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## Strategy Overview

The Nunavut Economic Development Strategy identified the tourism sector as a key area for economic growth in Nunavut. In 2009 the Minister of Economic Development & Transportation directed officials to work with Nunavut Tourism to create a strong partnership in which the Government of Nunavut would take a leadership role. The current document is the product of a review of past work on tourism development and discussions with Nunavut Tourism.

The Tourism Sector Development Strategy is a three-phase strategy designed to differentiate between the immediate aims and goals that will position the sector for growth, and the medium and long-term strategy that will incorporate the roles all of the Government of Nunavut's partners in tourism development.

The current document represents the first of the three phases. Phase 1 lays out an agreement on the key elements of tourism and the roles of the key partners, sets out immediate actions to be taken by the Government of Nunavut based on identified opportunities for improving outcomes in tourism, and sets the stage for Phases 2 and 3.

Phase 2 of the strategy outlines the Government of Nunavut's commitment to consulting with our partners in tourism development in order to develop a relevant and implementable strategy that describes each organization's commitments to tourism development.

Phase 3 of the strategy is the development of a comprehensive tourism strategy that will act as a guide in developing a tourism sector that will form an important part of a strong and sustainable economy throughout Nunavut.





## The Vision of Tamapta

- Nunavummiut will continue to have a highly valued quality of life and a much better standard of living for those most in need.
- Individuals and families will all be active, healthy and happy.
- Communities will be self-reliant, based on Inuit societal values, with reduced dependence on government.
- Nunavut will be recognized for our unique culture, our ability to help one another, and for our useful contributions to Canadian and global issues.

## Our Vision of Tourism in Nunavut

- The tourism sector will successfully contribute towards the implementation of the vision of Tamapta.
- Vibrant local tourism operations will provide experiential and adventure tourism products that successfully attract territorial, national, and international tourists.
- Tourism will be favourably received in every Nunavut community and will serve to reinforce the strength and authenticity of our unique culture.

## Guiding Principles

The Tourism Sector Development Strategy will be built upon the following Principles:

**Inuuqatigiitsiarniq:** respecting others, relationships and caring for people.

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

**Pijitsirniq:** serving and providing for family and/or community.

**Ajiiqatigiinni:** decision making through discussion and consensus.

**Pilimmaksarniq/Pijariuqsarniq:** development of skills through observation, mentoring, practice, and effort.

**Piliriqatigiinni/Ikajuqtigiinni:** working together for a common cause.

**Qanuqtuurniq:** being innovative and resourceful.

**Avatittinnik/Kamatsiarniq:** respect and care for the land, animals and the environment.



## Phase 1: *Taking Leadership, Building Partners*

The first phase of the strategy involves the Government of Nunavut taking the leadership role in the sector to ensure we have the capacity to address our areas of responsibility in the elements of tourism. This involves clarification of the roles and responsibilities for tourism development and restructuring the resources invested in tourism by establishing a new Tourism & Cultural Industries Division within the Department of Economic Development & Transportation.

The new division will give the Government of Nunavut the capacity to become a full partner in tourism development with Nunavut Tourism, Nunavut Tunngavik Incorporated, the federal government, and other territorial, community and regional organizations.

The immediate changes and actions relate to industry advocacy, capacity building, product development, management of existing tourism assets, marketing, accreditation, and regulatory issues.

### **Industry advocacy**

At this stage in Nunavut's economic development the tourism industry has yet to achieve the scale needed to sustain a full-time trade association. However, the Government of Nunavut recognizes the need for tourism operators to have a voice and to provide input into government policy and legislation.

All parties agree that industry advocacy is the core function of the trade association and that their mandate is best served free of influence or conflict from government.

**Actions:** The Department of Economic Development & Transportation will continue to provide core funding for the operation of the industry association consistent with the practice of providing core funding to other sector associations. This will include the association's basic operations (for example: staffing, operations and maintenance, core marketing, publication of Travel Planner, etc.). Additional funding for specific projects will be accessed through the department's economic development funding programs.



## Building Capacity for Product Development

In order to expand the tourism sector it will be necessary to develop new and improved products that are attractive and competitive. The Tourism Sector Development Strategy will focus on reinvesting in the capacity to develop tourism products, which will include:

- Community readiness
- Training
- Identification of key tourism infrastructure needs (visitor/interpretive centres, lodges, docks, etc.)
- Destination targeting
- Business capacity
- Strategic assistance for the development of hotels, lodges and camps
- Research

**Actions:** With the creation of a Tourism & Cultural Industries Division, the Department of Economic Development & Transportation will take the lead in product development. The immediate focus will be placed on building consultation structures and partnerships with the industry association, Inuit organizations, other Government of Nunavut departments and

agencies, the federal government, hamlets, and individual association members.

These consultation structures and partnerships will inform subsequent work in Phase 2, and will lead to the development of action items addressing capacity building and product development set out in the comprehensive tourism strategy developed in Phase 3.

## Parks and Tourism Infrastructure

Part of a successful tourism strategy is to build on the efforts and accomplishments that have already been made. The Government of Nunavut remains committed to supporting existing infrastructure and tourism products.

This includes continuing to support visitor/interpretive centres, transportation infrastructure (such as docks/wharves and airstrips) and continuing the important work of developing the territorial parks and integrating territorial and national parks into tourism planning.

### Parks

Nunavut's territorial and national parks are already tourist destinations and their natural beauty and heritage value will be an anchor attraction for building a successful tourism



industry in Nunavut.

**Actions:** Parks are the exclusive responsibility of the territorial government and the federal government. The Department of Environment's Parks and Special Places Division (Nunavut Parks) will continue to lead the development of territorial parks. Efforts will be made to establish a structure to integrate strategic planning for parks into strategic planning for tourism. The industry association will continue to work closely with both Nunavut Parks and Parks Canada and include parks into its marketing efforts.

### Visitor/Interpretive Centres

Visitor Centres provide a hub for tourists to learn about available products in local tourism markets. Year-round visitor centres exist in the communities of Iqaluit, Rankin Inlet, Cambridge Bay and Pangnirtung.

**Actions:** Government will contract the industry association to operate the four year-round visitor centres. Other visitor centres in the territory will be assessed on a case-by-case basis

## Marketing

An effective marketing campaign is essential for convincing tourists to come to Nunavut. Such a campaign must emphasize the specific products that tourism operators are offering, and also raising awareness for the territory as a whole.

**Actions:** Establish a coordinated partnership between the industry association, with primary responsibility for marketing member products, and the Government of Nunavut, with primary responsibility for marketing the territory. Limited funding will be provided by government for marketing by the industry association. Additional funding will be provided through project specific, proposal-driven applications.

## Accreditation and Risk Management

A system of accreditation serves two purposes to the industry. It rewards those operators who are investing in a high quality experience and it establishes expectations so that tourists are not surprised and upset by the available service.

An assurance program to compensate for trip cancellations due to weather or other uncontrollable events would further increase the confidence of tourists planning a visit to Nunavut.

Under the *Travel and Tourism Act* regulations, tourism operators must hold liability insurance to cover catastrophic incidents. Accessing such insurance at a reasonable price has been a challenge for some Nunavut operators.

**Actions:** EDT in partnership with the industry association will develop the framework for an appropriate accreditation program that



will be finalized and implemented through the comprehensive strategy developed in Phase 3.

The Government of Nunavut will work with the industry association to establish an assurance program for tourists.

The industry association will establish an insurance program for operators, particularly small operators.

## Regulation

Improvements to the regulatory system have the potential to accelerate the growth of the sector. EDT has already invested considerable resources into examining regulatory and legislative issues, and will continue work on the following regulatory issues:

- Amendments to the *Travel and Tourism Act* and regulations.
- Adapting tourism licencing processes to new regulations under the *Wildlife Act*.
- Developing capacity for consistent monitoring and enforcing of the *Travel and Tourism Act*

**Actions:** EDT will finalize its review of existing licensing, inspection, and enforcement processes and where necessary revise these processes in consultation with the industry association and other stakeholder organizations.





## Timelines

### **Phase One:** *Taking Leadership, Building Partners*

The current phase of the strategy will guide the department's activities in the sector until Phase 3 has been completed. Phase 1 also includes the immediate actions to be taken by the Government of Nunavut based on identified opportunities for improving outcomes in tourism.

Timing: June 2010.

### **Phase Two:** *Consultation Plan*

The consultation plan will set out the approach taken in consulting with industry, communities, Inuit organizations, and the federal government. A consultation document will form the basis for discussions with interested parties.

Timing: The consultation document will be prepared for release in October 2010.

### **Phase Three:** *Development of a Comprehensive Tourism Strategy with a costed implementation plan*

The Comprehensive Tourism Strategy will look at each element of tourism, and in partnership with Nunavut Tourism and other partners will set out a clear plan for maximizing opportunities to support and expand the sector.

Timing: Target completion October 2011.





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