



CITY OF IQALUIT  
2015 – 2019  
COMMUNITY ECONOMIC  
DEVELOPMENT PLAN  
PART I - OVERVIEW



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PREPARED BY THE CITY OF IQALUIT

## Table of Contents

Acknowledgments.....	1
Introductions.....	2
Community Economic Planning.....	3
Community Profile.....	5
City Council and Administration.....	6
People.....	6
Population Trends.....	6
Diverse Economy.....	8
Economic Sectors for Development & Implementation	
Business.....	9
Tourism.....	11
Mining.....	13
Environment & Renewable Resources.....	14
Education and Training.....	17
Arts and Crafts.....	21
Cultural and Social Wellness.....	23
Infrastructure.....	25
Responsibilities for the Implementation of the Community Economic Development Plan	
Communication.....	25
Monitoring, Reviewing and Updating the Plan.....	25
Bibliography.....	26

## **Acknowledgments**

This draft Community Economic Development (CED) Plan has been approved by the City Council of Iqaluit (Council) to be reviewed and approved by the residents of Iqaluit, in preparation for implementation with the community, for the community and by the community. The CED Committee and the CED Officer have approached the Council for support to communicate this plan to the community to build relationships that will work to implement the goals and objectives. The CED Officer is the Project Manager for ensuring and assisting in implementing and reporting on the progress of the CED plan with the community and for the community.

### **Council Members**

John Graham – Former Mayor  
Mary Wilman – Deputy Mayor  
Joanasie Akumalik – Councilor  
Simon Nattaq – Councilor  
Terry Dobbin – Councilor  
Stephen Mansell – Councilor  
Kenny Bell – Councilor  
Noah Papatsie – Councilor  
Romeyn Stevenson – Councilor

### **Community Economic Development Committee 2014**

Mary Wilman – Acting Chair  
Terry Dobbin – Council Member  
Stephen Mansell – Council Member  
Paul Fraser – Member at Large  
Kuthula Matshazi – Member at Large  
Elizabeth Kingston – Member at Large  
John Hussey – Ex officio Member – Chief Administration Officer  
Scott Clarke – Ex officio Member – Iqaluit Chamber of Commerce  
John Graham – Ex officio Member – Former Mayor

### **Chief Administrative Officer**

John Hussey

### **Community Economic Development Officer**

Joamie Eegeesiak

The Council, CED Committee and CED Officer would like to acknowledge the support of all community participants during the consultations.

## Introduction

In June 2011, the City of Iqaluit (City) started taking steps to developing its new Community Economic Development (CED) plan. First by delivering a workshop to the Mayor, Council Members, the CED Committee, CED Officer as well as Directors of city departments to obtain better knowledge on taking the right steps in developing the plan for the community. From this workshop, funders and service providers were invited to attend an Economic Development Summit held in March 2013.

The City then conducted community consultations from November 2013 to March 2014 in order to identify and confirm opportunities and plan for the future of the capital city of Nunavut. As this planning process has not been undertaken since 2001, the City has introduced the new process to involve the residents of Iqaluit.

Community consultations were held to assess the current situation both socially and economically. The information gathered produced valuable insight on the direction residents would like to work towards over the next five years. The consultations were done by way of face to face interviews, public evening community drop in sessions, information booth stations at local stores, and radio call in shows. These sessions allowed the various groups and individuals the opportunity to review and refine their ideas on:

- Determining the vision for the community
- Positive impacts of the social and economic development of the community in order to benefit all community members
- Facilitating short, medium and long term planning, priorities, and implementation ideas in all areas
- Creating a “by the community, for the community” plan with the principles and philosophy of CED as defined by the GN
- Ensuring that the City endorses a strategic approach to CED (social, economic, cultural and environmental) in its overall growth of the community to make Iqaluit a better place to live
- Ensuring that the City is proactive rather than reactive to all types of change: negative or positive; local, regional, territorial or international

This plan is intended to bring together ideas and perspectives from residents and officials in the City of Iqaluit and organize them into a clear format for widespread communication. An implementation plan has been created in a separate document, to put priority ideas into action.

This Iqaluit CED plan will serve our capital city for five years (2015 – 2019).



This CED plan has attempted to take into account a variety of influences including:

- Understanding the global influences and impact which continue to affect the Inuit way of life such as (i.e. polar bear and sealing issues, global recession)
- Strategic planning approaches that maximize the use of limited resources in ways that provide the greatest benefits
- Developing plans that merge social and economic goals
- Mobilizing participants of the community (business people, hunters, women, youth and elders)
- Using community assets (human, natural and financial) to leverage outside resources to achieve development goals
- Identifying opportunities for increasing community exports (goods and services being sold outside of the community) and reducing community imports (replacing what is bought from outside the community with homegrown products and services)
- Developing the capacity of people in our community to ensure maximum workplace participation and ensure they have the skill sets to manage businesses and community organizations
- Encouraging cooperation among community organizations to implement community-based initiatives.

## **Economic Sectors**

The following list represents the economic sectors to focus efforts on for development opportunities:

- Arts and Crafts
- Businesses
- Cultural & Social Well Being
- Education & Training
- Environment & Renewal Resources
- Mining
- Tourism

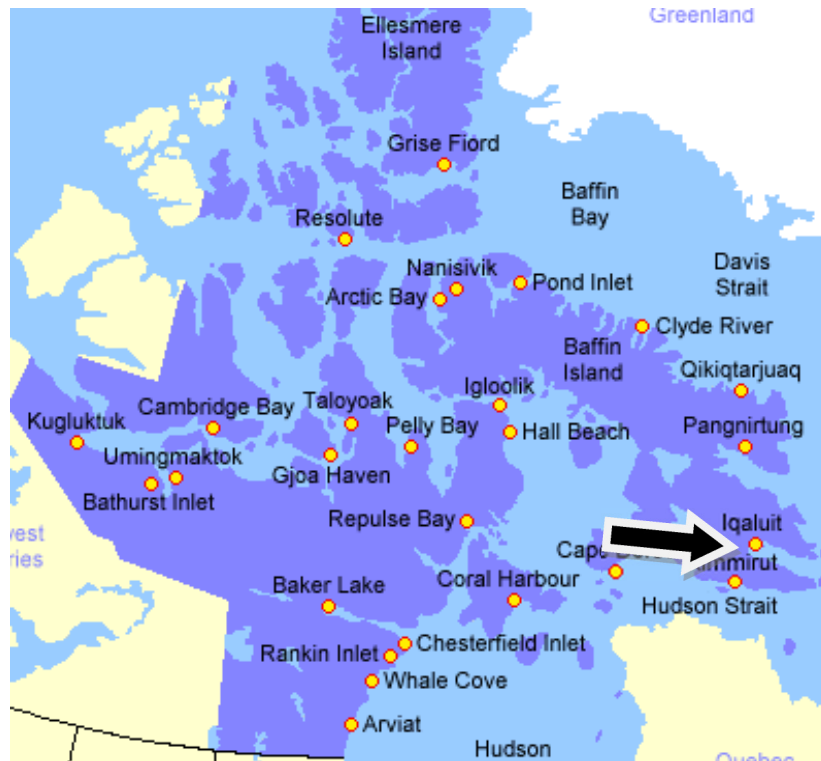
The CED plan contains short, medium and long term goals and objectives for each economic sector and social, environmental and cultural elements of the CED process.

The CED plan incorporates other plans including, the Sustainable Community plan, General plan, Community Wellness plan, and Recreation plan. The CED plan builds on these plans. The CED implementation plan – part II expands on the specific goals and objectives and lays out the tasks, responsibilities and timeframes required to move ahead. The plan is measurable, achievable, and realistic, with a reporting structure that will evaluate the progress of the goal.

## **Report Card or Community Reporting Requirement**

The final phase is the development of, and the use of, a report card. This Report Card is built into the framework of the implementation tables.

## *The City of Iqaluit– Community Profile*



In 1980, Frobisher Bay's first Mayor had been elected, and Frobisher Bay was officially designated as a town. In 1987, Frobisher Bay officially became “Iqaluit”, reverting to the original Inuktitut name meaning “plenty of fish.” The 1990s saw the creation of Nunavut, with Iqaluit as its capital. In November 1992, Inuit of Nunavut ratified the Nunavut Land Claims Agreement. In May 1993, the Nunavut Land Claims Agreement (NCLA) was signed in Iqaluit by the Government of Canada, the Government of the Northwest Territories, and the Tungavik Federation of Nunavut (now Nunavut Tunngavik Inc.) It was the largest Aboriginal land claim settlement in Canadian history. In December 1995, Nunavummiut voted to make Iqaluit their future capital, and on April 1, 1999 the new Territory of Nunavut officially came into being with Iqaluit as its capital. On April 19, 2001 Iqaluit received its Order of Official Status as a City, making it the newest and smallest capital city in Canada.

The City Council and Administration of Iqaluit manage and administer the city's affairs through the following:

<u>Departments</u>	<u>City Council &amp; Community Committees</u>
• Administration	Development Appeal Board
• Corporate Services	Finance Committee, Niksiit Wellness Committee
• Economic Development	Community Economic Development Committee
• Emergency Services	Search & Rescue Committee
• Engineering	Engineering & Public Works Committee
• Human Resources	Grievance Committee
• Municipal Bylaw Enforcement	Public Safety Committee
• Planning and Lands	Planning & Lands Committee
• Public Works	
• Recreation	Recreation Committee

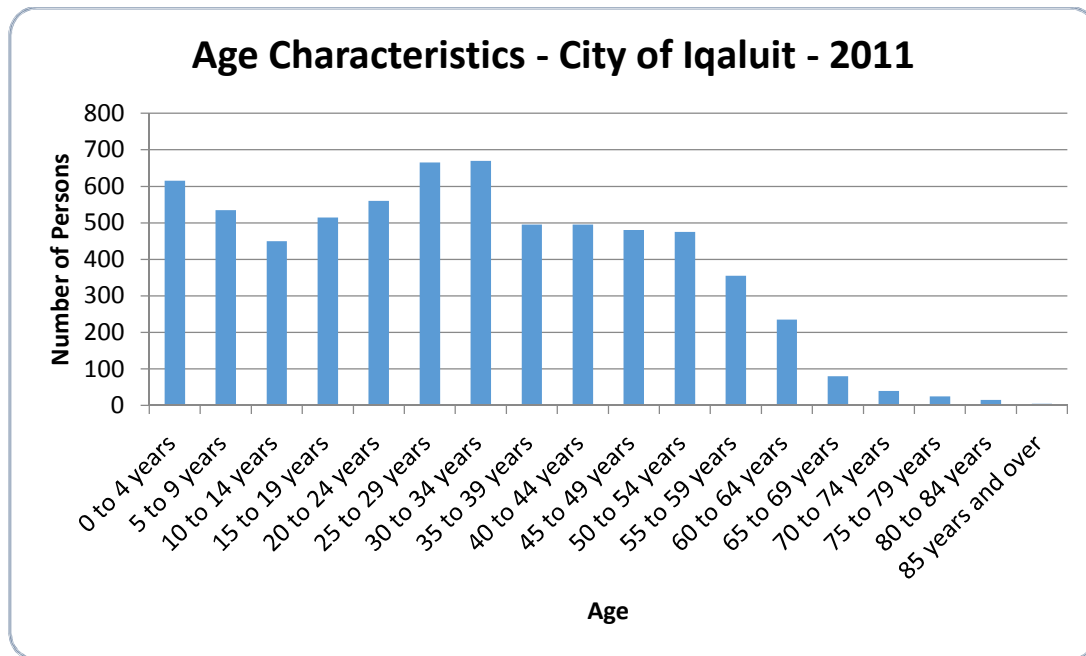
## People

The population of a community and its growth is a key element to the success and sustainability of services provided by a City. A rapid growth rate of any population can affect a community because of the need to increase or improve infrastructure to sustain the population and to ensure economic development and job growth within the community. The size and overall growth rate will dictate priorities and impact the success of priorities. Population size and anticipated growth influence the decisions in both public and private organizations providing the services or thinking of providing a service in the city.

## Population Trends

According to Statistics Canada the population of Iqaluit was 6,699 in 2011, an increase of 8.3% from the 6,184 residents living here in 2006. The population in Nunavut increased from 29,474 residents to 31,906 residents during the same period. Iqaluit is the Capital for the Territory, and attracts a great number of job seekers to fill the positions available within the city.





One factor that is of the utmost importance to any community is a growing young population. In 2011, the number of residents under the age of 24 years of age in Iqaluit was 2,675 persons or 40.0% of our total population.

CED planning must support education and training of young people in appropriate skills and knowledge so they will be able to gain employment in the future. CED planning must ensure we increase infrastructure and services, to satisfy the current and future demand for basic needs such as, housing, utilities, education, health, recreation, and roads, while creating more employment opportunities.

Observed population growth between 1986 and 2006 and projected growth scenarios are shown in Illustration 1. It is recommended that a median projection of 13,050 be used for the purposes of this plan. Monitoring of actual growth rates is needed to review the timing of development phasing and estimating the need for infrastructure expansion.

**Table 1**  
**Population Projections to 2022 in 5-year increments**

<i>Year</i>	<i>Low Projection<sub>1</sub></i>	<i>Medium Projection<sub>2</sub></i>	<i>High Projection<sub>3</sub></i>
<b>2006</b>	<b>6,520</b>	<b>6,520</b>	<b>6,520</b>
<b>2007</b>	<b>6,802</b>	<b>6,802</b>	<b>6,802</b>
2009	7,082	7,198	7,270
2010	7,226	7,405	7,516
2015	7,993	8,532	8,877
2020	8,842	9,830	10,484
2025	9,780	11,326	12,382
2030	10,820	13,050	14,625

Population levels and growth are dependent on a combination of economic factors within the City. According to the Nunavut Bureau of Statistics there is a high correlation between the level of education and the likelihood of being employed. Attaining high education levels will ensure the youth of Iqaluit have a greater chance in obtaining employment if current trends are upheld. The community must continue to place an emphasis on education and training programs as a key component of a development plan.

### **Diverse Economy**

The economy of Iqaluit is diverse. It has two components, each dependent on the other; traditional substance activities, including hunting, fishing, trapping and gathering, and wage activities. Harvesting is a part-time activity for many households. Maintaining the traditional economy requires cash for investment in harvesting equipment and supplies. This cash is typically generated through wage employment. Therefore there is a need to develop increased economic opportunities in part to ensure that the traditional economy can continue. Another challenge to the traditional economy is that younger people are not practicing traditional skills at the same level as their parents and are gravitating more towards professional and wage labour options.

The traditional economy in Iqaluit provides a foundation for other CED activities including tourism, country food sales, natural resources and arts and crafts. The development of these opportunities requires traditional knowledge and skills, as well as on knowledge and skills in management, marketing and hospitality. It must be stressed that many of Iqaluit's assets for future community development are based in the traditional knowledge, language, and lifestyles of the community. Traditional knowledge of the land and marine resources (including marine mammals and fish) also have an immense value for the development of future economic opportunities in commercial renewable resource production, eco-tourism, and cultural economic development.

## Business Sector

In 2013, there are over 400 businesses registered with the City, ranging from small translation services to hotels.

Suggestions were voiced on improving communications with businesses on: funding sources, assistance in filling out application forms especially the availability in Inuktitut, better system to track events, looking at new business opportunities, promoting arts and culture, local business directory that is accessible via the City website, and aligning businesses with community projects and initiatives.

**Possible Opportunities:** The consultations identified a number of businesses that residents would like to see: a dollar store, a women's clothing store, a men's clothing store, a fast food restaurant with a drive through, a photography store, a dentist, a candy store, a bakery, an ice cream store, a video game store, a sports store, a hardware store, a store in Apex, industrial parks, underground parking or multi-level parking, conference facility, port in our bay / another breakwater, floating docks and/or beach launch area, a community hall big enough for the community, cold weather or solar testing facility, more warehouses, a new city hall, a new emergency services centre, a new animal shelter, and a community freezer. A lot of these businesses can be community driven and or taken on by individuals with an entrepreneurial spirit.

### Example of Economic Benefits to Hosting a Conference:

The annual Nunavut Mining Symposium provides economic benefits for accommodations, venues, partners, stakeholders and the service sector.

Registration numbers have climbed each and every year and in 2014, 480 participants were registered. Based on average 4 night stay at \$240/night and approximately 300 out of town visitors and it is also conservatively estimated that delegates spend approximately \$122,000 on additional meals, taxi services, and souvenirs each year in Iqaluit while in attendance. Both airline competitors enjoy significant influx of revenues due to travel in and out to attend the symposium. Using the same assumption of 300 out of town visitors it is estimated that the airlines share approximately \$390,000 annually.

Organizers also solicit local charitable organizations and community groups as well as businesses to provide the many services required during the symposium. Each year local fundraising groups provide services for various symposium needs. Annually these groups share approximately \$5,000 towards their fundraising efforts.

### Constraints:

There are a number of constraints facing businesses such as: market isolation, high overhead and limited local markets, the high cost of freight, securing a place to do business and the high cost

of operations and maintenance. These issues reduce business profitability and success rates. The ability to find reliable workers with needed skill sets to provide quality service on a consistent basis. The business licensing process, yearly renewals, yearly legal documents, numbers of documents, scheduled timely with other agencies, various data entries, all needs to be streamlined to make it a friendlier process for the businesses. Lack of equity for entrepreneurs, public housing policy regarding owning a business while in a unit needs to be examined, as does the lack of available land and the lack of commercial space.

## Tourism

Tourism remains the largest renewable resource in Nunavut. The GN views tourism “as an excellent market for local arts and crafts using many traditional skills and is compatible with sustainable development.” In the document *Tunngasaiji: A Tourism Strategy for Nunavut*, the vision is that of a “dynamic sustainable industry that showcases our outstanding and unique natural, cultural and recreational resources and contributes to a high quality of life for Nunavummiut.”

Tourism provides local people an opportunity to share their culture through drum dancing, throat singing and other performances. As well as, arts and crafts production and support traditional land-use activities through guiding. Tourism on the whole is a wealth producing activity. It is wealth creating because the spending on tourism generates income for businesses and residents and provides an injection of new spending.

According to the 2011 Nunavut Visitor Exit Survey, the average tourist spends approximately \$4,450 within the territory. Tourism represents 3.2 per cent of the territory’s Gross Domestic Product, which translates into approximately \$46.6 million in total revenue from business and leisure travelers.

At 83.8%, the Qikiqtaaluk region attracts the highest percentage of visitors and Iqaluit, being the gateway to the rest of the region and Territory, has a great potential to attract visitors passing through the community on route to another destination. At the same time, business travellers spend more time per visit and spend more money than other tourists. Almost 10,000 visitors passed through the doors of the Iqaluit Unikkaarvik Visitors Centre on a yearly basis. There is a demand for more outfitters/tour guides to provide day trips or smaller excursions out on the land and even a tour of the town. It would be wise to offer and deliver more activities and tours to entice the business traveller while on business.

“The North is also home to vast renewable and cultural resources that make important contributions to its economy and society. The Government of Canada is providing increased funding for tourism promotion and for local and community cultural and heritage institutions.”

“The new Nunavut Tourism Strategy provides a more focussed approach to advertising, sets out key areas where product and service development is needed, and should result in better coordination throughout the industry, all of which will translate into tourists spending more time and more money in Nunavut.”<sup>10</sup> The City of Iqaluit would benefit from having a strategy of its own to capture the wealth created for tourism.

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<sup>10</sup> 2013 Nunavut Economic Outlook, *Nunavut’s Next Challenge: Turning Growth Into Prosperity*, Nunavut Economic Forum, December 2013. Page 82.

**Assets:** The Sylvia Grinnell Territorial Park is situated a short distance from the center of the City. The park provides some services, is a great place to catch fish and near the waterfalls is a popular picnic location. Ancient Thule ruins and the Qaummaarviit Territorial Historic site are rich in historical artifacts.

The Unikkaarvik Visitors' Centre and the Museum are great places to visit. The centre assists in promoting Inuit art by holding markets on a quarterly basis as well as when many tourists are scheduled to come to the city. The museum exhibits Inuit artifacts, sells arts, and showcases various Nunavut Artists.

**Northern Outfitting:** Outfitters provide day or package tours for sightseeing land and animals by boat, skidoo and/or hike, or skiing. Certain extreme adventure tourism trips to Greenland, and the North Pole can be arranged.

### **Possible Opportunities for Tourism in Iqaluit**

Some ideas include:

- More adventure tourism
- More eco-tourism offered locally
- Hospitality training
- More tour operators/outfitters offering various products and services
- Hosting the Ice Festival
- On-going training for new outfitters and guides and recertification
- More day packages for business visitors
- A new hotel
- A welcome package for new residents
- Development of a local tourism strategy

Options for cultural tourism programs:

- Throat singing
- Elders storytelling
- Drum dancing and making drums
- Sewing traditional clothing
- Inuit games demonstrations
- Others as the new tourism strategy comes together

## Mining

In the three territories, there are more than 20 new mining projects at various stages of feasibility and regulatory assessment. Collectively they represent \$2 billion in resource royalties and tax revenue to the federal government in addition to the already existing mining royalties. The existing operational mine, Meadowbank alone represents 25% of territorial GDP. By 2017, the territorial mining industry across the three territories will require 10,700 additional workers. Natural Resource Canada estimates that for every direct mining job there are three indirect jobs created. This translates in the 32,000 new jobs across the three territories.

### Current Situation

Baffinland has created a Work Ready Program for the five communities that are directly affected by the mine using their own resources and training facilities. The program is ten days in length and is delivered in both Inuktitut and English. The program covers everything from communication between couples to fiscal responsibility and lifestyle adjustments associated with working at a mine.

There are three projects that are not far from Iqaluit:

The Chidliak Project, which is approximately 115 km northeast of Iqaluit, planning is underway for a 2015 resource definition program designed to advance Chidliak to the feasibility stage.

The Cumberland Project, located 90km east of Pangnirtung; and

The Qilaq Project which is 110 km east of Iqaluit.

All mining and exploration programs should be monitored to ensure that any opportunities for direct or indirect jobs can be capitalized on by residents of Iqaluit. The community can also offer up space for satellite offices, and perhaps a staging area or warehouse facilities for the companies to store product prior to shipping to the mine.

## Environmental and Renewable Resources Sector

“Climate change has the potential to impact a number of areas including buildings, roads, water supply, wastewater treatment and waste disposal.”

A common observation is that sea ice is forming usually late and is melting/breaking-up earlier. Also observed in recent years is thinner sea ice, less snowfall, less accumulation of snow, and a longer open water season. Wind patterns were also noted as changing frequency, direction, seasonality, and strength.

In terms of wildlife, there are more hooded seals, and harp seals, fish spawning dates have been different due to factors such as increased rain. Birds and ducks are changing their patterns and staying longer. New species of birds have been observed in the summer as well.

Three concerns raised were the need for solid waste management, water management, and too much litter and debris around the community.

In January of 2014, the City Council adopted a Solid Waste Management Plan that included a new solid waste management site and program. The program is a landfill with a compost program, bulk recycling, end of life vehicle program, reuse centre, hazardous waste management program, and a public education program. The recommended composting program provides environmental benefits by conserving landfill space, reducing odors, reducing leachate, and providing suitable cover material for the landfill. Environmental impacts will be limited through a run off management program, hazardous waste management program, and the recycling of scrap metal and bulky items. This program was shown to be the most cost effective option over the lifespan of the new site. It was also deemed as the most affordable in terms of capital and operating costs.

The importance of education in the Solid Waste Management Plan is to develop a communication and education plan for the general population so everyone can understand how to participate in the City’s new plan for solid waste management. The new plan emphasizes the importance of being good environmental stewards and the inclusion of more composting and recycling of bulky items and scrap metal.

The City is cognisant of the fact that the drinking water supply needs to be protected from contamination. This means there is a need for stricter rules surrounding ATVs and snowmobiles crossing the supply lake and people and their dogs walking around the lake.

The beautification of the city included:

- less dog droppings on the street
- amount of litter
- cigarette butts
- more garbage bins situated on street corner
- Education campaigns to encourage community members to not throw garbage on the streets.



Renewable resources are abundant and should be used to stimulate the community economy. These includes both environmental based resources and those produced by the local population.

Our local geography is rich with plant and animal life. There are many kinds of moss, lichens, grasses, and flowers in the community. Such as: Purple Saxifrage (Nunavut's territorial flower), purple Dwarf Fireweed, bluebells, Arctic Poppies, buttercups, dandelions, dwarf willow, mushrooms, and arctic cotton. There is also an abundance of blueberries and crowberries available in the local geography, as well as plant life provided by the sea water.

Wildlife or country foods include: polar bear, caribou, several varieties of seals, narwhales, beluga whales, humpback whales, rabbits, foxes, wolves and birds such as ptarmigan, geese, and ducks.

The sealing and harvesting sectors are important for Nunavut's communities, particularly as a source of nutritious food. The GN's Department of Environment estimates the food replacement value of seals to be over \$5 million each year. To support harvesters, the GN purchases seal skins, tans them, and sells them back to Nunavummiut to be manufactured into arts, crafts and garments for domestic use and commercial sale. Long fur harvesting continues to be profitable, particularly as pelt prices are at record high levels for arctic fox, polar bear and wolf.

Harvesting caribou, seals and other animals is still primarily done as traditional substance hunting, meaning the meat is consumed within the hunter's family and shared among the community. Country Food Markets provides the hunters opportunity to reinvest in their equipment mostly to Inuit families who crave for more traditional foods. The Makimaniq Plan pledged to "work collaboratively to increase support for community-driven food security initiatives."

**Opportunities:** Ideas such as setting up inter-community sharing networks of country food and supporting a shift towards expanding food preferences will help to find a balance between availability of wildlife for food and the needs of the residents. In January 2013, the Nunavut Food Security Symposium discussed commercial access to country food outlined the following priorities:

- Bridge over the Sylvia Grinnell River;
- Redirecting current food exports such as turbot to local markets;
- Exploring ways to make country food available in stores at affordable prices, while clarifying inspection requirements;
- Improving community infrastructure to provide hunters with places to store, prepare, share and sell their harvests; and
- Food security subsidies for meat and fish plants.

## Current Situation

Many residents stated that Iqaluit needs to treat its renewable resources better and the community needs to take full advantage of the renewable resources available. The cost of energy and the need for energy alternatives were also discussed.

In Iqaluit today, energy is produced by the two diesel power plants, one plant is located near Lake Geraldine and the secondary plant is located on federal road. The diesel tank farm is on West 40. All fuel comes up on sea lift, transferred by pipeline along the causeway to the power plants and is stored in the tank farm. There are also a number of fuel trucks serving as backup delivery and power lines to transport energy from the plants to the community.

**Energy Savers in Iqaluit:** Waste heat from the power plant is used to heat the hospital. Another innovative project installed in 1995 is a small scale photovoltaic (solar energy) system at NAC's main Nunatta Campus. This system has provided on average 2,000 kWh of electricity on an annual basis without interruption. There was an upgrade and expansion of the power plant and power distribution system in 2011-2012.

The City of Iqaluit has new development standards to improve the energy performance of buildings. One requirement is to incorporate wind-lock entries in building design to use heat recovery ventilators and for all windows installed to be ENERGY STAR certified. Nunavut Housing Corporation has programs to help homeowners convert their homes to more energy efficient homes under the Home Renovation Program.

A Smart Grid Project will enable Automatic Meter Reading. There was a study on two alternative energy potential hydro-electric sites located across Frobisher Bay. If implemented, these dams could provide the community with a capacity of 18 MW of electrical power, enough to sustain the City until 2040.

## Challenges in Renewable Resources

- the animals are further away from town and that makes it very difficult for the hunters.
- People say that the river is overfished and some resources are wasted.
- high price of fruits and vegetables individuals suggested looking at a larger greenhouse
- a need for a better hunter support program
- Prepare residents to partake in the fisheries either as individual captains or as part of a crew
- Determine the feasibility of alternative energy sources
- Conduct fish studies for Sylvia Grinnell River to ensure sustainability
  
- Provide better support for the HTA

## Education and Training Sector

In the 2014 Speech from the Throne, Commissioner Elias stated:

“We know that education is the single most-effective way to improve lives.”

The founding document for the Territory of Nunavut is the Nunavut Land Claims Agreement (NLCA) negotiated with the Government of Canada - Article 23 focuses on the need for culturally sensitive education and training of Inuit so they might have representation within and benefit from employment within the Territory.

The realities of Nunavut society, including language and heritage, must be the starting point from which standardized education, training and labour force development strategies emerge. There is a proposal that culture based programs be supported from kindergarten right through college.

The CED plan puts great effort into helping people gain the essential education or training they need to work in either the traditional or modern mixed economy. In the modern mixed economy, literacy and basic math skills are essential to obtain a job, manage businesses, and take advantage of higher education and training opportunities.

### Challenges

Education and Training is one sector that demonstrates how complicated and intertwined Nunavut's economic sectors are. “Delivering education in Nunavut is complicated by other factors, such as:

- The housing shortage can result in overcrowded houses with limited space for study and sleep;
- Household food insecurity;
- The health status and;
- Social problems, such as higher rates of teenage pregnancy and substance abuse

### Current Situation

Iqaluit has formal and informal learning opportunities for all ages such as: childhood education programming through daycares, Iqaluit Parents and Tots, and Friends of the Iqaluit Centennial Library. Efforts are being made to increase the number of daycares, as there are long waiting lists for enrolment.

For children and youth, Iqaluit has 3 elementary schools, a middle school, a high school, and a French school. There are also some students who are home-schooled.

March 2014: Recent announcements by the GN Minister of Education include:

- an “assessment framework” to gather measurable data, a measure likely aimed at better determining educational outcomes;
- a framework to monitor student progression through school and their understanding of the school curriculum, a likely response to demands that social promotion be ended.

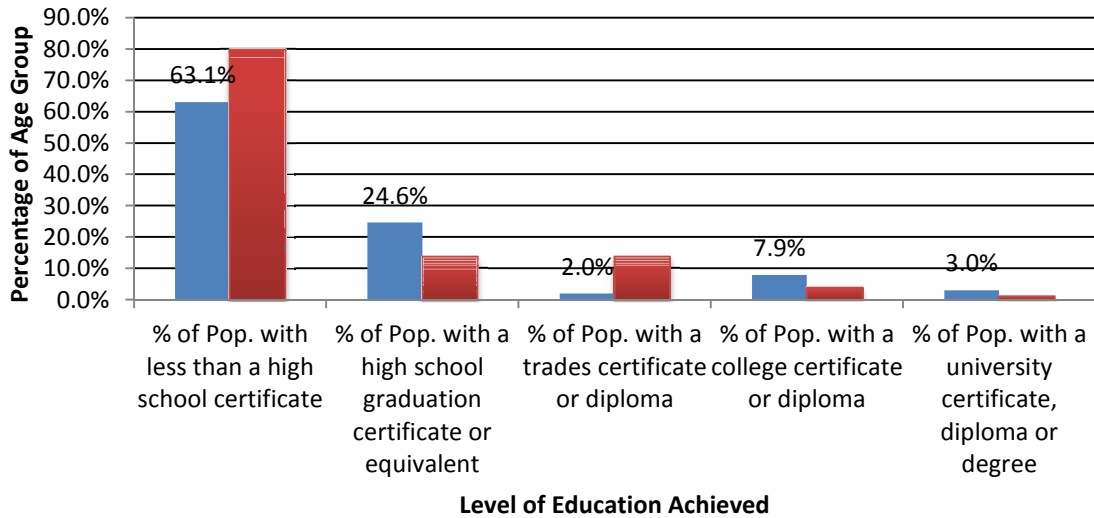
This was echoed by the entire Legislative Assembly of Nunavut in their new mandate titled “Sivumut Abluqta - Stepping Forward Together 2014-18”. Self-reliance and optimism through education and training ranks number one on the government’s priority list. It recognizes that education is the foundation for employment and self-reliance of individuals and families. Government, communities, teachers, parents and students share responsibility for improving education outcomes to provide the best possible opportunities for the future with the ability to speak, read and write in our official languages and skilled population from which to draw upon for the job market within the next five years.

Education starts from the years children spend in daycare, more Inuktitut daycares with qualified bilingual Early Childhood Educators will instil pride in our young and motivate positive life choices that enable self-reliance.

An annual “School Program Plan” is developed by the principal for the school year and covers how the school program will be delivered to the students. The City of Iqaluit can become involved in this process to provide input into program delivery and suggest methods to better meet the goals and requirements of the community. Over the next few years, a large amount of consultation and feedback will be required to ensure quality education, student achievement, and curriculum reflects the realities in the Arctic.

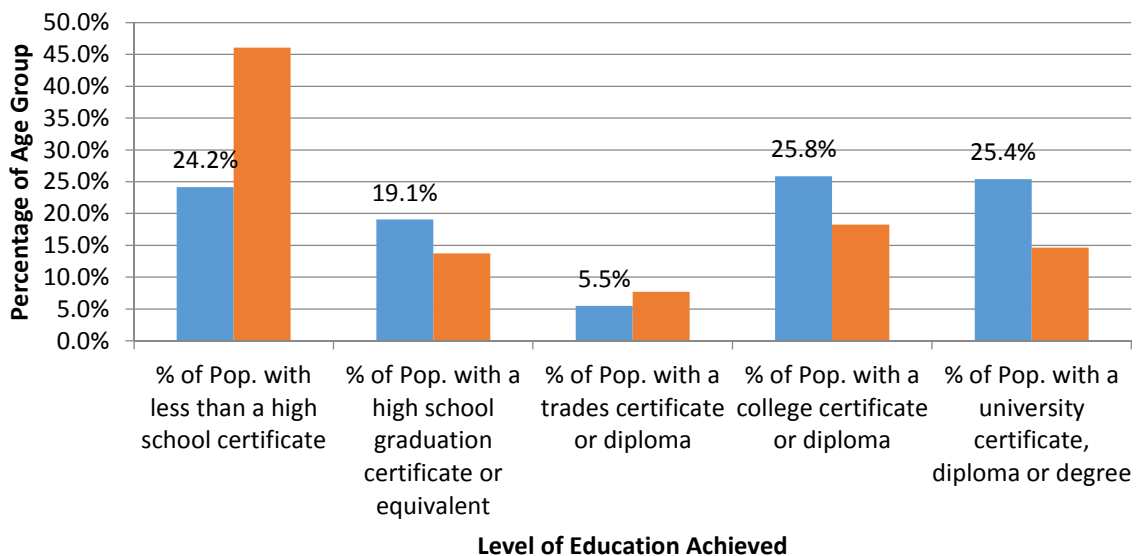
Iqaluit population, according to the Statistics Canada 2006 Survey, between the ages of 15 and 24 are more likely to have a high school certificate as compared to Nunavut as a territory. Iqaluit far exceeds the territorial average for college diplomas and university degrees. The City, on the other hand, is notably lacking in the area of trade certifications. This data is available graphically below.

### 2006 Education Levels of Ages 15 - 24 Iqaluit (Blue) vs Nunavut (Red)



The City’s population between the ages of 25 – 34 have significantly more education than the territory as a whole. The City of Iqaluit trails the territorial average in the areas of trade certificates or diplomas, with 25.8% as compared to 18% for the territory. As for university degrees exceeded the territorial average by 10.8%. The graphic representation of these statistics is available below.

### 2006 Education Levels of Ages 25 - 34 Iqaluit (Blue) vs Nunavut (Red)



During the consultation process community members were concerned about the level and quality of education did not meet the level needed for job seekers to attain employment in vacant positions. A skills survey provided a baseline education and skills and the outcome was: 10% completed grades 6 to 8, 14% completed grades 10-12, and 76% completed post-secondary education. Respondents indicated that they attained further education in the following manner and by the following percentages:

Nunavut Arctic College	33%
Municipal Training Organization	10%
Courses offered through employment	27%
Other	40 %

For adults, Nunavut Arctic College (NAC) offers programs such as the Nunavut Teacher Education Program, Environmental Technology Program, Nursing, Fur Production, Inuit Studies, Jewelry Making and Adult Basic Education. A number of their academic programs are affiliated with southern universities and partners with the University of the Arctic. The need for certified local trades people has brought a new trades school in Rankin Inlet. NAC provides mid-career learning opportunities, assisting employees to gain the full range of skill and experience they need to progress in their careers.

The Municipal Training Organization (MTO) was established to provide employees of municipal governments with direct, work place skills training. This training attempts to ensure employees become more effective, more productive and be more self-confident in their current job. Courses are now being delivered via distance learning or employees can work on modules at their own pace to meet their lifestyle. MTOs have recently offered their courses to other organizations and governments over the past year. Informal learning opportunities from family, television, the Internet, friends and through experience. Traditional knowledge is learned through the teaching, guidance and mentoring of Elders through the Tukisigiavik Centre, events held at the Nunatta Sunakkutaagnit Museum, Iqaluit Centennial Library or Unikkaarvik Visitor Centre.

Iqaluit residents noted that supporting and counselling of for the family as well as enhancing job readiness skills in resume writing, completing applications, interview skills and money management were needed to assist individuals wanting to go into the workforce. Residents also recognized the fact that when young people graduate from high school, they have to go away to university. Community members felt that participation and success rates would be greater if individuals had the opportunity to participate in university study locally. Another suggestion was to look at Anchorage Alaska as an example of how to develop a simple university that provides quality education and programs.

## Arts and Crafts Sector

Contemporary Inuit have maintained and enhanced their artistic and creative abilities. This ability stems from a rich culture, legends, and the environment, which provided not only the inspiration, but the materials to create distinct art forms. The contemporary art forms include but are not limited to: storytelling, throat singing, drum dancing, Inuit tapestries, prints, carvings, fur fashion design, photography and jewellery. All forms of art utilized by the Inuit today are a blend of new and old and brings together the practice of Elders and youth to create exciting, innovative art that is truly unique.

While tourism remains the largest renewable resource, arts and crafts are closely linked and somewhat dependent on tourism levels. Tourism according to the GN “provides an excellent market for local arts and crafts”. Tourism and the arts and crafts industry has been affected by the global economic recession. The shorter summer season and the high cost of transportation and lodging negatively impact tourism in Nunavut.

A strong artistic community does provide a sense of well-being to the residents and will encourage tourism and attract new residents who have a passion for art. This well-being fits perfectly into all three relationships: of our environment; to social and family well-being; and to a productive society as laid out in the Sustainable Community plan. Artisans must find alternate and year round methods to market their products.

Artists working in Iqaluit have various advantages as it is the capital, has a number of outlets, and the largest amount of traveling passing through which provides for a larger potential customer base.

Consultation found that Inuit artists felt the need for more support and promotion. Artists benefit from exposure through NACA and Nunavut Tourism programming. The Nunatta Sunakkutaangit Museum supports local artists through exhibitions and sales, and exposure through special displays. Other events such as the Christmas Craft Fair, Church Craft Sales, Alianait Arts Festival, Nunavut Trade Show and Toonik Tyme. A collective of members could help with the support needed to organize and properly promote artists.

The Nunavut Development Corporation (NDC) works towards expanding the international market share of Nunavut’s arts and crafts. NDC deals regularly with five established international Inuit galleries all of whom are located in large European centers and works to further promote Inuit art abroad.

For Carvers, the major concern is regular access to, and supply of, carving stone and the need for a place to carve in the winter.

Carvers now have funding to find and mine quality stone. As well, they have access to training for efficient and safe stone removal from the new and existing quarry sites, and can be provided the quarrying tools.

**Challenges:**

- Lack of space in which to work - it is recognized that artists need a safe, warm environment in which to work
- Lack of marketing of products
- Many artisans trying to make a living go door to door, make sales at restaurants, or sell to local business
- Determining an appropriate price for their products
- Difficulties in making an actual living off their artwork
- A need for a collective of artists
- Support in promoting and marketing art works and artists
- Support to organize and manage the business aspects of art
- Programming for local tours and/or cruise ships



## Cultural and Social Wellness

“The traditional economy can thus be described in terms of its role in preserving Inuit culture, its connection with the environment, its relationship with social and community cohesion, its ability to offer a productive alternative to the wage economy, and how it provides for income substitution and greater food security.”

The City of Iqaluit has taken every opportunity to embrace both Inuit and non-Inuit perspectives, while ensuring Inuit values at heart. The City respects and celebrates Inuit culture and values while remaining inclusive of its diverse community. The City of Iqaluit places great importance on fostering Inuit culture through arts and the Inuktitut language.

There are a number of celebrations that highlight Inuit culture including Toonik Time, Alainait Arts Festival, the Celebration of the Seal, Nunavut Day and Parks Day. As well, cultural activities held at the Elders centre, museum and the library all provide valuable learning and sharing opportunities.

Film is another way to share history and culture. The Nunavut Film Development Corporation and the Inuit Broadcasting Corporation provides opportunities for programming and cultural growth. It was mentioned that since Inuit history is mostly an oral history, and the fact that many Elders are passing away, their stories should start to be documented be it in film or written.

There is Inuktitut Language training through the Pirurvik Centre and NAC. Also online learning opportunities and an App for the language for beginners. There are many informal opportunities for learning the language throughout the community. There are courses at NAC for interpreter/translator training, an Inuktitut immersion daycare, Inuit cultural programming for preschoolers, Iqaluit Parents and Tots, as well as the Elders Qammaq which has regular drop-in programming exclusively in Inuktitut.

The Nunatta Sunakkutaangit Museum supports local artists through exhibitions and sales, and supports exposure to Inuit artists through special displays. Unikkaarvik Visitors Centre has a large video bank including cultural videos and a public screening area open to all.

Signage in all 3 languages is still being implemented.

### Current Situation in Iqaluit

Many fundamental issues are present that will affect any progress on social development include the lack of adequate housing, food security and income security. There remains a serious overcrowding problem in homes, which leads to greater spread of diseases and infections and poor sleeping conditions. Food is secured by hunting or buying in stores, personal food orders, or ordering by sealift. Iqaluit has three main grocery stores, convenience stores, coffee shops, and restaurants. An active Greenhouse Society, School breakfast programs are offered for all students, the Qayuqtukkuvik Soup Kitchen and the Food Bank provides food to community members in need.

Residents have can speak to a counsellor face-to-face through the GN's Mental Health Clinic, Tukisigiavik drop-in Inuit wellness centre or with local psychotherapists. There are local support groups including the Agnutiit Ikayuqaqiit Iqaluit men's healing group, formal and informal church support groups, and AA/Al Anon group meetings. There are opportunities to talk out problems over the Kamatsiaqtut Help Line and Kids Help Line, the Nunavut AIDS Information Line, and the Employee Family Assistance programs for all levels of government. The Embrace Life Council is aimed at healing from trauma, raising self-esteem and preventing suicide. There is also ongoing supportive programming run through the Elders Qammaq, the Youth Centre and other recreational programming.

Nunavut's first CT scanner is operational and provides service at the Qikiqtanni General Hospital and there is a permanent veterinary services operating as a mobile clinic with hospital, laboratory functions and surgery.

Socio economic data that includes things such as demographics (age, sex, ethnic and marital status, education), housing (quality and cost), migration, transportation, economics (personal incomes, employment, occupations, industry, regional growth) and retailing is one of the items to be compiled.

Some of the specific things people wanted to see:

- A healing centre
- Less vandalism
- Hang out place for young people
- More suicide prevention programming
- All the shelters need some more programming
- Less alcohol abuse
- A welcoming package
- Curfew needs to be reinstated
- Less young people smoking
- More activities for kids
- Parenting Skills
- Less domestic violence
- Healthier community
- \* installation of a poma lift or T-bar

## **Infrastructure:**

Infrastructure is the bedrock of any economic development initiative. Many of the economic development plan programs identified in this plan will succeed if there is strong infrastructural development. Citizens have identified the need for improving and developing infrastructure that can sustain current or future levels of economic development.

Suggestions were to improve on:

- the congestion at Four Corners and at the hospital intersection at peak times
- make the pedestrian travel safer and easier to walk on as there are no paved sidewalks
- Skidoo trails and recreational trails need to be more visible for safer travel
- plowing sometimes builds a block on the ski doo trail and hunters having hard time going in/out of town
- remove snow so not to make it difficult for Elders and those with disabilities
- Traffic Lights: Installation of traffic lights to ease the flow of traffic
- Transit System: providing bus service
- More Street Lights: in dark areas in front of buildings and crosswalks, including the road to Apex
- Better accessibility to buildings in the City: Many of the buildings are unfriendly to those who cannot easily climb stairs
- Elders housing needs to be wheelchair accessible as they cannot shovel their steps and walkways
- Public Housing to be integrated into all neighbourhoods
- A program similar to Canadian Tire's program called Jump Start

## **Responsibilities for the Implementation of the CED Plan**

### ***Communication***

Under the direction of the CED Committee, the CED Officer will be responsible for reporting to the community on the content and progress being made with the CED Plan. In order to keep projects moving, the development of various interagency committees is recommended. This will ensure projects will not be left idle and ensure full implementation of the CED Plan.

### ***Monitoring, Reviewing and Updating the Plan***

The CED Committee of the City of Iqaluit will be responsible for:

- Monitoring the overall progress being made with the plan using the *Status* columns of each implementation plan
- Presenting quarterly reports to full council
- Annual review and updating of plan including a revised implementation plan

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