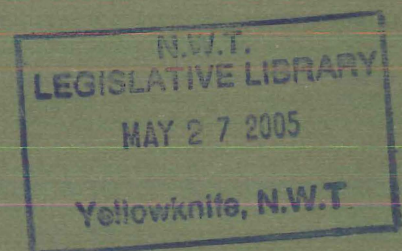




NORTHWEST TERRITORIES TOURISM  
2003-04 ANNUAL REPORT



LIVE THE LEGEND



## 2003-04 Mission Statement

To develop a dynamic partnership of industry and government in support of our vital, viable and sustainable industry, by marketing tourism and providing support to tourism operators and communities in the NWT in a fair and equitable manner.

## 2003-04 Vision Statement

The Northwest Territories will be the premier four-season Northern Canadian tourism destination delivering a wide range of activities such as general touring, historical and cultural activities, wilderness adventure and hunting and fishing opportunities.

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## NWT Tourism Board of Directors

President:	Jim Peterson, <i>Peterson's Point Lake Lodge</i>
Vice President:	Myron Miller, <i>First Air</i>
Secretary:	Suzan Marie, <i>Bush Tea Resources</i>
Treasurer:	Tracy Therrien, <i>Top of the World Travel</i> (resigned, Feb/04)

## Directors

Fred Arrowmaker <i>Gameti Development Corporation</i>	Annette Hastie <i>Grey Goose Lodge</i>
Arlene Carmichael <i>Gwich'in Tribal Council</i>	Ria Letcher <i>Deh Cho Tribal Council</i>
Doug Doan <i>Resources, Wildlife &amp; Economic Development</i>	Raymond Simon <i>Akaiicho Territory</i>
Mike Freeland <i>Blachford Lake Lodge</i>	John Tutcho <i>Sabtu Secretariat Inc.</i>
Camellia F. Gray <i>Inuvialuit Regional Corporation</i>	Ragnar Wesstrom <i>Enodah Wilderness Travel</i>

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## NWT Tourism Staff

David Grindlay – Executive Director  
Brian Desjardins – Communications Manager  
Natasha Mihailovic – Manager, Finance and Administration  
Stephanie Berube – Call Centre Administrator  
Tasha Stringer – Administrative Assistant



“ *Based on current trends, the resource sector will comprise nearly half the Northwest Territories’ GDP over the next decade, which would make the economy highly vulnerable to turbulent economic swings. Accordingly, it will be increasingly important to lay the foundation for other non-mining industries to thrive.*

*Three strategically important industries outside the mining sector have particular potential to grow and prosper – hydroelectric power, telecommunications and **tourism**.* ”

**Derek Burleton, Senior Economist**  
**TD Bank Financial Group**

From: *Canada’s Northwest Territories: Can Gas and Gems Bring Sustained Growth to the North?*  
December, 2003

#### TABLE OF CONTENTS >>

President’s Message	2
Executive Director’s Message	4
Operations Report	6
Marketing Report	8
Looking Ahead	11
Financial Statements	14



Jim Peterson, President NWT Tourism

### *Message from the President*

# BUILDING A STRONG, UNIFIED, AND COHESIVE TOURISM INDUSTRY ASSOCIATION

For the **Northwest Territories** to garner its share of Canada's lucrative tourism market, we need a strong, well-financed, productive industry organization.

These past two years have been a tremendous opportunity for me, as your President, to provide leadership, to work with the Board of Directors and staff, government and non-government organizations and to represent your interests, views and positions on the many issues and challenges facing the tourism industry and our association.

We have proven that we can and will lead the way in building a strong tourism organization for the Northwest Territories. I am pleased and encouraged by the positive direction our association has taken. Each one of us must actively promote the recognition and understanding of tourism as an engine for social and economic development. As an organization, we need to continue to seek ways to improve the business environment for the tourism industry and the Northwest Territories so we can become a competitive *Destination of Choice* and *Territory for all Seasons*.

The Government of the Northwest Territories (GNWT) is supporting our activities through a budget for marketing as well as administrative and operational support. Gerry LePrieur, Barb Dillon, Karen Taggart and all the

staff with Parks and Tourism as well as Richard Zieba and the Economic Investment and Analysis staff have provided invaluable support to our effort, and we thank them for their commitment. Together our efforts are paying dividends especially in terms of the close working relationship our association enjoys with the GNWT, our Agency of Record, the Canadian Tourism Commission, the Travel Industry Association of Canada, Aboriginal Business Canada, Industry Canada, the City of Yellowknife, and the territorial and local Chambers of Commerce.

Our first monumental task was to get our financial house in order. We could not approach the government for additional funding without first eliminating our debt and putting financial measures and controls in place to ensure accountability, transparency and to ensure wise use of taxpayers' money. We implemented some 21 Auditors' Recommendations, hired a bookkeeper/controller, reduced the number of staff, reduced office space, made other significant cost cutting measures and carefully followed our business plan and budget. We rose to the challenge to do **more with less**, eliminating a \$300,000 debt and producing the first-ever balanced budget

and surplus at fiscal year end 2003-04. Promoting a vast area such as the Northwest Territories with a limited budget could not have been accomplished without the dedication, commitment and hard work of our staff, David Grindlay, Brian Desjardins, Natasha Mihailovic, Stephanie Berube and Tasha Stringer. They are to be congratulated for their efforts.

Now that we are financially secure, our next task is to increase funding to our organization. We have been actively lobbying federal and territorial governments, politicians, the Legislative Assembly Governance and Economic Development Committee, NWT and Yellowknife Chambers of Commerce, Rotary, and the public on the contribution that tourism makes to the economy of the NWT. We have not had an operational increase in our budget in the past eight years, and the last marketing budget increase was in 2000 when the hotel tax was defeated and the \$921,000 of expected tax revenue remained in the main estimates and was given to NWT Tourism. These funds certainly assisted the industry, but the current \$1.3 million dollar marketing budget is nowhere near what is needed to do the job of increasing the number of visitors to our Territory.



Currently we have the smallest tourism marketing budget and staff in Canada including both Nunavut and Yukon Territories. The Yukon's budget is \$7 million dollars, and for 2004-05 they received a \$1.3 million dollar increase. This increase totaled our entire marketing budget. Nunavut has a \$2.5 million dollar budget. This raises the question: "How do we effectively compete for our market share when other jurisdictions in Canada have such deep pockets?"

I attended the *Talking Tourism Symposium* in Ottawa with the Yukon and Nunavut and voiced my concerns to the Tourism Industry Association of Canada, MP's, Senators, and to the federal government departments on the disparity between the provinces and territories in the Government of Canada's Economic Development Agreement. Since those meetings we have been advised that funding is available but have not yet been advised how the program will be delivered, the eligibility and criteria for applying.

Although funding is important to our organization, it is not the only thing needed to build a strong tourism organization. We also need the full participation and co-operation of our

membership. I feel that the time we spend communicating internally and externally results in a more fulfilling relationship with our membership, the Board, NWT Tourism staff and myself as your President. We have worked very hard to improve communications with our members, offer partnering opportunities and encourage members to participate on committees and get involved with our association so each member feels a sense of ownership.

The power of our membership comes from well-informed members who recognize the value of our ability to work together as a team for a common goal.

Over the past year many airlines, hotels, restaurants, car rentals and operators have contributed generously to our marketing efforts for familiarization tours, media tours and other communications and administrative costs. In 2003-04 fiscal year this contribution was over \$250,000. This I believe shows the dedication and commitment of our industry partners.

We trust you will find this report informative. It is the first annual report ever produced in the history of NWT Tourism and will become an annual publication. We also hope that you'll join

us as we work to strengthen the tourism industry including increasing resources and investment and further defining our association's role for the future. I believe that it will take the collective will and hard work of all stakeholders to lead us down the path to success. In 2003-04 the NWT Tourism Board of Directors addressed some difficult challenges and made significant progress for its membership. In 2004-05, with your assistance, we plan to build NWT Tourism into one of the best tourism associations in Canada.

I look forward to working with each of you to grow tourism for the benefit of all Northwest Territories residents.

Henry Ford once said:

*"Coming Together is a Beginning.  
Staying Together is Progress.  
Working together is Success."*

Sincerely,

Jim Peterson, President NWT TOURISM



David Grindlay, Executive Director

*Message from the Executive Director*

# DO MORE WITH LESS

**Our challenge** in 2003-04 was to accomplish more with fewer resources – both financial and staff.

Every organization needs a solid foundation in order to support growth. NWT Tourism is no exception. In order to identify where we are going, we worked with a consultant on an annual business plan. This plan was designed to allow us to measure success and continue to deliver most services, yet at the same time eliminate a substantial deficit.

When this plan was implemented, I was the acting executive director of the association, and also maintained responsibility for marketing. In January 2004 I was appointed executive director, and continued to have responsibility for marketing. This was part of our cost cutting program, which also included reducing office space, and resulted in substantial one time savings.

Considering our reduced staff levels and budget, I am pleased to report that we were able to maintain all our existing marketing initiatives, add several new initiatives and hold our ground on tourism visitation numbers and revenue in the 2003-04 year, a year when overall travel to Canada from the United States was down.

In 2003-04 a major partnership recovery program in the Japanese Aurora market was launched. The

program assisted in increasing the number of visitors to almost 10,000, up substantially from the post 9/11 drop in Japanese visitors. We initiated a Domestic Recovery Program that resulted in over 8,000 visits to our web site and 3,000 entries into a contest to win a trip to the Northwest Territories. The Domestic Recovery Program combined with our Glenbow initiative resulted in the addition of some 15,000 names to our data base of potential NWT visitors.

Although the majority of our budget is spent on North American marketing, we continue to maintain a presence in the emerging European markets, specifically Germany and Great Britain. We have now been in these markets for nearly five years, and although we are seeing small increases in numbers of European visitors, we expect it will take another five to 10 years to build our share of this market.

We continue to encourage respected travel writers and known tour wholesalers and operators to visit the Northwest Territories, and last year our operators hosted some three dozen writers, mainly from the United States and Canada, but also from Japan, Europe and a number of buyers on

special familiarization tours. On behalf of the association I would like to thank the many operators who partnered on bringing these writers and buyers to the Northwest Territories.

To be effective an organization needs solid direction and feedback from its board. The strong support and direction from the Board of Directors has enabled the organization to achieve its goals and look forward to a positive and productive future

During our past fiscal year we measured our progress on the five major goals set for the organization. In the operations and marketing sections of this report, we report the progress made on each goal.

2003-04 was a very busy year for the staff of the association. New initiatives were launched and staff had to put in many hours to ensure these programs were successful. In 2004-05 we look forward to increasing our staff by one or two people, so we can serve you better and build the NWT tourism industry to its full potential.

A handwritten signature in black ink, appearing to read 'David Grindlay'. The signature is stylized and fluid.

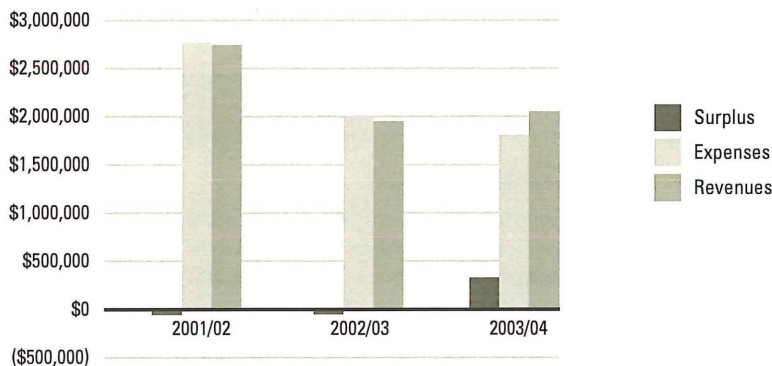
David Grindlay, Executive Director



**ABOVE:** A small staff of five operates all the programs and activities of the association. They are: back row, left to right: Stephanie Berube, call centre administrator; Natasha Mihailovic, manager, finance and administration; Brian Desjardins, communications manager. Front Row, David Grindlay executive director and Tasha Stringer, administrative assistant.

## Past Performance

The following table provides information on the financial performance of the NWT Tourism over the past three years. Through a combination of sound business planning and decision making, the Board of Directors implemented a Business Recovery Plan that has eliminated a huge deficit and improved the financial condition of the association.



## Communications

Over the past year, NWT Tourism issued four editions of the member newsletter Northern Hi-Lites, numerous electronic FYI newsletters and a number of OBI (Operator Buy In) bulletins. The Association also posted copies of releases, reports and other information on the member section of its website.

NWT Tourism regularly submits press releases to Government, Canadian Tourism Commission and many other media publications to ensure tourism continues to be recognized as an important economic contributor that is both sustainable and renewable in the NWT.

## Fam Trips – media, trade:

### Travel Media Association of Canada Media Marketplace

NWT Tourism attended the TMAC annual media marketplace held in St. John's, Newfoundland. Awareness for the NWT was created among Canadian travel writers, and some media familiarization fam tours were arranged for a number of writers to visit the NWT.

## GoMedia Canada

An invaluable cost-effective partnership with Canadian Tourism Commission, GoMedia Canada acts as a unique information gateway linking the journalistic community and tourism industry.

**NWT Arctic Tourism**  
**FYI** for your information  
September 17, 2004

**2004 NWTAT AGM & TOURISM CONFERENCE - Yellowknife, November 4-6**  
 We would like to thank Tourism Yukon for its generous donation of the 2004 AGM & Tourism Conference which is held in Yellowknife, Northwest Territories. We encourage everyone to mark your calendars now and plan to attend this exciting event. This event promises to be a valuable experience as we learn, network and share ideas on tourism and marketing-related issues.

**Schedule at a Glance**

Annual General Meeting	Thursday, November 4
Tourism Conference	Friday, November 5
Industry Forum Program	Saturday, November 6
Sponsorship Program	Sunday, November 7

**At this time, the planning committee is still working on details for both the Annual General Meeting and Tourism Conference and the Annual Tourism Industry Health Program.**

**Complete registration package information will be released by Tuesday, September 21**

**2005 Rendezvous Canada, Saskatoon, Saskatchewan, May 7 -11**

**Urgent! Official call for "Past" and "First Time" Sellers**

Northern Territories Tourism and the Tourism Industry Association of Canada invite and encourage past and new organizations to attend Rendezvous Canada (RVC). Rendezvous Canada is held in the world's oldest event, and promises to be the most successful show for the past and new Canadian products and services and the most successful event for the past and new organizations to promote their products and services.

RVC is a leading marketplace for previous and new sellers. If you are an organization that has already attended RVC, we welcome your company to attend RVC again. If you are an organization that has never attended RVC, we welcome your company to attend RVC for the first time.

All potential organizations are contacted by NWT Tourism, who will be contacted by RVC if space is available. If you have a future intention to RVC, you will be contacted by RVC.

Please reply to confirm if you are attending RVC again or if you would like to be included on the "waiting list" by Wednesday, September 22nd.

If you have any questions regarding RVC, call Brian Desjardins at 875-5007 or email [brian@nwtat.com](mailto:brian@nwtat.com)

We hope you - our members - are finding this FYI communication tool informative. If you have any questions regarding the topics mentioned in this FYI, please contact: NWT Tourism at 875-5007 or email [info@nwtat.com](mailto:info@nwtat.com)

# OPERATIONS REPORT

## Goal 1 – Operations

*To create a sound financial management plan to improve both marketing and operational commitments*

### OBJECTIVES

- A balanced budget by the end of fiscal year 2003-04
- Effective functioning of the NWT Tourism office and Board of Directors within policies, plans and directions
- A stable work environment for NWT Tourism staff, Board of Directors and volunteers

The establishment of the 2003-04 Business Plan provided the board and staff with a sound action plan for the year. Firm fiscal and management controls were established and maintained throughout the year.

The hiring of an experienced bookkeeper/controller who worked closely with the Executive Director resulted in timely financial reporting, ongoing scrutiny of the books and records, and a reduction of late payments, with savings on interest and late charges. Initially this position was part time, but was changed to full time at the end of the year.

The results of this ongoing control is a year-end balanced budget.

The Executive Director has worked closely with the Board and in particular the President on a number of operational initiatives, which resulted in a stable work environment for staff. One initiative included the introduction of liability insurance and a medical plan for staff.

The need for a series of written policies and procedures for the board and operational staff has been recognized, and while time did not permit completion of this task in fiscal 2003-04, it is a priority for fiscal 2004-05

## Goal 2 – Financial Planning

*Introduce short-term measures that will manage the long-term financial sustainability of the Association.*

### OBJECTIVES

- Eliminate the debt
- Introduce financial controls to ensure funds are properly allocated and managed within established budgets
- Develop and implement a project accounting procedure
- Prepare monthly, quarterly and year end financial statements
- Continue to seek in-kind and cash contributions from industry to offset marketing costs
- Address recommendations presented in 2001-02 and 2002-03 auditor's reports
- Provide documentation to RWED in accordance with the Contribution Agreement

The hiring of a qualified bookkeeper/controller and a financial planner addressed most of the above issues. The office staff has been aggressive in seeking out both cash and in-kind contributions to offset marketing activities. Industry partners have contributed over \$50,000 in cash directly to various marketing initiatives, while in-kind contributions have exceeded \$250,000.

Future involvement in large programs such as the Japanese recovery program needs to be evaluated from a cost perspective. While the results of the campaign have been positive and resulted in increased awareness and sales, the management of the campaign was costly in terms of staff time and effort. No additional administrative support was provided to develop and manage this campaign, which exceeded \$500,000 in cash and in-kind contributions.

## 2003-04 Northwest Territories Tourism Budget

<b>Total Budget</b>	
Operations	\$ 500,000
Marketing	\$ 1,321,000
Research	\$ 40,000
<b>TOTAL</b>	<b>\$1,861,000</b>

<b>Operations Budget</b>	
Salaries and Benefits	\$259,000
Other Administration	\$165,000
Board Expenses	\$ 55,000
Executive Dir. Expenses	\$ 21,000
<b>TOTAL</b>	<b>\$500,000</b>



# OPERATIONS REPORT

## Goal 3 – Human Resource Planning

*To work toward a skilled and knowledgeable staff capable of serving the Association's membership and external clients.*

### OBJECTIVES

- Provide training opportunities in a variety of financial areas
- Provide access to training and course work in management, customer service, marketing and media relations

This is one goal that has not been achieved due to fiscal and work constraints over the past year. The 2004-05 budget does include funding for staff development and training opportunities, in conjunction with funding made available through the Department of Education, Culture and Employment.

## Goal 4 – Tourism

*To initiate and implement the principles and directions of the 2003 Tourism Strategy.*

### OBJECTIVES

- Clarify how the strategic goals and objectives of the strategy will be met.
- Ensure ongoing interaction between RWED and the association staff and Board members
- Evaluate achievements yearly

The Tourism Strategy 2003 identifies six qualitative goals to be achieved over the life of the strategy. They include:

- Position the NWT as a four season destination
- Improve the visitor experience
- Maximize marketing programs and partnerships
- Provide research resources and a supportive business environment
- Promote and support tourism development while preserving the integrity of our cultural and natural environment
- Improve and increase training and educational awareness throughout the NWT

Some results achieved to date:

- We have achieved considerable success in positioning the NWT as a four-season destination as demonstrated by recent partnerships with European tour operators expanding their products to include new winter packages.
- Our ability to maximize marketing partnerships was demonstrated in the Glenbow program in the summer of 2003
- The new tourism awards program is geared to improving product delivery and visitors' experiences.
- Our ongoing investment in RWED's research program is providing timely data regarding markets and market trends
- The Association's executive director sits as a member of a number of regional and national committees including the RWED product development committee, which works to improve, and support tourism development and CTC's Asia/Pacific Working Group, which provides an opportunity to better understand this particular market.
- Tourism Awareness Week celebrations and "Best List Contest" has become a significant annual event for NWT Tourism to highlight the industry to government, communities and all other stakeholders.
- The Associations communications manager sits on a number of associations including Team Canada which promotes tour group travel and the Deh Cho Connection Marketing Committee - a unique marketing partnership with Travel Alberta North and Tourism BC that promotes road tour travel to the NWT.

One area that does require additional attention is tourism training and educational awareness throughout the NWT. Consideration will be given to the re-establishment of a Tourism Education Council in the future.

# MARKETING REPORT

## Goal 5 – Marketing

*Develop and implement strategic marketing initiatives to increase awareness of the NWT as a travel destination and to increase visitation to the NWT for the benefit of our membership.*

### OBJECTIVES

- Strengthen image and creative tools used to sell the NWT
- Seek out and establish new and non-traditional marketing partners
- Promote the variety of product and experiences available in the NWT
- Strengthen existing partnerships
- Participate with the Canadian Tourism Commission and other agencies to ensure reliable and current research is available
- Develop a five year strategic marketing plan which will include a results framework that will substantiate the plan

Significant progress has been made toward this goal and the objectives. The past year has seen the production of new creative images used in a variety of domestic and international marketing initiatives. While delivering excellent work on behalf of the association, an agency review in early 2004 resulted in the replacement of Kellett Communications as the Agency of Record. Outcrop Communications is the new agency and the change over coincides with the start of the 2004-05 fiscal year on April 1, 2004.

During the past year we entered into a significant marketing initiative with the Glenbow Museum in Calgary. The program generated 7,000 inquires for NWT travel information and 3000 entries on a trip sweepstakes.

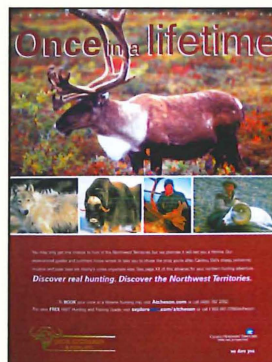
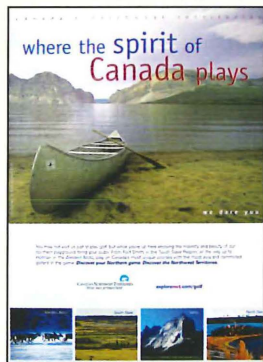
NWT Tourism continues to work with the Canadian Tourism Commission and RWED to ensure that timely research is undertaken and is available to ensure our marketing programs reflect changing travel habits and trends and show a measurable return on our investment.

Existing partnerships with members and other businesses in the north continue to be an important component of our marketing activities. Special thanks to Canadian North and First Air for their contributions.

The Association has completed work on a comprehensive four year Business and Marketing Plan. The plan is designed to guide both the marketing and business activities of the Society to 2008

We continue to use the services of General Sales Agent, Rolf Weinmann in German speaking Europe. His hard work and dedication has resulted in significant increases in coverage of the NWT product in a variety of European tour operator publications. Copies of these brochures are readily available in our office.

## Advertising Samples



# MARKETING REPORT

## Fam Trips, Media, Trade

NWT Tourism organized 17 fam trips to bring 43 writers and buyers to the Northwest Territories. They came from the United States, Canada, Japan and Europe. NWT Tourism participated in CTC's **SuperFam** presenting the NWT travel destination to German wholesalers and travel agents.

## MEDIA MARKETPLACE

NWT Tourism represented the industry at the annual media marketplace held in New York. As a result of attendance at this show, we developed awareness for the NWT among travel writers, and arranged for a number of writers to visit the Northwest Territories.

## INDUSTRY EVENTS/PRESENTATIONS

NWT Tourism staff has actively participated in a number of events over the past year including:

- Talking Tourism Symposium, Ottawa, April 4-8, 2003
- RWED/NWT Tourism staff meeting, Norman Wells, April 28-30, 2003
- Media Marketplace, New York City, May 3-7, 2003
- Meet the North Conference, Edmonton, May 11-14
- Rendezvous Canada, Vancouver, B.C. May 24-28, 2003
- Kanata, Japan, October, 2003
- Spotlight, England, March, 2003
- ITB, Germany, March, 2003
- Calgary Stampede Tradeshow, July, 2003
- Edmonton Klondike Days Tradeshow, July, 2003

## PLANNED EVENTS FOR 2004-05

- Legislative Assembly Governance and Economic Development Committee presentation
- NWT Chamber of Commerce AGM presentation.
- Prospects North presentation
- Presentation to NWT MLAs

## Major Marketing Initiatives in 2003-04

### JAPANESE AURORA MARKET

Developed and implemented a \$500,000 partnership recovery program. The initiative was funded by CTC (\$125,000), Industry Canada (\$50,000), RWED/GNWT (\$250,000) and \$65,000 in in-kind services from industry partners, and \$10,000 from the City of Yellowknife. This campaign consisted of a series of full-page ads with a photo contest in Tokyo and Osaka newspapers and consumer, trade and media familiarization tours and sales trips by NWT operators. The campaign ran from November 2003 until mid January 2004. The photo contest prize was a Canadian Diamond.

### GET UP AND PLAY

This CTC Winter Domestic Recovery Program highlighted the NWT as a winter travel destination through a six week print campaign in the Globe and Mail, including the paper's web site, a direct mail piece, AOL Canada banner ads as well as a presence on Time Canada's web site. The program was a CTC/NWT Tourism partnership valued at approximately \$118,000. It drew 8,000 visits to the web site and 3,000 entries for a trip for two to the Northwest Territories. This program ran for six weeks in November and December 2003.

### GLENBOW MUSEUM INITIATIVE

This partnership included the Museum, 12 NWT tourism partners, and other non-traditional partners such as Braden Burry Expediting, the Calgary Folk Music Festival and Shaw Cable TV. Over 7,000 new names were added to the NWT database as a result of this program. A media fam tour was arranged for Calgary media including Shaw Cable TV, Calgary Herald and freelance travel writers and photographers to experience the NWT first-hand.

## MEMBERS ASSISTANCE PROGRAM

The Members Assistance program was eliminated in January 2003 as a cost cutting measure. The program was re-established in 2004 with an increase in budget from \$25,000 to \$50,000. The program provides funding to members of up to \$1,500 for various marketing initiatives. The funding can also

be used for improvements to communications equipment, computers, attendance at trade or consumer shows. Application forms for the Members Assistance Program are available from the NWT Tourism office.

# MARKETING REPORT

## Marketing Expenditures by Geographic Market

	Core Budget
North America	\$482,000
Europe	\$364,000
Japan	\$65,000

## Marketing Expenditures by Program

Media (including media advertising, Explorers Guide, toll free service, website)	\$410,000
CTC and other marketing	\$911,000
Research	\$40,000
	\$1,361,000

## Preliminary 2003-04 Results – NWT Leisure Visitors and Expenditures & Comparisons to Previous Years

	2001-02	2002-03	2003-04
Summer Visitors	23,933	28,720	25,700
Hunters	1,400	1,380	1,350
Aurora Tours	6,500	9,000	9,990
Direct Fly-ins	1,000	1,000	1,000
TOTALS	32,833	40,100	38,040

Source: GNWT/RWED

## Fulfillment Materials

2004 Explorers' Guide	50,000 copies
2004 Hunting & Fishing Guide	20,000 copies

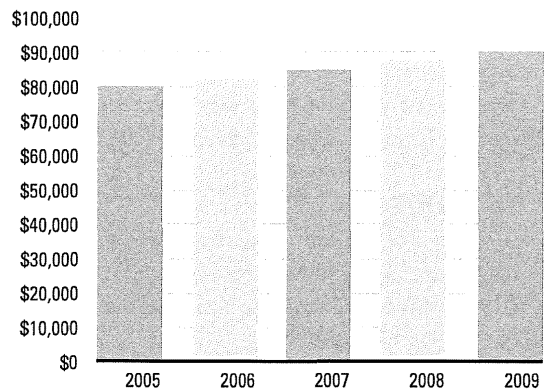
## 2004-09 Financial Plan

We want to finance growth solely through cash flow. We recognize that this means we will have to grow more slowly than we might like, but that no assessment of members or borrowing is necessary. The following four assumptions were made in the development of the NWT Tourism business plan:

1. Prices for labour, materials and overhead have been left constant over the four years projected. 2. Charge-out rates for staff in 2004-05 and following years are constrained by signed contracts and market rates. 3. NWT Tourism will be able to recruit and maintain its staff complement. 4. The annual budget formed from this business plan will be managed carefully with sound management reporting.

NWT Tourism's projected surplus is shown on the following table with revenue increasing from more than \$83,000 the first year to more than \$91,000 the fourth year. Surplus may be applied to legislative activities, marketing activities, or held for contingencies.

## Surplus Yearly



## LONG TERM PLAN

### By the end of 2008-09 we expect to:

- Provide a positive experience to 41,000 visitors
- Raise a minimum of \$75,000 annually through non-participation fees from sources including donations, contributions, special events, gifts in kind and grants.

- Increase corporate donations and government contributions to exceed 15% of the total annual revenues.
- Work collaboratively with the City of Yellowknife to build a Diamond Interpretive Centre.
- Increase tourism visitation to the Northwest Territories.
- Contribute economic benefit to the GNWT by increasing tourism employment.

## LOOKING AHEAD

This **Performance Summary Chart** shows the objectives, measures, expected outcomes and the responsible agency. The objectives represent desired outcomes or results to be achieved over a period of time. The measures describe the terms in which progress towards achieving a result is expressed.

The expected outcomes state the impact of the NWT Tourism activities on the client groups. The responsible agency has the accountability to deliver specific results outlined in this summary chart.

### PERFORMANCE SUMMARY 2004-09

#	OBJECTIVES	MEASURES	EXPECTED OUTCOMES	RESPONSIBLE AGENCY
1	To seek an additional investment of \$2 million dollars towards Tourism marketing and operations.	Additional investment by the Federal Government, GNWT and Industry in NWT Tourism's Tourism marketing and operations	Generate additional revenues in the NWT economy. Improve NWT infrastructure to support tourism. Foster an awareness of the Tourism opportunities in the NWT. Create solid and fruitful strategic alliances and partnerships.	NWT TOURISM RWED DIAND OUTCROP
2	To increase the number of visitors by approximately one percent per year from 40,100 visitors in fiscal year 2002/03 so we welcome 42,567 leisure visitors to the Northwest Territories by fiscal year 2008-09.	Number of visitors to the NWT per year in general touring, outdoor adventure, fishing and hunting. Number of potential visitors accessing the website, toll free number or request materials from NWT Tourism. Number of direct mail programs. Number of marketing campaigns. Penetrate target markets of general touring, outdoor adventure, fishing and hunting.	Generate additional revenues in the NWT economy. Strengthen Tourism partnerships throughout the NWT. Promote comfortable, safe and informative travel excursions. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds. Attract new visitors to the NWT working within niche markets.	NWT TOURISM RWED OUTCROP
3	Increase leisure tourism expenditures to \$41 million by fiscal year 2008-09 through a combination of more visitors, and more purchases of add-on products by visitors.	Amount of leisure tourism expenditures. Number of visitors to the NWT per year in general touring, outdoor adventure, fishing and hunting. Number of marketing campaigns. Development of new tourism products. Complete NWT Tourism activities within budgeted resources.	Foster an awareness of the Tourism opportunities in the NWT. Strengthen Tourism partnerships throughout the NWT. Promote comfortable, safe and informative travel excursions. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds.	NWT TOURISM RWED OUTCROP



# LOOKING AHEAD

#	OBJECTIVES	MEASURES	EXPECTED OUTCOMES	RESPONSIBLE AGENCY
4	Increase tourism related employment from 800 to 1,000 full time equivalent jobs by fiscal year 2008-09.	Number of tourism related employment positions. Development of new tourism products.	Develop job opportunities within the NWT Tourism Industry.	NWT TOURISM RWED DIAND OUTCROP
5	Increase the number of full memberships in the Society by 15% each year and retain present members by regular contact and information presentations.	Number of full memberships in the NWT Tourism. Number of new NWT Tourism members. Number of information presentations.	Generate additional revenues in the NWT economy. Facilitate awareness of Tourism potential to NWT Tourism members.	NWT TOURISM
6	Enhance relations with government officials in the Federal and Territorial Government with a minimum of four meetings annually to discuss and obtain input on government initiatives.	Number of meetings with Federal Government and Territorial Government to discuss and obtain input on government initiatives.	Create solid and fruitful strategic alliances and partnerships.	NWT TOURISM RWED DIAND OUTCROP
7	Convene a minimum of five meetings annually to disseminate information on the broad benefits of Tourism as a contributor to the economic growth of the Northwest Territories.	Number of public meetings to disseminate information on the broad benefits of Tourism as a contributor to the economic growth of the Northwest Territories.	Foster an awareness of the Tourism opportunities in the NWT. Strengthen Tourism partnerships throughout the NWT.	NWT TOURISM OUTCROP
8	Increase winter and colder season visitors by 15% each year through aggressive marketing of cold weather and Arctic weather experiences, and by expansion of the Aurora market.	Number of winter and colder season visitors. Number of visitors to the NWT per year in general touring, outdoor adventure, fishing and hunting.	Foster an awareness of the Tourism opportunities in the NWT. Promote comfortable, safe and informative travel excursions. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds.	NWT TOURISM OUTCROP
9	Strengthen the image of the Northwest Territories as a preferred destination for travelers in the global marketplace.	Media coverage generated. Development of new tourism products. Number of marketing campaigns. Monitor existing visitors including critical market research data.	Foster an awareness of the Tourism opportunities in the NWT. Promote comfortable, safe and informative travel excursions. Create solid and fruitful strategic alliances and partnerships. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds.	NWT TOURISM OUTCROP



## LOOKING AHEAD

#	OBJECTIVES	MEASURES	EXPECTED OUTCOMES	RESPONSIBLE AGENCY
10	Prepare staff for the many challenges facing the Society in serving the tourism Industry.	Number of employees coached. Number of employee development and training initiatives.	Promote comfortable, safe and informative travel excursions. Provide timely responses to prospective visitors. Update and usage of NWT Tourism website.	NWT TOURISM
11	Collaborate with Federal and Territorial Government in the harmonization of actions and efforts supporting the Northwest Territories Tourism Strategy through better definition of roles and responsibilities.	Definition of roles and responsibilities with Federal and Territorial Government.	Create solid and fruitful strategic alliances and partnerships. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds.	NWT TOURISM DIAND RWED
12	Undertake jointly with the Federal and Territorial Government to obtain an inventory of Tourism related businesses throughout the Northwest Territories.	Obtain an inventory of Tourism related businesses throughout the Northwest Territories. Development of new tourism products.	Foster an awareness of the Tourism opportunities in the NWT. Create solid and fruitful strategic alliances and partnerships. Market our business aggressively so that the NWT is continuously at the top of our prospective visitors' minds.	NWT TOURISM RWED OUTCROP
13	Examine the feasibility of a Diamond Interpretative Centre to promote the Diamond Industry and Tourism in the Northwest Territories.	Undertake a feasibility study of a Diamond Interpretative Centre to promote the Diamond Industry and Tourism in the Northwest Territories.	Generate additional revenues in the NWT economy. Promote comfortable, safe and informative travel excursions.	NWT TOURISM RWED CITY OF YELLOWKNIFE OUTCROP



## CHARLES JEFFERY

Chartered Accountant

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### Auditors' Report

#### To the Board of Directors of NWT Arctic Tourism

I have audited the balance sheet of NWT Arctic Tourism as at March 31, 2004 and the statements of operations, fund balances and cash flows for the year then ended. These financial statements are the responsibility of NWT Arctic Tourism. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of NWT Arctic Tourism as at March 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Yellowknife, Northwest Territories  
June 2, 2004

*Charles Jeffery*  
Charles Jeffery  
Chartered Accountant



**BALANCE SHEET**

As at March 31


	<b>2004</b>	<b>2003</b>
	\$	\$
<b>REVENUE</b>		
<b>Current assets</b>		
Cash	329,289	106,964
Accounts receivable	24,467	11,617
Payroll recoverable	7,642	-
GST recoverable	56,354	47,883
Prepaid expenses	25,955	8,337
	<b>443,707</b>	<b>174,801</b>
<b>Banners and trade show material (Note 1e)</b>	-	5,090
<b>Explore the NWT Contest Prize – Diamond</b>	-	10,543
<b>Aurora Photography Contest Prize – Diamond</b>	10,000	-
<b>Capital Assets (Notes 1 and 2)</b>	23,278	41,534
<b>Strategic business plan</b>	15,694	-
	<b>492,679</b>	<b>231,968</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	197,694	242,835
	197,694	242,835
<b>Unexpended program funding (Note 3)</b>	59,718	19,301
	257,412	262,136
<b>NET ASSETS (Note 1a)</b>		
<b>Capital asset fund</b>	23,278	41,534
<b>Strategic business plan fund</b>	15,694	-
<b>Industry fund</b>	204,152	177,408
<b>Unrestricted net assets</b>	(7,857)	(249,110)
	235,267	(30,168)
	<b>492,679</b>	<b>231,968</b>

Approved by the Board of Directors:

DIRECTOR



DIRECTOR



# STATEMENT OF OPERATIONS

For the year ended March 31

	<b>2004</b>	<b>2003</b>
	\$	\$
<b>REVENUE</b>		
GNWT – Resources, Wildlife and Economic Development	1,821,000	1,821,000
Aboriginal Business Canada	50,000	50,000
NWT Exit Survey	7,000	13,000
	1,878,000	1,884,000
Industry support	120,505	300
Interest income	803	8,016
Membership registration fees	24,813	9,000
Fort Smith – Funding for April 2003 Publication	–	12,801
Sponsorship income – Annual general meeting	9,976	71,538
Other	1,128	–
	2,035,225	1,985,475
<b>OPERATING EXPENDITURES</b>		
Administration (Schedule 1)	268,133	346,904
Agency and service contracts (Schedule 2)	765,255	636,719
Board and member activities (Schedule 3)	39,345	64,055
Marketing (Schedule 4)	475,985	657,399
Office expenditures (Schedule 5)	182,279	292,861
	1,730,997	1,997,938
<b>EXCESS REVENUES OVER EXPENDITURES</b>		
<b>(expenditures of revenues) – from operations</b>	304,228	(12,463)
Tourism Education Council Program (Schedule 6)	(3,760)	40,006
Japanese Recovery Program (Schedule 7)	23,579	–
Explore the NWT Contest Prize – Diamond	(10,543)	–
<b>EXCESS REVENUES OVER EXPENDITURES</b>		
<b>(expenditures of revenues) – current</b>	313,504	27,543
Project revenue deferred from previous year (Note 3)	19,301	75,000
Project revenue deferred to following year (Note 3)	(59,718)	(19,301)
<b>EXCESS REVENUES OVER EXPENDITURES</b>		
<b>(expenditures of revenues)</b>	<b>273,087</b>	<b>83,242</b>

## STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31

	2004	2003
	\$	\$
<b>REVENUE</b>		
<b>Balance, beginning of year</b>	41,534	53,403
Purchases of capital assets	-	20,462
Amortization of capital assets	(18,256)	(32,331)
<b>Balance, end of year</b>	<b>23,278</b>	<b>41,534</b>
<b>STRATEGIC BUSINESS PLAN FUND</b>		
<b>Balance, beginning of year</b>	-	-
Expenditures towards business plan charged to operations	15,694	-
Amortization of business plan	-	-
<b>Balance, end of year</b>	<b>15,694</b>	<b>-</b>
<b>INDUSTRY FUND</b>		
<b>Balance, beginning of year</b>	177,408	177,408
Internally generated revenue – Industry fund	26,744	-
<b>Balance, end of year</b>	<b>204,152</b>	<b>177,408</b>
<b>UNRESTRICTED NET ASSETS</b>		
<b>Balance, beginning of year</b>	(249,110)	(323,436)
Excess revenues over expenditures	273,087	83,242
Amortization of business plan	(5,090)	(5,090)
Amortization of banners and promotional material	-	(3,826)
Internally generated revenue – Industry fund	(26,744)	-
<b>Balance, end of year</b>	<b>(7,857)</b>	<b>(249,110)</b>

## STATEMENT OF CASH FLOWS

For the year ended March 31

	2004	2003
	\$	\$
<b>CASH PROVIDED BY (USED IN)</b>		
<b>Operating activities</b>		
<b>Excess expenditures over revenues</b>	273,087	83,242
Add (subtract) charges (credits) to operations which do not involve cash:		
Distribution of Explore the NWT contest diamond	10,543	—
Acquisition of Aurora Photography contest diamond	(10,000)	—
Capital asset purchases charged to operations	—	20,462
	543	20,462
Net change in non-cash working capital balances (Note 4)	(91,722)	(45,406)
<b>Net cash provided by (used in) operations</b>	<b>181,908</b>	<b>58,298</b>
<b>Investing activities</b>		
Purchase of computer equipment	—	(20,462)
<b>Net cash provided by (used in) investing activities</b>	<b>—</b>	<b>(20,462)</b>
<b>Financing activities</b>		
Decrease in accountable advances	(19,301)	(75,000)
Increase in unexpanded accountable advances	59,718	19,301
<b>Net cash provided by (used in) financing activities</b>	<b>40,417</b>	<b>(55,699)</b>
<b>INCREASE (DECREASE) IN CASH POSITION</b>	<b>222,325</b>	<b>(17,863)</b>
<b>CASH POSITION, BEGINNING OF YEAR</b>	<b>106,964</b>	<b>124,827</b>
<b>CASH POSITION, END OF YEAR</b>	<b>329,289</b>	<b>106,964</b>

# NWT ARCTIC TOURISM

Notes to Financial Statements – For the year ended March 31

NWT Arctic Tourism is a not-for-profit organization under the Societies Act of the Northwest Territories. The Association is exempt from income tax under Section 149 (1)(l) of the Income Tax Act.

The mission of NWT Arctic Tourism is to support the development of a strong tourism industry in the Northwest Territories.

The objectives of NWT Arctic Tourism are:

1. To ensure equal and equitable representation, support and promotion of tourism industry throughout the Western Territories.
2. To represent the tourism industry's direction, priorities and strategies on tourism marketing of the Western Territories.
3. To ensure the issues, needs and concerns of the tourism industry are represented and communicated to the appropriate bodies.
4. To ensure the industry is represented in the development or monitoring and enforcement of industry standards, legislation and regulations.
5. To ensure related tourism training reflects the needs and priorities of the tourism industry and make any relevant appointments to specific training authorities established to undertake training.

## 1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with generally accepted accounting principles. Because a precise determination of some assets and liabilities depends on future events, the presentation of financial statements for a period necessarily involves the use of estimates which have been made using careful judgment. Actual results could differ from those estimates and approximations. The financial statements have, in the opinion of management, been properly prepared within reasonable limits of materiality and within the framework of the significant accounting policies summarized below.

### (a) Fund accounting

NWT Arctic Tourism follows the fund basis of accounting. Related revenues and expenditures are grouped into funds based on their purpose and restrictions if any.

#### (i) Capital asset fund

The capital asset fund reports the capital assets, liabilities, revenues and expenditures related to the capital assets employed by the association.

#### (ii) Strategic business plan fund

The strategic business plan fund reports the expenditures made by the association towards the development of a strategic business plan. The plan will be amortized straight line over the 4 year life of the plan beginning in fiscal 2005 when the business plan will be completed and implemented.

#### (iii) Industry fund

The industry fund includes funds generated by the association. The funds may be used for specific projects or may be allocated to on-going operations at the discretion of the association.

#### (iv) Unrestricted net assets

Unrestricted net assets include the core operating and marketing revenues and expenditures of the association, in accordance with the contribution agreements entered into with the Government of the Northwest Territories and other public funding agencies.

# NWT ARCTIC TOURISM

Notes to Financial Statements – For the year ended March 31

**(b) Surplus refund**

The agreement between the association and the Government of the Northwest Territories provides for repayment to the government of any surplus. It is the policy of the association to take any excess revenue over expenditure into net assets in the current year. If the Government of the Northwest Territories request reimbursement, the refund will be reported as a reduction of net assets in the year of repayment.

**(c) Financial instruments**

All significant financial assets, financial liabilities and equity instruments of the association are disclosed in the financial statements together with available information for a reasonable assessment of future cash flows, interest rate risk and credit risk.

**(d) Prepaid expenses**

Management has determined that its investment in banners and trade show material has a useful life of 3 years. Amortization will charge the cost of these expenditures to operations over their expected useful life.

**(e) Capital assets**

Capital assets are recorded at cost minus accumulated amortization. The cost of capital assets is charged to operations in accordance with the financing or funding of the purchase. Capital assets acquired with unrestricted cash are charged to operations in the year that they are acquired. Capital assets acquired with debt are charged to operations as the debt is amortized.

Amortization of capital asset cost is provided to charge the cost to the capital asset fund over the expected useful lives of the capital assets. Amortization of capital assets is not charged to operations. Amortization is recorded using the diminishing balance method at the following rates.

Office equipment	30% declining balance
Computer equipment	30% declining balance
Leasehold improvements	5 years straight line
Photo library	3 years straight line
Tourism database	3 years straight line

For the year ended March 31

	2004	2003	2004	2003
	\$	\$	\$	\$
<b>2. CAPITAL ASSETS</b>		<b>Accumulated Amortization</b>	<b>Net Book Value</b>	<b>Net Book Value</b>
	<b>Cost</b>			
Office equipment	7,081	10,114	7,081	10,114
Computer equipment	12,197	23,563	12,197	23,563
Leasehold improvements	4,000	6,000	4,000	6,000
Photo library	–	–	–	–
Tourism database	–	1,857	–	1,857
	23,278	41,534	23,278	41,534
<b>3. UNEXPENDED PROGRAM FUNDING</b>				
Fort Smith – April 2003 advertisement			–	12,801
Canadian Tourism Human Resources Council			6,500	6,500
Aurora Photography Contest Prize – Diamond			10,000	–
Business plan development costs			43,218	–
			<b>59,718</b>	<b>19,301</b>

## NWT ARCTIC TOURISM

Notes to Financial Statements – For the year ended March 31

	2004	2003
	\$	\$
<b>4. NET CHANGE IN NON-CASH WORKING CAPITAL EXPENSES</b>		
<b>Operating resources provided by:</b>		
Reduction in contributions receivable	–	15,000
Reduction in accounts receivable	–	71,331
Reduction in prepaid expenses	–	75,000
	–	161,331
<b>Operating resources applied to:</b>		
Increase in accounts receivable	(12,850)	–
Increase in payroll recoverable	(7,642)	–
Increase in GST recoverable	(8,471)	(4,067)
Increase in prepaid expenses	(17,618)	–
Reduction in accounts payable	(45,141)	(202,670)
	(91,722)	(206,737)
<b>Net change in non-cash working capital</b>	<b>(91,722)</b>	<b>(45,406)</b>

## NWT ARCTIC TOURISM

Schedules to Statement of Operations – For the year ended March 31

	2004	2003
	\$	\$
<b>SCHEDULE 1 – ADMINISTRATION</b>		
Salaries and benefits	261,499	333,305
Salaries and benefits allocated to the Japanese Recovery Program	(7,805)	–
Administrative travel	14,439	13,599
	<b>268,133</b>	<b>346,904</b>
<b>SCHEDULE 2 – AGENCY AND SERVICE CONTRACTS</b>		
Newspaper Insert Program	–	20,725
Rediscover Canada - Vacation Guide	–	1,644
Media Relations	–	8,730
Trade and Sales	–	17,529
Outdoor Experience Travel	–	11,552
Discovery Guide & Outdoor Travel	–	5,541
United Kingdom	–	73,336
Germany	–	64,607
Switzerland	–	6,645
Japan	–	5,900
Australia / New Zealand	–	4,600
Hunting and Fishing	–	18,894
Domestic Recovery - CTC	118,782	2,732
Creative	–	17,286
Results & Measurement Research	–	300
Exit Survey	19,000	58,715
Canada - Other	–	133,605
U.S. - Other	–	19,856
Pan European Program	127,705	101,764
North America - Other	–	41,380
North American Program	205,227	21,379
Rendezvous Canada	24,169	–
Media Familiarization	6,960	–
Meet the North	1,606	–
Glenbow Project	48,643	–
Calgary Stampede	2,147	–
Consumer Shows	1,657	–
Got to Go to Canada	5,279	–
Wings over Canada	3,230	–
Agency Management fees	26,834	–
Travel Agency Familiarization	607	–
Pan European Guide	17,094	–
Familiarization Tour	20,398	–
Spotlight Canada	7,752	–
ITB	12,454	–
Brochure Development	18,572	–
Sales Agent	63,916	–
Travel Planning Guide	3,779	–
Kanata Marketplace	6,754	–
CTAC Meeting	980	–
Diamond Quest	21,710	–
Other	–	239,702
	<b>765,255</b>	<b>636,719</b>



# NWT ARCTIC TOURISM

Schedules to Statement of Operations – For the year ended March 31

	<b>2004</b>	<b>2003</b>
	\$	\$
<b>SCHEDULE 3 – BOARD AND MEMBERSHIP ACTIVITIES</b>		
Accommodation	4,856	9,799
Board development	–	145
Community and regional meetings	4,147	6,898
Annual general meeting	22,555	15,306
Board travel	7,787	31,907
	<b>39,345</b>	<b>64,055</b>
<b>SCHEDULE 4 - MARKETING</b>		
Communications Assistance Program	–	4,868
Consumer Show Assistance Program	–	16,089
Explorer Guide	79,422	110,385
Media advertising	322,433	133,617
Media relations	15,153	41,271
Other	8,806	71,503
Toll free service	43,535	70,221
Travel trade	100	97,486
Web maintenance and development	6,536	111,959
	<b>475,985</b>	<b>657,399</b>
<b>SCHEDULE 5 - OFFICE EXPENDITURES</b>		
Advertising and promotion	9,070	22,822
Bank charges and interest	3,380	2,456
Business plan development costs	15,694	–
Equipment lease and purchase	864	33,263
Freight and courier	24,543	9,802
Insurance	4,088	1,550
Internet	3,042	4,045
Newsletter	3,930	1,134
Non-recoverable goods and services tax	–	6,766
NWTAT / RWED partnership development	628	2,695
Office lease	64,593	59,692
Office supplies	8,666	17,376
Photocopy	230	238
Postage	634	14,397
Professional fees	25,200	57,800
Program and travel development	616	9,973
Recruitment	2,154	13,745
Repairs and maintenance	3,401	15,372
Research contract	402	10,452
Telephone	11,144	9,283
	<b>182,279</b>	<b>292,861</b>

# NWT ARCTIC TOURISM

Schedule 6 – Statement of Operations – Tourism Education Council – For the year ended March 31

	2004	2003
	\$	\$
<b>SCHEDULE 1 – ADMINISTRATION</b>		
Canadian Tourism Human Resources	–	90,167
GNWT - Education Culture and Employment	–	42,800
GNWT - Resources Wildlife and Economic Development	–	70,000
Other revenues	–	48,413
	–	251,380
<b>EXPENDITURES</b>		
Bad debts	3,696	–
Bank charges and interest	64	–
Bookkeeping	–	6,757
Computer purchases (Note below)	–	7,146
Furnishings (Note below)	–	931
Marketing	–	4,831
Memberships	–	1,293
Office	–	3,863
Other	–	866
Postage and delivery	–	680
Printing and publication	–	5,931
Professional development	–	610
Rent	–	7,930
Salaries and Benefits	–	79,545
Telephone	–	3,587
Trainer fees	–	71,137
Travel	–	16,267
	3,760	211,374
<b>Excess revenues over expenditures (expenditures of revenues) - current</b>	<b>(3,760)</b>	<b>40,006</b>
Revenue deferred from previous year	6,500	–
Revenue deferred to following year	(6,500)	(6,500)
<b>Excess revenues over expenditures (expenditures over revenues)</b>	<b>(3,760)</b>	<b>33,506</b>

Assets acquired under the Tourism Education Council Project have been retained by the Canadian Tourism Education Council. Furnishings and computers will be returned to service in the Northwest Territories when an education program is reinstated.

# NWT ARCTIC TOURISM

Schedule 7 – Statement of Operations – Japanese Recovery Program – For the year ended March 31

	<b>2004</b>	<b>2003</b>
	\$	\$
<b>SCHEDULE 1 – ADMINISTRATION</b>		
GNWT - Resources Wildlife and Economic Development	250,000	–
Government of Canada	75,000	–
City of Yellowknife - diamond contribution	10,000	–
	<b>335,000</b>	<b>–</b>
<b>EXPENDITURES</b>		
Administrative salaries	7,805	–
Bank charges and interest	20	–
Familiarization tours	19,400	–
Freight, courier and delivery	6	–
Promotion	16,097	–
Print media	223,947	–
Travel	44,146	–
	<b>311,421</b>	<b>–</b>
<b>Excess revenues over expenditures</b>		
<b>(expenditures of revenues) - current</b>	<b>23,579</b>	<b>–</b>
Revenue deferred from previous year	–	–
Revenue deferred to following year - diamond contribution	(10,000)	–
<b>Excess revenues over expenditures</b>		
<b>(expenditures over revenues)</b>	<b>13,579</b>	<b>–</b>



Northwest  
Territories

LIVE THE LEGEND