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Minister's Foreword

COVID-19 has had an unprecedented impact on our tourism sector. Nunavummiut entrepreneurs and business owners who rely on the sector remain an important component of Nunavut's economy. The industry provides jobs for Nunavummiut of all education levels, promotes small-scale entrepreneurship, and creates sustainable development in many of our remote communities. The department is committed to providing access to funding and training opportunities to guides and entrepreneurs in our remote communities.

During the 2019/20 fiscal year the Department delivered ten different training programs to Inuit in remote communities, to staff in municipal offices, to owners and employees of small and medium-sized tourism businesses, and to government employees in the department's regional offices. The Department distributed \$1,272,821.51 in 2019/20 and \$1,254,248/35 in 2020/21 through our Community Tourism and Cultural Industries funding program. This funding supported Nunavut based municipalities, societies, business, artists, and artists organizations.

In 2019, Nunavut received 4,219 cruise tourists. Cruise operators spent \$848,394 across seventeen communities to access tours, performances, and logistics support for their passengers. In advance of the season the GN delivered two Cruise Ready! Community Preparedness workshops and implemented the second year of Nalunaiqsijit: the Inuit Cruise Training Initiative.

My department also continues to market the territory to high yield tourists and to operate our four visitor centres in Iqaluit, Rankin Inlet and Cambridge Bay, and Pangnirtung. In 2019, these Visitor centres received a total of 11,649 domestic and international visitors, with traffic peaking during the summer season.

In February 2020 everything changed. The ongoing global response to COVID-19 meant no tourism season, and clients across the world had to cancel or delay their plans to visit our beautiful territory. The pandemic continues to impact our large and small tourism operators.

I am hopeful that signs currently point to a successful land-based season for our operators, and I am confident that tourism will return stronger than ever as the pandemic recedes into the background.

The Honourable David Akeegok
Minister, Department of Economic Development and Transportation
Government of Nunavut

Director's Message

I am pleased to present the fiscal years 2019-2020 and 2020-2021 Tourism Report for the Tourism and Cultural Industries Division (TCI) within the Government of Nunavut's Department of Economic Development and Transportation. The COVID-19 pandemic had a profound effect on the 2020 tourism season, and that impact is still far from over.

The ongoing impact of COVID-19 continues to result in unprecedented interruptions to the Division's training program delivery, workshop delivery, data collection, marketing initiatives and programs, and general tourism development initiatives.

To remain proactive while we wait for the Pandemic to run its course, the Division has expanded its scope and capacity in the Arts Sector and continues to engage with public health professionals and with our territorial, national, and international tourism stakeholders on mid-term and long-term planning for Nunavut to be ready for the resumption of business and leisure travel.

Divisional Overview

The Division was created in 2010 to centralize tourism governance and development efforts in the territory. The Division is composed of four separate branches:

- Destination Nunavut, the territory's destination marketing organization.
- Visitor Experience, responsible for the management of four visitor centres;
- Tourism Development, responsible for training, program development and funding support for tourism businesses and organizations; and
- Cultural Industries, which provides direct program support for artists and arts organizations.

2019-2020 highlights

The Division delivered ten different training programs to Inuit in remote communities, to staff in municipal offices, to owners and employees of small and medium-sized tourism businesses, and to government employees in the department's regional offices. Through the Division's Community Tourism and Cultural Industries funding program, we supported Nunavut based municipalities, societies, business, artists, and artists organizations.

In 2019, the Division created significant employment opportunities for Nunavummiut in remote communities to work in the cruise sector, especially in the High Arctic and along the Northwest Passage. The Division worked closely with the Association of Arctic Expedition Cruise Operators (AECO) and engaged in several development initiatives that sought to realize the potential of this unique renewable economic resource. This work included implementing cruise training programs, developing community guidelines for passengers, maintaining regulatory oversight of the industry, and meeting the Department's developmental priorities to create meaningful employment in the sector.

The Division also continued its efforts to market the territory to high yield tourists. Destination Nunavut worked in close collaboration with Travel Nunavut, Destination Canada, and the Indigenous Tourism Association of Canada to increase Nunavut's presence and impact at domestic and international trade and media shows.

2020-2021 highlights

The COVID-19 pandemic has devastated our tourism sector. The 2020 cruise season did not occur. Most land-based operators cancelled or deferred their bookings to 2021 or later. Many hotels, bed and breakfasts, and other accommodations saw a significant reduction in occupancy rates. All Federal parks were closed. In a survey conducted by Travel Nunavut in mid-2020, 84% of businesses said they would require government support to survive, and 31% of businesses had already temporarily closed.

In response, the division developed a Tourism Recovery and Resiliency Plan, revived the Tourism Task Force, and created a Nunavut Cruise Working Group. As the pandemic escalated through 2020, the Division scaled down, canceled, or deferred most of its training programs and operations for the 2020 season.

The Division updated the Community Tourism and Cultural Industries funding program to provide faster relief. The Division also promoted Departmental relief through the Small Business Supports Program and at the Travel Nunavut AGM, and developed ShopNU and the 'Staycation' concept to promote travel and purchasing inside the territory.

Tourism Industry Highlights

The past decade (2010-2019) saw unprecedented growth for the tourism industry. The tourism economy in Nunavut also experienced significant growth during this period. 2019 was the best year to date for the tourism industry in Canada.

COVID-19 has put the sector at a significant risk. Many tourism operators and businesses cannot survive indefinitely without outside travellers to support their businesses. There are six different sectors that make up the Nunavut tourism industry. These include:

- National and Territorial Parks
- Cruise Tourism
- Business Travel
- Adventure/Sports Tourism
- Eco-Tourism
- Indigenous/Cultural Tourism

Each of these sectors has been significantly impacted by COVID-19. This includes maintaining an online media presence, streamlining our funding programs, and continuing to engage with and support all affected stakeholders.

The COVID-19 pandemic created extreme hardship and a significant financial crisis for Nunavummiut in the tourism industry. The sector will recover. The Division continues to accelerate progress towards the sustainable development of Nunavut's tourism sector, working closely with our territorial, national, and international partners to find innovative ways to increase the value of tourism in Nunavut through 2021 and beyond.

NANCY GUYON

Director, Tourism and Cultural Industries

Tourism Development Branch

The Nunavut Tourism Act

The Department regulates tourism businesses under the authority of Nunavut's Tourism Act and regulations. Under this Legislation, the Department's designated Tourism Officers issue Outfitter Licenses and/or a Tourist Establishment Licenses annually to operators that meet eligibility requirements to operate a tourism businesses in Nunavut. This includes hotels, lodges, bed and breakfasts, outpost camps, outfitters, cruise ships, and private vessels from outside of Nunavut. For an up-to-date list of tourism businesses please visit <https://www.gov.nu.ca/edt/operators>.

Monitoring and compliance

The Department ensures continuous monitoring of tourism activities and compliance with applicable legislation through:

- an annual license application review process that includes an assessment of each operator's proposed tourism activities, locations, operator qualifications and compliance with all applicable laws and regulations, such as: Nunavut Building Code Act, Nunavut Fire Safety Act, Nunavut Public Health Act, Nunavut Wildlife Act, Nunavut Environmental Protection Act, Workers Compensation Act and more.
- direct collaboration and regular interaction with regulatory agencies which also enforce acts and regulations that affect tourism operators, such as: the NWT & Nunavut Workers Safety & Compensation Commission, Nunavut Department of Environment, Nunavut Department of Health, Nunavut Department of Community & Government Services, Regional Inuit Organizations, Transport Canada, Municipalities, Nunavut Impact Review Board, Nunavut Water Board, etc.
- regular and ongoing interaction and dialogue between designated Tourism Officers and operators
- inspections (often in collaboration with regulatory agencies mentioned above).

In both 2019/2020 and 2020/2021, the Department was not able to conduct any inspections of licensed tourism operators due to limited budgets, departmental staffing vacancies, changes in staffing in other regulatory agencies and Covid-19 related travel restrictions. Further to this, no formal investigations into potential infractions were conducted and, as a result, no fines or formal warnings were issued under the Tourism Act and Regulations

Licensed Tourism Operators in 2019

In 2019 the Department's tourism database listed 111 separate tourism operations licensed or regulated under the Act.

Outfitter's Licence		
4660 Nunavut Ltd.	Outfitter	Gjoa Haven
ArcTech Design and Services	Outfitter	Rankin Inlet
Arctic Bay Adventures	Outfitter	Arctic Bay
Arctic Haven Wilderness Lodge	Outfitter	Arviat

Arctic Tours	Outfitter	Iqaluit
Arctic Watch Lodge	Outfitter	Resolute Bay, Clyde River
Baffin Safari	Outfitter	Pond Inlet, Clyde River
Bathurst Inlet Developments (1984) LTD	Outfitter	Cambridge Bay, Kugluktuk
Bathurst Inlet Lodge LTD.	Outfitter	Cambridge Bay, Kugluktuk
Black Feather	Outfitter	Kugluktuk, Pangnirtung, Pond Inlet, Kimmirut, Resolute Bay, Grise Fiord
Bremen, Hapag-Lloyd	Outfitter	Resolute Bay, Cambridge Bay, Pond Inlet, Resolute Bay
Canoe North Adventures	Outfitter	Kugluktuk
Custom Churchill Tours	Outfitter	Arviat
Ekaluktutiak Sports Hunt Ltd./Ellis River/Cape Peel/Wellington Bay	Outfitter	Cambridge Bay
Hakongak Outfitting	Outfitter	Cambridge Bay
Henik Lake Adventures	Outfitter	Arviat
Huit Huit Tours Ltd.	Outfitter	Kinngait
Igloo Tourism and Outfitting	Outfitter	Igloolik
Inukpak Outfitting	Outfitter	Iqaluit
Jackpine Paddle	Outfitter	Kugluktuk
Kasba Lake Lodge	Outfitter	Arviat
Kivalliq Wildlife Adventures Inc	Outfitter	Arviat
Kool Runnings Inc.	Outfitter	Iqaluit
Kimberley's Outfitters and Tourism	Outfitter	Gjoa Haven
Koda Adventure Tours	Outfitter	Kugluktuk
L'Austral, Ponant	Outfitter	Gjoa Haven, Pond Inlet, Qikiqtarjuaq, Arctic Bay
Le Boreal, Abercrombie & Kent	Outfitter	Gjoa Haven, Pond Inlet
Le Boreal, Ponant	Outfitter	Pond Inlet

M/V Ocean Adventurer, Quark Expeditions	Outfitter	Pond Inlet, Qikiqtarjuaq, Resolute Bay, Arctic Bay
MS Fram, Hurtigruten	Outfitter	Cambridge Bay, Gjoa Haven, Pond Inlet
MS Roald Amundsen, Hurtigruten	Outfitter	Cambridge Bay, Gjoa Haven, Pond Inlet
MS The World	Outfitter	Cambridge Bay, Pond Inlet, Clyde River
MV Hanseatic nature, Hapag-Lloyd	Outfitter	Resolute Bay, Cambridge Bay, Pond Inlet, Resolute Bay, Grise Fiord
MV Silver Cloud, Silversea Cruises	Outfitter	Pond Inlet
MV Silver Cloud, Silversea Cruises	Outfitter	Iqaluit
Nahanni Wilderness Adventures		Kugluktuk, Baker Lake
National Geographic Explorer, Lindblad Expeditions		Pond Inlet
NorthWinds Arctic Adventures Limited	Outfitter	Iqaluit
Nunavut Experience Outfitting	Outfitter	Qikiqtarjuaq
Nuttuituq Outfitting	Outfitter	Pond Inlet, Arctic Bay, Clyde River
Ocean Endeavour, Adventure Canada	Outfitter	Gjoa Haven, Kugluktuk, Pond Inlet, Qikiqtarjuaq, Resolute Bay, Grise Fiord
Ocean Endeavour, Students on Ice	Outfitter	Pond Inlet, Resolute Bay, Grise Fiord
Palituq Outfitting Services	Outfitter	Clyde River
PEO Services	Outfitter	Pangnirtung
Plummers Arctic Lodges	Outfitter	Kugluktuk
Polar Ice Adventures Outfitting	Outfitter	Resolute Bay
Polar Outfitting	Outfitter	Iqaluit
Quark Expeditions	Outfitter	Pond Inlet, Qikiqtarjuaq, Resolute Bay, Arctic Bay

RCGS Resolute Bay, One Ocean Expeditions Inc.	Outfitter	Cambridge Bay, Coral Harbour, Pangnirtung, Kimmirut, Iqaluit, Kinngait
Seabourn Quest, Seabourn Cruise Line	Outfitter	Iqaluit
Siku Tours	Outfitter	Coral Harbour
Silver Explorer, Silversea Cruises	Outfitter	Iqaluit
Tagak Outfitting Services	Outfitter	Pond Inlet
Tuktu Lodge LTD	Outfitter	Baker Lake
Wanapitei Canoe and Northern Outdoor Expeditions INC.	Outfitter	Kugluktuk, Cambridge Bay
Tourist Establishments		
Accommodations by the Sea	Tourist Establishment	Iqaluit
Amalik Motel, Inns North	Tourist Establishment	Sanikiluaq
Amundsen Hotel	Tourist Establishment	Gjoa Haven
Apex Bed & Breakfast	Tourist Establishment	Iqaluit
Arctic Haven Wilderness Lodge	Tourist Establishment	Arviat
Arctic Haven Wilderness Lodge - Outpost Cabin	Tourist Establishment	Arviat
Arctic Watch Wilderness Lodge	Tourist Establishment	Resolute Bay
Atco Nawhal Airport Hotel	Tourist Establishment	Resolute Bay
Atco South Camp Inn	Tourist Establishment	Resolute Bay
Bathurst Inlet-Burnside River Outpost Camp	Tourist Establishment	Kugluktuk
Bathurst Inlet-Char Lake Outpost Camp	Tourist Establishment	Cambridge Bay, Kugluktuk
Bathurst Inlet-Contwoyto Lake Outpost Camp	Tourist Establishment	Kugluktuk
Bathurst Inlet-Fishing Creek Outpost Camp	Tourist Establishment	Cambridge Bay
Bathurst Inlet-Pellat Lake Outpost Camp	Tourist Establishment	Kugluktuk

Bathurst Inlet-Wilberforce Falls Outpost Camp	Tourist Establishment	Cambridge Bay, Kugluktuk
Black Point Lodge Hotel	Tourist Establishment	Pond Inlet
Capital Suites	Tourist Establishment	Iqaluit
Coppermine Inn	Tourist Establishment	Kugluktuk
Dorset Suites, Huit Huit Tours Ltd	Tourist Establishment	Kinngait
Enokhok Inn and Suites Cambridge Bay	Tourist Establishment	Cambridge Bay
Enokhok Inn and Suites Kugluktuk	Tourist Establishment	Kugluktuk
Frobisher Inn	Tourist Establishment	Iqaluit
Gjoa Haven Bed and Breakfast	Tourist Establishment	Gjoa Haven
Hakongak Outfitting	Tourist Establishment	Cambridge Bay
Henik Lake Adventures - Baralzon Lake Camp	Tourist Establishment	Arviat
Henik Lake Adventures - Edehon Lake Camp	Tourist Establishment	Arviat
Henik Lake Adventures - Henik Lake Camp	Tourist Establishment	Arviat
Henik Lake Adventures - Kuugluk Bear Camp	Tourist Establishment	Arviat
Henik Lake Adventures - Nueltin Lake Camp	Tourist Establishment	Arviat
High Arctic Lodge - Merkley Lake	Tourist Establishment	Cambridge Bay
Illu Inc.	Tourist Establishment	Cambridge Bay
Inukshuk Inn	Tourist Establishment	Kugaaruk
Inukshuk Lodge	Tourist Establishment	Rankin Inlet
Kasba Lake Lodge	Tourist Establishment	Arviat
Katimavik Suites - Arviat	Tourist Establishment	Arviat
Katimavik Suites - Beach House	Tourist Establishment	Arviat
Katimavik Suites - Rankin Inlet	Tourist Establishment	Rankin Inlet
Katudgevik Hotel, Inns North	Tourist Establishment	Coral Harbour

Kitnuna Lodge	Tourist Establishment	Cambridge Bay
Naujaaraaluit Hotel	Tourist Establishment	Clyde River
Nunamiut Lodge Hotel	Tourist Establishment	Baker Lake
Nunattaq Suites	Tourist Establishment	Iqaluit
Plummers Arctic Lodges	Tourist Establishment	Kugluktuk
Polar Motel	Tourist Establishment	Kinngait
Qausuittuq Hotel, Inns North	Tourist Establishment	Resolute Bay
Qik Lodge	Tourist Establishment	Qikiqtarjuaq
Qillaq Lodge	Tourist Establishment	Cambridge Bay
RANNVAs Bed and Breakfast	Tourist Establishment	Iqaluit
The Discovery, Iqaluits Boutique Hotel	Tourist Establishment	Iqaluit
Tower Arctic Ltd.	Tourist Establishment	Iqaluit
Tukto Lodge East Outlet Bay	Tourist Establishment	Baker Lake
Tukto Lodge North Dubawnt	Tourist Establishment	Baker Lake
Tukto Lodge South Camp	Tourist Establishment	Baker Lake
Umingmak Lodge Bed and Breakfast	Tourist Establishment	Cambridge Bay
Yaras Bed and Breakfast	Tourist Establishment	Rankin Inlet

Licensed Tourism Operators in 2020

In 2020 the Department's tourism database listed 59 separate tourism operations licensed or regulated under the Act. This low number demonstrates the devastating impact of the pandemic. For an up-to-date list of tourism businesses please visit <https://www.gov.nu.ca/edt/operators>.

Outfitter's Licence		
Arctic Bay Adventures	Outfitter	Arctic Bay
Arctic Kingdom	Outfitter	Pangnirtung, Pond Inlet, Qikiqtarjuaq, Kimmirut, Igloolik, Resolute Bay, Iqaluit, Grise Fiord, Arctic Bay, Clyde River
Ausuittuq Adventures	Outfitter	Grise Fiord

Bathurst Inlet Developments (1984) LTD	Outfitter	Cambridge Bay, Kugluktuk
Bathurst Inlet Lodge LTD.	Outfitter	Cambridge Bay, Kugluktuk
Black Feather	Outfitter	Kugluktuk, Pangnirtung, Pond Inlet, Kimmirut, Resolute Bay, Grise Fiord
Hakongak Outfitting	Outfitter	Cambridge Bay
Igloo Tourism and Outfitting	Outfitter	Igloolik
Jackpine Paddle	Outfitter	Kugluktuk
Nahanni Wilderness Adventures		Kugluktuk, Baker Lake
NorthWinds Arctic Adventures Limited	Outfitter	Iqaluit
Nunavut Experience Outfitting	Outfitter	Qikiqtarjuaq
Nuttuituq Outfitting	Outfitter	Pond Inlet, Arctic Bay, Clyde River
PEO Services	Outfitter	Pangnirtung
Plummers Arctic Lodges	Outfitter	Kugluktuk
Polar Ice Adventures Outfitting	Outfitter	Resolute Bay
Polar Outfitting	Outfitter	Iqaluit
Tikipugut	Outfitter	Iqaluit
Wanapitei Canoe and Northern Outdoor Expeditions INC.	Outfitter	Kugluktuk, Cambridge Bay
Tourist Establishments		
Accommodations by the Sea	Tourist Establishment	Iqaluit
Amaulik Motel, Inns North	Tourist Establishment	Sanikiluaq
Amundsen Hotel	Tourist Establishment	Gjoa Haven
Apex Bed & Breakfast	Tourist Establishment	Iqaluit
Arctic Islands Lodge	Tourist Establishment	Cambridge Bay
Atco Nawhal Airport Hotel	Tourist Establishment	Resolute Bay
Atco South Camp Inn	Tourist Establishment	Resolute Bay
Auyuittuq Lodge, Inns North	Tourist Establishment	Pangnirtung

Bathurst Inlet-Burnside River Outpost Camp	Tourist Establishment	Kugluktuk
Bathurst Inlet-Char Lake Outpost Camp	Tourist Establishment	Cambridge Bay, Kugluktuk
Bathurst Inlet-Contwoyto Lake Outpost Camp	Tourist Establishment	Kugluktuk
Bathurst Inlet-Fishing Creek Outpost Camp	Tourist Establishment	Cambridge Bay
Bathurst Inlet-Pellat Lake Outpost Camp	Tourist Establishment	Kugluktuk
Bathurst Inlet-Wilberforce Falls Outpost Camp	Tourist Establishment	Cambridge Bay, Kugluktuk
Capital Suites	Tourist Establishment	Iqaluit
Dorset Suites, Huit Huit Tours Ltd	Tourist Establishment	Kinngait
Enokhok Inn and Suites Cambridge Bay	Tourist Establishment	Cambridge Bay
Frobisher Inn	Tourist Establishment	Iqaluit
Hall Beach Hotel, Inns North	Tourist Establishment	Hall Beach
High Arctic Lodge - Merkley Lake	Tourist Establishment	Cambridge Bay
Igloolik Inn, Inns North	Tourist Establishment	Igloolik
Iglu Hotel	Tourist Establishment	Baker Lake
Inukshuk Inn	Tourist Establishment	Kugaaruk
Katimavik Suites - Arviat	Tourist Establishment	Arviat
Katimavik Suites - Beach House	Tourist Establishment	Arviat
Katimavik Suites - Rankin Inlet	Tourist Establishment	Rankin Inlet
Katudgevik Hotel, Inns North	Tourist Establishment	Coral Harbour
Naujat Hotel	Tourist Establishment	Naujaat
Nunamiut Lodge Hotel	Tourist Establishment	Baker Lake
Padlei Inns North	Tourist Establishment	Arviat
Polar Motel	Tourist Establishment	Kinngait
Qik Lodge	Tourist Establishment	Qikiqtarjuaq

Saunig Hotel, Inns North	Tourist Establishment	Pond Inlet
Siniktavik Hotel and Conference Center	Tourist Establishment	Rankin Inlet
Tangmaarvik Inn	Tourist Establishment	Arctic Bay
Tavanni Inn	Tourist Establishment	Whale Cove
The Discovery, Iqaluits Boutique Hotel	Tourist Establishment	Iqaluit
Tulugak Hotel, Inns North	Tourist Establishment	Qikiqtarjuaq
Turaarvik Inns North	Tourist Establishment	Rankin Inlet
Ungaluk Suites	Tourist Establishment	Iqaluit

Tourism Sector Training 2019-2020

Under Sivummuaqpalliajjutivut,

“Nunavut’s economy is continuing to diversify, and Nunavummiut have increasing choice in employment. Despite these opportunities, the territory relies on imported labour and many Inuit are dependent on social assistance or under-employed. Improved access to local skills training and postsecondary education will enable self-reliance and employment.”

...with a specific priority being: “Putting our communities first by offering local skills and trades training that will reduce our dependence on imported labour and support employment for people with disabilities.”

TCl continues to encourage Nunavummiut to participate in tourism-related opportunities through ensuring access to a comprehensive training regime which includes hospitality and business skills, on-the-land guiding, cruise expedition team training, survival and risk management skills, cultural interpretation skills, and more.

While tourism is an industry driven by private sector development, it requires government support to flourish. This is particularly true with a destination such as Nunavut, which faces many structural challenges. Prominent among these challenges is the absence of a suitable labour pool that is interested and trained in different elements of the tourism sector. Without a pool of trained, certified employees, opportunities in the tourism industry remain unrealized potential. Training has long been a recognized need for the tourism sector in Nunavut.

In 2016, the Tourism and Cultural Industries division conducted a training needs assessment of tourism businesses in the territory. 70% of respondents stated that tourism training was “completely necessary” for the growth of the tourism industry in Nunavut; with a further 17% stating it was “necessary”, and 13% stating that it was “somewhat necessary”. No operators believed that training delivery targets were currently being met.

When tourism operators were asked about the barriers to employees receiving training, they indicated.

- a) High costs
- b) A lack of training opportunities in the territory.

The following table represents the Department's training initiatives from April 2019 to March 2021

Tourism Sector Training Programs 2016 to 2021	2019/2020	2020/2021
Advanced Wilderness First Aid	3	-
Small Vessel Operator Proficiency	1	1
Surface Ice Rescue Training	1	-
Cruise Ready! Community Preparedness Workshop	3	-
Nalunaiqsijiit: Inuit Cruise Training Initiative	1	-
Inuit Tourism Business Mentorship Program*	3	-
Business Market Trade Ready	1	-
Tourism Officer Workshop	-	-
Total	13	1

*Numbers of Inuit owned businesses supported

**Including Travel Nunavut's delivery of the program

***Projected training in 2021

Wilderness First Aid

Wilderness First Aid (WFA) trains outfitters, guides and other individuals employed in the industry how to deal with emergency scenarios on the land. Historically, the program has been offered on an inconsistent basis by several different organizations. WFA is a nationally recognized certification for wilderness guides. In 2019, the Division delivered WFA once in Iqaluit and twice in Cambridge Bay. Another program was scheduled for Igloolik in March 2020, but this was cancelled due to the pandemic.

Outputs

- Increased emergency preparedness for tourism operators
- Increased safety for tourists
- Nunavut's industry better meets national guiding standards

Small Vessel Operator Proficiency

Small Vessel Operator Proficiency (SVOP) is a Transport Canada certification requirement for tourism operators to offer marine-based tourism activities. Transport Canada conducts inspections of boats, boat registry, and has historically sent federally trained instructors to deliver SVOP and Captain's Licence training on an inconsistent basis. However, Transport Canada recognizes that obtaining SVOP is particularly onerous and burdensome to Nunavummiut operators. Considering this, Transport Canada has funded the Nunavut Fisheries Marine Training Consortium to deliver SVOP courses and other marine training in Nunavut's communities.

Outputs

- Increased emergency preparedness for tourism operators
- Increased safety for tourists
- Transport Canada certification requirements are met
- Nunavut better meets national guiding standards

Cruise Ready! Community Preparedness Workshop

In 2017 the GN developed a comprehensive manual for cruise preparedness workshops, based on best practices from similar destinations around the globe. This manual formed the basis for Cruise Ready! and serves as a guidance document for facilitation. The pilot workshop was delivered in Pond Inlet in 2017.

The program brings together community decision makers, outfitters, tour guides, performers, artists, entrepreneurs and more to discuss topics like community preparedness and planning, marketing, communication with the cruise industry, troubleshooting, customer service, product inventory, pricing, and more.

In 2019, the Division delivered Cruise Ready! in Pond Inlet and Cambridge Bay.

Outputs

- Community members gain a greater understanding of the cruise tourism industry
- Community members can better prepare in advance for cruise visits
- All relevant local stakeholders will have an opportunity to learn how to best maximize potential benefits from cruise ship visits
- Transparent local management systems for cruise visits put in place
- Increased community service fees

Nalunaiqsijit: Inuit Cruise Training Initiative

Nalunaiqsijit means "to make it clear, to have no doubts" or, another way, "informers, connectors". The Division's six-week holistic program trains twelve (12) Inuit every year to work onboard cruise ships as expedition team members. The program includes a paid internship component. Nalunaiqsijit: the Inuit Cruise Training Initiative is an innovative program designed to place Inuit onboard cruise vessels as expedition team staff. The program was piloted in 2017 in partnership with Parks Canada and Adventure Canada.

The pilot program was co-designed by the GN and Adventure Canada, with full funding and logistics support also provided by the GN.

The program has three components:

- Phase 1: Soft Skills training in Iqaluit in April
- Phase 2: Internship, which involves a paid mentorship onboard a cruise ship for one voyage during the Nunavut cruise season
- Phase 3: Hard Skills to receive further training in October at NFTMC's facilities in Iqaluit.

During Phase 3: Hard Skills, participants obtain the certifications necessary to meet the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), making them fully qualified to work onboard ships and other marine vessels. Two participants from the 2019 program joined Quark Expeditions in Antarctica in early 2020, and ten trainees worked onboard cruise ships in Nunavut and Greenland 2019. Participating companies in the 2019 program included Adventure Canada, Quark Expeditions, and Hurtigruten.

Outputs

- An annual cohort of 12 Nunavummiut fully trained and qualified to meet international certification requirements for work on cruise ships
- Nunavummiut have an opportunity to work on cruise ships that visit the territory
- Cruise operators have access to a clear and well-defined qualified pool of Nunavummiut



Nalunaiqsijiit 2019

Inuit Tourism Business Mentorship Program

The program was launched in 2019 in partnership with Indigenous Tourism Association of Canada (ITAC) to provide training and business opportunities for Inuit outfitters. It is aimed at increasing direct employment of the tourism sector and supporting Inuit outfitters in becoming market-ready and trade-ready through extensive exposure to domestic and international tourism marketplaces. Strategic priorities include:

- 1) Provide training and mentorship to support the growth of sustainable market-ready and trade-ready Inuit experiences
- 2) Increase awareness and generate demand for Inuit tourism in key domestic and international markets
- 3) Align strategies to leverage funding and maximize the effectiveness of development and marketing programs
- 4) Support the development of Inuit tourism products and experiences

Outputs

- Exposure at the territorial, national, and international level for Inuit entrepreneurs
- Increased aftercare supports for Inuit businesses
- Increases access to national indigenous tourism networks
- Increased linkages with third-party tourism providers

Business, Market, Trade Ready Program

The program is intended to help outfitters to administer their sales and develop policies that meet national service standards when selling tourism experiences. Business Ready refers to a business that has all its licenses, permits, and insurance in place to operate legally. Market Ready refers to selling directly to the consumer and Trade Ready refers to selling through third-party distribution sales channels to sell to even more clients.

The Division working with Travel Nunavut offered in-person training sessions in eight different communities in 2018. Online free training is also available at <https://www.gov.nu.ca/edt/resources-tourism>

Outputs

- Business aftercare support for Inuit entrepreneurs
- Shared best business practices across the territories
- Increases access to national indigenous tourism networks
- Increased linkages with third-party tourism providers

Hospitality and Host Training Program

Divisional staff met with industry representatives from Nunastar, QC, GN –FS, NAC, Northview in early 2019. The Division is currently exploring options for the development of a Hospitality and Host Training program with a built-in coop opportunity that provides training for Inuit to enter the hospitality industry.

Outputs

- Increased awareness for hospitality industry employment streams
- Opportunity to gain direct experience in the hospitality industry
- Certifications can be used extra-territorially
- Increased employment opportunities for Inuit

Training in collaboration with Statistics Canada

Historically, tourism data collection in the territory has been weak, leading to uncertainty regarding the true size of the industry and its contributions to Nunavut's economy. The Division continues to collaborate with Statistics Canada to train GN regional office staff, Visitor Centre staff and summer students to conduct surveys of travelers and visitors in the territory. The Division will hire summer students to restart data collection efforts in 2022.

Outputs

- Creates job opportunities for Inuit
- Illustrates local and territorial impact of tourism
- Leverages Statistics Canada resources and expertise
- Standardized data collection system will allow GN to better track tourism trends over time
- Allows for the concentration of tourism development and marketing efforts

Tourism Officer Workshops

Select Departmental regional office staff are appointed with duties as Tourism Officers, and for many this is their first time taking on a function as a regulatory official. At any given time, there are up to 14 Tourism Officers within the Department.

Historically, the Department delivered Tourism Officer Workshops on an inconsistent basis. This training ensures appropriate governance of the tourism sector. Tourism Officers are involved with licencing, enforcing, and inspecting tourism businesses under the Tourism Act. The workshop also covers updates and considerations regarding Department funding programs, including the dissemination of other operational information.

The Department delivered a Tourism Officer training workshop in February 2020 in Iqaluit.

Outputs

The Division delivered a tourism officer workshop in February 2020. The next workshop is planned for 2021.

- Tourism Officers understand and implement regulatory procedures under the Tourism Act
- More communication and collaboration between Departmental HQ and regional offices
- Team building increased between GN staff with tourism responsibilities
- Increased awareness of GN tourism, funding, and other initiatives

Visitor Centre and Heritage Centre Training

In 2016, the government took over responsibility from Nunavut Tourism for running the Visitor Centres in Iqaluit, Pangnirtung, Rankin Inlet, and Cambridge Bay. Combined, the staff sits at 14 and at 80% Inuit Employment.

In the past, visitor centre staff in Iqaluit have conducted ad-hoc training for new visitor centre employees in other communities. The Division continues to offer professional development and training opportunities to regional visitor centre staff.

Outputs

- Visitor Centre staff trained in customer service
- Visitor Centre staff receive professional development training

Tourism Sector Training 2020-2021

The Division cancelled or deferred most of its training programs for 2020-2021. As part of the division's COVID-19 relief efforts the Division paid out-of-work local guides to recertify their Wilderness First Aid courses. The Division will resume implementation in 2021, including:

- Advanced Wilderness First Aid
- Small Vessel Operator's Proficiency
- Surface Ice Rescue Training
- Nalunaiqsijit: Inuit Cruise Training Initiative
- Cruise Ready! Community Preparedness Workshops
- Tourism Officer Workshop
- Business Market Trade Ready
- Inuit Tourism Business Mentorship Program

Cruise Sector

Expedition ships visit Nunavut between July and October. These vessels hire Inuit expedition team members and guest lecturers on board, and they purchase tours, performances, and other services from communities and local businesses. The expedition cruise season did not occur in 2020, resulting in lost employment and income opportunities for Nunavummiut.

The widespread and ongoing impact of COVID-19 has significant implications for the sector. To remain viable the industry will need to adopt best practices which maintain a safe operating environment for passengers and the communities they visit. Considering Transport Canada's announcement to cancel the season through February 2022, the Department will focus on developing Operational Guidelines for 2022 that adequately address public health and safety concerns.

Transport Canada Interim Orders

The Transport Canada Interim Orders for 2021 express the following:

- *Adventure-seeking pleasure craft are still prohibited from entering Arctic waters.*
- *Passenger vessels carrying more than 12 people are still prohibited from entering Arctic coastal waters, including Nunatsiavut, Nunavik, and the Labrador Coast.*
- *Cruise vessels carrying more than 100 people are still prohibited from operating in Canadian waters.*

The following is stated,

"Pleasure craft used by local Arctic residents will not be affected by these measures.

With these prohibitions in place, public health authorities will be able to continue focusing on the most pressing issues, including the vaccine rollout and new COVID-19 variants.

To limit the spread of COVID-19, the Government of Canada continues to advise Canadian citizens and permanent residents to avoid all travel on cruise ships outside Canada until further notice.

Essential passenger vessels, such as ferries and water taxis, should continue to follow local public health guidance and protocols, and follow mitigation measures to reduce the spread of COVID-19 and prevent future outbreaks. These could include reducing the number of passengers, ensuring physical distancing, the wearing of masks, and enhanced cleaning and hygiene measures.

Cruise vessels in Canadian waters pose a risk to our health care systems. The Government of Canada will continue to evaluate the situation and make changes as necessary to ensure the health and safety of all Canadians. Should the COVID-19 pandemic sufficiently improve to allow the resumption of these activities, the Minister of Transport has the ability to rescind the Interim Orders."

Cruise Economic Impact

The industry is small but steadily growing. In 2019 many communities began charging \$75 per passenger service fees to offer tours, performances, and other unique community elements.

Estimated spending through Pre- and Post- Trip Economic Benefit Reports*

Year	Estimated Community Visits	Estimated Impact	Actual Community Visits	Actual Impact
2017	57	NA	52	\$400,000.00
2018	59	\$376,016	47	\$388,351.00
2019	57	\$729,264	47	\$848,394.00**

* The figures above are approximations and not necessarily reflective of the actual level of operator spending. For example, many operators do not list the salaries and wages of the Inuit culturalists, guest lecturers and expedition team members that they employ while voyaging in the territory.

**Increased operator spending is directly related to increases in Nunavut community service fees.

Marine Tourism Management Plan 2021-2026

The territory's next Marine Tourism Management Plan will be tabled in late 2021. Nunavut's expedition cruise sector is a vital component of the territory's tourism mix. These vessels visit Nunavut communities during the territory's short summer months, spending money to hire Inuit expedition crew members and to access tours, performances, and other services across the territory.

Expedition cruise tourism encourages cultural exchange and learning and provides supplementary income and full-time employment opportunities for Nunavummiut. The visit of the *Crystal Serenity* in 2016 & 2017 brought global attention to Nunavut's marine tourism sector and served as a catalyst for the GN to consolidate its marine governance efforts in the territory. Before the introduction of the Government of Nunavut's first Nunavut Marine Tourism Management Plan (NMTMP), the industry lacked focused oversight and struggled to reflect the values and wishes of Nunavummiut.

The GN is widely recognized by stakeholders as the focal point for marine tourism management in Nunavut waters. This is perhaps best illustrated by the Memorandum of Understanding signed between the Government of Nunavut and the Association of Expedition Cruise Operators signed in April 2019. This MOU helps enable the continued strategic development of this tourism segment for the benefit of Nunavummiut. The NMTMP II builds upon a strong foundation.

COVID-19 has very rapidly shifted the reality for individuals and industry, with particularly significant impacts on tourism generally and cruise tourism more specifically. The most significant impact in the near-term is that the expedition cruise tourism season in Nunavut was cancelled in 2020 and will be cancelled in 2021. There are opportunities despite these disruptions. NMTMP II will continue to guide the GN's development efforts by emphasizing increased employment of Inuit in the sector.

The NMTMP II is built around three flagship departmental initiatives. These programs are:

- Cruise Ready! Community Preparedness Workshop
- Nalunaiqsijit: Inuit Cruise Training Initiative
- CruiseNunavut, information portal for communities and industry

In addition to these programs, there are several ongoing management considerations. These include developing the natural linkages that exist between the three flagship programs, reinforcing GN involvement in federally funded marine monitoring and route mapping programs, and integrating better

cultural tourism supports for artists, carvers, performers, and other community members who benefit from passenger spending.

The final section of NMTMP II is devoted to an aspirational future state of the marine tourism industry in Nunavut, taking a long-term view that stretches beyond the next five years. This section demonstrates how each component of NMTMP II works together to drive towards holistic development and long-term objectives.

NMTMP II will encourage a sustainable marine tourism sector for the territory that provides employment opportunities for individuals in remote communities and opens international career paths for Inuit.

Nunavut Cruise Working Group

The working group's mandate is to "Ensure a safe and sustainable restart of expedition cruise operations in Nunavut from 2021."

The Nunavut Cruise Working Group has the following objectives:

- Ensure broad involvement and collaboration with relevant stakeholders
- Ensure regard for local communities and industry needs and concerns
- Work with communities, where requested, to prepare to receive expedition cruise vessels in 2022
- Educate and build awareness in communities on Covid-19 mitigation measures for Arctic cruise operations
- Educate and build awareness in communities on expedition cruise tourism, sustainability, and community engagement
- Work with Transport Canada to create a safe operating environment for communities and cruise passengers in 2022

Participating organizations include the Government of Nunavut, Qikiqtani Inuit Association, Transport Canada, the Association of Arctic Expedition Cruise Operators, the Canadian Border Services Agency, and the municipalities of Cambridge Bay, Pond Inlet and Resolute Bay.

Memorandum of Understanding with AECO

After the AECO annual general meeting held in October 2018, AECO members formed a Community Engagement Committee by unanimous vote. This committee's strategy and objectives are as follows:

Strategies and objectives; to ensure the utmost consideration to local people, communities, and cultural heritage AECO aims to:

1. Ensure **dialogue and collaboration** with all relevant stakeholders
2. Develop mutual **benefits:** including economic development, social responsibility, and sustainability
3. Facilitate the **education** of staff and visitors
4. **Coordinate** joint efforts within the industry
5. Support community interest in competency **development and training**
6. Contribute to the **welfare** of Arctic communities

The MOU outlines a direct commitment from industry to support the ongoing implementation of the program and contains the following specific areas of collaboration.

- a) collaboration on the delivery of *Nalunaiqsijit*: the Inuit Cruise Training Initiative.
- b) EDT will fund instructor fees, training fees, travel costs, and all other costs associated with *Nalunaiqsijit*.
- c) collaboration with the Department of Culture and Heritage and Inuit Heritage Trust on the development of site-specific guidelines for archaeological, paleontological, and sensitive sites as well as municipalities in the Canadian Arctic.
- d) collaboration on Cruise Ready! Community Preparedness Workshops.
- e) collaboration on certain data sharing protocols that will provide the Government of Nunavut with economic and geographical information on cruise traffic in Nunavut waters; and
- f) any other form which the parties agree would be practical in the circumstances.

CruiseNunavut

CruiseNunavut will function as a single point of contact for cruise-related communication in the territory.

- The portal began in 2016 as an email address: CruiseNunavut@gov.nu.ca
- In 2021, an accompanying website will be launched: www.CruiseNunavut.ca

The creation of the CruiseNunavut web portal is a natural progression and accompaniment to the existing email communication and a vital next step in the formalization of the GN's capacity to manage marine tourism in the territory. The web portal will provide a platform for the development and dissemination of new programs, initiatives, and governance measures for operators and communities.

Nalunaiqsijit: Inuit Cruise Training Initiative

In Inuktitut, Nalunaiqsijit means "to make it clear, to have no doubts," or "informers, connectors." The program began as a partnership between the GN, Parks Canada, and Adventure Canada. Curriculum development involved the GN, Adventure Canada, and the Nunavut Fisheries & Marine Training Consortium (NFMTTC). The GN and NFMTTC provide ongoing funding and logistics support to the program. The Association of Arctic Expedition Cruise Operators assists with internship placements on board expedition vessels.

This opportunity-based program enables Inuit to work as expedition team staff members on board marine tourism vessels - not only in Nunavut waters, but around the world. Duties for these positions can include zodiac driving, polar bear monitoring, presentation delivery, guiding during on-the-land hikes, and other miscellaneous duties on board the vessel.

Each year twelve Inuit participate in the program. There is a significant degree of industry buy-in to the program, with cruise operators guaranteeing internship positions on board their ships each year that the program runs. In 2019/20, two graduates completed their internships in Antarctica.

The program occurs in three distinct phases, which allows trainees to progress comfortably through the program's relatively steep learning curve.

Phase 1: Soft Skills

Hosted in Spring in Iqaluit, this phase emphasizes the softer people skills required to be an excellent expedition team member. Logistical and certification components are also included, some of which are prerequisites for further phases.

Phase 1 modules include:

- Hospitality & Host Training
- Marine Medical Certificate (Obtaining CDN Number)
- Passenger Safety Management Certificate
- Tour Guide/Interpretation Training
- Personal Acquisition Licence (PAL) for firearms
- Polar Bear Monitor Training
- Expedition Guide Training
- History of Nunavut, through to present-day
- Cultural Competency
- Leadership Skills
- Wildlife Identification and Geology

Phase 2: Internship

Trainees intern on an expedition cruise vessel for one voyage during Nunavut's cruise season (August/September) or in Antarctica (January through March). The voyage length varies between one to three weeks and placements are determined by trainee and cruise operator availability. All interns are assigned a mentor and can learn and observe expedition staff activities, including performing regular staff duties from time-to-time. All internships are paid positions. Internship placements are coordinated through AECO's Community Engagement Committee and constitute a voluntary commitment from operators.

Phase 3: Hard Skills

Ideally hosted in Fall, trainees that have successfully undertaken Phase 1 & Phase 2 are invited back for the final phase of the program. The main components of Phase 3 involve the completion of internationally recognized certifications required by industry regulations.

Phase 3 components include:

- STCW Marine Emergency Duties
- STCW Security Awareness
- Marine Basic First Aid
- Radio Operator's Certificate
- Practical zodiac experience

Cruise Ready!

Communities have a varying degree of preparedness and appetite for cruise visits. Cruise Ready! is designed to meet needs at all ends of the readiness spectrum. The annual roll-out of Cruise Ready! workshops is a mixture of first-time community requests for support and shorter refresher workshops for communities that are familiar with cruise visits.

Each Cruise Ready! workshop is tailored to be as community-specific as possible, based on a needs-based consultation with municipal officials in advance of the visit. A comprehensive facilitator's manual is available as a basis for leading the workshop.

Representatives from the marine tourism industry are active participants and enthusiastic partners in workshop delivery. This enthusiasm increases buy-in from community members, improves overall community member participation, and reinforces the utility of all workshop components.

Community Tourism and Cultural Industries Program

The Community Tourism and Cultural Industries (CTCI) program is designed to encourage diverse and sustainable economic growth through the responsible development of the tourism sector and cultural industries. It encourages and supports economic development initiatives that build on and add value to identified areas of potential, including the arts and tourism sectors, and reinforces sustainable economic development for communities that showcase the strength and richness of Nunavut's natural wonders, wildlife, and people. This program is based on the following Inuit Societal Values and guiding principles:

- *Pijitsirniq*: (serving and providing for family and community) Self-reliance of individuals, families and communities will be enhanced by the development of the applicant's talents and skills. A sustainable community tourism and cultural industries sector is one that respects the environment and motivates youth – the future generation – to become involved with the community tourism and cultural industries sector.
- *Pilimmaksarniq/Pijariuqsarniq*: (development of skills through observation, mentoring, practice, and effort) Applicants will be empowered to develop their skills through practice, effort, and action.
- *Piliriqatigiinniq/Ikajugtigiinniq*: (working together for a common cause) The growth of the community tourism and cultural industries sector depends on a shared mission and commitment between the Department and stakeholders in the industry.
- *Ajiiqatigiinniq*: (decision making through discussion and consensus) Funding must complement existing funding structures and deliver effective support to the community tourism and cultural industries sector. The results of community tourism and cultural industries funding must be measured and reported to support future decision-making discussions.

Funding is available to Nunavut based municipalities, societies, business, artists, and artists organizations. Applications are directed to regional offices and emphasis is on projects at the community level. The program has three separate schedules:

- **The Getting Started, Creation and Training Schedule (Schedule A)** supports the government’s commitments to tourism and cultural industries related education and training in keeping with the guiding principle of *Pilimmaksarniq/Pijariuqsarniq* (development of skills through practice, effort, and action). This schedule supports small businesses, individuals, organizations, and municipalities that seek to start, build upon, or enhance their service delivery capacity or hone their artistic ability.
- **The Product Development and Marketing Schedule (Schedule B)** supports the Department’s commitment to developing Nunavut’s Arts, Cultural and Tourism Sectors. This schedule aids Nunavut Small Businesses, organizations, individuals, and municipalities that have identified promising product and marketing opportunities.
- **Infrastructure Improvements Schedule (Schedule C)** supports infrastructure development and will add value to the cultural and tourism sectors. Funding is targeted towards small businesses, artist studios, municipalities, and other organizations and will support community visitor centre improvements and the installation of public art displays.

2019-2020 Funding Highlights

Applications

Kivalliq	Kitikmeot	North Baffin	South Baffin	Headquarters	Total
41	19	16	32	11	119

Amounts

Kivalliq	Kitikmeot	North Baffin	South Baffin	Headquarters	Total
\$271,579.42	\$161,874.54	\$97,349.40	\$295,336.33	\$449,913.69	\$1,276,053.38

Here below are samples of projects that the Department funded in 2019-2020.

Apex Bed & Breakfast - \$87,771.00

The Apex Bed-And-Breakfast (Apex B&B) is a 7-bedroom facility that has been in operation since January 2018. Apex B&B developed a marketing campaign and upgraded furnishings, windows, and added 5 new rooms.

Hamlet of Igloolik – Sanaugarnit Niurrutiqarniq project - \$70,333.00

The Hamlet of Igloolik is home to a growing population. Through the Sanaugarnit Niurrutiqarniq project, an Igloolik Arts and Crafts Global Market Development Project, the Hamlet aimed to support its artists through access to larger markets via online platforms, both in Canada and Internationally.

The Hamlet developed a course and a platform that will be maintained and managed on an ongoing basis by the hamlet’s Community Economic Development Officer.

Artcirq - Unikkaaqtuat Production - \$99,850.00

Artcirq collaborated with Les 7 doigts de la main and Taqqut Productions to produce Unikkaaqtuat, a major multidisciplinary production inspired by Inuit founding myths. The illustrations were done by world-renowned artist Germaine Arnaktauyok.

The division also funded events production and tours through Ottawa, Vancouver, and Yellowknife.

Renovation of Support for the Nunavut Development Corporation and the Winnipeg Art Gallery's new store, the WAG @ Forks for \$225,000 over 3 years.

The Nunavut Development Corporation (NDC) and the Winnipeg Art Gallery (WAG) entered into a three-year Project Funding Agreement in April 2016 to help support the opening of a new retail store called WAG @ Forks (WAF) whose core product lines include Inuit sculpture and other Nunavut produced items such as sewn goods, prints, jewellery, and crafts. The Department of Economic Development and Transportation and NDC entered into a corresponding three-year Contribution Agreement under which NDC is to receive an annual contribution of up to \$75,000 to support the establishment of WAF by extending project funding to the WAG in accordance with NDC's project funding guidelines.

2020-2021 Funding Highlights

Applications

Kivalliq	Kitikmeot	North Baffin	South Baffin	Headquarters	Total
44	50	20	38	10	162

Amounts

Kivalliq	Kitikmeot	North Baffin	South Baffin	Headquarters	Total
\$228,052.77	\$146,989.92	\$134,363.61	\$214,701.77	\$530,140.28	\$1,254,248.35

Here below are samples of projects that the Department funded in 2020-2021:

Municipality of Pond Inlet – Community Tourism Website - \$25,000.00

Pond Inlet is one of the territory's most prominent destinations for cruise vessels. Cruise tourism alone creates approximately forty direct jobs during the six-week service delivery period. In 2019, cruise operators spent an estimated \$269,882 in economic spending, not including indirect benefits in the community. This project modernizes the hamlet's website.

Arctic Bay Adventures – Traditional Parkas/Other Outfitting Gear - \$29,681.56.

Arctic Bay Adventures is a community owned outfitting company. Arctic Bay Adventure guys will be equipped in new traditional outfitting gear made by members of the community. The Coop's clients come up to Arctic Bay in winter to watch the northern lights and check out Igloos close to the community.

Three elders have been hired to make traditional Inuit parkas with pelt insulation, seal skin pants with suspenders and beaver pelt gloves with leather palms.

Jerry Cans Inc. – Marketing for new Album “Echoes / Akiajut” - \$54,000.00

The Jerry Cans received CTCl funding for the marketing campaign of their newest album. This campaign included Radio marketing, social media marketing, traditional and digital marketing as well as international publicity.

Municipality of Cambridge Bay – Renovation of Red Fish Arts Studio - \$100,000.00

The completion of the renovation of a derelict abattoir to an art studio facility, containing a digital studio for learning and production, a welding studio to continue the recycled metal work that the community is becoming known for and an adaptive and multi-use workshop space, a gallery and a storefront.

Nunavut Public Art Initiative

The Nunavut Public Art Initiative (NPAI) was developed as a response to the COVID-19 pandemic's ongoing impact on the cultural tourism sector. Public art is any art created in a specific space that the public uses or sees and includes large scale carvings, outdoor installations, permanent or temporary digital projections of sound, light, video, a site-specific dance, theatre, cultural games or some other expressive art or cultural experience that engages with the public. Public art programs provide direct economic benefits, create job growth, promote, and enhance cultural development, help foster creative communities and attract cultural tourism.

The Nunavut Public Art Initiative is aimed at supporting artists and bringing art to the communities for residents and visitors to enjoy. The initiative allows communities to gain a competitive advantage through the promotion of local culture and identity as a “destination city” for cultural tourism. The program is developed around the IQ principles. The themes include Inuuqatigiitsiarniq: Respecting others, relationships and caring for people, Qanuqtuurniq (being innovative and resourceful), Pilimmaksarniq/Pijariuqsarniq (Development of skills through observation, mentoring, practice, and effort) and Piliriqatigiinniik/Ikajuqtigiinniik (working together for a common cause).

The Nunavut Public Arts initiative supported 11 projects from 8 communities and all three regions. For the initiative, the Division piloted a Peer-Review Assessment model, in which 3 Nunavut artists received training to fairly and consistently review all applications

The 11 funded projects include:

- “Scrap to Art” in Cambridge Bay
- “Monumental Carving” by Jaco Ishulutaq in Pangnirtung
- “Small Worlds Enlarged” by Mathew Nuqingaq in Iqaluit
- Series of murals by Positive Space Nunavut in Iqaluit
- Mounted beadwork by Lois Suluk-Locke in Rankin Inlet and Arviat
- A monument by Team Ashoona in Kinngait
- Wall hangings by Lucy Qiyuaryuk in Arviat
- A packing doll collection by Netsilik Argnakvik Society in Taloyoak
- Canvas art by Kenojuak Cultural Centre in Kinngait,
- A community art competition to replace the old “Welcome to Kinngait” sign in Kinngait
- Archival films and historical songs project by Sean Guistini in Baker Lake

Each installation is slated for completion by September 2021.

Visitor Experience

2019-2020

Unikkaarvik Visitor Centre, Iqaluit

In Iqaluit, the Unikkaarvik Visitor Centre saw a total of 6492 visitors in 2019/2020. 4119 from Nunavut and 2373 who were from out of territory, either domestic or from abroad including a few cruise ships. The centre hosted 45 movie nights, averaging 17 people per evening. Other regular programming at the centre included hosting regular movie screenings for the Akausisarvik Mental Health Treatment Centre and the Adult Group Home, both based in Iqaluit.

Unikkaarvik held many special events throughout the year which included: a literary performance of the book *Ten Cities* with author Wayne Johnston, a book reading with author Aviaq Johnston, TD Book Week with children's author Naseem Hrab and special movie screenings for Canadian Film Day, Nunavut Day, CANNOR (the Canadian Northern Economic Development Agency). The centre also held events for the Institute on Governance, the Nunavut Law Society and the Department of Culture and Heritage (Government of Nunavut). The centre continued to partner with other groups to provide excellent programming such as Kwaanza events with the Nunavut Black History Society, the youth-based skills organization Rising Youth held regular sessions and Inukpak Outfitting held two well attended meet the dog team events. Unikkaarvik continues to stay on the Community Clean Up committee for Iqaluit and Nunavut and provides space for the distribution of supplies and the barbecue afterwards. This year the clean up saw roughly 400 people take part in cleaning the city. The centre hosted the Friends of the Iqaluit Library Book Sale twice this year attracting 425 people. Unikkaarvik even got into the Toronto Raptors excitement and hosted a Jurassic Park event outside for their historic championship win. A group came together and projected the game on our exterior walls for about 30 patrons.

The centre also hosted six Throat Singing workshops, the Aniiirajak Ski Club's annual general meeting and a special evening about FASD with the Piruqatigiit Resource Centre. Our staff also gave multiple tours to local elementary school and college students, day camps, federal government workers from Ottawa and tourists. Overall, Unikkaarvik had 2313 patrons attend these events and tours.

Kivalliq Regional Visitor Centre, Rankin Inlet

The Kivalliq Regional Visitor Centre had a total of 1559 visitors in 2019/2020. They also hosted several events including: a beading program with the Nunavut Literacy Council, a gathering for Agnico Eagle Mines, an art workshop during the Kivalliq Trade Show, an open house for the CJPMC (Community Joint Planning and Management Committee), a dinner for the Manitoba Delegation, a pop-up shop event for the local business Maybe Somewhere and numerous tours for local school students and visitors. These events attracted over 350 patrons.

Arctic Coast Visitor Centre, Cambridge Bay

The Arctic Coast Visitor Centre had a total of 1064 visitors in 2019/2020. Most of these visitors were on the four cruise ships that came to Cambridge Bay in the summer. The centre also saw visitors from the Canadian Armed Forces, business travellers and fishing tourists. They hosted a tour and visit for Inuit Tapirit Kanatami with 40 people attending.

Angmarlik Visitor Centre, Pangnirtung

The Arngmarlik Visitor Centre had 2861 visitors in 2019/2020. 1554 were from Nunavut and 1364 were from out of territory and abroad. They had one cruise ship visit with 99 passengers and staff. The elder's

program was held twice weekly and saw an average of 10 people per session. They also held visits for the local daycare children.

2020-2021

Unikkaarvik Visitor Centre, Iqaluit

The Unikkaarvik Visitor Centre saw a total of 309 visitors for the 2020/2021 fiscal year. Two-hundred and seventy (270) of them were from Nunavut and 40 were from outside of Nunavut but all domestic travellers and mostly essential workers. Programming was suspended due to the pandemic and the centre was closed for several months due to territory wide lockdown measures. The centre has reopened in a smaller capacity following the guidelines set out by the Department of Health (Government of Nunavut/GN) and the Chief Public Health Officer. The information regarding the lockdown and reopening applies to all four GN operated visitor centres in this report.

Kivalliq Regional Visitor Centre, Rankin Inlet

The Kivalliq Regional Visitor Centre had a total of 1,104 visitors in 2020/21. All were domestic travellers, and the majority were from Nunavut. The “Maybe Somewhere” pop-up shop was set up in the centre semi permanently on a seasonal basis. This was a primary source of the traffic. The centre also participated in the Skills Nunavut Scavenger Hunt.

Arctic Coast Visitor Centre, Cambridge Bay

The Arctic Coast Visitor Centre had 54 visitors in 2020/21.

Arngmarlik Visitor Centre, Pangnirtung

The Arngmarlik Visitor Centre had 214 visitors for 2020/21. Two hundred and four (204) were from Nunavut and 10 were domestic travellers from out of territory. The elder's program had restarted in a limited capacity, so the numbers reflect their visits. We commenced that programming again following the public health guidelines.

Destination Nunavut 2019-20

Destination Nunavut's (DN) strategic approach was to significantly increase the awareness of Nunavut as a destination and a deep understanding amongst DN's target audience of the key travel products available. Due to COVID-19, data on impact on visitor numbers to Nunavut from this awareness creation is not present for the period of this report, though the awareness created, as discussed in this report, will lead to increased visitors once the pandemic truly ends and the tourism sector recovers. These numbers will be reported on in future years. The task of increasing awareness of Nunavut as a destination was completed by a staff of two in the Destination Nunavut section along with contracted social media work totaling \$167,342 in 2019/20 and \$149,087 in 2020/21.

At the beginning of the research phase, DN's target audience was:

- Canadians in urban geographic regions / Americans in New York City, Chicago, Boston
- Ages 45+, with an emphasis on retirees
- Annual Household income of \$150,000+

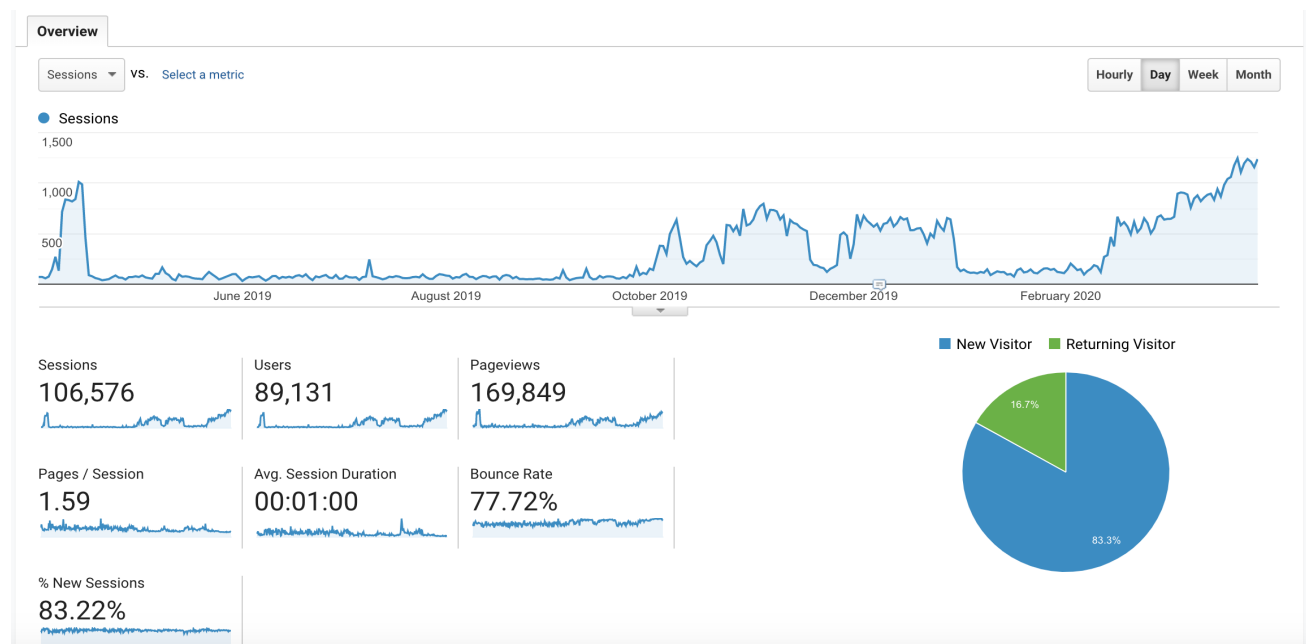
This strategic approach included: organic social media content, web content, paid digital ads via Google Display Network, Google Search, Facebook, Instagram, and media and trade shows.

Throughout the fiscal year, DN's web traffic was intrinsically linked to digital media spend. A significant traffic decline occurred in areas where workflow experienced roadblocks and display ads were turned off (January & February 2020). DN now applies learnings to current and future activities and realize the importance of continuity.

The most significant impact of 2020 was the COVID-19 global health crisis that hit Canada in March 2020. A March 13, 2020 order from the Federal Government closed all Canadian ports, resulting in halting the cruise ship industry. On March 16, 2020, the Canadian Federal Government announced the closure of Canada's land border. Additionally, on March 24, 2020, Nunavut announced the Territorial border's closure to non-essential workers, with strict new restrictions on isolation requirements to enter the Territory.

Nunavut's tourism industry was not exempt from the impact of the global health crisis. While Canada went into lockdown in March of 2020, DN's work's impacts were still felt in web traffic. Interest in Nunavut as a destination continued to rise throughout this fiscal period, with the real effects on the tourism industry not being genuinely felt until the next year.

Traffic Overview



Audience Overview April 1, 2019 - March 31, 2020

(See Appendix B page 65 for larger image)

The year began well. April 2019 saw seven times increased traffic compared to the previous year. Traffic dropped to the original position and remained steady until October 2019.

In quarter one (Apr-Jun), there was a 4.50% decrease in traffic than last year, where around 142 average sessions were calculated. These sessions have shown a decrease in the third quarter as well, where 59% fewer sessions recorded than the year 2018.

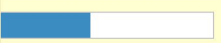

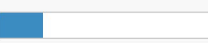
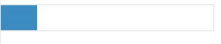


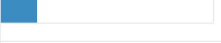














In quarter three (Oct-Dec), the traffic fluctuated at higher levels with an average of 480 sessions a day, compared to 150 sessions per day in 2018. The year 2020 started with a sudden drop in traffic, around 131 average sessions until February 12, 2020, which was recorded as a 62% drop compared to 2019.

The third week of February started with another steep rise, more than double the previous year. As a result, the sessions jumped by 266% last year. The first quarter of 2020 is considered the second-highest traffic generator in comparison to the previous three quarters. In the 1st quarter of 2020, there were 42,879 sessions recorded, which was 67% higher than last year.

Overall, 106,576 sessions were recorded from April 1, 2019 - March 31, 2020, compared to 69,227 in the last year. April 1, 2019 - March 31, 2020, brought 64% more traffic than the previous year.

With the rise of traffic, the bounce rate is also increasing, which captures a 17% higher bounce rate than last year.

Acquisition Overview

	Acquisition			Behavior			Conversions		
	Sessions ↓	% New Sessions ↓	New Users ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓	Goal 1 Conversion Rate ↓	Goal 1 Completion ↓	Goal 1 Value ↓
	106,576	83.22%	88,690	77.72%	1.59	00:01:00	20.89%	22,267	\$22,267.00
1 ■ Display	45,122			91.05%			8.63%		
2 ■ Organic Search	18,381			62.71%			35.16%		
3 ■ Social	18,308			78.26%			19.31%		
4 ■ Direct	11,918			62.26%			35.57%		
5 ■ Paid Search	8,814			65.01%			33.45%		
6 ■ (Other)	2,797			73.26%			23.88%		
7 ■ Referral	1,236			56.39%			41.99%		

April 1, 2019 - March 31, 2020

(See Appendix B page 66 for large image)

All the traffic sources produced substantial traffic except paid search, which dropped to 8.7% compared to the previous year. The most significant contributor was display ads, recorded as 45,122 sessions, Around a 339% increase in traffic than in 2018.

However, organic, and social media traffic sources were also highly active. DN's social media channels saw a 936% growth in traffic acquisition. This means people are connecting with DN's content despite

currently being unable to book travel. On the other hand, organic traffic recorded a 59% growth in comparison with 2018.

There was also an increase in direct users. In 2018, the direct sessions were 7,082, which increased to 11,918 between April 1, 2019 - March 31, 2020, approximately 68%.

Overall, the display ads and social channels performed well according to the marketing strategies.

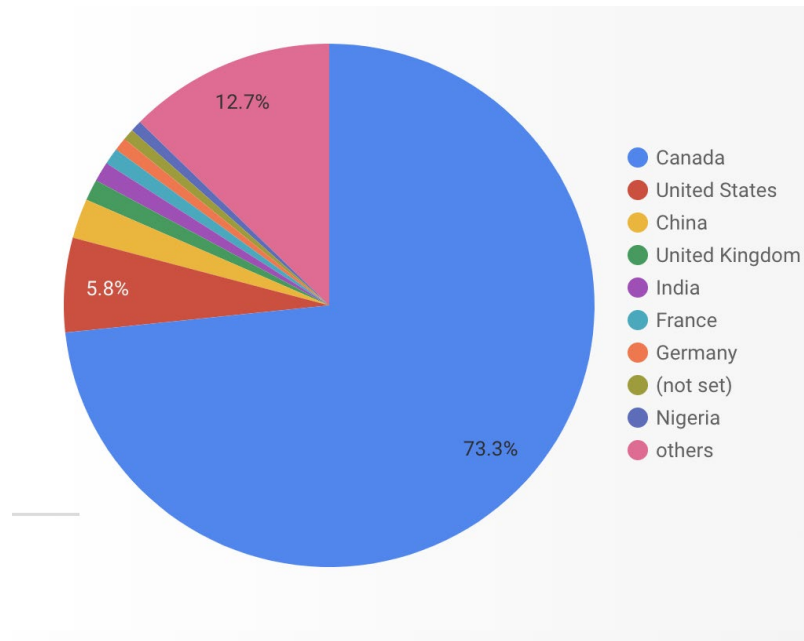
Audience Overview

-	Age ?	Acquisition			Behavior
		Sessions ? ↓	% New Sessions ?	New Users ?	Bounce Rate ?
		33,299 % of Total: 31.24% (106,576)	83.38% Avg for View: 83.22% (0.20%)	27,766 % of Total: 31.31% (88,690)	73.53% Avg for View: 77.72% (-5.39%)
<input checked="" type="checkbox"/>	1. 65+	7,303 (21.93%)	82.72%	6,041 (21.76%)	80.56%
<input checked="" type="checkbox"/>	2. 55-64	6,471 (19.43%)	84.36%	5,459 (19.66%)	77.24%
<input checked="" type="checkbox"/>	3. 25-34	6,302 (18.93%)	82.83%	5,220 (18.80%)	65.11%
<input checked="" type="checkbox"/>	4. 45-54	5,627 (16.90%)	84.01%	4,727 (17.02%)	74.41%
<input checked="" type="checkbox"/>	5. 35-44	5,268 (15.82%)	83.60%	4,404 (15.86%)	70.24%
<input checked="" type="checkbox"/>	6. 18-24	2,328 (6.99%)	82.26%	1,915 (6.90%)	69.33%

April 1, 2019 - March 31, 2020

There was a significant spike in the traffic coming from the users, whose age is 65+ and around 54% sessions, which increased compared to the previous year. However, 55-64 were also highly active, which contributed as the second-highest users. Last year, 55-64 age groups were the 4th highest users, a 15% increase in 2019. This demonstrates that DN's work was successfully reaching and connecting with our target audience age bracket. There were a few drop-in sessions from 25-34, 45-54, 35-44, around a 26% decrease compared to 2018.

Audience Location



April 1, 2019 - March 31, 2020

At the beginning of the fall of 2019, target audiences were focused mostly on the domestic market. They included Americans in major urban centers - namely New York City, Chicago, and Boston. The domestic traffic went up to 73.3%, and the USA accounted for 5.8% of overall traffic.

The Asian market is an emerging market, and China had 2.3% of traffic. DN's is not currently investing in this market; however, there is an opportunity for northern lights related products). DN will monitor this traffic, which comes through organic reach.

- CANADA | 73.3%
- USA | 5.8%
- CHINA | 2.3%
- The UNITED KINGDOM | 1.3%

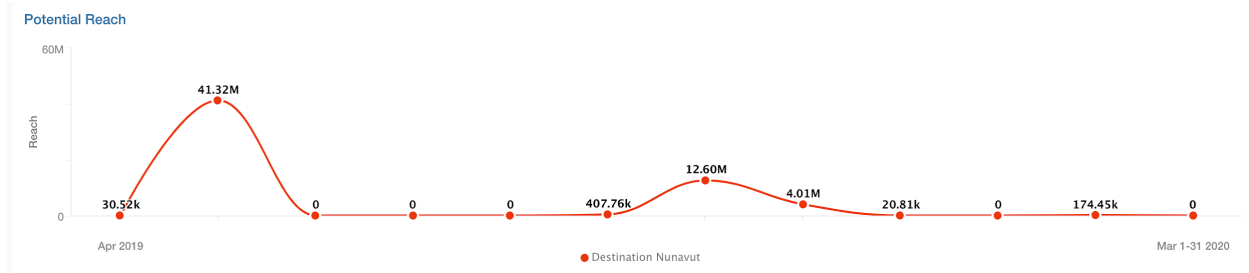
City ?	Acquisition			Behavior		
	Sessions ? ↓	% New Sessions ?	New Users ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?
	90,033 % of Total: 84.48% (106,576)	82.05% Avg for View: 83.22% (-1.41%)	73,868 % of Total: 83.29% (88,690)	79.73% Avg for View: 77.72% (2.58%)	1.52 Avg for View: 1.59 (-4.60%)	00:00:53 Avg for View: 00:01:00 (-11.54%)
1. Toronto	7,848 (8.72%)	83.13%	6,524 (8.83%)	71.30%	1.79	00:01:17
2. (not set)	7,767 (8.63%)	81.91%	6,362 (8.61%)	83.46%	1.39	00:00:48
3. Montreal	6,242 (6.93%)	81.82%	5,107 (6.91%)	78.90%	1.52	00:00:46
4. Ottawa	3,658 (4.06%)	82.50%	3,018 (4.09%)	71.19%	1.94	00:01:22
5. Calgary	2,819 (3.13%)	85.56%	2,412 (3.27%)	74.49%	1.76	00:01:15
6. Winnipeg	2,013 (2.24%)	82.17%	1,654 (2.24%)	74.81%	1.73	00:01:08
7. Quebec City	1,723 (1.91%)	82.59%	1,423 (1.93%)	85.14%	1.32	00:00:34
8. Edmonton	1,720 (1.91%)	86.22%	1,483 (2.01%)	77.27%	1.56	00:00:51
9. Vancouver	1,718 (1.91%)	86.61%	1,488 (2.01%)	73.05%	1.70	00:00:58
10. Iqaluit	1,340 (1.49%)	68.36%	916 (1.24%)	64.70%	1.95	00:01:56

April 1, 2019 - March 31, 2020

Throughout this period, Toronto, Montreal, and Ottawa were the top performers. In addition to the highest traffic volume, all three areas have traffic with healthy bounce rates and higher pages per session. DN will focus on locations that generate more traffic, and these locations inform spending decisions.

Media & Environmental Scan

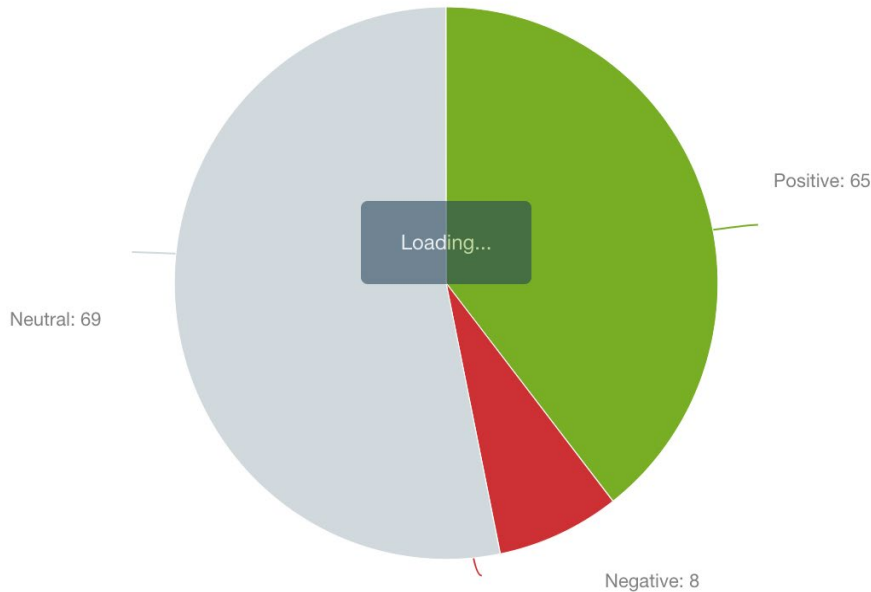
In the beginning, DN did not establish an earned media strategy but monitored media sporadically. However, DN subscribed to media monitoring software to provide insights into how the destination was discussed and perceived by media in DN's target geographical regions.



Meltwater.com Analyze Annual Report Dashboard Potential Media Reach April 1, 2019 - March 31, 2020

(See Appendix B, page 67 for larger image)

DN achieved average reach, with a spike in media coverage around the "Spirit of the Arctic Tourism Summit" from Canada's Indigenous Tourism Association in May 2019.



Meltwater.com Analyze Annual Report Dashboard Brand Sentiment April 1, 2019 - March 31, 2020

Within earned media, there are genuine threats to the brand, including southern perceptions of traditional hunting practices. Nunavut is often grouped into conversations about climate change and the resource extraction industry, which increases negative sentiment.

DN is careful to review items in which negative sentiment occurs to judge its legitimacy in the DN brand context.

Social Media

DN has put significant work into growing audiences and the brand narrative through social media. DN invested tremendous energy into not only developing high-quality content that focused on Nunavut's key products but looked critically at content performance metrics throughout the year to evolve and adapt content for maximum engagement.

In addition to achieving significant growth across social media channels, DN learned to understand the audience and the content that connects with them. The work for this year has contributed to establishing a baseline for future work.

Facebook

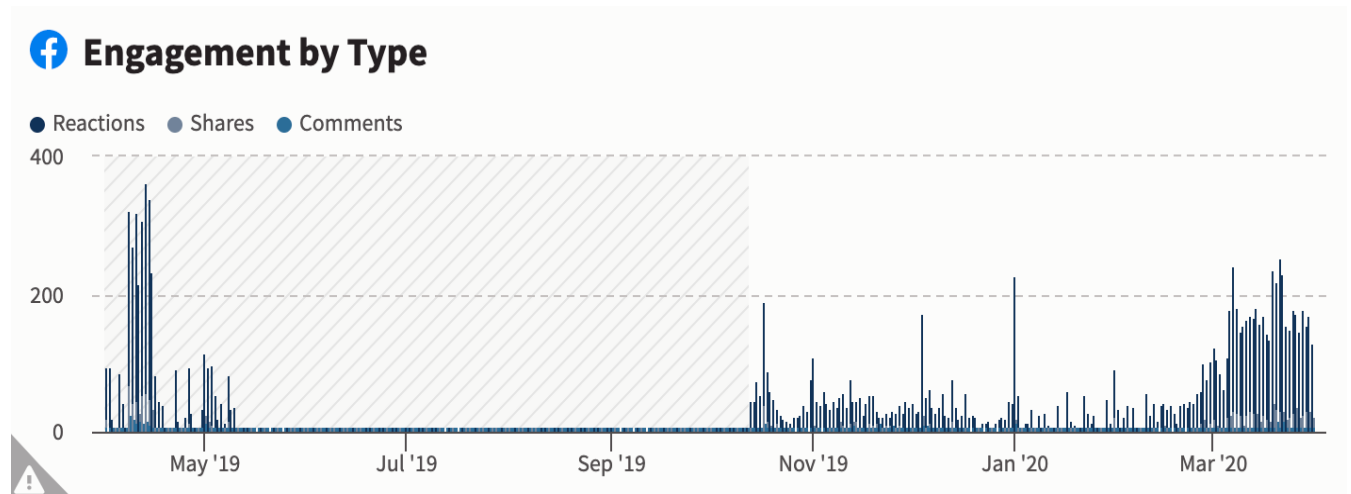
Followers



Facebook.com Insights Followers April 1, 2019 - March 31, 2020

Facebook witnessed a 27.8% follower increase, which is almost three times what is considered a healthy industry growth rate.

Overall Engagement



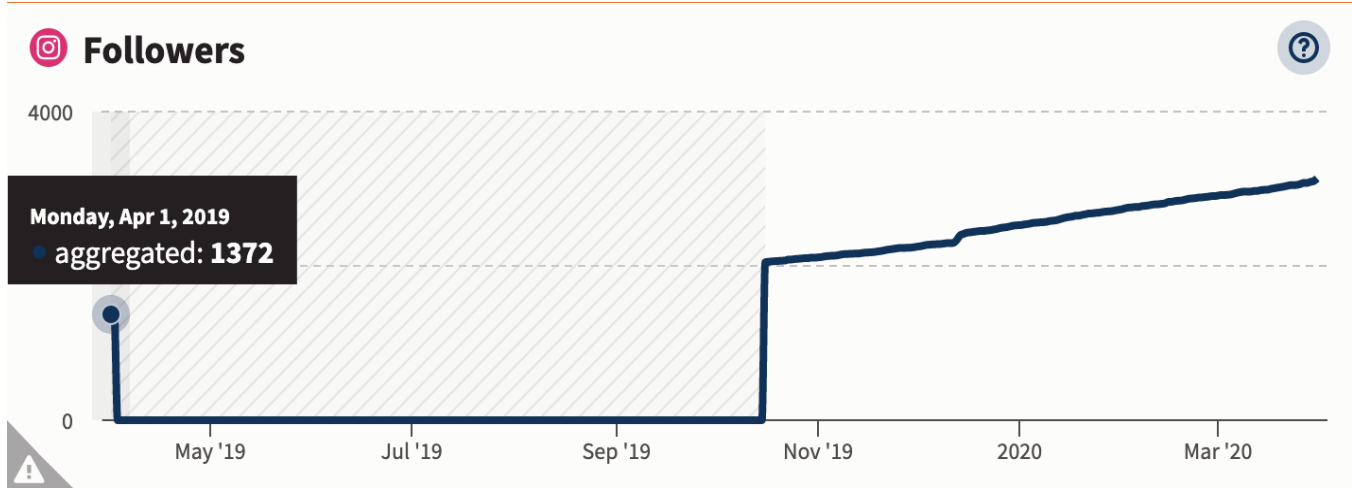
Hootsuite.com Analytics Facebook Overview April 1, 2019 - March 31, 2020

Note: DN was not subscribed to Hootsuits between April 1 - October 1, 2019.

From October to February, DN examined the content and tested to see what the audience responded positively. The spike in Facebook engagement in March 2020 shows when DN established strength within the brand voice and when the audience began growing and therefore responding to the messaging.

Instagram

Followers

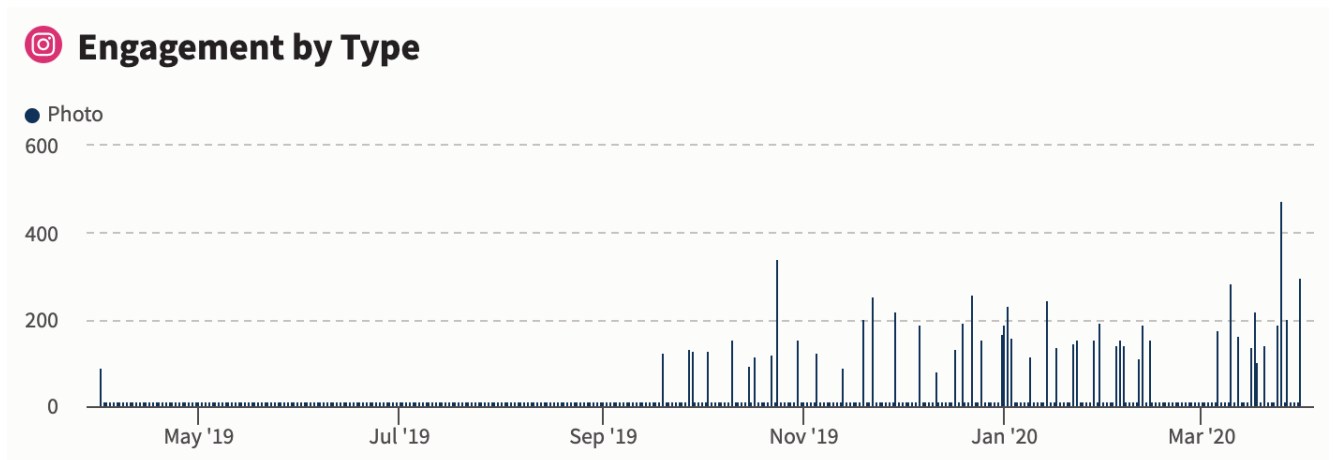


Hootsuite.com Instagram Overview Followers April 1, 2019 - March 31, 2020

Note: DN was not subscribed to Hootsuits between April 1 - October 1, 2019.

Instagram has been the platform to witness the most significant growth during this period. Instagram saw a massive 128.4% growth. Due to the high quality of images DN has been able to source and the audience's readiness to connect with the unique photos offered, DN experienced robust and consistent growth throughout this period.

Engagement Overview

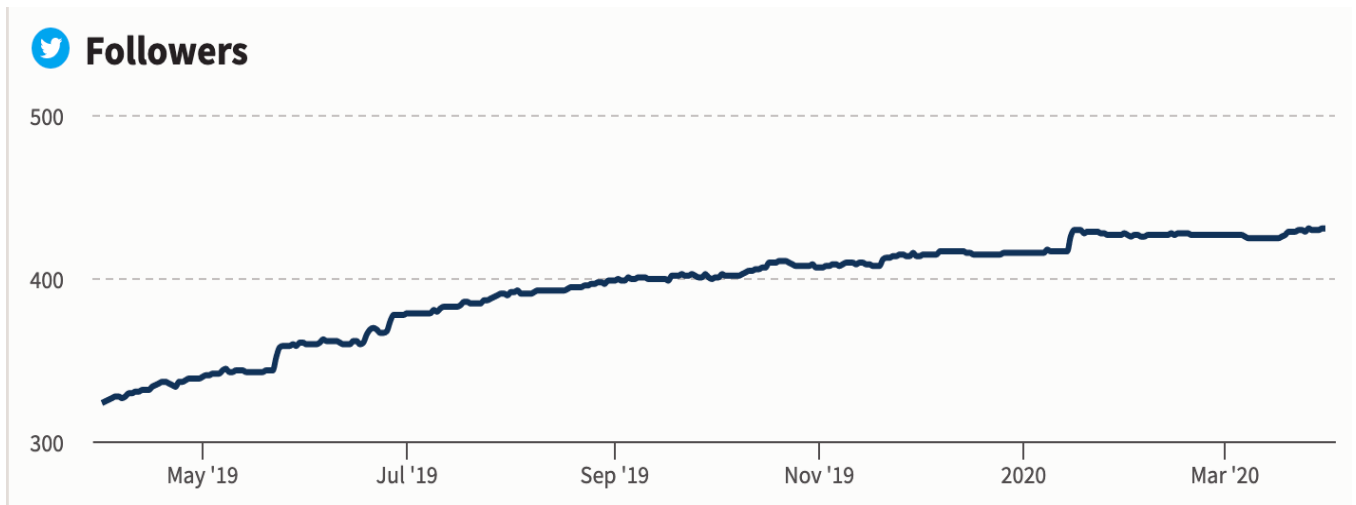


Hootsuite.com Instagram Overview Engagement by Type April 1, 2019 - March 31, 2020

Before DN contracted out social media management, Instagram was an underutilized platform. The rate and growth of engagement aligned with the period DN's content publishing began. Its continued growth demonstrates an understanding of the audience and the stories they want to see.

Twitter

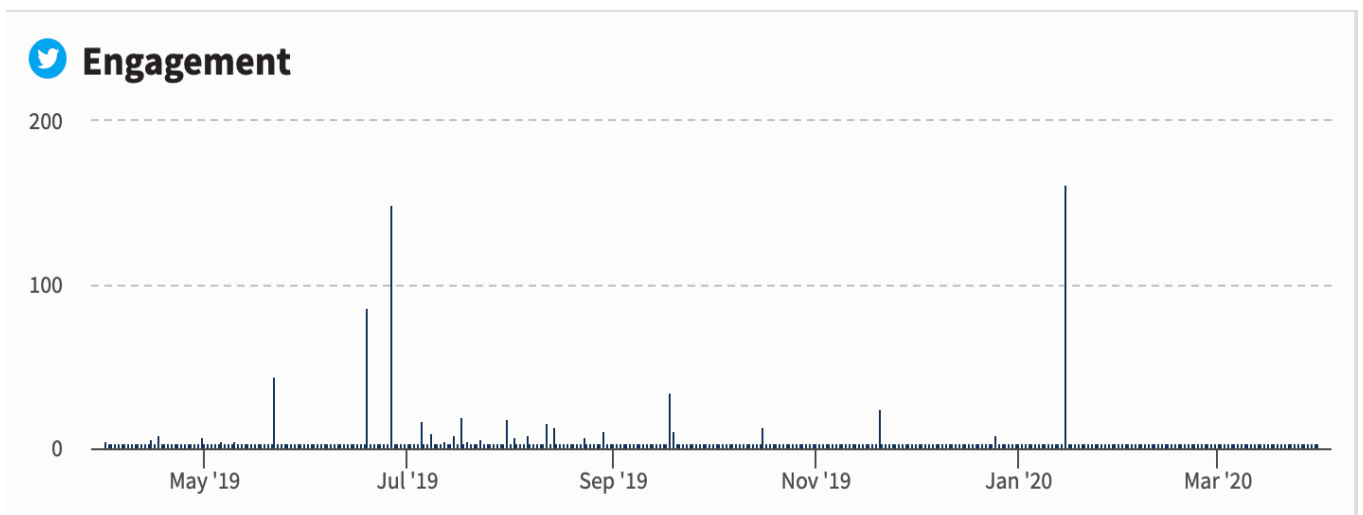
Followers



Hootsuite.com Twitter Overview Followers April 1, 2019 - March 31, 2020

Keeping in line with the performance trends DN saw in Facebook and Instagram, Twitter also experienced significant growth of 33% over this period.

Twitter has been a challenging platform, as its preference for narrative content doesn't always align with what is available within DN's asset inventory. Twitter is where the least amount of labor is invested in, as it has proven to have the lowest return on traffic and engagement currently.



Hootsuite.com Twitter Overview Engagement April 1, 2019 - March 31, 2020

Media and Trade Shows

Rendezvous Canada (RVC) Toronto May 2019

Rendez-vous Canada is an annual event that brings Canadian tourism providers together with buyers from worldwide. Rendez-vous Canada provides a unique platform to launch new tourism products, share market insights, network, and increase the range of tourism experiences that the industry offers. The 43rd edition took place at the Toronto Metro Convention Centre and attracted 580 international buyers from 30 countries. The event is co-managed and produced by Destination Canada and the Tourism Industry Association of Canada.

- All provinces and territories were represented, and 571 tourism organizations promoted Canadian products and services this year.
- The Indigenous Tourism Association of Canada brought together 33 indigenous tourism businesses.

Inuit and non-Inuit tourism operators represented DN. Arctic Bay Adventures was represented by a mentee who observed how the fast-paced marketplace operates. Over the four-day event, DN made 60 appointments with national and international buyers and tourism professionals from various countries to promote tourism products and services and raise brand awareness in the industry.



GoMedia Ottawa – August 11 – 15, 2019

GoMedia is an annual event that connects international media with Canadian tourism organizations to drive stories that inspire travel. Destination Canada partners with a different Canadian host province or city each year. GoMedia Canada consists of face-to-face meetings, thought-provoking networking events, and pre- and post-event tours across the country and host region.

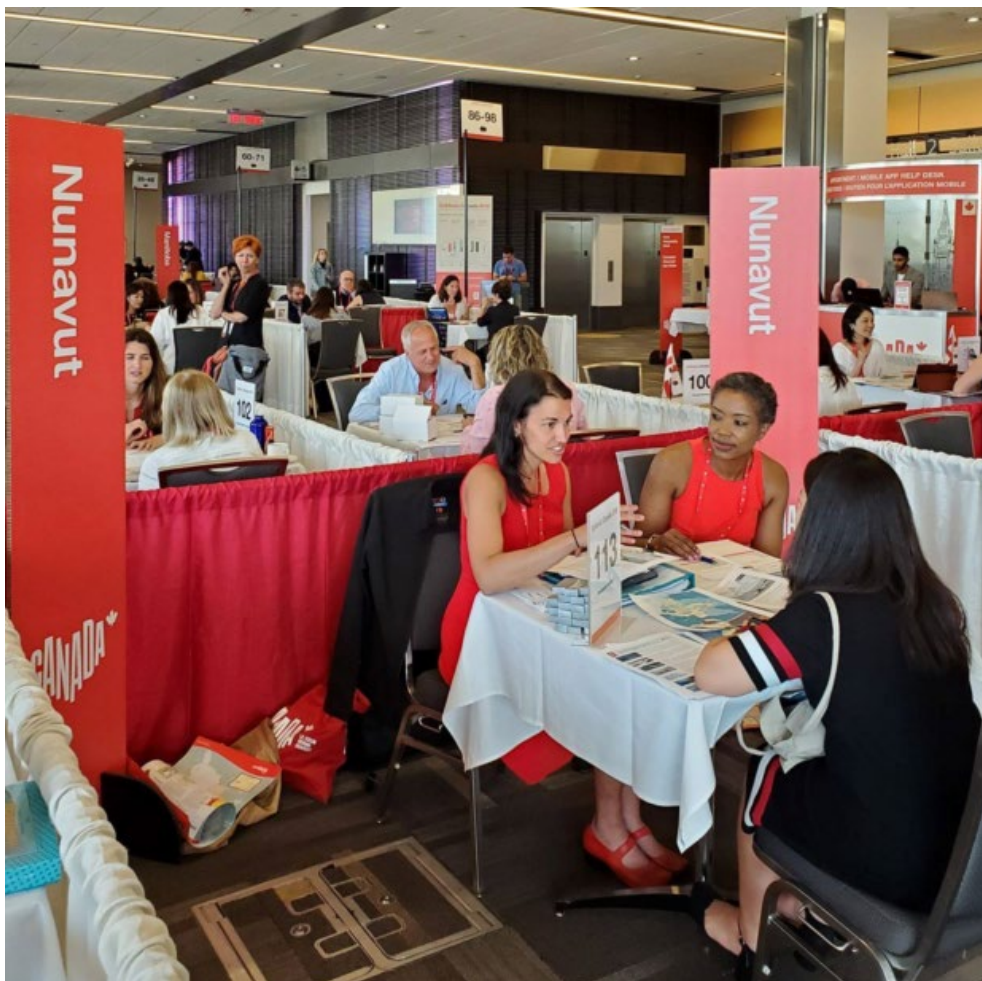
In 2019, DN attended the event in Ottawa. A total of 32 Media outlets booked appointments with DN. Besides the 32 scheduled meetings, DN could network and connect with other media at different social events such as breakfasts and lunches. DN also sponsored and hosted an End of Day Wine-Down, on the first day of the meetings.

Meetings with Media

DN had the opportunity to meet different media from the United States, Canada, United Kingdom, India, China, Japan, Germany, France, South Korea, and Australia.

Some were freelance writers, and others represented specific media outlets.

Following GoMedia 2019, DN selected ten media representatives to visit Nunavut on a familiarization tour.



Sponsorship event - End of Day Wine-Down

DN sponsored the End of Day Wine-Down on Tuesday, August 13, 2019. It was an excellent opportunity to showcase DN's new promotional video and immerse the audience into the Arctic Spirit. Media were served country food and northern teas while local music played in the background. The country food served was muskox jerky, arctic char candy nuggets, frozen caribou stew, and baked bannock. DN distributed pins and USBs, including photos, video, and promotional documents. The opening remarks were bilingual, French, and English.

About 300 media influencers attended. Nunavut received significant exposure.



Destination Canada @DestinationCAN · Aug 13

Cheers to @NuTourism for wrapping up the end of our first day of the #GoMedia2019 marketplace!



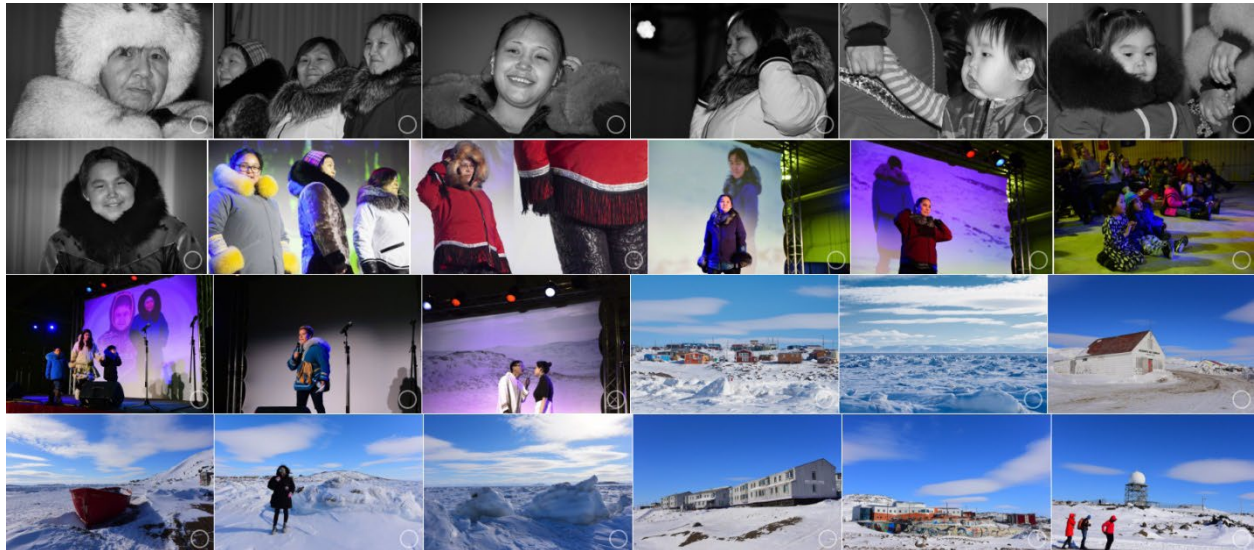
2 11

Media Familiarization Trip

In April 2019, DN hosted the familiarization tour in collaboration with Travel Nunavut. DN created an itinerary that ensured the discovery of various cultural aspects and a sense of The Spirit of the Arctic on the land. In Iqaluit, activities included snowmobiling and dogsledding during Toonik Tyme, which allowed them to attend some events independently. Entertainment included throat singing and music from local musicians. The tour took them to Pangnirtung where they experienced ice fishing



Coverage



Social media coverage on April 8 lasted about a month, with the peak happening while on the Territory. Blogs, magazines, websites, television, videos.

In a highlight from one social media outlet via their Instagram: DN was featured for three weeks with 28,880 Reach, 10,673 Stories, and 4745 Engagements. Facebook had a 24,086 Reach and 2,284 Engagements.

Highlights of comments from media

- Things were explained clearly, and accommodations were done willingly. I left with stories and reasons to return.
- The tour was fantastic. Given how much there is to see and do in Nunavut, trying to do more than what was done in a single week would be difficult. I think the organizers of the tour did an excellent job!
- It is rare that I've worked with a group so professional and passionate about what they do. Also, Nunavut is an incredible place with many more stories to be told and photographs to be taken. Everyone was just so genuine and enthusiastic!

- The music and singing were exceptional, and the food was fantastic. It was also so good to be able to talk to people so passionate about what they do.



United States Tour Operators Association

United States Tour Operators Association (USTOA) is a professional, voluntary trade association created with the primary purpose of promoting integrity within the tour operator industry. The 2019 USTOA Annual Conference & Marketplace was held at the Omni Orlando Resort at Champions Gate in Orlando, Florida, from December 2-6, 2019. It was designed to bring together the leading North American travel companies with tourism suppliers and destinations worldwide in an intimate and exclusive setting. DN representatives and Arctic Bay Adventures attended. Two other Inuit-owned businesses under the Inuit Tourism Business Mentorship program canceled last minute.



The conference presents a business casual atmosphere for a select group of 700 travel professionals with networking opportunities throughout the event to make new contacts and conduct business. Nunavut delegates learned about invaluable insights into the North American travel market and the latest factors and trends affecting the industry and travelers worldwide from informative speaker sessions. These sessions also present case studies, new tools, and tactics and introduce thought-provoking ideas to improve businesses. The keynote speakers and expert panel discussions help inspire and educate participants to adhere to best practices, be early adopters of trends, and help them expand their global business.



Marketplace Session

The Marketplace session allowed Nunavut delegates to interface with top executives from worldwide tour operators on a one to one, pre-arranged appointment setting to build meaningful relationships that can facilitate long-term partnership and cooperation. DN made connections with 11 tour operators and two marketing companies. The most common feedback was that as Nunavut is relatively new to the market, operators wanted to learn more about local businesses' travel information and services before selling it. However, they saw great potential in Nunavut, and they want to keep in touch with DN. After the event, DN sent marketing kits to all interested tour operators. Some operators expressed interest in having further conversations with local businesses and were introduced by DN. Arctic Bay Adventure also made good connections with seven operators.

World Bazaar Networking Reception

Canada, Beijing, China, Colombia, Costa Rica, Hiroshima, Holland, Kenya, Korea, and Taiwan co-sponsored the World Bazaar Networking Reception on Thursday, December 5. Working with six Canadian partners, including Ontario, Alberta, Quebec, Newfoundland and Labrador, Nova Scotia, and Destination Canada, DN presented at the event to get in front of the target audience (tour operators) and increase brand awareness.

Corresponding with 2019's NBA championship, the theme of Canada's booth was ***We The North***. Canadian representatives dressed in red "We the North" T-shirts to draw attention. Each province/territory brought 100 giveaways, and DN gave away tundra Soap. Canada's booth was viral, and many operators learned about Nunavut for the first time.



Destination Direct – Ottawa Jan 2020

DN attended Destination Direct, a unique hosted buyer program that allows for meaningful and personal connections between meeting planners, association executives, and Canadian destinations. DN partnered with the Frobisher to take appointments and inquiries on Meetings and Conferences opportunities in Nunavut.



The Frobisher connected with various event planners interested in planning events in Nunavut, even though capacity remained a hindrance.

Inuit Tourism Business Development Program 2019-2020

DN launched the Program in 2017 to provide training and business opportunities for Inuit outfitters. It aims to increase the tourism sector's direct employment and support Inuit outfitters in becoming

market-ready and trade-ready through extensive exposure to domestic and international tourism marketplaces. Strategic priorities include:

- 1) Provide training and mentorship to support the growth of sustainable market-ready and trade-ready Inuit experiences
- 2) Increase awareness and generate demand for Inuit tourism in key domestic and international markets
- 3) Align strategies to leverage funding and maximize the effectiveness of development and marketing programs
- 4) Support the development of Inuit tourism products and experiences

Implementation Plan

1) Business, Market, and Trade Ready (BMT) Training Program

The Program helps outfitters administer their sales and develop policies that meet service standards when selling tourism experiences. Business Ready refers to a business with all of its licenses, permits, and insurance in place to operate legally. Market Ready refers to selling directly to the consumer, and Trade Ready refers to selling through third-party distribution sales channels to sell to even more clients. Continuous training sessions are available.

2. Tourism marketplace exposure

Tourism marketplaces such as Rendez-vous Canada (RVC) can provide networking opportunities for Inuit entrepreneurs to connect with travel agents, tour operators, and other tourism industry partners who sell directly to their client base through sales agents. DN continually recruits and funds this Program's candidates, namely Inuit outfitters that meet business-ready requirements, to attend travel trade shows in target markets. This exposure can help them view the competition, assess the market, and develop a list of contacts for later follow-up. Inuit outfitters can also raise brand awareness, establish business connections, and enhance prestige in the industry.

Destination Nunavut 2020-21

Overview & COVID-19 Response

DN built a strong foundation in 2019/2020 and entered this challenging period on solid ground. As of April 1, 2020, DN had established a digital audience and began to bring more strategy into the work beyond growth. During this time, Key Performance Indicators (KPI) were identified as targets and tools for performance measurements. The following KPIs were established:

- Web Traffic | 275 Average Daily Visitors / 100, 375 Annual Sessions
- 75% or below, Bounce Rate
- 1.75 Pages Per Session

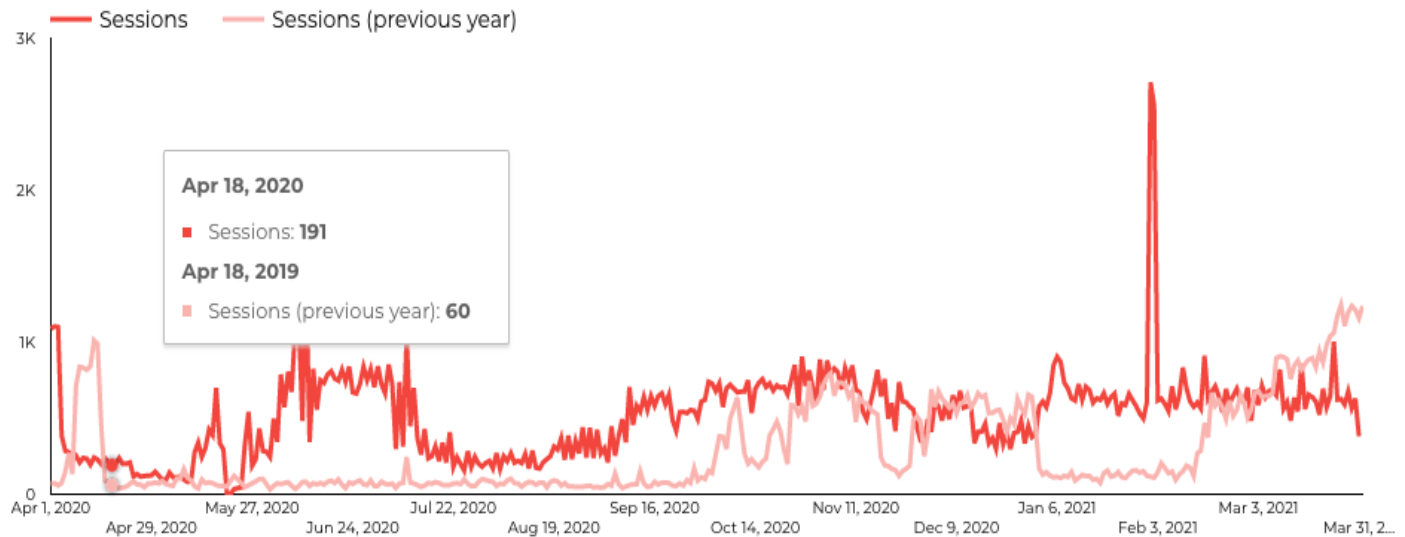
Additionally, DN's target audience stayed relatively the same, however, with a specific focus on the domestic audience. This strategy pivot was due to the observation that there would be more value on domestic travel upon Nunavut's re-entry into the tourism market than investing in international visitors.

The global shut-down of tourism overwhelmingly impacted this period due to the COVID-19 pandemic. This experience meant a significant shift in marketing strategy needed to occur to retain DN's audience as much as possible and to position DN in the most advantageous position possible for market re-entry. The COVID-19 response strategy further emphasized maintaining brand sentiment with Nunavummiut during the crisis and reiterating that citizens' health and safety is the utmost priority for the brand.

The Canadian Federal Government announced the land border closure on March 16, 2020, quickly followed by the Territorial border closure by the Government of Nunavut on March 24, 2020. DN immediately developed a COVID-19 response approach that outlined immediate changes in brand voice, products, and content types aligned with the national and global conversation surrounding travel and community safety.

Throughout this time, DN was successful in emphasizing the safety of Nunavummiut. By the summer of 2020, DN was able to slowly transition into the phrasing of "The Spirit of the Arctic will be waiting for you." This became the guiding principle for content development for the remainder of the period.

Official Website



Sessions	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate
191,131	289,375	252,503	00:01:26	82.82%
↑ 79.3%				

Audience Overview April 1, 2020 – March 31, 2021

In the first quarter, the impacts of COVID-19 were immediately felt on DN's traffic patterns. After a few fluctuations traffic started increasing gradually, managing to touch the peak of the 1,145 sessions in a day. In the second quarter, despite the inability to travel, there was a 193% increase in the traffic compared to last year's data. This increase was in line with DN's audience's renewed hunger for travel content and to begin dreaming (and planning) for post-pandemic travel.

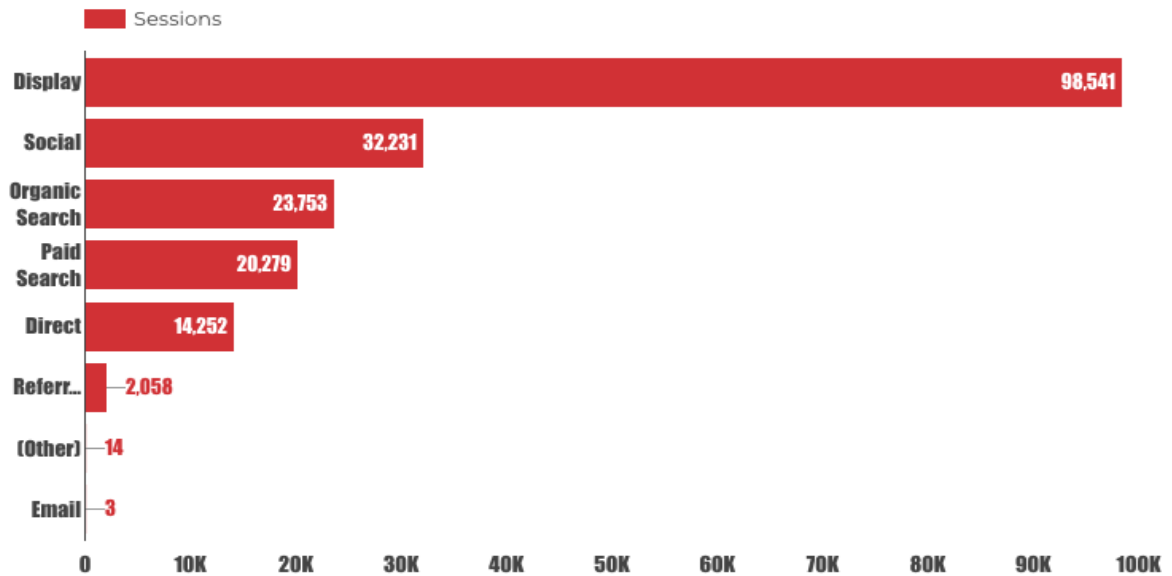
Despite the fluctuations, the third-quarter traffic was relatively high, which resulted in a 439% traffic increase compared to last year's third quarter. There were around 36,677 sessions reported in the third quarter. The fourth quarter played a vital role in bringing significant traffic numbers. Approximately 55,784 sessions were recorded, a 26% rise in traffic compared to the last year.

Overall, the traffic trend was higher with almost 121% compared to last year. Considering a healthy growth rate for the industry is 10-15% in traffic, the growth DN experienced demonstrated a fundamental understanding of digital marketing efforts and a significant hunger from potential visitors.

The single most significant contributor to traffic was paid digital ads. Consistently traffic patterns follow a pattern in monthly spending. These are important insights as they emphasize the need to remain "always-on" to achieve the most robust return on investment from the ad buy possible.

While the bounce rate decreased by 11%, landing at 83.21% was mostly due to digital ads' investment and the limited content available on the website. Future work will focus on bringing down this bounce rate and establishing an audience moving along the path to purchase. The average pages per session decreased by 4.56%, landing at 1.48. DN is building a new website that will carry more content and focus on successfully integrating that content to increase pages per session positively.

Acquisition Overview

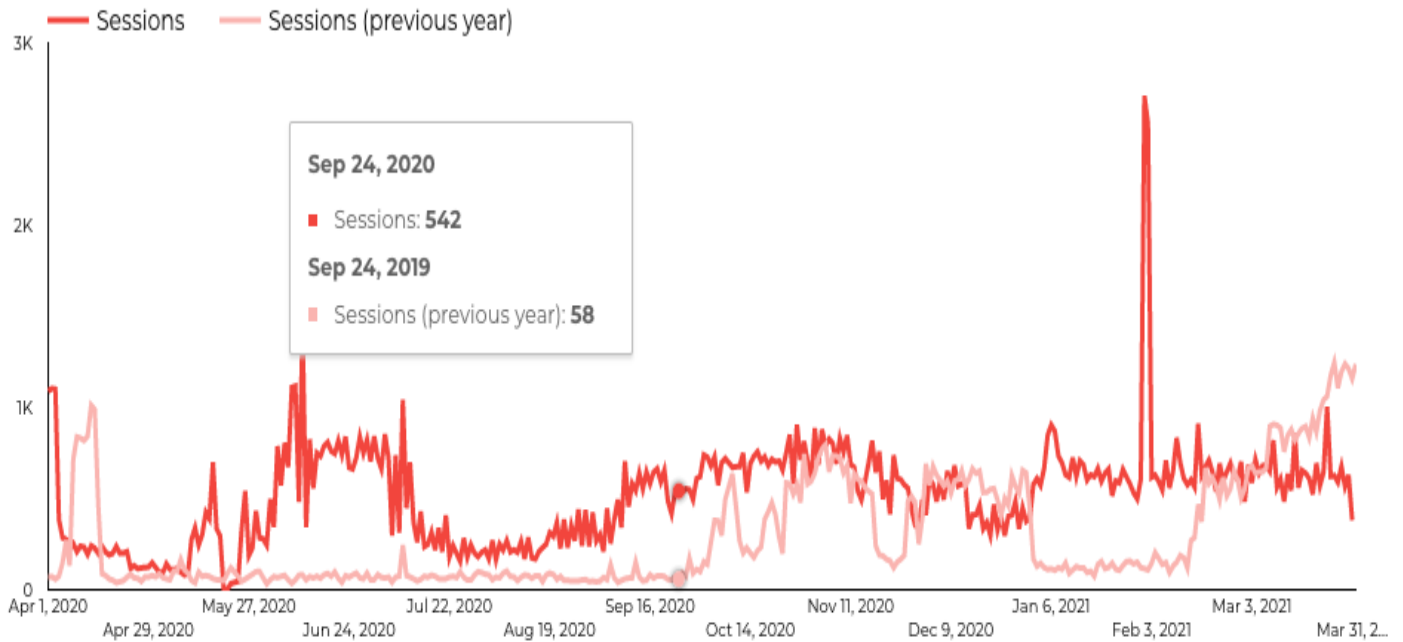


Default Channel Grouping	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
Display	98,541	75.18%	74,086	92.32%	1.12	0:00:23
Social	32,231	82.71%	26,658	86.67%	1.24	0:00:20
Organic Search	23,753	76.78%	18,238	70.63%	2.08	0:01:30
Paid Search	20,279	86.12%	17,464	62.98%	2.39	0:01:21
Direct	14,252	85.50%	12,185	58.55%	2.55	0:01:56
Referral	2,058	51.90%	1,068	71.48%	2.21	0:01:43
(Other)	14	64.29%	9	85.71%	1.14	0:00:40
Email	3	66.67%	2	66.67%	1	0:00:04
Total	191,131	78.33%	149,710	82.82%	1.51	0:00:45

April 1, 2020 - March 31, 2021

All the traffic sources are considered significant contributors. Display traffic was the biggest contributor, around 118% growth was recorded compared to the last year. Social media was the second contributor in traffic, which gained 76% traffic compared to the previous year. This increase indicates the vital work being done with organic social media, and DN is not only establishing substantial social media audiences but is successfully moving them along the path to purchase. The organic search also gained 29% traffic as compared to the year 2019.

Traffic channels comparison between this year and the previous year indicate that social media and paid search channels served as the leading players. The paid search created a 130% traffic increase compared to last year, and social media was 76%.

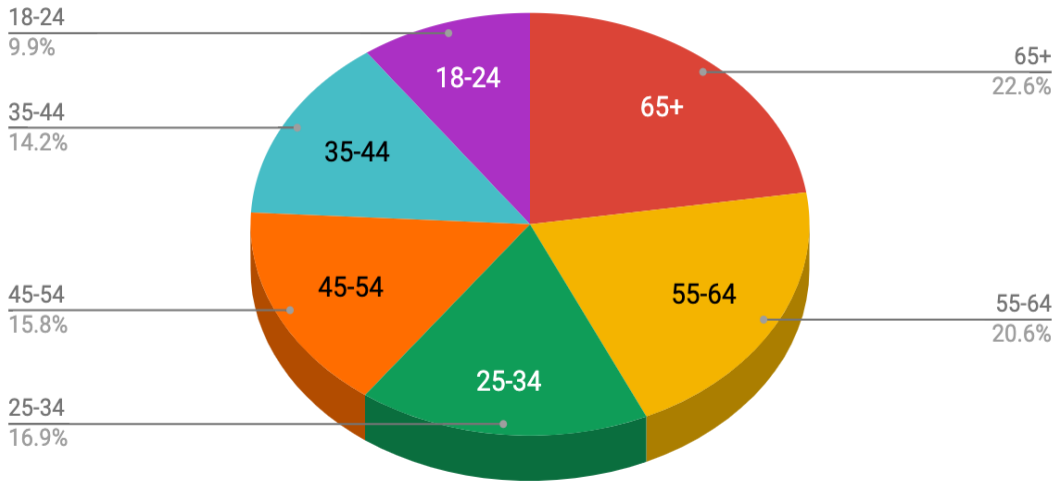


Acquisition Organic April 1, 2020 - March 31, 2021

Despite a small decline in organic search, a significant surge was reported after the Google December core update, indicating high organic traffic in the coming months.

Audience Overview

Sessions



Age	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
65+	10,959	75.25%	8,247	85.08%	1.45	0:00:37
55-64	9,984	76.80%	7,668	83.15%	1.55	0:00:43
25-34	8,190	80.57%	6,599	70.15%	2	0:01:16
45-54	7,688	78.47%	6,033	78.26%	1.75	0:00:54
35-44	6,884	79.43%	5,468	76.19%	1.77	0:00:56
18-24	4,816	79.88%	3,847	72.82%	1.99	0:01:18
Total	48,521	78.03%	37,862	78.61%	1.71	0:00:54

Audience Demographics Age April 1, 2020 - March 31, 2021

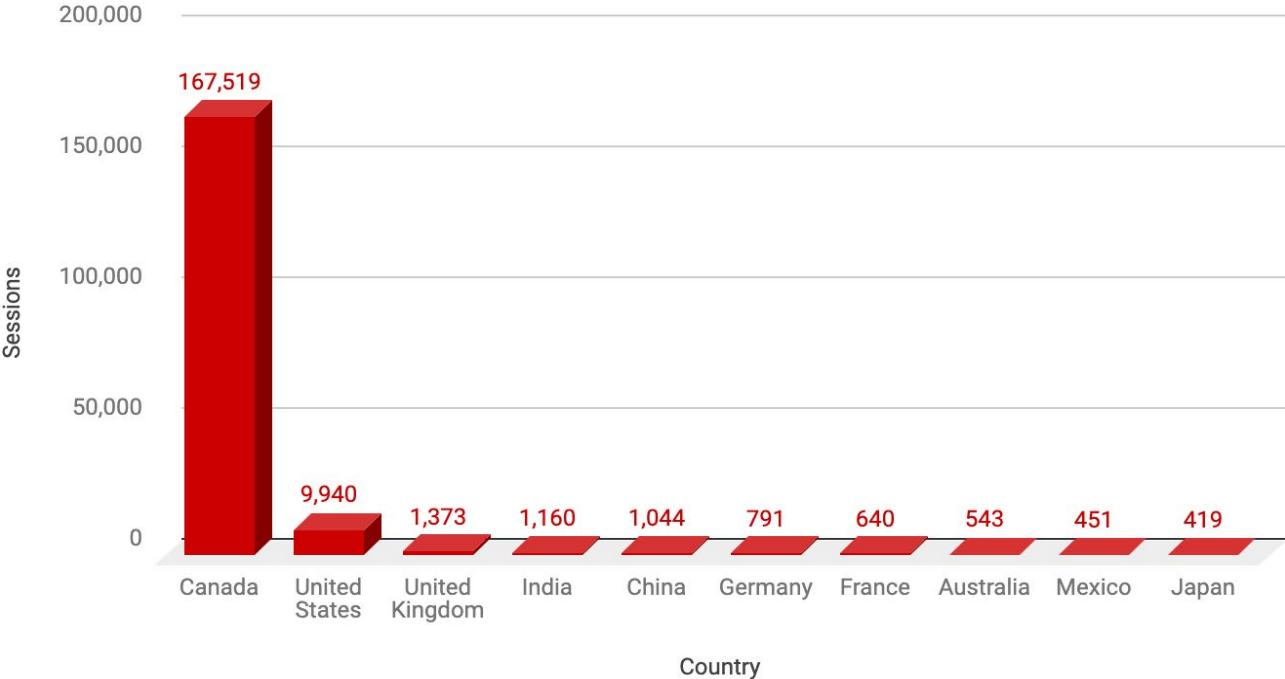
Like 2019, the retirees were the highest contributor in traffic. However, all the ages took high traffic as compared to the year 2019. When DN compares the 2020 traffic with 2019, users aged 65+ and 55-64 increased by 55% in 2020.

The young users between 18-24 increased by 107% in comparison with 2019.

This data indicates DN successfully targeted key audience and effectively engaged with those most likely to be a future visitor.

Location

Sessions vs. Country



Audience Geo Location April 1, 2020 - March 31, 2021

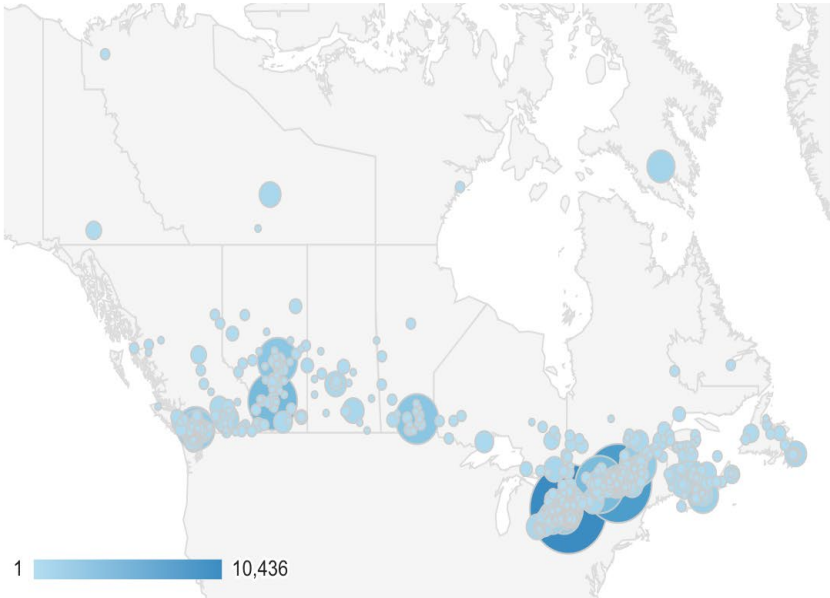
As expected with the Federal border closure, domestic traffic increased by 79% compared to 2019. Around 191,131 sessions were recorded, compared to only 106,505 in 2019. The United States considered the second-highest traffic generator, which contributed 9,940 sessions; approximately 29% increase in the traffic was recorded compared to last year.

DN does not actively advertise in the US. However, it was good to see organic traffic coming from that market, meaning DN's content marketing has an impact.

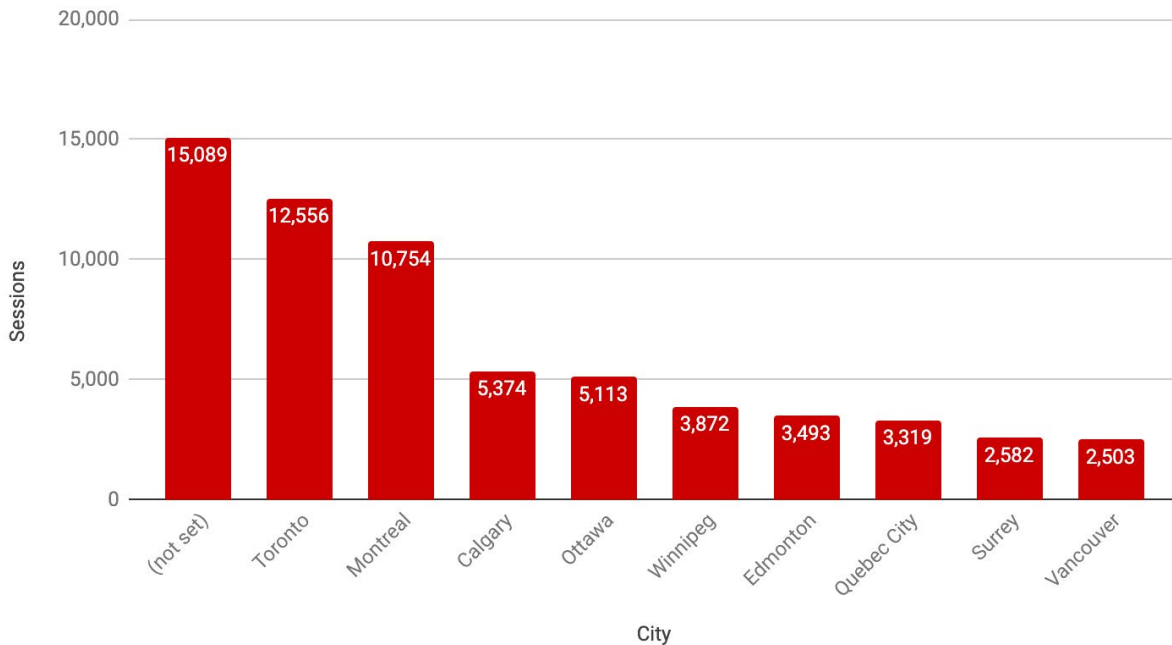
Despite the border closure, DN continues to keep an eye on international traffic, which will eventually inform re-entry into the tourism market. Notably, Chinese traffic fell significantly this year.

The full international traffic breakdown for April 1, 2020 - March 31, 2021, is as follows:

- CANADA | 89.5%
 - USA | 5.2%
 - The UNITED KINGDOM | 0.7%
 - INDIA | 0.5%
-



Sessions vs. City



Audience Geo Location Canada City April 1, 2020 - March 31, 2021

In keeping with trends, DN saw last year, Toronto, Montreal, and Ottawa continue to be top geographic performers across all factors, including traffic, bounce rate, and time spent on-page.

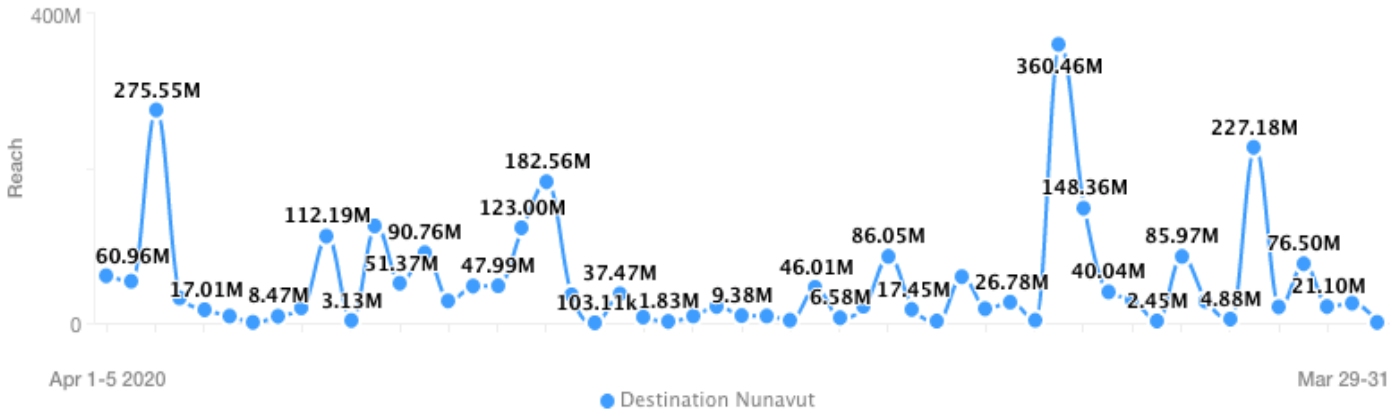
Upon comparing 2019 with 2020, DN found a big difference in Calgary's data, around 5,374 sessions were recorded in 2020, which was only 2,816 in 2019.

Discovering growth in Western Canada has been substantial, as it means DN's reach is expanding and connecting with the audience nation-wide. Notably, Iqaluit is no longer a top traffic source, meaning DN has successfully pivoted to connecting with the identified strategic audience.

Overall, all cities of Canada were able to gain traffic as compared to last year. The 79% traffic was increased in comparison to 2019.

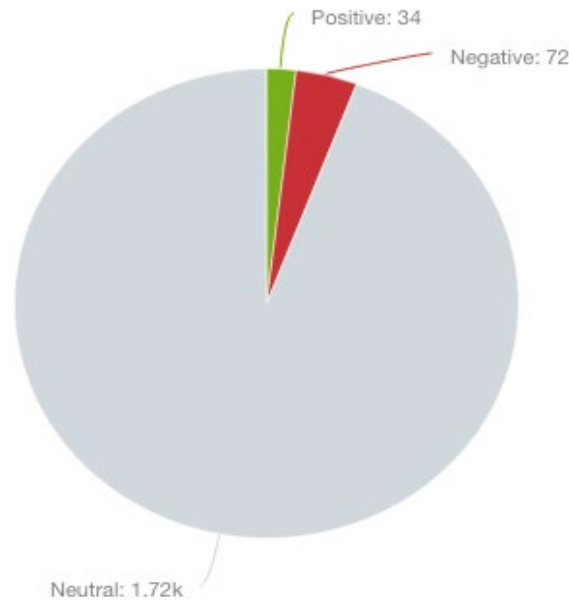
Media & Environmental Scan

Potential Reach



Meltwater Analyze DN Scan Media Exposure April 1, 2020 - March 31, 2021

Nunavut saw a 93% growth in media exposure during this period, with just over 25,000 earned media hits. However, for this period, a lot of these numbers are biased due to COVID-19 reporting. Throughout 2020, when media outlets reported COVID-19 data across the country, Nunavut's 0 case status was consistently referenced. This gave Nunavut far more media exposure than last period and increased the territory's awareness.



Meltwater Analyze DN Scan Brand Sentiment April 1, 2020 - March 31, 2021

DN saw similar patterns with the brand sentiment. This period experienced many negative views towards "Nunavut," but all instances overwhelmingly referenced the COVID-19 pandemic.

DN conducted media monitoring and environmental scanning to gain insights and learnings on perceptions of the territory. The next steps were to establish KPI that would inform media strategy.

Social Media

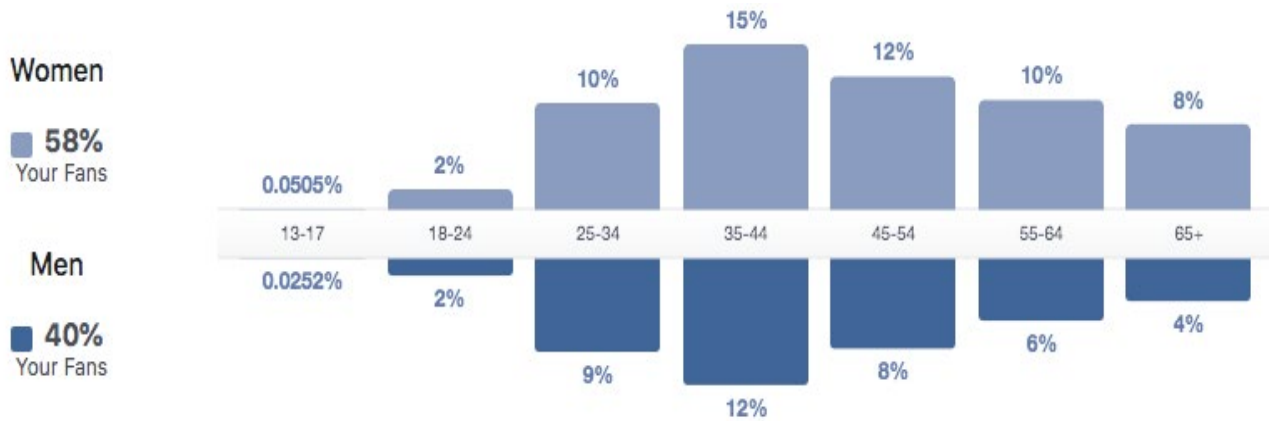
Facebook



Facebook.com Destination Nunavut Insights Followers April 1, 2020 - March 31, 2021

NOTE: Facebook experienced a drop in data collection in December 2020.

This period experienced a 16.9% increase in Facebook followers, with 3,972 as of March 31, 2021. This is a very healthy growth rate.



Facebook.com Destination Nunavut Insights People Followers March 31, 2021

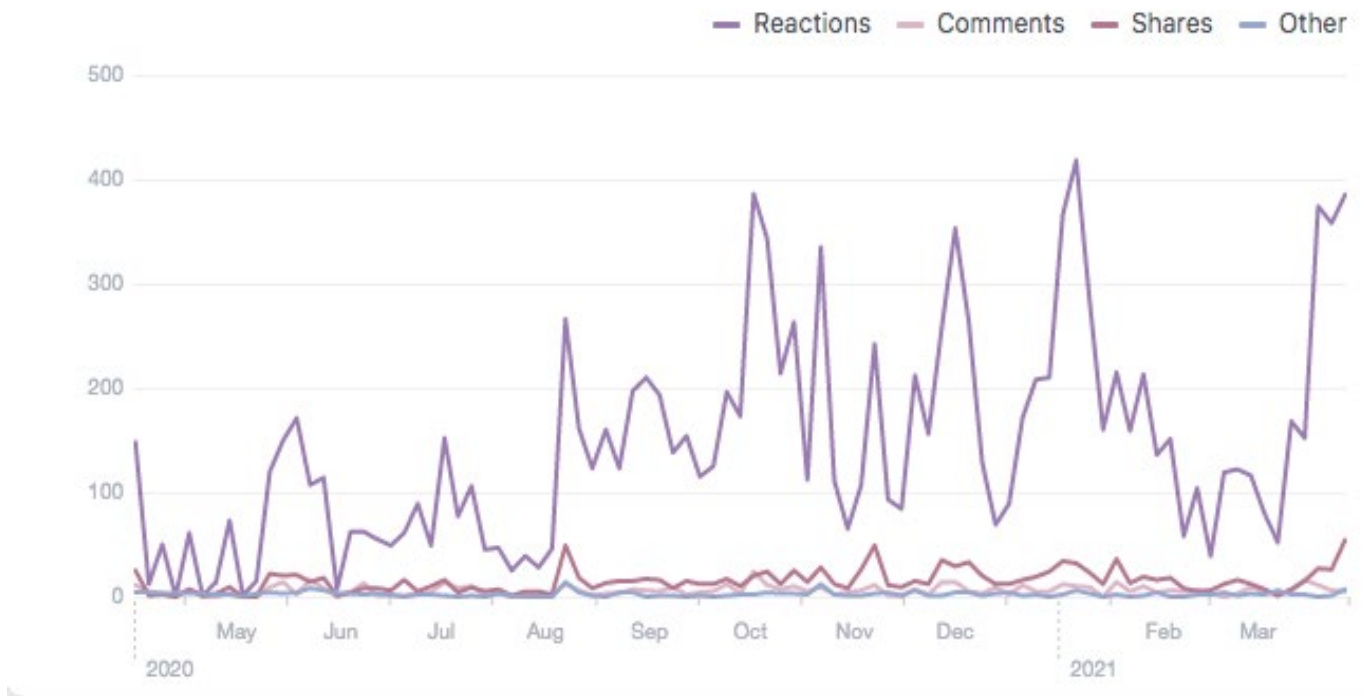
Looking deeper into the Facebook follower base, DN skews younger than the target, with the largest audience aged 35-44. This will be a goal for organic content development to connect with this secondary target audience strategically.

Country	Your Fans	City	Your Fans	Language	Your Fans
Canada	3,363	Toronto, ON, Canada	293	English (US)	2,673
United States of America	187	Montreal, QC, Canada	234	English (UK)	439
France	37	Iqaluit, NU, Canada	187	French (Canada)	283
Germany	24	Ottawa, ON, Canada	147	French (France)	273
Italy	24	Calgary, AB, Canada	87	Spanish	77
United Kingdom	19	Winnipeg, MB, Canada	84	German	28
Mexico	18	Edmonton, AB, Canada	69	Portuguese (Brazil)	27
Australia	15	Vancouver, BC, Canada	68	Italian	25
Algeria	12	Rankin Inlet, NU, Canada	60	Spanish (Spain)	13
Greenland	12	Quebec, QC, Canada	55	Vietnamese	13

Facebook.com Destination Nunavut Insights People Followers March 31, 2021

While a significant portion of Facebook's follower base is from the top cities (Toronto, Montreal, Ottawa), DN saw in the web traffic patterns that Iqaluit still accounts for one of our follower base's largest geographic regions. This is reflective of the engagement from Nunavummiut during the pandemic.

DN experienced steady numbers in local followers, as the messaging pivoted to focus on staycationing caring for each other and showcasing Nunavut arts and culture because of the global health crisis. Future work will aim to move local metrics down as we build more followers that align with our target audience.



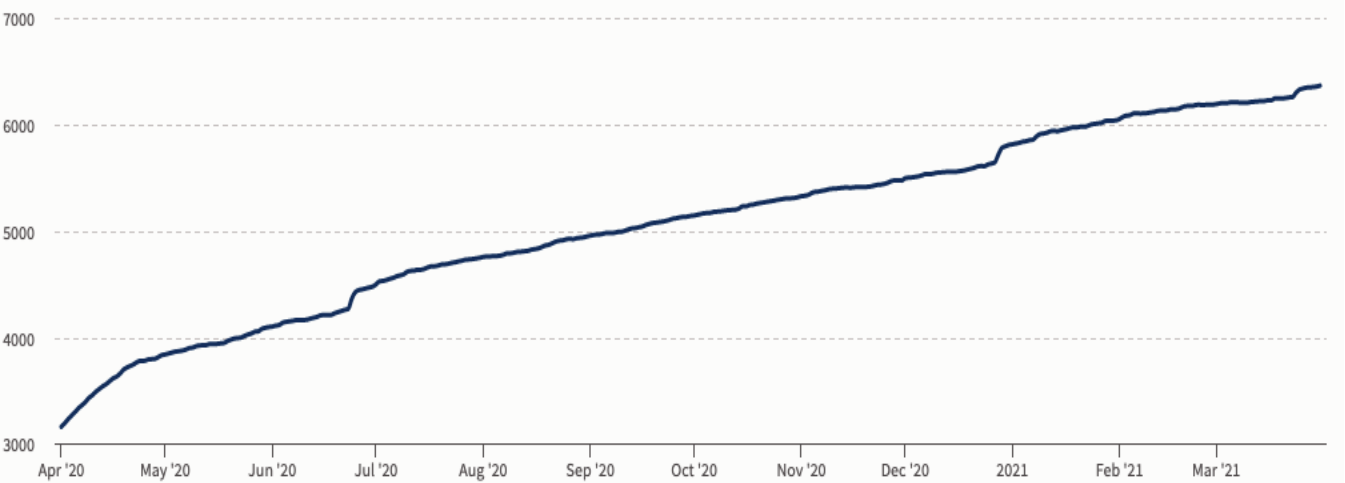
Hootsuite.com Facebook Overview Engagement by Type April 1, 2019 – March 31, 2021

At the start of this period, the engagement took a significant fall. This is in line with the early impacts of the COVID-19 pandemic. Trends changed, and DN's audience was less inclined to engage with travel-related content. However, in the summer, DN regained engagement numbers and have maintained very healthy and stable engagement rates for the rest of the year.

DN noticed a higher engagement pattern during the winter periods, which could be attributable to the strong brand alignment with winter products, and iconography. A trend DN will continue to monitor in the future.

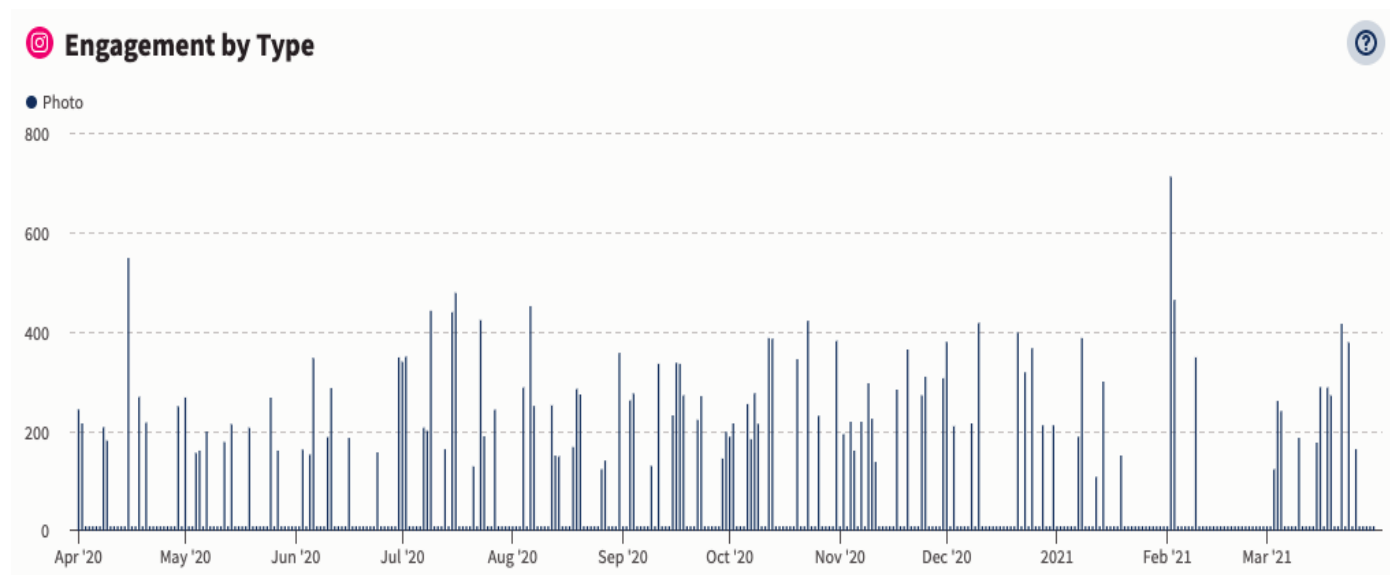
Instagram

 **Followers**



Hootsuite.com Instagram Overview Followers April 1, 2020 - March 31, 2021

Instagram proved to be the platform with the highest growth, with a 90.9% increase than the previous year. As of March 31, 2021, DN's Instagram follower count was 6,251 followers. DN anticipates this growth to continue, as the platform is uniquely positioned for success with the high quality, inspiring, and user-focused content DN is sharing.

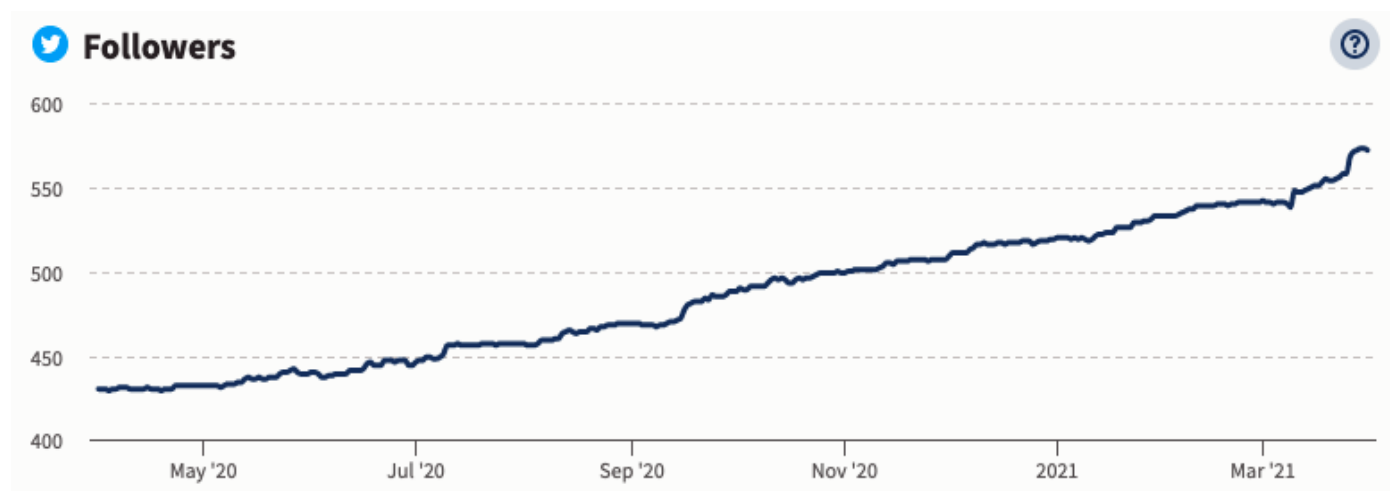


Hootsuite.com Instagram Overview Engagement by Type April 1, 2020 - March 31, 2021

Despite the global health crisis, Instagram engagement was successfully maintained throughout the period. DN sees these engagement numbers on Instagram and not Facebook because Instagram tends to be an "escapist" space. Instagram provided a space to engage and indulge in uplifting global content.

DN successfully strived to maintain a positive narrative by sharing local "caring citizens" stories and transitioning to the guiding phrase "The Spirit of the Arctic will be waiting for you."

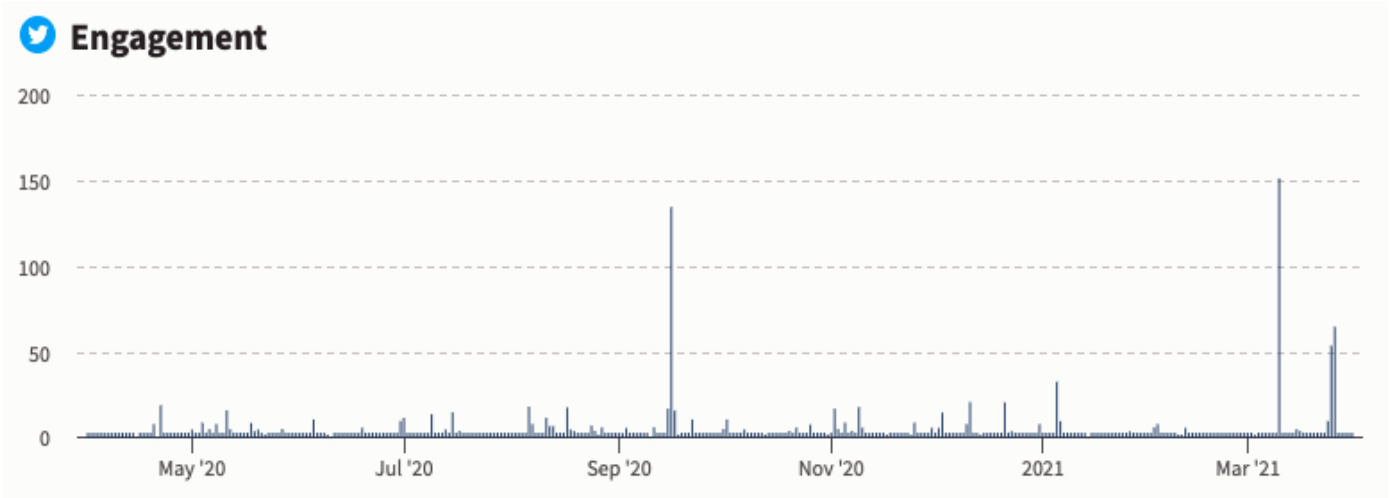
Twitter



Hootsuite.com Twitter Overview Followers April 1, 2020 - March 31, 2021

This period saw similar patterns to the previous period. DN's Twitter has experienced ongoing growth because of content development efforts. However, Twitter remains to have a low return on investment. Therefore, developing a unique content calendar that builds off the platform's unique strengths has yet to be conducted, as the pandemic response took priority for this period.

Despite this, Twitter experienced a 32.3.9% growth over this period, peaking at 573 followers as of March 31, 2021.



Hootsuite.com Twitter Overview Engagement April 1, 2020 – March 31, 2021

Future work will emphasize growing an audience on this platform and leveraging it to its overall marketing goals.

Media and Trade Shows

Event	Location and Dates
IFTM Top Resa	Paris September 2020
BookFair – featuring Canada	Germany October 2020
Rendezvous Canada	Quebec City, May 2020
GoMedia	Victoria August 2020
ITAC Annual Conference	December 2020
TIAC Annual Congress	Ottawa, January 2021

Most Media and Trade shows, conferences, and meetings were canceled, with a few moving online towards the end of the year. DN had collaborated with Destination Canada to increase its presence in the European market and attend some events that would increase the brands' visibility. DN had also

worked and planned to attend together with some Nunavut operators. These events are critical components of DN's tactical plan.

ShopNU and Staycation

As part of the recovery plan, the ShopNU campaign was a territorial initiative in partnership with Nunavut Economic Development Association (NEDA) and Travel Nunavut (TN), encouraging Nunavummiut to shop local and empower the local economy. In response to the pandemic, through ShopNU, DN provided Nunavummiut with information on where to shop and promoted Nunavut businesses such as restaurants and artists to raise local awareness. DN created ShopNU boxes and sold them, putting over \$20,000 back into Nunavut small businesses' pockets in the arts, tourism, and retail sectors.

As part of this initiative, TN launched the StaycationNunavut.ca, a website designed to help Nunavut's tourism businesses. The website gives Nunavummiut an up-to-date trip-planning resource to learn what tourism opportunities exist in their communities and other Nunavut communities and regions. It also allows Nunavut's tourism operators to create new packages and offerings explicitly tailored to local and Northern audiences since these products typically focus on southern travelers.

With borders remaining closed, these initiatives are steps towards recovery for the local industry.

TV Buy

In January 2021, signs began to indicate that Canadians were starting to think about travel again in the future. Wanting to ensure Nunavut remained on the consideration list, DN's secured a 30 second TV spot on CBC in both English and French. The TV ads started airing on January 18 and will continue until March 31. The TV commercial spot features video from all three Nunavut regions, procured from local videographers, and included music by local artists.

Website Rebuild

Starting in 2021, Drupal 7, the platform on which DN's website was built, is no longer supported. Therefore, it became necessary for DN to rebuild its website. This site also needed to be redone to align with the marketing strategy. A new site was constructed and will be ready to launch in March.

Collaboration with Destination Canada and CanNor

COVID-19 has dramatically affected the global economy, especially the tourism sector. DN faces more challenges because it is a lesser-known destination. This creates a need for strategic initiatives that support DN to build back destination awareness. Destination Canada (DC) and CanNor played a big part in assisting DN by contributing funds to support DN. The funds helped in promoting local tourism and content gathering.

Destination Canada's financial support will help accelerate the recovery of the visitor economy in Nunavut. The contribution supports DN marketing activities such as the Spirit of the Arctic Campaign, the hyperlocal campaign.

Marketing Plan

It became apparent that 2020/2021 would be unlike any other year in marketing a destination in early March. DN prepared a marketing plan and updated it to run for three years. This plan reflects that much of the destination marketing work will need to focus on keeping up awareness and adjusting metrics of success while borders are closed. The plan set out specific marketing goals, which include:

- Ensure awareness of Nunavut as a travel destination continues to build even though travel may not be allowed due to border restrictions.
- To create opportunities for DN's target audiences to engage with the brand regularly.
- Diversify the economy by supporting the development and promotion of local, regional, and domestic tourism packages and experiences.
- Develop strategic partnerships to leverage additional resources to help expand DN's marketing reach.
- Increase demand for tourism products, so more Nunavummiut will consider establishing tourism businesses.
- Create affinity or linkages to cultural products such as arts and crafts, music, or film through destination promotion.
- To support innovation and creative ideas as the tourism sector reinvents itself in response to the challenges of the COVID-19 pandemic.

Measurement and Impact

The KPIs set are reflective of the impact COVID-19 has had. And while tourism revenue directly goes in the pockets of Nunavummiut, this did not happen for the majority of 2020/2021, however, there were some positive measurable impacts:

- Growth in awareness and adaptation of #thespiritofthearctic hashtag by visitors, Nunavummiut, and partners

The hashtag is an important measure of engagement on, and it saw continued use by Nunavummiut and potential visitors alike – demonstrating an affinity for the tourism brand.
- Increase engagement experienced positive sentiments such as “I can’t wait to visit”. The platform was used to promote arts and cultural businesses who had online offerings and the ShopNU platform, which directly put investments into small businesses. By using the digital platforms to market Nunavut owned businesses, the audience was leveraged to make purchases directly with non-traditional operators who were unable to sell services at this time. Companies such as Uasau Soap, Ivalu, Kaapittaq Coffee were all featured. Due to privacy, DN is unable to track if sales came directly from its channels, however there is a logical connection from marketing to sales which can be made.
- DN continually saw messages and requests for information about travel to the territory when the time was right, via visitors’ centers and DN’s information email address.
- To support the shift in strategy from actively marketing to destination development, DN invested third party funding of \$140,000 for a community-led content gathering pilot project where videographers travelled to film tourism activities in Pangnirtung, working with local operators and businesses, artists, and community members to showcase the community. The content will be used in upcoming marketing to help promote and increase visitation to the community.
- Destination Nunavut partnered with Travel Nunavut to promote Staycation packages to Nunavummiut

- DN continued to strengthen partnerships with Destination Canada, Travel Nunavut, CanNor to ensure collaboration and a cohesive approach when borders reopen.
- Unique programs such as ShopNU and the social promotion of arts and culture helped prevent some of the impacts of the pandemic, however there was little that could be done to manage the 100% stop in tourism. What DN did was to continue to market Nunavut as a destination with a limited budget. This resulted in a continued awareness of Nunavut as a travel destination. The digital channels continue to see an increase in engagement and positive sentiment. DN expects that operators that will be ready when borders open will have an audience ready to travel.

Conclusion

Early 2020 saw an abrupt halt to tourism throughout the world, and Nunavut was no exception. The halt was artificial, brought about by government efforts to curtail the most pernicious virus the world has seen in a century.

Travel demand is building. Canadians will want to travel when the pandemic ends, and perhaps now more than ever before they will want to visit the far reaches of their own great country. As we have no visitation data to report because tourism was halted, we see evidence of this in Destination Nunavut's engagement and website traffic as well as in reports from the Tourism Industry Association of Canada, the Indigenous Tourism Association of Canada, and Destination Canada.

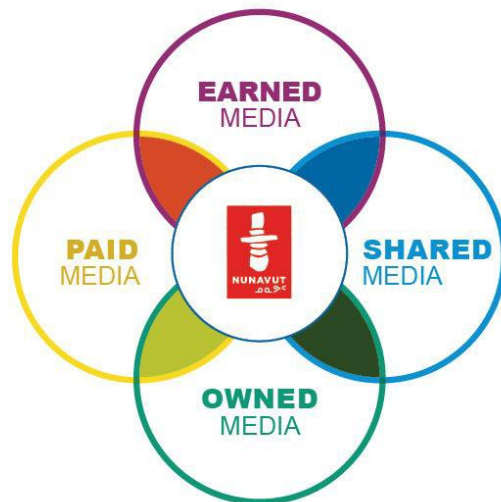
Signs are starting to point us towards the tail-end of the pandemic. The territory's hotels, bed and breakfasts, land-based operators, wilderness lodges, small tour operators, and Nunavummiut who work in the industry and on-board cruise vessels will still be here when the pandemic ends.

In the meantime, the Division will continue to provide funding support through our Community Tourism and Cultural Industries program and will continue to engage with national and territorial stakeholder organizations to ensure continuity of our services, training programs, community workshops, and development initiatives. While it is important to measure the direct impact of tourism marketing expenditure versus its benefits, it is impossible to report on direct money spent in Nunavut as the border remained closed. What can be measured however, is the fact that several of the industry operators were resilient enough to weather the storm and stand ready to welcome the world back to Nunavut in 2021-2022 season.

Global-scale pandemics do not happen often. The impact on the tourism industry, while unprecedented, is temporary. We are hopeful limited tourism operations will return in 2021-2022.

Appendix A

Glossary of Media Terminology (Destination Nunavut)



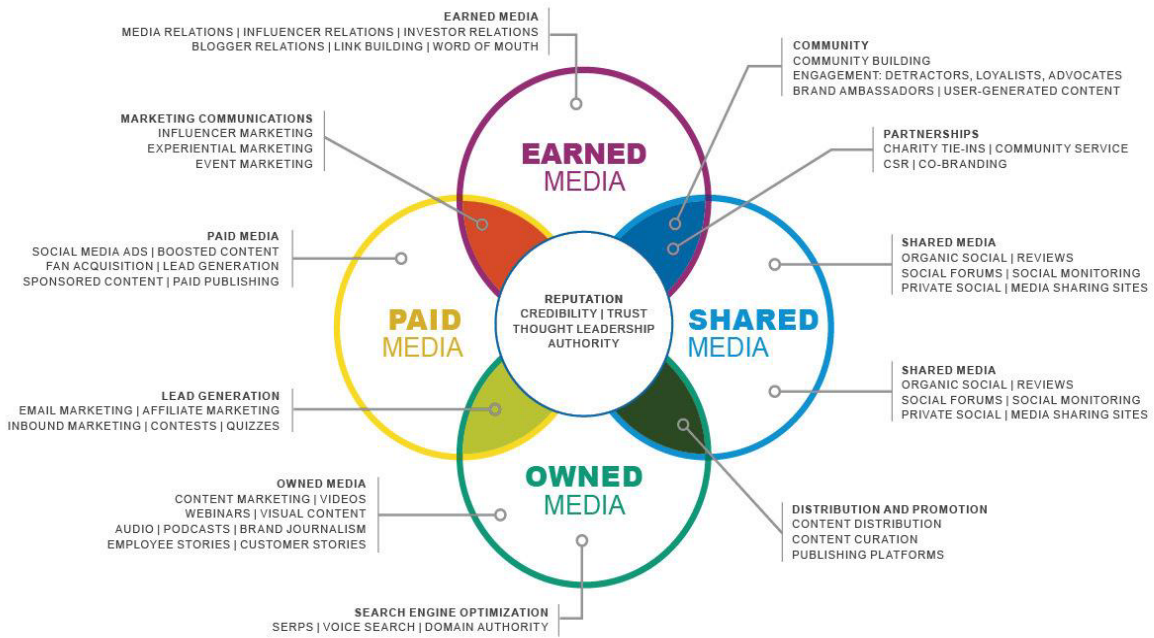
Earned Media - Also called "free media" refers to publicity gained through promotional efforts other than advertising (paid media) or branding (owned media). I.e. it is any material written about a business/product/organization that was not paid for or created by the organization itself and includes word of mouth and media relations.

Paid Media - refers to external advertising that involves a paid placement such as pay-per-click advertising.

Owned Media - is content that is under the organization's direct control such as an organization's websites, newsletters, catalogs and brochures.

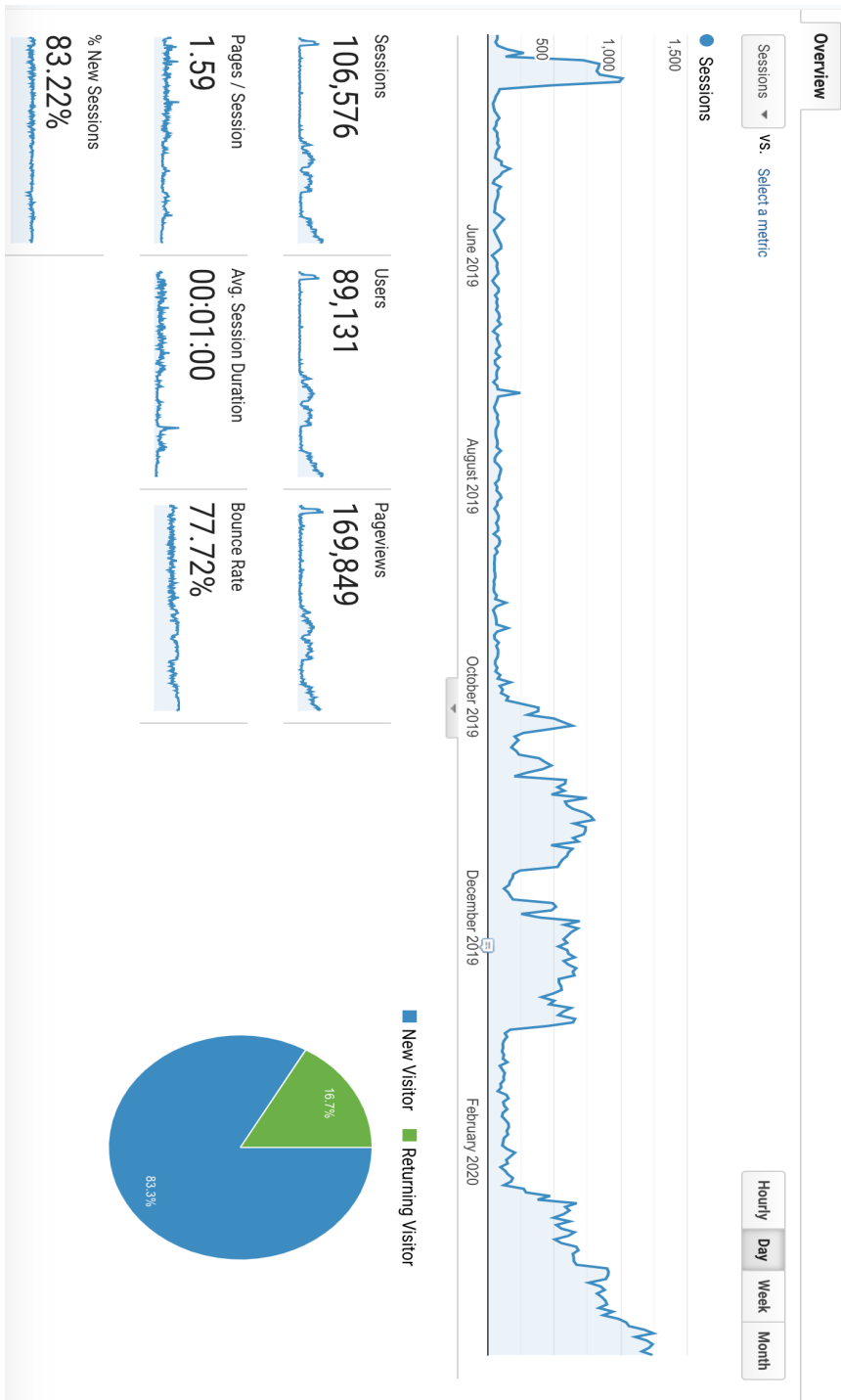
Shared Media - is content that is shared (or "liked") between multiple owners on third party platforms such as Facebook, Instagram and Twitter.

There are some overlaps between the four types of media, as illustrated in the graphic below. A combination of all four types of media affects reputation which is defined as credibility, trust and thought leadership authority.




























Appendix B Enlarged media charts (Destination Nunavut)

Traffic Overview



Acquisition Overview

	Acquisition			Behavior			Conversions		
	Sessions ↑	% New Sessions ↑	New Users ↑	Bounce Rate ↓	Pages / Session ↑	Avg. Session Duration ↑	Goal 1 Conversion Rate ↑	Goal 1 Completion ↑	Goal 1 Value ↑
1  Display	45,122		88,690	91.05%		00:01:00	8.63%		\$22,267.00
2  Organic Search	18,381			62.71%			35.16%		
3  Social	18,308			78.26%			19.31%		
4  Direct	11,918			62.26%			35.57%		
5  Paid Search	8,814			65.01%			33.45%		
6  (Other)	2,797			73.26%			23.88%		
7  Referral	1,236			56.39%			41.99%		
	106,576	83.22%	88,690	77.72%	1.59	00:01:00	20.89%	22,267	\$22,267.00

Media & Environmental Scan

