



**NUNATSIAVUT**  
kavamanga Government



# Nunatsiavut's Tourism Strategy 2014 - 2020

*"Sharing our story, our people, our land."*

Prepared by the Partnership of:





## Message from Richard Pamak

### Minister of Culture, Recreation and Tourism

As the Minister of Culture, Recreation and Tourism, I am very appreciative of all who have contributed to this strategy. The 2014-2020 Nunatsiavut Tourism Strategy is our guiding document, as it was intentionally created in partnership with dozens of community



opportunities to build on the strength of businesses and local talents to accomplish this, we have developed a plan that is user friendly and

By 2020, we are looking at long term development that will showcase our beautiful Land. This document will help prioritize projects and measure progress within the bigger provincial and federal picture.

With the guidance of Nancy Arsenault of the Tourism Cafe Canada and Richard's communications in partnership with Destination Labrador, Hospitality Newfoundland and Labrador Tourism and local community members. We appreciate the support and guidance from our partners which will ensure that we have the

support to put this plan into action.

We will present this document to our communities to share our next steps but more importantly, to demonstrate how this plan will help us work with you toward local goals that promote a quality experience for visitors.

As a remote region with a rich history, we have unique opportunity to invite visitors to join us in authentic opportunities to hear and see our stories. We look forward to working with our partners as we shift our focus from planning to action to make this strategy work for the betterment of our communities and visitors.

Sincerely,

Richard Pamak  
Minister Culture, Recreation and Tourism



## Executive Summary

The Nunatsiavut Government has invested significantly in laying the foundation for long-term community tourism development since they formed an independent government in 2005.

Guided by an initial tourism strategy from 2008 to 2013, over \$25 million of capital infrastructure investment by 2017, plus additional funds to support product and market development, marketing, training and business development, more than 120 initiatives were launched and/or accomplished in six years.

Welcoming visitors from around the world to experience the beauty of the Labrador Inuit, the people in Nunatsiavut are proud to share their traditions, culture, heritage and breath-taking natural environment. Creating life-changing visitor experiences, delivering authentic, engaging, personal experiences, can be the legacy for connecting with visitors from around the world and sharing the Inuit culture, traditions and traditional lands. But, tourism must be developed in ways that simultaneously strengthen the people and businesses with the host communities.

As a northern region isolated communities, accessible only by air, boat or snowmobile in the winter, tourism in Nunatsiavut must be developed in ways that delivers value to niche market travellers.

In Labrador, as a tourism sub-region of the province, beyond the investment in the Trans-Labrador Highway, Nunatsiavut has made the most significant tourism investments in Labrador in the past five years. The achievements to date are a result of vision, a focus on community and the sustainability of the people, and a commitment to collaborative actions, building partnerships, sharing investment and risk,

Development is not about speed, volume and mass markets. It is about a careful strategic investment path that builds the human resource capacity, supports entrepreneurs, creates jobs, and targets project funding to grow tourism responsibly, sustainably.

***Tourism will succeed when businesses and communities succeed.***

and striving to establish more profitable businesses.

The purpose of the 2014 Tourism Strategy Refresh is to acknowledge the past and set the stage for the future.

This strategy sets forth a new vision, mission and values that, combined with five strategic pillars provide the framework for prioritizing projects and investments, will generate the greatest return on investment. Based on defining Nunatsiavut's 'ideal guests' and a tourism investment cycle, the early years of organic growth will now be aligned between communities, in Labrador, the province, and Canada.

The people of Nunatsiavut have much to be proud of; yet there remains much to be done. This strategy must be a living strategy, one that seizes opportunities and adjusts to challenges not known today. It is for this reason the introduction of a performance framework and assessing Nunatsiavut's tourism goals against their key provincial and federal partners is proposed to ensure optimal alignment, growth and opportunity is realized.



## Acknowledgements

The development of this 2014 - 2020 Tourism Strategy Refresh was guided by Dave Lough, Deputy Minister for Culture, Recreation and Tourism & Director of the Torngâsok Cultural Centre. The project team, facilitating the process included Dr. Nancy Arsenault of the Tourism Cafe Canada, Richard Innes of Brain Trust Marketing and Communications and Jillian Larkham, Experience Development Officer and Kristy Sheppard, Director of Tourism, with Tourism Nunatsiavut.

The Nunatsiavut Advisory Committee played a vital role throughout the 9-month process (October 2013 - June 2014), providing valuable feedback, insights and advice to the strategic directions and tactical priorities for this plan. Special thanks are given to: Susan Nochasak, Nunatsiavut Government Ordinary member, Frances Murphy, Torngat Arts and Crafts, Gary Baikie and Jenna Andersen, Torngat Mountains National Park, Ashley Shiwak, Rigolet Inuit Community Government, Wayne Broomfield, NG Solutions, Peter Adams, President & CEO Nunatsiavut Marine, Patty Dicker, Amaguk Inn, and Randy Letto, Destination Labrador.

In addition, 26 individuals provided valuable insight from the operational, to strategic, to regional levels. Special thanks goes to: Ashley Shiwak, Tourism Manager, Town of Rigolet, Chantelle Andersen, Makkovik Craft Centre and Artisan, Colleen Kennedy, Executive Director, Gros Morne Cooperating Association, David Igloliorte, Facilities Manager and Heritage Interpreter, Hopedale Moravian Mission Complex, Derrick Pottle, Fisheries and Oceans, Carver and Bear Safe Inc., Dr. Heather Igloliorte, Professor, Concordia University, Frances Murphy, Torngat Arts & Craft Centre Manager, Gary Baikie, Visitor Experience Manager, Torngat Mountains National Park, Gus Semigak, Heritage Carpenter, Hebron Church Complex, Jane Shiwak, Rigolet Craft Shop and Net Loft, James Thorbourne, President and CEO, Nunatsiavut Group of Companies, Jamie Brake, Archeologist, Nunatsiavut Government, Geoff Hancock, Field Unit Superintendent, Parks Canada Western NL Field Unit, Johannes Lamp, former Minister of Culture, Recreation and Tourism, Isabella Pain, Deputy Minister of the Nunatsiavut Secretariat, Malve Petersmann, Exhibits and Visitor Experience Co-ordinator, Torngâsok (Illusuak) Cultural Centre, Nancy Rose, Welcome Staff, Nunatsiavut Assembly Building, Patty Dicker, Amaguk Inn, Capt. Peter Adams, President and CEO Nunatsiavut Marine, Northern Ranger, Peter Deering, Resource Manager, Western NL, Parks Canada, Phillip Earle, CEO Air Labrador, Sandi Michelin, Sinittavik Bed & Breakfast, Sandra Flowers, Community Volunteer, Rigolet Heritage Society, Terry Rice, Makkovik Town Manager, Tim McNeill, Deputy Minister of Education and Economic Development, Nunatsiavut Government, Vanessa George, Marketing Manager of Cruise NL, and Wayne Broomfield, Manager, NG Solutions.

The Nunatsiavut Tourism Strategy had the unique opportunity to run parallel with the Labrador Tourism Destination Development Visitor Appeal Appraisal which resulted in a destination development plan for tourism in Labrador aligned with the provincial goals for tourism by 2020 articulated in the document *Uncommon Potential: A Vision for Newfoundland and Labrador*. A 21-member Advisory Committee provided project oversight with this project and included six individuals representing northern Labrador: Gary Baikie, Parks Canada, Wayne Broomfield, NG Solutions, Dave Lough and Jillian Larkham, Nunatsiavut Government, Herb Brown, Birches Gallery, Peyton Sterling, Labrador North Chamber of Commerce, and Phillip Earle, Air Labrador.

Finally, special thanks are provided to the staff and representatives from Destination Labrador, the Department of Tourism, Culture and Recreation, the Department of Innovation, Business and Rural Development, Hospitality Newfoundland and Labrador, the Atlantic Canada Opportunities Agencies and the Nunatsiavut Education and Economic Development staff, including Minister Patricia Kemuksigak who participated in online presentations, providing valuable input that helped shaped this strategy.



## Table of Contents



1.6 The Tourism Investment Cycle	6
2. The Tourism Barometer	7
2.1 Major Accomplishments: 2006 - 2013	7
2.2 Significant Projects in Progress: 2014 - 2020	9
2.3 Current Situational Analysis	11
2.4 Aligning with Others	13
3. The Road Ahead 2015 - 2020 Priorities	14
3.1 Preserve & Celebrate the Labrador Inuit of Canada	16
3.2 Building a Visitor Economy	18
3.3 Sustainable Communities: Building Capacity	20
3.4 Collaborate to Compete	24
3.5 Operational Excellence	27
4. Implementation: A Bias for Collaborative Action	29
Appendix 1: Strategic Alignment	30



[www.tourismnunatsiavut.com](http://www.tourismnunatsiavut.com)

## 1. Introduction, Vision & Mission

### 1.1 Vision

We welcome visitors from around the world to experience the culture, heritage and the profound natural environment of Nunatsiavut.

### 1.2 Mission

Tourism Nunatsiavut fosters a spirit of partnership and collaboration between visitors, hosts, host communities and business partners.



Salikuluk Rose Island



Expedition Cruise Shore Program at Hebron Harbour



Throughout the region. Sustained through healthy initiatives designed to grow the industry, and increase benefits to communities and the Labrador Inuit.

### 1.3 Values

- We respect and honour the Inuit, their stories, knowledge, language, history and heritage.
- We share our stories with our children, grandchildren and visitors so they may learn the ways of the past as a foundation for building the future.
- We foster meaningful connections with the Inuit and special places through engaging visitors in authentic, memorable experiences that touch the hearts and minds.
- We innovate, co-create, and collaborate in building a responsible, sustainable tourism industry through profitable partnerships with those who share our interests and values.
- We earn trust through honest, transparent communications with visitors, hosts, host communities and business partners.



- We celebrate success and strive for excellence through supporting each other, taking ownership and responsibility.



## 1.4 Five Strategic Pillars for Tourism

Five strategic pillars form the foundation for tourism investment and development in Nunatsiavut. They are designed to be used as part of the decision-criteria for project funding in future tourism initiatives. Chapter 3 of this strategy provides the range of tactical investments that provide guidance on 'how' to bring these pillars to life to strengthen community capacity and create memorable experiences for the visitor, the host businesses and host communities.

The symbolism of a house was purposefully chosen to represent the need for an holistic approach to community tourism development - one that advances all five pillars together to achieve the desired outcomes.

- 1. Preserve and celebrate the Labrador Inuit of Canada:** Nunatsiavut has the unique potential to tell Canada's Inuit story while preserving and sharing their history.
- 2. Focus on the visitor economy:** The visitor economy focuses on everything that attracts visitors to a destination; everything that makes a place special, distinctive and capable of engendering pride and interest in a place worth visiting.
- 3. Tourism is one element of a sustainable community:** The ability to develop a viable tourism industry will only be as strong as the communities who welcome guests, and the businesses and people who create and sell memorable visitor experiences.
- 4. Collaborate to Compete:** Building a tourism industry requires a strong synergistic relationship with community economic development, inter-community collaboration, and a shared vision, complete with business models and networks within, and between the Nunatsiavut communities.
- 5. Operational Excellence:** Operational excellence reflects the efficiency and effectiveness of the Nunatsiavut Government's investments in tourism, and specifically, the Department of Culture, Recreation and Tourism and the projects they fund and/or support.



## 1.5 Nunatsiavut's Ideal Guests

The priority visitor profiles for Nunatsiavut, based on the Canadian Tourism Commission's Explorer Quotient Research<sup>1</sup> (EQ) are Authentic Experiences and Cultural Explorers, are:

**Authentic Experiencers** are typically understated travellers looking for authentic, tangible, engagement with destinations they seek, with a particular interest in understanding the history of the places they visit. Travel is best enjoyed when there are opportunities to connect with locals, engage in shared experiences and engage in some active, hands-on activities. With a higher-than average education level, 31% are 35 - 54, 51% 55+ years. The average trip length is 12.7 nights overall, per party spend per trip \$3,189 overall or \$3,859 for long-haul visitors.

**Cultural Explorers** are defined by their constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit. Travel is best enjoyed when it is interactive, cultural immersive, involves active adventure, shared experiences, opportunities to shop, enjoy festivals and special events, free time to explore and travel that is environmentally and socially responsible. With a higher-than average education level, 47% are 35 - 54, 26% 55+ years. The average trip length is 10.4 nights with an average spend of

*The global demand for travel experiences that resonate on a deeper emotional level is driving travel brands to develop product that is more adventurous, more personalized, and more attuned to location culture, inspiring consumers towards a path of self discovery.*

Skift & Peak Advent



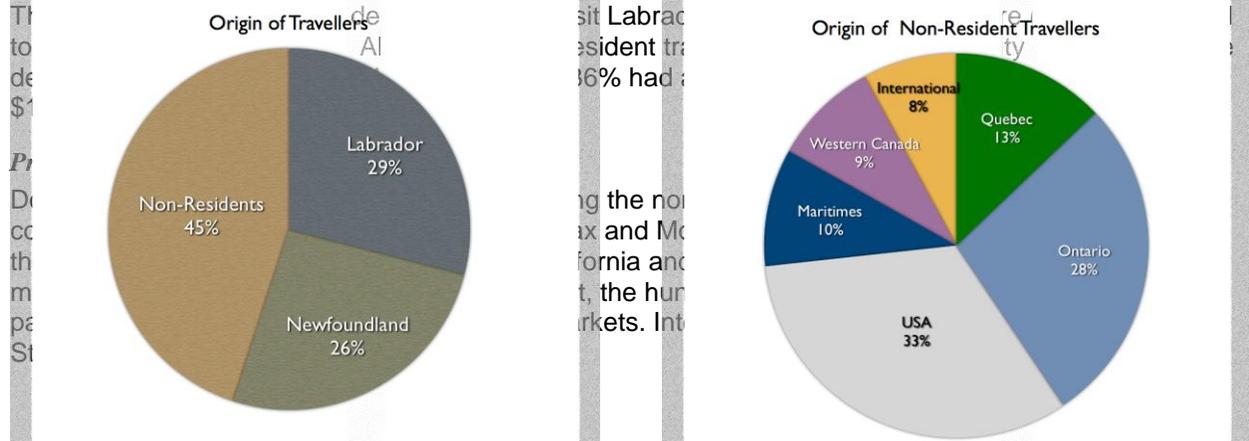
Universal Helicopters. Photo: [www.uhnl.nf.ca](http://www.uhnl.nf.ca)

<sup>1</sup> Canadian Tourism Commission (2012). *Explorer Quotient toolkit*. Retrieved from: [http://mssoc.convio.net/site/TR/BikeTour/BCandYukonDivision?pg=team&fr\\_id=3182&team\\_id=38713](http://mssoc.convio.net/site/TR/BikeTour/BCandYukonDivision?pg=team&fr_id=3182&team_id=38713)



**Provincially, the visitor type with the greatest potential for Labrador is touring and explorer travellers.** Seeking sightseeing and soft-adventure experiences, these curious travellers see themselves as increasingly sophisticated and experienced travellers, seeking more unusual places and experiences off the beaten track. Interested in discovering and experiencing the unspoiled natural environment they enjoy everything from nature viewing to cultural experiences to hiking, birding, and whale-watching. Well educated, with a higher than average household income, they are singles and couples in the pre- and post-full nest stage of the family life cycle, and tend to be in two age groups: 25 to 34 and (skewed) 45+ years of age.<sup>2</sup>

**In Labrador,** the 2011 Labrador Travel Survey confirmed non-residents comprise 45% of the travel market and Americans, 33% of the non-resident travellers<sup>3</sup>.



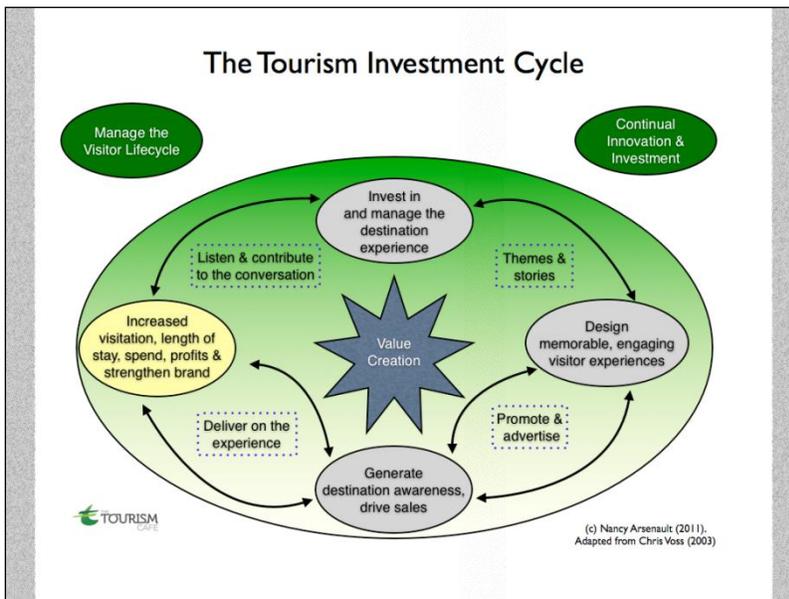
<sup>2</sup> [http://www.tcr.gov.nl.ca/tcr/tourism/tourism\\_marketing/target\\_markets.htm](http://www.tcr.gov.nl.ca/tcr/tourism/tourism_marketing/target_markets.htm)

<sup>3</sup> MQO Research. (2012, June). *Labrador travel survey final report*. Document provided by Destination Labrador.

*Labrador must be managed holistically, with tourism as a major player at all developmental discussions – it is one element, and a revenue generating industry that can add important considerations to the social and development of the region.*

Tourism Development Visitor Appraisal Assessment for Labrador: June 2014.

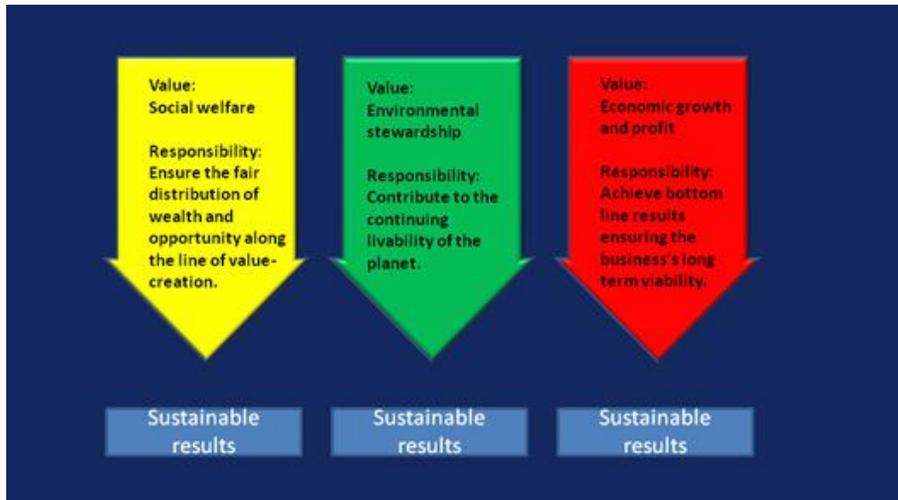
### 1.6 The Tourism Investment Cycle



The tourism investment cycle is a continual process of innovation, value creation, investment and managing the visitor lifecycle against the five foundational pillars to grow tourism in ways that delivers memorable visitor experiences. Respecting and honoring the past, sharing the traditional ways of life and connecting to the present are all essential elements. Done well, a new future for stronger communities and visitor experiences can be celebrated.

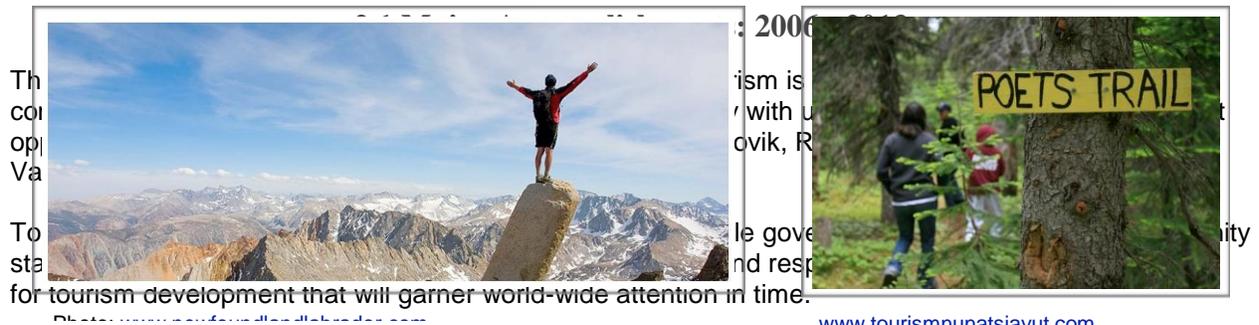
Tourism in Nunatsiavut will be successful when value is created in ways that drives benefits to the visitor, the Labrador Inuit and the

businesses and communities. Implicit in this framework are the principles of social, environmental and economic sustainability needed for businesses and communities to thrive.



## 2. The Tourism Barometer

While people have lived on the land for over 7000 years, from a tourism development lens, Nunatsiavut as a visitor destination is young and must be supported as an emerging destination, within an emerging destination - Labrador.



Driven by passion and a desire to respect its people, protect its legacy, and tell its stories, Tourism Nunatsiavut (TN), with its partners and community stakeholders has accomplished much six years since the first tourism strategy was released in 2008. The diversity, scope and investment to date is laying the foundation for future community and tourism development and gains in visitation.

Key accomplishments, led by the Nunatsiavut Government, funding partners, and community stakeholders include:

- Establishing the Department of Culture, Recreation and Tourism in November 2006, and hiring the first staff member in April 2007;
- Creating the Nunatsiavut Group of Companies (NGC) from the former Labrador Inuit Development Corporation & Capital Strategy Trust in 2010 - 2011, that now manages a range of assets the most significant for tourism include: Air Labrador, Universal Helicopters, NG Solutions, and managing the marine contract for the Northern Ranger;
- Securing and leveraging millions of multi-partner dollars in support of significant culture, heritage and business development projects including: establishing Base Camp (\$4.5M), Torngâsok

<sup>4</sup> Nunatsiavut Tourism Implementation Plan (to 2014), DRAFT 10-March-15

(Illusuak) Cultural Centre (\$16M), the Hopedale Moravian Mission Complex (\$2.5M), Hebron National Historic Site restorations (\$2.5M), the Rigolet Boardwalk and the Makkovik Walking Trail (\$480K), plus a multitude of smaller culture and heritage projects;



Torngat Base Camp and Research Station



Expedition Cruise Hike in the Torngat Mountains

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- Taking responsibility as a NG for tourism development in 2008-09 when strategic plan was supported by Executive Council and Tourism Nunatsiavut's mandate was completed;
- Worked with partners to identify funding for identified projects, including support for Base Camp Tourism Experiences, guide certification program, entrepreneurial development, and other relevant projects.

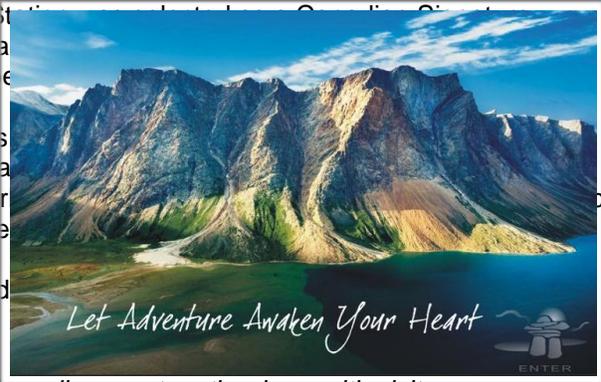
In all, over 120 specific strategies and tactics all designed to establish Nunatsiavut as an ideal tourism destination in a respectful and responsible manner have been advanced, completed, or are at the staging phase.

**Honors and Accolades**

In 2011 Torngat Mountains Base Camp & Research Station was named a 'Top 100 Canadian Scenic Sites' Experience by the Canadian Tourism Commission, Canada placing them among a collection of 183 of Canada's best

'Base Camp' as it is popularly referred to offers guests special places and stories of Labrador Inuit life, their land. Canada in 10 countries internationally to show the world in the collection, which is accompanied by seven more

In 2014 the Educational Travel Community recognized



*"Inuit elders and youth from Nunatsiavut and Nunavik come together here with visitors, researchers and Parks Canada staff to share adventures and connect with their Inuit homeland. This is Torngat Mountains Base Camp and Research Station, ideal Canadian Scenic Site experiences. The rhythm of a traditional Inuit way of life."*



Park for their responsible tourism practices. In the process honored they wrote:

**2.2.1 Torngâsok (Illustration)**

Targeted to open language, traditional culture of the Labrador theatre, a café, and be a multi-generational the first modern and to the people of the in the history of Labrador

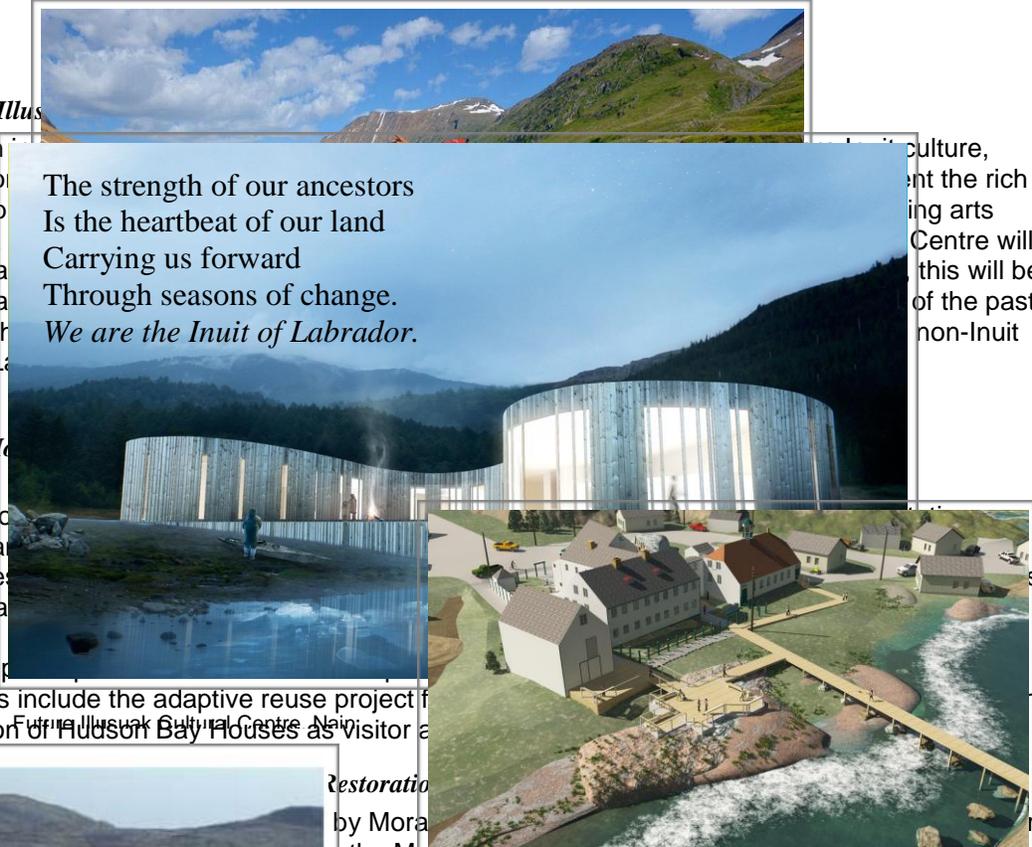
The strength of our ancestors  
Is the heartbeat of our land  
Carrying us forward  
Through seasons of change.  
*We are the Inuit of Labrador.*

culture, present the rich ing arts Centre will this will be of the past, non-Inuit

**2.2.2 Hopedale Memorial**

The Hopedale Memorial Centre, church, and wooden structures in Northern Labrador

Funds are being brought together. Projects include the adaptive reuse project for and reconstruction of Hudson Bay Houses as visitor



2. Restoration  
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C



Restoration by Moravians of the Inuit in northern Labrador. The station was also an educational, commercial and medical

Hebron Mission National Historic Site Church

**2.2.4 Rigolet Archaeology Project & Sod House**

Nunatsiavut archaeologists believe the Double Mer Point site dates back to 1760-1800 BC (Thule). In 2013, archeologist Dr. Lisa Rankin excavated here will provide and opportunity to engage with an archeologist on a dig. Once the world's second longest boardwalk is complete there is a plan for a Inuit traditional camp at Double Mer point. This camp is one of the top 3 high priority projects for the 5-year tourism strategy.

**2.3.5 Makkovik Walking System**

An historic walk along Poets Path, one enjoyed by the Moravians years ago is being enhanced for the general public. The south portion was completed in 2013 from Ellen's Barren Park to Hebron, followed by the northwest portion. Currently progress is being made on sights and interpretive panelling that will be flexible enough to highlight different community events as well.

**2.3.6 Nain, Old Town: NunatuKak**

Still in the conceptual stage, NunatuKak is one of the richest archeological sites in Labrador and the heart of Nain. Creating a visitor welcome area and pedestrian link to the Torngâsok (Illusuak) Cultural Centre, the Old Town can become a hub of economic activity, heritage preservation and community pride. In collaboration with involved local groups, the Nunatsiavut Government, Provincial Social Services and Community Affairs Departments, the plans to repair, stabilize and ensure the adaptive new use for the Mission House, Mission School and unused Municipal Structures is enroute. Businesses and facilities can enhance the retail opportunities, the heritage potential and become a new home to the Arts and Crafts Centre, complete with accessibility, storage and workshop space.

**ational Park Designation**

- UNWTO's Practical Guide to Tourism Destination Management (2007).
  - A global perspective on successful elements of destination management.
- Canadian Tourism Commission's Explorer Tourist Motient Research (2011 & 2012).
  - Customer profiles on 9 traveller types from key Canada, USA and key international markets.
- Government of Canada Federal Tourism Strategy. (2011).
  - Profiles the key directions for Canada's tourism industry.
- Province of Newfoundland and Labrador's Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (2009).
  - Sets for the strategic direction for tourism in NL based on 7 goals for doubling revenue by 2020.
- Tourism Destination Visitor Appeal Appraisal for Labrador (2014).
  - Opportunities and recommendations for Labrador tourists' the next decade is presented in 17 key findings recommendations with benchmark data.
- Postville Tourism Heritage Plan (2014). Rigolet 5-Year Tourism Strategy (2013).
  - Community based development plans.



2012 and are working on their Visitor Experience Plan for future engagement and community development opportunities in Red Bay and the neighbouring Saddle Island to entice visitors to come and stay longer.

### 2.3 Current Situational Analysis

The 2008 initial Tourism Strategy has served the region well. Guided by seven strategic goals it provided the initial direction for investment in infrastructure, activities, services, people and programs. Six years later and \$25+M in infrastructure investment, new government policies, a proactive approach to tourism development, combined with the training, business support, product and market development, Nunatsiavut's potential grows annually.

The Inuit experience in Nunatsiavut adds a unique element to Labrador, the province and Canada and an opportunity to attract more Newfoundlanders, national and international travellers that are enticed by the lure of the north and connecting with the culture, land and traditions of the northern Inuit. Yet despite the long-term potential, there are several short-term challenges that must be strategically addressed and managed to realize the desired tourism growth over the next decade. A SWOT (strength, weaknesses, opportunities and threat) analysis identifies a number of key variable impacting the internal and external environment for tourism growth.

Sections 3.1 through 3.5 provides a summary of the projects identified through the tourism strategy refresh process. Each strategic pillar has a number of short and long-term projects that will guide investment and development and strengthen Nunatsiavut's contribution to the provincial goals in the Vision 2020 strategy. The section concludes with a chart that highlights the product concept, development and launch phases for each initiative.

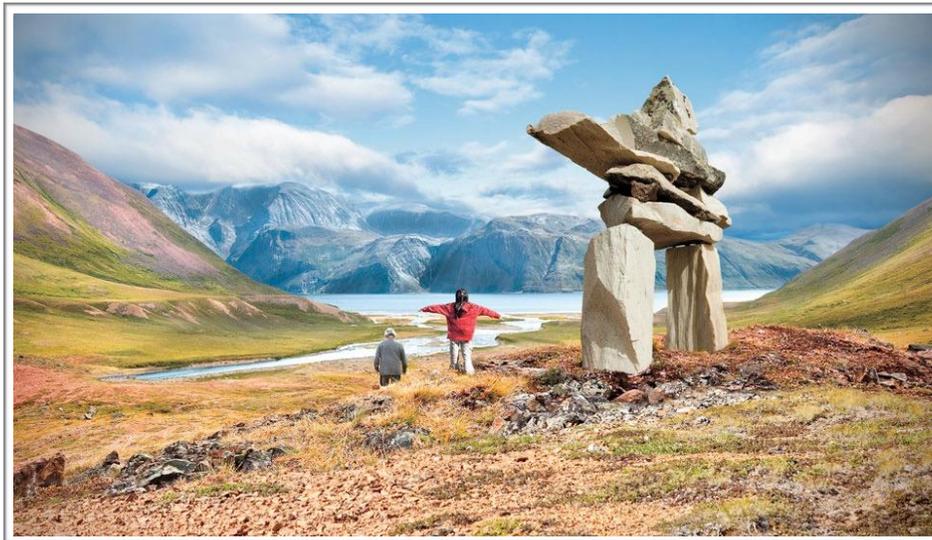


Photo: [www.newfoundlandlabrador.com](http://www.newfoundlandlabrador.com)



<i>Helpful to advancing tourism</i>	<i>Hindering tourism development</i>
<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Commitment by NG, NGC and the LICST to strong communities through sustainable business</li> <li>• NGC's business model and ability to retain business within Air Labrador, Universal, NG Solutions and the Northern Ranger for tourism</li> <li>• Only place in Canada celebrating Inuit as a priority tourism focus</li> <li>• Base Camp garnering international recognition and awards</li> <li>• Significant heritage assets, varied histories and stories from the Inuit, to the Moravian missionaries, to the Hudson's Bay Company</li> <li>• Torngat Mountains National Park, the Northern Lights</li> <li>• Strong multi-government leverage of investment dollars</li> <li>• Unique sub-arctic experience</li> <li>• Labrador arts and artisans</li> <li>• Government &amp; business meetings market</li> <li>• Professional tourism team at NG and realistic commitment growing community capacity</li> <li>• Nain's grassroots tourism activities since the 1970s with the museum, craft shop &amp; artisans</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>• Accommodations quality relative to Newfoundland</li> <li>• Diversity of food and beverage options</li> <li>• Consistent, quality, market ready product</li> <li>• Limited understanding of the tourism industry</li> <li>• Lack of community differentiation with the visitor experience to tell a more holistic story of the Inuit</li> <li>• Cost of travel</li> <li>• Weather impacts</li> <li>• Online presence for most businesses, limited knowledge/skills for social media</li> <li>• Organic growth, need for business models</li> <li>• Lack of understanding about the customer</li> <li>• Training not leading to application in many cases</li> <li>• Can't keep up with demand for sealskin products</li> <li>• Northern Ranger vessel reliability (to be improved by 2016)</li> <li>• Historically poor treatment/perception of the Inuit takes time to overcome and build trust</li> <li>• Labradorite art not being produced and sold in Labrador</li> <li>• Communities at different stages with tourism development.</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Layering revenue generating activities and programs onto existing infrastructure and places</li> <li>• Develop and position on value, rather than compete on price</li> <li>• Private corporate retreats</li> <li>• Custom packaging, flights, regional experiences</li> <li>• Establish NG Solutions as the regional tour operator and online booking company</li> <li>• Investments consider the broader economic impacts to communities, people, and tourism</li> <li>• Explore a tiered investment approach in the arts and crafts community</li> <li>• Identify themes, products, stories, activities and infrastructure needs unique to each community, avoiding duplication to create reasons to visit</li> <li>• Integrated learning plans that support business learning and application</li> <li>• Packaging multiple community experiences together</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Limited population base and small communities mean capacity must be carefully defined and developed focused on value over volume</li> <li>• Some not feeling the benefits from tourism, such as cruise, provide enough return on investment</li> <li>• Need to be market-responsive as a tourism business and meet norms for response time, product quality, availability, insurance, marketing, etc.</li> <li>• Difficulty in securing affordable insurance</li> <li>• Volume of visitors while growing, remains low</li> <li>• Lack of understanding about the emerging potential in NG provincially and within NG communities</li> <li>• Emerging destination, businesses still require government investment to grow their capacity</li> <li>• Lack of community transportation and visitor focus when guests arrive in communities</li> <li>• Limited understanding of grant programs and opportunities, how to apply and benefit</li> <li>• Loss of language and traditions skills with younger generations</li> </ul>



## 2.4 Aligning with Others

The demand for travel continues to increase and the competition is fierce. Travellers will continue to have unprecedented choice in their travel options. Tourism Nunatsiavut's foray into staking a claim in the domestic and international tourism markets has been done against the backdrop of a dynamic and changing landscape. Continued success requires that we remain open to change and innovation. Travelers in this seamlessly connected era, from backpackers to billionaires, want to feel inspired by the places they visit and the people they meet, while pushing past preconceived notions of different cultures and far beyond becoming more dynamic and informed citizens.



Careful reflection has gone into considering the content of this tourism strategy to reflect the international best practices and alignment with national, provincial and regional tourism strategies, research and initiatives. A total of 193 documents, plans and report reviewed in conjunction with this strategy listed in a full bibliography found supporting Technical Document that resides with Tourism Nunatsiavut.



Photo: Sarah Baikie Rinolet

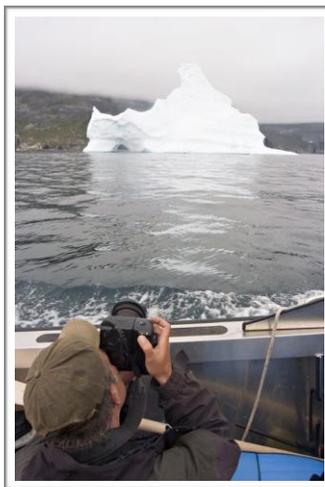


Photo © Chris

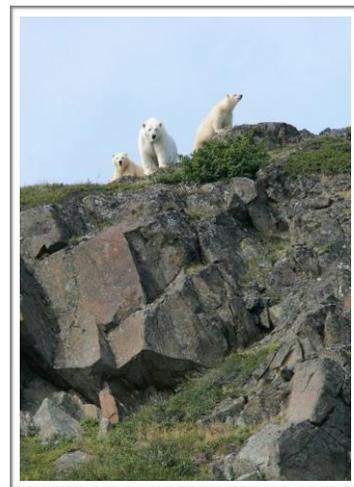


Photo © Heiko



### 3. The Road Ahead 2015 - 2020 Priorities

While people have lived on the land for millennia, from a tourism development lens, Nunatsiavut is one of Canada's last untouched frontiers. Tourism development must be supported as an emerging destination within Labrador which, relative to the province, is also an emerging destination.

Labrador is projected to experience unprecedented growth in the next decade due to:

- Completing of the Trans-Labrador Highway;
- Generating international awareness of Labrador due to the UNESCO World Heritage designation of Red Bay National Historic Site (NHS);
- Replacing of the Northern Ranger and Apollo ferries; and
- Designating the Mealy Mountains National Park (NP).

In Nunatsiavut specifically:

- Opening of the Nain Torngâsok (Illusuak) Cultural Centre and the future Old Town Development;
- Completing the Hopedale Moravian Mission Complex, Hebron National Historic Site, the Rigolet archaeology project and sod house construction and the Makkovik Walking Trail;
- Increasing awareness for the talent of the Labrador Inuit artisans;
- Developing visitor experiences in all five Nunatsiavut communities that invite Newfoundlanders, Canadians and international travellers; and
- Strengthening Nunatsiavut's reputation as a 'must visit' destination for travellers seeking a 'once-in-a-lifetime sub-arctic' travel experience.

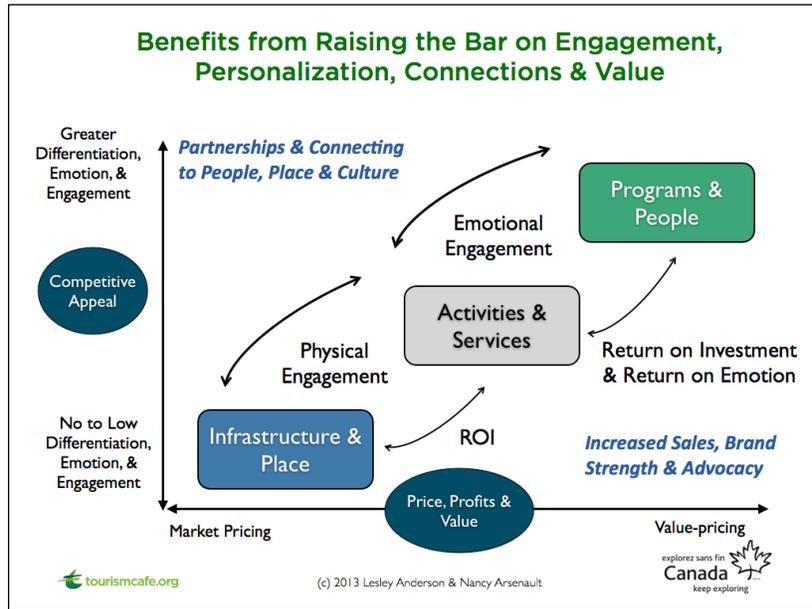
***If Labrador is the jewel in the provincial crown, then Nunatsiavut's labradorite is the gemstone.***

Success in driving new market interest and international visitation will be contingent on a number of variables:

- Communities, councils, citizens and businesses understand the value of tourism, what visitors are seeking, how their community can uniquely contribute to creating memorable visitor experiences;
- Learning to compete on value;
- Setting realistic visitation targets; Ensuring the quality and consistency of all goods, services and experiences meets or exceeds the visitors' expectations, along with the business practices of tourism businesses;
- Investments in community factor in tourism, and tourism investments always consider the benefits to the community;
- Creating a solid business model with a long-term perspective that delivers a return on investment (ROI) and return on emotion (ROE) for hosts and visitors alike;
- Each of the five communities contributing uniquely to the Labrador Inuit story - collaborating to compete; and
- Product development considers the ability to modify and tweak products to personalize to new markets.

**Raising the Bar on Value**

It is important to note that while a significant amount of investment has been focused on infrastructure and place based enhancements in Nunatsiavut, the ability to generate diversified revenues, increase the emotional connection, and differentiation requires additional investment in businesses that can offer activities, services, people and programs that will meet the needs of national and international visitors. Implicit in this is a high level of quality, consistency and market-readiness.



**Building tourism experiences that compete on value, not price, will be essential to the long-term development of tourism in Nunatsiavut.**

To gain recognition as a 'once-in-a-lifetime' destination or be on people's 'bucket list' is important given the cost to access the region and the expectations of travellers who have an ability to pay for quality visitor experiences.

Nunatsiavut has the unique potential to tell Canada's Inuit story while preserving and sharing their history.

### 3.1 Preserve & Celebrate the Labrador Inuit of Canada

As an emerging tourism destination within Newfoundland and Labrador, there is a high focus on preservation of the land, traditions, language, and culture, which are at the heart of this tourism strategy. Many of the foundational projects are infrastructure based, creating desirable places to welcome guests and community members alike. **Ensuring all major infrastructure have, as part of their business plan, a commitment and investment dollars to develop and promote market-ready activities and programs at each site will diversify the experience and drive sales beyond basic entrance fees.**

**“Community tourism development is community economic development.”**  
 Postville Tourism Heritage Plan (June 2014)



<b>Current Projects</b>				
1. Torngâsok (Illusuak) Cultural Center, Nain	Illusuak Cultural Centre	Open		
2. Rigolet Archeology Site & Sod House				
3. Hopedale Mission Complex				
4. Hebron NHS Site Restoration				
5. Old Nain Town Development	Concept			
6. Makkovik Walking Trail				
7. Story Capture Projects (multi-dimensional)				
<b>New Opportunities</b>				





<b>Current Projects</b>	2014	2015	2016	2017	2018	2019	2020
1. Review/adapt NGC's Corporate Social Responsibility Policy for tourism when it is released							
2. Adopt the TIAC/PCA sustainable tourism guidelines							
3. Establish a new location for the auxiliary needs of the Torngats Arts & Crafts near the Torngâsok (Illusuak) Cultural Centre, in the Old Town Development (see note 2).							
4. Develop an NG Tourism Awards of Excellence program.							
5. Establish an archeology policy that support an archeological review and cultural resource plan before tourism developments on protected lands is approved.							
6. Author a new edition of the "Lure of Labrador" book, written 100 years ago incorporating the evolved history of the last century. Or, create a sequel, the "Lure of Nunatsiavut" as a signature book to be sold online and throughout the region. Have ready for release with Canada's 150th anniversary celebrations.							
7. Identify other stories of the Inuit, local area authors and consider both print and electronic publications for education and tourism purposes.							

**Note 1:** The Postville Heritage Tourism Plan was released just as this strategic document was being finalized. Once the community leaders have a time to review its contents and identify where their investment and development priorities will be focused, this may impact the strategic directions. Hence this strategy and its tactics is meant to be a living document and revisited annually to adjust for evolutions and opportunities.

**Note 2:** There will be a component of the Torngats Arts and Crafts business in the Cultural Centre, however additional space for warehouse storage, hosting workshops and materials is still needed. Plus the current location is difficult to access on the second floor for some elders. Therefore a facility adjacent to the Cultural Centre, planned into the Old Town development would be ideal.

The visitor economy focuses on everything that attracts visitors to a destination; everything that makes a place special, distinctive and capable of engendering pride and interest in a place worth visiting.

### 3.2 Building a Visitor Economy

Seeing the sights is no longer enough. Travellers want to venture beyond the beaten path into local, authentic culture and connect with people and places in meaningful ways. There is growing demand to experience life as a local, personal enrichment while travelling and engaging in deeper, richer experiences. This is causing the tourism industry to assess their current ways of doing business and opening up the door for new opportunities that Nunatsiavut can capitalize on.

To distinguish itself, the industry must develop a unique identity that is authentic, meaningful, and creative. It must tell a story that is distinctive and compelling, one that is not duplicated elsewhere. This means...

Localities	Heritage	Arts & Culture	Community	Environment	Events
Nain	Stone Carving with Eben Stone carving	Inuit Way of Life Art	Community Kitchen	Rock quarries, Laloliete	Katladette Bi-annual Music Festival
Rigolet	Grass-work	Hudson's Bay History, Net Loft	Square Dancing	Boardwalk, gateway to Mealy Mountains	Salmon & Tikkiaksaugusik Cultural Festival
Hopedale	Doll-making	Moravian History	Legislative Assembly	The Stone Plant	Rhubarb Festival
Postville	Sewing - Slippers & Mitts	Trapping, Trading & Fish Smoke Houses	--	Forestry	Fun in the Sun
Makkovik	Sewing - Sealskin Clothing	Inuit & Settler traditions	Fisheries, Fish Plant	Walking Trail & Poets Path	Trout Festival
Torngat National Park	Artist in the Park	People on the land	--	Wildlife, flora and fauna	Themed weeks
Hebron	--	Moravian History	Ambassador Program	Archeological assets	--

These current projects and future opportunities support the second pillar for strategic tourism development.



<b>Current Projects</b>	2014	2015	2016	2017	2018	2019	2020
1. Northern Ranger packaging and diversified Base Camp offering.							
<b>New Opportunities</b>							
1. Secure confirmation and support from all five communities to collaborate on implementing the 2014 - 2015 Tourism Strategy.							
2. Ensure an active voice at the table when the contract is let for the new Northern Ranger to ensure the winning proponent has addressed, or is willing to address tourism as part of their business plan and service delivery.							
3. Invest in themed product development in each community to differentiate and ensure the full story of the Inuit is told, ensuring a minimum of 3 to 5 new market-ready visitor experiences are introduced annually, including the business market.							
4. Package and market the Torngats Base Camp for corporate retreats and custom high-end visitors.							



<b>Current Projects</b>	2014	2015	2016	2017	2018	2019	2020
5. Introduce two new March/April specialty products using igloos, snowmobile tours and winter adventures.							
6. Develop walking route points of interest maps, complete with self-discovery, signs & technology.		1 community per year					
7. Introduce targeted enhancements to menu options during summer season and for the meetings market.							
8. Secure investment for new and improved accommodations and food services in Nunatsiavut.							
9. Improve the signage and way-finding at visitor arrivals at airport and marina areas.							
10. Identify where and how visitor servicing can be optimally supported in each community.							
11. Explore sub-licensing the World Host Training program from Hospitality Newfoundland and Labrador and have a master trainer in Nunatsiavut to train front-line staff on a 1:1 or small group basis.							

### 3.3 Sustainable Communities: Building Capacity

The ability to develop a viable tourism industry will only be as strong as the communities who welcome guests, and the businesses and people who create and sell memorable visitor experiences.

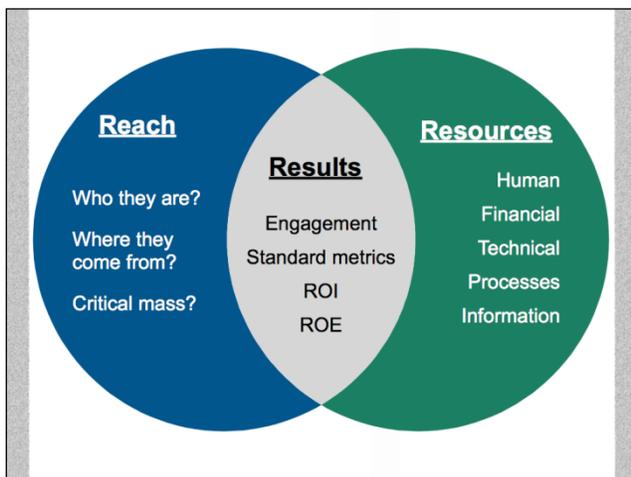
A sustainable community is one that finds the balance between the social, economic and environmental development and meets the needs of its citizens through integrated solutions rather than fragmented approaches. It takes a long-term perspective—one that's focused on both the present and future, well beyond the next budget or election cycle. For Nunatsiavut, this approach is based on a social entrepreneurial approach that ensures a positive return to the Labrador Inuit in the form of wealth creation, creating employment, providing training and operating profitable businesses.

There are major capacity building projects that emerged as leading development opportunities that support the third pillar for strategic tourism development. They are multi-faceted and represent a focused approach to growing capacity within communities that also benefits individuals, the preservation and sharing of culture, and can be developed to contribute to delivering inspiring, memorable visitor experiences.



**#1: The Nunatsiavut Artists Network (NAN)**

This is a network that forms the catalyst for strategically developing the full range of talent, skills and retail products for Labrador Inuit performing artists and visual crafts people and artisans. For the artisans, a focus on uniquely Labrador products (e.g. sealskin clothing from traditional patterns, soap stone carvings, labradorite jewelry etc.) would benefit from a network that supports the development, marketing and sales of a wide range of Inuit art and support the artisans throughout Nunatsiavut. For the performing artists, ensuring the development of young talent through to professional performing artist is cultivated and showcased for locals and visitors alike will contribute to telling the Inuit story through dance, music, and film.



1) Manage a community network for coordinating the opportunity

- a) Invest in projects that raise the awareness of all Inuit artists (visual and performing) and their specialties; Develop a Labrador Artist quality export brand certified gold standard for Inuit Art to drive international recognition;
- b) Mentor visual and performing artists in getting established in their respective market; and
- c) Liaise with the tourism department for extended workshop, performances, unique visitor experiences, and sales opportunities with visitors to Nunatsiavut.
- d) Ensure a strong relationship with the Craft Council of NL;

- e) Establish and manage a regional capacity for buying, shipping and assistance to artists for online retailing;
- f) Consider developing a tiered system for artists of different calibers to ensure the quality aligns with customer expectations and create an incentive to 'move up' the opportunity ladder. Define the type of business development, marketing, and sales support entrepreneurs need is a first step to ensuring programs to grow the artisan potential are maximized;

Building Layers of Capacity within the Visual Arts Community	Art Value	Customer Profile	Development Support	Marketing Support	Sales Support
Tier 1: Artists selling nationally & internationally	\$500+				
Tier 2: Artists selling provincially	\$100 - \$499				
Tier 3: Artists selling locally	\$20 - \$99				

)

Building Layers of Capacity within the Performing Arts Community & Storytellers	Customer Profile	Development Support	Marketing Support	Sales Support
Tier 1: Perform internationally & nationally				
Tier 2: Perform provincially				
Tier 3: Perform in Labrador				

**II) Nunatsiavut Artisan Network Investments:**

- a) A full-time staff person to establish and manage the network activities, implement the artist strategy;
- b) Create a collaborative marketing portal, with online retailing, and consider featuring a new Inuit artist each month, or each season;
- c) Create an inventory of visual and performing artists and storytellers;
- d) Training and mentoring of future generations:



Photo: Northern Ranger by Celes Davar  
**#2: Experience Providers Network (EPN)**

Apprenticeship program  
 Tourism succeeds when collaboration trumps self-interest, workshops engaging people with the art (e.g. carving, sewing), funding partners support priority initiatives, training support is provided when needed, and realistic time frames are set to achieve outcomes. Done well, the collective needs and community placement such as retail and welcome visitors to learn/engage, generating benefits for tourism businesses and communities.  
 Labrador Tourism Destination Visitor Appeal Appraisal June 2014  
 into workshops to connect with locals and their traditions.



This is a network that is the catalyst for strategically developing the capacity of individual guides, story tellers, local area historians and elders to directly sell their services to visitors, or contribute to packages offered by tour operators such as Adventure Canada, NG Solutions, or a meeting organizer. These individuals ensure the authenticity, connection to locals, personalization, rich storytelling and the sharing of traditional ways of life and Inuit heritage. The goal is to create a network of experience providers that deliver high value. Based on their knowledge of the customer will to contribute to attracting a high-yield customer base and profits. In addition, experience providers will be paid appropriately for their contributions for direct-to-market sales and delivery, via the cruise ships, or in packaging with tour operators, airlines, or hotels.

This network could be developed and managed as a primary role of the Tourism Nunatsiavut Experience Specialist<sup>6</sup> to ensure consistency and quality of the product development opportunities, aligned to the market and marketing initiatives. Their role would involve:

- a) Identifying and developing the capacity of experiences providers, storytellers and guides;
- b) Promoting and marketing them to operators and transacting the sales (where needed);
- c) Creating organizational structure that ensures these individuals are insured and meet certain standards for delivery;
- d) Identifying learning needs and skills gaps and coordinating training or coaching; and
- e) Providing a liaison between the tour operators and community tourism development function to increase opportunities for all.

<b>Current Projects</b>	2014	2015	2016	2017	2018	2019	2020
<b>Major Tourism/Economic Development Opportunities</b>							
1. Develop the Nunatsiavut Artisan Network							
2. Develop the Experience Provider Network							
3. Attract investments that strengthen visitor opportunities and community capacity (Note 1).							
<b>Other New Opportunities</b>							

<sup>6</sup> In time, this could be transferred to the private sector as a business line if the capacity were developed, barriers eliminated, and the ability to grow more business enhanced. At this time however it is felt the developmental capacity best resides within NG.



<b>Current Projects</b>	2014	2015	2016	2017	2018	2019	2020
1. Explore a new model for investing in training that includes a modular approach to knowledge/skills, complete with application support.							
2. Add fees to visit heritage buildings & cultural activities; create new, user-friendly donation boxes with a visually strong call to action and proposed donation value, such as \$10 for the guided visit.							
3. Explore other northern, aboriginal success stories, such as the Yukon Artists @ Work ( <a href="http://www.yaaw.com">www.yaaw.com</a> ) for business development ideas.							
4. Invest in case studies that demonstrate the success and value of tourism investments and serve as a learning tool for others (e.g. Base Camp product innovation and HR success, Rigolet boardwalk responsible tourism development, NGC business model).							

**Note 1:** The importance of the role of tourism and supporting the growth of the industry is vital on all major contract and development opportunities such as the new ferries contract, new infrastructure developments, and other economic development initiatives.

**Building a tourism industry requires a strong synergistic relationship with community economic development, inter-community collaboration, and a shared vision, complete with business models and networks within, and between the Nunatsiavut communities.**

### 3.4 Collaborate to Compete

The capacity in small, northern, rural communities will always be limited; this is part of their appeal, challenge, and charm for residents who live in these areas, and visitors who choose to travel to them. Collaboration, avoiding duplication of efforts, supporting each others' investments so the sum of the whole is greater than the individual parts is essential.



*Leaders and organizations are acknowledging that even their best individual efforts can't stack up against today's complex and interconnected problems. They are putting aside self-interests and collaborating to build a new civic infrastructure to advance their shared objectives. It's called collective impact and it's a growing trend across the country.*

Harvard Business Review (Jan 2013).

Four areas to focus collaboration will improve the potential for the long-term tourism growth in Nunatsiavut.

### 1. Enhance the sales and marketing activities.

- Create a basic brand identifier kit that builds on the existing tagline and enhanced logo;
- Focus on cultivating experiences to attract high-end niche travellers & affinity groups;
- Focus marketing initiatives to differentiate Nunatsiavut within NL as a sub-arctic destination and Inuit experience;
- Set targets for assisting businesses to strengthen their basic online presence and provide training or support to ensure their success;
- Integrated online booking engines to extend the operators reach. Ensure a purchase channel for beneficiaries when differentiated pricing is available; and
- Google events calendar that everyone feeds into (example GM Co-op) - encourage festivals to be on different weekends and align with proposed travel itineraries.



### 2. Explore the Merits of Establishing NG Solutions as the Nunatsiavut Receptive Tour Operator.

Assess the potential for establishing NG Solutions as a receptive operator, within the NGC, as an 'activity-based' business, that drives revenue positive results to the company, but has a defined set of performance metrics that reflect the unique contribution of this type of company. As an activity-based business, rather than an infrastructure-based business, revenues are generated through tourism programs and packages. The company has achieved an important goal of 100% Inuit employment, garnered international awareness and awards - all of which are different measures of success. As the regional tour operator they could begin to drive additional benefits to individuals in communities who can contribute to tourism as an experience provider, thus creating the much needed avenue for individuals to work with a company that is recognized within the tourism industry, insured, active in marketing to consumers and through the travel trade, and in a unique position to continue to support the development of the human resource capacity in Nunatsiavut.

### 3. Eliminate or Reduce Barriers to Growth.

- Using the insights gathered from the Labrador Tourism Destination Visitor Appraisal Assessment, meet 1:1 with tourism businesses in Nunatsiavut, and entrepreneurs who wish to start a business to determine where their knowledge and business skill gaps are. Aggregate this information to create a training strategy that shifts from 'mass market training' to one that is targeted, focused on application, and supports implementation;
- Investigate creative insurance options that would enable non-profits and entrepreneurs to launch a tourism business, with insurance - and afford it;
- Using the strategy, host presentations with community councils and the business community to strengthen the collective understanding about the value of tourism and how the strategy will guide development; and



- d. Ensure businesses are aware of the grants and programs available for tourism and economic development initiatives for private sector and not-for-profit businesses.

**4. Address Visitor Servicing.**

Identify the ideal location in each community to house the visitor services function (e.g. the future Cultural Center in Nain, a community library) and the creative ways in which to ensure the information visitors need is available in each remote community.

**5. Research.**

- a. Review cruise port of call fees in other northern and arctic destinations, plus gather the range of shore excursions to determine if policies or practices need to evolve;
- b. Develop a visitor profile for tourists on the Northern Ranger to understand their EQ type and visitor interests;
- c. Collaborate with Parks Canada to review their EQ research visitor profiles and Prizm studies to optimize understanding about the traveller to Torngat Mountains National Park; and
- d. Search for existing online, rights free collateral to enhance the ability to tell the destination story and leverage collaborating partners investments (e.g. Adventure Canada's Coolest Places on Earth <https://www.youtube.com/watch?v=mzabtBDNGQ0> ).

There five focus areas support this fourth pillar for strategic tourism development.

<b>Current Project</b>	2014	2015	2016	2017	2018	2019	2020
1. Enhance the sales and marketing activities							
<b>New Opportunities</b>							
1. Establish NG Solutions as the regional tour operator							
2. Eliminate barriers to growth							
3. Determine the visitor serving opportunities							
4. Conduct targeted research							

Operational excellence reflects the efficiency and effectiveness of the Nunatsiavut Department of Culture, Recreation and Tourism and the projects they fund and/or support.

### 3.5 Operational Excellence

There are five new project opportunities that support this final pillar for strategic tourism development, each is described briefly.

#### **New Opportunities**

1. Develop the **business model** for Nunatsiavut Tourism that succinctly describes the rationale of how the Nunatsiavut Government can create, deliver and capture value that delivers a positive return on investment (ROI) and return on emotion (ROE) to grow tourism.

The Business Model Generation Framework<sup>7</sup> provides a systematic way to establish the customer segments to focus on the value proposition. This is followed by defining the sales and distribution channels, customer relationships needed, revenue streams, key resources needed, key activities performed, partnerships to support, and the cost structure to operate.

2. Adopt the provincial Innovation, Business and Rural Development (IBRD) Opportunities Management process for assessing new project priorities for investment. The assessment criteria would need to include the alignment with the new vision, mission, values and strategic pillars for NG tourism.

3. Develop a **performance measurement framework** a short, but relevant set of key performance indicators to track key result areas and project results.

The 3R's Framework<sup>8</sup> focuses on three dimensions: (1) The reach of what can be achieved; (2) The desired results against the strategic pillars and investments; and (3) the resources invested to get there.



ing planning phases, **revisit the alignment** of on Labrador, the Department of Tourism, Culture and to define your contribution and leverage opportunities.

base-line **economic impact study** prior to the opening of n plan for replication 5-years later.

<sup>7</sup> Osterwalder and Pigneur, *Business Model Generation*. Hoboken, NJ: John Wiley & Sons Inc.  
<sup>8</sup> Moore, *The Performance Management Network*.



Current Project	2014	2015	2016	2017	2018	2019	2020
1. Execute on the tourism strategy							
<b>New Opportunities</b>							
1. Develop the NG tourism business model							
2. Develop a decision framework for prioritizing investment, and revisit NG tourism alignment with key partners annually.							
3. First tourism economic impact study							2021
4. Develop a performance framework and KPIs							

**Note:** The importance of the right variables being in the economic impact study is vital, for it must capture tourism, economic and human resource development. Further, setting this benchmark before: (1) the Cultural Centre opens, (2) the Trans-Labrador Hwy is complete, and (3) the new Northern Ranger sets sail is important as these will all positively impact tourism.



#### 4. Implementation: A Bias for Collaborative Action

Achieving success requires a steady, strategic path built on a strong community foundation with citizens, local government and businesses, an enduring business model, a mechanism for managing change, and a forum for celebrating success.

This is a living strategy, one that is meant to be revisited annually and acknowledge projects completed, note the progress of projects in process, and amend timelines and activities to respond to changes that emerge within Nunatsiavut and the tourism industry.

Ensuring a realistic step to begin immediately towards implementing this plan is vital to the continued, steady, growth of the tourism potential in Nunatsiavut. Under the leadership of the staff in the Department of Culture, Recreation and Tourism the key actions to launch this strategy have been identified.

Launching Implementation	Timing	Responsibility
Secure sign-off for the new strategy from the Minister	Jul 2014	Deputy Minister
Prepare and distribute a press release on the project and key findings to begin to generate awareness for the strategy.	Jul 2014	Experience Development Officer
Present the findings to senior leaders in the NG Government.	Jul 2014	Deputy Minister
Coordinate a community council and key stakeholder meeting in each of the five communities. Plan an experiential stakeholder engagement session that involves a tourism experience, and a discussion on the strategy. Bring it to life with a shared lived experience.	Jul-Aug 2014	Tourism Director & Experience Development officer
Review all tactical actions and create a priority working plan for those to be accomplished in 2014.	Jul 2014	Tourism Director
Present findings to community councils with the goal of securing written endorsement for the strategy from each community.	Sept - Nov 2014	NG Tourism Team
Review all tactical actions for 2015 - 2020 to prioritize longer term activities, begin identifying key stakeholder task-groups that will benefit from projects to collaborate on implementation.	Aug - Sept 2014	NG Tourism Team
Prepare a second communication to update stakeholders on the priorities for advancing the Tourism Strategy for 2015.	Oct 2014	Tourism Director
Assess the project priorities relative to partners, budgets and coordinate meetings to discuss collaboration.	Oct 2014	NG Tourism Team
Anticipate being invited to implementation meetings regarding the TDVAA Labrador destination development plan.	Oct- Nov 2014	Tourism Director



## Appendix 1: Strategic Alignment

### Provincial and Regional Strategic Directions

Parallel to the writing of this strategy was an investment by the province to conduct a Tourism Destination Visitor Assessment Appraisal in Labrador. This 10-month process between October and June 2014 generated a 10-year destination development plan for Labrador which included 17 key findings, each of which has a number of recommendations and opportunities for actions that accompany it.

#### *Key TDVAA Labrador Recommendations*

**Finding #1:** Labrador is a jewel in the provincial tourism crown that has the potential to experience unprecedented growth and expansion over the next decade.

**Finding #2:** Long-term success in driving new market share in Labrador requires a collective vision for product development, a commitment to competing on value, developing and consistently delivering high quality, market ready memorable visitor experiences, and shared investment and risk between government and the private sector.

**Finding #3:** The support of local communities is essential for tourism to flourish in Labrador.

**Finding #4:** The Nunatsiavut Government's commitment to investing in tourism, in ways that strengthens the capacity of individuals, businesses and host communities, is starting to generate measurable results.

**Finding #5:** User-friendly customer profiles will help operators better understand Labrador's ideal guests.

**Finding #6:** Labrador's visitor experience has the potential to truly bring the "Uncommon Potential" brand of the Newfoundland and Labrador's tourism experience to life.

**Finding #7:** Nunatsiavut is taking a leadership role in developing capacity for an Artisan Network and an Experiential Providers Network to generate opportunity and raise the international profile of Labrador's Inuit story and artisans.

**Finding #8:** Outfitters are a major asset to Labrador's tourism industry; but their potential is not yet being fully realized.

**Finding #9:** There's an untapped opportunity to respond to niche market demand and further develop winter sports tourism in Labrador.

**Finding #10:** The province has the potential to lead the way in Labrador with innovative visitor servicing in a northern Canadian context.

**Finding #11:** The online presence for Labrador tourism businesses requires improvement; but keep it simple.

**Finding #12:** There is an opportunity to improve the food and beverage options in Labrador, but the owners/operators face a number of challenges.

**Finding #13:** Efforts to protect the natural environment and cultural tourism assets exist in large part because of the due diligence of Parks Canada, the Nunatsiavut Government and the non-government organizations in Labrador.

**Finding #14:** "Tourism in Labrador is not about sustainability, it's about survivability." Dare to be different with innovative projects and contract-based approaches to investing in tourism development.

**Finding #15:** There is a rich resource of reports, plans and research studies available but Labrador would benefit from some additional targeted research.

**Finding #16:** TDMS and E-dining databases have limitations, which if addressed, will benefit visitors, operators and the province in achieving the goals of *Vision 2020*.

**Finding #17:** Amend five *Vision 2020* goals to optimize the investment focus needed to achieve the desired outcomes.



### *Vision 2020*

There are seven areas of investment with 16 goal categories in the *Vision 2020* provincial strategy that guide the investment and actions for the province to achieve the ambitious goal of achieving \$1.58B in tourism spending by 2020.<sup>9</sup>

1. Private Public Leadership - A Partnership for Tourism Growth & Development	
1.1	Establish a private public tourism board (within 3 months).
1.2	Strengthen stakeholder communication.
1.3	Lead through best practices.
2. Sustainable Transport Network - A Transportation Strategy to Grow Our Industry	
2.1	Build strong relationships with key transportation alliances that provide access to and from our province to meet the demand for affordable, accessible, and quality transportation.
2.2	Ensure efficient and easy travel, in and around, the province.
3. Market Intelligence & Research Strategy - A framework for Accessible & Timely Research	
3.1	Develop and implement a research strategy and plan that provides industry and government with relevant and timely information and analysis.
3.2	Establish performance indicators to annually measure the success of Vision 2020.
4. Product Development - Delivering Strategic & Sustainable Travel Experiences	
4.1	Develop and implement an experience strategy that resonates with sophisticated travellers, reinforces our unique brand and increases our return-on-investment.
4.2	Continue to improve government-owned tourism infrastructure.
4.3	Be a visible leader of environmental sustainability.
5. Tourism Technology - Strengthening Our Information & Communications Technology	
5.1	Ensure all tourism partners and operators embrace technology as critical elements in attracting visitors and enhancing their experiences and services.
6. Marketing Our Brand - Building on the Success of Our Creating Marketing Campaign	
6.1	Continue to build a successful, differentiated tourism brand and leading tourism marketing position.
6.2	Identify and pursue new and emerging market opportunities.

<sup>9</sup> Government of Newfoundland & Labrador. (2009, Feb.). Uncommon potential: A vision for Newfoundland and Labrador tourism. Retrieved from: [www.tcr.gov.nl.ca/tcr/publications/2009/Vision\\_2020.pdf](http://www.tcr.gov.nl.ca/tcr/publications/2009/Vision_2020.pdf)



1. Private Public Leadership - A Partnership for Tourism Growth & Development	
6.3	Ensure there is a clear understanding of the roles and responsibilities of all stakeholders in promoting the province as a destination.
7. Developing Our Workforce - Growing Our People for a Dynamic Industry	
7.1	Instill a sense of pride, encourage a spirit of hospitality, and foster a positive relationship between our industry and the communities who will help us achieve Vision 2020.
7.2	Focus efforts on attracting and retaining a skilled tourism workforce.