

NUNAVIK TOURISM DEVELOPMENT

ACTION PLAN

October 8, 1991

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SECTION ONE

REGIONAL COMPONENTS OF NUNAVIK TOURISM

Defining the Tourism Industry of Nunavik

The following is a breakdown of the categories of Nunavik tourism:

- **Regional segments of tourism activity**
- **The regional players of the Nunavik region**
- **Associated services industry**
- **The tourism roles of designated regional players**
- **Areas of concern in Nunavik tourism development**
- **The rules of the tourism game**
- **Roles of the regional task force**
- **The community roles**

THE HUNTING AND FISHING INDUSTRY

- **Adventure Tourism**
- **Business Tourism**
- **Inter-regional Tourism:**
 - ◇ **Family related travel**
 - ◇ **Holiday related travel**
 - ◇ **Sports related travel**
- **Cultural and Heritage Tourism**
- **Marine and Cruise Ship Visitation and Activity**

THE REGIONAL PLAYERS OF THE NUNAVIK REGION

- **Makivik Corporation**
- **Kativik Regional Development Council**
- **Kativik Regional Government**
- **Landholding Corporations**
- **Municipal Governments**
- **Tourism Canada**
- **Tourism Quebec**
- **Nunavik Outfitters and Tourism Association**

ASSOCIATED SERVICES INDUSTRY

- **Air Inuit**
- **Travel Agencies**
- **First Air**
- **Canadian Airlines**

THE TOURISM ROLES OF DESIGNATED REGIONAL PLAYERS

Each regional player involved in Nunavik tourism development should have specific roles. A complete understanding of what is required in a total regional participation effort, will help develop a solid direction of events. Specific roles and policy will aid in establishing a regional development focus on development goals. Once priorities are set up, with every player aware of the game plan, a common direction and tourism development strategy will be forthcoming.

AREAS OF CONCERN IN NUNAVIK TOURISM DEVELOPMENT

Questions should be raised about the following:

- **How much tourism input does the region require and in what form?**
- **How much tourism influx could the Nunavik region absorb without unbalancing the cultural and environmental aspects of the region?**
- **Are the communities ready to handle and service a tourism clientele? Questions should be raised about regional tourism awareness and training.**
- **Is the region accessible? Do our available transport services meet the requirements of a tourism development strategy?**
- **Is venture capital available? If so, what are tourism development priorities.**
- **What are the Nunavik regions' strong points vs weak points?**

THE RULES OF THE TOURISM GAME

Regional vs community roles in tourism development

Defining the roles:

Nunavik tourism development is dependant on the participation and direction of two sectors:

- 1) Regional roles and policy**
- 2) Community involvement**

A regional tourism task force would enforce a strategic plan of tourism development. This task force would set up the guidelines of regional tourism development. This entity would address regional development issues pertaining to the entire industry and coordinate tourism initiatives. A regional tourism effort includes role defining and policy making.

ROLES OF THE REGIONAL TASK FORCE

- **Coordinating all communication between the regional players.**
- **Policy and decisions pertaining to the quality of tourism services (pricing, etc.)**
- **Addressing issues concerning transport and accessibility to the region.**
- **Coordination of all tourism development efforts and initiatives.**
- **The establishing of a minimum of requirements and guidelines for community projects and initiatives.**
- **The establishing of regional policy directed towards safety standards within the tourism industry.**
- **Trouble shooting and public relations efforts.**
- **Regional marketing and promotions.**
- **Data collection concerning all aspects of the regional tourism picture.**

THE COMMUNITY ROLES

- **Communities implement regulations, by-laws, and policies, pertaining to local weaknesses and strengths relating to tourism development.**
- **Communities should adhere to regional policies of tourism development.**
- **Communities should help collect tourism data for the regional office.**
 - ◇ **data on inter-community travel**
 - ◇ **data on inter-community activity**
 - ◇ **local tourism revenues**
- **Communities should follow regional guidelines on quality control and pricing structures of tourism activities.**

Community involvement in relation to the regional development strategy is crucial. The combination of community and regional direction is vital to the success of the growing tourism industry. The communicative participation of these two regional players, will reinforce the tourism development efforts and help complete the projected tourism initiatives.

SECTION TWO

INTRODUCTION TO NUNAVIK TOURISM DEVELOPMENT

The following report is an overview and action plan for Nunavik tourism development. The goal of this strategic development plan is to establish a tourism development direction of events with a strong hands on approach. In the past, many tourism development ideas were in the form of fact finding conceptual documents that did not address the importance of a strategic work plan. Nunavik is at the stage of development where we have to stop and focus our efforts and direction towards relative development issues. The Nunavik region has, as any other region, its strong points and weak points. By working on the weak points and reinforcing the strong points, we would develop a stronger and more well-balanced tourism industry. In an effort to get the ball rolling, we must address immediate regional concerns, establish a regional policy and implant a development strategy. By using a rifle shot development approach to specific issues, we would deal with one development problem at a time. The shot gun approach to a scattered, regional development plan has shown to be ineffective, costly and time consuming. We need to focus on specific development targets and shoot from one solid regional position.

REGIONAL TOURISM DEVELOPMENT

**REGIONAL DIRECTION + HANDS ON WORK =
TOURISM DEVELOPMENT SUCCESS**

MAKIVIK CORPORATION THE CATALYST OF NUNAVIK TOURISM DEVELOPMENT

The development of the Nunavik tourism industry should be looked at as any other venture in business development. Businesses, in the beginning stages of successful development require four things.

- 1) A solid organizational base
- 2) Leadership
- 3) A dynamic team
- 4) Accountability for actions

Without these two important issues, most businesses would never get off the drawing board. In the past, tourism development efforts have been unfocused and generally ineffective. Communication and relative tasks to tourism development have not been defined. The two main regional players, Makivik and K.R.D.C. have not established a common front of activity. Development initiatives have been similar to a football quarterback not knowing who is going to call the play. The result of this ineffective leadership is - no game plan, and a confusing situation. I suggest that Makivik Corporation assumes the tourism development leadership, defines the game plan, and calls the shots with the other regional players.

In an effort to establish leadership in the tourism game, the Makivik Corporation should define the following:

Makivik Corporation's Leadership

- The declaration of tourism as being a priority in regional development.
- The declaration of regional leadership in tourism development.
- The declaration of regional policies of development and why.
- A Nunavik tourism contribution budget with procedures for approval.
- A defining of roles within tourism development.

NUNAVIK TOURISM DEVELOPMENT THE ACTION PLAN

The Hunting and Fishing Industry

The hunting and fishing industry of Nunavik is the largest and fastest growing tourism component of the region. Past conceptual reports have indicated that maximum market potential has been achieved and we are at a development saturation point. I disagree with this thinking as the past two years have shown industry growth and future development potential. In an effort to better understand this industry we should separate the two basic industry elements.

- 1) Hunting
- 2) Fishing

Hunting

External market interest for the hunting segment of this industry has increased. The caribou migrations and saturation of the "Schefferville region" with many new outfitters has caused large segments of markets to look towards Kuujuaq as a possible destination. The Nunavik region's potential of outfitting development has never been higher. The Nunavik region has many factors that score high within the priorities of available external markets:

- 1) Caribou hunting
- 2) Black bear
- 3) Exotic species such as polar bear, muskox, and walrus
- 4) Migratory birds

Two of the regional strong points concerning market priorities is our jet accessibility and follow through Twin-Otter services to outfitting camps. The Nunavik region is by far the highest potential development area in North America. In an effort to stay away from the regional development problems experienced by the Schefferville area, guidelines for future development and quality control need to be considered.

NUNAVIK TOURISM DEVELOPMENT THE ACTION PLAN

Fishing

The Nunavik region is host to a variety of fish species that also score highly within market priorities. Of great importance are the Arctic char and Atlantic salmon. Arctic char are not found in southern latitudes and represent a very strong development potential. Atlantic salmon fishing in Nunavik, however, is limited. Most of the Atlantic salmon fishing sites are already under control with strong repeat market sales. As southern latitudes deplete fish resources, the Nunavik region will be targeted as the "last frontier" for trophy sport fishing.

Sector: Outfitting development

- Actions:
- The establishment of a regional development plan and policy pertaining to outfitting development;
 - Develop regional policies on industry rates and tariffs (quality control);
 - Plan efforts to consolidate the industry ref.: (M.L.C.P. development plan, volet II), (Communication with the Outfitters Association);
 - The establishment of a partnership between outfitters and the regional tourism office;
 - Define regional position on the "mobile camp" policy;
 - The need for incubator type services for new joint ventures.

NUNAVIK TOURISM DEVELOPMENT THE ACTION PLAN

Regional Marketing

- Develop projects of promotional support for the industry (i.e. brochures, booth, trade shows);
- Collection of data relative to promotional efforts and industry development (industry mailing lists);
- Regional trade show representation;
- Offer aid in marketing and trend analysis;
- Develop public relations with various print and visual medias directed towards publicity development (outdoor writers);
- Develop industry film and video projects;
- Develop a regional tourism newsletter.

The Development of Cultural Awareness

Considering that one of the main selling points of the Nunavik region is the Inuit people, efforts directed towards regional cultural positioning should be undertaken.

- Increase the visibility of the Inuit culture during industry trade show representation;
- Develop a photo bank containing resource material on all aspects of the Inuit culture and the Nunavik region;
- Develop a promotional aid program directed to the distribution of poster and picture material for the industry members;
- Create an audio-visual bank of resource video presentations and slides for industry promotional efforts;
- Develop a distribution program for arts and craft during trade show representation (negotiate discount prices for industry members).

ADVENTURE TOURISM

The successful development of adventure tourism in Nunavik will be closely related to the following seven points of concern:

- 1) Accessibility to the region (cost factors);
- 2) Community cooperation in following regional policy (see community roles);
- 3) Community awareness and readiness to receive tourists;
- 4) Regional promotional efforts;
- 5) The prioritization of new projects and initiatives;
- 6) The regional marketing plan and promotional budget;
- 7) The identification of financial assistance required to support adventure tourism in general.

- Actions:
- Identify areas for potential regional and municipal parks;
 - Establish policy and by-laws on resource management related to special wilderness areas (wildlife protection);
 - Define activities for each area;
 - Define seasonal access relative to safety factors and possible activities;
 - Develop and implement a regional marketing strategy:
 - ◇ Position the region through trade shows (regional and international);
 - ◇ Develop publicity through special trips with outdoor writers;
 - ◇ Set up a marketing and sales network through wholesale travel agencies;
 - ◇ The training of Inuit in promotional tasks of representation.

ADVENTURE TOURISM

Community Related Services

As defined in "Community Roles", a study of community infrastructure is required to help prioritize a development strategy related to the development of tourism services and quality control.

- Actions:**
- Inventory of local tourism accommodations and related equipment;
 - Development of trail networks;
 - Development of rudimentary shelters;
 - Training of local tourist guides or resource people;
 - Identify promoters and local tour operators;
 - Develop regional support and follow through on new tourism ventures.

BUSINESS TOURISM DEVELOPMENT

The development of tourism activities for the business tourism market should not be overlooked. As this market is an immediate travel segment already in the Nunavik region, a development strategy should focus on tailoring specific services for this clientele. Quite often the business sector has nothing to do during their leisure days. A tourism services approach, geared to their priorities, would be an inexpensive and functional possibility of adventure tourism development.

- Actions:
- Develop in-house excursion packages for the business traveller (use Makivik resource people);
 - Evaluate market priorities through questionnaires, and contact people (key people in related markets);
 - Select promoters and local tour operators (list possible activities);
 - Evaluate and implement the pricing structure of tourism services;
 - Develop an inter-regional promotional program (ref.: posters, newsletter, inter-office mailings to central offices of the potential markets);
 - Secure data on potential markets and frequency of visitation to Nunavik;
 - Over the long term, study the possibility of advertising in appropriate business trade magazines;
 - Study the priorities of the business traveller and adjust tourism infrastructure accordingly (ref.: hotel, transport, etc.) (upgrading of Kuujjuaq Inn);
 - Implement the strategy of selling and organizational follow through with Inuit travel agencies.

INTER-REGIONAL TOURISM

Inter-regional tourism is an important segment of our overall tourism industry. Inter-community travel represents an immediate tourism possibility. The development of activities for the residents of Nunavik will greatly aid in educating our future regional players in the tourism game. The fact that residents are already in the North, helps eliminate travel costs which deter a large part of our tourism markets. The implantation of special rates and tariffs and tour packages for residents would be beneficial in developing a regional tourism awareness. By working inter-regionally, we may find the acceptance level on tourism related activities to be higher with residents. As projects evolve, working out the "bugs" with residents will be easier than with external, international markets.

Inter-regional tourism can be segmented into three categories:

- 1) Family related travel
- 2) Holiday related travel
- 3) Sports related travel

- Actions:
- Do an inventory of the points of interest for resident tourism activity;
 - Develop inter-regional tour packages that fit the priorities of the resident markets;
 - Establish an inter-regional marketing strategy;

INTER-REGIONAL TOURISM

- Define the immediate markets:
 - ◊ Residents of Nunavik
 - ◊ Government agencies
 - ◊ Regional organizations
- Evaluate and implant inter-regional promotional efforts:
 - ◊ Inter-regional brochure inserts;
 - ◊ Posters "We think about you first";
 - ◊ Talk-shows on local radio (public interaction);
 - ◊ Slide shows and public relations efforts in communities.

Areas of Concern:

- Coordinating the development strategy (K.R.D.C. or Makivik);
- Inter-regional travel costs for residents:
 - ◊ Negotiate air fares with Air Inuit
 - ◊ Negotiate authorization for development activity from landholding corporations and M.L.C.P.
 - ◊ Establish agreements of policy concerning rates and tariffs with local tour operators;
 - ◊ Study safety and insurance coverage;
- Start data collection relative to client satisfaction and regional impact.

HERITAGE AND CULTURAL TOURISM

The heritage and cultural aspects of the Inuit are, by far, the largest attraction components of Nunavik tourism. Efforts to preserve and reinforce Inuit heritage and culture are very important to maintaining Nunavik's regional attractiveness. Nunavik should always be perceived as a region with special status in the eyes of the potential tourist. The elders of Nunavik should play a large part in educating Nunavik's youth to establish strong roots of cultural identity. As Nunavik evolves with the future tourism industry, the importance of cultural reinforcement will even be greater. Past tourism activity has shown to revolve around the aspects of Inuit traditions and history. As new segments of tourism develop, there will be many changes in the daily life of Nunavik residents. Two constants must always remain the same "The Inuit and the Arctic".

- Actions:
- Analyze the potential to commercialize specific products through special events:
 - ◊ Nunavik Music Festival;
 - ◊ Avataq Elders A.G.H.;
 - ◊ I.C.C. Conference
 - Develop unique spring/summer camps managed by elders;
 - Display and promote the knowledge and traditions of the Inuit people;
 - Invite and promote special cultural events to Nunavik (circumpolar conference);
 - Stimulate archaeological research and exchange programs;
 - Support the Inuit museum program;
 - Write special newsletters or articles in the yearly report.

EDUCATIONAL TOURISM

The educational tourism sector encompasses aspects of the training component along with the educational travel sector. For the moment, emphasis should be put on the implementation of special training programs within our educational system. The advent of special tourism related courses could greatly aid in providing a qualified tourism work force. The reinforcing of the Inuit cultural and heritage aspects within the educational system, will help strengthen our tourism potential internally as well as externally. Regional awareness is also greatly enhanced through various activities such as student and cultural exchanges.

Actions: • Develop possible vocational courses related to the tourism industry i.e.:

- ◊ business management;
- ◊ culinary services;
- ◊ marketing and public relations;
- ◊ first aid;
- ◊ orientation and navigation;
- ◊ survival, hunting and fishing;
- ◊ arts and crafts of Inuit culture;
- ◊ vehicle maintenance;
- ◊ firearm safety courses.

Student Exchanges

- Develop exchanges programs with various educational institutions;
- Plan workshops in southern school systems to position the Nunavik region within other regions;
- Develop slide shows and video presentations on education in the North;
- Invite universities to do case studies on Nunavik.

TOURISM AWARENESS

The success of the Nunavik tourism industry is dependant on community awareness and support. Without a total picture of what diversified tourism is all about, local residents will have trouble differentiating between the trophy hunter and adventure seeker. In the past, tourism activity has been mainly hunting and fishing. This segment of our tourism industry has influenced Nunavik's population perception. Specifically, only a few communities have had a steady contact and perceive tourists as having unlimited cash flow and easily manipulated. Experience with other tourism segments, such as adventure tourism has shown that cash flow is usually limited and their travelling priorities very different from the hunting and fishing segment. It is very important that a well defined process of regional policy and communication is diffused within the communities.

Over the long-term, a steady communication and educational approach directed at preparing the communities will help develop a base for a total understanding of what is the diversified tourism industry.

Actions: Tourism Awareness Raising

"Everyone's business, the Nunavik tourism week!"

- Develop posters concerning tourism;
- Radio talk-shows on tourism;
- Develop community awareness on keeping the environment free of garbage (start a clean-up task force with municipal by-laws);
- Establish welcome committees for special tourism delegations;
- Develop a local "Tourism Information Center";
- Identify streets with signs;

INTER-RELATIONS WITH GOVERNMENTS

Various government agencies can be a great help in the conception of a strategic tourism development plan. Of importance with government agencies, is that we show a solid direction of events. By creating a well managed tourism development strategy, funding and assistance in tourism development will be easier to acquire. Within the government operational structure, we can find departments that will aid in most of our development initiatives.

- I.S.T.C. : ◇ funding
- Tourism Quebec : ◇ promotional aid in brochures, trade shows, etc.
- Tourism Canada : ◇ data and marketing research
 ◇ international representation
 ◇ mailing lists of agencies

- Actions:
- Promote a well conceived regional tourism plan and direction of events within government departments;
 - Submit a development plan for financial assistance;
 - Utilize government resource people for knowledge concerning tourism in general;
 - Utilize government resource people for special projects (i.e. government photographers).

TOURISM PLAN FOR REGION 10

- Actions:**
- Lobby and pursue efforts to establish special status for Nunavik within "Region 10";
 - Finalize and promote a tourism development plan with other participants in "Region 10";
 - Invite other regional members from "Region 10" on a special visit or convention in Nunavik (public relations and cultural awareness);
 - Seek new tourism leads through other "Region 10" members (new markets and trends);
 - Use personnel or resource people from other tourism regions to help develop Nunavik (why re-invent the wheel);
 - Develop database exchange programs for regional mailings;
 - Create a Nunavik tourism directory. Have the other regions distribute the document within their regional tourism information outlets.

REGIONAL COMMUNICATION

The Makivik Newsletter

The Nunavik region is an immense land base with communities inter-spaced throughout its coastal areas. Many of the communities are very interested in developing their tourism potential. There seems to be a problem concerning the communities perception of who does what, and where. Makivik's regional role on tourism development needs to be reinforced within the communities. Once Makivik has established a regional policy of development, communities' roles will be defined and a solid tourism direction will result. Effective regional communication is of the utmost importance in developing an interaction between the communities and the regional development task force. A media vehicle such as a Makivik regional tourism newsletter would be very helpful in communicating all aspects of tourism development.

- Action:
- The "Makivik News", a special once a year issue on tourism;
 - Develop ideas for the conception and layout of the newsletter;
 - Compile data for specific tourism editorials:
 - ◇ "Words from the Makivik President";
 - ◇ "Article from the Tourism Association";
 - ◇ Development in market trends;
 - ◇ Community events;
 - ◇ Success stories concerning community projects;
 - ◇ Establish a plan of development for communities interested in tourism projects;
 - ◇ Publish a list of resource people to contact during the processes of project development;
 - ◇ Compile a list of available tourism infrastructure;
 - ◇ Articles on trips that are offered;
 - ◇ Articles on arts and crafts;
 - ◇ Human interest stories.

REGIONAL COMMUNICATION

- Distribution:**
- Regionally
 - ◇ All Air Inuit aircraft
 - ◇ First Air
 - ◇ Community mailings
 - ◇ Airports
 - External Distribution
 - ◇ During trade shows along with the regional brochure;
 - ◇ Tourism associations throughout Quebec;
 - ◇ Government agencies (in an effort to establish credibility concerning development efforts).

SPECIAL PROJECTS

This following segment concerns the possible implantation of three specific projects. These pilot projects concern three important issues directed to a regional development strategy.

- 1) Training our tourism work force - a diversified lodge in Kuujjuaq
- 2) Accessibility to Nunavik (ref.: diversifying our local transport with maritime accessibility)
- 3) Preparing for tourism impact from the new road to Kuujjuarapik (ref: Great Whale hydro facility)

THE LAKE STEWART LODGE

"A training institute and diversified tourism facility".

Makivik should study the possibility of building a special lodge facility in the region of Kuujuaq. This pilot project would be the most diversified facility of its kind in North America. The lodge would focus and combine many aspects related to modern tourism development:

- 1) Diversified training program;
- 2) Diversification of tourism services i.e. adventure tourism, hunting and fishing, Inuit culinary experiences, first class accommodations, regional tourism information center;
- 3) Regional positioning "A first in northern tourism development";
- 4) Cultural and heritage center "Museum";
- 5) Regional visibility from impact publicity.

This "lodge institute" pilot project would bring all regional tourism attractions under one roof. The facility would be open year round and cater to a very diversified clientele:

- Business and incentive travel;
- Inter-regional travel;
- Hunting and fishing tourism;
- Adventure tourism;
- Cultural and heritage tourism.

THE LAKE STEWART LODGE

The lodge could be the jump off point for other joint venture activities in other communities. A facility of this type would develop a large spectrum of services and follow through on a regional development plan. Prior to any new local project development, new entrepreneurs would be required to follow courses given at the institute. The administration and services program development would require assistance from many departments within the regional framework of Nunavik. By working with as many regional players as possible, team work and tourism interaction would generate a regional success story. The institute would be the first of its kind in North America. Resulting publicity would highlight the region and position Nunavik as a first class destination.

- Actions:
- Definition of the project (terms of reference of the study);
 - Submit an application to I.S.T.C. towards funding of a market and feasibility study;
 - Hire a specialized consultant and develop a full concept;
 - Analyze the viability of the project;
 - Regroup all concerned regional players and develop the educational program;
 - Spread the word and generate funding and subsequent publicity.

REGIONAL ACCESSIBILITY

Regional Maritime Transport

Judging by the fact that most of Nunavik's communities are coastal accessible and evenly distributed throughout Hudson and Ungava Bay's, tourism potential would increase with a local marine transport system. Maritime transport would open up many of the more northern communities and aid in developing an equitable distribution of tourism activity. At this moment, aircraft charter is very expensive and certain related adventure tourism markets are cash poor. Local marine transport is usually less expensive than air travel and caters to a larger spectrum of tourism activity. The visual and cultural aspects of the north would be attractive to a large segment of North America's travelling clientele. Regionally, communities would benefit from reduced cargo transport costs and have an alternative mode of local transport. Departures and/or overlapping routing could be from Kuujjuarapik and Kuujuaq. With the advent of the proposed road to Kuujjuarapik, tourists could travel by car or bus and then hop aboard the boat for a northern cruise along Nunavik's coast. When the road to Radisson was opened, thousands of tourists travelled to James Bay in search of adventure. Offshoot tourism activities would increase and the entire region would benefit.

Priorities of General Tourists:

- 1) Accessibility and transport cost factors
- 2) Reliability and safety of transportation
- 3) Number of activities for the dollar! Getting more for the money
- 4) Exotic getaways the curiosity element

REGIONAL ACCESSIBILITY

Strong Points of Maritime Transport

- 1) Accessibility = less expensive than air travel
- 2) Reliability = usually on time and well regulated (safe and easy)
- 3) Numerous points of interest (coastal)
- 4) Romantic and exotic in the North.

- Actions:
- Definition of the project (terms of reference for the study);
 - Submit application to I.S.T.C.;
 - Do a survey and questionnaire in local communities to find out interest levels;
 - Develop a conceptual paper;
 - Study the regional impacts;
 - Analyze the viability of the project;
 - Prepare a marketing study and business plan;
 - Check and list all offshoot marine transport activities.

KUUJJUARAPIK/UMIUJAQ STRATEGIC COMMITTEE ON TOURISM

Considering the geographical dimensions of Nunavik, it would be logical to deduce that certain regions will have special development issues to deal with. The area of Kuujjuarapik and Umiujaq is in an immediate area of regional controversy. The proposed development of the "Great Whale" project will have a profound impact on this region's tourism development. The hydro project will require road development and with road development comes a large influx of adventure seekers. Of great importance is the proposed location of the new airport facility. Also to take into consideration is the impact of the power line from Kuujjuarapik to Umiujaq. Questions need to be raised and issues relating to tourism impact need to be analyzed. Regional policy of development will have a general influence on all areas of Nunavik, however, local problems of tourism development should be handled by concerned community players. In an effort to help prepare the Kuujjuarapik region to structure a local plan of tourism development, I propose the creation of a strategic committee on tourism (Kuujjuarapik/Umiujaq).

Goals of the strategic committee

- To address all issues pertaining to local tourism impact
- To prepare a local plan of development
- To act as a unified voice for the community

KUUJJUARAPIK/UMIUJAQ STRATEGIC COMMITTEE ON TOURISM

- Actions:**
- Research and list all project tourism development problems for the region;
 - Seek out local residents to develop key people to aid in structuring this committee.
 - Develop communication channels;
 - Make a list of regional development policies;
 - Visit the region and start a public relations effort to show that Makivik is concerned about this area;
 - Build a solid regional and community partnership;
 - Become a member of this committee and follow through as a regional support vehicle.

The Kuujjuarapik region is comprised of Cree and Inuit residents. A good part of the region is opposed to the development of the hydro project. It would be important to take into consideration the timing of presenting a strategic committee on tourism. Residents seem to be very "issue" sensitive at this moment. They might perceive that we are "jumping the gun and pro-hydro". Makivik could, however, begin a fact finding mission prior to the implantation of the committee. By gathering all the facts and preparing in advance, we will have solutions to problems in advance of their arrival.

YEAR ONE ACTIONS

This report has reviewed the entire Nunavik tourism industry. Every segment of tourism activity has been defined. Specific actions relating to the overall development picture have been presented. As suggested in my opening statements of the report, I feel that we should not attack all development issues with a scattered, shot-gun approach. Dispersing our energy over such a large field of activity would not be effective. We must use a rifle, single shot attack plan that would target specific issues. By implementing a step by step action plan, that is hands on, and objective oriented, Makivik will establish an effective direction of regional tourism development.

Step One: Become visible "internally and externally"

Step Two: Action oriented effectiveness

YEAR ONE - BUDGET

<p>Step One</p> <ul style="list-style-type: none"> • Create a once a year issue of the Makivik news, specifically on tourism • Create a regional tourism newsletter to be distributed four times a year (in-house conception) • Implement radio talk shows on tourism in Nunavik communities • Print and distribute posters to develop tourism awareness • Create an audio-visual bank of stock video and photography • Position Nunavik through industry trade show representation 	<p>\$20,000 \$4,000 \$7,000 \$5,000 * \$4,000</p>
<p>Step Two</p> <ul style="list-style-type: none"> • Create five pilot projects related to inter-regional tourism markets <ul style="list-style-type: none"> ◊ Torngat Mountains package ◊ Nouveau-Québec crater package ◊ Richmond Gulf package ◊ Two optional community initiatives to be discussed • Organize two familiarization trips for industry outdoor writers (winter and summer) 	<p>\$15,000 \$25,000</p>
<p>Special Projects</p> <ul style="list-style-type: none"> • Preliminary feasibility study of the Lake Stewart lodge institute • Preliminary feasibility study of regional maritime transport • Implantation of the Kuujjuarapik/Umiujaq committee on tourism • Do a complete inventory of tourism accomodation and related services <p>Budget already submitted to finance Additional items listed above</p>	<p>\$15,000 \$30,000 * \$135,250 <u>\$125,000</u> \$260,250</p> <p style="font-size: small; margin-top: 5px;"><i>20,000 for Makivik 20,000 for tourism</i></p>
<p>Total Budget Required</p> <p>*Already submitted</p>	