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We gratefully acknowledge the Government of the Northwest Territories, Tourism and Parks, Department of Industry, Tourism and Investment, for granting permission to use its Tourism Development Handbook for the Northwest Territories as our primary reference. We also wish to recognize the original source, the Tourism Development Handbook for Alberta, created by the Government of Alberta, the Tourism Development Branch of Alberta Economic Development.

This handbook examines the Nunavut tourism industry and provides an analysis of tourism development in the territory. The information abides by the regulations set by the territorial and federal governments, making it a practical tool for the first-time business operator.

The handbook serves merely as an information guide, and prospective operators are encouraged to undertake their own independent studies and feasibility assessments to ascertain the viability of their specific projects.

While efforts were made to include current information, there is no guarantee that changes will not occur with regards to the various processes, contacts and regulations/permits outlined in this handbook. It is the responsibility of the operator/entrepreneur to check on permits, regulations and approval processes for his/her particular business opportunity.

The Government of Nunavut disclaims any liability in negligence or otherwise for any loss or damage, which may occur as a result of reliance upon the material contained in this handbook.
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INTRODUCTION

Tourism represents an area of significant opportunity in Nunavut. This handbook has been prepared to assist anyone who is considering developing or expanding a tourism business in Nunavut.

This development handbook is designed to help you assess, plan and implement your tourism project. The information provided is geared towards the first-time business operator, who may not be familiar with the development process in Nunavut. For established operators, the handbook can provide assistance for expansion or diversification of tourism products.

With the assistance of the material in this handbook, you will be able to gather all the required background information to develop or expand a tourism business. Charts are used throughout the handbook to help illustrate the development process. Checklists are used to highlight some of the many questions tourism entrepreneurs must ask themselves as they evaluate the potential risks and rewards of a prospective tourism business development. To further assist you, contacts and information sources are provided throughout the handbook, with a comprehensive listing provided at the end.

Developing a tourism business differs significantly from developing a more typical retail or service operation. The market for tourism facilities and services is more difficult to define because it is subject to changing trends, to the influence of high-and low-demand seasons and to the varying expectations of consumers. Demand may be influenced by culture, income, education, age, lifestyle characteristics and the nature of the service or attraction offered.

The tourism industry must respond to the changing wants and needs of consumers. The industry, and the entrepreneur to whom this handbook is directed, must be responsive to new demands and trends if the product or service provided is to succeed in the marketplace.
1

Tourism Development Handbook for Nunavut

Photo Credit: Christian Kimber/Nunavut Tourism
Tourism products are also extremely diverse. They may involve extensive land development, such as a water-front bed and breakfast with a restaurant for visitors to enjoy the view with their meals. On the other hand, there are tourism businesses that own no land and few, if any, buildings, such as wildlife-viewing or whale-watching operators. The scale of tourism developments is equally diverse, ranging from small owner-operated canoe rental outfits, to three-season lodges.

A final aspect that is unique to tourism development is that many improvements take place in less accessible locations or less populated areas to take advantage of scenic wilderness. This means that an operator must often evaluate unusual access or servicing requirements.

This handbook was created to provide information that addresses the challenges specific to developing a tourism business. It provides the key information required for a great start to an exciting and rewarding future in the Nunavut tourism industry.

For assistance in developing your business, contact your Economic Development & Transportation regional office. Contacts are listed in Section 17. Business or economic development officers are available to guide you through the process.

Photo Credit: Christian Kimber/Nunavut Tourism
THE TOURISM INDUSTRY IN NUNAVUT

1 Background
2 Values
3 General Overview
4 Current Trends
5 Types of Tourism Businesses
6 Tourism Sector Revenue

Background

Tourism has always been and remains an industry with potential for growth and development. Nunavut offers travellers great natural beauty and a fascinating history and culture, and is gradually developing more and better quality tourism products and services. In Nunavut, tourists enjoy the services of tourism operators and establishments, including but not limited to outfitters, 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.1

The 2013 *Nunavut Economic Outlook* noted the need for more and better quality products and services extending to all aspects of Nunavut’s tourism sector. A greater appreciation for operating standards would help in this regard. Unlicensed operators undermine legitimate businesses, putting travellers and the industry at risk. More training and education is needed throughout the industry.

The Nunavut Tourism Development Handbook was created to address these concerns by providing detailed information to assist current and new interests in the Nunavut tourism industry to improve or launch tourism products and services. This handbook supports the goals of *Tunngasaiji: A Tourism Strategy for Nunavummiut* for:

1. Development and enhancement of attractions, products and services; and
2. Business development and support targeted to take advantage of tourism opportunities, as well as Nunavut Tourism’s mandate to support tourism operators and tourism product development.

**Values**

In 2013, Economic Development & Transportation released *Tunngasaiji: A Tourism Strategy for Nunavummiut*, which is based on Inuit societal values and the wisdom and experience of Nunavut’s elders. These values are important to the tourism industry as a whole and therefore also guide current and future tourism development throughout the territory.

These values are:

- *Inuuvatigiitsiarniq*: 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
- *Aaqqiqtigiinniq*: making decisions through discussion and consensus
- *Pilimmaksarniq/Pijariuqsarniq*: developing skills through practice, effort and action
- *Piliriqatigiinniq/Ikajuqtigiinniq*: working together for a common cause
- *Qanuqtuurniq*: being innovative and resourceful
- *Avatittinnik Kamatsiarniq*: respecting and caring for the land, animals and environment
General Overview
A healthy economy should be diverse and grounded in many sectors. In Nunavut, tourism offers the potential to fulfill a long-standing vision of increased economic diversity. It can also offer a more equitable distribution of wealth to smaller communities. These goals have been identified as priorities in Sivumut Abluqta: Stepping Forward Together, the new mandate for the Legislative Assembly, as well as in Tunngasiiji: A Tourism Strategy for Nunavummiut, prepared by Economic Development & Transportation. With the increase in business travellers and new awareness of Nunavut attracting leisure travellers, there is potential to fully realize tourism opportunity in Nunavut.

The tourism industry is made up of a number of businesses including big game outfitters, fishing operators, outdoor adventure providers, as well as related sectors including transportation, accommodation, food services, and arts and crafts. Supporting tourism growth requires an inclusive approach that looks at the individual components of the whole tourism package.

Tourism is both an important and growing industry. It is becoming increasingly sophisticated, as evidenced by the varied segments and products that make up the industry. In Canada as a whole, tourism spending reached $84 billion in 2013, a 2.6% increase over 2012, and the fourth consecutive annual gain since the downturn in the world economy in 2008 and significant decline in Canadian tourism following in 2009. Overall, tourism employment in 2013 reached a total of 618,000 jobs and over 170,000 tourism business establishments.

Current Trends
Highlights from the 2011 Nunavut Visitor Exit Survey include the following trends:

- Since 2008 the total annual number of visitors to Nunavut has increased.
- The majority of visitors to Nunavut visit for business purposes (64%).
- Most visitors are male (70%) and are between the ages of 40 and 65 (51%).
- 90% of visitors are Canadian and 63% have incomes between $50,000 and $150,000.
- A higher proportion of visitors have a college, university and/or postgraduate degree (79%) compared to the Canadian average (50%).
• The most popular trip planning resources include: 1) Nunavut Tourism website, 2) books/novels and articles about Nunavut, and 3) airline/cruise line or other industry websites.

• Visitors are primarily motivated to travel to Nunavut for: 1) business purposes (72%), and 2) the chance to view natural environments and wildlife (13%).

• Most visitors stay in hotels (47%) for a period of 1-6 nights (42%).

• The majority of visitors travel alone (38%), with business associates (32%) or with friends and family (21%). Only 2% of visitor groups include minors.

• The most popular activities visitors participated in include: 1) shopping for local art/carvings, 2) visiting a museum or visitor centre, and 3) hiking.

• In 2011 the total annual revenue generated by tourism in Nunavut is estimated to be $40 million Canadian.

• Average spending among all visitors was $2,663 per person/per trip.

• Travel is the most significant expenditure at 51% of total spending.

• Spending on accommodations, food, and local art/carvings has increased since 2008.

• 64% of total spending in Nunavut is for business purposes.

• Over 85% of visitors rated their overall trip satisfaction as excellent or good.

• Visitors most often noted that improvements could be made by reducing overall costs, improving the quality of airports, increasing access to products and services, and increasing access to the backcountry.\(^6\)

Types of Tourism Businesses

The diversity in the Nunavut tourism industry attests to the wide range of needs and expectations of the northern traveller. The following table outlines examples of the different kinds of businesses that cater to tourists as well as a general overview of what they are coming to experience.

\(^6\) Nunavut Visitor Exit Survey 2011, Nunavut Tourism, 2012
<table>
<thead>
<tr>
<th>Accommodation</th>
<th>Bed &amp; breakfasts, hotels, lodges, cabin establishment, motel, outpost camp, tent camp</th>
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<td>Local rental cars, local taxis, charters (airplanes and boats), national and local airlines</td>
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<tr>
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<td>Fishing, hunting, local sightseeing, adventure, northern heritage, canoeing/kayaking, wildlife/birdwatching, hiking, cruises, floe edge, snowmobiling, dog sledding and many more</td>
</tr>
<tr>
<td>Events and Attractions</td>
<td>National parks, territorial parks, caribou migration, heritage waterways (e.g. Northwest Passage), Aboriginal and northern culture, historical sites, communities, Alianait Festival, Rockin' Walrus Festival, Nunavut Arts and Crafts Festival, archaeological and paleontological sites and many more</td>
</tr>
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**Tourism Sector Revenue**

The importance of tourism to Nunavut’s economy is illustrated by recent visitor statistics. The 2011 Nunavut Visitor Exit Survey estimates total annual revenue generated by all tourism activities in Nunavut for 2011 to be $40 million. Similarly, the Nunavut Bureau of Statistics indicates that real GDP for tourism-related industries revenue in 2011 is $41.6 million. Since 2006, tourism revenue has increased an average of 2.2% per year. In comparison, the combined revenue of all industries in Nunavut increased on average by 5.7% per year. Tourism revenue is clearly not increasing at the same pace as other industries.

Data on total tourism revenue by region is not yet available. However, the 2011 Exit Survey provides estimates of the percentage of travellers visiting each region. Of total travellers to Nunavut, 84% visited the Qikiqtaaluk region, 9% visited the Kitikmeot region, and 7% the Kivalliq region. The percentage of travellers visiting Qikiqtaaluk has increased steadily since 2006.

Average spending among all travellers on a per-person/per-trip basis in the 2011 exit survey shows that the average traveller to Kitikmeot spent $4,475; the Qikiqtaaluk average is $4,558; and the Kivalliq average is $3,532.10. For all travellers to Nunavut in 2011, 51% of spending was on airfare, 17% on accommodations, and 10% on food.7

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The Government of Nunavut is dedicated to providing current statistical data about and for the tourism sector. In 2015, the government embarked on three projects to collect robust and detailed information about tourism in Nunavut, including: a data collecting project to build upon the information that is currently available; an economic impact study for the Nunavut tourism industry overall; and a visitor exit survey. For more information about these projects and studies, contact Economic Development & Transportation.
KEY PLANS

1. Business Plan
2. Marketing Plan
3. Conceptual Development Plan

A crucial part of tourism business development is the preparation of key documents that will provide a very clear idea of what you want to do, where you want to be and how you are going to get there. With the assistance of the material in this handbook, you will be able to gather all the required background information in order to prepare three key plans:

- The Business Plan
- The Marketing Plan
- The Conceptual Development Plan

In general, all plans and proposals should contain clearly stated and accurate information. Each plan or proposal must interest the reader and be clear with any related request for assistance, particularly as it relates to financing. First impressions do count. An organized, professional looking presentation and well-documented information are definite assets. For most development applications, the proposal should also be easy to photocopy because it will be distributed to several people for review.

These three documents will guide you more easily through other steps of the development process, including securing financing and obtaining your licences and approvals. This section describes the elements of each plan so you have a good idea of what you will specifically need to do as you read through the rest of this handbook.

Greater detail and information requirements for these plans can be found in Section 6: “Information Collection and Evaluation”.
Business Plan

The summary of all your financial research will be encompassed in your business plan. The plan describes your business goals and the business concept in relation to local/regional and tourism markets. It outlines the way in which you intend to finance and manage your project. It incorporates a detailed financial analysis, including cash flow forecasts, projected income statements and pro-forma balance sheets. The business plan is the basis of your submission to lenders and investors; be sure to present estimates of future profitability based on research and sound assumptions. This plan is also your own guide to what you expect your business to achieve. It should contain:

- A summary of your proposal, the intended product/service and target market group(s), a description of industry trends, your competitive positioning, management highlights and the financing request at hand.

- A description of your business goals/objectives, anticipated sales volume, market share, visitor satisfaction, repeat visitation and/or other similar targets.

- A marketing plan that includes a description of products/services to be offered and an analysis of the market, trends, competition and identification of your target markets. It should also highlight your sales and promotional strategy. This section may be presented in a separate plan.

- A financial plan, that includes projected income statements, cashflow statements and pro-forma balance sheets that provide detailed monthly operating forecasts for the first year of operation and annual forecasts for the next two to three years. (Includes opening balance sheet and statement of construction/start-up costs and sources of financing.)

- A discussion of debt/equity financing and the corresponding ratio analysis are required. Include financial statements with the previous year’s balance sheets and income statements (for an existing business). (May also include personal net worth statements of the shareholders.)

- A management plan, which will set out the organizational form and structure of the business. It should highlight the skills, experience and responsibilities of the management team. This section should contain a discussion of the operator’s background – who is involved, what other business ventures is he/she involved in and what is his/her track record in business.

- An operations plan, discussing operational parameters such as hours of operation, insurance, risk management practices, cash/credit handling, procurement, staff training, etc.
• A **project schedule**, covering government and financial approvals, construction period and preparation time before the development opens its doors.

• A **staffing plan**, based upon detailed human resource requirements. Summarize duties, responsibilities and reporting relationships. You may choose to do a more detailed human resource plan to supplement the business plan.

For more information about developing a business plan, contact the Canada/Nunavut Business Service Centre ([www.canadabusiness.ca](http://www.canadabusiness.ca)).

### Marketing Plan

Your marketing plan can take two forms. It is a major component of your business plan and it may also be a separate document that expands upon and details the marketing information contained in the business plan.

The supply and demand analysis undertaken as part of determining project feasibility gives you a clear picture of the people you are aiming to attract and the competition you are faced with. Your marketing plan outlines the strategy for achieving your targeted share of the market. This plan is an important step and should be started early in the development process. Your marketing plan should include:

• A **definition of your target market(s)** including type, size and geographic region. Provide a profile of the clients you anticipate attracting (Demographics: age, sex, household composition and income. Psychographics: interests, beliefs, values and activities).

• An **analysis of the tourism supply**, i.e. who your competition is, what their strengths/weaknesses are, how you will position yourself vis a vis the competition, what your competitive advantage is and what percentage of the market you feel that you can attract.

• A section on how you plan to **initially attract your clients**. Outline a campaign for marketing the development through various media (print, broadcast, etc.) complete with costs and schedules according to your proposed opening date.

• A section on **future marketing efforts**. Marketing efforts to launch a development often differ from ongoing marketing efforts. A section of the marketing plan should generally discuss the timing and shift of resources and strategy. This should also include additional market research, over and above that done to initially investigate the opportunity (e.g. customer feedback forms and customer databases).
• Overall **advertising strategy**. Contact local and regional media for reader/audience data, rates etc. Talk to other operators for proven techniques.

• Overall **sales strategy**. How will personal sales activities be utilized to capture business?

• Planned **promotional campaigns**. Determine the timing of these activities (discounts, contests, publicity, etc.) and estimate the associated costs.

• **How you will use referral groups and associations** such as Nunavut Tourism, tourism destination regions, destination marketing associations, Chambers of Commerce and tour companies?

• Examine **signage** needs and restrictions (where applicable).

• **Cooperative and joint marketing efforts** with other operators.

• Dollar requirements and **marketing budget**.

• **Method of evaluation**. How will you measure the effectiveness of your marketing efforts?

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Photo credit: Tessa Macintosh/Nunavut Tourism
Conceptual Development Plan

The information gathered through the site evaluation process is used to prepare a conceptual development plan that summarizes all the site conditions and resources. It includes a schematic diagram of all proposed buildings and facilities and the intended means of servicing them.

This concept plan is the basis for obtaining land-use approvals and for developing cost estimates used in the financial analysis. Make sure all the questions have been answered and the concept plan is complete. If the project is large, it may be advisable to obtain the help of a professional consultant for concept plans and cost estimates for buildings and site development.

The physical concept plan is a combination of graphic and written information. This package should include:

- A **site analysis summary** outlining the physical features of the site and noting any deficiencies that must be overcome.
- An **environmental impact statement** reviewing the existing environment and its capability to adjust to the proposed development. Ways of mitigating and minimizing negative impacts are laid out as part of the development, community liaison and construction processes. This may be a separate document depending on the scale of your development and the requirements specified for land leasing and/or a development permit.
- A **program statement** describing the users, activities and interactions in physical design components and what is required in each.
- An **illustration** that generally places all the physical development components on a map of the site and shows all circulation patterns between active areas.
PRODUCT DEVELOPMENT PLANNING

1 Stages of Product Development and Innovation

2 The Recipe to Product Development Success

Stages of Product Development and Innovation

Product development for tourism businesses has a number of stages or approaches. For many, most time and effort remains focused on maintaining and delivering existing products to current customers. From time to time, existing products and experiences are refined to attract new customers and retain existing customers. Some operators commit to adding new products and experiences each year to retain existing customers.
The most difficult product development strategy, and the highest risk strategy, is to **develop new products for new and/or existing customers.**

The Canadian Tourism Commission book *Passages to Innovation* provides one tool to support a strategy that includes the development of truly innovative and new products.

![Diagram showing the Quadrants of Passages to Innovation](image)

This model cannot be used to explain the industry as a whole. It must be taken within a specific segment for comparison. For example, when speaking of high yield customers, the specifics of that demographic would vary significantly between Australian backpacking youth versus American empty nesters looking for spa vacations. However, within each of these segments, there are identifiable groups who are higher yield than the other (relative to that segment). This said – details of any quadrant would vary in terms of return on investment (ROI) and potential depending on the industry segment.

**Quadrant I**

**Existing Customer/Existing Products:**

This quadrant represents the lowest risk strategy. In this instance, the organization is catering to its current market segments with its existing product range. *Two examples of this would be: 1) southern Ontario art buyers attending the Nunavut Arts and Crafts Festival every year to meet Nunavut artists, and 2) a boating operation that ferries hikers going to and from Auyuittuq Park.*
Quadrant I is a familiar quadrant and remains a safe bet for many organizations. However, it is important to look at current events, such as changes in currency values and world market performance, as this impacts the tourism consumer and organizations must not only react to new trends, but also be proactive in order to be ready for the new market once everything settles.

**Quadrant II**

**New Customers/Existing Products:**

This quadrant represents a slightly higher risk strategy. An organization entering this quadrant should keep a portion of its efforts in quadrant I.

Selection of new market segments are made based on extensive market research and evaluation. Using this market information, a product may be modified to best reflect the needs of the new market – this does not constitute a new product.

*For example, the Nunavut tourism market has determined that 91.1% of visitors are Canadian. Upscale and retired “boomers” in the US and European the work-abroad young adventurer from Australia could be potential new markets.*

**Quadrant III**

**New Customers/New Products:**

This quadrant represents the highest risk strategy.

New businesses all start in this category. It is very delicate and must be executed with caution. Research is the basis of success. Inventory, assessment, competitive analysis and clearly defining one’s unique selling proposition (USP) will be keys to success.

As an existing organization, creating a new product to deliver to new customers is tricky. It is important to continue to use the USP or brand proper to the organization and then, to convey that to a new market through new products.

*An example of this quadrant may be a Nunavut operator that gives floe edge tours and wishes to add new qamutiit to their fleet that have wind-shields, extra soft cushions and small heaters to offer a little luxury to their trips, and is going after an upscale retired “boomer” audience in southern Ontario.*
Quadrant IV
Existing Customers/New Products:
This quadrant offers a potential high-risk strategy.

When presenting new products to your existing customers, you want to ensure that these new products will cater to their needs and not alienate them. Your existing customers will, however, be more willing to try new products coming from an organization that they have trusted. Don’t disappoint them!

An example of this a boating operation that retains ferrying hikers as a base product, but adds whale-watching and iceberg viewing to the list of tourism services offered.

The Recipe to Product Development Success

Many tools are available to assist any organization in the development of products that respond to market demand. Based on the diagram on page 20, and referencing your organization with the quadrants on pages 20–22, it is clear that successful marketing requires innovative product development that clearly responds to market demand.

As such, the following recipe will assist you in developing your business and products for the consumer. Before following this recipe, you should have identified where in the previous quadrant your business or partnership is situated. The location of your organization on the quadrant will determine the depth of activities in the recipe that you must follow.

The recipe will give you the basic understanding of the steps to be followed. What specifically you are trying to achieve should be determined with your position on the quadrant and your partnership’s objectives for the next 3–5 years.

Research
Research is the undertaking and collecting of relevant, timely data, which will ensure you are meeting market demand now, and will be market driven in the future. Depending on your position on the quadrant, research requirements will vary.
A step-by-step process for successful research in product development includes:

- **Inventory** – When identifying your organization on the sample quadrant, you must first, take an inventory of your existing product offering.

  This entails identifying all organizations involved in your market and taking stock of the various product offerings within each organization. The list should be exhaustive and include everything from week-long packages to merchandising.

  You are encouraged to seek out literature and resources that reflect your business and can enhance your development of product and market.

- **Assessment** – This is a critical part of the process to identify your position on the quadrant model. Once you have completed the inventory of your various products, you must then assess them in terms of market-readiness and validate their existence. This step identifies your position and your strength in quadrant I and any other quadrant you may be positioned in. Once you have determined your position and strengths, you are ready to define your future objectives and move towards innovation.

**Innovation**

- **Market research** – Before the actual act of innovation, you must identify your market(s). You can build the nicest castle in the world, but if no one wants to see it, it would be a waste of resources!

  When studying your market(s), identify current demands (which will strengthen your evaluation of your current position) and, identify trends (which will identify the upcoming demands over the future timeframe of your development). Identify demographics, psycho-graphics and socio-graphics. Look for long-term desires within your market. When working in product development, you are not responding to immediate needs from your consumers, but rather to those demands they will have in 3–5 years.

- **Gap analysis** – Cross-referencing your inventory of strongly market-ready products with the identification of market trends over the next 3-5 years will allow you to identify the gaps in your current product offering. You must then define which elements from the gap are realistically achievable. This step identifies how motivated you are to achieve identified goals.
• **S.W.O.T. analysis** – This is a brainstorming analysis to help you determine your current position (starting point). During this process, you should work with your partners to identify: strengths, weaknesses, opportunities and threats that can help (or hinder) you as you work towards creating your new products. This gives you your starting block to identify the distance between where you are and where you want to go.

• **Planning** – Planning is an integral part of the Product Development Planning phase of marketing. As such, it follows the extensive research component in order to become our map to innovative product development and, therefore, should include solutions to the next steps in the process.

  Using the research conducted, determine a solid business plan, which gives you direction and step-by-step processes to follow. In your business plan, identify where you are, where you want to go, what it will take to get there and who is needed to do what. Be sure to incorporate an evaluation method to ensure that you are on track and an evaluation tool to determine the success of your business plan. Do not forget the infamous feedback loop; once your project is complete, it is never complete. You must evaluate it, identify the gaps between your ideal scenario and what actually happened, then, iron out the kinks and go for round two.

• **Partnership** – In tourism, product development is rarely (if ever) successful when conducted solely by one organization. Clearly each organization must have its own product offering, but when we refer to innovative product development, the strength is in QUALITY. To achieve recognizable quality, it is best to work in like-minded groups who share a vested interest in promoting a product (cruise ship programming in a community) or a region (the Kivalliq) or a cultural cluster (Aboriginal tourism).

  When working through this step, you need to identify:

  • Who is interested in the project? Who shares a vested interest in developing and promoting the product?

  • Who is missing from the original brain trust of the project?

  • How do you recruit new partners? What’s in it for them?

  Some of this work should be done at the onset of the project. The answers to these questions should be a part of the planning process.
• **Product Development** – You have now identified the goal of the project and the players. So, put on your creative cap and start building!

Using the research, you have defined what you would like to create. Using the planning and partnership steps, you have identified how you would like to create and whom you would like to create with.

In this area, you want to work through the business plan, continuously looking back at your research reports, opening the conversation throughout the partnership to ensure the highest level of buy-in. In the end, you should develop experiences and packages that will respond to your market demand research and fulfill your business plan objectives.

• **Testing and Evaluation** – Once you have developed the product, the experience, the package or the brand, test it. Create a pilot project using a sample of your selected market.

You can test your product with a segment of your market, with travel agents and tour operators, media or other representatives who will sell your product.

In this phase, ensure there is an evaluation form that the participants can complete in order to give you feedback on successes and missing pieces. You’ll use this information to iron out the kinks.

The evaluation criteria need to be set out during the planning process.

• **Launch The Product** – Once you have developed your product and are comfortable with its strength, you are ready to deliver it to your consumers and continuously enhance it as time goes on.

Remember that continuous evaluation must be conducted to make enhancements and determine the product’s long-term feasibility.
DEFINING THE PRODUCT

1 Initial Look at Market Supply and Demand
2 Initial Look at the Development Process
3 Developing a Business Concept

Initial Look at Market Supply and Demand

At the beginning of the development process, there is usually a good idea or an intuitive gut-feeling that a certain facility or service makes sense, or that a certain location has potential for tourist activities. This is an important place to stop and ask questions and do some brainstorming with people knowledgeable about similar developments.

Before proceeding into detailed development analysis, it is critical to determine who the potential customers are for this facility or service (the target market), and whether their demand is already being met by other businesses. If this preliminary market analysis does not favor development it is wise to rethink the initial concept. Ask yourself these questions:

- What competing facilities or services are in the area? How many are there? Are they full-time or seasonal operations? Have these operations been successful?
- What is the nature of the tourist traffic in the area – who visits, how long do they stay, what services do they use? Has tourist traffic to the area been increasing, decreasing or holding its own over the last several years? What share of the tourist market do you think your business will capture?
• If this is a new type of tourism business for an area that has not previously been developed for tourism, what information do you have that supports its potential to bring tourists to the area? Have other facilities failed in similar circumstances? Why do you think you can succeed?

You can answer many of these questions by talking to other tourism operators and agencies/organizations involved in tourism development.

Economic Development Officers (EDOs) are also an important resource that can be used to get information on how to go about business in communities. The Government of Nunavut considers them as the gateway to access the communities for planning consultations, sharing cruise ship itineraries, training needs in the community, etc. EDOs will bring forward any concerns that the community may have that will impact tourism in a negative or positive way.

Initial Look at the Development Process

It is a good idea to have alternative locations for your project in mind, particularly if you are looking at developing a land-based project such as a camping ground or hiking trails to an archeological or historic site. The land base of Nunavut is a mix of Crown, Commissioner's, municipal and Inuit-owned lands. There are a number of procedures for gaining lease rights to land and these will affect the length and complexity of the overall development process.

Most tourism projects will require development permit approval. It is prudent to be aware of the procedures involved in obtaining approvals for a development on a land base in that perfect location.

The first step for those interested in acquiring land for tourism purposes is to contact the Government of Nunavut’s Department of Environment for the appropriate tourism approval. Bear in mind that the issuance of tourism approval does not mean the land lease application has been approved by Aboriginal Affairs and Northern Development Canada (AANDC).

There are currently two approved land use plans in Nunavut that guide and direct resource use and development within their respective planning regions:

• the North Baffin Regional Land Use Plan, and
• the Keewatin Regional Land Use Plan.
Any proposal for land use or tourism development requiring a permit from a regional Inuit organization or AANDC in either of these two regions would require a conformity determination by the Nunavut Planning Commission. More information is available at www.nunavut.ca/en/approved_plans.

Crown Lands in Nunavut

The Land Administration office of Aboriginal Affairs and Northern Development Canada (AANDC) is responsible for managing Crown land throughout the Nunavut. If you are interested in acquiring Crown land in Nunavut or are planning a land use activity in Nunavut, you should be aware of the following:

- The Government of Canada has a settled land claim with the Inuit of Nunavut, the Nunavut Land Claim Agreement (NLCA). Extensive consultation is therefore undertaken with these groups prior to the disposal of land. Although every application will be considered, persons applying for land should be aware that their applications are subject to approval.

- The NLCA established five Institutions of Public Government:
  1. the Nunavut Impact Review Board (NIRB) which is responsible for the environmental assessment of projects in Nunavut;
  2. the Nunavut Planning Commission that ensures projects conform to approved Land Use Plans (Please contact NPC for more information on approved Land Use Plans in Nunavut);
  3. the Nunavut Water Board that has responsibility over the regulation, use and management of water;
  4. the Nunavut Wildlife Management Board that protects and conserves wildlife through traditional Inuit and scientific knowledge; and,
  5. the Nunavut Surface Rights Tribunal that arbitrates disputes, independent of any influence of another party, government, Inuit organization or industry.

Land Use information is available from the AANDC regional office in Iqaluit. Visit their website at www.aadnc-aandc.gc.ca/eng/1100100027931/1100100027935 or call the Land Use Planning Coordinator (867) 975-4572.
The data for existing conservation areas, including parks and sanctuaries, administrative boundaries and more is available from Geogratis: (www.geogratis.cgdi.gc.ca/geogratis/Home?lang=en) and Geobase: (www.geobase.ca/geobase/en/).
Inuit-Owned Lands

Throughout Nunavut, the Nunavut Land Claims Agreement (NCLA) is in effect for all Inuit-owned lands. Nunavut Tunngavik Incorporated (NTI) is the Inuit-run organization that monitors the implementation of the NCLA. NTI ensures that promises made under the Nunavut Land Claims Agreement (NLCA) are carried out. Inuit exchanged Aboriginal title to all their traditional land in the Nunavut Settlement Area for the rights and benefits set out in the NLCA. The management of land, water and wildlife is very important to Inuit. NTI coordinates and manages Inuit responsibilities set out in the NLCA and ensures that the federal and territorial governments fulfill their obligations.\textsuperscript{8}

The NTI Department of Lands and Resources promotes and protects Inuit interests in the lands and resources of Nunavut. The Department manages Inuit Owned Lands (IOL) on behalf and for the benefit of all Inuit, so as to promote economic self-sufficiency in accordance to Inuit social and cultural needs and aspirations.\textsuperscript{9}

The regional Inuit organization of the region whose Inuit Owned Lands you are interested in have Land Management Departments who should also be contacted about your plans and intentions:

- Qikiqtani Inuit Association (Baffin) 1-800-667-2742
- Kivalliq Inuit Association 1-800-220-6581
- Kitikmeot Inuit Association (867) 983-2458

The section of the NCLA that pertains most directly to tourism development is Section 5.8.1, which states that Inuit have the first chance to be guides, open sport lodges and sell wildlife products.\textsuperscript{10}

Municipal Lands

The Government of Nunavut Department of Community and Government Services (CGS) is also involved with land use situations. Each regional office of CGS operates a position for Community Planning and Lands, which assists the hamlets with a Community Plan, zoning By-Laws and also supports the hamlets with Land Development. They work closely with the Lands Officers in the communities.

\textsuperscript{8} www.tunngavik.com/about
\textsuperscript{9} www.ntilands.tunngavik.com
\textsuperscript{10} A Plain Language Guide to the Nunavut Land Claims Agreement, Nunavut Tunngavik Inc., 2004
Within city or community limits, land use planning, subdivision and development control are the responsibilities of Nunavut municipalities and their Land Officers. For municipal government contact phone numbers, see Section 17: Contacts and Resources at the back of this handbook.

Other land use considerations include environmental and heritage or historical assessments. These will be discussed in Section 8.

An early look at financing is also critical to the success of a development. It is wise to examine the financial requirements of the total project as well as the current economic health of the community in which the project will operate.

A general idea of financial requirements should lead to an investigation into sources of financing. Information can be obtained through a number of methods and from a variety of sources, but a good place to start is with the Economic Development Officer (EDO) for your community. Attention to this area will help you realistically assess the feasibility of undertaking your proposed project.

In summary, the focus of this initial look at the development process should consist of:

- an examination of the steps involved,
- an examination of the time involved in some of the steps,
- a broad financial picture, and
- a general picture of project timing.

**Commissioner’s Lands**

Commissioner’s land as defined in Section 49 of the *Nunavut Act* (Canada). For the purpose of this policy, there are seven types of Commissioner’s lands:

1. Lots within the 100 foot reserve
2. Lots on the government exemption list
3. Un-surveyed lots within the Municipal boundary—where title has not been transferred to the Municipality
4. Land within the Block Land Transfer that is still under the administration and control of the Commissioner

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11 Land Lease Pricing Policy, Community and Government Services, 2013
5. Block Land Transfer lands outside municipal boundary

6. Deemed Commissioner’s land outside the Block Land Transfer but inside the municipal transfer

7. Titled Commissioner’s Land

**Lands to which Act applies**\(^{12}\)

Subject to subsection (2), this Act applies in respect of the following:

a) all roads, streets, lanes and trails on public lands;

b) lands acquired by Nunavut with territorial funds or pursuant to tax sale proceedings;

c) lands situated in Nunavut that had been acquired before April 1, 1999 by the Northwest Territories with territorial funds or pursuant to tax sales proceedings; and

d) public lands situated in Nunavut whose administration and control had been transferred before April 1, 1999 by the Governor in Council to the Northwest Territories.

General information on land use planning approval process for Commissioner’s land is available from Lands Administration Office in the Department of Community and Government Services.

**Developing a Business Concept**

If the initial review of the market looks positive and the development process looks workable, a clearly defined project should be outlined. This business concept can be simply stated as a goal, for example:

- To build an eco-tourism resort with rental cabins on Hudson Bay and attract visitors from the US market; or,
- To open a seasonal operation such as floe edge tours by dog team.

The original concept will likely be altered throughout the process as more site information, development costs or licensing requirements become known. There may not be a commitment to a specific location at this point as this will be the result of detailed site analysis. An entrepreneur should, however, always maintain a clear statement of the business concept.

\(^{12}\) Consolidation of Commissioner’s Land Act, RSNWT 1988 c.11
Project Feasibility

In determining the feasibility of a tourism project, as with any business, accurate market assessment and careful financial planning are critical to the success of the venture. For large or complex projects, professional help is recommended. In evaluating projects, the following steps should be completed, and all the questions should be answered.

These steps force even the most enthusiastic, idealistic entrepreneur with a brilliant idea to make a realistic assessment of the risks and rewards of a project. For some projects either the market or the financial analysis (or both) may prove the idea to be not feasible, and a re-examination may be required. The following steps highlight the need to complete an economic evaluation before any investment is made.

There are several sources of assistance available to a prospective tourism business operator. Private consultants can evaluate the project. Alternatively, assistance can be obtained from:

- GN Economic Development & Transportation
- Canada/Nunavut Business Service Centre (federal/territorial agency)
- Community Futures offices (federal government program) through Kitikmeot Community Futures Incorporation, Keewatin Business Development Centre and Baffin Business Development Corporation
- Business Development Bank of Canada (federal crown corporation)
- Nunavut Business Development Corporation (territorial crown corporation)
These government agencies, as well as charter banks, can provide a range of services and publications that can assist you with the evaluation of your project.

The steps that will help to determine how feasible your tourism product will be are discussed in detail in the following sections. The steps include:

- Tourism market analysis
- Project site evaluation
- Resource assessments
- Financial analysis
- Development and licencing approvals
- Packaging the product
TOURISM MARKET ANALYSIS

1. Types of Tourism Markets
2. Demand Analysis
3. Supply Analysis
4. Market Evaluation
5. Tourism Market Data Sources

Market analysis is a critical component of business research, particularly in the tourism industry. The spending habits of tourists, their characteristics, their reasons for traveling and the experiences they seek are constantly changing.

The tourism operator must respond to emerging trends. If the proposed service or facility is intended to capitalize on an innovative new trend in the industry, the operator must research consumer appeal to be assured that there are enough people interested in the new concept, that they have enough money to spend on it and that they are willing to spend their money on it. Such concerns can be answered through a market research study.

Clearly defining the market for your tourism business enables you to determine your marketing objectives. These objectives will direct the marketing component of the business plan.
Market Analysis

Develop a concept for the right product or service in the right location

Research the current supply and demand for the product

Financial Analysis

Evaluate site location, costs, and infrastructure requirements

Evaluate capital debt repayment, cashflow and operating costs, profitability

Evaluate rate of return and feasibility

The Business Plan

Develop marketing, operations and human resource plans, and project schedule

Outline projected profitability, cashflow, working capital and financing sources
Types of Tourism Markets

Most travel surveys identify the main categories of visitors as people travelling for pleasure, business, and visiting friends/relatives or for personal reasons. In your market research you should be more specific. For example, potential visitors to your area or facility may be:

- Hikers
- Wildlife and bird watchers
- Photographers
- Sports events and spectators
- Government employee participants
- Overseas package tour participants
- Work crews
- Marine tourists
- Hunters
- Fishermen, anglers
- Shoppers
- Conventioneers (and spouses)
- Overseas business visitors
- Educational tour participants
- Commercial travellers

Demand Analysis

Each visitor is looking for a different ideal experience and has specific preferences for type of accommodation, food services, recreation, etc. As a result, there are numerous ways to break the tourism market into sub-groups. The important thing is to identify the groups (segments) that will buy your product or service.

Once you have identified the one or more types of tourists you anticipate (or would like to attract) you can then develop a detailed profile of your target market(s). You should develop a clear understanding of this market in terms of:

- Who they are (age, income, marital status, education and lifestyle patterns)?
- How many are expected?
- What interests them?
- Where they come from?
- Why they travel?
- When they travel?
- How often they travel?
- How they travel?
- How they spend their money?
- How price-sensitive they are?
The Canadian Tourism Commission has a full range of market research and statistical data pertaining to Canadian and non-Canadian travel markets. These reports are available through the Commission’s intranet site (Canadian Tourism Exchange). The web link is: www.canadatourism.com/en/etc/etcindex.cfm

Tourism and Cultural Industries, a division of Economic Development & Transportation in the GN, works closely with Nunavut Tourism to promote tourism marketing, research, training, planning and product development. Nunavut Tourism conducts Visitor Exit Surveys which collect information about who is coming to Nunavut and why. For recent statistics, contact Nunavut Tourism at info@nunavuttourism.com.

**Supply Analysis**

It is important to evaluate the existing supply of tourism services and facilities. You must determine:

- What competitive facilities are there in the market area?
- What are the current usage rates or occupancy rates for operators in the regular and off-season?
- What share of the market can you expect to capture?

**Market Evaluation**

The following list includes many of the critical questions an entrepreneur should attempt to answer before deciding to commit to a business concept.

**Orientation**

- What markets do you hope to attract or create?
- What is the nature of the area tourist traffic and what have been the recent trends?
- Will the project be the first of its kind in the area? Why do you think it will succeed?
- What recent surveys or market studies have been done for this area or market component?
- Does the local community support the project? Are there any land, environmental or socio-cultural issues that could pose a problem?
Demand Analysis

- How many tourists visit the area in the regular and off-seasons?
- How many of these tourists could potentially use your service or facility?
- When do people travel to this area or facility? Weekends? Summer holidays? During hunting season? Define the regular and off-seasons, and corresponding visitor profiles.
- What proportion of tourists requires accommodations?
- What preferences have been shown for hotel, motel, bed-and-breakfast or campground accommodations? Is this pattern changing?
- What is the general origin of visitors to the area? How do they travel to the area?
- What is the average length of stay? Will your operation change any of these trends?
- What is the forecast rate of growth in the number of tourists to the area?
- Does the area actively promote tourism?
- If you anticipate a mainly local demand, what is the projected population growth, average income levels, spending patterns, demographics (age, sex, marital status) of the population?
- What are the main family types, income levels, lifestyles and socio-economic profiles of current visitors? Does this fit with your proposal?
- Are there specialized user groups such as large organizations, conventions or government frequenting the area?
- Is the demand mainly for a distinct season? Can this be extended? What demand might be developed for off-season use?
- What do you estimate the demand for your business to be for the next five years? What occupancy or usage rates are forecast for these types of facilities for the next five years?

Supply Analysis

- What competitive facilities are there in the market area? Which of these do you consider to be your primary competitors?
- What accommodation facilities are in the area? What is the history of occupancy rates? What are the seasonal rates? Is there enough available capacity in the area to accommodate an increase in tourist volume that may be caused by your tourism product/service?
- Are any other directly competitive operations planned for the area?
• What food and beverage facilities are in the area? What are their seating capacities, hours of operation and turnover rates? Are they tourism-friendly?

• How would you describe the area’s tourism capacity? Under-supplied or over-supplied? What special attractions are in the area that would add to general tourist activity or complement your operation?

• Is the project entering a very competitive market with well-established competition? Are there substitute products/services available that could serve as an alternative to your proposed tourism experience?

• What has been the performance of other facilities over the past 5–15 years? Steady growth, no growth or negative growth?

• Will your project attract customers away from existing facilities? Why?

Summary Evaluation – Making Sure Your Concept Meets the Demand

• Does your project reflect market demand and consumer preferences for this type of facility or service? What do you base this assessment on?

• Does this area need a business like yours? Why? How will you generate community support?

• What share of the tourism market do you think the proposed project could capture? Why?

• How do you intend to attract these markets?

Tourism Market Data Sources

Detailed information on travel industry trends, demographics, visitor spending habits, means of transportation and destination is readily available. Both Economic Development & Transportation and Nunavut Tourism can be important sources of information.

Tourism and Cultural Industries Division

Tourism and Cultural Industries is a division of the department of Economic Development & Transportation of the Government of Nunavut, Canada. Tourism and Cultural Industries provides support for tourism marketing, research, training, planning and product development.

Tourism and Cultural Industries Division, (867) 975-7800
Nunavut Tourism

Nunavut Tourism was established in 1996 as the collective voice of the Nunavut tourism industry and the destination marketing organization (DMO) for Nunavut. See Section 15 for a complete description of Nunavut Tourism and the services and support it provides.

Nunavut Tourism
1-866-NUNAVUT (686-2888)
www.nunavuttourism.com

Other Sources

Publications

- **Travel Survey of Residents of Canada** – Statistics Canada
  www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3810

- **Travel Exclusive** – A bi-monthly newsletter for members of the Canadian Tourism Research Institute that keeps travel and tourism suppliers and executives up to date on the latest trends in the industry. Available through the Institute. (Note: Must apply for membership that involves a fee. Other travel research reports are also available from the Conference Board of Canada with a membership.) www.conferenceboard.ca/products/reports/travel_reports_copy1.aspx

- **National Tourism Indicators** – Quarterly statistics on Canada’s tourism sector including; trends, numbers of trips, visitor origins, expenditures and destinations. Available from Statistics Canada. www.statcan.gc.ca

- **Canadian Tourism Exchange** – This is an intranet site operated by the Canadian Tourism Commission. Through it, you can access a range of statistics and research reports. www.canadatourism.com

World

- **World Tourism Organization** – Is the leading international organization in the field of travel and tourism. It serves as a global forum for tourism policy issues and statistics. www.unwto.org

- **World Travel and Tourism Council** – WTTC’s mission is to raise awareness of the full economic impact of the world’s largest generator of wealth and jobs. www.wttc.org
Canada

- Statistics Canada – Maintains and interprets statistical data.  
  www.statcan.gc.ca

- Canadian Tourism Commission – Provides a variety of publications and market research on the tourism industry in Canada. (Note: You must apply for a login & password to access the site.)  
  www.canadatourism.com

- Canadian Tourism Research Institute – Provides members with information and analysis on the Canadian tourism industry. This research organization is part of the Conference Board of Canada. (Note: You must apply for a membership, and this involves a fee.)  
  www.conferenceboard.ca/topics/economics/ctri/default.aspx

- Tourism Industry Association of Canada – Encourage the development of tourism in Canada as the national private-sector advocate for this industry, representing the interests of the tourism business community nation-wide. Its activities focus on legislative and regulatory barriers to the growth of Canadian tourism.  
  www.tiac-aitc.ca
The Tourism Industry in Nunavut

Photo Credit: Government of Nunavut
Site selection is a key component of any business and is one aspect in which establishing a tourism business may differ significantly from establishing a business in another sector. A tourist may seek scenic beauty, wilderness, adventure and excellent fishing, yet demand relatively easy accessibility and amenities such as hot showers and a restaurant.

The rugged nature of much of Nunavut may also require special attention. A prospective operator must be aware of all site conditions as well as know about the approvals necessary to use land in these areas. Evaluating sites under consideration is a challenge and requires thorough research.

Many of the permanent installations that a tourist facility requires, such as utilities, are the same as those needed by any operation.

This section provides guidelines as to:

- what types of physical resource information are required?
- who to contact?
- what approvals may be necessary?
- how to evaluate the site in terms of your business concept?
- how to prepare a physical concept plan as the basis of cost estimates and financial evaluation?
Where to Start

Some tourism ventures begin with an idea and then search for a suitable location for development e.g., an operator looking for a suitable site to develop a bed and breakfast. Others begin with a fixed location that needs an evaluation for a certain project, such as proximity to a natural attraction like a waterfall. Operators may work with realtors, government departments or conduct their own site search. In either case, you need to obtain the following information on the potential site and related maps and drawings:

- suitability of the physical environment, including soils, slopes, water quality and quantity, tree cover, shoreline access, views, amount of snowfall, prevailing winds
- status of the site including land ownership, land use bylaw classification, easements, long-term planning projections, caveats, restrictive covenants
- servicing and utilities – water, power, sewer, telephone, natural gas; access-availability, special facilities needed, responsibility for maintenance
- land development requirements – clearing, grading, reclamation, engineering
- location analysis – does the site meet the needs of the target market?

The following checklists identify the specific information sources and the questions that all operators should seek to answer.

Location Analysis

People must be able to reach the site. The converse is also true: the site must be within a reasonable or conveniently accessible distance of the anticipated target market group(s). Also, the operator should have some understanding of the nature of the area – who lives there, what are the municipal development plans for the area, and what are the attitudes towards the development? Is the long-term future of the site reasonably secure?
Some questions to be answered include:

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<th>Data Needed</th>
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<tr>
<td>How does the customer get there? What are the current and nearest</td>
<td>• Transport Canada</td>
</tr>
<tr>
<td>transportation services? What are the costs of scheduled services?</td>
<td>• Scheduled air carriers</td>
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<td>• Roads</td>
<td>• Travel agents</td>
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<td>• Air transport</td>
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<td></td>
<td>• GN Department of Economic Development &amp; Transportation</td>
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<td>• Internet</td>
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<td>• Local and Regional Tourism Associations</td>
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| Does the operator need to provide or build access to the site? If access is | • Transport Canada                                                                    |
| is by private plane or helicopter service, can the proper licences be       | • GN Department of Economic Development & Transportation                              |
| obtained? What effect will poor weather or seasonal changes have on        | • GN Department of Community and Government Services                                 |
| accessibility? What quality of access is needed? What are the safety       | • Local Municipality                                                                  |
| considerations?                                                           |                                                                                      |

| How far is the site from the customer? How many people are within           | • GN Department of Economic Development & Transportation                              |
| traveling distance? What is the historical traffic count?                  | • GN Department of Community and Government Services                                 |
|                                                                            | • Local Municipality                                                                  |

<p>| What types of developments are in the adjacent area? Are they compatible    | • Aboriginal Affairs and Northern Development Canada                                  |
| with your project? Do they visually or acoustically infringe on the site?   | • Site Inspections                                                                    |
| What are the long-term plans for this area? Will there be any foreseeable  | • Local Municipality                                                                  |
| significant changes in transportation patterns, servicing or land use?     | • GN Department of Environment                                                        |
|                                                                            | • GN Department of Economic Development &amp;Transportation                               |
|                                                                            | • GN Department of Community and Government Services                                 |</p>
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| What are the attitudes of community members towards tourism development?                                                                                                                                     | • Local Municipality  
• Local and Regional Inuit Associations                                                                                                                                                    |
| What other tourist facilities or attractions are in the area? Do they complement your planned proposal? Are there any planned parks or other public facilities?                                                 | • Site Inspections  
• GN Department of Economic Development & Transportation  
• GN Department of Community and Government Services  
• Nunavut Tourism  
• Parks Canada  
• Local Municipality                                                                                                                                                                           |
| Is the proposed site on a Land Claim Settlement area? Is the council active or interested in tourism as a means of economic development?                                                                      | • Aboriginal Affairs and Northern Development Canada  
• GN Department of Community and Government Services  
• Local and Regional Inuit Associations  
• Nunavut Tunngavik Inc.                                                                                                                                                                |
| If you aim to attract local/regional business, consider the socio-economic characteristics of area residents. What are average income levels, dominant age groups and occupations?  
How does this compare to your target market? What is the projected population growth?                                                                                                             | • Local Municipality  
• GN Department of Economic Development & Transportation  
• Nunavut Bureau of Statistics  
• Statistics Canada  
• Baffin Regional Chamber of Commerce                                                                                                                                                    |
Physical Resource Analysis
In this part of the site evaluation the operator must determine whether the physical conditions of the site are suitable for the intended use. These are the key questions to be answered:

<table>
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<tr>
<th>Data Needed</th>
<th>Contact/Data Source</th>
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<tbody>
<tr>
<td>What are the soil types and slope of the property? Is it stable and suitable for building?</td>
<td>• GN Department of Environment &lt;br&gt; • Aboriginal Affairs and Northern Development Canada &lt;br&gt; • Environment Canada</td>
</tr>
<tr>
<td>Are there any natural hazards in the area that affect the site? Will the site be subject to flooding, landslides, snowslides? What are the typical snow levels?</td>
<td>• Aboriginal Affairs and Northern Development Canada &lt;br&gt; • Environment Canada &lt;br&gt; • GN Department of Environment &lt;br&gt; • Local Municipality &lt;br&gt; • Site Inspection</td>
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<tr>
<td>Are there any watercourses or areas of standing water on the site? Do these change significantly through the years? Will either extremely high or extremely low water levels affect your development? Is the site in a floodplain? Do other users have water rights on this?</td>
<td>• Aboriginal Affairs and Northern Development Canada &lt;br&gt; • GN Department of Environment &lt;br&gt; • Environment Canada &lt;br&gt; • Site inspection</td>
</tr>
<tr>
<td>What are the shoreline or riverbank characteristics of the site? Can it be dredged for boat use? Can pilings be placed for a dock? Can you get a permit for use of this water edge? Is it eroding? Does the water level change seasonally?</td>
<td>• Local Municipality &lt;br&gt; • GN Department of Economic Development &amp; Transportation &lt;br&gt; • GN Department of Community and Government Services &lt;br&gt; • Fisheries and Oceans Canada &lt;br&gt; • Local and Regional Inuit Associations</td>
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<td>Data Needed</td>
<td>Contact/Data Source</td>
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<td>Is there any archaeological significance to the area? Will a historical</td>
<td>• Inuit Heritage Trust</td>
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<td>resources impact assessment be necessary? Will some form of mitigation be</td>
<td>• GN Department of Community and Government Services</td>
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<tr>
<td>necessary?</td>
<td>• GN Department of Culture and Heritage</td>
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<td></td>
<td>• Regional Inuit Associations</td>
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<td></td>
<td>• Nunavut Tunngavik Inc.</td>
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<tr>
<td>Is the site visually and physically attractive? Can negative attributes be</td>
<td>• Site Inspections</td>
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<tr>
<td>overcome?</td>
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<tr>
<td>Is the site on or near a “protected area”?</td>
<td>• Inuit Heritage Trust</td>
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<td></td>
<td>• GN Department of Environment</td>
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<td></td>
<td>• Parks Canada</td>
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<table>
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<tr>
<th>Data Needed</th>
<th>Contact/Data Source</th>
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</thead>
<tbody>
<tr>
<td>What are the main fish and wildlife species in the area? What is the most</td>
<td>• GN Department of Environment</td>
</tr>
<tr>
<td>recent inventory? What management programs are in place? Are there any</td>
<td>• Fisheries and Oceans Canada</td>
</tr>
<tr>
<td>seasonal restrictions that will affect your development? What habitat</td>
<td>• Local and Regional Inuit Associations</td>
</tr>
<tr>
<td>protection is occurring to ensure the long-term viability of fish and</td>
<td>• Aboriginal Affairs and Northern Development Canada</td>
</tr>
<tr>
<td>wildlife? What are the hunting and fishing license requirements?</td>
<td></td>
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</tbody>
</table>
What is the climate of the area? What is the average annual rainfall and snowfall? Is the area subject to drought? Is it windy? Which are the sunniest months of the year? When does the first snow fall? When does it leave? How many hour of sunlight in summer, winter?

- Environment Canada
- GN Department of Environment

What is the status of this property? Who owns it? Who owns the adjacent properties? What easements and caveats are registered against the title? Are there any restrictive covenants in place? What is the assessed value?

- Local Municipality
- GN Department of Community and Government Services
- Aboriginal Affairs and Northern Development Canada

What is the current land use bylaw designation? What is the long-range planning designation for this site and the surrounding area? What type of approvals is needed in the planning process? Is there an Integrated Resource Plan in place?

- GN Department of Community and Government Affairs
- GN Department of Environment
- Local Municipality
- Local Inuit Associations

**Infrastructure Needs and Availability**

This is a critical point in site evaluation. Tourists expect a high quality of services. Running water, clean washrooms, hot showers and power supply are standard in most facilities. Costs for providing these basic utilities can be high. It is important to carefully evaluate each of these costs, preferably with professional help. In rural or remote areas, some ingenuity and alternative solutions may be needed to provide services to visitors. Know these costs before committing yourself to a site.
It is important to ask:

- Does the site have a secure supply of water? What is the water quality? How many litres per minute are available? Is it adequate for fire protection? Is it available year round? What are the costs to obtain or develop a water supply?
- How will you dispose of sewage? Is there an existing system? What are the costs of hook-up? Can the site physically support a septic system? What are the standards for tourist use?
- Where is the garbage disposal site?
- What does it cost for disposal? Who is responsible for collecting it?
- What are the nearest sources of power or fuel for heat, light and other needs?
- What are the costs of using or developing the power supply?
- Is the location easily accessible by floatplane or other suitable aircraft and are there refueling facilities if needed?
- What emergency services are available?
- Is there fire protection in the area? What about police, ambulance and nursing station?

**Basic Health Standards**

As a general rule, all food-handling facilities (restaurants, etc.) are inspected regularly to ensure compliance with basic health standards.

In larger centres, the municipal health unit usually inspects public and commercial premises and enforces health standards. In smaller municipalities and rural areas the offices of the local department of health handle these functions. In either case, the *Public Health Act* is the basis of regulations, although municipal bylaws may supplement the Act.

To access the Public Health Act, please visit the website of Department of Health at [www.gov.nu.ca/health/information/legislation-and-policy-0](http://www.gov.nu.ca/health/information/legislation-and-policy-0).

Before building, please speak with the local health inspector. Obtain copies of the relevant Public Health Act regulations and any necessary application forms. These regulations will specify how you must handle sewage disposal, what minimum facilities you must provide, and the food-handling methods to be used. Notify the inspector when construction is complete.

**Water Supply**

A development must have access to an adequate supply of water. In a community setting, please check with the municipality to determine the costs of hooking up to the existing system and the existing development standards (e.g. pipe size requirements). Inquire about user rates, which can be a considerable cost for a busy tourist facility. The supply and quality of water is usually the responsibility of the municipality. However, for remote locations, water use is subject to licencing from different organizations depending on the ownership of the land.

The Nunavut Water Board is a good place to start with water licence inquiries. The Nunavut Water Board has responsibilities and powers over the regulation, use and management of water in the Nunavut Settlement Area. The Nunavut Water Board seeks to protect, manage and regulate freshwaters in Nunavut by incorporating Inuit Qaujimajatuqangit and scientific knowledge in decision-making. The Nunavut Water Board is based in Gjoa Haven, Nunavut. An application must be made to the Board and a licence issued prior to the use of any waters or disposal of any waterborne waste. To contact the Nunavut Water Board, please visit their website at www.nwb-oen.ca or call (867) 360-6338.

In a rural setting, an operator must often provide the project with its own water supply. The source will likely involve withdrawal and treatment of water from a nearby lake or river. If a lake, river, stream or ground water aquifer is to be used for water supply, a permit or licence must be obtained from the Nunavut Water Board. It is very important to confirm the costs and availability of water supply before making a commitment to the site. Documents relating to guidelines, permits and licences can be reviewed on the Nunavut Water Board FTP site: ftp.nwb-oen.ca.

**Sewage and Solid Waste Disposal**

In a community setting, it is wise to discuss the project with the municipal Land Use Officer to find out the costs of hooking up to the sewage system. The operator should ensure that territorial standards are met with respect to the number of toilet facilities required for remote locations, commercial composting systems are available to handle both human and kitchen waste.
In this topic area, Nunavut refers to Government of Northwest Territories effluent discharge guidelines. According to the *Good Engineering Practices for Northern Water and Sewer Systems* in Section 11.9.1., “Waste residual should be disposed of according to community water licence requirements, preferably directly to the sewage system. If returned to the water source, residuals must be disposed of downstream or otherwise separated from the intake by 90m and must be approved by the authority having jurisdiction.”

The GNWT Department of Public Works and Services (PWS) has two publications available on water usage and disposal:

- *Good Engineering Practice for Northern Water and Sewer Systems – Guidelines*

The documents are on the PWS website: [www.pws.gov.nt.ca/publications/index.htm](http://www.pws.gov.nt.ca/publications/index.htm)

**Power Supply and Telephone Service**

Generally, power and telephone services in an urban setting pose few problems. Check for connection charges and structural requirements. In remote areas, these amenities may not be accessible. The operator is generally responsible for supplying power and/or telephone access to the site. Satellite phones, although expensive, are a good choice for isolated locations. When choosing a power source the operator must consider availability and accessibility. Alternative or multiple power sources may be a viable option to consider, such as:

- Diesel-powered generators – for heat/ hot water purposes
- Solar – for electrical generation
- Wind turbines – for electrical generation
- Propane – for heating and appliances

**Public Safety – Police, Fire, Medical Service**

Operators must ensure that adequate security, fire protection and medical services are available for the development. For many tourist activities, particularly those involving outdoor sports, ambulance service, local first aid and a nearby hospital are important concerns. Meet with local authorities to discuss the needs of your development and the ability of the local community to provide the necessary services. Security, fire protection and medical services can be a particular challenge in remote, isolated locations.
Talk to:
• Municipal by-law officers or RCMP
• Fire departments and/or volunteer fire departments
• Hospital emergency service, community nursing stations

They can supply valuable information and potentially help you obtain a better insurance rating for the development. If your development is a seasonal operation, police and fire protection during the off-season are still important. Assess ways to provide security at remote sites during closed periods.

Building and Land Development Requirements

When evaluating a proposed site, the operator must carefully look at land development costs and the types of buildings and facilities needed. If the proposal involves purchasing or upgrading an existing facility, costs of renovation and meeting building codes must be carefully assessed. Professional help is recommended at this stage – architects, engineers, building – or land development contractors can help provide accurate cost estimates to help determine the feasibility of the site. Don’t base your site development evaluation on guesswork or one price quote – these capital costs are vital to your success.

These are the items to evaluate:
• Do the existing building(s) meet your immediate needs?
• What is the structural condition and life expectancy of existing buildings?
• Do the current structures meet building, health and safety codes?
• What renovations or upgrading of existing buildings or utility infrastructure is required? What are the estimated costs?
• What new buildings are needed for the development? What are the estimated costs?
• What special facilities are needed for this site? Can they be accommodated, and if so, what are the costs? Are they technically feasible? (Especially for marinas, helicopter pads, boat launches, etc.)
• What land development is needed?
• What are the estimated costs for clearing, grading and providing roads and parking, landscaping, and hooking up to or providing services and utilities?
• What are the off-site development costs?
• Is the site accessible to people with disabilities? Can this be improved?
Building Codes

The *Good Building Practices: Guidelines*, published by the Department of Community and Government Services governs building standards in Nunavut. Speak with the municipality to determine any special requirements.

Maps and Physical Evaluation

Most of the physical resource information an operator needs has already been collected and compiled on maps by the relevant resource agency. An operator can benefit from the professional evaluations of biologists, pedologists (soils), foresters and geologists simply by referring to the maps.

The following bio-physical information may be of interest in the development process:

- aerial surveys
- large scale topographic mapping
- current land uses
- existing roads, airports
- legal base maps (subdivisions, lots)
- land ownership maps
- resource capability maps for:
  - recreation
  - waterfowl
  - ungulates
  - mineral resources
- soil types and surface geology
- regional recreation inventories (parks, facilities)
- development constraints, natural hazards
- elevations
- significant biological and recreation areas
- land use bylaw and statutory plan designations

This information comes from many agencies including, but not limited to:

- Nunavut Tunngavik Inc. ([www.tunngavik.com](http://www.tunngavik.com))
- Hamlet Offices
- Regional Inuit Associations
- Geological Survey of Canada (a branch of Earth Sciences for the Natural Resources Canada ([www.nrcan.gc.ca/earth-sciences](http://www.nrcan.gc.ca/earth-sciences)))
### Summing It Up – A Site Evaluation Matrix

Use this matrix as a checklist to make sure you’ve covered all the topics. Complete the checklist for each site being considered. Use it to compare sites.

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<th>Excellent</th>
<th>Suitable</th>
<th>Needs Work</th>
<th>Not Suitable</th>
<th>Notes</th>
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<td>General Location</td>
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<td>Visibility</td>
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<td>Adjacent Land Uses</td>
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<td>Property Land Use Bylaw</td>
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<td>Classification</td>
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<td>Scenic Views</td>
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<td>Water Supply</td>
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<td>Land Tenure/Ownership</td>
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<td>Drainage, Watercourses</td>
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<td>Power Supply</td>
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<td>Existing Buildings</td>
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<td>Local Attitudes Towards</td>
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<td>Development</td>
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<td>Proximity to Market</td>
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<td>Current Land Use</td>
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<td>Access</td>
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<td>Long-term Outlook</td>
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<td>Soils and Topography</td>
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<td>Sewage Disposal</td>
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<td>Clearing, Site Preparation</td>
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<td>Environmental Quality</td>
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<td>Shoreline or Water Access</td>
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<td>Local Labor Supply</td>
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<td>Archaeological Concerns</td>
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As part of the information collection and evaluation stage, there are environmental and heritage assessment processes the proponent may be asked to participate in.

**Environmental Impact Assessment Process**

Nunavut has an integrated regulatory system established by the Nunavut Land Claims Agreement and further defined by the *Nunavut Planning and Project Assessment Act* and the *Nunavut Waters and Nunavut Surface Rights Tribunal Act*. Through the integrated regulatory system the Nunavut Impact Review Board coordinates and cooperates with the Nunavut Planning Commission, the Nunavut Water Board and other agencies.

Located in Cambridge Bay, Nunavut, the Nunavut Impact Review Board (NIRB) is Nunavut’s environmental assessment agency, with responsibilities for assessing the potential impacts of proposed projects before any required permits, licences and approvals can be granted. The NIRB’s mission is to protect and promote the well-being of the Environment and Nunavummiut through the impact assessment process.
Nunavut Impact Review Board Processes

Screening

Screening assessments are carried by the NIRB within 45 days and include a public commenting period. The NIRB has four options available when making its Screening Decision:

1. approval with terms and conditions
2. full environmental review required
3. return proposal for clarification
4. project should be modified or abandoned

NIRB gathers input from many organizations including:

- Hamlets/municipalities
- Government of Nunavut
- Hunters and Trappers Organizations
- Government of Canada
- Non-governmental organizations
- Regional Inuit Associations
- Proponents
- Public

Environmental Impact Review

Reviews are more comprehensive assessments generally reserved for major development projects or projects that may cause significant public concern. Reviews require the development of an Environmental Impact Statement by the proponent, and the scheduling of a public hearing by the NIRB. Projects that are approved following a review by the NIRB are issued a project certificate and may be monitored by the NIRB.
Monitoring
The terms and conditions contained in:

- a NIRB Project Certificate;
- a NIRB Screening Decision; or
- any approvals issued by the Nunavut Water Board,
- may provide for the establishment of a monitoring program for that project which may specify responsibilities for the proponent, NIRB or Government.

The purpose of a NIRB monitoring program is:

- to measure the relevant effects of projects on the ecosystemic and socio economic environments of the Nunavut Settlement Area;
- to determine whether and to what extent the land or resource use in question is carried out within the predetermined terms and conditions;
- to provide the information base necessary for agencies to enforce terms and conditions of land or resource use approvals; and
- to assess the accuracy of the predictions contained in the project impact statements.13

For more information about the Canadian Environmental Assessment Act and process, please visit www.ceaa.ca.

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13 www.nirb.ca/nirb-processes

Photo Credit: Government of Nunavut
FINANCIAL ANALYSIS

1. Financial Analysis – Checklists
2. Approaching Lending Agencies
3. Business Support Services

The financial analysis gives the entrepreneur a detailed picture of the costs involved in starting up the enterprise, annual operating costs, projected income and the means of financing the operation. This analysis will determine whether the project is financially viable or whether changes are needed either to the initial concept or to the financing arrangements.

For the new or seasonal type of tourism venture, it is important to compare costs and revenues with other operations in the industry. If you are expanding an existing business, you must be sure that increased revenues will cover the costs of your changes, and provide an adequate return on your investment. Most small business failures are attributed to insufficient working capital to carry the business through its first two years of operation – be realistic and accurate through the financial analysis process.

This chart provides the basic steps in the financial evaluation process.
The Nunavut Business Credit Corporation promotes financial independence, assists communities in capturing economic development opportunities, and helps develop a diverse and viable northern economy. The NBCC provides a range of programs and services to help northern business succeed.

Operators must also make a realistic assessment about the ability to finance initial (legal, banking) capital development costs with debt financing, equity financing and/or a combination of the two methods. Inability to finance the project may mean the concept should be scaled down, pursued on a phased basis or not pursued at all.

For more information on the types of financing methods, contact one of the Business Services Advisors at NBCC at (867) 975-7891 or visit their website at www.nbcc.nu.ca.

Your business plan should feature a statement of capital development and start-up costs, along with proposed financing sources. This statement should accompany the forecast for the projected financial statements (Balance Sheet, Income Statement and Cashflow Statement).

**Financial Analysis – Checklists**

**Capital Development Costs**

Capital development costs include all physical development needs as identified in the concept plan. It is also important to determine which items will be financed and which will be paid for through investments and from earnings. A new business usually does well to minimize capital outlays as much as possible, thereby keeping cash resources available for current operating expenses and initial one-time costs.

As a general rule, a new operation should have working capital equal to projected expenses for at least six months.
Potential Capital and Start-Up Costs

These costs may include:

- Land acquisition: $___________
- Survey costs: $___________
- Utility infrastructure: $___________
- Engineering: $___________
- Architectural design work: $___________
- Professional fees: $___________
- Insurance: $___________
- Resource assessment fees: $___________
- Fees, appraisal and permit costs: $___________
- Site preparation: $___________
- Landscape work: $___________
- Building construction: $___________
- Renovation costs: $___________
- Access road: $___________
- Furnishings, fixtures, equipment: $___________
- Other leasehold improvements: $___________
- Vehicle requirements: $___________
- TOTAL: $___________

Projected Income Statements

The income statement is a presentation of the revenues and expenses incurred by the business during a given period. The Income Statement uses accrual accounting where: 1) revenues are recorded at the time that the sale is made even though payment of cash for these sales may occur earlier or later and; 2) expenses are recorded at the time that their corresponding revenue was recorded regardless of when the actual outlay of cash was made.
Revenues and expenses are projected based on the results of previous actions described in this handbook. Income, expenses and profits forecasted in the income statement should cover these points:

- **Revenue:** Income generated from the sale of the company’s product or service
- **Other Income:** Income earned from other activities (e.g. interest earned on bank deposits)
- **Costs of Goods Sold:** Expenses directly related to the production of goods and services including purchases of materials, freight and labour
- **Gross Profit:** Revenue minus Cost of Goods Sold
- **Operating Expenses:** All selling, administrative and depreciation expenses
- **Operating Profit:** Gross Profit less Operating Expenses
- **Interest Expense:** Expenses resulting from debt financing
- **Net Profit before Tax:** Operating Profit less Interest Expense

**Projected Cashflow and Working Capital Needed**

The cash flow statement records actual timing of cash receipts and disbursements. The cash flow statement is the most important forecast for a new business because it demonstrates whether or not you have the actual cash on hand required to meet your financial obligations when they come due. Cash receipts are cash inflows from cash sales, sales of fixed assets, collections of accounts receivable, loan proceeds, and the owner’s contributions. Cash disbursements are cash outflows for operating expenses, payments to suppliers, repayment of loans and the acquisition of fixed assets.

Not all sales are collected in the month in which they are made, and not all expenses are paid for in the month that they are incurred. The most important function of a written cashflow is its ability to provide an estimate of the amount of money required to finance day-to-day operations. It will forecast money coming in and money going out.

A cashflow forecast can be a complicated item to prepare for the first time. For a new entrepreneur, it may be difficult to predict sales and expenses. Talk to other operators in the area, contact relevant associations and or get some professional help. Realistic estimates are the key to business viability. Cashflow forecasts should be prepared for at least the first three years of operation. They will likely need revisions as the business situation changes. If the forecasted figures vary considerably from the actual, some changes in operation or financing may be necessary.
Review your cashflow with your lender, particularly if you plan to operate on a line-of-credit. Know beforehand whether you must maintain a minimum positive cash balance or whether you can operate on an overdraft. Determine what the requirements are to securing an overdraft/revolving line of credit.

Pro Forma balance sheets should be prepared for at least the first three years of operation. It is also recommended that three types of financial statements also be prepared for the construction/start-up phase prior to the venture opening for business.

To aid you in preparing your financial statements, visit the NBCC website for their list of financing agencies and organizations.
www.nbcc.nu.ca/Financing_Agencies

**Financing Methods**

In order to determine the best financial arrangement possible, an entrepreneur must consider all potential sources of financing including:

- Owner’s investment
- Outside investment sources
- Loans from banks
- Other private lenders

The interest costs from each source must be calculated into the projected income statement, and the proposed scheduling of repayment must fit into the cash flow forecasts. For more information about the various financing methods, visit the NBCC website for their list of financing agencies and organizations. www.nbcc.nu.ca/Financing_Agencies

It is important to determine at a very early stage if you can raise the necessary debt and equity financing for the project. Banks typically will not lend more than 50% of the costs required to construct a new tourism project. Operators therefore must have or be able to raise sufficient cash equity to undertake a tourism project.

Notice that the last item on the income statement is your projected net profit for the year. This forecast figure will be kept for comparison to the actual net profit figure. At the end of each year, a condensed income statement should be prepared. It will be similar in appearance to the projected income statement, but will be actual rather than estimated numbers. This is a valuable summation, as it will allow you to determine your projected and actual break-even points. Income Statement forecasts should be prepared for at least the first three years of operation.
They will likely need revisions as the business situation changes. If the forecasted figures vary considerably from the actual, some changes in operation or financing may be necessary. The Pro Forma Balance Sheets are a snapshot of the financial condition of the business at a fixed point in time. It shows what the firm owns (assets) and what it owes (liabilities and owner’s equity). The balance sheet has three major sections: assets, liabilities and equities.

Assets represent the total resources of the firm stated in dollar terms. Claims against these assets are the liabilities and equity. The two sides of the balance sheet equal each other – they balance. The excess of assets over liabilities represents the net worth of the firm’s owners. Assets are listed in order of liquidity, or nearness to cash. Thus, cash, being the most liquid asset, is listed first, followed by other “current assets”.

Current assets are assets, which will be turned into cash within one year and include cash, marketable securities, inventory, accounts receivable and prepaid expenses. Long term or fixed assets are those that are not intended for conversion into cash within one year. Fixed assets include land, buildings, equipment, furnishings and long-term investments. Liabilities are also classified as being either current (due within one year) or long term. Current liabilities include accounts payable, accrued wages and current portion of long-term debt. Current liabilities are recorded first, followed by long-term liabilities.

**Starting a New Business vs. Purchasing an Existing Business**

The previous topics of the financial analysis have been directed toward entrepreneurs interested in starting a new business. However, many tourism operators choose to purchase an existing operation. Most of the same steps in economic evaluation must be followed. In addition, a potential buyer must ask some very specific questions about the existing operation, its financial health, and the reasons why it is being sold. Some of the key questions are:

- Is the opportunity available to purchase an existing franchise business?
- Has the business declined or been unprofitable in recent years? Why?
- Does the business require considerable investment to upgrade facilities? Have you included these costs in your financial plan? Will you recover these costs?
- What improvements to the facility, operations, management methods or financing must you make?
• Do you have clear and professionally prepared financial statements from the vendor for each of the past three to five years? Have you reviewed prior years’ tax returns for the business?

• Do you have a current analysis of all assets (inventory, fixed assets, accounts receivable) and liabilities (loans, taxes due, trade creditors)? Does your financial analysis include projected cash flow and income statements? Are these positive? Will you make a profit? Will you generate sufficient cash flow? What about balance sheet ratios?

• How will you succeed in this business where previous owners failed or received inadequate return?

• Have you reviewed the business potential and sale details with a professional accountant and lawyer? Do you need to obtain an independent appraisal of the assets?

• Are there any legal judgments against the company?

• Will the key employees stay with the business?

The Bottom Line – Evaluating Business Feasibility

The first four steps of the financial analysis identify the information needed to determine projected costs and projected income. Now, you must compare these amounts to determine whether the business is really viable. There are several accepted methods of looking at business feasibility. Talk to your lenders/investors about their preferred approaches.

When you have finished the next series of steps, you should know whether the proposed business is worth pursuing:

• **Break-even analysis** shows the level of income needed to meet all expenses (variable and fixed). Sales above the break-even point will show a profit.

• **Return-on investment** is expressed as a percentage and is the ratio of profitability to owner’s equity over one year. It is often used for comparing investment opportunities. If the return on investment is too low, investors may decide against the project and opt for investment opportunities that have higher returns.

• **Debt-to-equity ratio** is a measurement used to compare the amount of debt to the financial risk assumed by the owner(s). Usually, a ratio of $1 or $2 borrowed for every dollar invested is viewed as acceptable (a ratio of 1:1 or 2:1); however, the acceptable ratio may vary by industry sector. This is a ratio that is of particular interest to lenders. The summary of your financial research will be encompassed in your business plan.
• **Complete market analysis** – a comprehensive review of the customers, the competition, the demand for this project, the anticipated usage and occupancy.

• **Complete business plan**, including capital cost estimates for facilities, operating costs and a forecasted statement of income and expenses, projected cashflow statement and Pro Forma balance sheets.

• **Amount and purpose of the loan** and the term for which it is required.

• The **opening balance sheet or capital budget statement**, identifying all proposed sources of financing.

• **Repayment plan** – justify on the basis of cashflow projections.

• **Type of security** offered for the loan.

• **References** – business and credit related

• Does your market research support the viability of this business?

• Does it have a well-defined market?

• Has there been development of new competition for this service or product? Can the market support this amount of competition?

• Have other tourism-related businesses, or the area in general, suffered an overall decline in visitors? Why?

• Has the business developed a poor reputation among tourists, among the local business community, or among employees? Why? Will you be able to overcome this? How?

• Does the business receive a positive rating in the site evaluation criteria? Are there any land planning, regulatory or environmental issues that could impact the viability of the business in the future?

For further information the prospective buyer should also meet with lenders and with other members of the business community. Additional information on buying a business can be obtained by visiting the NBCC website for their list of financing agencies and organizations or business development organizations (www.nbcc.nu.ca/Financing_Agencies or www.nbcc.nu.ca/Business_Development_Organizations).

**Approaching Lending Agencies**

Most businesses require financial assistance for capital and/or operating costs. To acquire such assistance, complete concepts plan and detailed business plan are very important.

In addition to the key plans (see Section 3), most lenders will require the following information and documentation:
• **Background information on the development** – where is it located, what facilities are involved, who owns the property. Include any maps, photographs or other visual displays.

• **Background information on the operator** – form of organization, who is involved, what other business ventures is he/she involved in, what is his/her track record, his/her assets and personal financial net worth.

**Business Support Services**

In Nunavut, there is an extensive network of support services available to potential tourism business operators or owners.

**Public Sources**

**Government of Nunavut**

Department of Economic Development & Transportation Programs include loans, contributions, grants and information services. Community Economic Development Officers will be able to answer questions about the programs available and what you need to meet the application requirements.

**Nunavut Business Development Corporation (NBCC)**

The NBCC supports the economic objectives of the Government of Nunavut through a range of programs and services that:

• Encourage the creation and development of businesses;
• Provide information and financial assistance to businesses; and
• Make investments in business enterprises.

The NBCC promotes financial independence, assists communities in capturing economic development opportunities, and helps develop a diverse and viable northern economy with local employment prospects. This role has both economic and social aspects.

**Canada/Nunavut Business Service Centre**

The Canada/Nunavut Business Service Centre provides a wide range of information on small business programs, services, and regulations to the public. The Canada/Nunavut Business Service Centre offers:

• A business library—with reference and research materials
• Computer workstations—access to publications, directories and leading edge business products
• Online services—interactive business planner, online small business workshop and business start-up assistant
Community Futures Organizations

Baffin Business Development Corporation (BBDC)
PO Box 1480
1104B Inuksugait Plaza, Iqaluit, NU X0A 0H0
Ph: (867) 979-1303
Fax: (867) 979-1508
Website: www.baffinbdc.ca

BBDC offers business counseling through the various stages of the life cycle of a business – with advice on start-up, growth and expansion, to maturity, wind down and succession planning. BBDC assists businesses in the Baffin region as they grapple with some of the regulatory and compliance issues that face business in various sectors. With five (5) full time staff, BBDC is an important Baffin-region support agency for small and medium sized businesses. BBDC also provide loans and equity investments.

Keewatin Business Development Centre (KBDC)
PO Box 328, Rankin Inlet, NU X0C 0G0
Ph: (867) 645-2126
Fax: (867) 645-4546
Email: kbdcgm@qiniq.com

KBDC offers business counseling through the various stages of the life cycle of a business – with advice on start-up, growth and expansion, to maturity, wind down and succession planning. KBDC assists businesses in the Kivalliq region as they grapple with some of the regulatory and compliance issues that face business in various sectors. KBDC is an important Kivalliq-region support agency for small and medium sized businesses. KBDC also provide loans and equity investments.

Kitikmeot Community Futures Incorporation (KCFI)
26 Omingmak Street (Arctic Lodge Annex)
PO Box 1331 Cambridge Bay, NU, X0B 0C0
Ph: (867) 983-7383
Fax: (867) 983-7380
Website: www.kcfi.ca
KCFI is now the host of the Canada Nunavut Business Service Centre for the Kitikmeot. KCFI offers business counseling through the various stages of the life cycle of a business – with advice on start-up, growth and expansion, to maturity, wind down and succession planning. KCFI assists businesses in the Kitikmeot region as they grapple with some of the regulatory and compliance issues that face business in various sectors. KCFI is an important Kitikmeot-region support agency for small and medium sized businesses. KCFI also provide loans and letters of credit, (see Financing Agencies.)

Government of Canada

The Business Development Bank of Canada (BDC)

BDC offers a number of loan programs. It also has programs to assist businesses with non-monetary problems. Industry Canada provides support to business in a number of ways, such as providing loan guarantees (Small Business Loans Act). Contact the Canada/Nunavut Business Service Centre for more information.

Aboriginal Business Canada (ABC)

Aboriginal Business Canada (a division of Industry Canada) offers repayable and non-repayable contributions to business where the majority is owned by an aboriginal businessperson. When dealing with any of these it is best to talk to your local area Economic Development Officer, as he/she will be aware of all the latest programs.

Private Sources

Banks

The local bank of your choice or the nearest financial institution can provide you with a wide range of information and services useful in establishing a business. Financial assistance is their primary concern. They are constantly in touch with the local business scene and can provide information that is both accurate and up-to-date. The manager can evaluate your business plan expertly and objectively, pointing out areas that are both weak and strong. With their contacts throughout the business community, they may be able to recommend other possible sources of advice and information that relate specifically to your business. In addition, many of the chartered banks provide publications, brochures, and workbooks to assist with business planning.
Consultants

Consultants can provide you with expertise in many specific areas of business operation and market research, but they charge for this service. If you are planning a business that requires a great deal of technical research then consultants, despite the cost, could be the best source of information. Consulting services range from general business advice to specific areas of professional expertise such as engineering or industrial. Refer to the Nunavut Business Directory, available from the Canada/Nunavut Business Service Centre.

Accounting Firms

Accounting firms provide information related to business planning, and in particular, financial management of your business. Many accountants will provide an initial consultation free-of-charge (always check first), and many of the larger or national firms also have a wealth of printed materials available for the asking including business planning workbooks and manuals, tax manuals, and periodic newsletters containing business advice. To identify accounting firms that may be able to provide assistance or publications, contact the Chartered Accounting, Certified General Accountants’ or Certified Management Accounting Associations.

Law firms

Like accounting firms, law firms can offer a great deal to the potential business owner. Information available from law firms will deal with the legal roles and responsibilities of a business, and will advise on the best form of business organization. Many law firms provide complimentary publications and brochures on these topics, and have periodic newsletters that you can request at no cost. To identify law firms consult your phone book, or contact the Law Society of Nunavut (www.lawsociety.nu.ca or (867) 979-2330).
Other Sources

Private sources of advice, such as fellow businesspersons or friends with experience in the various aspects of your business, can provide valuable advice when planning your business. Although you may hesitate to confide in these people they should not be ignored as possible sources of information and advice. Most will give willingly of their time and knowledge as long as they are approached on a private, friendly basis.

Business organizations in Nunavut

There are many business associations and groups that offer advice and seminars to members. Within Nunavut, these groups include the Baffin Chamber of Commerce, Kivalliq Chamber of Commerce, and the Nunavut Economic Developers Association.

Publications

There are a variety of publications available that offer advice and information on establishing a business. Visit the Canada/Nunavut Business Service Centre, which has an extensive library. You can also contact your local Economic Development Officer for current publications.

Photo Credit: Lee Narraway/Nunavut Tourism
TOURISM LICENCING

1 General Tourism Business List
2 Travel and Tourism Act

The licensing and permitting process for your tourism business will likely be the most time consuming portion of running your operation. But it is the most important.

There are permits and licences you need in order to continue to operate legally. As part of the tourism strategy for Nunavut and other initiatives, there may be changes to these licences and permits and their requirements from time to time. It is your responsibility to stay up-to-date with these changes and ensure you are in compliance. The list and flow charts in this section will help guide you to the right place to get information.

It is also suggested you keep a list of your required licences and permits, along with deadlines for renewals. Some are required only once, others are required every year. Annual renewals may be based on calendar years or fiscal years. It is important you check with the permitting agency or department to ensure you have the most up to date information.

For more information about licencing and permitting for your tourism operation, the *Nunavut Tourism Aftercare Guide* is a recommended reference.
**GENERAL TOURISM BUSINESS LICENCES**

- **DO YOU HAVE A CRA BUSINESS NUMBER?**
  - **YES**
  - **NO**

- **ARE YOU REGISTERED WITH WSCC?**
  - **YES**
  - **NO**

- **ARE YOU REGISTERED WITH NUNAVUT LEGAL REGISTRIES?**
  - **YES**
  - **NO**

- **CERTIFICATE OF GOOD STANDING**
  - **YES**
  - **NO**

- **DO YOU HAVE A BUSINESS LICENCE?**
  - **YES**
  - **NO**

- **DO YOU HAVE LIABILITY INSURANCE?**
  - **YES**
  - **NO**

- **DO YOU HAVE YOUR TOURIST ESTABLISHMENT LICENCE?**
  - **YES**
  - **NO**

- **DO YOU HAVE YOUR TOURISM OUTFITTER’S LICENCE?**
  - **YES**
  - **NO**

- **DO YOU HAVE YOUR NUNAVUT TOURISM MEMBERSHIP?**
  - **YES**
  - **NO**

**CONGRATULATIONS!**

You’ve completed the first steps of starting your tourism business. Be sure to check the renewal dates of your licences and permits so you stay in compliance.

Visit [nunavuttourism.com](http://nunavuttourism.com)

Apply online at [www.edt.gov.nu.ca](http://www.edt.gov.nu.ca)

Contact your insurance provider

Register within 10 Days of start-up at [wcb.nt.ca](http://wcb.nt.ca)

File your self-declaration within 10 Days of start-up at [wcb.nt.ca](http://wcb.nt.ca)

Contact your hamlet

Apply online at [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca)

Visit [NunavutLegalRegistries.ca](http://NunavutLegalRegistries.ca)

You need WSCC compliance. Visit their website [NunavutLegalRegistries.ca](http://NunavutLegalRegistries.ca)
General Tourism Business List

Regardless of the tourism service you are operating, these permits or licences will likely be required in order for you to stay in compliance. Each of the permitting authorities has a website that is up-to-date with the information required for each permit. You are encouraged to check these websites regularly for the most current information when you renew your licences.

Canada Revenue Agency Business Number

Cost: Nil
Renewal: n/a

A Business Number is a 9-digit number that the Canadian Revenue Agency uses so you can access programs and accounts. You will need this number in order to file GST, register for a payroll account or access other programs. You only need to apply for one if you require one of the following accounts:

- GST/HST program account
- Payroll program account
- Corporate income tax program account
- Import/Export program account
- Other program accounts

You can apply for this license online at: www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/rgstr/menu-eng.html or by phone at 1-877-959-5525.

Workers’ Safety and Compensation Commission of NWT/Nunavut

Costs: Payroll dependant, $200 for Self Declaration
Renewal: Annual

Companies doing business in Nunavut must register within 10 days of start-up with WSCC. You must register with WSCC if:

- You have employees doing business in Nunavut
- Need a Certificate of Compliance for your business licence (required by all hamlet business licences)
- You are self-employed and you want personal optional coverage

The fees for WSCC registration are calculated based on your estimates of payroll for the year. For every $100 of payroll you estimate, this is multiplied by the industry calculation rate for your classification.
If you do not employ anyone and are completing the self-declaration only, there is an annual $200 administration fee that applies.

Forms and more details are available online at: www.wcb.nt.ca/Employers/Forms/Pages/default.aspx or via phone at 1-800-661-0792.

Nunavut Legal Registries Compliance

Cost: Varies Renewal: Annual for Corporations, nil for Sole Proprietorship, Business Names and Partnerships

Your company must be registered with Nunavut Legal Registries at start up. Any changes to your company’s by-laws or ownership must also be registered with Nunavut Legal Registries. If you change the structure of the company, let them know. If you are incorporated, you will be required to file different paperwork.

If you are not a corporation and nothing changes in your ownership each year, you won’t need to file anything unless you are incorporated. However in order to obtain your business licence you will need a Certificate of Good Standing, available for $10 from the registry.

All forms and information is available at: www.nunavutlegalregistries.ca/cr_bca_territorial_en.shtml and submissions can be made via email at corporateregistrations@gov.nu.ca. You can also get assistance by calling (867) 975-6590.

Government of Nunavut Tourism Outfitter’s Licence

Cost: $75 (residents) $225 (non-residents) Renewal: Annual – January 1

If you are a Tourist Outfitter, you will need to get an Outfitter’s Licence from the Government of Nunavut, Department of Economic Development & Transportation. In order to complete your application you must provide the following if applicable:

- A detailed and specific list of all areas (including GPS coordinates) where you plan to operate in Nunavut in the current operating season
- Copies of all contracts and standing offer agreements for air charter service which clearly identify the dates and locations corresponding to the Operator’s proposed areas of operations for the current season (if applicable)
• A list of all staff and sub-contractors that will be working for the Operator in the current operating season
• Proof of the Workers’ Safety and Compensation Commission coverage (if not hiring employees, then a Declaration of Self-Employment)
• Proof of $2 million liability insurance
• Access and permission to use designated Inuit owned lands (if applicable)
• Applications are available online at: www.gov.nu.ca/sites/default/files/requirements_for_an_outfitters_licence.pdf or through your ED&T office

Economic Development & Transportation Tourist Establishment Licence

Cost: Varies, dependent on number of beds ($95–$675)
Renewal: Annual – January 1

If you will be operating a hotel, B&B, homestay, cabin, lodge, cabin, camp ground or outpost camp in Nunavut, you are required to get a Tourist Establishment Licence. Your application must include, among other things:

• The exact location and make-up of the camps or accommodations the operator intends to use
• Permit, lease or agreement from the land owners indicating authority for you to operate at the location
• Copies of building permits including structural plans, building specifications and proof that all building codes are met
• Copies of previous years’ financial statements
• Copies of the business bank account statement that confirm operating funds
• WSCC Certificate or Declaration of Self-Employment
• Proof that your business is covered by a minimum of $1 Million in liability insurance (** Note: in 2015 this rises to $2 Million.)
• Proof of Compliance with the Electrical Inspection Act, the Fire Prevention Act and the Public Health Act

The application form is available from Economic Development & Transportation by emailing them at edt@gov.nu.ca. The completed form can be submitted to the Tourism Officer in your region.
Business Licence

Cost: Varies  
Renewal: Annual – January 1

Business Licences are required to operate in your business in your community and applications are available at your local hamlet or city office. Regardless of what hamlet you are operating in, you will need to provide:

- Proof of registration with the WSCC
- Certificate of good standing from GN Legal Registries

Payroll Account

Cost: Nil  
Renewal: n/a

If you are an employer, you must have a payroll account. You are considered an employer if you:

- pay a salary, wages, advances, bonuses, vacation pay, or tips to your employees
- provide benefits and allowances, such as board and lodging, to your employees
- hire a non-resident person, partnership, or corporation to perform services in Canada

You can apply for this license online at: www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/rgstr/menu-eng.html or by phone at 1-877-959-5525.

GST Account

Cost: Nil  
Renewal: N/A

As a tourism operator, you need a GST account/number if any of the following apply to your business:

- Your taxable revenues exceed $30,000 in a single calendar year
- You host a convention in Canada, and more than 25% of the delegates are residents of Canada
- You operate a taxi/limousine service and your fares are regulated by federal or provincial laws, regardless of your annual revenues

You can apply for this license online at: www.cra-arc.gc.ca/tx/bsnss/tpcs/bn-ne/rgstr/menu-eng.html or by phone at 1-877-959 5525.
Liability Insurance

Cost: Varies  
Renewal: Annual (dependant on your policy)

Liability insurances is required for you to obtain operate your business and obtain your Outfitters Licence or Tourist Establishment Licence. While more details on it are available in Section 5 of this booklet, you will generally need to provide the following items for your insurance:

• Legal Name  
• Liability limit (required to have $2 Million in most cases)  
• Revenues & scope of activities  
• Staffing procedures  
• Participant Safety Policies

Contact Nunavut Tourism for a list of insurance companies who offer this service, or talk to your insurance provider.

Nunavut Tourism Membership

Costs: $60 (if gross is under $75K) $180 (if gross is over $75K)  
Renewal: Annual – April 1

While not required, becoming a member of Nunavut Tourism is very valuable to your operations. Your membership will allow you access to advertising rates, insurance rates and special funding programs that you can access to help enhance your business.

You can apply online at: www.nunavuttourism.com

Photo credit: Fred Lemire
WILL YOU BE LEADING PEOPLE ON HUNTING EXCURSIONS?

YES

You will need a hunting licence. Apply online at env.gov.nu.ca

NO

WILL YOU BE TAKING PEOPLE FISHING?

YES

Everyone must have a fishing licence. Apply online at env.gov.nu.ca

NO

WILL YOU BE CARRYING A FIREARM?

YES

You will need a firearms licence. Apply online at rcmp-grc.gc.ca.

NO

WILL YOU BE USING A BOAT?

YES

You must have your Small Vessel Operator Proficiency certificate. Apply online at tc.gc.ca

NO
The Tourism Industry in Nunavut

ACCOMMODATION OPERATIONS’ REQUIREMENTS

DO YOU HAVE YOUR TOURIST ESTABLISHMENT LICENCE?

YES

NO

Apply online at edt.gov.nu.ca

IS YOUR ESTABLISHMENT ALREADY BUILT OR EXISTING?

NO

YES

You will need land access and building permits. Please consult the appropriate land authority

HAVE YOU RECEIVED YOUR HEALTH INSPECTION REPORT?

YES

NO

Please contact the Territorial Environment Health Office at 867.975.5782

HAVE YOU RECEIVED YOUR FIRE MARSHALL’S INSPECTION?

NO

YES

Please contact the Office of the Fire Marshall at 867.975.5310

WILL YOU BE SERVING ALCOHOL?

NO

YES

Please contact the Nunavut Liquor Commission gov.nu.ca/finance
Travel and Tourism Act

The *Travel and Tourism Act* regulates businesses that provide accommodations to the travelling public, or that provide services associated with outdoor recreational activities. Licences issued by Economic Development & Transportation include the Tourist Establishment Licence and the Outfitter Licence.

Tourism Officers at regional offices are responsible for issuing and renewing these licences. They will guide you through the application process, how much it costs, how to pay fees, and all other information relating to your licence. Tourism Officers can explain circumstances under which an application may be refused. For an application to be considered, the applicant must submit the following prerequisites:

- Liability Insurance of a minimum of $2 million\(^{14}\)
- WSCC insurance or clearance letter
- Any further information as the tourism officer considers necessary

Tourism Officers at regional offices and the Economic Development & Transportation website [www.gov.nu.ca/edt/documents-tourism](http://www.gov.nu.ca/edt/documents-tourism) are valuable resources for information on licencing issues such as:

- how to renew a licence
- how to amend a licence
- applicable fees
- suspension or cancellation of licences

Contact and website information is provided in Section 17 of this guide so that you can obtain personal assistance from EDT staff in your region.

Tourism businesses are also regulated by other federal, territorial and municipal laws and requirement from private land owners; including but not limited to:

- *Environmental Protection Act*
- *Fire Prevention Act*
- *Workers Compensation Act*
- *Electrical Inspections Act*
- *Territorial Lands Act*
- Various hamlet or city by-laws that require business licences
- Requirements for a lease or licence to use Inuit-owned land
- *Marine Liability Act*
- *Canada Shipping Act*

\(^{14}\) Liability required as of 2015. The amount may change in future. It is the responsibility of the operator to confirm current requirements with the Tourism Officer.
INSURANCE

1. Insurance: Protecting Your Business

2. Risk Management

Insurance: Protecting Your Business

An important next step in your business start-up is to ensure that your investment is protected against various risks. Your insurance company or broker can guide you on the insurance coverage needed to safeguard your tourism business. The following are the most commonly required types of insurance for the tourism industry.

- **Commercial General Liability (CGL) Insurance** insures you and your business against claims made against you by third parties that may arise out of your activities or operation.
- **Property Insurance** covers losses from damage to or destruction of business property.
- **Accounts Receivable Insurance** insures up to 90% of your receivables if a tour operator does not pay because of insolvency or default.

For further information, visit Export Development Canada at: www.edc.ca/en

To find out more about insurance requirements and insurance brokers, visit the Insurance Bureau of Canada website at: www.ibc.ca

Risk Management

A Risk Management Strategy acknowledges actual and potential threats to the successful operation of a business and determines the activities required to minimize or eliminate the risks. Businesses having risk management plans and operating procedures in place could qualify for premium reductions from their insurance company.

Outdoor and adventure tourism operators in all Canadian provinces and territories can now access the favourable insurance coverage and premium rates currently enjoyed by businesses in British Columbia. Thanks to a partnership between the Tourism Industry Association of Canada and the Council of Tourism Associations of British Columbia (COTA), the Tourism Industry Risk Management and Insurance Program is being extended to tourism operators across the country. For more information, visit: www.cotabccom.nationprotect.net/business_services/insurance.aspx.
PACKAGING THE PRODUCT

1 Things to Consider
2 Market Ready
3 Pricing The Product
4 Marketing To The Travel Trade

The first question to consider is whether you are in the role of a tour operator or a services supplier. If you are the tour operator, all of the sections below will likely apply to you. However, if you are a services supplier you will only need to work on the sections that apply to your service. In some cases, this may be only one component. In other cases all of the sections may apply.

Things to Consider

Product Theme/Focus
Consumers are not likely to understand or buy a product whose theme can’t be expressed in a few words. One word is best. However, it may be necessary to use five or six words. If you can’t do that you need to sharpen your focus.

This doesn’t mean that all of the elements in your package have to be the same. A package with the theme, “Experience the Best of Nunavut”, is short and to the point. The package could include many different experiences—so long as they all tie back to a truly Nunavut experience.
Travel Mode(s)

Travel modes will be influenced by the type of package offered. Consider the comfort of those being transported, the reliability, safety and quality of the transportation services. Travel options to destinations in Nunavut include only air and water, and are further limited by airport size and docking capacity in each community. This will have an impact on the size of groups participating in a tourism package. For example, regularly scheduled flights or chartered planes will bring smaller numbers of people based on runway capacity. Large group tours may arrive by cruise ship and use small Zodiac-style vessels to shuttle passengers to shore. Your tour package will need to consider the time they have ashore.

Consumer Time Commitment

Consider the length of time that your package will take. This is particularly important if the tour package is being combined with other packages. For example, if the tour operator already has a popular four-day package, they may be looking for an additional three-day package to round out the total consumer time commitment to one week.

It may be important to consider how much time the consumer will need to get from their starting point to the place where the tour package begins. Travel agents and tour operators can be of considerable assistance in making sure the time commitment required by the consumer will fit the needs of the market.

Itinerary Importance

There are certain marketplaces that provide insurance against misleading information provided on an itinerary. If a guest arrives and does not receive what they were promised, they are entitled to a full refund on their package. It is very important to guarantee only what you can provide. It is equally important to be very upfront with all possibilities of a tour being cancelled.

For example:

*A day tour in Auyuittuq Park is very weather dependant. Mr. Smith is booked to go into Park on Tuesday June 15th. He arrives on Tuesday, June 15th, a beautiful sunny day in Pangnirtung, and is advised his tour has been postponed by a day due to bad weather in the Park. You can well imagine how upset he might be that things haven’t gone according to plan. That is exactly how it works in Auyuittuq Park as well as many other areas of Nunavut. So it is very important to advise Mr. Smith of this possibility and actually suggest visitors allow an extra day on the itinerary for this possible scenario.*
Itinerary/Specific Activities

Work out a detailed itinerary for your product. This needs to be very precise, so that both the consumer and suppliers of services to you know exactly what is promised and what is expected. You will need to allow some time to accommodate unanticipated delays.

Where start times of a tour involve the prompt arrival of scheduled aircraft and the recovery of checked baggage, a single local activity or package orientation session may be used as insurance against delayed flights. Always remember that flights arriving later in the day may be somewhat more likely to have delays.

Generally, there should be reference in your itinerary for every couple of hours of time. Where an activity lasts more than a couple of hours it is acceptable to restate the activity title with the word “continues.” The itinerary reference should tell what is happening, what the consumer will experience and any demands this may place on the consumer. Allow for breaks to accommodate the personal needs of consumers.

Be clear that schedules will be followed and that it is the responsibility of the consumer to be available at the specific times noted in the itinerary. Check the sequence of activities, each element of the package should flow naturally from one to the next.

Bundled Services

Sometimes it will be advantageous to have one supplier bundle a number of services together. For example, a hotel may wish to include meals that are selected from a predetermined menu. Or, a charter aircraft company that is providing a day trip to a scenic area may supply food and guiding services. In the case of buying bundled services, you may have another negotiating point to use in determining the price that you pay the supplier of the services.

Market Position

Market position most often refers to the demographics of your target market. Is this a luxury package or a standard package? Meeting the consumer’s expectations with respect to hotel rooms, meals, travel mode, guiding and other quality-sensitive services is very important. The consumer should not be surprised by substitutions that are not in line with those described in the marketing promotions. Do not exaggerate.

Product Name

Finally, the product name sets the tone for the entire consumer experience. It originates with the focus of the package. But, it also needs to consider factors like accommodation, transport mode and activities.
The right product name can have considerable impact on the consumer, from the initial consideration of the package, to its purchase and finally the experience itself. For example, a package could consist of visits to smaller Nunavut communities with an opportunity to see cultural performances like throat-singing and drum dancing, arts and crafts co-operatives, a community feast with locally caught fish and game, homemade bannock and fresh local berries, a visit to a special/historical site and, depending on the weather and the insects, a night sleeping in a *tupiq* (tent). In naming such a product, there is a great deal of difference between the titles “Visits to Nunavut Communities” and “Close to the Land: The Way of the Inuit.”

**Market Ready**

There are many factors that need to be considered before you can go out and offer your product as market ready. It is important to make sure that your product works for you, the consumer and the distribution organization that will market your product.

**Have You Market Tested The Product?**

Before you attempt to promote your product to the travel trade, it is essential that you market test it. There are a number of reasons for this.

First, very few products are ever developed without the need for some significant adjustment. This could be a break-even cost issue, a supplier challenge, an activity sequencing issue, a transportation or accommodation issue, a pricing issue or a commission issue. Market testing your product will allow you to make needed changes before you offer it to the travel trade outside your area.

However, it may be a challenge to find enough consumers to do a market test. There are a few options you can consider. You could work with a local agent in your area to promote the product or it may be possible to associate the market test of your product with another event such as a conference.

Depending on the product, you may also want to offer a scaled down version to test the basics – for example, visiting one community rather than three in a cultural experiences program. You may also find tour operators who are willing to help you market test the product if you can demonstrate that you have done a thorough job on market research, reviewed the competition, contracted (or have commitment letters) for all essential package components and are willing to offer an attractive commission.
What Did The Customers Think?
It is important to keep detailed information on consumer demographics (gender, age range, city of origin, how they found out about your product, how they booked your product and what they liked and didn’t like about your product). You should ask your guests to complete a small survey at the end of the package. This information can be very useful in soliciting other operators to consider promoting your product.

Surveys that are sent home with the consumer for later return or those mailed after the tour has been completed generate very few returns and may tend to emphasize what didn’t work.

Did The Pricing Work?
The pricing has to work for both the consumer who bought the travel product and for you. Talking to travel agents or tour wholesalers who book tours into the North may provide you with some very valuable pricing feedback.

Of course the pricing has to work for you as well. Were there unexpected expenses that cropped up that could not be handled within the revenues you received? Was your own mark-up adequate to cover your own expenses and also make a profit?

Were You Able To Afford The Commissions?
Equally important to the question of how the pricing worked for you, and for the consumer, is the satisfaction of the other partners in the distribution chain with their commissions.

If you are not able to offer a satisfactory commission level, tour operators will not be interested in promoting or selling your product. They may choose a competitor’s product to promote or look for others to develop a product.

It is important to start with a commission level that can be increased if necessary. It is dangerous to start with a high commission level and then try to reduce it in subsequent years.

What Liability Insurance Do You Carry?
Did you have any difficulty in getting affordable insurance for the travel product you offered? Was the cost in line with your original business plan? Were there certain elements that may have increased the premium but could be dropped?
Pricing the Product

Pricing is the most challenging part of the process for many tour operators—particularly for those who are new at tour packages. At the end of the process you want something to show for all your efforts.

There are no exact pricing guidelines but we can offer you an example, using the most common guide. All pricing is negotiable between you and the trade.

Published Prices versus Net Prices

To begin, there is a lot of confusion about net pricing. Net pricing is any price below your published price. Your published price is what you advertise, and what visitors would pay if they were to buy the package directly from you.

But before you price your product, you need to determine your breakeven cost. This must include all your costs. That is your time, gasoline, insurance, and meals, anything that is going to cost you money. Once you have determined your breakeven cost then you add your profit margin, in most cases that will be 10 to 25%. This is often called the base price.

Commissions

To show how the pricing works with all levels in the travel industry we have developed an example.

If a tour operator prices their product at $100 per person (including their profit margin), the following commissions will have to be added to the base price depending on who is selling the product.

- Travel Agent Commission 10% – $10.00 travel agent has no middleperson they will keep the 10%
- Wholesaler Commission 20% – $20.00 the wholesaler will sell to the travel agencies, they will keep 10% for themselves, they will pay the travel agency 10%
- Booking Agent Commission 15% – $15.00 the booking agent will keep 15%
- Inbound Agency Commission 30% – $30.00 the inbound agency can have various middle people. They will pay the wholesaler 20%, they will pay the travel agency 10%, and the amount they earn will depend on whom they sell to.

If you decide to partner with all sectors you need to mark up your price between 30% and 40%. This will provide enough for all the proper commissions.
So in the case of a tour that costs the tour operator $100 (including profit margin) the following prices would apply:

- Partner with travel agency only – your published price would be $110.00
- Partner with wholesaler only – your published price would be $120.00
- Partner with booking agents only – your published price would be $115.00
- Partner with an inbound agency – your published price would be $130.00

If you chose to partner with all sectors your published price is $130.00.

Your net price will now vary with each supplier:

- Your travel agent net price is $120.00
- Your booking agent net price is $115.00
- Your wholesaler net price is $110.00
- Your inbound agency net price is $100.00

If you sell directly to a customer, your price would be the published price, which could be one of the above, depending on who you have partnered with to sell your product.

It is very important that you hold to your published price. For example, if you advertise your product at the $130.00 and turn around and charge the visitor $100.00, the travel trade regards this as completely unethical and will not want to deal with you in future.

This section of the handbook can only give you an overview of pricing. More detailed information is available through on-line Internet courses and tourism reference books.

**Block Space/Release Dates**

Block Space means that a supplier (generally a hotel or a transportation company) allocates an inventory to a tour operator. If the tour operator does not sell the inventory by the date that the supplier has set, they must release any unbooked space back to the supplier. Blocking space is essential when planning group tours.

**Vouchers**

Vouchers are documents that tour operators provide to their fully independent travellers (FIT), which they turn in to the suppliers of services that have been pre-booked by the tour operator. The client has generally prepaid for these services.
Insurance and Liability
You will need insurance to cover the consumers who are on the tour. This will need to be negotiated with an insurer who can assess the degree of risk and recommend an insurance package. Rates and assessments vary. It is always good to shop around.

You also need to be aware of your liability to ensure that travel arrangements made at the time of booking are delivered to the traveller, exactly as sold. The European Package Travel Regulations (PTR) sets the standard.

If a European consumer believes an outbound tour operator has not delivered what was promised when they made their booking, the tour operator may be legally required to make financial restitution to the consumer. Suppliers may then be asked, by the outbound tour operator, to either provide the refund or share in the cost of the refund. It should also be noted that an upgrade provided to a consumer (better car, bigger room) may also result in a complaint that the exact contracted services were not supplied. If the consumer can give a reason why this was not acceptable, a refund may be required. Any changes from the package contract need to be agreed with the consumer, in writing, at the time of the substitution.

Marketing to the Travel Trade
What Are Tour Operators Looking For?
Tour operators look for suppliers that have competitive pricing, consistent quality and acceptable reliability standards within their market. They prefer suppliers who are located within the region in which the tours operate or the services are supplied. Some products are best suited to group tours and others to independent travellers. Some may be equally suitable to both. Tour operators will want to know if the same (or a similar) product is offered by their competition. In some cases this will work to the supplier’s advantage if they see the product as essential to delivering a good consumer experience. In other cases they may want to look for another product to differentiate themselves from the competition.

The season or timing for the availability of your product is also important. It is not good enough to describe the product as a summer or winter one. Offer information about the months in which the product is available.

Finally tour operators look for suppliers who are fully licensed and insured and understand how to work with tour operators and to service visitors, including international visitors.
The Product’s Main Selling features

Know your product’s main selling features in relation to different target markets. Have a clear understanding of the demographics of the target market. Identify and describe the intended consumer experience. Assess the uniqueness of the product or service and the degree to which it is regarded as an essential visitor experience of your area. Identify the experience as participatory or passive. Describe the degree of experience, skill and any risk associated with the use of your travel product.

The Competitive Advantage of Your Product

If similar products are offered by a number of suppliers in your area, be ready to describe your competitive advantage. It is not enough to describe your product as the “best”. It is important to tell exactly what advantage your product offers over competitive products. Be prepared to name your competition as the tour operator may want to verify with others the claims you are making about your competition.

What Commitments Do They Expect from You?

Tour operators want to partner with suppliers who provide a superior product at a fair price. They expect that every visitor be provided a fully satisfactory experience. You will have to deliver what you promise.

Additionally the tour operator wants to be able to have access to the supplier’s product inventory so that they can know how much they can sell. They need to know if your capacity to deliver the product might be compromised by overbooking. They prefer to have real-time access to your product availability so that they can immediately confirm the booking to their client. If they are willing to work with a supplier who does not have these real time resources, they may communicate with you by email and will need an answer to every booking inquiry within 24 hours. This is the maximum that any good tour operator will wait.

Timing/When Do They Do Their Planning?

Tour operators plan at least 9–12 months in advance. Receptive tour operators who contract services and resell them to tour operators need even longer lead times. They may start planning 18–24 months in advance. This means that suppliers who want to sell their products to national or international tour operators must be able to provide rates and availability information at least 12 months in advance.
In a few markets, the planning cycle is shorter as some tour operators no longer print brochures but rely on Internet-based catalogues.

If a tour operator decides to feature a product or destination, it may take several years before the product meets sales expectations. Or, the product may never sell. It takes patience to work with tour operators and selecting the tour operator you want to work with is an important decision.

Working With Partners

It is important to remember that you are not usually offering your travel product in isolation from all others. What you offer is very often sold as part of a tour package. In that case the consumer is judging not just you, but also the complete range of companies and organizations involved.

You want to be part of a partnership team that delivers a positive experience that builds the reputation and credibility of all involved. Here we are using the term “partners” in a larger sense. The organizations involved in delivering travel products may not be legally in partnership. But, their reputations are often treated as though they were. No matter what your legal connection with other travel industry players, it is always best to think of them as valued partners.

If you find that you are part of a partnership team that frequently fails to meet consumer expectations, the reputation of your product or service will be harmed by the poor performance of others. If that happens, look for other partners. On the other hand if you are the one having problems, talk to your partners and tell them what you are doing to correct the problem and make sure it doesn’t happen again.
The Tourism Industry in Nunavut

Photo Credit: Government of Nunavut
MARINE TOURISM IN NUNAVUT

1 Marine Tourism – What is it?
2 Marine Tourism – Things to Consider
3 Cruise Ship-Specific Considerations
4 Regulations
5 Sample Code of Conduct

This section takes a look at the growing marine tourism industry in Nunavut and focuses on what a community can do to provide tourism-related services. Marine tourists can arrive by water, such as the passengers on cruise ships and private vessels that visit, or by air and participate in excursions by boat offered by local operators. It describes ways that local operators and tourism operators can work with the marine tourism operators so cruise tourists and/or fly-in marine tourists have a positive and memorable experience and the community benefits economically.

Marine Tourism – What is it?

Marine tourism involves tourists travelling by water to visit communities and sites of interest in Nunavut and to pursue water-based outdoor recreation activities. These tourists travel on either commercial tourism vessels or pleasure craft or arrive by plane.

Commercial marine tourism is provided by a tourism operator (local or from outside Nunavut) and offers experiences such as boat tours, fishing trips, or all-inclusive cruises to paying passengers.

Some tourists enter Nunavut waters on pleasure craft. These are usually small vessels such as private sailboats or motor yachts. There are no paying passengers on board.
The important distinction between commercial marine tourism and pleasure craft is the expectation of payment – all commercial marine tourism operations charge for their services no matter the length of time on the vessel or the number of passengers. Pleasure craft are entirely for recreational use and no payment is required from people on board.

Marine Tourism is Growing in Nunavut
There are more visitors to Nunavut arriving in cruise ships and pleasure craft. The numbers of visitors will keep increasing as people hear about the opportunities for tourism. Pleasure craft numbers have tripled since 2005 and appear to be continuing to grow. Cruise ship itineraries have also increased since 2005 and now appear to be stable. Together these forms of travel bring about 3000 tourists per year to Nunavut. Marine tourism is a key opportunity for community economic development.

The Marine Tourism Traveller
Taken from the most recent Nunavut Visitor’s Exit Survey, tourists coming to Nunavut by cruise ship:

- have high incomes and high levels of education
- are motivated to travel to the territory to experience culture or view the natural environment
- report high satisfaction with their overall trip experience.
- have the highest spending of all tourist groups to Nunavut
- spend, on average, per person $5,448 for transportation and $1,631 for other items (total $7,097)
- identify their top three spending items as: cruise tickets, art, airfare

Marine Tourism – Things to Consider
Servicing marine tourists from all three categories—cruise, private vessel and fly-in—is a business and therefore tourism development principles discussed throughout this handbook apply.

Marine tourism impacts the entire community and there are several ways to approach this opportunity. For example, the hamlet may consider hiring a Special Events Coordinator who can plan for cruise ship visits, organize suppliers (artists, performers, taxis, restaurants) and take care of the details. Alternatively, a local tourism operator may wish to take on the business of community coordination and/or programming for the tourists.

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Part of good tourism business practice requires that someone needs to be in charge in the community. Being professional and well organized is essential in any successful business. Checklists are a great help not only because there are many things to remember and to have ready ahead of time, but also because they allow someone else to take over if necessary.

Note: One of the biggest challenges is clear and consistent communication between local tourism operators and outside marine tour operators about everything from scheduling to expectations. If and when contacts change at the community or tourism business-level, remember to contact the outside operators and Nunavut Tourism.

Your Community is an Attraction

As a local business providing a tourism service, your community is part of the larger experience that may include several Nunavut communities. From your perspective, you are most concerned about what happens with visitors in your community; what you can do for them; and what benefits you gain from this experience.

The success of marine tourism in Nunavut rests on the entire trip being memorable, pleasurable and worthwhile from the tourist’s point of view. Each community is unique with its own character and history even though communities have things in common. Each place needs to find its own best way to benefit from the marine tourism industry.

There are several opportunities for communities enjoy significant advantages from marine tourism, most importantly the development of local tourism businesses and the growth of the local economy. Local tour operators can benefit from:

- Revenues from programming for visitors such as:
  - Cultural performances
  - Tours of the community
  - Tours of archaeological or historical sites
  - Cultural demonstrations and activities

- Revenues from sales of arts, crafts and other souvenirs

- Revenues from local marine excursions such as:
  - Whale-watching
  - Iceberg sight-seeing
  - Visits to archaeological or historical sites
  - Fishing and a shore lunch
• Members of the community may increase their knowledge of the area’s culture and history through developing tourist programs. They become ambassadors for the community

• Individuals gain tourism skills that may transfer to other tourism-related activities

Once your community decides which benefits are the most valuable and/or attainable, it will help you plan for these visitors.

In the beginning, don’t plan to do more than you can do well, and in general, don’t promise things that you cannot guarantee.

Community Resources
When planning for marine tourists, it is important to share the strengths and attractions that you already have in your community. Begin by assessing your community’s resources:

• Cultural resources
  - Performers
  - Musicians
  - Storytellers
  - Legends
  - Community history
  - Arctic sports
  - Archeological sites
  - People who speak foreign languages

• Natural resources
  - Wildlife
  - Birds
  - Flowers
  - Scenery
  - Trails
  - Waterways

• Community Infrastructure
  - Visitor Centre
  - Community Hall
  - Recreation Centre
  - Restaurants
  - Outdoor recreational areas
  - Arts and crafts outlets
  - Taxis
  - Bank machine
  - Medical resources
It is equally important to understand what resources marine visitors may be interested in. For example, cruise ship and fly-in marine tourists will likely prioritize sight-seeing and shopping, while the marine traveller in the private vessel will want additional information about a variety of services (e.g. medical, mechanical) and re-supply options (e.g. fuel, groceries, tools and parts) available in the community.

Pricing
Prices are related to your cost and the value of the products and services provided. Costs should be kept reasonable so that prices are within a range that people will be willing and able to pay so that all your costs are covered and there is some level of profit. The goal of marine tourism development is for your business and your community to gain through tourism-related activities. Section 13 discusses pricing in more detail.

Deposits
It is acceptable to request a deposit for marine visitor programs, whether the tourists are arriving by cruise ship or by air. This will cover expenses incurred whether or not the ship actually arrives, while it is no one’s fault that a ship cannot make it through the ice (for example), a reasonable non-refundable deposit can cover such costs as the planner’s time and the purchase of supplies. Judgment should be used regarding how much the deposit should be and what is the last date before a cancellation fee is charged. For example, a cancellation two weeks ahead may cause no direct expenses; cancellation twelve hours ahead probably will. In any case, a deposit is intended to cover what you may have already spent to get ready for the tourists’ arrival.

Responding to requests
Several marine tour operators have been coming into the Arctic for a number of years now. They know what is possible and what activities work out well. Some newer arrivals may make suggestions. If these suggested activities are possible and practical, respond to them that you can provide the service or activity. If their ideas are not appropriate or impractical, you need to communicate that to them as well and then provide an alternate idea or suggestion that you can deliver for them to consider.

At the same time, there are local operators in some communities who have been offering successful marine tourism services and activities for several years. They will have valuable advice and guidance to offer a new tourism start-up. Contact Nunavut Tourism for a listing of local marine tourism operators.
Communities can share their needs too
Host communities have the right to stipulate certain conditions. As a local operator, it is important that you communicate with the hamlet office and ensure a clear understanding of those community specific conditions. For example, the hamlet may require that passengers come to shore after 8:30 am or, that visitors do not take pictures of people on the street without asking permission. You will need to share this information with the marine tourists and/or marine tour operators you deal with. At the end of this section (see page 117), there is sample Code of Conduct for Tourists that you can use as a starting point to create your own guidelines for visitors. You may also wish to add information about the history of your community, local attractions, and a map to help people explore.

Alternate activities
If your tourist programming is mainly outside and heavily dependent on the weather, make sure you have a plan for alternate activities. There should be some part of the program that you can always deliver indoors at the school gym, library or visitor centre.

Creative solutions
Keep a record of the ways you have dealt with unusual problems for future staff. Share your experiences with your tourism colleagues in other communities too.

Shopping
Shopping is an important part of the marine tourist experience and the statistics at the beginning of this section show that. When tourists shop, they are looking for something special to remind them of the place they are visiting and to help them explain their experiences there to friends and family.

Note: Be ready to handle American dollars.

Another note: Many people do not carry a lot of cash and visitors are more likely to make a large “impulse” purchase if they can use their credit cards. Technology and the Internet make it easier to accept credit card payments, for example by using a “Square” that connects to a hand-held devise like a tablet or a phone. If this kind of technology is not available, make an arrangement with the local Northern store or Co-op to help process credit card payments.
Your community should look at what you have to sell and where is the most efficient and attractive way to present this to visitors:

- At the community Co-op?
- Through an arts and crafts organization or group?
- An arts-market set up with individual tables on the beach or in the community hall?
- At the visitors centre?

The decision of how best to present arts and crafts will vary from one community to another depending on the circumstances, but remember the better you are able to meet your visitors’ needs, the more you are likely to sell.

Shops provide a welcoming, non-threatening experience for visitors where they can be encouraged to talk or ask questions. The following suggestions can add to the visitor’s shopping experience:

- Watching an artist demonstrate how their craft is made
- Demonstrations of how an object is used
- A well-informed store clerk who explains the meaning or use of an item without the visitor having to ask
- Additional printed information about the item or technique that the visitor can take with their purchase (artist biography, materials used, history of the item, what it is used for)
- Videos that explain or demonstrate objects, their uses, how they are made.
- Sound effects played in the store (throat-singing, drumming, animal sounds)
- Displaying certain crafts in various stages of completion helps explain the intricacy, skill and time involved in their production

Note: The different kinds of marine tourists have varying amounts of time ashore – cruise ship tourists and fly-in marine tourists going on kayaking trips are in the community for a very short time, while passengers on private vessels have more flexibility in the length of their stay. Shopping needs to be made convenient and easy for them, whether it’s a short or longer visit. Building shopping opportunities right into the overall community experience and program will help tourists find what they are looking for.
Visitors may need to be reminded that if they remove any non-processed wildlife matter out of Nunavut (e.g., raw meat, whole antlers), an export license is required. This does not apply to crafted products, such as processed food products (e.g., caribou jerky) or jewellery (e.g., antler earrings).

Visitors from other countries must be aware of their own country’s import regulations. For example, the US has the Marine Mammals Protection Act, which prohibits import of any products made from a marine mammal (e.g., walrus ivory, polar bear fur or claws, whale bone, sealskin, etc.). None of these materials can be brought into the US from Canada in any form—unprocessed (e.g., whole walrus tusk) or processed. (e.g., ivory rings or earrings).

Marketing principles and product considerations apply
Marketing for tourism development as well as products and packaging were discussed in detail in Section 13. Those principles and considerations apply to marine tourism business development as well.

Community competition and co-operation
Competition can be a good thing when you challenge yourself to be the best you can be. Co-operation is even more important. When you consider that the visitors’ entire experience involves stops in many Nunavut communities, you realize how important cooperation is among your tourism colleagues. Visitors don’t want to have the same activities or attractions at every stop. By working together, local operators in different communities can offer a variety of programs and activities to afford visitors more experiences. It is important to make your offering as reflective of your own unique community as possible.

Evaluations
Consider doing an end of season evaluation of the tourist activities that happened during the summer to find out what worked and what didn’t. Ask people in your community as well as the marine tour operators and their cruise passengers, private vessel passengers, and the fly-in marine tourists. It will help you make changes in programs to make them better—for visitors and for the community.
Cruise Ship Specific Considerations

Communications with cruise ships
One of the most important aspects of managing successful marine tourist visits in your community is maintaining an excellent communication network. Correspond with the marine tour operator long before they arrive in your community, letting them know what you have to offer and what your prices are. Cruises are often planned a year-and-a-half ahead. You may wish to write to companies who are not currently planning a visit but whom you may wish to invite to your community in the future. Marine tour operators need one or two people who will be responsible for all communications, questions and requests within the community. When problems arise, they need someone in the community to talk to. If your tourism-related business wants to be involved in the cruise ship business, it is your responsibility to provide a contact person.

As the date for a ship’s arrival nears, there are several ways in which to maintain contact:

- Keep in touch with the company’s home office
- Request that the ship’s cruise director contact you from the ship prior to arrival and/or to notify you of any schedule changes
- Call someone at the port of call before yours to find out if the ship arrived on time, if it has already left the community, etc.

Last minute cruise ship arrivals
Almost every year there is at least one unexpected arrival in Nunavut. Some are newcomers who made no arrangements in advance; others have had to make sudden revisions in their itinerary because of ice or weather conditions. Here is an opportunity to provide tourism services to another group of passengers who will purchase arts and crafts and enjoy the tourist attractions in the community. If there is a time conflict with another ship, the one that scheduled their visit in advance should get priority access to the community’s resources and your personnel.
Regulations

There are regulations that impact marine tourism for passengers and for operators. Local operators should be familiar with the following regulations and when they need to be applied to their operations and/or to their visitors:

- **Canada Border Services Agency**: All cruise ships arriving from a foreign port (e.g. Germany, France, US, Greenland) must clear customs. Contact: Canada Border Security Agency office in Nunavut, located at the Iqaluit Airport. Passengers on pleasure craft often contact the local RCMP to clear customs in communities.

- **Parks Canada**: All marine vessels – cruise, private or tour operator – landing in a national park or entering national park coastal waters must hold a park business licence. Issuance of a new business licence for national parks requires an environmental assessment. Day fees are required for park users. Orientation is required for everyone. For more information contact: Visitor Experience Manager and Prevention Coordinator, Parks Canada (867) 975-4687.

- **Government of Nunavut, Department of Economic Development & Transportation**: The Government of Nunavut requires that all cruise ships arriving in Nunavut waters hold an Outfitter License. Once a company holds the Outfitter License, and if there are no changes or infractions, annual renewal is fairly straightforward. Contact the Senior Advisor, Tourism at (867) 975-7800. Local marine tourism operators also require an Outfitter Licence and the responsibility for licencing is also with the Department of Economic Development & Transportation. Section 11 provides a detailed explanation of the different tourism licencing requirements.
Welcome to our beautiful land—Nunavut—Canada’s Arctic territory. We want your visit to be enjoyable for you and for us. Please take the time to read this information and make the most of your travels in Nunavut.

Learn About Inuit and Our Communities

We encourage visitors to learn about our Inuit culture and to hear our stories of how we have survived for thousands of years and how we live now. Please remember that we are proud of our hunting traditions and use of local food sources such as seal and caribou. Arctic animals remain central to our culture and our subsistence.

Several Nunavut communities have chosen to restrict alcohol and it is important to be informed and aware of any restrictions in the communities you visit. Please respect the wishes of the community that illegal substances and alcohol should not be brought into our community nor traded for local products.

Showing Respect and Consideration

We invite you to take pictures of our beautiful scenery and our friendly communities, but please ask permission before taking pictures of us, our children, and our homes.

As you explore our communities, please respect our privacy, our belongings, our homes and yards. Treat them the way you wish to be treated at your home. Follow any advice or safety recommendations made.

Your spending is important to our livelihoods, so be generous when bargaining and give proper value for locally-made arts and crafts. Make sure you know whether you can bring wildlife products such as sealskin, bone or ivory back to your own country.
We invite you to visit our grocery stores but remember that it takes a lot of effort to fill our shelves with provisions, weather and flights permitting, and fresh items are not necessarily restocked daily. Please purchase only what you truly need.

Dog teams are an important part of our culture. They are working dogs. Feel free to watch them, but please do so at a safe distance. Do not interfere with dogs while they are being fed or talk to the owners when they are working with their teams, unless you are especially invited to do so.

If you venture away from the community, enjoy our scenery and local fauna, but please be prepared. Check with the hamlet, the Parks Canada office or your guide first to see if there have been any recent polar bear sightings or warnings.

As you hike our trails, you may encounter stone tent rings or artifacts. These stones and cultural treasures are not souvenirs; they are part of our ancient history so please leave them where you find them. Avoid littering on land and water too.

We hope your visit to Nunavut will leave you with great memories! We encourage you to share your experiences with others, so that one day we can welcome you, your family and friends back to our communities.

Travel well!

Currency
The unit of currency in Canada is Canadian dollars. Please note that most artists/communities do not have facilities to process credit card, debit card or cheque payments. Cash in Canadian dollars is preferred.

Transportation/Accessibility
There is no public transport in most communities. Communities are small and facilities are usually within walking distance. Most communities have very limited or no facilities for people with disabilities.

Tourist Information
Most communities have Visitors Centres, Cultural Centres or Heritage Centres where you can access more information about the community and sometimes arts and crafts.

Communication
Cellphone and Internet access is limited and continues to expand and improve.
**Language**
While many people under 40 understand English well, our Inuktitut language is strong, healthy and important to our culture, so we encourage you to try a few words in Inuktitut. Here are some suggestions. Good luck!

<table>
<thead>
<tr>
<th>Useful Phrases</th>
<th>Inuktitut</th>
<th>Pronunciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are you?</td>
<td>Qanuippit?</td>
<td>(k)a-new-ee-p-heat?</td>
</tr>
<tr>
<td>I am fine.</td>
<td>Qanuingittunga</td>
<td>(k)a-new-een-ngg-teoong-a</td>
</tr>
<tr>
<td>What’s your name?</td>
<td>Kinaugavit?</td>
<td>Key-now-veet?</td>
</tr>
<tr>
<td>My name is ______</td>
<td>Atira________</td>
<td>a-tee-ra</td>
</tr>
<tr>
<td>Good morning</td>
<td>Ullaakkut</td>
<td>ood-laako</td>
</tr>
<tr>
<td>Good evening</td>
<td>Unnukkut</td>
<td>oo-new-koot</td>
</tr>
<tr>
<td>What is that?</td>
<td>Inna Kisu?</td>
<td>eena-kee-soo?</td>
</tr>
<tr>
<td>I don’t know</td>
<td>Aamai</td>
<td>aa-my</td>
</tr>
<tr>
<td>How much is this?</td>
<td>Unaqassisqaqpa?</td>
<td>oo-na (k)ass ee(k)a(k)pa</td>
</tr>
<tr>
<td>Thank you</td>
<td>Qujannamik</td>
<td>(k)u-yan-na-meek?</td>
</tr>
</tbody>
</table>

Extract from the Inuktionary II (Compakti Writers)

**How to pronounce Inuktitut vowel sounds:**
- I sounds like “ee” in feel
- U sounds like “oo” in tool
- A sounds like “a” in far
- Double (same) vowels are pronounced the same but longer

**Vowel combinations are pronounced:**
- Ai sounds like “i” in bite
- Au sounds like “ou” in found
- Iua sounds like “wa” in water

**How to pronounce Inuktitut consonants:**
- j sounds like “y” in yes
- jj sounds like “j” in jump
- r sounds like French “r” in arrette
- q sounds like German “ch” in nacht shown as a (K)
Tourism Development Handbook for Nunavut

120 Photo Credit: Fred Lemire/Nunavut Tourism
NUNAVUT TOURISM

1 About Nunavut Tourism
2 Marketing
3 Training
4 New Directions – Conferences

About Nunavut Tourism

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

- Visitor services
- Member services
- Support for training, product development and research as identified by the industry, tourism marketing

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 (EDT).16

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

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.

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 Associations, NGOs and 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 and 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
Membership Benefits

As a tourism operator, being a member of Nunavut Tourism has several benefits including:

- Airline discounts for members to bring clients to Nunavut
- Free listing on the Nunavut Tourism website with a direct link to your business’s website. Ability to access and edit your online profile, for photo updates, etc.
- Display your marketing material and or business cards in the 3 regional visitor centers in the communities of Cambridge Bay, Rankin Inlet, and Iqaluit
- Free listing is provided in the Nunavut Travel Planner. Approximately 7,500 copies distributed annually worldwide
- Access to the Nunavut Tourism Members micro-site. The member’s-only site makes it easy to submit your application, fees and to keep current with issues pertaining to tourism
- Service match. We are able to match your services to potential visitors and therefore refer your business while attending national and international consumer and travel trade shows, as well as through the Nunavut Tourism toll free information line (1-866-687-8233) and website
- Access to the Nunavut Tourism media library, a comprehensive and continually updated image bank
- Receive 50 free Nunavut maps per year. Additional maps can be purchased for $1 each
- Discount on ad sales in the Travel Planner and on our website

Marketing

Nunavut Tourism creates marketing opportunities for its members and raises awareness about Nunavut as a tourism destination. The primary methods for market outreach and promotion include:

- Co-op marketing program
- Ads in magazines that reach appropriate target audiences
- Ad space on Nunavut Tourism website
- Inserts in the Nunavut Travel planner
- Attending trade shows & speaking events
Training

Nunavut Tourism offers basic training opportunities throughout the year. Training is offered in response to member input. This has included:

- Wilderness first aid
- Small vessel operator proficiency (SVOP)
- Customer service – CTHRC
- Fly Fishing Workshop

Training and workshops are offered in conjunction with the Annual General Meeting. Nunavut Tourism also partners with emerit to provide training for tourism operators and their staff. This is discussed in more detail in Section 16.

New Directions – Conferences

Nunavut Tourism explores new tourism sectors to develop for the territory. One such area is attracting meetings and conferences to Nunavut. This is a growing sector and Nunavut Tourism has done some work in the past with success. The target is two per year.

Nunavut Tourism’s role is to bring the events to Nunavut, but not to coordinate or provide on-ground logistical support; that is the new opportunity for tourism members.
HUMAN RESOURCES

1. Staffing: Needs Change with the Seasons

2. Training

Though many small tourism businesses are owner-operated, they almost all need employees to support the operation of the business. Before you hire anyone, there are many things to consider, including:

- how to recruit the right people for your business
- compensation and salary levels
- insurance and benefits
- managing your staff
- staff training
- how to retain good workers

You should also be aware of the current Labour Standards Act of Nunavut. For information, contact the Labour Services Officer at the Department of Justice at (867) 975-7293.

Staffing: Needs Change with the Seasons

Seasonality usually means that staffing needs will fluctuate throughout the year. As a result, many seasonal tourism businesses rely on entry-level staff that may not have extensive work experience or training. Employee turnover can be high. If your business is seasonal, you will need to develop a strategy to meet these challenges.
Recruiting Options

**Nunatsiaq News Classifieds**

Nunatsiaq News provides on-line listings of all job postings that appear in the weekly edition of the printed newspaper.

**News North Classifieds**


**Service Canada**

Service Canada offers a program called Canada Summer Jobs designed to assist full-time students in preparing for their entry into the labour market. The program provides wage subsidies to employers, including tourism businesses, who offer summer employment opportunities for students aged 15 to 30 years. For further information and to obtain an application, visit www.servicecanada.gc.ca/csj2013 or call 1-800-935-5555.

**Ready-to-Work**

Ready-to-Work is a national skills development program designed to assist people with transitions in the workforce. The program offers a mix of classroom and on-the-job training that provides participants with the skills, knowledge, attitudes, and experience required for long term, stable employment in tourism—the world’s fastest growing industry. Information about this program is available through the Yukon Tourism Education Council at www.yukontec.com/career-centre/ready-to-work.

**Training**

Formal training can be short or long-term:

- a few hours of professional development training, e.g. demonstration of how to cook a new menu item or a service excellence workshop
- a few weeks of formal training, e.g. bartending school
- a few months of intense training, e.g. flight attendant training school
- several years of education, e.g. degree in Tourism Management, Master in Tourism Marketing
Training can occur through your employer or company. Many employers provide on-going training in the workplace. (For example, *emerit* professional certification can be offered to employees and can be done at work.) Some companies offer both mandatory and optional professional development courses and programs.

Training may be offered through the community or industry. Community programs include courses and workshops, several of which are mandatory for some occupations. For example, the Foodsafe and Workplace Hazardous Materials Information System (WHMIS) programs, and some workplace safety, first aid and responsible alcohol service programs, are offered through community colleges, associations or organizations, and may be required for some occupations or regions.

Industry programs include those offered by professional associations and government or tourism departments, and can be anything from an annual tourism conference to speakers, presentations or workshops. The national, provincial and territorial tourism education councils/associations also offer seminars, service excellence workshops, and *emerit* national occupational standards, *emerit* certification and recognition opportunities, and on-line training.

Nunavut Tourism is affiliated with *emerit*, Canada’s seal of excellence in human resource products and services. *Emerit* tourism training offers the finest training resources in on-line, paper-based or instructor-led formats. Recognized across Canada, *emerit* tourism training provides a diverse range of products and programs designed to help employees and employers improve service delivery and enhance customers’ tourism experiences. Nunavut Tourism staffs *emerit* certified trainers to provide training services within the territory.

For complete information on training programs available from *emerit*, visit their website at www.emerit.ca.

The Canadian Tourism Human Resource Council (CTHRC) is where the *emerit* training products are researched, designed, and tested. CTHRC works hand-in-hand with industry, small businesses, education institutions, and large corporate enterprises, to develop the *emerit* line of skill training programs. Economic Development & Transportation is working closely with the CTHRC to translate the *emerit* training modules into Inuktitut. This initiative will continue (funds permitting) until all tourism related materials are available in Inuktitut.
Canadian Tourism Human Resource Council (CTHRC)

Established in 1993, the CTHRC promotes professionalism throughout the sector and addresses key labour market issues. Collectively, Council members and the CTHRC bring together Canadian tourism businesses, labour unions, associations, educators and governments to co-ordinate human resource development activities and contribute to a sustainable, globally competitive tourism sector. The CTHRC provides resources that include more than 50 national occupational standards as well as on-line and paper-based training tools. (www.cthrc.ca)
The Tourism Industry in Nunavut
CONTACTS AND RESOURCES

Section 1: Introduction

<table>
<thead>
<tr>
<th>Department of Economic Development &amp; Transportation</th>
<th>Regional Offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qikiqtaaluk North (Pond Inlet)</td>
<td>(867) 899-7378</td>
</tr>
<tr>
<td>Qikiqtaaluk South (Pangnirtung)</td>
<td>(867) 473-2662</td>
</tr>
<tr>
<td>Kivalliq (Rankin Inlet)</td>
<td>(867) 645-8453</td>
</tr>
<tr>
<td>Kitikmeot (Kugluktuk)</td>
<td>(867) 982-7453</td>
</tr>
<tr>
<td>Iqaluit, Tourism and Cultural Industries Division – Head Office</td>
<td>(867) 975-7800</td>
</tr>
<tr>
<td>Nunavut Tourism Association</td>
<td>1-866-NUNAVUT</td>
</tr>
<tr>
<td></td>
<td>(686-2888)</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nunavuttourism.com">www.nunavuttourism.com</a></td>
</tr>
</tbody>
</table>

Section 3: Key Plans

| Canada/Nunavut Business Service Centre              | (867) 975-7860   |
|                                                     | www.canadabusiness.ca |
## Section 5: Defining the Project

| Land Use Planning Coordinator | (867) 975-4572  
<table>
<thead>
<tr>
<th>Aboriginal Affairs and Northern Development Canada</th>
<th><a href="http://www.aadnc-aandc.gc.ca">www.aadnc-aandc.gc.ca</a></th>
</tr>
</thead>
</table>
| Nunavut Tunngavik Incorporated (NTI) | 1-888-646-0006  
| (867) 975-4900 | www.tunngavik.com |
| Regional Inuit Associations (Land Management Department) | 1-800-667-2742 |
| Qikiqtani Inuit Association (Baffin) | |
| Kivalliq Inuit Association | 1-800-220-6581 |
| Kitikmeot Inuit Association | (867) 983-2458 |
| Department of Community and Government Services | |
| Regional Lands Administrators | (867) 983-4010 |
| Kitikmeot (Cambridge Bay) | |
| Kivalliq (Rankin Inlet) | (867) 645-8115 |
| Qikiqtaaluk (Cape Dorset) | (867) 897-3619 |
| Nunavut Municipalities – Planning and Land Administrator and/or Economic Development Officer | |
| Municipal Offices – Baffin Region | |
| Arctic Bay | (867) 439-8276  
| edo_ab@qiniq.com | |
| Cape Dorset | (867) 897-8943  
| muncdedo@capedorset.ca | |
| Clyde River | (867) 924.6220 |
| Grise Fiord | (867) 980-9959  
| gfcedo@qiniq.com | |
| Hall Beach | (867) 928-8856  
| cedo_hbhamlet@qiniq.com | |
| Igloolik | (867) 934-8830  
| iglooasao@yahoo.ca | |
| Iqaluit | (867) 979-5600  
| info@city.iqaluit.nu.ca | |
| Kimmirut | (867) 939-2247  
<p>| <a href="mailto:cedkimm@qiniq.com">cedkimm@qiniq.com</a> | |</p>
<table>
<thead>
<tr>
<th>Location</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pangnirtung</td>
<td>(867) 473-8953</td>
<td><a href="mailto:pangedo@qiniq.com">pangedo@qiniq.com</a></td>
</tr>
<tr>
<td>Pond Inlet</td>
<td>(867) 899-8934</td>
<td><a href="mailto:pond_cedo@qiniq.com">pond_cedo@qiniq.com</a></td>
</tr>
<tr>
<td>Qikiqtarjuaq</td>
<td>(867) 927-8832</td>
<td><a href="mailto:qikedo@qiniq.com">qikedo@qiniq.com</a></td>
</tr>
<tr>
<td>Resolute Bay</td>
<td>(867) 252-3616</td>
<td><a href="mailto:hamletcedoresolute@xplornet.com">hamletcedoresolute@xplornet.com</a></td>
</tr>
<tr>
<td>Sanikiluaq</td>
<td>(867) 266-7900</td>
<td><a href="mailto:sanicedo@qiniq.com">sanicedo@qiniq.com</a></td>
</tr>
</tbody>
</table>

### Municipal Offices – Kitikmeot Region

<table>
<thead>
<tr>
<th>Location</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge Bay</td>
<td>(867) 983-2337</td>
<td></td>
</tr>
<tr>
<td>Gjoa Haven</td>
<td>(867) 360-6163</td>
<td><a href="mailto:edogjoa@qiniq.com">edogjoa@qiniq.com</a></td>
</tr>
<tr>
<td>Kugaaruk</td>
<td>(867) 769-6281</td>
<td><a href="mailto:edo_kug@qiniq.com">edo_kug@qiniq.com</a></td>
</tr>
<tr>
<td>Kugluktuk</td>
<td>(867) 982-6500</td>
<td><a href="mailto:sao@kugluktuk.ca">sao@kugluktuk.ca</a></td>
</tr>
<tr>
<td>Taloyoak</td>
<td>(867) 561-2300</td>
<td><a href="mailto:edotalo@qiniq.com">edotalo@qiniq.com</a></td>
</tr>
</tbody>
</table>

### Municipal Offices – Kivalliq Region

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<tr>
<th>Location</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arviat</td>
<td>(867) 857-2941</td>
<td><a href="mailto:arviatcedo@qiniq.com">arviatcedo@qiniq.com</a></td>
</tr>
<tr>
<td>Baker Lake</td>
<td>(867) 793-2874</td>
<td><a href="mailto:bledo@netkaster.ca">bledo@netkaster.ca</a></td>
</tr>
<tr>
<td>Chesterfield Inlet</td>
<td>(867) 898-9206</td>
<td><a href="mailto:edo_hamlet@qiniq.com">edo_hamlet@qiniq.com</a></td>
</tr>
<tr>
<td>Coral Harbour</td>
<td>(867) 925-8867</td>
<td><a href="mailto:coraledo@qiniq.com">coraledo@qiniq.com</a></td>
</tr>
<tr>
<td>Rankin Inlet</td>
<td>(867) 645-2895</td>
<td><a href="mailto:cedo@rankininlet.ca">cedo@rankininlet.ca</a></td>
</tr>
<tr>
<td>Repulse Bay</td>
<td>(867) 462-4101</td>
<td><a href="mailto:edo@repulsebay.ca">edo@repulsebay.ca</a></td>
</tr>
<tr>
<td>Whale Cove</td>
<td>(867) 896-9961</td>
<td><a href="mailto:cedo@whalecove.ca">cedo@whalecove.ca</a></td>
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</tbody>
</table>
### Section 6: Information Collection and Evaluation

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Contact Information</th>
</tr>
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<tbody>
<tr>
<td>Department of Economic Development &amp; Transportation</td>
<td>1-888-975-5999 (867) 975-7800</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:edt@gov.nu.ca">edt@gov.nu.ca</a></td>
</tr>
<tr>
<td>Canada/Nunavut Business Service Centre</td>
<td>(867) 975-7860</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.canadabusiness.ca">www.canadabusiness.ca</a></td>
</tr>
<tr>
<td>Community Futures offices</td>
<td>(867) 983-7383</td>
</tr>
<tr>
<td>Kitikmeot Community Futures Incorporation</td>
<td>(867) 983-7380</td>
</tr>
<tr>
<td></td>
<td>1-888-886-0260</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.kcfi.ca">www.kcfi.ca</a></td>
</tr>
<tr>
<td>Keewatin Business Development Centre</td>
<td>(867) 645-2126</td>
</tr>
<tr>
<td>Baffin Business Development Corporation</td>
<td>(867) 979-1303</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.baffinbdc.ca">www.baffinbdc.ca</a></td>
</tr>
<tr>
<td>Business Development Bank of Canada (federal crown corporation)</td>
<td>1-877-BDC-BANX (232-2269)</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.bdc.ca">www.bdc.ca</a></td>
</tr>
<tr>
<td>Nunavut Business Development Corporation (territorial crown corporation)</td>
<td>(867) 975-7860</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nbcc.nu.ca">www.nbcc.nu.ca</a></td>
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### Section 7: Tourism Market Analysis

<table>
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<tr>
<td>Tourism and Cultural Industries,</td>
<td>(867) 975-7800</td>
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<tr>
<td>Department of Economic Development &amp; Transportation</td>
<td><a href="mailto:edt@gov.nu.ca">edt@gov.nu.ca</a></td>
</tr>
<tr>
<td></td>
<td><a href="http://www.gov.nu.ca/edt">www.gov.nu.ca/edt</a></td>
</tr>
<tr>
<td>Nunavut Tourism Association</td>
<td>1-866-NUNAVUT, (686-2888)</td>
</tr>
<tr>
<td></td>
<td>(867) 979-6551</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nunavuttourism.com">www.nunavuttourism.com</a></td>
</tr>
<tr>
<td>World Tourism Organization</td>
<td><a href="http://www.unwto.org">www.unwto.org</a></td>
</tr>
<tr>
<td>World Travel and Tourism Council</td>
<td><a href="http://www.wttc.travel">www.wttc.travel</a></td>
</tr>
<tr>
<td>Statistics Canada</td>
<td><a href="http://www.statcan.ca/start.html">www.statcan.ca/start.html</a></td>
</tr>
<tr>
<td>Tourism Industry Association of Canada</td>
<td>(613) 238-3883</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.tiac-aitc.ca">www.tiac-aitc.ca</a></td>
</tr>
<tr>
<td>Destination Canada</td>
<td><a href="http://www.destinationcanada.com">www.destinationcanada.com</a></td>
</tr>
<tr>
<td>Canadian Tourism Research Institute</td>
<td><a href="http://www.conferenceboard.ca/ctri/default.htm">www.conferenceboard.ca/ctri/default.htm</a></td>
</tr>
</tbody>
</table>
## Section 8: Project Site Evaluation

| Department of Community and Government Services | (867) 983-4010 |
| Regional Lands Administrators | |
| Kitikmeot (Cambridge Bay) | |
| Kivalliq (Rankin Inlet) | (867) 645-8115 |
| Qikiqtaaluk (Cape Dorset) | (867) 897-3619 |
| Nunavut Municipalities: See Section 5 for full listing | |
| Nunavut Tunngavik Incorporated (NTI) | 1-888-646-0006 (867) 975-4900 |
| | www.tunngavik.com |
| Nunavut Water Board | 1-855-521-3745 (867) 360-6338 |
| | www.nwb-oen.ca |
| Department of Environment | (867) 975-7749 (867) 975-7731 |
| | www.env.gov.nu.ca/ |
| Geological Survey of Canada (a branch of Earth Sciences for the Natural Resources Canada) | www.nrcan.gc.ca/earth-sciences |

## Section 9: Resource Impact Assessment

| Nunavut Impact Review Board | 1-866-233-3033 (867) 983-4600 |
| | www.nirb.ca |

## Section 10: Financial Analysis

| Business Services Advisors | (867) 975-7891 |
| Nunavut Business Credit Corporation | www.nbcc.nu.ca |
| Community Futures Offices (See Section 6 for full listing) | |
### Section 11: Tourism Licensing

<table>
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<tr>
<td>Workers' Safety and Compensation Commission</td>
<td>(867) 979-8500 1-877-404-4407 <a href="http://www.wscc.nt.ca">www.wscc.nt.ca</a></td>
</tr>
<tr>
<td>Nunavut Legal Registries Department of Justice</td>
<td>(867) 975-6590 <a href="http://www.nunavutlegalregistries.ca/cr_bca_territorial_en.shtml">www.nunavutlegalregistries.ca/cr_bca_territorial_en.shtml</a></td>
</tr>
<tr>
<td>Tourism and Cultural Industries, Department of Economic Development &amp; Transportation</td>
<td>(867) 975-7800 <a href="mailto:edt@gov.nu.ca">edt@gov.nu.ca</a> <a href="http://www.gov.nu.ca/edt">www.gov.nu.ca/edt</a></td>
</tr>
<tr>
<td>Nunavut Tourism Association</td>
<td>1-866-NUNAVUT (868-2888) (867) 979-6551 <a href="http://www.nunavuttourism.com">www.nunavuttourism.com</a></td>
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**Regional Tourism Officers**

<table>
<thead>
<tr>
<th>Region</th>
<th>Contact Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baffin North region</td>
<td>(867) 899-7338</td>
</tr>
<tr>
<td>Baffin South region</td>
<td>(867) 473-2679</td>
</tr>
<tr>
<td>Kivalliq region</td>
<td>(867) 645-8450</td>
</tr>
<tr>
<td>Kitikmeot region</td>
<td>(867) 982-7452</td>
</tr>
</tbody>
</table>

### Section 12: Insurance

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export Development Canada</td>
<td>1-866-283-2957 <a href="http://www.edc.ca">www.edc.ca</a></td>
</tr>
<tr>
<td>Insurance Bureau of Canada</td>
<td>1-800-377-6378 <a href="http://www.ibc.ca">www.ibc.ca</a></td>
</tr>
<tr>
<td>Council of Tourism Associations of British Columbia (COTA)</td>
<td>cotabccom.nationprotect.net/business_services/insurance.aspx</td>
</tr>
</tbody>
</table>
### Section 14: Marine Tourism

<table>
<thead>
<tr>
<th>Visitor Experience Manager and Prevention Coordinator, Parks Canada</th>
<th>(867) 975-4687</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Inuit Associations (Land Management Department)</td>
<td>1-800-667-2742</td>
</tr>
<tr>
<td>Qikiqtani Inuit Association (Baffin)</td>
<td></td>
</tr>
<tr>
<td>Kivalliq Inuit Association</td>
<td>1-800-220-6581</td>
</tr>
<tr>
<td>Kitikmeot Inuit Association</td>
<td>(867) 983-2458</td>
</tr>
<tr>
<td>Tourism Division</td>
<td>(867) 975-7800</td>
</tr>
<tr>
<td>Department of Economic Development &amp; Transportation</td>
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</table>

### Section 15: Nunavut Tourism

<table>
<thead>
<tr>
<th>Nunavut Tourism Association</th>
<th>1-866-NUNAVUT (686-2888)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>(867) 979-6551</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nunavuttourism.com">www.nunavuttourism.com</a></td>
</tr>
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</table>
## Section 16: Human Resources

<table>
<thead>
<tr>
<th>Labour Services Officer</th>
<th>(867) 975-7293</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Justice</td>
<td><a href="http://www.emerit.ca">www.emerit.ca</a></td>
</tr>
<tr>
<td><strong>emerit</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Service Canada</strong></td>
<td>1-800-935-5555</td>
</tr>
<tr>
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<td><a href="http://www.servicecanada.gc.ca/csj2013">www.servicecanada.gc.ca/csj2013</a></td>
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<tr>
<td><strong>Canadian Tourism Human Resource Council (CTHRC)</strong></td>
<td><a href="http://www.cthrc.ca">www.cthrc.ca</a> <a href="mailto:info@cthrc.ca">info@cthrc.ca</a> (613) 231-6949</td>
</tr>
<tr>
<td><strong>Nunatsiaq News</strong></td>
<td>(867) 979-5357</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nunatsiaqonline.ca/currentads/jobs">www.nunatsiaqonline.ca/currentads/jobs</a></td>
</tr>
<tr>
<td><strong>News North</strong></td>
<td>Iqaluit: (867) 979-5990 Rankin Inlet: (867) 645-3223</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.nnsl.com/jobs/jobs.html">www.nnsl.com/jobs/jobs.html</a></td>
</tr>
<tr>
<td><strong>Baffin Regional Chamber of Commerce</strong></td>
<td>(867) 979-4654</td>
</tr>
<tr>
<td></td>
<td><a href="http://www.baffinchamber.ca">www.baffinchamber.ca</a></td>
</tr>
<tr>
<td><strong>Kivalliq Regional Chamber of Commerce</strong></td>
<td>(867) 645 2805</td>
</tr>
</tbody>
</table>
SOURCES

2013 Nunavut Economic Outlook, Nunavut Economic Forum, 2014


Nunavut Tourism Aftercare Guide, Nunavut Tourism, 2014

Nunavut Tourism Strategic Plan 2012–2017, March 2012

Nunavut Visitor Exit Survey 2011, Nunavut Tourism, 2012


Cruise Ship Visits: A Handbook for Your Community, Nunavut Tourism 2004