



TORNGAT
**WILDLIFE
PLANTS &
FISHERIES**
SECRETARIAT

Nunatsiavut Arctic Char Workshop 2011

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Torngat Joint Fisheries Board
Torngat Wildlife, Plants & Fisheries Secretariat Series 2011/04



NUNATSIAVUT
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Torngat Wildlife, Plants and Fisheries Secretariat

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Table of Contents

1.0	Executive Summary	1
2.0	Introduction	3
3.0	Workshop Presentations	4
3.1	“General Introduction, Historical Context, Goals, and Objectives” – Tim McNeill (Deputy Minister for Economic Development & Education, Nunatsiavut Government) & William Barbour (Ordinary Member for Nain, Nunatsiavut Government).....	4
3.2	“Scientific Knowledge and Research Gaps/Opportunities” – Milton Shears and Dave Orr (Salmonoid Section, Department of Fisheries and Oceans).....	6
3.3	“Processing and Marketing: Challenges and Opportunities” – Keith Watts (General Manager, Torngat Fish Producers Cooperative)	7
3.4	“Arctic Char: The Nunavut Experience” – Don Cunningham (Pangnirtung Fisheries Ltd) 9	
3.5	“Arctic Char Weir Fishery in Nunatsiavut: An Idea for Discussion” – Aaron Dale (Policy Analyst, Torngat Secretariat).....	10
4.0	Small Group Discussions	11
4.1	World Café	12
4.1.1	World Café Report-Back by Sub-Facilitators	12
4.2	Open Space.....	18
5.0	Action Items	18
5.1	Requests for Action.....	18
5.2	Recommendations by the Facilitator/Consultant	19
6.0	Successes and Learning Opportunities	20
6.1	Successes of the workshop.....	20
6.2	Learning Opportunities.....	21
7.0	Conclusions.....	21
8.0	Appendix.....	22
8.1	Participant Responses.....	22
8.2	Meeting Minutes	24
8.3	Workshop Presentations	24



1.0 Executive Summary

The Nain 2011 Arctic Char Workshop represented the first workshop in Nunatsiavut to focus all discussion on the revitalization of a commercial Arctic Char fishery in Nunatsiavut. Previous workshops in Nunatsiavut hosted over a decade ago (before the diminished capacity of the Arctic Char fishery), focused on the various Nunatsiavut fisheries as a whole, with discussion of Arctic Char included as only one of many topics.

The Nain 2011 Arctic Char Workshop brought together a variety of stakeholders and government representatives with experience and/or direct involvement in the arctic char fishery to share knowledge, to brainstorm new ideas, and to explore ways forward for the fishery. Groups represented at the workshop included Provincial, Federal and Nunatsiavut Government representatives, arctic char fishers, processing and marketing interests, and academic experts, among others.

Multiple presentations were delivered to the workshop participants, ranging in topics, including:

- Updates on scientific data available for Labrador arctic char;
- The current business and operations of the arctic char fishery in Labrador and Nunavut;
- An idea to create a weir fishery and proposed sites for a weir;
- Sharing of personal stories and a vision for what impacts the fishery could have in Nunatsiavut.

Much discussion followed each presentation, as well as in organized small group discussions on various topics. As a whole, workshop participants seemed very keen and understanding of the positive role an arctic char fishery could play for the people of Nunatsiavut. Determining the balance between an economically viable business and a socially-minded business that is good for Nunatsiavut residents was debated throughout the workshop and remains one of a series of challenges to revitalizing the fishery. The potential for partnership between various institutions, both in implementation and funding, was highlighted throughout the workshop as one, of many, opportunities for the fishery.

Many recommendations for action were proposed by workshop participants. They include:

- Tim McNeill, Nunatsiavut Government, to form a steering committee to determine objectives and leads coming from the workshop discussion. The immediate action will be to deal with the upcoming fishing season;
- To express the message to DFO representatives that DFO efforts towards arctic char have been and continue to be crucial to the fishery. Any cuts would have dramatic effects;

- It was requested that the Torngat Joint Fisheries Board recommend that DFO continue to fund char research.
- The Torngat Joint Fisheries Board to initiate dialogue with the Nunatsiavut Government to determine an acceptable way of getting subsistence fishery harvest information for the Torngat Secretariat and the TJFB;
- The Torngat Fish Producers Coop will continue to try to maintain the fishery and will continue to try and develop it;
- Kristy Sheppard, Nunatsiavut Government, to assist with the development of surveys geared towards learning what local interest and ideas are with respect to tourism and revitalizing the arctic char fishery;
- The Torngat Fish Producers Co-operative Society Ltd., the Nunatsiavut Group of Companies, and the Nunatsiavut Government to work together on next steps.

Recommendations were also made by the Facilitator/Consultant, based on discussions and ideas expressed by participants throughout the workshop. These include:

- The timely creation of an Arctic Char Steering Committee (as mentioned by participants). The Steering Committee would be responsible for charting next steps for the coming fishing season, and to create and assign tangible deadlines to those that will take a leadership role in revitalizing the fishery.
 - Prioritize follow-up communications, to all participants of the workshop, on the formation of the Steering Committee along with action items and deadlines established by the Committee. Periodic updates to stakeholders is very important given the nature of partnerships that participants at the workshop thought would be needed to revitalize the fishery;
- Develop and share a Business Case, a Marketing Plan, and a Product Development Strategy for an arctic char fishery in Nunatsiavut;
- Share with the Arctic Char Steering Committee information about the research and business model work that has been done in considering the creation of an overall “one fishing entity”, combining the efforts of the Labrador Inuit Development Corporation (Nunatsiavut Group of Companies), the Nunatsiavut Government and the Torngat Fish Producers Co-operative Society Ltd;
- Deepen partnership and learning opportunities with Pangnirtung Fisheries Ltd. in Nunavut.

The Torngat Joint Fisheries Board and the Nunatsiavut Government will now consider these recommendations and work towards achieving them.

2.0 Introduction

The following report summarizes and highlights discussion from the Torngat Joint Fisheries Board (TJFB) and the Nunatsiavut Government's (NG) Arctic Char Workshop, hosted in Nain on Thursday November 17th and Friday November 18th, 2011.

The Nain 2011 Arctic Char Workshop represented the first workshop in Nunatsiavut to focus all discussion on the revitalization of a commercial Arctic Char fishery in Nunatsiavut. Previous workshops in Nunatsiavut hosted over a decade ago (before the diminished capacity of the Arctic Char fishery), focused on the various Nunatsiavut fisheries as a whole, with discussion of Arctic Char included as only one of many topics.

The workshop brought together a variety of stakeholders and government representatives with experience and/or direct involvement in the arctic char fishery to share knowledge, to brainstorm new ideas, and to explore ways forward for the fishery. Groups represented at the workshop included Provincial, Federal and Nunatsiavut Government representatives, arctic char fishers, processing and marketing interests, and academic experts, among others. *For a complete list of those in attendance please see the Meeting Minutes in the Appendix.*

Many different facilitation techniques were used during the course of the workshop. Section 3 will outline the series of presentations that were made to workshop participants by different industry stakeholders, while also documenting the discussion that ensued after each presentation. Section 4 will explore the outcomes of small group discussions that aimed to encourage feedback on the current-state of the industry from each participant, as well as contribute to the generation of new ideas. A summary of where general agreement and disagreement lay will be included in this section. Section 5 will highlight action items that were requested from the group. Recommendations will also be highlighted by the consultant on possible next steps. Section 6 will outline some of the key successes and learning opportunities from which to build on from the Nain 2011 Workshop. Section 7 will conclude.

All source material for this report, including presentations, the agenda, meeting minutes, and small group discussion brainstorming lists can be found in the accompanying Appendix and file folders submitted with this report.

Workshop Goals

- Have a healthy discussion on options to revitalize the char fishery
 - Generate ideas
- Be clear by the end of the workshop whether to continue forward or stop
 - If continue, who, what, when, action plan

3.0 Workshop Presentations

Five industry stakeholders and government representatives delivered presentations to the workshop participants. The following is an overview of the main messages the speakers covered along with the accompanying discussions afterwards. *For full presentation and further discussion details, please refer to the specific presentations and the Meeting Minutes in the Appendix.*

3.1 *“General Introduction, Historical Context, Goals, and Objectives” – Tim McNeill (Deputy Minister for Economic Development & Education, Nunatsiavut Government) & William Barbour (Ordinary Member for Nain, Nunatsiavut Government)*

Tim McNeill and William Barbour opened the workshop with personal stories of why an arctic char fishery is important to them, and what has been done in the past.

Tim McNeill began the presentation by informing the participants of his position and experience with relation to arctic char:

“As a department we’re involved in policy and strategy, not directly involved in business development. Business development has mostly been directed to the Labrador Inuit Development Corporation, which is arm’s length but can work and has worked with the Nunatsiavut Government. I participated in a workshop hosted by the Memorial University of Newfoundland about 2 years ago. Participants were asked to identify areas that may need assistance and char was named. Gerald Anderson of the Marine Institute said his organization would be willing to help. I spoke with different stakeholders about the possibility of a workshop that would get the stakeholders and fishermen together to have a discussion, with no clear vision as to where it would go from there. There was a lot of interest but the workshop didn’t materialize so we’re thankful the Torngat Secretariat made this happen.”

Tim continued by setting the context for a char fishery in the current portfolio of revenue-generating resources within the Nunatsiavut Government. Tim also highlighted some of the previous attention that’s been paid to char.

“There have been lots of recent discussion on things like mining and seismic research but as a government we’re also very interested in renewable resources. If it’s done properly and wisely you can build a sustainable economy.

I’m going to tell a story about how the fishery went from a salt fish production to a fresh frozen production. Ian Strachan originally came from Scotland and was involved with the Smallwood government. He was working in St. John’s and met Norman Andersen from Nain. Norman told Ian about Nain and that a lot of people would go north, catch and salt their fish, but it wasn’t happening anymore and that people no longer have jobs and are poor off. Ian went to the Provincial government and got \$70,000 to develop a fresh frozen fishing industry in Nain. It

took a while to sell the people on the idea of freezing fresh instead of salting but he made it work. I always believe if you can find something good and you can find someone who wants it, you can develop it and make a business out of it.

Arctic Char is a good looking fish, and it doesn't swim to other countries. It stays within our territory which means there's no concern of it being exposed to anything foreign that would affect its quality or health. The Nunatsiavut Government is interested in people's ideas. Our department would like to see all options on how char can be marketed such as harvesting, research and tourism. Another consideration may be the recreational sports fishery."

William Barbour continued the presentation by talking about his extensive experience with the arctic char fishery:

"I'm a former gill net fishermen and I was involved in the development of the weir fishery in the 1990's with people like Eric Way and Milton Shears. Bruising the char is always a problem when it comes to marketing. When the char fishery was being developed, the intent was to hold live char, keep them until the long liner came and then slaughter them when they were to be brought to the plant. This would cut down on bruising and would produce a quality product. I think it's safe to say that we were the farthest from the plant and brought back the highest quality fish.

The weir fishery we operated in the 1990's wouldn't work in any river. You need a river that's fairly steady and not too big. Two of the three rivers that were operated in the 1990's are now in the Torngat Mountains National Park and can't be used now, but there's one that's not in the park and is an option for a weir fishery."

Much discussion followed Tim and William's opening presentation.

- Gerald Andersen (Marine Institute, MUN) – "There's no doubt there's a good market for char. If there's a quality product, then marketing is not a problem."
 - Keith Watts (Torngat Fish Producers Coop) – "I'm looking forward to hearing the different options you have for marketing because the market is nothing near where it used to be. We could do better if we had more money; we're doing what we can."
- Joey Angnatok (Torngat Joint Fisheries Board, Owner/Operator of Fishing Enterprise) – "I'd like to know from the representatives here what they envision for this fishery. Is this fishery something that they want the local people benefiting from, no matter what cost? Or is this fishery something you want to make money from? The char fishery made the local people a lot happier; it gave them something to be proud of. You don't need a \$1 million enterprise to be a char fisherman. I think all people could benefit from this fishery."
 - Tim McNeill (Nunatsiavut Government) – "I'd like to see what the possibilities are. If we can proceed and make money that would be

- wonderful. If we can't then I'd like to look at why we can't and are there ways that we can make it profitable."
- Keith Watts (Torngat Fish Producers Coop) – "The big part of being a char fisherman is the independence. I don't want to be pessimistic but I have to be realistic. The Torngat Fish Co-op is running the existing fishery and it's not making money. We don't have the money to put into marketing to make it more profitable. I thank the Nunatsiavut Government for offering the funds to operate the Nain plant over the last three years. The funding has expired this year so the Torngat Fish Co-op Board will soon have to seriously consider the operation for the upcoming year. The fishery has gone down since the 1980's and 1990's. It's not attractive to new fishers or young people because of the expense that's involved. I'm very interested in these discussions but I also have to take into consideration the present condition of the char fishery and how we're going to continue. We have to remember that we have existing fishers that we don't want to displace, we have to look at how they're surviving as well. The pay out for char has been \$1 a pound for about 5 years and I don't envision it increasing in the near future. We have an existing fishery to take care of before we move forward."
 - Daryl Diblee (Nunatsiavut Government) – "Maybe we need to ask if a char weir fishery is sustainable instead of is it profitable. There's more to it than the bottom line."
 - Todd Broomfield (Nunatsiavut Government) – "How was the char brought from Saglek to Nain during the fishery in the 1990s?"
 - William Barbout (Nunatsiavut Government) – "The Torngat Fish Co-op chartered a collector boat."
 - Wayne King (DFO) – "From a DFO point of view I encourage people to look at the fishery as a whole when looking at the char fishery. Looking at char in isolation is not where you want to be. You're going to have to sit down with your own government and decide what you should do."
 - Keith Watts (Torngat Fish Producers Coop) – "That's already been done. All of our offshore quota goes into our fishery. A joint-partnership has been evolving and we're currently working on an MOU for the Torngat Fish Producers Cooperative Society Ltd., the Nunatsiavut Government and the Labrador Inuit Development Corporation (Nunatsiavut Group of Companies) to work as one fishing entity."

3.2 "Scientific Knowledge and Research Gaps/Opportunities" – Milton Shears and Dave Orr (Salmonoid Section, Department of Fisheries and Oceans)

Milton gave a very informative presentation on the science to date that has been collected on arctic char in Labrador. A lot of information has been gathered over the years by DFO on arctic char, including data on char size, timing for migration, char diet, and other data specific to the Labrador North Coast. Milton stressed, however, that much more data needs to be collected in order to have a good sense of char as a species. Milton proposed many questions for further research as well as ideas for how to get more quantitative data for the stocks.

Milton's presentation helped clarify the timing needed for a viable fishery, as well as helped shed light on potential areas for stocks to be caught.

Discussion for this presentation focused on a couple key areas.

- Resource data is lacking. It would be needed to determine whether or not the quotas should be adjusted. The char stocks haven't been monitored.
 - North of Okak there's plenty of resource, a char fishery isn't a question of "is there enough resource to do it", it's a question of how can we do it. There's an issue with trying to get the product for \$1 a pound.
- Tom Sheldon (Nunatsiavut Government) – "You can see the importance of Arctic Char in the subsistence fishery. There is an appetite to better understand arctic char and explore potential options to put money in people's pockets. What directions can there be with ways of leveraging money for research?"

3.3 "Processing and Marketing: Challenges and Opportunities" – Keith Watts (General Manager, Torngat Fish Producers Cooperative)

Keith Watts gave a very honest presentation on the state of the arctic char fishery in Labrador. The Torngat Fish Producers Cooperative is the only entity in Labrador that is engaged in a commercial arctic char fishery.

Keith highlighted the difficult financial position the Coop is in. There are many challenges with the business case for char and the competition on world markets that the Coop faces. In order to overcome these challenges, Keith believes that investing money in marketing is very important.

As Keith said during his presentation:

"We're buying char for \$1 a pound and people may think it's not enough but it's something. By the time the fish is processed and gets retailed it's sold at \$4.50 a pound. We'd like to sell large quantities in wholesale but the market seemed to disappear with the introduction of cheaper, similar fish. The Torngat Co-op has sold in places like Europe, the US and Poland but it's usually a one time deal. The market appears to be picking up in our Goose Bay office with the opening of the southern Labrador road; we're improving in the local market. There are only a

couple of places it's available in St. John's, not because of the limited access, but because of the interest. People seem to prefer to go to large bulk stores to buy their product at a cheaper price. We've increased smoked production this last year, mainly because last year we didn't smoke enough and ended up getting more filleted and smoked in December...We're up from 20 tonnes to 40 tonnes and I think we can manage it. We've been showing a profit for the last couple of years [in all our fisheries] but we're cash poor. Our resources are limited. Marketing is the key; we have a very good product but in order to move ahead we need assistance."

Keith also stressed that the Nunatsiavut Government played a key role in subsidizing the Coop for the past three years, and that Char on its own has been losing money for the Coop.

Much discussion followed Keith's presentation.

- David Bonnell (Torngat Joint Fisheries Board) – "Is transportation an issue?"
 - Keith Watts (Torngat Fish Producers Cooperative Society Ltd.) – "Yes and this year was the worst. The freight vessel was on a 30 day turnaround. The Torngat Fish Co-op lost about \$150,000 because of this vessel; by the time we got our crab to Lewisporte the price of crab was down from what the price was when we were prepared to ship our product."
- Alex Saunders (Torngat Joint Fisheries Board) – "Keith, I want to commend you and your Board for keeping this going. It's not the role of any one organization to be responsible to support a business. The Nunatsiavut Government needs to step up to the plate and support the fishery. The Torngat Fish Co-op has proved itself; it's the only thing people can count on. The Government needs to step up to the plate and support the fishery that will support the people."
 - Todd Broomfield (Nunatsiavut Government) – "We here all know that the Torngat Fish Co-op subsidizes its own fishery. The offshore shrimp fishery is the money maker but the Torngat Fish Co-op can't take that money and reinvest in the fishery because they have to make up for its losses. We have to offer incentives for people to travel farther north so they can go get the char and bring it back to Nain. It's obvious that if we want this to go forward we have to take this opportunity to determine whether or not we can make this

work."

- Joey Angnatok (Torngat Joint Fisheries Board, Owner/Operator of Fishing Enterprise) – "A lot of things have developed since the fishery closed up north. There are more opportunities, especially in tourism. What about cost sharing with the government? Incorporate other projects like science and tourism, to make trips double dutied."
- DFO has budget cuts coming. It's important to get the message to DFO that those cuts should not affect the char fishery. It's vulnerable right now.

3.4 “Arctic Char: The Nunavut Experience” – Don Cunningham (Pangnirtung Fisheries Ltd)

Unfortunately, Don Cunningham was unable to travel to Nain for the workshop due to weather delays in Nunavut. Don, did however, send on an information sheet for participants to consider, giving some details about the operations at Pangnirtung Fisheries Ltd. Tim McNeill, Nunatsiavut Government, led an overview of the information sheet and helped field questions. *Please see the accompanying folder to view the overview sheet.*

The overview sheet highlighted the overall operations of Pangnirtung Fisheries Ltd, including commercial harvest rates, how quota allocations are assigned, differences between fishing operations in the summer and winter, as well as details surrounding the processing operations. Details about marketing strategy were also noted, indicating that char markets have been increasing in the past few years as demand for wild caught fish has gone up. Nunavut plants market under the “Truly Wild” label.

A point about a transportation subsidy by the Nunavut Government was also noted as an important strategy to help reduce the shipping costs for Pangnirtung Fisheries Ltd to markets outside of Nunavut.

Discussion for this presentation highlighted that participants have lots of questions still, and that potential partnerships and learning exchanges may be beneficial to the fishery. Specific discussion points included:

- Looking at the statistics included in the paper makes it seem as though Pangnirtung Fisheries shares some of our issues.
 - Keith Watts (Torngat Fish Producers Cooperative Society) – “I’ve been in contact with Don. They have put an awful lot of money into marketing, and they were very visual at the Boston Seafood Show.

The Torngat Fish Co-op attempted to have an arrangement with Pangnirtung Fisheries, and tried to partner with them for marketing purposes. The majority of fish caught in Nunatsiavut is 2 – 4 lbs and it’s getting hard to sell. Customers want 4 – 6 lb fish, which is why Nunavut uses bigger size mesh nets.”

- Alex Saunders (Torngat Joint Fisheries Board) – “There is a lot of good information here, I’m glad Tim brought it to us. This shows that a lot of support is given to the operations in Nunavut. The figures, the amount of people they employ, the subsidies they receive, the onus seems to be on the cultural identity of the people. It’s good to see that other aboriginal groups are bringing support to their people and I hope that comes to us soon.”

- Milton Shears (DFO) – “According to this paper they’re only harvesting 700 - 1,100 lbs of char per year. How can they make a living on that?”
 - Gerald Anderson (Marine Institute) – “I’ve visited Pangnirtung more than once, and they mostly harvest turbot. The fishermen who harvest the turbot also harvest the char, so the char is a small piece of their livelihood. The harvesters tend not to apply for Employment Insurance; they do other things throughout the year for employment.”
- Tim McNeill (Nunatsiavut Government) – “With regards to the winter fishery, Milton do you think they’re harvesting landlocked char?”
 - Milton Shears (DFO) – “It’s not land locked char, they’re using large rivers. They’re dealing with much bigger systems and bigger fish.”
 - Joey Angnatok (Torngat Joint Fisheries Board, Owner Operator of Fishing Enterprise) – “I’m sure the gill net fishers can say that in South West Arm the char is small, always has been. The char is bigger in Nachvak brook.”
- There has been a fair amount of discussion between the Labrador Inuit Development Corporation (Nunatsiavut Group of Companies), the Nunatsiavut Government and the Torngat Fish Producers Co-operative Society Ltd., regarding a one fishing entity. Studies were commissioned and a business plan was produced on what might be the best business model. The results have been discussed and it’s still being worked on. A draft MOU should be ready for the Executive by December.

3.5 “Arctic Char Weir Fishery in Nunatsiavut: An Idea for Discussion” – Aaron Dale (Policy Analyst, Torngat Secretariat)

Aaron presented an overview of scientific surveys commissioned by the Torngat Secretariat to determine what sites would be viable sites for a weir set-up. Specific sites were presented as potential options, with conclusions for some being that they are not viable, while others are good candidates.

Many discussion points were raised after Aaron’s presentation, including:

- The Impact Benefits Agreement states that the only commercial activity happening in the Torngat Mountains National Park will be harvesting carving stone and tourism.
- The issue is accessibility; it has to be looked at culturally and the fishery has to be a way to get people back on the land. The resource isn’t the issue, it’s how you get people back on the land and how it will be profitable. It can’t be profitable just solely on the selling of the fish.
- The stock in Voisey’s Bay is under utilized.

- Akadlavik in Voisey's Bay was viewed but we thought that Voisey's Bay would be best explored by boat to be able to check water depth.
- There's a winter subsistence fishery to consider as well.
- Wayne Broomfield (Nunatsiavut Group of Companies) – “Are you talking strictly a weir fishery or are you looking at encompassing a whole, weir fishery, ecotourism, and research? If you're going to encompass the fishery, eco-tourism as well as research, than the best option would be to take advantage of the base camp charters that fly out empty. The product could be flown out regularly and could be taken to a number of different places. There are good stories to be told as well.”
- The holistic perspective is the way this should go. How much extra employment will be created by a weir fishery?
 - W. Barbour (Nunatsiavut Government) - “In the early 1990s when I was a char fisher, DFO provided some funding so their science branch could carry out some research while we were there. In my toughest time I needed at least 5 people (not including DFO researchers). In the best of time I could do it with 3 people. We were cautious not to offend gill net fishers, food fishers and cabin owners...Our fishing season was just over 4 weeks. We harvested one of four commercial sized and no smaller than commercial sized char.”
- Tom Sheldon (Nunatsiavut Government) – “Is the main goal to make a viable fishery, to get an opportunity for people to get back on the land, or to get a fishery and include tourism? Is a weir fishery that employees 4 people the goal or more?”
- This is a multi-faceted potential business. As a base point a business model needs to be created, to know what costs the initiative would include. It's important to know how much product there will be to work with, potential revenue, the cost of harvesting and the cost of marketing in an effort to determine what will be left at the end of the day.

4.0 Small Group Discussions

Small group discussions played an important role for the Arctic Char Workshop. While discussions were frequent as a large group, the small group discussions provided an opportunity for quieter participants to share their perspectives and ideas more easily.

Two types of small group discussion were used:

- World Café
- Open Space

4.1 *World Café*

The World Café is a small group discussion technique used to generate ideas and discussion on a wide-range of topics. Participants were informed that five round-tables were being set-up at different ends of the workshop space, with each table having its' own discussion topic.

In order to generate small group discussion topics, the Facilitator distributed small cue cards to all participants after lunch on the first day of the workshop, and asked that participants write down as many points as they wished answering the question, "What are the most important things to consider when thinking about the revitalization of an arctic char fishery?" Participants were given ten minutes to reflect and write silently. Cue cards were collected by the Facilitator and responses were grouped into common themes. Five dominant themes emerged and were assigned to sub-facilitators for the World Café session.

The topics discussed were:

- Tourism
- Social Aspects
- Economics
- Marketing & Processing
- Research & Science

For a complete list of responses, please see "Participant Responses" in the Appendix.

Participants were initially divided into evenly distributed groups and assigned a table to begin their conversation. After 20 minutes of discussion, participants were asked to close-down their conversations and move to a new table. Participants were told they could mingle at any table, with any group they wanted, as long as they switched at each 20 minute interval.

After one hour and forty minutes, participants had visited and discussed all five discussion topics, and their ideas and discussions were recorded on flip-chart paper by the sub-facilitators at each table. The sub-facilitators later synthesized all the information they recorded and reported-back to all workshop participants, highlighting where general agreement lay in the conversations they hosted.

4.1.1 World Café Report-Back by Sub-Facilitators

Many ideas were discussed during the break-out table discussions. Below is a summary of some of the main points of agreement or disagreement. For a complete list of the ideas recorded on the flipcharts, please see the *World Café Discussion* accompanying folder.

Tourism – Eva Jenkins (GIS Consultant, Torngat Secretariat)

Discussion at the 'Tourism' table focused largely on creating exposure to arctic char for tourists in ways that shares the Inuit culture and history in Nunatsiavut (also known as a "Homeland Experience"). Participants thought that tourism was an excellent channel by which to employ more Inuit in land-based activities, while also increasing the value of the char resource by increasing the available markets.

To create these tourism experiences, participants thought it important to build on and partner with initiatives that already exist, and to pilot something small to start. Partnering with Torngat Mountains National Park and the Base Camp & Research Station were suggested as potential initial partners. Having funding shared between partners was also a focus for the discussion, including with the Marine Institute, the Nunatsiavut Government, Pathways, and the Torngat Mountains National Park.

Further discussion focused on the following points.

- Todd Broomfield (Nunatsiavut Government) – "Inuit didn't catch char with nets; they used rock weirs. That would be much more authentic, the history is there and I think people would want to see it."
- Jacko Merkeratsuk (Torngat Mountains National Park) – "Why can't we go back up to Nachvak and Ramah and have a weir fishery? There's lots of fish up there and it's good for the family to go back to their home land. There's rock formations, grave yards etc."
- Alex Saunders (Torngat Joint Fisheries Board) – "We need to start thinking about spending money in a different way – on positive things for the people instead of things like hospitals and jail."
- Tom Sheldon (Nunatsiavut Government) – "It's important to determine what the current harvest level is and whether or not it meets the current level of need."
- Joey Angnatok (Torngat Joint Fisheries Board, Owner/Operator of Fishing Enterprise) – "I've been running a vessel for 10 years; I've had good years and bad years. Any venture will not be an instant money maker; it may take 5 years before it starts making money. This will be an opportunity for people to try and better themselves."

Social Aspects – Alex Saunders (Torngat Joint Fisheries Board)

Alex highlighted that workshop participants largely felt that a revitalized char fishery would have very large positive social benefits for the communities of Nunatsiavut. Many participants talked about how good people feel when they are on the land, doing physical work. There are

also many important positive impacts on family connections, and instilling feelings of resilience and responsibility for those involved in the fishery. Arctic char is a large part of the Inuit identity.

Alex also summarized that the well being of 'the people' is just as important as the money. As Alex said, "when you're out on the land it doesn't really matter if you don't make a lot of money. You do what you want to do, you do what you've always done and there's merit in that. When you're out on the land there is a shared knowledge; cultural awareness, bridging between the old and the new."

Other discussion points included:

- Todd Broomfield (Nunatsiavut Government) – "Talking about a weir fishery; we're talking about a modern fishery. The Inuit haven't used one in hundreds of years. If we market a rock weir instead of a net weir we could be going into a different market, a niche market."
- Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – "There's also the independence of being on the land, working for yourself and surviving with very little."
 - Joey Angnatok (Torngat Joint Fisheries Board, Owner/Operator of Fishing Enterprise) – "I'm sure the RCMP could prove by going through their records that the crime rate has risen since the fishery closed down. It would be cheaper and probably more beneficial to take these problem people to live on the land for a while instead of sending them out of the community to correctional facilities."
- Milton Shears (DFO) – "Bob is right about the province benefiting from the recreational fishery but up on the north coast it was the opposite. People did not benefit from it at all. The fishery went from 200 fishers to 30 people, 10 of who qualified for EI. I would like to see a pilot project, to do something for the people. A weir fishery is a step in the right direction; not necessarily the answer but it's something. There is no issue with the quality of the char coming into the plant now. We're missing the social aspect of this workshop."
 - Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – "The current fishery is a social fishery, not a money-making business. There's no profit. The money is made by the fishers and the fish plant workers; it's not a lot of money, but it's something. It is social but we're trying to make it a business."
- Alex Saunders (Torngat Joint Fisheries Board) – "Considering that people were moved from their traditional homes and had their commercial licenses taken away, the Government should to step up the plate."

- Milton Shears (DFO) circulated some samples of packaging materials for the participants to see; packaging that would make the product more visually appealing and sell as a high end, quality, wild product.
-

Economics – Craig Taylor (Torngat Joint Fisheries Board)

Discussions on the Economics of a revitalized arctic char fishery focused largely on the creation of an economic analysis/business case of the fishery. Many participants thought it very important to have gone through this process to determine whether the fishery can work from a “numbers” point of view. Participants also talked about creating a Product Development Study, and a Market Study.

Many challenges and opportunities were highlighted by participants. Some challenges include marketing the resource to ensure you get a good return, overcoming gaps in information, and getting a value that’s acceptable to a harvester. Some opportunities listed by participants include piggy backing on the Torngat Mountains National Park, eco-tourism, and including research as a component of the fishery to diversify activities and markets. *Many other challenges and opportunities from this discussion are listed in the Meeting Minutes.*

A couple further discussion points raised by this topic include:

- Todd Broomfield (Nunatsiavut Government) – “A commercial fishery would have to be subsidized. A weir fishery would produce a quality product that could be sold at a much higher price. Trying to do many projects at one time could be too much and create an unsuccessful venture. It would be beneficial to have an economic analysis done on one or two business models as well as pre market studies and market studies on the product as well as on the tourism and research possibilities.”
 - Tom Sheldon (Nunatsiavut Government) – “The social aspect and the business aspect need to partner to determine what business model would be best. A very important question was asked earlier: what is the purpose of this fishery?”
-

Marketing & Processing – Aaron Dale (Policy Analyst, Torngat Secretariat)

Aaron was quick to highlight that much of the discussion at the *Economics* table was brought up at one time or another in the discussions he was facilitating on marketing & processing. Aaron re-iterated that developing a Marketing Plan & Strategy for arctic char was very important to many of the participants that came by his table. Some thought a working group could move this forward in an effective way.

Other discussion included:

- Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – “If studies show that this could be a successful business, would the Torngat Mountains National Park be able/willing to become a partner?”
 - A. Simpson (Torngat Mountains National Park) – “The Park is very interested in visitor and tourism opportunities and very interested in working with the Nunatsiavut Government and other research groups. The Park is part of a larger landscape that has many resources. It’s hard to determine what the Park’s involvement can be as we don’t know yet what’s being proposed.”
- Joey Angnatok (Torngat Joint Fisheries Board, Owner/Operator of Fishing Enterprise) – “Would a cannery be a good option for processing the char?
 - Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – “We’re talking about a high quality fish; it shouldn’t be put into a can. Are we looking at the commercial side? If so what are we going to target? The high end restaurant?”
 - Tim McNeill (Nunatsiavut Government) – “I don’t know where we are heading but I love sitting down with a bunch of intelligent people and discussing it. At the end of the day we may not know where we’re going, but we know we’re going somewhere. I think it’s important that we take our time and do this right; I don’t want us to move too fast.”
- Bob Verge (Marine Institute, MUN) – “This is a relatively small resource; it’s not a high volume fishery. We need to figure out how to maximize the current fishery. There are a lot of costs with catching, processing and marketing, especially up north. There is a good market and you can get a pretty good price, but it’s not enough to carry this small fishery in a remote location. That doesn’t mean there isn’t good value in the resource. A lot of people spend a lot of money to participate in the recreational salmon fishery; we can consider the idea of bringing the people to the fish. If you can make it work you will get a very good value for the fish and you may be able to extend the season a little. When you bring the market to the fish you avoid a lot of the high costs.”
 - Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) - “I don’t disagree but it’s all conceptual and the money that’s needed to carry out such a venture needs to come from somewhere. The resource is there but there’s a lot of work to be done with it.”
- Wayne Broomfield (Nunatsiavut Group of Companies) – “What you’re going to process isn’t the issue; the issue is ensuring you have a consistent product 365 days a year. There’s a range of product when it comes to char. Consider grading the fish; the better quality could be sold as smoked/fresh frozen, the lesser quality could be canned. There could be a market in combining options like canning, catching fish

and balancing it with the social aspects. Transportation will probably be the biggest issue.”

- Bob Verge (Marine Institute, MUN) – “The age old issue is inconsistent quality. If you’re going after a high end market you have to have a high end product. Iceland is farming their char and selling it to the US. There are good markets but taking advantage of them is the issue. Decide what market you’re going to serve and then determine how you’re going to go about it.”
- Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – “The Torngat Fish Coop is into the market it’s in because it can do it for a decent price. I don’t think quality is an issue, I think we have a good quality product.”
- Alex Saunders (Torngat Joint Fisheries Board) – “You can’t produce a product all year round. We are dealing with a unique product; we have a group of people that need some help, some direction and some support.”
- Jamie Snook (Torngat Secretariat) – “One market that is growing is the aboriginal tourism market. One option may be to market the tourism aspect with the top quality char that can be harvested in a weir fishery.”

Research & Science – Julie Whalen (Fisheries Research Program Manager, Torngat Secretariat)

The discussion on *Research & Science* focused largely on the need for more baseline data of the arctic char stocks. There is uncertainty with the stock status and more baseline data, including local traditional knowledge, will have to be collected if there is to be a commercial fishery. Participants also discussed that any research and science would have to have strong partnerships between many different stakeholders, including Inuit communities, Department of Fisheries and Oceans, Department of Fisheries and Aquaculture, the Torngat Joint Fisheries Board, the Marine Institute of MUN, the Ocean National Research Council, ACOA, and the different government Departments of Tourism. These entities, and others, could each play a different role in the collection, analysis, and dissemination of research and science. Increasing the collection of data by the fishers themselves was also a priority for many participants.

A few suggested topics for further study include a focus on food chain studies, researching gear technologies (i.e. traps), and gathering harvest information on the subsistence fishery. Funding for these studies could come from various partnerships, as well as capitalizing on available Climate Change funding that currently exists in Canada.

Other points of discussion include:

- Wayne King (DFO) – “The gap in knowledge of the amount of char taken in the food fishery is an issue from the DFO management perspective. One of the biggest gaps is log book data and food fishing data. Being able to capture that data is very

important to be able to monitor trends of species. We value aboriginal traditional knowledge (ATK) but if you're going to make it effective, you have to quantify it. We need to increase the collection of data by the fisher. We know we don't have a stock resource issue but we don't have a good collection of the data...With recent cutbacks I don't know what the chances are of [DFO] increasing research. The cost of operating a counting fence is hundreds of thousands of dollars. The cod fishery was opened for a couple of weeks in Newfoundland and in the first weekend, DFO can get a report on the stocks. Collecting a little bit of log data and quantifying it would be very beneficial. Counting fences won't produce enough information."

- Keith Watts (Torngat Fish Producers Co-operative Society Ltd.) – "There's not a lot of science directed to char. The Torngat Fish Co-op is doing its part on reporting; quantifying Inuit knowledge will be difficult."

4.2 Open Space

Though Open Space was allotted for 30 minutes towards the end of the workshop, the session was cancelled and the time amalgamated into *Next Steps* planning.

At the beginning of the workshop, while welcoming all the participants, the facilitator introduced a flip chart concept called the "Deep Freeze". The Deep Freeze represented an area where important ideas from participants that were a bit too far off the current topic of discussion could be written-down and revisited at a later time. As a result, concerns brought into the workshop by participants, as well as off-topic ideas generated from presentations and discussions were recorded and valued, without diverting attention away from the current conversation.

A list of roughly twelve Deep Freeze topics were recorded (see "Deep Freeze" accompanying folder). Many of the Deep Freeze topics proposed by the group were covered in the *World Café* small group discussions. As a result, and given time restrictions, the Facilitator and organizing staff thought it best to use the time allocated to *Open Space* for *Next Steps* planning.

5.0 Action Items

Many different kinds of action were proposed by workshop participants during the course of the workshop. The following section divides these action items into two categories:

- Requests for Action
- Recommendations by the Facilitator/Consultant

5.1 Requests for Action

The following Requests for Action were made by participants throughout the workshop:

- Tim McNeill, Nunatsiavut Government, to form a steering committee to determine objectives and leads coming from the workshop discussion. The immediate action will be to deal with the upcoming fishing season.
 - Potential members for the Steering Committee could include
 - Nunatsiavut Government (Depts. of Health, Economics, Lands & Resources, and Tourism)
 - Torngat Fish Producers Cooperative
 - Department of Fisheries & Aquaculture, NL Government
 - Department of Fisheries and Oceans, Canadian Government
 - TJFB/Torngat Secretariat
 - Canadian Centre for Fisheries Innovation
 - Elders
 - Fishers

- To express the message to DFO representatives that DFO efforts towards arctic char have been and continue to be crucial to the fishery. Any cuts would have dramatic effects;
 - It was requested that the Torngat Joint Fisheries Board recommend that DFO continue to fund char research.

- The Torngat Joint Fisheries Board to initiate dialogue with the Nunatsiavut Government to determine an acceptable way of getting subsistence fishery harvest information for the Torngat Secretariat and the TJFB;

- The Torngat Fish Producers Coop will continue to try to maintain the fishery and will continue to try and develop it;

- Kristy Sheppard, Nunatsiavut Government, to assist with the development of surveys geared towards learning what local interest and ideas are with respect to tourism and revitalizing the arctic char fishery;

- The Torngat Fish Producers Co-operative Society Ltd., the Nunatsiavut Group of Companies, and the Nunatsiavut Government to work together on next steps.

5.2 Recommendations by the Facilitator/Consultant

The following recommendations are made by the Facilitator/Consultant, and are based on discussions and ideas expressed by participants throughout the workshop:

- The timely creation of an Arctic Char Steering Committee (as mentioned by participants) to build from the Arctic Char Workshop. The Steering Committee would be responsible for defining the objective of a fishery, charting next steps for the coming fishing season,

and to create and assign tangible deadlines to those that will take a leadership role in revitalizing the fishery.

- Prioritize follow-up communications, for all participants of the workshop, on the formation of the Steering Committee along with action items and deadlines established by the Committee. Periodic updates to stakeholders is very important given the nature of partnerships that participants at the Arctic Char Workshop thought would be needed to revitalize the fishery;
- Develop and share a Business Case, a Marketing Plan, and a Product Development Strategy for an arctic char fishery in Nunatsiavut;
- Share with the Arctic Char Steering Committee information about the research and business model work that has been done in considering the creation of an overall “one fishing entity”, combining the efforts of the Labrador Inuit Development Corporation (Nunatsiavut Group of Companies), the Nunatsiavut Government and the Torngat Fish Producers Co-operative Society Ltd;
- Deepen partnership and learning opportunities with Pangnirtung Fisheries Ltd. in Nunavut.

6.0 Successes and Learning Opportunities

The workshop had many successes and learning opportunities. The following points all represent areas to build from for future stakeholder workshops.

6.1 *Successes of the workshop*

The workshop had many successes that contributed to participants feeling the workshop was effective and worthwhile. These successes include:

- Tangible next steps were created.
 - Agreement to create a Steering Committee as an effective way to move forward with the discussion;
- First workshop in a long time to bring stakeholders together to discuss arctic char;
- A diverse group of stakeholders were present, bringing many perspectives;
- Team-building and the development of deeper bonds between participants;
- Many new ideas were generated to contribute to the health of the fishery;
- Workshop goals were achieved;

- Very professional logistical organization, with excellent food available during the meeting, nice prizes for draws, a relevant film presentation, and frequent breaks;
- A lot of time was devoted to small group discussions, ensuring participants could express themselves and give their voice to the discussions;
- Participants were passionate about the potential positive impacts of a revitalized fishery, and shared personal stories about what they would like to see happen.

6.2 Learning Opportunities

A few learning opportunities stand-out for consideration in the planning of future workshops. These include:

- There was very little free time for excursions or community discovery. Engaging participants in an activity related to the workshop, such as a tour of the Fish Plant, could contribute to positive spin-offs between stakeholders.
 - Given the time of year, it was challenging to be finished sessions before dark.
- Knowing who the sub-facilitators for small group discussions are well in advance would encourage more time for briefing on some of the skills to bring as a facilitator to the groups.
 - This would allow more consistency in the amount and type of information recorded, while also giving sub-facilitators more time to think of prompting questions to ask participants, ensuring that participants were leading the discussions.

7.0 Conclusions

Overall, the Arctic Char Workshop hosted in Nain was a great success. Fantastic discussions took place that generated a lot of personal stories and new ideas for the future of a revitalized arctic char fishery. A variety of perspectives were shared, and clarity on some next steps to take was achieved.

A variety of action items were proposed throughout the meeting, all of which will now be considered by both the TJFB and the Nunatsiavut Government. The formation of a Steering Committee by the Nunatsiavut Government is a high-priority immediate next step.

8.0 Appendix

8.1 Participant Responses

The following points represent the responses by workshop participants to ten minutes of silent reflection considering the question, “What are the most important things to consider when thinking about the revitalization of an arctic char fishery?”

Participants responses were written down on cue cards anonymously and handed back to the Facilitator. The Facilitator recorded each response and grouped responses into themes. These themes formed the basis for World Café small group discussions, as explained in the Nain 2011 *Arctic Char Workshop Report*.

*Note: Responses with * represent multiple participants writing a similar point*

Quota

Subsistence quota
Resource status -need creative means to assess
Sustainable level
Char hatchery

Economics

Higher price for fishers	Support to buy boats & gear to fishers
One month fishing isn't enough	5,500 lbs in one month tough to meet EI requirements
Char gift packs * -similar to salmon	Has to have value to fishers & Coop
Logistics for set-up and mobilizing	Sales, marketing *
Employment	Tourism * -cultural & recreational fishery & research tourism -small boat tours, helping research camp, eco-tourism
Market to sell to (domestic & international)	Quality *
Price	Product development (multiple products) *
Investment in processing equipment	Piggy back with other industry (i.e. equip Base Camp)
Profitability	Branding

Business Model	Marketing Plan
Value added	Investment capital
Commercial vs non-commercial	

Partnerships

Operate from Base Camp (cost savings)	Government funds at first for marketing & modernize plant
Someone take leadership role	Nunavut
Commercial weir & scientific	Where do \$ to run fishery come from?
Joint-venture	Coordinated efforts
Unifying family efforts	Tourism department, research, economic development
Culinary program	Harvesting capacity of fishers
Base Camp, Torngat Coop, NG Tourism	

Research & Science

Weir research	Research project on complete revitalization of fishery -stock assessment, business opportunities, transport, harvest, marketing, socio-cultural impacts
Research & science program	Good science
Scientific research project	

Social Aspect

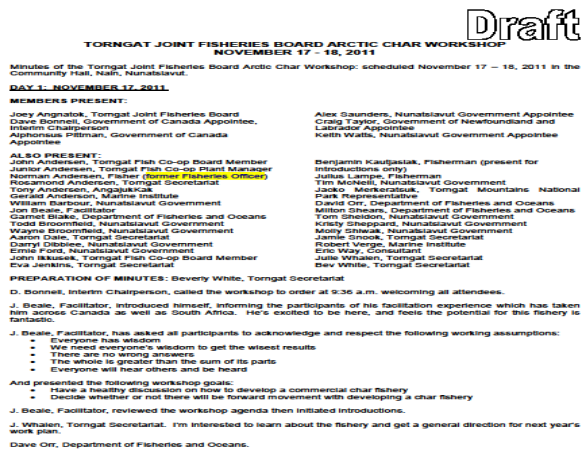
Focus on local people benefitting	Happiness
Local food security	Diversity of products (finished goods)
Cultural identity/spirituality	Sustainable
Historically important	Trained workforce
Opportunities for locals to get on the land	Job creation

Logistics

How many sites, how many people?	Ready to go when season opens because only one month
Gear types	Fly product from Saglek to HV-GB or Montreal
Size selection in catch	Training, technology transfer
Quality	Impact of commercial fishery on subsistence fishery
Supply change	Implementation Plan

8.2 Meeting Minutes

Note: Double-click the image below to view the complete Meeting Minutes.

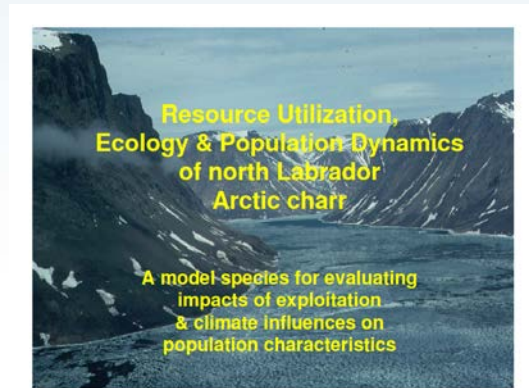


8.3 Workshop Presentations

Some presentations were made orally without accompanying slides or reference material. Those presentations that had materials to accompany them are included in this section.

Note: Double-click the image below to view the complete presentations.

8.3.1 “Scientific Knowledge and Research Gaps/Opportunities” – Milton Shears and Dave Orr (Salmonoid Section, Department of Fisheries and Oceans)



8.3.2 “Arctic Char: The Nunavut Experience” – Don Cunningham (Pangnirtung Fisheries Ltd)

Note: Don Cunningham was unable to attend the workshop at the last minute due to weather delays in Nunavut. He forwarded the following notes in place of his presentation.

- ARCTIC CHARR WORKSHOP PRESENTATION
THE NUNAVUT EXPERIENCE
- Note: unless otherwise stated, the information below relates to the char fishery based in Pangnirtung.
1. resources and management
 - a. most bases in Nunavut are sources for Arctic char. The char resource throughout Nunavut is estimated at 3800mt, but only about 25% is harvested in any given year in the commercial and food fisheries
 - b. the resource is managed by Fisheries & Oceans (DFO) following consultation and advice from the Nunavut Wildlife Management Board which in turn relies heavily on input from community based Hunters & Trappers Associations
 - c. quotas are established for a community effort on each waterbody (lake/river system) following a period of exploratory fishing (usually 2 years) to collect data related to age/length/weight ratios, catch per unit effort, bycatch, etc
 - d. exploratory quotas are set using the precautionary principle
 - e. quotas for each waterbody are based on an annual (Sept 1 to March 31) lease
 - f. general mesh size is set at a 5.5" minimum for commercial fishing but food and recreational fisheries are done with much smaller mesh sizes
 - g. DFO sets the overall TAC for each waterbody and the local HFA divides each quota among the fishers committed to harvesting that quota. Minimum individual allocations are usually set at 200 to 1000lb to ensure the fisher can make a reasonable return after fuel and other costs. When there is not enough quota to provide minimum allocations to each fisher, a draw is held to select who gets the allocations
 - h. due to lack of enforcement personnel nearby, the plant is responsible for enforcing quota limits and mesh sizes
 - i. the plant also provides some services under contract to DFO to collect catch, weight/length ratios on fish from selected waterbodies
 - j. DFO regularly carry out data collection on selected waterbodies to allow them to establish safe levels of removal from those waterbodies
 - k. there is little data and little enforcement focus by food and recreational fishers
 - l. there is a clear link between fish size and distance to the waterbody – smaller fish (2 – 6lb) are landed from waterbodies closest to the community whereas the more distant waterbodies yield fish sizes in the 3 – 20lb range. This is probably due to the fact that food fishers target the nearest waterbodies. Fish sizes up to and above 20lb are landed from the waterbodies further from the community
 - m. quotas available in the Pangnirtung area total about 70,000lb and about 50-55,000lb are harvested annually (15-20,000lb from the ice fishery and 25-40,000lb from the summer fishery)
 - n. the Pangnirtung plant is purchasing an additional 35,000lb from Qikiqtarqauk during the winter season but all cargo costs are on boat. Efforts are underway to access supplies from one or more other nearby communities.
 2. harvesting
 - a. commercial harvesting is carried out by local inuit fishers and only occurs in areas near Pangnirtung, Rankin Inlet and Cambridge Bay due to the absence of processing facilities

8.3.3 *“Arctic Char Weir Fishery in Nunatsiavut: An Idea for Discussion” – Aaron Dale
(Policy Analyst, Torngat Secretariat)*



**Arctic Char Scientific/Commercial
Weir**

Torngat Wildlife, Plants and
Fisheries Secretariat

