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KIVALLIQ CHAMBER of
COMMERCE

PLAN

Message from the President

In winter 2022, KCC undertook a strategic planning exercise to define its priorities for the period 2022 – 2024. The process included defining objectives and action items and was designed to ensure member priorities were reflected in the plan, future Chamber activities reflect the broader aspirations of the Kivalliq business community, and Chamber activities are grounded in an informed assessment of current regional economic and business opportunities and challenges. KCC membership feedback, obtained through a series of consultations with individual member organizations and board members, constitutes the heart of this strategic plan.

Alongside membership consultations, the plan is based on a review of KCC documentary materials, including bylaws, past meeting minutes, and business plans, recent Kivalliq Region labour market analyses, and relevant data prepared by Statistics Canada.¹

This plan was developed as the Kivalliq Region, along with the rest of Canada, focused on emerging from two years of the COVID-19 pandemic. The pandemic affected KCC by limiting our ability to deliver in-person conferences and events, which, in turn, impressed upon the membership, Board, and staff the importance of these networking and communications forums to KCC programming and to building and maintaining membership engagement. As we emerge from the pandemic, KCC is looking forward to strengthening our capacity to host in-person events and conferences, recognizing they are crucial to our success as an organization.

Externally, the pandemic has underscored gaps in communications, transportation, energy, and health infrastructure that affect our members' ability to conduct business. These gaps include regional workforce readiness, particularly in the mining and mining service sectors, and affect our members' ability to recruit and retain human resources from the Kivalliq. These gaps also prevent the timely and predictable flow of goods and services into the region. KCC is looking forward to coordinating and supporting post-pandemic resiliency initiatives led by the private and public sectors to build new economic infrastructure and capacity to support sustainable economic growth within the region.

We approach KCC's 45th anniversary as the leading voice of the Kivalliq business community, and we are pleased to present the following strategic plan as part of our ongoing commitment to our members and community. We are grateful to the members, including Board members, and staff who assisted in the development of the Plan, and to all stakeholders who continue to support our effort to build a valuable economic legacy for future generations.

Patrick Tagoona, KCC President

¹ External documentary resources consulted for this study include "2020 Kivalliq Labour Market Analysis: Final Report," prepared for Agnico Eagle Mines by Aglu Consulting and Training Inc., Stratos Inc., and Impact Economics (January 22, 2021), "Kivalliq Labour Market Needs Assessment (Phase 1 (March 9, 2020) and Phase 2 (February 25, 2022)), prepared for Sakku Investments Corporation by NVision Insight Group Inc, and the Census of Canada (2016 and 2021).

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1 Introduction to the Kivalliq Chamber of Commerce

The Kivalliq Chamber of Commerce (KCC) is a registered society made up of members of the Kivalliq business community and other regional stakeholders. The Chamber's role is threefold:

- 1. Act as an advocate on behalf of the Kivalliq business community*
- 2. Interact with other Chambers in the North and across the country for the good of the Kivalliq business environment*
- 3. Assist government and other organizations in the delivery and assessment of programs and support services related to the economy and business community of the Kivalliq Region*

The Chamber is largely comprised of local businesses, many of them small businesses, as well as other stakeholders, including the seven Kivalliq Region municipalities, who participate as Associate Members. The membership biannually elects an executive and Board of Directors at the Annual General Meeting.

KCC was incorporated in 1979 and will celebrate its 45th anniversary in 2024. This important achievement has been made possible through the dedication of KCC's members and stakeholders. Today, KCC continues to advocate and push for the interests of the Kivalliq business community. This is done through the work of a volunteer board and a part time executive director. At present, KCC's ability to deliver additional value to its members, and its impact upon the Kivalliq Region and Nunavut are limited by its available resources.

2 Background to the Strategic Plan

2.1 The Regional Economy

2.1.1 Socioeconomic Characteristics of the Region

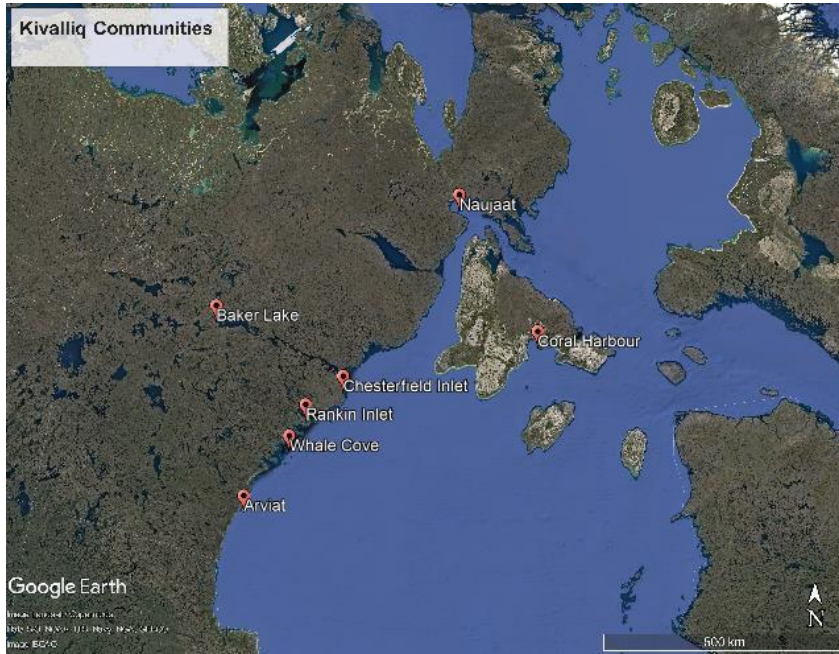
The Kivalliq, with a population of 11,045 in 2021, is comprised of seven main communities (Hamlets), the majority of which are located along the western shore of Hudson’s Bay:²

Table 1: Kivalliq Hamlets by Population

Hamlet	Population (2021)
Rankin Inlet	2,975
Arviat	2,864
Baker Lake	2,061
Naujaat	1,225
Coral Harbour	1,035
Chesterfield Inlet	397
Whale Cove	470

² Population figures are for the Hamlets (Census subdivisions) for 2021 (Statistics Canada. 2022. (table). Census Profile. 2021 Census. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released February 9, 2022. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed March 22, 2022)).

Figure 1: Kivalliq Hamlets



A Young and Growing Population

Over the past five years, the population of the Kivalliq has grown by 6.1%, a larger increase than those for the rest of Nunavut (2.5%) and Canada as a whole (5.2%). Rates of growth for Nunavut’s Qikiqtaaluk and Kitikmeot regions were 1.9% and -1.3%, respectively. Of the seven Kivalliq communities, Baker Lake’s and Chesterfield Inlet’s populations declined between 2016 and 2021 (0.4% and 9.2%, respectively), while Arviat, Nauyasat, Coral Harbour, and Whale Cove grew at a rate that exceeded the national rate of growth. Rankin Inlet’s population grew by 4.2%.

The Kivalliq population is young compared to the rest of Canada.³ While the proportion of the region’s working age population (age 15 – 64) is similar to the rest of Canada’s, the Kivalliq’s proportion of residents under the age of 15 is approximately double that of Canada’s:

Table 2: Age breakdown (% percent of population) (2016)

Age	Kivalliq	Nunavut	Canada
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³ Hereafter, statistics are taken from the 2016 census (Statistics Canada. 2017. Keewatin, REG [Census division], Nunavut and Nunavut [Territory] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed March 23, 2022)).

14 and under	34	32.5	16.6
15 – 64 (working age)	62.2	63.7	66.5
65 +	3.8	3.8	16.9

Approximately 24% of the Kivalliq’s population is under the age of 10, indicating a relatively large supply of available workers to occupy the jobs of the future, and to become the entrepreneurs of the future.

Skills and Education

Levels of educational attainment recorded for the 2016 Census indicate a general education gap among working-age Kivalliq residents that approximates that for Nunavut as a whole. In 2016, Kivalliq residents between the age of 25 and 64 were less likely than other residents of Canada to have attained an educational certificate, diploma, or degree, including a high school diploma or equivalency certificate. In 2016, Kivalliq residents were also less likely than residents of Nunavut and Canada to have achieved a post-secondary certificate, diploma, or degree. However, the proportion of Kivalliq residents aged 25 – 64 who have attained an apprenticeship or trades certificate or diploma compares favourably with Nunavut and Canada as a whole, a reflection of the economic opportunities afforded to regional residents by the mining sector.

Table 3: Highest level of educational attainment of Kivalliq residents aged 25 – 64 (% of population) (2016)

Highest level of educational attainment	Kivalliq	Nunavut	Canada
No certificate; diploma or degree	47.5	40.9	11.5
Secondary school diploma or equivalence certificate	14.4	14.6	23.7
Postsecondary certificate; diploma or degree	38.4	44.4	64.8
<i>Apprenticeship or trades certificate or diploma</i>	10.1	9.7	10.8
College or other non-university certificate or diploma	17.3	19.3	22.4
University diploma or degree at bachelor level or above	10	14.3	28.5

The relatively low level of educational attainment among Kivalliq residents (compared to the rest of Canada) is attributable in part to a lack of appropriate educational and training opportunities, discussed in Section 2.1.3, which, in turn, has contributed to relatively high unemployment within the labour force and a high unemployment rate for the region as a whole.

Regional employment by industry

Kivalliq residents are nearly three times as likely than other residents of Canada to work in public administration jobs (20.5% versus 6%). Including workers providing educational services, health care services, or social assistance, 41% of Kivalliq residents are employed by the public sector, compared to 24.7% for Canada as a whole.

Other top employers by industry include retail, mining, construction, and transportation and warehousing, as depicted in Table 4:

Table 4: Top employers by industry (% of employed population) (2016)

Industry	Kivalliq	Nunavut	Canada
Public administration	20.5	26.6	6
Educational services	12.4	11.3	7.2
Retail trade	12.1	10.5	11.3
Health care and social assistance	8.3	7.6	11.5
Mining; quarrying; and oil and gas extraction	7.3	3.6	1.5
Construction	5.4	5.7	7.3
Transportation and warehousing	5.3	4.9	4.7

Compared to the rest of Nunavut and Canada, Kivalliq residents are significantly more likely to be employed in mining-related activities, a testament to the centrality of the gold mining sector to the regional economy. In 2016, the high level of mining employment was most notable in Baker Lake, where 20% of residents were employed by the industry, while mining employed more than 5% of residents in Rankin Inlet, Arviat, Chesterfield Inlet, and Whale Cove. Pandemic-related restrictions affecting the local workforce had an impact upon these employment trends from 2020 through 2022.

Income of Residents

High mining and public service incomes, in addition to the relatively large size of households, contribute to relatively high household incomes in the Kivalliq. In 2015, the median household income was \$93,294, compared to \$70,336 for Canada. Of the hamlets, Arviat had the highest household income (\$131,129), while Coral Harbour had the lowest (\$59,008). Coral Harbour was the only Hamlet whose 2016 median household income did not exceed the national median.

2.1.2 Kivalliq Business Environment

As of April 1, 2022, there are 126 Inuit businesses registered with Nunavut Tunngavik Inc.’s (NTI) Policy and Planning Division in the Kivalliq. Of these, 50 are 51-75% Inuit owned, 9 are 76-99% Inuit owned, and a majority (67) are 100% Inuit owned.

The number of Inuit businesses by Hamlet is listed in Table 5:

Table 5. Number of Kivalliq Inuit Businesses by Hamlet⁴

Hamlet	Number of Businesses
Rankin Inlet	73
Arviat	22
Baker Lake	17
Coral Harbour	6
Chesterfield Inlet	3
Naujaat	1
Whale Cove	1
TOTAL	123

Together, Inuit businesses representing the construction, retail, transportation, and mining industries account for more than three quarters (78.2%) of Inuit-owned businesses registered with NTI.

⁴ Nunavut Tunngavik Inc. Inuit Firm Registry Database. <https://inuitfirm.tunngavik.com/search-the-registry/>. Queried on April 4, 2022.

Table 6: Percentage of Kivalliq Inuit Businesses by Industry⁵

Industry	% of Kivalliq Businesses
Construction	24.2
Retail	20.2
Transportation	17.7
Mining / Oil & Gas	16.1

2.1.3 Regional Opportunities

Over the next 3 years, KCC will take steps to support its members in their endeavors to participate in a variety of economic opportunities focused on mineral development, construction projects of varying sizes, revitalization of economic infrastructure, and other activities.

The Kivalliq Region’s economy is primarily focused on natural resources development, particularly mining and mineral exploration. Ongoing Agnico Eagle (AEM) mining operations and exploration activities at its Meadowbank complex (including Amaruq) and the Meliadine Mine provide significant economic opportunities to Kivalliq businesses and individuals through contracting and employment opportunities. Together with its operations in the Kitikmeot, AEM’s operations account for approximately 25% of Nunavut’s GDP.⁶ Other exploration companies are also returning to the region, providing Kivalliq businesses with new opportunities.

The construction industry is also a major employer in the Kivalliq Region, with the following major new and potential construction projects offering significant direct and indirect benefits, including contracting and employment opportunities:

- *The proposed Kivalliq Hydro-Fibre Link project (electricity and internet from Gillam, Manitoba)*
- *The potential Inter-community All-Weather Road connecting Arviat, Chesterfield Inlet, Rankin Inlet, Whale Cove, and Naujaat*
- *A new mine training facility in Rankin Inlet*
- *Rankin Inlet airport expansion*
- *A new long-term care facility for Elders in Rankin Inlet*

⁵ Nunavut Tunngavik Inc. Inuit Firm Registry Database. <https://inuitfirm.tunngavik.com/search-the-registry/>. Queried on April 4, 2022.

⁶ Unlocking Nunavut’s potential – 10 years of growth and economic development, March 7, 2019, AEM website: <https://www.agnicoeagle.com/English/sustainability/stories-and-videos/stories-and-videos-details/2019/Unlocking-Nunavuts-potential-10-years-of-growth-and-economic-development/default.aspx> (accessed on March 7, 2022).

The Hydro-Fibre Link project, which would provide hydroelectric power and a high-speed fibre optic internet connection (and, in one development scenario, a road connecting major Kivalliq communities) from Gillam, Manitoba to the Kivalliq, is anticipated to create 300 temporary construction jobs and 30 permanent jobs during operation in addition to many contracting opportunities. The provision of these important utilities, communications, and transportation infrastructures will create additional economic opportunities.

Other anticipated regional economic opportunities include those associated with:

- *Housing construction to meet the region's ongoing housing gap*
- *A potential All-Weather Road connecting Arviat, Chesterfield Inlet, Rankin Inlet, Whale Cove, and Naujaat*
- *Upgrades to air terminals, schools*
- *Other public infrastructure*

2.1.4 Challenges and Barriers

Several challenges have historically impeded economic development in the region, including labour market challenges and challenges to business development and growth.

Labour Market Challenges

The following labour market challenges were identified as creating recruitment and retention challenges for regional businesses in key sectors of the economy, notably, mining, mining service, and construction:

- *Lack of housing units, which contributes to recruitment and retention challenges and youth outmigration. Sometimes, young workers choose to relocate to southern Canada while continuing to work rotational jobs in the region.*
- *Insufficient trades training facilities and opportunities outside of Rankin Inlet to fill high regional demand for tradespersons for community, mining, and infrastructure projects*
- *Insufficient mine training facilities and opportunities outside of Rankin Inlet to fill vacancies advertised by resource development companies and their contractors*
- *Potential for mining companies to monopolize an already tight labour market, to the detriment of other regional businesses*
- *Lack of access to educational opportunities to prepare residents for mining and contracting jobs*
- *Lack of awareness among the population of employment opportunities and career paths*

Challenges to Business Development

In addition to the above-noted labour market challenges, the following challenges have been identified as limiting the growth and establishment of new businesses and the ability of individuals and businesses to respond to economic opportunities within the region:

- *Insufficient business capacity (e.g., business planning, accounting and book-keeping, communications, and computer literacy, etc.) among current and prospective entrepreneurs, preventing business startups and expansion*
- *Inability to raise start-up capital*
- *Unpredictability and delays in receiving freight*
- *Lack of available lots on which to construct new buildings, and uncertainty with respect to the number of lots available in each community*
- *Zoning restrictions that prevent businesses from operating in private residences*
- *Limited growth in the number of new and young entrepreneurs*

Meeting Challenges

Stakeholders consulted, including KCC members and Board members, suggested a number of solutions to facilitate advancing economic development initiatives in the Kivalliq, including:

- *Involving private sector in provision of housing to help address housing shortages*
- *Establishing a multi-stakeholder working group to improve labour market information flow within the region*
- *Holding regular community job fairs to increase youth awareness of, and interest in, regional employment opportunities*
- *Providing business skills training and business planning supports to new and established entrepreneurs*
- *Supporting training in skilled trades and support recent graduates in job searches*
- *Providing local training programs (including online training) so trainees don't have to leave their communities to receive training, including coordinating appropriate programs with Nunavut Arctic College (NAC)*
- *Identifying lots in each community available for building and / or re-zoning to support businesses and housing construction*

2.1.5 KCC Membership Priorities and Recommendations

As part of the strategic planning process, KCC's Board and its members were consulted to identify valued KCC services and a list of priorities KCC should focus on over the next 3 years.

Most Valued Chamber Service

Most members consulted identified in-person events and conferences as the most valued service provided by KCC. Events such as the Northern Perspectives Conference and Kivalliq Energy Forum, in addition to the KCC's Annual General Meeting, provide members with access to customers, businesses, and politicians from within and outside the region, as well as important opportunities to come together to discuss issues of import to the business community, which then inform KCC's advocacy work.

Other Services

Members also identified as valuable the chamber's regular email communications / newsletters and advocacy work based on AGM resolutions as valuable KCC services to keep members informed and support member priorities. Members also valued KCC's thought leadership, that is, undertaking studies on key matters such as housing, general readiness, and other topics on behalf of industry.

Challenges Facing the KCC

Members, including Board members, identified the following challenges facing the KCC:

- *Member engagement has suffered over the course of the pandemic, which has negatively affected KCC's ability to host in-person networking events*
- *KCC's relatively limited capacity (i.e., core funding, and thus, human resources) to deliver in-person events as well as other programs, compared to the Baffin Chamber of Commerce*
- *A lack of support among KCC members for new entrepreneurs*
- *Core funding for sustained operations*

Member Priorities

Members recommended the KCC focus on the following key priorities over the next 3 Years:

1. *Build KCC capacity to consistently deliver programs*
2. *Support development of new entrepreneurs*
3. *Support regional workforce readiness through education and training*
4. *Improve member engagement and KCC visibility*
5. *Support economic development through infrastructure improvements*

3 2022 – 2024 Strategic Plan

3.1 Mission and Vision

3.1.1 Mission

Advocate to governments and other bodies on matters important to facilitate the development of a strong, sustainable, and dynamic economic climate in the Kivalliq region.

3.1.2 Vision

KCC is the effective leading voice of the Kivalliq business community and contributes to a strong and dynamic economic climate for the long-term betterment of the Kivalliq business community.

3.1.3 Values

- ***Integrity*** - *The Chamber adheres to the highest ethical standards and strives to build trust among our members, the communities we live in, and other stakeholders*
- ***Respect*** - *Chamber activities show respect for the viewpoints of all our members, staff, and external stakeholders*
- ***Self-reliance*** - *We advocate for an economic climate that rewards businesses and entrepreneurs that demonstrate self-reliance, initiative, and innovation within the marketplace*
- ***Working together*** - *Our Board, members, and staff work together and in collaboration with external stakeholders to improve the business environment and the communities in which we live and work*
- ***Sustainability*** - *The Chamber promotes economic activities that lead to long-term economic growth and improvements in the quality of life of Kivalliq residents while protecting the environment*
- ***Transparency*** - *The Chamber conducts business in an open, candid, and accountable manner*
Environmental Stewardship - *The Chamber supports economic activities that minimize environmental degradation and acknowledge the need to preserve the natural environment for future generations of Nunavummiut.*

3.2 Purpose of the Strategic Plan

To increase KCC's capacity to meet the challenges facing the Kivalliq business community and grow its economy by supporting regional entrepreneurs and businesses, preparing the regional workforce for current and future jobs, advocating for provision of necessary economic infrastructure, and providing a forum for the regional business community to come together in support of sustainable economic growth within the Kivalliq Region.

3.3 Pillars of the Strategic Plan

The Strategic Plan is based on the following pillars, each with a corresponding vision of success:

Institutional Capacity Building

KCC is the acknowledged unified voice of the Kivalliq business community and is equipped with the financial and human resources to deliver continued valued services to its members.

Stakeholder Communications and Advocacy

KCC communicates effectively with its engaged membership and provides services that reflect the membership's needs and aspirations. KCC advocates informatively with government on behalf of its members and the wider Kivalliq business community.

Support for Sustainable Economic Development and Entrepreneurial Training

KCC's services and advocacy efforts promote and support sustainable economic growth in the Kivalliq.

4 Strategic Plan Roadmap

The following tables establish the strategic initiatives, key action items, performance indicators and targets required to meet KCC’s strategic objectives over the next three years. Initiatives identified as part of the Critical Path are necessary to achieve the vision established within each pillar.

	INSTITUTIONAL CAPACITY BUILDING	COMMUNICATIONS AND ADVOCACY	SUSTAINABLE ECONOMIC DEVELOPMENT
	Critical Path		
Strategic Initiative	Increase Funding (Core Funding and Program Funding)	Build Collaborative Relationships with Regional and External Partners and Stakeholders	Improve Regional Readiness
Key Action Items	<ol style="list-style-type: none"> 1. Hire full-time Executive Director to build in-house fundraising capabilities 2. Lobby the Government of Nunavut for an increase to annual core funding 3. Apply for grants from different levels of government 	<ol style="list-style-type: none"> 1. Establish a rolling multi-year event plan 2. Identify partners to collaborate on events 3. Collaboration agreement with partners to sponsor and coordinate conferences and advocacy programs, including studies 	<ol style="list-style-type: none"> 1. Regional Readiness Strategy, including an assessment of regional baseline conditions and economic opportunities 2. Assess needs of members and business community

4.1 Institutional Capacity Building

4.1.1 What Success Looks Like

KCC is the acknowledged voice of the Kivalliq business community and is equipped with the financial and human resources to deliver valued services to its members.

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
Critical Path				
<i>I. Increase funding:</i>	<i>1. Hire full-time Executive Director to build in-house fundraising capabilities</i>	<i>a) Core funding level</i>	<i>i. \$200K / year of core funding</i>	<i>- Executive Director</i>
<i>a. Core Funding for staff and operations (see Appendix A for suggested job description for Full Time Executive Director)</i>	<i>2. Lobby the Government of Nunavut for an increase to annual core funding</i>	<i>b) Number of grant applications</i>	<i>ii. Three successful grant applications over three years to support studies, events, and other initiatives</i>	
<i>b. Program Funding</i>	<i>3. Apply for grants from different levels of government</i>	<i>c) Program funding level (e.g., for studies, conferences, and events)</i>		
Additional Activities				
<i>I. Improve ability of the Board to set direction for Chamber activities</i>	<i>1. Provide honoraria to Senior Executive to demonstrate their time and effort are valued and encourage candidates for Chamber leadership</i>	<i>a) Number of Board meetings held annually</i>	<i>i. Four Board meetings annually</i>	<i>- President</i>
		<i>b) Number of Board members attending meetings</i>	<i>ii. Two thirds of Board members attending every meeting</i>	<i>- Board</i>
	<i>2. Hold additional regular Board meetings to discuss issues and objectives and progress on strategic initiatives</i>			<i>- Executive Director</i>

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
<i>II. Ensure KCC activities reflect the consent of the membership</i>	<i>1. Ensure bylaws and policies empower the Board to pursue initiatives or lobbying efforts (which would be communicated to the membership)</i>	<i>a) Bylaw amendment</i> <i>b) Policy update</i>	<i>i. Amendments put before membership at 2022 AGM</i>	<i>- President</i> <i>- Board</i> <i>- Membership</i>

4.2 Stakeholder Communications & Advocacy

4.2.1 What Success Looks Like

The KCC communicates effectively with its vibrant membership and provides services that reflect the membership's needs and aspirations. The KCC advocates informatively with government on behalf of its members and the wider Kivalliq business community.

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
Critical Path				
<i>I. Build collaborative relationships with regional and external partners and stakeholders to hold events, drive thought leadership, and inform advocacy</i>	<i>1. Establish a rolling multi-year event plan</i>	<i>a) Event Plan</i>	<i>i. Event Plan in year 1 of the Plan</i>	<i>- Executive Director</i>
	<i>2. Identify partners to collaborate on events (e.g., Trade Show)</i>	<i>b) Collaboration agreement(s)</i>	<i>ii. Collaboration agreement in year 2 of the Plan</i>	
	<i>3. Collaboration agreement with partners to sponsor and coordinate conferences and advocacy programs, including studies</i>			
Additional Activities				
<i>I. Improve engagement and information sharing between the Board and Membership</i>	<i>1. Hold regular events / conferences to bring membership together and attract new members</i>	<i>a) Number of conferences / events held over a 3-year cycle</i>	<i>i. Two conferences / events organized by the Chamber over three years</i>	<i>- Executive Director</i>
	<i>2. Encourage joint venture partners to participate as KCC members</i>	<i>b) Number of members attending conferences</i> <i>c) Number of new members recruited</i>	<i>ii. Increase membership to pre-pandemic levels by 2024</i>	

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
	<p><i>3. Promote KCC benefits to prospective members</i></p> <p><i>4. Explore additional business services and / or benefits programs to include in membership, including survey of members to identify desired services</i></p>	<p><i>d) Number of membership surveys conducted to identify potential services to include in membership</i></p>	<p><i>iii. One annual survey of membership to identify member needs and areas for Chamber advocacy</i></p>	
<p><i>II. Improve ability of KCC to engage thought leadership and analysis to support programs and advocacy work</i></p>	<p><i>1. Engage subject matter experts / consultants to prepare analysis and recommendations to support advocacy programs and engage in deep dives into market segments of interest to members</i></p>	<p><i>a) Number of studies commissioned by KCC</i></p>	<p><i>i. To be determined, based on funding levels and Readiness Strategy findings</i></p>	<p>- Executive Director</p>

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
<p><i>III. Represent members and the Kivalliq business community in interactions with governments</i></p>	<p><i>1. Create sector-focused round-table discussions with government to identify issues and solutions to challenges, including opportunities for members to participate</i></p> <p><i>2. Develop recommendations for the Government of Nunavut, Government of Canada, and other territorial and provincial governments to support the membership's objectives</i></p>	<p><i>a) Number of round-table discussions held with government and regional business sector representatives</i></p> <p><i>b) Number of submissions / position papers to government</i></p>	<p><i>ii. To be determined, based on funding levels and Readiness Strategy findings</i></p>	<p>- Executive Director</p>

4.3 Sustainable Economic Development

4.3.1 What Success Looks Like

KCC supports members and advocates for positions that attract new projects and support sustainable regional economic growth.

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
Critical Path				
<i>1. Improve regional readiness</i>	<i>1. Regional Readiness Strategy, including an assessment of regional baseline conditions and economic opportunities</i> <i>2. Assess needs of members and business community</i>	<i>a) Readiness Strategy</i> <i>b) Membership needs assessment Deep Dive</i>	<i>i. Readiness Strategy</i> <i>ii. Membership needs assessment</i>	<i>- Executive Director</i>
Additional Activities				
<i>I. Provide additional supports to new entrepreneurs</i>	<i>1. Provide access to business support services for new entrepreneurs directly or through partnerships</i>	<i>a) Number of business support services included with membership</i> <i>b) Evaluate utilization of services</i>	<i>i. One - two new support services provided by 2023</i>	<i>- Executive Director</i>

Kivalliq Chamber of Commerce 2022 – 2024 Strategic Plan

Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
<p><i>II. Improve workforce readiness within the Kivalliq Region</i></p>	<p><i>1. Advocate for training or education programs that help meet the human resources needs of Kivalliq businesses</i></p> <p><i>2. Include career symposia or job fairs in events and conferences organized by the Chamber</i></p>	<p><i>a) Number of lobbying efforts or submissions aimed at promoting or obtaining funding for training initiatives</i></p> <p><i>b) Number of career symposia or job fairs held</i></p>	<p><i>i. One submission advocating for investment in regional education and training in year one of the plan</i></p> <p><i>ii. Career symposia or job fair held in coordination with each Chamber-sponsored or organized event</i></p>	<p><i>- Executive Director</i></p>
<p><i>III. Improve housing and economic infrastructure within the region</i></p>	<p><i>1. Advocate for housing investment by Gov'ts of Nunavut and Canada</i></p> <p><i>2. Collaborate with partners to advocate for construction of Hydro-Fibre Link</i></p>	<p><i>a) Number of lobbying efforts or submissions aimed to promote investment in housing and infrastructure</i></p>	<p><i>i. One submission advocating for additional government investment in housing in year one of the Plan</i></p>	<p><i>- Executive Director</i></p>
<p><i>IV. Establish economic linkages between the Kivalliq and other regions</i></p>	<p><i>1. Advocate for use of Port of Churchill</i></p>	<p><i>a) Number of lobbying efforts or submissions aimed to promote use of Port of Churchill</i></p>	<p><i>i. One submission advocating for study of cost / benefit of Port of Churchill in year one of the Plan</i></p>	<p><i>- Executive Director</i></p>

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Strategic Initiative	Key Action Item	Performance Indicators	Target	Responsibility
		<p><i>b) Number of events and conferences organized with other chambers of commerce or partners located outside the region</i></p>	<p><i>ii. One co-organized event held by 2024</i></p>	
<p><i>V. Explore opportunities for Kivalliq businesses to participate in opportunities associated with Canada’s Arctic defense strategy</i></p>	<p><i>1. Assess future supply chain opportunities associated with regional defense initiatives</i></p>	<p><i>a) Lobbying efforts to Federal Government to understand regional capabilities.</i></p>	<p><i>i.</i></p>	<p><i>- Executive Director</i></p>

5 Responsibility

The Board of Directors and Executive Director are responsible for implementing the Strategic Plan, including monitoring of key performance indicators. In order to achieve this, the Executive Director role needs to have increased resourcing, from its current complement of one day per week. A proposed position description is included in Appendix A1. It is envisioned that this role would be initially utilized as a shared resource with another regional organization.

6 Review

The Strategic Plan, including objectives, key action items, key performance indicators, and monitoring frequency shall be reviewed, at a minimum, three years from the adoption of the Plan.

7 Appendices

A1 – Proposed Executive Director Job Description

Position:	Executive Director
Reports to:	Chamber Board of Directors
Working Relationships:	Chamber President Chamber Board Executive Committee Chamber sub-committees and Task Groups Kivalliq Inuit Association Representatives Regional, Territorial and federal elected officials and staff Chamber Members
Schedule:	The intent of the role would be on full time basis, potentially shared with other regional organizations.

Qualifications:

- Post-secondary degree in Business; Public Policy or related field or minimum 5 years work within Chamber or equivalent environment at a senior level
- Minimum 3 years' experience of work with a Board of Directors in a very senior capacity
- Demonstrated organizational, entrepreneurial, leadership and management ability
- Demonstrated issues management experience
- Experience in staff management
- Excellent oral and written communication skills

Position Summary:

The Executive Director (ED) holds the key leadership position with the organization to advocate for the Chamber members. Under the authority of the Board, the ED assumes complete responsibility for carrying out the day-to-day functions of the Chamber, including assigned policies and regulations. The ED has the authority to direct the implementation of the organization's programs and services and is responsible for the management of all required fiscal, entrepreneurial and HR responsibilities. A maximum degree of latitude for independent action is exercised within the scope of Chamber policy.

Duties:

Policy and planning and Board support

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1. Plans and directs annual Chamber programs and services that meet the short-, medium- and long-term goals of the Chamber, in consultation with the Board of Directors.
2. Formulates and recommends to the Board policy resolutions that are regional, territorial and national in scope, as per regional requirements.
3. Develops Chamber programs and services and monitors their effectiveness, in relation to the needs of Chamber members.
4. Plans and develops short-, medium- and long-term strategic planning initiatives in consultation with the Board of Directors.
5. Attends all Board meetings.

Financial

1. Develops annual budgets and business plans for Board approval.
2. Ensures that operating results established as a result of the annual budget are achieved, and that the control of expenses and the achievement of revenues are within budget.
3. Tracks and reports revenues and expenditures monthly.
4. Ensures the accuracy, integrity and timeliness of all financial account and report requirements.
5. Maintains complete awareness of the financial, statistical, and accounting records of the organization.

Human resource management

1. Maintains an effective and efficient office environment.
2. Recruits, selects, orients and trains staff as required.
3. Tracks and budgets for staff equipment needs annually.
4. Develops job descriptions as required.

Program and service development

1. Develops, plans, and manages Chamber events to ensure the achievement of Chamber revenue and operational targets.
2. Ensures development of plans to attract and retain Chamber members.
3. Supports existing programs and services and formulates new opportunities of direct interest appropriate to Chamber members.
4. Engages Chamber members in volunteer and networking opportunities.
5. Ensures volunteer committees are supported.

Community relations, partnerships, and sponsorships

1. Manages the profile within the region by protecting and maintaining the Chamber brand.

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2. Manages the Chamber's internal and external communications.
3. Acts as Chamber spokesperson as required.
4. Develops and maintains key partnerships with regional organizations and agencies.
5. Identifies, develops and maintains effective sponsorship opportunities and relationships.
6. Participates in regional, territorial and national Chamber activities as required.

Other duties as assigned.