

# **Community Economic Development in Sanikiluaq, Nunavut**



## **CONSOLIDATED REPORT**

**OVERVIEW OF STRATEGIC  
OPTIONS  
(PHASE 2)**

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**RESULTS OF COMMUNITY  
CONSULTATIONS &  
PRESENTATION OF PRELIMINARY  
RECOMMENDATIONS  
(INTERM REPORT, PHASE 3)**

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**RESULTS OF COMMUNITY ACTION  
PLANNING: IMPLEMENTATION  
PLANS AND SCHEDULES  
(FINAL REPORT, PHASE 4)**

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**ACTION PLANNING:  
REFERENCE LIST: CED  
PROJECTS BY PROGRAM AND  
FUNDING SOURCE  
(PHASE 4)**



# **Community Economic Development in Sanikiluaq, Nunavut**

## **OVERVIEW OF STRATEGIC OPTIONS**

(Community Economic  
Development Study,  
Phase 2)

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**Prepared for:  
The Community Economic  
Development Committee  
of Sanikiluaq**

**Consilium  
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## I. Introduction

### Background and Purpose

In 1999, the Community Economic Development Committee of Sanikiluaq began the process of developing a strategic economic development plan for the community of Sanikiluaq. The process began with presentations by residents, local businesses, community organizations, and outside professionals and agencies on the various sectors of the local economy. To further support the process of developing a strategic community economic development plan, the Hamlet Council in Sanikiluaq issued a request for proposals to:

- Review the existing nature and organizational capacity of the community economy in order to identify new economic development opportunities;
- Recommend a community organizational structure suitable for supporting and generating economic growth and development; and
- Develop an action plan for establishing the new economic development organization.

The purpose of this strategic options report is to provide the Committee and the community with current information on a broad range of options for development. The paper presents both broad directions and specific strategies for short and long-term community economic development that are sensitive to social, cultural and economic realities and needs of the community.

The development options outlined in the paper provide the starting point for consultation with the Committee and other organizations and individuals in the community on a long-term vision for community economic development and on the most effective development strategies and initiatives for the community.

### Methods

Consilium has utilized a variety of methods to complete the strategic options for economic development in Sanikiluaq, focusing primarily on research that includes initial consultations with community, regional and territorial sources.

In preparation for more in-depth consultations in Sanikiluaq, Consilium has developed this report, entitled **Sanikiluaq Community Economic Development Study: Overview of Strategic Options**. The report provides the community with an overview of community assets and options for community development. The paper was developed through research and phone interviews. Interviews at the community level focused on current activities and potential opportunities for development. A number of people were also

interviewed in the Government of Nunavut and in other regional development agencies to ensure a broad perspective was achieved in this initial stage.

## **Organization of Report**

The report begins by discussing broad and general goals for community development, and some of the key elements required to make the process of community development successful. It provides a current profile of community assets as well as constraints to development.

The main part of the report focuses on describing a range of community development opportunities that exist in various sectors of the community economy – tourism, arts and crafts, commercial food production and small and micro-business. Issues, concerns and ideas from meetings of the Committee are referred to wherever possible.

The report then focuses on options and models for economic development organizations that can support and promote development in the community, and identifies key regional resources available to assist in the planning and implementation of strategic options for community development.

## **II. Goals and Approaches to Community Development in Sanikiluaq**

### **Goals for Community Development**

#### ***The Bathurst Mandate***

Leaders in the Nunavut Government have determined that the future success of community development in the territory will depend on achieving the goals of building healthy communities, maintaining simplicity and unity in government services and programs, and assisting communities to work towards self-reliance. The Bathurst Mandate, signed in August 1999, outlines specific plans and activities for how the leaders and communities of Nunavut will work towards these goals. These provide an important context for assessing how to pursue development opportunities in Sanikiluaq.

#### ***Sustainable Development***

Evolving public policy and management frameworks being developed by co-management boards in Nunavut established under the Nunavut Land Claim Agreement are based on the concept of **sustainable development**. A sustainable development framework for Nunavut Settlement Region has been characterized by the Nunavut Planning Commission as one that will:

- Conserve natural and cultural resources;
- Establish protected areas; and,

- Promote self-reliant, long-term economic growth in both the renewable and non-renewable sectors.

## Sustainable Development at the Community Level

Community development initiatives in Sanikiluaq should be pursued within the overall context of these goals and principles for sustainable community development. To be successful, they must involve as many members of the community as possible in the planning stage, and be driven by community members and organizations in the implementation stage.

Of particular importance to most communities in Nunavut, including Sanikiluaq, is the knowledge that resident populations are growing and that the average age of residents is decreasing. As such, community development planning must be directed in support of better education and training for the younger generation of residents in appropriate study and skill areas, so that they may have a greater chance to gain employment or start their own businesses in the future.

Other elements required for successful community economic development that build a stronger, more self-reliant community include:

- Using **strategic planning** approaches to maximize use of limited resources in ways that provide the greatest benefit;
- Developing plans that **merge social and economic goals**;
- **Mobilizing all sectors** of the community (business people, hunters, women, youth, elders);
- Using **community assets** (human, natural and financial) to **leverage outside resources** in order to achieve development goals;
- Identifying opportunities for **increasing community exports** (selling more to those outside the community) and **reducing community imports** (replacing purchases from outside the community with goods produced by the community);
- **Developing the capacity** of people in the community to manage businesses and community organizations; and,
- Encouraging **cooperation among community organizations** for implementing community-based initiatives.

Sanikiluaq is a very independent community that has taken a grass roots approach to community development. With the establishment of the Community Economic Development Committee, residents have enjoyed a high level of participation in local planning, strategizing and visioning with respect to community economic development. This Strategic Options report provides input requested by the Hamlet Council to support this ongoing community planning process.

### **III. Sanikiluaq: A Profile of Community Assets**

The next step in looking at economic development opportunities in Sanikiluaq, is to examine the assets of the community, that is the things that can be drawn on to create or take advantage of opportunities. Assets in Sanikiluaq are found in the energy, culture, skills and knowledge of the people, in the resources and physical environment of the lands and waters, and in the organizational structures of the community. This section of the report identifies baseline information about Sanikiluaq and highlights both potential assets as well as some constraints to development.

#### **The Community**

Sanikiluaq is a community of approximately 680 people and is located on the Belcher Island archipelago. The southernmost community in Nunavut, its geo-political isolation has intensified a number of the particular challenges in terms of developing potential markets and in developing closer ties to the regional government.

Sanikiluaq is one of the more traditional communities in Nunavut where Inuit residents still rely on the abundance of marine and terrestrial wildlife of the area to provide them with food and clothing, cash income, and a sense of cultural well being. This close relationship with land remains a fundamental characteristic of the community both in terms of its culture and its economic base.

#### **Community Organizational Infrastructure**

At the community level the Sanikiluaq Hamlet Council manages and administers the municipal affairs of the community. The Hamlet Council staff includes a Senior Administrative Officer and a Community Economic Development Officer.

The Council has established an Economic Development Committee to oversee the development of a strategic community economic development plan. The Committee is comprised of a variety of active community members with an interest in seeing strong, sustainable economic development take place in Sanikiluaq. To date, the Committee has held extensive consultations with numerous community individuals, businesses and organizations as well as with outside professionals and agencies.

The Sanikiluaq Hunters and Trappers Organization manages local harvesting issues and participates in regional and Nunavut-wide wildlife management initiatives. The HTO does not have a commercial arm but has organized an average of four community hunts a year.

Community infrastructure is typical of smaller settlements found in Nunavut, and includes an airport, health centre, community hall, arena, Nuiyak School, the Mitiq Co-operative, a Northern Store, an older hotel and the newer Amaulik Hotel. There is also a non-profit daycare in Sanikiluaq (Najuqsivik Daycare).

## **People: Population and Employment Trends in Sanikiluaq**

### ***A Young and Growing Population***

In 1998, Sanikiluaq's population was estimated to be 680 individuals. With almost 45% of Sanikiluaq residents under the age of 15, the population is relatively young. This combination of a young and growing population highlights the need for more wage employment and the establishment of sustainable community businesses in Sanikiluaq<sup>1</sup>.

### ***The Link Between Education and Employment***

Education and training levels in Sanikiluaq have improved dramatically in the last two decades. However, overall they remain well below the national average and slightly lower than the Nunavut average, which continues to put constraints on community-based economic development in Sanikiluaq<sup>2</sup>.

According to figures from the Nunavut Bureau of Statistics, wage employment in Nunavut is highly correlated with level of schooling. People with high school and other certificates and university degrees are more likely to be employed than those individuals without high school diplomas. In 1999, Inuit were still less likely than non-Inuit to be in the labour force, with a participation rate in Nunavut of 60.1% compared to 91.3% for non-Inuit.

This indicates clearly that increased employment at the community level depends on a continued emphasis on education and training programs as a key component of a development plan.

### ***The Link Between Gender and Employment***

Recent labour force trends indicate that women in Nunavut are becoming far more active in the wage labour economy. In 1999 although Inuit males in Nunavut were still more likely than females to be in the labour force, one of the most significant trends in the labour force in recent years has been the increase in participation by Inuit females. Between 1994 and 1999, employment of Inuit females increased to a greater degree than did employment of Inuit males – while the reverse pattern occurred among non-Inuit (Nunavut Bureau of Statistics). The presence of a day care in Sanikiluaq provides assistance to women who need or desire to enter the labour force.

### ***Who is Available For Work?***

There is a large group of people in Sanikiluaq available for work, much larger than the number of jobs that are available in the community. In 1999, the *Nunavut Community Labour Force Survey* identified 238 people in Sanikiluaq who wanted to have a job. However, only 164 (69%) of these were working at the time of the survey. This means that

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<sup>1</sup> The population in Sanikiluaq grew steadily between 1986 and 1998 at an average of 22% (422 to 631). 43% of the population is under the age of 15, indicating a very young distribution. This is slightly higher than the Nunavut average population growth distribution of 38.4% .

<sup>2</sup> In 1996, 34.7% of people in Sanikiluaq had less than a Grade 9 education. Five percent of the community held university degrees, and 4% of the population had completed high school. Eighteen percent (18%) of the community's population held a trade or training certificate.

74 residents (31%) wanted to have a job but were unemployed.<sup>3</sup> This is shown in Figure 1 below.

**Figure 1: Labour and Employment Sanikiluaq (1999)**

Sanikiluaq Residents	Number (#)	Percentage (%)
Sanikiluaq Residents (15+) Who "Want a Job"	238	74.4%
Employed	164	69%
Unemployed	74	31%

Note: employed and unemployed figures are based on the criteria of those who "Want a Job" (Nunavut Bureau of Statistics)

It is important to note that since 1994, due in large part to the efforts of people in the community, the rate of unemployment in Sanikiluaq has decreased almost 10%. This indicates that the economy has grown substantially in the last six years.

***Current Wage Employment in Sanikiluaq***

The largest employer by far in Sanikiluaq is government. This is followed by service jobs, by goods producing industries, and retail and wholesale. Figures from the Nunavut Bureau of Statistics are shown in Figure 2.

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<sup>3</sup>The Nunavut Community Labour Force Survey includes different labour force activity indicators than the national census as a result of the unique geographical and economic factors affecting Nunavut. Along with national Census criteria for unemployment, the Nunavut Bureau of Statistics includes two additional criteria – "No jobs available" which include those who haven't looked for work because they perceive no jobs to be available, and "Want a Job" which includes those who answered "yes" to the question "Do you want a job?" These additional criteria generally indicate a higher rate of unemployment in Nunavut than is reflected in the national statistics.

**Figure 2: Where are the jobs in Sanikiluaq?<sup>4</sup>**

Sectors of the Economy	Percentage
Government	46%
Other (food, beverage, accommodation)	38%
Goods Producing Industries	15%
Retail and Wholesale	13%

### Cultural Assets and The Traditional Economy

Much of the economic potential in Sanikiluaq lies with its strong base of traditional knowledge, skills and values. These are the foundation of the community's informal economy, which includes the various hunting, fishing, gathering and sewing activities. This knowledge and skill base is also an important asset in the development of other key economic activities, including commercial renewable resource activities, tourism, arts and crafts and sports hunting.

The economy of Sanikiluaq can be characterized as "mixed", where traditional subsistence activities, including hunting, fishing, trapping and gathering, are mixed together with a wage labour and business activities. Although harvesting is a part-time activity for many households in Sanikiluaq, production per household is still high, with an average of 1,015 kilograms of meat and fish produced by harvesting households in a year (Nunavut average, 1990 figures). This food has "an imputed value of \$10,000 to \$15,000 annually for households" (Usher and Weihs in NPC 1999, p.47). Numerous studies continue to demonstrate the higher value of country food compared to store bought food.

A challenge in maintaining the traditional economy in Sanikiluaq is that while most of the income generated is income in kind (food, clothing, etc.), continued hunting requires cash for reinvestment in harvesting equipment and supplies. This highlights the need for increased opportunities to earn cash income to ensure that the high levels of food production from the traditional economy continue.

Another challenge is that younger people are not practising traditional skills at the same level as their parents, and are gravitating more towards professional and wage employment options. Still, in 1994, statistics show that of people in Sanikiluaq over 15 years of age:

<sup>4</sup>In this chart, the percentages, obtained from the Labour Force Survey, add up to more than 100%. These figures need to be checked further.

- 61% of the population engaged in hunting/trapping and/or fishing activities; and,
- 51% were engaged in arts and or craft work.

The importance of the traditional economy is two-fold. First, it has stand-alone value to the community because it provides nutritious food and clothing to people in the community and it is a central element of Inuit culture. Second, and perhaps more importantly in the context of this report, is the value that the traditional economy has to provide a foundation for community economic development – in tourism, sport hunting, commercial fisheries and country food, and arts and crafts. The development of these business opportunities depends on traditional knowledge and skills, as well as on knowledge and skills of management, marketing, and visitor hospitality.

### **Natural Assets**

The unique and beautiful geography of the Belcher Islands offers a host of natural assets for the community. The marine habitat offers a variety of marine resources that residents rely on. Sanikiluaq residents consume more shellfish and related foods than any other community in Nunavut. Scallops, mussels, clams, sea cucumbers, sea urchins and char are all available and offer varying degrees of potential for development.

Healthy populations of polar bear, beluga whale, ringed, bearded and harbour seals, and walrus contribute not only to the local food economy but offer potential for tourism development and sports hunting. Reindeer on the islands, although small in number, also present an interesting and somewhat unique addition to the selection of wildlife in the area.

Although there are few rare or unique birds resident in the Belcher Islands, there are a significant variety of Arctic birds that have provided both sustenance and the basis for economic development initiatives in the past. The existence of several polynyas with resident populations of eider ducks is notable and provides an important highlight in the list of resources in this area. Various species of geese and other waterfowl are in abundance during different parts of the year.

### **Mineral Resources**

The area around Sanikiluaq may have potential for development of a number of minerals, including lead, zinc, gold, silver and diamonds. The community has adopted a no-staking policy in regards to mineral exploration.

Sanikiluaq is also fortunate to have a quarry at Tutarak Island for carving stone that provides a valuable asset in supporting the large number of carvers and artists in the community.

### **Physical Characteristics of the Land**

The physical characteristics of the islands represent a very significant natural asset for the community. The numbers of small islands that comprise the archipelago offer endless opportunities for exploration and provide a variety of vistas for potential tourism activities

The location of the islands in the southern part of Hudson Bay is a real advantage to Sanikiluaq in relation to other, more distant Nunavut communities. As well, the beauty of the landscape alone can be a critical element of potential economic development initiatives.

## **Challenges to Development in Sanikiluaq**

### ***Education and Training***

In 1996, Sanikiluaq's Inuit population made up 94% of the community. Like many other northern communities, a number of the professional and managerial positions within the community are staffed by non-Inuit, who tend to have higher levels of education.

One of the spin-offs of this type of work in the public sector is that experience gained in these positions can provide knowledge and skills important for the successful development and operation of businesses in the community. This highlights the need for an emphasis on skill development, on-the-job training, and formal education as a critical aspect of economic development planning so that the potential to access these type of positions is spread more broadly throughout the community.

### ***Heavy Reliance on Government Assistance***

The heavy reliance on social assistance from government in Sanikiluaq is a further sign that strategies for community economic development are required. In 1998, the Hamlet of Sanikiluaq processed \$733,829.00 in social assistance payments to residents. One hundred fifty-two households (377 individuals) received social assistance in 1998 (Government of Nunavut). Most social assistance is paid as credits for purchase of food and other household items. Thus, it currently serves as an important support for consumption, but has less impact as a resource for investment by community members in economic activities.

### ***High Cost of Living in Nunavut***

The geographic isolation of Sanikiluaq and Nunavut in general is one of its biggest challenges to development. Without road access, all goods required from southern markets are flown or shipped in. Freight rates in and out of the Sanikiluaq airport are high, therefore, placing high costs on businesses for utilities and for other operating expenses.

## **IV. Current and Potential Opportunities for Economic Development in Sanikiluaq**

As indicated by the community profile, Sanikiluaq will continue to face significant challenges in its efforts to meet the economic needs of its growing population. Market isolation and the high costs of doing business make it more difficult for small businesses

to have the impact on employment and wealth generation than this sector has in some other regions of the country.

Sanikiluaq's assets, on the other hand, are significant. Since it is not likely that there will be one major development that will be the economic saviour of the community, all assets must be considered by the community to weigh potential costs and benefits. Successful development requires:

- Identifying and taking advantage of all opportunities for increased employment and business development that are economically and socially feasible;
- Maximizing the benefits for employment and businesses from each opportunity; and,
- Ensuring that all the factors required for successful development – money, management, technical or traditional skills, markets – are in place.

From the initial consultations, a review of documents from the Economic Development Committee on future opportunities for economic development as well as other documents, Consilium has identified a range of options, and a number of specific opportunities for business and economic development in Sanikiluaq. The majority of these initiatives have been identified previously and may not be new to the community. What is important is that they are presented in a way that allows community members to set priorities for planning within an overall vision of development.

Therefore, we have identified long-term strategic options and more immediate, short-term strategic options for development in each of the following sectors:

- Tourism;
- Arts and Crafts
- Commercial Fisheries; and,
- Small and Micro-Business.

Within each of these sectors, strategic options are explored under the following headings:

- Current activities;
- Potential opportunities for short and longer-term development; and,
- Specific initiatives that can be pursued.

This format will make it easier for community members to discuss and prioritize the opportunities. In addition, this discussion will provide an opportunity for people to bring forward other ideas and spark additional thinking about development opportunities that can be incorporated into the planning process.

## 1. TOURISM

In 1997, the Government of the Northwest Territories identified tourism as the single most important growth sector for the economy of the NWT (including Nunavut). Tourism represented the third largest export in the NWT, behind mining and petroleum products. It was and remains in 2000, the largest renewable resources industry, contributing more to the economy than the combined sales of agriculture, forestry, fishing and trapping products. Adventure tourism was the fastest growing segment of the tourism industry and is estimated to have grown by 35% over the past year in North America. Cultural tourism is currently estimated to be a \$270 million industry and is expected to grow to \$1 billion within the decade. According to the Department of Resources, Wildlife and Economic Development, “tourism provides an excellent market for local arts and crafts, utilizing many traditional skills, and is compatible with the principles of sustainable development”.

Sanikiluaq has not seen the same level of tourism activity or investment in tourism infrastructure as have other communities in Nunavut. In 1999, the number of tourists estimated to have visited the community was under 10. Efforts to develop tourism-related initiatives have been sporadic and hampered by the fact that the community has not enjoyed the same level of attention from territorial planners as have other regions.

Sanikiluaq does, however, have assets of tremendous value to the development of a potential tourism industry, including:

- Its spectacular scenery;
- Its geographical proximity to southern markets (Toronto, Ottawa and Montreal);
- The rich marine resources;
- Inuit heritage sites,
- A well-renowned local arts and crafts sector; and,
- Good tourism infrastructure, including a new hotel and airport terminal.

Sanikiluaq has the potential to become a popular tourist destination for people interested in the culture and environment of Nunavut. Initial consultations with the community indicate a high degree of support for increased tourism activity and investment in Sanikiluaq.

### 1.1 Current Activities

To date, the community has not pursued an integrated planning approach to develop its tourism sector. As a result, separate initiatives have been initiated and undertaken by individuals in the community. Currently, there are a number of tourism-related activities occurring at the community level, including:

#### **Qikiqtait Tours and Outfitting**

Qikiqtait Tours is privately owned and operates as a part-time business. The owner has invested resources into developing the company in the hopes of stimulating activity in this sector.

Efforts to expand the company by forming a joint venture with the Mitiq Cooperative

were unsuccessful. Efforts to secure financing from government sources have not been very fruitful to date.

### **Arts and Crafts**

The various arts and crafts products in the community are available to the few tourists that travel to the community, but to date the small number of tourists has not made a discernible impact on the arts and crafts sector.

## **1.2 Potential Opportunities**

There are six identified areas within the tourism sector that could be considered as longer-term and shorter-term economic development opportunities:

### LONGER-TERM OPPORTUNITIES

#### **Eco-tourism**

Eco-tourists could find Sanikiluaq a very attractive destination. Their interests generally lie beyond the confines of the community, in areas such as nature and wildlife observation, exploring the area by kayak, hiking, etc.

Community benefits and spin-offs include guiding, rental of equipment, hotel accommodation and meals, souvenir arts and crafts, and specialty items such as jewelry and clothing.

Potential development of eco-tourism opportunities could focus upon:

- Kayaking tours of the region;
- Nature hiking and boat tours to view wildlife (reindeer, birds, polynyas);
- Scuba diving to view Flaherty's boat ("the Laddy") and the rich marine life in the area; and
- Cross-country skiing and winter camping expeditions.

#### **Cultural tourism**

With Sanikiluaq's rich archaeological record and traditional local economy, there is a good potential for cultural tourism activities to flourish. Concepts for cultural tourism could include:

- Cultural displays and events; and
- Archaeological tours.

#### **Arts and crafts tourism**

Sanikiluaq's rich carving tradition could attract increased tourism revenue into the community. Tourists often seek contact with particular artisans and artists, which represent the best market for sales of "higher-end" arts and crafts such as baskets, fine carvings and jewelry.

Carving demonstrations, quarry tours, demonstration of quarrying methods, basket weaving, jewelry making, introductions and discussions with leading artists in the community are all events that could be organized around arts and crafts tourism.

### **Sports hunting**

Polar bear, reindeer and walrus are considered the most likely species in the Belcher Islands for sports hunting. Potential benefits include revenue generated from the purchasing of tags from the HTO, outfitter and guide income, rental of equipment, employment for support people, hotel accommodation and minor souvenir purchasing.

There currently exists a moderate level of interest for an organized polar bear hunt in the community. To conduct a sports hunt for polar bear, regulations require that hunts be conducted by dog team. As the community's dogs were killed at the request of government officials in the 1950's, there are currently an insufficient number of dogs in the community to support a polar bear hunt. The local Hunters and Trappers Organization has discussed the possibility of establishing a sports hunt, but no detailed planning has occurred as a result of these discussions.

## SHORTER-TERM OPPORTUNITIES

### **Tourism business services**

One of the primary advantages of tourism is the number of spin-off activities that can be generated to satisfy the needs of tourists. In Sanikiluaq these may include:

- Translation/interpreting;
- Transportation;
- Increased sales of souvenirs;
- Catering;
- Construction and maintenance of display structures;
- Specialized services such as sales of winter clothing, snow goggles, snow knives, camping equipment sales and repairs; and,
- Telecommunications - faxes, answering services, Internet access for tourists.

### **Special events**

Communities that are successful in the tourism industry often develop a special event to provide a focus for tourism activities. Not only does this provide a key element in the annual planning for tourism activities but it also serves an important role in differentiating the host community from other communities with similar tourism packages.

In the case of Sanikiluaq, some possible options to consider may be an Inuit Art Showcase, Music Festival, Goose Week, Beluga Week, Scallop Festival, an Arts and Crafts Week, etc. Such events also make it easier for southern booking agents to assist in promoting the community.

## **1.3 Specific Initiatives**

Specific initiatives that could be considered to maximize the potential for tourism in Sanikiluaq include:

### **Identification and Development of Tourism products**

A series of tourism packages and marketing strategies will need to be developed that:

- Identify potential tourism activities and packages in Sanikiluaq; and,
- Promote “Sanikiluaq” as a unique tourism destination.

The work completed by Marshal Macklin (1982) and Laventhal and Horwath (1986, 1987) on community-based tourism planning and the feasibility and potential tourism linkages for packages between Moosonee/Moose Factory and Sanikiluaq both outline a number of key concepts that could be considered by the Committee. This process would enable the community to focus its efforts on establishing directions for tourism that would bring the most benefits as quickly as possible.

### **Support to Outfitters and Guides**

A key element of a successful tourism operation in the North is the availability of qualified and professional outfitters and guides. For certain tourism sectors, including sports hunting and eco-tourism, outfitters and guides play a critical role in ensuring the tourists are kept happy, safe and satisfied. Simply being an expert on land skills is not sufficient in the modern tourism industry. Additional training is often required for business skills, first aid, and hospitality.

### **Tourist Centre and Museum**

The development of a tourism centre should be pursued to provide visitors with a “first-point of contact” for information about the community and what it has to offer. An area of the building could be set aside for housing a museum for archaeological and historical artifacts and other items of interest. Indications from Nunavut Tourism suggest that developing a tourism centre for the community is a distinct possibility.

### **Establishment of a National Marine Conservation Area**

This initiative should also be investigated further by the community. The development of such a site would provide an extra boost to the tourism economy by providing free marketing as well as adding a significant asset to Sanikiluaq’s tourism portfolio.

### **Cruise Ships**

Although there are currently no cruise ships that come to Sanikiluaq, the development of a successful tourism industry in the community may make Sanikiluaq an attractive addition to the list of communities these ships visit.

## **2. ARTS AND CRAFTS SECTOR**

### **2.1 Current Situation**

#### **Sanikiluaq Carvings**

The past decade has seen a major decline in the markets for Inuit arts and crafts. In particular, sales of smaller carvings have dropped off, leaving wholesalers holding large inventories. Markets for higher end, more artistic carvings continue to offer the best opportunities in this sector of arts and crafts.

Sanikiluaq has been an active carving community for over thirty years and ranks only behind Cape Dorset and Gjoa Haven in terms of the economic impact it derives from carvings. There are approximately 120 carvers in the community, 70 of who produce carvings on a regular basis (approximately 30% of the adult population earns some income from carving).

As in many Inuit communities, the population involved in carving breaks down into two primary groups: carvers and artists. Artists tend to create more unique, higher quality pieces and usually do not repeat the final image. Carvers tend to produce smaller, less refined images with a greater emphasis in higher turnover time. Demand for the smaller, more commercial pieces has declined somewhat and carving currently brings in about \$350,000 per year. In the mid-1990's, the industry was bringing in roughly \$600,000 per year.

Currently most carvers sell their carvings to the Co-op, which in turn forwards them to Canadian Arctic Producers (CAP) for wholesale to galleries. There has been a dramatic reduction in the number of purchases of smaller carvings by the Co-op, as there has been a large build up of inventory that is not selling rapidly. The co-op has indicated that it will be focusing more upon higher-end carvings and reducing the number of carvers it purchases to around 50.

A recent entry into Sanikiluaq's carving world has been the Sanikiluaq Soapstone Carving web site operated by a local entrepreneur. Although sales have been limited, there are strong indications that this new method of selling carvings will be profitable and extend the marketing efforts for the community's carvers.

### **Eiderdown Products**

In the early 1990's an eiderdown project was established that provided bedding and clothing products. After two years of severe winter kill, the duck population declined sharply and the current level of production of eiderdown products is minimal.

### **Basket-Weaving**

There is a basket-weaving group in the community producing beautiful baskets made from local grasses. The high level of skill and time required to make these baskets means that they are sold at a high price ranging from \$300-\$700. Due to lack of marketing and the high price, sales of the baskets are low. The baskets are also being sold over the Internet via the Soapstone Carvers of Sanikiluaq website.

## **2.2 Potential Opportunities**

At present the carving industry is facing a number of external market challenges. However, there are potential areas for continued growth in this area at the community level and in new external markets.

## LONGER-TERM OPPORTUNITIES

### **Fine Art Production**

Research indicates a solid market for higher-end carvings continues to exist in the south. Sanikiluaq has a number of artists who are well known and respected in the art market and this type of work should be encouraged.

### **Basket Weaving**

There is a market for the unique and beautiful aboriginal basketry found in Sanikiluaq in North America and beyond. This potential should be explored.

### **Eiderdown Products**

There may continue to be a market for specialty goods made from eiderdown. The community experienced modest success in the earlier venture and other market opportunities could exist in the area of tourism, arts and crafts and fine home products.

### **Seal-skin Clothing**

A small-scale tannery, such as the one currently being established in Arctic Bay, may provide less expensive sealskin pelts for artisans who could use them to develop sealskin clothing for local and external markets.

## SHORTER-TERM OPPORTUNITIES

### **Corporate Sales**

Canadian Arctic Producers purchased over 2000 small carvings in 1999 that were sold to the Ikea Corporation. In the same year, over 1400 additional carvings were sold to an agency involved in the Pan American Games in Winnipeg. These initiatives highlight an important opportunity for Sanikiluaq carvers. Although there were some concerns over meeting the timelines involved in the Ikea sale in particular, it was a successful venture.

## **2.3 Specific Initiatives**

### **Carving Workshops**

There has been a drastic reduction in the demand for smaller, less refined carvings in the marketplace. The development of a community-based carving strategy could be addressed through a series of workshops to:

- Discuss current and future market trends;
- Encourage young carvers with fresh ideas;
- Explore the options for production of fine art;
- Encourage additional corporate orders; and
- Develop new skills.

### **Marketing for Carvings and Crafts**

During the research phase of the project, observations were made that suggest carvers in the community are not receiving the same recognition or promotion that

carvers in other communities receive. To ensure Sanikiluaq carvers can maximize their market potential, initiatives should be undertaken that include:

- Updating promotional materials, including photographs and biographies;
- Identification of new markets and new opportunities that do not conflict with existing CAP markets, including corporate Canada and micro-markets currently ignored by CAP; and,
- Internet marketing initiatives.

#### **Soapstone Business**

There could be an opportunity for a small, part-time business to quarry, collect, transport and store carving stone in Sanikiluaq. Although the market is very limited, some carvers may be willing to pay a small amount to help cover the costs of the small business. DSD has indicated that they would be interested in receiving a proposal for such an initiative.

#### **Basket and Eiderdown Workshop**

A workshop could be held for producers of baskets and eiderdown products to focus on:

- Identification of new markets, including arts festivals, U.S. and Japanese markets;
- Alternative product development (less labour intensive and lower-priced concepts for basket weavers and higher-end clothing for eiderdown products); and,
- New marketing concepts.

### **3. RENEWABLE RESOURCES**

#### **3.1 Current Situation**

##### **Sale of Country Food**

Traditional sharing practices are strong in the community where a large percentage of harvested country food is shared. There are indications however that the harvesters can bring in more food than the community currently utilizes. People tend to choose the best and favourite sections of meat for consumption leaving some of the less popular, but still edible, sections behind.

##### **Sale of Polar Bear parts**

Polar bear parts, including lip tattoos, ear tags, jaws and baculums have been sold to the HTO as part of their responsibility for wildlife management. As well, polar bear skins have been sold, usually un-tanned, to the Northern or outside of the community.

#### **3.2 Potential Opportunities**

##### SHORTER-TERM OPPORTUNITIES

### **Scallop Food Fishery**

There is known potential for the development of a scallop food fishery. Exploratory studies have identified sustainable development opportunity for a community-based commercial fishery (CDI International 1999; Giroux, 1998; Ecological Resources & Associates 1997). Although a commercial scallop fishery is not likely at the current time, there is potential in developing a food fishery for local consumption. If a road to Kuujjuaraapik is constructed, transportation costs might be reduced to a point where it might become more feasible to look at the commercial fishery option again.

Opportunities for local sales of scallops include selling the product in stores, offering them as an item on the hotel menu, or marketing the fishery as part of a tourism strategy that would help in developing a specific identity for Sanikiluaq in the tourism market (Scallop week, Northern Sushi Festival combined with Northern Lights).

With respect to commercial scalloping activities, the community has faced a number of challenges on the production end, experiencing difficulties similar to that of Pangnirtung. In the case of Pangnirtung, the community had a good supply of scallops but the fishery failed because the volume of scallops caught and processed combined with a low market price was not enough to cover the costs of the enterprise. This is an important issue in regards to the potential of the scallop fishery in Sanikiluaq. Barriers to the establishment of a commercial fishery include:

- A small local market;
- Federal inspection regulations;
- The requirement for a processing plant; and,
- Enforcement of tight controls on costs and quality standards.

Currently there are no specific plans to conduct another fishery, although there is some intention to eventually explore commercial opportunities. DSD feels that they have put enough financing and resources into the project and that it is now time for the community to take the lead on this initiative.

### **Sale of Marine Products**

The sale of marine products, including sea urchin roe, may be a productive initiative as these products are highly valued by southern markets. There could also be potential in a small regional market for the products as well.

### **Other Country Foods**

There may be some potential in trading/selling country food to other communities. Finding more ways to incorporate country food into the menu at the hotel, school, and for purchase at the grocery store will help replace expensive imported foods.

### **Seal Skin Pelt and Clothing Sales**

Sanikiluaq could focus on deriving a higher income from sale of sealskins. DSD currently has a program to pay harvesters for seal skins based on quality and size. As the program becomes implemented at the community level, it could provide an increased source of revenue for Sanikiluaq harvesters. A workshop to instruct harvesters on how to best kill, skin the seal as well as dress the skin for market is available from DSD.

Production of sealskin clothing provides another potential opportunity. Arctic Bay is currently developing a lower cost method of tanning that has minimal impact on the environment. Depending on the feasibility for a small-scale tannery in Sanikiluaq, local tanning could also provide a less expensive supply of tanned skins for use by local craftspeople (see below – small and micro-business).

DSD has indicated that they would be interested in bringing in someone to hold a workshop to demonstrate what type of clothing the market currently wants and how to make the garments. This past year, the Nunavut Harvesters Support Program distributed a number of industrial sewing machines to communities for sewing groups to utilize.

### **Polar Bear Parts**

Currently polar bear hides are not tanned in the community before they are sold. There could be an opportunity to add value to these skins before they are sold. Most provinces currently forbid sale of bear gall bladders. Further research could reveal a market for polar bear meat.

## **3.3 Specific Initiatives**

### **Marine Food Product Development Workshop**

To understand what the market wants, quality standards, processing methods, etc., preliminary research and planning are required. Subsequently a series of workshops to train people on the process involved in collecting and shipping the resource would be required. Potential product development areas include the following resources:

- Scallop food fishery;
- Sea urchin roe / sea cucumbers;
- Polar bear hides; and,
- Seal skin clothing.

## **4. SMALL AND MICRO-BUSINESSES**

### **4.1 Current Activities**

There currently exist a number of small businesses in the community that are owned by residents, including:

- Meeko's Bakery;
- Mickiyuk's Marine Equipment and Hunting (Retail);
- Rhoda's Place (Fast Food and Confectionery Sales);
- Atsanit Construction;
- Kawtaq Construction;

- Arctic Half Circle (Building Maintenance, Plumbing, and Heating Tool and Vehicle Rental); and,
- Handmade by Iqaluk (Manufacturing and sale of camp stoves).

Micro-businesses in the community include:

- Jewelry making; and,
- Artifact production (Nuiyak School students).

Most construction activity is currently dependent on capital expenditures by the Nunavut Government. A new tank farm and some new housing units are planned for the next few years.

Some of the constraints to owning and operating a small business in Sanikiluaq include market isolation, high cost of overhead, and limited local markets. There is a shortage of building space in the community for commercial activities.

## 4.2 Potential Opportunities

### LONGER-TERM OPPORTUNITIES

#### **Construction of a visitor's center/museum or heritage site**

This may provide short-term construction employment and medium to long-term income from maintenance contracts.

#### **Construction and Maintenance of Mini-mall**

There are indications that Qikiqtaaluk Corporation is quite willing to assist the community to begin the process of developing an incubator mall. This will provide some relief and support to small businesses in the community while also providing some short-term construction work and some medium to long-term contracts for maintenance.

### SHORT TO MEDIUM-TERM OPPORTUNITIES

#### **Internet Service Provider Company**

The current efforts to establish a local Internet Service Provider would be a solid step towards reducing some of the barriers that have acted to isolate the community in the past. A community web page could be developed to provide a wide variety of marketing assistance for the community including arts and crafts, tourism, special events, country foods, etc. Training opportunities associated with the establishment of such a company for maintaining and operating the website could be of interest to younger residents. Additional work could focus on providing a variety of computer support services for the community.

#### **Services for Tourists**

Any increase in tourism in the community will increase the demand for equipment rental, confectionery items and baked goods, and marine and hunting equipment. Additional opportunities may arise for the development of a water-taxi business to aid hikers, kayakers, naturalists, in reaching specific sites. As well, local transportation needs may increase as tourism expands. The need for interpreters and translators to assist tourists overcome the language and cultural barrier will also increase. Tour guides, lecturers/facilitators and other service providers will also be required.

#### **Jewelry Making**

There is an opportunity to expand the sales of jewelry to tourists and to local and artisan markets. Currently there is one person making and selling jewelry in the community. There may be opportunities for younger people in the community to develop skills in jewelry making as a profession. Arctic College has provided a course at the Iqaluit and Cape Dorset campuses in jewelry making (working in bone, metals and ivory).

#### **Soapstone Production and Sale**

Currently there are periods when soapstone is not available in the community. DSD has indicated that they would be interested in receiving a business plan outlining the details of an initiative to address this need. Although it would only be a part-time business, an opportunity may exist. Additional opportunities for the business could include annual maintenance, clean up of the sites and providing tours to visitors.

#### **Artifact Production**

Currently there are copies of Thule and Dorset artifacts being produced by students at Nuiyak School. A previous pilot project in Pond Inlet experienced some significant success in developing and selling similar products. There is a market for such goods, particularly to clients such as the Museum of Civilization in Ottawa and art galleries specializing in northern items. Internet marketing would again greatly enhance the ability to sell these items.

### **4.3 Specific Initiatives**

#### **Workshops for small businesses**

People who want to start their own small businesses, should have access to entrepreneurship and management workshops where they can learn what is involved, in establishing and operating a successful small business.

## **V. Factors for Success in Developing Strategic Options for Community Development**


There are a number of “factors for success”, or needs at the community level, that are common to the successful development of each of the potential opportunities identified. They include:


- Learning from others;
- Community input and coordination;
- Sectoral development strategies;
- Accessing business support programs;
- Training;
- Joint ventures;
- Product development;
- The art of marketing;
- Mastering production;
- Management support;
- Business development; and,
- Adequate infrastructure.

### **Learning from others: Case Studies**

During the early stages of planning for economic development, it is often beneficial to look at what has been tried in other communities facing similar challenges. The experiences of other communities, both good and bad, can provide important insights into factors for success in economic development planning.

The case studies from Pond Inlet and Arviat provide some key factors for success in developing eco-tourism and sports hunting activities.

<p style="text-align: center;"><i><b>Case Studies</b></i></p> 	<p><b>Eco-tourism: Pond Inlet</b></p> <p>Pond Inlet has developed a successful eco-tourism industry based upon the beautiful scenery and plentiful wildlife in the region. The primary agency involved in the eco-tourism sector is the Toonoonik Sahooonik Cooperative. Lacking the marketing and booking capabilities needed to attract southern clients, the Cooperative utilizes southern travel wholesalers to sell packages to clients and to provide some of the professional guiding services in the north.</p> <p>In terms of benefits to the community, a 1991 study indicated that the average annual outfitting income was between \$68,000 and \$77,000. About \$29,000 of this went directly to community outfitters with the balance going to the co-op. This income was derived from 6 tours of 12 people each who stayed a maximum of 5 days on the land.</p>
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<p style="text-align: center;"><i><b>Case Studies</b></i></p> 	<p><b>Polar Bear Sport Hunts - Arviat</b></p> <p>The polar bear sports hunt is organized by the HTO. A total of 20 polar bear tags are pulled each year in Arviat. Of those, the first five are allowed to sell their tags back to the HTO for \$1,500. The money from the sports hunts is used by the HTO to help offset the costs of harvesting activities and special projects approved by the HTO Board.</p> <p>Currently the HTO goes through an outfitter who works through a booking agent to arrange commercial hunts of the bears. The price to the hunter is generally in the range of \$13,500 - \$17,000 US. The HTO negotiates a price with an outfitter for the tags. In the past this has been about \$2,500 per tag. The outfitter covers the costs of the advertising, promotion, travel costs to the community, in town accommodation, etc. The HTO provides dog team, food, guides,</p>
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	etc. The indirect benefits to the community are substantial through work, supplies, and rental of dog team. The HTO prefers to go through an existing outfitter as they currently do not have the capacity to undertake this themselves.
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### **Community input and coordination**

The Economic Development Committee of the Hamlet Council plays a central role in co-ordinating planning of economic development in Sanikiluaq. The Committee, appointed by Council, includes a range of people from public and private sectors, including the HTO, co-op, tourism outfitter, school, and daycare centre.

The Committee, formed one year ago, has embarked on a process of developing an economic development plan for the community. The Committee is responsible for overseeing and directing the process, and co-ordinating input from each economic sector of the community.

### **Sectoral development strategies**

In each sector, strategies need to be developed and considered in a larger context of the overall framework for economic development in the community.

#### ***Renewable Resources***

In the renewable resources sector, the HTO has taken the lead in identifying and testing sources of supply, product development, production and training. Representing all the wildlife harvesters in the community, it would appear to be an appropriate role for the HTO. This is the organization that wildlife organizations and government look to as the lead when discussing development projects dealing with wildlife.

#### ***Arts and Crafts***

In the arts and crafts sector, both the co-op and Northern have been active in purchasing and wholesaling carvings. The new Internet marketer has had some success in selling carvings through the Internet. One important need in terms of identifying and implementing development strategies for arts and crafts in the community is to give a stronger voice to the artists through establishment of an artists association. An artists association could take on the task of assisting local artists to better understand the market. It could also give the artists a stronger voice and a more active role in developing markets in co-operation with wholesalers.

#### ***Small and Micro-Business***

Businesses in Sanikiluaq require a wide range of needs. At some point in the future it may be appropriate to consider establishment of something like a chamber of

commerce. At this time, however, they may continue working as an informal group to identify issues and provide input into community economic planning.

### **Tourism**

In the section on opportunities in the tourism sector, it was suggested that there was a need for development of an overall strategy for tourism development in Sanikiluaq. It is possible that a community tourism committee could be established and given responsibility for overseeing development of a strategy. In order to ensure there is active participation on the committee, it may be best that the committee be comprised of representatives of those organizations or individuals active in the tourism area. It would also be possible to make the tourism committee a sub-committee of the Economic Development Committee, to ensure there is productive input and co-ordination with overall economic development thinking and planning by the community.

#### **Case Study**



#### **COMMUNITY-BASED TOURISM PLANNING: THE ROLE OF A LOCAL COMMITTEE**

The community of Cape Dorset is focusing on maximizing community benefit from cruise ships that visit the town site each summer. The community has taken a community-based approach in order to maximize benefits by tasking the Economic Development Committee with developing a tourism strategy. The result is a tourism strategy that focuses on guide training, marketing and full costing of services and products offered by small business in the community. The strategy has been successful, including the development of two small inbound tour business enterprises - each run by women - that coordinate all events and interface with tour operators before, during and after the tours.

Some of the factors underlying Cape Dorset's success with inbound tour planning are:

- Focus on community-based guide training;
- The establishment of minimum requirements from tour operators, including guidelines for minimum length of stay;
- Required expenditures based on marketed tour concepts;
- A requirement for pre-payment prior to landing; and,
- Development of tour concepts which seek to fully maximize community assets, including arts and crafts demonstrations, food, throat singing, archaeological site tours, and boat tours.

As a result of these approaches, it has been estimated that for each of the 7 ships arriving in Cape Dorset each summer, an average of 30 local people are employed for one to two days. Little of the cost is subsidized by the community, putting the majority of revenues directly into the pockets of individuals.

### **Accessing Business Support Programs**

Becoming knowledgeable about territorial and non-government programs to help the community and individuals access funding is an important element of developing successful business and employment opportunities in Sanikiluaq.

In the case of tourism, the Nunavut Government has identified tourism as a primary economic development initiative and, as such, has provided resources to help communities develop their tourism industries. As well, a number of regional and territorial Inuit organizations have programs that enable communities, businesses and individuals to develop their own tourism activities.

In the arts and crafts sector, there are programs currently in operation that can provide small loans and grants to carvers and small businesses for the purchase of tools and other carving equipment. Access to these programs is an important financial lifeline to carvers, artists and craftspeople.

### **Training**

Sanikiluaq residents currently have many of the basic skills required to develop economic opportunities in their community. Knowledge of traditional skills, land skills, arts and crafts are all important to developing the local economy. However, in very few cases are successful initiatives undertaken without a serious investment in training. Tourists, for example, will be spending large sums of money to visit Sanikiluaq and to ensure a quality product, people involved in the sector must be trained in a number of areas including: basic guiding skills, hospitality, tourism management, costing of tourism packages and financial control.

### **Partnerships and Joint Ventures**

Pooling resources to achieve greater capacity is often the only way businesses have an opportunity to pursue economic opportunities.

### **Product Development and Marketing**

Nearly every successful industry is based upon successful planning and market development. Marketing activities in Sanikiluaq have brought increased exposure to its artisans and continued focus on marketing, combined with new product development will be key to developing future opportunities.

Renewable resource initiatives will require ongoing product development and careful planning to ensure the resource can sustain commercial levels of exploitation. In the case of tourism, for example, the community must identify what its advantages are compared to other similar communities, develop quality tourism products, and market effectively to their target clientele.

Development of an integrated marketing strategy for all products developed at the community level would ensure:

- The community remains aware of market opportunities for products;

- There is a clear and recognizable market image for Sanikiluaq products;
- External markets are knowledgeable about Sanikiluaq products; and,
- That products meet best standards and requirements.

The Internet offers a relatively affordable marketing tool that can extend marketing efforts around the world for a modest price. There is an opportunity for co-operation among various groups in marketing a variety of Sanikiluaq products on the Internet.

In the arts and crafts sector, carvers, weavers and other artisans need to learn about market trends and the opportunity to respond, and in the case of large corporate orders, be able to streamline their production of carvings to meet quality and production timelines. Participating in events such as Nunavut Artists in Stone Symposiums, tourism and arts and crafts events will also assist in marketing efforts.

### **Raw Material Supply**

Ensuring supply of materials needed to develop new products is of utmost importance to success in business. Not only does the supply of raw materials, for example, fish, eiderdown or soapstone, need to be obtained in a cost-effective manner, but the supply needs to be managed so that it is sustainable. Both environmental and economic feasibility need to be addressed when looking at the availability of materials.

### **Management Support and Services**

Currently there is limited amount of management capacity in the community to take on new initiatives. A key factor for success in any new venture will be the ability to access managerial knowledge and skills for the first few years of its life. Financial management support will also be critical.

## **VI. Organizational Structures for Community Economic Development**

The Economic Development Committee of the Hamlet of Sanikiluaq has requested assistance with the development of their strategic community economic development plan. Along with identifying new economic development opportunities, the Committee instructed Consilium to:

“Recommend a community organizational structure suitable for generating and supporting economic growth and development in Sanikiluaq.”

In particular, the Committee was interested in exploring options for establishing an economic development corporation.

In this report, options are presented for establishment of a community-based development corporation. However, the need for an organization of this type, as well as the specific structure of a development corporation, can only be assessed within the overall context of:

- a) Community needs in relation to community organizational structures; and,

- b) The functions of existing development organizations within the community.

### Meeting Organizational Needs for Community Economic Development

The following table presents a summary, by sector, of specific needs for organizational support for planning and implementation of community economic development at the community level. The summary was prepared from needs identified under the specific development initiatives and in the *Factors for Success* section above.

#### Summary of Needs, by Sector, in Relation to Economic Development Organizations in Sanikiluaq

Needs	Tourism	Arts and Crafts	Renewable Resources	Small and Micro Business
Community input, coordination	X	X	X	X
Sector development strategies	X			
Accessing business support programs	X	X	X	X
Training planning, workshops	X	X	X	X
Joint ventures	X			X
Product development	X	X	X	
Marketing planning and support	X	X	X	X
Production process		X	X	
Raw material supply		X	X	
Management support and services	X	X	X	X
Business development: Feasibility studies and business plans	X	X	X	X
Infrastructure: commercial space	X			X

The potential role for new community development organizations must be looked at in relation to these needs in the various sectors, and in relation to the role and functions of existing development organizations in the community.

#### ***Role of the Economic Development Committee***

The role of the current Economic Development Committee in Sanikiluaq reflects some of the key principles for successful community economic development noted at the

beginning of this report:

- Using strategic planning approaches to maximize use of limited resources in areas that will provide the greatest benefit;
- Developing plans that merge social and economic goals and build local capacity; and,
- Mobilizing key sectors of the community.

It is important that these functions of the Economic Development Committee be continued through implementation of a community economic development plan. There is no other body in the community of Sanikiluaq that represents the interests of all elements of the community in economic development in the same way.

It is also important - in examining options for organizational structures - that other organizations are not set up in a way that promotes conflict with the role of the Economic Development Committee. The Committee must try to ensure that there is a “critical mass of cooperating organizations through which locally based initiatives are implemented”.

### ***Roles for Other Community Committees***

In the previous section on *Factors for Success*, it was suggested that it might be beneficial to establish a community tourism committee. This committee could serve as mechanism for community input on tourism development, and oversee development of a tourism strategy for Sanikiluaq. As tourism develops in the community, the committee could be composed primarily of those active in the tourism area. This committee might work as a sub-committee of the Economic Development Committee.

It was also suggested in the previous section that there appears to be a need to give a stronger voice to artists – carvers, weavers, clothing producers, and others – in identifying development and marketing strategies for the arts and crafts sector, and in working with wholesalers. This could be accomplished through the formation of an artists committee or association in the community.

The Hunters and Trappers Organization represents wildlife harvesters in the community, and generally takes a lead in responding to opportunities for renewable resource development.

One other need that was clearly identified in the initial consultation is for greater co-ordination of education and training initiatives and programs in the community. The Economic Development Committee might look at how this function could be carried out, possibly through establishment of a sub-committee on education and training.

### ***Role of the Community Economic Development Officer***

The Community Economic Development Officer (CEDO) has a key role to play in relation to the Economic Development Committee, providing technical and planning support to the Committee. In relation to new or existing businesses in the community, the CEDO assists them in identifying business development needs and helping them to access business

support program funding, as well as identifying training needs and accessing training programs or funding.

In addition, the CEDO has been directly involved in many of the aspects of developing a specific business. This includes product development, marketing, production, raw material supply, and management services for development of the eiderdown and other local businesses. There is a desire to see many of these functions, which are more related to entrepreneurship and business management than to CEDO functions, taken on as much as possible by a business development organization in the community.

## **Options for Establishment of a Community Development Corporation**

### ***Purpose and Functions***

The need has been identified in Sanikiluaq for a body that can initiate and pursue specific business development projects, and the community wishes to consider the option of establishing a community economic development corporation. Establishing a thriving business in response to economic need in the community is essentially an entrepreneurial function. Entrepreneurship involves knowledge of business management, but also much more, including the creativity and determination to develop a new area of business in a way that can be successful.

The Mitiq Co-operative has fulfilled this function in the area of carvings, as well as in retail and accommodation. Sanniit Co-operative has pursued the manufacture of eiderdown products. There are a number of small businesses in Sanikiluaq established and run by individual entrepreneurs.

One reason that a new community development agency may be required is that the Community Economic Development Officer has been required to fill a lot of the entrepreneurial role in relation to new business areas. This lies beyond the role of the CEDO and ultimately may place excessive demands upon this position. In addition, there appears to be a need on the part of small businesses in Sanikiluaq for business services such as marketing, or management services such as accounting and bookkeeping, which lie beyond the expertise and capacity of small business, and which should be supplied by another business organization.

Looking at the chart of needs in relation to economic development organizations above, it would appear that the primary functions that could be filled by a community development corporation are:

- **Tourism sector:** preparation of a sector development strategy, feasibility and business planning for tourism opportunities, product development, marketing, establishment of partnerships or joint ventures with outfitters, operation of visitor centre and other visitor facilities;
- **Renewable resources:** feasibility and business planning, product development, marketing, and the establishment of partnerships or joint ventures;

- **Small and micro-business:** marketing services, management services, feasibility and business planning, and provision of commercial space.

In addition, a corporation might provide marketing and management services to complement or support the activities of existing community arts and crafts organizations in eiderdown, baskets, and carvings.

Thus the basic role of a development corporation would be to provide the business and entrepreneurial focus to make a success of these new business areas, either on its own or working in partnership with an existing business or community organization. Establishment of a corporation would be justified if other organizations in the community cannot fill this role in relation to particular business areas and opportunities.

### ***Challenges to the Success of a Community Development Corporation***

There are a number of models for community development corporations, and numerous development corporations in existence. However, many community development corporations have failed or have a precarious existence. In general, reasons for lack of success can be:

- The corporation does not really operate on a business model; rather it incurs the costs of establishing an office and hiring a manager and staff, and then goes looking for a business opportunity. The result is the corporation is in reality supported by grants and bailouts rather than being led by the development of its business revenues;
- Lack of capable management, and a board that is not business oriented and does not exercise its entrepreneurial function;
- Lack of sufficient independence of the board from a political body that controls it, resulting in interference with business decisions, so decisions are made that cannot be justified from a business point of view; and,
- Lack of sufficient control by the community over the general direction and development strategies of the corporation, resulting in the pursuit of business activities that provide little benefit to community members.

This suggests that models for a development corporation that can be successful and serve its community should include the following key elements:

- Establishment and growth of the corporation is based primarily on successful development of opportunities for generating business revenues;
- The process for appointing a Board of Directors creates a Board that is business-oriented; and,
- The structure for ownership and control gives independence to the Board to make business decisions, but provides a mechanism to ensure that the corporation operates within a policy framework that provides direction from the community on overall strategies for development and for providing benefits to community members.

**Case  
Studies**



***KITSAKI DEVELOPMENT CORPORATION***

The La Ronge Indian Band in Northern Saskatchewan created the Kitsaki Development Corporation (KSD) to serve as the economic development and investment tool of the Band Council. By obtaining strong managerial expertise and pursuing a diversified portfolio of investments for the Band, the KDC has been able to enhance the economic situation of the Band and its members.

The strength in this model is that KSD established an early emphasis on developing the capacity and self-sufficiency of the organization and its businesses. The investment strategy has emphasized institution building and participation in all sectors of the economy. Employment is something they focus on after the business has become established and successful. By sticking to a focus on operating businesses based upon business principles, developing its own managerial capacity and developing joint ventures to access opportunities, skills, and capital it didn't have, KSD has developed into a model of success that many communities have turned to.

Another successful element of this model is the fact that KDC's model separates politics and economic development. KDC operates at arms-length from the Band Council. It was formed because the community lacked the organizational and institutional infrastructure and a business environment and mentality necessary for successful long-term economic development.

The decision to have a separate arm for economic development was based on the fact that the Band Council lacked the technical skills necessary for economic planning, and as politicians, they have a short planning time frame and have many other concerns that detract from focusing upon economic development.

***Incorporation of a Community Development Corporation***

There are two primary options for incorporation of a community development corporation. The corporation could be organized as a **for-profit business organization**. This would be appropriate if the objective were to produce profits for shareholders. In this case, any profits obtained would first be taxed like any other business corporation.

The second option is to organize the corporation as a no-share, membership corporation that is as a **not-for-profit corporation**, in which the owners are **members**. This does not mean that the corporation is not a business: it could undertake business activities, and could make a profit. The objective of the corporation is to represent the community by generating economic activity in the community and pursuing opportunities for business development. Any profits made by the corporation would not go for the personal benefit of

the members, but would be ploughed back by the corporation to further pursue its objective of community business development.

A not-for-profit corporation would not be taxable, and the all profits could be retained by the corporation and used as a resource for further business development. Benefits to the community would be in the form of employment, training, and the development of opportunities for other community businesses. If required, a non-profit organization can establish for-profit subsidiaries, and in this way form joint ventures with other community businesses.

### ***Ownership and Board Structure***

In a non-for-profit organization, ownership is exercised by “members” of the corporation, rather than by shareholders.

There would appear to be two basic options for membership of a community development corporation in Sanikiluaq:

- Members would be appointed by the Hamlet; or,
- Members would be representatives of key economic groups in the community.

Ownership by the Hamlet would provide a means of ensuring that the activities of the corporation were carried out within the development plans established by the Council and its Economic Development Committee. However, there are other ways to ensure this, and the disadvantages of Hamlet ownership would be the possibility of political interference in business operations. As well, a Hamlet-owned development corporation may not qualify for benefits as an Inuit firm under NTI’s rules under Article 24 of the Nunavut Land Claims Agreement.

The second option is that the membership would consist of representatives of the various economic groups in the communities. For example, groups such as the following could each appoint one Member:

- Carvers;
- Other arts and crafts producers;
- Tourism operators;
- Mitiq Co-operative;
- Saniit Co-operative;
- Small business; and,
- Hunters and Trappers Organization.

It would be up to people in the community, perhaps through the Economic Development Committee, to identify which groups in the community should appoint a member to a development corporation.

The purpose of a development corporation would be to provide business services to these groups, as well as providing broad economic benefits to the community in terms of

employment or training. For example, it could provide marketing services to tourist outfitters, to craft producers, management services or other services. Thus, each group would have a stake in the success of a corporation, and it would in effect be in the interest of each group to make it work. All the key economic groups could have a voice, with no one group controlling it. It might also make sense to have a representative of the Economic Development Committee, representing the Hamlet, as a member, since the Hamlet is an important economic actor in the community.

Based on this, it should be relatively easy to establish a Board structure. Each member, representing one of the economic groups in the community, would also serve as a Director. These Directors would form the Board of Directors for the corporation, and would elect at a Board meeting a Chair, Vice-Chair, and Secretary-Treasurer for the corporation. The Board would hire, most likely on a contract basis at first, any staff or other expertise required to work on specific business development initiatives falling under the mandate and plans of the corporation.

The role of the Board in the establishment of new business ventures is critical: they act as a support and check on the plans developed by the manager and staff of the corporation. The Board of Directors would have the independence to pursue specific business ventures. It would be critical therefore to put in place by-laws, policies and procedures outlining the process by which the corporation would assess the feasibility of any proposed business venture. As with any corporation, the Board of Directors would not be personally liable for financial obligations of the corporation.

The Member/Directors would have to ensure that a development corporation was oriented to addressing the needs of the economic groups in the community and the community as a whole. While this would be the primary control over the activities of the corporation, it may still be helpful to link the operations of a corporation to general development planning in the community. The by-laws of a corporation could include a requirement that the Board of Directors present annually a plan of their activities for the coming year to the Economic Development Committee. This would promote ongoing co-ordination, and might help to avoid development of conflict between organizations in the community involved in community economic development.

### ***Steps for Establishing a Development Corporation***

If it is determined that there is a need for a community development corporation, the basic steps involved in establishing a corporation are:

1. Develop a mandate for a community development corporation.
2. Identify the groups in the community that would appoint members to the corporation, and develop an agreement in principle among the groups on the appointment of the members.
3. Prepare a strategic and financial plan for establishment and initial operation of the corporation.
4. Draw up the incorporation documents with the assistance of a lawyer, including objects for the corporation and by-laws.

The legal and registration costs for incorporation should be about \$2,500.

### ***The Choice Facing the Community***

The choice facing the community of Sanikiluaq on whether a new development corporation should be established requires discussion and planning around the following two questions:

- Is the corporation required: are the functions that would be carried out by the corporation ones that cannot or would not be filled by an existing organizational body?
- Will the corporation be financially successful? Are there opportunities for new business ventures and for providing services to other community businesses to generate enough revenues to cover the costs of operating the corporation?

## **VII. Identifying Resources for Community Economic Development**

In developing and implementing a community economic development plan for Sanikiluaq, the community will require technical assistance, support and funding for project and business planning, training, project implementation and aftercare.

The following is a list of some key development agencies within the region that can assist the community in the development and implementation of a development plan.

### ***Business Development***

- *Baffin Business Development Centre*
- *Kakivak Association*
- *Baffin Regional Chamber of Commerce*
- *Qikiqtaaluk Corporation*
- *Department of Sustainable Development*
- *Nunavut Tunngavik Incorporated – Business Development*
- *Nunavut CEDO (Aboriginal Business Canada)*
- *Arctic Co-operatives Limited and Canadian Arctic Producers*
- *Nunavut Business Credit Corporation*
- *Nunavut Development Corporation*
- *Nunavut Economic Developers Association (NEDA)*
- *Department of Indian Affairs and Northern Development (Canadian Rural Partnership Pilot Projects Initiative)*

### ***Tourism***

- *Nunavut Tourism*
- *Department of Sustainable Development*

**Renewable Resources**

- *Baffin Fisheries Council*
- *Qikiqtaaluk Wildlife Board*
- *Nunavut Harvester Support Program*

**Education and Skill Development**

- *Nunavut Arctic College*
- *Apqut Training and Employment Fund (Kakivak Assoc.)*
- *Department of Education*

## **VIII. Consultation Plan: Designing Community Strategies for Development**

### **Initial Consultation, March 2000**

Initial consultations have been held with representatives of community organizations in Sanikiluaq, as well as with regional development agencies. The results of these initial consultations are contained in this report, **Sanikiluaq Community Economic Development Study: Overview of Strategic Options**. This report provides a basis for detailed community consultations and planning in April and May.

### **Iqaluit Consultations: April 5<sup>th</sup> – 7<sup>th</sup>**

In preparation for community consultations in Sanikiluaq, Ron Ryan of Consilium will spend time in Iqaluit meeting with regional representatives of government and other development agencies. Ron will meet with staff of the Department of Sustainable Development on potential strategies and initiatives for Sanikiluaq to pursue in the various sectors of the economy. Ron will also meet with other regional organizations where possible, including:

- Qikiqtani Inuit Association;
- Qikiqtaaluk Corporation;
- Kakivak Association;
- Baffin Business Development Centre;
- Nunavut Tourism;
- Qikiqtaaluk Wildlife Board; and,
- Arctic College.

### **Sanikiluaq Community Consultations: April 24<sup>th</sup> – May 1<sup>st</sup>**

The objective of the community consultation and planning is to provide the Committee, community administrators, community organizations, small business operators, and other community members with an opportunity to review the strategic options presented and to provide their input into the preparation of a community development plan.

David Boulton will travel to Sanikiluaq for six days between April 24<sup>th</sup> and May 1<sup>st</sup> to carry out consultations in the community. David will be working with a community researcher, Caroline Pauloosie-Meeko, under the direction of the Economic Development Committee.

During the first part of consultation, David and Caroline will meet with people in the community involved in various aspects of community economic development – local government, education, youth, small businesses, tourism, arts and crafts and renewable resource economy. They will be using local radio to describe the purpose of the consultation, and to encourage people to share their ideas and concerns about community economic development through a phone-in show. Meetings will be held with the Committee and other community organizations. Public forums and meetings will be held to encourage individual input and discussions from community members.

### **Presentation to Council and Planning Session: May/June 2000**

Following the community consultations, Consilium will prepare an interim report on the results of the consultations. The report, in Inuktitut and English, will make recommendations on long and short-term strategic options for community economic development in Sanikiluaq, with a special focus on recommendations on the community economic development model.

Fred Weihs will come to Sanikiluaq to formally present the interim report and to get feedback from the Economic Development Committee and Council on the recommendations. An action planning session will be held with Committee and others to develop an action plan on how specific recommendations on development options can be pursued.

A final community economic development report and plan will then be prepared and delivered to the Committee and the Hamlet Council.

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# **Community Economic Development in Sanikiluaq, Nunavut**



## ***INTERIM REPORT***

### **RESULTS OF COMMUNITY CONSULTATIONS & PRESENTATION OF PRELIMINARY RECOMMENDATIONS**

**(Community Economic  
Development Study, Phase 3)**

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**Prepared for:**  
Sanikiluaq Community  
Economic Development  
Committee

**By:**  
**Consilium**  
May 26th, 2000

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# 1 Introduction

## 1.1 Background

In 1999, the Community Economic Development Committee<sup>1</sup> of Sanikiluaq began the process of developing a strategic economic development plan for the community. The Committee held meetings and consultations with local residents, local businesses, community organizations, outside professionals and agencies on various sectors of the local economy.

To further support the process of developing a strategic Community Economic Development plan, the Hamlet Council in Sanikiluaq retained Consilium to:

- Review the existing nature and organizational capacity of the community economy in order to identify new economic development opportunities;
- Recommend a community organizational structure suitable for supporting and generating economic growth and development; and,
- Develop an action plan for establishing the new economic development organization.

In February and March 2000, Consilium conducted research and identified economic opportunities and institutional strategies for community economic development in Sanikiluaq that were summarized in the *Strategic Options Report* and provided to the Committee. The report presented both broad directions and specific strategies that were sensitive to social, cultural and economic realities and needs of the community for short and long-term development. In large part, the report built upon work initiated in 1999 by the Committee.

In April of 2000, Consilium conducted community-based and regional consultations in Sanikiluaq and Iqaluit to review the identified opportunities and community economic development strategies contained within the *Strategic Options Report*. During the community and regional consultation process, important feedback was provided to Consilium concerning the identified strategic options and the structure of the development corporation as outlined in the *Strategic Options Report*.

## 1.2 Purpose and Objectives

The purpose of this report is to provide the Committee with a revised perspective on the identified economic opportunities as well as the proposed economic development structure outlined in the *Strategic Options Report*, based on views of the community and regional representatives presented during the consultation process.

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<sup>1</sup> The Community Economic Development Committee is referred to as the Committee throughout the document

Specifically, this report:

1. Presents in a summarized form, community and regional feedback to the identified economic opportunities and community economic development frameworks outlined in the *Strategic Options Report*;
2. Provides further detail and analysis on the model for community economic development in Sanikiluaq, addressing both institutional and capacity building issues; and,
3. Provides initial action planning with respect to each business development, employment, training and community infrastructure opportunity and where possible, relates it back to the overall strategy for sustainable community economic development planning in Sanikiluaq.

### **1.3 Organization of the Report**

The *Interim Report* is divided into six sections. Section two provides a general overview of Consilium's methodology and schedule during Phase III of the community economic development project in Sanikiluaq. Section three outlines community attitudes, priorities, issues and concerns towards strategic options identified in Phase II through the *Strategic Options Report*. The fourth section discusses options for the community economic development structure as well as initial approaches to longer-term education, training and skill development initiatives. Section five presents a series of recommendations related to specific economic opportunities in tourism, renewable resources, arts and crafts and small business development. The final section of the report outlines the remaining phases of work on implementation planning and a schedule for completion of the Community Economic Development Study in Sanikiluaq.

## **2 General Overview of Community Consultations: April 24<sup>th</sup> – May 1<sup>st</sup>, 2000**

The objective of the community consultations and planning phase of the community economic development study in Sanikiluaq was to provide the Committee, community administrators, community organizations, small business operators, and other community members with an opportunity to participate directly in the community economic development planning process.

### **2.1 Iqaluit Consultations, April 6<sup>th</sup> – 7<sup>th</sup>, 2000**

To supplement information gained from government and Inuit organizations during the initial research phase of the project, Ron Ryan of Consilium traveled to Iqaluit in order to receive more focused input from regional sources. Meetings were held with staff of the Department of Sustainable Development (DSD), Nunavut Tourism, and Kakivak Association.

## **2.2 Sanikiluaq Consultations: April 26<sup>th</sup> – May 1<sup>st</sup>, 2000**

Consilium held meetings and conducted additional research in the community of Sanikiluaq between April 24<sup>th</sup> and May 1<sup>st</sup>, 2000. These consultations were undertaken by:

- David Boulton (Consilium);
- Caroline Pauloosie-Meeko (Community Researcher); and,
- Miriam Fleming (Community Economic Development Officer).

During the consultation, meetings were held with various groups in the community. A detailed list of those consulted and a schedule of meetings are provided in Appendix A and B respectively.

Two personnel from the Department of Sustainable Development, Government of Nunavut<sup>2</sup>, were present during part of the community consultation and attended several of the group meetings.

## **3 Review of Strategic Options for Community Economic Development in Sanikiluaq: Community and Regional Responses**

In the *Strategic Options Report*, Consilium outlined a range of options for community economic development approaches and structures, and specific opportunities for business development and employment in Sanikiluaq. The following section will review community-based and regional responses to each identified opportunity, referring to the *Strategic Options Report* where possible.

Overall, the community consultations confirmed and supported the majority of economic opportunities identified in the *Strategic Options Report*. Strategic options for development included activities in the following sectors:

1. Tourism;
2. Renewable Resource Economy;
3. Arts and Crafts; and,
4. Small and Micro Business Development.

### **3.1 TOURISM**

The potential for tourism in Sanikiluaq was discussed in varying degrees of detail with all groups consulted and to greater degree at a Tourism Focus Group meeting. The options were presented in terms of the rich potential Sanikiluaq has for to tourism and the overall economic impact the industry could have at the community level (*See pages 10-14 of Strategic Options Report*).

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<sup>2</sup> Aiden Cary - Project Officer South Baffin, Markus Bermann - Senior Policy Analyst

Development of the tourism sector in Sanikiluaq was supported, both by community members and regional government representatives. The following is a summary of community comments:

### ***Business Development***

- The community was enthusiastic about tourism development, particularly with respect to business development opportunities.

### ***Capacity Building***

- The community identified a need for capacity building in such areas as business and financial management, hospitality, guiding as well as for planning and product development.

### ***Tourism Committee***

- Both the community and government suggested that a tourism group be established that could oversee tourism development over the long term.

### ***Tourism Strategy***

- DSD recommended the need for a tourism strategy as a means of giving the community support for tourism development activities.
- DSD recommended that a planning model (the GUNN model outlined on page 16) be used as a framework to apply for funds and support for a tourism strategy.
- There was strong support for the establishment of a Visitor's Center to provide a central focus for tourism activities in the community. The inclusion of a museum and multi-purpose rooms were also considered a good idea and worth exploring.
- Nunavut Tourism provided indications that if the community developed a tourism development strategy, it could facilitate the construction and operation of a multi-purpose Visitors' Center that would provide a centralized focus for the community's tourism activities.

### ***Potential Park Development***

- Nunavut Tourism also encouraged the community to pursue the establishment of a park in the Belcher Islands. Preliminary work had been initiated with personnel from Nunavut Tourism, who visited the community to discuss this issue shortly prior to the arrival of the consultant to the community.

- DSD suggested that any park development in the Belcher Island area, whether territorial or federal, would require a large amount of lobbying both from the community and region. DSD also stated that, from an economic development perspective, a marine protected area proposal would not provide short-term benefit due to the lengthy political and implementation processes involved in establishing a protected area.

### **3.2 RENEWABLE RESOURCE ECONOMY**

As outlined in the *Strategic Options Report*, the renewable resource sector plays a critical role in the community's economy. While providing only marginal amounts of cash, the contribution to the local economy in kind including food, raw materials for food, and the cultural importance of the harvesting activities, continues to outweigh any other single sector of the economy in terms of its overall contribution (see pages 17-19 in the *Strategic Options Report*).

In past years, there have been some efforts to explore new ways of increasing the commercial value and benefit from renewable resources activities including:

- A test scallop fishery that encountered some modest success as a potential food fishery;
- Sale of polar bear parts to the HTO to support their responsibilities in regards to wildlife management; and,
- Community hunts to provide country food for the community.

Generally, commercial development of the renewable resources sector in Sanikiluaq was supported both by community members and regional government representatives. However, there were some community-based planning issues raised with respect to past projects which suggest in most cases that additional research and planning is required at the community level. The following are summaries of both community-based and regional consultations:

#### ***Scallop Fishery and Sale of other Marine Resources***

- The greatest degree of enthusiasm from the Hunters and Trappers Organization (HTO) was reserved for a continuation of the scallop fishery;
- DSD suggested that the community would need to identify how it will take initiative to make the fishery sustainable, citing past problems with low revenue, high operational costs and management. DSD suggested the HTO should decide on the type of fishery (commercial or local sales) it wants to undertake prior to approaching the Department with another proposal for continuing the fishery;

- It was acknowledged by DSD that additional feasibility studies into other small-scale fisheries, including sea cucumbers and urchins would be required before it could be established.

### ***Polar Bear Sport Hunt***

- The possibility of organizing a pilot project whereby a single bear tag could be utilized for a sports hunt was discussed.
- The HTO Board did not want to make any decisions about the sport hunt without consulting with their membership. There was an agreement made that the HTO would consult with their membership and provide an indication of interest to Consilium during the next consultation in June.

## **3.3 ARTS AND CRAFTS**

The production of arts and crafts continues to play an important role in Sanikiluaq's economy. The sector has been under pressure however, to meet the successes it has encountered in the past and a number of serious challenges face several of the identified activities (*see pages 14 – 17 of the Strategic Options Report*).

Regardless of the market challenges, community and regional consultations revealed a tremendous amount of support for the continued development of the arts and crafts sector. The following are summaries of both community and regional comments<sup>3</sup>:

### ***Sanikiluaq Carvings***

- Carvers identified several key recommendations including the need for a carvers association to provide a voice for carvers and a structure through which to access funding for training workshops.
- Carvers recommended the need for a marketing plan to identify those markets not currently exploited by the Co-op.
- There was some interest in exploring the development of a small soapstone supply business.
- Carvers did not support Consilium's recommendation for workshops addressing how to streamline their production of carvings for large corporate orders; however, workshops showing carvers how to produce finer carvings and to better meet the current demands of the market was identified as a need.

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<sup>3</sup> Consultation with carvers was limited and therefore conclusions are based only on these results and other research.

- The current carving sale / Internet venture was supported but there was also support for a community web page where individuals could sell their products.

### ***Basket Weavers***

- Women producing baskets supported the idea of an Association, as it would provide a voice to the weavers and enable them to access funding programs. This seemed to be a high priority.
- Export restrictions on certain animal parts presents a challenge for finding new markets<sup>4</sup>. The weavers were not able to clearly confirm their willingness/ability to use replacement materials.
- A shortage of appropriate grasses was raised as an issue – Weavers currently have to bring in grasses from the Nunavik coast.
- Shortage of workspace for weavers was identified as a constraint.
- There was interest in attending arts and crafts festivals such as the Great Northern Arts Festival in Inuvik. The Festival has demonstrated interest in supporting the basket weaver's attendance at future Festivals.
- There was interest in finding out more about sewing sealskins as well as the tannery process being developed in Arctic Bay and how to access DSD program funding in this area.

### ***Sanniit Cooperative – Eiderdown Project***

- From the Cooperative's perspective, there is still significant interest in this activity. The group has begun to identify alternative products could be produced, including hats and mitts.
- Community consultations with the Cooperative, however, revealed that the organization has not kept in contact with its membership due to a low level of activity over the past several years.
- Production constraints identified by members included shortage of storage space for the eiderdown, lack of working space for the women, plummeting eiderdown prices [early 1990's, \$750 per kilo – 2000, \$140 per kilo (est.)] and meeting production turn around times.

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<sup>4</sup> *Because seal sinews and seal skin/fur are incorporated into the baskets, this raises some issues under the Marine Mammal Protection Act, which restricts export of these materials to the United States.*

- Market constraints identified by members consulted included the Cooperative's inability to identify and assess current market potential and the high price of products, limiting lower-end and medium range markets (i.e. government/corporate sales);
- Human resource constraints identified during consultations included the shortage of management capacity at the cooperative and the lack of a current business plan and marketing plan.
- Wildlife management issues, according to DSD, have also had external influences upon the production abilities of the Cooperative. An annual permit is needed from the Canadian Wildlife Service that is granted conditionally depending on the health of the eider population. DSD indicated that permits have not been granted in recent years, as the population of eider ducks has been unstable and in decline over the past five years.

#### ***Artefact Reproductions/Jewellery***

- There are three youths currently involved in artifact reproductions and jewellery production. Although the scale of the businesses has been relatively modest to date, the products are of high quality and there is a definite interest in pursuing the business and development markets.

#### ***Development Support from Government***

- At the regional level, it was suggested by DSD that the Nunavut Arts and Crafts Association could be a useful resource in terms of lending support to any initiative that could invigorate the arts and crafts sector in Sanikiluaq.

### **3.4 SMALL AND MICRO-BUSINESSES**

Currently there are approximately eight small businesses in operation in the community. These businesses range from a fast food/confectionary operation to a building maintenance company. Businesses in Sanikiluaq face a number of challenges including the high cost of business operation, reliance upon a small local market, isolation from external markets, occasional management difficulties and lack of support from local government. (See pages 19 – 21 in the *Strategic Options Paper*).

The consultation process provided strong indication of the support and interest in small business development at the community level. Discussions around the tourism and arts and crafts sectors generated a number of potential business opportunities that could be established in Sanikiluaq.

### **Potential Business Opportunities**

- Potential businesses identified by community members included:
  - ✓ A hair dressing salon;
  - ✓ A used clothing outlet;
  - ✓ Local insurance agent;
  - ✓ A small engine repair shop;
  - ✓ A local Internet service provider; and,
  - ✓ A soap stone cutting business.
  
- A number of opportunities were identified in relation to tourism including:
  - ✓ Tent manufacturing;
  - ✓ Hospitality services;
  - ✓ Guiding;
  - ✓ Equipment rental;
  - ✓ Interpreting/translation services;
  - ✓ Specialized clothing production; and,
  - ✓ Catering.

### **Lack of Commercial Infrastructure**

- One of the primary needs identified during consultations by the business community in Sanikiluaq was the lack of available space for retail and production activities and a lack of business and financial management support.
  
- The community identified the development of an incubator mall as a means to address the need for additional business space in the community.
  
- Kakivak Association suggested that financing for development of commercial space might be available. It was also reported that DSD and Nunavut Tunngavik Inc. possibly have funding to support the development of commercial space.

### **A Need for Business Development and Marketing Support**

- According to local entrepreneurs, marketing remains a critical issue for businesses trying to sell their services and products outside the community.
  
- Several small business owners also identified the need for the Hamlet to assume a more supportive role towards business. Incidences were cited where the Council was not clear in its role in providing business licenses as well as certain zoning regulations that provided additional obstacles to business.

## **4 Organizational Structure for Community Economic Development in Sanikiluaq**

### **4.1 ORGANIZATIONAL NEEDS FOR COMMUNITY ECONOMIC DEVELOPMENT**

A key objective for the current planning project is to develop recommendations on a community organizational structure suitable for generating and supporting economic growth and development in Sanikiluaq. To develop these recommendations, a review of organizational needs of the community in relation to economic development was carried out through research and consultation with community members.

The primary need is to increase overall organizational capacity in the community, to make it possible to respond effectively to the economic development opportunities identified by community members. In order to generate and support economic development, organizations in the community must be able to bring together committed people with the necessary skills and knowledge and financial resources to focus on specific community development opportunities. There must be, within the community, people who are ready and able to carry out economic planning, business development, and business management tasks successfully.

Specifically, community organizational needs for promoting economic development may be summarized as follows:

1. The need for a lead agency in the community which can co-ordinate the planning and development activities required to implement priority development options identified by the community;
2. Developing the organizational capacity within the community to oversee the preparation of sector development strategies, feasibility studies and business plans;
3. The development of business planning and business management knowledge and skills among young people in the community, through education and training; and,
4. Developing the organizational capacity to undertake successful business start-ups and operation in response to business development opportunities and to provide management and marketing support to businesses.

## **4.2 BUILDING ORGANIZATIONAL CAPACITY**

The following initiatives respond to the organizational needs listed above:

### ***Economic Development Committee***

The Economic Development Committee has played a critical role in community economic planning to date. The Committee should continue their role as the lead agency co-ordinating community economic planning. The Committee would oversee implementation of the community economic plan, initiating and assessing plans for the priority development options identified in the plan. The Committee would also develop their own capacity, through training, to oversee community economic development and assess business development proposals. In addition, arrangements would be made with development support agencies to provide on-site support and assistance with implementation and capacity-building activities.

Possible sources for capacity building and for on-site technical assistance include:

- ***Gathering Strength***, Governance and Capacity Development funds, which are to be administered by the Kakivak Association;
- ***CESO Aboriginal Services***, who are is now working on a Memorandum of Understanding with the Government of Nunavut to provide more comprehensive economic and business development support services to communities in Nunavut; and
- ***Community Economic Development Technical Assistance Program CEDTAP***, which provides funds for technical expertise to assist communities in building community economic development capacity.

### ***Community Economic Development Officer***

The role of the CEDO could be redefined to focus on economic and business project planning and implementation for the priority development options, working under the direction of the Committee. The CEDO would provide local expertise in this planning and implementation process, participating along with and integrating the contributions of external consultants. The CEDO would provide support to the Committee in their co-ordination role, and assist the Committee in their capacity building activities through transfer of business and financial knowledge required by the Committee to complement their existing expertise. Technical assistance for project planning and implementation would be available to the CEDO on site through arrangements with development support agencies.

Consultation with personnel in the regional office of the Department of Sustainable Development indicate there is support for refocusing of the role of the CEDO position to respond to community needs like those in Sanikiluaq.

### ***Assistant Development Officers***

It is very important that the community promote the development of business planning and management skills among its members, particularly young people. At least one trainee position should be established to assist the Community Economic Development Officer with business planning for the priority development options. It may be possible to establish a co-operative program arrangement with Arctic College or another educational institution. Under such an arrangement the trainee could, for example, alternate attendance at a business course for four months with working under the Community Economic Development Officer for four months.

## **4.3 ESTABLISHMENT OF A COMMUNITY DEVELOPMENT CORPORATION: AN EVOLUTIONARY APPROACH**

The option of establishing a community development corporation was suggested at the start of the community planning project. The rationale for the establishment of a new community economic development corporation is that there is currently no organization in the community that has the mandate or the capacity to pursue many of the economic and business development initiatives identified by the community. It has been suggested that there is a need for an organization with the entrepreneurial capability to effectively assess business opportunities and establish successful business ventures.

Following initial research and consultation with the Committee members, a model and process for establishment of a community-based development corporation was presented in the previous report. Under this model, the development corporation would be incorporated as a not-for-profit corporation, with the members and Board of the development corporation appointed by key economic groups in the community. This model was discussed with community groups and members during community consultations in April.

Overall, comments from the community were positive, but guarded. This is understandable, considering that there is much that is still uncertain about how a corporation would operate and whether it would be successful. There is general support for the idea of establishing a community-based organization that would take on the function of pursuing business initiatives for the good of the whole community. However, establishment of a development corporation may not be the first priority for the community at this time.


### ***A Step-by-Step Approach to Establishment of a Corporation***

In order to be successful, a corporation must be able to initiate and operate business ventures that generate sufficient revenue to make the corporation profitable. In addition, the corporation must have the capacity to effectively plan and manage business ventures. At this point, no specific business venture has been identified that will generate revenue to support a corporation, nor is it clear that a corporation would have greater capacity than other community organizations to effectively develop business opportunities.

The first priority over the next year lies in carrying out the planning and implementation activities required to pursue priority development options in the plan. If, at the end of a year, specific business venture opportunities have been identified that are not appropriately addressed by other organizations in the community, then this may be the time to establish a development corporation. By then, there could also be increased capacity both at the Committee and administrative level, to address venture opportunities more effectively. If the need for a development corporation is clear and there appears to be a potential revenue base, the Committee could evolve at that time into the Board of a development corporation, and the CEDO and trainees serve as its initial staff.

#### 4.4 RECOMMENDATIONS

The following recommendations and action planning outline an approach that could be taken in Sanikiluaq in the next year to build capacity within the community to generate and support economic development.

<p><b>ECONOMIC DEVELOPMENT COMMITTEE: MAINTAINING A LEAD ROLE</b></p> <p><b>RECOMMENDATION #1</b></p> 	<p>Over the next year, the Economic Development Committee will oversee implementation of the Community Economic Development plan, by co-ordinating further planning and implementation activities required to address priority development options. The Committee will also undertake activities to increase their own capacity to oversee community economic development and to assess the feasibility of business development ventures.</p>
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##### 1. Planning and Coordination

Over the next year the Committee would be the lead agency responsible for co-ordinating implementation of the action plans for the priority development options identified by the community. The Committee would increase their own capacity to oversee community economic development and to assess the feasibility of specific business development plans and ventures.

##### 2. Human and Capital Requirements

The Committee could be expanded to include representatives of other key economic groups in the community. The Committee will require strong staff support working under them to carry out this role. Support can be provided by

the CEDO, who would participate in planning and implementation and integrate support activities from external consultants.

The Committee's capacity building activities could include:

- Training in principles and approaches to community economic development (Nicola Valley Institute of Technology); and,
- Training in business planning and business venture assessment (Arctic College, CEDO, consultants).

Arrangements should be made with development support agencies to provide ongoing, on-site assistance in implementation and capacity building. This support can be provided by agencies such as:

- Community Economic Development Technical Assistance Program (CEDTAP);
- CESO Aboriginal Services; and,
- External consultants.

### **3. Funding Requirements**

Possible sources of capacity building include:


- ✓ *DIAND Gathering Strength, Governance and Capacity Development (to be administered by Kakivak Assoc.);*
- ✓ *Apqut Employment and Training Fund;*
- ✓ *CESO; and,*
- ✓ *CEDTAP.*

For preparation of sector strategies, feasibility studies and business planning:

- ✓ *Community Initiatives Program;*
- ✓ *Business Development Fund; and,*
- ✓ *Aboriginal Business Canada.*

### **4. Planning and Implementation Horizon**

Over the next year to December 2001.

<p style="text-align: center;"><b>RE-ORIENT THE ROLE OF THE CEDO</b></p> <p style="text-align: center;"><b>RECOMMENDATION #2</b></p> <p style="text-align: center;"></p>	<p>The role of the Community Economic Development Officer should be redefined to focus primarily on supporting the Economic Development Committee in implementing the Community Economic Development plan.</p>
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**1. Planning and Coordination**

The role of the CEDO will be reoriented to one of economic and business project planning and implementation to support the Committee in co-ordinating action plans for the priority development options. The CEDO will also assist the Committee in their capacity building activities.

**2. Human and Capital Requirements**

The CEDO should be an experienced economic development and business planner who can participate directly in business planning, management of outside consultants, and capacity development. The CEDO will reserve a portion of his or her time for traditional CEDO activities of assisting new or existing local businesses.

Arrangements should be made with development support agencies to provide on-site technical assistance to the CEDO with implementation activities.

**3. Funding Requirements**

Possible sources of funding for the CEDO position include:


- ✓ Hamlet CEDO funding (DSD).

For preparation of sector strategies, feasibility studies and business planning:

- ✓ Community Initiatives Program;
- ✓ Business Development Fund; and,
- ✓ Aboriginal Business Canada.

**4. Planning and Implementation Horizon**

Recruitment and orientation of a CEDO by July/August 2000.

<p><b>ESTABLISH TRAINING POSITIONS FOR ASSISTANT BUSINESS PLANNERS</b></p> <p><b>RECOMMENDATION #3</b></p> 	<p>The Committee should establish at least one trainee position under the CEDO to promote the development of business planning and management skills among young people in the community.</p>
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**1. Planning and Coordination**

The CEDO, working under the Committee, would be responsible for on-site training and mentoring of one or more Assistant Business Planners.

**2. Human and Capital Requirements**

It would be preferable for the Committee to identify a young person for the position who has completed or is currently attending a college-level business course. It might also be possible to encourage someone to take formal education in business by promising them a job, and making a co-operative program arrangement with Arctic College or another educational institution. Under such an arrangement, the trainee could attend school for four months and then work under the CEDO for four months. Once again external organizations such as CEDTAP and CESO can provide support for this training and mentoring.


**3. Funding Requirements**

Possible sources of funding for trainee education and mentoring include:

- ✓ DIAND Gathering Strength Capacity/Governance Program (to be administered by Kakivak Assoc.);
- ✓ Apqut Employment and Training Fund;
- ✓ Student Assistance Program; and,
- ✓ Community Development Fund (Community Government and Transportation).

**4. Planning and Implementation Horizon**

The Committee should attempt to establish at least one position to work with the CEDO on implementation of priority development options over the next year.

<p><b>REVIEW NEED FOR ESTABLISHMENT OF A DEVELOPMENT CORPORATION</b></p> <p><b>RECOMMENDATION #4</b></p> 	<p>At the end of next year, the Committee can review the need for establishment of a Community Development Corporation. This review, based on the results of the Committee's planning and implementation activities over the next year, would determine the need for a corporation and if there are viable revenue-generating opportunities to support the establishment of a community development corporation.</p>
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**1. Planning and Coordination**

At the end of next year, the Committee can review the need for a community development corporation, and the opportunity for a corporation to develop revenue-generating business activities not addressed by other organizations in the community. Identification of a need for a development corporation result for example from preparation of a tourism development strategy, or of planning for establishment of a mini-mall.

**2. Human and Capital Requirements**

If a development corporation were established, the Committee could evolve into the initial Board for a corporation. Likewise, the CEDO and an Assistant Business Planner could carry out initial staff functions. The CEDO would still have to reserve a portion of his or her time for traditional CEDO activities of assisting new or existing local businesses. Capacity building and training activities would continue.

Capital requirements for office space might be addressed through project planning for a tourist centre or mini-mall, or through the operational plan or the corporation.

**3. Funding Requirements**

Possible sources of funding for ongoing capacity building, Board development, and trainee education and mentoring:

- ✓ DIAND Gathering Strength Governance and Capacity Development (to be administered by Kakivak Association);
- ✓ Apqut Aboriginal Training Funds; and,
- ✓ Student Assistance Program.

Business start-ups and operation:

- ✓ Business revenues
- ✓ Community Initiatives Program;
- ✓ Business Development Fund;

- ✓ Nunavut Business Credit Corporation; and,
- ✓ Aboriginal Business Canada.

#### **4. Planning and Implementation Horizon**

To be reviewed at the end of next year.

## **5 Prioritizing Existing and Potential Economic Opportunities in Sanikiluaq: Recommendations and Action Planning**


As a result of the strategic options research undertaken by Consilium and the community consultations conducted in Sanikiluaq and Iqaluit in April 2000, it is apparent that certain opportunities for economic development in Sanikiluaq will take priority over others. From the consultation process, it was also evident that citizens supported sustainable forms of development, which conserve natural and cultural resources and promote self-reliant, long-term economic growth in both the renewable and non-renewable sectors.

The economic sectors that seemed to take priority throughout consultations included tourism, arts and crafts and the commercial sale of renewable resources. Themes that emerged with respect to community economic development in general included the necessity for increased citizen participation in planning and decision-making and a continued focus on capacity building - education, training and skill development - at the community level.

The following section outlines a series of focused recommendations within specific economic sectors that could be developed over both the short and longer term. Attached to each outlined recommendation is an action framework that identifies, where possible, the following:

1. Planning steps and coordination roles;
2. Required human and capital resources (including training and mentorship requirements);
3. Funding sources; and,
4. Planning and implementation horizons.

## 5.1 TOURISM IN SANIKILUAQ

<p style="text-align: center;"><b>ESTABLISH A TOURISM WORKING GROUP TO DEVELOP A TOURISM STRATEGY</b></p> <p style="text-align: center;"><b>RECOMMENDATION #5</b></p> <p style="text-align: center;"></p>	<p>Tourism development in Sanikiluaq is seen as one of the most promising areas for development, and is attractive due to its promotion of local culture, language and tradition, its minimal impacts on the environment (if properly regulated) and its potential to create jobs and business revenue in the community. In Sanikiluaq, the community has many of the critical elements of a successful tourism industry in the short term.</p> <p>In order for Sanikiluaq to successfully benefit from tourism in the area, it is recommended that a Working Group, made up of community members and the CEDO, initiate a focused planning effort. The central task of this Working Group should be the development of a Sanikiluaq Tourism Strategy.</p> <p>It is further recommended that the community use the GUNN model, used by DSD, as a guide to develop their tourism strategy and as a means to develop proposals for planning and implementation funding.</p>
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### 1. Planning and Coordination

The Committee should work to form the Sanikiluaq Tourism Working Group to coordinate development of the Sanikiluaq Tourism Strategy.

As part of the planning process, it would be a worthwhile exercise for the CEDO and a select number of Tourism Working Group to visit communities like Pangnirtung or Moose Factory in order to learn about their experiences in developing their tourism strategies and infrastructure.

The CEDO and Working Group should involve Nunavut Tourism and DSD in their tourism planning process, as both of these organizations can provide advisory support to the project in the way of funding, research and strategic options.

#### **Tools for Tourism Planning: GUNN Model**

It is useful to have a framework or a model through which to develop a strategy. DSD uses a simple tourism development model called the “GUNN model” which helps planners tie together five components necessary for successful tourism development at the community and regional level. The GUNN Model consists of 5 components as illustrated in Figure 1 (p. 22).

## **2. Human and Capital Requirements for a Tourism Strategy**

Developing a tourism strategy will be a large undertaking for the Tourism Working Group and this task alone may require some additional human resources, in the way of external consultants that are experienced in developing tourism plans. The expertise at Nunavut Tourism should be considered during the development of the Sanikiluaq Tourism Strategy.

The tourism strategy itself, as outlined above in the GUNN illustration/model will require a large amount of human resource development support including:

- ✓ Inbound tour operators;
- ✓ Community-based tour guides;
- ✓ Outfitters;
- ✓ Cultural guides, entertainment; and,
- ✓ Hospitality people, including cooks, hotel workers, managers, etc.

As outlined above, there are several additions that should be made to the tourism capital infrastructure including:

- ✓ Visitor's / Interpretive centre; and/or
- ✓ Community museum.

## **3. Funding Requirements**

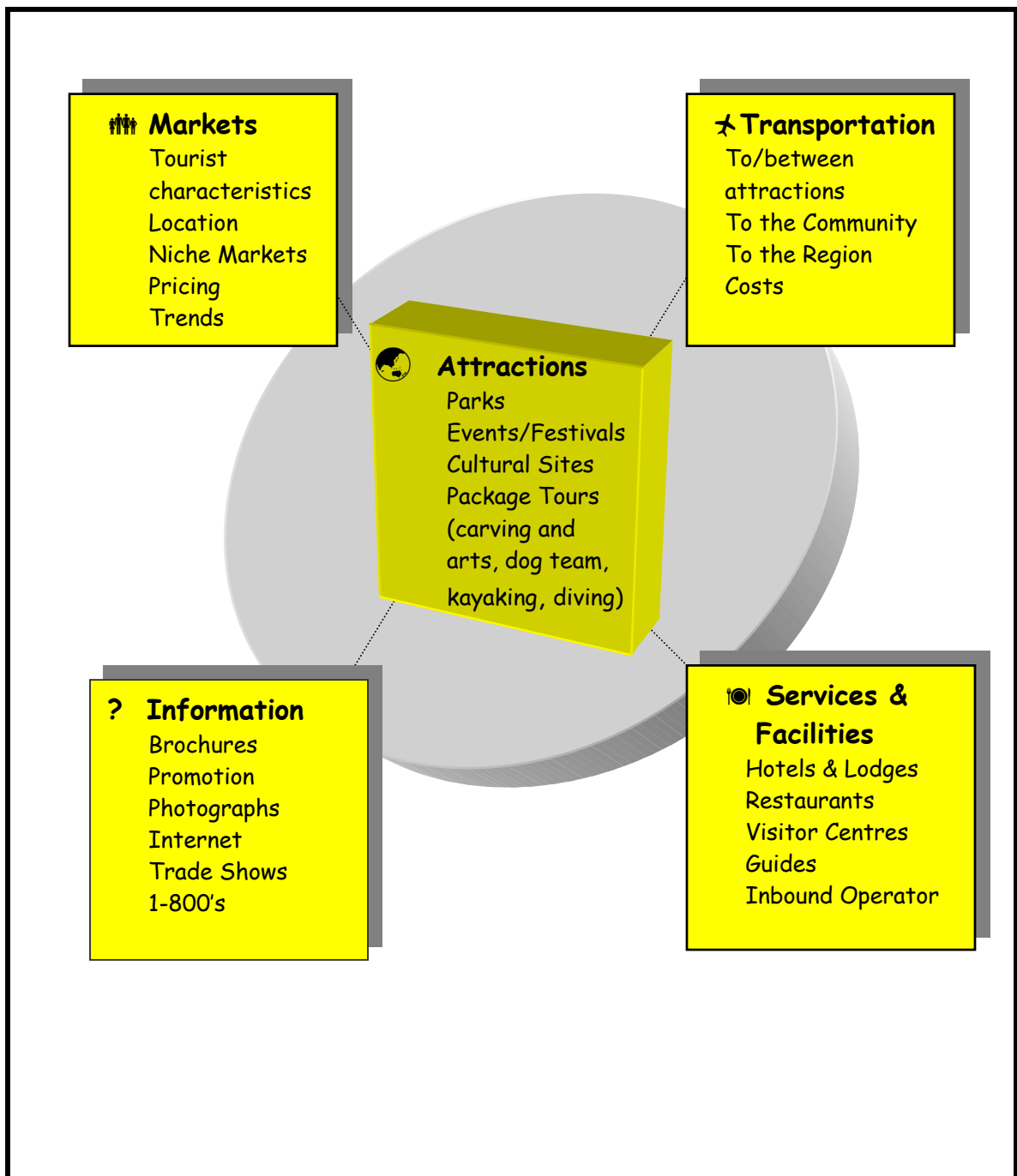
Funding will need to be obtained in support of this sector planning project. Possible funding sources for both capital and human resources under the tourism strategy include:

- ✓ Nunavut Tourism for planning dollars and in kind support;
- ✓ DSD Business Development Fund (BDF);
- ✓ Community Initiatives Program (CIP);
- ✓ Aboriginal Business Canada (ABC) for business-related projects;
- ✓ Apqut Training and Employment Fund (Kakivak Association) for Working Group and tourism training initiatives; and,
- ✓ Gathering Strength Governance and Capacity Development funds.

## **4. Planning and Implementation Horizon**

The Tourism Working Group should be initiated as soon as possible and an initial Tourism Strategy should be prepared by June 2001.

FIGURE 1: THE “GUNN” MODEL<sup>5</sup>



<sup>5</sup> Illustration adapted from a DSD document.

**DEVELOP A VISITOR CENTER AND OTHER INFRASTRUCTURE FOR TOURISM**

**RECOMMENDATION #6**



One of the keys to the success of the Sanikiluaq Tourism Strategy will be establishment of a tourism centre as well as other related capital projects required to facilitate increased tourism activity.

It is recommended that all capital requirements for tourism, including the development of a tourism centre be identified as part of the Tourism Strategy for Sanikiluaq and that proposals be submitted to funding agencies along with the tourism strategy.

**1. Planning and Coordination**

It is recommended that the CEDO and the Tourism Working Group be in charge of planning and coordinating this project. The proposal for the required tourism infrastructure should be contained within the Tourism Strategy and should be developed along a central theme for tourism development in the community.

**2. Human and Capital Requirements**

Once the infrastructure plan is developed outlining the capital requirements for tourism in Sanikiluaq, it is likely that there will be business planning required for some of the proposals. External consultants may be needed for some of these tasks.

**3. Funding Requirements**

To successfully develop capital infrastructure as part of the larger tourism strategy in Sanikiluaq, funding will need to be located for each of the identified projects.


Possible sources of funding include:

- ✓ Department of Sustainable Development - Business Development Fund (BDF);
- ✓ Nunavut Tourism;
- ✓ Aboriginal Business Canada; and,
- ✓ Kakivak Association – Gathering Strength, Governance and Capacity Development.

**4. Planning and Implementation Horizon**

Specific capital infrastructure planning will take place once an overall Tourism Strategy is developed.

## 5.2 RENEWABLE RESOURCE ECONOMY

<p style="text-align: center;"><b>EXPLORE MEANS OF CONTINUING SCALLOP FISHERY</b></p> <p style="text-align: center;"><b>RECOMMENDATION #7</b></p> <p style="text-align: center;"></p>	<p>It is recommended that the HTO undertake an assessment that explores community-based options for running the scallop fishery. As part of the assessment, the 1999 CDI Report should be re-visited in light of actual implementation experience<sup>6</sup>. If the assessment identifies sustainable options for continuing the fishery, a new proposal should be developed outlining the new plan and forwarded to DSD for review.</p>
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### 1. Planning and Coordination

The HTO has taken the lead in establishing this food fishery with substantial support from the CEDO and DSD. Consultations with DSD personnel indicate that the department is reluctant to contribute additional funds to a Scallop Fishery prior to the HTO deciding what steps it will take to ensure the fishery will be self-sustaining. Further work needs to be done by the HTO to identify the feasibility of continuing the food fishery and to explore ways in which the project can sustain itself financially.

A planning session needs to be held where the models for development of the fishery as outlined in the CDI report (“Pre-Feasibility Report Sanikiluaq Scallop Fishery, April 1999”) are reviewed and assessed.

### 2. Human and Capital Requirements

As part of this planning process, the human resource and capital costs will need to be established. It is anticipated that the HTO boat will require some significant upgrades and repairs to continue operating. As well, some training may be required to ensure crews have the skills and knowledge necessary to maximize their time and skills efficiently.

An outside consultant may be required to assist the community to re-evaluate the potential of a scallop fishery. CDI International would be a good option, as the firm conducted the original feasibility study and could easily assess the

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<sup>6</sup> A review of the scallop fishery during consultations revealed a number of problems, including the maintenance and operation of the MV Pitsiula (42 foot vessel). CDI International's 1999 report on the feasibility for a scallop fishery identified the use of smaller vessels (24 to 28 foot vessels) as an alternative. The report also suggested processing the scallops at sea as the best approach; however, during consultations it was revealed that this recommendation was not implemented due to safety concerns, causing some problems with quality control and marketability.

implementation issues arising from the test fishery. Other options include Canadian Executive Services Overseas (CESO) Aboriginal Services that offer professional services to Aboriginal communities.


### 3. Funding Requirements

Potential funding sources for the re-assessment project include:

- ✓ Business Development Fund (DSD);
- ✓ CESO; and,
- ✓ ABC.

### 4. Planning and Implementation Horizon

As the HTO identified this activity as the priority in the renewable resources sector, efforts should be made to begin developing a proposal within the next six months to enable the project to proceed, if possible, for the summer of 2001.

<p style="text-align: center;"><b>DEVELOP A PILOT PROJECT FOR POLAR BEAR SPORTS HUNT</b></p> <p style="text-align: center;"><b>RECOMMENDATION #8</b></p> <div style="text-align: center;">  </div>	<p>Sanikiluaq is fortunate to have a healthy polar bear population and a number of skilled harvesters. Twenty-five tags are distributed every year. A pilot project for a sports hunt that utilized one tag would provide the HTO with the opportunity to learn how the hunt is organized and to observe first hand the benefits that can accrue to the community.</p> <p>Although the HTO deferred a decision on developing a pilot project until they could consult further with membership, the Board was positive about it. To enable the project to be included in the current report, it was decided to provide the action plan that the HTO could follow if they decided to proceed.</p>
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### 1. Planning and Coordination

The HTO would take the lead in planning and coordinating this project. The CEDO would provide some technical support in terms of developing the proposal and acting as a liaison with the funding agency.

A consultation trip or meeting with another HTO that has successfully conducted polar bear sports hunting may be a useful planning exercise. The Arviat and Resolute Bay HTO's have both conducted sport hunts in the past.

## 2. Human and Capital Requirements

To conduct a pilot project for a polar bear sports hunt, a number of people may be required, including a guide and dog team, assistant guides, cooks, seamstresses for traditional clothing and the support of an outfitter to coordinate communications between the client and the guide.

## 3. Funding Requirements

During regional consultations DSD suggested that funding might be available for the pilot under BDF Schedule A (pilot projects) for purchase of a dog team and food, as well as equipment.


Other sources of potential funding include:

- ✓ BDF – Department of Sustainable Development;
- ✓ CIP; and,
- ✓ ABC.

## 4. Planning and Implementation Horizon

If the HTO provides final approval of this project, efforts should be made to develop the proposal within the next four months to enable the sports hunt to enable the pilot hunt to proceed in the spring of 2001.

### 5.3 ARTS AND CRAFTS SECTOR

<p style="text-align: center;"><b>ESTABLISHMENT OF AN ARTS AND CRAFTS ASSOCIATION AND DEVELOPMENT OF AN ARTS AND CRAFTS STRATEGY</b></p> <p style="text-align: center;"><b>RECOMMENDATION #9</b></p> <p style="text-align: center;"></p>	<p>There is a need to give a stronger voice to artists - carvers, weavers, clothing producers, and others - in identifying development and marketing strategies for the arts and crafts sector, and in working with wholesalers.</p> <p>It is recommended that the community look at developing an Association of carvers and artists to assist with business development activities. The Association should oversee the development of an arts and crafts strategy.</p>
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### 1. Planning and Coordination

The CEDO and Committee should assist producers by coordinating both the consultation process around this proposed activity as well as the establishment of the Association. Once the Association is in place, a strategy should be developed that addresses current issues with respect to production and marketing of carvings, baskets and other products.

## 2. Human and Capital Requirements

Once the Association is established, a voluntary Board can operate with some technical support provided by the CEDO (financial reporting, proposal development).


## 3. Funding Requirements

Funding for the development of an Arts and Crafts Strategy may be available from the following sources:

- ✓ *Nunavut Tourism;*
- ✓ *ABC;*
- ✓ *DSD – BDF; and,*
- ✓ *Nunavut Arts and Crafts Association.*

## 4. Planning and Implementation Horizon

Considering the importance of this sector to the community, it is recommended that steps be taken to address this issue within two months and for an association to be established by the end of the year.

<p style="text-align: center;"><b>RE-ASSESSMENT OF THE SANNIIT CO-OP'S EIDERDOWN PROJECT</b></p> <p style="text-align: center;"><b>RECOMMENDATION #10</b></p> <p style="text-align: center;"></p>	<p>The Sanniit Co-op members have shown interest in re-assessing the project both in terms of market feasibility, new product lines and production issues.</p> <p>It is recommended that the Cooperative attain assistance to evaluate the current and future potential of the Eiderdown Project.</p>
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## 1. Planning and Coordination

The CEDO and the Sanniit Co-op members should be in charge of coordinating this project. It is recommended that planning involve the retention of a business management consultant with experience in commercial renewable resource projects be organized to assist with the project evaluation.

## 2. Human and Capital Requirements

Initial human and capital requirements necessary for the re-vitalization of the Sanniit Coop have been identified by the CEDO and Coop members and are outlined in Section 3.3.

To implement this project, a management consultant will need to be retained.

### 3. Funding Requirements


Funding for and assistance with the re-evaluation project may be available from the following sources:

- ✓ ABC;
- ✓ DSD;
- ✓ CESO; and,
- ✓ Community Initiatives Program.

### 4. Planning and Implementation Horizon

A proposal for the re-assessment of the Coop should be developed by December 2000 and the re-evaluation project could be undertaken during the spring/summer of 2001.

## 5.4 SMALL AND MICRO-BUSINESS DEVELOPMENT

<p><b>DEVELOPMENT OF COMMERCIAL SPACE</b></p> <p><b>RECOMMENDATION #11</b></p> 	<p>Sanikiluaq is fortunate to have a number of small businesses currently in operation. There are also a number of people interested in establishing their own businesses. A critical need in this area is affordable office and production space.</p> <p>A number of other communities in Nunavut have developed incubator malls with assistance from DSD and Qikiqtaaluk Corporation. The mall project would fulfill a number of requirements for the community, including provision of valuable business space, a possible home for the Development Corporation, and retail space to support tourism related activities.</p>
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### 1. Planning and Coordination

The CEDO and Committee should plan and coordinate this project. It is likely that the Hamlet will need to provide support in terms of providing land and municipal approval for the construction plans.

### 2. Human and Capital Requirements

To successfully manage a mall, a management framework will be required that identifies the appropriate organization and resources to perform property management duties. A development corporation, if established, may be the appropriate group to manage the mall project.


### 3. Funding Requirements

Funding for a mini-mall project may be available from the following sources:

- ✓ *Department of Sustainable Development - BDF;*
- ✓ *Qikiqtaaluk Corporation; and,*
- ✓ *NTI's Inuit Investment Company.*

### 4. Planning and Implementation Horizon

A proposal for a mall project could be developed and submitted during the second half of 2001.

<p style="text-align: center;"><b>SMALL BUSINESS PLANNING WORKSHOPS</b></p> <p style="text-align: center;"><b>RECOMMENDATION #12</b></p> <p style="text-align: center;"></p>	<p>Many people have identified ideas for small business opportunities in Sanikiluaq. The challenge for new business owners is to acquire knowledge and skills required to successfully start and manage a business.</p> <p>It is recommended that a series of workshops be delivered in the community to entrepreneurs that are interested in starting their own business.</p>
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#### 1. Planning and Coordination

The CEDO and Committee should plan and coordinate the delivery of these workshops. There are a number of groups in Nunavut that have training resources for small business support and development, including:

- ✓ Nunavut Arctic College;
- ✓ Apqut Education and Training Fund (Kakivak Association);
- ✓ Nunavut CEDO; and,
- ✓ Baffin Business Development Centre.

#### 2. Human and Capital Requirements

The Nunavut CEDO delivers a series of modules under the *Nunavut Community Business Training Program* that could be appropriate for a series of community-based workshops. Modules include:

- ✓ Introduction to Business Planning;
- ✓ Market Research and Planning;
- ✓ Operational and Financial Planning;
- ✓ Introduction to Business Management;
- ✓ Business Management Systems; and,

✓ Financial Management.

### **3. Funding Requirements**

Funding for small business training workshops may be available from a variety of agencies, including:

- ✓ *Baffin Business Development Centre;*
- ✓ *Kakivak Association (Aqput Fund); and,*
- ✓ *DSD.*

### **4. Planning / Implementation Horizon**

A proposal should be developed within the next six months for delivery of the workshops in 2001.

All of the recommendations provided in Sections Four and Five will require review and consideration by the Economic Development Committee in Sanikiluaq. If recommendations are approved at the community level, more detailed action planning will be required.

## **6 Goals for Consultation and Action Planning (Phase IV): June 5<sup>th</sup> – 9<sup>th</sup>, 2000.**

The goals of the final phase of the Community Economic Development Study (Phase IV) are to get feedback and direction from the Committee and Council on the recommendations contained in this interim report and to assist the Committee in establishing an action plan for the implementation of the identified options for Community Economic Development in Sanikiluaq.

Fred Weihs will work with the CEDO (Miriam Fleming), the SAO (Brian Fleming), the community researcher (Caroline Pauloosie-Meeko) and the Committee during the week of June 5<sup>th</sup> – 9<sup>th</sup> on this action planning stage.

## **APPENDIX A: CONSULTATION LIST**

### **Meeting with Economic Development Committee - April 24 - 2:00 - 4:00**

Present

Lucassie Arragutainaq - Chairperson  
John Jamieson - Principal  
Ted Smith - Mitiq Co-op. Manager  
Noah Ohaytook - Hamlet Council  
Lottie Cookie - Co-op Employee  
Dora Fraser - Qitiqtait Tour and Outfitting  
Caroline Pauloosie - Translator  
Brian Fleming - SAO  
Miriam Fleming - Economic Development Officer

### **April 25<sup>th</sup> 9:00- 11:00 Qikiqtait Outfitting (Bill Fraser) and John Jamieson – Principal**

### **April 25<sup>th</sup> - 2:00-4:00 HTO Board meeting**

Present:

Harry Sala - Chairman  
Lucassie Arragutainaq - Secretary-Treasurer  
Markoosie Sala (Sr.)  
Joanassie Iqaluq (Sr.)  
Johnny Kudluanok  
Lucassie Ippak  
Johnny Kavik  
Noah Ohaytook

### **April 26<sup>th</sup> 9:30-11:30 Bob McLean Soapstone Carvers of Sanikiluaq**

### **April 26<sup>th</sup> - Mitiq Co-op Board Meeting - 1:00 - 3:00**

Present

Ted Smith - Manager  
Annie Amitook - Director  
Sam Qavvik - Director  
Sach Novalinga - Director  
Mary Kavik Sr. - Director

### **April 26<sup>th</sup>: - 3:15 - 4:30 - Student Entrepreneurs**

Present:

John Jamieson - Principal  
Caroline Mickiyuk  
Lucy Mary Qavvik

**April 26 7:00 - 8:15 - Meeting with Kawtaq Construction - Lucassie Kittosuk**

**April 27 - 9:30 - 11:30 Basket Weavers meeting**

Present:

Sarah Appaqaq - Chair  
Annie Cookie - Vice-Chair  
Annie Novalinga Treasurer  
Annie Kavik Sr.  
Annie Tookalook  
Sarah Kittosuk  
Emily Novalinga  
Sarah Mickiyuk  
Annie Tavik Sr.  
Shoapik Emikotailak  
Elizabeth Novalinga  
Caroline Meeko  
Johnassie Emik - Arctic College  
Aiden Carey - DSD  
Marcus Berman - DSD

**April 27 1:45 - 3:45 Small Business Meeting**

Present

Haircutter  
Arctic Half Circle  
Rhoda's Place  
Mickiyuk's Small Engine Repair and Parts  
Qikiqtait Outfitters  
Soapstone Carvers of Sanikiluaq

**April 27<sup>th</sup> - 3:45 - 5:00 - Youth Committee Meeting**

Present:

Mary Inuktaluk Sr.  
Alice Kavik  
Lucy Mary Qavvik  
Caroline Mickiyuk

**April 28 - Sanniit Cooperative (partial list)**

Present

Miriam Fleming  
John Jamieson  
Mary Inuktaluk Sr.

# **Community Economic Development in Sanikiluaq, Nunavut**

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## ***FINAL REPORT***

### **RESULTS OF COMMUNITY ACTION PLANNING: IMPLEMENTATION PLANS AND SCHEDULES**

**(Community Economic  
Development Study, Phase 4)**

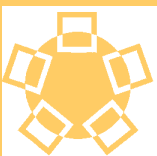
**Prepared for:**

**Sanikiluaq Community  
Economic Development  
Committee**

**By:**

**Consilium**

**June 19th, 2000**



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# 1 Introduction

## 1.1 BACKGROUND

In 1999, the Economic Development Committee<sup>1</sup> of the Hamlet of Sanikiluaq began the process of developing a strategic Community Economic Development Plan for the community. The Committee held meetings and consultations with local residents, local businesses, community organizations, outside professionals and agencies on various sectors of the local economy.

To further support the process of developing a Community Economic Development Plan, the Hamlet Council in Sanikiluaq retained Consilium to:

- Review the existing nature and organizational capacity of the community economy in order to identify new economic development opportunities;
- Recommend a community organizational structure suitable for supporting and generating economic growth and development; and,
- Develop an action plan for establishing the new economic development organization.

Phases I and II of the economic planning, carried out in February and March 2000, involved research by Consilium that identified economic opportunities and organizational strategies for community economic development in Sanikiluaq. These were summarized in a *Strategic Options Report* that identified both broad directions and specific strategies for development, building in large part on work initiated in 1999 by the Committee.

In Phase 3 of the planning, carried out in April 2000, Consilium presented the *Strategic Options Report* to the Economic Development Committee. Following the presentation to the Committee, Consilium conducted community consultations in Sanikiluaq and consultations with regional organizations in Iqaluit to review the opportunities and community economic development strategies contained within the *Strategic Options Report*, and to address organizational requirements for successful community economic development. The results of these consultations were summarized in an *Interim Report*. The *Interim Report* also provided preliminary recommendations on priority development strategies, and a preliminary implementation framework for pursuing these options.

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<sup>1</sup> The Community Economic Development Committee is referred to as the Committee throughout the document.

## 1.2 IMPLEMENTATION ACTION PLANNING

The final phase, Phase IV, of the development of the Community Economic Development Plan focused on *Community Action Planning*. The purpose of this final stage of the project was:

- To present the recommendations from the *Interim Report* to the Economic Development Committee for review;
- To consult with other organizations in the community on the recommendations; and,
- To prepare an action plan with the community for implementation of each recommendation.

Fred Weihs of Consilium and Charlie Kowcharlie, the community researcher in Sanikiluaq, spent a week working with community organizations on implementation action planning. The following meetings and working sessions were held to review the report and develop action plans for implementation:

- Economic Development Committee (June 6): initial meeting to review the report;
- Hamlet Council (June 7): special session for review of the report;
- Mitiq Co-operative, Board of Directors (June 7);
- Sanniit Co-operative, Board of Directors and membership (June 8);
- Hunters and Trappers Organization, Board of Directors (June 8 - rescheduled);
- Hamlet Senior Administrative Officer (SAO), and Community Economic Development Officer (CEDO) (June 7-8): implementation action planning;
- Economic Development Committee (June 8): final action planning session;
- Hunters and Trappers Organization, Board (June 14): review of recommendations and action planning; and,
- Teleconference with Lucassie Arragutainaq, Chair of the Economic Development Committee, and the Community Economic Development Officer (June 16): review of results from the HTO meeting.

## 1.3 FINAL REPORT ON ACTION PLANNING

This final report summarizes the results of the community action planning in the form of detailed plans for implementation of each recommendation contained in the Community Economic Development Plan.

Section 2 of this report presents a summary of the recommendations and detailed implementation plans on the organizational structure for community economic


development. Section 3 provides a summary of recommendations and implementation plans to pursue the priority development strategies in each of the key economic sectors. Each implementation plan includes:

- Action steps for implementation of the recommendation;
- Identification of the lead agency;
- Time frame for implementation; and,
- Potential funding sources.

The Appendix to the report contains a consolidated schedule of the implementation plans, and a chart summarizing potential funding sources for each recommended development strategy.

## 2 Organizational Structure for Community Economic Development

### 2.1 ROLE OF THE ECONOMIC DEVELOPMENT COMMITTEE

<p><b>ECONOMIC DEVELOPMENT COMMITTEE: MAINTAINING A LEAD ROLE</b></p> <p><b>RECOMMENDATION #1</b></p> 	<p>Over the next year, the Economic Development Committee will oversee implementation of the Community Economic Development Plan, by co-ordinating further planning and implementation activities required to address priority development options.</p> <p>The Committee will also undertake activities to increase their own capacity to oversee community economic development and to assess the feasibility of business development ventures.</p>
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#### **Implementation Plan #1**

1. Prepare final report on the Community Action Planning, to be reviewed by Economic Development Committee and approved by Hamlet Council.

*Lead:* Economic Development Committee

*Timing:* To be completed by the end of June 2000

2. Expand membership of Economic Development Committee to include representatives of other key economic groups in community:
  - Economic Development Committee will identify additional groups;
  - Economic Development Committee will ask each group to recommend a representative; and,
  - Economic Development Committee will make a recommendation on Committee structure and membership for approval by the Hamlet Council.

*Lead:* Economic Development Committee

*Timing:* September 2000

3. Identify and put in place support services by an external support organization to assist the Economic Development Committee and Community Economic Development Officer with capacity building and implementation of the community economic development plan:

- Identify external support organization; and,
- Prepare proposal for funding.

*Lead:* Economic Development Committee and SAO

*Timing:* August 2000

*Possible Support Organizations:*

- ✓ Community Economic Development Technical Assistance Program (CEDTAP);
- ✓ CESO

*Possible Sources of Funding:*

- ✓ CEDTAP
- ✓ Gathering Strength, Governance and Capacity Development
- ✓ Apqut Training and Employment Fund (Kakivak Assoc.)
- ✓ Sustainable Development: BDF, Community Initiatives Program (CIP)

4. Design and deliver capacity building workshops for the Economic Development Committee, including:

- Principles and approaches to Community Economic Development; and,
- Assessing business venture projects.

*Lead:* Economic Development Committee, with external support organization

*Timing:* September 2000, ongoing

*Possible Sources of Funding:*

- ✓ Gathering Strength, Governance and Capacity Development
- ✓ Apqut Training and Employment Fund (Kakivak)

5. Conduct regular planning sessions, at time of capacity building workshops, to review progress in implementation of Community Economic Development Plan.

*Lead:* Economic Development Committee, with external support organization

*Timing:* Quarterly, from December 2000 to December 2001

*Possible Sources of Funding:*


- ✓ CEDTAP
- ✓ Gathering Strength, Governance and Capacity Development
- ✓ Apqut Training and Employment Fund (Kakivak Assoc.)

6. Review role of Economic Development Committee, in conjunction with a review of the need for establishment of a community development corporation.

*Lead:* Economic Development Committee

*Timing:* November/December, 2001

## 2.2 ROLE OF THE COMMUNITY ECONOMIC DEVELOPMENT OFFICER

<p><b>RE-ORIENT THE ROLE OF THE CEDO</b></p> <p><b>RECOMMENDATION #2</b></p> 	<p>The role of the Community Economic Development Officer should be redefined to focus primarily on supporting the Economic Development Committee in implementing the Community Economic Development Plan.</p>
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### **Implementation Plan #2**

1. Prepare a new job description for the CEDO, to be approved by Hamlet, outlining the role in planning and in providing support to the Economic Development Committee, with a portion of time identified to continue providing business assistance and review of business plans.

*Lead:* SAO

*Timing:* September 2000

2. Recruit new Community Economic Development Officer for Sanikiluaq:
  - Identify housing for position; and,
  - Recruit and relocate CEDO.

*Lead:* SAO and Hamlet

*Timing:* By January 2001

3. Ensure that support program is implemented, using external support organization to assist Economic Development Committee until new CEDO is in place:
  - Identify role and activities for support organization; and,

- Prepare proposal.

*Lead:* Economic Development Committee, with SAO

*Timing:* By September 2000


4. Implement bridging program, to include:

- Development of training program for Assistant CEDO;
- Initiation of sectoral strategies; and,
- Planning for entrepreneurship workshops.

*Lead:* External support organization

*Timing:* September 2000 to January 2001

### 2.3 ASSISTANT COMMUNITY ECONOMIC DEVELOPMENT OFFICER

<p style="text-align: center;"><b>ESTABLISH TRAINING POSITION FOR ASSISTANT ECONOMIC DEVELOPMENT OFFICER</b></p> <p style="text-align: center;"><b>RECOMMENDATION #3</b></p> <p style="text-align: center;"></p>	<p>The Committee should establish at least one trainee position under the CEDO to promote the development of business planning and management skills among young people in the community.</p>
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#### **Implementation Plan #3**

1. Prepare a proposal for development and implementation of a training plan, and develop the training plan.

*Lead:* Support organization, working under Economic Development Committee.

*Timing:* By December 2000

*Possible Sources of Funding:*

- ✓ Apqut Employment and Training Fund (Kakivak Assoc.)
- ✓ Gathering Strength, Governance and Capacity Development
- ✓ Sustainable Development: BDF, Schedule D, or Community Initiatives Program (CIP)

2. Recruit Assistant Community Economic Development Officer.

*Lead:* SAO and Hamlet

*Timing:* By March 2001

*Possible Sources of Funding:*


- ✓ Apqut Employment and Training Fund (Kakivak)
- ✓ Gathering Strength, Governance and Capacity Development
- ✓ Sustainable Development: BDF, Schedule D, or CIP

3. Implement training plan.

*Lead:* CEDO

*Timing:* April 2001 to March 2002, and ongoing

## 2.4 COMMUNITY DEVELOPMENT CORPORATION

<p><b>REVIEW NEED FOR ESTABLISHMENT OF A COMMUNITY DEVELOPMENT CORPORATION</b></p> <p><b>RECOMMENDATION #4</b></p> 	<p>By the end of next year (December 2001), the Economic Development Committee should review the need for establishment of a Community Development Corporation. This review, based on the results of the Committee's planning and implementation activities over the next year, would determine the need for a corporation and whether there are viable revenue-generating opportunities to support the establishment of a community development corporation.</p>
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### **Implementation Plan #4**


1. Review need for and plan for community development corporation.

*Lead:* Economic Development Committee

*Timing:* December 2001

### 3 Sector Development Strategies

#### 3.1 TOURISM DEVELOPMENT

<p style="text-align: center;"><b>ESTABLISH A TOURISM WORKING GROUP TO OVERSEE DEVELOPMENT OF A TOURISM STRATEGY</b></p> <p style="text-align: center;"><b>RECOMMENDATION #5</b></p> <p style="text-align: center;"></p>	<p>Tourism development in Sanikiluaq is seen as one of the most promising areas for development, and is attractive due to its promotion of local culture, language and tradition, its minimal impacts on the environment (if properly regulated) and its potential to create jobs and business revenue in the community. In Sanikiluaq, the community has many of the critical elements of a successful tourism industry over the short term.</p> <p>A Tourism Working Group, made up of community members and the CEDO, should be established as a Sub-Committee of the Economic Development Committee and should initiate a focused planning effort. The central task of this Working Group will be the development of a Sanikiluaq Tourism Strategy.</p> <p>It is further recommended that the Sub-Committee use the GUNN model, used by DSD, as a guide to develop their tourism strategy and as a means to develop proposals for planning and implementation funding.</p>
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#### **Implementation Plan #5**

1. Establish a Tourism Working Group, as a Sub-Committee of the Economic Development Committee, consisting of members of the Committee, other tourism stakeholders, and the CEDO.

*Lead:* Economic Development Committee, with assistance of Nunavut Tourism

*Timing:* September, 2000

2. Prepare tourism strategy:
  - Identify areas to be addressed in tourism strategy, including market assessment and marketing planning, product development, contacts with tourism wholesalers, tourism infrastructure, hospitality and other tourism training; and,
  - Prepare proposal and obtain funding to develop strategy.

**Lead:** Tourism Working Group

**Timing:** October 2000 to April 2001

**Possible Sources of Funding:**

- ✓ Aboriginal Business Canada
- ✓ Sustainable Development: BDF, CIP

<p><b>DEVELOP A VISITOR CENTER AND OTHER TOURISM INFRASTRUCTURE</b></p> <p><b>RECOMMENDATION #6</b></p> 	<p>One of the keys to the success of the Sanikiluaq Tourism Strategy will be establishment of a tourism centre as well as other related capital projects required to facilitate increased tourism activity.</p> <p>It is recommended that all capital requirements for tourism, including the development of a visitor centre, be identified as part of the Tourism Strategy for Sanikiluaq. The visitor centre should be developed as part of planning a multi-purpose centre, including potential space for a museum and production areas for arts and crafts producers.</p>
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### **Implementation Plan #6**

1. Address need for visitor centre as part of development of tourism strategy, and as part of planning for a multi-purpose centre, including a museum and production areas for arts and craft producers.

**Lead:** Tourism Working Group

**Timing:** October 2000 to April 2001

### 3.2 RENEWABLE RESOURCE ECONOMY

<p style="text-align: center;"><b>CONTINUE DEVELOPMENT OF SCALLOP FISHERY</b></p> <p style="text-align: center;"><b>RECOMMENDATION #7</b></p> <p style="text-align: center;"></p>	<p>The HTO should co-ordinate the continued development of a small-scale scallop fishery in Sanikiluaq.</p> <p>The HTO has identified as their preferred approach the development of a commercial fishery managed by the HTO to supply local markets. The fishery will use existing 24-28 foot boats, outfitted with the required scallop dragging equipment. The HTO will buy the products from the boat owners, either directly or on consignment, and sell them within the community and to other local markets.</p>
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#### **Implementation Plan #7**

1. Apply for quota of approximately 20,000 lb. from DFO for scallop fishery.  
*Lead:* HTO  
*Timing:* By December 2000
  
2. Prepare updated business plan for local scallop fishery, including production, processing, marketing and financial plans.  
*Lead:* HTO and CEDO, with assistance of DSD Sector Development Specialist  
*Timing:* By March 2001  
*Possible Sources of Funding:*
  - ✓ Sustainable Development: BDF, Schedule A
  
3. Identify four community members interested in operating scallop fishery, and assist them in obtaining funding to outfit boats.  
*Lead:* HTO and CEDO  
*Timing:* By June 2001  
*Possible Sources of Funding:*
  - ✓ NHSP; and,
  - ✓ Sustainable Development: BDF, Small Tools.

4. Initiate local fishery in summer of 2001, and assess results. Consider whether to have HTO continue co-ordinating role, or operate under proposed development corporation.

*Lead:* HTO

*Timing:* July to December, 2001

<p style="text-align: center;"><b>DEVELOP PILOT PROJECT FOR A POLAR BEAR SPORTS HUNT</b></p>  <p style="text-align: center;"><b>RECOMMENDATION #8</b></p> <p style="text-align: center;"></p>	<p>Sanikiluaq is fortunate to have a healthy polar bear population and a number of skilled harvesters. Twenty-five tags are distributed every year. A pilot project for a sports hunt that utilized one tag would provide the HTO with the opportunity to learn how the hunt is organized and to observe first hand the benefits that can accrue to the community. Sanikiluaq hunters regularly take large (11-12 ft.) bears, an important selling point for sports hunters.</p> <p>The HTO will hold a public meeting of their membership to decide whether to proceed with the pilot project.</p> <p>Polar bear hides may currently be imported into Europe and Asia, but not into the United States, because of lack of management agreements between Nunavut and Quebec and Ontario covering the polar bear population in the area. Negotiations are underway with Makivik, but there are currently no negotiations currently with Ontario.</p>
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### **Implementation Plan #8**

1. Hold a public meeting with the HTO membership to decide if the HTO should proceed with the pilot polar bear sports hunt.

*Lead:* HTO

*Timing:* By end of June

2. If the membership decides to proceed with the pilot project, identify a community member interested in developing a dog team from puppies. Prepare a proposal to visit one or more communities where a polar bear sports hunt is operating, and to obtain puppies for establishment of a dog team over next two to three years.

*Lead:* HTO

*Timing:* By November 2000

*Possible Sources of Funding:*


✓ Sustainable Development: BDF, Schedule A

3. If the membership decides to proceed with the pilot project, request the Government of Nunavut to initiate negotiations with Ontario to establish a management agreement covering the polar bear population in the area.

*Lead:* HTO

*Timing:* By November 2000

### 3.3 ARTS AND CRAFTS

<p><b>ESTABLISHMENT OF AN ARTS AND CRAFTS ASSOCIATION AND DEVELOPMENT OF AN ARTS AND CRAFTS STRATEGY</b></p> <p><b>RECOMMENDATION #9</b></p> 	<p>There is a need to give a stronger voice to artists - carvers, weavers, clothing producers, and others - in identifying development and marketing strategies for the arts and crafts sector, and in working with wholesalers.</p> <p>It is recommended that the community look at developing an association of carvers and artists to assist with business development activities. The Association should oversee the development of an arts and crafts strategy.</p>
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#### **Implementation Plan #9**

1. Economic Development Committee will meet with carvers and other arts and crafts producers to determine if they wish to proceed with establishment of an association.

*Lead:* Economic Development Committee

*Timing:* October-November 2000

2. If an association is to be formed, CEDO will provide assistance to producers in the establishment of the association.

*Lead:* Arts and crafts producers, assisted by CEDO

*Timing:* December 2000


3. The Association will prepare a proposal for an arts and crafts strategy, and carry out development of the strategy. The strategy will also include ways to address the needs of producers for production space.

*Lead:* Association

*Timing:* By June 2001

*Possible Sources of Funding:*

- ✓ Nunavut Arts and Crafts Association; and,
- ✓ Sustainable Development: BDF, Schedule A, CIP.

<p style="text-align: center;"><b>RE-ASSESSMENT OF THE SANNIIT CO-OP'S EIDERDOWN PROJECT</b></p> <p style="text-align: center;"><b>RECOMMENDATION #10</b></p> <p style="text-align: center;"></p>	<p>Sanniit Co-op members have shown a strong interest in re-assessing the Eiderdown project both in terms of market feasibility, new product lines and production issues.</p> <p>It is recommended that the Cooperative attain assistance to evaluate the current and future potential of the Eiderdown Project.</p>
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### **Implementation Plan #10**

1. Develop a proposal for reassessment of Sanniit, and for preparation of a feasibility and business plan. The feasibility study will consider international development models that have been used to successfully develop similar projects.

*Lead:* Sanniit Co-operative, with CEDO

*Timing:* To March 2001

*Possible Sources of Funding:*


- ✓ Sustainable Development: BDF, Schedule A, CIP; and,
- ✓ International development agencies.

2. Conduct reassessment, feasibility and business planning.

*Lead:* Sanniit, with CEDO and consultant

*Timing:* To December 2001

### 3.4 SMALL AND MICRO-BUSINESS DEVELOPMENT

<p style="text-align: center;"><b>SMALL BUSINESS PLANNING WORKSHOPS</b></p> <p style="text-align: center;"><b>RECOMMENDATION #11</b></p> <p style="text-align: center;"></p>	<p>Many people have identified ideas for small business opportunities in Sanikiluaq. The challenge for new business owners is to acquire the knowledge and skills required to successfully start and manage a business. There is a very strong demand within the community for this type of training.</p> <p>It is recommended that a series of workshops be delivered in the community to entrepreneurs interested in starting a new business or developing an existing business.</p>
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#### **Implementation Plan #11**

1. Prepare proposal for delivery of entrepreneurship workshops (business planning and business management) in the community, delivered in Inuktitut and English.

*Lead:* Economic Development Committee, with external support agency

*Timing:* December 2000

*Possible Sources of Funding:*

- ✓ Sustainable Development: BDF, Skills Development;
- ✓ Apqut Training and Employment Fund (Kakivak Assoc.); and,
- ✓ Gathering Strength, Governance and Capacity Development.

2. Deliver community entrepreneurship workshops on ongoing basis.


*Lead:* CEDO

*Timing:* January 2001, ongoing

3. CEDO and Assistant CEDO allocate a portion of their time to provide assistance to existing and new businesses in community.

*Lead:* CEDO

*Timing:* January 2001, ongoing

<p><b>DEVELOPMENT OF COMMERCIAL SPACE</b></p> <p><b>RECOMMENDATION #12</b></p> 	<p>Sanikiluaq is fortunate to have a number of small businesses currently in operation. There are also a number of people interested in establishing their own businesses. A critical need in this area is affordable office, retail and production space.</p> <p>A number of other communities in Nunavut have developed incubator malls. A mall project in Sanikiluaq would fulfill a number of requirements for the community, including provision of valuable business space, a possible home for a community development corporation, and retail space to support tourism related activities.</p>
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### **Implementation Plan #12**

1. Develop proposal for a feasibility study for a mini-mall, including the feasibility for establishment of a community development corporation.

*Lead:* CEDO

*Timing:* To March 2001

*Possible Sources of Funding*

- ✓ Sustainable Development: BDF, Schedule A, CIP; and,
- ✓ Kakivak Association.

2. Conduct feasibility study.

*Lead:* CEDO, overseeing work of consultant

*Timing:* April to October 2001

3. Review results of feasibility study, and need for community development corporation.

*Lead:* Economic Development Committee

*Timing:* November/December 2001

**APPENDIX:**

1. Consolidated Schedule for Implementation Plans
2. Summary of Potential Funding Sources

**Schedule for Implementation of Community Economic Development Plan**

Strategy / Action Plans	2000			2001			2002			
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Economic Development Committee</b>										
Review CED Plan										
Expand Committee Membership/ Recommend to Hamlet Council										
Arrange for External Support Agency										
Design & Deliver Workshops to Economic Development Committee										
CED Planning & Review Sessions										
Review Role of Committee, and Need for Development Corporation										
<b>Community Economic Development Officer (CEDO)</b>										
Prepare Job Description										
Recruit New CEDO										
Ensure External Support Agency is in Place										
<b>Implement Bridging Program</b>										
<b>Assistant Community Economic Development Officer (ACEDO)</b>										
Prepare Funding Proposal, and Develop Training Plan										
Recruit Assistant CEDO										
Implement Training Plan										
<b>Community Development Corporation</b>										
Review Need & Plan for Community Development Corporation										
<b>Tourism</b>										
Establish Tourism Working Group										
Prepare Tourism Strategy										
Address Need for Tourism Infrastructure in Strategy										
<b>Renewable Resources</b>										
<i>Local Scallop Fishery</i>										
Apply for Scallop Quota										
Prepare Business Plan and Identify Participants										
Conduct Local Fishery and Assess Results										
<i>Pilot Project for Polar Bear Sports Hunt</i>										
Hold Public Meeting										
Develop Proposal for Pilot Project										
Request Government to Commence Negotiations with Ontario										
<b>Arts and Crafts</b>										
<i>Arts and Crafts Association</i>										
Meet with Producers Re: Forming One Arts & Crafts Association										
Form Arts & Crafts Association										
Develop Arts & Crafts Strategy										
<i>Sanniit Cooperative</i>										
Develop Proposal for Reassessing Sanniit										
Conduct Reassessment, Feasibility, & Business Planning										
<b>Small &amp; Micro Business Development</b>										
<i>Entrepreneurship Workshops</i>										
Prepare Proposal for Delivery of Small Business Workshops										
Deliver Small Business Workshops										
Provide Assistance to Existing and New Businesses										
<i>Development of Commercial Space</i>										
Develop Proposal for Feasibility Study for Mini-Mall										
Conduct Feasibility Study, including Need for Community Dev. Corp.										

Summary of Potential Sources of Funding

	CEDTAP	Gathering Strength	Apqut	CIP	BDF, Sched. A	BDF, Sched. D	BDF, Small Tools	ABC	NHSP	NACA
<b>Economic Development Committee</b>										
Support services for Economic Development Committee	X	X	X	X						
Capacity Building Workshops for Committee		X	X							
Economic Development Committee: Planning sessions	X	X	X							
<b>Assistant CEO</b>										
Training plan		X	X	X		X				
Salary		X	X			X				
<b>Tourism</b>										
Tourism Strategy				X				X		
<b>Renewable Resources</b>										
Scallop Fishery					X		X		X	
Polar bear sports hunt, pilot project					X					
<b>Arts and Crafts</b>										
Arts and crafts strategy				X	X					X
Reassessment, feasibility and business plan for Sanniit				X	X					
<b>Small Business</b>										
Entrepreneurship workshops		X	X			X				
Feasibility study for mini-mall				X	X					