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***Community Economic Development  
Strategies - Kitikmeot Region  
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**COMMUNITY ECONOMIC DEVELOPMENT  
STRATEGIES - KITIKMEOT REGION**

**Sector: Tourism**

**11-30-29**

**Plans/Strategies**

**KITIKMEOT ECONOMIC STRATEGY  
DRAFT ONLY**

**COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES  
KITIKMEOT REGION**

**SECTION I**

**BACKGROUND**

## WHAT IS A ECONOMIC STRATEGY

THE SPECIAL COMMITTEE ON THE NORTHERN ECONOMY HAD THE FOLLOWING DEFINITION FOR A STRATEGY.

"A STRATEGY IS A PLAN OF ACTION - SOMETHING TO GUIDE AND DIRECT THE ACTIVITIES OF AN ORGANIZATION SO THAT IT CAN DO THE THINGS IT WANTS OVER THE LONGER TERM."

A COMMUNITY ECONOMIC STRATEGY THEN IS A PLAN OF ACTION THAT WILL GUIDE COMMUNITY AND REGIONAL INITIATIVES AND ACTIVITIES TO PROVIDE JOBS, TRAINING, AND INCREASED OPPORTUNITIES FOR LOCAL BUSINESSES. THE STRATEGY MUST IDENTIFY THE WEAKNESSES OF THE LOCAL ECONOMIES. IT SHOULD ALSO IDENTIFY OPPORTUNITIES FOR DEVELOPMENT INCLUDING SPECIFIC PROJECT DESCRIPTIONS. TO BE EFFECTIVE, AN ECONOMIC DEVELOPMENT STRATEGY MUST INCLUDE AN INTEGRATED PROCESS THAT IS COORDINATED WITH OTHER FORMS OF DEVELOPMENT IN THE COMMUNITY. AS INDICATED BY THE SPECIAL COMMITTEE, "IT DOES VERY LITTLE GOOD TO STIMULATE BUSINESS ACTIVITIES IN A PARTICULAR COMMUNITY OR REGION IF LOCAL RESIDENTS LACK THE TRAINING AND SKILLS TO TAKE ADVANTAGE OF THESE OPPORTUNITIES". ACCORDINGLY, ECONOMIC DEVELOPMENT MUST BE COORDINATED WITH ACCOMPANYING POLITICAL, ADMINISTRATIVE, AND SOCIAL DEVELOPMENT.

## THE NEED FOR COMMUNITY ECONOMIC PLANS

IN THE VERY RECENT PAST THE PEOPLE OF THE KITIKMEOT HAD A LONG AND PROUD TRADITION OF FISHING AND HUNTING, AND LIVING OFF THE LAND. WHILE THESE TRADITIONAL ACTIVITIES STILL PLAY A SIGNIFICANT ROLE IN THE KITIKMEOT ECONOMY THEY ARE RAPIDLY GIVING

WAY TO INCREASED INVOLVEMENT IN THE MODERN ECONOMY. FOR THE PAST 15 YEARS INUIT SOCIETY HAS BEEN UNDERGOING A RAPID TRANSFORMATION WITH ALL OF THE ACCOMPANYING PROBLEMS AND COSTS. THIS TRANSFORMATION IS TAKING PLACE PARALLEL TO AN NWT ECONOMY WHICH HAS ALSO BEEN UNDERGOING A TRANSITION FROM A LAND BASED TO A MARKET ECONOMY.

THE GROWTH OF THIS MARKET ECONOMY HAS BEEN IMPRESSIVE FOR LARGE POPULATED CENTERS DURING THE 1980'S. EMPLOYMENT AND SUBSTANTIAL INCOME HAVE GENERALLY BEEN AVAILABLE FOR THOSE INDIVIDUALS WITH MARKETABLE SKILLS AND ACCEPTABLE LEVELS OF EDUCATION. DEVELOPMENT OPPORTUNITIES HAVE ROUTINELY BECOME REALITY IN THESE COMMUNITIES CHARACTERIZED BY ACTIVE LOCAL MARKETS, DEVELOPED INFRASTRUCTURE, AND GOOD TRANSPORTATION LINKAGES. FOR THESE COMMUNITIES THE ECONOMY IS CURRENTLY STRONG AND THE PROSPECTS FOR THE FUTURE ARE GOOD.

THE STORY FOR THE KITIKMEOT AND IT'S RESIDENTS IS MARKEDLY DIFFERENT. IT IS EXPECTED THAT THE ~~CURRENT~~ DRAMATIC GROWTH OF THE KITIKMEOT LABOR FORCE WILL CONTINUE AS A GROWING NUMBER OF YOUNG PEOPLE INCREASINGLY SEEK CAREERS IN THE WAGE ECONOMY. ADDITIONALLY INCREASING NUMBERS OF RESIDENTS ARE LEAVING SUBSISTENCE ACTIVITIES IN SEARCH OF WAGE EMPLOYMENT. MANY OTHERS ARE SEEKING PART TIME WAGE EMPLOYMENT TO SUPPLEMENT TRADITIONAL HARVESTING ACTIVITIES.

WITH THE EXCEPTION OF CAMBRIDGE BAY AND COPPERMINE, KITIKMEOT COMMUNITIES HAVE VERY LIMITED MARKET POTENTIAL AND THEY DO NOT HAVE A VIABLE PRIVATE SECTOR. IN TERMS OF JOBS AND WAGES, THEY HAVE VERY HIGH LEVELS OF UNEMPLOYMENT - 54% IN GJOA HAVEN FOR INSTANCE. WAGE LEVELS ARE ALSO SIGNIFICANTLY LOWER THAN THE NATIONAL AVERAGE. VERY FEW RESIDENTS HAVE COMPLETED HIGH SCHOOL AND MOST HAVE NOT COMPLETED GRADE 10. OBVIOUSLY THE ECONOMIC PROSPECTS FOR MOST PEOPLE LIVING IN THE KITIKMEOT ARE NOT GOOD.

IF CURRENT TRENDS CONTINUE THE DISPARITY IN PROSPERITY AND STANDARD OF LIVING BETWEEN THE COMMUNITIES OF THE KITIKMEOT AND THE LARGER URBAN CENTERS OF THE N.W.T. WILL CONTINUE TO INCREASE. ACTION MUST BEGIN NOW TO ADDRESS THE PROBLEMS OF THE ECONOMY AND TO CAPITALIZE ON ALL DEVELOPMENT OPPORTUNITIES. LOCAL INTEREST GROUPS COMMITTED TO CLOSING THE GAP MUST HAVE PLANS/STRATEGIES OR SOMETHING ON WHICH TO FOCUS THEIR EFFORTS.

#### MAJOR ECONOMIC ISSUES

COMMUNITY, REGIONAL, AND SENIOR GOVERNMENT STRATEGIES MUST ALL DEAL WITH THE MAJOR PROBLEM AREAS IN THE ECONOMY. THE FOLLOWING ISSUES NEED TO BE ADDRESSED IN THE KITIKMEOT:

- \* HIGH UNEMPLOYMENT RATES RANGING FROM 18% IN CAMBRIDGE BAY TO 54% IN GJOA HAVEN. THE KITIKMEOT HAS THE LOWEST LABOR FORCE PARTICIPATION RATE (56%), THE HIGHEST UNEMPLOYMENT RATE (39%) IN COMPARISON TO ALL OTHER REGIONS IN THE N.W.T. ADDITIONALLY, 75% OF TOTAL INCOME IS EARNED BY NON-INUIT WHO MAKE UP LESS THAN 15% OF THE POPULATION.
- \* THE ECONOMIC PROBLEMS OF THE KITIKMEOT DO NOT NECESSARILY RESULT FROM POOR GROWTH. MANY OF THE PROBLEMS ARE RELATED TO SEVERE STRUCTURAL WEAKNESSES AND SOME ARE THE RESULT OF SOCIAL, POLITICAL, AND ADMINISTRATIVE SHORTCOMINGS.
- \* THE NUMBER OF JOBS AVAILABLE HAS SHOWN LITTLE INCREASE IN THE PAST 5 YEARS, BUT THE DEMAND FOR JOBS IS GROWING AT AN ALARMING PACE.
- \* THE LACK OF AN EMPLOYABLE WORK FORCE PREVENTS THE KITIKMEOT FROM TAKING ADVANTAGE OF NEW JOBS AS THEY BECOME AVAILABLE. GRADE 10 IS A BASIC REQUIREMENT FOR MOST JOBS AND THE SCHOOL SYSTEM HAS BEEN ABLE TO RETAIN LESS THAN 15% OF INUIT STUDENTS THROUGH GRADE 10. ADULT TRAINING PROGRAMS HAVE NOT HAD GOOD SUCCESS IN MEETING THE DEMANDS OF THE LABOR MARKET.

\* POPULATION GROWTH IN KITIKMEOT COMMUNITIES IS PROJECTED TO BE AMONG THE HIGHEST IN CANADA THROUGH THE 1990'S.

IN SUMMARY, IT IS ESSENTIAL THAT THE COMMUNITIES CHART A PLAN OF ACTION TO ADDRESS THESE PROBLEMS AND PREPARE FOR THE FUTURE. THE CHALLENGE IN THE SHORT TERM WILL BE TO CREATE JOBS WHICH CAN UTILIZE EXISTING SKILLS WHILE STILL MAINTAINING THE CULTURE AND LIFESTYLE. IN THE LONG TERM IT WILL BE NECESSARY TO BECOME MORE SELF RELIANT IN PRODUCING JOBS FOR A MORE EMPLOYABLE WORK FORCE.

#### DISPARITIES BETWEEN COMMUNITIES

ALTHOUGH COMMUNITIES OF THE KITIKMEOT SHARE MANY COMMON CHARACTERISTICS, THE REGION IS MADE UP OF ESSENTIALLY TWO SEPARATE AND DISTINCT ECONOMIES. CAMBRIDGE BAY AND COPPERMINE COULD BE TERMED DEVELOPING COMMUNITIES WHILE GJOA HAVEN, SPENCE BAY, PELLY BAY, AND HOLMAN ARE UNDERDEVELOPED COMMUNITIES. IT IS IMPORTANT TO RECOGNIZE THE DIFFERENCE BETWEEN COMMUNITIES IN TERMS OF THE RESOURCES AND OPPORTUNITIES AVAILABLE AND THEIR LEVEL OF DEVELOPMENT.

#### DEVELOPING COMMUNITIES

CAMBRIDGE BAY AND COPPERMINE SHARE A NUMBER OF COMMON ECONOMIC CHARACTERISTICS. THEY ARE BOTH REGIONAL ADMINISTRATIVE CENTERS FOR THE GNWT AND HAVE THE LARGEST POPULATIONS IN THE KITIKMEOT. THEY BOTH HAVE POTENTIAL TO EXPAND THEIR ROLES AS REGIONAL SUPPLY CENTERS AND TO INCREASE THEIR LOCAL PRODUCTION OF GOODS AND SERVICES. THEY BOTH HAVE SMALL BUT VIABLE PRIVATE SECTORS AND LOW LEVELS OF UNEMPLOYMENT AGAINST REGIONAL AVERAGES. IN BOTH COMMUNITIES A BUSINESS INFRASTRUCTURE IS BEGINNING TO DEVELOP.

CAMBRIDGE BAY IS THE CENTER OF A REGIONAL TRANSPORTATION NETWORKS AND IS THEREFORE IN A POSITION TO SERVE A REGIONAL IN ADDITION TO A LOCAL MARKET. COPPERMINE HAS GOOD LINKS WITH CAMBRIDGE BAY AND HOLMAN. IN SHORT, THESE TWO COMMUNITIES HAVE THE MOST POTENTIAL FOR ECONOMIC GROWTH IN THE KITIKMEOT REGION.

#### UNDERDEVELOPED COMMUNITIES

GJOA HAVEN, SPENCE BAY, PELLY BAY, AND HOLMAN ARE CONSIDERED TO BE UNDERDEVELOPED RESOURCE BASED COMMUNITIES. THE PRIVATE SECTOR IS VIRTUALLY NON-EXISTENT IN THESE COMMUNITIES. THEY DEPEND ON HUNTING, FISHING, ARTS AND CRAFTS ACTIVITIES AND SEASONAL WAGE EMPLOYMENT. OUTSIDE OF A FEW GNWT AND MUNICIPAL GOVERNMENT JOBS, THERE IS LITTLE WAGE INCOME. THESE UNDERDEVELOPED COMMUNITIES HAVE SOME LIMITED DEVELOPMENT POTENTIAL IN TOURISM, ARTS AND CRAFTS, AND RENEWABLE RESOURCES. THEY ARE CHARACTERIZED BY A WOEFULLY INADEQUATE ECONOMIC BASE AND POOR BUSINESS CLIMATE.

#### TWO ECONOMIES

KITIKMEOT REGIONAL AND COMMUNITY STRATEGIES MUST ADDRESS THE NEEDS OF THESE DIFFERENT KINDS OF COMMUNITIES BY RECOGNIZING THAT DIFFERENT KINDS OF INITIATIVES WILL BE REQUIRED TO MEET THE UNIQUE REQUIREMENTS ~~AND INTERESTS~~ OF INDIVIDUAL COMMUNITIES. IN THE SHORT TERM WE MUST FIND A MEANS TO MAXIMIZE THE UTILIZATION OF EXISTING SKILLS AND RESOURCES PARTICULARLY IN TOURISM, RENEWABLE RESOURCE DEVELOPMENT, AND ARTS AND CRAFTS. LOCAL COMMUNITIES SHOULD BEGIN IMMEDIATELY TO BUILD THE POLITICAL, ADMINISTRATIVE, AND SOCIAL ORGANIZATION STRUCTURES REQUIRED TO BECOME DEVELOPERS. REGIONAL ECONOMIC DEVELOPMENT AND TOURISM STAFF MUST INCREASINGLY FOCUS ON DEVELOPMENTAL ISSUES IN THE COMMUNITIES AND IN THE LONG TERM WORK CLOSELY WITH COMMUNITY INTEREST GROUPS TO MORE FULLY DEVELOP THE HUMAN AND NATURAL RESOURCES OF THE REGION.



EACH SECTOR STRATEGY ATTEMPTS TO TAKE FULL ADVANTAGE OF EXISTING NATURAL AND HUMAN RESOURCES IN ALL COMMUNITIES. THERE ARE OPPORTUNITIES IN ARTS AND CRAFTS, RENEWABLE RESOURCES, AND ESPECIALLY TOURISM IN ALL COMMUNITIES. FOR THE MOST PART HOWEVER, THE SMALL BUSINESS STRATEGY WILL HAVE MORE APPLICABILITY IN CAMBRIDGE BAY AND COPPERMINE THAN IN THE EASTERN KITIKMEOT COMMUNITIES.

#### MAJOR DEVELOPMENT CONSTRAINTS

AS WAS DISCUSSED EARLIER THE COMMUNITIES IN THE KITIKMEOT FACE A NUMBER OF COMMON DEVELOPMENT ISSUES. ECONOMIC CONDITIONS ARE AFFECTED BY SMALL DOMESTIC MARKETS, LOW EDUCATION LEVELS, LACK OF ACCESS TO CAPITAL, SHORTAGE AND HIGH COST OF INFRASTRUCTURE, ETC. IT IS IMPORTANT THAT EACH COMMUNITY UNDERSTAND THESE DEVELOPMENT ISSUES AND THE MANNER IN WHICH THEY AFFECT EFFORTS TOWARDS COMMUNITY DEVELOPMENT. DEVELOPMENT CONSTRAINTS SPECIFIC TO INDIVIDUAL COMMUNITIES WILL BE HIGHLIGHTED IN THE COMMUNITY ACTION PLANS, BUT COMMUNITY ECONOMIC DEVELOPERS SHOULD FIRST GAIN AN UNDERSTANDING OF THE THESE LARGER INFLUENCES.

#### SHORTAGE OF SKILLED LABOR\*

- \* WITH THE EXCEPTION OF CAMBRIDGE BAY, THE KITIKMEOT REGION SUFFERS FROM HIGH RATES OF UNEMPLOYMENT. THE NUMBER OF AVAILABLE JOBS HAS INCREASED ONLY INCREMENTALLY IN THE LAST FIVE YEARS. HOWEVER, THE PROBLEM IS MUCH DEEPER THAN JUST A LACK OF JOBS. THE LOW SKILL LEVELS OF THE MAJORITY (85%) INUIT POPULATION IS LIKELY THE MAJOR BARRIER TO IMPROVING INCOME AND EMPLOYMENT PROSPECTS FOR RESIDENTS.

\* EVEN WHEN JOBS DO BECOME AVAILABLE THE KITIKMEOT JUST DOES NOT HAVE AN EMPLOYABLE WORK FORCE TO TAKE ADVANTAGE. IN THE CONSTRUCTION SECTOR FOR INSTANCE SIGNIFICANT ECONOMIC ACTIVITY TAKES PLACE EACH YEAR IN ALL COMMUNITIES. SKILLED RESIDENTS FROM THE KITIKMEOT ARE NOT AVAILABLE TO DO THE WORK AND CONSEQUENTLY MANY OF THESE JOBS GO TO IMPORTED SOUTHERN LABOR. EACH COMMUNITY MUST ADDRESS THE SKILL SHORTAGE AS A MATTER OF THE HIGHEST PRIORITY FOR THE LONG TERM IN THE DEVELOPMENT PROCESS. IN THE LONG TERM EFFECTIVE STRATEGIES TO INCREASE THE SKILL AND EDUCATION LEVELS OF COMMUNITY RESIDENTS ARE ABSOLUTELY ESSENTIAL TO ANY POSSIBLE SUCCESS OF THE ECONOMIC DEVELOPMENT PROGRAM.

#### COMPARATIVE DISADVANTAGES OF KITIKMEOT REGION

\* THE COMPARATIVE DISADVANTAGES OF DEVELOPING A BUSINESS IN THE KITIKMEOT ARE MANY AND DIFFICULT TO OVERCOME. THE HIGH COST OF AIR TRANSPORTATION REDUCES THE COMPETITIVENESS OF KITIKMEOT BUSINESSES. WATER TRANSPORTATION IS AVAILABLE TO ALL COMMUNITIES EXCEPT PELLY BAY AND OFFERS A LESS EXPENSIVE TRANSPORTATION ALTERNATIVE. HOWEVER, THE SHORT SHIPPING SEASON MEANS THAT A SMALL BUSINESS IS FORCED TO CARRY LARGE AND EXPENSIVE INVENTORIES. THE KEY CENTERS OF BUSINESS ACTIVITY IN THE NWT ARE ALL SITUATED ALONG MAJOR TRANSPORTATION CORRIDORS. QUITE CLEARLY A HIGHWAY SYSTEM IS A CONSIDERABLE ADVANTAGE TO BUSINESS DEVELOPMENT AND LACK OF ONE IS A SERIOUS DISADVANTAGE.

\* THERE IS A SCARCITY IN SOME COMMUNITIES AND A TOTAL LACK IN OTHERS OF COMMERCIAL AND OFFICE SPACE FOR LEASE OR RENT. THE LACK OF BANKS AND BASIC PROFESSIONAL SERVICES IN THE REGION ALSO ADDS TO THE COST OF DOING BUSINESS AND IS A MAJOR DISADVANTAGE. THE COST OF DOING BUSINESS IN THE KITIKMEOT CAN BE AS MUCH AS 40% HIGHER THAN IN YELLOWKNIFE. CURRENT GOVERNMENT LOAN AND CONTRIBUTION PROGRAMS DO NOT TAKE THESE COMPARATIVE DISADVANTAGES INTO ACCOUNT.

## FEW JOBS FOR CURRENT LABOR FORCE

- \* AS MENTIONED EARLIER THERE ARE NUMEROUS EMPLOYMENT OPPORTUNITIES ON A SEASONAL BASIS IN THE CONSTRUCTION SECTOR AND FULL TIME IN THE PUBLIC SECTOR IN THE KITIKMEOT REGION. HOWEVER, BECAUSE OF SKILL SHORTAGES MANY OF THESE JOBS ARE FILLED BY IMPORTED LABOR FROM THE SOUTH. IN THE SHORT TERM EACH COMMUNITY MUST FIND WAYS OF CREATING JOBS FOR THE EXISTING SKILLS OF THE LABOR FORCE. THIS WILL REQUIRE CONCENTRATION ON RENEWABLE RESOURCE, ARTS AND CRAFTS, AND SOME TOURISM ACTIVITIES AT THE EXPENSE OF OTHER IDENTIFIED DEVELOPMENT OPPORTUNITIES WHICH REQUIRE HIGHER SKILLS LEVELS.

## SMALL DOMESTIC MARKETS

- \* THE SMALL LOCAL MARKETS OF THE KITIKMEOT CAN ONLY SUPPORT A FEW VIABLE SMALL BUSINESSES. THE TWO LARGEST COMMUNITIES IN THE REGION ARE CAMBRIDGE BAY AND COPPERMINE AND THEY ARE QUICKLY REACHING THE MAXIMUM NUMBER OF SELF SUSTAINING BUSINESS ENTERPRISES THAT THEIR LOCAL ECONOMIES CAN SUPPORT. THERE ARE A FEW SMALL BUSINESS OPPORTUNITIES IN ALL KITIKMEOT COMMUNITIES THAT CAN STILL BE TAKEN ADVANTAGE OF. THERE IS LITTLE CHANCE, HOWEVER, THAT THIS FUTURE BUSINESS DEVELOPMENT COULD REALISTICALLY ACHIEVE ACCEPTABLE LEVELS OF LONG TERM INCOME AND EMPLOYMENT IN THE KITIKMEOT REGION. COMMUNITIES MUST FIND WAYS OF PRODUCING, DEVELOPING, OR MANUFACTURING GOODS AND SERVICES FOR MARKETS OUTSIDE OF THE COMMUNITY OR THE REGION IF THEY ARE TO BECOME MORE SELF-RELIANT IN CREATING EMPLOYMENT INCOME. GIVEN EXISTING SKILL AND EDUCATION LEVELS THESE KINDS OF INITIATIVES WILL PRESENT A GREAT CHALLENGE TO IMPLEMENT.

## **RAPID SOCIAL TRANSFORMATION**

THE KITIKMEOT REGION IS IN VARIOUS STAGES OF A RAPID SOCIAL TRANSFORMATION. HISTORICALLY, TRADITIONAL HARVESTING ACTIVITIES SUSTAINED THE ECONOMY OF THE REGION. THERE HAS BEEN A CONSIDERABLE SHIFT IN THE ECONOMIC BASE OF SOME COMMUNITIES. WAGE INCOME IS BECOMING INCREASINGLY MORE IMPORTANT IN SUPPORTING THE DOMESTIC ECONOMY IN THE EASTERN KITIKMEOT AND HARVESTING PATTERNS AND LIFESTYLES HAVE ALREADY UNDERGONE DRAMATIC CHANGE IN CAMBRIDGE BAY AND COPPERMINE. THE INTEREST OF MOST YOUNG PEOPLE IS ALREADY CENTERED ON THE THINGS THE MODERN ECONOMY HAS TO OFFER. THE IMPORTANCE OF DEVELOPING AND IMPLEMENTING STRATEGIES THAT WILL INCREASE EMPLOYMENT AND INCOME OPPORTUNITIES TO MEET THESE INCREASING DEMANDS ON LOCAL ECONOMIES CANNOT BE OVERSTATED.

### **SUMMARY**

ECONOMIC DEVELOPMENT OR THE DEVELOPMENT OF JOBS AND INCOME OPPORTUNITIES AMIDST THE SOCIAL TRANSFORMATION TAKING PLACE IS A FORMIDABLE TASK. DEVELOPMENT WILL BE A SLOW PROCESS IN GENERAL AND ALL PLAYERS SHOULD BE IN FOR THE LONG TERM.

CLEARLY THE PRESENT AND IMMINENT DEMANDS OF THE RAPIDLY GROWING POPULATION REQUIRES ACTION TO DEAL WITH SOME OF THE SHORT TERM NEEDS. IN THE SHORT TERM STRATEGIES CAN BE IMPLEMENTED BY SENIOR AND MUNICIPAL GOVERNMENT TO OVERCOME SOME OF THE MATERIAL FACTORS CONSTRAINING DEVELOPMENT. THE LACK OF AN EQUITY BASE AND ACCESS TO DEBT CAPITAL CAN BE DEALT WITH THROUGH MORE FLEXIBLE PROGRAMMING. POORLY DEVELOPED INFRASTRUCTURES CAN BE IMPROVED IN A VARIETY OF WAYS.

IT IS CRUCIAL HOWEVER THAT EACH COMMUNITY UNDERSTANDS THAT THE FUNDAMENTAL PROBLEMS OF THE ECONOMY HAVE NO SHORT TERM SOLUTION. THEY ARE ROOTED IN THE SOCIAL CIRCUMSTANCES OF INUIT RESIDENTS WHO HAVE EXPERIENCED DRAMATIC CHANGES IN THEIR LIFESTYLE IN A FEW SHORT YEARS. THE MAJOR ISSUES THAT KITIKMEOT COMMUNITIES MUST ADDRESS HAVE TO DO WITH DEFICIENCIES IN EDUCATION, AWARENESS, LOCAL ORGANIZATION, AND SELF DISCIPLINE. IN THE LONG TERM ECONOMIC DEVELOPMENT WILL PROCEED ONLY IN THOSE COMMUNITIES ABLE TO FIND SOLUTIONS TO THESE RESTRAINTS. STRONG POLITICAL AND ADMINISTRATIVE LEADERSHIP COMMITTED TO DEALING WITH THESE DEFICIENCIES IS THEREFORE AN ESSENTIAL ELEMENT OF THE PROCESS.

THE PREFACE OF THE "SCONE REPORT" ~~HAS~~<sup>has</sup> A QUOTATION FROM E.F. SCHUMACHER'S "SMALL IS BEAUTIFUL". ONE SMALL THOUGHT FROM THAT QUOTATION HAS A GREAT DEAL OF RELEVANCE FOR KITIKMEOT LEADERS AS THEY BEGIN TO WRESTLE WITH THEIR ECONOMIC PROBLEMS. "DEVELOPMENT DOES NOT START WITH GOODS; IT STARTS WITH PEOPLE AND THEIR EDUCATION, ORGANIZATION, AND DISCIPLINE. WITHOUT THESE THREE, ALL RESOURCES REMAIN LATENT, UNTAPPED POTENTIAL." THE DESIRED OUTCOME OF THE REGIONAL AND COMMUNITY STRATEGIES WILL NOT BE THE DOCUMENTS THEMSELVES, BUT AN ORGANIZED AND COMMITTED SERIES OF COMMUNITY ACTIONS THAT RESULT IN PROGRESSIVE DEVELOPMENT OF HUMAN AND NATURAL RESOURCES AND A STRONGER ECONOMY.

KITIKMEOT ECONOMIC STRATEGY

DRAFT ONLY

SECTION II

GOALS AND PRINCIPLES FOR COMMUNITY

DEVELOPMENT

## GOALS & PRINCIPLES FOR COMMUNITY ECONOMIC DEVELOPMENT

ANY ATTEMPT TO DEVELOP A COMMUNITY ECONOMIC DEVELOPMENT PLAN AND STRATEGY MUST BEGIN WITH AN EXAMINATION AND UNDERSTANDING BY EACH COMMUNITY OF WHERE THEY ARE RELATIVE TO WHERE THEY WISH TO GO. COMMUNITY DEVELOPMENT CLEARLY IMPLIES THAT THE LOCAL COMMUNITY PLAYS AN ACTIVE ROLE IN SETTING THEIR OWN GOALS AND OBJECTIVES. SELF DETERMINATION OF GOALS AND OBJECTIVES GIVES LEGITIMACY TO OBJECTIVES OTHER THAN THOSE AIMED SOLELY AT ECONOMIC EFFICIENCY. SOCIO-CULTURAL, ECONOMIC, POLITICAL, AND ENVIRONMENTAL OBJECTIVES BECOME LEGITIMATE CONSIDERATIONS OF A COMMUNITY ECONOMIC DEVELOPMENT PLAN. THE ACTIVE ROLE OF THE COMMUNITY IN THE DETERMINATION OF GOALS AND OBJECTIVES FOR ITSELF IS THE MOST CRITICAL COMPONENT OF COMMUNITY ECONOMIC DEVELOPMENT.

PRINCIPLES FOR DEVELOPMENT ARE GUIDES TO ACHIEVING ESTABLISHED COMMUNITY GOALS. THEY PROVIDE THE FOUNDATION FOR LOCAL ECONOMIC STRATEGIES AND ACT AS POINTS OF REFERENCE TO KEEP THE IMPLEMENTATION OF PROGRAMS AND PROJECTS ON COURSE.

THESE PRINCIPLES ARE EXTREMELY IMPORTANT IN MAINTAINING CONTINUITY THROUGH CHANGES IN LOCAL POLITICAL AND ADMINISTRATIVE LEADERSHIP. GUIDING PRINCIPLES CAN BE VERY HELPFUL IN DEVELOPING THE SENSE OF COMMITMENT AND IDENTITY NECESSARY TO ESTABLISH A LONG TERM DEVELOPMENT PATTERN.

THIS SECTION OF THE REPORT IDENTIFIES THE GOALS AND PRINCIPLES FOR ECONOMIC DEVELOPMENT IN THE KITIKMEOT REGION. THEY WERE DETERMINED THROUGH ON-GOING COMMUNITY MEETINGS, DISCUSSIONS, WORKSHOPS, AND REGULAR MEETINGS WITH LOCAL ECONOMIC DEVELOPMENT COMMITTEES, HUNTERS' AND TRAPPERS' ASSOCIATIONS, AND CHAMBERS OF COMMERCE.

## GOALS

1. ECONOMIC DEVELOPMENT SHOULD HELP TO IMPROVE THE QUALITY OF LIFE IN THE COMMUNITY.

### DEVELOPMENT PRINCIPALS

#### A) INTEGRATION OF ECONOMIC DEVELOPMENT WITH SOCIAL, POLITICAL, EDUCATIONAL, AND ADMINISTRATIVE DEVELOPMENT:

- \* QUALITY OF LIFE WILL BE IMPROVED BY ECONOMIC DEVELOPMENT ONLY IF IT IS INTEGRATED WITH OTHER FORMS OF COMMUNITY AND PERSONAL DEVELOPMENT.
- \* DEVELOPMENT SHOULD BE COORDINATED AND PROGRESS SIMULTANEOUSLY IN ALL AREAS.
- \* INTER-COMMITTEE CONSULTATION AND COOPERATION SHOULD BE ENCOURAGED TO ENSURE INPUT FROM THE WHOLE COMMUNITY.

#### B) IDENTIFYING AND ADDRESSING LOCAL NEEDS:

- \* A REGULAR REVIEW PROCESS SHOULD BE BUILT INTO EACH COMMUNITY DEVELOPMENT PROGRAM TO IDENTIFY THE NEEDS OF RESIDENTS AND ENSURE THAT THE PROGRAM IS MEETING THESE NEEDS.

#### C) DELIVERY OF ECONOMIC PROGRAMS:

- \* AS THE ELECTED REPRESENTATIVES OF THE PEOPLE, THE HAMLET COUNCIL MUST TAKE PRIMARY RESPONSIBILITY FOR THE DELIVERY OF ECONOMIC PROGRAMS WHICH IMPROVE THE QUALITY OF LIFE FOR RESIDENTS.



- \* A COMMUNITY CORPORATION, OR IN THE CASE OF PELLY BAY, THE LOCAL COOPERATIVE SHOULD BE CONSIDERED FOR THE DELIVERY OF SOME NON-PROFIT PROGRAMS TO IMPROVE SOCIO-CULTURAL CONDITIONS AND SERVICES IN THE COMMUNITY.

2. THE ECONOMIC DEVELOPMENT PROGRAM SHOULD BE COMMUNITY BASED AND HELP TO INCREASE LOCAL CONTROL.

DEVELOPMENT PRINCIPLES

A) LOCAL CONTROL

- \* MEMBERS OF LOCAL COMMUNITY MUST HAVE THE DOMINANT ROLE IN DETERMINING WHETHER AND HOW DEVELOPMENT SHOULD OCCUR. THE PLAN SHOULD BE ADOPTED AS OFFICIAL POLICY BY HAMLET COUNCIL TO ACT AS A GUIDE FOR FUTURE DEVELOPMENT.
- \* ECONOMIC DEVELOPMENT MUST FLOW FROM AND REFLECT THE SPIRITUAL AND CULTURAL VALUES OF RESIDENTS OF THE COMMUNITY. IT SHOULD HELP PEOPLE TO LIVE THEIR LIVES IN A WAY THAT CORRESPONDS TO THEIR VALUES AND BELIEFS.

B) MAINTAINING STRONG POLITICAL ADMINISTRATIVE LEADERSHIP:

- \* LOCAL CONTROL OVER DEVELOPMENT CANNOT BE ACHIEVED WITHOUT STRONG POLITICAL AND ADMINISTRATIVE LEADERSHIP COMMUNITIES MUST DEVELOP THEMSELVES FROM THE BOTTOM UP AND THEREFORE DEVELOPING AND MAINTAINING STRONG LEADERSHIP SHOULD BE A PRIORITY.

C) MAINTAINING CLOSE CONTACT WITH THE COMMUNITY:

- \* LOCAL RESIDENTS SHOULD BE KEPT INFORMED OF DEVELOPMENT PROGRAMS AND SHOULD BE GIVEN THE OPPORTUNITY TO HAVE INPUT TO THE PROGRAMS ON A REGULAR BASIS. RESIDENTS OF THE COMMUNITY SHOULD BE DETERMINING WHAT IS BEST FOR THE COMMUNITY.
- \* CLOSE CONTACT SHOULD BE MAINTAINED WITH LOCAL INTEREST GROUPS SUCH AS THE HUNTERS' AND TRAPPERS' ASSOCIATION, CHAMBERS OF COMMERCE, AND THE LOCAL COOPERATIVE FOR INPUT AND COOPERATION ON DEVELOPMENT.

D) MAINTAINING CLOSE CONTACT WITH OUTSIDE AGENCIES:

- \* CLOSE CONTACT WITH THE GOVERNMENT OF THE NORTHWEST TERRITORIES, LAND CLAIMS SECRETARIAT, AND OTHER OUTSIDE AGENCIES SHOULD BE MAINTAINED AT ALL TIMES TO ENSURE THAT COMMUNITY INTERESTS ARE WELL REPRESENTED.
- \* CLOSE CONTACTS WITH PUBLIC UTILITIES, BANKS, TOURISM ASSOCIATIONS, ETC., SHOULD BE MADE TO ESTABLISH WORKABLE RELATIONSHIPS AND COOPERATION.

E) LOCAL OWNERSHIP AND MANAGEMENT:

- \* LOCAL OWNERSHIP AND MANAGEMENT OF BUSINESSES IN THE COMMUNITY SHOULD BE ENCOURAGED.

- \* ADULT EDUCATION, TRAINING, AND SOCIAL DEVELOPMENT PROGRAMS THAT INCREASE LOCAL PEOPLE'S ABILITIES TO MANAGE AND CONTROL BUSINESS DEVELOPMENT IN THE COMMUNITY SHOULD BE ENCOURAGED.

3. THE ECONOMIC DEVELOPMENT PROGRAM SHOULD HELP BUILD A STRONGER LOCAL ECONOMY LESS DEPENDANT ON GOVERNMENT AND MORE SELF RELIANT.

DEVELOPMENT PRINCIPLES

A) INCREASED INCOME:

- \* BUSINESSES WHICH INCREASE LOCAL JOBS AND ASSOCIATED INCOME OPPORTUNITIES SHOULD BE ENCOURAGED.
- \* WAGE EMPLOYMENT THAT CAN SUPPLEMENT INCOME FROM TRADITIONAL PURSUITS SHOULD BE ENCOURAGED.

B) ECONOMIC VIABILITY:

- \* BUSINESSES SHOULD BE DEVELOPED AND MANAGED ON THE BASIS OF PROFITABILITY AND ECONOMIC VIABILITY.
- \* MARGINAL OR NON-VIABLE RENEWABLE RESOURCES AND ARTS AND CRAFTS ENTERPRISES WITH THE POTENTIAL TO CREATE EMPLOYMENT AND DEVELOP EXPORT MARKETS SHOULD ALSO BE ENCOURAGED WITH THE ASSISTANCE OF SUBSIDY PROGRAMS.

C) DIVERSITY:

- \* DEVELOPMENT PROGRAMS SHOULD WORK TOWARDS EXPANDING THE NARROW ECONOMIC BASE OF THE COMMUNITIES. BOTH PRIVATE AND PUBLICLY SPONSORED BUSINESS ENTERPRISE SHOULD BE ENCOURAGED AND INCLUDE A VARIETY OF BUSINESSES, MARKETS, AND MANAGEMENT TYPES.

D) SELF-RELIANCE:

- \* BUSINESS DEVELOPMENT WHICH REDUCES THE DEMAND FOR IMPORTED GOODS AND SERVICES BY PROVIDING THEM LOCALLY SHOULD BE ENCOURAGED.
- \* BUSINESS DEVELOPMENT WHICH TAKES ADVANTAGE OF LOCAL MARKETS AND RESOURCES SHOULD BE ENCOURAGED.
- \* BUSINESS DEVELOPMENT WHICH HELPS TO OVERCOME THE CONSTRAINTS OF SMALL LOCAL MARKETS BY DEVELOPING EXPORT MARKETS FOR GOODS AND SERVICES TO CLIENTS FROM OUTSIDE THE COMMUNITY SHOULD BE ENCOURAGED.

E) LONG-TERM STABILITY

- \* BUSINESS DEVELOPMENT BASED ON STABLE MARKETS AND LONG TERM SUSTAINABLE RENEWABLE RESOURCES SHOULD BE ENCOURAGED.

4. TO ALLOW LOCAL PEOPLE AND THE COMMUNITY TO HAVE INVOLVEMENT IN ALL BUSINESS OPPORTUNITIES.

DEVELOPMENT PRINCIPLES

A) LOCAL INVOLVEMENT:

- \* HAMLET COUNCIL SHOULD STRENUOUSLY ENCOURAGE ALL BUSINESSES OPERATING IN THE AREA TO HAVE MEANINGFUL INPUT AND INVOLVEMENT FROM COMMUNITY RESIDENTS.
- \* AFFIRMATIVE ACTION PROGRAMS SHOULD BE ENCOURAGED AND CLOSELY MONITORED TO ENSURE PROPER IMPLEMENTATION.

B) PUBLIC INFORMATION:

- \* PUBLIC AWARENESS PROGRAMS TO INFORM THE COMMUNITY OF ALL SMALL BUSINESS OPPORTUNITIES SHOULD BE EMPHASIZED.

C) MIX OF PRIVATE SECTOR BUSINESS DEVELOPMENT:

- \* SMALL BUSINESS DEVELOPMENT IS THE PREFERRED OPTION FOR DEVELOPING EMPLOYMENT AND INCOME OPPORTUNITIES.
- \* PUBLICLY SPONSORED AND/OR INITIATED BUSINESS ENTERPRISE SHOULD ALSO BE ENCOURAGED TO DEVELOP IDENTIFIED EXPORT MARKETS AND POTENTIALLY SIGNIFICANT JOB CREATION OPPORTUNITIES WHEN THE PRIVATE SECTOR IS UNWILLING OR UNABLE TO DO SO.

D) LOCAL DEVELOPMENT CONTROL:

- \* KEY BUSINESS ORGANIZATIONS WHICH HAVE THE POTENTIAL FOR DEVELOPING AND IMPLEMENTING A RANGE OF DEVELOPMENT OPPORTUNITIES SHOULD BE MANAGED BY A CORPORATION WHICH IS CONTROLLED BY THE COMMUNITY. MAJOR FOCUS SHOULD BE INCREASED PARTICIPATION OF INUIT IN THE ECONOMY.

5. TO STRENGTHEN THE TRADITIONAL CULTURE AND DOMESTIC ECONOMY.

DEVELOPMENT PRINCIPLES

A) TRADITIONAL RESOURCE ACTIVITIES:

- \* HUNTERS' AND TRAPPERS' ASSOCIATIONS SHOULD BE MAINTAINED AND SUPPORTED IN THEIR EFFORTS TO FOLLOW-UP ON PROGRAMS TO IMPROVE THE TRADITIONAL ECONOMY OF THE COMMUNITY.
- \* H.T.A.'S SHOULD BE ENCOURAGED TO ESTABLISH AN INCORPORATED COMPANY TO MANAGE ALL COMMUNITY RESPONSIBILITIES FOR SPORT HUNTING ACTIVITIES.

B) TRADITIONAL COMMUNITY ACTIVITIES AND CULTURAL EDUCATION:

- \* TRADITIONAL COMMUNITY ACTIVITIES IMPORTANT FOR MAINTAINING COMMUNITY HEALTH, IDENTITY, AND DECISION MAKING (IE, COMMUNITY HUNTS, GAMES, OUTINGS, GATHERINGS, AND CEREMONIES, ETC.,) SHOULD BE ENCOURAGED WITH INVOLVEMENT FROM THE WHOLE COMMUNITY.
- \* EDUCATION PROGRAMS WHICH DEVELOP TRADITIONAL SKILLS AND AWARENESS BE ENCOURAGED AND COORDINATED BY THE LOCAL EDUCATION COMMITTEE.

C) RECOGNITION OF ECONOMIC VIABILITY OF DOMESTIC ECONOMY:

- \* THE DOMESTIC ECONOMY SHOULD BE RECOGNIZED AS ECONOMICALLY VIABLE AND IS CENTRAL TO THE ECONOMIC WELL BEING OF COMMUNITIES IN THE KITIKMEOT REGION.

\* THE DOMESTIC ECONOMY SHOULD BE PERCEIVED AS A STRENGTH ON WHICH TO BUILD.

\* THE COMMUNITY DEVELOPMENT PROGRAM SHOULD PROMOTE A MUTUALLY SUPPORTIVE RELATIONSHIP BETWEEN WAGE EMPLOYMENT AND HARVESTING ACTIVITIES.

6. TO MAXIMIZE THE HUMAN RESOURCES OF THE KITIKMEOT REGION.

DEVELOPMENT PRINCIPLES

A) HUMAN RESOURCES DEVELOPMENT STRATEGY:

\* PRIORITY SHOULD BE GIVEN TO DEVELOPING A COMPREHENSIVE HUMAN RESOURCE DEVELOPMENT STRATEGY FOR THE KITIKMEOT REGION.

\* IMPROVING SCHOOL RETENTION RATES SHOULD BE CENTRAL TO THE STRATEGY AND THE MAJOR PRIORITY OF COMMUNITY ECONOMIC DEVELOPMENT PROGRAMS.

\* LACK OF AWARENESS AND UNDERSTANDING AT THE COMMUNITY LEVEL, OF THE IMPORTANCE OF IMPROVING EDUCATION LEVELS MUST BE ADDRESSED AS A PRIORITY. THE ENTIRE COMMUNITY SHOULD BE ON SIDE TO ENCOURAGE AND SUPPORT YOUNG PEOPLE IN THEIR EDUCATION.

B) TRAINING PROGRAMS:

\* TRAINING STRATEGIES AND PROGRAMS SHOULD BE DEVELOPED/FORMULATED IN STEP WITH SPECIFIC SECTOR LABOR MARKET NEEDS. SKILLS SHOULD BE DEVELOPED IN RESPONSE TO IDENTIFIED NEEDS OF THOSE SECTORS WITH THE GREATEST POTENTIAL FOR EMPLOYMENT GROWTH IN THE KITIKMEOT REGION.

\* TRAINING PRIORITIES OF THE GOVERNMENT OF THE NORTHWEST TERRITORIES ARE NOW ALWAYS APPROPRIATE TO THE TRAINING NEEDS OF THE KITIKMEOT REGION. PRIORITY SHOULD BE PLACED ON ADDRESSING LITERACY AND BASIC ADULT EDUCATION PROGRAMS.

\* THERE SHOULD BE ENCOURAGEMENT AND EMPHASIS PLACED ON THE DELIVERY OF TRAINING PROGRAMS IN THE COMMUNITY OR AT LEAST WITHIN THE REGION.

C) BUILDING ON STRENGTHS:

\* BUSINESSES WHICH UTILIZE AND/OR DEVELOP EXISTING JOB SKILLS OF KITIKMEOT RESIDENTS SHOULD BE ENCOURAGED. THESE OPPORTUNITIES ARE MAINLY IN THE RENEWABLE RESOURCE AND ARTS AND CRAFTS SECTOR AND ALSO SOME COMPONENTS OF THE TOURISM INDUSTRY.

D) SOCIAL DEVELOPMENT COMMITTEE:

\* THE SOCIAL DEVELOPMENT COMMITTEE SHOULD WORK CLOSELY WITH THE COMMUNITY TO IDENTIFY SOCIAL PROBLEMS THAT ARE BARRIERS TO EDUCATION AND TRAINING. THEY SHOULD RECOMMEND AND DEVELOP SOCIAL ACTION PROGRAMS TO BE IMPLEMENTED ON A REGULAR BASIS.



KITIKMEOT ECONOMIC STRATEGY  
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SECTION III

FRAMEWORK FOR A LOCAL DEVELOPMENT

STRATEGY

## INTRODUCTION

THIS SECTION OF THE REPORT PROPOSES A FRAMEWORK FOR DEVELOPMENT EMPHASIZING THE IMPORTANCE OF LOCAL INITIATIVES BEING LINKED TO REGIONAL SECTORAL STRATEGIES AND THE "GOVERNMENT OF THE NORTHWEST TERRITORIES ECONOMIC STRATEGY". TERRITORIAL ECONOMIC STRATEGIES HAVE NOT LIVED UP TO EXPECTATIONS IN THE KITIKMEOT REGION. THE "SCONE REPORT" CLEARLY OUTLINES THE SHORTCOMINGS OF RECENT TERRITORIAL ECONOMIC STRATEGIES AND THEIR LACK OF IMPACT ON SMALL UNDERDEVELOPED COMMUNITIES IN THE NORTHWEST TERRITORIES. THE NEW ECONOMIC STRATEGY WILL APPARENTLY ADDRESS THIS PROBLEM AND THEREFORE MAY BE MUCH MORE RELEVANT TO THE KITIKMEOT ECONOMY.

COMMUNITY INITIATIVES AND STRATEGY SHOULD NOT BE SEEN AS AN ALTERNATIVE TO GNWT INVOLVEMENT IN SHAPING THE STRUCTURE OF THE ECONOMY OR TO REGIONAL STRATEGIES. COINCIDENTALLY A FRAMEWORK FOR COMMUNITY ECONOMIC DEVELOPMENT IS NOT AN ALTERNATIVE FOR THE CONCEPTUAL FRAMEWORK OF THE SENIOR GOVERNMENT STRATEGY. EFFECTIVE LOCAL INITIATIVES WILL BE THOSE THAT ARE COMPLEMENTARY TO GNWT INTERVENTION. LOCAL PLAYERS IN THE DEVELOPMENT PROCESS MUST BE ABLE TO DRAW UPON A CLEAR AND APPLICABLE FRAMEWORK FOR COMMUNITY INITIATIVES THAT PROVIDES LINKS WITH REGIONAL AND TERRITORIAL ECONOMIC STRATEGIES.

THE FRAMEWORK FOR COMMUNITY ECONOMIC DEVELOPMENT USED HERE IS COMPRISED OF FOUR FUNDAMENTAL DIMENSIONS:

- 1) THE LOCAL COMMUNITY PLAYS THE LEAD ROLE DEVELOPING ITS OWN GOALS AND OBJECTIVES.
- 2) KITIKMEOT COMMUNITIES WILL BE ACTIVELY INVOLVED IN THE CHOICE AND IMPLEMENTATION OF DEVELOPMENT STRATEGIES. BUILDING STRONG POLITICAL AND ADMINISTRATIVE LEADERSHIP IS THEREFORE ESSENTIAL TO ECONOMIC DEVELOPMENT.

- 3) DEVELOPMENT AND UTILIZATION OF LOCAL HUMAN RESOURCES IS GIVEN SPECIAL EMPHASIS. MEANINGFUL PERSONAL AND SOCIAL DEVELOPMENT AND EDUCATION AND JOB RELATED TRAINING ARE ESSENTIAL TO ECONOMIC DEVELOPMENT.
- 4) DEVELOPING IMPROVED VEHICLES FOR ECONOMIC DEVELOPMENT WHICH ADDRESS THE LOW PARTICIPATION OF INUIT PEOPLE IN THE ECONOMY.

#### WHAT IS COMMUNITY ECONOMIC DEVELOPMENT

LOCAL ECONOMIC DEVELOPMENT IS A PROCESS THAT IS ADOPTED BY THE RESIDENTS OF A PARTICULAR COMMUNITY OR REGION AND ALSO OF A REGIONAL ECONOMIC SYSTEM IN WHICH THE DEVELOPMENT OF HUMAN RESOURCES ARE CRITICAL. ECONOMIC DEVELOPMENT, THEN IS A LONG TERM PROCESS THAT INCREASES TANGIBLE BENEFITS TO COMMUNITY RESIDENTS, (E.G., EMPLOYMENT, TRAINING, AND INCREASED BUSINESS OPPORTUNITIES).

#### FRAMEWORK FOR DEVELOPMENT

##### 1) COMMUNITY ARTICULATION OF GOALS

LOCAL DEVELOPMENT IMPLIES THAT THE COMMUNITY PLAYS AN ACTIVE ROLE IN THE ARTICULATION OF ITS OWN GOALS AND OBJECTIVES. REGIONAL AND TERRITORIAL STRATEGIES ARE NORMALLY DIRECTED TOWARDS IMPROVING OVERALL ECONOMIC EFFICIENCY. TO SET REALISTIC GOALS AND OBJECTIVES THE COMMUNITY MUST TAKE INTO ACCOUNT AND/OR DEVELOP LINKAGES TO THE LARGER POLITICAL AND ECONOMIC ENVIRONMENT. IT IS IMPORTANT TO UNDERSTAND, THOUGH, THAT LOCAL SETTING OF GOALS INVOLVES RECOGNITION OF THE LEGITIMACY OF OBJECTIVES OTHER THAN ECONOMIC EFFICIENCY. QUALITY OF LIFE AND DEGREE OF LOCAL CONTROL ARE SEEN AS LEGITIMATE CONSIDERATIONS FOR KITIKMEOT COMMUNITIES IN SETTING GOALS.

## 2. BUILDING STRONG POLITICAL AND ADMINISTRATIVE LEADERSHIP

STRONGER MORE INFORMED LOCAL LEADERSHIP IS ESSENTIAL FOR ECONOMIC DEVELOPMENT IN ALL KITIKMEOT COMMUNITIES. FOR ALL INITIATIVES AND DEVELOPMENT PROJECTS, A CORE GROUP OF COMMITTED LEADERS IS ESSENTIAL, SO THAT THE COMMUNITY CAN FOLLOW THROUGH WITH THE PLAN AND MAKE SURE IT GETS IMPLEMENTED ACCORDING TO COMMUNITY NEEDS. A GENERALLY IMPROVED HAMLET ADMINISTRATION WITH A SKILLED SENIOR ADMINISTRATIVE OFFICER/SECRETARY MANAGER AND EFFICIENT SUPPORT STAFF IS ALSO ESSENTIAL FOR ECONOMIC DEVELOPMENT IN THE COMMUNITIES OF THE KITIKMEOT REGION. HIGH LEVEL SKILLS AND POSITIVE ATTITUDES WILL BE REQUIRED TO TAKE ADVANTAGE OF IDENTIFIED OPPORTUNITIES AND TO EFFECTIVELY MANAGE ECONOMIC PROGRAMS. HAMLET STAFF MUST BECOME MORE EFFICIENT, ORGANIZED, COMMITTED, AND EAGER TO FOLLOW-UP ON LEADS AND POTENTIAL OPPORTUNITIES. THEY MUST DEVELOP THE SKILLS TO COMMUNICATE EFFECTIVELY WITH THE COMMUNITY AND GOVERNMENT, AS WELL AS SKILLS IN FINANCE, MANAGEMENT, ADMINISTRATION, AND TRAINING.

## 3. HUMAN RESOURCE DEVELOPMENT

BUSINESS AND JOB RELATED ADULT TRAINING AND IMPROVED HIGH SCHOOL RETENTION, ARE ESSENTIAL ELEMENTS TO BUILDING AN ECONOMIC DEVELOPMENT PROGRAM IN THE COMMUNITIES. CLEARLY, THE DEVELOPMENT OF SKILL AND EDUCATION LEVELS REQUIRED TO BUILD AN EMPLOYABLE WORK FORCE IS OF FUNDAMENTAL IMPORTANCE TO THE KITIKMEOT STRATEGY. ALL COMMUNITY PARTICIPANTS IN THE DEVELOPMENT PROCESS MUST UNDERSTAND, HOWEVER, THAT PERSONAL DEVELOPMENT IS NEEDED TO ENCOURAGE IMPROVED SKILLS, ATTITUDES, AND POSITIVE SELF-IMAGE. CORRESPONDINGLY, SOCIAL DEVELOPMENT

IS REQUIRED TO OVERCOME EXISTING PROBLEMS IN THE COMMUNITY AND BUILD A SPIRIT OF PARTICIPATION AND COOPERATION. BUSINESS, ENTREPRENEURSHIP, AND JOB SKILL TRAINING ARE REQUIRED TO TAKE ADVANTAGE OF EMPLOYMENT OPPORTUNITIES AND TO MANAGE/OWN BUSINESSES.

ALL OF THESE AREAS - PERSONAL, FAMILY, SOCIAL, AND BUSINESS SKILL DEVELOPMENT - MUST WORK TOGETHER IN THE COMMUNITY DEVELOPMENT PROCESS. THE COMMUNITIES THAT ARE ABLE TO DEVELOP EFFECTIVE MEANS OF INTEGRATING ECONOMIC, SOCIAL, POLITICAL, AND ADMINISTRATIVE DEVELOPMENT WILL HAVE THE MOST SUCCESS WITH AN ECONOMIC PROGRAM.

4. A COMMUNITY VEHICLE FOR ECONOMIC DEVELOPMENT

NUMEROUS ECONOMIC AND SOCIAL CONSTRAINTS TO DEVELOPMENT HAVE BEEN IDENTIFIED IN THE KITIKMEOT REGION. THEY PROVIDE MAJOR OBSTACLES TO DEVELOPMENT AND MOST ESPECIALLY TO EQUITABLE PARTICIPATION IN THE ECONOMY BY KITIKMEOT RESIDENTS; PARTICULARLY THE INUIT MAJORITY. TO HAVE ANY HOPES OF BUILDING A SOUND AND HEALTHY ECONOMIC FOUNDATION THE INUIT MUST HAVE SOME MEANS TO ACCESS THE REQUIRED RESOURCES TO BE FULL PARTNERS IN THE ECONOMY. THE STRENGTHENING OR DEVELOPMENT OF A COMMUNITY CONTROLLED DEVELOPMENT VEHICLE SUCH AS A COMMUNITY OR NATIVE DEVELOPMENT CORPORATION OR A CO-OP IS CENTRAL TO THE ECONOMIC STRATEGY.

THIS PROPOSED BUSINESS WOULD ACT AS A FOCUS FOR BUSINESS DEVELOPMENT AT THE BEGINNING OF THE PROCESS. IT WOULD BE THE STARTING POINT FROM WHICH TRAINING COULD TAKE PLACE AND OTHER BUSINESSES COULD DEVELOP. IT COULD ALSO PROVIDE AN IDEAL SITUATION FOR SECURING THE SERVICES OF AN EXPERIENCED BUSINESS MANAGER TO TRAIN AND ASSIST COMMUNITY RESIDENTS IN

*Two paragraphs missing from this re-written version*



BUSINESS DEVELOPMENT. ESSENTIALLY THIS CORPORATION WOULD SERVE TO COORDINATE, FUND, AND ASSIST OTHER NEEDED SERVICES IN THE COMMUNITY, AND MOST ESPECIALLY WORK TOWARDS INCREASED PARTICIPATION OF INUIT IN ECONOMIC ACTIVITIES.

#### TIMETABLE FOR DEVELOPMENT

THE TIMETABLE SHOULD BE FLEXIBLE FOR COMMUNITY ECONOMIC DEVELOPMENT. REAL DEVELOPMENT CAN TAKE A GREAT DEAL OF TIME AND THE AMOUNT OF TIME WILL VARY FROM COMMUNITY TO COMMUNITY. HOWEVER, IT IS HIGHLY RECOMMENDED THAT EACH COMMUNITY APPROACH THE DEVELOPMENT PROCESS WITH A SENSE OF URGENCY AND RESPONSIBILITY THAT ADDRESSES THE DIRE ECONOMIC CONSEQUENCES FOR THE KITIKMEOT SHOULD CURRENT TRENDS CONTINUE.

- \* INUIT COMPRISE 85% OF THE POPULATION IN THE KITIKMEOT REGION BUT THEIR PARTICIPATION RATE IN THE ECONOMY (EITHER WORKING OR ACTIVELY SEEKING EMPLOYMENT) IS ONLY 50% WITH A 39% UNEMPLOYMENT RATE.
- \* NON-INUIT RESIDENTS OF THE KITIKMEOT MAKE UP 15% OF THE TOTAL POPULATION AND THEIR PARTICIPATION RATE IS 97%. UNEMPLOYMENT RATE FOR NON-INUIT IS LESS THAN 2%.
- \* OVERALL PARTICIPATION RATE RANGES FROM 74% IN CAMBRIDGE BAY TO 46% IN SPENCE BAY AND THE UNEMPLOYMENT RATE RANGES FROM 18% IN CAMBRIDGE BAY TO 52% IN GJOA HAVEN.
- \* EMPLOYMENT HAS REMAINED VIRTUALLY UNCHANGED BETWEEN 1986 AND 1989, AND HAS DISPLAYED LITTLE GROWTH SINCE 1984 AND 1985. REGIONAL LABOR FORCE PARTICIPATION INCREASED FROM 52% TO 56% SINCE 1986 WHILE THE UNEMPLOYMENT RATE REACHED 31% IN 1989 COMPARED TO 22% IN 1986.

- \* IN COMPARISON TO ALL OTHER REGIONS IN THE NORTHWEST TERRITORIES, THE KITIKMEOT REGION HAD THE LOWEST PARTICIPATION RATE (56%) AND THE HIGHEST UNEMPLOYMENT RATE (31%).
- \* THE UNEMPLOYMENT RATE IS BY FAR THE HIGHEST FOR YOUNG PEOPLE BETWEEN THE AGES OF 15 AND 24. GIVEN THE CURRENT AND PROJECTED RAPID POPULATION GROWTH OF KITIKMEOT COMMUNITIES A MUCH HIGHER PERCENTAGE OF THE POPULATION WILL BE ACTIVELY SEEKING WAGE EMPLOYMENT IN THE NEXT DECADE.

THESE POPULATION AND EMPLOYMENT HIGHLIGHTS FOR THE KITIKMEOT REGION REVEAL THE SERIOUSNESS OF THE ECONOMIC PROBLEMS FACING THE KITIKMEOT. ADDITIONALLY IT IS CLEAR THAT THE CURRENT ECONOMIC STATE IS MARKEDLY BETTER IN CAMBRIDGE BAY AND COPPERMINE THAN IN THE SMALL EASTERN COMMUNITIES. THE TIMETABLE FOR DEVELOPMENT AND THE SPECIFIC SOLUTIONS AND STRATEGY FOR ECONOMIC PROGRESS WILL BE CONSIDERABLY DIFFERENT FROM THE SMALLER EASTERN COMMUNITIES THAN FOR EMERGING ECONOMIES OF COPPERMINE AND CAMBRIDGE BAY. EACH COMMUNITY MUST FOLLOW ITS OWN DEVELOPMENT STEPS ACCORDING TO ITS OWN SCHEDULE. DEVELOPMENT TAKES TIME AND ENERGY, AND PERSISTENCE. THE IMPORTANT THING IS TO MOVE AHEAD WITHIN THE FRAMEWORK OF INTEGRATED DEVELOPMENT PRESENTED IN THIS REPORT AND TO MAKE SURE THE COMMUNITY IS IN CONTROL. THE IMPLEMENTATION SCHEDULE CONTAINED IN THE COMMUNITY ACTION PLANS SHOULD BE FLEXIBLE AND TIMINGS ARE SUGGESTED TARGETS ONLY.

#### **MONITORING AND EVALUATING THE PLAN**

A KEY PART OF THE COMMUNITY DEVELOPMENT PROCESS WILL BE ALLOWANCES FOR THE PROGRAM AND SPECIFIC INITIATIVES TO CHANGE AND DEVELOP AS THE COMMUNITY ITSELF CHANGES. TO ENSURE THAT THE DEVELOPMENT PROGRAM RESPONDS TO COMMUNITY NEEDS IT SHOULD BE REVIEWED, EVALUATED, AND UPDATED PERIODICALLY. IT IS RECOMMENDED THAT KITIKMEOT COMMUNITIES ADOPT THE FOLLOWING MONITORING AND EVALUATION METHODS FOR THEIR DEVELOPMENT PLAN:

- \* ALL PLAYERS (I.E., COUNCIL, H.T.A., CHAMBER OF COMMERCE, CO-OP, COMMITTEE CHAIRPERSONS, ETC.,) IN THE COMMUNITY ECONOMIC DEVELOPMENT PROGRAM SHOULD MEET TOGETHER SEMI-ANNUALLY TO DISCUSS COMMUNITY NEEDS, PROJECTS, AND PROGRAM COORDINATION AND POSSIBLE INTER-COMMUNITY DEVELOPMENT INITIATIVES.
  
- \* COMMUNITY COMMITTEES SHOULD MEET WITH AND REPORT TO COUNCIL ON ACTIVITIES AND INITIATIVES WITHIN THEIR DESIGNATED PROGRAM AREA MONTHLY.
  
- \* INTER-COMMITTEE ASSEMBLIES SHOULD BE HELD QUARTERLY TO DISCUSS ALL COMMUNITY PROGRAMS AND ENSURE THAT THERE IS CONSISTENCY IN THE PROMOTION OF INTEGRATED COMMUNITY DEVELOPMENT.

THE AGENDA FOR ALL OF THESE MEETINGS SHOULD BE CAREFULLY DESIGNED, IN ADVANCE, TO ENSURE THAT ALL IMPORTANT ISSUES ARE ADDRESSED. IF NECESSARY THERE SHOULD BE SKILLED FACILITATORS PRESENT WHO CAN ASSIST IN CONDUCTING WORKSHOPS, TAKING MINUTES, AND FACILITATING DISCUSSION. WHERE SKILLS DO NOT EXIST IN THE COMMUNITY REVIEW, EVALUATION, AND UPDATING SHOULD BE UNDERTAKEN WITH THE ASSISTANCE OF PROFESSIONAL PLANNING STAFF FROM OUTSIDE THE COMMUNITY.



KITIKMEOT ECONOMIC STRATEGY  
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SECTION IV

ORGANIZING ROLES AND RESPONSIBILITIES

## INTRODUCTION

LOCAL ECONOMIC DEVELOPMENT TAKES PLACE IN A MUCH MORE RAPIDLY CHANGING ECONOMIC ENVIRONMENT THEN IN THE PAST. AS A BACK-DROP THE MAJORITY INUIT POPULATION IN THE KITIKMEOT REGION HAS BEEN UNDERGOING TREMENDOUS SOCIAL UPHEAVAL AND TRANSFORMATION. COMMUNITIES HAVE A HEAVY BURDEN TO BEAR IN COPING WITH THESE CHANGES AND AT THE SAME TIME IMPLEMENTING AN ECONOMIC DEVELOPMENT PROGRAM. SUCCESSFUL ECONOMIC DEVELOPMENT <sup>Requires</sup> INCREASINGLY ~~INCREASES~~ MEANINGFUL INPUT FROM A WIDER SPECTRUM OF LOCAL INTEREST GROUPS. AS THE KITIKMEOT COMMUNITIES BECOME INCREASINGLY INVOLVED IN LONG TERM ECONOMIC DEVELOPMENT IT WILL BE IMPORTANT FOR ALL STAKEHOLDERS IN THE COMMUNITY TO SHOULDER THE DEVELOPMENT, SELLING, AND IMPLEMENTATION OF ECONOMIC PLANS.

THE BIGGEST CHALLENGE, INITIALLY, WILL BE TO ACHIEVE A LEVEL OF UNDERSTANDING OF THIS PROCESS AT THE COMMUNITY LEVEL. A GREATER GENERAL AWARENESS OF THE IMPLICATIONS OF BUSINESS AND COMMUNITY DEVELOPMENT MUST BE INSTILLED IN KITIKMEOT RESIDENTS. THE IDEA OF COMMUNITY ECONOMIC DEVELOPMENT AND THE ASSOCIATED STRATEGIES MUST BE SOLD TO THE COMMUNITY ITSELF. ESSENTIALLY THIS INVOLVES CONVINCING THE COMMUNITY AND ALL LOCAL INTEREST GROUPS OF THE IMPORTANCE OF ECONOMIC DEVELOPMENT. THE COMMUNITY (HAMLET, CHAMBER OF COMMERCE, H.T.A., CO-OP, DEVELOPMENT CORPORATION, ETC) MUST BE ONSIDE AND WITH A POSITIVE ATTITUDE TOWARDS DEVELOPMENT. PARTICIPATION AND WIDE RANGING CONSULTATION WITH ALL INTEREST GROUPS IS THE BEST WAY TO ENCOURAGE A POSITIVE ATTITUDE TOWARDS THE CHANGES LIKELY TO BE BROUGHT ABOUT BY NEW STRATEGIES AND INITIATIVES.

## EXPERTISE REQUIRED FOR LOCAL ECONOMIC DEVELOPMENT

A BROAD AREA OF EXPERTISE IS REQUIRED AT THE COMMUNITY LEVEL TO CARRY OUT LOCAL ECONOMIC DEVELOPMENT. THE SPECIFIC ECONOMIC ENVIRONMENT OF INDIVIDUAL COMMUNITIES DETERMINES THE DEGREE OF COMPLEXITY AND EXPERTISE REQUIRED. IN THE KITIKMEOT REGION THERE ARE TWO SEPARATE AND DISTINCT ECONOMIC ENVIRONMENTS REQUIRING DIFFERENT TYPES OF DEVELOPMENTAL EXPERTISE. WESTERN KITIKMEOT COMMUNITIES COULD BE DESCRIBED AS ALREADY BEING IN A DEVELOPMENT STAGE; CAMBRIDGE BAY AND COPPERMINE PARTICULARLY, ARE EMERGING AS FORCES TO BE RECKONED WITH. THE EASTERN KITIKMEOT COMMUNITIES ARE FAR BEHIND IN COMPARISON. THE EXPERTISE REQUIRED FOR THE EAST IS MORE IN THE AREA OF HANDS ON TRAINER/FACILITATOR. IT IS IMPORTANT THAT GOVERNMENT AGENCIES AND NATIVE ORGANIZATIONS MAKE THIS DISTINCTION AND UNDERSTAND THESE DIFFERENCES SO THAT THEY MAY BE ABLE TO ENCOURAGE AND SUPPORT THE RIGHT KINDS OF ADVISORY ASSISTANCE. IN GENERAL THE FOLLOWING ARE THE KINDS OF EXPERTISE THAT KITIKMEOT COMMUNITIES SHOULD ATTEMPT TO DEVELOP IN THE LONG TERM AND PURCHASE IF NECESSARY IN THE SHORT TERM:

### 1. TECHNICAL EXPERTISE

TECHNICAL EXPERTISE IS REQUIRED IN EVALUATION, PLANNING, AND SELLING ACTIVITIES OF THE ECONOMIC DEVELOPMENT PROCESS. COMMUNITIES MUST BE ABLE AT SOME POINT TO IDENTIFY AND UNDERSTAND OPPORTUNITIES FOR JOB CREATION AND RETENTION. THEY MUST ALSO HAVE THE ABILITY TO IDENTIFY EMPLOYMENT NEEDS, PROJECT ECONOMIC IMPACT, CONVERSE WITH ENTREPRENEURS IN TECHNICAL TERMS (E.G., RENEWABLE RESOURCE AND TOURISM PRODUCT DEVELOPMENT, EXPORTS VRS IMPORTS, ETC.), INTERPRET FINANCIAL STATEMENTS, RECRUIT AND TRAIN COMPETENT STAFF, HIRE COMPETENT CONSULTANTS, ETC. KITIKMEOT COMMUNITIES ARE AT VARYING STAGES REGARDING THEIR DEVELOPMENT IN THIS AREA. IT IS SAFE TO SAY, HOWEVER, THAT EACH AND EVERY COMMUNITY HAS A LEGITIMATE NEED FOR AN EDO/ECONOMIC FACILITATOR ON A FULL TIME BASIS.

2. ADMINISTRATIVE EXPERTISE

ADMINISTRATIVE EXPERTISE IS REQUIRED AT TWO LEVELS OF THE DEVELOPMENT PROCESS IN THE COMMUNITY; THE MUNICIPAL GOVERNMENT AND WITHIN THE CHOSEN COMMUNITY VEHICLES (COMMUNITY CORPORATION, H.T.A., CO-OP, ETC.,) FOR PROJECT IMPLEMENTATION. BOTH LEVELS MUST ACQUIRE THE ORGANIZATION<sup>a</sup> RESOURCES TO EFFECTIVELY SET GOALS, PLAN AND MANAGE.

3. POLITICAL EXPERTISE

ALL MAJOR PLAYERS IN THE DEVELOPMENT PROCESS WILL HAVE TO DEAL WITH ELECTED POLITICIANS, LOCAL AND REGIONAL BOARDS AND AGENCIES, AND TERRITORIAL AND FEDERAL BRANCHES OF GOVERNMENT. THE MORE EFFECTIVELY A COMMUNITY IS ABLE TO PERFORM IN THIS POLITICAL ARENA THE BETTER THE CHANCE OF SUCCESS WITH AN ECONOMIC DEVELOPMENT PROGRAM.

4. EDUCATION - PUBLIC RELATIONS EXPERTISE

EFFECTIVE PLANNING AND IMPLEMENTATION REQUIRES UNDERSTANDING AND AWARENESS OF ECONOMIC DEVELOPMENT BY THE PUBLIC-AT-LARGE, THE BUSINESS COMMUNITY, AND LOCAL POLITICIANS. THIS REQUIRES PLANNING AND CARRYING OUT EDUCATIONAL AND AWARENESS CAMPAIGNS AT THE COMMUNITY LEVEL. EXAMPLES OF THIS WOULD INCLUDE PRESENTATIONS TO LOCAL INTEREST GROUPS ON ECONOMIC INITIATIVES AND IMPLICATIONS, AND EXCHANGES OF PERTINENT INFORMATION WITH THE BUSINESS COMMUNITY OR OTHER SPECIAL INTEREST GROUPS THAT CAN ASSIST THE ECONOMIC DEVELOPMENT PROGRAM.

## 5. SALES EXPERTISE

THE COMMUNITY MUST BE ABLE TO SELL THEIR ECONOMIC PROGRAM TO POTENTIAL INVESTORS (BOTH PUBLIC AND PRIVATE) BOTH FROM INSIDE AND OUTSIDE THE COMMUNITY. SUCCESSFUL PROMOTION REQUIRES ESTABLISHING GOOD CONTACTS WITH PUBLIC UTILITIES, BANKS, GOVERNMENT AGENCIES, LOCAL CHAMBERS OF COMMERCE, AND H.T.A.'S. THE COMMUNITY MUST HAVE THE COOPERATION OF THESE PEOPLE TO ENSURE ANY MEANINGFUL DEVELOPMENT.

### OVERALL ORGANIZATIONAL STRUCTURE

THE HAMLET SHOULD PLAY THE CENTRAL ROLE IN IMPLEMENTING PROJECTS AND DEVELOPMENT PROGRAMS IN THE COMMUNITY. IN CAMBRIDGE BAY AND COPPERMINE THE PRIVATE SECTOR WILL ALSO PLAY A LEAD ROLE IN SPECIFIC PROJECT IMPLEMENTATION. COUNCIL, HOWEVER, SHOULD PROVIDE LEADERSHIP AND SET POLICIES FOR DEVELOPMENT. THE HAMLET WILL GET DIRECTION FROM VARIOUS COMMUNITY COMMITTEES WHO MAKE POLICIES AND GIVE DIRECTION IN SPECIFIC AREAS OF CONCERN. OTHER MAJOR PLAYERS MAY INCLUDE H.T.A., CHAMBER OF COMMERCE, COMMUNITY CORPORATIONS, AND CO-OP'S. CLEAR ROLES AND RESPONSIBILITIES FOR MAJOR PLAYERS AND AN EFFECTIVE ORGANIZATIONAL STRUCTURES ARE ESSENTIAL FOR DEVELOPMENT.

### HAMLET COUNCIL

THE HAMLET COUNCIL SHOULD PLAY A CENTRAL ROLE IN THE ECONOMIC DEVELOPMENT OF THE COMMUNITY. THEY ARE THE ELECTED OFFICIALS WHO REPRESENT THE COMMUNITY IN POLITICAL AND DEVELOPMENT MATTERS. THEY SHOULD PROVIDE LEADERSHIP IN THE COMMUNITY, SET PRIORITIES FOR DEVELOPMENT AND GIVE DIRECTION AND INFORMATION TO ALL LOCAL INTEREST GROUPS. SPECIFICALLY THE ROLE OF COUNCIL IN ECONOMIC DEVELOPMENT SHOULD INCLUDE THE FOLLOWING:

1. PROVIDE STRONG LEADERSHIP WHICH IS EFFECTIVE AND REPRESENTATIVE OF THE COMMUNITY AS A WHOLE.
2. TO ESTABLISH COMPREHENSIVE LONG RANGE GOALS FOR PLANNING AND DEVELOPMENT.
3. TO ADOPT PLANS AND SET OFFICIAL POLICIES FOR DEVELOPMENT.
4. TO SET GENERAL GOALS AND POLICIES FOR THE VARIOUS COMMUNITY COMMITTEES.
5. TO OVERSEE THE OPERATION OF THE VARIOUS COMMUNITY COMMITTEES TO MAKE SURE THAT THEY ARE ON TRACK AND OPERATING EFFECTIVELY.
6. TO ESTABLISH COORDINATION AMONG THE DIFFERENT COMMITTEES IN DEVELOPING ECONOMIC PROGRAMS FOR THE COMMUNITY.
7. TO MAINTAIN GOOD COMMUNICATIONS WITH OTHER LOCAL INTEREST GROUPS AND ESPECIALLY WITH OUTSIDE AGENCIES AND ORGANIZATIONS WHO COULD HAVE AN IMPACT ON DEVELOPMENT IN THE COMMUNITY.

TO INCREASE EFFECTIVENESS THE HAMLET COUNCIL MAY WISH TO ADOPT A PORTFOLIO SYSTEM. IN SUCH A SYSTEM INDIVIDUAL COUNCILLORS WOULD BE GIVEN RESPONSIBILITY FOR SPECIFIC AREAS OF CONCERN (E.G. FINANCE, SOCIAL DEVELOPMENT, ECONOMIC DEVELOPMENT), AND ACCORDINGLY, WOULD SIT ON THE APPROPRIATE COMMITTEE. IT IS IMPORTANT THAT THERE ARE CLEAR DEFINITIONS OF RESPONSIBILITY AND THAT REGULAR REPORTING RELATIONSHIPS ARE ESTABLISHED. COUNCILS SHOULD SEEK THE ASSISTANCE AND GUIDANCE OF MUNICIPAL AND COMMUNITY AFFAIRS TO DEVELOP AND ADOPT THE PORTFOLIO SYSTEM TO MEET COMMUNITY NEEDS. THE FOLLOWING PORTFOLIOS SHOULD BE CONSIDERED:

- |                         |                        |
|-------------------------|------------------------|
| 1) ECONOMIC DEVELOPMENT | 6) CAPITAL WORKS       |
| 2) SOCIAL DEVELOPMENT   | 7) FINANCE             |
| 3) LAND CLAIMS          | 8) RENEWABLE RESOURCES |
| 4) HOUSING              | 9) EDUCATION           |
| 5) RECREATION           | 10) TOURISM            |

#### THE COMMUNITY COMMITTEES

COMMUNITY COMMITTEES SHOULD HAVE AN IMPORTANT ROLE TO PLAY IN THE DEVELOPMENT PROCESS IN KITIKMEOT COMMUNITIES. THESE COMMUNITY COMMITTEES SHOULD BE LIKE "MINI-COUNCILS" THAT CONCENTRATE ON SPECIFIC AREAS OF DEVELOPMENT IN THE COMMUNITY. THEY SHOULD PLAY A SIGNIFICANT ROLE IN SETTING POLICY AND GIVING DIRECTION TO INITIATIVES IN THEIR AREA OF CONCERN. THEY SHOULD WORK DIRECTLY WITH THE DESIGNATED IMPLEMENTATION PROPONENTS TO ENSURE THAT THE INITIATIVES AND TASKS ARE FOLLOWED UP ON EFFECTIVELY. A FEW KITIKMEOT COMMUNITIES HAVE OPERATIVE COMMUNITY COMMITTEES IN PLACE ALREADY. TO FACILITATE EFFECTIVE COMMUNITY DEVELOPMENT, IT IS RECOMMENDED THAT THE FOLLOWING COMMITTEES AND ROLES BE ADOPTED IN ALL COMMUNITIES.

#### ECONOMIC DEVELOPMENT COMMITTEE

THE ECONOMIC DEVELOPMENT COMMITTEE SHOULD PLAY A CENTRAL ROLE IN THE DEVELOPMENT PROCESS BY:

1. PROMOTING ECONOMIC DEVELOPMENT IN THE COMMUNITY TO ACHIEVE A BETTER UNDERSTANDING OF THE PROCESS, AND GREATER GENERAL AWARENESS OF THE IMPLICATIONS OF BUSINESS AND COMMUNITY DEVELOPMENT BY COMMUNITY RESIDENTS.
2. OVERSEEING ECONOMIC PLANNING INITIATIVES AND REVIEWING AND MONITORING DEVELOPMENT PROGRAMS IN THE COMMUNITY TO ENSURE THAT LOCAL INTERESTS ARE WELL REPRESENTED.

3. IDENTIFYING INFRASTRUCTURAL AND (RESOURCE) NEEDS, AND SETTING GOALS, POLICIES, AND GUIDELINES FOR DEVELOPMENT.
4. COORDINATING AND INTEGRATING ECONOMIC DEVELOPMENT WITH OTHER FORMS OF DEVELOPMENT IN THE COMMUNITY, PARTICULARLY SOCIAL AND EDUCATION DEVELOPMENT.
5. SOLICITING AND DEVELOPING THE COOPERATION AND ASSISTANCE OF ALL RELEVANT INTEREST GROUPS SO THAT THE MAJOR PLAYERS ARE ONSIDE WITH A POSITIVE ATTITUDE TOWARDS DEVELOPMENT.
6. REPORTING REGULARLY TO HAMLET COUNCIL ON ACTIVITIES AND TO RECOMMEND POLICIES AND DECISIONS.

CURRENT ECONOMIC DEVELOPMENT COMMITTEES ARE NOT AS ACTIVE AS THEY SHOULD BE. LOCAL ECONOMIC DEVELOPMENT COMMITTEES SHOULD MAKE A RENEWED COMMITMENT TO STRENGTHENING THEMSELVES AND BECOMING MORE ACTIVE. IF THIS IS NOT POSSIBLE THE COMMITTEE'S RESPONSIBILITIES SHOULD BE TAKEN OVER BY ANOTHER COMMUNITY GROUP, POSSIBLY THE BOARD OF DIRECTORS OF THE CO-OP OR THE CHAMBER OF COMMERCE, OR A COMMUNITY CORPORATION. IT IS RECOMMENDED HOWEVER THAT THE ECONOMIC DEVELOPMENT COMMITTEE BE MAINTAINED AS A STRENGTHENED AND INDEPENDENT COMMITTEE.

#### LOCAL EDUCATION COMMITTEES

LOCAL EDUCATION AUTHORITIES EXIST IN ALL KITIKMEOT COMMUNITIES. IT IS THEIR RESPONSIBILITY TO PROVIDE LOCAL INPUT INTO EDUCATIONAL PROGRAMS IN THE COMMUNITY. THIS COMMITTEE SHOULD CONTINUE ITS PRESENT ACTIVITIES AND HAVE AN EXPANDED ROLE.



THE <sup>HIGH</sup>~~HIGHEST~~ DROPOUT RATE OF INUIT CHILDREN BEFORE COMPLETING GRADE 10 IS THE MAJOR OBSTACLE TO DEVELOPING AN EMPLOYABLE WORK FORCE. THE EDUCATION COMMITTEE SHOULD PLAY A PROMINENT ROLE IN THE EFFORT THAT WILL BE REQUIRED TO OVERCOME THIS MOST FUNDAMENTAL OBSTACLE TO ECONOMIC DEVELOPMENT IN THE KITIKMEOT. YOUNG PEOPLE MUST BE CONVINCED OF THE RELEVANCE AND NECESSITY OF REMAINING IN SCHOOL TO COMPLETE GRADE 12. THE RESPONSIBILITY FOR SCHOOL RETENTION LIES SQUARELY WITHIN THE COMMUNITY. GOVERNMENT AND OUTSIDE AGENCIES CAN PROVIDE MANY FINANCIAL AND ADVISORY SUPPORTS BUT OVERCOMING THE CURRENT PROBLEM WILL REQUIRE A COMBINED EFFORT BY PARENTS, COUNSELLORS, AND THE COMMUNITY TO SUPPORT THEIR CHILDREN IN THEIR SCHOOLING.

THE EDUCATION COMMITTEE SHOULD COORDINATE PUBLIC AWARENESS PROGRAMS FOR BASIC SKILL REQUIREMENTS AT THE COMMUNITY LEVEL. THERE SHOULD BE CONTINUOUS COUNSELLING AND DISTRIBUTION OF INFORMATION ON WHAT SKILLS ARE REQUIRED FOR WHAT JOBS. ADDITIONALLY THERE SHOULD BE CONCENTRATED EFFORT TO IDENTIFY, FOR YOUNG PEOPLE, THE MONETARY VALUE OF AN EDUCATION.

#### SOCIAL DEVELOPMENT COMMITTEE

ECONOMIC DEVELOPMENT INITIATIVES WILL ONLY BE SUCCESSFUL WHEN COMBINED WITH CORRESPONDING, SOCIAL, POLITICAL, AND ADMINISTRATIVE ADVANCEMENTS. MANY OF THE ECONOMIC ILLS OF THE KITIKMEOT HAVE A DIRECT CORRELATION WITH SOCIAL PROBLEMS IN THE COMMUNITY.

CONVERSELY, THE SOCIAL PROBLEMS ARE OFTEN THE RESULT OF POOR ECONOMIC CONDITIONS AND MORE SPECIFICALLY LACK OF EMPLOYMENT OPPORTUNITIES. THE ROLE OF THE SOCIAL DEVELOPMENT COMMITTEE SHOULD BE TO:

1. REPRESENT THE COMMUNITY IN IDENTIFYING NEEDS AND SETTING GOALS, POLICIES, AND GUIDELINES FOR SOCIAL DEVELOPMENT.

2. OVERSEE SOCIAL DEVELOPMENT PLANNING AND REVIEW AND MONITOR SOCIAL DEVELOPMENT PROGRAMS IN THE COMMUNITY TO ENSURE THAT LOCAL INTERESTS ARE WELL REPRESENTED.
3. GIVE DIRECTION TO RESIDENTS INVOLVED IN THE ADMINISTRATION OF LOCAL SOCIAL DEVELOPMENT PROGRAMS, ESPECIALLY WITH REGARD TO THE HAMLET'S PRIORITIES AND PROGRAMS.
4. COORDINATE SOCIAL DEVELOPMENT WITH OTHER FORMS OF DEVELOPMENT (ECONOMIC, EDUCATION, ETC.,) IN THE COMMUNITY.
5. REPORT REGULARLY TO COUNCIL ON ALL ACTIVITIES AND RECOMMEND POLICIES AND DECISIONS.

#### LAND CLAIMS COMMITTEE

THE COMMUNITIES OF THE KITIKMEOT REGION HAVE BEEN INVOLVED IN A LAND CLAIMS PROCESS THROUGH TUNGAVIK FEDERATION OF NUNAVUT (TFN). AN AGREEMENT-IN-PRINCIPAL (AIP) HAS RECENTLY BEEN REACHED WITH THE FEDERAL GOVERNMENT. NEGOTIATIONS FOR THE FINAL AGREEMENT ARE SCHEDULED TO BE COMPLETED WITHIN 18 MONTHS. WE KNOW FROM THE AIP THAT LAND CLAIMS WILL HAVE A STRONG IMPACT ON THE KITIKMEOT ECONOMY FOR AT LEAST THE NEXT HALF-CENTURY. THE BUSINESS ENVIRONMENT WILL BECOME MORE STABLE AND PROFITABLE. COMMUNITY CORPORATIONS WILL CONTROL LARGE POOLS OF MONEY AND DISPOSABLE CASH INCOME SUPPLEMENTS (DIVIDENDS) WILL HAVE A SIGNIFICANT IMPACT ON LOCAL ECONOMIES.

IN ADDITION TO CASH, LAND, AND RESOURCES THE FINAL SETTLEMENT WILL GENERATE A LARGE AMOUNT OF EMPLOYMENT. LOCAL AND REGIONAL INUIT ORGANIZATIONS WILL BE CREATED/EXPANDED TO COORDINATE AND REPRESENT THE CONTINUING INTERESTS OF BENEFICIARIES. THERE WILL ALSO BE NUMEROUS JOB OPPORTUNITIES IN PARKS CONSERVATION AREAS AND HERITAGE SITES. FINALLY THERE IS A PROVISION FOR PUBLIC

SECTOR EMPLOYMENT IN THE TFN CLAIM. IT STIPULATES THAT PUBLIC SECTOR EMPLOYMENT FOR INUIT SHOULD BE REPRESENTATIVE OF POPULATION. IN THE KITIKMEOT, THE TARGET WOULD THEN BE 85% INUIT IN THE PUBLIC SERVICE.

FINALLY, AND PERHAPS MOST IMPORTANTLY LAND CLAIMS DEALS WITH MANY ASPECTS OF COMMUNITY CONTROL AND RESOURCE MANAGEMENT THAT COULD IMPACT ON A "WAY OF LIFE". IN ORDER TO ENSURE THAT THE COMMUNITIES INTERESTS ARE WELL REPRESENTED, EACH COMMUNITY MUST TAKE A MORE ACTIVE ROLE; AT FIRST BY BECOMING MORE INFORMED AND AWARE AND SECONDLY THROUGH ACTIVE PARTICIPATION. MORE COMMUNITY INVOLVEMENT IN LAND CLAIMS SHOULD BE MADE A HIGH PRIORITY.

THE ROLE OF A LOCAL LAND CLAIMS COMMITTEE SHOULD BE TO:

1. INFORM ITSELF AND THE COMMUNITY ABOUT THE "AIP" AND THE SCHEDULE, AND CONTENT OF THE PROCESS LEADING TO A FINAL AGREEMENT.
2. WORK TOWARDS DEVELOPING A STRATEGY FOR COMMUNITY INVOLVEMENT IN THIS PROCESS.
3. WORK CLOSELY WITH THE HAMLET COUNCIL IN DEVELOPING A LAND CLAIMS POSITION WHICH REFLECTS THE COMMUNITY'S WISHES REGARDING ALL OF THE ISSUES AND PENDING IMPACT.
4. WORKS CLOSELY AND COMMUNICATE REGULARLY WITH TFN TO ENSURE THAT THE COMMUNITY'S WISHES ARE WELL REPRESENTED.

THE URGENCY OF STARTING AN ACTIVE LAND CLAIMS COMMITTEE CANNOT BE OVERSTATED. THERE IS EVERY OPPORTUNITY TO PARTICIPATE BUT EACH COMMUNITY MUST ACT QUICKLY IF IT WANTS TO BE INVOLVED.

## HOUSING/CAPITAL WORKS COMMITTEE

ONE OF THE CLEARLY IDENTIFIABLE OBSTACLES TO DEVELOPMENT IN THE KITIKMEOT REGION IS THE LACK OF AND/OR POORLY DEVELOPED BASIC INFRASTRUCTURE. THERE IS LITTLE OR NO COMMERCIAL AND OFFICE SPACE FOR RENT OR LEASE, A CRITICAL SHORTAGE OF HOUSING, AND VERY LITTLE TOURISM INFRASTRUCTURE IN THE KITIKMEOT. IN SHORT, THE BASIC INFRASTRUCTURE REQUIRED TO DEVELOP IS NOT IN PLACE. THIS COMMITTEE OR COMMITTEES IF IT IS BROKEN IN TWO SHOULD HAVE THE FOLLOWING ROLE IN THE COMMUNITY:

1. TO DEFINE ALL HOUSING NEEDS IN THE COMMUNITY BY CONDUCTING A NEEDS ASSESSMENT BASED ON CURRENT AND PROJECTED DEMAND OF BOTH THE PRIVATE AND PUBLIC SECTOR.
2. WORK CLOSELY WITH APPROPRIATE GOVERNMENT AGENCIES AND ESPECIALLY ECONOMIC DEVELOPMENT AND TOURISM TO PLAN AND DEVELOP A PUBLIC INFRASTRUCTURE THAT WILL INCREASE ECONOMIC OPPORTUNITIES THAT ARE OF CRITICAL IMPORTANCE TO THE FUTURE OF THE COMMUNITY.
3. UNDERTAKE OR DIRECT <sup>A</sup> ~~AND~~ THOROUGH ANALYSIS OF EXISTING PUBLIC INFRASTRUCTURE.
4. PARTICIPATE IN THE DEVELOPMENT OF A CAPITAL PLAN FOR THE COMMUNITY.
5. OVERSEE OPERATIONS, MAINTENANCE, AND CONSTRUCTION OF ALL HAMLET FACILITIES AND ENFORCE AFFIRMATIVE ACTION AND LOCAL EMPLOYMENT POLICIES.
6. COORDINATE LOCAL TRAINING AND FUNDING PROGRAMS FOR HOUSING CONSTRUCTION.

## HUNTERS' AND TRAPPERS' ASSOCIATION (COMMITTEES)

HUNTERS' AND TRAPPERS' ASSOCIATIONS (HTA) ARE ALREADY ESTABLISHED IN ALL KITIKMEOT COMMUNITIES. THEIR ROLE IS TO LOOK AFTER THE SPECIFIC INTERESTS OF HUNTING, TRAPPING, AND FISHING IN THE COMMUNITY. THEY ARE RESPONSIBLE FOR IDENTIFYING COMMUNITY NEEDS IN THESE AREAS, AND DEVELOPING PROGRAMS, POLICIES, AND PROJECTS TO MEET THESE NEEDS.

KITIKMEOT HTA'S WILL HAVE AN EXPANDED ROLE IN DEVELOPING SPORT HUNTING OPPORTUNITIES IN THE KITIKMEOT. AS NON-PROFIT ASSOCIATIONS THE HTA'S ARE NOT IN A POSITION TO ACQUIRE FIXED AND/OR CASH ASSETS FOR THE GENERATION OF PROFITS. UNABLE TO GENERATE PROFITS FROM ITS ACTIVITIES THE HTA'S CANNOT ACCUMULATE THE REQUIRED EQUITY TO PURCHASE, OPERATE, AND MAINTAIN OUTFITTING EQUIPMENT AND GEAR. ALSO, WITHOUT THIS CASH EQUITY HTA'S ARE LIMITED IN THEIR ABILITY TO UTILIZE TERRITORIAL AND FEDERAL FUNDING PROGRAMS THAT WOULD PROVIDE SUPPORT FOR NEW AND EXISTING BUSINESS OPPORTUNITIES AND INITIATIVES. IT IS RECOMMENDED, THEREFORE; THAT EACH KITIKMEOT HTA ESTABLISH AN INCORPORATED COMPANY TO MANAGE ALL RESPONSIBILITIES FOR SPORT HUNTING AND OTHER RELATED BUSINESS ACTIVITIES. (NOTE: SEE DETAILED OPPORTUNITY ANALYSIS HTA SPORT HUNTS).

## HAMLET ADMINISTRATION

AS THE KITIKMEOT COMMUNITIES BECOME INCREASINGLY INVOLVED IN LONG TERM ECONOMIC DEVELOPMENT, HAMLETS WILL HAVE TO SHOULDER GREATER RESPONSIBILITY FOR THE DEVELOPMENT, SELLING, AND IMPLEMENTATION OF ECONOMIC PLANS AND STRATEGIES. THE EXPERTISE REQUIRED FOR LOCAL ECONOMIC DEVELOPMENT WAS OUTLINED EARLIER IN THIS REPORT. IT IS OF CRITICAL IMPORTANCE THAT LOCAL GOVERNMENTS ACQUIRE THIS EXPERTISE SO THAT THEY CAN ADDRESS THE IMPORTANT FACTORS WITHIN THEIR SPHERE OF INFLUENCE THAT ARE IMPORTANT TO THE DEVELOPMENT PROCESS. SOME OF THESE FACTORS ARE:

- A) QUALITY AND AVAILABILITY OF INFRASTRUCTURE
- B) COMMUNITY ATTITUDES
- C) AVAILABILITY OF PERTINENT INFORMATION
- D) AVAILABILITY OF LAND
- E) REGULATORY CLIMATE (LICENCING)

IT IS STRONGLY RECOMMENDED THAT THE MUNICIPAL GOVERNMENTS OF THE KIRIRIACACI ACQUIRE THE SERVICES OF AN ECONOMIC FACILITATOR / COORDINATOR TO WORK WITH A LOCAL TRAINEE AND TO INITIATE THE IMPLEMENTATION OF ECONOMIC PLANS. THE RESPONSIBILITIES OF THIS POSITION WOULD BE TO:

1. INITIATE, COORDINATE, AND ASSIST IN THE IMPLEMENTATION OF ALL HAMLET PROGRAMS RELATING TO ECONOMIC DEVELOPMENT IN THE COMMUNITIES.
2. LIAISON WITH FUNDING AND TRAINING AGENCIES REGARDING ECONOMIC DEVELOPMENT PROGRAMS AND PROJECTS.
3. BUILD AWARENESS AND PUBLIC PARTICIPATION IN ECONOMIC DEVELOPMENT THROUGH NEWSLETTERS, WORKSHOPS, SEMINARS, AND SPECIAL EVENTS IN THE COMMUNITIES.
4. CARRY OUT THE ADMINISTRATIVE FUNCTIONS OF THE ECONOMIC DEVELOPMENT COMMITTEE.
5. ASSIST LOCAL PEOPLE IN BUSINESS DEVELOPMENT BY GIVING ADVICE AND ASSISTANCE AS REQUIRED.
6. DEVELOP A PROGRAM FOR THE PROMOTION AND ENCOURAGEMENT OF EXISTING BUSINESSES WITH SPECIAL EMPHASIS ON RETENTION AND EXPANSION.

7. DEVELOP AND MAINTAIN A PROGRAM TO KEEP LOCAL ECONOMIC DEVELOPMENT IN FRONT OF SENIOR LEVELS OF GOVERNMENT, FUNDING AGENCIES, AND PRIVATE DEVELOPERS THROUGH AGGRESSIVE PROVISION OF ACCURATE INFORMATION. OBVIOUSLY, THIS WILL INVOLVE DEVELOPING KEY CONTACTS WITHIN EACH OF THESE AGENCIES/ORGANIZATIONS.

8. MAINTAIN A GOOD PUBLIC RELATIONS PROGRAM FOR THE COMMUNITY AND GENERALLY INCREASE LOCAL AWARENESS AS WELL AS GENERATE A FAVORABLE PUBLIC REACTION TO DEVELOPMENT EFFORTS.

#### CHAMBERS OF COMMERCE

PRIVATE ENTREPRENEURS AND BUSINESSES SHOULD ALSO HAVE A KEY ROLE TO PLAY IN THE ECONOMIC DEVELOPMENT OF THE COMMUNITY. A HEALTHY ECONOMY SHOULD HAVE A MIX OF PUBLIC AND PRIVATE BUSINESSES. STRONG CHAMBERS OF COMMERCE IN COPPERMINE AND CAMBRIDGE BAY COULD PLAY AN IMPORTANT ADVOCACY ROLE IN THE DEVELOPMENT PROCESS. THE CHAMBERS COULD BE HELPFUL THROUGH COOPERATIVE SUPPORT FOR INITIATIVES AND DEVELOPMENT OPPORTUNITIES THAT CONTRIBUTE TO THE COMMUNITY'S OVERALL DEVELOPMENT. THEIR ROLE SHOULD BE AS FOLLOWS:

1. TO PROMOTE BUSINESS DEVELOPMENT WHICH RESPECTS THE OVERALL DEVELOPMENT GOALS OF THE COMMUNITY.
2. TO PROMOTE DEVELOPMENT OF ECONOMICALLY VIABLE BUSINESSES, UNDER SOUND MANAGEMENT THAT CREATE EMPLOYMENT AND PROVIDE GOODS AND SERVICES FOR COMMUNITY RESIDENTS.
3. TO PROMOTE BUSINESS DEVELOPMENT THAT ENCOURAGES<sup>ES</sup> IMPORT REPLACEMENT AND DEVELOPS EXPORT MARKETS.

4. TO COOPERATE AND ASSIST HAMLET COUNCIL IN DEVELOPING POLICIES AND PROGRAMS THAT ASSIST A HEALTHY AND COORDINATED GROWTH OF THE SMALL BUSINESS SECTOR.

#### SUMMARY

COMMUNITIES WITH COMMITMENT AND A SOLID MANDATE FOR ECONOMIC DEVELOPMENT WILL BE THE MOST SUCCESSFUL. THIS COMMITMENT AND MANDATE WILL BE REFLECTION OF THE HAMLET'S ALLOCATION OF TIME, MONEY, AND PLANNING IN SUPPORT OF ECONOMIC DEVELOPMENT. LOCAL GOVERNMENTS MUST INDICATE A POSITIVE ATTITUDE TOWARDS FOSTERING ECONOMIC DEVELOPMENT IN THEIR COMMUNITY.

THE ROLE OF THE COMMUNITIES IN THE ECONOMIC DEVELOPMENT PROCESS MUST INCREASE DRAMATICALLY IN THE KITIKMEOT AND ACCORDINGLY THERE MUST BE IMPROVEMENTS IN THE LEVEL OF EXPERTISE AND ATTITUDE. UNFORTUNATELY, CURRENT EFFORTS AT THE MUNICIPAL AND REGIONAL ORGANIZATION LEVEL ~~HAS~~<sup>HAVE</sup> A LIMITED VIEW OF WHAT ECONOMIC DEVELOPMENT ENTAILS. THE QUALITY AND QUANTITY OF COMMUNITY DEVELOPMENT INITIATIVES CAN ONLY BE AS SIGNIFICANT AS THE PROFESSIONALISM AND SUPPORT ATTACHED TO THEM. THE IMPORTANCE OF THE SELECTION OF PROPER ACTORS CANNOT BE OVEREMPHASIZED. SELECTED PARTICIPANTS MUST HAVE COMMITMENT, INTEREST, AND APPRECIATION OF ECONOMIC DEVELOPMENT IN THE COMMUNITY.

AS WITH INDIVIDUAL BUSINESS ENTERPRISE THE MAIN REASONS FOR FAILURE OF ECONOMIC DEVELOPMENT INITIATIVES ARE ORGANIZATIONAL AND MANAGEMENT DEFICIENCIES. IT MAY BE NECESSARY TO UTILIZE OUTSIDE PROFESSIONALS AND CONSULTANTS TO OBTAIN THE OPTIMUM RESULTS IN IMPLEMENTATION. HOWEVER, THE IMPORTANCE OF THE KEY LOCAL POLITICAL AND PRIVATE SECTOR ACTORS CANNOT BE OVERLOOKED. THE STRENGTH OF THE ORGANIZATION STRUCTURE FOR ECONOMIC DEVELOPMENT WILL LIKELY BE THE MAJOR DETERMINING FACTOR IN THE SUCCESS OF COMMUNITY ECONOMIC DEVELOPMENT PROGRAMS.



SECTION V

COMMUNITY ACTION PLANS AND

PROJECT DESCRIPTIONS

## INTRODUCTION

THIS SECTION OF THE REPORT DETAILS AN ACTION PLAN FOR DEVELOPMENT IN EACH KITIKMEOT COMMUNITY. THE PLANS ARE BASED ON AN INTEGRATED APPROACH TO DEVELOPMENT AND IDENTIFY A SEQUENCE OF PROGRESSIVE STEPS THAT SHOULD BE FOLLOWED TO ACHIEVE ECONOMIC DEVELOPMENT IN THE COMMUNITY. MANY OF THE PRIORITIES FOR ACTION CONTAINED HEREIN WERE IDENTIFIED AT THE COMMUNITY LEVEL THROUGH ON-GOING MEETINGS, DISCUSSIONS, AND WORKSHOPS. AS SUCH, THEY REPRESENT THE WISHES AND PRIORITIES THAT KITIKMEOT RESIDENTS HAVE FOR THEMSELVES.

THE STRATEGIC PLANNING PROCESS IS NOT AN EASY ROUTE TO FOLLOW. IT REQUIRES THAT THE COMMUNITY DEVELOPS A STRONG SENSE OF WHERE IT IS PRESENTLY, OF IT'S FUTURE, AND HOW IT WILL FULFILL IT'S POTENTIAL. IT SHOULD BE ESTABLISHED WITH A STRONG SET OF GOALS AND OBJECTIVES AND CONCISE DIRECTION FOR ACTIVITIES. THE COMMUNITY GOALS AND PRINCIPLES ARTICULATED EARLIER ARE NOT EXCLUSIVELY RELATED TO ECONOMIC GROWTH AND EFFICIENCY OF THE ECONOMY BUT THEY ARE LEGITIMATE CONSIDERATIONS IN EACH COMMUNITY. THEY SHOULD BE ROOTED IN ECONOMIC REALITY HOWEVER, AND EACH COMMUNITY MUST BE ABLE TO TRANSLATE THESE GOALS INTO SPECIFIC ATTAINABLE TARGETS.

THE ACTION PLANS WILL INDICATE WHERE TO PLACE EMPHASIS AND HOW TO PRIORIZE THE VARIOUS COMPONENTS OF AN ECONOMIC DEVELOPMENT PROGRAM. WITHOUT A CLEAR UNDERSTANDING OF WHERE TO FOCUS EFFORTS, COMMUNITY INITIATIVES ARE LIKELY DOOMED TO FAILURE. THE COMMUNITY PLANS DEFINE SPECIFIC PROGRAMS FOR ACTION BY THE COMMUNITY ORGANIZATION STRUCTURES IDENTIFIED IN SECTION IV OF THIS REPORT. THEY ATTEMPT TO ANSWER HOW (PROJECTS AND ACTIONS) AND WHEN (TIMETABLE AS A BENCHMARK) THE STEPS WILL BE ACHIEVED IN THE IMPLEMENTATION PROCESS. THE ACTION PLANS ALSO IDENTIFY WHO (SPECIFIC PEOPLE, AGENCIES, AND ORGANIZATIONS) WILL BE INVOLVED IN IMPLEMENTATION. IT IS ONLY THROUGH THIS ACTION - ORIENTED APPROACH THAT DEFINED OBJECTIVES CAN BE MET.

## FUTURE ROLE OF LOCAL GOVERNMENTS

TO PROSPER AND POSSIBLY EVEN TO SURVIVE IN THIS PRESENT CLIMATE OF ACCELERATING CHANGE WILL DEMAND THAT THE COMMUNITIES OF THE KITIKMEOT DEVELOP NEW ATTITUDES, USE NEW SKILLS, AND EMPLOY A CREATIVITY BEYOND THAT WHICH HAS BEEN DEVELOPED SO FAR. IT IS DIFFICULT TO RECOGNIZE THE RESULTING SHIFTS OF COMMUNITIES IN TRANSITION. IT WILL BE INCUMBENT ON BOTH LOCAL AND SENIOR GOVERNMENTS TO BETTER UNDERSTAND THE IMPLICATIONS OF THESE CHANGES IF THEY ARE TO INFLUENCE THEM.

TO DATE, COMMUNITIES HAVE BEEN CONTENT TO ALLOW GOVERNMENTS TO RESPOND TO THE DEMANDS BEING MADE UPON THEM. THE DEVELOPMENT OF LOCAL GOVERNMENTS <sup>WILL</sup> THAT ~~FUNCTION~~ IN A PRO-ACTIVE MANNER AND GUIDE THE COMMUNITY INTO A NEW ROLE ARE ESSENTIAL TO THE ECONOMIC PROGRAM. ATTITUDE AND AWARENESS ARE CRITICAL COMPONENTS OF THE POSSIBLE SUCCESS EACH COMMUNITY MAY ACHIEVE IN DEVELOPMENT. SENIOR GOVERNMENTS ALSO MUST BE ENCOURAGED TO TAKE A MORE PRO-ACTIVE ROLE IN THIS DEVELOPMENTAL PROCESS.

A REVIEW OF ALL OF THE PROBLEMS BEING EXPERIENCED BY THE COMMUNITIES IN THE KITIKMEOT REVEALS A NUMBER OF COMMON DENOMINATORS:

- \* LACK OF LEADERSHIP.
- \* NO CLEAR DIRECTION OR GOAL.
- \* LACK OF INTEREST & AWARENESS BY RESIDENTS.
- \* LOSS OF CONFIDENCE IN THE COMMUNITY BY OUTSIDE AGENCIES.
- \* LACK OF UNDERSTANDING OF HOW GOVERNMENTS SHOULD ADDRESS THE PROBLEMS.

LOCAL GOVERNMENTS OF THE FUTURE WILL BE REQUIRED TO PROVIDE A NEW KIND OF LEADERSHIP AND ATTITUDE WHICH CAN ALSO BE IDENTIFIED AS THE COMMUNITY'S ATTITUDE. USING AN INTEGRATED APPROACH AND WORKING WITH ADMINISTRATIVE, SOCIAL, AND CULTURAL ISSUES THE COMMUNITY ECONOMIC DEVELOPMENT PROGRAM MUST SEEK SOLUTIONS TO PROBLEMS THAT ARE IN THE INTEREST OF THE MAJORITY OF RESIDENTS.

#### THE DEVELOPMENT PROCESS

THE FIVE YEAR ACTION PLANS FOR EACH KITIKMEOT COMMUNITY ARE ORGANIZED INTO THREE BORAD PHASES. THE PLANS ARE BASED ON AN HOLISTIC APPROACH AND IDENTIFY A SEQUENCE OF PROGRESSIVE INITIATIVES THAT SHOULD BE FOLLOWED TO ACHIEVE DEVELOPMENT IN THE COMMUNITY. MANY OF THE PRIORITIES FOR ACTION AND SPECIFIC PROJECTS INCLUDED HEREIN WERE IDENTIFIED THROUGH ON-GOING DISCUSSIONS AT THE COMMUNITY LEVEL. THEY REFLECT THE WISHES AND PRIORITIES THAT KITIKMEOT RESIDENTS HAVE FOR THEMSELVES.

#### PHASE I - INITIATING THE PROCESS

THE FIRST PRIORITY OF THE PROGRAM IS TO ESTABLISH A BASE FOR DEVELOPMENT IN THE COMMUNITY. THE IMPORTANT STEPS EACH COMMUNITY MUST TAKE ARE:

- \* MAKING THE COMMITMENT TO GET STARTED ON DEVELOPMENT.
- \* IDENTIFYING CONSTRAINTS THAT HAVE TO BE OVERCOME AND PROBLEMS THAT HAVE TO BE SOLVED.
- \* DECIDING ON PRIORITIES AND A COURSE OF ACTION.
- \* BUILDING THE SKILLS, STAFF, AND ORGANIZATIONAL SUPPORT REQUIRED TO GET DEVELOPMENT UNDERWAY.

## PHASE II - STRENGTHENING THE BASE

PHASE II OF THE COMMUNITY DEVELOPMENT PROGRAM SHOULD BUILD ON THE BASE THAT WAS ESTABLISHED IN PHASE I AND IS DIRECTED TOWARDS STRENGTHENING EXISTING SKILL LEVELS, PROGRAMS, AND ORGANIZATION. THE IMPORTANT STEPS IN PHASE II ARE:

- \* IMPLEMENTING PROGRAMS, COURSES OF ACTION, AND SPECIFIC PROJECTS DETERMINED IN PHASE I.
- \* IMPLEMENTATION OF TRAINING PROGRAMS AND STAFFING IF NECESSARY TO IMPROVE LOCAL ABILITIES TO MANAGE DEVELOPMENT.
- \* IMPROVING AND EXPANDING THE LOCAL ORGANIZATIONAL STRUCTURE TO DEVELOP NEW PROGRAMS IN THE COMMUNITY.
- \* FURTHER DEVELOPING EXPERTISE AND SELF-RELIANCE IN THE AREAS OF POLITICAL, ADMINISTRATIVE AND BUSINESS MANAGEMENT TO IMPROVE THE LEVEL OF LOCAL CONTROL IN THESE AREAS.

## PHASE III - GROWTH, EXPANSION, DIVERSIFICATION

PHASE III CAN ONLY BEGIN AFTER THE COMMUNITY HAS BUILT STRONG SKILLS IN BUSINESS AND ADMINISTRATIVE MANAGEMENT, A VIABLE SMALL BUSINESS SECTOR, AND APPROPRIATE AND EFFECTIVE ECONOMIC PROGRAMS. THE IMPORTANT STEPS IN PHASE III ARE:

- \* TAKE-OVER OF MANAGEMENT POSITIONS BY LOCAL PEOPLE.
- \* EXPANDING AND DIVERSIFYING SMALL BUSINESSES AND ECONOMIC PROGRAMS AS APPROPRIATE.

\* REVIEWING, EVALUATING, PRIORIZING, AND IMPLEMENTING NEW PROGRAMS AND BUSINESSES IN THE COMMUNITY.

THE PROPOSED IMPLEMENTATION SCHEDULE FOR THESE THREE PHASES OF THE FIVE YEAR PLANS SHOULD BE REVIEWED AND ADJUSTED ACCORDING TO ANY SIGNIFICANT CHANGES IN LOCAL CIRCUMSTANCES.

CURRENT OPERATIONS ARE MODERATELY SUCCESSFUL.

(B) LOCAL RESPONSIBILITY FOR MANAGEMENT AND MARKETING FUNCTIONS WILL OBVIOUSLY CREATE ADDITIONAL EMPLOYMENT INCOME AT THE LOCAL LEVEL. THESE RESPONSIBILITIES ARE NOT HIGHLY TECHNICAL OR TERRIBLY DIFFICULT. COMMITMENT, DEDICATION, RESPONSIBILITY, COMBINED WITH A FRIENDLY PERSONALITY ARE THE ESSENTIAL INGREDIENTS. NO INTENSIVE TRAINING IS REQUIRED BUT SEVERAL SEASONS OF PRACTICAL HANDS-ON EXPERIENCE IN MANAGEMENT AND MARKETING ACTIVITIES IS STRONGLY RECOMMENDED. THERE ARE A NUMBER OF PRECEDENTS FOR EXTENSIVE NATIVE INVOLVEMENT IN THESE TYPES OF ACTIVITIES. THE FOLLOWING NATIVE TOURISM GROUPS AND/OR ASSOCIATIONS ARE VERY ACTIVELY INVOLVED IN EXTENSIVE MARKETING ACTIVITIES ON THE SPORT AND TRAVEL SHOW CIRCUIT.

- (1) PUEBLO CULTURAL AND TOURISM INSTITUTE
- (2) NAVAHO NATION TOURISM ASSOC.
- (3) MANITOBA NORTHERN NATIVE LODGE ASSOC.

#### 4. DEVELOPMENT OF NEW HUNTING PACKAGES

IT IS RECOMMENDED THE HTA'S CONTINUOUSLY WORK TOWARDS DEVELOPING NEW SPORT HUNTING PACKAGES TO MAXIMIZE HUNTING OPPORTUNITIES IN RELATIONSHIP TO THE AVAILABILITY OF TAGS AND THE SEASONAL AVAILABILITY OF GAME. THERE SHOULD BE REGULAR COMMUNICATIONS AND DIALOGUE WITH

APPROPRIATE TOURISM AND RENEWABLE RESOURCE SPECIALISTS IN THIS REGARD. THE UTILIZATION OF AVAILABLE EXPERTISE SHOULD BE MAXIMIZED AT ALL TIMES.

5. ESTABLISHING A REMOTE CAMP FACILITY

IT IS RECOMMENDED THAT THE HTA DEVELOP A REMOTE CAMP FACILITY FOR A COMBINATION OF SPORT HUNTING OPPORTUNITIES. THIS OUTCAMP FACILITY WOULD PROVIDE A UNIQUE ATTRACTION FOR SPORT HUNTERS, POSSIBLY EVEN OFFERING THE OPPORTUNITY FOR A COMBINATION SPORT HUNTING AND FISHING ADVENTURE FROM A COMFORTABLE WELL-EQUIPPED BASE CAMP SETTING.

LOCATED FOR DIRECT AIR ACCESS, SUCH A CAMP WOULD PROVIDE A NUMBER OF WALL TENTS FOR SLEEPING AND DINING FACILITIES, ALL-TERRAIN VEHICLES FOR HUNTERS AND GUIDES, OUTBOARDS FOR FISHING IF APPROPRIATE, AND A SMALL GENERATING PLANT. STRONG CONSIDERATION SHOULD BE GIVEN TO THE AESTHETICS OF ANY REMOTE CAMP FACILITY WITH RESPECT TO BOTH THE INFRASTRUCTURE ASSOCIATED WITH THE FACILITY AND THE WILDLIFE AND LANDSCAPE IN THE AREA. THE EQUIPMENT SHOULD BE STORED ON SITE TO AVOID EXCESSIVE COSTS IN SETTING UP AND CLOSING THE CAMP FACILITY.

SUMMARY AND CONCLUSIONS

SPORT HUNTING OPPORTUNITIES IN THE KITIKMEOT HOLD GREAT



PROMISE FOR THE FURTHER DEVELOPMENT OF EXISTING ACTIVITIES. TO TAKE ADVANTAGE OF THEM, THE MAJOR REQUIREMENTS ARE LARGELY ORGANIZATIONAL IN NATURE. IN MANY AREAS OF THE NORTH, COMMUNITIES ARE OFFERING SPORT HUNTS IN INCREASING NUMBERS AND THE MARKET IS BECOMING INCREASINGLY COMPETITIVE. A SOLID REGIONAL ORGANIZATION FOR PACKAGING AND MARKETING SPORT HUNTS SHOULD BE DEVELOPED IN THE LONG TERM TO INCREASE PROFITABILITY AND EMPLOYMENT INCOME. HOWEVER, IT WILL BE INCUMBENT ON INDIVIDUAL COMMUNITIES TO ENSURE THAT THEIR HUNTS ARE ORGANIZED TO OFFER A QUALITY EXPERIENCE THAT CAN COMPLETE WITH AN AFRICAN SAFARI OR A GRIZZLY BEAR HUNT IN ALASKA. KITIKMEOT COMMUNITY'S SUCCESS WITH SPORT HUNTING OPERATIONS WILL ULTIMATELY DEPEND ON THEIR ABILITY TO DEVELOP AND ORGANIZE THEIR HUMAN RESOURCES.

Kathy

Put this in at end of action plans  
as Addendum # 4

PACKAGE TOURS  
AN OPPORTUNITY FOR  
CONSIDERATION

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### WHAT IS A PACKAGE TOUR

A tour package consists of two or more tourism components that are sold at one single price. A tourism component could be any one of the following:

- (1) A form of transportation.
- (2) An attraction (e.g. historic site or building, interpretive center, etc.
- (3) Accommodations.
- (4) Food Services.
- (5) Provision of tour guides, fishing guides, or hunting guides.
- (6) An event or activity (e.g. traditional ceremony, hunting, fishing, nature tours, etc.).

The most likely market for possible Kitikmeot Tour Packages would be the adventure travel market. Tour packages made up of a combination of interesting products and services may provide some interesting economic opportunities in Kitikmeot communities. These packages would likely focus on the adventure travel market and be made available to the public at a single price.

### HOW COULD YOUR COMMUNITY FIT

A strategy for tour packaging need not be complicated. In fact it is a good idea to make sure that it is not. The following may provide you with some ideas regarding the questions you should be asking, and the kinds of advisory assistance you may require should there be a local interest in developing tour packages.

#### (1) REVIEW YOUR OVERALL POSITION

A package tour operation of any size must do some advance planning if it is to succeed. A business plan with clearly defined goals and operating procedures is required to ensure a disciplined and potentially profitable operation.

(2) YOUR BUSINESS PLAN

(a) OBJECTIVE

Why do you wish to develop a package tour operation? Jobs?, Profits?, part of a larger strategy?

How and in what time frame do you wish to develop your package tour(s)?

(b) MARKET RESEARCH & PLANNING\*

Develop a strategy for marketing your operation. How is the marketing going to be done. i.e. advertising, distribution of promotional literature, other selling tools. Professional expertise is available from ED & T to assist you in this regard. Keith Thompson is the marketing specialist in the Department and his advisory assistance should be utilized.

(c) SALES

A cornerstone of any business plan is the sales forecast. Here again advisory assistance can be made available to you. A lot of research has been conducted into the adventure travel market by national and international tourism analysts. Some of this information will be critical to you in doing a sales forecast. The package tour consultant and marketing people in ED & T are there to assist you in this regard. Use them!

3. DEFINE YOUR ASSETS

Take a close look at the assets of your community or environment. You must ask yourself what your operation could offer.

- (a) The basics
- (b) The unique
- (c) The special
- (d) The maximum

In Kitikmeot communities adventure tour packages will likely focus on the following:

- (a) Our "Top of the World" location
- (b) Midnite Sun
- (c) Cultural resources
- (d) Wildlife resources
- (e) Historical attraction
- (f) Remoteness

What kind of attractions can you find? Some of them will be man made and some will be natural. Some examples in Kitikmeot communities may be:

(a) Man Made Attractions

- historic buildings
- Frolics & Sports events
- Interpretive displays
- Park & Trail Development
- Museum

(b) Natural Attractions

- Ocean
- Wildlife
- Culture
- "Top of the World" location
- Midnite Sun
- Sport Fishing & Hunting

Ask visitors to your community what they find attractive or interesting about your community or area you may be surprised that what they find the most interesting might be boring to you. Concentrate on the resources, attractions and activities that are unique to your area and likely of interest at your visitors.

At this point you will likely wish to meet with the Regional Tourism Officer, AEDO, Headquarters Tourism specialists to determine which of the above noted factors can be combined to make a marketable package.

## MARKETS TO CONSIDER

### (1) LOCAL MARKETS

The local market is assumed to include residents of the N.W.T. This market should not be ignored for special package offerings.

Recently there has been some indication that there is a small market in populated centers such as Yellowknife and Fort Smith for package tours to the High Arctic. You will be able to get specific details on this subject matter by contacting the Regional Tourism Officer and/or the Package Tour Consultant in the Department of Economic Development & Tourism.

### (2) REGIONAL MARKETS

Regional markets are made up of southern Canada and the U.S.A. The best method of analyzing regional markets is to break North America up into regions. Tourism industry analysts have conducted much research to determine the best market areas for the NWT as a tourist destination. Arrangements could easily be made for our marketing specialists in Yellowknife to visit your community to provide you with valuable information in this regard.

### (3) INTERNATIONAL MARKETS

There are foreign markets that consider Canada an ideal destination for a vacation. You must seek advisory assistance to determine what foreign markets might be interested in your package tour.

Recently package tour operators in Alaska & Greenland have been catering to significant numbers of Japanese & German tourists.

## ADVERTISING

There are several effective means of advertising for tour packages:

### (1) DIRECT SALES

You can reach your best markets through consumer advertising, co-operative advertising, selling agents, government marketing programs, direct mail and attendance and sport and travel shows. The design and printing of high quality, attractive printed literature.

(2) TRADE LISTINGS

You may also wish to get your advertising listed with wholesaler or tour operator brochure programs and participating airlines or transportation computer systems.

(3) GOVERNMENT PROGRAMS

The Department of Economic Development & Tourism routinely distribute promotional literature to markets determined to be vital to the N.W.T. You may also wish to obtain a free listing in some of their annual publications.

A publication called Package Tours is published annually by the B.C. Government. It will be useful as guide for your own packaging efforts and provides an excellent sampling of package tour products.

SOURCES OF INFORMATION ON TOUR PACKAGING

Once you make the decision to develop tour packages for your community you will need to access the information required to begin the actual packaging of your products.

(1) GNWT

In the N.W.T. the best source of information is the Department of Economic Development & Tourism. The Regional Tourism Officer and product development, package tour and marketing specialists in Yellowknife can make numerous easy to understand studies and information packages available.

(2) GOVERNMENT OF CANADA

Some good research reports are available free of charge from Tourism Canada (A branch of the Ministry of Tourism & Culture). The following titles may be of some interest to you:

- "US Pleasure Travel Market
- "Tourism Canada Past Present & Future"
- "Introductory Guide to the Japanese Travel Market"

WHAT KIND OF PACKAGER WILL YOU BE?

There are several options available to you as follows:

(1) CREATE & MARKET YOUR OWN PACKAGE

Under this kind of arrangement your potential customers will buy your product or package directly from you. You are therefore packaging and offering your own tour. You become its sole organizer and consequently you are responsible for every detail.

(2) MARKETING THROUGH AN INTERMEDIARY

If your package is turned over to a wholesaler, tour operator, or travel agent they become the organizer and marketing agent. They are really your business partner. Under this type of arrangement your responsibility is to ensure that the various components in the package are well handled operationally.

Whatever you decide to do with you own package tour operation it is very important to make sure that you aware of your responsibilities to both the tourist and your packaging partner.

SUGGESTED DETAILS TO CONSIDER FOR YOUR PACKAGE TOUR

- (1) Are you considering an arrival component in your package? What will it consist of?
- (2) Have you planned a well organized interesting mix of activities for your guests?
- (3) Will there be any specialty foods or traditional feasts in your package i.e. country foods.
- (4) Have you included tips in your package?
- (5) Are you providing tour hosts or escorts for your package arrivals? Have they had some hospitality training?



PRICING YOUR PACKAGE TOUR

A normal package of 3 - 7 days might consist of transportation, accommodations, meals and assorted activities built around cultural, wildlife or historical resources. Other land or water based activities involving sport hunting or fishing might also be included. It will be critical to carefully cost the inclusions in the package so that you can price it properly. Besides the obvious you must not forget the following:

- (1) Retail commissions
- (2) Wholesale commissions (If required)
- (3) Brochure production and distribution
- (4) Advertising and Promotion (If you are doing it)
- (5) Reservation and sales
- (6) Profit

SUMMARY OF PACKAGED TOUR DEVELOPMENT - KITIKMEOT REGION

It is most important to get expert advice so that you can devise a well constructed package. To become popular a package tour must reflect a workable itinerary, perceived value, and most important of all variety. Ask yourself the following important questions:

- (1) Do you have a marketing plan?
- (2) Have you targeted your potential customer? How? Where?
- (3) Do you have adequate resources to inform your designated market on the availability of your package?
- (4) Have you planned a presentable brochure?
- (5) Have you determined how to distribute your brochure?
- (6) Have you spent adequate time informing your selling partners of the availability of your package, its cost, and what is included?

**SPENCE BAY**  
**ACTION PLAN AND PROJECT DESCRIPTIONS**

## **INITIATING THE DEVELOPMENT PROCESS - YEARS I AND II**

INITIALLY THE ECONOMIC DEVELOPMENT PROGRAM IN SPENCE BAY MUST CONCENTRATE ON BUILDING THE NECESSARY COMMITMENT, SKILLS, AND ORGANIZATION FOR DEVELOPMENT.

### **1. POLITICAL DEVELOPMENT**

HAMLET COUNCIL SHOULD TAKE IMMEDIATE STEPS TO STRENGTHEN LEADERSHIP, CLARIFY ROLES AND RESPONSIBILITIES OF KEY LOCAL ACTORS, AND TO IMPROVE REPRESENTATION AND FOLLOW-UP ON ECONOMIC DEVELOPMENT IN THE COMMUNITY.

#### **\* CLARIFYING ROLES & RESPONSIBILITIES**

COUNCIL SHOULD IMMEDIATELY ORGANIZE A WORKSHOP TO ASSIGN ROLES AND RESPONSIBILITIES FOR THE MAYOR, COUNCILLORS, COMMUNITY COMMITTEES, AND ADMINISTRATIVE STAFF. THE ROLES AND RESPONSIBILITIES OUTLINED IN SECTION IV. OF THIS REPORT SHOULD BE REFERRED TO AND DISCUSSED IN DETAIL. EXPERIENCED AND KNOWLEDGEABLE WORKSHOP LEADERS SHOULD BE USED TO FACILITATE THIS WORKSHOP AND THE ASSISTANCE OF MACA SHOULD BE SOUGHT TO DEVELOP A PORTFOLIO SYSTEM.

#### **\* COMMUNITY DEVELOPMENT WORKSHOP**

HAMLET COUNCIL SHOULD ORGANIZE AND ARRANGE FOR A SERIES OF COMMUNITY DEVELOPMENT WORKSHOPS FOR THE PURPOSES OF:

- (1) IDENTIFYING EXISTING PROBLEMS AND SETTING PRIORITIES FOR ACTION.
- (2) PROVIDING HAMLET COUNCIL AND ADMINISTRATIVE STAFF WITH APPROPRIATE TRAINING.
- (3) DEVELOPING LEADERSHIP AMONG COMMUNITY MEMBERS.

**\* START A LAND CLAIMS COMMITTEE**

COUNCIL SHOULD ESTABLISH A LAND CLAIMS COMMITTEE TO COORDINATE LAND CLAIM ACTIVITIES IN THE COMMUNITY.

**\* START A YOUTH COUNCIL**

HAMLET COUNCIL SHOULD ENCOURAGE AND ASSIST IN THE ESTABLISHMENT OF A YOUTH COUNCIL TO REPRESENT THE CONCERNS OF YOUNG PEOPLE, AND DEVELOP LEADERSHIP AMONGST YOUTH IN THE COMMUNITY. CAREER ORIENTATION SHOULD BE A PRIMARY ISSUE OF THE YOUTH COUNCIL.

**\* IMPROVED GOVERNMENT RELATIONS**

HAMLET COUNCIL SHOULD BEGIN WORKING TOWARDS ESTABLISHING BETTER RELATIONS WITH THE VARIOUS BRANCHES OF THE GNWT AND OTHER APPROPRIATE OUTSIDE AGENCIES THAT COULD EFFECT DEVELOPMENT IN SPENCE BAY.

**2. ADMINISTRATIVE DEVELOPMENT**

**\* STAFF ORGANIZATION AND HIRING**

HAMLET ADMINISTRATIVE STAFF SHOULD BE ASSIGNED SPECIFIC RESPONSIBILITIES INCLUDING ECONOMIC DEVELOPMENT, SOCIAL DEVELOPMENT, LAND CLAIMS, ETC. ADDITIONAL SKILLED STAFF SHOULD BE HIRED.

**\* STAFF TRAINING**

STAFF TRAINING PROGRAMS SHOULD BE STARTED AS REQUIRED BY THE SAO AND/OR OTHER SKILLED TRAINERS.

### **3. SOCIAL AND HUMAN RESOURCE DEVELOPMENT**

HAMLET COUNCIL AND THE SOCIAL AFFAIRS COMMITTEE SHOULD INITIATE THE FOLLOWING ACTIONS.

#### **\* STRENGTHEN THE SOCIAL AFFAIRS COMMITTEE**

THE SOCIAL AFFAIRS COMMITTEE SHOULD BE STRENGTHENED THROUGH FULL PARTICIPATION IN THE HAMLET SPONSORED WORKSHOPS PROPOSED EARLIER.

#### **\* HOLD SOCIAL DEVELOPMENT WORKSHOPS**

THE SOCIAL AFFAIRS COMMITTEE SHOULD HOLD A SOCIAL DEVELOPMENT WORKSHOP TO IDENTIFY PROBLEMS AND SET GOALS AND PRIORITIES FOR ACTION IN SOCIAL DEVELOPMENT IN SPENCE BAY. PRIORITY SHOULD BE GIVEN TO INITIATING A FIVE YEAR SOCIAL ACTION PLAN FOR THE COMMUNITY.

#### **\* CONTACT RESOURCE AGENCIES**

THE SOCIAL AFFAIRS COMMITTEE SHOULD CONTACT OR INITIATE DISCUSSION WITH RESOURCE AGENCIES WHO CAN PROVIDE ASSISTANCE AND FUNDING FOR SOCIAL DEVELOPMENT IN THE COMMUNITY. SOME OF THE IMPORTANT AGENCIES THAT SHOULD BE CONTACTED INCLUDE:

- I) DEPARTMENT OF SOCIAL SERVICES
- II) DEPARTMENT OF CULTURE AND COMMUNICATIONS
- III) SECRETARY OF STATE
- IV) PRINCE OF WALES HERITAGE CENTER

#### **\* OBTAIN FUNDING**

HAMLET COUNCIL SHOULD BEGIN WORK TOWARDS OBTAINING FUNDING FOR THE SOCIAL DEVELOPMENT PROGRAMS IDENTIFIED BY THE SOCIAL AFFAIRS COMMITTEE AS PRIORITIES.

**\* BEGIN DEVELOPMENT OF SOCIAL ACTION PLAN**

PRIORITY SHOULD BE GIVEN TO THE DEVELOPMENT OF A FIVE YEAR SOCIAL ACTION PLAN. THIS SHOULD BE DONE WITH THE HELP OF QUALIFIED PROFESSIONALS AND THE PARTICIPATION OF THE SOCIAL AFFAIRS COMMITTEE AND COMMUNITY RESIDENTS.

**\* BEGIN JOB TRAINING PROGRAMS**

THE HAMLET WITH THE ASSISTANCE OF THE SOCIAL AFFAIRS COMMITTEE AND THE ECONOMIC DEVELOPMENT COMMITTEE SHOULD IDENTIFY SPECIFIC JOB TRAINING NEEDS FOR PROJECTS THE COMMUNITY HAS DECIDED TO PROCEED WITH IN 1990 AND 1991. HAMLET SHOULD THEN ARRANGE FOR FUNDING AGENCIES, ADULT EDUCATION, AND ARCTIC COLLEGE TO DELIVER THE PROGRAMS AS REQUIRED. THIS SHOULD INCLUDE TRAINING IN THE FOLLOWING AREAS:

- I) BUSINESS AND PROJECT MANAGEMENT
- II) CONSTRUCTION TRADE SKILLS
- III) HEAVY EQUIPMENT OPERATORS
- IV) HOTEL MANAGEMENT AND STAFF POSITIONS
- V) TOURISM AND HOSPITALITY AWARENESS
- VI) CLERICAL AND CLERK/TYPIST

**\* IMPROVING SCHOOL RETENTION RATES**

HAMLET SHOULD DIRECT THE SOCIAL AFFAIRS COMMITTEE AND THE LOCAL EDUCATION COMMITTEE TO MAKE RECOMMENDATIONS FOR SPECIFIC INITIATIVES TO KEEP CHILDREN IN SCHOOL UNTIL THEY ARE AT LEAST 15 YEARS OF AGE. STRENGTHENING COMMUNITY COUNSELLING PROGRAM AND ESTABLISHING CLEARER GUIDELINES FOR KEEPING CHILDREN IN SCHOOL AND IMPROVING ATTENDANCE SHOULD BE A PRIORITY.

THE DEVELOPMENT OF PARENT SUPPORT GROUPS SHOULD BE ENCOURAGED. THE PARENT SUPPORT GROUP SHOULD SEEK THE ASSISTANCE OF THE STUDENT SUPPORT DIVISION OF THE DEPARTMENT OF EDUCATION TO DEVELOP STRATEGIES FOR SUPPORTING STUDENTS IN THEIR SCHOOLING. THE PARENT SUPPORT GROUP SHOULD ALSO WORK CLOSELY WITH THE SCHOOL COMMUNITY COUNSELLOR IN THEIR EFFORTS TO MOTIVATE CHILDREN AND CONVINCING THEM OF THE VALUE OF AN EDUCATION.

#### **4. ECONOMIC DEVELOPMENT**

THE HAMLET, ECONOMIC FACILITATOR, AND AQSAQNIQ CORPORATION SHOULD TAKE THE MAIN RESPONSIBILITY FOR IMPLEMENTING THE ECONOMIC DEVELOPMENT PROGRAM IN SPENCE BAY. THEY SHOULD UNDERTAKE THE FOLLOWING TASKS AS SOON AS POSSIBLE.

##### **\* REVIEW THE ECONOMIC PLAN AND GNWT ECONOMIC STRATEGY**

THE SAO, ECONOMIC DEVELOPMENT COMMITTEE AND DIRECTORS OF AQSAQNIQ CORP., SHOULD REVIEW THIS REPORT IN DETAIL TO UNDERSTAND THE NATURE AND EXTENT OF THE PROPOSED DEVELOPMENT PLAN. THEY SHOULD ALSO REVIEW THE SOON TO BE RELEASED GNWT ECONOMIC STRATEGY IN SIMILAR DETAIL TO ENSURE THAT THERE IS SOME DEGREE OF CONSISTENCY BETWEEN PROPOSED LOCAL — INITIATIVES AND THE SENIOR GOVERNMENT STRATEGY.

##### **\* PRESENT PLAN TO COUNCIL AND SET PRIORITIES**

THE DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM AND THE LOCAL ECONOMIC DEVELOPMENT COMMITTEE SHOULD PRESENT THE ECONOMIC PLAN TO HAMLET COUNCIL FOR THEIR REVIEW. COUNCIL SHOULD REVIEW AND ADOPT OR REVISE THE PRIORITIES FOR ACTION CONTAINED IN THE FIVE YEAR PLAN, PREFERABLY IN A WORKSHOP FORMAT.

**\* RESOLVE COMMITTEE RESPONSIBILITIES**

HAMLET COUNCIL MUST MAKE A DECISION AS TO WHETHER THE ECONOMIC DEVELOPMENT COMMITTEE SHOULD CONTINUE OR WHETHER ITS RESPONSIBILITIES SHOULD BE TAKEN OVER BY THE BOARD OF DIRECTORS OF AQSAQNIQ CORP. OR JOINTLY BY AQSAQNIQ AND THE CO-OP BOARD. THIS DECISION SHOULD BE MADE WITH THE FULL PARTICIPATION OF THE EXISTING ECONOMIC DEVELOPMENT COMMITTEE, HAMLET COUNCIL, AND THE BOARD OF DIRECTORS OF AQSAQNIQ.

**\* HIRE A SKILLED ECONOMIC DEVELOPMENT COORDINATOR**

THE HAMLET COUNCIL SHOULD HIRE A NEW ASSISTANT SAO WHO IS SKILLED ECONOMIC DEVELOPMENT OR IF FUNDING PERMITS, A SPECIFIC ECONOMIC DEVELOPMENT FACILITATOR.

**\* IMPLEMENTATION OF PRIORITY PROJECTS**

THE ECONOMIC FACILITATOR, AQSAQNIQ CORP, HTA, OR THE CO-OP SHOULD IMPLEMENT PHASE I OF THE STRATEGIES FOR DEVELOPMENT PROJECTS AS CONTAINED IN THE PROJECT IMPLEMENTATION OUTLINE LATER IN THE REPORT. IMPLEMENTATION WILL INCLUDE ORGANIZATION DEVELOPMENT, AND IDENTIFICATION AND ACCESSING OF FUNDING AND TRAINING AS REQUIRED. PRIORITY SHOULD BE GIVEN TO IMPLEMENTING STRATEGIES FOR THE FOLLOWING PROJECTS.

- I) AQSAQNIQ CORPORATION LTD.,
- II) RENOVATIONS & EXPANSION OF PALAEJOOK CO-OP HOTEL
- III) HTA SPORT HUNTS & RETAIL COUNTRY FOOD OUTLET
- IV) SMALL ARTS AND CRAFTS PRODUCING CENTER
- V) SPENCE BAY PACKING DOLLS
- VI) GENERAL CONTRACTING ENTERPRISE
- VII) COMMERCIAL AND HOUSING & REAL ESTATE ENTERPRISE



## **5. MONITORING EVALUATION AND UPDATING**

THE FIVE YEAR PLAN SHOULD BE MONITORED AND EVALUATED ON A REGULAR BASIS SO THAT APPROPRIATE CHANGES AND NEW INITIATIVES CAN BE UNDERTAKEN AS CIRCUMSTANCES DICTATE. THIS SHOULD INCLUDE:

### **\* COMMITTEE COORDINATION**

THE MAJOR PLAYERS IN THE DEVELOPMENT PROGRAM AND APPROPRIATE LOCAL COMMITTEES SHOULD MEET QUARTERLY OR AT LEAST SEMIANNUALLY TO DISCUSS NEEDS AND COORDINATE UPCOMING PROGRAMS AND INITIATIVES.

### **\* ANNUAL COMMUNITY ASSEMBLY**

A PUBLIC COMMUNITY MEETING SHOULD BE HELD ANNUALLY TO DISCUSS AND INFORM RESIDENTS OF FUTURE DEVELOPMENT IN THE COMMUNITY AND TO SET PRIORITY PROGRAMS FOR THE UPCOMING YEAR.

### **\* PROFESSIONAL EVALUATION**

THE DEVELOPMENT PROGRAM SHOULD BE REVIEWED AND EVALUATED BY EXPERIENCED PLANNING STAFF ON AN ANNUAL BASIS, AND UPDATED TO REFLECT CHANGING CONDITIONS. THE HAMLET MAY WISH TO CONTRACT PROFESSIONALS FROM OUTSIDE THE COMMUNITY TO UNDERTAKE THE EVALUATION.

## **II. STRENGTHENING THE BASE - YEARS II AND III**

PHASE II OF THE ECONOMIC DEVELOPMENT PROGRAM IN SPENCE BAY MUST ATTEMPT TO BUILD ON THE BASE THAT WAS ESTABLISHED IN PHASE I. ACTION SHOULD BE TAKEN WHICH WILL STRENGTHEN THE ORGANIZATION AND SKILLS ALREADY STARTED IN THE FIRST YEAR OF THE PROGRAM. PROPOSED PROGRAMS, PROJECTS, AND INITIATIVES PLANNED IN PHASE I SHOULD BE IMPLEMENTED.

## 1. POLITICAL DEVELOPMENT

HAMLET COUNCIL SHOULD TAKE THE FOLLOWING ACTIONS:

### \* FOLLOW-UP WITH PLANNED IMPROVEMENTS

PRIORITIES FOR ACTION AND IMPROVEMENT AS DETERMINED IN YEAR I SHOULD BE IMPLEMENTED.

### \* DEVELOPMENT WORKSHOPS

AS REQUIRED, NEW WORKSHOPS AND TRAINING SESSIONS SHOULD BE ORGANIZED BY THE HAMLET TO CONTINUE TO BUILD AWARENESS AND ABILITIES IN ROLES, RESPONSIBILITIES, MANAGEMENT AND LEADERSHIP.

### \* EXPAND AND COORDINATE COMMUNITY COMMITTEES

THE ROLE OF THE ESTABLISHED COMMUNITY COMMITTEES SHOULD BE EXPANDED. NEW COMMITTEES SHOULD BE FORMED IF REQUIRED AND A FORMAL COORDINATION PROCESS SHOULD BE IMPLEMENTED. COOPERATIVE AND COLLABORATIVE APPROACHES BETWEEN THE VARIOUS KEY LOCAL INTEREST GROUPS IS REQUIRED TO ACHIEVE COMMON OR DIFFICULT GOALS.

### \* STRENGTHEN RELATIONSHIPS WITH KEY OUTSIDE AGENCIES

TIES ESTABLISHED IN YEAR I SHOULD BE STRENGTHENED THROUGH ON-GOING COMMUNICATION, MEETINGS, ETC., AS APPROPRIATE. THE COMMUNITY OF SPENCE BAY SHOULD BE CONTINUALLY MARKETED AS A LOCATION FOR ECONOMIC DEVELOPMENT TO DIFFERENT TARGET GROUPS INCLUDING GOVERNMENT FUNDING AGENCIES AND INDUSTRY ASSOCIATIONS. THIS INITIATIVE SHOULD ALSO BE AIMED AT DIFFERENT TARGET GROUPS RANGING FROM POTENTIAL CLIENTELE OF LOCAL ECONOMIC ACTIVITIES (IE, SPENCE BAY AS A TOURIST DESTINATION) TO SPECIFIC TYPES OF POTENTIAL OUTSIDE INVESTORS.

## **2. ADMINISTRATIVE DEVELOPMENT**

COUNCIL AND HAMLET ADMINISTRATION SHOULD UNDERTAKE THE FOLLOWING TASKS:

### **\* ON-GOING STAFF TRAINING AND HIRING**

CONTINUED TRAINING OF STAFF AND HIRING NEW STAFF AS REQUIRED AND AS FUNDING ALLOWS SHOULD BUILD ON THE INITIATIVES BEGUN IN YEAR I. WORKSHOPS AND SEMINARS SHOULD ALSO BE DELIVERED AS REQUIRED.

### **\* REORGANIZATION AND DEVELOPMENT OF STAFF**

THIS INITIATIVE SHOULD BE UNDERTAKEN AS REQUIRED AND ACCORDING TO THE PACE OF SKILL DEVELOPMENT. LOCAL STAFF SHOULD BE REORGANIZED AND GIVEN GREATER RESPONSIBILITIES TO REFLECT THEIR DEVELOPING SKILLS.

## **3. SOCIAL AND HUMAN RESOURCE DEVELOPMENT**

### **\* ON-GOING OPERATION OF SOCIAL AFFAIRS COMMITTEE**

AS REQUIRED.

### **\* COMPLETING THE SOCIAL ACTION PLANS**

THE PREPARATION OF A SOCIAL ACTION PLAN SHOULD BE COMPLETED WITH FULL COMMUNITY PARTICIPATION AND THE ASSISTANCE OF PROFESSIONALS IN THE FIELD.

**\* IMPLEMENTATION OF SOCIAL ACTION PLAN**

IMPLEMENTATION SHOULD BE UNDERTAKEN BASED ON THE COMPLETED SPENCE BAY SOCIAL ACTION PLAN. IT SHOULD INCLUDE A VARIETY OF SOCIAL PROGRAMS AND WORKSHOPS.

**\* JOB SKILLS TRAINING**

TRAINING PROGRAMS STARTED IN YEARS I SHOULD BE CONTINUED. NEW TRAINING INITIATIVES SHOULD ALSO BE INITIATED AS REQUIRED. TRAINING PROGRAMS SHOULD BE COORDINATED WITH THE BUSINESSES THE COMMUNITY DECIDES TO PURSUE AS PART OF THE ECONOMIC DEVELOPMENT PROGRAM. EXTENSIVE UTILIZATION OF LIFESKILLS PROGRAMS AND ADULT BASIC EDUCATION PROGRAMS SHOULD BE ENCOURAGED. THE MANDATE OF THESE TWO PROGRAMS IS TO RAISE ACADEMIC LEVELS OF CURRENT WORKFORCE IN PREPARATION FOR JOB READINESS TRAINING. THE SOCIAL AFFAIRS COMMITTEE AND LOCAL EDUCATION COMMITTEE SHOULD ASSIST POTENTIAL TRAINEES TO ENTER THE PROGRAMS AND ACCESS THE VARIOUS AVAILABLE INCOME SUPPORTS.

**\* SCHOOL RETENTION**

HAMLET COUNCIL SHOULD DIRECT THE SOCIAL AFFAIRS AND EDUCATION COMMITTEES TO CONTINUE AND EXPAND EFFORTS TO IMPROVE SCHOOL RETENTION RATES. THE ENTIRE COMMUNITY SHOULD BE BROUGHT ON-SIDE TO ASSIST IN IMPROVING THE EFFECTIVENESS OF THE SCHOOL IN RETAINING STUDENTS. AWARENESS OF ALTERNATIVE PROGRAMS SHOULD BE DEVELOPED IN KEY LOCAL ACTORS. THE COMMUNITY OCCUPATIONAL PROGRAM, FOR INSTANCE, SHOULD BE ENCOURAGED AND UTILIZED FOR STUDENTS WHO DO NOT HAVE THE APTITUDE OR INTEREST TO GO ON TO HIGH SCHOOL.

#### **4. ECONOMIC DEVELOPMENT**

##### **\* CONTINUED STRENGTHENING OF AQSAQNIQ CORPORATION**

THE BOARD OF DIRECTORS OF AQSAQNIQ CORP., SHOULD CONTINUE ITS TRAINING WORKSHOPS AND STRENGTHEN ITS BASE OF OPERATIONS. LOCAL PEOPLE SHOULD BE HIRED IN TRAINING POSITIONS AND ADVISORY ASSISTANCE SHOULD BE PROVIDED FOR LOCAL BUSINESS DEVELOPMENT.

##### **\* PROJECT IMPLEMENTATION**

THE ECONOMIC FACILITATOR AQSAQNIQ, HTA, AND CO-OP SHOULD IMPLEMENT THE appropriate STRATEGIES FOR PROJECTS IDENTIFIED IN THE FINAL SECTION OF THIS REPORT. PRIORITY SHOULD BE GIVEN TO IMPLEMENTATION OF YEARS 2 AND 3 STRATEGIES FOR PROJECTS ALREADY STARTED IN YEAR 1. ADDITIONALLY, IMPLEMENTATION SHOULD BE INITIATED FOR THOSE YEAR I PROJECTS NOT ALREADY STARTED.

##### **\* TRAINING AND FUNDING IMPLEMENTATION**

TRAINING PROGRAMS AND ACCESS TO REQUIRED FUNDING SHOULD BE IMPLEMENTED AS REQUIRED.

#### **5. MONITORING AND EVALUATION**

MONITORING, EVALUATION, AND UPDATING SHOULD BE CONTINUED AS DESCRIBED IN PHASE I OF THE ACTION PLAN INCLUDING:

- 1) COMMITTEE COORDINATION
- 2) PROFESSIONAL FOLLOW-UP AND UPDATING

### **III. EXPANSION AND DIVERSIFICATIONS, YEARS 3 - 5**

THE THIRD PHASE OF THE ECONOMIC DEVELOPMENT PROGRAM CAN PROCEED ONLY AFTER BASIC MANAGEMENT TRAINING HAS BEEN UNDERTAKEN AND THERE IS A CORE GROUP OF COMMITTED RESIDENTS WHO ARE SKILLED IN PROGRAM TO BUSINESS MANAGEMENT. THE FINAL PHASE OF THE FIVE YEAR PLAN CONCENTRATES ON LONG-TERM DIVERSIFICATION AND COORDINATION OF SOCIAL, ECONOMIC, AND POLITICAL DEVELOPMENT IN SPENCE BAY. THIS FINAL PHASE OF THE SPENCE BAY PLAN IS ON-GOING AND WILL EXTEND WELL BEYOND THE FIVE YEAR TIME FRAME ADDRESSED HERE. IT SHOULD INCLUDE THE FOLLOWING COMPONENTS:

#### **1. POLITICAL DEVELOPMENT**

- \* ON-GOING REVIEWS, IMPROVEMENTS, AND WORKSHOPS AS REQUIRED.
- \* ON-GOING DEVELOPMENT OF HAMLET COUNCIL AND ADMINISTRATION AND OTHER COMMUNITY STRUCTURES AND COMMITTEES AS REQUIRED.
- \* ON-GOING TIES WITH OUTSIDE AGENCIES AND POSSIBLE INTER-COMMUNITY OR REGIONALLY BASED INITIATIVES AS REQUIRED.

#### **2. ADMINISTRATIVE DEVELOPMENT**

- \* ON-GOING REVIEWS, EVALUATIONS, AND IMPROVEMENT AS REQUIRED.
- \* ON-GOING STAFF HIRING AND TRAINING AS REQUIRED.

#### **3. SOCIAL AND HUMAN RESOURCE DEVELOPMENT**

- \* ON-GOING IMPLEMENTATION OF THE SOCIAL ACTION PLAN, AS APPROPRIATE.
- \* ON-GOING JOB SKILLS TRAINING AND CONTINUED SUPPORT FOR SCHOOL RETENTION AS DESIGNED TO ACCOMMODATE COMMUNITY PRIORITIES AND PROJECTS AT THE TIME.

#### **4. ECONOMIC DEVELOPMENT**

- \* ON-GOING OPERATION OF AQSAQNIQ CORPORATION AS DETAILED IN LAST SECTION OF THIS REPORT.
- \* TAKEOVER OF ECONOMIC FACILITATOR POSITION BY A LOCAL RESIDENT.
- \* ON-GOING IMPLEMENTATION OF STRATEGIES AS DETAILED IN LAST SECTION OF THE REPORT.
- \* ON-GOING TRAINING AND FUNDING AS REQUIRED.
- \* INCREASED SERVICES TO BUSINESSES BY THE COMMUNITY DEVELOPMENT VEHICLE (AQSAQNIQ CORPORATION).

#### **5. MONITORING AND EVALUATION**

MONITORING AND EVALUATING SHOULD CONTINUE AS DEFINED IN PHASE I AND II OF THE ACTION PLAN.

#### **4. ECONOMIC DEVELOPMENT**

##### **\* CONTINUED STRENGTHENING OF AQSAQNIQ CORPORATION**

THE BOARD OF DIRECTORS OF AQSAQNIQ CORP., SHOULD CONTINUE ITS TRAINING WORKSHOPS AND STRENGTHEN ITS BASE OF OPERATIONS. LOCAL PEOPLE SHOULD BE HIRED IN TRAINING POSITIONS AND ADVISORY ASSISTANCE SHOULD BE PROVIDED FOR LOCAL BUSINESS DEVELOPMENT.

##### **\* PROJECT IMPLEMENTATION**

THE ECONOMIC FACILITATOR AQSAQNIQ, HTA, AND CO-OP SHOULD IMPLEMENT THE appropriate STRATEGIES FOR PROJECTS IDENTIFIED IN THE FINAL SECTION OF THIS REPORT. PRIORITY SHOULD BE GIVEN TO IMPLEMENTATION OF YEARS 2 AND 3 STRATEGIES FOR PROJECTS ALREADY STARTED IN YEAR 1. ADDITIONALLY, IMPLEMENTATION SHOULD BE INITIATED FOR THOSE YEAR I PROJECTS NOT ALREADY STARTED.

##### **\* TRAINING AND FUNDING IMPLEMENTATION**

TRAINING PROGRAMS AND ACCESS TO REQUIRED FUNDING SHOULD BE IMPLEMENTED AS REQUIRED.

#### **5. MONITORING AND EVALUATION**

MONITORING, EVALUATION, AND UPDATING SHOULD BE CONTINUED AS DESCRIBED IN PHASE I OF THE ACTION PLAN INCLUDING:

- 1) COMMITTEE COORDINATION
- 2) PROFESSIONAL FOLLOW-UP AND UPDATING



### **III. EXPANSION AND DIVERSIFICATIONS, YEARS 3 - 5**

THE THIRD PHASE OF THE ECONOMIC DEVELOPMENT PROGRAM CAN PROCEED ONLY AFTER BASIC MANAGEMENT TRAINING HAS BEEN UNDERTAKEN AND THERE IS A CORE GROUP OF COMMITTED RESIDENTS WHO ARE SKILLED IN PROGRAM TO BUSINESS MANAGEMENT. THE FINAL PHASE OF THE FIVE YEAR PLAN CONCENTRATES ON LONG-TERM DIVERSIFICATION AND COORDINATION OF SOCIAL, ECONOMIC, AND POLITICAL DEVELOPMENT IN SPENCE BAY. THIS FINAL PHASE OF THE SPENCE BAY PLAN IS ON-GOING AND WILL EXTEND WELL BEYOND THE FIVE YEAR TIME FRAME ADDRESSED HERE. IT SHOULD INCLUDE THE FOLLOWING COMPONENTS:

#### **1. POLITICAL DEVELOPMENT**

- \* ON-GOING REVIEWS, IMPROVEMENTS, AND WORKSHOPS AS REQUIRED.
- \* ON-GOING DEVELOPMENT OF HAMLET COUNCIL AND ADMINISTRATION AND OTHER COMMUNITY STRUCTURES AND COMMITTEES AS REQUIRED.
- \* ON-GOING TIES WITH OUTSIDE AGENCIES AND POSSIBLE INTER-COMMUNITY OR REGIONALLY BASED INITIATIVES AS REQUIRED.

#### **2. ADMINISTRATIVE DEVELOPMENT**

- \* ON-GOING REVIEWS, EVALUATIONS, AND IMPROVEMENT AS REQUIRED.
- \* ON-GOING STAFF HIRING AND TRAINING AS REQUIRED.

#### **3. SOCIAL AND HUMAN RESOURCE DEVELOPMENT**

- \* ON-GOING IMPLEMENTATION OF THE SOCIAL ACTION PLAN, AS APPROPRIATE.
- \* ON-GOING JOB SKILLS TRAINING AND CONTINUED SUPPORT FOR SCHOOL RETENTION AS DESIGNED TO ACCOMMODATE COMMUNITY PRIORITIES AND PROJECTS AT THE TIME.

#### **4. ECONOMIC DEVELOPMENT**

- \* ON-GOING OPERATION OF AQSAQNIQ CORPORATION AS DETAILED IN LAST SECTION OF THIS REPORT.
- \* TAKEOVER OF ECONOMIC FACILITATOR POSITION BY A LOCAL RESIDENT.
- \* ON-GOING IMPLEMENTATION OF STRATEGIES AS DETAILED IN LAST SECTION OF THE REPORT.
- \* ON-GOING TRAINING AND FUNDING AS REQUIRED.
- \* INCREASED SERVICES TO BUSINESSES BY THE COMMUNITY DEVELOPMENT VEHICLE (AQSAQNIQ CORPORATION).

#### **5. MONITORING AND EVALUATION**

MONITORING AND EVALUATING SHOULD CONTINUE AS DEFINED IN PHASE I AND II OF THE ACTION PLAN.