



***Nwt Commercial Fishing Strategy -
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Introduction

The Department of Economic Development and Tourism (ED&T) has been a major player in NWT fisheries developments and, over the past 10 years, has provided assistance for a wide range of commercial fisheries activities. Yet, in spite of high levels of support, commercial fishing in the NWT **remains** an economically marginal activity resulting in an ever increasing demand for government support and funding.

In **addition**, there have been a number of recent changes **affecting** commercial fisheries development: a new EDA focusing on regional fisheries initiatives has been put in place; the NWT DevCorp has become a major player in the fishing industry; and the Freshwater Fish Marketing Corporation (**FFMC**) is no longer responsible for marketing char.

Given the current environment, the Department of Economic Development at the urging of the Standing Committee On Finance (SCOF) was instructed to develop a revised commercial fishing strategy.

ED&T officials divided development of the strategy into three separate phases:

- Phase I: Market Research
- Phase II: Evaluation of Fisheries Development
- Phase III: Strategy Formulation

RT & Associates were contracted to undertake each of the three phases. The market research report was presented to the department in August 1993; the Evaluation of Fisheries Development (eight separate reports) was presented to the department from September 1993 to **January** 1994; and the Strategy was presented to the department in February 1994. This document outlines the highlights of the Strategy.

Methodology

In developing the Strategy, the consultants drew heavily on the work undertaken in the Market Research and Fisheries Evaluation phases.

The Market Research report was based on a review of written materials, compilation and analysis of government statistics, and **personal** interviews with 30 individuals representing every level of the fish marketing system including producers, buyers, sellers, processors, brokers, wholesalers, retailers, and **exporters**.

In the Fisheries Evaluation Phase, the consultants used a team of experts to develop eight separate papers - each dealing with a "critical issue" within the industry. In the course of developing the eight papers, the **consultants** researched fishery development in other jurisdictions and compared approaches taken elsewhere with those in the NWT; provided a basic conceptual framework of common property analysis and its application to NWT fisheries; analyzed government investment in NWT **fishery** development and assessed government investments based on market opportunities and benefits derived; assessed different systems for fisheries evaluation; assessed demand and supply parameters for each NWT fishery; assessed different agencies/departments mandates and identified areas of conflict; and, through four separate case studies, assessed the importance of local involvement in NWT fishery development.

From the information gathered and analysis carried out during these two phases, and in consultation with ED&T officials in Yellowknife, the consultants developed a strategy document which was reviewed by ED&T officials from both headquarters and the regions. Based on the outcome of this review, the strategy was revised and a final strategy document submitted to the department in February 1994.

Fisheries Overview and Critical Issues

Each of the NWT fisheries has followed a different developmental path and presents different opportunities and constraints. A review of NWT fisheries reveals the following major issues:

Great Slave Lake

Great Slave Lake has been commercially fished for over **fifty** years and can now be considered a mature fishery. It employs approximately 330 fishermen, helpers and processors and produces in the order of 1.65 million kgs of fish, primarily whitefish, each year.

The main issue in the Great Slave Lake **fishery** is its lack of economic viability. The resource appears to be healthy but the market for whitefish is in decline and fishing on Great Slave Lake is not financially viable without high levels of ongoing government support. Moreover, even with government subsidies, most operations do not earn enough income to cover costs and replace capital, or to provide even a minimum income to operators. In **addition**, most operators are unable to access government support programs such as the Business Development Fund (BDF) or Business Credit Corporation (BCC) because they cannot meet the equity **and/or** viability requirements.

The fact that Great Slave Lake fishermen continue to fish indicates they gain some benefit from fishing, however the cost to sustain the industry in its present form is high. To make this fishery viable, some tough decisions are required about who will fish and how the fishery should be supported.

Baffin Turbot Fishery

The **Baffin** turbot fishery began in 1986 and has grown rapidly in terms of both the number of people involved and the volume of fish harvested. In 1993 there were approximately 210 people involved in the fishery fishing for 21 weeks during the winter.

The success of the **fishery** has been enhanced by an apparently large stock of turbot in close proximity to the community, a strong southern market for turbot with a seasonal price advantage for winter caught fish, and good daily transportation links to southern markets. However, the fishery has not been without its problems and, in terms of increasing local control and decision making, has not been successful. In addition, the extent of the Pangnirtung turbot fishery resource is not **fully** understood and it is not clear what level of turbot harvest is sustainable. There is a danger that government initiatives have encouraged people to enter commercial fishing without regard to the fact that resource depletion might force government to “put the brakes on” to avoid another east coast disaster.

Cambridge Bay Char Fishery

The Cambridge Bay Char fishery is unique in the NWT in being owned and operated by a broadly-based locally owned Co-op, independent of the government. In **addition**, in most years, the Cambridge Bay fishery has been able to earn a profit which has been distributed among the community as dividends to Co-op members. The Cambridge Bay char fishery provides seasonal employment to about 20 fishermen and 12 processors, and brings approximately \$300,000 into the community annually.

Until 1992 the Co-op fishery sold its char to FFMC which was, by law, responsible for marketing the catch. However, in 1992 the GNWT negotiated an exemption from the FFMC marketing monopoly for char which **left** the Ikaluktutiak Co-op without a char market. The Co-op appealed to ED&T for marketing assistance and was referred to the NWT DevCorp. However, the **Ikaluktutiak** Co-op and the NWT DevCorp were unable to reach a satisfactory working relationship so the Ikaluktutiak Co-op did not fish its char quota in 1992.

The Cambridge Bay fishery has managed to operate for over 20 years without a government bailout and without requiring large ongoing capital investments or large annual subsidies. Quotas have been well managed and quality has been improving with the use of weirs in addition to gill nets. The availability of a large stock of char and the willingness of community members to participate in the fishery and to fish in isolated regions have also been identified as critical **factors** to the success of the fishery. However the future of the fishery is in question, especially if the Co-op is unsuccessful in securing a strong market for its product with prices that will cover costs. The fishery also requires extensive plant renovations or replacement in the near future if it is to continue meeting DFO export requirements.

Mackenzie Delta Fishery

The Mackenzie Delta fishery is a small test fishery run by the Uummarmiut Development Corporation. The fishery employs as many as 20 full-time employees during the fishing **season**, however, the season is only three weeks **long**, therefore total employment created has been low.

The major constraints facing the Mackenzie Delta fishery are limited quotas, high costs and poor markets. The high cost of shipping fish out of the region and the low market price for whitefish has made it impossible to export whitefish south and cover costs. Given these constraints, the Mackenzie Delta **fishery** project is looking at developing alternative markets for fish products within the NWT and the Yukon.

This fishery is a good example of local residents and government agencies working closely to reach a common goal. Given the developmental nature of the fishery, the project has been kept small scale and capital investment relatively low. Test fishery results indicate, however, that commercial fishing in the Mackenzie Delta will not become financially viable without higher available quotas and a higher price for whitefish. Therefore, the market problem must be addressed if the fishery is to be sustainable.

Keewatin Char Fisheries

The Keewatin char fishery operated in the southern Keewatin communities of Chesterfield Inlet, Rank.in Inlet, Whale Cove and **Arviat** with high levels of support and management from ED&T until 1992, when the **NWT DevCorp** took over the Keewatin fishery. The corporation is now constructing a new fish plant in Rankin Inlet and has taken over product development and marketing for char products.

The Keewatin char fisheries provide seasonal employment to 125 - 150 fishermen, however, average returns to fishermen are relatively low due to a combination of high **harvesting** costs and a large number of fishermen harvesting limited quotas. Processing costs are also extremely high in this fishery because there are four separate packing/processing facilities in four different communities.

Inconsistent production levels have always been a problem with the Keewatin fishery, however, in 1993, **harvests** from all major char producing rivers near southern Keewatin communities were extremely low, raising concerns that local char stocks have become seriously depleted - a particularly serious issue because these char rivers are used for both commercial and domestic fishing.

The Keewatin fishery is plagued by both high costs and doubts about resource sustainability. Choices must be made about whether certain rivers should be designated for either domestic or commercial fishing and clearer regulations are needed to manage the resource. Without these decisions commercial fishing cannot be sustained. However, these decisions must be made with **full community participation**, not by government agencies alone.

Principles

Based on the results of the critical review, and discussions with ED&T officials, ten fundamental principles were identified as cornerstones upon which the commercial fishing strategy should be developed. It was felt the strategy should:

1. Encourage Industry Efficiency
2. Be Market Driven
3. Maximize Development of the Domestic NWT Market
4. Be Based on the Principle of Long-Term Sustainable Development
5. Minimize Government Dependency
6. Encourage Community Self-Reliance and Control Over Fisheries Development
7. Promote the Use of Appropriate Technology
8. Direct Government Investment Into Developing Fisheries and Reduce Government Investment In Mature Fisheries
9. Improve Coordination by Stakeholders Involved in Fisheries Management and Development
10. Improve Evaluation and Monitoring Systems

Supply and Demand Projections

The strategy reviewed supply and demand parameters for various NWT fish species and examined investment in NWT fishery developments in light of current market opportunities and availability of supply. This information was used to develop a “market driven” strategy. #

The following table summarizes the market and demand parameters for major NWT fish species.

Species	Total Supply	NWT Supply	Market Demand	Price
Whitefish	Increasing	Stable	Decreasing	Decreasing
Char	Decreasing	Unstable	Undeveloped, Good Potential	Decreasing
Turbot	Decreasing	Increasing	Increasing	Increasing

The market for whitefish is on the decline and is expected to continue shrinking over the foreseeable future. The North American supply of **whitefish**, on the other hand, is increasing rapidly resulting in strong competition and decreased prices. All of these factors make it difficult for NWT whitefish to compete and it is likely that returns **from** the Great Slave Lake and Mackenzie Delta fisheries will continue to fall over the near future.

The arctic char market is relatively undeveloped and **unknown**, but there appears to be good potential for increasing char sales in Southern Canada and the US. The price for char is decreasing - due to a large glut of salmon in the market - and it is becoming more difficult to demand premium prices for char. With respect to supply, the overall supply of Canadian wild char has decreased due to declining stocks in Labrador, but the supply of farmed char is expected to increase over the near **future**.

NWT supplies of char have been unstable causing marketing difficulties. The 1993 Keewatin char harvest was **very** low and there is serious concern that the southern

Keewatin stocks may have crashed due to over fishing. The Baffin supply of char has been relatively stable but little is known about the biology of these stocks, therefore, caution is urged. The Cambridge Bay stocks appear to be stable at current harvest levels.

The market for turbot is strong and growing, and price is expected to rise over the next few years. **Baffin** turbot is harvested during the winter when very little fresh turbot is available, therefore it has achieved a high **level** of market acceptance and commands a seasonal price premium. The high costs of producing Baffin turbot make it uncompetitive outside this seasonal window. There are some concerns about the sustainable level of **harvest** for the Baffin turbot stock but it is expected that the current level of **harvest** can be doubled under the current quota system.

Proposed Marketing Initiatives

Based on current market demand and supply parameters, the strategy recommends the following marketing initiatives:

1. Present marketing arrangements with FFMC should be maintained for whitefish and other species harvested in Great Slave Lake.
2. The GNWT should lobby for a permanent exemption from the FFMC marketing monopoly for arctic char.
3. The **responsibilities** of ED&T and the NWT DevCorp should be clarified with respect to marketing. ED&T's role should include conducting market research in support of the industry, but not product development or selling fish. These activities should be the responsibility of the NWT DevCorp.
4. The NWT DevCorp should be instructed to provide marketing **services** and support, upon request, to all NWT fisheries, not only DevCorp-owned businesses.

5. Northern markets should be developed for NWT fish products. Specific initiatives should include:

- developing a policy directing NWT government institutions to purchase NWT fish products;
- undertaking market research into the supply and demand for NWT fish products throughout the NWT;
- providing support to develop a market in the Yukon for Mackenzie Delta products;
- providing support to develop a market for Great Slave Lake products in Yellowknife, Hay River and other South Slave communities.

Investment Analysis

The following table summarizes market value, government investment and benefits for each of the major NWT fisheries.

Fishery	supply (kg)	Market Value	Net Benefits	Annual Govt. Investment	Total Benefita	Govt \$/Market Value	Govt \$/Total Benefits
Great Slave Lake	1,657,200	\$1,840,200	\$195,154	\$692,764	\$887,918	1:2.66	1:1.28
Mackenzie Delta	25,082	\$31,201	(\$26,175)	\$97,990	\$71,815	1:0.32	1:0.73
Kitikmeot Char	43,082	\$430,662	\$230,143	565,964	\$296,127	1:6.53	1:4.49
Keewatin Char	32,933	\$325,578	\$135,930	\$195,562	\$331,492	1:1.66	1:1.69
Baffin Char	45,369	\$448,522	\$268,116	\$115,811	\$383,927	1:3.87	1:3.32
Total Char	1,121,384	\$1,204,962	\$634,189	\$377,357	\$1,011,546	1:3.19	1:2.68
Baffin Turbot	430,000	\$1,042,662	\$55,277	\$498,257	\$553,534	1:2.09	1:1.11
Total	2,233,566	\$4,119,025	\$858,445	\$1,666,368	\$2,524,813	1:2.47	1:1.52

On an average annual basis, approximately \$1.67 million dollars in government support and investment is provided directly to these fisheries, from which NWT residents receive an average of approximately \$2.5 million dollars in wages and other benefits. In other

words, for every dollar invested by the government, NWT residents enjoy \$1.52 in wages and benefits.

Of all fisheries, the Kitikmeot char fishery attains the highest benefit from government investment and, assuming marketing support is provided, can likely continue to be a **successful fishery**. Thus the fishery should be considered as the most promising fishery for government investment.

Although providing a relatively low benefit from government investment, the Pagnirtung fishery does offer the advantage of having a strong winter niche market, thus should also be considered as a promising fishery for investment.

The Keewatin char **fishery** should receive little investment until biological assessment work has been undertaken and it is confirmed that stock levels can support continued combined commercial and subsistence harvest.

The Great Slave Lake fishery receives the highest level of government investment yet generates one of the lowest levels of benefits. As well, the fishery has poor market potential, although there may be opportunity for more local market sales. Given the poor outlook in the fishery, government investment should be reduced.

The Mackenzie Delta **fishery** has very low level of benefits and poor market potential, therefore should receive little investment in commercial fishery development.

Strategy Elements

Based on the ten principles for fisheries development and the information provided through analysis of market and supply opportunities and constraints, the following strategy elements should be implemented.

1. Develop and Introduce New NWT **Commercial** Fishing Support Policy.
2. Integrate Commercial Fishing Support Policy With Other Fishery Support Policies - Specifically Policies Addressing The Needs Of The Off-Shore **Fishery** And Domestic Fishery. Also, Integrate New Policy With Revised Economic Development Strategy.
3. Maximize Development of Northern Markets for NWT Fish Products.
4. Make Better Use of the NWT Development Corporation's Marketing Function To Market All NWT Fish Species.
5. Lobby DFO for Individual Transferable Quota (ITQ) System for Panguitung and Great Slave Lake fisheries.
6. Encourage More Local Control And Management Of NWT fisheries; Lobby CEIC and Arctic College To Provide Management and Board of Directors Training.
7. Support More Biological Assessment Work In Critical Areas Of Fishery Development.
8. Minimize Conflicts With Domestic Fisheries By Supporting A Policy of No Commercial Fishing Development Investment Expansion In Areas of High Domestic Use Where The Domestic **Harvest** Is Not Quantified.
9. Improve Data Collection and Evaluation Systems
10. Improve Industry Coordination **Planning**, Monitoring And Conflict Resolution By Building On Existing EDA Structure.
11. Communicate With Stakeholders To Obtain Support For, **And** Ownership **In**, The New Commercial Fishing Strategy.
12. Consolidate Investments, Ensure Alternative Support Programs For Subsistence Harvesters. And **Explore** Limited New **Opportunities**.

Future Investment Plans

Proposed investments in commercial fisheries development over the next three years are shown below:

**Proposed GNVVT Investment in Commercial Fisheries Development
by Fishery**
1994/95 to 1996/97

Fishery	3-Year Budget
Mackenzie Delta Whitefish	200,000
Baffin Turbot and Char	7,729,000
Hudson Bay Fisheries	466,000
Keewatin Char	2,214,000
Kitikmeot Char	2,083,000
Great Slave Lake	1,145,000
Headquarters	100,000
Total	\$12,937,000

As the figures in the above tables demonstrate, GNWT departments and agencies plan for significant increases in investment in commercial fisheries development. It must be stressed, however, that \$9,250,000- 66% of the planned \$13,937,000- comprises one-time capital expenditures. Following the 1996/97 fiscal year, capital expenditures will likely **fall** back to whatever is minimally required to maintain facilities and equipment, and undertake stock assessments and test fisheries.

Even more significantly, the figures indicate a distinct shift away **from** investment in the Great Slave Lake fisheries and towards the turbot and char fisheries of the Eastern Arctic, particular those on **Baffin** Island.

The rationale for this shift is very much grounded in the realities of the respective fisheries:

- The Great Slave Lake fisheries - and **particularly** the summer fishery - are *mature* fisheries, characterized by too many operators using old and inefficient equipment to **harvest** whitefish stocks in excess of market requirements.
- The Baffin turbot and char fisheries, on the other hand, are *young, innovating* fisheries characterized by opportunities for growth.

GNWT departments and agencies plan to **shift the** focus of investment to fisheries where opportunities for growth exist. The main vehicle for accomplishing this will be through the capital investment plans of the NWT Development Corporation.

Great Slave Lake fishermen will not be abandoned, - smaller operators would more properly be served under a proposed Department of Renewable Resources' Wildlife **Harvesters** Assistance Program - but the focus of investment in the Great Slave Lake fisheries will **shift from** across-the-board freight and price support subsidies to encouraging fewer, more efficient operators to harvest optimum levels of whitefish stocks. Any funds freed up through this process will be diverted to direct support of turbot and char fisheries. The main vehicle for accomplishing this will be through changes in policy.

Policy Requirements

ED&T provides direct support to the fishing industry through its freight subsidy program designed to off-set the high costs of moving fish to market. However, the fish freight subsidy program is not equally applied across the NWT and, at least in Great Slave Lake, the subsidy program has become institutionalized and has become a crutch which discourages efficiency in operations.

Therefore, a more universal policy is proposed for application across the NWT. This program is not tied to freight rates, but recognizes that other costs can also be higher for northern fisheries.

The policy should provide for three programs:

- an operational subsidy program,
- an intersettlement trade program, and
- a capital contribution program.

1. Operational Subsidy

A subsidy will be provided to **offset** total costs in fisheries where market demand will create significant benefits to NWT residents. The following provisions are proposed for the new program:

1. The subsidy will apply to **all** species of fish.
2. The subsidy will encourage and reward northern value added processing by being tied to the market value received by the plant.
3. The subsidy will not exceed 25% of the market value of the catch.
4. Subsidy payments will be issued to fishermen in two payments, at the beginning and at the end of the season to allow fishermen access to start up capital at the beginning of the season and minimize the risk to the program from fishermen who may not fish after receiving the first payment.
5. Advances will be calculated as 50% of the average subsidy earned during the previous three seasons.
6. Other grants and contributions for operating costs will **affect** the amount of subsidy available under this program.

Application of the operational subsidy will depend on whether it is applied to a mature fishery - such as Great Slave Lake -or a developing **fishery** as follows:

Operational Subsidy for Great Slave Lake

Great Slave Lake suffers from the characteristic symptoms of a common **property** resource - too many fishermen chasing too few fish - therefore, the operational subsidy, will be used to encourage industry efficiency at the harvester's level. Accordingly, in Great Slave Lake, assistance will be provided only to those fishermen whose average production over the last three years has been **at least 50%** of the industry average. In **addition**, an upper limit of 65,000 kg (150% of the average catch) will be placed on subsidies. **Any** fish above this level will not receive the subsidy.

Two models have been developed for the Great Slave Lake fishery - one for the summer fishery and one for the winter fishery.

Great Slave Lake Summer Fishery Operational Subsidy Model

The most distinguishing **feature** of this model is the "stepped" approach to subsidy payments:

- Any fishermen whose average catch of whitefish over the last 3 seasons was less than 15,000 Kg. will receive no subsidy payment. This includes most of the B Class fishermen.
- Fishermen with average catches above 15,000 Kg. will receive:
 - a) 15% of the posted Winnipeg whitefish price for each Kg. up to 40,000 kgs;
 - b) 20% of the posted **Winnipeg** whitefish price for each Kg. between 40,000 and 50,000 kgs;
 - c) 25% of the posted **Winnipeg** whitefish price for each Kg. between 50,000 and 58,000 kgs; and
 - d) 15% of the posted Whmipegwhitefish price for each Kg. between 58,000 and 65,000 kgs.
- Any landings in excess of 65,000 Kg. will not be subsidized.

This stepped approach encourages A Class fishermen to increase their production to the most efficient operating level to maximize the amount of subsidy received. If this model had been used to determine subsidy payments to Great Slave Lake fishermen during the summer of 1992, approximately \$249,894 would have been available for reallocation to other fisheries.

Great Slave Lake Winter Fishery Operational Subsidy Model

The winter fishery model would have a lower limit of 7,500 kg based on 50% of average 1990-92 catches. No upper limit is proposed, nor does this model feature "steps": all landings in excess of 7,500 Kg. would receive a subsidy calculated as 25% of the Winnipeg price.

The imposition of a lower limit will reduce the number of fishermen that **qualify** for subsidy, however, the average subsidy received by all fishermen remaining in the fishery would increase substantially. This would be consistent with overall policy objectives of encouraging more efficient fisheries and fisheries where market demand is higher.

Operational Subsidies for all other Fisheries

Unlike Great Slave Lake, all other NWT fisheries can be classified as developing fisheries. Therefore, a different approach has been taken to the operational subsidy. Application of the subsidy would be flexible with decisions made at the regional level by the expanded regional EDA fisheries management committee. The maximum subsidy payable remains at 25 per cent of market price, however, the management committee would decide how to administer the subsidy.

2. Intersettlement Trade Subsidy

The following modifications to the intersettlement trade subsidy program are proposed:

- the subsidy will only apply where fish is consumed within the NWT;
- no contributions will be made to a single individual or firm where the total annual transaction involves under 500 **kilograms** of fish unless the regional management committee chooses to set a lower threshold to encourage development of the industry;
- applications for subsidy must be made annually.

3. Capital Contribution Program

To make the BDF more accessible to the fisheries sector, the following program elements are proposed:

1. Fishermen must be eligible to receive the operating subsidy in order to be eligible to apply for a capital contribution.
2. The maximum amount that will be awarded to any single fisherman or fisheries project is \$75,000. Normally, assistance will be provided on a one-time basis only.
3. An applicant for capital assistance will be required to provide equity at least equal to **50% of the average** annual subsidy received.

The following table **summarizes** the anticipated impact on employment in all fisheries from both short term capital investment and redistribution of subsidy payments:

Employment Impacts (Expressed in Equivalent PYs)

Fishety	Current	Future	Change	% Change
Great Slave Lake	72.5	52.8	- 19.7	- 27
Mackenzie Delta Whitefish	2.5	2.5	+ 0.0	0
Baffin Turbot	35.0	120.5	+ 85.5	+ 244
Baffin Char	10.0	10.5	+ 0.5	+ 05
Keewatin Char	18.0	20.0	+ 2.0	+ 56
Kitikmeot Char	6.6	6.3	+ 1.7	+ 11
Total	144.6	214.6	+ 70.0	+ 48

In total, 214.6 jobs are projected to be created/maintained in the commercial fishery sector, at an estimated annual average cost of \$9,236 per job (including the amortized cost of capital).

Evaluation, Monitoring and Coordination

To improve evaluation of the fisheries, ED&T should begin using the economic planning framework developed by DFO for fishery management and evaluation in the NWT. This planning **framework**, commonly referred to as the five account **system**, provides a systematic, standardized approach for economic analysis of fisheries and allows the analyst to use a number of **different** criteria simultaneously to assess fisheries in terms of their contribution to:

- economic efficiency
- employment
- regional development
- cultural **significance**
- resource conservation

To use the five **account** system for analysis of NWT fisheries, the following information would be required:

- costs and earning data (plant and **fishermen**)
- costs of production data (FFMC, DevCorp and subsidies)
- employment data (employment **survey**)
- community **survey** data on **family income** and expenditures
- regional development data

By ranking each of the NWT commercial fisheries initiatives in terms of total benefits, the five-account system would enable the GNWT to evaluate which initiatives provide the greatest benefits per level of investment. As government finding becomes increasingly scarce, this ability to clearly **specify** and rank the benefits of development will become more and more **important**.

In **addition**, to improve fishery coordination and management in the NWT it is recommended that the **current** EDA Fisheries Management structure be expanded and tasked with overall **industry coordination**, industry planning, industry monitoring and conflict resolution.

Implementation Plan

To successfully implement the new strategy the Department would have to implement a variety of distinct tasks over the next six to twelve months. Implementation tasks should include:

- Submitting draft strategy to SCOF and **Cabinet**
- Effective communication with stakeholders
- Revising strategy based on results of communication
- Assessing northern supply and demand parameters for NWT fish products
- Letter of instruction from the Minister of ED&T to the NWT DevCorp regarding provision of marketing services for all NWT fish species and fisheries, and **maximizing** development of domestic markets
- Developing new Commercial Fishing Support Policy
- Lobbying DFO for ITQ **System**, protection of domestic turbot supplies, and additional biological assessment work
- Lobbying Renewable Resources to cover small-scale B Class fishermen under current **Harvester** Support programs
- Lobbying CEIC and Arctic College to provide training
- Coordinating introduction of Harvest Support Programs with Renewable Resources and NTI
- Developing and implementing an effective public relations **program**, including ITQ information
- Using expanded EDA Fisheries Committees for more **effective** coordination
- Undertaking joint data collection and **evaluation system with** DFO

Benefits from the New Commercial Fisheries Strategy

Introduction of the proposed new Commercial Fisheries Support Policy will:

- encourage increased value-added production by attaching subsidy to market value; increased value-added production will increase employment and income in the industry
- increase income to winter producers on Great Slave Lake
- smooth out highs and lows in cyclic fish prices by basing the subsidy on a **three** year price average
- provide up front operating capital to fishermen through advance subsidy payments, thus reducing debt requirements
- allow easier access to capital for commercial fishermen

Other elements of the Commercial Fishing Strategy will:

- give more bang for buck from government **investment** by improving monitoring and evaluation and reducing overlap by more clearly delineating the role of ED&T, DFO and DevCorp
- give subsistence fishermen greater support through more appropriate programming
- result in more effective penetration of NWT markets through DevCorp
- result in more effective penetration of export markets for all fish species through expanded marketing role of DevCorp
- be regionally adaptable
- result in increased local control of fisheries through improved stakeholder input (regional steering committees) and development of local management capacity
- increase employment in the **industry**
- give more security to fishermen where ITQs are established
- access more timely market intelligence
- reward success