
Sponsored by: First Air
- 10:30 am – 12:00 pm
Sport Hunting and Fishing
The strengths, weaknesses, opportunities and challenges of the sport hunting and fishing industry from the view of two Nunavut operators. Results of the recreational sport fishing survey.
Venue: Baffin Room, Frobisher Inn
Mr. Peter Kilabuk, Owner/Operator Peter's Expediting & Outfitting Service
Mr. Wayne Lynch, Director of Environment, Fisheries & Sealing Division
Mr. John Saura, President, Canada North Outfitting
- 12:00 pm – 1:00 pm
Lunch
Venue: Storehouse Bar & Grill, Frobisher Inn
- 1:00 pm – 2:45 pm
Meetings, Events and More - Profiles of a successful Nunavut conference, meeting and festival from each of the event organizers' perspective.
Venue: Baffin Room, Frobisher Inn
Mr. Cameron DeLong, Director, Canadian Society of Landscape Architects
Mr. Mark Airut, Rockin' Walrus Arts Festival Coordinator
Ms. Malaya Mikijuk, Executive Assistant and
Ms. BJ Barnes, Residential School Settlement Agreement Coordinator, Nunavut Tunngavik Inc.
- 2:45 pm – 3:15 pm
Afternoon Nutrition Break
Venue: Koojesse Room, Frobisher Inn
Sponsored by: Nunavut Business Credit Corporation
- 3:00 pm - 4:45 pm
How Sectors Can Work Together - How various sectors within Nunavut can influence and collaborate with the tourism industry to maximize economic benefits.

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More Than Meets the Eye
Des trésors cachés vous attendent



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Tourism in Nunavut
Le Tourisme au Nunavut

Tourism in Nunavut Conference March 19 – 23, 2012

Thursday, March 22nd, 2012

7:30 am – 9:00 am

Continental Breakfast

Venue: Koojesse Room, Frobisher Inn

9:00 am – 9:20 am

Remarks By

The Honourable Leona Aglukkaq, MP for Nunavut,
Minister of Health and Minister of the Canadian North-
ern Economic Development Agency: Invited

9:20 am – 10:30 am

Cultural Tourism - Examples of successful and
distinctive cultural tourism activities within the
territory.

Venue: Baffin Room, Frobisher Inn

Ms. Alana Faber-Swan, Operations Manager,
Adventure Canada
Mr. Adrian Wortley, Regional Program Manager,
Canadian Heritage
Ms. Sheena Akoomalik, Manager/Tununiq
Arsarniit Theatre Group, Pond Inlet

10:30 am – 11:00 am

Morning Nutrition break

Venue: Koojesse Room, Frobisher Inn

Sponsored by: MacKay Landau

11:00 am – 12:15 pm

Cultural Tourism - Part 2

Venue: Baffin Room, Frobisher Inn

Ms. Colleen Dupuis, Nunavut Tourism CEO
Ms. Olivia Tagalik, Tourism Coordinator,
Hamlet of Arviat
Ms. Sarah Brown, Project Manager, Inuit Heritage Trust

12:15 pm – 1:15 pm

Lunch

Venue: Store House Grill, Frobisher Inn

1:15 pm – 2:30 pm

National Organizations - Working with industry
to promote tourism in Nunavut.

Venue: Baffin Room, Frobisher Inn

Mr. David F. Goldstein, President and Chief Executive
Officer, Tourism Industry Association of Canada
Ms. Wendy Swedlove, President and Chief Executive
Officer, Canadian Tourism Human Resource Council

2:30 pm – 3:00pm

Afternoon Nutrition Break

Venue: Koojesse Room, Frobisher Inn

Sponsored by: Nunavut Tunngavik Inc.

3:00 pm – 4:30 pm

National Organizations - Part 2

Venue: Baffin Room, Frobisher Inn

Ms. Michele McKenzie, President and Chief
Executive Officer, Canadian Tourism Commission
Ms. Sonja Chilcott, Publisher, Meetings Canada
Mr. Marty Magne, Director for Western & Northern
Canada, Parks Canada

6:30 pm – 10:00 pm

Country Food Celebration

Venue: Navigator Inn

Entertainment: Simeonie Keenainak & Band
Fashion Show

Sponsored by: Government of Nunavut:
Department of Environment, Fisheries &
Sealing

Friday, March 23rd, 2012

9:00 am – 11:00 am

Tea and Bannock at Unikkaarvik Visitor Centre

Venue: Unikkaarvik Visitor Centre

9:00 am – 11:00 am

Art Market

Venue: Unikkaarvik Visitor Centre

9:00 am – 12:00 pm

Experience Iqaluit Tours

Dog Sledding Tours,
Inuit Art Experience,
Scenic Airplane Tours

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Amigaitunik Hunavalungnik Takun'naqtuq
More Than Meets the Eye
Des trésors cachés vous attendent



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Nunavutmi Aqulqattangniq
Tourism in Nunavut
Le Tourisme au Nunavut

Appendix I
Financial Statements

**NUNAVUT TOURISM
FINANCIAL STATEMENTS
MARCH 31, 2012**

**NUNAVUT TOURISM
INDEX
MARCH 31, 2012**

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Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Nunavut Tourism as at March 31, 2012 and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Iqaluit, Nunavut
June 11, 2012


CHARTERED ACCOUNTANTS

**NUNAVUT TOURISM
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2012**

	Association Operations & Management (Schedule I)	Visitors Centre Merchandise Sales (Schedule I)	Other Government Projects (Schedule II)	Can Nor Projects (Schedule III)	Other Projects (Schedule IV)	2012 Total	2011 Total
REVENUE							
Government of Nunavut Repayment	\$ 1,800,000	\$ -	\$ 209,651	\$ -	\$ -	\$ 2,009,651	\$ 1,765,775
Transfer to capital assets	(94,320)	-	-	-	-	(94,320)	(17,381)
	(5,471)	-	-	-	-	(5,471)	(10,943)
Deferred (Note 5)	1,700,209	-	209,651	-	-	1,909,860	1,737,451
	37,161	-	-	-	-	37,161	37,852
	1,737,370	-	209,651	-	-	1,947,021	1,775,303
Federal government funding	-	-	-	1,788,250	16,064	1,804,314	1,028,027
Memberships	17,680	-	-	-	-	17,680	14,920
Advertising and sponsorship	51,183	-	-	-	-	51,183	7,158
Repayment	-	-	-	(25,060)	-	(25,060)	-
Other revenue	9,657	25,021	-	-	71,325	106,003	62,563
	1,815,890	25,021	209,651	1,763,190	87,389	3,901,141	2,887,971
EXPENSES							
Administration	128,044	2,086	-	-	-	130,130	123,618
Amortization	53,311	-	-	-	-	53,311	66,657
Board governance	63,475	-	-	-	-	63,475	48,992
Building and equipment	155,383	-	-	-	-	155,383	151,925
Human resources	1,224,911	-	-	-	41,942	1,266,853	1,087,913
Marketing	190,766	-	-	-	-	190,766	183,890
Loss on disposal of assets	-	-	-	-	-	-	11,735
Materials and supplies	-	10,114	-	-	-	10,114	17,203
Project costs	-	-	209,651	1,763,190	38,941	2,011,782	1,185,448
	1,815,890	12,200	209,651	1,763,190	80,883	3,881,814	2,877,381
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES \$	-	\$ 12,821	\$ -	\$ -	\$ 6,506	\$ 19,327	\$ 10,590

NUNAVUT TOURISM
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED MARCH 31, 2012

	General Fund	Invested in Capital Assets	Asset Replacement Fund	Total 2012	Total 2011
BALANCE, OPENING	\$ 343,699	\$ 59,708	\$ 43,544	\$ 446,951	\$ 436,361
Excess revenue	19,327	-	-	19,327	10,590
Purchases of equipment	(5,471)	5,471	-	-	-
Government assistance	5,471	(5,471)	-	-	-
Amortization of government assistance	(37,161)	37,161	-	-	-
Amortization	<u>53,311</u>	<u>(53,311)</u>	<u>-</u>	<u>-</u>	<u>-</u>
BALANCE, CLOSING	<u>\$ 379,176</u>	<u>\$ 43,558</u>	<u>\$ 43,544</u>	<u>\$ 466,278</u>	<u>\$ 446,951</u>

**NUNAVUT TOURISM
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2012**

	<u>2012</u>	<u>2011</u>
<u>ASSETS</u>		
CURRENT		
Cash	\$ 348,796	\$ 532,095
Accounts receivable (Note 3)	392,565	292,288
Prepaid expenses	<u>13,753</u>	<u>26,778</u>
	755,114	851,161
 CAPITAL ASSETS (Notes 2 and 4)	 <u>128,671</u>	 <u>176,511</u>
	<u>\$ 883,785</u>	<u>\$ 1,027,672</u>
<u>LIABILITIES</u>		
CURRENT		
Accounts payable and accrued liabilities	\$ 326,796	\$ 437,704
Deferred revenue	<u>5,598</u>	<u>26,214</u>
	332,394	463,918
 DEFERRED GOVERNMENT ASSISTANCE (Note 5)	 <u>85,113</u>	 <u>116,803</u>
	<u>417,507</u>	<u>580,721</u>
<u>NET ASSETS</u>		
 GENERAL FUND	 379,176	 343,699
INVESTED IN CAPITAL ASSETS	43,558	59,708
ASSET REPLACEMENT FUND	<u>43,544</u>	<u>43,544</u>
	<u>466,278</u>	<u>446,951</u>
	<u>\$ 883,785</u>	<u>\$ 1,027,672</u>

APPROVED BY THE BOARD:

_____ President

_____ Secretary/Treasurer

NUNAVUT TOURISM
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2012

	<u>2012</u>	<u>2011</u>
OPERATING ACTIVITIES		
Excess revenue	\$ 19,327	\$ 10,590
Items not requiring (providing) cash:		
Amortization of capital assets	53,311	66,657
Amortization of deferred government assistance	(37,161)	(37,852)
Loss on disposal of equipment	<u>-</u>	<u>11,735</u>
	35,477	51,130
Cash provided by (used for) changes in non-cash working capital:		
Accounts receivable	(100,277)	118,322
Prepaid expenses	13,025	(6,358)
Accounts payable and accrued liabilities	(110,908)	182,302
Deferred revenue	<u>(20,616)</u>	<u>11,811</u>
	(183,299)	357,207
FINANCING ACTIVITIES		
Government assistance	5,471	10,943
INVESTING ACTIVITIES		
Purchase of equipment	<u>(5,471)</u>	<u>(10,943)</u>
INCREASE (DECREASE) IN CASH	(183,299)	357,207
CASH, OPENING	<u>532,095</u>	<u>174,888</u>
CASH, CLOSING	<u>\$ 348,796</u>	<u>\$ 532,095</u>

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2012

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, 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. Invested in Capital Assets 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
Media displays	30% declining balance
Leasehold improvements	straight-line over the lease term

**NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2012**

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. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Revenue from merchandise sales is recognized at the point of sale.

(g) Expense Allocations

Expenses which are wholly attributable to a particular project are charged directly to the appropriate project. Where expenses are not wholly attributable to a specific project these expenses are allocated amongst the applicable projects based on management's estimates of the time, effort and resources required to support these activities.

3. ACCOUNTS RECEIVABLE

	<u>2012</u>	<u>2011</u>
Government of Nunavut	\$ 138,849	\$ 170,217
Government of Canada	219,997	104,730
Trade receivables	<u>33,719</u>	<u>17,341</u>
	<u>\$ 392,565</u>	<u>\$ 292,288</u>

4. CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value 2012</u>	<u>Net Book Value 2011</u>
Furniture and equipment	\$ 243,778	\$ 204,831	\$ 38,947	\$ 42,530
Computers and audio-visual equipment	161,173	152,972	8,201	11,715
Leasehold improvements	177,529	108,225	69,304	104,810
Media displays	<u>88,876</u>	<u>76,657</u>	<u>12,219</u>	<u>17,456</u>
	<u>\$ 671,356</u>	<u>\$ 542,685</u>	<u>\$ 128,671</u>	<u>\$ 176,511</u>

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2012

5. DEFERRED GOVERNMENT ASSISTANCE

	<u>2012</u>	<u>2011</u>
Deferred government assistance - beginning of year	\$ 116,803	\$ 143,712
Government assistance recognized during year	(37,161)	(37,852)
Government assistance deferred during the year	<u>5,471</u>	<u>10,943</u>
	<u>(31,690)</u>	<u>(26,909)</u>
Deferred government assistance - end of year	<u>\$ 85,113</u>	<u>\$ 116,803</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:

2013	\$	85,069
2014		83,707
2015		<u>82,346</u>
		<u>\$ 251,122</u>

8. FUTURE ACCOUNTING CHANGES

Canada's Accounting Standards Board ("AcSB") has issued a new accounting framework entitled Accounting Standards for Not-For-Profit Organizations. The organization has determined that it intends to adopt Accounting Standards for Not-For-Profit Organizations effective for the year commencing April 1, 2012. The impact of adopting these standards is not expected to be material.

9. COMPARATIVE AMOUNTS

Certain 2011 financial statement amounts have been reclassified to conform to the financial statement presentation adopted in the current year.

SCHEDULE I

**NUNAVUT TOURISM
CORE OPERATIONS**
FOR THE YEAR ENDED MARCH 31, 2012

	<u>Core Operations and Management</u>	<u>Visitors Centres</u>	<u>Total Operations and Visitors Centres</u>	<u>Visitors Centre Merchandise Sales</u>	<u>Total</u>
Revenues					
Government of Nunavut EDT	\$ 1,239,000	\$ 561,000	\$ 1,800,000	\$ -	\$ 1,800,000
Sponsorship	51,183	-	51,183	-	51,183
Membership	17,680	-	17,680	-	17,680
Other income	9,657	-	9,657	25,021	34,678
Repayment of funding	(94,320)	-	(94,320)	-	(94,320)
Amortization of government assistance	37,161	-	37,161	-	37,161
Transfer to capital assets	(5,471)	-	(5,471)	-	(5,471)
	<u>1,254,890</u>	<u>561,000</u>	<u>1,815,890</u>	<u>25,021</u>	<u>1,840,911</u>
Expenses					
Administration	115,140	12,904	128,044	2,086	130,130
Amortization	53,311	-	53,311	-	53,311
Board governance	63,475	-	63,475	-	63,475
Building and equipment	152,953	2,430	155,383	-	155,383
Human resources	807,437	417,474	1,224,911	-	1,224,911
Marketing	190,624	142	190,766	-	190,766
Materials and supplies	-	-	-	10,114	10,114
	<u>1,382,940</u>	<u>432,950</u>	<u>1,815,890</u>	<u>12,200</u>	<u>1,828,090</u>
	<u>\$ (128,050)</u>	<u>\$ 128,050</u>	<u>\$ -</u>	<u>\$ 12,821</u>	<u>\$ 12,821</u>

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	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ
	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ
	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ	ἰσχυροὶ ἰσχυροὶ
ἰσχυροὶ ἰσχυροὶ	0 \$	0 \$	0 \$	0 \$	0 \$	21,753 \$	0 \$	13,530 \$	35,283			
ἰσχυροὶ ἰσχυροὶ	90,484	30,000	3,485	0	0	0	10,633	0	134,602			
ἰσχυροὶ ἰσχυροὶ	0	0	0	39,766	0	0	0	0	39,766			
	90,484	30,000	3,485	39,766	21,753	10,633	13,530	209,651				
ἰσχυροὶ ἰσχυροὶ	25,169	0	3,085	0	0	0	0	0	28,254			
ἰσχυροὶ ἰσχυροὶ	26,614	17,500	0	0	6,206	0	0	0	50,320			
ἰσχυροὶ ἰσχυροὶ	2,636	0	0	39,766	9,546	0	0	0	51,948			
ἰσχυροὶ ἰσχυροὶ	8,890	4,061	400	0	0	10,633	0	0	23,984			
ἰσχυροὶ ἰσχυροὶ	0	0	0	0	3,601	0	0	0	3,601			
ἰσχυροὶ ἰσχυροὶ	5,041	0	0	0	0	0	0	0	5,041			
ἰσχυροὶ ἰσχυροὶ	20,670	0	0	0	0	0	13,530	0	34,200			
ἰσχυροὶ ἰσχυροὶ	1,464	8,439	0	0	2,400	0	0	0	12,303			
	90,484	30,000	3,485	39,766	21,753	10,633	13,530	209,651				
	0 \$	0 \$	0 \$	0 \$	0 \$	0 \$	0 \$	0 \$	0 \$			

SCHEDULE II

NUNAVUT TOURISM
OTHER GOVERNMENT PROJECTS
FOR THE YEAR ENDED MARCH 31, 2012

Sport Fishing	Lifeline	Victoria Island	Arctic Coast Visitor Centre	Rankin Visitor Centre	CHRB/CPC	TINC Kitikmeot Delegates	Total
Government of Nunavut EDT	\$ -	\$ -	\$ -	\$ 21,753	\$ -	\$ 13,530	\$ 35,283
Government of Nunavut ENV	90,484	3,485	-	-	10,633	-	134,602
Government of Nunavut CLEY	-	-	39,766	-	-	-	39,766
	<u>90,484</u>	<u>3,485</u>	<u>39,766</u>	<u>21,753</u>	<u>10,633</u>	<u>13,530</u>	<u>209,651</u>
Revenues							
Government of Nunavut EDT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Government of Nunavut ENV	25,169	3,085	-	-	-	-	28,254
Government of Nunavut CLEY	26,614	-	-	6,206	-	-	50,320
Advertising and promotion	2,636	-	39,766	9,546	-	-	51,948
Consultants and professional	8,890	400	-	-	10,633	-	23,984
Program expenses	-	-	-	3,601	-	-	3,601
Project management	-	-	-	-	-	-	-
Rent	5,041	-	-	-	-	-	5,041
Research	20,670	-	-	-	-	13,530	34,200
Training	1,464	-	-	2,400	-	-	12,303
Travel and accommodations	<u>90,484</u>	<u>3,485</u>	<u>39,766</u>	<u>21,753</u>	<u>10,633</u>	<u>13,530</u>	<u>209,651</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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ኮሌጅ ስፕሮግራፍ ለሩሩሳራራራራራራ ስፍራ (CAN NOR)
ግንባታ ልማት ስራ 31, 2012

	ግንባታ ስራ የግንባታ ስራ ሰነድ	መጋኔ ስራ የግንባታ ስራ ሰነድ	ክፍያ
የግንባታ ስራ - CanNor			
ግንባታ ስራ ለግንባታ	\$ 845,325	\$ 764,100	\$ 1,609,425
ግንባታ ስራ ማሳተፍ	93,925	84,900	178,825
ግንባታ ስራ ስራ ስራ	(25,060)	0	(25,060)
ግንባታ ስራ ግንባታ ስራ	<u>914,190</u>	<u>849,000</u>	<u>1,763,190</u>
የግንባታ ስራ			
ስራ ስራ ስራ ስራ ስራ	0	120,000	120,000
ስራ ስራ	246,940	0	246,940
ስራ ስራ ስራ ስራ ስራ	0	109,000	109,000
ስራ ስራ ስራ ስራ ስራ	493,500	0	493,500
Media placement	0	575,000	575,000
ስራ ስራ ስራ ስራ	53,750	45,000	98,750
ስራ ስራ ስራ	<u>120,000</u>	<u>0</u>	<u>120,000</u>
	<u>914,190</u>	<u>849,000</u>	<u>1,763,190</u>
	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

NUNAVUT TOURISM
CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY (CAN NOR)
FOR THE YEAR ENDED MARCH 31, 2012

	4 year Marketing Plan	Pan Territorial Marketing Initiative	Total
Revenues - CanNor			
Contributions received	\$ 845,325	\$ 764,100	\$ 1,609,425
Contributions receivable	93,925	84,900	178,825
Contributions repayable	<u>(25,060)</u>	<u>-</u>	<u>(25,060)</u>
Net Contributions	<u>914,190</u>	<u>849,000</u>	<u>1,763,190</u>
Expenses			
Agency co-ordination	-	120,000	120,000
Conference	246,940	-	246,940
Creative services and production	-	109,000	109,000
Marketing and advertising	493,500	-	493,500
Media placement	-	575,000	575,000
Project management	53,750	45,000	98,750
Research	<u>120,000</u>	<u>-</u>	<u>120,000</u>
	<u>914,190</u>	<u>849,000</u>	<u>1,763,190</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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 ᐃᓕᖅᓂᓪ ᐃᓕᓂᓪᓂᓪᓂᓪ ᐱᓕᖅ 31, 2012

	<u>ᐃᓕᖅᓂᓪᓂᓪ</u> <u>ᐃᓂᓪᓂᓪ</u>	<u>HRSDC</u> <u>ᐃᓂᓪᓂᓪ</u> <u>ᐃᓕᓂᓪᓂᓪᓂᓪ</u>	<u>KPDF</u>	<u>ᓄᓇᓂᓪᓂᓪ</u> <u>ᓂᓪ ᐃᓂ</u>	<u>ᐃᓕᖅᓂᓪ</u> <u>ᐱᓕᓂᓪᓂᓪ</u>	<u>ᐃᓂᓪᓂᓪ</u>
ᓄᓇᓂᓪᓂᓪᓂᓪ						
ᓂᓕᓂᓪᓂᓪᓂᓪ	\$ 0	\$ 11,064	\$ 0	\$ 5,000	\$ 0	\$ 16,064
ᐃᓕᖅᓂᓪ	45,178	0	0	15,437	0	60,615
ᐃᓕᖅᓂᓪ ᐃᓕᓂᓪᓂᓪᓂᓪ	0	0	2,493	1,594	6,623	10,710
	<u>45,178</u>	<u>11,064</u>	<u>2,493</u>	<u>22,031</u>	<u>6,623</u>	<u>87,389</u>
ᓄᓇᓂᓪᓂᓪᓂᓪᓂᓪ						
ᓂᓂᓂᓪᓂᓪᓂᓪ						
ᐃᓂᓪᓂᓪᓂᓪᓂᓪᓂᓪ	0	0	0	6,595	0	6,595
ᐃᓕᖅᓂᓪ	254	0	0	0	0	254
ᐱᓕᓂᓪᓂᓪ ᐃᓕᖅ	0	0	0	1,489	0	1,489
ᓂᓂᓂᓪᓂᓪᓂᓪ ᓂᓂᓂᓪᓂᓪ	9,862	0	0	13,947	0	23,809
ᐱᓕᓂᓪᓂᓪᓂᓪ	4,301	0	2,493	0	0	6,794
ᓄᓇᓂᓪᓂᓪᓂᓪᓂᓪ ᐃᓂᓂᓪᓂᓪ	<u>30,878</u>	<u>11,064</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>41,942</u>
	<u>45,295</u>	<u>11,064</u>	<u>2,493</u>	<u>22,031</u>	<u>0</u>	<u>80,883</u>
	<u>\$ (117)</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 6,623</u>	<u>\$ 6,506</u>

SCHEDULE IV

**NUNAVUT TOURISM
OTHER PROJECTS
FOR THE YEAR ENDED MARCH 31, 2012**

	<u>Kakivak Program</u>	<u>HRSDC Summer Students</u>	<u>KPDF</u>	<u>Wilderness First Air</u>	<u>Other projects</u>	<u>Total</u>
Revenues						
Federal government	\$ -	\$ 11,064	\$ -	\$ 5,000	\$ -	\$ 16,064
Kakivak	45,178	-	-	15,437	-	60,615
Other income	-	-	2,493	1,594	6,623	10,710
	<u>45,178</u>	<u>11,064</u>	<u>2,493</u>	<u>22,031</u>	<u>6,623</u>	<u>87,389</u>
Expenses						
Consultants and professional	-	-	-	6,595	-	6,595
Other	254	-	-	-	-	254
Project costs	-	-	-	1,489	-	1,489
Travel and accommodations	9,862	-	-	13,947	-	23,809
Training	4,301	-	2,493	-	-	6,794
Wages and benefits	30,878	11,064	-	-	-	41,942
	<u>45,295</u>	<u>11,064</u>	<u>2,493</u>	<u>22,031</u>	<u>-</u>	<u>80,883</u>
	<u>\$ (117)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,623</u>	<u>\$ 6,506</u>