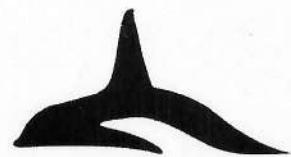


Hall Beach

COMMUNITY ECONOMIC DEVELOPMENT PLAN AND IMPLEMENTATION PLAN 2008-2012

Prepared by: The Hall Beach Economic Development Committee



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May 2008

Executive Summary

The Five-Year Community Economic Development (CED) Plan for the Hamlet of Hall Beach identifies goals for short and long term economic development that are in keeping with the social, cultural and economic realities of our community.

Our CED plan will help the community take advantage of opportunities for the local economy to grow, increased employment, and increased income for residents and businesses. The five-year CED plan was prepared to:

- Evaluate the strengths and weaknesses of the community;
- Reflect the realities, needs, and opportunities available to the community where the local economy can expand;
- Present options to pursue the economic, social, cultural and environmental priorities and goals identified by community organizations and members;
- Provide concrete strategies for developing the community's economic base in a manner that reflects the values and priorities of the community;
- Has community ownership in its outcome;
- Identifies economic development opportunities in traditional and non-traditional sectors, recognizing the important roles of each for future development potential; and,
- Includes a detailed implementation plan that will enable the community to put the CED plan into action with minimal dependence on outside expertise.

The Economic Development Committee consulted with residents and organizations to prepare a comprehensive **Vision Statement** for community economic development in Arviat. The CED Vision Statement is:

- *Hall Beach is a welcoming place where culture and traditional skills are strong.*
- *Our economy makes use of our natural and human assets such as wildlife, mineral resources, traditional land-based and artistic skills, and our desire to work together.*
- *We are a thriving community with adequate infrastructure, where:*
 - *The local airstrip supports regional transportation needs due to its large size, as it is one of three runways in Nunavut that is 5420 feet by 150 feet.*
 - *Access roads lead to natural resource locations;*
 - *Excellent fish and meat are plentiful for country food processing;*
 - *There is a strong business community;*

- *Our community and environment are healthy. We look after our Elders, recognizing them as teachers, and the development and education of our Youth is a priority.*

Recognizing that a broad range of actions are required to achieve our Vision Statement, the Economic Development Committee set **Goal Statements** for every sector of local economic development. The Goal Statements focus on taking advantage of opportunities and working together to overcome any barriers that may stand in the way of our development. Each goal statement includes the tasks that will need to be undertaken to achieve our Vision. The following table summarizes the goals statements and tasks for the Hall Beach five-year CED Plan.

COMMUNITY ECONOMIC DEVELOPMENT IN HALL BEACH

GOAL 1. The Hamlet of Hall Beach creates the conditions for long term economic diversity and sustainability.

- Stimulate businesses and attract investment through our actions and attitude to economic development.
- Keep the Hamlet Council, Hamlet Committees and Hamlet staff well informed on economic development issues in Hall Beach.
- The CEDO will communicate to residents and businesses on economic development issues and opportunities.

GOAL 2. Development lots are available as our community grows.

- Prepare an updated Community Zoning Plan and Zoning Bylaw.

GOAL 3. Community infrastructure will be developed and maintained to serve the needs of our growing community.

- Plan annually for infrastructure development to meet the economic development, social and cultural goals of the community.
- Work with airlines to improve air service and cargo movement into Hall Beach.

GOAL 4. Mineral Resource development near the community supports economic growth, and is environmentally sustainable.

- Continue to work closely with mineral resource development companies, government, and Inuit Organizations to study, assess and develop the economic potential of non-renewable resources near Hall Beach.

GOAL 5. Opportunities for the sustainable harvest and processing of country foods are developed.

- Develop harvesting and processing of country foods in Hall Beach.

GOAL 6. Small businesses in Hall Beach are supported and are successful.

- The Hamlet Council and Staff will encourage small business development through by-laws, policies and regulations.
- Identify and support opportunities for new small businesses.
- The Hamlet Council, Committees and Staff will continue to be supportive of small business development.

GOAL 7. Hall Beach is a healthy community.

- Staff a Health and Welfare Officer to Develop a Community Wellness Plan. This will help to identify and develop programs, services and facilities that promote and support wellness. Then, link the Community Wellness Plan goals to the community's economic development goals.
- Continue to provide and to develop new recreational programs for men, women, children/youth, families and Elders.

GOAL 8. Hall Beach residents have access to education and training programs.

- Use the Nunavut Community Skills Inventory System to record the skills of residents, and to decide what education and training courses the community needs to offer in the future.

For each sector of the economic development plan, the goals were broken down into details such as the specific implementation tasks, responsibilities, required resources and timeframes within the next five years that the Hamlet will work towards to implement the plan. The full five-year CED Plan report provides the details need to implement the CED plan.

The Role of the Hamlet in Implementing the Hall Beach Community Economic Development Plan.

The Hamlet Council of Hall Beach has taken an important step towards the economic growth of the community by creating this CED Plan. The next and most important step is the implementation of the plan. The Hamlet Council, Committees of Council, and Hamlet staff all have important roles in implementing this plan.

The Hamlet will stimulate businesses and attract investment through our actions and attitude to economic development. Working together, the Hamlet will achieve the vision for economic development by:

- *Committing the necessary support, time and resources to implementing the CED Plan;*
- *Communicating to the residents and other stakeholders in the community that there is an overall strategic plan for economic development;*
- *Communicating to elected officials and government departments that the Hamlet has a CED Plan and is requesting assistance in realizing our goals and priorities;*
- *Creating a climate where businesses will succeed because there is a resident population that has the education to fulfil the requirements of successful businesses.*

Keeping track of the progress of the CED Plan is also an important activity. As the implementation of the plan proceeds, there will be opportunities to review and update the CED plan based on results achieved and changing conditions in the community and local economy. Tracking the progress of the CED plan will enable the Hamlet Council, Economic Development Committee and Community Economic Development Officer to be aware of the projects being worked on and the success of the CED Plan. This progress can and should be reported back to the members of the community.

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Acknowledgements

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The Economic Development Committee wishes to thank community members, representatives of community organizations, and representatives of Government and other regional organizations that provided information during the community consultations.

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SECTION 1: INTRODUCTION

1. Purpose

The Hamlet Council of Hall Beach undertook research and consultations to prepare our Community Economic Development (CED) Plan to set economic, social, and cultural goals for the next five years.

Our plan was guided by the Government of Nunavut definition of Community Economic Development, which states:

CED is a community-based approach to planning and development that combines economic, social, cultural and environmental priorities and goals. It is social and economic development in the community, for the community, by the community. To ensure the full participation of community members in development, CED focuses on identifying and building on local resources, on access to development opportunities, and on community capacity building.¹

The Hamlet Council wanted a new CED Plan that would:

- Reflect the real needs and opportunities where the local economy can expand;
- Consider economic, social, cultural and environmental issues;
- Evaluate the strengths and weaknesses of the local economy;
- Present options to pursue in the future;
- Have community ownership in its outcome;
- Identify traditional and non-traditional economic opportunities; and,
- Include a detailed implementation plan that the community could follow.

The Hamlet's Economic Development Committee began working with Aarluk Consulting on the CED plan by holding a workshop in January 2007 to identify the values that should guide the development of our plan. Our CED plan values include:

- Good Communication;

¹ Based on Government of Nunavut, *Community Economic Development: Definition, Philosophy and Principles* (Approved by Cabinet, December 2003).

- Sharing of ideas and knowledge;
- Strong traditional values;
- Working Together; and,
- Using resources effectively and responsibly.

This five-year CED Plan sets out our Vision, Goals and tasks to guide our future development.

2. Process for preparing the CED Plan

The process for identifying economic development options in Hall Beach was done through research and consultations with local and regional sources. The process for completing the CED Plan is shown in the ten steps below.

1. January 2007: CED Committee Training Workshop with Aarluk
2. February 2007: Aarluk submits Workshop Report
3. March 2007: Aarluk Community Visit for Consultations and CED Committee Meeting
4. June 2007: Aarluk Second Community Visit for Consultations
5. July-October 2007: Research and Interviews with Government and Regional Organizations
6. November 2007: Aarluk submits *Strategic Options Report (background report on CED opportunities and challenges)*
7. February 2008: Aarluk Third Community Visit for CED Committee Meeting
8. March 2008: Aarluk submits Draft 1 of Community Economic Development Plan
9. March 2008: CED Committee teleconference with Aarluk
10. April 2008: Final Community Economic Development Plan and Implementation Plan

SECTION 2: VISION STATEMENT

1. Vision for Community Economic Development in Hall Beach

In order to prepare for the future, the community identified a guiding Vision for community economic development.

The long-term (ten-year) vision for future economic development of Hall Beach emerged from the community consultations and the Economic Development Committee workshops. The Vision Statement is outlined below.

Vision for Community Economic Development

- *Hall Beach is a welcoming place where culture and traditional skills are strong.*
- *Our economy makes use of our natural and human assets such as wildlife, mineral resources, traditional land-based and artistic skills, and our desire to work together.*
- *We are a thriving community with adequate infrastructure, where:*
 - *The local airstrip supports regional transportation needs due to its large size, as it is one of three runways in Nunavut that is 5420 feet by 150 feet.*
 - *Access roads lead to natural resource locations;*
 - *Excellent fish and meat are plentiful for country food processing; and*
 - *There is a strong business community.*
- *Our community and environment are healthy. We look after our Elders, recognizing them as teachers, and the development and education of our Youth is a priority.*

SECTION 3: COMMUNITY PROFILE

Hall Beach (Sanirajak) is a community of approximately 654 people, of which approximately 95.9% are Inuit.² The community is located in the Qikiqtaaluk Region, on the Melville Peninsula, approximately 800 km northwest of Iqaluit, and 80 km south of Igloolik. The community is built in a flat region of raised beaches, tundra, ponds and lakes.

Habitation of the region extends back over a thousand years prior to the contemporary community, with archaeological evidence of past generations of Dorset and earlier Inuit cultural groups occupying the area while hunting and fishing. Hall Beach is unique from other Nunavut communities because it was founded as a contemporary community not because of a trading post, mission or school, but rather because of the development of a DEW Line site in 1957. The community is still home to a North Warning Radar Site, and some of the main buildings and DEW Line satellite dishes remain as Canadian historic sites, close to the community airport.

Hall Beach retains a traditional lifestyle with many residents participating in subsistence harvesting of species such as caribou, seal, fish, whale, walrus and migratory birds. The economy of Hall Beach can be characterized as “mixed”, where these traditional subsistence activities are mixed with wage activities. The wildlife economy continues to play a role in Hall Beach and contributes to the foundation of Inuit culture and economy.

The current labour force in Hall Beach is 190 people, (or 48% of the population aged 15 and over), with around 160 people are employed, while 30 are not, leading to an unemployment rate of 16%.³ With the majority of the population currently under the age of 25, in ten years there will be strain on the local economy to provide entry level employment opportunities to this young population entering the labour force.

Hall Beach is a non-decentralized community (no Government of Nunavut departments are based in the community). However, local government services include a Wildlife Office, Nursing Station, Schools, and RCMP office.

Details of the community profile are included in the Strategic Options background report that was prepared as part of the research into developing this CED plan. Our CED plan addresses these opportunities and challenges, and sets Goals for the next five years.

² Statistics Canada. 2007. *2006 Community Profiles- Hall Beach, Nunavut*. 2006 Census.

³ Statistics Canada. 2007. *2006 Community Profiles- Hall Beach, Nunavut*. 2006 Census.

SECTION 4: COMMUNITY ECONOMIC DEVELOPMENT PLAN DETAILS

Community Economic Development in Hall Beach in the next five years will occur through growth of established activities and through the development of new ideas.

The work on the CED plan identified a number of opportunities for development of the community economy. Achieving economic growth means:

- Identifying and taking advantage of each practical opportunity for increased employment and business development;
- Ensuring that all the factors for successful development - money, planning, infrastructure, technical and traditional skills, education and health - are in place; and,
- Working at the same time on several tasks to ensure that each of the economic development goals can be realized in the future.

This section summarizes the economic development goals and tasks for Hall Beach that will have an impact on each of the sectors of the community economy. Sectors of the economy which were considered in the development of the CED Plan goals included:

- Small Business, Resources, Infrastructure and Transportation, Health and Wellness, Education and Training, and, Government.

The final CED plan has goals that cover all of these economic sectors. Each goal statement is broken down into detailed information to help with the implementation of the plan. It is recommended that the CEDO review and update the CED plan at least once a year, or as conditions change.

The following pages contain the summary of the goals of the community economic development plan.

Goal 1: The Hamlet of Hall Beach creates the conditions for long term economic diversity and sustainability.

The Hamlet Council of Hall Beach has taken an important step for the economic growth of the community by creating this CED Plan. The next and most important step is the implementation of the plan. The Hamlet Council, Committees of Council, and Hamlet staff all have important roles in implementing this plan. To implement the plan the Hamlet will need to continue to have community economic development as a priority for the next five year period.

Implementing the Goal

1. The Hamlet will stimulate businesses and attract investment through its actions and attitude to economic development by:

- Committing support and resources to implementing the CED Plan;
- Communicating to elected officials and government departments that the Hamlet has an economic development plan and is requesting assistance in realizing the Hamlet's goals and priorities;
- Creating a climate where local businesses will succeed because Hamlet by-laws, policy, regulations and programs are supportive of economic development; (*also see GOALS 2 and 6*); and,
- Reviewing the progress on the CED plan annually (or more often if required) and updating the plan to include new opportunities or changes in the local economy.

Task	Responsibility	Timeframe
1. The CEDO will become familiar with the CED Plan goals and objectives, and will work towards the implementation of the plan.	CEDO takes the lead and work with others identified in the CED plan	Year 1 - Ongoing implementation
2. The CEDO will identify where support or action is required to implement the plan. The CEDO will report to Hamlet Council, the GN, and other organizations when their support is required to implement the plan.	Same as above.	Ongoing
3. The SAO and Hamlet Council will continue to review Hamlet by-laws, policy and regulations that relate to local business and economic development. Where barriers to business exist or where updating is required, the Hamlet Council will make revisions.	SAO will lead the review and make recommendations to the Hamlet Council.	Ongoing
4. The CEDO and the Economic Development Committee will review and update the CED plan annually.	CEDO	Start in Year 2 and do annually

2. Keep the Hamlet Council, Hamlet Committees and Hamlet staff well informed on economic development issues in Hall Beach.

- The CEDO will prepare regular reporting for Hamlet Council and Committees on economic development issues and activities;
- The SAO will train the various Committees of Council (such as Economic Development Committee) on their mandates, roles and responsibilities, and critical issues related to economic development. The SAO will provide training annually for new committee members; and,
- The Hamlet will continue to have an annual training plan and budget for Hamlet staff to attend professional development courses, such as MTO.

Task	Responsibility	Timeframe
1. Assure the mandate, role and responsibility of each Council Committee is clear.	SAO	Year 1 Q1
2. CEDO will identify critical issues related to economic development and regularly report to Council or Committees.	CEDO with support from SAO	As required
3. Train Council Committees on their mandates, roles and responsibilities, and critical issues related to the mandate of each Committee.	SAO and CEDO (with support from outside expertise if required)	Year 1 Q1 Repeat training as required.
4. Set annual training plan and associated budget for staff education and skills development.	SAO	Ongoing

3. The CEDO will communicate to residents and businesses on economic development issues and opportunities by:

- Sharing information on issues and opportunities in economic development (such as the available funding programs, deadlines for applications, and training) with the community.
- Increasing communication with the community, such as having a Hamlet newsletter, that would report activities, decisions, issues of importance, or general community news;
- Hosting radio shows several times a year on different topics (e.g. host a show on the types of funding programs available, or on the education and skills needed for different types of jobs);
- Having information on economic development available in the CEDO office for the public to use, such as a list of funding programs, pamphlets on how to prepare a business plan, etc. Information can also be obtained through the Canada Business Nunavut network (formerly called the Canada-Nunavut Business Service Centre) in Iqaluit (phone: 1-888-576-4444 or website: www.canadabusiness.ca), Nunavut Economic Developers

Association (phone: (867) 979-4620 or website www.nunavuteda.com) or the Baffin Business Development Centre (phone: (867) 979-1303).

- Making sure that these resources are up to date and available at all times; and,
- Providing help, guidance and support to residents/businesses applying for funding or in the process of preparing to seek funding for business ideas.

Task	Responsibility	Timeframe
1. CEDO, CED Committee and SAO meet to list of all the economic development, programs, issues and ideas that could be communicated to the community residents.	CEDO will take the lead.	Year 1. Ongoing implementation.
2. CEDO, CED Committee and SAO review the list and then identify the topics to discuss, how to get the message to residents.	Same as above	Year 1.
3. CEDO will communicate regularly with residents through a newsletter, poster, or radio show.	Same as above	Year 1. Ongoing
4. CEDO will collect information on economic development and put information on display in the CEDO office so that residents can access it. The CEDO will keep this information up to date.	CEDO	Ongoing
5. CEDO will be familiar with all funding programs and funding processes. CEDO will help residents applying for funding and support them through the process. CEDO will keep all information confidential to maintain the trust and confidence of the community.	CEDO	Ongoing

Goal 2: Development lots are available as our community grows.

The Hamlet's Community Plan and Zoning Bylaw were approved on March 5, 1997. Since that time, the lack of development lots (residential, commercial, community use and industrial) has been a barrier to the growth of the community. The Hamlet needs an updated Community Plan and Zoning Bylaw that identifies new development areas, where infill development should occur, and where re-zoning and by-law revision should happen. This goal links to Goal 3, the development of infrastructure as the community grows.

Implementing the Goal

1. Prepare an updated Community Zoning Plan and Zoning Bylaw.

- The Planning and Lands Officer (PLO) will work closely with Hamlet Committees (such as the By-law Committee, or the Community Lands and Resource Committee (CLARC)) and GN Regional Planning to review land and infrastructure development needs for the next 20 years;
- Working with the GN CG&S Regional Planner and planning consultants, update Hall Beach's Community Zoning Plan and By-law to plan for more zoned lots, redevelopment of land in the centre of the community, new and future infrastructure needs, and development issues that the community is experiencing today or in the future (such as erosion occurring on the shoreline and future shoreline development needs);
- The Hamlet will amend zoning by-laws to allow for mixed uses (e.g. allowing home based businesses in residential zones, mixed commercial/residential lots in the core area of the town, etc.). During the update of the zoning bylaws, the Hamlet must consult with the local housing association to ensure that amendments to bylaws regarding allowable activities within buildings conform with existing HA regulations (ex. Home based businesses within HA buildings); and,
- When the new Zoning Plan and By-laws are available, implement the plan to meet the demand for development of infrastructure.

Task	Responsibility	Timeframe
1. Lobby GN CG&S to work with Hamlet to prepare a new Community Plan and Zoning Bylaw	PLO, SAO, Regional Planning staff	Year 1 Q2
2. Review Hall Beach's infrastructure development needs and zoning types for the next 20 years	PLO, SAO, Regional Planning staff	Year 1 Q3 and Q4
3. Update the Hall Beach Zoning Plan and By-laws.	PLO, By-law Committee with support from the Regional Planner at CG&S	Year 2 Q1 to Q4
4. Implement the new community plan and zoning by-law. Develop zoned lots to keep pace with demand.	PLO, Hamlet	Year 3 - ongoing effort

Goal 3: Community infrastructure will be developed and maintained to serve the needs of our growing community.

In order for a community to be strong economically, it is crucial that its infrastructure meet the needs of its residents and businesses. Infrastructure development links with Goal 2, the preparation of a new community plan and zoning by-law, and the availability of development lots. Infrastructure includes both public (government funded) infrastructure and privately owned infrastructure.

Government infrastructure: The Hamlet will need to continue to lobby and work with government to secure funds for construction, operation and maintenance of infrastructure. Government infrastructure projects that have been prioritized by the Hamlet Council include:

- Additional housing unit development;
- Hamlet office expansion;
- Expansion of the firehall facility and its parking area;
- Community freezer facility;
- Community reservoir maintenance;
- Developing a stone quarrying (permits required);
- Multi-purpose building (mixed uses by community groups in a single building, such as a community centre, cultural groups centre, meeting facility, counselling office);
- Breakwater and community wharf (both to moor and protect boats, and to protect eroding shoreline);
- Relocation of buildings on eroding shoreline (up to six buildings need to be moved- a breakwater would help prevent this in the future);
- Elders home;
- Nunavut Arctic College Community Learning Centre (new building or second floor addition to existing building); and,
- Access road development within the municipal boundary (annual funding proposal submitted).

Private-public Infrastructure: Projects that will be funded by privately operated organizations, or funded in partnerships between government/private organizations, could include:

- Access road and bridge to link community with mining sites beyond municipal boundary;
- Fish and Meat Processing Plant (link to renewable resources goals); and,
- Office and commercial centre for small businesses (small rental spaces).

Implementing the Goals

1. Plan annually for infrastructure development to meet the economic development, social and cultural goals of the community.

- The Hamlet will inventory municipally owned buildings and identify the possibility of selling, renting, demolishing or changing the use of surplus buildings in order to use buildings to meet economic development goals in this plan, or to reduce operating and maintenance budgets;
- The Hamlet will look for opportunities to make use of existing buildings that can be used as affordable commercial space for existing and new businesses (e.g. short and long term rental or lease agreements between Hamlet and small business owners) - see GOAL 6;
- The Hamlet will continue to prepare an annual list of priority infrastructure projects to present to the Government of Nunavut. The list should be prepared annually, identify long term infrastructure projects that will benefit Hall Beach, and be presented to the GN in time to inform their capital planning process for the fiscal year that starts after they receive the list from the Hamlet;
- The Hamlet Council will allocate annually Community Initiatives funding from GN Department of Economic Development & Transportation to community infrastructure development projects that meet the economic development goals in this plan. For example, projects such as access road development could be linked to resources development goals of roads to Roche Bay or to fishing/harvesting areas);
- Continue to work closely with the Government of Nunavut (CG&S, ED&T, CLEY, Department of Education, Nunavut Housing Corporation, etc.) as new infrastructure is planned and developed. Follow up regarding the funding proposal which has already been submitted regarding the expansion of access roads.

Task	Responsibility	Timeframe
1. Inventory of all Hamlet owned buildings. Consider potential reuses of buildings or plan to do away with excess buildings to reduce operating/maintenance budgets.	SAO	Year 1 Q3
2. Prepare an annual list of priority infrastructure projects for the next five years, based on economic development and infrastructure plans, to present to the Government of Nunavut.	SAO, Hamlet Council	Annually
3. The Hamlet Council should allocate CIP funding to priority community infrastructure projects that further economic development goals.	SAO, Hamlet Council	Annually
4. Lobby Government or other sources for infrastructure development. Partner with Government to develop infrastructure that will help the community meet its economic development needs and goals.	SAO, Hamlet Council	Ongoing

2. Work with airlines to improve air service and cargo movement into Hall Beach.

It is crucial that the transportation needs of its residents, business, and the movement of goods to and from the community meet the needs of the community in the future.

- Cargo movement has been identified in the past as a barrier to the local economy (reducing availability of products in the community, raising costs and reducing profit margins for local business). The Hamlet should monitor if the new flights to the community provided by Canadian North as of April 2008 (two extra flights in addition to First Air services) improve the flow of cargo.
- Continue to support GN annual airport inspections and plan to upgrade airport services and expanded services in the future. If mining development increases in the area, more flights into the Hall Beach airport may be required for additional equipment, buildings or services. The Hamlet should continue to communicate airport needs with the GN as issues arise; and,
- Identify contacts at the airlines and Government of Nunavut (ED&T) and encourage action on reducing cargo rates (such as a reduction of rates on country foods which may be important in the future if a fish and meat processing plant is developed - see GOAL 5).

Task	Responsibility	Timeframe
1. Work with First Air and Canadian North to examine the movement of cargo into Hall Beach, and see if improvements are possible.	CEDO and SAO with support from Economic Development Committee	Year 1 Q4 - ongoing effort
2. Monitor future needs to upgrade services at Hall Beach airport.	GN	Ongoing
3. Work with Regional ED&T to address issues related to airport capacity, cargo rates and program restrictions that are barriers to economic development in Hall Beach.	CEDO with support from Economic Development Committee	Year 2 Q2 - ongoing effort

Goal 4: Mineral Resource development near the community supports economic growth, and is environmentally sustainable.

Mineral Resource exploration and extraction development in the region of Hall Beach offers both short and long term economic development opportunities for the Hamlet and residents of Hall Beach. Support and collaboration with mineral resource development companies, government and Inuit Organizations will ensure that the Hamlet of Hall Beach sees the maximum economic benefits from mineral activities. Mineral Resource Developments that are most desired by the Hamlet of Hall Beach are those that promote economic growth in all sectors of the local economy, consider the sustainability of the environment, and enhance the culture, health and education of local residents.

1. The Hamlet will continue to work closely with mineral resource development companies, government, and Inuit Organizations to study, assess and develop the economic potential of non-renewable resources near Hall Beach.

- The Hamlet should continue to build relationships and maintain contact with all resource companies operating nearby (such as Roche Bay, Stornoway Diamond Corporation, and Baffinland) to encourage them to use Hall Beach as a logistical centre for their operations, to purchase goods and services locally, and to hire and train local people for employment.
- All mineral resource companies should be encouraged to report regularly to the Hamlet about their current and future activities on the Melville Peninsula. Reports of activities at the various sites can then be communicated to the residents of Hall Beach.
- The Hamlet will tell mining companies what the communities economic, environmental, social and cultural goals are for the future;
- The Hamlet will work with mineral resource companies to plan infrastructure development inside and beyond the municipal boundary. Infrastructure that may be required by mineral resource companies could be developed as either government, private, or through partnerships. (see GOAL 3). Infrastructure needs to support the development of mineral resources could include warehousing, offices, barge staging, etc., and may also create new small business opportunities for residents (see GOAL 6).
- Work with government, Inuit Organizations and private resource extraction companies to prepare the local workforce for jobs in mines. Use the *Nunavut Community Skills Inventory System* to tracking the skills available in the community and to help prepare training and education plans (see GOAL 8).
- Nunavut Mining Strategy: The Government of Nunavut Mining Strategy can be used by the Hamlet to provide a coordinated approach to meeting

the needs of mineral resource development companies operating near Hall Beach, and to ensure training and education programs are available so that residents benefit from mineral development near the community - see GOAL 8.

- Be familiarized with NLCA and IIBA requirements associated with non-renewable resource development, and be prepared for any future IIBA negotiations to ensure the benefits to Hall Beach are clearly identified.

Task	Responsibility	Timeframe
1. Continue to develop working relationships with all mining companies that are active in the region.	SAO	Year 1 - ongoing effort
2. Maintain regular contact with Roche Bay and Stornoway and come to an agreement on reporting activities to the community.	SAO	Year 1 Q2
3. Tell mining companies what the community's economic, environmental, social and cultural goals are for the future	SAO	Year 1 Q2 - ongoing effort
4. Plan infrastructure development to meet the needs of the mineral resource development sector.	SAO, with support from mineral companies and GN (Dept. of CGS)	Year 2 Q1 - ongoing effort
5. Link infrastructure planning to the development of small business opportunities. Encourage small business to develop or partner.	SAO and CEDO	Year 2 Q1 - ongoing effort
6. Work with government, Inuit organizations, and mining companies to coordinate the skills and education requirements for jobs in the mining sector. Work together to develop a training plan for residents interested in these jobs.	SAO and CEDO initiate, with support from GN and DIO representatives on training and education	Year 2 Q1 - ongoing effort
7. Review and research NLCA and IIBA procedures related to non-renewable resource development to prepare for negotiations should development occur.	SAO, with support from QIA and GN	Ongoing

Goal 5: Opportunities for the sustainable harvest and processing of country foods are developed.

Country foods are critical to the health of the community, and the traditional harvest of country foods is a link for residents to their culture and history. Country foods are also in demand in other Nunavut communities, such as Iqaluit, where supply of certain foods is limited. Traditional country foods also provides significant financial health to residents because it supplies healthy and affordable food that people would have to otherwise purchase from the store. The recent feasibility study on a Hall Beach commercial harvest and the development of country food processing plant (by Burke Consulting Inc. - a copy of the report is included on the CD with this plan) identified several recommendations that must be addressed for future harvesting and processing to be feasible. The Hamlet of Hall Beach must become familiar with the recommendations and take action on the recommendations if economic benefit is to be realized through country foods.

Implementing the Goal

1. Develop harvesting and processing of country foods in Hall Beach.

- Review the commercial harvest and the development of country food processing plant feasibility study;
- Act on priority recommendations from the report, such as:
 - i. Focus on one facility for both fish and meat processing;
 - ii. Conduct further study on biomass (quantity and quality) of fish and meat with Dept. of Environment, DFO and Baffin Fisheries Coalition;
 - iii. Develop initiative in partnership with Igloolik - see GOAL 6; and,
 - iv. Develop business partners for processing and sales in Iqaluit - see GOAL 6.
- In the future, develop harvest and processing infrastructure to support the industry (e.g. community freezer, processing plant, access roads to harvest areas, etc.) - see GOAL 3;
- Prepare Business Plan(s) for actions;
- Develop partnerships with HTO, Hamlet of Igloolik, private businesses in Hall Beach, Government, Inuit Organizations and/or private country food processing companies (e.g. Iqaluit Enterprises) to finance, develop and provide support for commercial harvesting and food processing.

Task	Responsibility	Timeframe
1. Review commercial harvest and the development of country food processing plant feasibility study.	SAO with support from the HTO	Year 1 Q3 Ongoing
2. Identify the priority recommendations and develop a plan to work on the tasks associated with each recommendation.	SAO, with support from HTO, government and other organizations associated with country foods	Year 2 - Ongoing
3. Identify the infrastructure needs of developing commercial harvest and food processing, and put these into the infrastructure plan for the community. Link infrastructure plans with fish and meat processing health and food safety requirements.	HTO, with support from SAO	Year 4
4. Prepare business plans for feasible actions.	HTO with support from CEDO and a consultant	Year 5
5. Build partnerships to finance, develop and operate commercial harvest and processing plant.	HTO, with support from SAO	Year 5

Goal 6: Small businesses in Hall Beach are supported and are successful.

Creating an environment where existing small businesses can succeed and where new businesses can be developed is important to a community's economic growth. Small business provides local jobs, delivers services and products, and ensures that money remains in the community. Consultations indicated that existing small business and new entrepreneurs require the assistance of the Hamlet to support their operations.

Implementing the Goals for Small Business

1. The Hamlet Council and Staff will encourage small business development through by-laws, policies and regulations by:

- Amending policies, bylaws and regulations that are barriers to small business. The Hamlet will review all Hamlet by-laws and policies (see GOAL 1) with particular attention to eliminating barriers to small business operation, growth and competition issues. For example, the Hamlet will consider amending the Hall Beach Zoning By-law (see GOAL 2) to permit some mixed uses (e.g. home based businesses in residential zones, mixed commercial/residential lots in the core area of the town, etc.);
- Make sure that new business by-laws and licensing regulations respond to market demand as the economy grows and changes in the future - see GOAL 1; and,
- The Hamlet will work with the Hall Beach and Nunavut Housing associations to study the issue of amending regulations that are barriers to residents operating home based businesses.

Task	Responsibility	Timeframe
1. Review all Hamlet by-laws, policies and regulations to eliminate barriers to small business development.	SAO with support from Hamlet Council	Year 2 - ongoing effort
2. Work with Housing associations to study issues of removing restrictions on home based businesses.	SAO with support from Hamlet Council	Year 2 - ongoing effort
3. As the economy changes, monitor small business bylaws and make changes if barriers or opportunities are identified.	SAO	Ongoing

2. Identify and support opportunities for new small businesses.

The Hamlet (including the Hamlet Council, SAO, CEDO and others) can encourage residents, local organizations and existing businesses to take advantage of opportunities for small business that will develop as other sectors of the economy expand. As new developments in sectors such as mineral resources, transportation, tourism, etc., the Hamlet can ask non-local development organizations to identify what goods and services are needed. This information can be passed on from the Hamlet to the community as a way to stimulate ideas for new small businesses. For example:

- Mineral resource development could create opportunities for small businesses such as expediting, security, goods and services supply, technology support, book keeping, and others;
- Support services for a port (if the Mary River sea vessel port is developed near Igloolik);
- Commercial food harvesting and processing may develop partnership opportunities between Hall Beach and other communities - see GOAL 5.
- Increased visits of business travellers could support an outfitting business to provide wildlife tours (such as walrus) and cultural tours in the region. This may offer an opportunity for partnership with Igloolik to offer multi-day visits to both communities around both communities.

Task	Responsibility	Timeframe
1. Identify business opportunities that could be developed as other sectors of the economy expand. Communicate business support needs to residents to stimulate ideas for small business.	SAO and CEDO	Ongoing
2. Identify business opportunities that could be developed through partnerships (e.g. by both Hall Beach and Igloolik).	CEDO	Year 2 - ongoing
3. As new opportunities are identified, develop business plans to help companies access funding and to guide successful operations.	CEDO	Year 3 - ongoing

3. The Hamlet Council, Committees and Staff will continue to be supportive of small business development by:

- Assisting business owners and managers in the identification and application process for funding of small business planning, small business start up funding, business improvements; business planning, business expansion, and training and education support for small business owners;
- The CEDO will work closely with existing businesses and potential entrepreneurs to keep them informed of the available funding sources for small business - see GOAL 1;

- Update funding source information every three months (or as programs change) and ensure up-to-date information on funding programs is available to businesses and entrepreneurs - see GOAL 1;
- The Hamlet will look for opportunities to make use of existing buildings that can be used as affordable commercial space for existing and new businesses (e.g. short and long term rental or lease agreements between Hamlet and small business owners) - see GOAL 3
- Encourage non-local companies to contract and purchase services in Hall Beach (for example, link small business with resource development goals). Let non-local companies know that may be operating near Hall Beach (e.g. exploration companies like Roche Bay) that local businesses, and potential local employees, are available in the community to provide services and goods. Prepare a page on the goods and services available to non-local companies (with the names of local contacts) and keep this information up-to -date so that it can be referenced when needed.

Task	Responsibility	Timeframe
1. Encourage businesses to use available funding and support for business planning, start up, expansion, and improvements and develop a communication plan to notify the community of funding programs.	CEDO with support from Economic Development Committee	Year 1 Q3 - ongoing effort
2. Use Hamlet's communications plan to get information out on funding programs, training programs and other support available to small business	CEDO with support from Economic Development Committee	Year 2 - ongoing effort
3. Identify affordable commercial space for new businesses such as rental or lease agreements in Hamlet owned buildings.	SAO, with support from Hamlet Council	Year 2 - ongoing effort
4. Communicate to non-local companies the local goods, services and skills available in the community on the website.	CEDO	Year 2 - ongoing effort

Goal 7: Hall Beach is a healthy community.

The Health & Wellness of residents is crucial to the general well-being of a community and has an impact on the economy of the community. Research has shown that there is a direct link between the health & wellness of a community and the strength of the local economy. In order to assure both the physical and mental health of residents, there must be programs, services, activities, and facilities in the community that reach out to children, youth, adults and Elders; and are developed for both men and women.

Implementing the Goal for Health & Wellness

1. Staff a Health and Welfare Officer to develop a Community Wellness Plan. This will help to identify and develop programs, services and facilities that promote and support wellness. Then, link the Community Wellness Plan goals to the community's economic development goals.

- The Hamlet Council will lobby for funding to staff a Health and Welfare Officer (the position could also be called “wellness coordinator” or “mental health worker”) at the Hamlet. Once the position is staffed, the Hamlet will provide guidance and support.
- The Hamlet Council will support the Health and Welfare Officer to seek funding and get the assistance of health experts to prepare a new *Community Wellness Plan for Hall Beach* (perhaps through programs such as “Brighter Futures”);
- The Hamlet can support the Health and Welfare Officer by striking a joint working committee of representatives from the Hamlet’s CED, Wellness, and Recreation Committees. These representative can provide advice and direction in the development of a revised *Community Wellness Plan*;
- Identify all programs, services and facilities that promote and support wellness in the Hamlet (such as programs offered through the Health Centre and Department of Health and Social Services);
- Invite the Community Health Representative (CHR) and/or the Nurse-in-Charge to sit on the Health and Wellness Committee of Hamlet;
- Increasing the participation of Elders in counselling programs for youth, adults, and families.

Task	Responsibility	Timeframe
1. The Hamlet will secure funding to staff a Health and Welfare Officer.	SAO	Year 1 Q3
2. The Health and Welfare Officer will apply for funding to develop a Community Wellness Plan.	Health and Welfare Officer, with support from the Council	Year 1 Q3
3. Identify all programs, services and facilities that promote and support wellness in the Hamlet, and invite representatives of these programs to meet with the Health and Wellness Committee to discuss developing a Wellness Plan.	Health and Welfare Officer with support from Committee and other health and wellness representatives	Year 1 Q3 and Q4
4. Develop a Community Wellness Plan that includes all existing programs, and encourages support from Elders.	Health and Welfare Officer, with support of the Joint Working Committee	Year 2 Q1 with completion target end of Year 2
5. Implement the Community Wellness Plan	Health and Welfare Officer	Year 3 - and ongoing
6. Hold annual joint meeting of representatives from the Hamlet's CED, Wellness and Recreation Committee to discuss initiatives where there is overlap between wellness, recreation and economy.	Health and Welfare Officer, and members of the Wellness, Recreation and Economic Development Committees	Meet annually

2. Continue to provide and to develop new recreational programs for men, women, children/youth, families and Elders.

- The Hamlet will continue to offer recreational programs to residents and will attempt to develop new programs of interest to both youth and elders. The Recreation Coordinator will continue to ask residents of all ages about their recreation needs, wants, and ideas. Activities such as drum dancing, throat singing, and square dancing have been mentioned to be of interest and are currently being examined.
- This information can be used to develop a plan to expand recreational activities for all age groups. The plan should continue to promote the participation of elders, as they have been looking forward to becoming even more involved in recreational and educational programs for youth.
- The Hamlet will continue group activities for Elders and youth/children and explore funding sources (such as Brighter Futures) for ongoing funding. Mentoring programs between elders and youth/children are a priority of the community could be further explored. Mentoring may help to keep kids in school, or support those who are not attending.
- The recreation plan should be realistic - recognizing that resources like budgets, equipment, facilities and time are limited. The plan should prioritize what new recreation programs can be created and then roll out new programs gradually. Local groups (Youth, Elders, cultural groups, etc.) should be encouraged to help implement the recreation plan; and,

- With a plan in place, the Recreation Coordinator needs support to identify program opportunities and funding sources (Brighter Futures, etc).

Task	Responsibility	Timeframe
1. Continue to offer recreational programs in the Hamlet.	Recreation Coordinator , with support of Hamlet Council	Ongoing
2. Continue to talk to residents about recreation needs and ideas. Write up a summary of the ideas and prepare a plan to develop identified recreation programs and activities.	Recreation Coordinator with support from the CEDO and Recreation Committee	Year 2 Q1
3. Develop a plan to expand group activities and mentoring programs between elders and youth/children.	Recreation Coordinator with support from the CEDO and Recreation Committee	Year 2 Q1
4. Secure funding for new programs (to cover equipment, rental, utilities, and other expenses).	Recreation Coordinator and Committee	Year 2 Q2 to Q4
5. Get local groups involved in the development and running of new recreation programs.	Recreation Coordinator and Committee	Year 3 Q1 to Q4
6. Monitor the new programs and adjust them as required.	Recreation Coordinator	Ongoing

Goal 8: Hall Beach residents have access to education and training programs.

Education, skills training and workplace experience are important to the development of all sectors of the Hall Beach economy. Preparing residents to take advantage of future employment and economic opportunities requires the Hamlet to work in partnership with education organizations to ensure that education and training programs are available in the community and are linked with the economic development goals of the community. Partners in education and training will include the District Education Authority (DEA), school, Department of Education, Nunavut Arctic College (NAC), Nunavut Literacy Council, Nunavut Economic Developers Association (NEDA), private business (such as training provided by mineral resource development companies), and other education organizations.

Implementing the Goals for Education & Training

1. Use the *Nunavut Community Skills Inventory System* to record the skills of residents, and to decide what education and training courses the community needs to offer in the future.

- Encourage residents to add their names/resumes to the *Nunavut Community Skills Inventory System*. Hamlet staff could help residents input their skills on the system.
- The Hamlet should work closely with the GN Department of Education, NAC, the school, the Nunavut Literacy Council, NEDA, and other relevant organizations or individuals (linked to Trades School, adult education strategy, etc.) to identify priority education and training programs needed in Hall Beach. The priorities identified can then be written up into a report, prepared by the DEA, NAC, and Hamlet staff (SAO and CEDO).
- In the report, identify the specific training needs for all sectors of the economy, including:
 - Small Business courses (bookkeeping, management, planning, marketing, training employees in providing services, reading and math skills for employees to help them on the job, etc.);
 - Trades skills (including help with pre-trades courses);
 - Mineral resource employment training and education programs; and
 - Adult Education (reading, writing, math).
- The CEDO can present the findings of this report to the Hamlet Council to make councillors aware of what the report says, and so the Hamlet Council is informed when asking government to support the education and training priorities of Hall Beach;
- Lobby government to offer more education and training courses in Hall Beach; and,

- Lobby government to expand the Nunavut Arctic College Learning Centre building - see GOAL 3.

Task	Responsibility	Timeframe
1. Fill in the Nunavut Community Skills Inventory System information for Hall Beach. Keep the information on the system up to date.	CEDO, with support from educators in the community	Year 1 - ongoing effort
2. Develop a report that identifies education and training needs in each sector of the economy.	DEA with support from educators in the community and CEDO/SAO	Year 1 Q3
3. Consult (radio shows, posters, meeting groups, etc.) members of the community to identifying the priorities of residents, and their thoughts on the specific training required for each sector of the economy.	CEDO	Year 1 Q3
4. Prioritize the training needs identified in the report according to community members' feedback.	CEDO	Year 1 Q3
5. Present the report to Hamlet Council and ask for their support of the priorities.	CEDO and SAO	Year 1 Q4
6. Seek the support of government to offer more education and training courses.	The Hamlet Council	Year 2 - ongoing effort
7. Lobby NAC and the GN to build or expand the community learning centre.	The Hamlet Council	Year 2
8. Monitor education and training needs of the community as the economy changes and new opportunities develop.	CEDO and SAO	Ongoing

How to read the CED goal and task tables

A brief explanation is provided below to assist with understanding of the details provided in the five-year CED Plan goals and task tables.

Explanation of “Goal”: Goals are broad statements of ideal future conditions that are desired by the community and contained in the comprehensive plan. For example, a community may have a goal of "providing more affordable housing."

Explanation of “Objective”: Objectives are the numbered statements in each goal that are statements of what will be done to accomplish the goal. For example, an objective would be to achieve "the construction of 5 units of affordable housing annually until the year 2012."

Explanation of “Task”: For every goal and objective there are “Tasks”. The Task statements are the specific work that need to be done to be able to achieve the goal and objective. The goal and objective need more than one Task to be completed.

Explanation of “Responsibility”: The “Responsibility” section identifies all the potential people or groups that will be assigned with the responsibility and accountability to complete tasks. There is usually a “Lead” and “Support” identified for each task. The lead is the main person/group responsible, and the support will provide input and/or assistance.

Explanation of “Timeframe”: The timeframe for completing tasks is based upon a five-year planning cycle. The timeframe begins on January 1, 2008 to allow time for the Hamlet Council to approve the final CED Plan and prepare for implementation.

- Year 1 is 2008
- Year 2 is 2009
- Year 3 is 2010
- Year 4 is 2011
- Year 5 is 2012

The calendar year has been broken into quarters - these are three month periods. The first quarter is January to March (Q1); second quarter is April to June (Q2); third quarter is July to September (Q3); and fourth quarter is October to December.

The implementation table shows when each task would ideally be worked on (e.g. Year 1 - Q2). The timeframe may also indicate if the task is an “ongoing” task (meaning that it will require continuing work into the future).

SECTION 5: RESPONSIBILITIES FOR THE IMPLEMENTATION OF THE COMMUNITY ECONOMIC DEVELOPMENT PLAN

The Hall Beach five year Economic Development Plan requires that individuals and groups from across the community work together to implement the plan. The responsibilities for the goals and tasks of the CED plan are to be assigned to specific individuals and groups to ensure that the plan is implemented and the community achieves its Vision and Goals for economic development.

The CED plan is the work plan that the Hamlet will be using to direct future growth of the economy. The Community Economic Development Officer (CEDO) is the individual that will be tasked with working directly on the implementation of the CED plan. The CEDO will be supported in this work by the Community Economic Development Committee, the Senior Administrative Officer and the Hamlet Council. Other community groups (as identified in the CED plan) will be taking on roles for implementing tasks in the CED plan, but the overall coordination of the CED plan implementation lies with the CEDO and the Hamlet's representatives. The following section identifies specific responsibilities for implementing the CED plan.

Communication

Under the direction of the Economic Development Committee, the Community Economic Development Officer (CEDO) will be responsible for reporting on a regular basis to Hamlet Council, Committees and community members on the content of the Community Economic Development Plan, and on progress in implementing the plan.

Monitoring, Reviewing and Updating of the Plan

The Community Economic Development Officer (CEDO) will be responsible for:

- Identifying the scheduling of tasks to be undertaken in each sector of the CED Plan;
- Assigning responsibilities for the undertaking of the tasks in the CED Plan;

- Tracking the progress as the CED Plan is implemented. The CEDO will track the progress of each task/action identify specific follow up required for each task/action, or record general notes related to each task/action;
- The CEDO will regularly report on the progress of the CED Plan implementation to the Economic Development Committee;
- The CEDO will identify new economic development opportunities, as required, that should be added to the CED Plan. The CEDO will identify the tasks associated with these opportunities and present them to the CED Committee for input. If the CED Committee approves, the CEDO will add these tasks to the CED Plan; and,
- The CEDO will prepare written reports for the Hamlet Council on the status of the CED Plan as required.

The Economic Development Committee of the Hamlet Council will be responsible for:

- Monitoring overall progress as the CED Plan is implemented, with reports to be presented at agreed upon intervals to the full Hamlet Council;
- Working with the CEDO on specific functions related to the implementation of the CED Plan;
- Annual review and updating of the CED Plan, including preparation of a revised implementation plan should progress on tasks/actions fall out of schedule, or if new tasks are identified that need to be added to the CED Plan; and,
- Supporting and advocating the goals and objectives of the CED Plan.

APPENDIX: FIVE-YEAR TIMELINE FOR CED TASKS BY SECTOR

To be completed for the final CED plan document

Hall Beach Community Economic Development Plan 2008-2012		
Goal 1: The Hamlet of Hall Beach creates the conditions for long term economic diversity and sustainability		
1. The CEDO will become familiar with the CED Plan goals and objectives, and will work towards the implementation of the plan	CEDO takes the lead and work with others identified in the CED plan	Year 1 - Ongoing implementation
2. The CEDO will identify where support or action is required to implement the plan. The CEDO will report to Hamlet Council, the GN, and other organizations when their support is required to implement the plan.	Same as above	Ongoing
3. The SAO and Hamlet Council will continue to review Hamlet by-laws, policy and regulations that relate to local business and economic development. Where barriers to business exist or where updating is required, the Hamlet Council will make revisions.	SAO will lead the review and make recommendations to the Hamlet Council.	Ongoing
4. The CEDO and the Economic Development Committee will review and update the CED plan annually.	CEDO	Start Year 2 and do annually
2. Keep the Hamlet Council, Hamlet Committees and Hamlet staff well informed on economic development issues in Hall Beach		
1. Assure the mandate, role and responsibility of each Council Committee is clear	SAO	Year 1 Q1
2. CEDO will identify critical issues related to economic development and regularly report to Council or Committees	CEDO with support from SAO	As required
3. Train Council Committees on their mandates, roles and responsibilities, and critical issues related to the mandate of each Committee	SAO and CEDO (with support from outside expertise if required)	Year 1 Q1 - Repeat training as required
4. Set annual training plan and associated budget for staff education and skills development	SAO	Ongoing
3. The CEDO will communicate to residents and businesses on economic development issues and opportunities by		
1. CEDO, CED Committee and SAO meet to list of all the economic development, programs, issues and ideas that could be communicated to the community residents	CEDO will take the lead	Year 1 - Ongoing implementation
2. CEDO, CED Committee and SAO review the list and then identify the topics to discuss, how to get the message to residents	Same as above	Year 1
3. CEDO will communicate regularly with residents through a newsletter, poster, or radio show	Same as above	Year 1- Ongoing
4. CEDO will collect information on economic development and put information on display in the CEDO office so that residents can access it. The CEDO will keep this information up to date	CEDO	Ongoing
5. CEDO will be familiar with all funding programs and funding processes. CEDO will help residents applying for funding and support them through the process. CEDO will keep all information confidential to maintain the trust and confidence of the community	CEDO	Ongoing
Goal 2: Development lots are available as our community grows		
1. Lobby GN CG&S to work with Hamlet to prepare a new Community Plan and Zoning Bylaw	PLO, SAO, Regional Planning staff	Year 1 Q2
2. Review Hall Beach's infrastructure development needs and zoning types for the next 20 years	PLO, SAO, Regional Planning staff	Year 1 Q3 and Q4
3. Update the Hall Beach Zoning Plan and By-laws.	PLO, By-law Committee with support from the Regional Planner at CG&S	Year 2 Q1 to Q4
4. Implement the new community plan and zoning by-law. Develop zoned lots to keep pace with demand.	PLO, Hamlet	Year 3 - ongoing effort
Goal 3: Community infrastructure will be developed and maintained to serve the needs of our growing community		
1. Inventory of all Hamlet owned buildings. Consider potential reuses of buildings or plan to do away with excess buildings to reduce operating/maintenance budgets.	SAO	Year 1 Q3
2. Prepare an annual list of priority infrastructure projects for the next five years, based on economic development and infrastructure plans, to present to the Government of Nunavut.	SAO, Hamlet Council	Annually
3. The Hamlet Council should allocate CIP funding to priority community infrastructure projects that further economic development goals.	SAO, Hamlet Council	Annually

4. Lobby Government or other sources for infrastructure development. Partner with Government to develop infrastructure that will help the community meet its economic development needs and goals.	SAO, Hamlet Council	Ongoing
2. Work with airlines to improve air service and cargo movement into Hall Beach		
1. Work with First Air and Canadian North to examine the movement of cargo into Hall Beach, and see if improvements are possible.	CEDO and SAO with support from Economic Development Committee	Year 1 Q4 - ongoing effort
2. Monitor future needs to upgrade services at Hall Beach airport.	GN	Ongoing
3. Work with Regional ED&T to address issues related to airport capacity, cargo rates and program restrictions that are barriers to economic development in Hall Beach.	CEDO with support from Economic Development Committee	Year 2 Q2 - ongoing effort
Goal 4: Mineral Resource development near the community supports economic growth, and is environmentally sustainable		
1. Continue to develop working relationships with all mining companies that are active in the region.	SAO	Year 1 - ongoing effort
2. Maintain regular contact with Roche Bay and Stornoway and come to an agreement on reporting activities to the community.	SAO	Year 1 Q2
3. Tell mining companies what the community's economic, environmental, social and cultural goals are for the future	SAO	Year 1 Q2 - ongoing effort
4. Plan infrastructure development to meet the needs of the mineral resource development sector.	SAO, with support from mineral companies and GN (Dept. of CGS)	Year 2 Q1 - ongoing effort
5. Link infrastructure planning to the development of small business opportunities. Encourage small business to develop or partner.	SAO and CEDO	Year 2 Q1 ongoing effort
6. Work with government, Inuit organizations, and mining companies to coordinate the skills and education requirements for jobs in the mining sector. Work together to develop a training plan for residents interested in these jobs.	SAO and CEDO initiate, with support from GN and DIO representatives on training and education	Year 2 Q1 - ongoing effort
7. Review and research NLCA and IIBA procedures related to non-renewable resource development to prepare for negotiations should development occur.	SAO, with support from QIA and GN	Ongoing
Goal 5: Opportunities for the sustainable harvest and processing of country foods are developed		
1. Review commercial harvest and the development of country food processing plant feasibility study.	SAO with support from the HTO	Year 1 Q3 - Ongoing
2. Identify the priority recommendations and develop a plan to work on the tasks associated with each recommendation	SAO, with support from HTO, government and other organizations associated with country foods	Year 2 - Ongoing
3. Identify the infrastructure needs of developing commercial harvest and food processing, and put these into the infrastructure plan for the community. Link infrastructure plans with fish and meat processing health and food safety requirements	HTO, with support from SAO	Year 4
4. Prepare business plans for feasible actions.	HTO with support from CEDO and a consultant	Year 5
5. Build partnerships to finance, develop and operate commercial harvest and processing plant	HTO, with support from SAO	Year 5
Goal 6: Small businesses in Hall Beach are supported and are successful		
1. Review all Hamlet by-laws, policies and regulations to eliminate barriers to small business development	SAO with support from Hamlet Council	Year 2 - ongoing effort
2. Work with Housing associations to study issues of removing restrictions on home based businesses	SAO with support from Hamlet Council	Year 2 - ongoing effort
3. As the economy changes, monitor small business bylaws and make changes if barriers or opportunities are identified	SAO	Ongoing
2. Identify and support opportunities for new small businesses		
1. 1. Identify business opportunities that could be developed as other sectors of the economy expand. Communicate business support needs to residents to stimulate ideas for small business	SAO and CEDO	Ongoing
2. 2. Identify business opportunities that could be developed through partnerships (e.g. by both Hall Beach and Igloolik)	CEDO	Year 2 - ongoing
3. 3. As new opportunities are identified, develop business plans to help companies access funding and to guide successful operations	CEDO	Year 3 - ongoing
3. The Hamlet Council, Committees and Staff will continue to be supportive of small business development by		

1. Encourage businesses to use available funding and support for business planning, start up, expansion, and improvements and develop a communication plan to notify the community of funding programs	CEDO with support from Economic Development Committee	Year 1 Q3 - ongoing effort
2. Use Hamlet's communications plan to get information out funding programs, training programs & other support available to small business	CEDO with support from Economic Development Committee	Year 2 - ongoing effort
3. Identify affordable commercial space for new businesses such as rental or lease agreements in Hamlet owned buildings	SAO, with support from Hamlet Council	Year 2 - ongoing effort
4. Communicate to non-local companies the local goods, services and skills available in the community on the website	CEDO	Year 2 - ongoing effort
Goal 7: Hall Beach is a healthy community		
1. The Hamlet will secure funding to staff a Health and Welfare Officer	SAO	Year 1 Q3
2. The Health and Welfare Officer will apply for funding to develop a Community Wellness Plan	Health and Welfare Officer, with support from the Council	Year 1 Q3
3. Identify all programs, services and facilities that promote and support wellness in the Hamlet, and invite representatives of these programs to meet with the Health and Wellness Committee to discuss developing a Wellness Plan	Health and Welfare Officer with support from Committee and other health and wellness representatives	Year 1 Q3 and Q4
4. Develop a Community Wellness Plan that includes all existing programs, and encourages support from Elders	Health and Welfare Officer, with support of the Joint Working Committee	Year 2 Q1 with completion target end of Year 2
5. Implement the Community Wellness Plan	Health and Welfare Officer	Year 3 - and ongoing
6. Hold annual joint meeting of representatives from the Hamlet's CED, Wellness and Recreation Committee to discuss initiatives where there is overlap between wellness, recreation and economy	Health and Welfare Officer, and members of the Wellness, Recreation and Economic Development Committees	Meet annually
2. Continue to provide and to develop new recreational programs for men, women, children/youth, families and Elders		
1. Continue to offer recreational programs in the Hamlet	Recreation Coordinator , with support of Hamlet Council	Ongoing
2. Continue to talk to residents about recreation needs and ideas. Write up a summary of the ideas and prepare a plan to develop identified recreation programs and activities.	Recreation Coordinator with support from the CEDO and Recreation Committee	Year 2 Q1
3. Develop a plan to expand group activities and mentoring programs between elders and youth/children	Recreation Coordinator with support from the CEDO and Recreation Committee	Year 2 Q1
4. Secure funding for new programs (to cover equipment, rental, utilities, and other expenses)	Recreation Coordinator and Committee	Year 2 Q2 to Q4
5. Get local groups involved in the development and running of new recreation programs	Recreation Coordinator and Committee	Year 3 Q1 to Q4
6. Monitor the new programs and adjust them as required	Recreation Coordinator	Ongoing
Goal 8: Hall Beach residents have access to education and training programs		
1. Fill in the Nunavut Community Skills Inventory System information for Hall Beach. Keep the information on the system up to date	CEDO, with support from educators in the community	Year 1 - ongoing effort
2. Develop a report that identifies education and training needs in each sector of the economy	DEA with support from educators in the community and CEDO/SAO	Year 1 Q3
3. Consult (radio shows, posters, meeting groups, etc.) members of the community to identifying the priorities of residents, and their thoughts on the specific training required for each sector of the economy	CEDO	Year 1 Q3
4. Prioritize the training needs identified in the report according to community members' feedback	CEDO	Year 1 Q3
5. Present the report to Hamlet Council and ask for their support of the priorities	CEDO and SAO	Year 1 Q4
6. Seek the support of government to offer more education and training courses	The Hamlet Council	Year 2 - ongoing effort
7. Lobby NAC and the GN to build or expand the community learning centre	The Hamlet Council	Year 2
8. Monitor education and training needs of the community as the economy changes and new opportunities develop	CEDO and SAO	Ongoing