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SUMMARY OF PUBLIC HEARINGS:
**“WHAT THE RESIDENTS OF THE
NORTHWEST TERRITORIES THINK OF
THE ECONOMY”**

SPECIAL COMMITTEE ON THE NORTHERN ECONOMY
OCTOBER, 1989

October, 1989

The Honorable Red Pedersen
Speaker
Legislative Assembly of the Northwest Territories

Dear Sir:

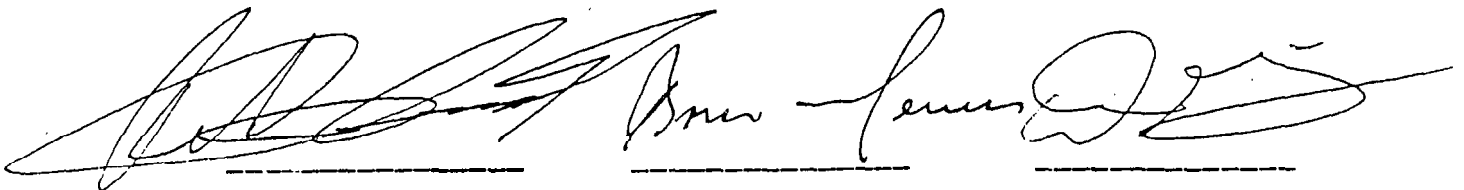
On behalf of our colleagues on the Special Committee on the Northern Economy, we are pleased to present this document: SUMMARY OF PUBLIC HEARINGS: "WHAT THE RESIDENTS OF THE NORTHWEST TERRITORIES THINK OF THE ECONOMY",

The document contains extracts from statements made to our Committee during public hearings held in each constituency. It focuses on the major issues raised by the residents of the N. W. T..

To the fullest extent possible we have let the residents speak for themselves. Their **comments were** taken from the verbatim transcripts that were made during each public meeting. Editing has been kept to a minimum.

These concerns and suggestions of the residents of the Northwest Territories were always in the Committee's mind when we prepared our Final Report.

Respectfully submitted,



Peter Ernerk, MLA
Aivilik
Co-Chairman

Brian Lewis, MLA
Yellowknife Centre
Co-Chairman

Don Morin, MLA
Tu Nede
Co-Chairman

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Appendix A - Committee Terms of Reference

1. Introduction

The Special Committee on the Northern Economy was created by the Eleventh Session of the Legislative Assembly of the Northwest Territories. The Committee was instructed to develop a long-term strategy for improving the economy of the N. W. T..

The Committee visited each constituency across the N.W.T. in an attempt to receive input from the residents on the current problems with the economy and possible solutions. Meetings were held in one community in each constituency with **representatives** from the other communities in the constituency invited to attend.

In most Communities, the Committee met with residents for two meetings. The first meeting allowed the Committee to outline its responsibilities and provide some background information on the Territorial economy. This meeting provided the opportunity for people to make presentations to the Committee. The second meeting was a workshop where the Members asked the community for detailed feedback on specific issues of a **local, regional Or** territorial nature.

While in the communities, Committee Members also toured local businesses.

This report is a summary of the major concerns raised by citizens and organizations across the Territories.

The Committee held meetings in the following communities:

<u>Constituency</u>	<u>Community</u>	<u>Date</u>
Slave River	Fort Smith	September 6-7, 1988
Hay River	Hay River	September 8-9, 1988
Deh Cho	Fort Providence	September 11, 1988
Nahendeh	Fort Simpson	September 12-13, 1988
Nahendeh	Wrigley	September 13, 1988
Tu Nede	Snowdrift	September 15-16, 1988
Mackenzie Delta	Fort McPherson	November 22-23, 1988
Nunakput	Tuktoyaktuk	November 23-24, 1988
Sahtu	Norman Wells	January 9-10, 1989
Inuvik	Inuvik	January 11-12, 1989
Yellowknife South	Yellowknife	February 15, 1989
Yellowknife Centre	Yellowknife	February 22, 1989
Yellowknife North	Detah	March 1, 1989
Rae-Lac La Martre	Rae-Edzo	March 14, 1989
Kitikmeot West	Cambridge Bay	April 26, 1989
Natilikmiot	Gjoa Haven	April 27, 1989
Aivilik	Repulse Bay	May 8-9, 1989
Kivallivik	Arviat	May 9, 1989
Baffin South	Cape Dorset	May 23-24, 1989
Baffin Central	Clyde River	May 24-25, 1989
Amittuq	Pond Inlet	May 26, 1989
Iqaluit	Iqaluit	May 29-30, 1989
High Arctic	Arctic Bay	June 12, 1989
Hudson Bay	Sanikiluaq	June 14-15, 1989

Committee Members

Peter Emerk, **MLA Aivilik** (Co-Chairman)
Brian Lewis, **MLA Yellowknife Centre** (Co-Chairman)
Don Morin, **MLA Tu Nede** (Co-Chairman)
Joe Arlooktoo, **MLA Baffin South**
John Pollard, **MLA Hay River**
Ludy Pudluk, **MLA High Arctic**
Tony Whitford, **MLA Yellowknife South**
(Member since November,1988)

Alternate Committee Members

Sam Gargan, **MLA Deh Cho**
Bruce McLaughlin, **MLA Pine Point**
Richard Nerysoo, **MLA Mackenzie Delta**
Nick Sibbeston, **MLA Nahendeh** (Member since February,1989)
Henry Zoe, **MLA Rae - Lac La Martre**

Former coremittee Members

Michael Angottitauruq, former **MLA Natilikmiot**
(Member until July,1989)
Tom Butters, **MLA Inuvik** (Member until October,1988)
Ted Richard, former **MLA Yellowknife South**
(Member until September,1988)

2. Major Concerns

This section describes the problems with and concerns about the economy as seen through the eyes of the people of the N. W. T..

Arts and Crafts

Along with tourism, arts and crafts were seen as a possible sector of the economy which could be further developed. However, residents indicated the need for government support. Funding is required to assist, both in obtaining materials and in marketing.

“I think the government policy has to be changed with regard to carvers and artists. Our carvings can't even be marketed in the United States, particularly ivory. They cannot be exported out of the N. W. T.. I have a concern in this area and I am wondering if the government can look into their policy to improve this system.” Clyde River

“In the arts and crafts industry, another government-identified fast-growth area, sufficient funds have not been allocated to the promotion of the industry. If sufficient funds were applied to marketing, the most critical element in any arts and crafts strategy, the resulting increase in market share would allow the private sector to provide new products, allowing for the healthy development of the industry.” Iqaluit

“I think we should get support to obtain our soapstone from the quarry. At times some carvers have to scrounge around for the leftover stone in order to carve. The only reason I have not been carving is because of the lack of soapstone because I have no means of transportation.” Sanikiluaq

“The arts and crafts industry used to be a big employer and income generator. The industry has fallen on hard

times lately. This is evidenced by the closing down and slowing down of many of the craft shops across the North, especially in the Kitikmeot Region. Our own craft shop will need support and assistance if it is to remain open over the next 10 years. The southern market has changed. We have not been able to keep up with changes. Joint ventures between the government and businesses like the Co-op need to be developed. Marketing, new product design, financial assistance, are things that **would be** served by the joint ventures. ” Tuktoyaktuk

“We are facing a very competitive market down South and when freight costs add significantly to the price, you find yourself in a position where you are out of the market. Access to many other raw materials is a problem. Because of the seasonal shipment of the barge, you have a high cost of financing a supply every summer and your only alternative choice is to pay high freight costs throughout the year if you want to ship in your raw materials on an on-going basis. It puts you in a real bind if you get the wrong materials on the barge or a supplier happens to run out when you have placed your order for a Shipment on the barge. ” Tuktoyaktuk

“The fur industry is an area that I think could be developed. We have gone on the same old way for many years with the fur industry. We have not taken our products and differentiated them from other products out in the marketplace. We have not advertised those products as being special and making an image of those products which is something that we could do. ” Inuvik

Many communities requested a craft centre where local residents could work together.

“Women’s sewing groups should be geared to older women who could teach the younger generation how to make fur clothing. I think this is a real, possibly economic, benefit because women do not really have any other way of making money and this would be beneficial in a number of

ways. We have a lady in this community who is asked to do a lot of dolls and there are a lot of people requesting them and she is not able to keep up. But there is no facility for her to do her tanning, to do her skinning and to sew, so she has to do it at her own expense at her place. I am not only talking about the areas of sewing, I am also talking about seeing if we could have a tannery set up in the communities, where maybe one region could have one station located, so that one community may be on the receiving end. I think we need these type of facilities set up." Arviat

"At one time there was an arts and crafts centre here. It was incredibly useful to the community in that the women all gathered together. It was a community-type thing. They made crafts together and it was fantastic for tourism in that not only did the tourists come here to buy the arts and crafts but you would be drawing people from Yellowknife just to see how people tan a hide. Or how you make a moccasin. And they would sit there for hours and watch these people making the actual goods, making them first hand. The raw goods, like the stroud and the beads and everything, were readily available because the arts and crafts store was there." Rae-Edzo

"I think that in Repulse Bay people have tried, a number of times, to start a women's sewing centre. For example, the women make really nice garments from fur. I think that they could make a living out of these sewing projects that the women do here in Repulse Bay." Repulse Bay

Another area of need is tanneries to produce good quality materials for a variety of projects.

"In my **mind, judging** from what I read and what I hear, there is tannery potential. If I wani to get a piece of buckskin from the Kamloops tannery, it costs me about \$500 to \$600 and a mule deerskin, which is just the size of a barren land caribou. What do you think is the value of a tanned moosehide? Look at it from the point of dollars

and cents, the value of that pelt. At this time of the year you see **moosehides**, dozens and dozens of **moosehides**, floating down the Mackenzie River." Fort Simpson

"Another thing that I am going to talk about is a tannery. Nowadays, a lot of sealskins, caribou skins are just thrown out even if they have some use. Ever since Greenpeace, a lot of **Inuit** are having a hard time making a living off skins. **Inuit** would not be so poor if Greenpeace had minded their own business. It would be very beneficial for the **Inuit** if the territorial government would support the public in setting up a tannery in the communities. A lot of the skins would be tanned and made into garments for sale in other communities and down south. " Cape Dorset

Dealing with the Government of the Northwest Territories

In almost every community across the N. W. T., the Committee was told that the application procedure for grants and loans was too complicated and the process took too long. Business opportunities were often lost by the time the application had passed through all of the channels and had been approved.

"At the present time we are looking at an average of -- if somebody applies for a grant or even a loan from a small business loan fund -- we are looking at a turnaround of as short as three months if we are lucky, average six months, sometimes up to a year. Private enterprise cannot operate on that kind of speed. Competition will just stomp all over us. We need a faster response time. Government is there to assist businesses, they must respond faster than they are now, otherwise why even bother. The programs are there to help them in grants and loans, for those who do qualify, but a loan to a business that is in financial difficulty or needs the money today -- six months down the road is too late. " Fort Smith

There are a number of good programs to assist businesses but most speakers indicated that they are not aware of all of the programs and are often unsure which program to apply under.

“I think a lot of programs in the Northwest Territories are excellent programs and the problem lies not so much in the programs but accessing them and administering them in an effective way.” Sanikiluaq

“I believe we have a sufficient number of programs, in fact more programs than we are currently able to deal with at the field level... We should have more people out delivering programs. We have a lot of programs and not enough people out trying to take it to the community. When you have so many programs it is very difficult to be knowledgeable and an expert and able to provide consistent advice.” Fort Smith

People felt that the GNWT did not support small projects but always wanted to make small things bigger.

“I think that too often economic development only means large-scale development with a lot of money. It is only regarded as successful if a lot of money is made by people. I think that we have to challenge that and look at alternatives and look at what makes sense to people in our communities.” Detah

“I would like to say that I think that there is a lot of validity in small-scale development. People in the communities are trying to do it. Please give them all the support that is possible and also recognize, it is the people, it is human development and human development means that we have to incorporate the spiritual and the emotional aspects of human beings, not just money. Peoples’ work is one thing but it has to be in harmony with human emotions and spiritual aspirations. I just think we should do everything we can to keep our vision of the North as the unique place that it is.” Detah

While many community development corporations were attempting to bid on GNWT contracts, there was general agreement in the smaller communities that it was difficult to compete with the larger, more experienced companies on large contracts. They suggested that contracts be broken into smaller components which would allow the local corporations to bid. There were also recommendations that the GNWT negotiate some small contracts directly with community businesses to stimulate the local economy.

“I feel that construction projects should in all likelihood be scaled down so that the private enterprise in a community can become more viable in bidding for it.” Fort Simpson

“I also wanted you, for the MLAs of Yellowknife anyway, to understand that the words “negotiating a contract” in a small community, in many cases is the only way. That, if it goes out to tender, it is too overpowering sometimes. Just too overpowering to compete with.” Rae-Edzo

“Local contracts should be negotiated with local businesses.” Snowdrift

“It is a small construction company, owned by the band and most of the work that they do is done in the summertime when the weather is decent. The method of payment on government contracts that we get from them have barely kept us alive. The payment method is so slow that it can almost drive anybody out of business. Currently, a business must wait 20 working days for an invoice to be paid by the government and a further 30 days before an interest charge can be added, totalling a 50 day wait from the time that the government has received the invoice. When a small business has three or four government contracts to complete all at the same time, and progress payment invoices are submitted, the waiting period is so long to receive a cheque that you find that you have to shut down some of your work, or all of it, until some money comes in.” Fort Providence

Speakers indicated that the 10 per cent incentive for **northern** businesses under the Northern Incentive Policy was not enough.

“Consider doing away with the northern preference clause and in its place make the Inuit and other natives first priority, then northern companies, and southern companies would then come last in the list of priorities. ” Iqaluit

“Government spending policy must not favour a particular region. It must be fair and equitable. It must also take into account regional disparities. Government must understand the cost of doing business in the Eastern Arctic and to this end must fully address the Northern Incentive Policy; ten per cent is not an equitable difference in the cost of doing business between the Eastern Arctic and the Western Arctic, let alone locations in southern Canada. Unlike many of their western counterparts, eastern businesses do not have a road system which serves their business interests. Iqaluit businesses either bear the financial burden of sealift or they are forced to bear the high cost of airfreight.” Iqaluit

“Having northern preference does not help one iota, what so ever, for a small business because people like Igloo and Johnson’s have been there for years and they have big volume discounts when they buy and they bring truck loads, three or four truck loads a day coming into Yellowknife. I get two truck loads a year of lumber into Fort Rae. Now how can I compete with Yellowknife? It is very, very hard to compete. ” Rae-Edzo

“We propose that contract bids, for the increasing privatization of public service delivery, should be enhanced with an extended preference, say in the order of 20 per cent, for all northern registered contractors. But, we underline, after due consideration of bids from all jurisdictions. It is essential that sufficient competitive elements be left in the bidding process to encourage smart, innovative entrepreneurs. ” Yellowknife

Speakers also stressed the problems local corporations had in coming up with bid bonding. They suggested that the GNWT explore alternate arrangements for bonding to allow the corporations to bid on larger projects.

“As small businesses, it is hard for us to get bonding on jobs where we have to put up 10 or 20 per cent cash deposits. This completely drains our cash flow. Perhaps businesses with revenues less than a million dollars should be given a better break in the bidding process.” Arctic Bay

“On the contracts I have -- for private industry throughout the North, there is not too many businesses that can afford a million dollar job or two million dollar job ... basically on bonding requirements. You require five per cent above and beyond your contracts, so YOU have to allot that. We, just lately, had a job come up that could have been bid but we could not afford the bonding, basically because it is not set up that way. Southern companies have more capability of the bonding. If the government could look into setting up better bonding arrangements or different ways to administrate it. Five per cent on a million dollars is a lot of cash to come up with for a small business or anybody. If they could be sized down or awarded to more businesses. Instead of coming out with a three million dollar job why not come out with \$200,000 or \$500,000?” Fort Simpson

“A lot of the bid projects that have bid bonds, it is hard to get... Eventually we had to swing a deal for the bonding company that was really sweet and we had to do a lot of arm twisting in order to get our bid bond. And in the end we had to pay through the nose for it. So the bid bonding system should be changed a little bit so that the smaller corporations will have more incentive to bid on bigger projects.” Wrigley

Residents requested more cooperation between GNWT departments to ensure a unified approach.

“In terms of the economic development of the North, I guess the two main--I mean all government departments come into play, but the two key departments are Economic Development and Tourism and the Department of Renewable Resources. From some of our experiences those two departments are miles and miles apart in a lot of ways and I think some attention needs to be given to trying to develop ways to co-ordinate the activities between those departments. I could give you a lot of examples of how co-ordination and the flow of information and just excessive, unnecessary administrative problems come into play when you are actually trying to implement and get projects off the ground.” Sanikiluaq

“One of the major things here is that given we have a limited number of departments that we rely on, basically the Departments of Economic Development, Renewable Resources and MACA, there has to be some concerted effort on behalf of all departments to come to terms with dealing with one another so that we are not operating out of sync in that there are a number of community initiatives that can be supplemented by support from each of those departments.” Tuktoyaktuk

Many speakers discussed the dependence in communities on the GNWT to provide jobs. They felt this was a weakness of the economy and could be disastrous if the GNWT chose to reduce its presence in a community.

“Sadly, the history of native economic development programs in my region and indeed throughout the Territories and even Canada, has been one of increased dependence on government, a situation largely fostered by government.” Rae-Edzo

“We strongly believe that through proper government policy and action, the economic development of the North can be achieved. This will not be easy but unless the proper atmosphere is established it will not happen. Government, however, is not the only player in the game.

The private sector is and should be the main force which will lead the way toward building a **strong**, diverse northern economy. Market forces and competition should not be ignored or overruled by government. The government's role is to provide **policy** and programs, set attitudes and nurture the correct business climate which will lead to the development of the northern economy. The government should not be the economy. The government should be a partner with its function being to establish the right climate and deter those who exploit the system." Inuvik

Domestic Economy

Maintaining the traditional lifestyles of northern people was important to many of the presenters. However, due to the depressed state of the hunting and **trapping industries**, most hunters, trappers and fishermen are unable to earn sufficient income off the land. Speakers recommended that additional support, similar to the assistance for farmers, be provided for those pursuing a traditional lifestyle on a full-time basis.

"I notice that the people who need assistance the most are the hunters and the carvers. It is no wonder that it is their own business. If they are carvers, that is their private business. The carver has to get his soapstone and he has to pay gas in order to get the soapstone, for a boat or a skidoo or for an outboard motor. It is evident that these people need more support because in a way this is their own private business, just like hunters can have their hunting as their own business in order to support their children and their relatives. I think they are in more need of being supported because they have to pay for their own gas and it is not cheap and the price of gas is going up all the time. They have to repair their engines or motors and the parts of the engines are not always available." Sanikiluaq

“Something like a hunter support program is so critical that it cannot just be painted with the same brush all across the Northwest Territories. ” Arctic Bay

“The federal government has yet to recognize trapping as a legitimate job and therefore our trappers are not eligible for Unemployment Insurance in the off season. This must change. Our trappers should qualify for Unemployment Insurance for the same reasons as East Coast fishermen qualify for Unemployment Insurance in their off season. For hunters and their families throughout the Territories, we need a hunters income support program. ” Rae-Edzo

“The other point I wanted to make was, throughout the Territories, there has to be a recognition that trapping, hunting and fishing is a full-time job. The schools and the government have got to recognize trapping and hunting as careers. People do that for 60, 70, 80 years of their lives and we still have not got the recognition from the government and I think that it has got to start with the Territorial government and make people a little bit more proud when they are around or out in the bush. If it was placed as a career type in your books, I think the schools will immediately begin to focus in on what their parents and what the kids’ parents and the kids’ grandfathers are doing. Right now the school teachers and administrators have no respect for hunters and trappers. I do not like to be negative but that is reality today. They say, ‘Your dad does not work, he is always fooling around in the bush. Why doesn’t he get a proper job?’ That is the kind of stuff that our kids bring home to us. ” Fort Providence

“I would like to very briefly request your assistance in removing fur taxes imposed on trappers. This fur tax is difficult for the traditional livelihood of native trappers, not only in Fort Smith but throughout the N. W. T.. The trappers also could no doubt utilize a subsidy assistance program due to the short season on trapping. An assistance subsidy could be in the format of a grant or UIC. The reason why I say these things is because in the South the farmers get assistance if they have droughts and things

like that; the trappers up north if they get burnt out they get nothing and they lose their livelihood." Fort Smith

Education

Throughout the N. W. T., speakers talked about the importance of education. They felt that without sufficient education and training, there could only be limited economic development.

"The key in Fort Simpson, anywhere in the Territories I am sure, is still education. Without the push toward education people are not going to make it. It will be the old syndrome of always hiring southern expertise and that does not cut it any more. Youngsters, if they stay in school, can meet the future demands but I do not know whether we can ever see 500 jobs a year." Fort Simpson

"To help the economy in the future I think you are going to have to do a lot of pushing for education because without education people cannot run businesses; people cannot become tradesmen; and generally the local people will be left behind. I think priorities for economic development should be tied in with education." Pond Inlet

Both the programs and location of Arctic College were discussed. Speakers felt that Arctic College programs allowed people to advance their education without leaving their home region. Some believed the College should be taking even greater steps, such as providing more housing to ensure the accessibility of the College to all northerners, as well as, more variety in programs to ensure that northerners are appropriately trained to meet future needs.

"It points to the fact that training is going to be different from one region to another. There is going to be some common areas, of course, but because we are going to be focusing on different types of training and the creation of different types of jobs that the nature of how we provide the training will have some variations. For me, one of the

blessings of the government is that it is still small, in that we do not have to become rigid in our approach to people in the North. We are quite a new government. We have a small population to address. It is diverse. It seems to me that the suggestion is that as much as possible it should be a loose - clear but loose - flexible policy that we have in place to respond to the needs that we see out there. ”
Norman Wells

“Once we get out, if we have these students, young men and women coming out of a competitive schooling situation, there will have to be post-secondary education for them. Right now we are making major steps to bring post-secondary education into the communities such as Arctic College here in Inuvik. But these programs are not programs of equal academic standard to a southern program... The business administration course that is being offered at the present time here is meeting a need. But that business administration course does not have the academic components -- it is a field-based component. A hands-on component. I am suggesting that if we have academically trained students coming out looking for post-secondary education that we are going to have to have a more academic all y based education program to meet the needs. I am suggesting that there is a flow-through. If we can get an education program together, that is getting 40 to 50 per cent of our children through a grade 12 program, whether it is in mechanics, service industry, matriculation, that they are going to need -- there is going to have to be a change in the post-secondary style of education being offered at the same time, a whole package right through from beginning to end.” Inuvik

The areas of management and entrepreneurial training were seen as weak or non-existent. The training area of particular concern was for positions ranging from band management to management of local corporations to operation of small businesses. Creating this type of training was considered important if northerners are to take control of their own businesses and communities.

“Training is extremely important to the northern economy. We have a situation now where in just a few years, possibly sooner, maybe in just a few months if things work well, we will have these land claims settled. And we need administrators. There is a desperate shortage of administrators for the native organizations. There is also a shortage of good northern administrators for governments.” Fort McPherson

“I do not think you have to go into details, we all know what the statistics tell us, that small business is the major employer in the country. I think the major employer in the North, in the small communities in general, is going to be in small business. I think we have to look at an economic plan based on development of indigenous entrepreneurs, not imported entrepreneurs, to get the trickle down effect that is needed for the full benefit of the communities.” Fort Smith

“Managers have to change their roles from being doers and ‘fire fighters’ to becoming teachers and coaches so that new native managers can develop to their potential and reduce the dependence on southern hiring. Training aids have to come in the form of northern oriented training videos and ‘how-to’ manuals.” Yellowknife

A concern was expressed for the traditional cultures, lifestyles and languages of northern people. These elements indirectly support the traditional economy. Many communities suggested using the education system to preserve the traditional ways. Another common solution was some form of traditional camp.

“As for the actual curriculum being taught to our youth, we feel that the following could and should be included in any education our youth are receiving: 1) the learning of traditional Dene medicinal practises and ceremonies; 2) spiritual awareness of creation on the land, in the air and in the waters; 3) knowledge of the purpose and usage

of herbs for healing, treatment, etc; 4) look at the family structure and the role of members as remembered by our elders and passed on by past generations. Our people feel that in order for our people to develop as a collective, it is very important that the above points are taken into full consideration as it is the culture of the people we are discussing and we want our culture to survive. In educating our people about our culture and the traditional way of life, our people will benefit through more renewable resource participation within the area. ” Detah

“We all feel education is so very important in this day and age. We, as aboriginal people, feel that the younger generation are losing their language and their heritage. We feel that as leaders we should develop a system that would regain this for those that lost it and those that are losing it. We have discussed this extensively in our band council meetings. We came up with one solution that might work. This is a bush camp that will be based not too far from the community. This camp would provide jobs for people that would be building the bush camp and people could work there year round, providing education of our language and heritage. This camp could also be used as a rehabilitation centre for drug and alcohol patients that want to sober up. It could also be used for tourism. It could also facilitate meetings such as this. There are endless possibilities for camps such as that. ” Snowdrift

Suggestions were made that schools should be providing training in practical areas which would be of use to the students if they chose to remain in their home communities. The trades and tourism were the major areas mentioned.

“I think they should have more subjects in school, for example, training in carpentry, sewing, handicrafts, as long as they will be able to get a job after their graduation and technical training... I do not think they can learn without experiencing so they have to experience and learn. ” Sanikiluaq

“There should be more emphasis put on having trained people that are willing to stay and put their whole effort into it (education) instead of a nine to five job. I think that we should put more emphasis on the trades instead of going to school and learning the history and how to speak English or global history. We should be concentrating more on say, mechanics, plumbers, electricians. I think we should go more into the specialized areas such as electricians and plumbers because there is lots of work in the community for people who take that and they can pass on their education to people that they are going to hire to work with them. That way you would be creating business again.” Clyde River

Speakers felt the financial support available to people who were trying to further their education was insufficient, particularly if they had families.

“It can be extremely difficult financially for Inuit students to attend southern universities. We have the economy in the N.W.T. which is very weak, inflation is very high and many Inuit parents have no jobs to save money for their children’s education. ” Iqaluit

Financial Services

Communities repeatedly told the Committee about the difficulties arising from the lack of financial services provided locally. With no banks in communities, unless a local business operates as a quasi-financial institution, residents must deal with banks in other communities. When local businesses do provide some services, many services such as commercial banking and investment opportunities are unavailable.

“A lot of the public would like to start their own businesses but cannot, due to having no place to apply for loans or put their savings away for future use and collect interest. The bank in Iqaluit is only available there. If you live there,

there is no problem in opening an account but if you live in the communities, that is a different story. ” Cape Dorset

The lack of financial services from a bank or credit union creates particular hardships for small businesses. For example, they cannot make regular deposits, they cannot get bills in the denominations they need to make change, and so forth. Even more frustrating is having to travel long distances (and pay for the cost of that travel), just to talk to their banker in person.

“The co-op system and, also, the Bay or Northern Stores Incorporated now, have over the years, acted as a financial institution by default, not by choice. This has put a lot of strain on them and their financial resources. I believe that if a grass roots credit union movement gets started, that a valuable source of capital will be made available. Banking right now in the North is a real pain. Unless you travel through Yellowknife or Inuvik regularly you may not see a bank in months and it could take years. It is also very hard to save money, for the local people, and especially if you use the local Co-op or the Bay to put money on your accounts. Local credit unions would help people to do this. Local entrepreneurs also need small pools of capital to finance their operations and are unable to do so if forced to go to larger centres to where the banks are. ” Tuktoyaktuk

“I think probably just about everybody in this community as well as all the native communities have got the Bay, and use it as their bank. We have the CIBC bank here. I know a lot of people in small business are trying to expand their business. Their largest problem is money. It is a stumbling block all the time for anybody trying to get started in business in the North. Especially in our region we are stuck in one little area with one bank. A lot of businesses and people I know in business have gone to other banks and have had no problem. They are open to try and develop and see what is happening in the North whereas the banks that have been established for some time, they are very dormant in their attitudes towards companies

already established and new companies opening up. ”
Norman Wells

Speakers suggested that not having banks near by contributed to the problems some northerners have in managing their **personal** financial situations.

“I think the North has progressed and matured to the point where we, at a local community level, want to take some responsibility and use the money we have amongst ourselves and let us learn to save money, learn to keep money, learn to use money and spend it and then get it back and get a revolving pool. Right now there is no way that you can do that. ” Tuktoyaktuk

“Just on the theme of problems with personal management of finances... I think it all comes back again to that lack of capacity to manage personal finances. Traditionally the native people did not have personal finances; they did not deal with the monetary system and it is very slow in developing. One of the things, obviously, that is badly needed is some kind of banking or credit union in the communities. Maybe in conjunction with more of a focus by the Department of Economic Development and Tourism on how to handle personal finances; how to save money so that you can put something aside if you have a vision that you would like to go into business.” Inuvik

Renewable Resources

Northerners were very concerned with the damage done to the economy by the ban on seals and the anti-fur lobby.

“In the past we used to have to depend on skins and sea mammals. Since this has been stopped by Greenpeace, we, who are from the Hunters and Trappers Association, are very concerned about this... this livelihood that we had before is pretty well going down the drain.” Cape Dorset

“I do not think there is any individual here that could say that the fur industry is alive and well. It is alive and well in the context of people participating in some form or another, but it is not the most dominant part of the economy that it used to be. It used to be the prime area of economic growth or economic development in the community. It is not that any more. But what is making it even more difficult is the manner in which the government and maybe even staff, but government generally, respond to people that are interested in pursuing that part of the economy. We try to set up programs that are in the interest of people who want to hunt or trap and then we make it very difficult for them to fill out our applications. We do not have the people that are responding to their needs when they do need help and then we wonder why people do not want to pursue that way of life any more. ”
Fort McPherson

“Renewable resources used to be the backbone of the local economy. Trapping, hunting and fishing have sustained people for years. We need to go beyond sustaining life and develop an industry whereby renewable resources are used sensibly and responsibly. ” Tuktoyaktuk

“There still are areas of significant potential in the North, in my view, for development. In the renewable area our focus has to be to preserve the level of activity that is taking place now, to preserve the lifestyle in the smaller communities and their ability to supplement their income through harvesting game. But, in addition, we must be looking at ways in which this renewable sector of our economy can be expanded and we should be looking specifically, I think, at fish farms, game farms, and forestry operations.” Yellowknife

“I think that we should turn our attention away from the Brits and the Germans and the Italians and maybe we should be in the Orient where they value fur and will wear fur. The market we have is small. Maybe we are wasting our energies and our money and time fighting a battle in

Europe. Maybe we should go where our product is wanted." **Inuvik**

"I know there are a lot of people here that have been destroyed by the crash of the sealing industry due to the animal rights activists; they destroyed their livelihoods. They had to rely on themselves in the past and they relied on the sealing industry and hunting in this area but today in this day and age, we have to depend on the money." Clyde River

Quotas were a concern across the N.W.T..

"Keeping the money in this region could be like they do in the Arctic. The **HTAs** do the polar bear and the musk-ox hunts and stuff like that. Where in the future here, if they do open up grizzly bear hunts instead of giving the tags to the outfitters who come from **Alberta** or outside the Territories, give them to the **HTAs** and try and keep the money in the region instead of spreading it out to everybody else." Norman Wells

"There are some lakes that we were given a quota for and one of the lakes is too far from this community. We do not want to lose that 15,900 pounds from the lake that is furthest away. I am wondering if we can get a large fishing boat supplied with a deep-freeze. This is what I want to know because I think the only time we will be able to fish that 15,900 pounds is during the summer." Repulse Bay

"In **Kakisa**, for example, it is a traditional community. Very little economics, with the exception of the Fresh Fish Marketing Board giving **Kakisa** a quota on pickerel. As far as that allocation of that quota goes, they **could** only do it for one month of the year and they have exhausted their quota. So, it does not help them too much in that area." Fort Providence

“Also, for the local fishermen, the quota that is given to us is too small. I am sure that when it is not our first time for doing commercial fishing, I am sure that we will be able to fish out the quota. I would want to see the quota increased because the fish that we sell up here is more of a delicacy than from any other region.” Repulse Bay

Agriculture was of interest to speakers in the West.

“Something that we can do in this country is grow vegetables and fruit. We grow pretty well all kinds of vegetables and there are a number of fruits that can be grown here in the North....I think that mainly we have to have assistance to get this stuff started. If we do not look after these things they are not going to produce properly. ” Hay River

“In Fort Simpson, I grew up as a kid here with an experimental farm, where the federal government had an experimental farm here, and I know they had vast varieties of vegetables and grains and berries and so forth, pretty well anything can grow in this part of the North. So, the potential for farms is very good. And the mission here in Fort Simpson at one time had a big hospital and they were self-sufficient in growing all their own grain and having their own cattle and chickens and pigs and so forth. So it has been done. It is something that has been done and can be done on a larger scale. ” Fort Simpson

Small Business

Small businesses often fail because of a lack of follow-up support. The business person may have had a good idea, but lacks the skills in bookkeeping, communications, inventory control and other elements of running a small business.

“Having gone through that experience, the one thing I concluded from the whole episode was that after everything is said and done and the person is physically

set up into business then you are cast adrift. You are on your own. If you make mistakes, that is tough. You perhaps find yourself in difficulty at times. Perhaps you need advice or information but because of personnel numbers in the Department of Economic Development, they are not able to assist you when you want them. They are taking care of a region or an area or they have numerous people that they have to see. Consequently, they are out of town when you do want to talk to them. Unfortunately, the bank managers do not really care about that. When they want their money, they want it now and do not really want any excuses such as waiting until the guy is back from his holiday so he can give you a hand. Basically what I am saying is that I do not think the support services are there on an on-going basis... It leaves a person feeling on his own. There is nobody there to give you a hand when you need it. As I said, you are cast adrift and are on your own. You fend for yourself. It is a dog eat dog situation. There are a bunch of wolves waiting in the trees to see you slip and fall and then they are on to you." Wrigley

"One of the things I suggest to Economic Development Officers, particularly to the government people working in Economic Development offices, is to establish a support system for the businesses that are having a hard time. I am not talking about a training program for managers. I am talking about a truly support system. " Snowdrift

"Quite often, the spirit of a new small businessman is broken, when having received the government grant or loan, he is left to operate without assistance in a hostile business environment. Many of the problems encountered by new business can be attributed to a lack of business experience. What is required for new businesses is professional business advice. This is where the role of the Economic Development Officer must change. Where a **small** business has obtained government funding, in whole or in part for business startup, the EDO or designated private enterprise supplied by the department **should** be contracted to supply basic business advice and control. " Iqaluit

“There is a need, if you are going to increase the presence and the importance of the wage economy in the North, there is the need to create the attitudes and the abilities to have those new ventures flourish. Attitudes such as being there every time, especially if you are running your ‘own business, working a lot of time for very little, not expecting a big fat pay cheque at the end of the month, not taking money out of your business until it can afford to stand on its own, those kinds of attitudes. Those attitudes and the abilities such as bookkeeping, how to set Up a business, business proposals, organizational skills, decision-making skills, those types of abilities for groups. ” Gjoa Haven

“We have all kinds of problems due to alcohol, lack of education, substance abuse. Taking all this into consideration, with education being a key problem in the North, that 1) the potential entrepreneurs or people who are interested in starting a business, be ensured that they are proficient and have the expertise to handle the field that they are interested in; 2) that people who are approaching Economic Development or other agencies for funding to start a business, be properly guided or trained to handle the business affairs that they are getting into. ” Fort Simpson

While small businesses struggle to begin operations, one obstacle identified is the need to compete with GNWT wages when trying to hire the best possible staff.

“The other part of the labour shortage that I see is one of government wages. I find it really hard to compete -- I realize there is a high cost of living in the Territories and it is going to get higher. When you are competing with wages that are sometimes 50 to 60 per cent higher than what you are offering, you are not going to get that person. We end up losing; we end up having to then bring them in from the South which really does not help any body.” Hay River

“One sort of problem that I can foresee having in the business is hiring people to work for me. The government and government jobs in the community pay very, very high wages. Now, a local business getting started will have a heck of a time trying to compete with those high wages... That was one small problem that I think the government should look into -- maybe subsidizing or have a subsidy for wages for small business people trying to get started. ”
Cape Dorset

Not all small businesses want to obtain loans or grants from the government. Speakers requested the development of a system for GNWT guarantees for business loans from traditional financial institutions.

“We have just had an experience where we were running into a cash flow problem and the Territorial government gave us a loan guarantee that the banks will not honour. So I would like to recommend to the Committee that they come up with some kind of system so that the Territorial government will begin guaranteeing loans for construction companies, especially new companies that are just trying to break into the field and trying to make a name for themselves.” Wrigley

Social Concerns

Although the abuse of alcohol and other drugs is not an example of economic development, residents stressed the major impact of the abuse on the family and the community. This abuse reduces the ability of the abuser to participate in the work environment and, therefore, reduces his ability to provide for himself and his family adequately. The abuse by a single individual often results in an entire family relying on social assistance.

“I can almost bet anything that alcohol is the number one problem. It also relates to housing. Why you have poor

housing is because -- I bet you, any family that has poor housing also has an alcohol problem. Any issue that you bring up, if you look at the family or the community, alcohol is the problem that has to be beat before you can do anything." Fort McPherson

There is a chronic shortage of housing in the N. W. T.. This has led to overcrowded conditions, as families attempt to share what housing there is available. Speakers believe there is a correlation between this "overcrowding and increases in social problems. They also suggested that increased social problems lead to a decrease in economic activity.

"It does apply no matter where you go... there is a serious problem with housing. Housing for young people who want to stay in the communities or housing generally. And when people want to live in the community, make their home in a community, it seems that the most difficult thing we have, is trying to encourage people to stay so that the community can get the best possible people they can. To retain those people and even convince young people to come back to the communities - it is always the question of housing." Fort McPherson

"Why do people leave the community? There is a lot of good people that leave the community because of a lack of housing. They have to look for another job where they can get a house. It is not only in Good Hope, but all over the N.W.T.. There are people that do not drink and fathers-in-law staying with sons-in-law and sons-in-law staying with their in-laws. They are kicking one another out at night. That is where the problem starts. But nobody talks about that; the only thing they talk about is drugs and alcohol. Which is true, but housing is the major problem." Norman Wells

There is a lack of adequate child care in most communities. Although there have been efforts to establish facilities, many have

been unsuccessful due to a lack of funds, facilities or trained staff. Without available child care, the ability of parents, particularly single parents, to obtain employment or training is limited.

“A day care centre is sorely needed if you are going to have people working and also if you are going to have people seek training. Many young women have children at a younger age in the North than is customary in the South. Education is interrupted and I have certainly received, as a reason for not attending school, the fact that there were child care problems.” Gjoa Haven

“Some of you may think, ‘Well, that has to do with social services but what does it have to do with our economy?’ But I would like to say that if we are going to revitalize the N. W.T.’s economy we are going to need the best talents and the best skills that we have in the North; and some of those people are women. In order for women to participate in the economy, whether it be in training programs of any type, or whether it be in co-operatives or in starting small business, one issue that is of a lot of concern to women is finding reliable, quality child care. At the present time, as I am sure some of you are aware, in many communities it is in a crisis situation. There just aren’t the facilities; people are leaving their children in sort of haphazard arrangements, both of which are not good for the children and also make the parents’ participation in the economy a little iffy.” Hay River

“The reason why I say that day care centres are very important in the Northwest Territories is because both the husband and wife or even some of the children, or even their common-laws, they all have to work to keep up with the demand of income.” Fort McPherson

“Many intelligent, smart, capable people are not able to take the jobs that are available to them simply because there is no one to help them and there is no support system like child care available.” Norman Wells

It was suggested that current social assistance programs discourage people from joining the work force. Speakers indicated that many people feel they are better off receiving social assistance than they would be working. This is, in part, due to the difference between paying for public housing and the rent charged to a wage earner.

“Also, the rental scales for low rental houses, the people here are not happy with it. According to the Housing Corporation, they said they are trying to get the people who have a low income to move into those houses, to pay \$32 a month and are trying to get the people who make a lot of money out of there. They were not happy with that. It makes people think that if they make too much money they will not be entitled to the public housing. So I think they think that it should be if anybody works for their money, they should be paying the same rent as someone who does not do anything for themselves. It encourages them not to work.” Snowdrift

“Just touching on social assistance. I do not know. Something has to be looked at with regard to educating the government somewhat. I do not know how you can rationalize. You have a person who is on social assistance. They pay \$35 a month for rent on a house. So the husband of the house goes and finds himself a job and then his rent bumps up to \$500. Now what is the incentive to go to work? Two months later the guy looks and says, ‘What the hell am I working for?’ and he quits.” Rae-Edzo

“Another thing is the social services here. There is too much hand-out money and you are spoiling people. They do not want to work because if they make a couple of bucks they are not entitled to that \$500 a month. So the idea I have is that I believe that they used to have a STEP program that used to be in place. They work for the money and they get the money. I believe they have taken that away. I think that was a mistake.” Snowdrift

Tourism

In most communities, tourism is seen as the sector with the most potential for development. However, there is a recognition that more basic services and infrastructure are required in most communities. Many speakers requested GNWT funding to establish tourism facilities and activities.

“Efforts should be made to ensure that the finances put into Expo are recovered through tourism and convention travel back to the Territories. Continual promotion and advertising should be done in innovative ways... There is great opportunity for tourism development as a result of the N.W.T.'s unique Arctic wilderness. Emphasis should be made on targeting and servicing world class participants in this area. Long-term plans should be in place to open the avenue for Arctic wilderness tourism opportunities which are not isolated to a specific community but which tie communities in together.” Yellowknife

“So, simple expenditures, clearing trails, **marking trails**, letting people know exactly what we have and without overbilling. What I mean by overkill -- I do not mean to put a large building with a museum and having a guy staying there 24 hours a day to show people that is the water fall right there. I do not mean that. A picture on this highway saying camera, waterfall, blue, you follow it.” Fort Simpson

“You do not want to be overcrowding a traditional community with so many people that it is not traditional anymore. That is not part and parcel of what I personally see as the right way to go, but at the same time, as I say that, many things can happen. Public dollars have to be spent, in my opinion, public infrastructure is necessary and they benefit everyone. They benefit the tourism operators, they benefit the local people in the recreation and in their way of life. Things such as wharfs and roads and upgraded airstrips, parks, these are public

infrastructure dollars that are going to have to be spent. ”
Yell owknife

“I guess having said that, it brings into light some other concerns. Two of them I guess, one of them that was mentioned was the environmental impact of a huge flock of tourists which you have already mentioned, the concern has been raised. The other is the social impact when people in the area or across the Territories make the choice between whether they want to market themselves, their lifestyles and the scenery that is out there, which is what people come to see. They come to see people. They come to see the scenery. But there is also the fact that you can be overrun with tourists. I guess it is looking at some manageable way to balance that out with a good benefit for employment and private sector profit, with being able to live with the fact that that is what you do. ” Inuvik

“Tourism is our future. This is very important and it is a very good idea. You can have good economic profits from tourism. Our community has different sites, old camp sites, Kamadur (sic) for instance, old artifacts that tourists can see, historical sites; there is boating, fishing, hiking, kayaking, going to Tujuaq or dog team rides that they can establish here that is not in place right now. ” Cape Dorset

Tourism marketing was addressed by a number of speakers. They felt marketing and the development of services must continue together. They suggested marketing internally ‘in the North and in international markets.

“We do have a reasonable amount of product development. Some is developed and some is developing. It’s very, very difficult for a small operator in one of the communities or in Yellowknife, for that matter, to sell his product to the world under the present system we are using, going out and knocking on doors. There is a major infrastructure out there, there is a major world-wide network that works. It is a billion dollar industry, billions of dollars, and that

network is in place. We do not have to re-invent the wheel, we just have to tap into that network. ” **Yellowknife**

Transportation

Particularly in the Western Arctic, the highway and road system is a vital supply link. Speakers stressed the need to upgrade and reconstruct existing roads as well as constructing new roads.

“The way I see it is, to develop the economy, you have to have the infrastructures. The main thing is to upgrade existing roads and develop new ones... Supplies have to be flown into Nahanni Butte, Trout Lake and Jean Marie River. They have a winter road system but these systems are operational for only three months, at the most, in the winter time. The rest of the time you have to fly everything in. As you can see, the cost of living in this region is very high because of the lack of infrastructure in our region. ” Wrigley

“I believe that the role of northern government is to look at building roads where possible, to take a **lead** in advancing the need for infrastructure, transportation, roads, because the federal government has put the Arctic airports on hold. It has stopped putting money into highways and other roads in the N. W. T.. The Territorial government itself must take the initiative and try to, by whatever limited means it has, put money forward in a joint funding proposal to the federal government so that perhaps we can see transportation becoming a priority with our current government and putting some of our money from our own budget into the building of roads. ” Norman Wells

A lack of competition among airlines has left many Eastern communities with high freight rates. Residents have no alternative method of bringing goods into the community so they are forced to pay high prices.

“They have no competition. The plane tickets have just increased recently and the cargo rates for freight for the size of the cargo. So we have to pay for both... But now when you own a store and you do not want to sell your stuff at a ridiculous price, you have to because you have to pay for the freight in weight, plus the size of it.” Arctic Bay

Unemployment

Speakers were often pessimistic about the opportunities to reduce unemployment in the communities. Residents did not foresee significant projects which would lead to large increases in employment.

“There are a lot of students who are in school right now who will be finishing high school and there will not be any employment available for them when they finish school in our community. We tried to request different programs that could be very good for the younger people, for employment, different programs such as elders facilities, because we have similar problems to what the larger communities have. Even if it is a small community we should have a transient home for battered spouses. These are the different programs that could be established so that we could get more employ merit.” Cape Dorset

“There are no job opportunities and there are a lot of young people who are unemployed. I know some of the people here would do a good job if they had a job here.” Clyde River

“I have always tried to stress to the officials to introduce more employment in the community because there are a lot of people, especially young people, who are not employed. The lack of employment opportunities in Repulse Bay, you know there are a lot of young people who are unemployed and do not seem to be looking for any potential work.” Repulse Bay

3. Recommendations by Constituency

At every **public** meeting, residents put forward their **specific** recommendations for improving the local economy. In this section we present a brief summary of all recommendations and suggestions, by constituency.

Slave River (Fort Smith)

1. Encourage the development of diversified economies with decreased dependence on government.
2. Approach decentralization carefully, giving consideration to the community which will lose positions as well as the community which will benefit.
3. Develop a road through Wood Buffalo National Park.
4. Provide assistance to trappers similar to that provided to farmers.
5. Agriculture and Forestry policies are needed.
6. A policy for the preservation and maintenance of historical and heritage sites is required.
7. **Return** Arctic College Headquarters to Fort Smith.
8. Continue the privatization of the **GNWT**.
9. Continue and expand support **for** small business.
10. **New** dimensions should be added to the **N.W.T.** tourism industry.
11. The **GNWT** needs to assist in the development of northern entrepreneurs.

12. Open up the American market for northern products.
13. A credit union/bank is required.
14. T&S" GNWT should switch from the superannuation pension plan to a money funded plan.
15. Pave the highways.
16. Provide assistance in developing a market for country foods.
17. Use the Workers Compensation Board compensation fund to support N.W.T. projects.
18. Remove , fur taxes imposed on trappers.
19. Support wood harvesting in Wood Buffalo National Park.
20. Expand the use of N.W.T. waterways for tourism.
21. Improve the GNWT response time to inquiries and applications.
22. Support the development of a bison ranch.

Hay River (Hay River)

1. Expand the agriculture industry.
2. Use residual stands as an alternative to reforestation.
3. Use reforestation as a work project within the corrections system.
4. On-the-job, one-on-one training programs are required.
5. Review the policy on loans and grants.
6. Develop a northern university, creating jobs during both construction and operation.
7. Child care is needed.

8. Capitalize on the clean environment as a selling feature of the N.W.T..
9. Strengthen the market for fur in the North.
10. Trucking regulations and contracts which reflect the unique conditions in the North are required.
11. Focus on the renewable resources sector.
12. Use long-term planning to establish a stable environment for economic growth.
13. Investigate wage disparities between communities and consider alternative work schedules to support increased mobility of employees between communities.
14. Address the problems in the fishing industry.
15. Pursue southern markets for northern products.
16. The GNWT may need to take an equity position in businesses to stimulate the economy.
17. Consider options for providing a dry kiln service.
18. More funding is required for alcohol and drug treatment services.
19. A manufacturing base must be developed.
20. N.W.T. tourism should be marketed internationally.
21. Develop food harvesting.
22. Invest in scientific research and development.
23. Build a road between Fort Smith and Fort Vermilion.

24. Use a car ferry or hydrofoil between Hay River and Yellowknife to support the tourism sector.
25. Consider riverboat gambling.
26. Encourage all types of ideas for tourism.
27. Access to land is needed to allow development.

Deh Cho (Fort Providence)

1. Improve education to meet community needs.
2. Review the GNWT policy regarding the number of outfitters allowed per area.
3. Reinstate the STEP program.
4. Management training is needed.
5. Use Fort Providence as a distribution centre for GNWT supplies.
6. Provide more funds for tourism projects.
7. Banking services are required.
8. Support inter-community trade.
9. Recognize trapping, hunting and fishing as full-time jobs.
10. Improve transportation systems including the highways.
11. Give more control over local programs to the communities.
12. Funding is required to hire a facilitator to implement the local Economic Development Plan and Implementation Strategy.
13. Review the method of contract payments and the length of time allowed before payments have to be made.
14. Decentralize services to all communities, not just some.

15. Give Fort Providence control of the bison tags.

Nahendeh (Fort Simpson)

1. Develop the agriculture industry.
2. Divide large contracts into smaller contracts to encourage **local** participation.
3. Promote education.
4. Promote small scale tourism projects (falls, trails, signs, etc.) as well as big projects.
5. More training opportunities and education are needed.
6. Abuse prevention programs are required.
7. Day care is needed.
8. Improved airport facilities are required.
9. Reinstate the rebate system for Workers Compensation Board payments.
10. Make land available for development.
11. Emergency services are required on the highway.
12. Improve the highways and signage.
13. Simplify application procedures for business loans and grants.
14. Expand support for small businesses.
15. Give priority to family businesses.
16. Do not oversubsidize the fur industry.
17. Discontinue the Native Employment Policy.

18. Charge the parents of Young Offenders.
19. Do **not** reduce the size of the police force in Fort Simpson.
20. Speed up the process of awarding contracts.
21. Ensure payments for contracts are on time.
22. Develop alternate bonding arrangements for small northern businesses.
23. The mail service should be improved.
24. HAP criteria do not meet community needs.

Nahendeh (Wrigley)

1. Support road projects.
2. Develop a policy which allows the GNWT to negotiate contracts with community-oriented private companies.
3. More education and training are required.
4. Simplify small business contracts and applications.
5. Upgrade and extend the road system.
6. Develop and assist small operators.
7. Have the GNWT guarantee loans for businesses.
8. Provide more funding for housing.
9. Continue decentralization of GNWT programs and services.
10. Have more control at the regional level.
11. Expand support for small businesses.
12. Regional translators are needed.

13. Promote arts and crafts.
14. Increase the initial amount paid by the Department of Renewable Resources when furs are taken to auction.
15. Day care is needed.
16. Provide more funding for drug and alcohol rehabilitation.

Tu Nede (Snowdrift)

1. More training is needed.
2. Provide more funding for housing.
3. Support the development of a traditional skills camp/rehabilitation centre.
4. Think small as well as big.
5. Standardized grade levels are needed in education.
6. Give local school committees more authority.
7. Revise the rules for social assistance.
8. Support existing businesses.
9. Research and develop new businesses.
10. Develop new markets for existing businesses.
11. Provide funding for a curfew.
12. Build a road along the Snowdrift River.
13. Contract a Fort Resolution company to fill and landscape the pits left in Pine Point by the mine.
14. Fund participation by the elders **in various meetings** and gatherings.

15. Reconstruct parts of the Pine Point/Fort Resolution Highway.
16. Support development corporations through funding.
17. Have five-year contracts instead of three-year to allow businesses to capitalize equipment.
18. Facilities to store jet fuel are required.
19. Provide funding for economic facilitators in the communities.'
20. Fund a feasibility study on a fish processing plant in Fort Resolution.
21. A Hunters and Trappers Association is needed in Snowdrift.
22. Improve the airport.
23. Day care is required.
24. Fund housing for elders.
25. Each community should have its own MLA.
26. Support the handicraft industry.
27. A road is needed from Nigal Channel to Slave River.
28. Negotiate local contracts with local business.

Mackenzie Delta (Fort McPherson)

1. Build a bridge across the Peel River.
2. Review the extension of the airport runway.
3. Support private enterprise opportunities in the communities''
4. Provide more funding for education, particularly adult education.

5. More housing is needed to encourage people to live in small communities.
6. Simplify loans and grants applications and **approval** process.
7. Emphasize the use of renewable resources.
8. Assist the handicrafts industry in establishing access to markets and acquiring materials.
9. Train people to meet future needs (ie. administrators following claims settlement).
10. Support the development of a bed and breakfast network across the N. W. T..
11. Develop tourism at the grassroots level.
12. A qualified mechanic is needed in Fort McPherson.
13. Encourage arts and crafts skills, particularly among young people.
14. A regional economic development committee **should** be created.
15. Child care is needed.
16. Banking facilities are needed.
17. Reduce the GNWT response time to questions and applications.

Nunakput (Tuktoyaktuk)

1. New and innovative ways of utilizing wildlife resources are required.
2. Adequate funding is needed to expand a viable wildlife based industry.
3. A community and regionally based approach to economic development is required.

4. Have territorial regulation of sport hunting.
5. Improve co-ordination between GNWT departments.
6. Simplify or reduce the number of channels needed to assess business proposals.
7. Support handicraft cottage industry and craft shops.
8. Appropriate control, management and monitoring of renewable resource industries is required.
9. Infrastructure of all kinds (housing, transportation, etc.) is required.
10. Tourism infrastructure and training is needed.
11. Day care is needed.
12. A credit union/bank is required.
13. Education must have goals.
14. Business development criteria should be different for small versus large communities.
15. Establish a northern counterpart to the Western Diversification Fund.
16. Construct an all-weather road from Inuvik to Tuktoyaktuk.
17. Establish a transition house in Tuktoyaktuk.
18. Have a local tannery.
19. Support the Special ARDA.
20. Appropriate work areas and supplies are required for the crafts industry.
21. A youth centre is required for Tuktoyaktuk.

22. Fund a community drug and alcohol treatment **centre**.

Sahtu (Norman Wells)

1. Need GNWT policies that are coordinated and complimentary.
2. Emphasize to the federal government the importance of northern development for all Canadians.
3. Complete the Mackenzie Valley Highway.
4. Support the tourism industry.
5. Create training to take advantage of existing and future opportunities.
6. Develop local agriculture.
7. Child care is needed.
8. Provide funding for housing.
9. Protect the environment.
10. Expand the infrastructure base.
11. Redistribute government, **creating** a different focus.
12. Support the pipeline through the Mackenzie Valley.
13. Banking services are required.
14. Bring professionals with economic development **expertise** into the communities.
15. Encourage workers on major projects to become part of the communities rather than “fly-in/fly-Out”.
16. The settlement of land claims is required to develop the economy.

17. Community development and planning must take place before further action can be taken.
18. Education and training of use to the communities and regions is required.
19. Provide more funding for alcohol and drug programs.
20. Business training is needed in the communities.
21. Economic Development Officers are required in each community.
22. Divide large contracts into smaller portions that communities can handle.

Inuvik (Inuvik)

1. Delineate a coordinated GNWT policy and long-term goals for the northern economy.
2. GNWT policy must be consistent, easily understandable, stable but not static, exist only when required, and not duplicate other governments' policies.
3. A long-term strategy to develop competent staff in education is required.
4. Standardized testing in education is required.
5. Support the formation of a Delta Artists Association.
6. Hire an art adviser.
7. Develop community art centres and an open studio for the region.
8. Encourage "Buy North".
9. Focus on loans as opposed to grants.

10. Encourage entrepreneurial spirit and skills.
11. Complete the highway in the **Sahtu** region.
12. Develop the economy around fur products and natural resources.
13. Day care is needed.
14. Recognize the value of and the need to protect the wilderness and environment.
15. Simplify the loans and grants application process to shorten the response time.
16. Tourism is the only way to build the economy.
17. An early settlement of land claims and quick completion of the Northern Accord is required.
18. Consider options such as mink farms.
19. Explore the Orient as a market for northern products.
20. Train prospectors in basic geology.
21. Educate hunters regarding the handling of meat for commercial use.
22. Meat inspection is needed.
23. A bank or credit union in communities is required to teach personal financial management skills.
24. Consider the northern potential for high technology development.

Yellowknife Centre/South (Yellowknife)

1. The GNWT should provide an update on the outcome of previously identified opportunities.

2. Develop a means of assessing opportunities and needs within a region or community.
3. Develop dynamic community profiles to assist potential investors.
4. Establish a Better Business Bureau.
5. Simplify the grants and loans application process.
6. Shift the emphasis from feasibility studies to follow-through on these studies.
7. Discourage decentralization of existing established public and private enterprises.
8. Establish an N.W.T. Convention Bureau.
9. Enhance and develop the N.W.T. road and highway system.
10. Extend the GNWT Venture Capital Program.
11. Have a business ombudsman.
12. Introduce youth business programs such as Junior Achievement.
13. Encourage cooperation between northern communities.
14. Provide a more detailed accountability for public expenditures.
15. Increase the northern preference on contracts.
16. Develop a detailed system for measuring needs and monitoring program success.
17. Place more emphasis on education, particularly in small communities.
18. Support "Hire North/Buy North".

19. Have economic facilitators in each community.
20. Split the government so **that**, for **example**, there would be a deputy minister and staff for Economic Development in the East and a second deputy minister and staff for Economic Development in the West with Ministerial direction coming from Yellowknife.
21. Have GNWT departments undertake a customer **survey** to discover service problems and potential solutions.
22. Complete a comprehensive audit of the Department of Economic Development and Tourism.
23. Development should be community based.
24. Tourism should be the focus of GNWT investment in an economic strategy.
25. Investigate the development of fish and game farms and forestry operations.
26. Develop tourism facilities.
27. A far-reaching Federal/Territorial economic development **agreement** is required.
28. Ensure that northern developments benefit northerners.
29. Grants and loans should be easier to get.
30. Have more consideration for the worker.
31. Increase the minimum wage.
32. **Implement** a fair wage act on all GNWT projects.
33. Prepare a general **labour** review.
34. Integrate economic development with a sensitivity for the environment.

35. Northern preference should not be subsidizing big companies.

Yellowknife North (Detah)

1. More funding for cultural inclusion in school curriculums is needed.
2. Allow easier access to training money.
3. Allow easier access to grants and loans.
4. Support the Band's position on the Dene/Metis Boarding Home.
5. Provide more support for grassroots initiatives.
6. Increase training allowances.
7. Provide funding for alcohol and drug treatment programs.
8. Use community service instead of jail time.
9. Improve housing and decrease the rental scale.
10. Build a road in Rainbow Valley.

Rae - Lac La Martre (Rae-Edzo)

1. A community-based approach to the economy is needed.
2. Provide more funding for adult education.
3. Child care facilities and education facilities are required.
4. Complete an analysis of tourism potential.
5. Basic community infrastructure is needed.
6. Increase decentralization.
7. Trappers should qualify for Unemployment Insurance.

8. An airport is needed.
9. Even if a premium must be paid, more support of local business is required.
10. The road should be **re-located** so as not to pass the garbage and sewage disposal areas.
11. More funding is needed for social programs.
12. Training is required to expand beyond the demands of the local market.
13. Produce a film on trappers' lives to counter the anti-trapping lobby.
14. History of the area should be documented for tourists.
15. Child care is needed.
16. The school should be in Rae, not Edzo, so parents can be involved.

Kitikmeot West (Cambridge Bay)

1. Economic development initiatives must be community based.
2. Financial services (credit unions) are needed in the communities.
3. The application process for government funding must be simplified.
4. The GNWT should provide support to Bathurst Inlet similar to the support provided to other communities.
5. The adult education system should be upgraded.
6. Arctic College programs in the Kitikmeot region must address local needs.
7. Review the on-the-job training program.

8. Support increased advertising for tourism in the region.
9. Provide training regarding the responsibilities of employees.
10. Provide support to offset the high cost of transportation, airfares and freight costs.
11. A policy of subsidization of local hires during a contract should be developed.
12. Have a tannery in the Kitikmeot region.
13. Develop new transportation links and methods.
14. Create a Northwest Territories development agency.

Natilikmiot (Gjoa Haven)

1. **Day** care is required.
2. Encourage less reliance on the GNWT.
3. Increase the emphasis on arts and crafts and tanneries.
4. More cooperation between GNWT departments is required.
5. Train northerners to market carvings.
6. Develop a teaching kit on Inuit culture for use in southern schools .
7. Provide funding for translators for workshops.
8. Funding “is needed for the search and rescue committee.
9. Written material should be in English and Inuktitut.
10. Bus service is required.

Aivilik (Repulse Bay)

1. Fund a fishing boat with a deep-freeze to fish the quota on Wager Bay.
2. **Re-open** the coffee shop.
3. Support the development of a mineral exploration/training business.
4. Support inter-community food exchanges.
5. Deal with offenders within the communities rather than in correctional **centres**.
6. Support a sewing **centre**.
7. Increase the promotion of tourism.
8. Provide assistance with freight costs for shipping soapstone.
9. Total jobs created should be considered on the loan application including those from the construction phase.
10. Increase training related to tourism.
11. Provide more information about all aspects of tourism.
12. Develop a trade route between Repulse Bay, Pelly Bay and Igloolik.
13. Consider alternate money systems within communities.

Kivallivik (Arviat)

1. Build a road to Churchill
2. Have a joint Federal-Territorial agency to handle fisheries.
3. Education and training should be more meaningful.

4. Increase funding for human resource development, arts and crafts and tourism.
5. **Review** the education system to make it better for the Inuit.
6. Fund women's groups (craft **centre**).

Baffin South (Cape Dorset)

1. A bank or **credit union** is needed.
2. Funding should be easier to get.
3. Simplify **GNWT** application forms.
4. Fund a feasibility study on est.ablishing banking services in the communities.
5. The **GNWT should** build a mall for use by private businesses instead of building office space.
6. Assist **in** setting up a tannery.
7. Fund the distribution **of** marble soapstone outside the community.
8. Provide training in arts and crafts, administration, secretarial skills and small engine maintenance.
9. Subsidize freight costs.
10. A longer airstrip is needed to develop tourism.
11. Assist in obtaining soapstone.
12. Consider a fibreglass boat project.
13. Economic Development Officers should be more accessible.
14. Build a senior citizen home in **the Baffin** Region.

15. Support inter-community trading of **Inuit** food.
16. Increase emphasis on trades and tourism in the **school** system.
17. Local social services committee should have more authority.
18. Fund the purchase of hunting equipment.
19. Provide an ambulance and more fire-fighting facilities.
20. The loan review process, including final approval, should take place in the regions.
21. For those able to work, social assistance should be tied to some type of work.

Baffin Central (Clyde River)

1. Support northern fisheries.
2. Assist the promotion of local tourism.
3. Decentralize the Hamlet to increase local business opportunities.
4. In education, place an emphasis on hiring staff with a commitment to the community.
5. Have more emphasis in the schools on trades.
6. Better communication between East and West is needed.
7. Examine the market for exporting carvings; overcome existing regulations which prohibit exports.
8. Family allowance and old age pensions are not sufficient.
9. Provide additional support for people in outpost camps.
10. Have a **Baffin** quota of caribou for sale, not subsistence use.

Amittuq (Pond Inlet)

1. **Priorities** for economic development **should** be tied to education.
2. **Have local development** of local **resources**.
3. **Place greater** emphasis **on** local tourism..
4. **Revise rules** regarding **operating** a **small** business **out** of public **housing** (up to a certain income level).
5. Provide funding for a trainers' **subsidy fee** for training **apprentices**.
6. **Expand** the Economic Development Officers' job **description**.
7. **Banking** services are required.
8. **More** authority for contract approval **should be in** the regions.

Iqaluit (Iqaluit)

1. **GNWT should** increase funding in tourism and arts and crafts sectors.
2. **GNWT** should **provide** loan guarantees.
3. **GNWT should** remove restrictions on the sale of land.
4. **The** northern incentive policy's **10%** preference is **not adequate** for **Eastern Arctic** businesses.
5. Strongly encourage "local-buy" initiatives.
6. **Greater** support for small businesses in **addition** to **funding is** required.
7. Import replacement must be promoted.

8. Major tax reform comprised of tax forgiveness, investment tax credits and manufacturing tax credits should be undertaken and made available to businesses.
9. Efforts should focus on the renewable resource activities.
10. The **GNWT** should research accurate living cost information for the Eastern Arctic and use the information to review **GNWT** programs and policies.
11. Revise the Northern Incentive Policy recognizing cost differentials between East and West.
12. Provide enhancements to encourage the development of private housing.
13. A hunters support program is needed.
14. **Inuktitut** should be given status equal to that of English and French.
15. Revise northern preference along similar lines to the Native Employment Policy.
16. A patient boarding home is required.
17. Create regional and local think-tanks to research a northern native economic system.
18. Replace the Department of Economic Development and Tourism with a territorial native bank.
19. Create a low or interest-free loan program for native individuals.
20. Develop a grant program for unproven resources.
21. Research similar experiences around the world.
22. Have a trainee for every position.

High Arctic (Arctic Bay)

1. More **competition** among airlines is required **to** improve freight services.
2. Contractors. should be required to **use** local hotels.
3. Provide assistance for financing private housing in communities..
4. **Banking** services are required.
5. **Apply** a pay-roll tax on money earned in the **N.W.T. but taken** out.
6. People,. particularly GNWT employees, **should** make a commitment **to** the community.
7. A hunters' support program is **needed**.
8. Northern transportation **should be** more responsive **to northern** needs.
9. **Develop** an agency to provide expertise **to northern** businesses.
10. Develop training programs tailored to northern requirements.
11. **Advertise** contracts in individual communities **before** advertising. in **all** communities.

Hudson Bay (Sanikiluaq)

1. Develop eiderdown and mussel industries.
2. Fit northern exports to southern tastes through education and promotion.
3. Have a community development **officer** in each. **community** to coordinate economic development.

4. Greater co-ordination is required between Renewable Resources and Economic Development and Tourism.
5. Simplify access to and administration of government programs.
6. Move the local road closer to the lake.
7. A bus service is required.
8. Education should be community-based.
9. Vacation Travel Assistance should be provided as a lump sum payment to be spent on anything.
10. Assistance for hunters and carvers is required.
11. Would like a larger community hall.
12. Need funding to obtain soapstone.
13. Would like a sewing centre.
14. Day care is required.

APPENDIX "A"

SPECIAL COMMITTEE ON THE NORTHERN ECONOMY

TERMS OF REFERENCE

The Special Committee on the Northern Economy shall:

- a) inquire into such matters as may be referred to it by the Legislative Assembly;
- b) inquire into current problems and public concerns related to a viable northern economy and the development of an economic strategy and plan;
- c) present interim reports to the Legislative Assembly from time to time, and a final report by the fall sitting in 1989.

The Special Committee on the Northern Economy may on its own authority:

- a) examine all matters that relate to the development of a sound economic base;
- b) consult with members of the public, representatives of industries, chambers of commerce and other business organizations, labour unions, small business enterprises, community councils and other local organizations, hunters and trappers associations, native organizations, educational institutions, federal, provincial, and territorial governments and their departments, boards, agencies and commissions, and other interested groups, -- through public hearings and other meetings, written and oral submissions, and other appropriate means;
- c) commission such studies and research projects as it deems necessary;
- d) review all aspects of existing legislation, policy, philosophy, and government spending to determine their impact on the northern economy, and make recommendations to the Assembly for improvements;

- e) recommend urgent changes in existing policies from time to time as deemed necessary.

Conduct of Business

1. The Special Committee shall conduct its business in a manner approved by the Committee.
2. **The** Special Committee shall, **in** accordance with Rule 91. (2), at the earliest opportunity following their appointment, appoint co-chairmen.
3. **A** quorum of the Special Committee **shall** consist of five members, including a co-chairman.
4. **The** Special Committee shall, in accordance with **Rule 95 (1)** **have the power** to **call** for such persons, **papers**, and records and to examine witnesses as, in its opinion, are necessary to the **conduct of** business.
5. **The** Legislative Assembly shall **provide from its** appropriations the necessary funds for the Special. Committee to **carry out** its responsibilities.
6. **The** Special Committee, as a whole, or individual members, may undertake such **travel** as is required to carry out the assigned responsibilities of the Committee.
7. **The** Special Committee is empowered to retain the services of such professional staff as deemed **advisable** by the Committee.
8. The Special Committee **shall** have the power to sit **during** sessions, adjournments **and** recesses of the **House**.
9. The necessary administrative support **shall** be provided by the Legislative Assembly Office.
10. From time to time, the **Special** Committee shall tender general advice and information to **the** Legislative **Assembly** on any matter with **an** impact on the Northern Economy that may come before the Assembly in. session.