

# REFRESHED

## *Nunatsiavut Tourism Strategy*

NUNATSIAVUT GOVERNMENT 2021-2025



## Acknowledgements

This tourism strategy has been developed with the purpose of providing a refreshed document for the 2017 mid-point strategy review and tactical update, which was led by Jillian Larkham, the Director of Tourism, and produced by Dr. Nancy Arsenault of the Tourism Cafe Canada.

Special thanks are extended to the Nunatsiavut Government and staff for their guidance and support throughout the development of this document. While the COVID-19 pandemic posed a variety of challenges and required multiple adaptations for this work, Jillian Larkham, Ruth Jacque, and Gillian Edmunds remained dedicated collaborators, and this tourism strategy would not have been possible without their valuable contributions.

We would also like to recognize the important contributions of Labrador Inuit community members, strategic partners, and the tourism strategy Steering Committee. We hope this document is an accurate reflection of their collective vision, and that members of the Nunatsiavut communities can see their ideas in this tourism strategy. Special thanks are given to the following Steering Committee members who shared their voices and dedicated their time to carefully reviewing the draft version of this tourism strategy:

- Sarah Leo, Chief Operating Officer, Nunatsiavut Group of Companies
- Danielle Pottle, Manager, Amaguk Inn/Atsanik Inn, Hopedale
- Glenda Sheppard, Town Clerk, Postville Inuit Community Government, Postville
- Inez Shiwak, Volunteer, Heritage Society, Rigolet
- Melva Williams, Small Business Manager, Nunatsiavut Government, Rigolet
- Randy Letto, Executive Director, Destination Labrador, Goose Bay
- Trevor Kennedy, EDO, Atlantic Canada Opportunity Agency, Goose Bay
- John Angelopoulos, Manager, Sector Development – Tourism, Culture, Arts, and Recreation, St. Johns
- Robert Bernard, Atlantic Coordinator, Indigenous Tourism Association of Canada, Nova Scotia
- Ruth Jacque, Tourism Development Officer, Nunatsiavut Government, Postville
- Gillian Edmunds, Tourism Development Officer, Nunatsiavut Government, Postville
- Jillian Larkham, Director of Tourism, Nunatsiavut Government, Goose Bay
- Chantelle Evans, Arts Program Coordinator, Nunatsiavut Government, Makkovik

Special recognition and a tribute to Anita Rich: Anita will always be remembered for her hard work and dedication as the Tourism Development Officer for Nunatsiavut. She was so passionate about her culture and creating opportunities for her community to share. In particular, she worked extra hard to ensure that the Elders of Rigolet would have their voices heard and knowledge shared. We need more people like Anita in this world, and the legacy that she has left will continue forward.

## Project Funders



## Project Team



### Disclaimer

For more information on this project, such as partnership opportunities and/or involvement, please kindly contact the Tourism Office, Jill Larkham at (709) 896-8582.

This report remains in Draft until approved by the Nunatsiavut Government.

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Images used in this document to illustrate and/or provide vision were occasionally collected via the worldwide web, and we hereby give credit to the organizations mentioned throughout this document.

May 19, 2021

Nunatsiavut Government  
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Atelihai,

Our Division of Tourism continues to take lead in developing and supporting a vibrant and sustainable tourism industry in Nunatsiavut. Our united vision built on our values and supporting pillars provides a strong foundation to keep us grounded, solidify our goals, celebrate our achievements, and ensure decision-making is aligned with what is most important .

Our Vision is to welcome visitors from around the world to experience the beauty of the Labrador Inuit, our traditions, culture, heritage and the profound natural environment that has sustained us for all times. To support this, we will stimulate the growth of meaningful travel experiences and products that provide our people with social, environmental, economic, and cultural benefits.

**Our Five Supporting Pillars** will continue to form the foundation of our Refreshed Tourism Strategy:

We will **preserve and celebrate the Labrador Inuit culture** by sharing our stories with visitors and encouraging the transfer of knowledge between our people.

We will focus on the **visitor economy** through developing a variety of meaningful experiences for visitors, and investing in the services required to make a destination special and worth visiting.

We will continue to **support our communities first** by building capacity, supporting entrepreneurs and new business creation, and empowering community members to become active participants in growing their local tourism industries .

We have recognized that there is **strength in partnerships** ,and collaboration is necessary for our success. We will work closely amongst our region's leadership, the Steering Committee, the Inuit Community Governments, and our key partners in the region.

Striving for **operational excellence** will drive us to move forward in ways that provide more balance and efficiency with clear communication. We will seek opportunities for funding and support that will grow our industry and work alongside our partners for cost-saving opportunities .

Our Supporting Pillars will remain as our foundation, while listening and engaging with our region's people and partners will form the backbone that will enable us to use a community-based approach for developing action plans. We recognize that without the support of our community members and partners, we would have no tourism industry .

As we move forward, we celebrate all of our accomplishments over the past five years and will use this momentum to create a clear path forward for growing our industry. We are positioned to create a world-renowned northern destination that will support and inspire entrepreneurs, create new job opportunities, encourage pride and knowledge-sharing, all while creating awareness and connectivity between our seven unique destinations. It is an exciting time for tourism opportunities in Nunatsiavut.

Nakummek,

**Jim Lyall**  
*Minister of Language, Culture, and Tourism*





# OUR PATH FORWARD



## Executive Summary

### Leading the Way: Our Vision & Goals

Nunatsiavut Government is leading the way for tourism development in the region, and this Refreshed Tourism Strategy will set direction and focus for tourism to continue to grow over the next five years.

The overall approach for the development of the Strategy was to place the communities and their members' voices at the forefront by incorporating their thoughts, ideas, and insights which had a significant impact on the Strategy's results. This inclusive approach is rooted in a community-driven, grassroots philosophy, meaning tourism development is based on the inclusion of local people at the fundamental level. This begins with community engagement and continues with ongoing communication and collaboration with local people to implement and manage tourism projects and activities in the region. In following a community-driven and grassroots philosophy, the success of tourism development in Nunatsiavut can be measured by the value of the social, environmental, economic, and cultural benefits it provides to the Labrador Inuit communities and businesses.

The recommendations made in the Strategy are grounded by the **five supporting pillars**, which provide the structure to all decisions made in regard to future tourism development. These supporting pillars are a continuation of the pillar system developed in the previous plan, which remains supported by leadership and the Steering Committee. The five supporting pillars include:

1. Preserve & Celebrate the Labrador Inuit Culture
2. Focus on the Visitor Economy
3. Supporting our Communities First
4. Strength in Partnerships
5. Operational Excellence

With the five pillars supporting the foundation, the Strategy builds upon them by highlighting key projects and accomplishments, providing opportunities for supporting the region's people through capacity building and training, developing insights for innovation and adaptation, exploring product development opportunities, and offering recommendations for marketing and branding.

### Building Off Previous Efforts

Being a Refreshed Tourism Strategy, the mission was to build upon the great work achieved in the previous report. Celebrating the accomplishments achieved from 2017 onwards demonstrates how far tourism development in Nunatsiavut has come, which provides motivation and pride for the region to continue to grow. The Refreshed Strategy includes highlights from the preceding strategy, along with new innovative ideas that build upon the 14 tactical action items presented in that report.

### Key Insights Learned from Stakeholders

Community members were placed at the forefront of this project. The initial plan was to have onsite engagements in each community; however, the realities of COVID-19 resulted in cancelling the community visits. In order to ensure all voices were heard safely, a region-wide survey was released, and a series of interviews was conducted.

**Through an extensive engagement process, over 100 community members were reached through the survey, and more than 25 people were able to participate in online interviews.**

From listening and learning from the community engagement process, seven key findings were discovered:

1. Bring awareness to community members that tourism is a viable choice for employment in Nunatsiavut
2. Provide services to support business start-up, experience development, and secure funding opportunities
3. Build upon what is already in the region
4. Retain the uniqueness of each community
5. Hire a Tourism Officer in each community to be the point of contact for tourism development
6. Improve infrastructure to house events
7. Improve transportation and accommodation options in the region

### Investing in and Supporting our People

By investing in and supporting the people of Nunatsiavut, the following job and volunteer opportunities may become available in Nunatsiavut:

- Community Tourism Officers
- Cultural Entrepreneurs / Experience Providers

Based on what is currently available in the region and taking into account the potential new opportunities for job and business creation, it is estimated that a total of **5-7 full-time job opportunities** will be created in the five regional communities, and there is an opportunity to have up to **50 trained Cultural Entrepreneurs / Experience Providers** in the region over the next 5 years.

### Adaptation & Innovation

With a high level of uncertainty that has resulted from the COVID-19 pandemic, an urgent need for careful planning and strategizing must be considered. As the pandemic is continuously evolving, the Nunatsiavut Government will remain informed about local public health measures and ensure the proper protocols are met for tourism experiences being offered in the region.

The Refreshed Tourism Strategy focuses on new and innovative ways to offer visitors high-quality experiences that are safe and appropriate in the reality of the “new normal.”

Innovative ideas are presented for virtual experiences, digital storytelling, online marketplaces, and augmented & virtual reality.

### Seven Unique Destinations with a Unified Voice

The unique offerings of each destination in Nunatsiavut are the most exciting elements for growing the region's tourism industry. The Refreshed Strategy continues to highlight the unique offerings by creating community brands that help guide product development and promotion.

Along with celebrating the uniqueness of the seven destinations in Nunatsiavut, this Strategy focuses on the region's connectivity and how to connect the dots to create a once-in-a-lifetime northern experience.

Recommendations for developing self-guided experiences are provided, which will lead to building the region's capacity and market opportunities to attract more visitors and increase awareness of the region. Self-guided experiences will be promoted through online platforms for visitors to create their own unique trips. This approach will provide more structure and make it simpler for visitors to experience the region.

### Moving Forward with Clarity & Confidence: Our Path Forward

The development of the Refreshed Strategy allows the Division of Tourism of the Nunatsiavut Government to move forward with clarity and confidence. The implementation plan presents a clear path forward that aligns with the values and supporting pillars of the region.

Encompassing a total of 30 action items, the implementation plan is designed using a grow-as-you-go methodology that can adapt to changes in demand, opportunities for funding, and local/global realities. Developing tourism beyond the Strategy is encouraged and expected; however, the Strategy will provide the foundation to ensure the Division of Tourism remains on their clear path forward.

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# Tourism in Nunatsiavut



## 1.1 A Vibrant & Sustainable Tourism Industry

The Nunatsiavut Government Division of Tourism takes the lead in developing and supporting a vibrant and sustainable tourism industry in Nunatsiavut. A strong and united vision, mission, mandate, values, and supporting pillars are solidifying goals and ensuring that decision-making is aligned with the region's priorities.

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

**Our Mission:** Tourism Nunatsiavut will stimulate the growth of culturally and environmentally sustainable, responsible, and economically viable travel products, honouring the traditions, legacies, and future of Labrador Inuit.

### Our Mandate:

- Create the conditions necessary for the establishment of a viable tourism industry
- Guide sustainable tourism sector development and marketing in ways which honour, respect, and bring benefit to the Labrador Inuit and their communities
- Leverage the advent of the Torngat Mountains National Park
- Stimulate the creation of culturally and environmentally appropriate travel products which attract world-travelled consumers seeking world-class experiences
- Conduct benchmarking practices to ensure the experience is delivered at the highest possible level
- Ultimately serve as a best practices model for touristic economic development in Canada's north

### Our Values:

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



6,000 Years of Culture & Tradition

Source: <https://www.tourismnunatsiavut.com/home/>

## Our 5 Supporting Pillars

The following supporting pillars form the foundation of Nunatsiavut's Tourism Strategy. These 5 supporting pillars continue to provide direction and focus for creating sustainable tourism development in Nunatsiavut. The Steering Committee has ratified and continues to support these pillars. To ensure compliance, each recommended action item in this Strategy demonstrates how it supports one or more of the supporting pillars.



## 1.2 Hearing all Voices – Listening to our Stakeholders

### Respecting Previous Studies

To continue to build upon previous efforts in the region and draw upon what was learned in recent projects, the following relevant stakeholder results from the Visitor Experience Plan for the Mealy Mountains National Park Reserve (MMNPR) developed in 2020 and Nunatsiavut Labrador Indigenous Tourism Association (NLITA)'s Tourism Strategy 2019 are referenced:

- Overall desire to involve the local community as much as possible for tourism development (MMNPR)
- Inuit culture should be shared through human connections and hands-on experiences, spending quality time out on the land, and with education and respect, which entails offering visitors the chance to experience the Labrador Inuit way of life (MMNPR)
- Need for support to obtain insurance for tour operators (MMNPR)
- Strong need for capacity building and training (MMNPR)
- Greatest asset for visitors is the natural environment, followed by traditional skills (NLITA)
- Types of support required to move forward with tourism development are funding and financing (87%) followed by community and strategic planning (79%) (NLITA)



### Engagement Process and Approach

An important aspect for the development of the Refreshed Tourism Strategy was seeking insights, knowledge, and aspirations from the region's stakeholders. To ensure all voices were heard, a series of interviews was conducted and a region-wide survey was distributed. The interview process became an exciting and evolving aspect of the project. The original plan for engagement was to conduct individual interviews; however, due to the overwhelming response to participate in a follow-up interview, a series of dynamic sharing sessions was shaped. From there on, the individual interviews turned into engaging sharing sessions between like-minded stakeholders organized into themed groups. The group sharing sessions allowed participants to brainstorm and add value to one another's thoughts through facilitated conversation, resulting in valuable insights, resources, and ideas for tourism development in Nunatsiavut.

Throughout the engagement process, **127 people responded to the surveys, 3 people were interviewed**, the **Steering Committee of 10 people** was involved throughout the course of the engagement, and **24 additional stakeholders** shared their thoughts in one of our **8 sharing sessions**.

It is so encouraging to see the tremendous amount of support that went into this Strategy and how supportive the communities are in the future development of tourism. The results solidified the importance of communication and transparency as critical aspects of a holistic approach to tourism development. In moving forward, Tourism Nunatsiavut strives to enhance the open dialogue achieved by developing a communications policy.

### Dynamic Sharing Sessions

The sharing sessions included themed conversations from Partnered Organizations, Inuit Community Governments, Government of Newfoundland and Labrador, Department of Lands and Natural Resources, Department of Education and Economic Development and the Department of Language, Culture and Tourism with the Nunatsiavut Government. While a wide range of perspectives was brought to the table in the sharing sessions, similar themes reoccurred from session to session. From listening and learning from the community engagement process, six key findings were discovered:

1. Bring awareness to community members that tourism is a viable choice for employment in Nunatsiavut
2. Provide services to support business start-up, experience development, and secure funding opportunities
3. Build upon what is already in the region
4. Retain the uniqueness of each community
5. Work with the Inuit Community Government's so that they can hire a Tourism Officer to be the point of contact for tourism development
6. Improve transportation and accommodation options in the region

### Far-Reaching Survey

With great success, the survey reached over 100 participants from across the Nunatsiavut region. The key insights learned from the community surveys included:

- 64% of participants believe untouched wilderness and opportunities for adventure are two of Nunatsiavut's greatest qualities that should be highlighted in tourism product development
- Sharing traditional knowledge through storytelling was ranked the most important item to share with visitors to the region
- The two main purposes for tourism development in Nunatsiavut were identified as, working toward reconciliation, and preservation of culture through sharing and practicing traditional ways of life
- Business Development and Management, Customer Service, and Culture and Heritage Interpretation were identified as training programs required for tourism development in our communities
- Development of community tourism experiences was ranked as having the highest potential for expanding tourism development in Nunatsiavut
- 52% of stakeholders believe immersion in Inuit culture and modern-day life are qualities that should be highlighted in tourism product development

## 1.3 A Changing Industry - Impact of COVID-19

### Economic Impacts

Prior to COVID-19, 2020 was poised to be one of the most successful years to date for Indigenous tourism throughout Canada, with Nunatsiavut playing an important role in the industry's collective success.

The effect COVID-19 has had on the tourism industry is tremendous, and Indigenous tourism is at the forefront, being one of the hardest-hit sectors. Nearly 65% of Newfoundland and Labrador's Indigenous Tourism Gross Domestic Product was lost, resulting in a \$32 million deficit. In addition to the revenue loss, the pandemic has put 14,624 people in the NL tourism industry out of work<sup>1</sup>.

### Embracing Change: Adapting to COVID-19 Industry Trends

It is anticipated that the road to recovery will be long, with 2019 levels of tourism not expected to return until 2025. With that in mind, Nunatsiavut is prepared to adapt and innovate. Although this is an uncertain time in the tourism industry, Tourism Nunatsiavut remains optimistic and sees many opportunities for the industry to grow in a way that is respectful of sharing the land, the stories, and the culture of the Labrador Inuit.

The following tourism opportunities are presented as a way of embracing change and adapting to some of the uncertainties the tourism industry may have over the next 5 years:<sup>2</sup>

<b>Product Development</b> <ul style="list-style-type: none"> <li>Virtual reality (VR), augmented reality (AR), and artificial intelligence (AI) will become key elements in destination development</li> <li>Indigenous culinary experiences that highlight traditional foods, and their accompanying stories will become a highlight</li> <li>E-commerce, including virtual marketplaces and online sales will create incredible opportunities for local artisans</li> </ul>	<b>Marketing and Branding</b> <ul style="list-style-type: none"> <li>Target the domestic market and encourage supporting local and exploring your own backyard</li> <li>Highlight the Indigenous tourism industry's ability to offer more meaningful authentic experiences</li> <li>Highlight the authentic offerings to visitors as experiences that contribute to personal growth and transformation, reconnecting with the land, and slowing things down with a more relaxed travel pace</li> <li>Focus on rebuilding the confidence and trust of travellers – key messaging related to health, hygiene, and social distancing</li> <li>Trigger individuals' thirst for unique off the beaten track adventures through social content and shareable moments</li> </ul>
<b>Training</b> <ul style="list-style-type: none"> <li>Using this downtime in the industry for planning, capacity building, and skill development</li> <li>Implement E-learning opportunities to build capacity in the region</li> <li>Evaluate disturbances in supply chains and create a plan for adaption</li> <li>Offer support to operators, entrepreneurs, and guides to be flexible in their policies and responsive to the new market demands</li> </ul>	<b>Cultural Authenticity</b> <ul style="list-style-type: none"> <li>Travellers will seek more meaningful, authentic Indigenous experiences</li> <li>Sustainability and supporting grassroots businesses that share the values of visitors will be desired</li> <li>Land-based experiences in remote regions will become more desirable</li> </ul>

### COVID-19: Industry Trends

Before the pandemic, the Indigenous tourism sector in Canada was growing at an exceptional rate as more domestic and international visitors sought authentic Indigenous experiences. While the pandemic has undoubtedly caused a disruption in the industry, a shift in visitor

<sup>1</sup> Keith Henry, NLITA AGM, 2021

<sup>2</sup> <https://indigenoustourismontario.ca/wp-content/uploads/2020/08/ITO-Post-COVID-19-Brochure-July-7-2020-digital.pdf>

attitudes and behaviours has created an unprecedented, industry-wide opportunity for Indigenous tourism and cultural experiences. Travellers are increasingly seeking meaningful experiences that provide an opportunity for learning, cultural enrichment, self-realization, and embracing a slower, more mindful pace while appreciating nature and simplicity.

As the world emerges out of COVID-19, the new traveller will seek opportunities for personal renewal. Authentic and meaningful Indigenous experiences, as well as experiences that involve smaller groups, will be highly sought-after. These experiences will not only allow visitors to minimize physical contact with others for health and safety reasons but will also give them an opportunity to have more intimate and meaningful interactions with their hosts.

Authentic Indigenous cultural tourism experiences are aligned with this trend and will only become more desirable due to this industry transformation. Nunatsiavut can harness this **shift in visitor desires by continuing to focus on creating meaningful tourism products and experiences that provide visitors with opportunities for learning, cultural immersion, and exploring the land.**

For more information on new industry trends and opportunities for Indigenous tourism post-COVID-19, read ITAC's COVID-19 Driven Interest Assessment of Canada's Domestic Market [here](#).<sup>3</sup>

## 1.4 Market Assessment

### Market Assessment

A market assessment was conducted to provide helpful insights into the market trends and opportunities for the Nunatsiavut Tourism Industry. Understanding some of the key trends and markets that align with Nunatsiavut's values and mission will help establish a holistic approach when developing meaningful tourism experiences and promotional pieces.

The following section provides detailed information on:

- Overview of the current market trends and opportunities that align with Nunatsiavut's tourism industry
- National and Provincial Visitor Profiles
- Target Markets
- Niche Market Characteristics and Opportunities

### Market Trends and Opportunities

The Tourism Industry is continuously evolving as new market trends and opportunities arise from society's ever-changing demands. Some current trends and opportunities were researched to provide inspiration for future product development in the Nunatsiavut Tourism Sector.

### Experiential Travel

Experiential travel is gaining popularity in the travel industry because of two main factors – the reliance people have on technology, and globalization.

Human's reliance on technology as a primary form of connection has left individuals craving meaningful human interactions. Experiential travel strives to fill the void by offering immersive, authentic and adventurous experiences that personally connect visitors with locals. These locally curated **human-centric** experiences allow tourists to have a deeper emotional connection to a culture while providing that desire to connect on a personal level while participating in authentic cultural experiences.

Following in the footsteps of technology, globalization in the tourism world is a phenomenon that has developed due to the widespread accessibility of resources and ideas, resulting in international products and experiences that are similar. This phenomenon has led to the **authenticity of an experience** becoming a key trait in a tourism product. Travellers are now seeking an experience deemed authentic that is different and unique, providing them with the opportunity to experience a culture distinct from their own.



<sup>3</sup> <https://indigenoustourism.ca/corporate/wp-content/uploads/2020/10/ITAC-Insignia-Research-Report-Executive-Summary-EN.pdf>



### Culinary Tourism

Culinary Tourism, also known as food tourism, has seen a growing demand from the food enthusiast millennials and positive social media influence. It is estimated that by 2027 the global culinary tourism market will be valued at US\$ 1.8 billion<sup>4</sup>. Food is becoming just as important as the nature, architecture, and art of a place, and exploration of food through local sourcing, cooking, and consuming has become a true lens into a place's culture.

Culinary experiences offer an emotional and social experience making them an ideal experiential tourism endeavour. These experiences are most popular with international tourists as they view it as a great opportunity to learn about a culture that isn't their own.

Indigenous cuisine is a meaningful look into the traditions and culture of its people and land. With such a strong relationship to the land, Indigenous cuisine presents the culture and heritage of the people and the abundance of resources offered in the respected region. The relationship between the land and culture in Indigenous cuisine makes an Indigenous culinary experience unique and a competitive player in culinary tourism.

### Green Tourism

Environmentally conscious travelling is becoming an integral part of the tourism industry because of the rising concern of the ongoing climate crisis. Green tourism is also referred to as sustainable tourism or ecotourism, and strives to minimize the negative impacts tourism has on the environment while preserving and maintaining local culture.

Indigenous values align with the goals of green tourism because of their balanced approach to a healthy relationship with nature, making Indigenous tourism products a perfect match for travellers looking for environmentally conscious activities.

### Innovation and Technology

COVID-19 has led to huge strides in how the industry can use innovation and technology to continue tourism through these unprecedented times. With rules and regulations leaving people in their homes, some destinations have been using inventive ways to bring a destination to tourists' homes, offering digital workshops or augmented reality and virtual reality experiences.

In addition to virtual experiences, a strong online presence with information about a destination should be easily accessible for the potential visitor, allowing them to plan and book an experience with ease. Creating partnerships with known industry players such as Expedia and Booking.com are great ways to increase exposure and visitorship. There also continues to be a demand for the sharing economy and encouraging visitors to host interactions through online booking platforms such as Airbnb.

### Bleisure Tourism

Bleisure travel is taking off to create a healthy work-life balance and prevent burnout by increasing the lengths of business trips by mixing business with leisure. The bleisure trend is inviting individuals who travel for work to stay a couple of extra days to enjoy their trip. What used to be a short trip to a meeting and then back to the office has turned into an extended trip to offer meaningful team-building and escape from the regular workday.

Nunatsiavut has seen a great increase in the business travel to their region, presenting the opportunity to capitalize on this market by providing promotional materials targeted to the bleisure market as well as itineraries for a one-day add-on for any business trip.



Source: Winter detox retreat in Lapland - <https://citizen-femme.com/2017/11/11/dramatic-detox-breaks-under-the-northern-lights/>

<sup>4</sup> Research & Markets, 2020



## National & Provincial Visitor Profiles

**National Profiles:** Destination Canada released Market Snapshots in 2019 highlighting the opportunities for Indigenous experiences to attract an international market. Based on these global snapshots and partnerships with ITAC, Destination Canada, Destination Labrador and Newfoundland and Labrador Tourism, travellers from the UK, the USA, Germany, China, Japan, and non-resident Canadian travellers best fit the market for visitors to Nunatsiavut. Some of the key attractions to Canada from the perspective of these markets include:

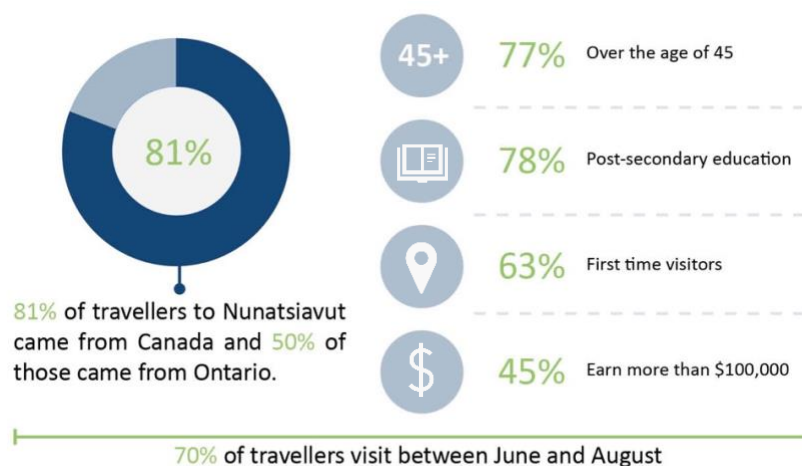
- Travelling to a safe country to relax and unwind
- Experiencing the great outdoors
- Participating in seasonal activities

**Provincial Profiles:** As per Newfoundland and Labrador's most current Provincial Tourism Performance Highlights in 2019, the number of non-resident visitors to the province reached an estimate of 478,096, a decrease of 4.8% from the 2018 report.

A Visitor Exit Survey was conducted in 2016; while this report is now 5 years old the Visitor Exit Survey still provides valuable information to act as the baseline for visitor arrivals to the province. Of the visitors to Newfoundland & Labrador, it was discovered that around 10% of visitors to the province visited Labrador as part of their trip. Furthermore, this survey expressed some additional important information regarding visitor profiles to the region. Some highlights are listed below for consideration:

- 47% of travellers to Labrador visited for vacation purposes
- 89% of visits are for pleasure, 10% for hunting and 1% for angling
- 57% of travellers are couples with no children, and 27% are solo travellers
- 84% of visitors arrive by air – 43% arriving at Deer Lake Airport
- 41% of visitors are from Ontario; 25% from BC, Alberta, Prairies, and the Territories; 16% from the U.S. this equals 41%
- 83% of visitors are over the age of 55

Based on the data published in the **2020 Nunatsiavut Tourism Toolkit**, the following visitor information was gathered:



### Summary

Based on the research and statistics shown in some of the most recent documents, Nunatsiavut has the opportunity to present itself as a world-class arctic destination for international and national markets. Its unique arctic landscape with year-round experiences will attract guests to Nunatsiavut to escape to nature and experience the authentic culture of the Labrador Inuit.

## Target Markets

Based on the current trends in the tourism industry, destination Canada profiles, and the understanding of the province's visitor profiles, three key target markets have been identified.

### Backyard Explorer

#### Demographics

**Age Range:** all ages

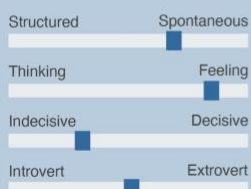
**Income Level:** middle

**Family Status:** Families

**Location:** Across Canada

**Trip Length:** 4 nights

#### Personality



#### Visitor Desires

- An escape from 'normal' life
- A COVID safe experience
- Discovering something new in their region

#### Frustrations

- experiences not following COVID-19 protocol

#### Visitor Bio

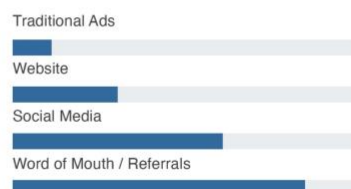
The Backyard Explorers are a group of tourists who recently, due to the restrictions of COVID-19, have gained a growing desire to travel their own backyards. With restrictions leaving people feeling trapped in their homes, these visitors take any opportunity to escape.

These travellers are spontaneous and often find the next best place to go from friends, family, and social media. Their party are usually families or couples, and they tend to travel over weekends and sometimes extend their trips into long weekends. The experiences that will most likely grab these tourists state how they are dealing with COVID-19 and experiences hosted outside to feel restored through fresh air and nature.

#### Motivation



#### Preferred Channels



### Authentic Experienter

#### Demographics

**Age Range:** 55+

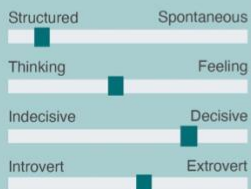
**Income Level:** mid - high

**Family Status:** couples and individuals

**Location:** Across Canada, Germany, Japan, China, USA, UK

**Trip Length:** 12.7 nights

#### Personality



#### Visitor Desires

- An experience to connect with locals
- An opportunity to learn through authentic experiences
- A shared experience with like-minded individuals
- To experience authentic arctic lifestyles

#### Frustrations

- For international travellers - the winter weather and cost flight to Canada
- Need to know what they are in for before going

#### Visitor Bio

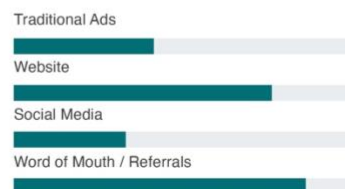
The Authentic Experienter seeks authentic, tangible engagements with locals. They have an immense interest in understating the history of the place and are eager to experience culture through shared experiences to gain different perspectives.

The majority of this group are couples over the age of 55 who like to research their destination before planning their trip. They are not spontaneous and would much rather have everything prepared before embarking on their trip. They will look toward tourism websites to find relevant experiences and will select those they deem authentic.

#### Motivation



#### Preferred Channels



## Cultural Explorer

### Demographics

**Age Range:** 35-55

**Income Level:** mid - high

**Family Status:** Couples and individuals

**Location:** Across Canada, Germany, Japan, China, USA, UK

**Trip Length:** 10.4 nights

### Personality



### Visitor Desires

- A shared experience with like-minded individuals
- A cultural immersive experience
- An opportunity to learn through authentic experiences
- Experience arctic culture

### Frustrations

- For international travellers - the winter weather and cost flight to Canada

### Visitor Bio

Cultural Explorers are passionate about the history of a place. They tend to enjoy structured trips where they can share experiences with like-minded people. This group of travellers love to learn about the history and current culture of a place by engaging in authentic activities. They love to bring their stories home to share with their family and friends.

This group has a love for travel and is continually planning their next trip. They rely heavily on referrals from friends and family who they trust but will also do research into the local attractions through Online resources. While they do some research before going they enjoy spontaneous plans and will often engage in activities they discover on their trip.

### Motivation



### Preferred Channels



### Niche Market Characteristics & Considerations

Nunatsiavut's exceptional location provides the opportunity to develop some unique experiences that target a niche market. The experiences offered in the region will strive to promote 'off the beaten track' and 'once in a lifetime' adventures. These experiences will help promote Nunatsiavut to a larger market with better chances to increase the volume of international of visitors.

The following characteristics and considerations are recommended to attract a niche market:

- Authentic representation of the local Indigenous culture and their connection to the land
- Low impact nature-based activities that showcase the region's outstanding natural environment
- Ensuring safe, personalized, high-quality visitor experiences
- Encouraging a community-based approach to tourism development
- Remote nature and transportation from place to place becomes part of the adventure
- Create sample self-guided itineraries throughout the region, making travel planning for visitors easy and enjoyable – this includes answers to the following: how will they get there? Where will they stay? Where will they eat? What experiences are they there to see?
- Look at similar niche market destinations such as Greenland, Lapland, and Patagonia for inspiration



## 1.5 SWOT Analysis

A SWOT Analysis is the process of analyzing the **strengths, weaknesses, opportunities, and threats** of a new venture. It allows us to consider the factors that could potentially affect or influence tourism operations in the future, and play a role in the long-term sustainability of our tourism industry. In building upon the SWOT analysis that was conducted in the 2017 Nunatsiavut Tourism Strategy mid-point evaluation, we have updated the analysis to include new information and changes within the industry both internally and externally.

Many of the gaps and opportunities included in this SWOT analysis were identified in the North Coast Visitor Journey Assessment Report produced in 2019 by the North Coast Experience Development Task Team in partnership with Destination Labrador, the Government of Newfoundland and Labrador, and the Nunatsiavut Government. The implementation of recommendations included within this report will happen in conjunction with the Labrador Destination Development Plan and the Nunatsiavut Tourism Strategy under the guidance of an implementation committee of partners. It should be noted that given limited financial and human resources and limitations due to public health restrictions, creating sustainable change is a long-term, ongoing process that may take longer than the five years accounted for in this Strategy. The Nunatsiavut Government will continue to monitor, update, and adapt the Strategy as we move forward.

### Strengths

#### Culture & Heritage

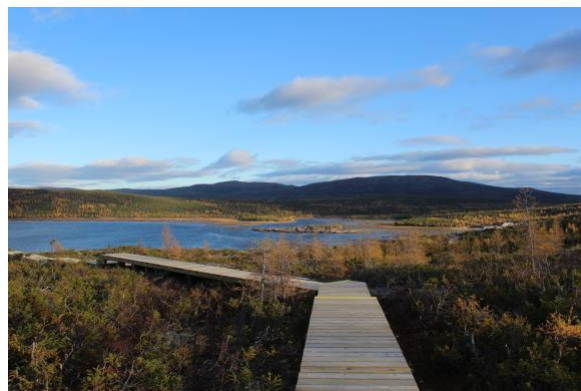
- Active Labrador Inuit culture with a strong connection to the land
- One of the destinations in Canada celebrating Inuit culture as a priority tourism focus
- Nunatsiavut reportedly has the highest percentage of artisans in the province
- Frequent community gatherings and festivals provide opportunities for visitors
- Home to multiple federally recognized National Historic Sites
- Illusuak Cultural Centre in Nain open and accepting visitors since 2019

#### Environment & Parks

- All communities are traversable by foot
- Each community is unique with a variety of ecosystems and natural features providing a range of outdoor activities
- A unique arctic in experience that is “off the beaten track”
- Unique wildlife
- Aurora borealis viewing opportunities
- Exciting visitor experience options throughout all seasons
- New 5-year contract to operate the Torngats Mountains Base Camp and Research Station
- Completed Visitor Experience Plan for the Akami-UapishkU-KakKasuak-Mealy Mountains National Park Reserve

#### Organizational Assets

- Strong working relationships between Tourism Nunatsiavut and partners such as Destination Labrador, ITAC, NLITA, Inuit Community Governments, Heritage Societies, Accommodation Owners, Community Stakeholders, and the Provincial Government of Newfoundland and Labrador
- Growth of the Nunatsiavut Government’s professional team, including the addition of a Tourism Development Officer and Arts Program Coordinator
- Secured funds to hire a Torngats Base Camp Coordinator and a Youth Leadership Coordinator
- Investments in training by the Department of Education and Economic Development and strong multi-government leverage of investment dollars
- A nearly completed Arts Strategy which will enhance visitor experiences and offerings





## Weaknesses

<p><b>General</b></p> <ul style="list-style-type: none"> <li>▪ Limited understanding of the tourism industry</li> <li>▪ High cost of travel and groceries</li> <li>▪ Communities at different stages of development, all with limited human resource capacity</li> <li>▪ No permanently dedicated tourism/economic development staff in some communities to guide tourism development</li> <li>▪ Limited number of businesses to work with to grow tourism in each community</li> <li>▪ Cost of training and development programs combined with the need for ongoing coaching</li> </ul>	<p><b>Visitor Experiences</b></p> <ul style="list-style-type: none"> <li>▪ Branding, Awareness, Trip-Planning, &amp; Sense of Arrival</li> <li>▪ Need for solutions for community differentiation to tell a more holistic story of the Labrador Inuit</li> <li>▪ Inconsistent branding and promotion of the North Coast of Labrador as a key touring route</li> <li>▪ Lack of a consistent brand and familiarity that connects the visitor throughout the region</li> <li>▪ Challenges with booking reservations on Nunatsiavut Marine</li> <li>▪ Lack of experiential images and language at sites</li> <li>▪ Need for enhanced online experience booking</li> <li>▪ Need for more effective social media management</li> <li>▪ Need for more directional and wayfinding maps/signage in the northern ports</li> <li>▪ Need for more sense of arrival experiences at ports that link to the tourist attractions in each community</li> <li>▪ No opportunity to celebrate “we’re here” (e.g., selfie, etc.)</li> <li>▪ All northern communities could improve port readiness</li> </ul>
<p><b>Accommodation, Food, &amp; Visitor Services</b></p> <ul style="list-style-type: none"> <li>▪ Lower quantity and quality of accommodations relative to other more established tourism destinations</li> <li>▪ Need to address gaps in quality and diversity of food and beverage options</li> <li>▪ Lack of understanding about which traditional foods can be offered</li> <li>▪ Need for more Indigenous food experiences and increased promotion of existing food experiences that offer high quality, local options</li> <li>▪ Need for Visitor Information Centres in communities</li> <li>▪ Nain is the only community with cellular service</li> <li>▪ Not every community has an ATM</li> <li>▪ Kamutik W as tourism transportation is limited with vessel reliability and consistency of operations</li> <li>▪ Need for regularly scheduled hours of operation in both craft shops and museums</li> </ul>	<p><b>Tourism Attractions and People &amp; Program-Based Experiences</b></p> <ul style="list-style-type: none"> <li>▪ Address gaps in directional signage/wayfinding and onsite signage for multiple sites</li> <li>▪ Enhanced visitor services to quickly orient visitors to where the attractions are and when they are open</li> <li>▪ Organized transportation from Kamutik W to attractions in communities</li> <li>▪ Market readiness of trails in northern communities</li> <li>▪ Lack of amenities, look-outs, signage, and interpretation at the boardwalk</li> <li>▪ Accessibility at all sites needs improving</li> <li>▪ Operators are required to be Tourism Assurance Plan approved to be promoted on newfoundlandlabrador.com</li> <li>▪ Priority for the Kamutik W is transporting local citizens; community stops are very short, which limit tourism opportunities for visitors</li> <li>▪ Lack of locally trained guides</li> <li>▪ Lack of consistent, quality, market-ready product</li> <li>▪ Need for more people and program-based experiences in all communities in areas such as arts &amp; crafts, fishing, and music</li> <li>▪ There are no people and program-based experiences on the Kamutik W</li> <li>▪ Better communication of regulations pertaining to Labrador Inuit lands (e.g., tidal waters, inland waters, and community boundaries)</li> <li>▪ More regularly scheduled people and program-based offerings at all museums and craft shops</li> </ul>

## Opportunities

### General

- Shift in visitor behaviours and desires towards nature-based destinations and opportunities for personal renewal post-COVID-19
- Access to a range of tourism organizations and associations for creating a network to support tourism initiatives in Nunatsiavut
- Leverage the current investments by ITAC and the federal and provincial governments as they pertain to tourism development and training
- Develop partnerships with non-Indigenous organizations to build relationships and advance tourism goals
- Establish a long-term financial investment strategy that includes revenue-generating ways to sustain infrastructure investments and recover from COVID-19
- Facilitate multi-year tourism and economic development through increasing the duration and certainty of community staff funding

### Visitor Experiences

- Branding, Awareness, Trip-Planning, & Sense of Arrival
- Develop a cohesive and consistent regional brand that aligns with the established Newfoundland & Labrador brand
- Work with key stakeholders to collaborate on the consistent promotion of the region's brand while ensuring each community highlights their unique offerings
- Develop the domestic market in response to COVID-19
- Engage operators in working towards market-readiness guidelines for online presence and booking improvements
- Engage with the Department of Transportation and Works to discuss sense of arrival priorities
- Provide consistent wayfinding throughout communities
- Create a series of selfie opportunities at each port for visitors to collect as keepsakes
- Share Tourism, Culture, Arts, and Recreation (TCAR) best practices and market-readiness guidelines with stakeholders to improve visitor servicing, sense of arrival, and customer expectations
- Engage communities in port readiness training from a visitor-centric perspective

### Accommodation, Food, & Visitor Services

- Support communities in strategically addressing the accommodations gap through an alignment of priorities
- Enhance accommodations regarding market expectations
- Provide support for operators around market readiness and business and experience development
- Work with partners to identify food experiences in the region and engage in promotional partnerships
- Develop unique Indigenous food experiences in each community through working with local people and professional food experience providers
- Utilize commercial kitchens in community centres to prepare food experiences
- Provide visitors with a complete list of attractions and experiences available at each community port
- Partner with a private operator to provide scheduled transportation
- Engage with local tourism stakeholders on Tourism Assurance Plan requirements
- Create custom visitor packages that include flights, regional experiences, and multiple community experiences

### Tourism Attractions and People & Program-Based Experiences

- Enhance experience offerings for business visitors and capitalize on the government and business meetings market
- Engage with community members to provide market-readiness training
- Partner with an adventure tourism company(s)
- Engage with TCAR Sector Diversification team on destination trails' market-readiness guidelines
- Engage with TCAR, ACOA, and DL to enhance market readiness in craft shops and museums
- Provide visitors with accurate information on people and program-based offerings
- Create an inventory of individuals or groups that would be willing to offer programming for visitors
- Work with the Net Loft and Strathcona Building to offer people and program-based experiences
- Work with community craft shops to diversify their offerings to people and program-based experiences
- Work directly with operators to address accessibility issues
- Explore opportunities at Moravian Complex and gravesite, as well as at the Boardwalk in Rigolet
- Implement visitor experiences in Akami-Uapishku-KakKasuak-Mealy Mountains National Park Reserve
- Explore partnership opportunities with Bird's Eye Inc.
- Work with accommodations in Nain to offer char fishing experiences with local Inuk guides

## Threats

### Economic

- Long-term effects of COVID-19 on the travel industry and global economy, including lower visitor volume and severe cuts to air service in the Province, causing air access challenges
- Businesses requiring government investment to grow their capacity as Nunatsiavut is an emerging destination
- Limited understanding amongst community members of how to apply and benefit from grant programs and other opportunities
- Difficulty in securing affordable insurance
- Competing with more established and accessible nearby destinations in Newfoundland
- Previously proposed new revenue streams such as experience fees, port fees, and heritage site fees not implemented
- Communities not seeing the long-term value and economic benefit of tourism
- Need for increased market responsiveness and meeting norms relating to response time, product quality, availability, and marketing
- Lack of certainty and consistency in annual funding of community staff positions

### Community

- Potential growth risks related to tourism management such as misrepresentation of Inuit culture or damage to culturally significant sites
- Loss of language and traditional skills amongst younger generations
- Lack of understanding about Nunatsiavut's emerging tourism potential both provincially and within Nunatsiavut communities
- Small communities and limited population base mean Nunatsiavut's capacity must be carefully defined and prioritize value over volume
- Lack of community transportation, visitor focus, and sense of arrival when visitors arrive in Nunatsiavut communities

### Environmental

- Potential environmental impacts from outdoor tourism activities such as trampling and wildlife disturbances
- Impacts of climate change may make annual weather patterns more unpredictable and may threaten the abundance of traditional Inuit foods
- Severe weather conditions and unpredictable roads making travel to and from Nunatsiavut less accessible or appealing
- George River caribou herd population highly vulnerable due to climate change and industrial development



## 2.1 Celebrating our Accomplishments

The Nunatsiavut Government aims to invest in a sustainable tourism industry that provides increased economic development opportunities for the people and communities of Hopedale, Nain, Makkovik, Postville, and Rigolet. In order to do this strategically, we have taken a holistic approach in collaboration with Nunatsiavut communities and our industry partners. We are proud of the accomplishments we have collectively made over the past few years despite the ongoing challenges we faced due to the COVID-19 pandemic. The investments we have made to date and the important work that has been done will lay the foundation for a prosperous tourism industry in Nunatsiavut – **one that protects our legacy, respects our people, and tells our stories.**

In addition to looking towards the future, we would also like to look back and celebrate the work that has been completed by passionate individuals and communities to drive the industry forward in a sustainable way. Here are some key highlights of our collective accomplishments since the Tourism Strategy refresh in 2017.



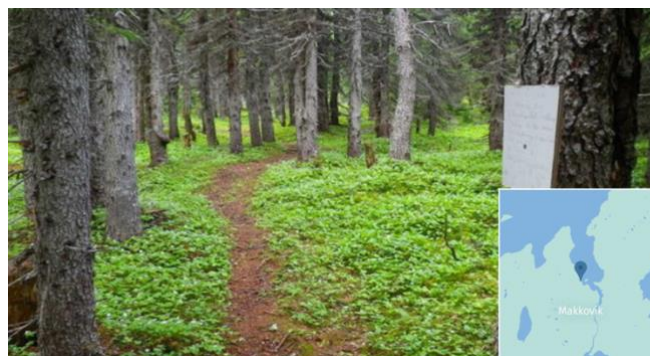
Source: Saunders Architecture, Photo Credit: Bent René Synnevåg

### Illusuak Cultural Centre, Nain

Led by the Department of Language, Culture, & Tourism, the Illusuak Cultural Centre in Nain opened in late 2019. The Centre was designed to present the Labrador Inuit's rich culture and provide space for Inuit language, traditions, and stories to be shared and celebrated. Inside the Centre, a café has been opened and a craft shop will also open in the near future. A manager has been hired for the Centre, and it is now listed on NL.com. The next steps are to develop a marketing plan and begin the programming and promotion of the Centre once restrictions lift and visitors can be hosted safely. The completion of this building is a great accomplishment and an indication of the exciting things it will bring both visitors and local communities as a cultural hub in Nunatsiavut.

### Makkovik Walking System – Poet's Path

In taking the lead on Makkovik's recreation and walking system project, the Makkovik Inuit Community Government (MICG) has completed the walking system, which is now listed on NL.com. Located in the centre of the Moravian woods and winding behind the White Elephant Museum, the Poet's Path makes room for locals and visitors alike, offering inspiration amongst nature and small plaques that feature poems placed along a narrow forest trail.



Source: Newfoundland Labrador Tourism



### Akami-UapishkU-KakKasuak-Mealy Mountains National Park Reserve (MMNPR)

As the newest National Park Reserve in Canada, the MMNPR presents an exciting opportunity for tourism development in Nunatsiavut. Nunatsiavut Tourism and the Economic Development department have been dedicated to moving this project forward. A Visitor Experience Plan for the Park Reserve has been finalized, and Parks Canada's Experience & Product Development Plan is currently near completion. Parks Canada has also hired a Community Coordinator to assist with the implementation of their Plan. The steady progress being made on this project will set the foundation for MMNPR to become a renowned tourism destination offering a diverse range of authentic experiences while also contributing to the creation of a prosperous and sustainable tourism industry in Nunatsiavut.



### Torngat Mountains Base Camp & Research Station

A recent highlight for the Torngat Mountains National Park was the securing of a company to manage the Torngat Mountains Base Camp & Research Station. The 5-year contract has been awarded to Air Borealis and Nunatsiavut Group of Companies to manage the operation from 2018 – 2023. This accomplishment came along with the creation of a new position for a Torngat Mountains Base Camp Coordinator within the Division of Tourism. There are also funds to hire a coordinator for the Youth Leadership Program, which is an important initiative offering valuable programming and opportunities for Youth in Nunatsiavut.



Source: <https://atlanticbusinessmagazine.net/article/indigenous-tourism-rigolet-labrador/>

### Rigolet Archaeology Project & Sod House

The Double Mer Point sites in Rigolet are believed by archaeologists to date back to 1760-1800 BC. The Rigolet Inuit Community Government (RICG) took lead on this project and has successfully completed the archaeological work. The 2013 Tourism Strategy for the RICG identified an Inuit traditional camp at Double Mer Point as one of their top three priority projects. The Nunatsiavut Government will continue to provide support to the RICG where appropriate in moving forward with this project.



### Newfoundland and Labrador Indigenous Tourism Association (NLITA)'s 5-Year Strategy

The development of the NLITA's 5-year Strategy is a major recent accomplishment. This Strategy will guide Indigenous tourism development in the province from 2019-2024. The Nunatsiavut Government Division of Tourism played a key role in this work and is confident that the creation of an Indigenous Tourism Association for the province will support the industry through strong regional, provincial, and national partnerships, while providing meaningful benefits for Indigenous communities across Nunatsiavut and beyond. Guided by a grassroots approach to tourism development, comprehensive stakeholder engagement, and strong leadership and organizational planning, NLITA identified the following 9 strategic directions to keep the Strategy on course:

1. Grassroots Tourism Support
2. Cultural Preservation
3. Indigenous Inclusion
4. Governance & Leadership
5. Marketing & Branding
6. Product Development
7. Partnership Development
8. Education & Awareness
9. Capacity Building & Training

In prioritizing these strategic directions, NLITA will help build capacity, create employment opportunities, and support the growth of Indigenous businesses that will positively impact Newfoundland and Labrador's GDP.

### Human Resource Additions

The increase in human resource capacity within Nunatsiavut Tourism since the previous Tourism Strategy has been a major achievement that will work to accelerate existing and future tourism development initiatives. This includes an additional Tourism Development Officer, Torngat Mountains Base Camp Coordinator, Youth Leadership Program Coordinator, and an Arts Program Coordinator, who will play an important role in implementing the nearly completed Arts Strategy. These new positions, along with the rest of the dedicated Nunatsiavut Government staff members, will be instrumental in carrying out the key initiatives put forward in this Strategy.



# Our Path Forward



## Staying Grounded by Our Supporting Pillars

The five Supporting Pillars are designed to help facilitate a sustainable, holistic approach to tourism development in Nunatsiavut. These Supporting Pillars have been carefully considered in the development of this Strategy, and each activity and initiative included in the path forward reflects one or more of these foundational priorities. The action items presented in the following sections and summarized in the implementation plan, aim to bring these Supporting Pillars to life and mirror the values of the Division of Tourism. The result will be the creation of memorable visitor experiences that provide opportunities and benefits for the host communities.

In order to clearly see how each of the Supporting Pillars are embedded within the proposed projects and initiatives, icons were developed to represent each of them. These icons will be used to demonstrate the compliancy of each recommendation with the Supporting Pillars, ensuring that Nunatsiavut continues along its path to developing a sustainable tourism industry.

This section sets direction for and presents a variety of new projects, initiatives, approaches, and opportunities to grow a sustainable tourism industry in Nunatsiavut. Each approach and initiative is built upon previous efforts and inspired by the findings in the stakeholder engagement. The following aspects are presented in this section:

- Operations & management - holistic tourism development
- Supporting the people of Nunatsiavut through cultural preservation and capacity building
- Adaptation and innovation
- Product and experience development
- Marketing and branding



Preserve & Celebrate the Labrador Inuit Culture



Focus on the Visitor Economy



Supporting our Communities First



Strength in Partnerships



Operational Excellence

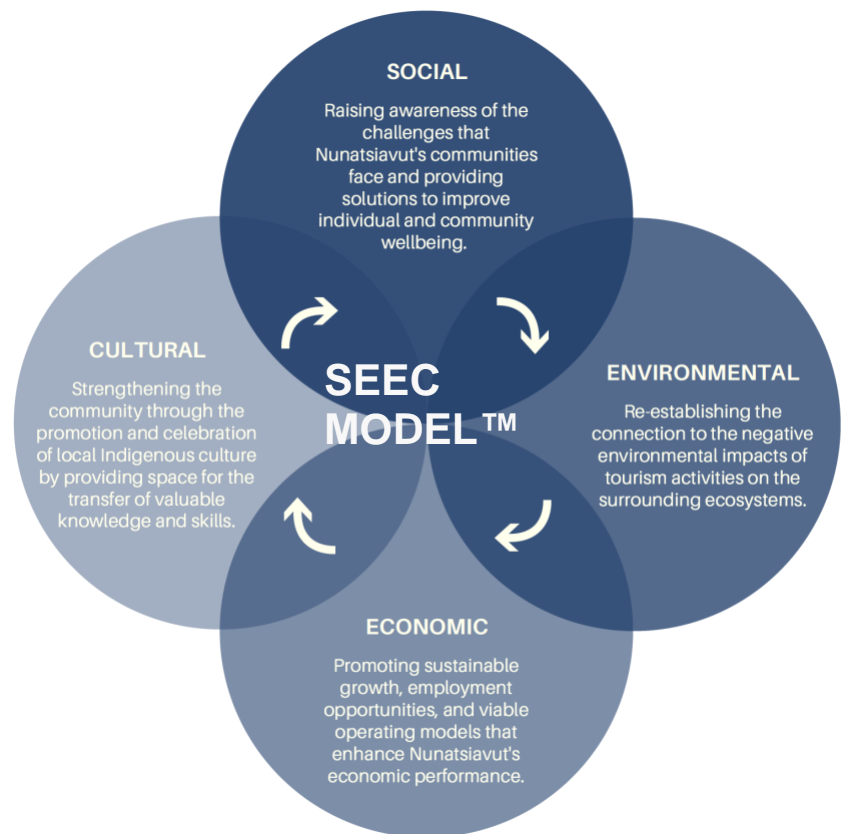
### 3.1 Operations & Management: Holistic Tourism Development

There are several important aspects to consider when we talk about tourism development in Nunatsiavut. One being a possible variety of industry sectors that overlap and intersect, such as transportation, food services, and accommodations. Another being the community members who dedicate their work to providing the high-quality services and experiences that make tourism in Nunatsiavut possible. It is clear that tourism can have far-reaching effects on the local and surrounding communities in which tourism occurs. Nunatsiavut's approach to tourism development aims to take a holistic perspective of the industry that accounts for all potential impacts and strives to minimize any negative outcomes while maximizing the tangible benefits for local people.

This holistic approach is also rooted in a community-driven, grassroots philosophy, meaning **tourism development is based on the inclusion of local people at the fundamental level**. This begins with the community engagement that has been conducted throughout this Strategy development and continues with ongoing communication and collaboration with local people to implement and manage tourism projects and activities in the region. In following a community-driven and grassroots philosophy, the success of tourism development in Nunatsiavut can be measured by the value of the benefits it provides to the Labrador Inuit communities and businesses. This includes accounting for the **Social, Environmental, Economic, and Cultural impacts**, referred to as the **SEEC Model™**.

Through concentrating on the SEEC elements, the **Nunatsiavut Government aims to empower local community members to have a role in tourism development and receive the benefits that may result from it**. This includes creating employment opportunities and supporting local cultural entrepreneurs to join the industry and share their skills and passions with visitors while also working to preserve the Labrador Inuit culture. Providing opportunities for local people to be involved in tourism development will contribute to a sense of ownership amongst community members and will help to ensure that tourism is developed in a manner that respects and honours the past while authentically representing both traditional and modern ways of life in Nunatsiavut.

In order to provide these opportunities and ensure investment results in a prosperous industry that will continue to benefit Nunatsiavut's communities over the long term, a strong foundation for tourism development must be built that is embedded in sustainability and resilience. This is especially important as Nunatsiavut, and the larger Labrador region are emerging tourism destinations, and careful consideration must be taken to ensure a solid and sustainable industry for generations to come.





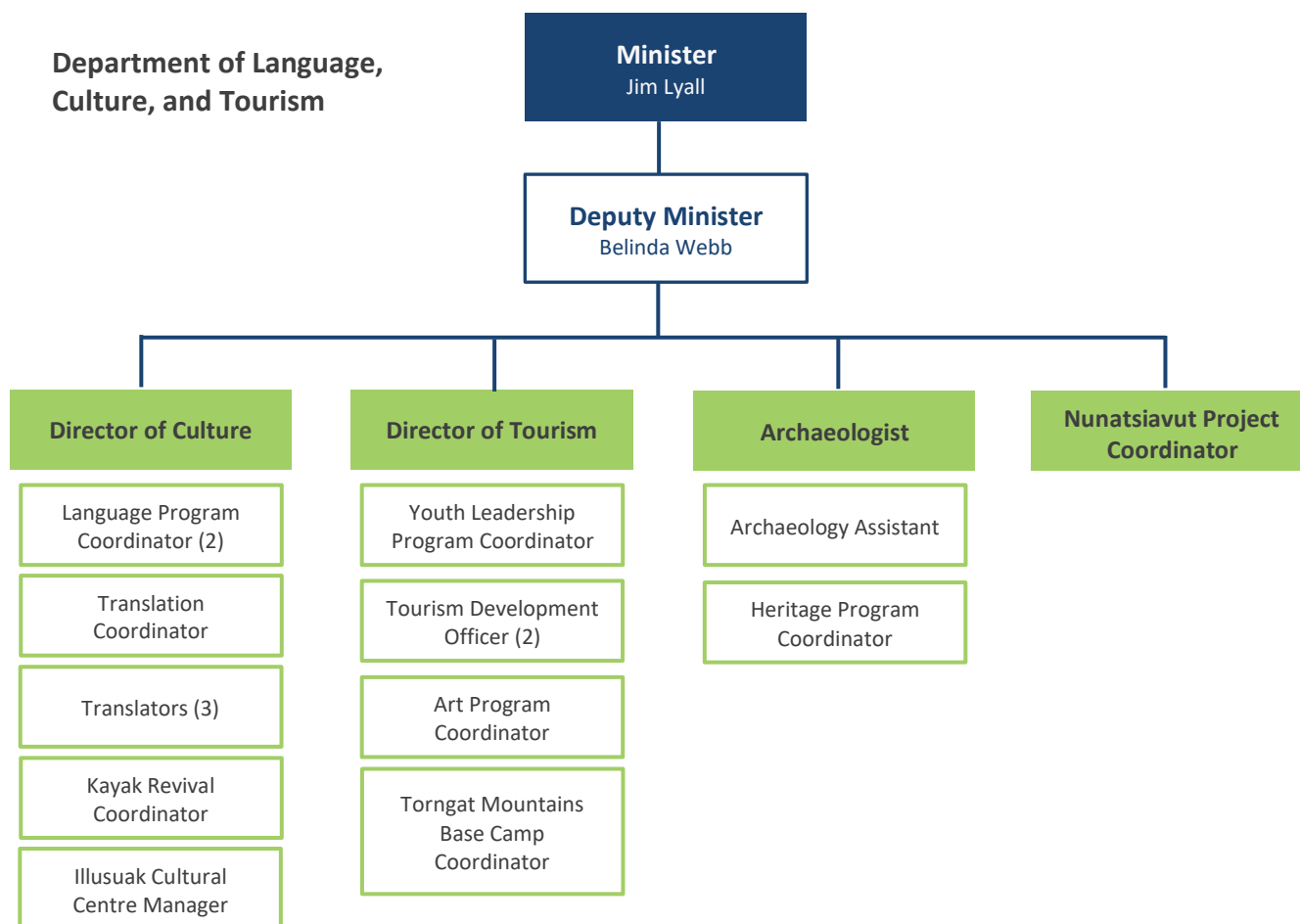
**Sustainable Growth:** By implementing a ‘grow-as-you-go’ approach, the Nunatsiavut Government will continue to develop tourism gradually with careful strategic planning, research, and collaboration with key partners. This approach is particularly mindful of the impacts of tourism on local communities. It aims to develop tourism responsibly by supporting local cultural entrepreneurs and inspiring organic growth within communities and symbiotically across the region. By achieving socioeconomic growth through attainable and adaptable milestones, tourism development in Nunatsiavut will open the doors for diversifying the local economy in a sustainable way and contribute to the strengthening of Labrador Inuit society and culture.

### Working Together

As holistic tourism development requires collaboration and strong working relationships with a variety of partners across different sectors, the Nunatsiavut Government, particularly the Department of Language, Culture, and Tourism, will be working closely with key partners such as Parks Canada, Inuit Community Governments (ICGs), not-for-profits, heritage societies, regional, provincial, and national tourism associations, local businesses and accommodations, and other relevant industry partners where appropriate.

Nunatsiavut Government’s role in tourism aims to empower local community members to become a part of the tourism industry and receive the benefits that arise from it. This includes creating employment opportunities and supporting local Cultural Entrepreneurs / Experience Providers to join the industry and share their skills and passions with visitors while preserving and celebrating the Labrador Inuit culture.

The following chart represents the established positions that make up the team responsible for carrying out the tourism development projects and initiatives as outlined in this Strategy:



\*Note – There are seasonal staff hired in Hebron within the Division of Tourism in the summer months

Now more than ever, the dynamic and evolving nature of **the tourism industry demands coordinated efforts between the industry players and levels of government** to optimize the resources and opportunities available for achieving sustainable success. The Nunatsiavut Government recognizes the importance of taking a collaborative approach to this objective, and this Strategy has been developed with careful consideration towards leveraging capacity at community, provincial, regional, national, and international levels in order to achieve common goals.

What we heard from the stakeholder engagement:

Facilitating Partnerships was recognized as one of the most important factors when considering how to bring positive outcomes to the communities.

Note: Links to the publicly available documents listed in the table to the right can be found in Appendix A.

## LEARNING FROM OUR PARTNERS: COLLABORATION IS KEY TO OUR SUCCESS

Various initiatives of partner and stakeholders that the Nunatsiavut Government aims to align with and support to ensure cohesion amongst industry efforts

### NUNATSIAVUT GOVERNMENT & COMMUNITY

Postville Tourism Heritage Plan (2014-2016) - Moving tourism forward in Postville in a realistic and attainable way through focusing on the major tourism opportunities and priority actions such as leadership, tourism, positioning, and online presence.

Rigolet 5-Year Tourism Strategy (2013-2018) - Developing market ready tourism products and experiences while capitalizing on the unique combination of Inuit cultural heritage and spectacular nature, establishing a new economic sector for the community.

Nunatsiavut Arts Strategy (2021) - Working towards preserving and promoting Labrador Inuit art and craft.

### REGIONAL

Central Labrador Tourism Development Plan (2019) - Working to attract locals and visitors to experience more of Central Labrador through four main objectives: Experiences, Market-Readiness, Performance, and Collaboration.

North Coast Visitor Journey Assessment (2019) - Addressing gaps and strengthening opportunities in experience development along the North Coast Labrador Visitor Journey.

### PROVINCIAL

5-Year Newfoundland & Labrador Indigenous Tourism Strategy - Promoting the responsible growth of the Indigenous tourism sector through a grassroots approach that encourages participation from Indigenous tourism stakeholders at all levels.

Provincial Tourism Product Development Plan (2017-2020) - The Way Forward - helping the provincial tourism industry increase tourism visitation and spending, focusing on four guiding principles: Collaboration, Greater Efficiency, Better Services, and Better Outcomes.

Charting a Course Forward (2021 - 2026) - Efforts to ensure the Provinces tourism industry rebounds from the COVID-19 pandemic, reaching new heights over the long-term.

Labrador Tourism Destination Visitor Appeal Appraisal (2014) - Providing a foundation of knowledge about the Province's appeal at the regional level in order to identify priorities for investing in product development that best delivers on the provincial brand promises.

### NATIONAL






Indigenous Tourism Association of Canada Forward Together: A Strategic Recovery Plan for the Indigenous Tourism Industry in Canada (2020-2024) - Working to rebuild the Indigenous tourism industry in Canada to 2019 levels through three Phases of Response, Recovery, and Resilience.

Canadian Tourism Commission's Explorer Quotient Toolkit & Profiles - Utilizing high-quality, primary market research to identify and understand the market segments that will most closely align with Nunatsiavut tourism experiences and products.

### INTERNATIONAL

Global Guidelines to Restart Tourism (2020, living document to be revised as the health situation evolves) - Adhering to global guidelines and priorities for tourism recovery in the areas including safe air travel, hospitality, tour operations, events, and attractions.

## Recommendations for Operations & Management: Holistic Tourism Development – Compliancy with Supporting Pillars

Action Items					
Develop a Communications Plan: <ul style="list-style-type: none"> <li>Ensure ongoing communications with all stakeholders</li> <li>Host annual destination development meetings</li> <li>Implement a proper process for an internal tourism working group to move the Strategy forward</li> </ul>			✓	✓	✓
Implement the SEEC Model	✓	✓	✓	✓	✓
Implement a 'Grow as you Go' approach to tourism development	✓	✓	✓	✓	✓
Establish structure and protocols for intergovernmental working relations	✓	✓	✓	✓	✓
External partnership development		✓		✓	✓

### 3.2 Supporting Our People Through Cultural Preservation & Capacity Building

The Nunatsiavut Government is committed to providing consistent support, guidance, and capacity-building opportunities to empower Nunatsiavut's community members interested in participating in, operating, or delivering tourism services and experiences. In taking a community-driven approach, tourism in Nunatsiavut will move forward as a strong, self-sustaining industry that is not dependent on external forces but utilizes the rich knowledge and skills already present within the communities. This approach, underpinned by a grassroots philosophy, will prioritize the voices of the region's important community stakeholders and open the doors for community members to become part of the planning and implementation process.



#### Cultural Preservation

The tourism industry presents a unique opportunity to preserve Labrador Inuit culture while educating visitors about the rich culture, history, language, and traditions of the past and present. Nunatsiavut's tourism initiatives are focused on protecting and preserving valuable cultural and historical resources. This includes preserving the knowledge of our Elders and ensuring that the stories of our region are told in the words of those who have an unbreakable bond with the land. Community members, including Elders and youth, will be involved in determining which aspects of the Labrador Inuit culture are appropriate to share with visitors. The Division of Tourism will aspire to involve as many community members as possible to preserve and revitalize the Labrador Inuit culture.



**Empowering Nunatsiavut Youth:** As of June 2021, Youth under the age of 25 currently represent approximately 26.4% of the total population of Nunatsiavut, it is clear that providing them with opportunities is essential for creating a sustainable economic future through tourism. The Nunatsiavut Government recognizes the important role that Youth play in the building of tourism. Empowering Youth with hands-on training, educational programs, capacity building, and mentorship programs will be a high priority in the Tourism Strategy. Inspiring and enabling Youth to become active participants in sharing their culture will contribute to the passing down and preservation of valuable knowledge and skills and provide opportunities for Youth to gain employment and earn money while creating a sense of community cohesion and pride.

**Reconciliation Through Tourism:** The urgent need for reconciliation runs deep in Canada, and action on reconciliation will be critical in the coming years. The Indigenous tourism industry has proved to provide significant economic returns to local communities and the national tourism economy as a whole. Indigenous tourism, therefore, presents an opportunity for Indigenous peoples and the Canadian Government to move forward towards a common, mutually beneficial goal that works towards reconciliation and social justice.

## Building Community Capacity

A thriving community-driven tourism industry is built upon the knowledge, skills, and confidence of the people on the ground. Capacity-building projects that support the 5 pillars will continue to be invested in. The main initiatives from the previous strategy entailed the Nunatsiavut Artists Network (NAN) and the Experience Providers Network (EPN). Nunatsiavut will continue to build and support these networks and provide additional opportunities for entrepreneurial support and job creation.

**In support of NAN,** an Arts and Culture Strategy is near completion (2021), and the region will strive towards implementing the action items in the Strategy to build a strong arts and culture network in the region. The region will continue to support and recognize their local artisans.

**In support of EPN,** it is a priority to continue to build support for the region's Experience Providers, which are the individuals who have a passion for sharing experiences with visitors. As an initial step, it is recommended to create an inventory of all the individuals interested in offering experiences to visitors in the region.

**Collaborative Approach to Offering Training:** It is strongly recommended to work with strategic partners such as NLITA, the Government of Newfoundland and Labrador, the Gardiner Centre, Hospitality Newfoundland and Labrador, Transport Canada, Destination Labrador and the Department of Education and Economic Development with the Nunatsiavut Government to seek opportunities for training and capacity building support for entrepreneurs. The development of a training and education plan will ensure a cost-savings approach that encourages working alongside the Nunatsiavut Government's partners to develop and deliver training and capacity-building programs.

The following training initiatives will be beneficial to pursue with the region's partners:

- Community Tourism Sessions and Workshops
- Best Practices Tours
- Tour Development and Packaging
- Receptive Tour Operator
- Coaching and Mentorship Support
- Business Planning and Financial Facilitation
- Labrador Inuit Training and Awareness Program
- Visitor Readiness
- Occupational Training such as Cultural Interpretation and Customer Service
- Transport Canada – regulations and training for boat operators
- Cross-Cultural Training



**Cultural Tourism Training:** The Division of Tourism will work to develop a training and education plan for entrepreneur and community tourism development to guide strategic and integrated investment in building capacity. Programs such as the Grassroots Community-Based Tourism Program will be investigated when working toward finding the appropriate program for the region.

The Grassroots Community-Based Tourism Program will build upon the training programs already offered in the region by partners, this program can be initiated at the regional level to **empower communities to set up their own local tourism offices**, which will serve as local hubs to support the growth of cultural products and experiences. Based on the stakeholder engagement results, there is a strong need for training and support in business management and start-up, cultural interpretation, and customer service. As a result, it is recommended to implement an interactive grassroots tourism and training program for the region of Nunatsiavut. This program aims to provide community members with the knowledge, tools, and inspiration to move forward with grassroots tourism in their community, for their people and by their people. This dynamic training and coaching program will be customized for the region and will include a train-the-trainer element so that the region can continue to build capacity in the region.

Through a variety of learning methods, the program has the opportunity to touch upon:

- Understanding of Cultural and Grassroots Tourism
- Community Involvement
- Cultural Authenticity
- Business Management and Start-Up
- Product and Experience Development
- Marketing and Partnerships
- Planning and Organization

The overall goal of this program is for the region to become self-sufficient and move forward with tourism development with confidence and ownership. The end results of the program will lead to an increase in jobs, community involvement, and small businesses in the region.





**Community Tourism Officers:** Based on the stakeholder engagement results, there is a need for coordination between community tourism divisions. It was suggested several times in our interviews that a Tourism Officer or Coordinator would be beneficial for each community. Currently, there are positions in each community that focus on tourism, but they lack consistency, as some are titled Tourism Managers and some are Economic Development Officers. The inconsistency between the roles of individuals in charge of tourism makes it challenging to provide guidance and collaboration between the communities.






It is recommended that each community hires a designated Tourism Officer and that the position is to be recognized by the ICGs as relating to the NG Division of Tourism. A standard job description and management system will need to be developed to coordinate these individuals and ensure a collaborative and consistent approach to managing tourism in the region.

Tourism Officer responsibilities will include:

- Provide support for Product and Experience Development
- Be the go-to for all things community tourism
- Keep the community up to date on tourism opportunities
- Coordinate with cruise ship operators planning to visit
- Create a master list of experiences provided in respective communities
- Act as a Receptive Tour Operator for their community

**Increase of Job Opportunities and New Business Creation:** In a general sense, this involves continuing to hire and support new positions required throughout the region and providing support and guidance for new business creation. Based on what is currently available in the region and taking into account the potential new opportunities for job and business creation, it is estimated that a total of **5-7 full-time job opportunities** will be created in the 5 regional communities and offering training to at least **50 individuals**, the training offered will range from short- and long-term opportunities in the region over the next 5 years.

#### Recommendations for Supporting Our People – Compliancy with Supporting Pillars

Action Items					
Develop management structure, guidelines, and job descriptions for Tourism Officers in each community		✓	✓	✓	✓
Recruit and hire Tourism Officers in each community		✓	✓	✓	✓
Implement Arts and Culture Strategy	✓	✓	✓		
Ensure alignment with NLTA's cultural integrity recommendations	✓		✓		
Collaborate with partners for a cost-savings approach to the delivery of training programs				✓	✓
Implement a Youth Training and Awareness Program			✓		✓
Continue to support Nunatsiavut Artists Network and the Experience Provider Networks	✓	✓	✓	✓	✓
Collaborate with partners to develop a customized Indigenous Service Best Training Program for front-line staff on a 1:1 or small group basis		✓	✓		✓
Provide support and guidance for seeking insurance coverage – investigate opportunities for group rates		✓			✓
Investigate Grassroots Community-Based Tourism Program <ul style="list-style-type: none"> <li>▪ Encourage entrepreneurship in the region</li> <li>▪ Implement a train-the-trainer program in Nunatsiavut to facilitate Indigenous tourism training programs in the region</li> <li>▪ Strive for 10 participants per year (2 from each community)</li> </ul>	✓	✓	✓	✓	✓
Organize a Best Practices Mission to inspire Experience Providers	✓	✓	✓	✓	✓

### 3.3 Adaptation & Innovation

The implications of the COVID-19 pandemic will be a critical consideration in the implementation of Nunatsiavut's Tourism Strategy. The high level of uncertainty that has resulted from the crisis reveals the urgent need for careful planning and strategizing. As the pandemic is continuously evolving, the Nunatsiavut Government will need to remain informed about local public health measures and ensure that proper protocols are met for tourism experiences offered in the region. The Tourism Strategy will also need to focus on new and innovative ways to offer visitors high-quality experiences that are safe and appropriate in the reality of the "new normal."

#### Employing Innovation

While it may be some time before Nunatsiavut can welcome visitors safely at a high capacity, there are a number of things that the Nunatsiavut Government can focus on that will create opportunities for tourism businesses to seek new ways to connect with future visitors. In adapting to the challenges brought on by the pandemic, the Nunatsiavut Government can embrace innovative technology as a medium for creating connection in engaging ways, even when visitors are unable to visit the region physically. The following experiences are meant to provide inspiration and generate ideas for employing innovation in future tourism development where it fits best in the Nunatsiavut's communities.

#### Virtual Experiences

One way to do this is by offering virtual experiences such as online cooking classes, arts and crafts workshops, or any other community-specific activity suitable to become virtual experience. Potential visitors will be able to register for a live virtual session where they can participate in a cultural learning experience, establish a connection with their future hosts, and learn something about Labrador Inuit culture. This is a creative way to inspire potential visitors and create excitement and interest in visiting Nunatsiavut. Participants may be sent a list of items they will be required to find or purchase themselves in order to participate. As an alternative to hosting these classes and workshops during a live virtual event, sessions can also be recorded and offered to participants to view at their convenience.

#### Digital Storytelling

Digital storytelling initiatives are an exciting way to celebrate the Labrador Inuit's stories, knowledge, and traditions while sharing the spirit and identity of the region with potential visitors. Nunatsiavut's culture and history can be showcased in an engaging way through video, audio, text, and photo stories. These stories will be preserved for community members and made available to visitors on a dynamic web platform (where appropriate) to give them a glimpse of the region's history and modern-day life. Sharing these stories will provide visitors with a deeper understanding of the culture and lifestyle of the Labrador Inuit and will offer a source of inspiration for their future travel plans. Most importantly, digital storytelling initiatives will contribute to the efforts to preserve the valuable knowledge of Nunatsiavut's Elders as an important part of the region's history. This will also be an important resource for younger and future generations of the Labrador Inuit to learn about their community's history.



#### AR / VR Experiences

Augmented Reality (AR) and Virtual Reality (VR) are technologies poised to expand significantly in tourism around the world, due in large part to industry restrictions brought about by the COVID-19 pandemic. These innovative technologies have the ability to transport a visitor to an entirely different setting while enabling social distancing and the recommended rules and restrictions enforced by the government.

The AR experience requires a downloadable app for smart devices that provides a handheld interactive '3D' storytelling experience, triggered by image recognition and GPS technologies at key stops along the tour. Visitors are able to hold up their device at marked locations to watch animations, videos, photos, or related information appear and perform on their screens. The VR experience immerses visitors in a computer-generated 3D world, using headsets and hand controls to allow guests to interact with what they see – such as taking a boat out to fish, trapping wild game, or preparing traditional food.

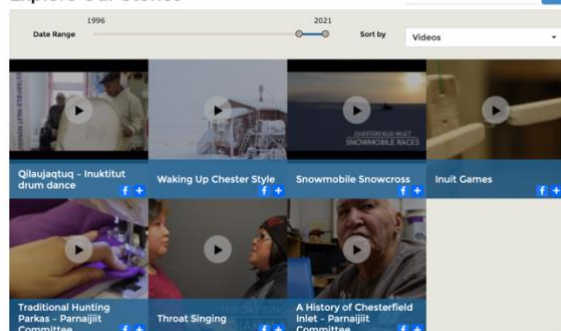


### Inspiration: Six Nations Tourism AR/VR Project



Inspired by the imagery in a vibrant community mural, and capturing elements of the community's rich history, Six Nations of the Grand River are creating what may be the first complementary immersive experience of this kind in Canada. Utilizing both augmented reality and virtual reality technologies, this project will enable visitors to engage in interactive experiences through an app that accurately portray Six Nation's Indigenous heritage in a culturally authentic way that brings the artwork and stories of the community to life. The project is set to launch summer/fall of 2021. Similarly, Nunatsiavut has the opportunity to take inspiration from their beautiful mural in Makkovik and create an immersive experience for visitors using AR and VR technologies that bring the mural and culture to life.

#### Explore Our Stories



### Inspiration: Chesterfield Inlet Digital Storytelling Project

The Chesterfield Inlet Elders Group Committee initiated a digital storytelling project that focused on targeting the community's Youth to have their voices heard while affirming the importance of their culture and language. The overall goal of the project was to develop an app that engaged the Youth, Elders and everyone in-between to celebrate the spirit and identity of their people through a community-driven website, interactive tour, and digital storytelling. This ongoing project for the Hamlet of Chesterfield Inlet will continue to create a living museum for the community. The community continues to share their stories, photos and artefacts by scheduling regular appointments with the local schools, the Elders Group Committee, and the Economic Development Officer to upload their own content.

More details about the storytelling project can be found at <https://chesterfieldinletstories.ca/stories/>.

### Recommendations for Adaptation & Innovation – Compliancy with Supporting Pillars

Action Items					
Seek opportunities for developing virtual experiences such as arts and crafts workshops and culinary experiences	✓	✓	✓	✓	
Regional Storytelling Project - continue to develop a resource inventory of stories to share with visitors throughout the region	✓	✓	✓		
Build upon community map project by introducing GPS triggered points of interest, integrated AR features, and digital stories		✓		✓	✓



### 3.4 Product and Experience Development

Travelling is becoming more than just sightseeing. Travellers today are eager to immerse themselves in a new culture by engaging in meaningful, authentic experiences. Nunatsiavut's unique offerings provide a diverse range of offerings that have the potential to attract a niche market of experiential travellers. Nunatsiavut's dedication to highlighting each community through its individual uniqueness provides the opportunity to promote all communities as separate destinations – encouraging visitors to stay longer and explore more as visitors travel from one community to the next. Shown below is an asset table created in the previous Strategy, expressing the unique offerings in each community and how there is minimal cross-over between communities, it is important to note that this table is intended to grow and change with the development of tourism over-time.

Location	Art	Heritage/Culture	Culture/Music	Nature	Festivals/Events
Nain	Stone carving	Inuit Way of Life	Community Freezer	Mount Sophie	
Rigolet	Grass-work	Hudson's Bay History, Net Loft	Square Dancing	Boardwalk, gateway to Mealy Mountains	Salmon Tikkiaksausugik Cultural Festival
Hopedale	Slippers	Moravian History	Legislative Assembly	The Radar Site	Rhubarb Festival
Postville	Sewing – Slippers & Mitts	Trapping, Trading, & Fish Smoke Houses	Labrador songs	Forestry	Fun in the Sun
Makkovik	Sewing – Sealskin Clothing	Inuit & Settler traditions	Fisheries, Fish Plant	Walking Trail & Poets Path	Trout Festival
Torngat National Park	Artist in the Park	People on the land	Labrador Inuit homeland	Wildlife, flora and fauna	Themed weeks
Hebron		Inuit History	Ambassador Program	Archaeological assets	

#### Linking Nunatsiavut

Promoting travel from one end of the region to the other is one of the most exciting opportunities for tourism development in Nunatsiavut. In building off the previous Strategy's recommendation for creating themed product development in each community, ideas and inspiration for future development were considered based on the gaps in the previous table and opportunities brought forward in the stakeholder engagements.

To ensure each community stays consistent and cohesive in its product development it is recommended that a general branding theme that expresses the community's character is developed. The following **community brands** are recommendations based on research and listening to the region's stakeholders; they may be adapted as needed:





## Rigolet – Alive with Tradition

### Destination Overview:

Rigolet is the most southern community and shares a culture mixed with Inuit and western traditions. The serene setting, nestled in the peaceful cove of Lake Melville, invites visitors to take a break and enjoy a slower pace of life. The community is rich with stories and history as you visit heritage sites such as Strathcona House and the Net Loft Museum. Visitors are invited to experience its beautiful scenery by taking a stroll down one of the longest boardwalks in the world or hop on a boat to take in the coastal views while watching for whales.

### Experiences:

- Visit Strathcona House and the Net Loft Museum
- Stroll along the boardwalk
- Learn the unique tradition of grass weaving
- Visit the Tikkiaksaugusik Festival in the spring
- Attend the annual Salmon Festival



### New Opportunities:

#### Sea Kayaking

Sea kayaking can be offered in Rigolet to view whales, icebergs, and other wildlife from its crystal blue waters. There are currently no sea kayaking experiences in Nunatsiavut; however, thanks to the efforts of Kayak Revival program under the Division of Tourism, all five communities are expected to receive four kayaks each in the coming year. In order to start up a kayaking experience, training and capacity building will need to take place to ensure the safety of the guides and participants. As visitor experience development for the MMNPR moves forward, Rigolet is positioned to act as the community headquarters for kayak guide training, led by the Kayak Revival Program, for the Park Reserve and throughout the region. While serving as the home base for sea kayaking development in the region, Rigolet will likely be the first community to have the capacity and resources to offer kayaking experiences.

#### Indigenous Food Sampling Experience

There is a demand to offer authentic Inuit culinary experiences in Nunatsiavut; however, with the current regulations and restrictions outlined in the land claim, these experiences are challenging to develop. The Nunatsiavut Division of Tourism will need to reach out to the Lands and Natural Resources Division to start the process to adapt these regulations to assist culinary experience development obtainable for any community. Based on said restrictions, Rigolet has the opportunity to offer regularly scheduled Indigenous food sampling experiences to visitors. This culinary experience can take the guest on a journey to learn about the traditional foods, and preparation in the community before sitting down to enjoy a locally cooked meal.

#### Gateway to the Mealy Mountains

Rigolet is the closest Nunatsiavut community to the newly declared Mealy Mountains National Park Reserve. It is anticipated that the Park Reserve will attract guests to stay in Rigolet when planning their MMNPR trip. These experiences will involve transportation to and from the Park Reserve and a memorable adventure with an Inuit guide out on the land.

### Inspiration: Xwisten Experience Tours, Lillooet British Columbia

Xwisten offers three experiences with the ability to combine them into various packages. One experience in particular takes visitors on a walk along the Bridge River, where community members still fish seasonally. A cultural guide shares knowledge of the fishing process in the community and demonstrates the traditional technique of wind-dried fish. Guests have the choice to add a salmon dinner onto the cultural tour where they can experience a traditionally prepared barbequed salmon meal in the Xwisten Heritage site.

Rigolet has the opportunity to offer a similar experience for potential visitors to take off on a fishing trip with a resident and add a locally sourced and prepared meal.



## Makkovik – A Mix of Art & Nature

### Destination Overview:

Immerse yourself in nature when you travel to Makkovik. This destination provides that perfect balance between art and nature through experiences like: a stroll down Poet's Path, a hike along the boardwalk, exploring the White Elephant Museum, interacting with artisans and local anglers, purchasing traditional art, and enjoying local festivities.

### Experiences:

- Experience the original town of artisans and local anglers
- Learn about the community's history at the White Elephant Museum
- Stroll through Poet's Path
- Hike along the boardwalk
- Purchase traditional Inuit crafts
- Listen to music and enjoy food at the Jamboree
- Attend the Makkovik Trout Festival

### New Opportunities:

#### Crafting workshops

The Makkovik Craft Centre is one of the main attributes of the community. Incorporating crafting workshops into the Centre's programming will provide visitors with the chance to interact with local makers and purchase a handmade item to remember their trip by. These experiences can be offered to small groups wanting to participate in a hands-on activity focusing on traditional arts and crafts in the region and hosted by a cultural guide.

#### Camping Opportunities

Accommodations continue to be a challenge in Nunatsiavut, as there currently aren't enough rooms to house large numbers of guests. With the region being known for its untouched wilderness, this positions the community to have designated campsites to offer guests accommodations while being immersed in nature. Discussions between ICG's and the Department of Lands and Natural Resources will need to occur in order to determine the appropriate sites.

#### Experience Development along the Boardwalk

Building off the previous plan, experience development along the Makkovik boardwalk was included as a tactical action item that has yet to be completed. Based on the experiences and themes presented, Makkovik is a destination that blends the arts and nature; using this brand as a guide for product development, experiences such as a Flora and Fauna Guided Tours, Berry picking and tea making, Iceberg viewing, or Culturally Guided Tours can all be created.



## Postville – The Post

### Destination Overview:

Postville is known for its history of being a main trapping and trading 'post' because of the historic Hudson Bay company being located nearby. Due to its quaintness and small population, this destination can also be known as a post for relaxing - targeting travellers seeking a quiet refuge to rejuvenate themselves.

### Experiences:

- Walk along the boardwalk and have a picnic at Sandy Point
- Walk to the gazebo for a breath-taking view of the Bay
- Join local fishers for a day at Joe Setter's Cove
- Take part in the annual Fun in the Sun event during the summer
- Visit the English River Salmon Counting Fence between July-Sept

### New Opportunities:

#### Guided Medicine Walk

With the rise of experiential and wellness travelling, mixed with the forested areas and Inuit culture of Postville, a guided medicine walk may be the perfect experience to offer visitors. Guests to the community will be presented with the opportunity to embark on a guided walk with a cultural guide explaining flora and fauna and their traditional uses.

#### A Place for Wellness Retreats

As part of the theme for Postville to be a destination for rejuvenation, wellness retreats can be developed to promote a weekend getaway to immerse oneself in nature. These wellness retreats can incorporate other experiences, such as the guided medicine walk.



### Winter Activities

Many international tourists look to Canada as the number one place to experience winter activities and being an arctic destination Nunatsiavut is positioned to promote itself as the 'go to' for experiencing winter. All communities are encouraged to create seasonal products, and with Postville in particular it can offer these experiences as part of its theme to rejuvenate outdoor activities. Winter experiences in Postville could include ice fishing, snowshoeing, dog sledding, igloo making, and snowmobiling.

## Hopedale –The Place of the Whales

### Destination Overview:

Hopedale, also known as 'Arvertok' meaning 'the place of the whales' in Inuttitut, is a community rich with history. This community is best known for the Hopedale Mission and Moravian Church National Historic Site. Hopedale's history mixed with its charming sights, wildlife, and untouched nature make it an appealing destination to experience a simpler way of life, where tradition, memories of the past, and a deep connection to the land characterize this place.



### Experiences:

- Visit the Hopedale Mission Complex and Museum
- Hike to the old American radar station and take in the views
- Meet the local artisans in the area and purchase unique handmade gifts
- Enjoy views of the sunset from the restaurant patio
- Take part in the Hopedale Festivals

### New Opportunities:

#### Learn about Inuit Leadership in Nunatsiavut

Being the legislative capital of Nunatsiavut, Hopedale will appeal to visitors wishing to learn everything they can about the regional Inuit history through educational tours on the leadership and decision-making process in Nunatsiavut. Guests could embark on a short tour with a trained guide who explains the Nunatsiavut Government and its history while showing off the Assembly Building in the heart of the community.

#### Attraction and Experience ideas for Hopedale Mission Complex

One of the main attractions to the Hopedale community is the Hopedale Mission Complex. To advance the development of the destination, once COVID-19 restrictions have eased, experience development will focus on attracting visitors to historic site. A few experience ideas include:

- Interpretive guides stationed around the complex to provide context
- Guided tours explaining the history
- Hands-on workshops involving a traditional Inuit art or practice

#### Arvertok Tour

The community was traditionally named Arvertok, meaning 'the place of the whales' in Inuttitut. A cultural experience can incorporate the history of the name, a basic teaching of some Inuttitut words, and a trip out on the water to look for whales. The tour will blend adventure and education in a meaningful tour explaining the history and culture behind the community and its name.

Based on new Transport Canada rules and regulations, it is important to ensure boat tours meet the requirements for safety guidelines when developing these types of experiences.



Source: [vivek kumar on Unsplash](#)



## Nain: Community of the North

### Destination Overview:

Characterized by its northern location, Nain is a celebration of Labrador Inuit culture. The general branding theme of ‘Community of the North’ expresses Nain’s large northern community and uniquely northern landscape; as the tree line comes to a halt and the stark landscape beautifully melds with the bright blue waters, the natural landscape is like no other. Experiencing Nain is experiencing the vibrancy of living in the north where visitors have an opportunity to make pitsik with local anglers and watch internationally known carvers at work.

### Experiences:

- Hike Mt. Sophie or Nain Hill
- Learn some Inuktitut while visiting OKâlaKatiget Society Radio Station
- Purchase artwork from Labrador Inuit artisans
- Visit the Moravian Church
- Purchase fresh arctic char during the summer season
- Visit the Jewelry Studio
- Learn about the Labrador Inuit at the new Illusuak Cultural Centre



Source: Dennis Minty, [adventurecanada.com](http://adventurecanada.com)

### New Opportunities:

#### Illusuak Visitor Experience Programming

The Illusuak Cultural Centre has the opportunity to be an **educational hub** for all things Labrador Inuit culture. Opening in late 2019, the Centre has yet to experience its full potential due to the restrictions of COVID-19. Once it is safe to host visitors in the Centre, promoting experiential programming to celebrate the culture and traditions will be the next step. Experiential programs will focus on providing educational workshops or tours sharing the ‘Inuit Way of Life.’ These experiences can be offered as half-day workshops that share stories, traditions, and history mixed with hands-on activities such as making crafts or participating in traditional games.

#### Inuit Culinary Experiences for Arctic Char

Learning through food has become a trendy way for visitors to discover a destination’s traditions and culture. Nain’s uniquely northern location offers an entirely new landscape for many potential visitors, making the opportunity to explore the land through a hands-on experience such as fishing or foraging high in demand. An authentic Labrador Inuit culinary experience can be created for visitors to embark on a culinary journey within Nain’s unique landscape to fish and forage ingredients to prepare a traditional meal.

#### Promote Northern Lights Activities

Being the most Northern community in Nunatsiavut, the region can endorse its northern setting by offering northern lights viewing experiences. These experiences require little to no resources, needing little more than a dark outdoor location away from any ‘town glow’ in the sky. Locations within or near the community may be identified on the Nunatsiavut Tourism website for potential guests to view and embark on their own self-guided experience. For additional engagement, cultural guides can be located at the viewing sites to share stories and knowledge based on the natural phenomena.

#### Inspiration: Aurora Domes, Churchill Manitoba

Churchill is located beneath the aurora borealis oval, and with the northern lights being visible nearly 300 nights in the year, Churchill is an ideal destination for viewing the natural phenomena. The city offers several ways to experience these dancing lights, one of them being the Aurora Domes. These plexiglass domes invite guests to travel 20 minutes outside the main town to enjoy the lights with minimal light pollution.

The success of northern Manitoba articulates the demand for northern lights viewing, and Nain has the opportunity to assist with the demand by offering similar experiences in their unique location.



Source: [auroradomes.ca](http://auroradomes.ca)



## Hebron – A Journey to the Past

Hebron is at the heart of the Inuit homeland of Nunatsiavut. The now-empty community lies in the Kangerdluksoak Bay, a rich fishing and hunting area where Inuit have lived for centuries. In 1959 the Provincial Government closed the community and people were forced to relocate to communities to the south. Today the Nunatsiavut Government operate an Ambassador Program to offer tours to people visiting Hebron as well as work on the restoration of the Church there.

### Experiences:

- Learn about the history of Moravian settlement and Inuit culture
- View the monument for displaced Inuit
- Take in the beautiful scenery

### New Opportunities:

*“Hebron needs to always be highlighted, as it is a magical place.”*

- Nunatsiavut Community Member

### Indigenous Guardian Program

The Hebron Ambassador Program has been dedicated to the preservation and stewardship of the Hebron National Historic Site. Work will continue in supporting the Ambassador Program with the development of a guidebook. The program may also explore the opportunities to integrate the Ambassador Program with the Indigenous Guardians Pilot Program. Indigenous Guardians serve as the “eyes and ears” of the land. The Hebron National Historic Site is currently managed by Nunatsiavut Government, providing the opportunity to continue managing the land through an Indigenous Guardian Program and build upon the great work already achieved.

### Cultural Learning Programs for Labrador Inuit

Based on stakeholder feedback in the survey, some community members would like to see more cultural learning programs developed for Hebron. The destination currently lacks programming to share the cultural history of the Hebron Inuit culture and has a strong focus on the Moravian settlement. It is suggested that the site's infrastructure should continue with restoration, with the possibility of building additional cabins for Ambassadors to occupy during the summer season, where they will do their part in preservation and stewardship while also providing traditional cultural knowledge to visitors.



Source: [atlasobscura.com](https://atlasobscura.com)

## Torngat Mountains National Park – ‘Torngait’ Place of Spirits

Take in the breathtaking views of one of the last untamed, unspoiled natural places on earth. The Torngat National Park, named after the Inuit word ‘Torngait,’ meaning place of spirits, and covers 9,700 square kilometres of northern wilderness. The spectacular landscape includes glacier-carved fjords plunging toward the stunning blue waters where wildlife can be seen roaming the shorelines.

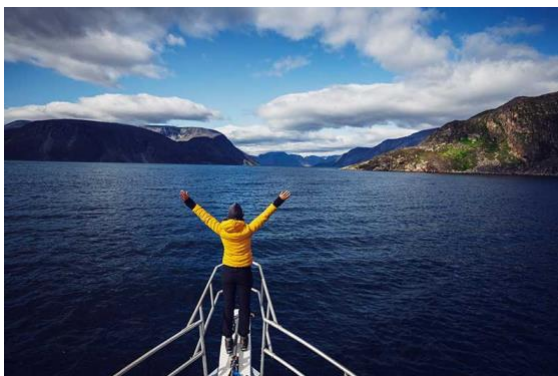
### Experiences:

- Base Camp packages including northern lights viewing
- Hike through the Torngat Mountains
- View wildlife, including bears, caribou, and rare bird species

### New Opportunities:

#### High-end Corporate Retreats

The Torngat Mountains attract high-end travellers with the expectation of a once-in-a-lifetime experience. This target market positions the Torngat Mountains to develop exclusive experiences such as corporate retreats. The Bleisure trend is taking the tourism world by storm, and corporate retreats are being promoted as a solution to create work-life balance and encourage team building among co-workers. Currently, the Torngat Mountains offers two packages for the interested adventurer. One is designed for a more dedicated adventurer, and the other a higher-end moderate adventure. Developing a high-end corporate retreat will add an additional revenue stream that combines Base Camp activities with a Torngat adventure package as an add-on.



Source: [thetorngats.com](https://thetorngats.com)

### Inspiration: Eco Camp Patagonia



Source: Eco Camp Patagonia

Eco Camp Patagonia is an excellent example of a high-end adventure destination situated near a National Park in a remote location. Their eco-friendly accommodations have all the comforts that luxury seekers are looking for, as well as facilities to host intimate corporate retreats.

They have larger communal domes that can host business meetings, gatherings, and health and wellness exercises such as yoga and

meditation. They also serve their guests' world-class cuisine from reputable chefs making this all-inclusive experience one to remember for their visitors. Visitors have the option to stay longer and enjoy the beautiful region as there is an abundance of activities and excursions in the region led by trained local guides.

## Connectivity – Creating Self-Guided Itineraries

As stated before, Nunatsiavut has the unique opportunity to create connections between the five communities, as well as Hebron, the Torngat Mountains, and MMNPR, to create a once-in-a-lifetime northern adventure. Providing opportunities to link and connect the communities will take coordination, planning, and consistent branding in order to increase awareness and welcome visitors to explore multiple destinations throughout the region.

### Supporting Nunatsiavut's Artisans & Experience Providers

**The Nunatsiavut Artisans Network (NAN)** is an inventory of people that includes Labrador Inuit performing artists, craftspeople, and artisans. A goal for the region is to strategically develop and support new talent, art, skills, and retail products in the communities of Nunatsiavut. While NAN supports business ventures in the arts, this initiative also creates the opportunity to build and connect a community of like-minded artists, craftspeople, and performers across the region. Once a person is listed in NAN, opportunities may be provided for workshops, training, and marketing.

**The Experience Provider Network (EPN)** strives to create an inventory of people that include cultural guides, storytellers, elders, and local area historians that have the passion to sell their services to visitors as stand-alone experiences or part of a package. This network will focus on authenticity, connection to the local culture, and sharing the traditional ways of Inuit life through personalized stories.

Due to its remote location, Nunatsiavut's most significant barrier is the lack of visitors to the region, contributing to a limited number of visitor experiences in each community. A common discussion point throughout the stakeholder engagements was that **the experiences are there but what's missing is the volume of visitors to inspire potential experience providers to pursue tourism opportunities**. Therefore, it is recommended to develop visitor experience concepts in a way in which the opportunity to deliver them exists regardless of whether or not an experience provider chooses to build a business around one of them.

This concept is referred to as the **Spontaneous Tourism Model™ (STM)**. STM encourages and facilitates new tourism initiatives, ensuring that experience providers in the region are always visitor-ready and able to host visitors at any time. STM is an innovative approach to increasing the level of market acceptance by both domestic and international tourists. It is a managed version of the type of tourism activities that are taking place in many communities – a visitor calls the Tourism Office (i.e. Tourism Officer), expresses an interest in various activities in the community. The Tourism Officer recruits local experience providers or artisan to facilitate the request or, in some cases, lead the experience themselves.

Using the region's resources, infrastructure, and technology, STM becomes an incubator for new products, entrepreneurs, and new and existing businesses. This approach allows local experience providers and artisans to offer unique experiences without the need to quit their job, develop a business plan, or take the risk of opening a new venture. The experience providers will be trained through programs offered by Nunatsiavut Government to ensure they have the skills to deliver high-quality and consistent visitor experiences.

Once listed in the NAN or EPN, opportunities will be provided to support people through workshops, training, experience development, and funding support while encouraging communication and relationship building between providers.

## Inspiring Visitors to Explore the Region

**Sense of Arrival** is how visitors are welcomed to a destination, providing them with their first impression. The sense of arrival begins far before the physical arrival of a visitor. Guests start their trip the moment they start planning; this requires cohesive branding and transparency with the experiences offered, beginning with the Division of Tourism’s website and social media. Currently, the website does a good job showcasing the five communities but would benefit from more information on where, when, and how to experience the community’s unique offerings. Additionally, the Division of Tourism can work towards building up their social media presence as travellers are more commonly looking toward Instagram, Facebook and Twitter for travel inspiration.

After the journey is planned, a physical sense of arrival is required to make the guests feel welcome and safe. This will be accomplished through signage and wayfinding. With the communities prominently accessible by sea, the local ports will often be the primary point of arrival for many visitors, making them the ideal spot for welcoming signs and maps to be placed. Aside from the initial sense of arrival, considering the key locations for points of attraction for visitors in each community should be reflected prior to developing a wayfinding system.

Things to consider for promoting a positive sense of arrival:

- Design a welcome sign for the community
- Have an information centre near local ports, and Goose Bay dock and airport
- Offer and provide signage for food services for visitors to grab a bite to eat after their journey
- Provide signage for wayfinding for visitors to feel confident and safe in where they are expected to go

### Inspiration: Wayfinding Signage, Kenora Ontario

The town of Kenora, Ontario, underwent a wayfinding signage project as part of its Revitalization plan. The signs strive to make city travelling easy for tourists and residents travelling by foot, car, and boat. The signs all follow a consistent brand staying true to the town’s rustic, rocky, tree-lined environment using local materials such as granite and wood. The signs also reflect the Ojibwe culture in the region by incorporating Ojibwe phrases into each sign. The signs are colour-coded, green for First Avenue District, red for Downtown, and blue for the Harbor Front, making for easy navigation.

**Travel to the Region is Part of the Adventure:** Travelling from one community to the next will make up a significant portion of the north coast experience. Starting with arrival to Happy Valley-Goose Bay, visitors will choose between air or sea as their mode of transportation. Travelling by plane is fast and convenient as a hop-on hop-off mode of transportation, whereas taking the ferry adds days to their experience but adds value to visitors as they slow down the pace of travel to take in the beautiful coastal views and arctic landscape. While both options are available, it is recommended that Nunatsiavut encourages travel by sea as it offers a unique experience to one’s northern excursion.



Source: TripAdvisor

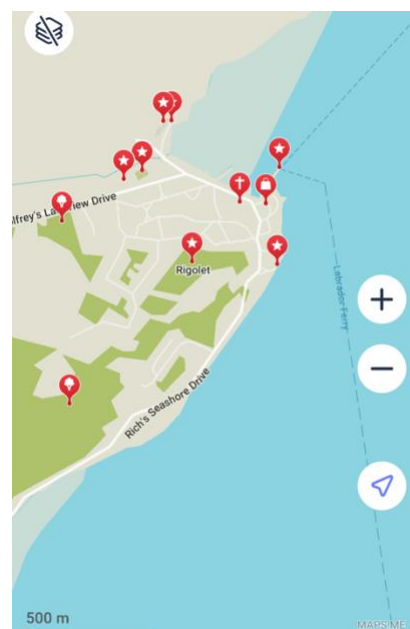


### Connecting the Dots through Self-Guided Itineraries

Creating a variety of themed self-guided itineraries has the opportunity to provide structure and inspiration for the communities to become involved with delivering visitor experiences, which supports the concept of the STM model.

While this approach will take more resources and coordination from leadership, providing visitors with itineraries is a beneficial long-term approach for ensuring guests stay busy and engaged in unique experiences during their stay. Creating self-guided itineraries that clearly define how to get from place to place, where to stay, where to eat, how to connect with local guides, where to access walking/hiking trails, and showcasing points of interest in the region will create excitement and provide a traveller the details they need to feel welcome, safe, and confident travelling throughout the region.

Connecting the dots between experiences requires coordination and resources to accomplish, but will equip the Division of Tourism with a sustainable long-term product that can be shared with their external partners. For visitors to embark on their self-guided tour, the experiences must be readily accessible online and include the necessary information on where, when, and cost. There are various third-party GPS mapping programs such as Google Maps and Maps.me that make it easy for people to develop self-guided maps that allow you to label the points of interest and visitor services clearly. Once the points of interest are labeled on the map, it can then be saved and accessible for visitors to download the interactive maps. Maps.me also includes hiking trails mapped out on the program, which is an asset.



Source: Maps.Me example of points of interest labeled on map of Rigolet

### Recommendations for Product & Experience Development – Compliancy with Supporting Pillars

Action Items					
Provide support and guidance for each destination to continue to develop new experience opportunities: <ul style="list-style-type: none"> <li>Create 3-5 new experiences in each destination</li> <li>Develop Ambassador Guidebook and a long-term plan for Hebron National Historic Site</li> <li>Pursue niche markets for snowmobile tours and winter adventures</li> </ul>	✓	✓	✓	✓	
Investigate models of experience development and delivery that could work for Nunatsiavut such as the STM Model	✓	✓	✓	✓	✓
Seek opportunities when safe to do so for alternative accommodations		✓	✓	✓	
Establish an archeology policy regarding tourism development on protected lands	✓	✓	✓		
Explore Indigenous Culinary experience opportunities: <ul style="list-style-type: none"> <li>Ensure compliance with land claims agreement</li> <li>Collaborate with Department of Lands and Natural Resources</li> <li>Encourage opportunities for local chefs/cooks/caterers to offer food, services, and experiences</li> </ul>	✓	✓	✓	✓	
Develop 3-5 themed self-guided experiences that can be featured and promoted online	✓	✓	✓	✓	
Improve signage and wayfinding at visitor arrival areas		✓		✓	✓
Develop Visitor Programming for Illusuak Cultural Centre	✓	✓	✓		
Develop a regional approach to working with the cruise ship industry			✓	✓	✓
Explore the opportunity to continue with the Indigenous Guardian Program	✓	✓	✓		



### 3.5 Marketing & Branding

Nunatsiavut has the opportunity to become a world-class arctic destination. This section will provide recommendations for partnerships, marketing, and branding initiatives that will assist with creating visitor awareness and reaching national and international target markets.

#### Partnerships

There are a variety of programs and organizations Nunatsiavut can connect with on a local, regional, and national level. Strategic partnerships will help strengthen the user experience and expand the current market reach for tourism. Creating reciprocal relationships with strategic partners will lead to growing the tourism industry in a way that is beneficial to all those involved. The following partnerships are recommended to assist with marketing and tourism development in Nunatsiavut.

#### Understanding the Cruise Ship Industry



##### Cruise Newfoundland and Labrador (Cruise NL)

While cruise ship travel has come to a halt due to COVID-19 restrictions, the Division of Tourism can use this time to better understand the cruise industry and how it operates. The goal is to develop partnerships that ensure mutual benefits between the communities of Nunatsiavut and the cruise operators.

Through learning and listening in the stakeholder engagements, the rules and itineraries for cruise ships often do not fully consider the best interests of the community members. Cruise NL is a non-profit marketing partnership association that leads the way in strategic cruise initiatives to increase provincial cruise activity and its economic impact.

##### Kamutik W

Departing from Happy Valley-Goose Bay for its weekly excursion up north, the Kamutik W visits all five communities twice in its journey up and down the northern coast. The current schedule takes visitors or community members on a five-day return trip from Goose Bay to Nain. The current scheduling only offers visitors to depart and explore a community for a couple of hours, and sometimes these hours happen to be late at night or early in the morning.

A partnership between the Provincial Government, Woodward's and Division of Tourism with the Nunatsiavut Government for the Kamutik W is recommended to develop a schedule that best fits the visitor and community needs. It is important to consider the community needs when building a relationship with Kamutik W, as its main purpose is to transport the people from along the coast and carry freight to communities. However, if the commute scheduling encourages more visitors to the region, the overall demand may lead to more trips and infrastructure, making travel to Nunatsiavut more accessible.



Source: Labrador Marine Inc.

Aside from transportation, the Kamutik W is a great resource to assist with promoting other tours and experiences for visitors once they arrive in the community of their choice. Promotional pieces such as brochures and posters as well as digital resources could be displayed and promoted throughout the ship for visitors to read through as they enjoy their coastal journey.



##### Creating a Beneficial Working Agreement with the Cruise Industry

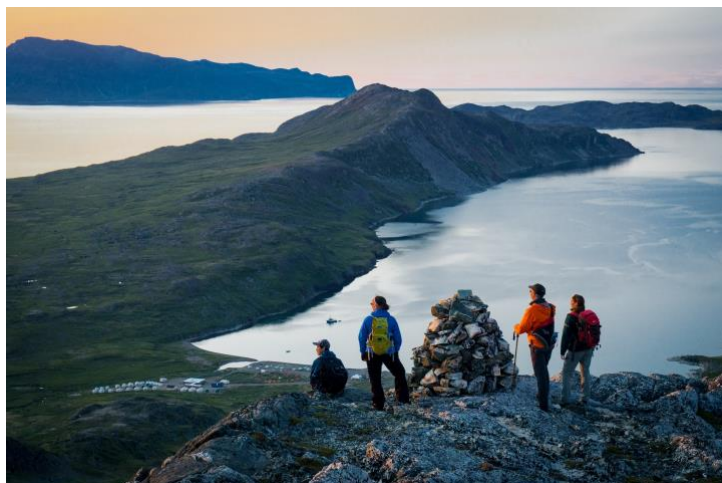
To build a strong understanding of the cruise industry, it is recommended that the Division of Tourism develops a unified, standardized approach for how they would like to work with the cruise industry. This document will contain guidelines and standards, shore excursion fees, information on staffing and hiring local guides, communication procedures, environmental regulations, arrival protocols, and cross-cultural information. Having this unified approach will bring sustainable economic benefit to the communities while respecting local cultural protocols and providing clear direction and expectations for all parties involved.

### Newfoundland & Labrador Tourism

The Tourism Division of Tourism Culture, Arts and Recreation (TCAR) has various resources to assist with tourism development across the province. It is important for the Nunatsiavut Division of Tourism to remember gov.nl.ca as a resource for themselves and pass it along to aspiring tourism entrepreneurs, artisans, and other service providers. By creating a strong partnership, the Division of Tourism will stay informed of the available opportunities that their community members can benefit from. This includes the **NL portal system**, which is a great resource to market tourism experiences for free.

#### NL Tourism Operator Portal System

The Newfoundland & Labrador Tourism Operator Portal System is a database where operators can add experience related content. This database is then used by marketing teams to populate the Traveller's Guide, NewfoundlandLabrador.com and other campaign pages. The NG Division of Tourism can encourage Nunatsiavut tour operators to add content to the database by sharing this resource with communities.



### Destination Labrador

Destination Labrador is a not-for-profit destination management organization that works with Labrador tourism operators and partners to develop market-ready products. The partnership-based organization supports local businesses, organizations, tour operators, travel media, consumers, and other relevant stakeholders through regional marketing, product development, and market readiness initiatives.

### Partnerships with Tour Operators

To continue to create awareness of the region, it may be beneficial to pursue partnerships with established International, Canadian, and Provincial Tour Operators, that support unique community-based tourism experiences. Intrepid Travel is an example of a reputable international tour operator known to support sustainable community-based tourism around the globe. The region and the experiences it has to offer can be showcased to potential tour operators in the form of a Familiarization (FAM) Tour.

### Partnerships with Indigenous Tourism Organizations

#### Indigenous Tourism Association of Canada (ITAC)

ITAC is a nation-wide tourism organization that focusses on creating partnerships to support growth of Indigenous tourism and address the demand for authentic Indigenous experiences. ITAC supports tourism divisions, businesses, operators, and organizations by offering services in economic development advisory services, conferences, training opportunities, and industry statistics and information.

#### Newfoundland and Labrador Indigenous Tourism Association (NLITA)

NLITA is a province-wide organization that is dedicated to supporting Indigenous tourism through a grassroots approach. They focus on nine strategic directions to support the businesses, operators, and organizations in Newfoundland and Labrador. The nine directions include:

- Grassroots Tourism Support
- Cultural Preservation
- Indigenous Inclusion
- Governance & Leadership
- Marketing & Branding
- Product Development
- Education & Awareness
- Capacity Building & Training

### Nunatsiavut Partners

To ensure the community values are respected and heard throughout tourism development, it will be important for the Division of Tourism to build strong working relationships with Inuit Community Governments, Heritage Societies, and local accommodators.



## Four Stages to Building Your Bold Brand

### 1. Identity Refinement: Define Who You Are

Create a strong brand for the region that encompasses each community's voice, purpose and values in Nunatsiavut and convey the brand through dynamic imagery, digital storytelling, and messaging, presented online through the Division of Tourism's website and social media platforms.

### 2. Connect and Share

The goal is to create awareness about tourism opportunities in the region internally and externally.

The **internal awareness campaign** will be targeted towards community members, inviting them to become involved with the tourism development initiatives by creating an open dialogue regarding job creation, entrepreneurship, volunteer, and general information.

The **external awareness campaign** will focus on building sustainable partnerships and increasing visitor awareness.

### 3. Spread the Word - Brand Launch

Once the internal and external awareness campaigns are developed, it is time to take action on launching the region's brand. This can be celebrated with the partners in the region and through social media and ad campaigns.

### 4. Sell Sustain & Grow - Brand Maintenance

The region's brand is something that needs to be updated and adapted throughout the years. It is recommended to revisit and review marketing and promotional activities and update as necessary. This includes ensuring that the online presence remains 'fresh' and modern.

\*These are the stages to building a Bold Brand, Tourism Nunatsiavut has completed stages 1, 2 and 3 and will be working on implementing Stage 4.

## Marketing Initiatives

### Consumer Confidence Campaign

Marketing and promotion for Nunatsiavut in the era of COVID-19 will focus on rebuilding the confidence and trust of travellers with compassion and reassurance. Key marketing messages will focus on health and sanitizing practices. They will clearly communicate the steps Nunatsiavut has taken to ensure the safety of their visitors, as visitors will feel it is safer to visit a destination that has taken the appropriate measures and followed the necessary health guidelines.

Provincial health and safety guidelines and recommendations should be checked regularly and compiled in a clear document for all individuals involved in tourism; this includes step-by-step instructions on how to implement a process to adhere to the respected guidelines and recommendations.

Developing a consumer confidence campaign will involve creating promotional material to inform visitors that Nunatsiavut is a safe destination to visit. With most travellers feeling anxious about their health and safety, it is important to assure them that the experience they are interested in is taking precautions seriously.

Travellers will want to be assured that a destination can safely accept visitors, and that visiting a destination will not put their health at a significantly higher risk. A consumer confidence campaign is a necessary form of brand assurance that will assist Nunatsiavut's tourism industry in regaining the trust of its visitors.

### Community Confidence Campaign

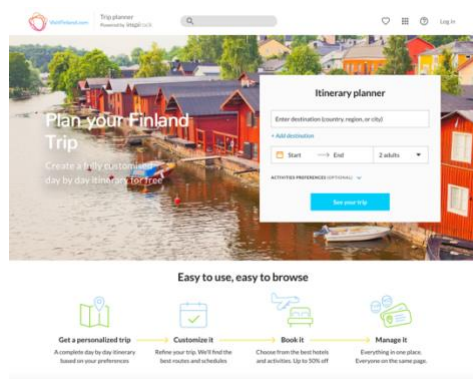
While it will be important to assure visitors that Nunatsiavut is a safe place to travel, a similar campaign will be beneficial to gain community support. Community members may be hesitant to opening the region to international tourists, and it will be the NG Division of Tourism's responsibility to ensure updated rules, regulations, and guidelines are shared with the communities.

### Enhancing Online Presence

Nunatsiavut's current online presence was assessed to evaluate its marketing strategies. Tourism Nunatsiavut has a website, Twitter, Instagram, and Facebook Page. The website houses the most information, including information on the five communities, history, and transportation to and within the region. While the Instagram and Twitter pages are presently inactive, the Facebook page has a healthy following, and shares updates and job opportunities in the tourism sector.

Enhancing Nunatsiavut Tourism's online presence will provide several benefits to further tourism development including, promoting self-guided tours, expanding the region's market reach, and making trip-planning more accessible. Enhancing the online presence will involve revamping the website and social media pages to ensure tourism information is accessible in a clear and engaging way.





## Website

The website is the first point of information for most visitors planning their trip, therefore, the impression a website may have on the user sets the tone of the trip and its experiences. The current website leaves a first-time viewer feeling uncertain about committing to a trip, as the site appears somewhat outdated, and the user may question what is actually offered at this point in time. Maintaining an up-to-date website is vital to keeping up with a visitor economy.

In efforts to encourage self-guided tours in Nunatsiavut, providing clear access to information on how, when, who, and where, for all experiences offered is vital. VisitFinland.com is a great example of a site that engages its users with interactive maps, accessible information, and simple steps for planning your own trip.

## Social Media

While the website will be used for the detailed planning of a trip, social media will influence the visitor to choose Nunatsiavut as their destination. Social media is playing a larger part in a traveller's planning process as it becomes integrated into our everyday realities, making it important to understand how to use these platforms as tools to attract more visitors. In Nunatsiavut Tourism's case, social media presence is nearly non-existent, with only a Facebook page currently being used to post job opportunities and special events. It is recommended that Tourism Nunatsiavut revamp their social media pages to share imagery, photos, stories, and videos with potential visitors.

Nunatsiavut can look to Australia's tourism account for inspiration. Australia posts beautiful photos from around the country highlighting some go-to experiences. They also provide story highlights for different cities making it easier for users to look at experiences specific to the destination they plan to visit. Nunatsiavut can use a similar strategy to promote and highlight the seven destinations it has to offer.



## Recommendations for Marketing & Branding – Compliance with Supporting Pillars

Action Items					
Continue to promote Them Days Nunatsiavut Special Edition book	✓	✓	✓	✓	✓
Develop a Bold Brand Marketing Strategy for the region	✓	✓	✓	✓	✓
Develop internal awareness campaign that promotes tourism opportunities in the region	✓	✓	✓	✓	✓
Develop external awareness campaign to seek new partnerships and opportunities		✓		✓	
Create sales and marketing partnership with Destination Labrador		✓		✓	
Develop partnerships with relevant tourism organizations such as NLTA and ITAC		✓		✓	
Pursue opportunities to offer packaged experiences that Tour Operators can promote		✓		✓	
Implement consumer confidence campaign		✓	✓	✓	✓
Pursue Opportunity to Host a FAM Tour		✓	✓	✓	✓
Enhance online presence: <ul style="list-style-type: none"> <li>Revamp tourism website</li> <li>Ensure partner websites have up to date information</li> <li>Implement social media campaign</li> <li>Create shareable moments through Instagram</li> </ul>	✓	✓	✓	✓	✓



# Implementation Plan 2021 - 2025



From building upon previous efforts and listening to the region's stakeholders, the Refreshed Tourism Strategy has resulted in the creation of 30 action items to be implemented over the course of the next 5 years. To provide clear direction and assist with seeking funding opportunities, the action items are broken down into 5 categories:

1. Operations & Management: Holistic Tourism Development
2. Supporting our People Through Capacity Building & Training
3. Adaption & Innovation
4. Product & Experience Development
5. Marketing & Branding

Each action item reflects one or more of the Supporting Pillars and includes the key performance indicator (KPI), potential partners, and recommended timeframe for development. Although each action item has a recommended timeframe, the implementation plan is meant to be a living document that changes and adapts to local realities, funding and investment opportunities, changes in market demand, and other unforeseen circumstances such as global pandemics.

## Overview of Potential Partners:

Although the Division of Tourism will take lead on implementing the 30 action items presented in this Strategy, they will seek opportunities for collaboration and guidance from their strategic partners. The Division of Tourism recognizes that in order to build a sustainable tourism industry, reciprocal partnerships will have to be established and that these partnerships are highly valued and respected.

### Nunatsiavut Region:

- Minister of Language, Culture, and Tourism
- Department of Language, Culture, and Tourism
- Department of Education and Economic Development
- Department of Lands and Natural Resources
- Department of Nunatsiavut Affairs
- Nunatsiavut Executive Council (NEC)
- Nunatsiavut Group of Companies
- Inuit Community Governments (ICGs)
- Local Businesses
- Nunatsiavut Artisans
- Experience Providers

### Newfoundland Labrador Government Departments:

- Department of Tourism, Culture, Arts, and Recreation
- Department of Industry, Energy, and Technology

### Tourism / Not-For-Profit Organizations:

- Destination Labrador
- NL Tourism
- Cruise NL
- ITAC
- NLITA
- Craft Council of NL
- Hospitality NL
- Gardiner Centre
- Them Days

### Federal Government:

- Parks Canada
- Destination Canada
- ACOA – Atlantic Canadian Opportunities Agency
- Indigenous Services Canada

**Building off Previous 14 Tactical Action Items:**

To ensure that the Refreshed Strategy builds upon the previous efforts, the table below provides a brief overview and status of the 14 short-term tactical activities presented in the 2017 Report.

Key Priorities, Projects, & Programs	Status	Move Forward with in Refreshed Tourism Strategy 2021
Ratification of Refreshed Nunatsiavut Tourism Strategy	Continue to build upon and update	✓
Continue to invest in tourism development that increases revenue and enhances overall destination appeal	Continue to build upon and update	✓
Secure company to manage the Torngat Mountains Base Camp and Research Station	Secured 5-year contract between Air Borealis and Nunatsiavut Group of Companies for 2018-2023	✓
Formalize tourism development working relations between (1) Language, Culture, and Tourism; (2) Economic Development and Education; and (3) Lands and Natural Resources	Continuing	✓
Continue to strengthen relationships with key external organizations	In the process of developing a communications plan	✓
Each ICG to hire full-time economic and tourism development staff person on a 3-year term basis	Not completed ICG hires through annual funding from Economic Development Department	✓
Continue to strategically invest in the Nunatsiavut Artisan Network	Near completion	✓
Finalize the arts strategy	Seek approval from NEC and begin to implement	✓
Develop training and education plan for entrepreneur and community tourism development to guide strategic, integrated investment in building capacity	Incomplete	✓
Explore opportunity to introduce Indigenous Guardian Program	Funding received for Hebron Ambassador program	✓
Complete the Illusuak Cultural Centre and Visitor Experience Programming	Centre opened in 2019 Visitor Experience programming to be developed	✓
Explore the potential for AirBnb as a partial solution to lack of accommodations	Incomplete – met with NL Hospitality and investigated regulations	✓
Explore options around harvesting traditional foods and sampling in Nunatsiavut restaurants	Incomplete	✓
Ensure brand harmonization with all new physical and visual assets	Completed community maps Hebron Ambassador Guidebook in progress Signage and Visitor Centres - incomplete 2020 Visitor Guide Ready	✓
Refresh Tourism Nunatsiavut website and content	Incomplete – in the process of revamping website	✓

Operations & Management: Holistic Tourism Development	Projects	Activities	Key Performance Indicator(s)	Potential Partners	Timeframe
	Ratification of Refreshed Nunatsiavut Tourism Strategy		Become a self-sustaining sustainable tourism destination with opportunities to see an increase of <b>up to 50% more benefits to Nunatsiavut communities</b> in the areas of social, environmental, economic, and cultural aspects	<ul style="list-style-type: none"> <li>Minister of Language, Culture, and Tourism</li> <li>NEC</li> </ul>	Year 1
	Host a Tourism Opportunity Session annually			<ul style="list-style-type: none"> <li>Government of Newfoundland and Labrador</li> <li>Destination Labrador</li> </ul>	Year 1 - 5
	Develop a Communications Plan	Ensure ongoing communications and updates are accessible to community members and stakeholders		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Dept. of Education and Economic Development</li> <li>Local businesses, ICGs, and community organizations such as heritage societies</li> </ul>	Years 1 - 5
		Host annual destination development meetings that involve Youth participation			
		Implement proper process for an internal tourism working group to move the Strategy forward			
	Establish structure and protocols for intergovernmental working relations	between (1) Language, Culture, and Tourism; (2) Education and Economic Development; and (3) Lands and Natural Resources	<b>Increase organizational efficiency by 50%</b> by developing a communications plan and clarifying roles and working relationships amongst intergovernmental departments	<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Dept. of Education and Economic Development</li> <li>Dept. of Lands and Natural Resources</li> </ul>	Years 1 - 5
	Revisit and renew Torngat Mountains Base Camp and Research Station management agreement with Air Borealis		<b>Establish up to 3 mutual beneficial partnerships per year</b> that support values of the region	<ul style="list-style-type: none"> <li>Dept. of Lands and Natural Resources</li> <li>Dept. of Nunatsiavut Affairs</li> <li>Air Borealis</li> <li>Parks Canada</li> <li>ACOA</li> </ul>	Year 3
	Partnership Development	Continue to strengthen relationships with key external organizations		All external partners: <ul style="list-style-type: none"> <li>Nunatsiavut Regional Partners</li> <li>NL Government Departments</li> <li>Tourism organizations</li> <li>Federal Government</li> </ul>	Years 1 - 5

Supporting our People: Cultural Preservation and Capacity Building	Projects	Activities	Key Performance Indicator(s)	Potential Partners	Timeframe
	<b>Recruit and hire Tourism Officers in each community</b> Note: ICG hires through annual funding from Economic Development Department	Develop management structure, guidelines, and job descriptions for Tourism Officers in each community	Up to <b>6 full-time Tourism Officer job positions</b>	<ul style="list-style-type: none"><li>ICGs</li><li>Dept. of Language, Culture, and Tourism</li><li>Dept. of Education and Economic Development</li><li>NEC</li></ul>	Year 1 - 5
		Work with Inuit Community Governments, the Division of Economic Development and ACOA to have these positions filled within the Inuit Community Governments			
	<b>Implement Nunatsiavut Arts Strategy</b>			<ul style="list-style-type: none"><li>Local artisans</li><li>Craft Council of NL</li><li>ICGs</li></ul>	Years 1 - 5
	<b>Ensure alignment with NLITA’s cultural integrity recommendations</b>			<ul style="list-style-type: none"><li>Dept. of Language, Culture, and Tourism</li><li>NLITA</li></ul>	Year 2
	<b>Develop training and education plan</b> for entrepreneur and community tourism development to guide strategic and integrated investment in building capacity which may include	Collaborate with partners such as NLITA, NL Hospitality, Gardiner Centre, etc.	Increased awareness and opportunities for artisans and entrepreneurs to <b>increase by 10% per year</b>	<ul style="list-style-type: none"><li>Dept. of Language, Culture, and Tourism</li><li>Dept. of Education and Economic Development</li><li>ICGs</li><li>NLITA</li><li>Hospitality Newfoundland and Labrador</li><li>Gardiner Centre</li><li>Transport Canada</li><li>Local Businesses</li><li>Nunatsiavut Artisans</li><li>Experience Providers</li><li>Destination Labrador</li><li>NL Tourism</li></ul>	Year 1 - 2
		Implement the training and education plan for entrepreneur and community tourism development			
		Support artists and experience providers	<b>Save up to 75% on training programs</b> through beneficial partnerships		
		Investigate a way to offer a customized Indigenous Service Best Training Program for front-line staff			
		Conduct research and guidance for seeking insurance coverage – investigate opportunities for group rates			
		Incorporate cross-cultural training			
		Collaborate with Transport Canada to implement training programs involving travel by boat			
	<b>Investigate the Grassroots Community-Based Tourism Program</b>	Encourage entrepreneurship in the region	<b>10 trained</b> entrepreneurs / Experience Providers per year	<ul style="list-style-type: none"><li>Dept. of Language, Culture, and Tourism</li><li>Dept. of Education and Economic Development</li><li>ICGs</li><li>Local businesses</li><li>Nunatsiavut Artisans</li><li>Experience Providers</li></ul>	Years 1 - 2
		Include not-for-profit organizations as participants			
		Strive for 10 participants per year (2 from each community)			
<b>Organize Best Practice Mission</b> to inspire leadership, experience providers, artisans, and other potential service providers			<ul style="list-style-type: none"><li>Dept. of Language, Culture, and Tourism</li><li>ICGs</li></ul>	Year 2 - 3	



Product and Experience Development	Projects	Activities	Key Performance Indicator(s)	Potential Partners	Timeframe
	Provide support and guidance for each community to continue to develop new experience opportunities:	Develop Ambassador Guidebook and long-term plan for Hebron National Historic Site	Creation of <b>up to 5 self-guided experiences</b> which may increase visitation to the region by up to 50%	<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Dept. of Education and Economic Dev.</li> <li>ICGs</li> <li>Local businesses</li> <li>Artisans &amp; Experience Providers</li> </ul>	Years 1 - 5
		Pursue niche markets for winter adventures			
		Work with communities to develop guidebooks and offer mentorship opportunities to those interested in becoming tour guides			
	Investigate models of experience development and delivery that could work for Nunatsiavut such as the STM model		Minimum of <b>3 new experiences developed each year</b>	<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> </ul>	Year 2
	Seek opportunities when safe to do so for alternative accommodations	Continue to explore the potential for AirBnb options		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Hospitality NL</li> <li>NL Dept. of Tourism, Culture, Arts, and Recreation</li> </ul>	Year 3
		Encourage opportunities for new alternative accommodations			
	Establish an archeology policy regarding tourism development on protected lands		Increasing room capacity and additional revenue for locals by 50%	<ul style="list-style-type: none"> <li>Dept. of Lands and Natural Resources</li> <li>Division of Archeology</li> </ul>	Year 2
	Explore Indigenous Culinary experience opportunities:	Collaborate with Department of Lands and Natural Resources	Creating unique places to stay to <b>increase accommodations by 20%</b>	<ul style="list-style-type: none"> <li>Dept. of Lands and Natural Resources</li> <li>Dept. of Language, Culture, and Tourism</li> <li>NL Dept. of Tourism, Culture, Arts, and Recreation</li> <li>ICGs</li> </ul>	Year 2
		Encourage opportunities for local chefs/cooks/caterers to offer food, services, and experiences			
		Develop up to 2 culinary experiences in each community			
	Develop 5 themed self-guided experiences in partnership with communities		Develop up to <b>2 culinary experiences in each destination</b>	<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> <li>Artisans &amp; Experience Providers</li> </ul>	Year 1 - 5
	Improve signage and way-finding at visitor arrival areas			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> <li>Parks Canada</li> </ul>	Year 1 - 3
	Develop Visitor Programming for Illusuak Cultural Centre			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Nunatsiavut Group of Companies</li> <li>NL Dept. of Tourism, Culture, Arts, and Recreation</li> </ul>	Year 1 - 5

Product and Experience Development	Projects	Activities	Key Performance Indicator(s)	Potential Partners	Timeframe
	Develop Visitor Programming for Illusuak Cultural Centre			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Nunatsiavut Group of Companies</li> <li>NL Dept. of Tourism, Culture, Arts, and Recreation</li> </ul>	Year 1 - 5
	Develop a Regional Approach for Working with the Cruise Industry	Develop an understanding of the cruise industry		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Cruise NL, Adventure Canada, Kamutik W</li> <li>Transport Canada</li> <li>ICGs</li> </ul>	Year 3
		Negotiate shore excursion fees			
		Create unified standards and guidelines that include staffing, costs, communications procedures, and arrival protocols			
	Explore opportunity to continue with the Indigenous Guardian Program			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICG in Hopedale and Parks Canada</li> </ul>	Year 2
	Develop Performance Training Services	Develop training that focuses on the revival of cultural practices that can be turned into tourism experiences (Drum dancing, square dancing, storytelling, Labrador songs, etc.)		<ul style="list-style-type: none"> <li>Dept. of Language, Culture and Tourism</li> <li>Local performers, artisans, and experience providers</li> <li>ICGs</li> </ul>	Year 1

Adaptation & Innovation	Projects	Activities	Key Performance Indicator(s)	Potential Partners	Timeframe
	Develop virtual experiences such as arts and crafts workshops and culinary experiences		Creation of <b>5 immersive digital experiences</b>  Develop <b>7 online interactive maps</b> – one for each destination	<ul style="list-style-type: none"> <li>Local artisans</li> <li>Local chefs / cooks</li> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> </ul>	Year 1
	Develop Regional Storytelling Project			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> <li>Elders and Knowledge Keepers</li> <li>Youth</li> </ul>	Years 1 – 5
	Develop an app that contains GPS triggered points of interest, integrated AR features, and digital stories	Build upon community map project by exploring GPS triggered points of interest and Augmented Reality		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> </ul>	Year 1

Marketing & Branding	Projects	Activities	Key Performance Indicator(s)	Success Network	Timeframe
	Continue to promote Them Days Nunatsiavut Special Edition book		<p>Assisting a minimum of <b>10 local entrepreneurs</b> for a unified brand across the region</p> <p><b>Increasing awareness of the region by 50%</b></p> <p>Develop <b>2 ad campaigns per year</b> with partners to support our people and places</p>	<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Them Days</li> </ul>	Years 1 - 5
	Develop a <b>Bold Brand Marketing Strategy for the Region</b> that ensures brand harmonization with all physical and visual assets which include:	<ul style="list-style-type: none"> <li>Ambassador Guidebook</li> <li>Visitor Signage</li> <li>Craft / Visitor Centres in each community</li> <li>Destination maps (printed and digital)</li> <li>Online presence</li> </ul>		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> </ul>	Year 2
	<p>Develop <b>internal awareness campaign</b> that promotes tourism opportunities in the region</p> <p>Develop <b>external awareness campaign</b> to seek new partnerships</p>	<ul style="list-style-type: none"> <li>Create sales and marketing partnership with Destination Labrador</li> <li>Develop partnerships with relevant tourism organizations such as NLITA and ITAC</li> <li>Pursue opportunities to offer packaged experiences that Tour Operators can promote</li> </ul>		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>ICGs</li> <li>Dept. of Education and Economic Development</li> <li>NL Department of Tourism, Culture, Arts, and Recreation</li> <li>Destination Labrador</li> <li>NL Tourism</li> <li>Cruise NL</li> <li>ITAC</li> <li>NLITA</li> <li>Destination Canada</li> </ul>	Years 1 - 5
	Implement <b>consumer confidence campaign</b>	<ul style="list-style-type: none"> <li>Add COVID-19 info to Nunatsiavut Visitor's Guide</li> </ul>		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Department of Tourism, Culture, Arts, and Recreation</li> </ul>	Year 2
	Pursue <b>Opportunity to Host a FAM Tour</b>			<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Department of Tourism, Culture, Arts, and Recreation</li> </ul>	Year 4
	Enhance <b>Online Presence:</b>	<ul style="list-style-type: none"> <li>Revamp tourism website</li> <li>Ensure partner websites have up to date information</li> <li>Implement social media campaign</li> <li>Create shareable moments through Instagram</li> </ul>		<ul style="list-style-type: none"> <li>Dept. of Language, Culture, and Tourism</li> <li>Partners' websites that showcase the region's tourism information</li> </ul>	Years 1 - 5

# Links to Public Documents



## Strategic Alignment – Links to Public Documents

- [Nunatsiavut's Tourism Strategy 2014-2020, a 2017 Mid-Point Review and Tactical Update](#)
- [NLITA's 5-Year Newfoundland & Labrador Indigenous Tourism Strategy](#)
- [Provincial Tourism Product Development Plan \(2017-2020\)](#)
- [Labrador Tourism Destination Visitor Appeal Appraisal \(2014\)](#)
- [ITAC's Forward Together: A Strategic Recovery Plan for the Indigenous Tourism Industry in Canada \(2020-2024\)](#)
- [Canadian Tourism Commission's Explorer Quotient Toolkit & Profiles](#)
- [UNWTO's Global Guidelines to Restart Tourism \(2020\)](#)



