



NUNATSIAVUT
kavamanga Government

Adventures & Mysteries of the Labrador Inuit
“Sharing our story, our people, our land.”



Nunatsiavut's Tourism Strategy 2014 - 2020

A 2017 Mid-Point Review and Tactical Update

Prepared by: Dr. Nancy Arsenault



Message from Jim Lyall, Minister of Culture, Recreation and Tourism

As the Minister of Culture, Recreation and Tourism, I would like to thank everyone involved in helping to build a strong implementation plan of our 2014-2020 Nunatsiavut Tourism Strategy. Our strategy refresh was developed in 2014 under the guidance of Dr. Nancy Arsenault of the Tourism Café Canada and Richard Innes of Brain Trust Marketing and Communications. This strategy aligns with the Labrador's Destination Development Plan and what is happening provincially in tourism.

We are appreciated of Dr. Nancy Arsenault who in 2017 revisited our strategy and worked with our tourism division and community stakeholders to develop a more detailed implementation plan.

This 2017 version still holds the strong pillars of developing tourism with partnership with our Inuit Community Governments, community stakeholders as well as other partners like the department of Tourism, Culture, Innovation and Industry.

We've seen changes since 2014 such as the Product Development Plan produced by the provincial government and the awareness of the Aboriginal Tourism Association of Canada.

We look forward to continuing to work with our communities in the development of authentic tourism experiences that our stakeholders want to share. We know that we can offer an experience that cannot be found anywhere else and look forward to sharing our history and culture with the rest of the world.

Sincerely,



Jim Lyall
Minister Culture, Recreation and Tourism





Executive Summary

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 of isolated communities, accessible only by air, boat or snowmobile in the winter, tourism in Nunatsiavut must be developed in ways that deliver value to niche market travellers.

The Nunatsiavut Government has invested significantly in laying the foundation for long-term community tourism development since they formed an independent government in 2005. Nunatsiavut has made significant tourism investments in Labrador in the past ten 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 action, building partnerships, sharing investment and risk, and striving to establish more profitable businesses.

Guided by an initial tourism strategy from 2008 to 2013, then refreshed in 2014, over 100 initiatives have been launched and/or accomplished.

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 and sustainably.

Tourism will succeed when businesses and communities succeed.

This strategy sets forth the vision, mission and values that, combined with five strategic pillars, provide the framework for prioritizing projects and investments to generate the greatest return on investment.

In November 2014 a refreshed tourism strategy was completed, aligned with the Labrador and provincial Destination Development Plans. This August 2017 document represents a mid-point review of what has been achieved to date, identifies evolutions that have impacted progress, plus itemizes 14 tactical priorities for the remaining three years of the strategy:

1. NEC to review and approve this refreshed strategy and proposed tactical activities.
2. Establish a full-time economic and tourism development staff person in each community on a 3-year mandate with renewable 3-year option.
3. Continue to invest in tourism development that increases revenue generating products and services and enhances the destination.
4. Define the scope of, and secure a company to manage the Torngat Base Camp and Research Station operation.
5. Complete the Illusuak Cultural Centre in Nain.
6. Continue to strategically invest in strengthening the Nunatsiavut Artisan Network while simultaneously developing a targeted visitor servicing capacity within all communities.

7. Develop a training and education plan for entrepreneur and community tourism development to guide strategic, integrated investment in building capacity.
8. Explore the potential for introducing an Indigenous Guardian program.
9. Brand harmonization of community signage, maps, igloo tags and physical and visual assets that would be recognized by visitors throughout the NG communities.
10. Refresh the Tourism Nunatsiavut website and content.
11. Continue to strengthen relationships with key external organizations.
12. Explore the potential for Airbnb as a partial solution to the lack of accommodations in NG and a new source of income for locals.
13. Formalize tourism development working relationships between: (1) Tourism, Culture and Recreation; (2) Economic Development and Education; and (3) Lands and Natural Resources.
14. Explore options around harvesting traditional foods and sampling in Nunatsiavut restaurants.

Two longer-term opportunities to begin reflecting on include:

1. Launching discussions for a 10-year financial plan for tourism infrastructure, activity, people and program development.
2. Establish the key activities to celebrate and share your success regionally, provincially and nationally.

The people of Nunatsiavut have much to be proud of; yet there remains much to be done. This strategy is a living strategy, one that seizes opportunities and adjusts to challenges not known today.



Hebron Mission National Historic Site of Canada

Acknowledgements

The original 2014 - 2020 Tourism Strategy Refresh was guided by Dave Lough, Deputy Minister for Culture, Recreation and Tourism. 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 Tourism Strategy had the unique opportunity to run parallel with the provincial 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*.

Nunatsiavut Strategy Refresh Advisory Committee played a vital role between October 2013 and June 2014, providing valuable feedback, insights and advice to the strategic directions and tactical priorities for the plan which was finalized in November 2014. Special thanks are given to: Susan Nochasak, Nunatsiavut Government former 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 (Appendix 1). In addition to the advisory committees support, 26 individuals participated in interviews to add perspective and depth to the strategy.

This 2017, mid-point strategy review and tactical update, was initiated by Belinda Webb, the Deputy Minister for Culture, Recreation and Tourism. Jillian Larkham, the Director of Tourism, provided the opening context and led the project. Dr. Nancy Arsenault of the Tourism Cafe Canada, the company that produced the 2014 strategy, conducted the research and authored the evolution to the document. During the months of June and July 2017, 15 people participated in interviews (Appendix 1).



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Photo: Sarah Baikie, Rigolet

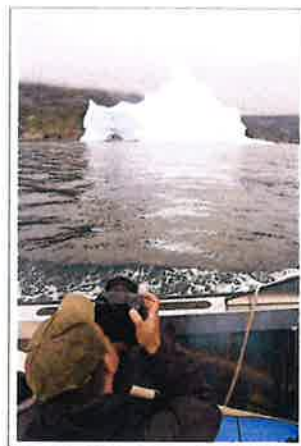


Photo © Chris Sampson



Photo © Heiko

1. Tourism in Nunatsiavut

1.1 Vision, Mission and Values

Vision

We welcome visitors from around the world to experience the beauty of the Labrador Inuit, their traditions, culture, heritage and the profound natural environment that has sustained them for all times.

Mission

Tourism Nunatsiavut fosters a spirit of partnership and collaboration to develop and promote authentic, engaging, accessible, quality visitor experiences throughout the region. Sustained through healthy communities, the full potential for tourism will be realized through innovative and effective programs or initiatives designed to grow the industry, and increase benefits to communities and the Labrador Inuit.

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 to **build 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.



Salikuluk Rose Island

1.2 Five Strategic Pillars for Tourism Development & Sustainability

Five strategic pillars form the foundation for tourism investment and development in Nunatsiavut (NG). They are designed to be used as part of the decision-criteria for project funding in future tourism initiatives. Chapter 4 identifies the range of tactical investments to guide how to bring these pillars to life and create memorable experiences for the visitor, the host businesses and host communities.

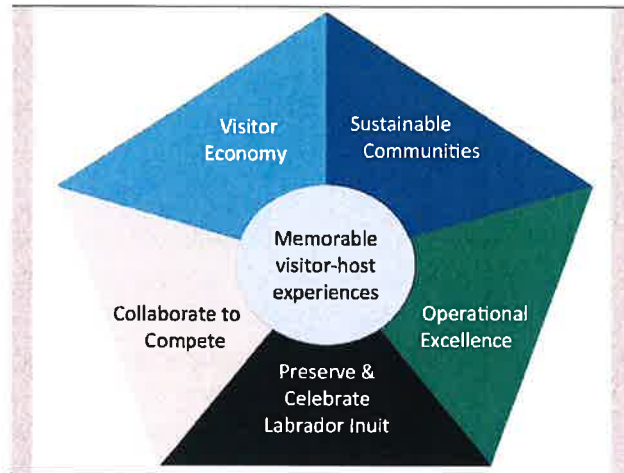
The symbolism of a house was purposefully chosen to represent a holistic approach to community tourism development - one that advances all five pillars together to achieve the desired outcomes.

1. **Preserve and celebrate the Labrador Inuit in 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.

Note: While the pillars will remain the foundation for tourism development in Nunatsiavut, this strategy is a living document designed to be updated to reflect new accomplishments, opportunities.

1.3 Nunatsiavut's Ideal Guests & Markets

The priority visitor profiles for Nunatsiavut, based on Destination Canada's Explorer Quotient Research¹ (EQ) are Authentic Experiences and Cultural Explorers.

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.



Photo: www.newfoundlandlabrador.com



Expedition Cruise Shore Program at Hebron Harbour

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 \$3,141 on average, \$3,851 for long-haul visitors.

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 Adventure Group. *The Rise of Experiential Travel* (2014)

¹ Canadian Tourism Commission (2013). *Explorer Quotient toolkit*. Retrieved from: https://www.destinationcanada.com/sites/default/files/archive/2016-12-07/Tools_ExplorerQuotient_Toolkit_2013_EN.pdf

Destination Canada's Visitor Profiles and Key Markets

Authentic experiencers, cultural explorers and free spirits are the lead visitor profiles for Canadian tourism marketing. The authentic experiencer and cultural explorers are aligned with Nunatsiavut and provide the best opportunity for visitor alignment.

Destination Canada will continue to market to the UK, China, France, Germany, Australia Japan, Mexico, South Korea, Brazil, India and the USA.² Two special programs targeting US and Millennial travellers (born 1980 -1995) are currently in progress.

Results from research led by Destination Canada, Travel Yukon and the Travel Activities and Motivation Survey Aboriginal Tourism Report lead to the conclusion that for most travellers, engagement in Aboriginal tourism is a much valued 'add-on' that arises as an unanticipated benefit in a broader purposed trip... The incidence level of travellers in Canada participating in Aboriginal tourism experiences is estimated at between 15% and 20% but this varies greatly by province/territory.

Aboriginal Tourism Canada. *The Path Forward* (2016)

National Markets & Aboriginal Tourism Investment

The Aboriginal Tourism Association of Canada (ATAC) has identified the top three sectors for indigenous tourism marketing and development: Outdoor adventure, retail (including art galleries, gift shops and gas stations that serve visitor markets) and accommodations³. They have received 3.15 million to implement their national strategy.⁴

These sectors align well with the potential for Nunatsiavut Tourism. ATAC just signed an agreement with the federal government to provide \$70M to form an Atlantic Canada Chapter for ATAC. MOU⁵ the future bodes well for increased opportunity to partner with ATAC. Jillian Larkham, the Director of Tourism is current a member of the ATAC's Board of Directors, representing the interests of Newfoundland and Labrador. This investment is in addition to the 3.15 million to implement the ATAC national strategy.⁶ ATAC confirms the types of experiences international travel markets are most interested in include:

- Enriching, engaged, immersive experiences with Indigenous people;
- Experiences related to nature and learning;
- Seeking benefit of discovery, adventure and authenticity; and
- Connecting to nature and indigenous ways of live in the context of spirituality and cultural traditions.

² Destination Canada. (2016). *Seizing the winning conditions for Canada 20/20/2020*. Retrieved from: https://www.destinationcanada.com/sites/default/files/2016-11/Corporate_2016-2020CorporatePlanSummary_EN.pdf

³ Aboriginal Tourism Association of Canada. (2016). *The path forward: Aboriginal Tourism Industry*. Retrieved from: <https://aboriginalcanada.ca/corporate/wp-content/uploads/2016/03/atac-five-year-plan-2016-2021.pdf>

⁴ Aboriginal Tourism Association of Canada. (December 13, 2016). *Canada invests 3.15 million to support aboriginal tourism*. Retrieved from: <https://aboriginalcanada.ca/corporate/canada-invests-3-15-million-support-aboriginal-tourism/>

⁵ Government of Canada. (June 28, 2017). *New Atlantic chapter for Aboriginal Tourism Association of Canada*. Retrieved from: https://www.canada.ca/en/atlantic-canada-opportunities/news/2017/06/new_atlantic_chapterforaboriginaltourismassociationofcanada.html

⁶ Aboriginal Tourism Association of Canada. (December 13, 2016). *Canada invests 3.15 million to support aboriginal tourism*. Retrieved from: <https://aboriginalcanada.ca/corporate/canada-invests-3-15-million-support-aboriginal-tourism/>

Provincial Visitors and Markets

Domestically, the province is focused on attracting the non-resident touring and explorer markets with concentration in Toronto, Ottawa, Calgary, Halifax and Montreal. Additional geographic markets include the Mid-Atlantic region of the United States, California and the UK. Activity-based markets include meetings, convention and incentive travel market, the hunting and fishing market, the hiking market and partnerships in outdoor adventure and cruise markets. Internationally, the primary focus is on the United States and the United Kingdom.

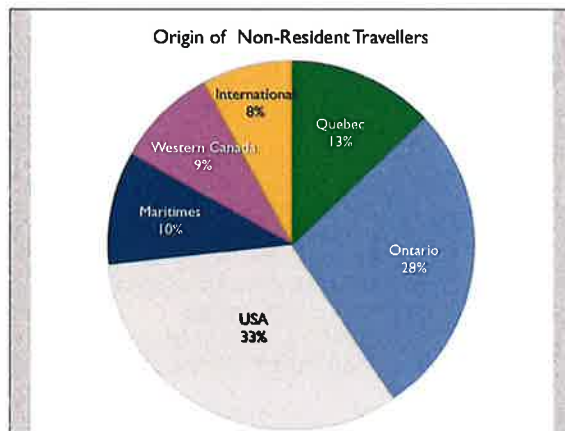
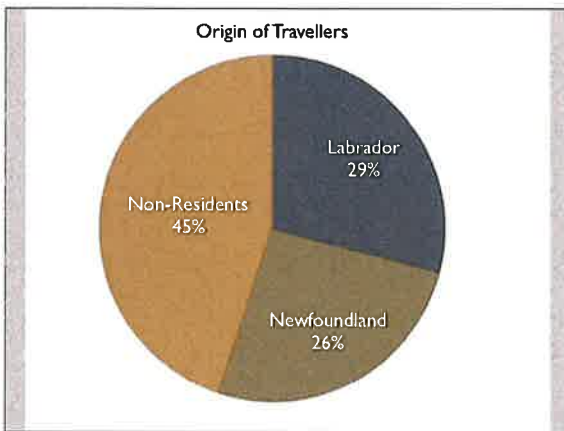


Photo: http://www.tourismnunatsiavut.com/home/northern_ranger_experience.htm

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.⁷

Labrador Visitor Profile and Key Markets

In Labrador, the 2011 Labrador Travel Survey confirmed non-residents comprise 45% of the travel market and Americans, 33% of the non-resident travellers⁸.



⁷ http://www.tcr.gov.nl.ca/tcr/tourism/tourism_marketing/target_markets.html

⁸ MQO Research. (2012, June). *Labrador travel survey final report*. Document provided by Destination Labrador.

The main reason for non-resident travellers to visit Labrador was for vacation/pleasure (88%), compared to 54% for Newfoundlanders. Also, for the non-resident travellers 76% had a university or post-graduate degree, 21% were aged 25 - 54, 67% 55+, and 36% had an average household income greater than \$100,000 or more. On June 2, 2017, the province announced it is investing \$150,000 with Destination Labrador for destination development - a commitment existing funds directed to development activities.⁹

The key markets identified in Destination Labrador's new 2017 - 2020 strategic plan focus on visitors interested in outdoor exploring and cultural/aboriginal tourism (Table 1).



Photo: Tourism Nunatsiavut

Table 1: Destination Labrador Key Markets

Target Market	Customer Profile	Geographic Scope			Positioning
		Consumer	Trade	Media	
Outdoor Exploring	<ul style="list-style-type: none"> Couples, 25-55, educated, high household income. Active nature enthusiasts. Value: the natural setting, activities available, respect for the environment. Seeking a diversity of experiences and enjoy parks and protected areas. Satisfied with a rugged vacation experience. 	Canada <ul style="list-style-type: none"> Ontario Quebec 	Niche	Eastern USA	Labrador offers a rugged outdoor vacation experience with a diversity of outdoor activities (soft to hard adventure) set in a pristine wilderness setting.
Cultural/ Aboriginal Touring	<ul style="list-style-type: none"> Couples, 40+, educated, mid- high household income. Enjoy passive travel experiences - Interested in cultural and historic products and experiencing local life. Value amenities and service. Strong sightseeing group – visitors to NL or NL'er themselves. 	Canada <ul style="list-style-type: none"> Ontario Quebec NL 	Canada <ul style="list-style-type: none"> Ontario Quebec NL 	Canada <ul style="list-style-type: none"> Ontario Quebec NL Eastern USA 	Labrador offers a diversity of peoples and cultural backgrounds that co-exist along dramatic coastlines and are born from a storied history.

⁹ Government of Newfoundland and Labrador. (June 2, 2017). Provincial government investing in Retrieved from: <http://www.releases.gov.nl.ca/releases/2017/btcrd/0602n03.aspx>

Destination Labrador will continue working with existing travel trade partners to increase the volume of business in Labrador primarily targeted at small adventure tour operators in North America and Europe, along with Canadian receptive tour operators. Secondary markets and partnerships will be large North American tour operators.

The priority focus will be on demonstrating an ability to compete on value, highlight unique products in each region, use the provincial brand to showcase and leverage Labrador, while emphasizing to the key visitor markets through social media channels, the things to see and do.

High Profile Familiarization Trip Confirms Market Potential

The strategic long-term potential for tourism in Nunatsiavut was reinforced in August 2017 when a delegation of senior tourism officials toured the Torngat Mountains Base Camp and Research Station and Hebron National Historic Site. Guests included the CEO and Executive Director, Global Communications & Programs of Destination Canada, CEO of ATAC, CEO of Parks Canada, President of Maple Fun Tours, VP, Marketing & Sales of Jonview Canada, Chief Business Officer of Condé Nast – The Food Innovation Group, Owner of CANUSA Touristik, CEO of PriceTravel Holding, and the Director of Photography.

It proved to be an excellent opportunity for the major travel trade players to experience the some of NG's iconic tourism products and offer recommendations to ensure the visitor opportunities cater to the desired client. Moving forward there will be a lot of promotional activities of the Torngats by the ATAC and Destination Canada to ensure Nunatsiavut tourism is hitting the right markets - an area flagged for improvement in the last two years.

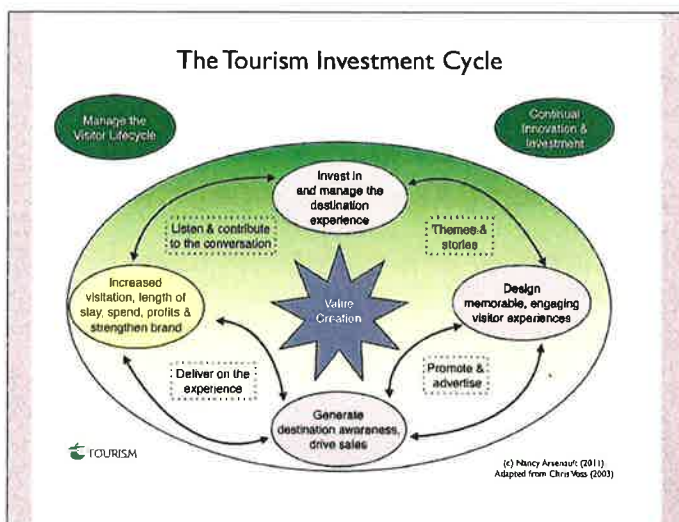


Photo: Tourism Nunatsiavut

1.4 The Tourism Investment Cycle

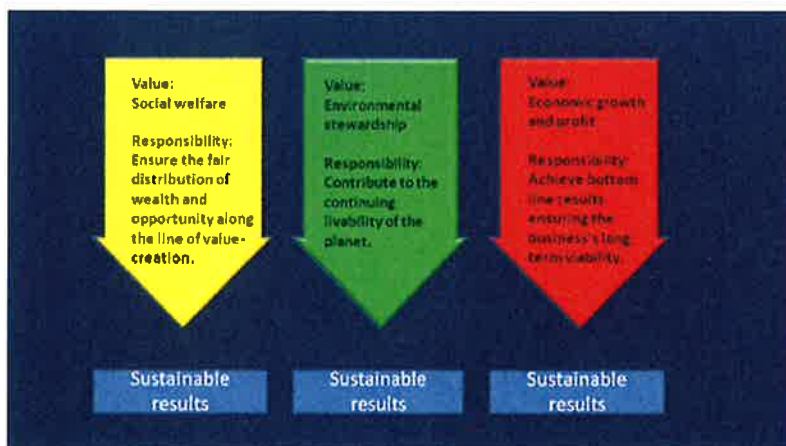
Labrador must be managed holistically, with tourism as a major player at all developmental discussions – it is one element, and a revenue generating industry, that can add important considerations to the developing the region.

Tourism Development Visitor Appraisal Assessment for Labrador: June 2014.



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 honouring 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.



Photo: www.newfoundlandlabrador.com



www.tourismnunatsiavut.com

2.1 Major Accomplishments: 2006 - 2016

The goal of the Nunatsiavut Government's investments in tourism is to work in partnership with communities to create an holistic, sustainable tourism industry with unparalleled economic development opportunity for the people and communities of Hopedale, Nain, Makkovik, Postville and Rigolet.

To accomplish these goals, leaders within Nunatsiavut, multiple governments, businesses and community stakeholders have taken proactive, intentional, disciplined and responsible steps to lay the foundation for tourism development that will garner world-wide attention in time.

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 since the first tourism strategy was released in 2008.¹⁰ The diversity, scope and investment to date is laying the foundation for future community and tourism development and gains in visitation.

Key accomplishments, since tourism development began in 2006, led by the Nunatsiavut Government, funding partners, and community stakeholders included:

- 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 Borealis Universal Helicopters, 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 Torngat Mountains Base Camp and Research Station, Illusuk Cultural Centre, the Hopedale Moravian Mission Complex, Hebron National Historic Site restorations, the Rigolet Boardwalk, the Makkovik Walking Trail, plus a multitude of smaller culture and heritage projects;
- Providing tourism and business development training in all 5 communities, Hebron and the Torngat Mountains National Park fostering a cultural revival of Labrador Inuit, more young people engaged in all communities, language advancement, new opportunities for visitors emerging;

¹⁰ Nunatsiavut Tourism Implementation Plan (to 2014), DRAFT 10-March-15

- Rigolet Inuit Community Government led the community tourism planning process with support from the Nunatsiavut Government, the Postville tourism plan was led by the NG Economic Development Department and Postville Inuit Community Government, and the Makkovik craft shop project was led by the Makkovik Inuit Community Government;
- Supporting the Tourism Nunatsiavut's strategic planning process, including administration and implementation of capacity-building activities;
- Collaborating with Parks Canada, organizing and implementing capacity-building activities with Tourism Nunatsiavut Board in 2006;
- 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;
- A review of the Torngat Mountains Base Camp and Research Station operation and long-term sustainability in 2017;
- The Innu Development Limited Partnership and the Nunatsiavut Group of Companies, as of 16 June 2017, have partnered with PAL Airlines to provide air service under the new brand Air Borealis; and
- Secured \$688,000 in federal investment for the Moravian Mission in Hopedale.

Additionally, over 120 tactical accomplishments were achieved in the first six years leading up to the 2014 Tourism Strategy Refresh. The key 2014 - 2017 tactical achievements are woven throughout Chapters 2



Torngat Mountains Base Camp and Research Station



Expedition Cruise Hike in the Torngat Mountains National Park

and 3.

Tourism investments by businesses, not-for-profit organizations and government entities together will strengthen Nunatsiavut as a unique Inuit tourism destination in ways that respect the people, places, customs and traditions that have thrived for centuries.



Honours and Accolades

“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, ideally situated for anyone wanting to explore this unique and special landscape and experience the rhythm of a traditional Inuit way of life.”

In 2011 Torngat Mountains Base Camp and Research Station was selected as a Canadian Signature Experience by Destination Canada, the country’s national tourism marketing organization. It is one of Canada’s best experiential travel products, in a collection of 183 for the entire country. It offers guests a unique immersion into the special places and stories of Labrador Inuit life, their land, lifestyle and traditions. Used to showcase Canada’s best experiences in 10 countries internationally, this is the only Labrador product in the collection, which is accompanied by seven more from Newfoundland.

In 2014 the Educational Travel Community recognized NG Solutions and Torngat Mountains National Park for their responsible tourism practices. In 2016, the [Torngat Mountains Base Camp and Research Station](#), located in St John’s Harbour in Saglek Bay, Northern Labrador, NL received ATACs regional award for Best Lodging/Accommodations.¹¹

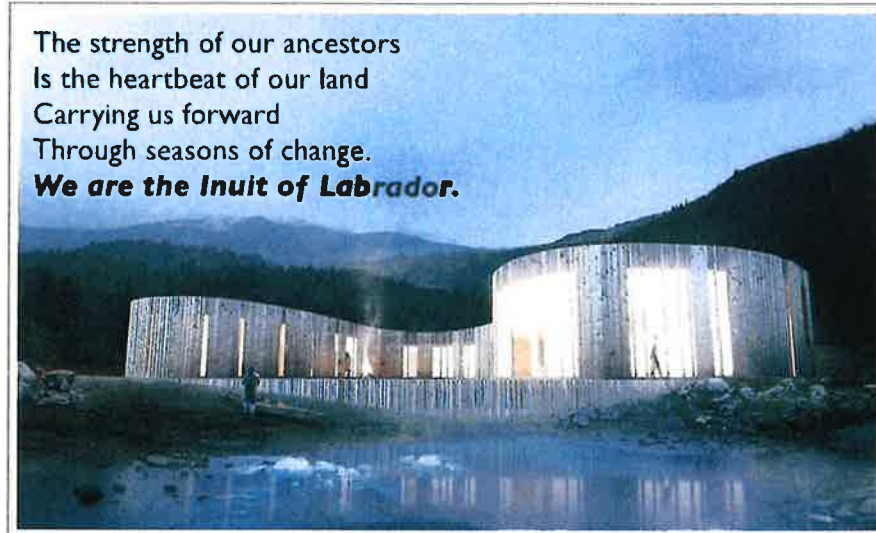


¹¹ <https://aboriginalcanada.ca/corporate/aboriginal-tourism-leaders-across-canada-honoured-iatc-gala-awards/>



2.2 Significant Destination Development Projects: 2014 - 2020

2.2.1 Illusuak Cultural Centre, Nain



Future Illusuak Cultural Centre, Nain

Originally targeted to open in 2016, the Illusuak Cultural Centre will be a place where Inuit culture, language, traditions, stories and experiences will be shared and celebrated. Designed to present the rich culture of the Labrador Inuit, the centre will house permanent exhibits, an audio-visual/performing arts theatre, a café, a gift shop, travelling exhibits and offices. As a cultural hub in Nunatsiavut, the Centre will be a multi-generational gathering and sharing space for all beneficiaries. As a visitor attraction, this will be the first modern attraction in Nunatsiavut and become an iconic draw that connects the stories of the past, to the people of the present. Programmatically, activities will engage Inuit, Kabloonangajuit, and non-Inuit in the history of Labrador Inuit culture, language, values and traditions. Due to unanticipated project delays, the Illusuak Centre is now forecasted for a soft opening in the fall of 2017 for locals with plans to be welcoming visitors by the summer of 2018.

2.2.2 Hopedale Moravian Mission Complex

The Hopedale Moravian Mission complex is a National Historic Site (NHS) that consists of an Interpretation Centre, church, ammunitions building and "dead house" (morgue). It is considered one of the oldest wooden structures east of Quebec and exhibits artifacts that highlights the Moravian Mission's early years in Northern Labrador.



Artistic Rendering of the Hopedale Mission National Historic Site

On 17 June 2017, the federal government announced¹² a \$688,000 investment for the structural upgrades of the Provisions Warehouse to ensure that more Canadians, including youth, can learn about the environment and cultural heritage.

Ongoing projects include the adaptive reuse project for continued restoration and improved interpretation and reconstruction of Hudson Bay Houses as visitor accommodations. Plus, archeology explorations continue under the guidance of Dr. Tom Gordon and Dr. Lisa Ranking of Memorial University. Finally, this site has been nominated for UNESCO World Heritage Site designation for the complex including the Agvituk old Inuit village, the Moravian Mission's history and the Nunatsiavut legislative capital of today.

2.2.3 Hebron National Historic Site Continued Restoration

The Hebron Mission Station was established by Moravian missionaries in the 1830's. The station was part of the expansion and religious mission by the Moravians of the Inuit in northern Labrador. The station provided religious instruction to the local Inuit, and was also an educational, commercial and medical center.

The Ambassador program for summer stewardship of the site moved to an open application system in 2017 and Mike Patterson is developing a prioritized list of restoration requirements to guide the long-term infrastructure investments needed to protect the site while continuing to allow boat and cruise ship accessibility to this northern isolated site.

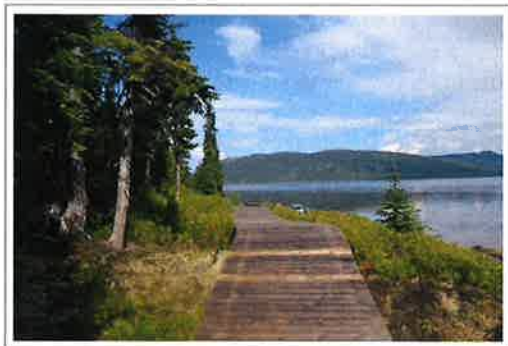


Hebron Mission National Historic Site Church

The Nunatsiavut Government received a total of \$65,000 in donations in 2016. The funds were leveraged with Nunatsiavut Government funds and the division of Tourism partnered with the Department of Education and Economic Development and Inuit Pathways to train 3 people from Nunatsiavut in woodworking. The instructor was Mike Paterson and the windows were installed later in 2017 by the Hebron workers and their instructor.

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 providing the 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.



World's Second Longest Boardwalk, Rigolet

2.3.5 Makkovik Recreation & 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

¹² Government of Canada. (June 17, 2017). *Government of Canada invests in Hopedale Mission National Historic Site*. Retrieved: https://www.canada.ca/en/parks-canada/news/2017/07/government_of_canadainvestsinhopedalemissionnationalhistoricsite0.html

sights and interpretive panelling that will be flexible enough to highlight different community events as well.

A community recreation centre opened in the fall of 2016 that will serve the local community, but in time can be used for hosting musical events or other larger events that will attract visitors from within Nunatsiavut and the province.

2.3.6 Akami-Uapishk^u-KakKasuak Mealy Mountains National Park Reserve

On July 31st, 2017 efforts to establish a national park reserve in the Mealy Mountains resulted in National Park designation to protect 10,700 square kilometers, encompassing a stunning array of pristine landscapes, vegetation and wildlife, a representative example of Canada's East Coast Boreal Region.¹³ This national park reserve is the largest national park in Eastern Canada and protects the cultural landscapes of importance to Innu, Inuit, Southern Inuit and other people in the region and will have access through Rigolet, Goose Bay, and Parks Canada offices will reside in Cartright and/or Rigolet (to be determined once the Field Unit Superintendent position is filled in the fall of 2017).¹⁴

The Akami-uapishku-KakKasuak-Mealy Mountains National Park Reserve is Canada's 46th national park is the country's newest! The glacially-rounded, bare rock summits of the Mealy Mountains reach up to 1180 metres to overlook Lake Melville. The pristine landscape of mountain tundra, marine coasts, boreal forests, islands and rivers are home to numerous boreal species.

With Parks Canada's signature on the Federal/Provincial Land Transfer Agreement in July 2017, the federal government formally accepted a 10,700 km² area in the Mealy Mountains region of central Labrador for the administration and control as a national park reserve. In the same month, Parks Canada also signed the Labrador Inuit Park Impacts and Benefits Agreement (PIBA).

2.3.7 Strengthening Labrador as a Tourism Destination

The iconic appeal of Labrador as one of the last frontiers in North America to be developed will be significantly impacted by the completion of the Trans-Labrador Highway connecting the east and west with a quality road, and in-time support infrastructure to enhance the journey. Like the Alaska Hwy that once opened the north in British Columbia, improved vehicle access from Quebec to Labrador, and its connecting tributaries will forever impact access into the northern part of the province.

Simultaneously, Red Bay National Historic Site, designated a UNESCO World Heritage Site in 2013, will begin to raise the profile of Labrador and attract more visitors seeking unique, authentic, northern experiences.



Torngat Mountains National Park

Given Red Bay's close proximity to the northern tip of western Newfoundland, Red Bay NHS has the potential to entice inquisitive travellers who are visiting the Gros Morne area and L'Anse Meadows

¹³ Retrieved from: <http://cpaws.org/blog/cpaws-welcomes-announcement-of-mealy-mountains-national-park-reserve>

¹⁴ http://www.tourismnunatsiavut.com/home/mealy_mountain_national_park_reserve.htm



National Historical Site to cross the Strait of Belle Isle by ferry from St. Barbe, NL to Blanc Sablon, Quebec and travel the 82 km, along the Labrador Coastal Drive and experience the tapestry of rich culture and history. Attracting 7,699 visitors in 2013, they experienced an 18% increase in visitation over 2012. The *visitor experience master plan*¹⁵ was completed in 2014 identifying the long-term development investments for the newly designated heritage site.

2.3.8 Strategic and Tactical Investments

As the province of Newfoundland and Labrador works towards their goal of \$1.6B tourism by 2020, their new 2017-2020 Provincial Product Development¹⁶ plan provides guidance to support the development of high quality, visitor-focused brand experiences.

The province's four guiding principles will serve Nunatsiavut Tourism well:

- **Collaboration** - The plan outlines a whole-of-government approach to collaboration across the public sector with departments and agencies that play a role in or offer programs and services that impact tourism product development. The plan will also be achieved through a collaborative approach with private and non-profit partners.
- **Greater Efficiency** - The actions outlined will enable Nunatsiavut Tourism to accurately and efficiently focus resources on collective tourism priorities that improve the tourism industry's ability to achieve established targets for spending growth.
- **Better Services** - The plan outlines new opportunities for service improvements, collaboration and economic growth. These are tangible initiatives that allow all tourism partners to engage in strategic tourism product development to achieve specific outcomes.
- **Better Outcomes** - The plan outlines the primary goal of increasing tourism visitation and spending, which produces better outcomes for all tourism stakeholders.

Create and deliver Newfoundland and Labrador brand experiences that:

- Attract more visitors
- + Encourage them to stay longer
- + Experience more

= Increased visitation and spending

\$1.6 billion by 2020

Within the Nunatsiavut Government, several opportunities align well with the provincial direction:

- A new overarching strategic directions plan for the Department of Culture, Recreation and Tourism targeted for completion and adoption in the fall of 2017;
- A desire by communities to secure a full-time, year-round individual responsible for tourism and economic development in all five communities, to support business development at the community level, supported by the Department of Culture, Recreation and Tourism and funded by the Department of Education and Economic Development.

¹⁵ McLeod Solutions. (2014). *Red Bay basque whaling station world heritage site visitor experience master plan*. A report prepared for the Town of Red Bay.

¹⁶ Province of Newfoundland and Labrador. (2017). *The way forward: 2017-20 Provincial tourism product development plan*. Retrieved from: http://www.tcii.gov.nl.ca/tourism/tourism_development/pdf/17-20_prov_prod_dev_plan.pdf



2.3 SWOT Analysis

The 2008 initial Tourism Strategy served the region well. Guided by seven strategic goals it provided the initial direction for investment in infrastructure, activities, services, people and programs. By 2014, \$25+ million in infrastructure investment was committed, new government policies, a proactive approach to tourism development, combined with 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.

The 2014 SWOT analysis has been updated to incorporate mid-point evolutions impacting the internal and external environment for tourism growth. It is appreciated that sustainable change can take from three to ten years given limited human and financial resources.

Strengths: Helpful to advancing tourism

- Commitment by NG, NGC and the LICST to strong communities through sustainable business;
- NGC's business model and ability to retain business focused on benefits for beneficiaries;
- Only place in Canada celebrating Inuit as a priority tourism focus ;
- Significant heritage assets, varied histories and stories from the Inuit, to the Moravian missionaries, to the Hudson's Bay Company;
- Torngat Mountains National Park;
- Northern Lights;
- Strong multi-government leverage of investment dollars;
- Unique sub-arctic experience;
- Labrador arts and artisans;
- Government & business meetings market;
- Professional tourism team at NG and realistic commitment growing community capacity; and
- Nain's grassroots tourism activities since the 1970s with the museum, craft shop & artisan.

Additionally, since 2014:

- Provincial and regional destination development plans, harmonized and aligned with Nunatsiavut's refreshed 2014 - 2020 tourism strategy;
- Torngat Mountains Base Camp and Research Station is garnering international recognition and awards with a new business and operating model enroute and a national delegation of federal senior tourism officials visiting the summer of 2017;
- New full-time Arts and Crafts Coordinator;
- Continual investments in training by the Department of Education and Economic Development
- Increased federal investment in Aboriginal Tourism in Canada and Director of Tourism on the ATAC Board of Directors; and
- Federal and provincial government commitments to reconciliation leading to project investments in different areas that can align with tourism and community tourism development.

***Weaknesses: Limiting tourism development***

- Accommodation quality, relative to Newfoundland;
- Diversity of food and beverage options;
- Consistent, quality, market ready product;
- Limited understanding of the tourism industry;
- Lack of community differentiation with the visitor experience to tell a more holistic story of the Inuit
- Cost of travel;
- Weather impacts;
- Online presence for most businesses, limited knowledge/skills for social media;
- Organic growth, need for business models;
- Lack of understanding about the customer;
- Training not leading to application in many cases;
- Can't keep up with demand for sealskin products;
- Northern Ranger as a tourism transportation means is limited with vessel reliability and consistency of operations;
- Historically poor treatment/perception of the Inuit takes time to overcome and build trust;
- Labradorite art not being produced and sold in Labrador; and
- Communities at different stages with tourism development, all with limited human capacity.

Additionally, since 2014:

- While all communities can apply for annual funding, there is no permanently dedicated tourism/ economic development staff in Nain or Hopedale to guide tourism development. Rigolet, Makkovik and Postville are required to apply for annual funding;
- People less inclined to apply for positions that require annual funding;
- Priority destination development investments along the south shore;
- Limited number of businesses to work with to grow tourism in each community ;
- Cost of training and development programs, combined with the need for on-going coaching;
- Priority for the Northern Rangers is transporting local citizens, community stops are very short which limit tourism opportunities for visitors; and
- Accommodation shortage in Makkovik, none in Postville.

Opportunities: To advance tourism development

- Layering revenue generating activities and programs onto existing infrastructure and places;
- Develop and position on value, rather than compete on price;
- Custom packaging, flights, regional experiences;
- Private corporate retreats;
- Investments consider the broader economic impacts to communities, people, and tourism;
- Developing partnerships with non-indigenous organizations to advance tourism goals;
- Packaging multiple community experiences together;
- Identify themes, products, stories, activities and infrastructure needs unique to each community, avoiding duplication to create reasons to visit ;
- Establishing a 10-year financial investment strategy which includes revenue generating ways to sustain infrastructure investments;
- Explore a tiered investment approach in the arts and crafts community; and
- Integrated learning plans that support business learning and application.

Additionally, since 2014:

- The newly designated Akami-Uapishk^u-KakKasuak-Mealy Mountains National Park Reserve will have a positive impact on Rigolet; and
- Leverage the current projects and investments by ATAC, the federal and provincial governments as

Threats: Hindering tourism development

they pertain to tourism development and reconciliation.

- Annual funding programs vs. a more valuable three to five-year longer term commitments to add certainty and consistency;
- Annual community staff funding for three vs. one-year to add certainty and consistency and facilitate multi-year tourism and economic development;
- Limited population base and small communities mean capacity must be carefully defined and developed focused on value over volume;
- Some not feeling the benefits from tourism, such as cruise, provide enough return on investment;
- Need to be market-responsive as a tourism business and meet norms for response time, product quality, availability, insurance, marketing, etc.;
- Difficulty in securing affordable insurance;
- Volume of visitors while growing, remains low;
- Lack of understanding about the emerging potential in NG provincially and within NG communities;
- Emerging destination, businesses still require government investment to grow their capacity;
- Lack of community transportation and visitor focus when guests arrive in communities;
- Limited understanding of grant programs and opportunities, how to apply and benefit; and
- Loss of language and traditions skills with younger generations.

In addition, since 2014:

- No new staff and resources in the Tourism Division to help implement the tourism strategy;
- Annual funding of community tourism-economic development positions Communities not seeing the economic benefits from tourism or the long-term value of tourism; and
- Proposed new revenue streams (e.g. port fees, experience fees, heritage site fees) not implemented.

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 a coordinated approach between all layers of government is essential to optimizing limited resources available to increase tourism visitation.



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 reports were reviewed in conjunction with the 2014 Strategy, a full bibliography found supporting Technical Document that resides with Tourism Nunatsiavut.

International	UNWTO's Practical Guide to Tourism Destination Management (2007).	A global perspective on successful elements of destination management.
National	Canadian Tourism Commission's Explorer Quotient 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.
	Aboriginal Tourism Association of Canada Path Forward (2016).	Strategic growth of Aboriginal Tourism throughout Canada.
Provincial	Province of Newfoundland and Labrador's Uncommon Potential: A Vision for Newfoundland and Labrador Tourism (2009) and the 2017-20 Provincial Tourism Product Development Plan.	Sets for the strategic direction for tourism in NL based on 7 goals for doubling revenue by 2020 and the focus for product development based on the destination development plans.
Regional	Tourism Destination Visitor Appeal Appraisal for Labrador (2014) and Destination Labrador's 2017 - 2020 strategic directions.	Opportunities and recommendations for Labrador tourism's the next decade is presented in 17 key findings recommendations with benchmark data.
Nunatsiavut Government & Community	Postville Tourism Heritage Plan (2014). Rigolet 5-Year Tourism Strategy (2013). Dept. of Culture, Recreation & Tourism Strategic Plan (2017)	Community based development plans. Nunatsiavut evolving strategic priorities.



3. The Road Ahead 2014 - 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).

The most forward-thinking travel brands are delivering those types of experiences by focusing on three things above all else: inspiration, personalization and a path toward self-discovery.

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, both near and far, become more dynamic and informed citizens.

Rafit Ali (skift.com)

In Nunatsiavut specifically:

- Opening of the Nain Illusuak Cultural Centre;
- 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.***

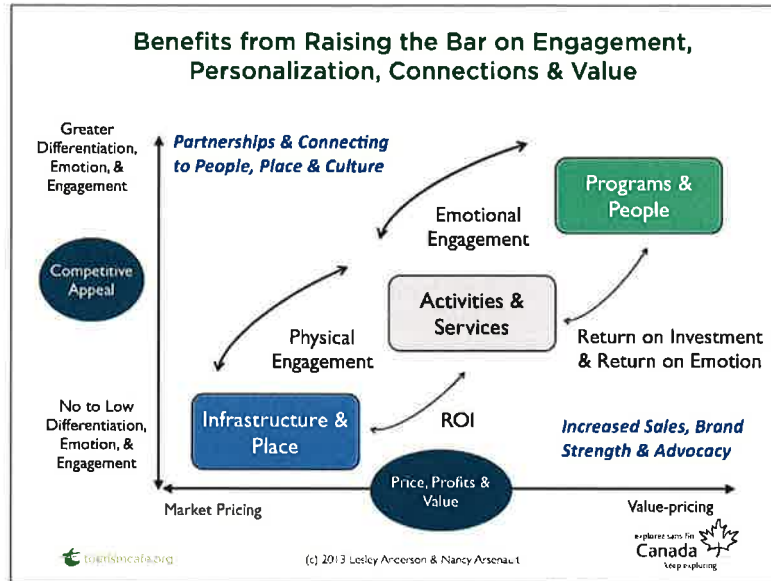
Success in driving new market interest and international visitation will be contingent on a number of variables:

- 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.

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.

Each of the five sections concludes with a chart that highlights the main product concept, development and launch phases for each initiative.

The original tables have been updated to reflect the following:

2014 target, no action taken X	2014 target, action taken ✓	2014 Action Completed	Revised, extended or or new time frame	2014 Plan Action - Removed from 2017 X
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3.1 Preserve & Celebrate the Labrador Inuit of Canada

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

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 has, as part of their business plan, investment dollars to develop and promote market-ready visitor experiences will help diversify the offer and drive sales beyond basic entrance fees.



Illusuak Cultural Centre



Hebron Mission NHS



Hopedale Mission Artist Rendering

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1. Illusuak Cultural Center, Nain.	✓	✓	✓	✓	Open to Public		
2. Rigolet Archeology Site & Sod House.		✓	✓	✓			
3. Hopedale Mission Complex Restoration.			✓	✓			
4. Hebron NHS Site Restoration.	✓	✓	✓	✓			
5. Makkovik Walking Trail.	✓	Complete					
6. Story Capture Projects (multi-dimensional).	✓	✓	✓	Ongoing			
7. Establish a new location for Torngats Arts & Crafts within the Illusuak Cultural Centre.			X	In Progress			
8. Adapt NGC's Corporate Social Responsibility Policy for tourism.	X						
9. Adopt the TIAC/PCA sustainable tourism guidelines.	X						

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
10. Develop an NG Tourism Awards of Excellence program.				X			
11. Establish an archeology policy that support an archeological review and cultural resource plan before tourism developments on protected lands is approved.		X					
12. 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.			✓	Complete			
13. Identify other stories of the Inuit, local area authors that each community wishes to share with visitors and for education purposes.				✓			
New 2017 Opportunities							
14. Mealy Mountains National Park Designation and tourism opportunity development in Rigolet.							
15. Moravian Mission UNESCO designation project in Hopedale.							



Photo Credit: Canadian Geographic

3.2 Building a 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.

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 distribute the initial product development investment, strengthen each community's tourism potential, and create reasons for visitor to be drawn to multiple communities, a commitment to developing the Inuit story together and show-casing key elements is important. This will avoid community-to-community duplication, recognize the limited human resource capacities, and provide a lure for guests. It by no means precludes the other elements being included, but ensures key parts of the story are available.

Location	Art	Heritage/Culture	Culture/Music	Nature	Festivals/Events
Nain	Stone carving	Inuit Way of Life	Community Kitchen	Rock quarries	--
Rigolet	Grass-work	Hudson's Bay History, Net Loft	Square Dancing	Boardwalk, gateway to Mealy Mountains	Salmon & Tikkiaksaugusik Cultural Festival
Hopedale	--	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.

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1. Northern Ranger packaging and diversified Base Camp offering.	X	✓	✓	In-market	Continue developing new experiences		
2. Secure confirmation and support from all five communities to collaborate on implementing the 2014 - 2020 Tourism Strategy post NEC Executive Council acceptance.	X	X		NEC	Com-munities		
3. 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.	✓	No further action required					
4. 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.			Preliminary investments		Continue to work towards increasing the number of experiences in each community.		
5. Package and market the Torngat Mountains Base Camp and Research Station for corporate retreats and custom high-end visitors.			✓	On hold until the business modelling complete			
6. Introduce two new March/April specialty products using igloos, snowmobile tours and winter adventures.				X	X		
7. Develop walking route points of interest maps, complete with self-discovery, signs & technology.		X	Community maps completed				
8. Introduce targeted enhancements to menu options during summer season and for the meetings market.		X					
9. Secure investment for new and improved accommodations and food services in Nunatsiavut.		Focused on TAP compliance with existing operators			Accommodations needed in Nain, Rigolet and Postville.		
10. Improve the signage and way-finding at visitor arrivals at airport and marina areas.			X	X			
11. Identify where and how visitor servicing can be optimally supported in each community.			X	X			

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
12. 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.		x					
New 2017 Opportunities							
13. Revisit the business plan for Base Camp with the Conference Board of Canada following NGCs decision to withdraw from managing this entity.				In progress			
14. Host an annual tourism event, aligned with an opportunities and management meeting with the province and Destination Labrador.							
15. Define the score of, and secure a company to manage the Torngat Mountains Base Camp and Research Station.							
16. Explore the potential for introducing an Indigenous Guardian program.							



Photo Credit: Rita-Ann Dicker



Photo Credit: Jillian Larkham

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. ✓

“Community tourism development is community economic development.”

Postville Tourism Heritage Plan (June 2014)

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 deliver 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.



Photo: www.tourismnunatsiavut.com

Investing in an Arts and Culture Strategy should define the customer profile, development support, marketing and sales support needed to support visual and performing artists. A three tiered approach was identified to create opportunities to grow and advance.

Layering Capacity within the Visual Arts Community	Art Value	Layering Capacity within the Performing Arts Community and Storytellers
Tier 1: Artists selling nationally & internationally	\$500+	Tier 1: Perform internationally & nationally
Tier 2: Artists selling provincially	\$100 - \$499	Tier 2: Perform provincially
Tier 3: Artists selling locally	\$20 - \$99	Tier 3: Perform in Labrador

#2: Experience Providers Network (EPN)

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.

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1. Develop the Nunatsiavut Artisan Network							
1.1 Hire a full-time staff person to establish and manage the network activities, implement the artist strategy.		X	Complete				
1.2 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.		✓	✓	✓			
1.3 Ensure a strong relationship with the Craft Council of NL.				Enroute			
1.4 Mentor visual and performing artists in getting established in their respective market.		Being considered with the Arts & Crafts Strategy					
1.5 Liaise with the tourism department for extended workshops, performances, unique visitor experiences and sales opportunities.		Being considered with the Arts & Crafts Strategy					
1.6 Establish and manage a regional capacity for buying, shipping and assistance to artists for online retailing.			Being considered with the Arts & Crafts Strategy				
1.7 Create a collaborative marketing portal, with online retailing, and consider featuring a new Inuit artist each month, or each season.			Being considered with the Arts & Crafts Strategy				
1.8 Create an inventory of visual and performing artists and storytellers.			Being considered with the Arts & Crafts Strategy				



2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1.9 Training and mentoring of future generations: (a) Inuit artists Master Apprenticeship program, (b) Community/visitor workshops engaging people with the art (e.g. carving, sewing), and © Creating workshops targeted to different audiences (cruise, meetings, independent travellers, schools, youth groups).			Being considered with the Arts & Crafts Strategy				
1.10 Define future infrastructure needs and community placement such as: (a) Jewelry studio, (b) Tool library to purchase or rent tools and welcome visitors to learn/engage, (c) Pattern repository to welcome visitors to learn/engage (d) An 'Artisan Shed' in each community for artists to gather, work, mentor the youth, welcome visitors into workshops to connect with locals and their traditions.			Being considered with the Arts & Crafts Strategy				
2. Develop the Experience Provider Network							
2.1 Identify and develop experiences providers, storytellers and guides.		X	✓	Enroute			
2.2 Market experiences to tour operators.			Limited	Limited			
2.3 Address insurance needs and standards.			X	X			
2.4 Identify earning needs and skills gaps and coordinating training or coaching.		✓	✓	✓			
2.5 Provide a liaison between the tour operators and community tourism development.		✓	✓	✓			
3. Attract investments that strengthen visitor opportunities and community capacity.	X	X	X	X			
4. Explore a new model for training that includes a modular approach to knowledge/skills, complete with application support.		X					
5. 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.		X	X	X			
6. Explore other northern, aboriginal success stories, such as the Yukon Artists @ Work (www.yaaw.com) for business development ideas.		X					
7. Invest in case studies that demonstrate the success and value of tourism investments and serve as a learning tool for others.			X	X	Defer		



3.4 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.

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.

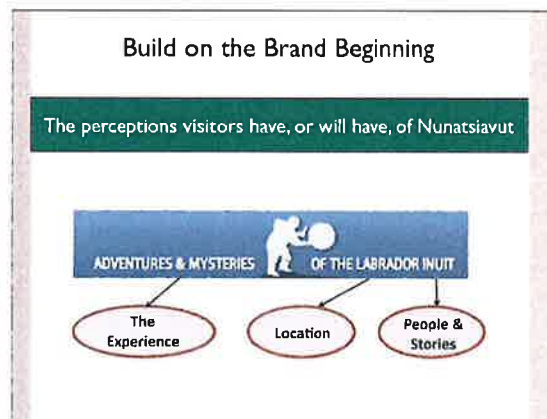
Leaders and organizations are acknowledging that even their best individual efforts can't stack up against today's complex and interconnected problems. They are putting aside self-interests and collaborating to build a new civic infrastructure to advance their shared objectives. It's called collective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

Harvard Business Review (Jan 2013).

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

1. Enhance the sales and marketing activities.

- a. Create a basic brand identifier kit that builds on the existing tagline and enhanced logo;
- b. Focus on cultivating experiences to attract high-end niche travellers & affinity groups;
- c. Focus marketing initiatives to differentiate Nunatsiavut within NL as a sub-arctic destination and Inuit experience;
- d. Set targets for assisting businesses to strengthen their basic online presence and provide training or support to ensure their success;
- e. Integrated online booking engines to extend the operators reach. Ensure a purchase channel for beneficiaries when differentiated pricing is available; and
- f. 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 a Receptive Tour Operator for NG

Assess the potential for establishing a receptive tour operators they can focus on driving business for existing and future tourism products and experiences in support of the Department of Tourism. Together, these initiatives can drive additional benefits to individuals in communities who can contribute to tourism as an experience provider and be hired and insured through a single company vs encouraging new business start-ups where the revenue potential and operating season will be limited in the early years.

With a NG tour company, active travel trade development can occur and growth managed within the human resource capacity of the local communities.

3. Eliminate or Reduce Barriers to Growth.

- a. 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;
- b. Investigate creative insurance options that would enable non-profits and entrepreneurs to launch a tourism business, with insurance - and afford it;
- c. 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>).

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

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1. Enhance the sales and marketing activities.	✓	✓	✓	✓			
2. Eliminate barriers to growth.	Not a priority focus			Work with Economic Development, federal and provincial governments			
3. Determine the visitor serving opportunities.			✓	In progress			
4. Conduct targeted research.		×		In progress			
New 2017 Opportunities							
5. Develop the business case to establish a regional tour operator to package travel, facilitate direct-to-market and travel trade sales, as well as be a conduit to hiring local guides, artists and storytellers willing to create experiences for visitors, but not at a volume they would create their own company.		×					



Photo © Heiko Wittenborn

3.5 Operational Excellence

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.

The Division of Tourism has been operating with two staff members and not additional resources to implement this strategic tourism plan. Internal changes in people, processes and opportunities have impacted the decision to advance targeted activities and defer others till a later date. As well changes in

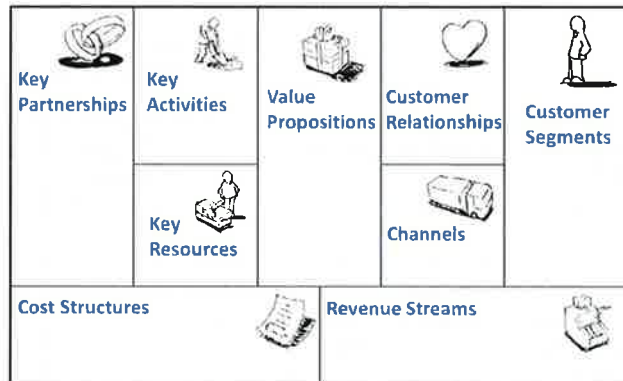
Operational excellence reflects the efficiency and effectiveness of the Nunatsiavut Department of Culture, Recreation and Tourism and the projects they fund and/or support.

the external environment present both opportunities and challenges. 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 Framework¹⁷ 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.



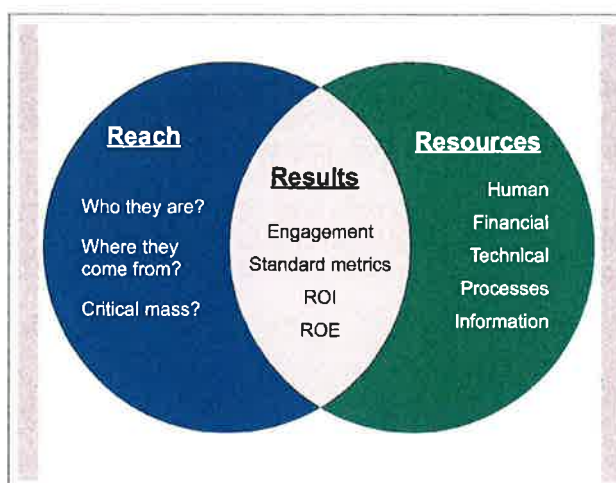
2. Adopt the provincial Innovation, Business and Rural Development (IBRD) Opportunities Management process for assessing new project priorities for investment. The assessment criteria would need to include the alignment with the new vision, mission, values and strategic pillars for NG tourism.

¹⁷ Osterwalder, A. & Pigneur Y. (2010). *Business model generation*. Hoboken, NJ: John Wiley & Sons Inc.



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 Framework¹⁸ 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.



4. Annually, during the business and marketing planning phases, **revisit the alignment** of Nunatsiavut's tourism activities with Destination Labrador, the Department of Tourism, Culture and Recreation, as well as key funding partners to define your contribution and leverage opportunities.

5. Secure a university partner and conduct a base-line **economic impact study** prior to the opening of the Illusuk Cultural Centre, then plan for replication 5-years later.

2014 Projects & Opportunities	2014	2015	2016	2017	2018	2019	2020
1. Execute on the tourism strategy.	✓	✓	✓	✓			
2. Develop the NG tourism business model.		X			Deferred		
3. Develop a decision framework for prioritizing investment, and revisit NG tourism alignment with key partners annually.			O&M process in place	Annual activity			
4. First tourism economic impact study.		X	X				Deferred
5. Develop a performance framework and KPIs.			X				Deferred

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.

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.

¹⁸ Montague, S. (1997). *The three Rs of performance*. Ottawa: The Performance Management Network.



4. 2017 - 2020 Tactical Action Plan

Tourism succeeds when collaboration trumps self-interest, funding partners support priority initiatives, training support is provided when needed, and realistic time frames are set to achieve outcomes. Done well, the collective competitiveness and appeal of the destination will increase generating benefits for tourism businesses and communities.

Labrador Tourism Destination Visitor Appeal Appraisal, June 2014

There are **14 short-term tactical activities** that warrant investment to continue strengthening the visitor economy in Nunatsiavut. While all tactics represent an important element of the long-term future, the first five are deemed critical within the **next three years**.

The remaining nine pages of this report identify the tactical actions, the time frame and budget estimate for additional dollars not currently allocated or approved within existing budgets. Each tactic is also aligned with one or more of the five strategic pillars for Nunatsiavut, which were aligned with the Province of Newfoundland and Labrador's Destination Development plan for Labrador in 2015:

- #1 Preserve and celebrate the Labrador Inuit of Canada;
- #2 Building the visitor economy;
- #3 Sustainable communities: Building capacity;
- #4 Collaborate to compete; and
- #5 Operational excellence.

Each tactic identifies the **success network** - the organizations required to collaborate - needed to bring the tactic to fruition.



Hebron National Historic Site



The new Akami-Uapishk^U-KakKasuak-Mealy Mountains National Park Reserve

Short-Term Tactics	Year	Additional Budget Est.
1. NEC to review and approve this refreshed strategy and proposed tactical activities.		
<p>Supports all five strategic priorities.</p> <p>Contributes to tourism development by allowing government funding to be released, and staff priorities to be aligned with executing the tactical actions.</p>	Fall 2017	None
<p>Success Network:</p> <ul style="list-style-type: none"> Minister of Tourism Culture and Recreation - present the plan to NEC for approval; NEC - approving authority; and Inuit Community Councils, Parks Canada, Destination Labrador - Embrace report, co-fund and support tourism tactics within each community. 		
2. Establish a full-time economic and tourism development staff person in each community on a 3-year mandate with renewable 3-year option.		
<p>Supports all strategic priorities.</p> <p>Contributes to:</p> <ol style="list-style-type: none"> identifying and supporting entrepreneurs in each community to develop and manage the visitor experience; having a community touchpoint for planning and reservations; assisting with provincial TAP compliance, packaging, and assisting guests within communities; coordination within and between communities; providing input to what individual communities require within NG context; and supporting the strategic development of the Experience Provider Network. 	Fall 2017 Seek Approval Winter 2018 Hire	\$325,000 (5 positions @ \$65,000 annually, 50% paid by NG Economic-Development and 50% by the NG Tourism Division plus \$30,000/year (total \$90,000) for additional operating funds for training, travel and project work
<p>Success Network:</p> <ul style="list-style-type: none"> Departments of Culture Recreation and Tourism and Economic Development and Education and a Community Council representative to co-design the job description, reporting structure, hiring, and reviewing an annual project list and level of effort to reflect highest priorities within community and for NG (Fall 2017). Reporting of these positions would be to the Director of Tourism and the staff would work closely with the Inuit Community Governments and other community organizations; NEC to approve creating five- 3-year pilot positions for 2018-2020 fiscal years, reallocating the money currently available from an annual program funds. The Department of Culture, Recreation, and Tourism, and the Department of Education and Economic Development cost share the positions 50%/50%; and ACOA to seek project based funding for positions for the first 3 years, and revisit the opportunity for a renewed 3 years. 		



Short-Term Tactics	Year	Additional Budget Est.
<p>3. Continue to invest in tourism development that increases revenue generating products and services to enhance the overall destination appeal.</p>		
<p>Supports strategic priorities #1, 2, 3 and 4.</p> <p>Contributes to the strategic and continual growth of tourism by:</p> <ol style="list-style-type: none"> (1) Hosting an annual destination development planning meeting in conjunction with Destination Labrador and the province; (2) Creating a tourism working group for Nunatsiavut that will keep the tourism strategy moving forward and feed into the Destination Development Plan for Labrador; (3) Identifying the short and long-term potential for Rigolet with Parks Canada and other Aboriginal organizations involved as the Mealy Mountains National Park Reserve gets established; (4) Negotiating cruise ship shore excursion fees; (5) Continuing to strengthen the Experience Provider Network, the Nunatsiavut Artisan Network and new experience development for the Illusuak Centre for 2018; and (6) Offering assistance to communities to ensure they have the training and guidance needed to support business development, expansion and evolution. 	<p>2017 - 2018 Agreement 2018 - 2019</p> <p>Aligned plans and projects</p>	<p>To be discussed further</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • NG Department of Culture, Recreation and Tourism, Parks Canada, Destination Labrador, Cruise NL, ATAC and NL's Department of Tourism, Culture Industry and Innovation all support and partner investment for product development; and • NG Department of Education and Economic Development supports training and project funding. • Local businesses, Inuit Community Governments and other community stakeholder groups such as heritage societies. 		
<p>4. Define the scope of, and secure a company to manage the Torngat Mountains Base Camp and Research Station operation.</p>		
<p>Supports all strategic priorities #1, 2 and 3.</p> <p>Contributes to adding a critical capacity to the current and long-term success of operating Base Camp and focusing on developing the sales channels for all NG anchor attractions.</p>	<p>2017 - 2018</p>	<p>To be defined in the fall of 2017</p>

Short-Term Tactics	Year	Additional Budget Est.
<p>Success Network:</p> <ul style="list-style-type: none"> • Deputy Ministers for NG - write the RFP (Request for Proposal) or EOI (Expression of Interest), organize the hiring committee, recommend companies to NEC, oversee contract management and alignment; • Tour Operator Contracted: (1) Operates the Torngat Mountains Base Camp and Research Station (2) Leads the development of the travel trade channels (3) Contributes research and insight regarding evolving visitor interests, packing opportunities and new long-term investment opportunities. • Parks Canada - continues with partnership moving forward; and • ACOA - project funding partner. 		
<p>5. Complete the Illusuak Cultural Centre in Nain and Visitor Experience Programming</p>		
<p>Supports strategic priorities #1, 2, 3 & 4</p> <p>Contributes to establishing a new anchor attraction and demand generator for NG that benefits the community, but also creates new reasons to visit, provides a home for year-round sales of arts and crafts, and opens the door to new travel packaging with the hotel to increase the length of stay.</p>	<p>2018</p>	<p>Funds committed already to this project</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Division of Tourism, lead role in marketing and revenue generating visitor experience development; • Division of Culture, lead role building capacity to create cultural experiences; • Torngat Arts and Crafts - sources unique gift store items, develops visitor experiences; and • NL's Department of Tourism, Culture Industry and Innovation and Destination Labrador - assist with visitor experience development funding, marketing, travel trade and travel media activities. 		
<p>6. Continue to strategically invest in strengthening the Nunatsiavut Artisan Network while simultaneously developing a targeted visitor servicing capacity within all communities.</p>		
<p>Supports all five strategic directions</p> <p>Contributes to a continued, strategic investment in preserving the past, training youth and generating additional wealth for individuals within all NG communities. Key elements include:</p> <ol style="list-style-type: none"> (1) Finalizing the arts strategy; (2) Building on the artist workshop successes to date; (3) Establishing a pattern library; (4) Addressing the need to secure an NG individual who can jury the art for certification with the NL Art Council to address the production of and strategic development of three tiers of product quality; and (5) Guiding investment in establishing/enhancing a Craft/Visitor Centre in each community to create a guest focal point for retail sales, visitor information and a gathering place for staging experiences. 	<p>2017 - 2020</p>	<p>Funds will come from the Division of Culture and be determined by their team.</p>



Short-Term Tactics	Year	Additional Budget Est.
<p>Success Network:</p> <ul style="list-style-type: none"> • Division of Culture to lead the arts and crafts initiatives, in collaboration with the Division of Tourism who will ensure the visitor lens is incorporated into all aspects of the development; • Individual artisans to invest in their own plans for establishing the tier they wish to develop crafts in, investment needed to grow their business, and enhance their individual and/or collective sales channels; • Craft Council of NL to support certification of one or more individuals in NG as jurors. This would increase the speed of adjudication, decrease the cost and create a local area resource for supporting development; and • Inuit Community Councils - engage in discussions regarding a long-term facility in each community - Postville, Hopedale and Makkovik - for arts and crafts as well as visitor services. 		
<p>7. Develop a training and education plan for entrepreneur and community tourism development to guide strategic, integrated investment in building capacity.</p>		
<p>Supports strategic priorities #2 and 3.</p> <p>Contributes to fostering increased skills, knowledge and awareness for tourism. Specific initiatives including:</p> <p>(1) Finalizing a toolkit that provides basic business and tourism information, including funding and grant sources (2017);</p> <p>(2) Hosting bi-annual tourism Community Readiness workshops with high school career information days and accompanied by tourism fact sheets in all communities to ensure continual and updated education about the value of tourism as an industry, to communities, and as a career option (2018);</p> <p>(3) Developing an integrated 5-year training and development plan to review existing programs and new program needs and incorporating current identified needs for training such as writing funding proposals, business planning, guide training product development and packaging.</p>	<p>2018 - develop the plan and secure investment</p> <p>2019-20 implement</p>	<p>1. In current workplace</p> <p>2. Develop a 2018 budget</p> <p>3. Develop budget in 2018 for the plan itself, not the activities for internal development or third party contracting.</p>
<p>Success Network</p> <ul style="list-style-type: none"> • Department of Education and Economic Development and Division of Tourism to lead the development of the training and development plan. • Ministries of Culture, Recreation and Tourism, Education and Economic Development and Parks Canada informing the plan, sharing needs and resources for development. • ATAC to explore partner funding opportunities. • Hospitality NL to assist with training advice, promoting and aligning training with provincial requirements/opportunities. • Inuit Community Governments, local businesses and community stakeholder groups to play an active role in the opportunities management (OM) process to help future experience development and destination development for their communities. • Local businesses to provide feedback for the training model. 		

Short-Term Tactics	Year	Additional Budget Est.
8. Explore the potential for introducing an Indigenous Guardian program.		
<p>Supports strategic priorities #1, 2 and 3</p> <p>Contributes a harmonized professional training approach, built on existing tools and successful programs across Canada, to create jobs and inspire our young people by connecting them to the land and their elders their language and culture (https://www.indigenousguardianstoolkit.ca/).</p>	<p>2018 explore opportunity 2019-2020 roll out in other communities</p>	<p>To be discussed further</p>
<p>Success Network</p> <ul style="list-style-type: none"> • Department of Culture, Recreation and Tourism - lead the investigation into the development potential with an holistic lens on how to define and shape such a program for NG in ways that benefit multiple communities, beginning with pilot projects in Hebron and Hopedale; • Director of Tourism - lead the program exploration and implementation; • Inuit Community Council in Hopedale and Parks Canada - provide input and support to exploring investing in type of a permanent capacity; and • Travel Media - Hebron Ambassador Programming will share more stories of Hebron and surrounding areas including the abandoned communities of Nutak and Okak (designated a national historic site in 1978) for visitors through many forms of media. 		
9. Ensure brand harmonization with all new physical and visual assets including community signage, maps, igloo tags so visitors will recognize they are in Nunatsiavut.		
<p>Supports strategic priorities #2 and 4.</p> <p>Contributes to guiding current investments to create a harmonized brand identity for NG within Newfoundland and Labrador for all investments that impact the visitor economy.</p> <p>Specific needs identified include:</p> <ol style="list-style-type: none"> 1) Walking maps for each community and non-print options for Hebron; 2) Visitor signage; 3) Craft/visitor centres in each community - existing and desired; and 4) Nunatsiavut Visitor's Guide. 	<p>2018 - 2020</p>	<p>\$20,000</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Division of Tourism to lead the brand identity and marketing guidelines and support local area initiatives in achieving a harmonized presence in their tourism assets; and • Inuit Community Councils investing in signage and maps for their individual communities and agreeing to the principles of brand harmonization. 		



Short-Term Tactics	Year	Additional Budget Est.
10. Refresh the Tourism Nunatsiavut website and content.		
<p>Supports strategic direction #1 and 2.</p> <p>Contributes to refreshing the content, imagery, reducing the lengthy text on pages, and drawing more immediate attention to purchasable travel and itineraries sold direct to consumers and/or via the travel trade. This includes more robust information from a visitor's lens to complement the historical information. The timing is important given the impending opening of the Illusuk Centre and Base Camp operations.</p>	<p>Winter 2018 for basic content, web refresh for 2019</p>	<p>\$40,000</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Division of Tourism - lead the content refresh and/or contract support, explore securing presence on the new indigenous lands on google maps https://canada.googleblog.com/2017/06/indigenous-lands-in-canada-are-now-in.html; • Inuit Community Councils - affirm which stories each community wants to share, have product available for visitors and agree to developing these as lead stories for online marketing; and • Destination Labrador & the provincial Department of Tourism, Culture, Industry and Innovation provide project support, information to optimize alignment with provincial and regional marketing. 		
11. Explore the potential for Airbnb as a partial solution to the lack of accommodations in NG and a new source of income for locals.		
<p>Supports strategic priorities #2 and 3.</p> <p>Contributes to incrementally increasing room capacity that generates revenue for citizens while longer-range plans for future accommodation investments are explored.</p>	<p>2018</p>	<p>\$25,000 for contracted services</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Department of Tourism - leads the introduction of the subject, informational workshop; • Inuit Community Councils discuss and determine if they support encouraging this type of accommodation capacity within their community. A potential pilot community would be Postville; and • Hospitality NL and the Department of Tourism, Culture Industry and Innovation to provide advice based on provincial experience with the debate. 		



Short-Term Tactics	Year	Additional Budget Est.
12. Formalize tourism development working relationships between: (1) Tourism, Culture and Recreation; (2) Economic Development and Education; and (3) Lands and Natural Resources.		
<p>Supports strategic priority #4.</p> <p>Contributes to:</p> <ul style="list-style-type: none"> (1) Integrated decisions on reducing red-tape; (2) Streamlining funding applications that impact more than one government department; (3) Aligning synergies and projects with multiple benefactors to better understand the impact of an opportunity; (4) Leveraging funding possibilities; (5) Considering the long-term sustainability of the project outcomes as a key variable; and (6) Establishing umbrella measures of success relative to growing the visitor economy. 	<p>2017 - 2018 Agreement 2018 - 2019</p> <p>Aligned plans and projects</p>	<p>\$0 - work load adjustment</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Culture, Recreation and Tourism, Education and Economic Development and Lands and Natural Resources to meet semi-annually and discuss common agenda items that impact two or three of their mandates. 		
13. Continue to strengthen relationships with key external organizations.		
<p>Supports strategic priorities #2, 3, and 4.</p> <p>Contributes to remaining relevant, gathering research, and positioning Nunatsiavut regionally, provincially, nationally and internationally.</p>	<p>Ongoing</p>	<p>\$30,000</p> <p>(\$10,000/year)</p>
<p>Success Network:</p> <ul style="list-style-type: none"> • Aboriginal Tourism Association of Canada (ATAC) - to be renamed Indigenous Tourism Association of Canada (ITAC) - access to training programs, marketing support, information on federal funding programs; • Destination Canada - extending the marketing reach internationally of Torngat Base Camp and Research Station (a Canadian Signature Experience), the Torngat Mountains, Hebron National Historic Site, Illusuak Center and the newly designated Akami-Uapishk^u-KakKasuak-Mealy Mountains National Park Reserve; • Craft Council of Newfoundland and Labrador; and • Provincial department of Tourism, Culture Industry and Innovation 		



Short-Term Tactics	Year	Additional Budget Est.
14. Explore options around harvesting traditional foods and sampling in Nunatsiavut restaurants.		
Supports strategic priority #2. Contributes to exploring the options for around harvesting creating traditional meals to share with locals and visitors alike and builds on the first Inuit Business in Goose Bay - Voisey's Bakery - who will be the first establishment in the province to sell partridge meals this fall.	2018	\$0 - work load adjustment
Success Network: <ul style="list-style-type: none"> • NG Department of Culture, Recreation and Tourism and NG Department of Lands and Natural Resources to lead the exploration of possibilities and secure legal counsel if needed; Local businesses and Inuit Community Government to bring their voice to the table; and • Provincial department of Tourism, Culture Industry and Innovation. 		

Two longer-term tactics need to remain in the consideration as the short-term tactics are advanced to continue building and securing the investment for the future.

Longer-Term Tactics	
1. Launching discussions for a 10-year financial plan for tourism infrastructure, activity, people and program development.	
Supports strategic priorities #1, 2, and 3. Contributes to necessary discussions regarding key infrastructure investments needed including: (1) a new hotel in Nain; (2) the potential for unique year-round and/or season accommodations in Makkovik; (3) Mealy Mountains National Park opportunities and required infrastructure in Rigolet; (4) community taxi needs to support visitor activities; (5) difficulty accessing land for business development; and (6) ensuring tourism is incorporated in all community plans.	2019-20
Success Network: <ul style="list-style-type: none"> • NEC, Nunatsiavut Government, Inuit Community Councils, Parks Canada, Government of NL, ACOA, Indigenous and Northern Affairs. 	
2. Establish the key activities to celebrate and share your success regionally, provincially and nationally.	
Supports strategic priorities #1, 2, and 3. Contributes to celebrating success of all that has been achieved.	2019-20
Success Network: <ul style="list-style-type: none"> • NEC, Nunatsiavut Government, Inuit Community Councils, Parks Canada, Government of NL, ACOA, Indigenous and Northern Affairs. 	



Appendix 1: Interviews

In 2014 interviews 26 individuals provided valuable insight from the operational, to strategic, to regional levels. Special thanks goes to:

1. Ashley Shiwak, Tourism Manager, Town of Rigolet
2. Chantelle Andersen, Makkovik Craft Centre and Artisan
3. Colleen Kennedy, Executive Director, Gros Morne Cooperating Association
4. David Igloliorte, Facilities Manager and Heritage Interpreter, Hopedale Moravian Mission Complex
Derrick Pottle, Fisheries and Oceans, Carver and Bear Safe Inc.
5. Dr. Heather Igloliorte, Professor, Concordia University
6. Frances Murphy, Torngat Arts & Craft Centre Manager
7. Gary Baike, Visitor Experience Manager, Torngat Mountains National Park
8. Gus Semigak, Heritage Carpenter, Hebron Church Complex
9. Jane Shiwak, Rigolet Craft Shop and Net Loft
10. James Thorbourne, President and CEO, Nunatsiavut Group of Companies
11. Jamie Brake, Archeologist, Nunatsiavut Government
12. Geoff Hancock, Field Unit Superintendent, Parks Canada Western NL Field Unit
13. Johannes Lampe, Minister of Culture, Recreation and Tourism
14. Isabella Pain, Deputy Minister of the Nunatsiavut Secretariat
15. Malve Petersmann, Exhibits and Visitor Experience Co-ordinator, Illusuak Cultural Centre
16. Nancy Rose, Welcome Staff, Nunatsiavut Assembly Building
17. Patty Dicker, Amaguk Inn
18. Capt. Peter Adams, President and CEO Nunatsiavut Marine, Northern Ranger
19. Peter Deering, Resource Manager, Western NL, Parks Canada
20. Phillip Earle, CEO Air Labrador
21. Sandi Michelin, Sinittavik Bed & Breakfast
22. Sandra Flowers, Community Volunteer, Rigolet Heritage Society
23. Terry Rice, Makkovik Town Manager
24. Tim McNeill, Deputy Minister of Education and Economic Development, Nunatsiavut Government
25. Vanessa George, Marketing Manager of Cruise NL
26. Wayne Broomfield, Manager, NG Solutions

The 2017, 16 individuals shared their insights and support to the mid-strategy review:

1. Belinda Webb, Deputy Minister, Culture, Tourism & Recreation, Nunatsiavut Government
2. Carol-Ann Gilliard, Director, Sector Development, Province of NL and Labrador
3. Chantelle Andersen, Arts and Crafts Coordinator, Nunatsiavut Government
4. Cindy Lyall, Chief Administrative Officer, Makkovik
5. Craig Foley, Chief Executive Officer, Newfoundland and Labrador
6. Inez Shiwak, Town of Rigolet
7. Jamie Pye, Government of NL and Labrador
8. Jenna Andersen, Experience Development Coordinator, Nunatsiavut Government
9. Jillian Larkham, Director of Tourism, Nunatsiavut Government
10. Joe Dicker, AngajukKâk for Nain
11. Keith Henry, Chief Executive Officer, Aboriginal Tourism Association of Canada
12. Marjorie Flowers, AngajukKâk of Hopedale
13. Roberta Baikie-Anderson, Education and Economic Development, Nunatsiavut Government
14. Tim McNeill, Deputy Minister of Education and Economic Development, Nunatsiavut Government
15. Randy Letto, Executive Director of Destination Labrador
16. Ruth Jacque, Community Economic Development and Tourism Officer, Postville Inuit Community Government



Appendix 2: 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 2020.¹⁹

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.
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.

¹⁹ 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