



**ECONOMIC OPPORTUNITIES SECTORAL
FOLLOW-UP SESSION
FLIP CHART NOTES
INUIT BREAKOUT GROUP**

The following reflects a transcription of the comments posted on flipcharts in response to the questions indicated below in boldfaced text, during the breakout group discussions.



**INUIT BREAKOUT GROUP
ECONOMIC OPPORTUNITIES SECTORAL FOLLOW-UP SESSION
FLIP CHART NOTES**

Day 1 - December 13, 2004

Key messages:

In opening the session, the participants were asked to introduce themselves and present the key messages that they came to share as part of these discussions.

- like to see us get over the hurdle – come back to future sessions and say we have solved some of the issues (eg. Access to capital)
- clearly defined and evolving goals
- need to take the strengths of the individual components (Aboriginal, industry) and be flexible in moving forward
- think outside natural resources extraction – also consider arts and traditional economy and tourism
- whatever economic opportunity developed have equal benefit and access for women
- that co-ops be recognized by the gov't even though they are not land claims organizations. Recognize that they are big employers in the north
- environmental issues have to be addressed
- people have to be helped from past abuses (ie.residential abuse)
- need supports and services especially for women (eg. Childcare, housing)
- have to address abuse that is in the communities
- Inuit Business Directory – resource for Inuit
- Longer-term plans and agreements with the government and adequate and consistent funding
- What is preventing us from international trade & involvement (eg. Law – Marine Mammal Protection Act)
- Protection of intellectual property rights
- More bottom-up approaches not just reacting to government
- See more success stories
- More Inuit-specific programs and focus
- Need to combine the different elements of development (funding, training, etc.)
- Partnerships are important – including international partners
- Institutional and entrepreneurial pillars/cultures are developing in North and need to both be supported
- All options need to be sustainable
- See more Aboriginal partnership with each other – federal government may be able to help through twinning and mentoring processes between Aboriginal businesses (may also help to access capital)
- Short and long-term outcomes being agreed upon (let's work on the solutions)
- Holistic approach (integrates culture, heritage, community, connected to the bigger Canadian community)
- National programs are not appropriate for the North – need comprehensive programs – all economic development elements is addressed together



- Local businesses are the main engine for the Northern economies – need to look at barriers that deter local businesses
- CED approach – technology is a vehicle to open up communities
- Federal government have sharper ears to hear what communities are facing
- Funding and find more ways to work together
- Need for a northern perspective – does not necessarily work just because it works in south

THEMATIC DISCUSSION 1 – ACCESS TO CAPITAL AND INVESTMENT

Working in breakout groups at five tables, the participants were asked to answer:

Launch question: What specific actions are needed to overcome barriers to Access to Capital and investment?

Before starting the discussions, the facilitators presented a list of critical issues that emerged from the background papers.

Critical issues for improving access to capital and investment:

- Limited or no financial institutions (banks)
- Variety of programs, little co-ordination
- “stacking” conditions for financing
- barriers to international investment
- funding tied to specific parts of the business cycle
- business supports missing when capital financing is available
- entrepreneurial support

Each table presented their flipchart notes.

Group one:

<u>Issue</u>	<u>Solution</u>
Timeliness of government	Better response time; > to major projects
Access to Aboriginal capital	Change criteria to fit project
Capital for infrastructure	Re-structure programs (education)
Human capital	Focus on trades
Inventory financing	Own capital - own resources
Not just money but access to licenses	If give proper license capital will fall into your hands
Creative employment opportunities	



Group two:

<u>Issue</u>	<u>Solution</u>
Linkage between contracting & obtaining finances	- take chances on “start-ups”
RISK – mitigating risk in loans	- Partnership is needed with entrepreneurial side (knowledge & expertise sharing). - Look at gov’t and other economic partners to develop partnership. - Realistic expectations are needed on both sides – may then be able to take first customer’s support to bank for financing purposes.
- Connectivity requirements - Access to Financial Institutions	- National Financial Institution properly connected to Inuit regions. - Inuit regions networked to share info (good/bad). - Community Equity Pool – Community Partners with individual micro-pools of capital
Knowledge required for writing business plan – determining market for product	- Mentors/trainers required in communities - Need clear understanding of who real partners are
- “Stacking” of funds is necessary presently - GoC has Attention Deficit Disorder (ADD)!	- Timeframes must be reacted to properly by GOC - Timely and flexible responses critical of GOC (accountability being considered, etc.)
- GOC sometimes lacks trust of Inuit business (eg. DeBeers requirements in arctic – Feds question for 6 months whether DeBeers actually does work in arctic as opposed to Africa) - # of seals – Inuit say one thing, GOC says another, Inuit see business opps in mining, etc. but Feds want Inuit to go more into ecotourism).	- “One Stop Shop” when Feds are educated in Inuit realities amongst regions (development of due diligence centrally located with full knowledge/training of Inuit realities) - Need clear Northern Development Strategy with full Inuit Input and participation – clear financial and program commitment
One person hired by 1) feds 2) prov. 3) territories pd 3 times to review business proposal	One Inuit Economic Development Secretariat – Like Economic Development Agreement with Agreement on timelines & process.
International barriers	- Need better understanding of service and how to get access to capital from Export



	<p>Can.</p> <ul style="list-style-type: none"> - International Dev. Can/INAC – how do these Departments interrelate?
Import issues	<ul style="list-style-type: none"> - Legislative Framework for Nunavut needs to be finalized
Line of credit for smaller businesses – cannot sustain large amounts of outstanding payments	<ul style="list-style-type: none"> - Education for entrepreneurs (eg. Billing requirements, etc.) - Timelines for payments for small businesses must be advanced – gov’t must pay quickly (30 days)

Group three:

<u>Issue</u>	<u>Solution</u>
Inappropriate caps on loan limit size	Increase caps e.g. – (Nunavut Investment Corp.) Fed. And Prov.
No local Banks, few financial services	Financial institutions in more communities
Capacity: not enough business services to assist in financial planning; business plan drafting; proposal mentoring	<p>More community Economic Dev. Officers Better trained Economic Development Officers Multiyear CED \$\$ More networking and mentoring</p>
Lack of trust for potential Inuit customers (eg. Lending policies that de factor exclude people – snowmobiles)	Financial lending policies and programs developed and implemented locally (e.g. Co-op)
<ul style="list-style-type: none"> - Little small business emphasis in \$ services (eg. Private real estate) - Access requires too much personal exposure - Allocations are regional – little local capital 	<ul style="list-style-type: none"> - Change loan criteria: - more sectors; less requirement for personal collateral - Micro-lending, especially for women - Percentage of all funding allocated for women
No expert representatives at regional/local locations	Local office, rotating team of expert reps from all relevant depts.
Travel costs often prohibit training, financing, growing a business, international trade	<p>Broadband service Training, equipment</p>
<p>Programs have very different requirements for reporting. Pieces of funding require prior funding on board from others</p>	<ul style="list-style-type: none"> - Consistency in applications - One window application (PIDA may do it soon – www.gov.online)
Internet not universally used or understood	<ul style="list-style-type: none"> - Many more community training programs - More end-user equipment in communities
Language challenge	More service in Inuktitut
Little support for emerging very small enterprises (eg. Women get trained to open	Training, mentoring for micro business – especially for women



their own fur shop – then can't get \$ - they're sent to Land Claims Organizations and others...)	
Large companies are violating Intellectual Property Rights (IPRs) - Amauti - Inuksuk (sacred) - Kayak (too late?) No protection = no money coming back - Pharmaceuticals - Biological diversity	- Educate citizens about their rights - Proactively protect traditional knowledge and items - Legislate, regulate, enforce and/or Access and Benefit sharing
Venture Capital Private Equities - practically none	- Give an investment mandate to existing development corps - Create new, well-backed venture capital sources

Group four:

<u>Issue</u>	<u>Solution</u>
Keeping \$ in community	- Assistance in project plan - Community entrepreneurs - Inventory lending (patience capital) - Establishing credibility (ISO cert.) - Partnerships – shared risk with companies and/or Aboriginal business
Shortages: capacity Security & equity	- Local funding - Recognize individual experience - New partnerships (e.g. Teaching pension fund_
Geographic risk housing (northern infrastructure) small population	- letters of intent – outside support - recycle camp infrastructure (ATCO)
Need corporate economy & community economy (next 20 yrs)	Twinning and mentoring and financing to build capacity (e.g. Management training)
Economies of scale	- Infrastructure in place makes other \$ easier - Government assistance needed for start-up – seed \$ (e.g. WED – regional agencies none in the North now)



Group five:

<u>Issue</u>	<u>Solution</u>
Management skills: business owners employees (Community Economic Development Organization)	- On-going long term learning/training - Hands on - Person Years: need more people; one on one
Lack of organization & management capacity support/client	Communications: - dial-up – slow/electronic
No bookkeeper nor access to them No banks	- IC has the manpower and authority –need incentives and more lending institution - Aturtuarvik - Community based banking institution
No access to goods and services	Apply resources to existing land claim agreements (e.g Nunavut - Like Attuqtuarvik to provide services at the community level on site)
Prog. Guidelines needs to be more Inuit specific (culturally based)	- One window approach to providing grants and loans - Inventory of community dev. Programs include their mandate and funding contributions - Mentoring to small businesses Information should be available in our language (electronic)

THEMATIC DISCUSSION 2 – ECONOMIC OPPORTUNITIES FROM LAND AND RESOURCE DEVELOPMENT

Before starting the discussions, the facilitators presented a list of essential issues that emerged from the background papers and key messages.

Essential elements:

- Financing
- Land Base
- Community Economic Development
- Aboriginal Entrepreneurship
- Labour Force Participation & Development

Launch question: *What specific actions are needed to overcome barriers to Access to Capital and investment?*



The goal for the group was full participation in the Canadian Economy.
As such the group wanted to discuss a wide range of economic opportunities.

The participants, using World Café, had the opportunity to answer three questions:

Discussion Questions were:

- How do we improve economic development from land and resource development?
- How do we improve economic development opportunities for individual Inuit entrepreneurs?
- How do we improve economic development through Community Economic Development?

Each table presented their flipchart notes.

Question 1: How do you improve economic development from land & resource development?

Critical Issues	Solutions
Lack of control over resources & licenses/permits	Local & regional control over licenses & permits with less strings attached
Inuit rights to resources & control of land & water	Inuit should be able to set own guidelines, (adhered to by everyone, not just Inuit) laws – customary law
- DFO assigns quotas relating to fish/offshore - Environmental protection	- Quotas should be assigned to adjacent territories - Quota #'s to be determined taking into consideration available stocks (conservation)
GOC leads decision making	Decision making should be led by Inuit & Industry, gov't's has responsibility to support that leadership
Inadequate expertise to understand nature & breadth of opportunity	GOC to provide resources to allow understanding of opportunity & maximizing upon those opportunities
Inadequate research for commercial purposes	Develop research for resource development (i.e. musk ox meat needs to be thawed at a specific temperature for a certain amount of time) – knowledge of commercial application of products is weak
No access to resources (funding) to participate in 1) development (mining interest) and 2) development of asset	Funding should be available – loans needed to invest in these projects
Inadequate implementation of land claims agreements & IIBA's	- Build in specific accountabilities (dates, intent, time, #, critical path & deliverables)



	<ul style="list-style-type: none"> - increase monitoring & evaluation from both sides - Honour agreements
Lack of infrastructure (i.e. docks, roads, mapping info, fish plants, airports)	<ul style="list-style-type: none"> - Build Them! - Build local capacity to be able to build infrastructure (i.e. train in trades equipment, etc.)
Visions circular problems (can't get quota because we don't have infrastructure)	Assign quotas to adjacent territory & let industry determine infrastructure requirements and then have gov. finance infrastructure development for long term
Environmental protection	Joint Board with full Inuit participation - Inuit must have a say to protect our rights (i.e. Arctic Ocean)
National Parks are used more as reserves (more parks officials are touring than tourists)	Develop a "Made in the Arctic" Management & Promotion Strategy for National Parks in Arctic
Implementation of the Inuit Secretariat	Have a new Dept. of the GOC implement the Inuit Secretariat (New Minister with New Portfolio) -> Not INAC!
Understanding of customers (oil & gas producers, diamond mines, etc)	Education & Training (ie. In Health, Safety & Environmental Standards) - creating position of market exclusivity in region if you are compliant
Worker mobility	Develop apprenticeship program where apprentice travels to where work is to get full on the job training in seasonal positions.
Lack of soapstone for arts & crafts industry	<ul style="list-style-type: none"> - Survey required to determine location & the access required (know how to quarry it) - Networking required - IIBA's to include ?s of interest to Inuit Need streamlined regulatory process

Question 2: How do you improve economic development opportunities for individual Inuit entrepreneurship?

Critical Issues	Solutions
Building infrastructure to support business/entrepreneurship	<ul style="list-style-type: none"> ▪ buy in bulk & defer payment ▪ establish a hub & spoke model ▪ Establish facility/warehouse to support women entrepreneurship, especially in arts & crafts and making clothing



	(This could be a joint venture between various partners)
Procurement policy should be more specific to Inuit	<ul style="list-style-type: none"> ▪ Change certain provisions to be Inuit specific
Refine Fed/prov. Strategies to become a vehicle for Aboriginal Economic development at the community level to tangibly benefit Inuit business and implement Land Claim provisions (ie. Article 24, Nunavut)	<ul style="list-style-type: none"> ▪ Government should have a preference policy
Young people looking to business for career rather than just gov't jobs	<ul style="list-style-type: none"> ▪ Build a business and entrepreneurial component through the education system ▪ Trades training centre/program
Target wage subsidies to offset costs. Startup/expand	<ul style="list-style-type: none"> ▪ More targeted and better criteria
Basic understanding of business	<ul style="list-style-type: none"> ▪ Basic training/finance/personnel/business plans/bidding/responsibility/understand the expectation of the customer ▪ Basic training should include Inuit Qaujimajatuqangit (traditional knowledge) ▪ skills acquired should be used in econ. development
Defining Inuit entrepreneurship. How to enforce legislation (ie. Nunavut's Art. 24)	<ul style="list-style-type: none"> ▪ Build Inuit content into scope & content (require Inuit performance plan and tie execution to contract retention)
The need to safeguard Inuit ownership of business	<ul style="list-style-type: none"> ▪ Measures to prevent "ghost" or "potato" companies ▪ Don't prevent joint venturing (but Inuit must have control) - monitoring Body to be set up
Building infrastructure	<ul style="list-style-type: none"> ▪ Incubator type support (i.e. training/information to develop local business) ▪ To factor in women-specific infrastructure (i.e. daycare, early childhood dev) in order to participate in entrepreneurship in community. ▪ To build the human capacity in the community – to ensure continuity in employment & service



Access to commercial financing	<ul style="list-style-type: none"> ▪ Establish financial institutions
Not enough mentoring	<ul style="list-style-type: none"> ▪ After care program (once business is established)
Language barriers (accessibility issue)	<ul style="list-style-type: none"> ▪ Ensure services are appropriate to the language in the region.

Group three: How do we improve economic development opportunities through Community Economic Development?

The group started by establishing a number of principles about CED:

- Requires infrastructure
- Customer focus
- Community capacity (human social institutional)
- Community choices-communities have to specialize
- Expand education opportunities—tie it to community’s needs

<u>Issue/Concerns</u>	<u>Solution</u>
Education levels	<ul style="list-style-type: none"> ▪ Current monitoring in schools show a decline in attendance at a certain age - create programs to address the causes ▪ goal—set education standards in the region which are comparable to the rest of Canada ▪ create environment for learning in work places ▪ create programs that allow people to keep working ▪ community partnerships with educational institutions, industry, community ▪ goal is to have jobs in the community ▪ traveling courses to communities ▪ establish broadband
Govt is macro in understanding- north is micro in living need “northern sensitivity, rural”	<ul style="list-style-type: none"> ▪ educate people in fed govt—or transfer responsibility for resources and land to Inuit people ▪ bring govt employees to the community ▪ meetings in communities to develop businesses ▪ sustainable development policy- needs to balance business, and community needs



Inuit controlled \$	<ul style="list-style-type: none"> ▪ priority in contracts for Inuit/support northern communities—north is not getting contracts ▪ use \$ - support top-up investment in risk phase ▪ invest in capacity to pursue venture
Babies and children	<ul style="list-style-type: none"> ▪ find a way to look after children so that moms can be included in education and Econ. Dev. Opportunities
Need community based CED plan - have none or done by govt workers or southerners	<ul style="list-style-type: none"> ▪ community based ▪ get direction from the community ▪ are there pure economic opportunities around community that can be sustained?
Disconnect between community needs and how they are addressed	<ul style="list-style-type: none"> ▪ community identify what is coming into community (bought) and if some buying can be done in the community
The leakage of \$ out of community- purchase the goods	<ul style="list-style-type: none"> ▪ done in community ▪ assess unique aspects of the community (inventory)
Who would develop the plan? Often there is no one to do it Provincial person	<ul style="list-style-type: none"> ▪ have ways for communities to do a CED plan (partners (eg: universities, students), fed govt - have community business people ▪ facilitate it ▪ have commitment to hiring local businesses, employees ▪ ensure political/local support ▪ the move to implementation
\$\$\$	<ul style="list-style-type: none"> ▪ Transfer of fed programs to communities
Regional Plans	<ul style="list-style-type: none"> ▪ Develop economic development agreements in the regions ▪ Look at how communities can support one another ▪ Partnering with other Aboriginal groups
So much work for small business wonders to participate in process Overloaded with plans, meetings So much info coming to people	<ul style="list-style-type: none"> ▪ depoliticize CED ▪ “just do it” ▪ have less hoops to jump through to create business ▪ clarify definition of small businesses



Infrastructure have to build everything-can't just lease find ways to defer early capital seniors are being sent south	<ul style="list-style-type: none">▪ need easy cheap way to create space to have businesses▪ building a business centre (community run operations)▪ need forum ???—ideas at community level do educational process to explore new ideas▪ issue to be addressed in CED▪ need to build communities based also on individual's interests and abilities (including youth)▪ communities have an ability to support youth to use their skills
Easier to be on social assistance than anything else	<ul style="list-style-type: none">▪ changing social assistance system to support people to participate in educ/CED/individual community/approach▪ govt investment has to be different▪ facilitate that change has to happen▪ individual▪ community▪ govt

DAY TWO - DECEMBER 14, 2004

THEMATIC DISCUSSION 3 – GOVERNANCE AND CAPACITY

***Launch question:** What specific elements (institutional, skills development, infrastructure) related to governance and capacity are necessary to best support economic opportunities?*

The facilitators asked the group to brainstorm critical issues that they wanted to discuss under governance and capacity. They identified thirteen issues. The group was then broken into four tables and each table addressed three to four questions.

Critical Issues

1. How do we build specific professional skills capacity? (i.e. how many Certified General Accountants are there be in Nunavut)
2. How do we develop self-government institutions in the North and build their capacity?
3. How do we train and educate to increase capacity of governance roles? (i.e. Board roles)
4. How can the institutions establish transfer funds from federal government and have control over them?
5. How do we train/educate in communities on businesses in the North? (e.g.oil and gas)



6. Given globalization (international agreements) how do we develop training to be able to negotiate/lobby governments? Goal is to remove trade barriers.
7. How can we address infrastructure needs to move goods in and out of northern communities?
8. Define the role of Inuit institutions, governments and industry with respect to governance?
9. Timing of commitment - once projects are decided, need timely start to training and flexibility to address needs of particular project and long term commitment.
10. Explicit policies to integrate women into all aspects of the northern economy.
11. Insufficient resources for Inuit business
12. How do you create certainty with respect to land and resource development?
13. How do you create a fertile climate for development within the community/region?

TABLE 1

Question 1: How do we build specific professional skill capacity?

Issues

- lack of training facilities in Arctic
- students that study elsewhere often choose to live elsewhere after they obtain training
- breadth of challenge may not be understood to exist in home community

Solutions

- increase number of facilities for training
- incentives required to motivate youth to obtain education and return to Arctic
- secondments (short term voluntary work assignments for Inuit and other professionals (with cultural knowledge living in south) - work with a mentor initially and then mentor another person
- more career days
- more role models in schools
- more career people coming to schools to speak to kids
- put together quality training packages (i.e. nursing)
- place more funds into training facilities in Arctic that are targeted to actual workforce required for those communities

Question 2: Development of self-government institutions in North and building the capacity?

Issues

- lack of understanding due to lack of capacity of professionals - skilled individuals within municipal governments, etc - skill capacity is not there
- training for Boards does not exist

Solutions

- skill levels of Inuit must be increased



- Industry Canada to provide incentives, monetary and other resources (i.e. personnel) to assist in training at community level to build up human resources
- resources should be applied to people that call Arctic 'home'

Question 3: Training and education to increase capacity of governance roles e.g. board roles.

Issue

- sufficient training for boards where training does not exist

Solutions

- GoC needs to better market the existing programs and introduce incentives for uptake of those programs.
 - provision of yearly training sessions are required to produce knowledgeable for board members - make this training a requirement for appointment to any board with upgrading as required for continued certification.
- (GoC to provide funding and resources for Land Claim organizations to do this work.)

TABLE 2

Question 4: If feds allocate money, who has say over how it is spent? Who get the money?

Issues

- criteria varies with each department
- criteria often doesn't fit the North
- inequitable distribution and mismanagement of funds (by the funders)

Solutions

- federal government must assist in the development of strong Inuit and northern organizations (support orgs resp for the funds)
- develop equitable criteria for the transfer of funds
- money management by Inuit and northern organization including transparency and accountability

Question 5- How do we train/educate in communities on businesses in the North? (e.g. oil & gas)

Issues

- eliminate and reduce duplication and overlap in training and educational development (focused and disciplined towards key areas)
- proactive preparedness training as part of income support
- awareness raising focused for those who might benefit economically (i.e. find out who need the jobs)

Question 6: Given globalization (international agreements) how do we develop training to be able to negotiate/lobby governments? Goal is to remove trade barriers.



Issues

- Inuit organizations need resources and training to attend, negotiate and lobby for arctic issues at international forums in order to affect and benefit from the consequences of relevant international agreements.

Another Key Issue

Arts and Crafts and Tourism

- government funded development corporations are funded to compete against independent businesses that sell arts and crafts and work in the tourism industry.
- level the playing field!

Solutions

- Better dialogue between industry and Inuit organization and communities and governments to ensure that innovative and practical solutions are found
- Extra 'costs' for infrastructure needs to be negotiated to be shared between stakeholders and has to be built into certainty of projects - regulatory certainty - long-term benefits of hiring local, etc.

TABLE 3

Critical Issue 7: How can we address infrastructure to move goods in and out of communities?

- Upgrade existing airports
- Instrument landing system
- Money – need more to upgrade and expand
- Improve or make docking facilities (e.g. tourism, goods – in and out- trade to communities).

ADDITIONAL COMMENTS:

- Better dialogue between industry and Inuit organizations and communities and governments to ensure that innovative and practical solutions are found Instrument landing system costs \$2M – also could use weather observers, creates jobs. There is a disconnect between what we advocate for politically and what we advocate for within these processes that differs and does not always push boundaries.
- Savings to industry versus cost of doing business should be considered.

Critical Issue 8: Defining the roles of Inuit institutions, governments and industry with respect to governance

- Government enforce legal responsibilities of governance (regulatory certainty)
- Inuit authorities ensure stability of internal governance.
- Enforcing the existing legislations (ie. Nunavut Land Claim Agreement)
- Inuit Institutions to provide some training sessions (where needed) regarding the responsibilities of Board Members.
- Private sector is in the early stage of development and early stage of exploration. Its responsibility is limited other than trying to engage local business and due diligence



- Development stage brings impact and benefit agreements which begin to involve training, employment, business development, supply, advocacy, revenue sharing, royalty, sharing of profits.
- Private sector needs to keep their commitments –
- Need joint effort to lobby government – private sector and communities to come together and pressure government to change things- must address barriers within program parameters
- Determine common/ shared goals between industry and aboriginal leadership with custom made supports from government (based on the goals developed together) and it has to be long-term
- Realistic Expectations on behalf of all stakeholders

Additional Comments:

- Need to clarify: increase training for Board members where needed – there are trained board members now and this insinuates that they are without capacity. Need more familiarity with responsibility as Board members.
- Encourage stability of Inuit political organizations and development corps

Critical Issue 9: Timing of commitment once projects are decided; need timely start to training and flexibility to address the needs of particular projects and long term commitments.

- Flexibility in program criteria needs to be there in order to develop programs that best reflect the needs of communities – this could / should be done with the Private Sector as well. (e.g. restrictions on parameters, you can buy computers but not software).
- Government role to monitor whether we did what we said we would do ...
- Roles and responsibilities of aboriginal leadership and private sector and government role are to support.

Critical Issue 10: Explicit policies to integrate women into all aspects into Northern economy with a way of ensuring an adequate level of capacity.

- Already there in Nunavut (includes daycare services, social support to ensure participation)

Critical Issue 11: Insufficient resources to support Inuit businesses.

- Implement Economic Development Agreements (ie. in NUNAVUT)
- Negotiate business development provisions as part of land claim implementation contracts
- “Space issue” – Incubator to maximize space; need infrastructure, shared office space with shared resources / business services (accountants, offices share lease). Perhaps you set a time limit on how long they can stay there and then they have to move on and be on their own or change in lease agreement sets in.
- Better access to capital and financial assistance.
- Clarify and Simplify support services to better target needs (ie. 5 daycares in Iqaluit and there are still 200 kids on waiting list).



TABLE 4

Critical Issue 12: How do you create certainty with respect to land and resource development?

- Ownership of land
- Control of resources
- Quicker timeframes for development – due to need for consultation
- Lessen confidentiality surrounding Impact Benefits Agreements
- Educating industry on the culture and communities they are doing business with.

Critical Issue 13: How do we create a fertile climate for development within the community or region?

- funding for relevant training / education (more \$\$ for trades) and linking it to job opportunities (training is useless unless it leads to a job).
- Fit the picture of the communities
- Subsidies to create fairness/ parity for business
- Eliminate “market interruptions” between self-owned business owners
- Ensure diverse local economy

THEMATIC DISCUSSION 4 – LEGISLATIVE AND REGULATORY FRAMEWORKS

***Launch question:** What adjustments are needed to improve or streamline the regulatory or legislative environment to support timely investment/business decisions and improve the investment climate?*

Based on the previous discussions, four elements were presented to the group for discussion that related to the legislative and regulatory framework.

Four elements

1. Procurement policy amended
2. Public service workforce needs to be reflective of the Inuit population.
3. Land Claim Agreements
4. Improving international regulations and agreements

***Discussion Question:** What are specific recommended actions on regulatory / legislative framework for each element?*

The participants were divided into four tables and each took one element and identified recommendations.

TABLE 1 - Procurement Policy

Issues

- policies are currently not aligned or implemented
- procurement policies can become impediments to growth and competition
- procurement policies must not only favour Inuit firms but also promote growth and competition outside of the immediate market.



- GoC has not implemented its own Procurement Policy – (ie. obligations under the Nunavut Land Claims Agreement.
- existing Aboriginal Procurement Policy is too discretionary and often not applied

Solutions

- given that the GoC deals with public funds, GoC should acknowledge it has greater responsibility for effective procurement policies (in all departments)
- built in to management assessments - Aboriginal Report Card
- examine and adopt the American 8A Program (U.S. Department of Commerce - preference for indigenous people and minorities in U.S.) - Minorities Business Development Agency
- policy needs to have a value-added criteria added into it (i.e. local labour, locally produced materials, local overhead)
- GoC needs to build its Inuit human resources in order to compete
- clarify application of the policies
- GoC needs to just go ahead and implement procurement agreement

TABLE 2 - Representative Public Service Workforce

Issues

- Inuit not sufficiently represented
- lack skills to qualify for existing positions
- federal government offices often far removed from Inuit communities

Solutions

- education and training
- keep in school
- virtual education by distance learning
- federal government offices (combined department) in Inuit communities linked to departmental experts in south - passports, INAC, economic development, fisheries, etc.
- Inuit Secretariat could look into federal government offices
- use government projects to build capacity towards more Inuit in public service project - skill development - employability

TABLE 3: Land claims agreements

These include:

- access to various types of renewable resources, commercial harvesting and other measures related to economic opportunities
- regulatory processes and procedures should not nullify land claim provisions

Solutions

- Require: Access to licenses – in renewable resources (this is a pan-arctic issue).
- Licensing legislation needs amendment to be more accessible to Inuit to allow Harvesting of fish Quotas.
- The federal government should follow the process for accommodation and consultation as per the Haida Supreme Court decision



Additional Comments

- Land Claims set Quota but DFO gives out licenses!
- Clarify: Consultation and ACCOMODATION should be mandatory for government

TABLE 4: Improve international regulatory and legislative frameworks in order to be able to market products, knowledge and services internationally

Background

- Marine Mammal Protection Act (MMPA) (1972)
- European Economic Community Ban (1983 EEC ban)
- NAFTA – US trade barrier on Beef effects Caribou too and has a more dramatic effect on the economy in the North.
- Convention on Biological Diversity (CBD)

Solutions

- Need to improve bilateral trade relations with U.S.
- Ensure International community respect “Inuit sustainable use” instead of treating it as cruelty or inhumane issue.
- Work closer with the federal government on international trade
- Create more support in the conservation movement – letters of support from NGOs (even those that seem to not support but support sustainable use).
- Increase access to markets / more funding for marketing / networking – better branding (labels that show products were sustainability harvested).
- Eliminate internal trade barriers between Fed/Prov/Terr consistently to address the specific economic needs of Inuit / Northern regions (exemptions to address disparities).
- Better protection of Inuit Intellectual Property Rights
- Ensure government guidelines do not negatively affect tourism opportunities.
- Increase the economic benefit for Inuit from hunting and fishing camps on Inuit lands
- Increase access to markets /. More funding for marketing / networking
- Increase awareness in communities.

ADDITIONAL COMMENTS:

- Your traditional use is someone else’s cruelty
- Regimes for trade differ around the corner and are more complex than international!
- Better training for marketing and promotion
- Eliminating trade barriers may be affected by procurement strategy - should explore exemptions (such as were done in Yukon)

How will we know that Progress is being Made?

As the Inuit breakout room was in the space where the closing plenary was being held, the final exercise for the day was done in an abbreviated manner. Each person was given a felt marker and asked to put up one measurement that indicated that progress had been made. Their ideas were:

- Education - graduates with the same education and abilities and standards as the rest of Canada.



- Pride in people we see who have a house to live in, a job and can feed their families because they are self reliant and healthy
- Inuit Secretariat up and running not by INAC and with full Inuit participation.
- Economic development agreements signed.
- Federal government to pass environmental assessment legislation for Nunavut (7 years late and counting!)
- A signed and sealed Inuit Partnership Accord between GoC and Inuit – implementation started.
- Change DFO's policy or regulation to allow Inuit fisheries access to groundfish licenses in areas adjacent to their traditional lands, and provide the financial resources to research the potential of other fishstocks in the offshore i.e. scallops, clams.
- Serious attempts made to implement all aspects of agreements with Inuit.
- More comprehensive and flexible criteria for applying for funding from Government agencies (i.e., INAC, ACOA)
- List of concrete / specific action which flowed from conference reports and specific instances of results: (where, who, what, how much and results for community/business sector)
- Fewer forms and places to go to apply for small business start up assistance.
- "One window" business support structures in each of 6 Inuit regions.
- Break the Mold! Develop programs with minimal prerequisites that respond to industry and Aboriginal mutually agreed upon goals that provides long term funding with renewal based on beneficial results.
- Begin the process with governments, industry, Inuit to look at concrete ways of lowering the cost of living/business in Inuit regions. 15-20 businesses/government agencies can make a difference (e.g. transportation efficiencies and contract terms - such as air and mail delivery times)
- Broadband high speed internet connectivity across the North including videoconferencing facilities, etc.
- Get U.S. government to repeal MMPA or exempt Inuit products.
- Allocation of fish resources to adjacent territory.
- Inuit developmental lending financial institutions established with loan capital for lending to Inuit businesses.
- consistent support programs to develop awareness in entrepreneurial and corporate community
- Support for ownership in development projects (not just as partners but OWNERS).
- Inuit Benefit Agreements (IBA) socio-economic agreements signed by Industry will also bind all levels of government to: procurement / contracts Key Performance Indicators (KPI), employment KPI's, training KPI's and Capacity Building KPI's
- ANNUAL REPORT CARDS for Industry and all levels of government
- When government makes decisions based on Northern realities and Inuit-Specific-ness!
- twinning and mentoring programs in place
- networking opportunities (more) to bring aboriginals together to learn from each other
- a federal policy to implement Land Claim Articles (ie. s.24 of NLCA)



- Following this forum, a continuation of the federal government asking Inuit to participate in consultations on legislation impacting or related to land claim agreements
- federal leadership that understands the complexities of these issues
- policy paper to mirror US federal procurement policy for minority businesses