

## TOURISM IN NUNAVIK

Paper submitted to the Secrétariat aux Affaires autochtones within the framework of the negotiations concerning the implementation of the James Bay and Northern Quebec Agreement.



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## Table of contents

EXECUTIVE SUMMARY.....	1
INTRODUCTION.....	6
1.0 BACKGROUND AND SITUATION REPORT.....	7
1.1 The legal framework.....	7
1.2 The administrative framework.....	8
1.3 Existing programs.....	10
1.4 Past surveys and studies.....	13
1.5 Tourism in Nunavik - a situation report.....	17
1.6 Assets and constraints in tourism.....	22
1.7 Tourism in the Northwest Territories.....	24
2.0 ORIENTATIONS FOR THE FORMULATION OF A NUNAVIK TOURISM DEVELOPMENT POLICY.....	26
2.1 Political recognition of the importance of Nunavik tourism development.....	28
2.2 The recognition of Nunavik as a specific tourism region .....	28
2.3 To ensure a specific regional identity and image.....	30
2.4 Identification of growth tourism centers and related infrastructure requirements.....	32
2.5 Provincial parks.....	34
2.6 Training and skills upgrading in Nunavik.....	35
2.7 Technical assistance for project and product development.....	36
2.8 Marketing and sales promotion.....	36
2.9 Financing the development of tourism.....	37
3.0 RECOMMENDATIONS.....	38
APPENDIX.....	40
BIBLIOGRAPHY.....	44

# TOURISM IN NUNAVIK

## EXECUTIVE SUMMARY

### Introduction

Over the past two decades, beneficiaries living in Nunavik and party to the James Bay and Northern Quebec Agreement (1975) have seen their standards of living improve to a considerable extent. Notwithstanding this generalization, most ongoing, permanent and lucrative jobs have been allocated to outsiders.

Economic recession and fiscal reality have, in recent times, induced governments to reduce expenditures. As a result and in Nunavik, employment, however insufficient, is under threat. It is therefore the common challenge for Government and Nunavik decision makers to seek new sources of employment.

In this context, it is important to recognize that tourism, and related pursuits, constitutes one of the very few job generating sectors in Nunavik.

### Background

With respect to the legal dimension, tourism development in provincial territory located above the 55th parallel in Québec is shaped through - not only - laws of general application prevailing in Canada and Québec but also through specific legislation enacted to implement various provisions of JBNQA.

In addition, special provisions of the 1975 Agreement specify commitments made by the Government of Québec to provide support for Inuit economic and social development.

As the policy and program level, the Government of Québec, for purposes of economic development, has come to view Nunavik as a sub-region within the administrative zone designated as "Northern Québec". This zone has been interpreted as to mean all lands and waters covered by JBNQA and the North Eastern Québec Agreement.

Furthermore, over a score of departments, agencies and institutions, at the provincial and regional levels, have a stake in tourism development. They largely operate in isolation.

The Governments of Canada and Québec provide a wide array of tourism development programs. However, they are designed to support urban venues. Nunavik circumstances were absent when policy and program design occurred.

Moreover, many surveys on tourism in the north have been conducted over recent years. All studies confirmed existing opportunities and constraints. Decision makers have all the data required to take practical steps.

In Nunavik, for example, hunting and fishing pursuits supply, at the moment, a main attraction. Yet the issue of mobile camps for caribou harvesting represents a major problem despite administrative regulations. Makivik Corporation, the Kativik Regional Government (KRG) and the Kativik Regional Development Council are in the process of making recommendations to solve this problem.

Adventure tourism in Nunavik is on the verge of take-off. Products now offered include skidoo ventures, dog-sledding, photo safaris and cruises in Arctic waters. Another product niche under review concerns business travel ventures.

Between 1988 and 1994, the Kativik Regional Development Council (KRDC) and Makivik Corporation invested sums equating to, respectively, \$893,112 and \$1,421,016 in the development of tourism.

In terms of tourism development, Nunavik presents both assets and liabilities. The main liability pertains to the absence of a single marketing and management mechanism enabling tourism operators and promoters to work together within an agreed and general framework.

Nunavik's main asset is the pulling power of Inuit culture and civilization.

To illustrate further, GNWT (Government of the Northwest Territories adjacent to Québec) commenced tourism planning and implementation as early as 1969. A prime and successful example of the NWT approach to integrated tourism planning unfolded in the Baffin community of Pangnirtung between 1981 and 1989. It could and should serve Nunavik tourism planners in their search for employment and value added.

**Policy and program factors for Nunavik tourism development**

In its "Énoncé de politique et de plan d'action en matière de tourisme" (or "Policies and Plans for Tourism Development") issued in 1992, the Québec Department of Tourism declared - not without grounds - that tourism would constitute a high growth sector for the decades extended beyond 2000.

The Tourism ministry claimed to present a policy shaped to support sectoral ventures towards growth in order to benefit from vast potential in different market segments. It put forth a three-year plan encompassing as target points marketing, the expansion of supply in tourism products, training and local initiatives.

For their part, the Inuit of Nunavik are fully aware of constraints inherent in supplying tourism products in the north.

However, from their perspective, the development of tourism represents an essential vehicle for Inuit to undertake viable and lasting economic ventures which, over time, could lead to the much needed accumulation of capital in the north. For that matter, Nunavik's main tourism assets - its deeply Inuit culture, vast lands and unspoiled waters, its Arctic environment - are there to stay. The enduring nature of the product could ensure some stable products over time.

#### **Policy factors and directions**

In order to formulate a Nunavik tourism strategy, the following elements have to be taken into account:

- the priority of official Government of Québec confirmation of the importance of tourism development in Nunavik;
- the priority need to recognize Nunavik - the northern third of the entire Province of Québec and the equivalent to the size of all of France - as a separate tourism region in Québec;
- the imperative to make Nunavik a special tourism destination in Québec, e.g. Arctic Québec;
- the requirement to carefully identify Nunavik tourism growth centers and related infrastructure plans;
- the need to plan and implement projects for provincial parks within Nunavik;
- the related opportunity for training Inuit for purposes of tourism and skill developments;

- the management of requisite technical support for tourism venture and product expansion in the region;
- and, the essential objective of obtaining annual provincial government financial support for, in the short and medium terms, purposes of Nunavik tourism development; and
- and, in addition, and more specifically, the goal of provincial funding for technical support and marketing financing in relation to Nunavik's unique tourism potential in Québec.

## RECOMMENDATIONS

Makivik Corporation, KRG and KRDC are determined to make Nunavik a self-financing region in terms of tourism through product and market development. As a consequence and given their field experience, these institutions are in a position to make the following recommendations:

- That the Government of Quebec, at a location and time to be determined, make a public commitment whereby Nunavik tourism development represents a provincial priority, essential with respect to northern development within the Province.
- That the Government of Quebec officially recognize Nunavik as a separate region for tourism purposes, endowed with ATR status. That as a result, the officially recognized ATR operate under the umbrella of the Kativik Regional Development Council (KRDC).
- That the Government of Quebec seek to enhance Nunavik's specific identity as the Arctic tourism destination within the province, and that, in the course of this endeavor, it make available such technical and funding support as may be deemed reasonable to achieve this goal.
- That the principle of establishing provincial parks in Nunavik be accepted by all parties. And, with a view to achieving this objective, that a permanent Quebec-Inuit working group be created which would, for regional purposes, include KRG, the new ATR, Makivik Corporation, and those community representatives residing immediately adjacent to future park development sites, i.e. Torngat Mountains, the Northern Quebec Crater and Lac Guillaume Delisle.

- That all parties agree that Government of Quebec funding of Nunavik tourism unfold over five year periods and that such annual transfers as may take place be block funded.
- In order that KRG be in a position to: initiate operations and then control of the new ATR; identify, with ATR, tourism guidelines and strategy; provide technical support to operators and entrepreneurs; ensure marketing and sales promotion campaign, and; to manage a new tourism product research and development fund, it is recommended that KRG receive and manage funds equating to \$\_\_\_\_\_.

# TOURISM IN NUNAVIK

## INTRODUCTION

Over the past two decades, living conditions of JBNQA beneficiaries residing in Nunavik have considerably improved.

Adequate levels of public sector management and services now prevail in the region.

However, the best paid specialized positions are still, for the most part, filled by individuals recruited from outside Nunavik. Moreover, the government sector provides most available jobs. Seasonal and part-time employment still permeates the labor market. More and more young Inuit are joining other residents in seeking jobs in a region where few are to be found.

Direct expenditures and social transfers provided by the governments of Canada and Quebec drive, to a great extent, the regional economy. Such outlays are subject to annual and discretionary budget policies adopted outside Nunavik. Since 1991, the recession had induced Canada and Quebec to seek budget cuts.

In these circumstances, Quebec and the Inuit need to develop new economic development ventures. Indeed, existing employment levels, however narrow, are threatened. In the past, economic constraints in Nunavik may have delayed the quest for new economic development sectors.

Be that it may, tourism constitutes one of the few genuine economic windows if Nunavik residents are to build a broader long term economic future.

During the course of its tourism policy and program plan published in 1992, entitled "Action Plan", the Quebec Department of Tourism (ministère du Tourisme) linked tourism and economic success beyond 2,000.

Developing this growth industry is a key to our economic future.

Over the past ten years, several steps were taken to promote tourism in Nunavik. A number of specific tourism surveys were drafted: all indicate considerable opportunity for Nunavik in this sector. But the region also faces constraints. One glaring deficiency pertains to the



absence of a strong Regional Tourism Association serving as a recognized catalyst for different partners in tourism development.

During the course of the analysis presented below, attention will first be applied to background and framework factors. Second, orientations for the formulation of Nunavik tourism policy development are described. Finally, recommendations are set forth.

## 1.0 BACKGROUND AND SITUATION REPORT

### 1.1 The legal framework

Tourism development within Quebec's territory above the 55th parallel is obviously subject to federal and provincial laws of general application. In addition, specific legislation adopted in order to implement a range of provisions contained in JBNQA and the Northeastern Quebec Agreement provide a central and special framework.

Such specific legislation includes the following laws:

An act respecting Cree, Inuit and Naskapi native persons (L.R.Q. C. A-33-1)

An act respecting the land regime in the James Bay and New Quebec Territories (L.R.Q. C. R-13-1)

An act respecting Northern Villages and the Kativik Regional Government (L.R.Q. C. V-61)

An act respecting health services and social services for Cree and Inuit native persons (L.C.R. C. S-5) shortly to be replaced by provisions under an act respecting health services and social services (L.R.Q. C. S-4.2) concerning the establishment of a regional board as opposed to a council.

Environment Quality Act (L.R.Q. C. Q-2)

An act respecting hunting and fishing rights in the James Bay and New Quebec Territories (L.R.Q. C. D-13.1)

An act respecting the Makivik Corporation (L.R.Q. C. S-18.1)

An act respecting the Support Program for Inuit beneficiaries of the James Bay and Northern Quebec Agreement for their hunting, fishing and trapping activities (L.R.Q. C. P-30-2)

Various provisions of JBNQA, furthermore, represent legal commitments on the part of the Government of Quebec to support Inuit of Quebec in their economic and social development endeavors. With respect to tourism promotion, relevant provisions are presented in Appendix 1.

## 1.2 The administrative framework

### **The Nunavik Region**

In the perspective of the provincial government, the Region of Nunavik, for purposes of territorial administration, forms part of the overall Région Nord-du-Québec or Northern Quebec Region (Région 10).

Quebec Inuit entertain different outlooks. For them, Nunavik is composed of the lands, islands and waters they traditionally occupied and continue to occupy. Their traditional homeland therefore extends beyond provincial territory under the jurisdiction of the Kativik Regional Government as identified within JBNQA. As a direct result, a large segment of Nunavik can be considered to be subject to the political and management jurisdiction of the Governments of Canada and the Northwest Territories, as well as to our jurisdiction of KRG.

### **The Northern Quebec Region (Region 10) (La région Nord-du-Québec)**

This provincially defined region includes the Kativik Region located above the 55th parallel, lands occupied by the Cree of Quebec as well as by the James Bay Municipality. This last jurisdiction includes communities such as Joutel, Val Paradis, Villebois, Beaucanton, Miquelon and Desmaraisville. Also located within the confines of the municipal corporation of James Bay are the towns of Matagami, Chibougamau, Chapais and Lebel-sur-Quévillon.

In other words, the Northern Quebec Region encompasses those lands and waters covered under JBNQA and the Northeastern Quebec Agreement.

## **Tourism Region 18: Northern Quebec - James Bay**

Tourism Region 18 includes lands and waters covered under JBNQA and the Northeastern Quebec Agreement, as well as an additional 80,000 square kilometers located between the eastern border of the James Bay Municipal Corporation and the western border of Labrador to the south or the 55th parallel.

The three regions depicted above (Nunavik, Northern Quebec and Region 18 are portrayed on a Plan presented in Appendix 2).

### **Northern Tourism Players**

Many institutions have a role to play in Nunavik tourism and often do so with focus. However, they operate in isolation. Driven by events as they arise, different institutions often pursue different objectives. As it were, the tourism boat in Nunavik is rudderless.

The main government actors are as follows:

#### **Government of Canada players:**

- Industry, Science and Technology Canada (ISTC)
- The Federal Office for Regional Development (FORD) Canada (Quebec)
- Tourism Canada
- Indian and Northern Affairs Canada (INAC)

#### **Government of Quebec players:**

- Le ministère de l'Environnement et de la Faune (Department of the Environment and Wildlife)
- Tourisme Québec (Tourism Quebec)
- Le ministère des Ressources naturelles
- Le Secrétariat aux Affaires régionales (Regional Affairs Secretariat)

- La Société de Développement Industriel (The Industrial Development Corporation)
- Le ministère des Affaires internationales (Department of International Affairs )

**Nunavik players:**

- The Kativik Regional Development Council (KRDC)
- Makivik Corporation
- Nunavik Tourism Association
- The Joint Hunting, Fishing and Trapping Committee
- La Fédération des Coopératives du Nouveau-Québec
- The Landholding Corporations
- The Kativik Regional Government (KRG)
- The Northern Village Corporations
- Private sector entrepreneurs

1.3 Existing programs

An inventory of programs in support of tourism industry development, the "Répertoire des programmes de soutien à l'industrie touristique", was published by le ministère du Tourisme in 1993. It supplies an exhaustive insight into federal and provincial programs designed to promote Quebec's tourism industry.

Generally speaking, these programs were set up with urban center tourism in mind or for tourism pursuits in areas linked to road networks. In other words, incentive first focused on the needs of southern Quebec with high population density ratios. Policy design in the past neglected opportunities in Nunavik.

On occasion, Nunavik entrepreneurs have access to financial support programs. But such aid is piecemeal. Sporadic benefits for Nunavik ill-adjusted onto the overall program frameworks which neglect specific constraints prevailing in the far north.

Financial support has primarily, as of today, been directed towards the implementation of surveys and studies. The time has come to translate recommendations on paper into concrete reality.

Almost all tourism development projects have been funded by ISTC and FORD (Quebec) reporting to the Parliament of Canada.

### **Canada-Quebec Subsidiary Agreement**

The federal provincial subsidiary Agreement on tourism development 1992-97 seeks to achieve the following three aims:

- a) To consolidate and develop tourism products of priority to Québec and encourage investment in capital expenditure projects for tourist attraction and facilities with international appeal;
- b) To position Quebec, mainly on selected international markets, as an attractive destination through increased promotion and marketing which focuses on tourism product areas in which Québec has distinctive advantages.
- c) To encourage and carry out studies and research activities that support the development of products and markets, and promote the productivity and international competitiveness of firms through services to the tourism industry.

This Subsidiary Agreement provides for five-year funding of \$100 million divided into the following components:

- \$60 million for tourism product development;
- \$36 million for the purposes of marketing; and
- \$4 million for studies, services and administration.

## **Quebec economic expansion plan - Tourism incentives.**

As part of the overall economic expansion plan presented by the Government of Quebec in December 1993, le ministère du Tourisme announced the delivery, over three years, of a \$102.6 million tourism funding package. The different components of the package are as follows :

- \$36 million for developing the supply of tourism products;
- \$30.6 million for marketing purposes; and
- \$36 million in fiscal incentives.

## **Socio-economic conference**

A special socio-economic conference with focus on Northern Quebec (Région Nord-du-Québec) was to be held in the recent past. With this event in mind, residents of Nunavik joined with Cree and non-native representatives in intensive planning for the meeting. The conference, planned for 1992, was not held. Nor has it been convened since. This unfortunate hiatus contributed to delays in tourism development as well as in other areas of economic activity.

## **Memorandum of understanding concerning Canada-Quebec cooperation on native economic development.**

On September 30, 1987, Canada and Quebec signed a memorandum of understanding on native economic development. This accord was designed to improve cooperation between different institutions in order to enhance conditions leading to economic development in aboriginal areas.

On January 20, 1989, the working group on native tourism development published a report. Some ten officials from the federal and provincial governments, along with some twenty representatives of aboriginal organizations, had participated in producing the report. They approved its recommendations.

To the extent of our knowledge, no follow up has been given to this report.

#### 1.4 Past surveys and studies

##### Northern Quebec Tourism Development Plan

In the 1980s, KRG financed a tourism development plan survey for the Kativik region. Under the aegis of SOMER Inc., it was submitted in April 1988.

This study had been drafted within a specific context: that of a myriad of tourism development plans flowing from the Canada-Quebec Subsidiary Agreement on Tourism. The federal Department of Regional Industrial Expansion provided 45 per cent of requisite funding for the survey as did the Quebec ministère du Tourisme; for its part, Nunavik based KRDC provided 10 per cent of the overall share.

The SOMER/KRG report presents an analytical framework to consider issues and opportunities. It sets forth a development strategy and, in addition, an implementation outline.

With regard to issues and opportunities, the survey inventories assets and constraints in Nunavik tourism, marketing windows, competition and the ideal image the region should project.

A second chapter details orientations for the formulation of an overall tourism strategy.

A further chapter outlines a product development strategy. Whereas potential products are identified, emphasis is placed upon a phase by phase development approach. Different strategies for business, adventure and wildlife (hunting and fishing) activities are presented.

During the course of the fourth chapter, the survey considers priority tourism locations and related infrastructure investments and upgrading. A tourism planning mode would be required in order to protect prime visitor sites.

A further chapter pertains to the issue of organizational planning. Careful reference is made to the legal context ensuing from the James Bay and Northern Quebec Agreement which committed, and commits, all parties concerned to the economic development; men of the region. The survey recommends the establishment of a genuine Regional

Tourism Association (ATR in Quebec terms): this body's role and membership is described at some length. In this regard, the roles of regional and government institutions are outlined.

A final chapter proposes an implementation plan relating to recommendations made in previous sections. The plan identifies short, medium and long term initiatives and the mandates of institutions called upon to give substance to a Nunavik tourism strategy.

As of today, almost all achievements in the Nunavik tourism field reflect the survey's recommendations.

Development plan for outfitter establishments in Nouveau-Québec (n.b. Kativik) - Section I

In July 1991, le ministère du Loisir, de la Chasse et de la Pêche (the provincial Recreation, Hunting and Fishing Department or MLCP) submitted a first outline of a development plan for outfitter establishments in the Kativik region. In reality, the departmental report concerned what has been described as Région Nord-du-Québec or Québec's Northern Quebec administrative region (Région 10).

Main problems identified concern a range of areas. There is a lack of knowledge with respect to some aspects of outfitting activities. The existing outfitting network faces constraints. These include, according to MLCP, certain development modes which managers and owners have opted for, little direct regional and local economic benefit and, moreover, mediocre involvement of resident aboriginal persons.





Photo: Jacques Déry

"Unigmak", a musk-ox, was resettled in Nunavik through the auspices of the Quebec Government in September 1967 on the Old Chimo farm near present-day Kuujjuaq. The farm was closed as of 1983. Some 34 musk-oxen were set free in areas lying between Kuujjuaq and Leaf Bay (Tasiujaq).

Today, the herd of musk-oxen in this part of Northern Québec is assessed at 700 heads. Most can still be found in the Kuujjuaq-Tasiujaq zone. In its report to the joint Committee of Hunting Fishing and Trapping, MLCP or the Provincial Department (then) for Leisure, Hunting and Fishing recommended that the option of selective and limited hunting of the herd should be considered as a viable option.

Development plan for outfitter establishments in Nouveau-Québec - Section II  
Orientations and Measures

In December 1991, MLCP published Section II of a regional outfitting development plan. It presented the following five general orientations:

- to consolidate the existing network of outfitting establishments by initiating certain measures to insure the perennial nature of the wildlife resource through sound, appropriate management;
- to orient the development of new outfitter establishments or the expansion of existing outfitting establishments towards under-utilized sectors or sectors presenting wildlife potentials which could support more harvesting;
- to promote the emergence of a higher quality and more diversified products to maintain the current clientele and develop new markets;
- to insure better cooperation between partners to provide more adequate support to the outfitting industry; and
- to stimulate greater interest among Native communities on the territory.

These general directions are supplemented through a series of suggested steps to remedy issues identified during the course of Section I. They pertain to improved research capacity, the health of the existing network and greater benefits for local communities.

Northern Quebec Tourism Development Plan  
(Région Nord-du-Québec)

In 1990, under the umbrella of the Canada-Quebec subsidiary agreement on tourism development, management of a survey on Northern Quebec tourism development was entrusted to ISOGROUP Inc. with a view to planning and strategy formulation. Sponsors for the regional study, which merely encompassed Nunavik, were ISTC and le ministère du Tourisme in Quebec. Regional participation, through twenty representatives, was ensured through the operation of a management committee.

The main findings of the ISOGROUP report could be summarized as follows:

a descriptive chapter outlines various background factors such as geography, demography, social and economic circumstances for both the region as a whole and its three components including Kativik. The role of different institutional players is analyzed;

a later chapter provides an analysis of tourism services, supply and potential, with emphasis on assets, infrastructure, tourism products and tours presently in place in the region as well as priorities for future development;

international and domestic tourism trends are analyzed in a further chapter. Also reviewed is demand for Northern Quebec's tourism products. The question is raised as to how competitive the Northern Quebec region (including Nunavik) is in relation to other international and domestic destinations;

the report further contains a review of regional assets and constraints in terms of tourism expansion. This evaluation serves to elucidate the main strategic challenges facing tourism decision makers in Region 10;

a final chapter presents main strategic thrusts for tourism development in the region as well as sectorial priorities and programs to implement different strategies.

One conclusion is obvious: these surveys provide an exhaustive rationale and many recipes for tourism development in Nunavik. They tend to converge both in terms of analysis and in terms of solutions. Different institutions and players concerned now have all the tools needed to take actual and meaningful decisions.

## 1.5 Tourism in Nunavik - Situation Report

### **Hunting and fishing**

Hunting and fishing are the main tourist attraction in Nunavik. Outfitting activities are mainly concentrated around Kuujjuaq, Tasiujaq and Kangiqsualujjuaq.

Due to sustained efforts made by Makivik Corporation and to major investments on the part of outfitters, the Nunavik region's market share in relation to that of the Schefferville area, doubled during the 1988-1991 period. (Source : MLCP)

This achievement can be traced in part to improved access to Nunavik. Improvements in infrastructure and in aviation services contributed to a growing market.

In 1992, some 1,675 hunters visited the region as guests of 27 outfitters. The latter operated 27 permanent camps and 73 mobile camps. Hunters managed a 1.80 caribou/tourist catch ratio.



Photo: Hans Blohm

"Tuktu" caribou species is the main attraction for many visitors to Nunavik. The most recent surveys reveal a Nunavik caribou population of around one million gathering around the Leaf River to the George River areas. Caribou roam through the entire territory of Nunavik.

Within the Hunting, Fishing and Trapping Coordinating Committee, an administrative arrangement was reached in 1988 on mobile camps for hunting caribou. A pilot project was to be implemented over a period of 5 years. The new scheme resulted in a series of problems. At the moment, new solutions are being sought.

Moreover and with respect to the consolidation of the existing outfitting network, both Makivik Corporation and KRDC suggest the following principles be taken into account:

- That the issuing of new outfitting permits within Nunavik accommodate the development of outfitting based on a time schedule and aspirations of the Inuit including possible moratoriums in certain geographic sectors of the region.
- That for all outfitting establishments in Nunavik the majority shareholder of the establishment is a beneficiary of the JBNQA (minimum of 51% controlling interests).
- That sport harvesting of relevant species in Nunavik be closely monitored by Inuit conservation officers, in order to ensure proper management of wildlife and allowing for multiple usage of resources including possible commercialization within the prioritized context of subsistence harvesting.
- That sport harvesting quotas be reviewed in the current context of population estimates for respective stocks of management units to ensure sustainable development and harvesting of Nunavik wildlife.

#### **Adventure tourism**

Adventure tourism ventures in Nunavik have been initiated recently. The following tourism products have been supplied in recent years :

- skidoo expeditions;
- dog sleigh expeditions;
- photo safaris; and
- Arctic cruises on board a 45-ton ketch.

Package tours from Montreal are for a duration ranging from 4 to 12 days at 1994 prices varying from \$1,400 to \$4,935.



Photo: Hans Blohm

"Nanuk", the polar bear, is the animal everyone around the world wants to photograph. Our friend the polar bear toils along Ungava Bay, the Hudson Strait and the Hudson Coast.

### **Business Tourism**

Nunavik welcomes many "business" travelers who often visit the region. They include businessmen per se, federal and provincial officials, employees of service companies such as electricity, telephone or fuel entities, leaders of aboriginal institutions and representatives of regional and local organizations.

Their travel and visits have largely shaped the regional design of transport and tourist services.

This sector represents a potentially important growth segment in the tourism market. "Business" travelers, indeed, often have time on their hands between trips in the north.

## **Programs implemented by Makivik Corporation and KRDC**

Between 1988 and 1994, Makivik Corporation and KRDC made considerable efforts to devise and implement a tourism development strategy.

This policy reflected the following objectives:

- a) to consolidate the hunting and fishing sector;
- b) to inform the public about tourism opportunities through the circulation of a special Newsletter;
- c) to enhance the region's image based on cultural specificity and an Arctic environment through international and domestic promotion programs;
- d) to launch pilot projects in the sector of adventure tourism;
- e) to undertake special initiatives such as a training program for outfitting guides in cooperation with the Kativik School Board; and
- f) to establish a Regional Tourism Association.

To these ends and during the 1988-1994 period, Makivik Corporation made expenditures of \$1,421,016. In 1994 alone, \$448,264 were allocated for purposes of tourism development. For the same period and for its part, KRDC spent some \$893,112.

### **Other institutions**

Two Inuit owned airlines, First Air and Air Inuit, have come to play a major role in tourism development. Their services have enhanced access to the territory.

In addition, Kigaq Travel and FCNQ Travel agencies apply effective marketing programs to increase tourist awareness as to northern destination attractions. Their ongoing contribution is essential to sustain tourism in Nunavik.

FCNQ (Northern Quebec Federation of Coops) constructed, over the years, several small hotels in different Nunavik communities. These hotels provide more than adequate service for many occasional visitors such as businessmen or officials.



Photo: Bob Mesher

Inuit sculptors of Nunavik have long enjoyed international recognition due to the quality of their works of art. The arts and crafts sector, want the tourism industry to take off, could significantly expand and again provide significant income for Nunavik Inuit.

#### 1.6 Constraints and assets in tourism

When considering tourism development in Nunavik, account should be taken of the following constraints:

- an inadequate service and outlet level;



- constraints due to distance, climate and to related cost considerations, including the cost of air transportation;
- low quality infrastructure in many cases as well as the lack of adequate recreation facilities caused, in part, by heavy investment requirements;
- a relative lack of management and technical expertise with regard to the development and operation of tourism activities other than those relating to hunting and fishing;
- a lack of skills within the local manpower base and among certain operators;
- little sensitivity on the part of most local residents as to the benefits of tourism;
- a dearth of local capital and financial resources to enhance Nunavik as a destination on international markets;
- very high costs of living; and
- very inadequate banking and credit services including difficulty for tourists in settling accounts through electronic money modes or by cheque.

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Account must also be taken of Nunavik's considerable tourism assets, including:

- the exceptional attraction represented by the Inuit way of life and culture;
- a well established outfitting network;
- the natural landscapes and vast vistas to be found in the Arctic;
- Nunavik's wildlife both in terms of diversity and of numbers;
- a stable political and administrative environment; and

- high quality air services and infrastructure.

Moreover, tourism constitutes across the world a labor intensive field of activity. It represents for Nunavik an essential lever for economic development.

### 1.7 Tourism in the Northwest Territories

During the course of an article published by *Études Inuit Studies*<sup>1</sup> in 1991, André Légaré presented his view as to tourism in the Baffin Region, a geographical component of the future Territory of Nunavut.

According to this observer, the number of outside visitors to Baffin increased from 750 to 5,860 between 1969 and 1989. This increase owed much to improved aviation services, as well as to heavy investment in infrastructure, and international marketing campaigns in the U.S. and domestic promotion within Canada. The 5,860 visitors spent \$4.4 million in 1989 throughout the Baffin Region. Most visitors (3,700) came on business related pursuits whereas some 1,700 leisure tourists also traveled to the region. Some 400 jobs lasting, on average, three months, were created, an enormous figure for a very sparsely populated area.

Note is taken of a GNWT (Government of the Northwest Territories) policy to develop spring and fall tourism flows. This policy met with little success.

Among main tourism constraints observed are a harsh and changing climate, high costs and expensive but low quality reception services including hotel related activities. Also cited are deficient inter community aviation links and a lack of focus on marketing due to poor coordination between different operators.

There is consensus to the effect adventure tourism and eco-cultural ventures map onto traditional Inuit ways of life.

Two national parks have been established in Baffin: Auyuittuq and Ellesmere. These are national reserve parks where Inuit pursue hunting, fishing and trapping traditions.

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<sup>1</sup>*Études / Inuit / Studies*; 1991, 15 (2); 107-126

"Le tourisme dans l'Arctique; le cas de la région de Baffin". NWT.

One important illustration of the Baffin approach to tourism is provided by the Inuit community of Pangnirtung. This example of tourism development notably came to light during an International Conference on Tourism Development and the Environment, held in the Spanish Canary Islands in October 1989. GNWT Minister for Economic Development, the Honorable Gordon Wray, and the former Chairman of Pangnirtung's Tourism Committee, Mr. Sakiasie Sowdloopik, then made presentations on this bold project in Arctic tourism.

They emphasized Inuit community involvement in the design and delivery of a local tourism development plan. With Inuit participation, the plan reflected the need to protect Inuit culture and way of life as well as a fragile northern environment. Development would proceed step by step as a result.

Such planned tourism development unfolded over almost a decade: from 1981 to 1989. Prior to 1981 during the 1970's, the Inuit community barely participated in tourism pursuits. A few guides worked on occasion while some individuals were able to sell local arts and crafts objects.

By 1989, tourists visiting Auyuituuq National Park were able to stay in a community owned and managed hotel. They could also visit the Angmarlik interpretation center where it is possible to learn how Inuit lived during the era of great whale harvests, to be initiated into how Inuit related to whalers from the outside. Tourists could then also visit the Keberten Historical Park and see how whalers lived in a station a century ago.

The Pangnirtung project should generate a great deal of interest in Quebec. For example, it could serve as a model for Nunavik during the planning stages for national and provincial parks in the region. For example, the Torngat Mountains and Koroc River regions could easily lend itself to a Pangnirtung planning process model.

## 2.0 ORIENTATIONS FOR THE FORMULATION OF A NUNAVIK TOURISM DEVELOPMENT POLICY

In its policy and program framework for tourism development -"Énoncé de politique et plan d'action en matière de tourisme"- submitted in 1992, le ministère du Tourisme rightly stressed how tourism would become a leading industry by the year 2,000. The provincial department asserted its intention to assist members of the tourism industry to increase and sustain growth. In particular, stress was applied to the need for overall strategic guidelines and directions to meet different sector potentials.

In the second part of the policy and program paper, le ministère du Tourisme outlined a three year Action Plan. This pertained to the implementation of provincial policy concerning supply side development, marketing, training and information.

For their part, Makivik Corporation and KRDC have agreed to apply the utmost impetus towards developing tourism in Nunavik. As of today, only the hunting and fishing sector has reached maturity. Yet to reach a take off stage are adventure tourism and eco-tourism.

With respect to the issue of parks, a solemn commitment made in JBNQA has yet to be fulfilled in practical terms. This is all the more surprising as the former provincial minister of MLCP had made a series of commitments in this regard. Twenty sites had been retained for the establishment of new parks, including ten within Nunavik where three locations were to receive priority attention. These were Pingualuit (the Northern Quebec Crater), the Torngat Mountains and Koroc River, Richmond Gulf (Guillaume Delisle Lake) and Lac à l'eau claire.

Nothing has since transpired.

The Inuit people of Quebec are more than aware of regional circumstances and constraints. In terms of economic development and apart from wildlife food production, inter community trade, arts and crafts or the commercial fishery (seasonal as it may be), few clear growth opportunities abound in Northern Quebec. Many existing economic windows are dependent on variables outside of Inuit control, e.g. climatic variations or wildlife migrations.



Photo: Géoscience Communications / Fondation du Nunavik

The "cratère du Nouveau Québec" or Nunavik Crater lies some 88 km southwest from the Inuit community of Wakeham Bay or Kangiqsujuaq. In the language of the Inuit, it is called "PINGUALUIT".

By any standards, it is a world class tourist objective. It was "discovered" at the end of the 1940s. With a diameter of 3.4 km and depth of 267 m, it contains some of the world's finest and cleanest water.

Under JBNQA (1975), the Government of Québec made a commitment to establish a provincial park in the region prior to or by 1979. For their part, the Inuit want to set up a scientific research center on the site.

In this context, a viable and diversified tourism industry provides a key level for Inuit to generate employment and create wealth within Nunavik. In this regard, tourism assets, such as the Inuit way of life and culture, vast landscapes and vistas, represent permanent assets for expansion. If tourism development is planned and sustained, Nunavik will have acquired a stable industry.

With a view to formulating a Nunavik tourism development policy and given the above observations, the following orientations should be taken into account.

2.1 Political recognition of the importance of Nunavik tourism development

As this working paper asserts, the time has come for action, as opposed to reflection, in the form of public and political recognition of a Nunavik tourism priority. However and where such affirmation is to occur and however necessary, a first benefit would consist in a new impetus for regional and Government players to come together and share a common goal.

The recognition on the part of the Government of Quebec would translate into a firm provincial commitment to view Nunavik tourism development as essential to the region's economic development. It would be committed to act in relation thereto.

2.2 The recognition of Nunavik as a specific tourism region

In the spring of 1988, the SOMER survey, sponsored by KRDC, presented very clear priorities for the development of tourism in Nunavik. In particular, it stressed the importance of creating a Regional Tourism Association, or ATR - along provincial government lines - linked with Kativik Regional Government and KRDC.

Again in 1992, the ISOGROUP survey, respecting the Northern Quebec Region tourism development plan, provided an exhaustive review of all relevant issues germane to tourism.

The Inuit entertain very firm views as to a tourism development framework. They know their territory, covering some 563,000 square km, constitutes a third of the Province of Quebec. The region is culturally and climatically specific. It is well organized through the effort of public and ethnic institutions within the region. They can argue with some considerable reason in favor of a Regional Tourism Association.

In support of this approach is the basic fact that JBNQA firmly affirms the concept of a separate administrative region through the establishments of regional institutions with jurisdiction over territory located above the 55th parallel.

The existing Nunavik Tourism Association has yet to be officially recognized by the Government of Quebec. This body includes such essential parties to tourism as Makivik Corporation, the FCNQ, First Air, Air Inuit, Kigaq Travel, Voyages FCNQ as well as outfitters and KRDC itself. No immediate problem would arise if the association were to be integrated into existing provincial government arrangements. Indeed, it would add to Quebec's special tourism identity and image.

For its part, KRDC has a clear mandate to promote regional economic development in general and tourism in particular. Its central role is to serve as a catalyst to bring different parties together and to seek common solutions to common problems in the economic field.

Mention, in this regard, should be made of the membership of KRDC's Board of Directors:

- 5 members from KRG;
- 2 members specifically designated through the KRDC Assembly;
- 1 representative from the Kativik School Board;
- 1 representative from the Kativik Health and Social Services Council (soon to become a Board);
- 1 representative from Makivik Corporation;
- 1 representative from Avataq Cultural Institute;
- 1 representative from FCNQ; and
- 1 representative from Inuit Landholding Corporations.

The different mandates of KRDC Board members ensure a comprehensive corporate overview of all economic issues and social trends affecting Nunavik. Such a comprehensive economic development perspective is easily transplanted to tourism opportunities and issues.

In order to ensure effective planning and coordination of tourism activities in Nunavik, Makivik Corporation and KRDC firmly believe the Nunavik Tourism Association should be officially recognized as a Regional Tourism Association (ATR) according to provincial norms. They also propose that ATR secretariat functions be entrusted to KRDC.

The future ATR will undertake the following functions:

- a) to supervise implementation of tourism program activities in the region;
- b) to produce tourism promotion material, such as maps and tourist guides, and to ensure the circulation thereof;
- c) to organize trips to Nunavik on the part of outside travel agencies in order to heighten awareness of regional attractions;
- d) to represent Nunavik at promotion and sales shows within Quebec, the rest of Canada and abroad;
- e) to publish a newsletter in order to inform local residents and to attune them to the potential of tourism;
- f) to design projects with a view to improving local hospitality capabilities for tourists;
- g) to assess tourism training requirements within the region and to formulate a regional training and skill development plan;
- h) to provide a leadership role in ensuring regional tourism cooperation and common objectives, whether at the company or institution levels; and
- i) to organize the annual assembly of members of the ATR.

### 2.3 To ensure a specific regional identity and image

Quebec's far north is not the only Arctic destination in Canada. Yukon, Nunavut (and other NWT regions) also provide tourism services for many visitors attracted by circumpolar conditions.

If Quebec seeks to achieve a healthy segment of tourist destinations in the far north, it will have to consent to make major efforts with respect to both technical support and funding.





Photo: Pierre Dunnigan

Few countries in the world can present a range and depth of attractions for tourists like Québec and Nunavik. Québec now enjoys special market segmentation advantages in North America. Still, the province will have to strive hard to spread value added tourism pursuits across the province in a highly competitive field. Nunavik's Inuit and Arctic identity, twin assets, count for tomorrow's building blocks - on condition Nunavik obtains a fair deal.

In the policy and program framework paper issued by the ministère du Tourisme and already mentioned, the Government of Quebec affirms its determination to make the tourist industry a priority. In this respect, key is the positioning of the Province as a distinctive, unique and visible destination in relation to its many competitors over the medium term. Within this context, the Government wants to promote outdoor pursuits including hunting and fishing, adventure and nature tourism as well as cross country skidoo expeditions.

In the opinion of Makivik Corporation, Kativik Regional Government and the Kativik Regional Development Council, Nunavik could, within Quebec, become a specific and unique port of call. To Quebec's distinct reputation as a French destination within North America, Nunavik would add an Inuit and Arctic identity which could be unique in the entire world.

With respect to this central goal, reference should be made to the findings of the 1992 ISOGROUP survey on tourism development in Northern Quebec (Region 10). In terms of identity and image, SOMER survey analysis and recommendations also indicate how Nunavik, in Quebec, could be uniquely positioned on a very competitive market, both within Canada and abroad.

#### 2.4 Identification of tourism growth centers and of related infrastructure requirements

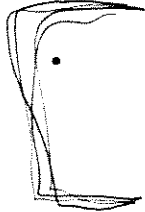
In the Government of Quebec Action Plan for tourism, submitted by le ministère du Tourisme, suggestions are presented as to the need for Quebec to identify specific niches in order to achieve differentiation on international and domestic markets. One proposed avenue is to highlight specific tourist attractions and locations.

Over recent years, Makivik Corporation and KRDC have identified tourism attractions and growth centers in order to substantiate Nunavik's real travel potential. These include:

- The Kuujjuaq area where hunting and fishing pursuits will continue to attract sportsmen. The municipal corporation of Kuujjuaq and the town will also continue to provide a gateway to the entire Ungava



coast. Given the town's crucial entry point role, there is a clear need for a tourist and leisure facility center where training programs could also be implemented.



- The Koroc River and Torngat Mountains region provides an ideal location for the establishment of a provincial park, for adventure tourism and striking nature tourism ventures.
- The Leaf River zone marks the frontier between Arctic tundra lands and a taiga forest. This sub region presents the potential for diversified travel destination. This would encompass outfitting pursuits as is the case now, and new ventures in adventure, large scale nature and ecological tourism.
- The Northern Quebec Crater zone represents an additional potential growth center. It would be an ideal location for a provincial park where installations could support research pursuits and from and in which tourists could engage in leisure tourism.
- A provincial park could also be established in the Lac Guillaume Delisle area for purposes of adventure and eco-tourism as well as nature tourism.
- Finally, the Fjord region along Hudson Strait provides an ideal location for cruises, adventure tourism and nature-eco-tourism pursuits.

A research and development fund for the region is required to develop these potential tourism attractions. The fund would operate in order to carefully identify products and infrastructure required, as well as the technical and financial parameters of project management. In other words, the Fund would fulfill the following functions:

- a) to enlarge the existing tourism knowledge base and to expand into new areas of research. This mandate would be implemented respecting wildlife, archeological sites and the specific image/product interface of each growth center with a view to developing a tourism potential;

- b) to design, with those communities concerned and serving as port of entry to each site or park, tourism development plans;
- c) to identify appropriate investments in basic infrastructure (hotels, business centers, museums, shelters, pathways, restoration and renovation of different sites). In this respect, the Fund would seek to link product development with demand profiles on different tourism markets;
- d) to provide support to tourism operators during project pre-feasibility and feasibility study phases; and
- e) to assess skills operators bring to bear on project management, likely success rates and possible training requirements.

## 2.5 Provincial parks

As noted previously, MLCP had retained three priority sites in Nunavik for the establishment of provincial parks. In two cases, i.e. with respect to sites in the Torngat Mountains and Lake Guillaume Delisle, the federal government, within the framework of its national parks policy, had identified the areas as natural conservation areas. Respecting the Northern Quebec Crater, under JBNQA, Quebec made a solemn commitment to create a provincial park in the region.

Makivik Corporation, the Kativik Regional Government and the Kativik Regional Development Council assert the need to establish these parks. However, these institutions intend to have their say as to conditions for development in a specific northern context. For example, Inuit would reject any attempt to curtail or abolish traditional harvesting rights in the parks. In this respect, the regime applying to Auyuittuq Park in NWT could serve as model.

In addition, setting up the different parks will require time over the medium term. Plans should therefore be made to develop tourism pursuits in the short term within zones designated for provincial park status. It is proposed, as a result, that KRDC be entrusted with the mandate to coordinate tourism promotion in future park areas during coming years.

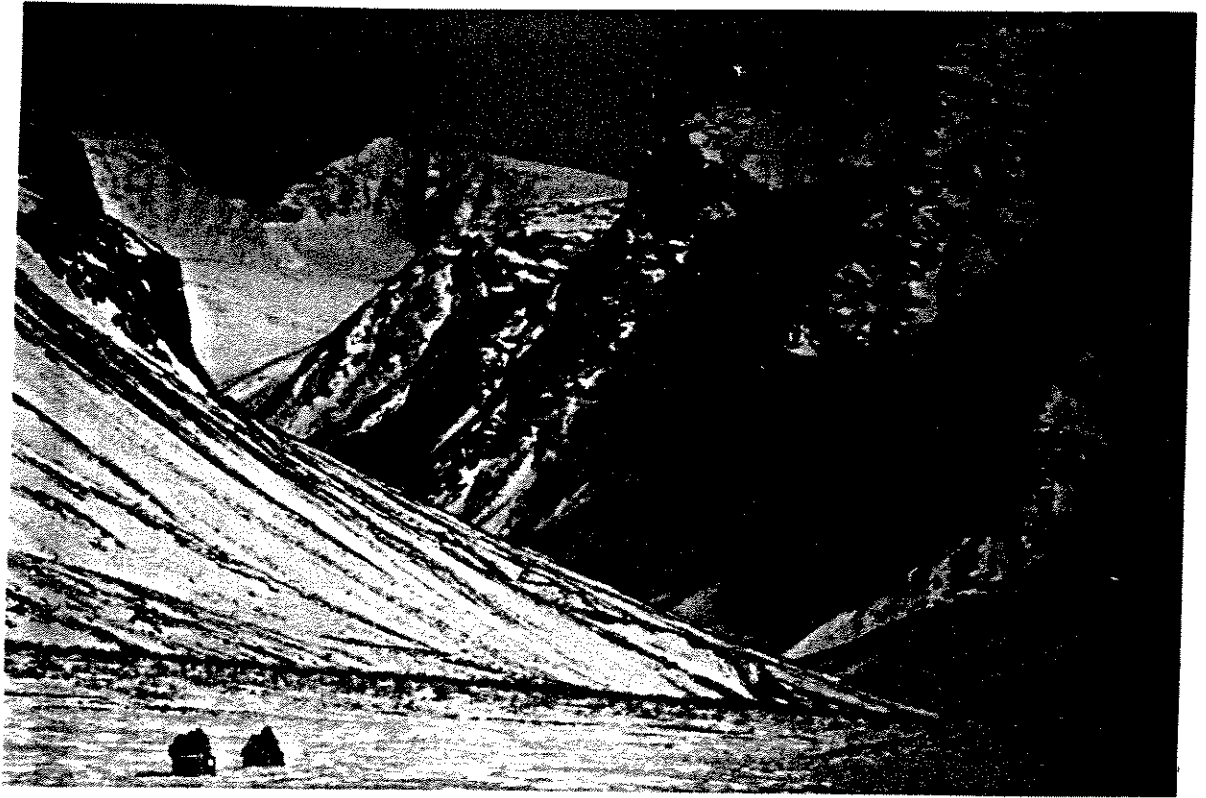


Photo: Pierre Dunnigan

To the south of Baffin Island, Nunavik's Torngat Mountains are the highest in Eastern Canada. Any traveler bent on skidoo outings, cross country hiking or skiing will find their paradise in this eastern region of Nunavik. The federal government of Canada is actively reviewing plans to set up a National Park in the Torngat region.

Furthermore and with regard to the long term planning challenge, the Kativik Regional Government and the Kativik Regional Development Council propose the creation of a permanent Quebec-Inuit working group on Nunavik park development. Within the region, representatives from Makivik Corporation, KRG, the Regional Tourism Association and from communities lying adjacent to sites designated for development would participate in the working group.

## 2.6 Training and skills upgrading in Nunavik

The ministère du Tourisme, in its Action Plan, sets tourism service quality and excellence as a central objective. This objective can only be achieved if adequate training and upgrading programs are available.

Much remains to be done in terms of training and upgrading within Nunavik if tourism development is to proceed. Little has yet been implemented in the tourism field. One present deficiency can be traced to a singular lack of coordination between different parties, whether private or public sector controlled, as to priorities and programs.

In this regard, a viable solution would consist in a mandate for the new Nunavik ATR (Association touristique régionale) to coordinate, in cooperation with different parties to tourism development, the formulation of a plan for existing and future training and upgrading requirements. Costs relating to implementation would be assessed in close collaboration with KRG and the Kativik School Board.

#### 2.7 Technical assistance for project and product development

A specialist in technical support for tourism would play a key, indispensable role in the regional development of products and projects; he/she would be located within KRDC.

Under the guidance of the KRDC Board and within the confines of an agreed overall regional tourism strategy, he/she would solicit projects from Inuit entrepreneurs and provide start-to-finish project-take off support and advice, within the confines of the tourism strategy.

#### 2.8 Marketing and sales promotion

As previously stressed, considerable effort will have to be applied to the challenge of promoting awareness of and sensitivity to Nunavik as the unique destination in the Arctic. As in the case of NWT, marketing would unfold both domestically and abroad.

The new Nunavik ATR should be entrusted with this essential mandate, provided the Government of Quebec supplies technical and financial assistance available to other regions in the Province.

## 2.9 Financing the development of tourism

In its final report on tourism development within Quebec Region 10 (Région Nord-du-Québec), representatives of ISOGROUP clearly address this issue. Without definite and substantial commitments at the financing level, no window of opportunity in Northern Quebec will be exploited. (Page 186 - Conclusion No 7).

Indeed, the many opportunities for tourism development described in the 1992 report depend, as to development, on sustained funding flows. ISOGROUP insists on the very narrow existing image of Northern Quebec in the eyes of the tourists : a vast hunting and fishing reserve. In order to change this image and achieve wide market recognition through diversity, investments as of today are required. In a system analysis perspective, such outlays would extend over a series of tourism fields. These include communications programs, marketing, infrastructure improvements and development and the essential variable constituted by training and upgrading of tourism skills.

Makivik Corporation, KRG and KRDC are in a position to assert their present role and interest in Nunavik tourism development. These institutions, however, feel their programs should be integrated into a larger strategic whole and umbrella embracing tourism in Nunavik.

The formulation and successful implementation of a regional tourism strategy would, over time, generate genuine financial gains for all parties concerned. Nunavik, in this scenario, would become self financing.

With a view to ensuring Nunavik tourism take off effects, it is obvious that the Government of Quebec should make official provisions for initial investment. Were Nunavik tourism to surpass the take off phase, the provincial government would reap many benefits. Inter alia, such financial gains would take the form of increased fiscal revenues from the north and higher tax income due to lower unemployment.

Moreover, mention should be made of the public and substantial financing commitment made by the Government of Canada under the federal-provincial subsidiary agreement for tourism over 1992 to 1997.

In the view of Makivik Corporation, KRG and KRDC, there is every need for the provincial government to provide five-year, overall and single package financing for Nunavik tourism development. Such funding would be supplemented by federal and regional contributions.

Moreover, these institutions agree that KRG should serve as the focal point and catalyst for tourism expansion. It would receive and channel different financing flows and ensure the control thereof. In this respect, it would coordinate closely with federal, provincial and private financing sources.

In the context of a global tourism strategy, KRG would therefore assume a broad but crucial mandate encompassing the following components :

- to initiate and control the operations of a new Nunavik ATR (Regional Tourism Association);
- to set sectoral priority plans with ATR;
- to supply operators with technical support;
- to ensure marketing and sales promotion programs with ATR;
- to manage a research and development fund for tourism and tourism product development with the new ATR; and
- to confirm, with ATR, a regional tourism strategy formulation process and to achieve end results in that regard.

As a result, it is essential that KRG obtain funds amounting to \$\_\_\_\_\_ as of 1994.

### 3.0 RECOMMENDATIONS

Makivik Corporation, KRG and KRDC are determined to make Nunavik a self financing region in terms of tourism through product and market development. As a consequence and given their field experience, these institutions are in a position to make the following recommendations:

- 3.1 That the Government of Quebec, at a location and time to be determined, make a public commitment whereby Nunavik tourism development represents a provincial priority, essential with respect to northern development within the Province.



- 3.2 That the Government of Quebec officially recognize Nunavik as a separate region for tourism purposes, endowed with ATR status. That as a result, the officially recognized ATR operate under the umbrella of the Kativik Regional Development Council (KRDC).
- 3.3 That the Government of Quebec seek to enhance Nunavik's specific identity as the Arctic tourism destination within the province, and that, in the course of this endeavor, it make available such technical and funding support as may be deemed reasonable to achieve this goal.
- 3.4 That the principle of establishing provincial parks in Nunavik be accepted by all parties. And, with a view to achieving this objective, that a permanent Quebec Inuit working group be created which would, for regional purposes, include KRG, the new ATR, Makivik Corporation, and those community representatives residing immediately adjacent to future park development sites, i.e. Torngat Mountains, the Northern Quebec Crater and Lac Guillaume Delisle.
- 3.5 That all parties agree that Government of Quebec funding of Nunavik tourism unfold over five year periods and that such annual transfers as may take place be block funded.
- 3.6 That funding be jointly identified with the Government of Québec, within the context of negotiations leading to the creation of a Nunavik Assembly, and be made available to the Kativik Regional Government from the fiscal year 1995, with a view to establishing a Nunavik Regional Tourism Association and to ensure operations thereof, to providing local entrepreneurs with requisite technical support, to developing marketing and promotion functions for the region and to launching a special research and development fund on tourism products.

## Appendix 1

### Provisions under JBNQA (The James Bay and Northern Quebec Agreement) respecting regional development.

- **Section 23.6.1 to 23.6.12 (inclusive) (Kativik Regional Development Council):** This segment of the Agreement affirms the mandate and responsibilities of KRDC with respect to regional development in Kativik.
- **Section 29: Inuit Economic and Social Development**
- **Section 29.0.3:** "Canada and Quebec shall continue to assist and promote the efforts of the Inuit of Quebec and more specifically, undertake, within the terms of such programs and services as are established and in operation from time to time, to assist the Inuit of Quebec in pursuing the objectives set forth herein in paragraphs 29.0.4 to 29.0.43".
- **Section 29.0.4:** "The administration of the federal and provincial programs referred to in paragraphs 20.0.3 and 29.0.3 shall, to the fullest extent possible, be assumed by the Regional Government or the municipalities whenever appropriate, and when accepted by the parties directly concerned."
- **Section 29.0.25 (Training):** This paragraph affirms that Canada and Quebec, on proposals made by KRG, in accordance to criteria as may prevail from time to time, make available to Inuit persons and groups "the full range of training programs and facilities as they require" in order to qualify for positions created by existing or planned development Northern Quebec. Such programs would aim to qualify Inuit candidates for employment positions envisaged under such development.

"All costs of such programs and facilities shall be assumed by Canada and Quebec".
- **Section 29.0.33 - Joint Committee**
  - a) "Forthwith upon the execution of the Agreement, there shall be established an interim joint committee to coordinate the federal and provincial programs of socio economic development available to the Inuit under this section.

- b) Subparagraphs b), c) and d) of paragraph 29.0.27 shall apply, mutatis mutandis, to this paragraph.

It is understood that amounts mentioned in such subparagraph 29.0.27 d), when requested under subparagraph b) of this paragraph, may be part of an overall administration fund provided by Quebec."

- **Section 29.0.34 - Joint Committee Powers**

The powers of the committee referenced under 29.0.33 described immediately above, would include the following mandates:

- a) "to review" federal and provincial social and economic development programs as they would affect Inuit of Quebec;
- b) "on the basis of this review, to recommend to Canada and Quebec feasibility studies where there is an apparent need; and
- c) "to review" (sic) "the feasibility studies and recommend the application of existing programs or, where necessary, their adaptation; in the absence of existing facilities" (sic) "to recommend the creation of new programs".

- **Section 29.0.35 - Scope of Committee Review and of Feasibility Studies**

These would include:

- a) programs to improve the viability and the quality of Inuit fur trapping;
- b) programs to improve the viability and the quality of Inuit arts and crafts industry;
- c) programs to enhance Inuit participation in the tourist industry, including tourist and outfitting camps and related facilities;
- d) programs to improve Inuit participation in the service industries;
- e) programs of economical and technical assistance to Inuit individuals, groups or communities who wish to establish, own or operate commercial fisheries operations in the territory; and
- f) inventory of community services and infrastructure needs.

- **Section 29.0.36 - Canada Quebec KRG Feasibility Studies Section**

"Canada and Quebec shall, with the respective Inuit communities, undertake, as soon as possible, and in accordance with funds available, studies respecting the establishment of seaplane bases and public wharves, airstrips, navigational aids and docking facilities, including access roads and streets in each community. Such studies will involve the Regional Government as soon as it is established".

- **Section 29.0.37 - Natural Resources and KRG mandate related thereto**

"The Regional Government shall serve as a consultative body through which Canada and Quebec may exchange information with a view to encouraging Inuit enterprises related to the utilization of natural resources in the Territory and the training and placement of Inuit personnel in order that they may participate fully in the economic benefits from resources development in the Territory".

- **29.0.39 - Assistance to Inuit entrepreneurs**

"Canada and Quebec shall support Inuit entrepreneurs by providing them with technical and professional advice and financial assistance".

### **Supplementary Agreement 6 - Appendix 6**

Written comments relating to the map in Appendix 6 of JBNQA Supplementary Agreement 6 (Page 638) set the limits of lands adjacent to and including the Northern Quebec Crater. It includes the following provisions:

The zone covered on the designated map should achieve provincial park status prior to November 1, 1979. The provincial park in question will be subject to an agreement between Quebec on one hand and Inuit residents on the other prior to November 1, 1979. This agreement will, inter alia, address the following issues :

- 1) the precise configuration of the provincial park's borders;
- 2) a consultation process with KRG, the on vocation and the use of the provincial park subject to modification;
- 3) training and on the job training of Inuit individuals in the event of local Inuit management and control of the park; and

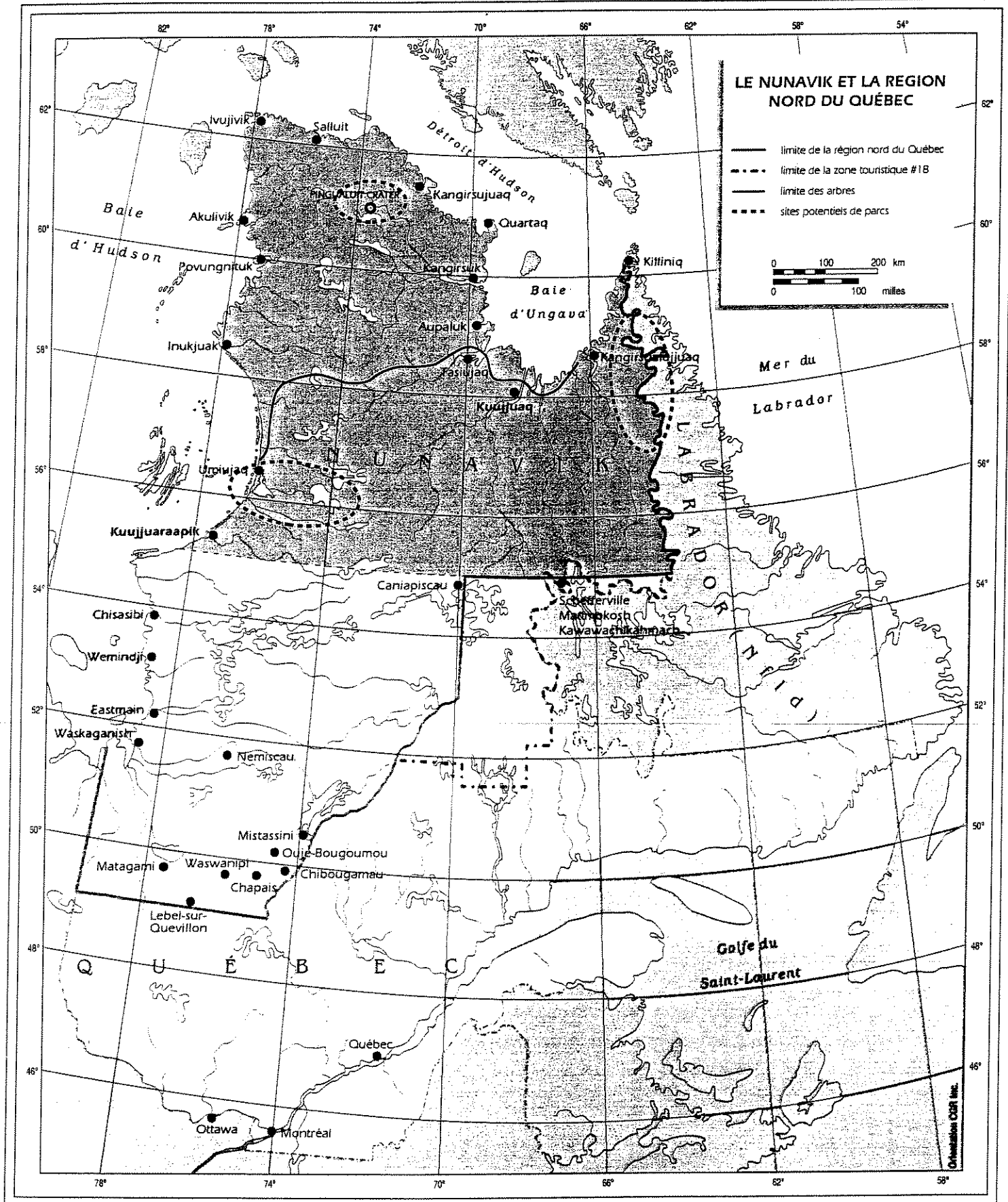
- 4) Inuit priority as to permits for the supply of services for visitors in the park, and as to employment provisions and contract provisions in order to ensure the provision of such services.

As of April 1994, and despite many efforts to confirm implementation of the provincial park project, nothing has transpired on the ground.

# LE NUNAVIK ET LA REGION NORD DU QUÉBEC

- limite de la région nord du Québec
- - - limite de la zone touristique #18
- limite des arbres
- sites potentiels de parcs

0 100 200 km  
0 100 milles



Orientation CSRF Inc.

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