

Appendix A: Board of Directors

Michael Hart (Chair)

Accommodations Sector Representative

Inns North

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Adamie Sakeeta (Treasurer)

Transportation Sector Representative

Canadian North

asakeeta@canadiannorth.com

Matthew Swan

Cruise Sector Representative

Adventure Canada

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Levi Kaunak

Hunting Sector Representative

Hall Beach Hunters' and Trappers' Association

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Max Johnson

Non-Sector Representative

The Great Canadian Travel Company

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Garry Enns

Ex-officio Representative

Parks Canada - Nunavut Field Unit

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Graham Dickson (Vice Chair)

Non-Sector Representative

Arctic Kingdom Marine Expeditions

gdickson@arctickingdom.com

Billy Arnaquq

Adventure and Ecotourism Sector Representative

Nunavut Experience Outfitting

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Tessum Weber

Fishing Sector Representative

Arctic Watch Wilderness Lodge

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Rowena House

Non-Sector Representative

Nunavut Arts and Crafts Association

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Cheri Kemp-Long

Ex-officio Representative

Canadian Northern Economic Development Agency

Cheri.kempLong@cannor.gc.ca

David Monteith

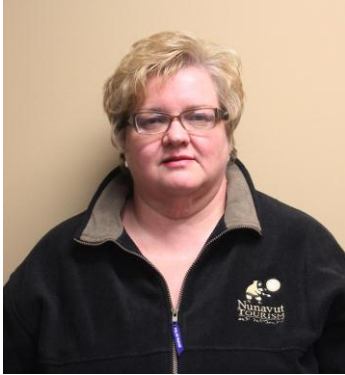
Ex-officio Representative

Government of Nunavut

Department of Environment

dmonteith@gov.nu.ca

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



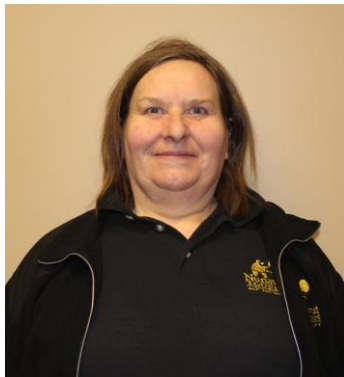
Donna Parry
Marketing Officer



Daisy Lahure
Research Assistant



Crystal McConnell
Executive Assistant



Helen Klemky
Administrative Assistant



Julia Kipaneq
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

Tiriaoq 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 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

Angoniatit Niovikvia
Kugluktuk, NU

Arctic Closet 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

Data Path Systems
Marsh Lake, YK

Explorer Hotel
Yellowknife, NWT

First Air
Iqaluit, NU

Go Cargo Taxi Ltd
Cambridge Bay, NU

Hamlet of Arctic Bay
Arctic Bay, NU

Hamlet of Arviat
Arviat, NU

Inns North Hotels
Winnipeg, MB

Kellett Communications
Yellowknife, NWT

Kivalliq Arctic Foods Ltd.
Rankin Inlet, NU

Malikkaat Ltd.
Iqaluit, 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

Ensure that Vision and Mission statement is available in all official languages - *Done*

Multilingual sign in front of building erected - *Done*

Letterhead. Redesign and print - *Done*

Create e-mail blocks based on business cards - *Done*

Website: Members section, "contact us" available in official languages - *Members section of website in Phase II and will be done by fall of 2013*

Make an active offer of service. Change phone messages, create signs for visitor centres - *Done*

Have text on English invoices offering to create in official language upon request - *In progress*

Designate Inuit language staff to respond to public enquires and provide training. - *Done*

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" - *In progress*

Change Exit signs at visitor centres - *In progress*

Create new hours of operation signs for visitor centres - *Done*

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 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

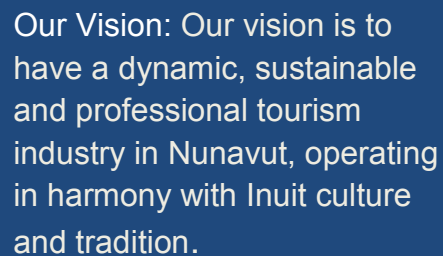
Nunavumi Pulaakataligiyyit

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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Appendix H

Co-op Advertising Program Placements

Co-op Advertising Placements in Harper's Magazine

February 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dogsled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, witness the lighting of the qulliq, seen here, and learn how this traditional stone lamp brought the only source of light and heat to Inuit families during the long, dark Arctic winters.

Join us in Nunavut, Canada's Arctic, and experience a place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

The following Nunavut Tourism members offer unforgettable cultural experiences, fantastic accommodations, and all the information you need to plan the trip of a lifetime.

1-866-NUNAVUT
www.nunavutourism.com

The Great Canadian Travel Company
Toll-free: 1-800-661-3630
www.greatcanadiantravel.com

ARCTIC Hotel Arctic
(867) 979-6664
www.hotelarctic.ca

Iqaluit City of Iqaluit
(867) 979-5600
www.city.iqaluit.nu.ca

March 2013

CULTURE from the source.

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Or, participate in building an igloo and learn how this ingenious invention (just one of many!) kept Inuit families sheltered and warm during the long, harsh Arctic winters for centuries.

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April 2013

CULTURE from the source.

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Iqaluit City of Iqaluit
(867) 979-5600
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Co-op Advertising Placements in The Walrus Magazine

March 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

Or, witness the lighting of the qulliq, keep here, and learn how this traditional stone lamp brought the only source of light and heat to Inuit families during the long, dark Arctic winters.

Join us in Nunavut, Canada's Arctic, and experience a place like nowhere else on Earth where ancient traditions and Inuit culture still thrive, just as they did centuries ago.

For unforgettable cultural experiences and all of the information you need about Nunavut's incredible world of arts & crafts, the following Nunavut Tourism members will help you plan the trip of a lifetime.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

FRONTIERS NORTH ADVENTURES
Toll-free 1-800-463-8832
www.frontiersnorth.com

NACA
Nunavut Arts and Crafts Association
(867) 979-7808
www.nacaarts.com

April 2013

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(867) 979-7808
www.nacaarts.com

CARVINGS NUNAVUT
Toll-free 1-866-428-0650
www.carvingsnunavut.com

May 2013

CULTURE from the source.

Feel the wind as you race across the sea ice by dog sled. Watch as an Inuit artist transforms a featureless piece of stone into an extraordinary work of art. Listen as throat singers and drum dancers perform storytelling sounds and rhythms, just as their ancestors did so long ago.

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www.carvingsnunavut.com

Feb/Mar 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.

Did you know that Nunavut is home to 50% of the world's polar bears? This iconic species, which is also the largest carnivore found on land, stands up to 10 feet tall and can reach a whopping 1,600 pounds in weight! These highly intelligent, resilient animals spend their time travelling great distances across the sea ice in search of seals to feed themselves and their little ones. Whether by cruise ship, boat tour, outpost cabin, or somewhere out on the land, Nunavut's experienced guides and outfitters will safely lead you to witness these majestic creatures – something very few people get to do!

Keep your eyes peeled for Nunavut's other "Big Five" arctic species including walrus, whales (narwhal, beluga, bowhead), muskox and caribou on a trip you'll never forget. Be sure to pack your camera, not only to capture the incredible wildlife but also the breathtaking scenery and vibrant Inuit communities you'll encounter on your adventure!



Canoe Arctic Inc. and Frontiers North Adventures have been offering their clients unforgettable wildlife viewing experiences for over 25 years. Get started planning your trip today!

Experience the warmth, elegance and comfort of the Frofisher Inn during your stay in Nunavut. You won't be disappointed!








1-866-NUNAVUT
www.nunavutourism.com

Canoe Arctic Inc.
(867) 872-2308
www.canoearctic.com

Frontiers North Adventures
Toll-Free: 1-800-663-8832
www.frontiersnorth.com

The Frofisher Inn
Toll-Free: 1-877-422-9422
www.frofisherinn.com


Apr/May 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.




That's an incisor tooth, not a horn! The most unique whale in Nunavut waters (and arguably the world!) is the narwhal, otherwise known as 'the unicorn of the sea'. Only the males are adorned with this strange tusk, which extends up to 10 feet in length but whose exact purpose remains a scientific mystery. Narwhals can best be seen in May and June when they gather in pods to feed at the floe edge, which is where landfast ice meets open water. Hop on a snowmobile and then pull up a chair to witness this incredible event!

Experience this and Nunavut's other "Big Five" arctic species including polar bears, walrus, muskox and caribou on a trip you'll never forget. Be sure to pack your camera, not only to capture the incredible wildlife but also the breathtaking scenery and vibrant Inuit communities you'll encounter on your adventure!



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Frontiers North Adventures
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www.frontiersnorth.com

The Frofisher Inn
Toll-Free: 1-877-422-9422
www.frofisherinn.com


Summer 2013



Get UP CLOSE AND PERSONAL
with Nunavut's exotic wildlife.






A herd of walrus is a sight to be seen. In the summertime, these massive marine mammals gather in the dozens, sometimes hundreds, to bask in the sunshine along Nunavut's shorelines and on drifting ice floes. These behemoths can reach a staggering 1.5 tonnes in weight and must dive hundreds of metres to the sea floor to retrieve the thousands of shellfish that help them maintain their figures! Watch from the safety of a boat tour or cruise ship as these relaxed yet clumsy beasts snort, grunt, and poke each other with their tusks to claim the best sunbathing spots!

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Nunavut TOURISM
1-866-NUNAVUT
www.nunavut tourism.com

For an unforgettable wildlife viewing experience, climb aboard an Adventure Canada cruise and explore the Arctic in style and comfort.

ADVENTURE CANADA
25th Anniversary

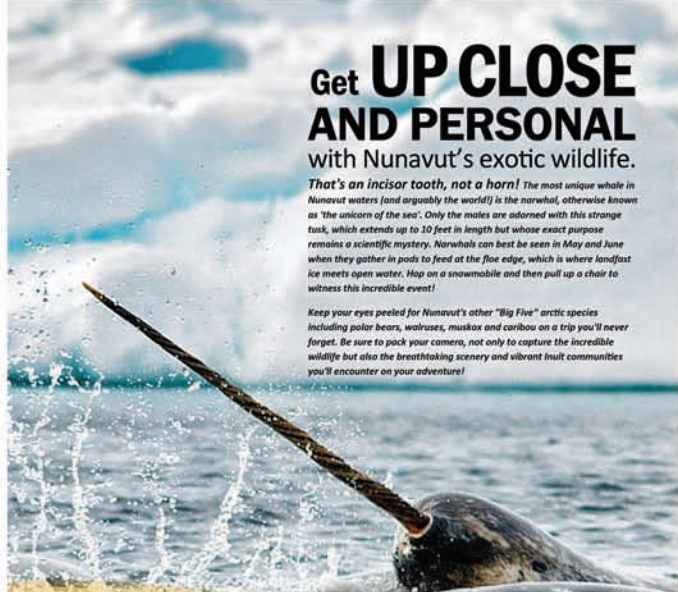
Adventure Canada
Toll-free: 1-800-363-7566
www.adventurecanada.com

Witness the abundance of wildlife in one of Nunavut's four spectacular National Parks. Parks Canada will provide you with all of the trip planning information you need.

Parks Canada Parks Canada
Parks Canada - Nunavut
Toll-free: 1-866-773-8888
www.parksCanada.gc.ca




Apr/May 2013



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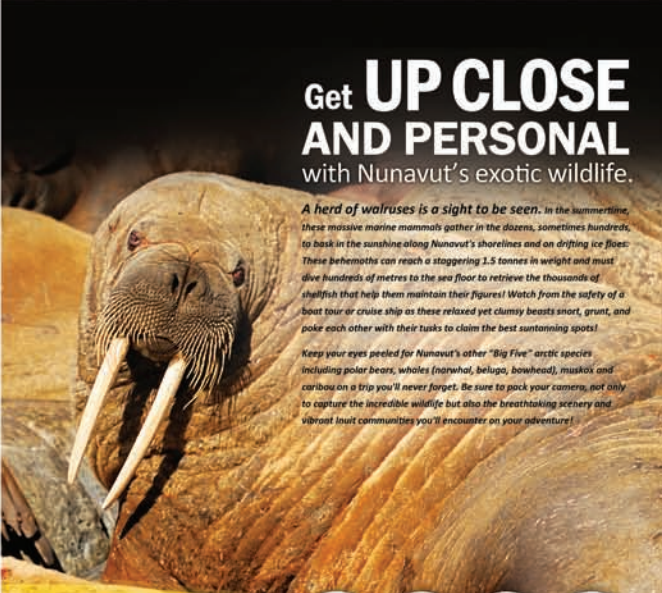
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Parks Canada Parks Canada
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Toll-free: 1-866-773-8888
www.parksCanada.gc.ca




June 2013



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25th Anniversary

Adventure Canada
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www.adventurecanada.com

Witness the abundance of wildlife in one of Nunavut's four spectacular National Parks. Parks Canada will provide you with all of the trip planning information you need.

Parks Canada Parks Canada
Parks Canada - Nunavut
Toll-free: 1-866-773-8888
www.parksCanada.gc.ca



Co-op Advertising Placements in Explore Magazine

Spring 2013

NUNAVUT

Your adventure awaits...

Leave the beaten path behind and experience a place where two million square kilometres of untouched Arctic wilderness are waiting to be explored.

At one fifth of Canada's total landmass and just one person for every 65 square kilometres, Nunavut is truly an outdoor adventurer's paradise made of wide open spaces, pristine panoramic expanses, and awe-inspiring natural wonders.

Cross the Arctic Circle by dog team, snowmobile, or on foot. Visit one of Nunavut's four spectacular National Parks and experience the majestic beauty of sweeping glaciers, towering granite peaks, and the exotic wildlife who call it home. Witness the aurora borealis' spectacular light show in winter and camp under the midnight sun in summer. Or, climb aboard a cruise ship and explore Nunavut's labyrinth of waterways, including the famous Northwest Passage, just like famous explorers did over a century ago.

The possibilities are endless; the choice is all yours. Join us for the adventure of a lifetime in Nunavut, Canada's Arctic.

For more information about Adventure Canada's unforgettable Arctic cruises:

ADVENTURE CANADA
25th Anniversary

Adventure Canada
Toll-free: 1-800-363-7566
www.adventurecanada.com

For details about Nunavut's spectacular National Parks and trip planning information:

Parks Canada - Nunavut

Parks Canada - Nunavut
Toll-free: 1-888-773-6888
www.parksCanada.gc.ca

Summer 2013

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Fall 2013

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Co-op Advertising Placements in Outpost Magazine

January 2013

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Cross the Arctic Circle by dog team, snowmobile, or on foot. Visit one of Nunavut's four spectacular National Parks and experience the majestic beauty of sweeping glaciers, towering granite peaks, and the exotic wildlife who call it home. Explore countless rivers and lakes, or retrace the steps of the great Arctic explorers. Witness the aurora borealis' spectacular light show in winter, or camp under the midnight sun in summer. The possibilities are endless; the choice is all yours.

Join us at the top of the world for the adventure of a lifetime in Nunavut, Canada's Arctic.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavutourism.com

For unforgettable outdoor adventures in Nunavut, check out:
The Great Canadian Travel Company
The Great Canadian Travel Company
Toll-free: 1-800-661-3830
www.greatcanadiantravel.com

For details about Nunavut's spectacular National Parks and trip planning information:
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Feb/Mar 2013

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Apr/May/June 2013

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www.parkscanada.gc.ca

Co-op Advertising Placements in Gray's Sporting Journal

Jan/Feb 2013

Welcome to TROPHY TERRITORY.

Fly into an untouched, unspoiled landscape for the adventure of a lifetime. Set your sights on a world record arctic char – the prize of the arctic. Fish Nunavut's pristine waters for aggressive trophy sized lake trout, Northern pike and Arctic grayling under the midnight sun with unpopulated wilderness for hundreds of miles in every direction.

Nunavut TOURISM
1-866-NUNAVUT
www.nunavuttourism.com

Kasba
Kasba Lake Lodge
Toll free: 1-800-663-8841
www.kasba.com

Plummet's Arctic Lodges
Toll free: 1-800-665-0280
www.plummetlodges.com

March/April 2013

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May/June 2013

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Appendix I

Rendez-vous Canada 2012 Appointments

Name	Address	Discussed
Vince Acaardi	CTHRC	Courses can be delivered in person 2-3 days Contact Vince directly "Professionalism" program and AGM ½ day workshop \$2500 + travel->will send to Kevin
Graham Bendelow	Americantours International LLC USA	Very interested in cruises
Brigitte Bosma	International Travel Group Netherlands	Interested in Arctic Kingdom and soft adventure (stay in hotels mostly)
Karin van Herrwaard	Askjo Natuurruk Reizen Netherlands	Send 5 travel planners Possibly interested in Arctic Kingdom Sells cruises
Mike Kuhnert	Timberwolf Tours Canada	Some interest in Bathhurst Inlet Lodge and combining program with a few days in NWT. Usually do such stuff out of Edmonton.
Andreas Fraissl	Tourconsult International Germany	Very interested Individual travelers and organized trips Works with Michaela sometimes
Denise Hunn	Prestige Holidays UK	Culture and wildlife Customized individual tours, high end 40+
Mark Masuda	Euro/USA Seve Service Canada	Opening Canadian office Cater to Scandinavian audience Looking for lower price point and drive to multiple destinations or between communities. Suggested cruise as good product to start with.
Amellie Lavoie Marcel Belanger	Groupe Voyages Quebec Canada	Want service in French Groups; suggested 10 max Suggested they call Cecile, Inukpak
Andrea Popp	Reiseboerse Ehingen Germany	New website Hardly spoke English
Sun Tong	China CYTS Outbound Travel Service China	Chinese -large groups -check if pictures go on their website
Patricia Chauvelier	Vacances Transat France	Interested in North – - will get in touch with Cecila and Inupak
Holger M. Jacobs	Corporate Publishing Germany	Journalist -article for paper
Naoko Kurimoto	Travel Vision Inc Japan	Japanese Journalist
Sharon Mason	1 st Class Holidays England	-Arctic Watch -Arctic Kingdom Marine Expeditions -Adventure Canada -Polar Sea Check website for images, etc.
Michelle Kenny	Canadian Tours International Canada	groups 10+ Iqaluit based -Inupak and Arctic Kingdom Marine Expeditions
Karryn Papenfus	Adventure Destinations Australia	5-8 day itineraries -Arctic Kingdom Marine Expeditions and Polar sea for Floe Edge - Inukpak-Soper River -Frontiers North for walrus in Igloodik
Rob Bean	Travel House of America USA	Looking for attractions (ie. Disney)
Neil Moreton Michael Pound	Destination Canada Australia	

Roman Dushatsky	Jonview Canada Canada	Floe edge-Arctic Kingdom Marine Expeditions, Polar Sea Walrus-Frontiers North—Iqaluit—Soper River Inukpak.
Maggi Smit	Go Fishing Worldwide Window on the Wild UK	Fishing and wildlife Carry High Arctic Lodge and Adventure Canada -Elu Lodge, B&J Fly fishing -Walrus in Igloolik Arctic Kingdom Marine Expeditions and Polar Seas re: floe edge Arctic Watch
Melissa Brown	Redpoint Media Group Canada	Westjet
Andreas Neumann	Explorer Fernreisen Germany	Arctic Kingdom, Frontiers North-Elu Lake Lodge - Igloolik - Polar Sea-Floe Edge and Kayak –Inukpak – Soper River.
David Marriott	Bridge and Wickers Travel With Experience England	Higher end Frontiers North, Arctic Kingdom Marine Expeditions, Arctic Watch, IDS
Nadine Grey	Boomerang Reisen Germany	Out of ordinary products Arctic Kingdom Marine Expeditions, Frontiers North, Polar Sea, IDS Products that are different, some not camping, Lodges.
Winnie Chen	Guangdong Nahu international travel Service Co, Ltd China	-China, -large groups, -want direct out of Vancouver
Christina Kler	Designer Tours Brazil	-high end, -luxury, - no camping Frontiers North, Polar Sea, Arctic Kingdom Marine Expeditions, Bathhurst Inlet Lodge, Arctic Watch.
Hiroshi Kuroiwa	Nippon Travel Agency Japan	- Hotel stays for trips-> So nicer market, - tour operator that deals with Japan. Frontiers North, Arctic Kingdom Marine Expeditions, Arctic Watch. -Some concerns about food and being prepared to their palette.
Alberto Boeri	American Sky Canadian Sky England	Very excited about Nunavut. -Arctic Kingdom Marine Expeditions, Frontiers North -Arctic Watch, Polar Sea -Floe edge and summer.
Sandra	Images for France	Sandra to send what they need
Donna Campbell Nathan McLoughlin	Canada Keep Exploring Australia	
Jim Brody	Tripadvisor USA	Let know when website launches -get stuff on their website -tell our story - send press releases-get businesses on there
Rick Martinez	Group Tour Media USA	Adventure site
Heidi Bullough	Adventure World	
Elfriede Wank-Wrga	Meridia Reisen Germany	Needs images *Follow up Wants us to advertise in their brochure
Denis Parry	TravelAmerica Canada	Incentive travel Interested in the 3 lodges Good contact
Nutan Gupta	TWU Holidays	High end clientele

	India	Luxury cruises
Tomokazu Itakura	ism Group Japan	Very familiar with the Arctic Already sells Good contact
Kenny Prevost	Knechtreisen Switzerland	Very interested in international FAMS Follow up
Ed Smith	Canada & A Alaska Specialist Holidays Australia	Will send proposal Send list of trade-ready operators Advertise 2013 in mid-August and September and October
Carine Lambe`	Go to Canada Belgium	Interested in multi-community trips, recommended GCTC Hasn't sold any NU trips yet Customized FIT only
Paul Fusco	Fareportal	Call centres-5 Destination pages }expanding Theme pages} Check if NU page already exists Hotels/Lodges By themes-adventure Cheap Air/one travel Site map ->flights in Canada ->lists all cities
John Temple	Temple & Temple Canada	Student tours/trips student group will come in 2014-still in conceptual stage ->possibly very big group (100+) this guy didn't know much
Ursula Bircher	Schar-Reisen Germany	Travel agency Mainstream Doesn't really sell the North Gave a package about hosting a 6 week-long Canada event Not a good fit
Warren T. Delany	Cherry Bus Lines Inc. Canada	Very interested but not a good fit
Masaaki Nishira	Skyland Tours Ltd. Canada	Doesn't know much Not a good fit Just wanted to learn
Grant Pollard	NTA USA	
Claudia Colantanio	Areoplan Canada	Experiential travel that you can redeem you points for Day trips, half day, smaller things Interested in dogsledding with Louis- Philip and Arctic Kingdom Marine Expeditions
Gustavo E. Garcia	American Express company Mexico	High end clients Interested in cruises
Neil Dutrieue	Q-travel Canada	Very interested Good fit
Kamat Bihari	K travel tours Africa	Wants me to send travel planners
Elaine Bald	Meridian reservation systems Canada	Online booking system
Murkus Knupp	Sktouristik Sweden	**send links to Arctic Watch Elu Inlet Lake Lodge Inukpak Polar Sea
David Chaumeil	La Maisondes etas unis France	Globe trotter Discover holidays Only interested in cruises

		Went to see Adventure Canada Wants bilingual services
James Butler	Audley UK	**interested in FAM Already sells Nunavut->2013 **wants Ppt presentation to train staff ->Inuit culture and wildlife are main focuses ** very excellent fit Needs images->will send -recommend more operators
Friedrich Roth Nora Saar	CRD international Germany	
Katherine Foxcroft	Fresh Tracks Canada Canada	**wants training-power point Good fit, very interested Looking for unique high-end trips
Karina Rangel Guillermo Viquez	Viajey Punto Mexico	Selling Compagnie des Iles du Ponant as of this year Joint venture travel agency working with Visa to sell Canada to different levels of Visa customers low to high end

Appendix J

Go Media 2012 Appointments

Appointment	Country	Discussed
Katharine Fletcher Writer/Photographer Dreamscapes, Forever Young	Canada	Interested in National Parks, festivals and culture. Curious but not serious
Liz Campbell Writer/Editor, freelance	Canada	Very interested in arctic cruises, but not very knowledgeable about the north. Only semi-serious
Jorg Michel Travel writer	Based in Alberta but writes for German market	Excellent contact, knowledgeable about the north. Interested in culture, arts, "human" stories. Wants to visit Cape Dorset in summer 2013 – great potential FAM
Birgit Duval Journalist and Photographer Freelance	Germany	Writes for biggest outdoor magazine in Germany. Wants story ideas, very interested. Follow up with story ideas and media support policy
Cinda Chavich Freelance	Canada	Interested in lodges but not serious
Chris Gray Faust Writer/editor/Blogger	USA	Some potential but still just learning
Isabelle Chagnon Travel writer/photographer	Canada (Quebec)	Excellent contact! Specializes in the north, very familiar with Nunavut. Interested in cruises, culture, arts. Great potential FAM for 2013.
Shel Zolkewich Travel writer – freelance	Canada	Not serious. Asked a lot of questions but just learning, no real interest.
Brandy Yanchyk Reporter/writer/videographer for tv, radio, online	Canada but works primarily for BBC	Great contact, very enthusiastic and already knowledgeable about Nunavut. Interested in Arviat project as well as local quirky/interesting characters, people stories, etc. Follow up.
Amy Watkins Freelance travel writer	UK	Knew nothing, focused on culinary travel, no potential.
Sylvie Ruel Freelance travel writer	Canada (Quebec)	Interested in cruising but I don't think she's really a good fit.
James Little Editor, Explore Magazine	Canada	Explore is a great fit for Nunavut – magazine focuses exclusively on outdoor adventure opportunities in Canada. They already do bits and pieces on NU here and there. Follow up with story ideas and possible FAM
Travis Persaud Editor and writer – freelance	Canada	Not very familiar, interested in cruises and lodges, nice guy but no.
Suzanne Morphet Writer/photographer – freelance	Canada	Been to NU before, lived in YK for 9 years. Very interested but more in just a conversational way. Says she might send proposal for FAM but I don't get the feeling she's all that serious.
Tim Johnson Contributing editor, writer	Canada	Interested in Arctic Watch. Writes for some luxury pubs. I liked him – not an expert on NU but I think there is good potential here. Keep in touch and send story ideas, FAM policy.

Jim Byers Editor – Toronto Star	Canada	Wants to send a staff on AC cruise in 2013. Send story ideas, press releases, newsy items regularly. Good contact but seemed very “rushed” and busy... need to make contact with other editors at the newspaper.
John Lee Freelance writer	Canada	Interested in programs where tourist learns to do something – learning about cultural activities. Also, voluntourism. Wants info about Arctic Kingdom’s short programs in IQ, igloo-building specifically. Follow up.
Cathy Stapells Editor/writer – CTC online media centre	Canada	<ul style="list-style-type: none"> - Elyse for tracking on story ideas - Focus on Signature Experiences - 6-8 mentions in last few months - 400-word story ideas → SEND - Theresa Earl – specializes in the north
Evelyn Hannon Editor – journeywoman.com	Canada	NO SHOW
Kim Gray Editor-in-chief, Toque & Canoe	Canada	<p>Very enthusiastic about NU, really wants to write about us</p> <ul style="list-style-type: none"> - 70% readership is Canadian, 30% US and western Europe - Will be in touch about photos for pieces on NU - Send things they can post on social media
John Zada Writer/photographer	Canada	Not serious – no potential
Darryl Leniuk Writer/photographer – freelance	Canada	Likes hard adventure, backcountry. Not really getting the feeling that he’s a good fit.
Dorte Sasse Writer/editor/photographer	Germany	Traveling to NU this summer. Very interested in NU, wants to write about us as former unknown destination that is now accessible. Wildlife, nature, people, artists. Decent contact but doesn’t write for high-end or well-known pubs.
Mark Harris Writer/photographer	USA	Interested in cruises but not serious
Margo Pfeiff Writer/photographer	Canada	Nunavut veteran, we have assisted on many FAMs. Very valuable writer for Nunavut. Wants to visit Arctic Haven when it opens. Loves NU but feels like she’s already done it all, feels like not many options left to write about
Robin Esrock Writer, tv host/producer	Canada	FAM already scheduled to Arctic Watch for upcoming book “The Great Canadian Bucket List”.
Keith Jenkins Blogger – Velvet Escape	Netherlands	Not serious
Jong-Sang Lee Producer – KBS-TV	Canada	No potential – not a good fit
Pierre Jean Come Writer/photographer	France	Knew nothing – no potential
Natasha Mekhail Editor – Spafax Canada	Canada	Asked some questions but not that serious.

Appendix K
Tourism Strategy – Executive Summary

Executive Summary

Values

The *Tourism Strategy* is based on Inuit societal values and the wisdom and experience of Nunavut's elders. These values are:

Inuuqatigiitsiarniq: respecting others, building relationships and caring for others

Tunnganarniq: fostering good spirit by being open, welcoming and inclusive

Pijitsirniq: serving and providing for family and community

Aajiiqatigiinni: making decisions through discussion and consensus

Pilimmaksarniq/Pijariuqsarniq: developing skills through practice, effort and action

Piliriqatigiinni/Ikajuqatigiinni: working together for a common cause

Qanuqtuurniq: being innovative and resourceful

Avatittinnik Kamatsiarniq: respecting and caring for the land, animals and environment

Background

Tourism is a critical element of the Nunavut economy.

Tourists are defined as “the travelling public who travel to and stay in places outside their usual place of residence for not more than a year for leisure, business and other purposes”. Serving that group in Nunavut are tourism operators and establishments, including outfitters and hotels and restaurants, along with other tourism related businesses such as airlines, cruise ships, and community-based businesses such as arts and crafts producers and taxis.

In 2011, tourism-related businesses generated more than \$40 million in revenue, and represented 3.2% of overall Nunavut Gross Domestic Product; accommodation and outfitting businesses alone employed 1,258 Nunavummiut.

Yet despite Nunavut's successes and the significant amount of revenue generated for tourism-related business and operators, the tourism industry in Nunavut remains underdeveloped. The *2010 Nunavut Economic Outlook* noted a lack of quality tourism products, insufficient training for tourism operators, inadequate investment, and a lack of organizational capacity and coordination among tourism organizations.

Stakeholders in government, industry and the communities have recognized that only a coordinated, strategic approach to tourism development could address those challenges, and ensure the sustainable, long-term growth of a Nunavut-based tourism industry. To that end, a group with representation from the governments of Nunavut and Canada, Nunavut Tourism, Nunavut Tunngavik Inc. (NTI), and other tourism-related organizations have developed *Tunngasaiji: A Tourism Strategy for Nunavummiut* to address the sector's needs.

Our Objectives

The *Strategy* seeks to achieve consistent, sustainable growth in the tourism industry by supporting the creation of quality tourism products and services, increasing education and training for tourism operators, establishing effective models and support for community business development, and strengthening the legislative and regulatory environment.

These goals are expressed through the following specific strategic objectives:

- A renewed *Travel and Tourism Act*, and implementation of associated regulations and policies;
 - A framework for the collection of statistical data on Nunavut's tourism sector;
 - A structure to promote enhanced coordination and communication among all tourism stakeholders, operators and communities;
 - Implementation of the *Strategy* through coordinated investment from key territorial and federal agencies over the life of the *Strategy*;
 - Development and enhancement of attractions, products and services;
 - Increased Inuit participation and benefits in the development of the tourism sector in Nunavut, as required under the Nunavut Land Claim Agreement and associated Inuit Impact and Benefit Agreements;
 - Tourism skills development, education and training programs offered in Nunavut;
 - Business development and support targeted to take advantage of tourism opportunities;
 - A framework for the active engagement of communities in planning and development local tourism opportunities.

PRINCIPLES

The approach taken by *Tunngasaiji* is based on the principles of:

Community involvement: empowering communities for full participation in the tourism economy

Self-reliance: providing training and skills to individuals and communities to achieve self-reliance

Cultural integrity: celebrating culture and traditions with visitors and building cultural pride and understanding

Determination and realism: embracing challenges, innovating, and striving for dynamic and vibrant tourism products

Cooperation and coordination: partnering and collaboration among industry, governments and Inuit organizations

Sustainability: building for prosperity and longevity while always respecting our people, our culture and our land

Well-being: fostering Inuit social, economic and cultural well-being

Strategic Outcomes

Based on past visitor information and on current trends in Nunavut, Canada and globally, *Tunngasaiji* sets realistic targets for overall growth of the tourism sector. It forecasts total revenues generated by the tourism sector in 2018, the final year of the *Strategy*, of \$49 million; this represents an increase of 23% in tourism revenues over the five-year period of the *Strategy*.

This outcome incorporates specific targets for four key market segments.

- **Business travellers** attending conferences and meetings, educational trips and activities, or participating in volunteer programs;
- **Leisure travellers**, visiting for hard and soft adventure travel in parks, sport hunting and fishing, and cultural and educational experiences;

- **Cruise travellers**, along with the growing number of visitors who arrive by yacht:
- Travellers **visiting friends and/or relations**.

For some of these sectors, accurate baseline data currently is already available; for others, research and data collection in the first two years of the *Strategy* will provide a basis for establishing measurable targets.

Four Strategic Pillars

Tunngasaiji been developed on a foundation of four “pillars”, illustrated below. These provide a comprehensive, linked framework for strengthening the tourism sector and setting the stage for future growth.

- **Legislation and Regulation** renewal will set the governance structure for the industry.
- **Partnerships** are critical to implement the strategy and achieve the vision and goals of *Tunngasaiji*.
- **Attractions, Products and Services** will identify opportunities for development and growth, and provide the framework for increasing the quantity and quality of tourism market segment goods.
- **Education and Training** is essential to developing the capacity of our tourism operators and communities that will advance the growth of the tourism sector.



The pillars are the frame that defines the Strategy's goals, objectives and actions. For each of the four pillars, the strategy sets out **strategic objectives** (statements of what the Strategy hopes to achieve), **strategic outcomes** (the anticipated impact of those achievement), and **specific actions** to achieve the desired objectives.

Pillar: Legislation and Regulation

Authority for governance of the tourism sector in Nunavut rests with the Government of Nunavut, supplemented in some areas by Government of Canada statutes. The strategic objective of this pillar is the writing and enactment of a new, Nunavut-specific *Travel and Tourism Act* and regulations to guide the industry, to establish standards for tourism products and service, and to ensure compliance with the Nunavut Land Claim Agreement, Inuit Impact Benefit Agreements, and other legislation such as the *Wildlife Act*.

The renewal of the *Act* and regulations will establish a clear, consistent and comprehensive legislative and regulatory framework supporting tourism development, and help new and emerging businesses by creating a clear, streamlined, accessible licensing process for tourism operators. The new framework will also promote understanding and compliance with legal and regulatory requirements among tourism operators.

Actions to be undertaken under this Pillar include:

- Enact new **Travel and Tourism Legislation** by the Government of Nunavut by 2014-15, following consultations with stakeholders and the public
- Develop new **regulations and policies** by the Government of Nunavut by 2015-16, following consultations with stakeholders and the public
- Implement an **information campaign** to increase awareness of the legislation among operators by 2015-16
- Undertake staffing and other measures within GN EDT to enable **enforcement of the Act and regulations** by 2015-16
- **Support tourism operators and establishments** to assist them in meeting legislated requirements

Pillar: Partnerships

The establishment of a successful and sustainable tourism industry in Nunavut will require coordinated program design and delivery, funding, education and training, community and tourism operator readiness, and the development of world-class attractions, products and services. No single government, institution or business can achieve this alone. The strategic objective of this pillar is to engage communities in tourism planning and development, and to establish a framework for coordination and communication among all tourism stakeholders.

Several organizations participated in the development of the Strategy, and will play key roles in its implementation. These include GN Department of Economic Development and Transportation, Tourism and Cultural Industries Division; Nunavut Tourism: Nunavut Tunngavik Inc.; GN Department of Environment, Parks and Special Places Division; Parks Canada; Nunavut Community Economic Development Organization; the Canadian Northern Economic Development Agency; Nunavut Arctic College; the Inuit Heritage Trust; and the GN Department of Culture and Heritage. The roles of these stakeholders are defined in the *Strategy* itself, and in the follow-up Action Plan.

Tunngasajji will enable partner organizations and communities to identify what they need in order to achieve their goals and fulfill their roles under the Strategy, and to coordinate planning, products and service development, training and funding.

Actions to be undertaken under this Pillar include:

- **Integrate tourism planning with five-year community economic development planning** at the local level
- **Support Community Tourism Readiness Activities** to increase local understanding of the tourism sector, and to create the conditions for successful tourism development
- Undertake staffing and other measures within GN EDT and Nunavut Tourism to **enhance their capacity for implementation** of the *Strategy*
- **Re-establish the Tourism Task Force** for Nunavut as an advisory group on issues facing the tourism industry, coordinating with other agencies whose mandates impact on tourism development

- **Establish a Tourism Training Group** for Nunavut to coordinate planning and implementation of measures to meet training needs within the tourism sector
- **Organize tourism conferences** every three years to discuss and review key themes addressed in the *Strategy*, to consider industry trends and developments, and to determine how best to build on the foundation created by *Tunngasaiji*

Pillar: Attractions, Products and Services

The success of the tourism sector will ultimately depend on the quality and number of attractions, products and services offered by our tourism industry. **Attractions** are destinations and places that provide opportunities for recreational, cultural, educational or economic experiences; **products** are activities or items that travellers can purchase; and **services** are actions that assist travellers, such as accommodations, restaurants, and transportation services.

These exist in communities across the Territory; however, their availability and quality varies from location to location. *Tunngasaiji* seeks to increase the number of visitors, and the amount of money they spend in the Territory, by ensuring that our attractions, products and services meet or exceed the highest standards, while retaining the qualities that make Nunavut a unique destination.

The *Strategy* also seeks to ensure that these enhancements actually benefit communities directly by increasing the number of Nunavut and Inuit-owned businesses and jobs, while building stronger ties between southern-based wholesalers and Nunavummiut.

The strategic objectives of this pillar are to increase visitation and tourism revenues through opportunity-based, coordinated tourism development initiatives; to increase the number of Nunavut-owned market-ready, high-quality attractions, products and services; and to ensure Inuit participation in the tourism industry at representative levels.

Actions to be undertaken under this Pillar include:

- Coordinate **research and collection of statistical information** on tourism sector attractions, products and services, to be undertaken starting in 2013-14 by the Tourism and Cultural Industries Division (TCI) of GN EDT
- Enhance **tourism surveying and reporting** in Nunavut by seeking to establish consistent and complementary methodologies
- Identify opportunities for **development of key attractions**
- Invest in **Parks, Conservation Areas, Historic Places, Heritage Rivers**, and other attractions
- Support the development and promotion of **special event attractions**, including performing arts, cultural programs, festivals, tournaments, educational events, and volunteer tourism projects
- Promote **conferences and meetings** in gateway and other Nunavut communities
- Prepare and Implement **product and service development** initiatives
- Provide **business support services** to tourism operators
- Prepare and implement a **cruise ship and yacht management plan**
- Establish **occupational standards** for tourism operators and employees

- Clarify and implement responsibilities of key agencies in **branding and marketing** of the Territory and of existing and new attractions, products and services

Pillar: Education and Training in Tourism

One of the major goals of the *Strategy* is to increase the number of Nunavut and Inuit companies and individuals involved in tourism. The *Strategy* establishes linkages between tourism operator and employee needs and available training and education resources to help create and sustain a service-oriented, professional labour force in the tourism industry. The outcome will be courses, training programs and resources that reflect the realities of Nunavut, and prepare Nunavut operators and employees to plan, manage and market their goods and services to the highest possible standards.

The strategic objective of this pillar therefore is to provide a full range of tourism education and training programs to meet the needs of tourism operators, tourism industry employees, and communities in Nunavut.

Actions to be undertaken under this Pillar include:

- Conduct a **tourism skills inventory and needs assessment**. The **skills inventory** will define the skills, knowledge and attitudes required for positions with the Nunavut tourism industry, and determine the extent to which they are reflected in the current labour force; the **needs assessment**, based on the skills inventory, this *Strategy's* objectives, and operator priorities, will identify the gap between current level of skills, knowledge and attitude in the labour force and the industry's actual needs
- Deliver a Nunavut Arctic College Tourism **Diploma Program**
- Provide **modular tourism training courses** for delivery in communities, using both existing courses and additional courses developed and delivered in response to identified needs
- Promote **tourism occupational career training** based on industry-defined standards, promoting development of a skilled labour force, and an improved quality of service
- Provide **training for community economic development officers**, to familiarize them with the principles and approaches underlying tourism development, programs, training and funding

The Next Steps

Tunngasaiji establishes a coordinated approach to implementation through preparation of the *Implementation Action Plan* that accompanies the *Strategy*. For each specific action within the *Strategy*, the Implementation Plan identifies:

- Roles – lead agency and support organizations for implementation of the action;
- Timeframe for implementation;
- Investment needs;
- Potential sources of investment financing;
- Projected outcomes; and
- Specific measures and targets for assessing progress in achieving outcomes.

Some actions will require further research and data collection in order to establish clear targets, and may require the commitment of additional resources not identified in the *Strategy*. These will be addressed through implementation planning coordinated by the Department of Economic Development and Transportation in the initial years of the *Strategy's* implementation.

Appendix L

**An Implementation Plan for
Nunavut Tourism Activities Under
*Tunngasaiji: A Tourism Strategy for
Nunavut 2013-18***



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Nunavut Tourism
Nunavumi Pulaakataligiyyit
Tourisme Nunavut

March 31, 2013

Nunavut Tourism
Implementation Plan for Nunavut Tourism Activities Under
Tunngasaiji: A Tourism Strategy for Nunavut
2013-18

Introduction

Tunngasaiji: A Tourism Strategy for Nunavut provides an overall vision and a detailed plan to establish the foundation for long-term tourism development in Nunavut, to achieve consistent, sustainable growth of the tourism industry, and to provide increased benefits for Nunavummiut over the next five years. The Strategy is the result of collaborative planning by key stakeholder organizations involved in the tourism industry – GN Departments of Economic Development and Transportation and Environment-Parks and Special Places Division, Nunavut Tunngavik Inc., Nunavut Tourism, Nunavut Arctic College, Nunavut CEDO, Parks Canada, and Canadian Northern Economic Development Agency (CanNor) – and the strength of the Strategy lies in the commitment of support it has received from all stakeholders. Implementation of *Tunngasaiji* is to commence April 2013.

Implementation Planning

Tunngasaiji: A Tourism Strategy for Nunavut provides a Five-Year Strategic Action Plan that outlines specific activities and actions to be carried out under each of the four Pillars of the Strategy. The Action Plan identifies for each main Action Item the lead and supporting roles in implementation, timeframes, investment needs and potential sources of funding, and projected outcomes from the cooperative efforts of those agencies with roles assigned under the Action Plan. An essential step in commencing implementation of the *Tourism Strategy* will be for each of the organizations with a role under the Five-Year Action Plan to prepare an initial implementation plan for their activities. These plans can then be reviewed collectively at a meeting of the Tourism Task Force for Nunavut early in 2013-14 to ensure that the organizations are aware of each other's planned activities, and to encourage increased collaboration and mutual accountability. Overall implementation planning is to be coordinated by the GN Department of Economic Development and Transportation through their role as Secretariat to the Tourism Task for Nunavut TTFN.

In keeping with these objectives for implementation of the *Tourism Strategy*, the Board of Directors and senior staff of Nunavut Tourism have prepared a detailed five-year Implementation Plan for

Nunavut Tourism's responsibilities under the *Strategy*. This implementation plan includes Action Items in the Strategy under each of the four Pillars for which Nunavut Tourism has a lead or support role; the Implementation Plan then lays out projected tasks and timing by quarter for each year over the five-year period 2013-18. In addition, the Plan identifies levels of funding required for each Action Item, and potential sources for this investment. Finally, the Plan identifies the collaborative outcomes that result from the implementation efforts of the various stakeholder organizations, to which the detailed activities and tasks outlined in the Nunavut Tourism Implementation Plan contribute. The ongoing tracking and monitoring of these identified outcomes over the five-year period will require the identification of baseline data and coordinated tracking of identified indicators as identified in *Tunngasaiji*, which is to be carried out under the Statistics Coordination Role assigned to GN EDT and supported by the Nunavut Bureau of Statistics.

It is important to note that achievement of these collective outcomes will depend, first, on required investment funding being made available – for example, Nunavut Tourism's contributions to collective outcomes in marketing and training (Pillars 3 and 4 respectively) will depend on the availability of funding to support the new positions of Marketing Officer and Training Officer under Nunavut Tourism. Second, the ability of Nunavut Tourism to contribute to the achievement of collective outcomes will also depend on the timely implementation of responsibilities of other organizations – for example, Nunavut Tourism's responsibilities under Pillar 1 in increasing awareness and providing support to members in meeting new legislative and regulatory requirements will depend on government proceeding on schedule with its legislative and regulatory agenda. Some action items in the Nunavut Tourism Implementation Plan could be delayed if the pre-requisite actions by another organization are delayed. In any case, the Implementation Plan will have to be updated on at least an annual basis to take into account changing circumstances over the five-year period.

Through the Implementation Plan, the Board of Nunavut Tourism confirms our support and commitment to the ongoing, collaborative implementation of *Tunngasaiji: A Tourism Strategy for Nunavut*.

For a copy of the full Implementation Plan, please contact us.

Appendix M
Financial Statements - English

**NUNAVUT TOURISM
FINANCIAL STATEMENTS
MARCH 31, 2013**

**NUNAVUT TOURISM
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MARCH 31, 2013**

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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, 2013 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Iqaluit, Nunavut
July 23, 2013



CHARTERED ACCOUNTANTS

**NUNAVUT TOURISM
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2013**

	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)	2013	2012
						Total	Total
REVENUE							
Government of Nunavut	\$ 1,800,000	\$ -	\$ 383,491	\$ -	\$ -	\$ 2,183,491	\$ 2,009,651
Repayment	(182,368)	-	-	-	-	(182,368)	(94,320)
Transfer to capital assets	(4,146)	-	-	-	-	(4,146)	(5,471)
Deferred (Note 6)	1,613,486	-	383,491	-	-	1,996,977	1,909,860
	36,315	-	-	-	-	36,315	37,161
	1,649,801	-	383,491	-	-	2,033,292	1,947,021
Federal government funding	-	-	8,888	1,315,456	13,043	1,337,387	1,779,254
Memberships	15,150	-	-	-	-	15,150	17,680
Advertising and sponsorship	4,250	-	-	-	-	4,250	51,183
Other revenue	5,219	16,843	10,498	-	35,612	68,172	106,003
	1,674,420	16,843	402,877	1,315,456	48,655	3,458,251	3,901,141
EXPENSES							
Administration	104,680	2,045	-	-	-	106,725	130,130
Amortization	49,836	-	-	-	-	49,836	53,311
Board governance	66,635	-	-	-	-	66,635	63,475
Building and equipment	124,775	-	-	-	-	124,775	155,383
Human resources	1,162,087	-	-	-	13,043	1,175,130	1,266,853
Marketing	166,407	-	-	-	-	166,407	190,766
Materials and supplies	-	12,511	-	-	-	12,511	10,114
Project costs	-	-	418,853	1,315,456	10,663	1,744,972	2,011,782
	1,674,420	14,556	418,853	1,315,456	23,706	3,446,991	3,881,814
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	\$ -	\$ 2,287	\$ (15,976)	\$ -	\$ 24,949	\$ 11,260	\$ 19,327

NUNAVUT TOURISM
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED MARCH 31, 2013

	General Fund	Invested in Capital Assets	Asset Replacement Fund	Total 2013	Total 2012
BALANCE, OPENING	\$ 379,176	\$ 43,558	\$ 43,544	\$ 466,278	\$ 446,951
Excess revenue	11,260	-	-	11,260	19,327
Purchases of equipment	(4,146)	4,146	-	-	-
Government assistance	4,146	(4,146)	-	-	-
Amortization of government assistance	(36,315)	36,315	-	-	-
Amortization	<u>49,836</u>	<u>(49,836)</u>	<u>-</u>	<u>-</u>	<u>-</u>
BALANCE, CLOSING	<u>\$ 403,957</u>	<u>\$ 30,037</u>	<u>\$ 43,544</u>	<u>\$ 477,538</u>	<u>\$ 466,278</u>

**NUNAVUT TOURISM
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2013**

	<u>2013</u>	<u>2012</u>
<u>ASSETS</u>		
CURRENT		
Cash	\$ 26,367	\$ 348,796
Accounts receivable (Note 4)	777,886	392,565
Prepaid expenses	<u>22,118</u>	<u>13,753</u>
	826,371	755,114
 CAPITAL ASSETS (Notes 2 and 5)	 <u>82,981</u>	 <u>128,671</u>
	 <u><u>\$ 909,352</u></u>	 <u><u>\$ 883,785</u></u>
<u>LIABILITIES</u>		
CURRENT		
Accounts payable and accrued liabilities	\$ 365,810	\$ 326,796
Deferred revenue	<u>13,060</u>	<u>5,598</u>
	378,870	332,394
 DEFERRED GOVERNMENT ASSISTANCE (Note 6)	 <u>52,944</u>	 <u>85,113</u>
	<u>431,814</u>	<u>417,507</u>
<u>NET ASSETS</u>		
 GENERAL FUND	 403,957	 379,176
INVESTED IN CAPITAL ASSETS	30,037	43,558
ASSET REPLACEMENT FUND	<u>43,544</u>	<u>43,544</u>
	<u>477,538</u>	<u>466,278</u>
	<u><u>\$ 909,352</u></u>	<u><u>\$ 883,785</u></u>

APPROVED BY THE BOARD:

_____ President

_____ Secretary/Treasurer

**NUNAVUT TOURISM
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2013**

	<u>2013</u>	<u>2012</u>
OPERATING ACTIVITIES		
Excess revenue	\$ 11,260	\$ 19,327
Items not requiring (providing) cash:		
Amortization of capital assets	49,836	53,311
Amortization of deferred government assistance	<u>(36,315)</u>	<u>(37,161)</u>
	24,781	35,477
Cash provided by (used for) changes in non-cash working capital:		
Accounts receivable	(385,321)	(100,277)
Prepaid expenses	(8,365)	13,025
Accounts payable and accrued liabilities	39,014	(110,908)
Deferred revenue	<u>7,462</u>	<u>(20,616)</u>
	(322,429)	(183,299)
FINANCING ACTIVITIES		
Government assistance	4,146	5,471
INVESTING ACTIVITIES		
Purchase of equipment	<u>(4,146)</u>	<u>(5,471)</u>
DECREASE IN CASH	(322,429)	(183,299)
CASH, OPENING	<u>348,796</u>	<u>532,095</u>
CASH, CLOSING	<u><u>\$ 26,367</u></u>	<u><u>\$ 348,796</u></u>

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013

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 a not-for-profit association and is exempt from income tax under Sec. 149(1)(l) of the *Income Tax Act (Canada)*.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies.

(a) Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the valuation of accounts receivable and the estimated useful life of property and equipment. Actual results could differ from those estimates.

(b) Financial Instruments

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for derivatives and equity securities quoted in an active market, which are measured at fair value.

Financial assets measured at amortized cost include cash, and contributions receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

It is management's opinion that the organization 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 organization's general operating and administrative activities. Invested in Capital Assets contains all the organization'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.

**NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Capital Assets

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

(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 organization follows the deferral method of revenue recognition for contributions. 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. Contributions in kind are recorded at their estimated fair value at the date of contribution, where the value can be reasonably estimated. Revenue from merchandise sales is recognized at the point of sale.

(g) Expense Allocations

The organization allocates expenses using the following method. Expenses which are wholly attributable to a particular program are charged directly to the appropriate program. Expenses that are attributable to more than one particular program are allocated based on a percentage method at a rate deemed appropriate by management.

NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013

3. IMPACT OF THE CHANGE IN THE BASIS OF ACCOUNTING

The organization elected to apply the Accounting Standards for Not-For-Profit Organizations, Part III of the Canadian Institute of Chartered Accountants (CICA) Handbook, in accordance with Canadian generally accepted accounting principles.

These financial statements are the first financial statements for which the organization has applied the Canadian accounting standards for not-for-profit organizations and were prepared in accordance with the provisions set out in First-Time Adoption, Section 1501, of the CICA Handbook.

The transition rules require that the organization prepare an opening statement of financial position at the date of transition as if the accounting policies selected under accounting standards for not-for-profit organizations had been applied in the past with restatement of comparative amounts with some specific exceptions. As a result of adopting accounting standards for not-for-profit organizations no such adjustments were necessary, there was no material impact on the statement of financial position as at April 1, 2011 or comparative amounts presented in these financial statements. As such, an opening statement of financial position has not been presented.

4. ACCOUNTS RECEIVABLE

	<u>2013</u>	<u>2012</u>
Government of Nunavut	\$ 582,917	\$ 138,849
Government of Canada	175,531	219,997
Trade receivables	<u>19,438</u>	<u>33,719</u>
	<u>\$ 777,886</u>	<u>\$ 392,565</u>

5. CAPITAL ASSETS

	<u>Cost</u>	<u>Accumulated Amortization</u>	Net <u>Book Value 2013</u>	Net <u>Book Value 2012</u>
Furniture and equipment	\$ 247,924	\$ 213,035	\$ 34,889	\$ 38,947
Computers and audio-visual equipment	161,173	155,432	5,741	8,201
Leasehold improvements	177,529	143,731	33,798	69,304
Media displays	<u>88,876</u>	<u>80,323</u>	<u>8,553</u>	<u>12,219</u>
	<u>\$ 675,502</u>	<u>\$ 592,521</u>	<u>\$ 82,981</u>	<u>\$ 128,671</u>

**NUNAVUT TOURISM
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2013**

6. DEFERRED GOVERNMENT ASSISTANCE

	<u>2013</u>	<u>2012</u>
Deferred government assistance - beginning of year	\$ 85,113	\$ 116,803
Government assistance recognized during year	(36,315)	(37,161)
Government assistance deferred during the year	<u>4,146</u>	<u>5,471</u>
	<u>(32,169)</u>	<u>(31,690)</u>
Deferred government assistance - end of year	<u>\$ 52,944</u>	<u>\$ 85,113</u>

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

7. 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's operations would be able to continue.

8. COMMITMENTS

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

2014	\$ 82,347
2015	<u>82,347</u>
	<u>\$ 164,694</u>

9. COMPARATIVE AMOUNTS

Certain 2012 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, 2013

	<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	\$ 1,220,000	\$ 580,000	\$ 1,800,000	\$ -	\$ 1,800,000
Sponsorship	4,250	-	4,250	-	4,250
Membership	15,150	-	15,150	-	15,150
Other income	5,219	-	5,219	16,843	22,062
Repayment of funding	-	(182,368)	(182,368)	-	(182,368)
Amortization of government assistance	36,315	-	36,315	-	36,315
Transfer to capital assets	(4,146)	-	(4,146)	-	(4,146)
	<u>1,276,788</u>	<u>397,632</u>	<u>1,674,420</u>	<u>16,843</u>	<u>1,691,263</u>
Expenses					
Administration	96,905	7,775	104,680	2,045	106,725
Amortization	49,836	-	49,836	-	49,836
Board governance	66,635	-	66,635	-	66,635
Building and equipment	124,291	484	124,775	-	124,775
Human resources	841,832	320,255	1,162,087	-	1,162,087
Marketing	151,875	14,532	166,407	-	166,407
Materials and supplies	-	-	-	12,511	12,511
	<u>1,331,374</u>	<u>343,046</u>	<u>1,674,420</u>	<u>14,556</u>	<u>1,688,976</u>
	<u>\$ (54,586)</u>	<u>\$ 54,586</u>	<u>\$ -</u>	<u>\$ 2,287</u>	<u>\$ 2,287</u>

SCHEDULE II

NUNAVUT TOURISM
OTHER GOVERNMENT PROJECTS
FOR THE YEAR ENDED MARCH 31, 2013

	Sport Fishing	CTV	Arctic Coast Visitor Centre	Rankin Visitor Centre	TINC Kitikmeot Delegates	Total
Revenues						
Government of Nunavut EDT	\$ 50,015	\$ 233,795	\$ -	\$ 20,800	\$ 17,881	\$ 322,491
Government of Nunavut ENV	-	-	-	-	-	31,000
Government of Nunavut CLEY	-	-	30,000	-	-	30,000
Federal government - other	-	4,000	-	-	-	8,888
Other revenue	-	200	-	-	-	10,498
	<u>50,015</u>	<u>237,995</u>	<u>30,000</u>	<u>20,800</u>	<u>17,881</u>	<u>402,877</u>
Expenses						
Advertising and promotion	19,564	11,580	-	-	-	31,144
Consultants and professional	-	-	-	-	-	400
Meeting expense	-	-	-	-	-	1,171
Other	-	34,809	-	6,211	-	41,020
Program expenses	17,270	173,782	30,181	7,178	-	258,385
Project management	9,500	-	-	-	-	9,500
Rent	-	-	-	4,086	-	4,086
Training	-	-	-	3,325	-	3,325
Travel and accommodations	3,681	46,023	-	-	-	69,822
	<u>50,015</u>	<u>266,194</u>	<u>30,181</u>	<u>20,800</u>	<u>17,881</u>	<u>418,853</u>
	\$ -	\$ (28,199)	\$ (181)	\$ -	\$ -	\$ (15,976)

NUNAVUT TOURISM
CANADIAN NORTHERN ECONOMIC DEVELOPMENT AGENCY (CAN NOR)
FOR THE YEAR ENDED MARCH 31, 2013

	Marketing Related 4 Year Plan	Canada's North Marketing Campaign	Total
Revenues - CanNor			
Contributions received	\$ 309,375	\$ 881,100	\$ 1,190,475
Contributions receivable	<u>28,009</u>	<u>96,972</u>	<u>124,981</u>
Net Contributions	<u>337,384</u>	<u>978,072</u>	<u>1,315,456</u>
Expenses			
Agency co-ordination	-	123,269	123,269
Conference	44,066	-	44,066
Creative services and production	-	41,687	41,687
Marketing and advertising	232,541	-	232,541
Media placement	-	773,116	773,116
Project management	53,199	40,000	93,199
Research	<u>7,578</u>	<u>-</u>	<u>7,578</u>
	<u>337,384</u>	<u>978,072</u>	<u>1,315,456</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**NUNAVUT TOURISM
OTHER PROJECTS
FOR THE YEAR ENDED MARCH 31, 2013**

	<u>Kakivak Program</u>	<u>HRSDC Summer Students</u>	<u>C.C.M.T.A.</u>	<u>Other projects</u>	<u>Total</u>
Revenues					
Federal government	\$ -	\$ 13,043	\$ -	\$ -	\$ 13,043
Kakivak Association	9,982	-	-	-	9,982
Other income	-	-	681	24,949	25,630
	<u>9,982</u>	<u>13,043</u>	<u>681</u>	<u>24,949</u>	<u>48,655</u>
Expenses					
Project costs	-	-	681	-	681
Travel and accommodations	300	-	-	-	300
Training	9,682	-	-	-	9,682
Wages and benefits	-	13,043	-	-	13,043
	<u>9,982</u>	<u>13,043</u>	<u>681</u>	<u>-</u>	<u>23,706</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 24,949</u>	<u>\$ 24,949</u>

Appendix N

Financial Statements - Inuktitut

መጻኛ ኃረፊ ስርዓት ስራ
የግብርና ልማት ሚኒስቴር
ጥቅም 31, 2013

መጻግሮ ንግድ ስርዓት ለማሻሻል
ደንብ ለማውጣት
ጊዜ 31, 2013

	<u>ገጽ</u>
የግድ ስርዓት ለማሻሻል የሚያስፈልጉ ስርዓቶች ለማውጣት	1-2
የግድ ስርዓት ለማሻሻል	
የግድ ስርዓት ለማሻሻል	3
የግድ ስርዓት ለማሻሻል የሚያስፈልጉ ስርዓቶች ለማውጣት	4
የግድ ስርዓት ለማሻሻል የሚያስፈልጉ ስርዓቶች ለማውጣት	5
የግድ ስርዓት ለማሻሻል ስርዓቶች	6
የግድ ስርዓት ለማሻሻል የሚያስፈልጉ ስርዓቶች	7-10
የግድ ስርዓት ለማሻሻል ስርዓቶች - ገጽ I	11
የግድ ስርዓት ለማሻሻል ስርዓቶች - ገጽ II	12
የግድ ስርዓት ለማሻሻል የሚያስፈልጉ ስርዓቶች (CanNor) - ገጽ III	13
የግድ ስርዓት ለማሻሻል ስርዓቶች - ገጽ IV	14

ወይን ስርዓተ-ሥራዎች
በበዓላዊ ስራዎች ስርዓተ-ሥራዎች ስርዓተ-ሥራዎች
ጥቅም ላይ የዋለው ለ 31, 2013

	<u>2013</u>	<u>2012</u>
<u>ሰጪ</u>		
ጠቅላይ		
ሰጪ	\$ 26,367	\$ 348,796
የሰጪ ስራዎች (ጥቅም 4)	777,886	392,565
የሰጪ ስራዎች	<u>22,118</u>	<u>13,753</u>
	826,371	755,114
የሰጪ ስራዎች (ጥቅም 2 ላይ 5)	<u>82,981</u>	<u>128,671</u>
	<u>\$ 909,352</u>	<u>\$ 883,785</u>
 <u>የሰጪ</u>		
ጠቅላይ		
የሰጪ ስራዎች ስራዎች ስራዎች	\$ 365,810	\$ 326,796
የሰጪ ስራዎች ስራዎች	<u>13,060</u>	<u>5,598</u>
	378,870	332,394
የሰጪ ስራዎች ስራዎች ስራዎች (ጥቅም 6)	<u>52,944</u>	<u>85,113</u>
	<u>431,814</u>	<u>417,507</u>
 <u>የሰጪ ስራዎች</u>		
የሰጪ ስራዎች ስራዎች ስራዎች	403,957	379,176
የሰጪ ስራዎች ስራዎች ስራዎች	30,037	43,558
የሰጪ ስራዎች ስራዎች ስራዎች	<u>43,544</u>	<u>43,544</u>
	<u>477,538</u>	<u>466,278</u>
	<u>\$ 909,352</u>	<u>\$ 883,785</u>
ጠቅላይ ስራዎች:		

ጥቅም

በበዓላዊ ስራዎች

ገቢዎች ማጠቃለያ
 የገቢዎች ለውጥ ለውጥ ለውጥ
 ለገቢዎች ለውጥ ለውጥ ለውጥ 31, 2013

	<u>2013</u>	<u>2012</u>
የገቢዎች ለውጥ ለውጥ		
የገቢዎች ለውጥ ለውጥ	\$ 11,260	\$ 19,327
የገቢዎች ለውጥ ለውጥ		
የገቢዎች ለውጥ ለውጥ	49,836	53,311
የገቢዎች ለውጥ ለውጥ	<u>(36,315)</u>	<u>(37,161)</u>
	24,781	35,477
የገቢዎች ለውጥ ለውጥ		
የገቢዎች ለውጥ ለውጥ	(385,321)	(100,277)
የገቢዎች ለውጥ ለውጥ	(8,365)	13,025
የገቢዎች ለውጥ ለውጥ	39,014	(110,908)
የገቢዎች ለውጥ ለውጥ	<u>7,462</u>	<u>(20,616)</u>
	(322,429)	(183,299)
የገቢዎች ለውጥ ለውጥ		
የገቢዎች ለውጥ ለውጥ	4,146	5,471
የገቢዎች ለውጥ ለውጥ		
የገቢዎች ለውጥ ለውጥ	<u>(4,146)</u>	<u>(5,471)</u>
የገቢዎች ለውጥ ለውጥ	(322,429)	(183,299)
የገቢዎች ለውጥ ለውጥ	<u>348,796</u>	<u>532,095</u>
የገቢዎች ለውጥ ለውጥ	<u>\$ 26,367</u>	<u>\$ 348,796</u>

ጋራ ስራ ለማጠናቀቅ
 ለሰነድ ለማጠናቀቅ ለሰነድ
 ለሰነድ ለማጠናቀቅ ለሰነድ
 ለሰነድ ለማጠናቀቅ ለሰነድ

	CTV	ጋራ ስራ ለማጠናቀቅ	ጋራ ስራ ለማጠናቀቅ	ጋራ ስራ ለማጠናቀቅ	ጋራ ስራ ለማጠናቀቅ	TINC	ጋራ ስራ ለማጠናቀቅ
የጋራ ስራ ለማጠናቀቅ							
ጋራ ስራ ለማጠናቀቅ EDT	0 \$	233,795 \$	0 \$	20,800 \$	0 \$	17,881 \$	272,476
ጋራ ስራ ለማጠናቀቅ ENV	50,015	0	0	0	31,000	0	81,015
ጋራ ስራ ለማጠናቀቅ CLEY	0	0	30,000	0	0	0	30,000
ጋራ ስራ ለማጠናቀቅ - ጋራ ስራ ለማጠናቀቅ	0	4,000	0	0	4,888	0	8,888
ጋራ ስራ ለማጠናቀቅ	0	200	0	0	10,298	0	10,498
	<u>50,015</u>	<u>237,995</u>	<u>30,000</u>	<u>20,800</u>	<u>46,186</u>	<u>17,881</u>	<u>402,877</u>
የጋራ ስራ ለማጠናቀቅ							
ጋራ ስራ ለማጠናቀቅ የጋራ ስራ ለማጠናቀቅ	19,564	11,580	0	0	0	0	31,144
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	0	0	0	0	400	0	400
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	0	0	0	0	1,171	0	1,171
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	0	34,809	0	6,211	0	0	41,020
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	17,270	173,782	30,181	7,178	29,974	0	258,385
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	9,500	0	0	0	0	0	9,500
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	0	0	0	4,086	0	0	4,086
ጋራ ስራ ለማጠናቀቅ ለማጠናቀቅ ለማጠናቀቅ	0	0	0	3,325	0	0	3,325
	<u>3,681</u>	<u>46,023</u>	<u>0</u>	<u>0</u>	<u>2,237</u>	<u>17,881</u>	<u>69,822</u>
	<u>50,015</u>	<u>266,194</u>	<u>30,181</u>	<u>20,800</u>	<u>33,782</u>	<u>17,881</u>	<u>418,853</u>
	<u>0 \$</u>	<u>(28,199) \$</u>	<u>(181) \$</u>	<u>0 \$</u>	<u>12,404 \$</u>	<u>0 \$</u>	<u>(15,976)</u>

መጋኛ ስርዓተ-ሥራ
ከጋር ስራ ለማድረግ ለሚገቡ ሰው ስራ (CAN NOR)
ጥቅም ላይ የዋለው ሰነድ 31, 2013

	<u>የክፍያ ስራ ለማድረግ ለሚገቡ ሰው ስራ</u>	<u>ከጋር ስራ ለማድረግ ለሚገቡ ሰው ስራ</u>	<u>ጠቅላይ</u>
የክፍያ ስራ - CanNor			
ጠቅላይ ስራ	\$ 309,375	\$ 881,100	\$ 1,190,475
ጠቅላይ ስራ ማስፈጸሚያ	<u>28,009</u>	<u>96,972</u>	<u>124,981</u>
ጠቅላይ ስራ	<u>337,384</u>	<u>978,072</u>	<u>1,315,456</u>
የክፍያ ስራ			
በጠቅላይ ስራ ለማድረግ ለሚገቡ ሰው ስራ	0	123,269	123,269
ከጋር ስራ	44,066	0	44,066
የጠቅላይ ስራ ለማድረግ ለሚገቡ ሰው ስራ	0	41,687	41,687
የክፍያ ስራ ለማድረግ ለሚገቡ ሰው ስራ	232,541	0	232,541
የጠቅላይ ስራ ለማድረግ ለሚገቡ ሰው ስራ	0	773,116	773,116
ለጠቅላይ ስራ ለማድረግ ለሚገቡ ሰው ስራ	53,199	40,000	93,199
የጠቅላይ ስራ ለማድረግ ለሚገቡ ሰው ስራ	<u>7,578</u>	<u>0</u>	<u>7,578</u>
	<u>337,384</u>	<u>978,072</u>	<u>1,315,456</u>
	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

