Standing Committee on Oversight of Government Operations and Public Accounts Review of the 2013-14 Annual Report, 2015-16 Business Plan, and 2012-17 Strategic Plan of Nunavut Tourism

Iqaluit, Nunavut June 3, 2015

#### **Members Present:**

Tony Akoak
Pat Angnakak
Joe Enook
George Hickes, Chair
David Joanasie
Pauloosie Keyootak
Steve Mapsalak
Simeon Mikkungwak
Allan Rumbolt
Joe Savikataaq
Isaac Shooyook
Alexander Sammurtok

## **Staff Members**:

Tom Sammurtok

Alex Baldwin Nancy Tupik

#### **Interpreters**:

Gwen Angulalik Betty Brewster Andrew Dialla Allen Maghagak Blandina Tulugarjuk

#### Witnesses:

Colleen Dupuis, CEO Adamie Sakeeta, Chair

>>Committee commenced at 13:31

Chairman (Mr. Hickes): Good afternoon, everyone. I would like to welcome everybody to the Standing Committee on Oversight and Operations

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and Public Accounts with regard to Nunavut Tourism.

I would like to ask Mr. Mikkungwak to lead us in prayer, please.

>>Prayer

Chairman: Thank you, Mr.

Mikkungwak. Everyone has a copy of the agenda in front of them. Are there any questions or concerns? With that, I will go to section 3 in opening comments for myself as Chair.

First of all, I would like to say "good afternoon and thank you."

Before we proceed, I ask all Members, witnesses, and visitors to put their cellphones and other electronic devices on silent mode.

I would like to welcome everyone present to this meeting of the Legislative Assembly's Standing Committee on Oversight of Government Operations and Public Accounts. We are meeting today on the occasion of our Committee's hearing on Nunavut Tourism's 2013-14 annual report, 2015-16 business plan, and 2012-17 strategic plan.

I would first like to introduce my Committee colleagues:

Tony Akoak, Member for Gjoa Haven; Pat Angnakak, Member for Iqaluit-Niaqunnguu;

Joe Enook, Member for Tununiq; David Joanasie, Member for South Baffin;

Pauloosie Keyootak, Member for Uqqummiut;

Steve Mapsalak, Member for Aivilik; Simeon Mikkungwak, Member for Baker  $\dot{C}^{b}$ ላ ውଦ  $\dot{D}^{c}$   $\dot{D}^{c}$ 

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Mr. Allan Rumbolt, Member for Hudson Bay;

Alexander Sammurtok, Member for Rankin Inlet South and Co-Chair of the Standing Committee;

Tom Sammurtok, Member for Rankin Inlet North-Chesterfield Inlet;

Joe Savikataaq, Member for Arviat South; and of course,

Isaac Shooyook, Member for Quttiktuq.

As Members will recall, a motion was formally adopted at the Legislative Assembly's sitting of March 11, 2015 to invite representatives from Nunavut Tourism to appear before the Standing Committee to "account in detail for the association's expenditures, activities, and initiatives."

Today's hearing constitutes the first time that Nunavut Tourism has been asked to publicly account to elected MLAs in detail for its proposed expenditures and activities.

I would note that this Standing Committee held similar hearings on the Qulliq Energy Corporation last September.

I wish to take this opportunity to thank Nunavut Tourism's chief executive officer and the chairperson of its board of directors for appearing before us today.

As was noted in our Standing Committee's recent public announcement concerning these hearings, the core operating funding provided to Nunavut Tourism by the Government of Nunavut's Department of Economic Development and Transportation has increased from \$1.8 million in the 2014-15 fiscal year to \$3.08 million in the 

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2015-16 fiscal year. This represents an increase of over 70 percent.

It should also be noted that Nunavut Tourism receives additional funding from such entities as the Canadian Northern Economic Development Agency.

Along with the Government of Nunavut and Nunavut Tunngavik Incorporated, Nunavut Tourism was one of the three "tourism partner organizations" that cooperated in the development of the territory's current tourism strategy, which was publicly released through tabling in the Legislative Assembly on May 16, 2013, just over two years ago.

The importance of tourism to the territorial economy has long been recognized. The tourism strategy indicates that "In 2011, tourism-related businesses generated more than \$40.0 million in revenue, and represented 3.2% of overall Nunavut Gross Domestic Product. Accommodation and outfitting businesses alone employed 1,258 Nunavummiut."

However, the strategy also describes the challenges facing this sector of the economy. It notes that "The tourism industry in Nunavut remains underdeveloped" and that it faces "a lack of quality tourism products, insufficient training for tourism, operators, inadequate investment, and a lack of organizational capacity and co-ordination among tourism organizations."

Consequently, our hearing will provide an opportunity for Members of the Standing Committee to address a number of important themes and issues that have emerged concerning Nunavut Tourism's expenditures, activities, and initiatives. ላዛ∟> CL°a 'b▷›L♭›ቦላ'b'ጋጐ ፴a≫ና Cጐdላ >⊂ናጐጋ፫ሲጐ ቮa▷ፆጐርጐበር▷'bናር፫ቴር ba∆በላ° ፴ላጋ°dና ለペና፫ላጚ፫ሲዶጐቦ°σጐ bጋ՚ኦኁbበሶጐቦ°σኈ.

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# These include:

- The governance relationship between Nunavut Tourism's board of directors, its management, and the Government of Nunavut's Department of Economic Development and Transportation.
- The transparency of Nunavut Tourism's financial and operational reporting.
- The appropriateness of Nunavut Tourism's organizational structure and budgeting strategy.
- The appropriateness of Nunavut
   Tourism's current mandate, including
   its capacity to successfully fulfill all
   of its current responsibilities in such
   different areas as destination
   branding, market research, industry
   advocacy, management of visitors'
   centres, and provision of tourism
   training and business aftercare
   services.
- The extent to which Nunavut
   Tourism has effectively cooperated in
   the government's ongoing review of
   such legislation as the *Travel and Tourism Act*.
- The extent to which Nunavut
  Tourism has effectively cooperated in
  the government's development of a
  new "marine tourism management
  plan" that is to form the basis of a
  new "cruise ship and yacht
  management plan" to address
  concerns that have been raised
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In keeping with parliamentary practice,

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the Standing Committee anticipates reporting its findings and recommendations to the Legislative Assembly during the upcoming fall sitting.

I would like to briefly address some housekeeping matters. For the benefit of our recording system, I would ask witnesses to wait until I invite you to proceed before activating your microphone, and I would ask witnesses to always go through the Chair when responding to Members' questions, comments, and interventions.

I would also note that Members of the Standing Committee have a number of reports and documents in their possession for ease of reference during this hearing. To assist our witnesses in answering questions, I would ask my colleagues to be precise when referring to specific pages or sections of the documents.

With that, I will again welcome everyone to our hearing and invite the chairperson of Nunavut Tourism's board of directors to make his opening statement. Thank you.

Mr. Sakeeta: Thank you, Mr. Chairman. Good afternoon, Mr. Chairman and Committee Members. We welcome this opportunity to answer your questions and share what Nunavut Tourism does. It is necessary that the Members are aware how the funds trusted to non-government agencies are spent and what is accomplished with them. Nunavut Tourism has come under scrutiny in the past. This hearing will provide the Members the opportunity to get full details of decisions made.

As a bit of a background, Nunavut

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Tourism was created in 1996, this being one of the first Nunavut entities. Our mission statement is to be the lead agency working in partnerships with governments, Inuit associations, communities, and tourism operators to promote tourism opportunities which offer a means of sustainable economic growth, cultural preservation, and social benefits for the people of Nunavut.

Nunavut Tourism has made significant strides in the last five years. A five-year strategic plan for the organization has been in effect since 2012. Membership has grown from 42 members to over 150, the vast majority of that being Nunavut-based businesses from all three regions.

A comprehensive liability and other insurance programs were put in place for our members. Obtaining insurance has been a barrier for many smaller businesses. We have a more user-friendly website, including cost-effective advertising opportunities for our members and a special member-only section where insurance documents, workshop presentations, member-specific news stories, etcetera, are posted.

Nunavut Tourism chairs the panterritorial marketing consortium, which won a national award in 2014 for its advertising campaign during the first year of the *Amazing Race Canada*.

We were very proud to be a part of the group that worked on *Tunngasaiji: A Tourism Strategy for Nunavummiut*, which serves as a blueprint to build a strong, sustainable Nunavut-based tourism industry.

Nunavut Tourism has great programs in place with our airline partners for our

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members to bring clients into Nunavut.

Nunavut Tourism is committed to sound, financial management and has put systems in place that have resulted in audits with no management letters from the auditors three years in a row.

Nunavut Tourism manages the three regional visitor centres and is working to make them integral parts of the communities they serve with programming and involvement in community events. For example, in Iqaluit, the Unikkaarvik Visitor Centre is involved in events like community cleanup, Canada Day and Nunavut Day celebrations.

Like any organization, we have not always been perfect, but we learn from both successes and things that we have not been successful in. I am very proud that we have a staff dedicated to growing our industry and who are very committed to Nunavut.

Mr. Chairman, we appreciate the confidence that the legislature has shown in Nunavut Tourism by increasing the budget this year. These increases will go toward the implementation of *Tunngasaiji*.

Nunavut Tourism also leverages significant funds from CanNor for marketing, training, and research activities. Funds from the regional Inuit associations are accessed to help our members attend training opportunities for other projects that provide training workshops or materials that can be delivered to our members.

Nunavut Tourism is very proud to have a voluntary board that meets monthly and

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are actively involved in the direction of the organization. We have made changes to our board structure a year ago to ensure it is representative of Nunavut and that the three regional Inuit associations are involved.

Three new voting seats for small regional businesses were added and three exofficio seats for the regional Inuit associations. This was something that was very important to our past chair, Michael Hart. We were happy that we could get this accomplished before he suddenly passed away last August.

Our organization is in a transitional phase with our CEO retiring in a couple months. We are sorry to see her leave, but we know that the foundation of the organization is very solid and will move forward. We have a solid transition plan in place and do not anticipate any shortfalls in our activities.

Mr. Chairman, we welcome this opportunity to discuss what we do as an organization with the Committee. One of our shortfalls is sometimes blowing our own horn about what we have accomplished.

Mr. Chairman, that concludes my opening statement. We will be pleased to answer questions the Members have. Thank you.

**Chairman**: Thank you, Mr. Sakeeta. Are there any general comments to the opening comments? With that, I'm going to go directly into questions. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. I wish to welcome everyone who is here.

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One of the reasons that we wanted to have a meeting with you is because there may be the possibility of misunderstandings between the two parties. We both represent the people of Nunavut and we have to be accountable and open between ourselves and the people of Nunavut.

We thought that the people of Nunavut would have a better idea of what Nunavut Tourism does if we had a public hearing and for the benefit of the Members of the Legislative Assembly, we would also have a better idea of what your organization does.

My first question is regarding the core budget for Nunavut Tourism for 2013-14. The auditor's report for Nunavut Tourism's 2013-14 financial statements was signed on June 11, 2014. When was the 2013-14 annual report formally approved by Nunavut Tourism's board of directors? Thank you, Mr. Chairman.

**Chairman**: Thank you. Just to clarify for the witnesses, this initial round of questions will be on the 2013-14 annual report. Witnesses.

**Ms. Dupuis**: Thank you, Mr. Chairman. The annual report was finished and passed by the board in the end of July and then was translated and submitted to the department in both languages in early September 2014.

Chairman: Thank you. If you could just acknowledge the Chair when you're done and then we will know when to transfer the microphone over. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. On the same line item, to what extent does the Government of

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**Chairman**: Thank you, Mr. Enook. Witnesses.

Ms. Dupuis: Thank you, Mr. Chairman. We discuss what is included in general terms and then provide them with a draft before the translation and then have it translated. The report is approved by the board because on occasion, there are comments in there that may be slightly critical of the government in terms of the implementation of *Tunngasaiji* or something, but they do not have the final say. It's with the board of directors that approve the final annual report. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Just for your own use, there will be a light that comes on at the top when your microphone is turned on. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. For further clarity, do I understand that your annual reports are submitted to the Department of Economic Development and Transportation and there is no revision or amendment made by the department; it is up to the board of directors? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. Our annual report is a compilation of our four quartely reports which are presented to and approved by the Department of Econmic Development and

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**Chairman**: Thank you, Mr. Dupuis. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Has the Department of Economic Development and Transportation ever ordered Nunavut Toursim to either add or remove specific language or information from its annual reports and, if so, what were the circumstances? That's for your annual report. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, they have not. That request has never been made. Any comments or concerns are discussed at a quarterly meeting and it's never about a particular activity or a particular language. It's usually revolving around how activities have been carried out and if something hasn't been done in a particular quarter, why that hasn't happened when we thought it was going to. That sort of thing sometimes happens because of resources.

A couple of years ago, we were going to offer a wilderness first aid course in quarter 3 and we couldn't get the participants and the instructer 'til quarter 4, so it was moved, but no, they have never asked us to remove any specific language. Thank you, Mr. Chairman.

Chairman: Thank you, Ms Dupuis. Mr.

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Mr. Enook (interpretation): Thank you, Mr. Chairman. Again on the same subject, Nunavut Tourism's annual reports are currently not readily available to the general public or for myself as an ordinary citizen. I can't access those reports. They're not available to the general public on the Nunavut Tourism website. At present, only registered members of the association are able to download the annual reports. Why are Nunavut Tourism's annual reports not readily accessible to the general public? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. That is a problem that we're trying to figure how to deal with. Because our website is primarly for the marketing of Nunavut to visitors that want to come here, they don't necessarily want access to our annual reports. We're trying to figure out how to make it available to the residents of Nunavut or anyone that wants to without making our financial statements available to basically the world.

Traditionally, on tourism for the websites, the full financial statements of an organization would not be posted, so that is something that we are looking at. The reason that the members' section on our website is accessed by a specific, each member has a password and an entry code, is because there are chat functions on that website for our members that they can chat among themselves and post other documents that may not also be that they want to share with the public or they're trying to work

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on a project or something. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Dupuis. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Will you direct me, please. I also wanted to touch up on the budget. The representative stated that they don't want the financial statements to be accessed by the world. Mr. Chairman, if you would direct me, please. Thank you, Mr. Chairman.

**Chairman**: Mr. Enook, yes, you can proceed with that. It's the same line of questioning.

Mr. Enook (interpretation): Thank you, Mr. Chairman. If I understood the subject you brought up correctly, you stated that you don't have your annual reports available through the website because you don't want to show your financial statements to the world. Is it because the financial statements are confidential or what is the reasoning behind this? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Mr. Sakeeta.

Mr. Sakeeta: Thank you, Mr. Chairman. I think there might have been some misunderstanding in that answer. We are having issues on how to make the documents available to the public and not to the entire world, so we don't want other people other than Nunavummiut to have access to those documents. We are looking at ways to make these available.

**Chairman**: Ms. Dupuis, did you want to supplement?

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Ms. Dupuis: Yes. Thank you, Mr. Chairman. It's not that we don't want people to see them, but on a traditional marketing website, financial statements involving how much rent you pay and that sort of thing are not on there. The concern is that when we had the members' section open to the public, for some people, it was too much information. It's not that we don't want them available to the public; we're trying to figure out how to make our website user-friendly and the majority of the users are tourists looking to come to Nunavut.

The information is absolutely public and anyone requesting an annual report or if we can work to figure out a way to make them public, we have no problem with that. They have been tabled with all of our funding partners, distributed to all stakeholders, all of our members have them, and anyone that requests them, they would get one as soon as they asked for one. We're just not sure how to do that on our website and keep our website effective for what its intended purpose was. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. I'm sure Mr. Enook will have another follow-up question on this. If I recall correctly, over 95 percent of your funding is taxpayer funded. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends) Mr. Chairman, you just took the words right out of my mouth. I'm just a little concerned (interpretation) that you are being publicly funded and maybe due to my not being computer literate enough, for example, if I wanted to come and visit Nunavut, I don't have to look at that information if I don't want to. If I just

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want to see a certain topic, I would look at it.

Is it possible to have that on the website because you are using public funds? You're using government monies to operate your entity. If I wanted to come to Nunavut, I wouldn't even bother looking at the financial statements. I would look at the communities, the profiles, and so on. What is the problem of having that information included in there so that we can look at it? It would be at our discretion whether we wanted to see it or not. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Something that we're looking at right now is to make a change so that there will still be a members' only section for the material that is just directed to our members and have another section on the website that's accessible to everybody, with our strategic plan, our business plan, and our annual reports. That's something that's being looked at right now to make a modification to the website.

We will still keep a members' only section because there is information that our members want to be able to exchange with each other through the Internet in a more closed environment, but that has nothing to do with public spending. That's sort of people working together and that sort of thing, but we are looking at making a modification to the website to that effect already. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

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**Mr. Enook** (interpretation): Thank you, Mr. Chairman. I am done with this line.

My question is regarding your annual reports that have not been tabled that are supposed to be tabled here in the Legislative Assembly. An annual report for Nunavut Tourism has not been tabled in the Legislative Assembly since October 23, 2003. Do you provide Nunavut Tourism's annual reports to the Department of Economic Development and Transportation for subsequent tabling in the Legislative Assembly? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Yes, we do every year and for the last vear when we were asked to have it fully translated so that it could be tabled in both languages, we did so. We don't come to the legislature to table things, so we provide to the department we report to, but we have had it translated last year when we were asked to so that it could be tabled in both languages. They have been provided every year and up until last year, there was an executive summary and the financial statements have always been translated, so there was always a component of the report in Inuktitut to be tabled, and then when we were asked, we had the full document translated. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Have you been provided any explanations by the Department of Economic Development and Transportation as to why Nunavut **Δ<sup>6</sup>/<>>(**Ο<sup>1</sup>, ληυς): <sup>4</sup>σλ<sup>6</sup>α Γ<sup>6</sup>, Γ<sup>6</sup>C Δ.Δ<sup>6</sup>. Γ<sup>6</sup> > Δ.

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Tourism's annual reports are not being tabled in the Legislative Assembly? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Dupuis, sorry. Did you understand the question, Ms. Dupuis? Basically has ED&T ever given you reason why they haven't tabled your annual reports? Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. No, we've never had that discussion. We have provided them the documents and it was my understanding that at last fall's session, our annual report would have been tabled.

**Chairman**: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends) If I was in this House, which I am supposed to be, I haven't seen it. (interpretation) The 2014-15 fiscal year ended a little over two months ago. When will your 2014-15 annual report be completed? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Our audited statements have been finished in a draft phase. They will go to approval by our board on June 19 and the annual report will be started after that. Our quarter 4 report to ED&T will be done with the approved audited statements on June 19. Once that final quarterly report has been accepted, we will be working on the annual report and it will be submitted to ED&T by August. We have already started internal work on the framework and getting photos and everything ready, so the August delivery date will not be a problem. It will go to

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the department in August so that it can be tabled in the fall. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

Mr. Enook (interpretation): Thank you. On page 2 of your 2013-14 annual report, it is indicated that your organization "worked closely with Transport Canada and the Canadian Wildlife Service on new regulations they are implementing." Can you provide more detail concerning this initiative? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Absolutely. I'll start with the Transport Canada changes in regulations. When a cruise ship comes into a community, not just in the north but in Canada, Transport Canada has something in place called an occasional marine use facility permit.

That program hadn't been used in Nunavut before. Last year, we worked with Transport Canada to have that project piloted in three communities in Nunavut; Iqaluit, Cambridge Bay, and it was going to be in Resolute Bay. It was carried out in Iqaluit and it was quite successful. Last year, because of ice conditions in the High Arctic, not as many cruise ships got into Resolute Bay or Cambridge Bay as we were anticipating. The couple that went had this.

How this program works is Transport Canada works with a local operator or someone in the community. It may be a staff member from the community or an operator or someone that they designate **Δº/ペレር¹º** (ጋጎ/ትበJº): ¹dታ°ፚ፫⁰, Γ¹ ጋ>Δ. Γ¹С ΔΔ⁰.

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as an occasional marine use facility operator, and then that person works with the cruise ship. The cruise ships are anticipating that this person or entity will charge them a fee to come in as an occasional marine use facility operator and then they just sort of ensure that the cruise ship has something set up that they can disembark safely and that passengers know what's going on. This program is rolling out into more communities this summer.

Transport Canada is working with people in a variety of different communities. We worked with the transportation side of ED&T last year to get this in place with Transport Canada and made them aware of some of the challenges that they may face in Nunavut because a cruise ship coming in here is not the same as going into a marine use facility in Halifax. We worked with them to make sure that they had realistic expectations based on the facilities that communities here had.

The Canadian Wildlife Service changes that we worked with them on, they have changed some of their permitting requirements, that to go into designated wildlife or bird sanctuary areas administered by them, operators have to apply by March 31 and there is no additional timeframe for that. That is very prohibitive for some of our operators because if somebody calls them and wants to book a trip in June and they want to go to the Queen Maud Bird Sanctuary, it's very limiting when they say, "Well, you weren't here by March 31. We can't take you."

We are working with them to try and find a way that that program can be adapted to meet the needs of Nunavut operators, that if somebody comes at the last minute, Ċºdd」 bact Δ৽ngq-chec Λεισηθοςος

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you can't just say, "We can't do that," because a lot of our operators do go into the wildlife areas and the bird sanctuary areas. We are working with them that there can be a supplemental date that members can apply to get the licensing and permits that they needed so that they don't turn away business. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. I'll just ask that you just slow it down just a notch for our translators. Mr. Enook.

Mr. Enook (interpretation): Thank you. I will be able to ask you more questions about destinations later. There are some destinations that we do not agree with. We would prefer that some of our lands are not visited at all because we consider them very precious.

With regard to my line of questioning, on page 2 of your 2013-14 annual report, it is indicated that the board of directors is "a completely voluntary board." Can you describe what you mean by this? Thank you, Mr. Chairman. That will be my last question on this topic. Thank you.

**Chairman**: Thank you, Mr. Enook. I'm sure it's not your last question of the day. Mr. Sakeeta.

Mr. Sakeeta: Thank you, Mr. Chairman. To answer the question about the voluntary board, we take time out of our personal lives to go to meetings and attend board meetings for Nunavut Tourism on top of our regular paying jobs. It is completely voluntary. We do not get paid and we don't get honoraria. It's completely voluntary, out of our own time.

Chairman: Thank you, Mr. Sakeeta. Ms.

**Δ<sup>6</sup>/<8>** ''dታ<sup>6</sup>α Γ΄'. Γ'C Δ.Δ<sup>6</sup>. የህ'ር-<sup>66</sup>ሩ 'ህ<sup>5</sup>/5<sup>6</sup>(Γ'C 4)<sup>6</sup> C<sup>6</sup>α Β'-ΔΓ. Γ'C 4<sup>6</sup>C.

**\ρ̄C** (Ͻ\̄ληυς): የσϧ·αϳ·, Δνγ≪ρϳ·. ϳ·σσ Θαρντυη Βημροιος Δισο Δλιωνισος Λαθωης) υ Βημρωρισιτυτος Λαθωρισιτυτος Συσταρους Δωρτυσιτυτος Δωρτυσιτυτος Λημορα αιτος Λαθωριστος Λαθωριστος Λαθωριστος Λαντος Λαντος Λαντος Λοντος Dupuis, you wanted to supplement?

Ms. Dupuis: Further to that, the only time that members receive any kind of compensation is there are a couple of our board members that are in other communities. When we have somebody travel from the community, their airfare, hotel, and per diem for meals at the government rate of per diem, they do receive that to cover their expenses, but there is no honorarium or anything paid; just expenses covered. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak. Mr. Mikkungwak, my apologies.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman (interpretation ends) On page 2 of the Nunavut Tourism's 2013-14 annual report, it is indicated that the board of directors recently made changes to its structure, including the reinstatement of "regional seats." Can you explain what these changes were intended to achieve and can you describe how effective they have been? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The changes were brought about by discussion at the board table that there needed to be more Nunavut-based representation on the board. Because of some of the things that had happened in, let's say, the last 10 years, a number of board members were southern-based and it was giving a feeling to the board that Nunavut businesses were not being heard. To ensure that that was [not] going to be the case, the board was changed.

**Δ<sup>6</sup>/«Þርና** (ጋጎትበJ<sup>c</sup>): <sup>ና</sup>dታ°ሲቮ<sup>6</sup>, Γ<sup>1</sup>C ካሶር. የኦቦላ<sup>6</sup>b°σ?Lል, Γ<sup>1</sup> ጋ>Δ?.

**Δ৬/«ኦር**ጭ (ጋጎ,ኑበJ<sup>c</sup>): የ៨৮° ሲቮ<sup>6</sup>, ୮<sup>1</sup> ጋ>Δ. Γ<sup>1</sup> ፈ<sup>6</sup> ሲ ካ<sup>6</sup>, LΓላሲ<sup>6</sup> Γ<sup>1</sup>C ΓΡ° ህላ<sup>6</sup>.

**>>Δ** (ϽʹͱϒΛͿʹ): 'dϧ·ʹϥ΅ϧ, ΔϧʹϘϷϹʹͽ, ϹʹϧϤϭϲ ϤϧϧʹͽʹϹϷϲϷʹͽϽΔʹ ϧΩͰͺʹϲʹ σʹ·ϲϤʹϧΩΓʹϲϷʹͽϽΩ<sup>6</sup> ϷʹϧϞ<sup>1</sup>ͰͺϹ, ϼαϻʹΓ Ͻ΅ʹϧϭʹϧʹϯͰϭϧ<sup>6</sup> ϧΩͰϧʹϧϲͺϤʹϧϹ϶ͺ ϹΔͰϲ ϤʹϚʹͿϾʹ ʹϭʹ·ϲʹ ϤσͿʹͽʹ<ʹ·ϲϤͰϹͿʹʹ϶Ϲʹ ϧΩͰʹϧ·ʹϧϲͶͰͺϲʹϧϒϤʹͽ ʹϧʹ϶ϲϭΓϷϹϷϘϲϷʹʹϧϹϲ ϹΔͰͼ ϧΩͰʹϧϲ ΔͰͰϘϲϲϷʹʹϧϹ ϼαϻʹΓϷʹ αͰΓσʹϧϷΩʹϲ ϽʹϧϷʹʹʹϒ϶ϤʹϧϾʹϲϲʹͽϽϹϧϷʹʹ϶Ϲϧ. We went through a special meeting with our membership and this was passed through the membership in June of 2013.

Three regional representatives were put on the board. These are seats for small businesses, one small tourism business per region. We also made the change to add three new ex officio seats, one for each regional Inuit association. We work very closely with the RIAs on a number of projects and felt that because tourism is something that they deal with their training endeavours and business development endeavours, having them at the table would be beneficial. This makes sure that there is good Nunavut representation on the board so that it is not a board of just large, southern-based tourism businesses. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. (interpretation) As of today, as you were explaining that you're going to be increasing the number of board members, can you indicate which seats on Nunavut Tourism's board of directors are vacant? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Right now, we are working with the three regional Inuit associations to fill their seats. The Kivalliq seat has been the one that we have been having trouble filling and we are just finalizing. All three regions are going to their board meetings coming up to have the appointees approved so that by the fall, the RIA seats will all be filled.

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**Δ<sup>6</sup>/ペレርና** (ጋጎትበሀና): ና<mark></mark>ժታ°ሲቮ<sup>6</sup>, Γ<sup>1</sup> ጋ>Δ. Γ<sup>1</sup>C ΓΡ°<sup>4</sup>ህላና<sup>6</sup>.

**ΓΡ<sup>α</sup>·ህ석<sup>\*</sup>** (Ͻʹ៶λΛΟ<sup>\*</sup>): 'dϧ<sup>\*</sup>α΄Γ<sup>\*</sup>, Δ<sup>\*</sup>ν
ΓΡ<sup>α</sup>·ህ석<sup>\*</sup> (ϽʹιλλΟ<sup>\*</sup>): 'dϧ<sup>\*</sup>α΄Γ<sup>\*</sup>, Δ<sup>\*</sup>ν
Α<sup>\*</sup>ΛΟ<sup>\*</sup>Ο΄
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**Δ•/<>>(**ጋጎ,ትበJ<sup>c</sup>): የժታ°፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፟ዾ<sup>†</sup><sup>6</sup>, Γ'C Γρ° ህ፞፞፞፟፟፟፟፟</sub>፞ Γ' ጋ>Δ.

**>>Δ** (ጋቫትበJና): የdታ°ሲ፫ኑ, Δ°/ «ኦርጐ. Űሲ Λ°υ/σς ውሲቃና ጳልናጋጐ/Lσ°ቦ°σ፦ ΔውΔና bጋትንቴበሶጐቦ°σ፦ Δ°ውበናበυ/ላና፦ጋህና Δσ৬५°ቦ°σና ላ፣ ርΔ°ሲር ዮ«"ርናርንጐ Δ°ውነσ°ቦጎ/L⊀ጐ, Δ°ωċርጐጋጐ. ላ፣ Λ°υ/σና We have two other vacant seats right now because of resignations that happened in late March, the travel trade seat and the hunting and fishing seat. Someone that had been in the hunting and fishing seat for a number of years is no longer with the HTO that they were, so that seat is vacant for the time being. Thank you.

Chairman: Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. You explained some of the board member seats. You mentioned that business representatives will be part of the board. Are they all from Nunavut? Thank you, Mr. Chairman.

Mr. Chairman: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, not all of our board members are from Nunavut, but for the three seats that we discussed previously, the new seats, they are all Nunavut-based businesses. Several of the other members are also Nunavut-based, but not all board members are Nunavut-based. For example, we have a seat on the board representing the cruise industry. There are no Nunavut-based cruise companies, so that seat will not be a Nunavut-based seat just because of logistics, but we try for as many Nunavut representatives as possible. To ensure that happens, we have a very detailed election process. We do a call for nominations well in advance.

Three years ago, we instituted an electronic voting system so that all of our members can vote in the election for the board of directors secretly and not have to be at the AGM. This means that our members that cannot attend the AGM in

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**Δ•/ペኦርጭ** (ጋጎ/ኦበJና): 'd৮°ፚ፫•, ፫<sup>,</sup> ጋ>Δ. ፫<sup>,</sup> ፫ዮ°ህላጭ.

 $\Delta$ ዮ/<br/>የኦርና (ጋጎትበህና): የሀት°  $\Delta$ ኮ.  $\Gamma$   $\Sigma$ 

᠕ᢀ᠘᠙ᡩᠳ᠖ᡓᡎ᠘᠙᠘ᡒᡕ᠘᠙᠘᠙ ᠘ᡊᢣᠣᠵᡕᡆ᠋ᢕ᠋ᢕ᠙ᡊᢀᡕ᠘᠙ᠺ᠙ᠺᢣ᠙ᠺ ᠘ᠵ᠘ᢣ᠙ᡧᠬᢕ᠋ᠮᡕ᠐᠕ᢀᡕ᠌ᠣᠫᡪᡎᢗ person still have a say on who is on the board of directors. This has increased the amount of voting in an election by over 49.59 percent, so our members are very active in this process and it gives them the opportunity to have a say no matter what community they're in and whether they can attend the AGM or not. It has given them all a feeling that they're involved in the process and it has worked very well.

The system we are using has been adopted by a couple other jurisdictions in the country because it means that every member has the opportunity to participate. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. I would like to ask another question. As of today, how many beneficiaries of the Nunavut Land Claims Agreement are members of Nunavut Tourism's board of directors? Do you have beneficiaries as board members? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Yes, we have. Right now, we have one. In the past, we have had more than that, but we have had a resignation recently of the hunting and fishing seat. It's an election process, so it's nominations. In the past, out of a nine-person board, at one point, we did have four, but right now, we have one out of an eight-person board because of vacancies. Thank you, Mr. Chairman.

**Δ৬/ペレር፣** (ጋጎ/১በሀና): የ<mark></mark><mark>ሪ</mark>ታ°<mark>ሷ</mark>፫፥, Γ<sup>1</sup> ጋ>Δ. Γ<sup>1</sup>С ΓΡ°<sup>\*</sup>ህ፭ና<sub>6</sub>.

**Δ•/<>C°** (ጋጎ,ትበJ°): 'dታ°፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞<sup>†</sup> \ Γ'C Γρ°፟፟ህ፞፞፟፟፟፟፟፟፟፟፟፟፟ Γ' ጋ>Δ.

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**Chairman**: Thank you, Ms. Dupuis. I'm just going over some of the documentation that was provided and I see 13 seats on the board. Is there a clarification maybe on that, Ms. Dupuis?

**Ms. Dupuis**: That was my mistake, Mr. Chairman. There are 13 seats.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Out of the 13 seats, there's only one beneficiary. As of today, would it be correct that the majority of your board of directors do not live in the territory? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, that is not correct because a number of the non-beneficiary members of the board live in the territory. They live in Cambridge Bay, they live in Baker Lake, they live in other communities, but they are not beneficiaries. We have a number of people who live in Nunavut and have been long-term Nunavut residents on the board. We have an open election process and we would love to have more beneficiaries run for the board, but there are long-term Nunavut residents. Right now, on the board, because we have a couple vacancies, so there are 11 seats that are full. There are five long-term Nunavut residents of that 11, plus the one beneficary, so six of the seats are Nunavut residents. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Dupuis. Mr. Mikkungwak.

bNL}P'שכ. 'd>°@ר' ۵٤٢</

**Δ•/«ኦር**• (ጋጎትበJና): 'd৮°ቂቮ•, Γነ ጋ>Δ. ፫•dϤ በበናቴታኒቲና ፫°ቂ ርժናጋቦና 13-ኄኒኒር. ፫•dϤ ኦቴ৮፫ቴቴኦኒቴዮናር 13-ኄቦፈጐቦና ርኒኒቴጋጐኒ. ፈጋቂ∆ቴታቦላዖ°ቂቴኦና, Γነ ጋ>Δ?

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C<sup>ι</sup>L<sup>c</sup>C<sup>c</sup>b)<sup>5</sup>υ 8-<sup>5</sup>υσςς σ<sup>c</sup>cb.

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**Δ•/«ኦር•** (ጋጎ.ኦበJ<sup>c</sup>): የժታ<sub>°</sub> ሲቮ<sup>ь</sup>, Γ<sup>ւ</sup>ር Γρ<sup>°</sup>ህላ<sup>ኈ</sup>. Γ<sup>ι</sup> ጋ>Δ.

Mr. Mikkungwak: Thank you, Mr. Chairman. On page 14 of your 2013-14 annual report, it is indicated that Nunavut Tourism staff visited 10 communities during the 2013-14 fiscal year. It also indicates that Nunavut Tourism's goal is to "visit at least 8 communities per year." Which communities did Nunavut Tourism staff visit during the 2014-15 fiscal year? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. I may not be fully accurate in my list because I don't have that right in front of me. I could get that list for you accurately for tomorrow.

We have visited Arviat, Rankin Inlet, Cambridge Bay, Taloyoak, Baker Lake, Pangnirtung, Qikiqtarjuaq, and Pond Inlet, I believe. We have also tried seven times in the last two years to get into Sanikiluaq and have either been weathered out here or there, but it is on our list to visit as soon as we can get in. We have made significant attempts, but I will get that list for you in detail tomorrow. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Dupuis. Mr. Mikkungwak

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. What was accomplished during these community visits? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. When we go to a community, we usually do a few activities. We will meet with all of our members, we will meet with the

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We go and explain our insurance program, the airline program that they can access, and what other services we can help them with and direct them in how to get funding to assist in setting up their business or what they need. The point of a lot of the community visits is to help establish new businesses, help them get started, let them know the resources that are available, and how we can assist them in achieveing their goal of having a successful tourism business. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. On page 18 of your 2013-14 annual report, it is indicated that Nunavut Tourism "held discussions with various marine insurance companies to investigate a more cost effective insurance plan for members." As of today, what is the status of Nunavut Tourism's work in this area? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. I wish I could say that we have been

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successful; we haven't. Marine insurance is very costly in Nunavut because of arctic waters. Anyone involved in anything to do with the fishery or anything is aware of how costly that can be. We have a marine component to our existing insurance program. What we were looking for was to try and come up with a cheaper alternative and we couldn't, so we discovered that what we had was a very competitive product. We do have something in place. I wish I could say that we had found something cheaper, but that doesn't exist given the conditions that people are operating in here. Insurance companies consider arctic waters to be high risk. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. On that same page again in your report, it is indicated that Nunavut Tourism met with the Kakivak Association to discuss tourism projects in Arctic Bay and Qikiqtarjuaq. As of today, what is the status of these projects? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The status of these projects; Arctic Bay has formed a community tourism cooperative to further activities in that community. From what I understand, it is before the Minister of CGS for approval for this company, and then it will be formed and will do activities that the community is sort of leading. We are working with them on their marketing plans and on their implementation plans, but that project is at a point that it's

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awaiting approval to be incorporated, from what I understand.

The project in Qikiqtarjuaq is still being worked on. The gathering place that was the first stage is completed and the project continues. It is also involved with Parks Canada and the plan is to have a base camp outside Qikiqtarjuaq at the north end of Auyuittuq National Park, hopefully operational by the 2016 season as a soft launch and then in full operation by 2017. There are meetings continuing and there are meetings in the community about that June 15 and 16. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. How much funding is Kakivak Association providing? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I'm not aware of the exact details. We work together as a group and I know what we're contributing to the project in terms of staff time and support and expertise and in terms of marketing support with familiarization trips and that sort of thing, but I'm not fully aware of exactly what Kakivak's financial contribution is. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: For that particular project area that you guys are working

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on, you haven't come to a complete financial analysis or financial total for that particular project? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Both projects were going ahead whether we participated or not. We were sort of brought in as a consulting role into what we could do to assist the project and because we are not putting in financial dollars, we have not been involved in the budget discussions. Both projects involve Parks Canada, Kakivak, and other areas, but we don't have money to put into that kind of project other than marketing. We have not been involved in the total budgetary discussions, no. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. On the same page again of your 2013-14 annual report, it is indicated that Nunavut Tourism held discussions with the Inuit Heritage Trust, the Nunavut Arts and Crafts Association, and Nunavut Film to "determine how to work better together and utilize all our resources cooperatively." What specific actions have been taken to accomplish this goal? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We work with Inuit Heritage Trust in some of the things that they do with cruise ships. We also worked with them on a new project that they're working on to deliver training into communities and

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We work with Nunavut Arts and Crafts on a number of projects, working with them to have artists' marketplaces in communities. We have worked with them to solve some of the challenges. For example, last year in Pond Inlet, when one of the cruise ships came in, there was an artists' marketplace that was set up in the community. Unfortunately, the ATM machines were broken at the time and so the people on the cruise ship could not access money to buy some of the art. This is what was passed on to us in the community.

What we have done for all of the communities is we have obtained and provided through NACA the Square device that can take credit cards for arts and crafts because each community has that capability. They have credit card facilities so that now if there is a cruise ship that comes into a community, they can now take credit cards for purchases. We're hoping that will extend the number of purchases that can be made.

We work with Nunavut Film. When there is a production company that contacts us, we will contact them and figure out who could better help them with logistics and that sort of thing. Thank you, Mr. Chairman.

**Chairman**: Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. This leads me right to my next question. When you mention Nunavut Film, on the same page, it is indicated that you are working on a memorandum

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of understanding. As of today, has this MOU been signed and what is it intended to accomplish? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, it has not been signed. One of our board members is working on that and is bringing it back to the table. We have seen a draft of it. There were some concerns about some of the language. It has gone back and Nunavut Film is reviewing with their board and we expect it to come back to the table in the fall. Thank you, Mr. Chairman.

Chairman: Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When you indicate "this fall," is there a definite date as to when you plan to sign the MOU? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, we don't have a definite date in mind. I don't know that their board meetings have been set, so I'm not sure exactly when it is going back to their board. Thank you, Mr. Chairman.

**Chairman**: Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. On that same page again, in Nunavut Tourism's 2013-14 annual report, it is indicated that Nunavut Tourism worked to obtain funding to translate its website into French. Content on Nunavut Tourism's website is also available in German. In what other languages is Nunavut Tourism

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Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Right now, we are not looking at any other languages. Our website is in German, French, and English, which are our three largest markets. Canada is the largest market for Nunavut, actually for all of the north, and then our subsequent markets are Germany, France, and Great Britain, so all three languages and for the US, everything is covered in those three languages. We do not have any other plans at this time. Thank you, Mr. Chairman

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. That is very understandable because we want to have the information overseas. What about in Nunavut? There are unilingual Inuktitut-speaking people in the communities. How are you keeping Inuit informed about your projects or programs in their own language? Thank you, Mr. Chairman.

**Chairman**: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. As I said before, our website is mainly an advertising tool to bring people in. All of our material that goes out to the communities, whether it is our newsletter or any other material for members, our business aftercare booklet that was developed, anything like that, that is all translated. Our by-laws have been translated into Inuktitut and Inuinnaqtun,

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and when we go into a community for a community visit, we arrange for a translator to be available so that any person in the community can communicate with us.

Our actual website is a marketing tool for outside of Nunavut to try and get those people to come here. It has not been translated into Inuktitut. It would be very difficult to do that and rather costly. Putting that money more towards training and working with the members to have products to bring clients in and develop businesses was seen as a better usage of funds. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Mr. Mikkungwak, your time is up. Just before I go to the next name on my list, I would like to revisit one of Mr. Mikkungwak's questions regarding the marine insurance company investigation that Nunavut Tourism has done.

You stated that you had a challenge finding any cheaper options for outfitters in Nunavut. Are you going to continue to try and find cheaper options or is that off the table now? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Insurance has always been one of the challenges for operators in Nunavut. We set up our liability program and it has had really good uptake. We are always looking for ways that we can make that more expensive and we are looking at ways that we can meet the needs that some of our members have.

For example, in the Kitikmeot, with some of the land lease issues building on Inuit owned lands, we are working with our members, KIA, and an insurance company to come up with sort of a group

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fund so that each individual business does not have to secure a couple of hundred thousand dollars worth of assets tied up as a deposit.

We are always working on insurance and ways that we can make it better suit our members. If we can find something better, we would love to be able to have it available so that members can operate more efficiently and in a cost-effective way. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Just one final question before I go to Ms. Angnakak. On your website, it talks about some member benefits. I'm assuming you guys have a member package available. I wonder if, maybe before proceedings tomorrow, you could provide the Committee with a copy of it. Ms. Angnakak, your question. I see you nodding your head, Ms. Dupuis, so thank you. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Welcome to the gallery. I want to touch base a little bit on what my colleague, Mr. Enook, touched on and that was about the annual reports and the process that you go through in approving the annual reports.

Has there ever been a time where you have something in the annual report, perhaps it says something that may be sensitive towards government or against government, where the department has asked you to maybe reword something or has there been like a disagreement over the content in your annual reports at any time and, if so, how did you deal with it? Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Angnakak. I'll allow the question. That was very

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similar to a question that was asked earlier by Mr. Enook, but Ms. Dupuis, if you wanted to further clarify your earlier response.

Ms. Dupuis: Thank you, Mr. Chairman. There hasn't been a time that I can recall that that has happened, that they have asked for a change in language or anything like that. If it was a valid concern, we view the annual report as an opportunity to express what we have done in the year and what the challenges have been.

In our annual reports, for example, we have talked about some of the challenges of implementing the tourism strategy, that some of the things that we were supposed to do relied on the government or another stakeholder doing something and if they haven't completed their part of the plan, it's hard for us to complete a second part of a plan.

We have stated those things and we have not ever been asked to correct that sort of thing. As far as I can recall, there has not been that sort of a situation. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. The other thing that I want to just go back to a little bit as well is about annual reports not being accessible to the general public. You stated that one of the biggest challenges you're finding is to do with your budget and numbers. Have you ever asked how the other territories are dealing with this? Do they have the same challenges when it comes to being open and transparent to the general public? Thank you, Mr. Chairman.

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Chairman: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. What some of the other jurisdictions in the country do is they put the annual reports on their website, but not the financial statements, and have a line or something that "If you would like a full report, including financial statements, please request and we would be happy to do that."

As I stated, we are looking at taking that sort of material out of the members' section and leaving the members' section so they still have their area that they can deal with the issues that they want and have the annual reports on the website with that sort of a request, the same as a lot of other jurisdictions do, so that if somebody wants a full report, we would be happy to provide it. Thank you, Mr. Chairman.

Chairman: Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. I wanted to also just touch up a little bit on the board of directors. Most of them are businessowners, the ones that can vote. I know not all of them are, but a lot of them are. When I look at that, I wonder if that gives that businessowner kind of like a one-up, more of an advantage, because they're on the board, because they're dealing with the direction of what kinds of services. For example, if you look at cruise ships, we don't really have people here like you say that do that, but how many other businesses are there out there that might be interested? How do you open it up? How did that one get picked? Thank you, Mr. Chairman.

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**Chairman**: Thank you, Ms. Angnakak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The cruise ship seat had been put on the board just before I came back. It was a new seat put on in 2009. I believe it was put on the board because there was a realization that crew ships were a major product here.

How we ensure that board members don't necessarily have inside information or get more preferential treatment in terms of familiarization tours and some of the marketing things that we do, we have a process for familiarization tours that if media come to us, they have to have a commitment for a story or a TV show or whatever it is that reaches the demographic we're looking for. We work with a couple freelancers, but they're very well known that we're sure that they're going get us good value. All of those requests come in, in the fall and we have sort of a set way of doing it.

We make sure that our familiarization tours are spread out across Nunavut in all three regions and across type of business. For example, every second year, we have a familiarization tour that goes to a hunting business because that's a major part of our tourism industry and every second year, we make sure have one go to a fishing business. We try and make sure they go to all sorts of new businesses and to different areas.

Because of where are board members work, it just works out that they don't get preferential treatment because we make sure that everything is spread out. We have limited resources for marketing and we have to make sure that all of Nunavut, different types businesses, that the same

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person is not always benefiting from what we can offer in terms of assistance. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Perhaps you can go in just a little bit about how the chairman is selected and how the board is selected, then, because you have businesses on there. How did they get there? Who chose them? Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Angnakak. I believe she said that they have an electronic voting system where all members of tourism can vote even if then are not attending the AGM. Would you like further clarification? Ms. Angnakak.

Ms. Angnakak: Yes. Well, I'm thinking more about like if you have similar businesses, for example, Mr. Sakeeta is representing Canadian North, yet we have First Air. Are they a member? Did they choose the Canadian North rep to be on the board? That's what I'm trying to get at. Thank you.

**Chairman**: Thank you for that clarification. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Our election process, 60 days before the AGM, there is a call for nominations and we have sectorial seats. Adamie represents transportation. Transportation could be airlines. It could be if we had a bus company or someone like RL Hanson that does provide other transportation services. It is not an airline seat; it's transportation. People are nominated from that sector. There is a hunting and fishing sector seat, so it has to be

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**Δ<sup>6</sup>/«ÞC<sup>6</sup>** (ጋጎትበJ<sup>6</sup>): <sup>6</sup>dታ<sup>6</sup>αΓ<sup>6</sup> CL<sup>6</sup>α ሥ<sup>6</sup>dΔα<sup>6</sup>በΓ⊲ናል▷<sup>6</sup>. Γ<sup>7</sup> ጋ>Δ.

**>>△** ()ጎ≻∩Jና): σ?∢'σ<sup>5</sup>ν 60° ▷'⊃' Ե∩L'⊀∢∟▷<sup>™</sup>Ր<sup>©</sup>σ'∩<sup>©</sup>σ σ?∢ሁ<sup>™</sup>ป'<sup>5</sup>ኮ∩'∩σ'Γ<sup>b</sup> L⊃∆<sup>6</sup>/'6'C'>JJ. ∢'CΓ Р<sup>1</sup>U<sup>6</sup>>∆√'6' Δ<sup>™</sup>Ր'5'∀∩⊂ሊσ'Γ', δ<sup>™</sup>Γ'5'∀∩⊂ሊσ<sup>6</sup>ν, '6<sup>™</sup>UC'<sup>1</sup>ς, somebody in that sector, in that business, but not particular businesses.

Nominations are then called for and then 20 days before the AGM, the ballot is set electronically with all the nominations and people are allowed to put in a short bio on why they think they would be good on the board and what they could contribute. Those are sent out to all members electronically and all members have opportunity to vote and our voting rate has gone up substantially with the electronic voting system, which is great because it means people are engaged and every one is having their say.

People pick who they want out of those nominated seats for each sector. A variety of businesses are nominated and it's the membership at large that chooses which business they want to represent. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. I'm going to go on to something a little bit different. You have an official blog on your website and it hasn't been updated since March 2014. How many staff are currently responsible for keeping your website up to date? Thank you, Mr. Chairman.

**Chairman**: Good question, Ms. Angnakak. I actually looked at that blog earlier. There are only three posts on it and it was just created September of '13. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. The blog is one of our biggest challenges. It was created to have an opportunity for members to send us things to post. Every

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**Δ<sup>6</sup>/40C%** (ጋጎ/20J<sup>c</sup>): የ<mark></mark>6/5<sup>6</sup> ር<sup>6</sup> Γ<sup>6</sup> ጋ>Δ. Γ<sup>6</sup> Δ<sup>6</sup>6<sup>6</sup>.

**4ጐልቴ** (ጋኒትበJና): የdታ°α广 Δነላዊኦርጐ. ላ/ላው<sup>\*</sup>ኒጐ ዾቦላbΔ°α<sup>\*</sup>ህ/ር-የΓሀL. CΔL የbና\ኦታ⁰ሪ ኦታ⁰ናልየbናነ, CΔ°α\_ Ľና/ 2014-Γσ° ወርንሲላጐርኦርኦጐ/Lሀσ. የbናበ° ΔጐbαΔታጐበ/ የbሲ\ኦታσ° ወርንጐበ°በትኦዊና? የdታ°α广 Δየ/ዊኦርጐ.

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The blog is there for members to put up about their businesses. It's an opportunity we provide them on what they would like to tell the world and we are not getting feedback from members. It's one of our challenges. If someone has a suggestion on how we can get them to participate, it would be amazing because we would love to see those blog posts change.

Because it's something that's there to talk about businesses, we don't want a staff person writing about one business versus another. That's not fair to the businesses. It's there for the businesses to send us stuff and we will be happy to put up. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. It has come full circle. It was on beautiful flowers in the arctic which are going to be due anytime now. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. We talked about the annual report. On page 18 of your annual report for 2013-14, Nunavut Tourism indicated that they had provided comments on government projects that relate to tourism, including proposed hydroelectric development near Iqaluit. What is Nunavut Tourism's position on hydroelectric development near Iqaluit? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. It's funny you brought that up. I was actually just looking at something that

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came in about that this morning.

What our position was on this is that the proposed sites affected fishing areas at Bay of Two Rivers that many of our members use in their commercial operations and that tourists go to and that it would affect part of the trail through Katannilik Park. We put in a joint submission with the Department of Environment regarding how that would be affected, how that trail would be affected, and how that would affect tourism and other business in the park. Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Angnakak.

**Ms.** Angnakak: Thank you, Mr. Chairman. I think there's going to be nothing easy about that project. Lots of people are very concerned and it's a complex kind of thing to work out.

Another thing that we noted on your annual report for 2013-14, it is indicated that "Nunavut Tourism has taken a lead on the Tourism Task Force for Nunavut." Who are the current members of this task force? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. There are sort of two groups that meet. There's a small task force which are the stakeholders that were involved in developing the tourism strategy, which is Nunavut Tourism, NTI, territorial parks, Parks Canada, Economic Development and Transportation, CanNor, and Nunavut Arctic College. We meet on a bi-monthly basis.

And then twice a year, we have a large stakeholders' meeting which includes any

CL<sup>a</sup>a Þ<sup>i</sup>bÞ/alaÞ<sup>i</sup>. Þ<sup>i</sup>c<sup>iii</sup> NN<sup>ii</sup>bÞ/47NP<sup>ii</sup>bÞ<sup>i</sup>Fl<sup>ii</sup>d.

 $\Delta$ 6740C66 ( $\Delta$ 5/AOJC): 6d56 $\Delta$ 66.  $\Delta$ 740C66.

**ፈጐሲቴჼ•** (ጋጎትበJና): 'dሃ°ሲ፫<sup>ቴ</sup>, Δ<sup>ቴ</sup>/ペ▷፫<sup>ናቴ</sup>. CΔ°ሲ ▷L<sup>ናቴ</sup>dበሮ▷ናσ▷しሥጋና• ΔΓናJና Λ৮ሲ⊲ጋጚናረϤና៎ጏσϤ<sup>ናቴ</sup>ጋና• ΔΔυċሷ°Δ°Δ Δ/Ĺጏቦϟ▷ናጏσ.

C\*&p<C>% 4'\(\dagger\) \(\dagger\) \(\d

 $\Delta$ <sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>

**ጋ>Δ** (ϽʹͱϒͿͿʹ): የdϧ·αͺΓ˙<sup>†</sup>, ΔϧϒϘϦϹʹ<sup>†</sup>. L<sup>†</sup>γΔ<sup>c</sup> bΩL<sup>†</sup>β<sup>c</sup>C<sup>†</sup><sup>†</sup> CΔ<sup>b</sup>dd > C<sup>†</sup>β<sup>c</sup>) CΛ<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c</sup>C<sup>†</sup>β<sup>c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group that has indicated an interest in tourism. It brings in other departments, it brings in all of the other NGOs, and it brings in different government departments, Culture and Heritage, Inuit Heritage Trust, Carrefour Nunavut, a variety of things. The last large stakeholders' meeting was held at our tourism conference which just took place in March and there were over 120 people in the room of that large stakeholder group.

The small group meets bi-monthly. The large group meets twice a year. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Out of the task force meetings, what kinds of reports have been produced and will they be available for us to look at, if you have such reports? Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Angnakak. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. We don't really do reports from the meetings. There are minutes from some of the meetings.

The main purpose of the tourism task force is to ensure that the tourism strategy is still being worked on and that the goals in that strategy are moving ahead. It's sort of an opportunity for the people at the table to say what challenges they have working on their own components and other components that need to keep moving forward. The task force group is meeting to make sure that that strategy is being followed and is

 $C\Delta^{6}dAC$   $\Gamma^{6}CDC^{6}\Delta^{6}\Delta^{6}$   $D\Gamma^{6}CL^{6}C$   $\Gamma^{6}A\Gamma^{6}D\Gamma^{6}$   $\Gamma^{6}A\Gamma^{6}D\Gamma^{6}$ 

**ፈጐሴቴ** (ጋጎትበJና): የdታኄሲቮኑ, Δኮፖペኦርጐ. CΔቴ₫ፌጐሁና ԵበLσሲፖLታንፖቴታ የረታ የታውΔናጋታ ኦታቴታርኦፕተሬሲ ላ-L\_ጋ ላጋΔኄሲኦዼ ኦペናበኄውና ኦናታር የተርኦላLኄታጭታር ኦታቴርኦፕፖኒዮ የdታኄሲቮኑ, Δኮፖペኦርጐ.

**Δ<sup>6</sup>/«▷ርና»** (ጋጎ,ትበJ<sup>c</sup>): <sup>ና</sup>dታ<sup>6</sup>α Γ<sup>6</sup> Γ<sup>7</sup> ላ<sup>6</sup>α b<sup>66</sup>. Γ<sup>7</sup> ጋ>Δ.

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There are some minutes from some of the meetings that I don't have with me, but I would be happy to get it for the Committee. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Once again in your annual report, Nunavut Tourism has indicated that it has worked with the Tourism Industry Association of Canada (TIAC) and they're working on "issues that affect the industry nationally," and that a "Tourism Town Hall" was planned to be held in Nunavut in the fall of 2014. Was this accomplished and who attended? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. Yes, this happened on, I'm going to say October 24, but it was a Monday just after our AGM. I'm not sure of the exact date.

Representatives of both the Tourism Industry Association and the Canadian Tourism Commission (CTC) were here and we had 34 people interested in tourism, some of our members that we brought in, so there were people from all three regions. We tied this event to our AGM because we already had people here.

We were very proud to have 34 people. When they did the same event, it goes across the country. In the NWT, they had six people show up for their meeting. The fact that we had 34 people interested and who came to the meeting, we were very

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happy with that turnout, but yes, it did happen. Thank you, Mr. Chairman.

**Chairman**: Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Out of that meeting, what was accomplished? Were new directions set or what kinds of things did you talk about and as a result, what are the next steps? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. What was accomplished out of that meeting, these town hall meetings were more of an informational session for jurisdictions around the country to find out what the CTC and TIAC were doing in terms of some of their priorities and issues moving forward.

I will be perfectly honest. We had met with the national organization in advance and indicated to them some of the challenges of tourism in Nunavut because some of our priorities are not the same as southern Ontario with cross-boarder traffic and that sort of thing. The people that they sent did not come prepared to talk about the issues in the north and we made it very clear that they had not come prepared to talk about the issues in the north and that our issues were completely different than other jurisdictions. We made it very clear to them. Because of that, some things that we have been working with Saskatchewan, Manitoba, and Newfoundland on for a couple of years now are coming to fruition. I just came back from Rendez-vous Canada, a large CTC event, and we have provincial meetings.

One of the things that we have been

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working on for a couple of years is the Canadian Tourism Commission, who markets Canada internationally, has never recognized hunting and fishing as a tourism product before. They are now and we anticipate that by this fall, they will have new programs for hunting and fishing operators to buy into in their advertising thing and they will recognize hunting and fishing on their website. It has taken us a few years, but we've got things that are important to the north and northern parts of the country recognized. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. (interpretation) Ms. Angnakak, are you done? Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. One of my colleagues already asked the question I was going to ask. I would like to make a comment about the opening comments.

Thank you, Mr. Chairman. I just want to understand this fully. Please feel welcome to the Committee.

The core operating funding provided to Nunavut Tourism by the Department of Economic Development and Transportation has increased from \$1.8 million in the 2014-15 fiscal year to \$3.08 million in the 2015-16 fiscal year. This represents a 70 percent increase. Why has your funding been increased suddenly up to \$3.08 million? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Shooyook. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. The main reason that there was an increase in funding is to implement items

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identified in the tourism strategy. \$500,000 of that increase will go towards a Nunavut branding campaign, not tourism but overall Nunavut branding. This is something that was identified in the tourism strategy and we have been tasked with making it happen starting this year, 2015-16, and that's a big part of the increase.

Another part of the increase are two new positions identified in the tourism stragety, one being for a training coordinator. This person is going to be tasked with coordinating all of the tourism training for Nunavut. This will mean that they will identify what training opportunities are available, what training members and communities need, where the funding sources to deliver that training may come from, and what other obstacles or challenges there they may be training, like do people need certain courses in advance of taking another course. This position has been advertised and the individual will start on Monday. We have a database that they will populate and have done a training needs survey with all of our members and communities already.

The other position that will be started probably in the fall is someone working to attract more meetings and conferences to Nunavut. Nunavut Tourism will not be coordinating these confrences. That will be left up to our members that do that as a business, and we have several of those, and we hope bringing more meetings and conferences to Nunavut will result in more businesses being able to be established. This person will start by trying to attract national organizations that have Nunavut members.

We have been doing this in a very small

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way for a couple of years and have had great success with attracting four or five major national conferences that bring in business to the territory and help local businesses. When we have a conference, if it's held here in Iqaluit, we work with communities to offer pre- and post-trips, which we have done into Kimmirut, Cape Dorset, and Pangnirtung with the confrences that have been here in the past few years.

The other large substantial amount that is in that increase is \$350,000 for market readiness. What this means is we will be offering for the first time in about seven years product development workshops for our members to actually help them develop new products, which is something that is needed to keep the tourism industry here growing. There is an RFP out right now. It closes next Monday for product development workshops.

The first workshop will be developed and offered at our AGM in November. The workshops will be small workshops of a maximum of six participants and each participant will come out of that workshop with a new product that they have worked on and have developed during that. There will be three additional workshops held throughout the territory before the end of the fiscal year, one per region and one in North Baffin.

The other small amounts of increase include increases in rent and that sort of thing. There is also an increase to our insurance budget and that is because we have been asked by the Government of Nunavut to insure the art installations at the visitor centre here in Iqaluit and in Cambridge Bay, as well as the art installations in the pedestals at the Iqaluit

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airport, which have not been covered on the Government of Nunavut insurance policy. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Although that was a very detailed answer, I'm sure there will be detailed questions when we get to that section, upcoming. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you for your answer. I have another question. Nunavut Tourism receives additional funding from the Canada Northern Economic Development Agency. The Nunavut government, Nunavut Tunngavik Incorporated, and Nunavut Tourism are partners. Do you receive more funding on top of that? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Dupuis, did you understand that question?

Ms. Dupuis: Not entirely, Mr. Chairman.

**Chairman**: Mr. Shooyook, could you maybe repeat your question, please.

Mr. Shooyok (interpretation): Thank you, Mr. Chairman. I'm just following the documents. Nunavut Tourism receives additional funding from the Canada Northern Economic Development Agency. The Nunavut government, Nunavut Tunngavik Incorporated, and Nunavut Tourism are partners. As I stated about the funding, I'm talking about the Canadian government, Nunavut government, and NTI. Do you receive more funding on top of that? I hope that you got that question. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Shooyook. I think that clarified it a little bit. Ms.

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Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I think I have the question. We receive our core funding from the Government of Nunavut Department of Economic Development and Transportation.

We apply for specific funds under the Canada Northern Economic Development Agency, CanNor. The money we receive from CanNor is primarily used for marketing, training, and research.

We also work with the Department of Culture and Heritage and apply and get funding to run programs in our visitor centres, both for visitors and for community members. Nunavut Tourism operates the three regional visitor centres here in Iqaluit, Cambridge Bay, and Rankin Inlet.

We also work with the regional Inuit associations on a project-specific basis. A lot of times, it involves training or receiving money to bring members from different communities into Iqaluit or other communities for training opportunities that are being presented.

We work with NTI, but we do not receive any funding from NTI. Thank you, Mr. Chairman. I hope that answers the question.

**Chairman**: Thank you, Ms. Dupuis. (interpretation) Mr. Shooyook, are you done? Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. Most of the topics in this section have been covered, but I just want to get a few clarifications.

On the topic of membership, what are the

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Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. To become a Nunavut Tourism member, you must be in the tourism business and we have, in our by-laws, that all members must be licensed and insured. If you are a tourism operator, we know that you are licensed through the Department of Economic Development and Transportation and have met their standards and that you have liability insurance for when you are taking clients out.

Our membership is broad in terms of what is considered tourism. It includes taxi companies, some stores in some communities, some other types of businesses, but they're all involved in the tourism industry in some way and impact with visitors. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. In that criteria, you have to be in the tourism business, but do you have to be in the tourism business in Nunavut or just a tourism business anywhere? Thank you.

**Chairman**: Thank you, Mr. Savikataaq. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. You have to be involved in the tourism industry in Nunavut. Cruise companies that may not be based in Nunavut that are involved in the tourism in Nunavut because they are bringing tourists to Nunavut can be members. Somebody

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We do have some members that are Ottawa hotels that our members work with as a partner as part of their package and will have discounted rates at those hotels for when they're bringing somebody up here that has to stay in a hotel in Ottawa. You have to be involved in some way with visitors coming to Nunavut. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. Are there any fees involved to be a member? Is there a membership fee? Thank you.

**Chairman**: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. There is a membership fee. For a small business, it is \$60. This has not gone up in 15 years. For a larger business, it's \$160, but we have a marketing assistance program that we raise money from our sales of items at visitor centres. If you're a small business member, your membership fee is \$60.

If you are doing marketing and you can provide receipts, you can apply to us to get assistance of up to \$1,000 back. For small businesses, it's a very good program. We have a small membership fee up front just so that there is something to ensure that people are in a business, but there are opportunities for small businesses to get that money back tenfold. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Savikataaq.

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Mr. Savikataaq: Thank you, Mr. Chairman. Just to revisit the marine insurance again, you said that it was really high and it's high risk by the insurance companies. Have there been claims put in that you are aware of by operators within the marine insurance plan? Thank you.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. This is where I'm going to sound really old, but there was a claim put in for a fatality for tourists in 1995, a boating accident, and that has affected some things here, plus in what they consider arctic waters, there have been other claims a little farther south in Canada that affects the overall insurance industry. They sort of set where they consider it to be arctic waters, whether it's up here or not. We often get lumped in with other jurisdictions.

There has only been ever one claim in Nunavut that I know of and that was an accident off of Clyde River in September of 1995. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. The reason I asked if there were any claims was that.... Have there ever been any thought given into self-insurance? The hamlets have self-insurance and it takes a while before the money is built up, but if there are no claims from anybody, then the money just keeps building up. That would be, in my mind, one way around the high insurance and the members would pay into this fund that if no one used would only grow, but I'm aware that it would be

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risky in the beginning. Have there been any thoughts about that of self-insurance? Thank you.

**Chairman**: Thank you, Mr. Savikataaq. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. That hasn't been looked at for the marine insurance, but it has for a liability insurance program, I'm going to say, about eight to ten years ago.

What the challenge was is that in the beginning, if there were, let's say, one or two claims, there would be a huge problem and because the marine insurance will go towards that, liability is going to be the big issue with it. Even if the program had been building up for four or five years, if there were a couple of accidents that involved numerous people, the fund probably couldn't cover the costs and it would leave people liable. Because we have international visitors, that can be a bit iffy.

It is not something that we would certainly reccomend to our members. We want to make sure that they're covered and that they're not putting themselves in a situation that is going to be detrimental. Members can get insurance under the insurance liability program that we have and under ED&T's Small Business Support Program, they can apply for assistance with those premiums. They're still high, but they're absolutely covered and are not putting themselves at future risk.

That is not something we have looked into. It is something we could, but based on the other instances when we have looked into it, it would probably not be advisable. Thank you, Mr. Chairman.

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Mr. Savikataaq: Thank you, Mr. Chairman. I'm going back to your annual report here. On page 19 of your annual report, it indicates that "Nunavut Tourism is working closely with Territorial Parks...on plans for new parks and collaborative marketing efforts." Can you describe what specific initiatives are currently underway with respect to new territorial park developments in Arviat and Sanikiluaq? Thank you.

**Chairman**: Thank you, Mr. Savikataaq. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. The territorial Department of Environment is working on new parks in both of those communities. How we get involved with the parks' development is in terms of what type of tourist activities could take place in the park and work with outfitters when there's a new park to develop products that they could utilize the new park. We're not involved in the establishment of the park. We work with territorial parks to ensure that the asset for the community can now be utilized well by community members for future business endevours, but we are not involved in the actual structuring or designation of a park. That's the Department of Environment. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. On that same page in the same report, it also indicates that "Money put into the 2014-15 budget was cut, leading

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to discussions between Nunavut Tourism and the Government of Nunavut..." Can you explain what were the specific circumstances of this matter and how it was resolved? Thank you.

**Chairman**: Thank you, Mr. Savikataaq. Ms. Dupuis.

Ms. Dupuis: I believe what this refers to is that in our 2014-15 budget, we had requested the increase for the training position, the meetings and conference position, and the increase in insurance to cover art assets. When the 2014-15 budget was approved, those items were not included. That meant that we could not get started on the training coordination and training program that we had planned as early because the money had not been approved in the budget. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. (interpretation) Mr. Savikataaq, are you done? (interpretation ends) I have no more names on my list, but I've got a couple of questions before we go for break and start with the next section.

In one of your responses, you spoke to insurance for different artefacts at visitor centres and specifically the Iqaluit airport here. I was under the impression that the Government of Nunavut owned those artefacts. Are there artefacts that are by owned by Nunavut Tourism? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The artefacts are all owned by the government, but they do not have a replacement insurance on them or from what I understand, a replacement insurance program in place. They have asked us if it could go onto our insurance

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program, which we can easily do. There's just going to be a cost associated with that. The Government of Nunavut owns the assests at the visitor centres and at the airports. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Sorry. For justification, I understand that there's a cost associated with that. I'm assuming ED&T is funding you for that cost. Was there a cost analysis done on why they would insure government owned artefacts through an outside entity? That just doesn't make sense to me. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I don't have an answer on that. I know that we got three quotes for insurance when we were asked to do this, but why exactly, I'm not sure. We were just told that they weren't covered under government insurance and they would like to have the art assets covered and could we add it. We can do that, we got a quote, and are proceeding with doing it as we have been requested. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. I guess that's a question I'll have to ask the Minister. There was also some discussion with the liability insurance and the investigation into marine insurance availability versus cost. Within your liability insurance from the member benefits, if I recall, I neglected to grab the printout before I came in here, but it talked about that there are insurance options available to your membership. What type of research was going into that as far as cost benefits? What type of guarantees can you give your membership that that's the lowest cost available to them? Ms. Dupuis.

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Ms. Dupuis: Thank you, Mr. Chairman. When I came back to Nunavut Tourism in 2009, there was no liability program in place at all, so we went out shopping to get the best deal or to get any deal. Liability insurance in the tourism industry is challenging for jurisdictions across the country and we wanted to ensure that the program we had in place was comprehensive, at a good cost, and would meet members' needs. We talked to a number of insurance companies and worked with Nunavut Insurance, who went out onto the open market looking for what we wanted. They contacted a number of insurance wholesalers that offered this type of product.

The company that we use is a company called Sports-Can. They also carry the tourism liability programs for BC, Ontario, and a couple of other jurisdictions in the country. The program is underwritten by Lloyd's of London, so there's a security that it's a solid program. It is also quite cost-effective.

One of the other things, when we were looking for a program that our members had requested, is that not only just be a liability program but that they have the opportunity to insure their boats, snowmobiles, and storage sheds or other products all in one insurance program because they were finding it challenging to have to deal with two or three different insurance companies to meet all of their insurance needs.

We also wanted to work with someone that would help us come up with a simplified insurance application program because some of our members found the insurance application program daunting. With what some of the companies they had dealt with in the past were asking for,

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they almost gave up. We have worked with the insurance company that the application is a simplified two-page form that was easily translated and all of the insurance documents that the members need are available in both languages, in simple language, and they are finding them easy to use.

The first year we had the program, we thought it would be a success if we had six members participate. The first year alone, we had 12. They see a merit in the program and the cost is quite competitive to what they were getting. I will give you an example. One of our members, before this program, was paying almost \$8,000 in insurance. With this program, they are just paying just over \$3,500. Member outfitters that have had insurance products in the past have seen that this is a very cost-effective and simple program for them to use and it provides what they need. Thank you, Mr. Chairman.

Chairman: Thank you for that detailed response, Ms. Dupuis. I guess just the latter part of my question is: what type of guarantees can you provide to your membership that this is the lowest available for the best quality insurance? When you've got a new member that's coming in and you gave me an example, I'll give you an example. This was before I was involved in this proceeding, but speaking to someone outside of Iqaluit, they were talking about insurance.

The insurance that they received or the quote that they received through the organization that was associated with Nunavut Tourism was substantially higher than what they ended up paying through an outside party. Maybe they went through the challenge of filling out the maybe more complicated paperwork,

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but it was a fairly substantial difference. I'm going to say it was almost half the amount that was quoted through whatever insurance, the Lloyd's of London or whatever the insurance company is that you're dealing with right now.

I'm just looking for some clarification for your membership that they are getting the best value for their investment in their insurance. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We do a spot check usually once a year on a comparable shopping basket, but if there are companies that are offering products lower, if you could let me know what company that was or something, we could certainly look into it because we want this to be competitive. We do check up on it periodically and what we have found is that it is still a good value.

One of the unique features in this insurance plan is that a lot of our members do different activities at different times of the year. Like in the winter, they may do snowmobiling or dogsledding and then in the summer, they're doing hiking or boating activities. The insurance program that we are working with will let them insure activities for three to six months, whatever they need, that they don't have to insure the dogsledding activity for the full year, which is one of the challenges with some other programs that we found. Members have had to insure a seasonal activity for a full year.

This is one of the things that have made our plan useful for members, but if there is information on cheaper plans, we would be happy to look into it. Thank you, Mr. Chairman. α'ς ρ'dic π,σ' CL'α Λ'τηρ' Δυ ρω' Σ'
Δαρντης του Ανλριανη Ανλριαν

σΡδρεωτος ως σνισμέσου σικόύς Δυσ Lchul. CΔLea συνησικό τη το συνησικό το συ Chairman: Thank you, Ms. Dupuis. Like I said, it was a fairly innocuous conversation I was having with someone, so I don't know the details, but if I recall correctly who it is, I'll get in touch with them and make that recommendation.

I just had a name added to my list. Mr. Shooyook.

**Mr. Shooyook** (interpretation): Thank you, Mr. Chairman. I didn't find what I was looking for, but it's something that I'm concerned about regarding the archaeological sites, the old sod houses, and there are some old sod houses that were made by the Tuniit. There are old archaeological sites on Nunavut lands that have not been disturbed or damaged, and they have to be preserved and protected. Does Nunavut Tourism have anything to do with the archaeological sites around Nunavut or do you help to preserve and protect those archeological sites that have not been disturbed or damaged yet? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Shooyook. I'll allow the question. It will be more involved and I'm sure there are some more detailed questions in the business plan section. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We do not have anything to do directly with the permitting or security around archaeological sites. However, this is an issue that a number of our members from communities have raised and it was raised at our tourism conference.

One of the things that we have recommended is that there be certain archaeological sites that are set as "no access" based on community consultation **Δ<sup>6</sup>/«ΡC<sup>6</sup>»** (Ͻ<sup>1</sup>/<sub>2</sub>ΑηJ<sup>1</sup>): <sup>1</sup>6/<sup>2</sup>α<sup>1</sup><sup>6</sup> Γ' Ο>Δ. Σ<sup>1</sup>6/<sub>2</sub> Σ<sup>1</sup>6/<sub>2</sub> Δ<sub>2</sub> σ<sup>1</sup>6/<sub>2</sub> Δ<sup>1</sup>6/<sub>2</sub> Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/2 Δ<sup>1</sup>6/

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**ሖቲጭ**: 'dታ°α፫ጐ, Δ৬/ペΡርጐ. Þペσ 'Pσናጋ⊲ናL ασγ°°Γ°αL Δ/ĹጋΓታ°σ•CÞጐ, CΔ৬d 'ቴ°LϽʹቴΔ ΛϽʹቴጋΔና. Δϲ°Γ° Ͻϭ· 〈L&σ°Γ°σቴ ΛርʹቴΡδ¹L° ΔL°α \ናΓቴ/L°Γ°Πላ!Lሊ°Ͻσቴ Λϲሊፈግ/L°Γ°Ͻσቴ, CΔ৬dላ ፈ°σናαʹϲϲቴርʹቴር ርቴሪቴβΔ >ϲና°Ͻϲሊትና CLጋΓጐሁ \>ትት/L°Γ°CαΔ CL৬dσጐሁ 'ቴ°LϽʹቴጋጐσቴ ΛʹϭΠΓታΡՎσቴ, Ͻ°Lጋቴ/CΡʹቴርናሪμት° Γ΄ ጋ Πο CΔL°α 'ቴΔ <ናαቴ/L°ጐΓʹϲͺͼ. 'dታ°α፫ቴ, Δυ/ペΡĊ΄ቴ.

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**Ͻ>Δ** (Ͻʹ៶ληυς): CΔ<sup>6</sup>dσ<sup>6</sup>υ
Λ<sup>7</sup>ζ<sup>6</sup>αρης<sup>6</sup>ηςηλρ<sup>6</sup>υς<sup>6</sup>ρς<sup>6</sup>ρς<sup>7</sup>υς Δ<sup>4</sup>L<sup>2</sup>δ<sup>6</sup>σς
Ασγλρας CΔ<sup>6</sup>da<sup>6</sup>υ <sup>6</sup>δ<sup>1</sup>L&σς<sup>6</sup>σδ Λ<sup>9</sup>δασ<sup>6</sup>σδ. CL<sup>6</sup>α σς CΡηγραρ<sup>6</sup>νης<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup>6</sup>νος<sup></sup>

and what the communities want. That is something that we entirely encourage and support. We have nothing directly to do with that, but it is something that we are absolutely in favour of. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Shooyook.

**Mr. Shooyook** (interpretation): I'll ask another question later. That's it.

Chairman: Thank you. We're just waiting for some materials to be delivered into the lounge area, so we will defer our break just for a couple of more minutes. I just have a couple of more questions.

In one of your responses, Ms. Dupuis, you mentioned the marketing assistance program, that it has a limit of up to \$1,000 and that the funds generated for that program come from sales of goods, souvenirs, and things in the visitor centre. To me, that's kind of a limited revenue source. I'm just wondering: have there ever been times when you've had to deny members money from the marketing assistance program? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I wish I could say that there has been. Usually most years, we have about \$22,000 available and unfortunately most years, it's not even fully subscribed. It is something we encourage all of our members to subscribe to and that we put out in our newsletter three or four times a year leading up to the due date, which is in January. We would like to see it fully subscribed. That has not been the case in the past, but the money is there. Thank you, Mr. Chairman.

**Δ৬/«▷C<sup>τ</sup>»** (ጋጎ, ዶ∩J<sup>c</sup>): የ<mark></mark>ժአ<sup>2</sup>α ፫<sup>6</sup> Γ' Ͻ>Δ. Γ'C <sup>¿</sup>√<sup>6</sup>.

**Δ৽/«ኦር** (ጋጎትበJና): 'd৮°ቂቮ•. <Δ<<σ• ኦርጭየሁናር ኦፈናበፈንፈናተ ኌጭቴጐႱቴ∆°ቂናσፈጭ>Jና. ፈ∧ጭ/ቴናሮቴቴσቴΔ°ቂናር~ሁ.

PP>לΠልና Δ፫ ነር σቴ, Γι Ͻ>Δ, ΡίδΡ/ሲቴδΡλΔና σΡίΡΠιδικάσιμε ΔδίΠε σε σΡΠΓιδρουλρδ \$2,000-με Πρέχης Διω σΔυδα Ρά Ρλονονος σρίγητας δια συν σρίγητος με σρίγ

**>>Δ** (ϽʹϞϒΛͿʹϒ): 'dϧ·ʹαͺϳ·ϧ, ΔͱϒϘϷϹʹ·ϧ. ϷʹϧϨ·ʹαͺϨϹͿͺͻϤʹʹϧ·Ͻʹ·Ϳͺ ϹΔϹΔϚϽʹϧϧͼͰͿϲͿʹ·ϧ. Δϲʹʹϒ·ʹϭϲͳʹϲͿϲϲ \$22,000-σϧ ʹͰαϷϧϭϧ ΛϹʹϧϲͿʹͼϧͺϹϹͰʹͳ·ʹ϶ϲͺϤϽʹͼϧϹϷʹϧϲʹʹϹʹϧʹϧϧϲ ΔϲͺϒϧϷϧϞϒϦϲʹϲͺϹϧϥϧϧ ϤϺϲϻϧϧϲϧϧϲϭϧϷϭͼϧϧϲͺʹϧϧϥϧͺͿ ϧϧϧϥϧϧϲϲϧϧϲϧϧϲϧϧ Chairman: Thank you for that response, Ms. Dupuis. Maybe just to clarify for myself and I'm sure for some of your membership that is watching the proceedings here, is it as basic as just submitting receipts? Let's say if I get business cards made and it cost \$50 and I submit my receipt, I'll get \$25 back. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. There is a simple one-page form to fill out, which is sort of your name, your business, and your business licence number under ED&T, basic information, and then you submit your receipts. The intent of this program is to help smaller businesses with exactly what you described: business cards, websites, simple brochures, and all that sort of thing.

For some of our smaller members, we have even helped them design ads that they have placed in our travel planner or in magazines. If they don't have the resources to have the design done, we have had staff do it for them to try and get them into situations where they can take advantage of that marketing assistance and do marketing. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Just one final question: are the guidelines of that policy clearly laid out to your membership? Just a confirmation. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. Yes, they're on our website and when we go into communities, we encourage people to take advantage of it. It's listed in the member benefits and we remind people in our newsletter, which is a monthly newsletter, several times a year

**Δ৽/ペኦር፣** (ጋቫትበJና): 'dታ°ቂ፫፣ የኦしልና. ጋየረቂ፣ተበበፈካቴታና ጋ Δርግርርኦ፣ ጋየረናበፈጋነካልግር ይካፈል 'dግርፈቱጋና. ፫፻ጋ ጋቫንበናረው ካቂታኦበናበJL ፈየነቴነጋበና ጋ ቂ፫፣ቴዮኒውና ጋ ጋσረJL, ኦበናልኦቂታ፣ እንህ \$25-ሙ Γነ ጋ>Δ.

**2>Δ** (ϽʹϞϒηͿʹ): CCηλαστος αής, αιτσταής, αΔηθη Clbda

 $C\Delta^{6}d\Delta$   $\Gamma^{6}\sigma^{6}\dot{c}^{c}$   $\Delta^{6}\sigma^{6}\dot{c}^{c}$   $\Delta^{6}\sigma^{6}\dot{c}^{c$ 

**3>Δ** (ϽʹϞΡηͿʹ): 'dታ°αΓ', Δ°/«Ρ΄ς'. Ρ«Ϳς '65′ΑΡζ'6' ΔΡζ'6'/δ° ζι'L\_ Δας-Δ΄ςΔι'ς Ρ'δΡ'γ'δ'ςς'λ'Ψ'ς that the program is in place and please take advantage of it. That's what it's there for. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. I won't touch too much on the website. I think most of my Committee colleagues have mentioned that there are some challenges and I think you acknowledged that there are some challenges with the website. I have gone on the website and I have actually on other jurisdictions to compare. I think there's a little bit more work that you guys are planning on doing in that and I look forward to seeing some results from that. That was just a comment.

I do have one final question regarding the board makeup. From some of the governing bodies that are involved in your board makeup, you said that there's GN representation on there. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. We had Government of Nunavut representation, a member from Economic Development and Transportation until, I believe, it was 2012 when the ED&T rep was taken off all NGO boards. What we do is meet with ED&T at our board meeting quarterly to present our quarterly report. They send representatives at that time, but we do not have a government representative on the board at all times. That was a decision made by the Government of Nunavut Economic Development and Transportation. Nunavut Tourism would welcome a member at any time. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. I'm just going from some of the materials that we were provided here and I was under the impression that there was a current

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member of your board that is a government representative from the Department of Environment regarding territorial parks. Is he still a member of the board currently? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Yes, the representative for territorial parks is David Monteith. David, whether involved through ED&T and its many transformations over the years, has been involved in Nunavut Tourism from day one since 1996, so he has a long corporate history. Yes, there is a Department of Environment territorial parks representative on the board presently. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. I would just like to take a step back to your comment that in 2012, ED&T representation was stopped. To me, I believe that was somewhere around the same time that the tourism division was created within ED&T.

Was the division kind of in a replacement when you're talking about the quarterly meetings and what type of information sharing and reporting structures are achieved at that? I'm just a little bit confused that one of your core funding departments doesn't have board representation, yet every other entity that provides funds or has logistical input into the board matters has representation. I'm just a little confused with that.

Maybe if you could just give me a little bit more history. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. As I mentioned, it was not our decision to have the ED&T rep leave the board. I believe that was something that was decided in the department and was done

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Chairman: Thank you, Ms. Dupuis. I'll leave it at that. I'll recognize the clock and we will return back with the 2015-16 budget and organizational structure. We will take a 15-minute break. Thank you.

>>Committee recessed at 15:37 and resumed at 15:54

Chairman: Welcome back, everybody. We will continue on. The next section we are going to be reviewing is the 2015-16 budget and organizational structure. The first name I have on my list, Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. The core operating funding provided to Nunavut Tourism by ED&T increased from \$1.8 million in the 2014-15 fiscal year to [\$3.08] million in the 2015-16 fiscal year. This represents a 70 percent increase. Can you provide a detailed breakdown of how this increased funding will be spent? Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Angnakak. Even I myself earlier, when Mr. Shooyook asked the question, I wasn't really in the budget mode, so I'll allow the question even if nothing else, for my own benefit. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. No problem.

The increase falls into two or three main categories. A large portion of it, \$500,000, in the detailed line item budget

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that we provide, shows up as a marketing campaign. What that line item for \$500,000 is, in the Nunavut Tourism strategy, there is identified to do an overall brand awareness campaign for Nunavut, not tourism but Nunavut, and that's what that \$500,000 is going towards.

There is also \$350,000 identified under marketing for market readiness. This is going into product development to work with the regional Inuit associations. We produced a business aftercare booklet in the 2014-15 fiscal year. Working with the RIAs, we plan to produce a video to compliment that workbook based on requests from the industry and our members. That is also part of that \$350,000, as well as other product development and training opportunities for members. That will be the first product development activity that we have done since 2008-09 because in 2010, the product development function reverted to the government. We have gotten it back and we have plans to do that.

The increase for two staff positions, one is the training coordinator that will work to ensure that communities have access to training and identify other potential sources of funds. We have also secured money from CanNor for training that will deliver some of the modules of their tourism program in communities. It has been identified to deliver two of those modules per region in this fiscal year. This was identified in the action plan of the tourism strategy as well.

The meetings and conference person will work to attract conferences to Nunavut. It's not something that will happen instantaneously, but our goal for the

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>CΥΘΌΤΑΘΊΙς ΚΊΦΡΟΓ Q ΔΑΘΎΤΕΙς

ΦΦΝ ΡΚΟΥΥΡΙΤΟ ΦΦΝ.

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2016-17 fiscal year, there will be at least two new conferences coming. Because there's a planning cycle, we can't necessarily do it immediately.

The additional charges are for the insurance at the airport. There's a substantial increase in insurance. The other increases are minor increases for rent, communications, and just costs of operation and increases that go along with that. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Duspuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Do you think that this is a one-time ask or do you anticipate requesting the same amount in the following years to come? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The increase for staffing, to keep the training and meetings and conference functions going, that will be an ongoing ask. I would hope that the training and product development would be an ongoing ask to get back into being able to provide support for smaller Nunavut-based community businesses to grow.

The ask for the national marketing campaign, there will probably be an ask every year to keep this up. The plan was for five years. The increase should not be as substantial in coming years for that because there has to be some material developed and that sort of thing in the first year that then will be rolled out and utilized again in coming years. The initial ask for \$500,000 for that marketing should decrease.

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**ፈጐሴቴ** (ጋጎትበJና): Ċ宀ሲ ላርኦረላጋ∆ኄሲኄጛ ላጋጐርኦσላጐጋጐ? ላርኦረላጋ∆ኄሲኄጋσ ላኘጎᠨቴዮσፕσ С∆Lኄασ ለፕቴናሪቴዮσ፫ፕσላጐጋሲልረ ኦኖዲኌኄቴና ላርኦረላጋ∆ኄሲσላቴትን የժታኄቪዮ Δዮረጳኦርጐ.

**2>Δ** (ϽʹϞϒΛͿʹ): ʹϭͿϧ·ʹαͺͰʹͽ ΔʹϒϘϷϹʹͽ. ϹʹͽͿϤ ΔʹͽϧαΔϧʹͽΛως ϧΛΙͰϧʹͽϽΛʹΛιτλϤʹ϶ϽϦ ϼαϿͼͰͿͼ ϧϯϳʹ·ασϥʹͽϽʹͽ ϥͼͰ϶ ΛϲͼͰϲͽϧΔσʹͽ ΔϲϯΛικησʹ϶ σρδαγϧσ<sup>ι</sup>ν ϯαμτρ϶ϧʹͼσ<sup>ι</sup> Ϲʹ·α ϧϯϳʹ·αʹͼͿαʹͼϭϥʹΓϯʹͿ϶ϥʹͼ, ϼαϿͼͰ ΓρϯϹϷϭʹͽϧΔϲ αͼΓσʹϧϷϒΛϲʹͼ Λρʹͽ<ʹϲϥͿϲͰϲϧʹ϶Ϲ

bacr Δαρςτος νερίσος Ποιτος
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The other requests, we are hoping, will stay the same so that the industry in Nunavut can continue to grow and this is part of the tourism strategy action plan that was passed by the Legislative Assembly in 2013. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: I want to go on to something else, partnership agreements that you have with the Department of Economic Development and Transportation. It requires your firm, Nunavut Tourism, to submit a draft business plan and budget no later than July 30 of this year. As of today, how far along is this work? Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Angnakak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. It is being worked on and it's going to committee in our board in a draft stage. It will go to a board meeting June 19 for approval, but we anticipate having it submitted to the department like June 25, as soon as it's past our board. It will be well submitted before July. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. When you work with your annual budget, is it something that you work with the Department of Economic Development and [Transportation] on before the final is submitted? Do they know what's coming up? What kind of

**Δ<sup>6</sup>/«▷C<sup>6</sup>** (ጋጎ/১∩J<sup>6</sup>): <sup>6</sup>d۶<sup>6</sup>Φ<sup>†</sup><sup>6</sup> Γ<sup>1</sup> Ͻ>Δ. Γ<sup>1</sup> σ<sup>6</sup>Φ<sup>6</sup><sup>6</sup>.

**ፈጐሴቴ** (ጋጎትበJና): 'dታ°ሲቮኑ, Δካላየኦርቴ. Եጋነትነቴበቮ°σናJና ፈጐቦቴበቮህበቦፖLታናበ°σ ርΔቴ₫ሲ°Ն ለዊናርፈተርሲትቴና Δጐቦናናተርሲትቴና ጋ ለርሲልጐሁው. ውሲቃՐ >ርናቴጋርሲትቴና ለርሲልጐሁው. ውሲቃቦ ጋርናቴጋርሲትቴና ለርሲፈካኒው ሩናሲኦበው በበናሲፈጐሁኦበጐቦው ጋወፖቦላቴቴናናታታቴ 2016-17-୮ ፈጋረቴርፖታውቴ ፈተ ቮሲኦታጐቦር ፈቴዮበቴታ አር ሲቴዮሮጐቦት ተርል 30-ንርኦግቦውጐሁው. ርጐሲ ለታሲቴሩናርፈፖLርቴቴ? 'dታጐሲቮኑ, Δካላዊኦርቴ.

**Δ<sup>6</sup>/<br/>(**ጋጎ/ትበሀና): <sup>ና</sup>dታ°ሲቮ<sup>6</sup> Γ<sup>7</sup> ላ°ሲb<sup>66</sup>. Γ<sup>7</sup> >>Δ.

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**Δ৬/«ኦር**• (ጋጎ,১በJ<sup>c</sup>): ቫሪታ<sup></sup>ً
ፈ<sup>\*</sup>ፌኒե<sup>6</sup>.

**4ኈ៤** (ጋጎትበህና): የdታ°ሲቮኑ, Δ<sup>6</sup>ተላየኦርጐ. CΔLሮ ር<sup>6</sup>dd የሲኦታነጎ dጋሮናΔሀነፖኦ<sup>6</sup> ለ«"ሮላተርሲኦነሪ" Δ<sup>6</sup>ቦናናተርሲኦነሪ። say do they have in regard to your budget, if any? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We work with them, let's say, for the items that will come from the tourism strategy. We have been identified in the tourism strategy action plan two years ago of who is responsible for what and we ensure that that is still the plan, that we are taking forth and that is partially at the tourism task force stage, and then we let them know if we anticipate any significant increases in any operational expense.

Most of the items in our core budget are either operational or are because of the tourism strategy. It's not looking at any activities outside of that. Additional marketing activities or research things like the exit survey we are doing right now, we apply to CanNor for funding for. The department has some say. They know what's coming and they can comment if they think we should change something. Let's say for example, this year, the request to cover insurance came from the department to add that to the budget, but that is the sort of input that they have.

Most of our budget is based on sort of the tourism strategy and making that happen and the resources we need to do that. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

**Ms. Angnakak**: Thank you, Mr. Chairman. The current partnership agreement that you have for the 2015-16

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ĊჼჿႷჃႠ ႷႠჼჁくჂჼჂႶჼ ႼႭჁჄႠ ჃჽჼჂჼჄႱႻჼჁႷ ჃჁႺႷႮႶჼႹႶჼႻჂႭჼႭჼႦჼႺჼჼႱႺ. ჄႺႫჂჃჼჼ<ჼჁႱႠ ႱႷჃႠ ჾჁჽႷჼႹႻჼ ႹჼჼႼჼႶჼႶႭჄႯჼႣჼჼ ჼႦჁჁჼჼჼჼჼ ႻჅჼ ႱჅႱჂჼႦჼႻჼჅჼ ለነተႶዮჃჼჼ. ለႠჀჽჼ ჾჼႠჽჼჽჼჼჼ ነውነት ነጋበና ለተነቴჼჾႯႠჼႱჼჼ ჃჄჼჁႶჼႨႷჄჼჼ ልჼჼነጋበና ርልႱልႮႱ<ሩ ჼჼჂႶႶჂႮ ႯჼናႮჼႶჼႻ ႯჅჂႭჼႻჄჁႻჼჼ ႭႠჁჼႻჼႻჼ ΔႺჄჁႯჄჁႺჼჼ

ᢆ᠌ᡰᡆ᠌᠌ᠪᢣᡄ᠋ᢆᡫ<᠘ᡃᠵ᠈᠆ᡔ᠘ᠺᡃᡥ᠑ᠸᡙᠣᡝ᠘ᡃ ᠵᡃᡆᢣᠬᡠ᠉ᡶᡝᢐᡃᢗᡥ᠌᠑ᠵ᠂ᡃᠬᠯᢞᡆᡤᡃᡕ᠘ᡟᢞ᠙Þᡬᡃᡥ.

**Δ৬/«▶୯»** (ጋጎት/በሆ): የ<mark></mark>የታ•ជ፫» ୮<sup>,</sup> ጋ▷Δ. Γ<sup>,</sup> ⊲∿ជЬ<sup>ና</sup>». fiscal year was not signed until few days ago, May 21, 2015, and that was over 50 days after the start of the new fiscal year and the formal commitments of the agreement. The 2014-15 partnership agreement was not signed until July 21, 2014 and that was over 100 days after the start of the new fiscal year. What has caused these delays in signing these agreements? Thank you, Mr. Chairman.

**Chairman**: Excellent question, Ms. Angnakak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I can only address that from our side. We signed it within six hours of receiving it, so we did not receive it until May 20. That isn't a question I can answer. That is usually the type of cycle that we as well as most NGOs deal with, but we sign and execute as soon as we receive the document. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. That might be another good question for the Minister in the next sitting. Ms. Angnakak.

**Ms. Angnakak**: I'll let somebody else ask some questions. Thank you.

**Chairman**: Mr. Mikkungwak, just before I go on to you, Ms. Angnakak brought up the issues of partnership agreements.

On page 14 of the partnership agreement, it speaks to the Department of ED&T and tourism. It indicates that the Tourism and Cultural Industries Division of the department is to assess the reports and deliverables of Nunavut Tourism. The results of the assessments are to be given to the department's director a minimum of several days prior to the quarterly assessment meeting with the executive

**3>Δ** (ϽʹͱϒΛͿʹ): ʹϭͰϧʹαͺΓʹͱ, ΔϧϟϘϷϹʹ·<sup>6</sup>. ΡϒϤϭϲ Ϲʹ·α ϷϘʹʹϹʹ·σ<sup>6</sup> ΡϷͿʹ·α<sup>16</sup>Cς. Ϲʹ·α 6-ϟσ<sup>6</sup> Δϧʹʹϛσ<sup>6</sup> ΛϒͺϹ<sup>16</sup>Γ΄ ΔΠͿ ΛϲϷ<sup>16</sup>CϘ<sup>6</sup> LΔ 20-Γ ϤϹϹ Ϸ<sup>16</sup>CϘ<sup>6</sup> 20-ΠϷϹ<sup>16</sup> ΔΙ ΛϲϷ<sup>16</sup>CϘ<sup>6</sup>. CΔͿϲ ϹͿ<sup>1</sup>α ϤϹϹϷϲϷ<sup>16</sup>ϽͿ Ϥ<sup>1</sup>Ϳ Δ ϤϽϲ<sup>16</sup>Γʹ϶ϹͿ ϤϹϹϷϽϤϛʹʹΓͿ ϹΔϧʹͿͿϭ. ʹϭϧ<sup>1</sup>αͺΓ<sup>6</sup>, ΔϧϒϘϷϹʹ·<sup>6</sup>.

**<b>ላጐሴቴ** (ጋጎ<u>ት</u>በሀና): ቫሪታኄሲቮቴ, Δቴፖペ▷ርቴ. ላ/∿Ⴑቴơቴ ላ/ሌቴሪቴንፕሪንቴሪቴንንቴ.

**Δ৽/ペኦርጭ** (ጋ<sup>i</sup>\ትበሀና): Γ<sup>i</sup>ር Γρ<sup>®</sup>ህላ<sup>®</sup>. Δሮ<sup>®</sup>σላርኦ<sup>®</sup>ዮσ<sup>i</sup>σ, Γ<sup>i</sup> ላ<sup>®</sup>៤ϧ<sup>®</sup> ኦ<sup>i</sup>ϧኦ/<sup>i</sup>ϧ<sup>i</sup>ϧ<sup>i</sup>

director and the board of the organization.

My first question there would be: when was the most recently quarterly assessment meeting held?

Ms. Dupuis: Thank you, Mr. Chairman. The third quarterly assessment meeting was held in March at the time of the tourism conference at an in-person board meeting, and it was scheduled at that time so that it could be at an in-person board meeting and not just people on the phone.

The material is provided to ED&T usually 14 working days in advance of those meetings. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Are you provided with copies of the department's quarterly assessment reports? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. No, we do not receive copies of the assessment report. At the quarterly meetings, if they have questions or concerns, they bring them verbally, but we do not see a copy of the assessment. Thank you, Mr. Chairman.

Chairman: Thank you for that, Ms. Dupuis. Before we adjourn today, I'll ask the Minister's office to provide the Committee with these in time for tomorrow's hearing. I'll report back to the Committee at the start of tomorrow's meeting with the Minister's response. Mr. Mikkungwak.

**Mr. Mikkungwak** (interpretation): Thank you very much, Mr. Chairman. I would like to ask about a couple of issues. The (interpretation ends) market

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readiness (interpretation) that you are talking about and the (interpretation ends) marketing campaign, when you look at those two budget line areas, market readiness and market campaign, those two are substantial amounts.

Market readiness, \$350,000, and market campaign, \$500,000, is that within the territory of Nunavut or is that outside of Nunavut? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The \$500,000 for the marketing campaign is for outside of Nunavut as an awareness campaign of Nunavut as a territory, not tourism. This will not be aimed at necessarily just attracting tourists to the territory. It will be similar to the campaign that was done by the Government of Nunavut tied to the Olympics on sort of "work, live, invest" to try and attract people to move here, trying attract investment here, and trying to attract people to visit. It is an overall awareness campaign. That money will be spent to market Nunavut outside Nunavut.

The market readiness money is all for product development workshops and training aimed at our members in the communities within Nunavut. That \$350,000 will benefit Nunavut communities. There is an RFP out right now for the product development workshops. I don't know whether that will be awarded to a company inside or outside Nunavut, but it is aimed at training people in Nunavut and helping them develop products for small tourism businesses. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr.

**ΓΡϢϤ·**: L'a → Δ&<sup>6</sup>, Δ<sup>6</sup>/ «ΡΟ΄<sup>6</sup>. Þdσ<sup>6</sup>υ Ραργ<sup>6</sup> Τ<sup>6</sup>α Δας π<sup>7</sup>/ Γ<sup>6</sup>σ Ϲ<sup>6</sup>d Δας π<sup>7</sup>/ Γ<sup>6</sup>σ Ϲ<sup>6</sup>d Δας π<sup>7</sup>/ Γ<sup>6</sup>σ Ϲ<sup>6</sup>d Δας π<sup>7</sup>/ Γ<sup>6</sup>σ Ϲ<sup>6</sup>d Δας π<sup>7</sup>/ Γ<sup>6</sup>σ Ϲ<sup>6</sup>d Δας Γ<sup>6</sup>α Market Readiness Ρ<sup>6</sup>ν Γ<sup>6</sup>ν Γ<sup>6</sup>α Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν Δ<sup>6</sup>ν

**Δ<sup>6</sup>/«ÞC<sup>6</sup>** (ጋጎ,ትበሀ<sup>6</sup>): <sup>ና</sup>dታ<sup>6</sup>ሴ ቮ<sup>6</sup>, Γ<sup>1</sup>ር Γρ<sup>6</sup>ህላ<sup>6</sup>6. Γ<sup>1</sup> ጋ>Δ.

⊃>Δ (ϽϞϒΛͿϚ): 'Ϥϧ·αϳ·, ΔϧϒϘϷϳ·. \$500,000 Ċ·α CΔL Δα͵ϘϚ ϒϲͺϹʹϼϚ ʹϧϷϒϒʹϭϚʹͿϚ Δα͵ϘͰΓ ʹϧϷϒΛΓΛα,ϒϤʹϭϚʹͿϚ ΔͰ·α Ϸϒ·ϲʹαϭϚʹϳʹϧΓϲϽʹϲ Ϲ·α ϤϹϭ·ʹϧʹϧʹϽͼ, ϹͰϧϤϤ ;ʹ϶϶ ϹͰϷʹ·Ͱ Δα͵ϘͰͿϚ ϹϤϧʹϧϽʹϧϲʹϚ϶Ͻϒϲ ΛϷ;ͰϭʹʹͰϭϲ ϹϤΛΓΛα,ϒϤϒϒʹͿϚ ϲʹ϶϶ Λ΅ͿϤʹϯϤʹϧϽʹϧϧʹϭϤϹʹ϶Ϳ ʹϧϫϽϪʹ·α΅ϧ ϤͰͺ϶ ϹͰϧϤϤ ;ʹ϶϶ ͰϷʹ·Ͱ ϷʹΓϲͿα, ϒϲϛ·ϧϹͼʹϧϹʹʹϧϲʹ϶ϲϭʹͿϲ Ϲʹ·α ʹϧϷϒΛΓΛα,ϒϤʹϭϚʹͿϲ ϤϽʹϧϹϷϒͰͰͰϹ ϒϲͺϹʹϼϚ ϼϭͺϘϲ.

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Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When you're looking at the market campaign, are you focused on or has the board already decided what type of a campaign? Will it be a hard copy campaign or a media type campaign? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. What we have suggested is there be a committee set up of representatives of different departments of the Government of Nunavut to work on this and to come up with the priorities and what they see as the key message as being, and then we will put together what we think will be an effective way to deliver those messages and come back to the committee. We are hoping that that committee will be formed in the month of June so that we can get the materials together over the summer and come back with them in September for execution starting in the fall.

This is not something that we're going to be the coordinating delivery agent for this campaign, but it will have input, we are hoping, from different government departments. We are not determining the primary message or anything like that. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Going back to the market readiness program, that funding there, \$350,000, as you indicated, is going to help the small businesses within Nunavut. Is that across the territory in Nunavut and how has the Nunavut

>LSTOCLOSIS  $\Lambda^{\flat}$   **Δ৬૮९० (**ጋጎ\ᲑᲘปና): የ<mark></mark>Ძታ°ႭӶ҅ჼ, Ӷჼ ጋ>Δ. ӶჼС Γዮ°°ህ◁°ჼ.

**ΓΡϢϤ™** (ϽʹϧϒΛͿͼ): ʹͼͿϧ·αͺϳ·ͼ, ΔϧϟϘϦϲʹͼͱ. CΔLϲ ϲʹͼͿϤ ϹͿͼʹͻϹͼ ϹΔL Ϲͼϭϭ ϲʹͼͿϤ ϧϹͿ;ͼ ϲʹͼͻ ΔϟϹϲϦͼϧͼϲϲͿϧͼϧϲͼͼϧϭϲϽϭͼϧ ΔϹͼϲ ϲʹͼͻ ϤϧϹϥϲϥϧͼϧϲͼϧͼͼͼͼϧͼͼͼͼ ʹͼϧϒͼϧϧϧ Δϧϧϧ  $\Delta$ <sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>V<sup>6</sup>

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**ΓΡ°IJϤʹ•** (ϽʹϞΛ**Ͻ**Ϳʹ): Δ΄, Ϲʹ• Φ **Γ**Λ٬δ**Ր**Δ**Ϳ** CΔL

Tourism board notified small businesses within Nunavut? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. For market readiness, there will be a minimum of four product development workshops offered in Iqaluit at our AGM when we have members come in from all regions. It will be the first one.

Probably starting in January, because from our members we have heard that January-February is a good time to deliver things in other communities because it's not a busy time for tourists, we will offer one in Rankin Inlet for the Kivalliq. Cambridge Bay in February is tied to the Kitikmeot Trade Show because some of our members from other Kitikmeot communities come to Cambridge Bay at that time. One, we're determining whether it will be in Qikiqtarjuaq, Pond Inlet, or Arctic Bay, but somewhere in North Baffin. There will be a minimum of four workshops offered.

The video that I discussed about the business aftercare booklets will be available in both languages and will be available to all of our members or any tourism business that wants it to either us, ED&T, or Kakivak or any of the other community future kind of entities. Materials will be available to people all across Nunavut. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr.

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Chairman. When you look at the small businesses within the Nunavut territory, I'm presuming there's a whole list of them. How are you reassured that they have received your documentation or your information? As a tourism board, how are you reassured that they have read or understood the market readiness matter? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. When we are getting ready to do training, let's say, for example, we're offering wilderness first aid in Pangnirtung, we send out materials, but we also call all of our members that would be in the area to come to that training so that we physically speak with them to ensure that they know the training is going on, are they interested in coming, can we work with them, do they need assistance getting travel assistance from the RIA or someone.

We provide written information well in advance, but we also follow up with phone calls to ensure that all the businesses that we know in the area are aware of the information. For the workshops in communities that we may not be aware of everyone in the area, we contact the EDO in that community to see if there is anyone else that we have missed. We physically make contact with everyone as well as sending them material just to be sure because you can never tell with the Internet sometimes, so we call people. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: So when you look at

**Δ<sup>6</sup>/<br/>ペレC<sup>6</sup>** (ጋጎ/AበJ<sup>6</sup>): <sup>6</sup>d/ታ<sup>6</sup>a Γ<sup>6</sup>, Γ<sup>7</sup> ጋ>Δ. Γ<sup>5</sup>C ΓΡ<sup>6</sup><sup>4</sup>ህ</br>

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market readiness, \$350,000, does that cover all the businesses? For example, I represent Baker Lake. If all the business that wanted to go to this meeting or workshop, they would be all covered by this market readiness or is there a limit or a cap per community? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. For each workshop that is offered, there will be a limit of six participants so that we can work with them to each develop a product.

If there is a demand for more than one workshop per area, we will try and find additional funds to be able to deliver that. We would work with any businesses in a community to make sure that they have access to these workshops and we would work with them to, perhaps, contact the regional Inuit association or someone else if they need travel assistance or money to attend one of the workshops. We do that for any training that we put on. We make sure that any member that we have, any tourism businesses that we know of has the opportunity to attend.

At our recent tourism conference which just happened in March, we had over 60 tourism businesses from across the territory attend and we had worked with them to ensure that they all had travel assistance if it was necessary. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

**Mr. Mikkungwak** (interpretation): Thank you very much, Mr. Chairman. I will go on to another topic.

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(interpretation ends) Sections 8.6 and 8.7 of the current partnership agreement between Nunavut Tourism and the Department of Economic Development and Transportation for the 2015-16 fiscal year require Nunavut Tourism to make efforts to comply with the "spirit and intent" of Articles 23 and 24 of the Nunavut Land Claims Agreement.

Section 9 of the partnership agreement requires Nunavut Tourism to submit an annual report to the Department of Economic Development and Transportation by September 30 of this year concerning its compliance with sections 8.6 and 8.7. Will Nunavut Tourism make this report available to the general public? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. As I said earlier, we are working to change our website so that annual reports will be available to the general public on the website, but our annual reports have always been available if someone requested them, so we're working to make that more available.

We work to ensure that we are complying with our Inuit employment program as much as possible. We follow a GN hiring procedure of rounds 1, 2, and 3. All of our positions are posted in northern papers bilingually so that people are aware of them and we are working to ensure that we increase our Inuit employment level. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

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Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll move on here. Information provided by Nunavut Tourism indicates that \$30,000 has been budgeted in 2015-16 for the CEO's travel. This is an increase of \$5,000 from the 2014-15 fiscal year. What accounts for this increase? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Part of this increase is that budget covers attendance at things like Rendez-vous Canada for me to go to promote the territory. The cost of attending that show by the Canadian Tourism Association has risen, so we have to pay additional fees to attend that show. The Canadian Tourism Commission has also added a second provincial/territorial organizational meeting and they, for some reason, insist on holding it in Vancouver every year, so there is an additional meeting in Vancouver that we must also attend that that would account for the increase.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much. (interpretation ends) You indicated a "must." Can you elaborate more on that particular word you used? The CEO "must" attend or is that by the board or can you elaborate more? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

**Ms. Dupius**: Thank you, Mr. Chairman. This is one of the activities that the board wants the CEO to attend. This puts

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Nunavut at the national tourism table to find out how we can fit in with what other provinces and that sort of thing are doing. Participating in these meetings has led to partnerships that we have lobbied the Canadian Tourism Commision to get hunting and fishing on their radar to promote hunting and fishing internationally as an activity in Canada. There is merit to attend these meetings to develop the partnerships that we may be able to further some of the businesses in Nunavut and some of the products that we have to offer better than anyone else in the country. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. In listening to the response, currently, Nunavut Tourism has all the information gathered of who provides sport hunting or guiding and any businesses associated with tourism that could be linked in Nunavut. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We work with many of the HTOs and we have information on many of the people who offer sport hunting. Because sport hunting licences are issued under the Department of Environment, not the department Economic Development and Transportation, it is not a tourism operator outfitter licence. There may be some people who are operating sport hunts that we're not aware of, but we work with the major agents and most of the HTOs that offer sport hunts and they are members of Nunavut Tourism. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Mikkungwak.

Mr. Mikkungwak: I guess I haven't gone on the website yet, but as you're answering those questions, is all that information provided on your website? Thank you, Mr. Chairman.

Chairman: Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Yes, that information is provided and there's a member listing, listing what services people offer that visitors can download and with contract and links to people's websites and that sort of thing. That's all on our website. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Mr. Chairman, if you would allow me, I would like to make a supplement to Mr. Mikkungwak's question regarding (interpretation ends) the market readiness program and marketing campaign, (interpretation) if I could go back to that.

Thank you, Mr. Chairman. Maybe my first question is: how many members do you have to date? Is it around 150 or thereabout? That's my first question. In your 2013-14 annual report, I think there are less than 150 because there are less than 150 written here. You also indicated that these monies will be used so that members can participate and showcase their projects.

My first question is: how can I get a membership with Nunavut Tourism? Do

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you have any rules where you have to qualify to become a member or can you turn down my request for membership? I'll have another question afterwards. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. It's very similar to Mr. Savikataaq's question, but you added a component of the potential for denial of applications. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. I don't ever remember turning down anyone for membership. What we sort of require for membership is a one-page simple application, you need to be a licensed tourism operator, either a tourism establishment or an outfitter under Economic Development and Transportation's regulations under the Travel and Tourism Act, and you need to have proof of liability insurance, which you need to be a licensed operator. As long as someone has passed the requirement that they have the required licences to operate in Nunavut, you're qualified to be a member of Nunavut Tourism. Thank you, Mr. Chairman.

Chairman: Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. The reason why I asked that question is looking at the reports here, and I'm not going to say the name, but the staff would like to make their services available. I know the staff member and that's not the case.

For example, they get their clients in and then, if they go to the floe edge, they bring cots, portable showers, and it states here that it will be a real life experience. They have all the luxuries of a modernday camp when they go out there with

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showers and everything. That's why I asked you if anyone can be denied their request for membership.

As long as applicants have a licence and everything else, they qualify. There is approximately \$850,000 that is to be used. You have a lot of members from outside of Nunavut who are utilizing these monies. Do they have access to these funds because, of course, they're members of Nunavut Tourism? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The \$500,000 for the marketing campaign has nothing to do with tourism; it is brand awareness of Nunavut. It won't be one tourism operator over another. That will be something that a government committee decides what the focus of that overall awareness for Nunavut is.

The \$350,000 for market readiness is to encourage more Nunavut-based businesses developing product so that they will have more product available and be more competitive so that more Nunavut-based businesses can take advantage of the travelling public interested in Nunavut. The market readiness and the product development materials are being aimed at Nunavut-based businesses, not southern-based businesses. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. Do I understand that your members who are not located in Nunavut

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do not have access to the market readiness funding of \$350,000. Do I understand that correctly? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. That money is to develop product development workshops and do training activities. It's not marketing; it's under that category where it fell, but it's to do training and product development and help Nunavut-based businesses grow. If we're doing a product development workshop where there may be a southern-based business attend, I would find that highly unlikely given what the workshop would be. If one of them wanted to and there was space, yes, they would be welcomed, but that's not the intent of the workshops.

The workshops will be someone coming to us with an idea of a new whale watching product in Pond Inlet, for example, and we would work with them to develop how that product or what they need to do to get that ready to sell to a customer, how they would price it, what they have to include, how to utilize the discounted airfares, and how to make that product attractive to sell to incoming tourists.

The goal of that \$350,000 is to work with Nunavut-based businesses and have them have more products available so that they are selling the bigger package, that they are not just being hired by some of the southern-based companies as guides, which unfortunately is the case right now. We would like to see them be the ones delivering the bigger package. They're delivering the floe edge trip, not

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 $\Delta$ C°TOA/°È  $^{\circ}$  bNLT  $^{\circ}$   $^{\circ}$  b $\Delta$ > $^{\circ}$   $^{\circ}$ 

 $C\Delta^{6}d$  \$350,000  $\Delta^{6}C$   $\Delta^{1}C$    $79^{\circ}$ 

working as assistants on a floe edge trip. The goal of that money is to get more Nunavut-based product developed so that Nunavut-based operators are getting a bigger piece of the market and can actually deliver some of the products that people are looking for. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. If I can just interject just for a moment, Mr. Enook, within that funding criteria, are there established guidelines that have been created by Nunavut Tourism? Ms. Dupuis.

**Ms. Dupuis**: I'm not quite sure what you're asking about guidelines. Clarification, please, Mr. Chairman.

Chairman: When you're talking about putting these funding proposals together, whether it be from inside or outside of Nunavut, under what guidelines would be an acceptable training opportunity to develop product? Do you understand where I'm going? Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. I think so. What we're working on and what the RFP is out right now is to develop a product development workbook. You're in Arviat, for example, and you want to develop a product at a time that a workshop is not going on. There would be a step-by-step guideline of things to consider of what you have to do. The plan is then to offer a minimum of four workshops where someone will lead a small group of people through this and work individually with those in attendance so that after the two- or threeday workshop, they will come out with a new package that they can have a brochure developed for, put on their website, or something so that they will

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have a new product to offer, not just how to do it, but from these workshops, come out with something that they will then be able to offer. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. I'll continue with Mr. Enook. Sorry.

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. Maybe I didn't get a full understanding of the subject, so I'll leave it at that.

With the \$500,000 that was mentioned here and if I understood correctly, you indicated that you want to showcase Nunavut or (interpretation ends) overall awareness of Nunavut (interpretation) and not only focus on tourism. My question is: (interpretation ends) are you the proper body to do that? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. I'll be frank with you. This was something that was identified in the tourism strategy to be undertaken by the Government of Nunavut two years ago. It hadn't happened. Our board suggested that it be put in our budget, that we would start the process happening because it needed to happen. That's why we're suggesting that a government committee be set up to guide this process. It was never intended that we be the body to do this, but somebody had to do it. We offered to be sort of the coordinator for it, but that was never the intent. If you look at the tourism strategy, the original proponent for this was supposed to be the Government of Nunavut. Thank you, Mr. Chairman.

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**Chairman**: Thank you, Ms. Dupuis. Mr. Enook.

Mr. Enook: Thank you, Mr. Chairman. Please, we don't need another government committee; we've got enough. My concern is and I don't know if you are comfortable enough to tell us, my concern is that this is taking work away from your mandate and that's tourism. If this work needs to be done, I need to be sure that you are the agency that can deliver that work and know that your everyday full-time job as the tourism entity doesn't suffer. I think that's just a comment at this time. (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Just to go back to when you mentioned the RFP, when we're looking at the market readiness money, is the RFP going to create the guidelines that you were talking about earlier on what type of programming would be most suitable to use up those dollars with? Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We have identified a few activities for those dollars. The video with the RIAs following up on the business aftercare booklet that has already been developed and the product development workshops, that's what the RFP is out for right now. It's the product development workshops in this fiscal year. Thanks, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. Just one final question, out of the \$850,000 that we're talking about under the new budget money, have any monies under those budget lines been expended to date? Ms. Dupuis.

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Ms. Dupuis: Thank you, Mr. Chairman. The only monies that have been expended are towards the market readiness. Nothing under the marketing campaign has been expended to date. The market readiness, yes, because we're working on training opportunities and that sort of thing for the territory. That's something that we're very comfortable with and have a solid plan for.

The branding exercise is something that we need to work with the Government of Nunavut on and to figure out what direction we're going in, and then likely go out to secure an agency of record, which is typical in this sort of exercise to do the execution. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. If you could just maybe give an example of what has been done to date under the market readiness and what has been expended to date. I guess I'll start there. What has been spent to date on what? Thank you. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. We have put the RFP out for product development. We have started work towards getting an RFP ready to have a video for our business aftercare developed. We have started work on a sort of list or checklist for communities to develop community events. This is something that was identified in the tourism strategy that a lot of communities want to develop community festivals and events, but they're not sure where to start or some of the things that they need to make sure they consider.

It has been suggested that we develop a checklist that communities can easily use,

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that if you're putting on a festival, you need to remember to get your liability insurance and a number of other things that have to be in place, to sort of have a checklist that communities can use to move forward. Work has begun on that and a couple of other small projects that I can check notes and bring to you tomorrow morning. The main part of it will be the product development workshops that will take place starting in the fall and that RFP is out right now.

**Chairman**: Thank you for that clarification, Ms. Dupuis. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. Earlier, Mr. Mikkungwak was asking questions around the \$5,000 increase to the staff travel for the CEO. I just wondered: why does Nunavut Tourism's 2013-14 annual report not include a detailed breakdown of travel expenditures? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Rumbolt. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The travel expenditures for the CEO are to particular national meetings or national tourism events like Rendez-vous Canada. The other staff travel that is listed in the budget for communities is for community visits and in the annual report, it notes which communities those are that we have visited. That's something that we can look at if you would like for the 2014-15 annual report, but that has always been the way it has been done in the past. We can certainly look at making changes if requested. Thank you, Mr. Chairman.

**Chairman**: I think Mr. Rumbolt has a request. Mr. Rumbolt.

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Can you describe the process by which staff and board members' travel is approved? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Rumbolt. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. Individual staff travel to communities is set out in a work plan. We identify the communities that we're planning to go to in a given fiscal year and do a budget calculated on the communities. We try and visit different communities as much as we can every year. We usually visit each of the regional centres in the other two regions every year, but other communities are visited at different times.

For board travel, we have two in-person board meetings a year. Every third year, one of those meetings is held in a community. You will note that in the 2015-16 budget, board travel other has increased. That increase is because 2015-16 is a year that the second in-person board meeting in the winter will be held in a community outside Iqaluit.

The board travel expenses are for the AGM and for the second in-person meeting this year that will be in a community. That community has not been determined at this point. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Dupuis. Mr. Rumbolt.

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**Mr. Rumbolt**: Thank you, Mr. Chairman. When you talked about travel to communities, you kept mentioning staff. Do you yourself travel to any of the communities? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Rumbolt. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. Yes, I do. Last year, I visited Rankin Inlet, Arviat, and Pangnirtung. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I'll just ask one more question for now. When it comes to travel for the chairman of Nunavut Tourism's board of directors or the CEO, who approves their travel? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Rumbolt. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. As I mentioned, my travels are usually to tourism meetings or national events that come to the board and they are aware of all of my travel. It is brought in our monthly board meeting of what will be going on in the next month.

The board chair does not travel for Nunavut Tourism, so there is no travel expense for that other than them attending the scheduled in-person board meetings. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Mr. Rumbolt.

**Mr. Rumbolt**: Thank you, Mr.

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Chairman. Just for clarification, when you were replying, you said that the board is aware of your travel. Are you stating that the board does not approve your travel, or who approves your travel? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Rumbolt. Ms. Dupuis.

Ms. Dupuis: Thank you, Mr. Chairman. The board approves the plan that's presented on a monthly basis of meetings that I will be attending in the next month and most of those are national events that we know of more than a month in advance. A lot of them are put into a yearly plan that is also approved. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak, round 2.

Ms. Angnakak: Thank you, Mr. Chairman. I don't have a lot of questions, but I do want to talk about this market readiness once more. It's exciting to think that a Nunavut business can provide market-ready products. I think the challenge is for continuity because at the beginning, a business can get lots of help, there's lots of support, and after a year or two, keeping that up and keeping that momentum up and producing the products on a consistent basis is more of what the real challenge would be. I'm wondering if you can tell us what role you think Nunavut Tourism plays when it comes to that. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Angnakak. Mr. Dupuis.

**Mr. Dupuis**: Thank you, Mr. Chairman. This is something that I couldn't agree with you more on and it was identified in

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the tourism strategy as business aftercare and it was identified as something that should take place starting in 2017.

We worked with CanNor and found additional funds that we could start with a business aftercare booklet that was produced in February of 2014 because this was a priority. There's a lot of assistance and a lot of effort is put into getting business started and we identified along with NTI that there needs to be something to make sure those businesses are sustainable. The goal is to, yes, have new businesses, but also have them around in five or ten years, just not in the initial start-up phases.

We have developed this business aftercare booklet, which has been very well received. It is available in both languages and we can make sure that you all have copies tomorrow. I believe we have hard copies that I can bring in tomorrow. The other side to go with that is we have talked to the Inuit associations and to some of the businesses that have received this booklet and it has gone out to not tourism businesses but any business that has requested it across board in different sectors.

A lot of the members and a lot of businesses feel the booklet is great, but they feel that a source of learning and a source that they will be able to utilize this better are through something more visual. We are working with the RIAs to develop a video product to go along with it so that when you're going to do something like sit down to develop a new product, you're not just reading, but someone is telling you and saying you need to look at this form and you need to fill out this form.

People are sometimes more visual in learning, so we're trying to ensure that people have the products that they need to be able to keep businesses sustainable long term. We don't want this to be a one-shot sort of deal. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Dupuis. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. I want to keep to this, a little bit about marketing right now before I go on to my other questions. You have identified a little over \$1 million in the 2015-16 fiscal year to be spent on marketing and that includes core funding from the GN as well as the Canadian Northern Economic Development Agency.

When we talk about marketing, some communities have a lot more to offer than others. Maybe they're better established or they've had more support over the years. Have you identified communities that may require more help than others? Are they in your plans to provide more support to them so that they can bring up their tourism opportunities as well? Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Angnakak. Ms. Dupuis.

**Ms. Dupuis**: Thank you, Mr. Chairman. We certainly have worked with that. I can give you a couple of examples.

A couple of years ago, there was an operator that was really getting into snow goose hunting in Coral Harbour. We worked with the regional ED&T office to make sure that they had the materials and stuff they needed for a camp, and then we

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made sure that they had a marketing opportunity. What it was, was a familiarization tour. We brought in a hunting TV show that is seen by 28 million people in North America. After the show had been seen, that business is now booked two years in advance.

We did the same thing with a small fishing camp in the Kitikmeot. We brought in a fishing TV show. They are now booked two years in advance for what their season is. It's a limited season, but that's what they want to work and so that's what we're aiming to help them do.

The project that's going on in Qikiqtarjuaq to develop a base camp, we have made a commitment that when they do a soft launch next year for the new product that's community-based, we will bring in a media trip to get them exposure and get them marketing awareness. It's the same with Arctic Bay and other small communities.

We work with a community to see if they have a new product that they can offer that they want exposure with. That's why the familiarization tours and the media exposure move around Nunavut, they're not stagnant, and it's not just focused on large operators. We're trying to ensure that all communities, if they have something that is new or something that they want to get out to the public, we work with them to ensure that that happens. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Dupuis. I'm going to take the liberty and I appreciate Ms. Angnakak's agreement to continue her line of questioning tomorrow morning. She will be first on the list for questions.

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I would like to recognize the clock, as I still have to go up to the Minister's office to make a request for those other assessment reports for the Committee for tomorrow morning. We will adjourn until 9:00 a.m. tomorrow morning. Thank you, everyone.

>>Committee adjourned at 16:54

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