

# **Genuine Mackenzie Valley Fur (GMVF) Program Evaluation**

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**Final Report, May 1<sup>st</sup>, 2023**



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# EXECUTIVE SUMMARY

## BACKGROUND

**About the Program:** The Genuine Mackenzie Valley Fur (GMVF) Program was established in 2000 and provides support for traditional fur harvesting in the Northwest Territories (NWT). This Program promotes and supports individuals who continue traditional harvesting practices, land-based livelihoods and participate in the traditional economy. The Program provides NWT harvesters with continued access to the international fur market; actively markets and promotes fur at international venues through partnerships with other harvesting jurisdictions and the private sector; provides NWT harvesters protection against sudden and unanticipated declines in market prices; and pays all associated costs of selling furs at auction, including shipping, drumming, and sales commission.

**Purpose of Evaluation:** The Departments of Environment and Natural Resources (ENR)<sup>1</sup> and Industry, Tourism, and Investment (ITI) requested an independent evaluation of the Program and its related sub-programs. The purpose of the evaluation was to improve the administration and delivery of the Program and make recommendations for clarifying mandates; improving public services; streamlining administration; and improving accessibility and how to grow the programs for future years.

## APPROACH

This review was conducted in three phases between December 2022 and April 2023. The first phase focused on the development of a work plan, which included a profile of each of the funding programs under review, review questions, methodology, and data collection tools. The second phase involved data collection, including a document and jurisdictional review, key informant interviews, surveys, and a market scan. An online workshop was also completed with representatives of both departments to share preliminary findings. These tasks culminated in the production of a draft report. The evaluation team then attended a fur forum in March 2023 to present the results of the GMVF harvester surveys and gather additional insights from attendees on the results of the evaluation to date. Reflections from this event were incorporated into an updated report (this document).

## FINDINGS

**Program Alignment:** The following section provides a summary of emerging themes related to Program alignment with wider departmental mandates, goals and stakeholder needs.

- Stakeholders had mixed views on whether the Program should continue to be delivered by both Departments.
- The Program helps support the achievement of the Sustainable Livelihoods Action Plan 2019-2023 objectives.

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<sup>1</sup> Note: ENR will be renamed to Environment and Climate Change (ECC) as of April 1

- The Program is perceived to be aligned with stakeholder needs; however, stakeholders highlighted areas where they would like the Program to dedicate more resources (e.g., training, equipment, and increased payments for key species).
- Stakeholders noted that they leverage programs, supports or services outside of the Program to help offset the costs of trapping (harvesters) or purchasing of materials (craft artists).

**Program Effectiveness:** The following summary of themes describes the review of findings with respect to the Program design, effectiveness, and achievement of goals.

- Stakeholders perceived the Program to be effective in sharing news and updates but were unclear about which department and/or Program staff member to go to for various types of information.
- Stakeholders identified several barriers to Program access including start-up costs, lack of mentorship opportunities, and location (need to travel further distances to trap or sell their furs).
- Several interviewees identified youth as being a difficult group to engage in harvesting related activities.
- The majority of craft artists felt that it is “somewhat difficult” to access hide and fur in the NWT, with traditionally tanned hides being the most difficult material to source.
- As it relates to the design of the Program, stakeholders identified both strengths (e.g., strong roster of staff and communication flow between staff and supervisors) and weaknesses (e.g., roles clarity, workshops frequency, ENR and ITI communication flow and the Fur Harvest Management System (FHMS)) to the current model.
- Stakeholders agree that the Program has been effective in achieving high level goals; however, were of the view that more could be done to demonstrate achievement of both short- and long-term outcomes.
- The majority of stakeholders were satisfied with the payout amounts for the Guaranteed Fur Advance, Prime Fur Bonus, Grubstake, as well as the prices of fur available through the Hide and Fur Program.
- The GMVF logo/brand is well received by stakeholders, and most would agree that it should not change.

**Program Efficiency:** The following summary of themes describes the review of findings with respect to the Program efficiency.

- Across all stakeholder groups, education and training, as well as the desire to receive more information, were the most commonly noted areas for improvement when discussing the Program more broadly.
- The Program currently lacks an accountability and performance measurement system, which makes it difficult to attribute longer-term impacts of the Program to investments. Therefore, strengthening performance measures and reporting mechanisms is necessary.

## **PROGRAM CONSIDERATIONS**

The following considerations are based on the findings from the evaluation and aim to help improve the alignment, efficiency, and effectiveness of the current structure of the Program.

- 1. Updating departmental roles and responsibilities relating to Program administration.** Stakeholders expressed confusion around which department is responsible for certain aspects of program administration (e.g., aspects of training, price setting and communication with program beneficiaries). A renewed protocol which details an updated administrative structure and key roles and responsibilities of each department would help strengthen Program delivery and help provide clarity as to which elements of the Program should continue to be delivered by each department. When outlining roles and responsibilities, the Program should also consider 1) adopting a customer relationship model (CRM) in which regional representatives are assigned as the primary contact for the Program to help encourage better communication amongst stakeholders and 2) identifying a centralized resource in Headquarters to lead Program reporting efforts to support improved knowledge dissemination across regions.
- 2. Optimizing the Program's Database (FHMS).** Optimizing the FHMS would help to create efficient access to information to meet the needs of both the user (e.g., tracking sales, inventory) and client (e.g., timely payments and statements). The FHMS should be aligned with the GNWT wide Accountability and Management System (SAM) to allow for a more seamless user experience (and support data integrity). A comprehensive review with the intent to update the system would improve staff confidence in the administration of the Program.
- 3. Regular planning for and hosting of gatherings similar to the GMVF Forum (March 2023).** More frequent gatherings should be held on a rotational basis in one of the five regional centers (to ensure all harvesters have equal and fair access to these gatherings). These events have been shown to facilitate knowledge sharing, connect harvesters and support the traditional economy. Planning for these events should consider feedback provided by event attendees as an approach to continuous improvement (e.g., through the forum attendee survey).
- 4. Dedicating resources to support Program promotion and awareness building activities.** The GNWT should develop tools that enhance Program awareness amongst stakeholders (harvesters and craft artists) and market NWT fur to consumers (of fur and fine crafts). A multi-pronged approach would strengthen relationships with stakeholders and provide relevant information on the various GNWT programs and services available to them. For example, the Program would benefit from developing a fur marketing strategy to raise awareness about the Program profile to expand demand within the NWT and increase the value of NWT fur in the marketplace.
- 5. Updating performance reporting and tools.** The review found that there is a lack of uniform data collection procedures across departments, which is hindering the assessment of Program progress and outcomes. To address this the Program would benefit from updating the current logic model and systematically working through the outputs and outcomes to develop a comprehensive performance measurement framework (PMF). The updated PMF should consider the contributions of all the Program components (i.e., sub-programs) and be linked to reporting efforts that will demonstrate the progress being made towards each outcome.

# 1. INTRODUCTION

## 1.1 BACKGROUND

In 2019, the Department of Environment and Natural Resources (ENR)<sup>2</sup> held 18 community open houses and other public engagements on the Sustainable Livelihoods Action Plan.<sup>3</sup> During these engagement sessions, ENR heard positive feedback on the importance of traditional economy programs (such as the Genuine Mackenzie Valley Fur (GMVF) Program). At these meetings, stakeholders expressed an interest in reviewing how these programs could be improved and sustained to continue supporting harvesters in the future. Based on what was heard from Indigenous Government organizations, the public, and Government of the Northwest Territories (GNWT) staff, it was determined an evaluation of the longstanding GMVF Program was required.

The GMVF Program was established in 2000 and provides support for traditional fur harvesting in the Northwest Territories (NWT). This Program promotes and supports individuals who continue traditional harvesting practices, land-based livelihoods and participate in the traditional economy. The Program provides NWT harvesters with continued access to the international fur market; actively markets and promotes fur at international venues through partnerships with other harvesting jurisdictions and the private sector; provides NWT harvesters protection against sudden and unanticipated declines in market prices; and pays all associated costs of selling furs at auction, including shipping, drumming, and sales commission.

A protocol between Industry, Tourism, and Investment (ITI) and ENR for the administration and delivery of the Program was finalized following a negotiation process between both departments. Accordingly, the departments have been delegated leads for the various Program activities as they relate to their individual mandates (see section 2.1 for a detailed breakdown of each department's responsibility as it relates to the Program).

## 1.2 PURPOSE OF THE PROJECT

ENR and ITI requested an evaluation of the Program and its related sub-programs, namely, the:

1. Guaranteed Fur Advance
2. Prime Fur Bonus Program
3. Trapper's Grubstake
4. Trapper Recognition Program
5. Hide and Fur Program (HFP)

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<sup>2</sup> Note: ENR will be Environment and Climate Change (ECC) as of April 1

<sup>3</sup> The Sustainable Livelihoods Action Plan 2019-2023<sup>3</sup> includes a commitment to continue working with renewable resource councils and boards, hunters and trappers' committees, local wildlife committees, Indigenous governments and organizations, creators, and retailers of fur products, Industry, Tourism, and Investment (ITI) and other Government of the Northwest Territories (GNWT) departments, and other partners/stakeholders.

The purpose of the evaluation is to improve the administration and delivery of the Program and make recommendations for clarifying mandates; improving public services; streamlining administration; improving accessibility; and determining how to grow the programs for future years.

## 1.3 REVIEW QUESTIONS

We defined the following questions in developing the review framework.

**Table 1: Review Matrix**

<b>Findings</b>
<b>Alignment</b>
1. Is the Program aligned with departmental mandates/goals and stakeholder needs?
<b>Effectiveness</b>
2. Is the structure and design of the Program effective in reaching stated Program goals?
3. What factors contribute to or constrain achievement of Program goals?
4. How could comparable programs, best practices and suggestions from stakeholders contribute to increasing the effectiveness of the Program?
<b>Efficiency</b>
5. Is the Program delivered efficiently?
6. What improvements should be made?

## 1.4 METHODOLOGY

This review was conducted in three phases between December 2022 and April 2023. The first phase focused on the development of a work plan, which included a profile of each of the funding programs under review, review questions, methodology, and data collection tools. The second phase involved data collection, including a document and jurisdictional review, key informant interviews, surveys, and a market scan. An online workshop was also completed with representatives of both departments to share preliminary findings. These tasks culminated in the production of a draft report. The evaluation team then attended a fur forum in March 2023 to present the results of the GMVF harvester surveys and gather additional insights from attendees on the results of the evaluation to date. Reflections from this event were incorporated into an updated report (this document).

A more detailed description of the various lines of evidence used in this evaluation is provided below:

- **Review of Program documents, files, and funding data.** The evaluation team reviewed a range of Program documents, including goals and mandates, files on resources and staffing, guidelines and communication materials, review processes, and funding distributions. The team also reviewed past data on Program budgets and funding allocations across regions in the NWT.



- **Industry scan and market research.** The purpose of the scan was to identify potential marketing tactics that could help play a role in raising the profile of GMVF in the national and international fur industry, as well as identifying investments that might help in the long-term to support the industry and get more people trapping. To complete this task, the evaluation team:
  - Analyzed suggestions from both survey respondents (craft artists and harvesters) as well as key informant interviewees on marketing tactics and programs that could be included.
  - Conducted a review of programs in other regions (which consisted of looking at program descriptions, planning and reporting documents, lessons learned, and best practices). This helped inform the evaluation's teams knowledge of other programs harvesters may be accessing, as well as potential future partnerships for the Program.
  - Followed up with program representatives to supplement online information and gather suggestions on new, value-added marketing products targeting new customers.
- **Key informant interviews.** The evaluation team conducted interviews with stakeholders who were familiar with the Program. This included individuals who helped set up the Program and have since retired from the GNWT. Questionnaires were tailored to the different groups of respondents based on their roles and experiences with the Program. The information collected included opinions, descriptions, interpretations, and examples. A total of 36 stakeholders were invited to participate in an interview, of which 30 participated.
- **Survey of craft artists and harvesters (2023):** The survey distribution list was compiled by the ENR and ITI teams and included:
  - 563 craft artists who have registered on the NWT Arts Program database; and
  - 33 NWT harvesters who had either:
    - participated in a previous Program survey (2021) administered by ENR;
    - been listed in the ENR fur management database (and had updated contact information); or
    - participated in a key informant interview and identified as harvesters.

Of the 69 survey respondents who participated, 51 identified themselves as NWT craft artists, and 17 as harvesters spanning the five NWT regions. The survey was administered online (the link was sent by ENR and ITI) and was open for two weeks (from Jan 16<sup>th</sup> – 31, 2022). A follow-up email reminder was sent by each department to help increase response rates. This survey will hereafter be referred to as the GMVF survey 2023.

**Table 2: Survey Respondents by Region**

Region	# Harvesters	# Craft Artists
Beaufort Delta	2	16
Dehcho	4	5
North Slave	8	17
South Slave	1	10
Sahtu	2	3
<b>Total</b>	<b>17</b>	<b>51</b>

- **Survey of distributors.** ITI designed and administered a survey to regional fur distributors related to the HFP. The survey was launched on January 24<sup>th</sup>, 2023, and closed on February 3<sup>rd</sup>, 2023. ITI compiled the data, which was incorporated into the findings of this review. A total of 17 distributors were invited to participate in the survey, and 7 completed it. Of the 7 distributors who completed the survey, 4 have been with the HFP for 3 or more years, 2 have been with the Program for less than 2 years, and 1 did not specify.
- **Survey of harvesters (2021):** ENR administered a survey to harvesters between June and August 2021. The purpose of the survey was to obtain a sense of how the Program was working. The survey was mailed out to harvesters identified in the Fur Harvest Management System (FHMS), and there was an online survey link that was advertised via social media. Mailed-in late responses were accepted into the new year. The evaluation team analyzed and incorporated this data as part of the review. A total of 71 harvesters responded to the survey. This survey will hereafter be referred to as the GMVF survey 2021.
- **Online workshop with department representatives.** An online workshop including department representatives from both ENR and ITI was held on February 22<sup>nd</sup>, 2023. The workshop included a presentation of findings and engaged participants in a high-level discussion on key themes, challenges, and potential actions that can be taken to address the challenges identified.
- **Fur forum feedback.** The evaluation team was responsible for presenting the results of the GMVF harvester surveys and gathering additional insights from forum attendees on the results of the evaluation to date. This occurred throughout several breakout sessions, a focus group with participants currently involved with the GNWT Trapper Mentorship Program<sup>4</sup>, information presented during panel discussions/individual presentations, as well as through informal conversations that occurred during the event. Reflections from this event were incorporated into this report (Chapter 5).

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<sup>4</sup> The Trapper Mentorship Program provides beginner trappers with an opportunity to start trapping. Learners partner with experienced trappers who act as mentors, passing on traditional life skills, knowledge and providing access to equipment and tools to start trapping.

## 1.5 REVIEW LIMITATIONS

The review methodology involved multiple lines of evidence, including both primary and secondary data sources. However, there are some data limitations that should be noted:

- **Limited availability of administrative data on Program performance.** There was a lack of performance measurement and financial data available across the years. As such, there was some reliance on anecdotal/subjective information from department representatives to fill in information gaps.
- **Some findings presented here are based on perceptions of those interviewed or surveyed, which may introduce bias.** The perceptions of stakeholders were important to highlight (even if they do not reflect the true state of the Program) so that future communication strategies can help focus on clarifying any areas of confusion.

## 1.6 STRUCTURE OF THE REPORT

This work plan is divided into seven chapters. Chapter 2 provides a profile of the Program and how it is administered through ENR and ITI. Chapter 3 includes the results of the market and scan. Chapter 4 details the findings, while Chapter 5 provides a summary of the feedback from the fur forum. Chapter 6 provides considerations for the Program, and the final chapter includes relevant appendices and supplementary materials.



## 2. PROGRAM PROFILE

### 2.1 DEPARTMENTAL OVERVIEW: ENR AND ITI

#### ENR: Program Role Overview

ENR accepts fur at any of its field offices and provides shipping to auctions or tanning houses, while managing those relationships.

ENR staff deliver the Program by means of the FHMS database to collect, administer payments to harvesters and communicate supporting data on the NWT fur industry. ENR is responsible for the maintenance and administration of the database.

***The mandate of ENR** is to promote and support the sustainable use and development of natural resources and to protect, conserve and enhance the Northwest Territories environment for the social and economic benefit of all Northwest Territories residents.*

ENR provides assistance to harvesters within the Program in four ways:

- *Guaranteed Fur Advance* – the trapper is paid an advance upon the delivery of a *high-quality* fur to the ENR office.
- *Prime Fur Bonus* – the trapper receives a bonus if the fur sells for equal to or more than the fur advance.
- *Grubstake payment* – harvesters who bring in more than 20 pelts in a season will receive \$5 for each pelt harvested, up to a maximum of \$2,000 at the start of the next trapping season.
- *Trapper Recognition*– awards are given to NWT harvesters in recognition of their work within the trapping industry.

ENR, with support from ITI, leads trapper training workshops available across the NWT to keep harvesters knowledgeable about NWT trapping regulations, trap standards, and technology. Workshops provide harvesters with expert advice and information from auction house specialists. Pelt handling workshops, introduction of new and improved technology, and hands-on demonstrations provide harvesters in the NWT with information vital to their continuing success in the international fur industry.

ENR helps distribute the GMVF calendar and Program marketing service posters directed at NWT trappers that advertise fur advance payments, Prime Fur Bonuses, and Grubstake payment prices each year.

## ITI: Program Role Overview

ITI staff at headquarters is responsible for marketing and promotional activities related to the Program. This includes, but is not limited to, utilizing market knowledge to set prices in consultation with ENR for the Fur Advance and Prime Fur Bonus, preparing and distributing market forecasts and marketing materials to harvesters and stakeholders,

***The mandate of ITI is to promote economic self-sufficiency through the responsible development of NWT mineral and petroleum resources, the development of natural resource industries, including agriculture, commercial fishing and the traditional economy, and the promotion and support of tourism, trade and investment, business, and manufacturing and secondary industries, to create a prosperous, diverse, and sustainable economy for the benefit of all NWT residents.***

and participating in national boards for the advocacy of the fur industry. ITI administers the contract with the Fur Harvesters Auction (FHA), which covers the costs of selling furs at auction (i.e., receiving fur under individual trapper accounts, cleaning and lotting fur, sales commission, and providing GNWT unique sales data as related to the financial needs of the GMVF).<sup>5</sup> The FHA works with ENR and ITI to deliver pelt handling workshops in all regions of the NWT.

ITI is responsible for providing hide and fur materials at affordable prices through the HFP to NWT craft artists (described in more detail below).

## 2.2 GMVF FUNDING SOURCES

The Program operates using the following sources of funding:

- *The GMVF Revolving Fund* – The revolving fund is the primary source of funding for the Guaranteed Fur Advance and the HFP. The fund has a set limit of \$1.5 million and operates as a line of credit, requiring both departments to recover expenditures and shortfalls. ENR is responsible for the fund.
- *Operations and Maintenance Funds* – O&M are separate funding sources within each department (ITI and ENR) designed to support programming. Each department is responsible for its respective O&M funds.
- *Annual ITI Funding Commitment* – ITI has a contractual arrangement with FHA to deliver marketing services on behalf of the Program. ITI also provides marketing support to the Fur Institute of Canada (FIC) for ongoing fur sector advocacy work at a federal level.

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<sup>5</sup> The industry partnership between the GNWT and FHA continues to realize benefits including national and international exposure, positive recognition of the GMVF brand and convenient access to the world fur markets.

## 2.3 GMVF SUB-PROGRAMS

The Program consists of five sub-programs. An overview of these sub-programs is highlighted below, including a description of objectives, responsibilities, eligibility conditions, registration process requirements, eligible expenses, annual budget, and data trends.<sup>6</sup>

### 1. Guaranteed Fur Advance

#### Description

The Program provides a Guaranteed Fur Advance (GFA) to harvesters in the NWT who deliver prime fur, muskox hides, and beaver castoreum for sale. The amount is influenced by past and the anticipated market performance. See Annex B for 2020-21 and 2021-22 payment amounts (payment amounts for previous years were not available at the time of this review). The values are reviewed annually, and factors considered for the advance values are market performance and demand, abundance and harvest levels, and harvester's operating costs.<sup>7</sup>

Profits from the sale of fur are directed to the harvester. The GFA ensures harvesters receive no less for the fur they ship to auction, even if the fur sells for less than the GFA. If the fur sells for more than the GFA, the trapper receives any proceeds that are a surplus to the advance.



Advances are reconciled when the item is sold. If items sell for less than the advance at auction, the Program absorbs the cost. Fur that is shipped to another auction facility other than the designated one or sold privately is not eligible for the advance (however, this fur is still eligible for all other benefits under the marketing services).

#### Responsibility

This Program falls under the responsibility of ENR. Note: ENR works with ITI to determine if these advances need to change with the market/auction results.

#### Eligibility

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<sup>6</sup> In addition to the support offered by the GMVF sub-programs, the GNWT covers all costs associated with shipping fur to market and sales commissions to FHA. - See Annex A for a summary of overall harvester support historical data that has been provided by the Program over the past decade.

<sup>7</sup> GMVF. Marketing Services Policy Doc. 2012



Applicants are eligible for benefits under the GFA Program if they:

- hold a valid NWT General Hunting Licence or Special Harvester Licence.
- are beneficiaries of NWT land claims who are residents of the NWT.

### **Registration Process**

Eligible participants are registered using the following methods:

- By bringing their eligible harvest to their local ENR office to be assessed and processed based on Program guidelines.
- Only ENR staff can register individuals in the FHMS database.
- The beneficiary is automatically recognized by the FHMS in future transactions.
- If the furs or castor are eligible for a guaranteed advance, they will receive immediate payment from the ENR officer.

### **Eligible Expenses**

Pelts and castor need to be in good condition in order to be eligible for consideration. Eligible expenses include the following items:

- Furbearers (mink, marten, ermine, all bears species, lynx, beaver, muskrat, all fox species, wolf, wolverine, otter, coyote and squirrel)
- Ringed Seal
- Muskox
- Traditionally tanned moosehides
- Beaver castor<sup>8</sup>

### **Annual Budget**

- Revolving Fund
- Losses are offset by O&M budget

### **Trend Data/Beneficiaries**

In 2022, the number of active harvesters registered in the ENR GMVF Program database was approximately 30% less than in 2020. As a result, the amount being paid out through the GFA has declined in recent years.

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<sup>8</sup> In March 2022, ENR rolled out a new beaver castor advance, advancing trappers \$65 for one pound of dried beaver castor. Beaver castor has been selling for records highs at FHA, which means the harvester will likely receive the additional Prime Fur Bonus (\$25) and net proceeds on these sales. This incentive will ensure trappers can capitalize on the demand for beaver castor in the global market.

**Table 3: Guaranteed Fur Advance Data<sup>9</sup>**

Year	Advance Paid Out	# Active Harvesters*
2020	\$489,541	441
2021	\$365,059	392
2022	\$231, 808	314

## 2. Prime Fur Bonus

### Description

The Prime Fur Bonus program provides an incentive to deliver high quality, well-handled pelts for sale. A Prime Fur Bonus is paid to harvesters following a successful market performance. If a harvester's fur sells for an amount equal to or greater than the GFA they received, the harvester is entitled to receive a Prime Fur Bonus payment. Any fur that was shipped to another auction facility or without a GFA is eligible under the same criteria for the Prime Fur Bonus with supporting documentation.

### Responsibility

This Program falls under the responsibility of ENR. Note: ITI works with ENR to determine if these bonuses need to change with the market/auction results.

### Eligibility

Applicants are eligible for benefits under the Prime Fur Bonus Program if they:

- hold a valid NWT General Hunting Licence or Special Harvester Licence.
- are beneficiaries of NWT land claims who are residents of the NWT.
- are harvesters who market their fur through private fur vendors, who upon proof of sale, may qualify for the Program.<sup>10</sup>

### Registration Process

Eligible participants are registered using the following methods:

- By bringing their eligible harvest to their local ENR office to be assessed and processed based on Program guidelines.
- Only ENR staff can register individuals in the FHMS database.
- The beneficiary is automatically recognized by the FHMS in future transactions.
- If the furs or castors sell at auction for either equal to or more than the guaranteed advance, they may be eligible for a Prime Fur Bonus. These proceeds are directly deposited to the individual's account.

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<sup>9</sup> \*Based off FHMS Summary Report. Includes "All Harvesters" including those who brought in incentives (hides, private sale, carcasses & samples) Harvest season July 1- June 30

<sup>10</sup> GMVF revised fur policy fr2022



## Eligible Expenses

Eligible expenses under this Program include the following items:

- Furbearers (mink, marten, ermine, all bears species, lynx, beaver, muskrat, all fox species, wolf, wolverine, otter, coyote, and squirrel)
- Beaver Castor
- Ringed Seal
- Muskox Hides

## Annual Budget

- ENR O&M
- Sales (auction or private) equal to and or above the GFA automatically trigger the Prime Fur Bonus and the annual Grubstake payment.

## Trend Data/Sales

The data available did not identify the number of eligible beneficiaries across years, however, it did highlight that the number of pelts being offered (and sold) at auction has declined in recent years.

**Table 4: Prime Fur Bonus Data<sup>11</sup>**

Year	# of Pelts offered <sup>12</sup>	# of Pelts Sold	Sale Proceeds	PFB (\$)	Sales
2020	26540	10643	170592.96	28407	March / Aug
2021	12254	10318	388087.7	67637	April / July
2022	9806	3594	234909.39	60625	March / June

## 3. Harvesters Grubstake

### Description

Grubstake is designed to provide support and offset some of the start-up costs required at the beginning of the harvesting season. The fur season, based on international norms, commences on July 1<sup>st</sup> of each year and concludes on June 30<sup>th</sup> of the following year. The program encourages harvesters to wait until early winter when most furbearers are prime.

### Responsibility

This Program falls under the responsibility of ENR.

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<sup>11</sup> # of Pelts Sold, Sale Proceeds, PFB, Shortfall, Advance Collected and Cheque Amounts are collated from financial reports created from FHMS Regional Harvester Reports \* sale season Jan1 to December 31

<sup>12</sup> Collected from Auction House sale data

## Eligibility

Applicants are eligible for benefits under the Grubstake Program if they:

- hold a valid NWT General Hunting Licence or Special Harvester Licence.
- are beneficiaries of NWT land claims who are residents of the NWT.
- are harvesters who market their fur through private fur vendors, who upon proof of sale, may qualify for the Program.

## Registration Process

Eligible participants can register using the following methods:

- Must have registered with ENR the previous season.
- The FHMS data determines the amount each harvester is eligible for.
- Visit the local ENR office to determine the amount/ the harvester is eligible for.

## Eligible Expenses

Eligible expenses under this Program include the following items:

- Furbearers (mink, marten, ermine, all bears species, lynx, beaver, muskrat, all fox species, wolf, wolverine, otter, coyote and squirrel)
- Ringed Seal
- Muskox

The amount given is determined by previous year's pelt numbers (harvest). The minimum requirement for harvesters to be eligible is 20 pelts with each pelt worth \$5. The amount available to an individual harvester ranges from \$100 to a maximum of \$2,000.

## Annual Budget

- ENR O&M

## Trend data/Eligible Harvesters

The number of eligible harvesters for the grubstake has decreased with each passing year, with the highest decrease in the number of harvesters reported in 2022.

**Table 5: Eligible Harvester Data<sup>13 14</sup>**

Year	# of Harvesters Eligible for Grubstake *	# Active Harvesters*	\$
2020 <sup>15</sup>	369	441	85,595

<sup>13</sup> 2020 & 2021 an increased Grubstake payment provided was provide as a temporary incentive due to Covid.

<sup>14</sup> Data retrieved from FHMS grubstake summary and detail reports

Harvest season July 1 – June 30

<sup>15</sup> in 2020 & 2021 the Grubstake payment was bumped up as a response to COVID-19 resulting in an above average number of harvesters accessing the program during that timeframe.

2021	282	392	71,800
2022	82	314	43,965

## 4. Harvester's Recognition Program

### Description

The Harvesters Recognition Program is part of a continued program to build and strengthen productive capacity in the Traditional Economy. The recognition is performance based and considers harvester age, along with volume and value of fur harvested. Awards include a jacket with the distinct GMVF logo and an award plaque.

### Responsibility

ENR administers the awards in recognition of harvesters' efforts and achievements.

### Eligibility

Applicants are eligible for benefits under the Trapper's Recognition Program if they:

- hold a valid NWT General Hunting Licence or Special Harvester Licence.
- are beneficiaries of NWT land claims who are residents of the NWT.

Awards recognize active senior harvesters, active youth harvesters, highest sales, and highest volume producers.

### Eligible Expenses

Eligible expenses under this Program include the following:

- Highest Sales – Recognizes the producers with the highest revenues in each of the five regions.
- Highest Number of Pelts – Recognizes the producer with the highest number of pelts in each of the five regions.
- Senior Harvester – Recognizes the oldest active harvester in each of the five regions.
- Youth Harvester – Recognizes the youngest active harvester in each of the five regions.

### Annual Budget

- ENR O&M

### Average Yearly Beneficiaries

- Approximately 20 across the NWT

## 5. Hide And Fur Program

### Description

The HFP provides NWT craft artists the support they need to get access to raw materials at affordable prices. The HFP was first established in 2009 to offset the ban imposed on sealskin imports by the European Union in the interest of protecting the NWT traditional economy. Further in the interest of sustaining the traditional arts sector, NWT craft artists identified the need for access to materials at affordable prices so they can achieve profitable returns on traditional arts and crafts sold in the marketplace. In response to this need, the Program evolved to include other raw materials such as, but not limited to, traditionally tanned moosehide, beaver, seal (natural and dyed), fox, and muskrat.

### **Responsibility**

ITI has the responsibility for the HFP. ITI maintains three sole-source contracts with Canadian wild fur suppliers and manages the HFP to provide fur and hide materials to northern craft artists at wholesale prices, enabling them access to affordable materials to create their crafts.



The three fur and hide suppliers on record source their inventory from Canadian fur buyers, harvesters, and auctions from the FHA in North Bay. ITI also oversees the sale of muskox hides and NWT sealskins on behalf of ENR. All sales are reconciled back to the revolving fund.

### **Eligibility**

Applicants are eligible for benefits under the HFP if they are NWT craft artists.

### **Registration Process**

Craft artists can purchase hides and furs from the Traditional Economy Division of ITI or at local distributor locations across the territory. ITI has established relationships with fur industry businesses in each region to increase access to raw materials sold under the HFP.

### **Eligible Expenses**

Distributors are required to sell the raw materials at the same cost that they purchase the materials from ITI. Once the distributor has paid their invoice to ITI, they invoice ITI for a Vendor Fee of 20% of the invoice amount, which compensates them for providing this service for ITI in the five regions.

### **Annual Budget**

- Revolving fund
- ITI O&M to cover freight and 20% vendor fees.

### **Trends/Sales**

As of December 2022, data shows that the:

- Artisan Fur Shop welcomed almost 552 people to the store, generating \$163,478.50 in in-person sales. In comparison, in 2021-22, almost 800 people visited ITI's Artisan Fur Shop, generating \$220,029 in in-person sales.
- ITI distributed \$122,080.00 in raw materials to fur distributors for sale to local NWT craft artists. In comparison, in 2021-22, ITI distributed \$147,695 in raw materials to fur distributors for sale to local NWT craft artists.

## 3. MARKET SCAN

The following section provides an overview of key marketing tactics, investments, and trends that could be considered to further raise the profile of the Program and/or help long-term to support the industry and get more people harvesting. Where available, stakeholder insights (as it relates directly to the Program) have been included.

### 3.1 MARKETING TACTICS

The scan identified four key marketing tactics that are commonly used in both maintaining a connection with stakeholders and attracting new clients.<sup>16</sup>

1. A focus on branding
2. Information sharing
3. Networking and collaboration
4. Promotional events

#### 1. Branding

Common elements of branding strategies that were identified by the scan (and were frequently emphasized by stakeholders) include:

- **Social Media Platforms:** Sharing updates and news or showcasing product information through social media platforms (e.g., Facebook, YouTube, Twitter) was frequently mentioned by stakeholders as an important aspect of branding – particularly when trying to connect with a target audience. Several stakeholders highlighted the documentary series “Fur Harvesters NWT” by Andrew Stanley – an Inuvialuk hunter and harvester living in Hay River as an example of a platform that brings attention to the GMVF brand/logo more broadly.<sup>17</sup>
- **Promotional Products:** Distribution of promotional products was noted by Program stakeholders as an effective way to help increase relationships with new and existing clients of programs. Interview respondents often mentioned that the Program used to provide harvesters with promotional products (e.g., jackets, ball caps, and mugs with the GMVF logo) which were appreciated. Many interviewees also underlined the importance of the harvesters’ calendar as a product that is highly valued within the NWT harvest community.

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<sup>16</sup> See Annex C1 for examples of how marketing tools, initiatives, and campaigns have been successfully implemented by other programs or jurisdictions.

<sup>17</sup> “The series highlights Northern wilderness, trapping, and outdoor survival like no other show to date. The story line covers everything in a trapper’s season; hauling wood and water, preparing the bait, building and setting traps, riding and endlessly fixing his old Bravo snow machines are all part of the hard and dangerous work of a solitary trappers life – <https://www.furharvesters.com/furharvestersnwt.html>

- **Presentations or displays:** Stakeholders felt that the Program should focus on additional efforts to expose tourists to the GMVF brand. One example of this approach includes the Yellowknife Airport display cases, which showcase community art pieces (e.g., jewelry, birchbark baskets, moccasins, carvings, and more) produced by NWT craft artists.
- **Program website:** The Program currently shares updates and information on both the ITI and ENR websites. Stakeholders felt that the Program would benefit from a specific landing page within the departmental website ecosystem to consolidate all information. This could include highlighting Program beneficiaries (e.g., those who have won a trapper award, or harvesters who can provide details about why they trap and their specialty).

## 2. Information

- **The story behind the product:** Program stakeholders also highlighted that an effective marketing tool is providing the end-user (buyers, distributors, etc.) with information related to the story behind a product. Providing this information is believed to create a personal connection with the individual (e.g., harvester, craft artist, designer, etc.) – As noted by one interviewee, *“People are more socially conscious of their product, so this could really help people purchase fur.”*
- **In-person dissemination:** Program stakeholders noted that providing information using in-person marketing strategies (e.g., through school job fair booths or handing out flyers) would be an effective means to disseminate information on a program or product to the community.
- **Educational campaigns:** Survey and interview respondents felt that a strong marketing campaign was needed to educate the public on the history of fur in the NWT and the practice of safe and responsible harvesting within the NWT.
- **Promote ambassadors:** Stakeholders identified a desire to see more Program ambassadors to help elevate the profile of the Program and NWT fur more broadly, as well as help increase conversions and attract more people to the Program. Suggestions included:
  - **A young harvester** who can attend and participate in community visits during Program workshops.
  - **An experienced harvester** to highlight the benefits of harvesting to community members. This could be initiated on the radio, for example.
  - **A group of teachers** to educate on the fur movement, to counter the anti-fur movement and to spread information on the traditional ways of life as it relates to harvesting in the NWT.
  - **Indigenous leaders** who are passionate about the importance of harvesting and sharing information and experiences at forums to encourage and renew participation in the traditional lifestyle.

### 3. Networking and Collaboration

- **Industry think tanks, communities of practice, industry partnerships:** Stakeholders noted that to help build a roadmap for the future of the harvesting industry, there could be a focus on building collaboration across jurisdictions (i.e. further developing partnerships, sharing information, continuing to evolve/raise the profile of the fur industry).

### 4. Promotional Events

Stakeholders identified a number of events that could support the marketing of the Program in future years, including:

- **Summits/conferences** where participants can explore a variety of topics to share information and ideas, identify challenges (i.e., climate change) and opportunities within their sector, and determine ways they can work together.
- **Conventions** (national/international) to help promote Canada's fur industry, conservation, and furbearer management.
- **Group platforms** such as fur handling and grading events for harvesters to bring in their furs for quality assessments, such as the Fur Harvesters INC annual Trappers Convention.

## 3.2 POTENTIAL INVESTMENTS

The scan also resulted in the identification of potential investments that could be considered to help support the industry long-term and get more people harvesting. Including:<sup>18</sup>

1. Tutorials
2. Hands on Training
3. Grants or Funding Initiatives

### 1. Tutorials

Respondents highlighted that investing in “short” and “easy to access” resources would help attract more individuals to participate. Examples could include:

- **Videos and clips on relevant subject matter such as:**
  - Learning how to skin and prepare fur for market taught by locals <sup>19</sup>
  - How to claim harvesting as a business for taxes/setting up a business

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<sup>18</sup> See Annex C2 for examples of tutorials and trainings that have been successfully implemented by other programs or jurisdictions. See Annex C3 for examples of types of grants and funding supports that could be accessed by Program beneficiaries.

<sup>19</sup> International fur industry dictates certain techniques to be used to maximize profits, skinning videos are available on ENR website



- A how it's made (from harvester, to officer, to auction, to processing, to manufacturing, to retailing/getting sold)
- **Photo documenting:** How to skin and prepare a pelt – videos online.
- **Developing an application:** Identifying furbearers and paw marks and learn how to track an animal and understand how to set and bait traps. Update and digitize GMVF harvesters' training manual.

## 2. Hands on Trainings Opportunities

The scan identified a number of educational programs or trainings that provide individuals with hands-on experiences to attract new entrants. The scan also identified programs that aim to grow the industry and target hard-to-reach populations. The following bullets summarize the types/various categories of educational initiatives that were found:

- **Immersive Training Programs:** These programs range from hands-on training to online/virtual learning (or a combination of both). These programs aim to provide a comprehensive understanding of the various aspects of a specific subject matter with the goal of generating interest and enthusiasm for an activity (i.e., camps that were run at Bliss Lake under the Take a Kid Training program)
- **Mentorship programs:** Mentorship programs involve more experienced individuals who share their skills and knowledge with new entrants. The goal is to provide a supportive learning environment.
- **Apprenticeship and Internship Programs:** Apprenticeship programs provide opportunities to gain hands-on experience in the field. These programs offer participants practical skills and knowledge, as well as the opportunity to network and make connections within an industry or sector.
- **Workshops:** Workshops offer a unique chance to acquire new skills on a specific topic and provide focused, interactive, and collaborative learning experiences. Whether it's snare making, wolf harvesting, or introductory classes, workshops cater to all skill levels and are designed to help individuals develop or learn a new skill.

## 3. Grants and funding support

Interviewees, as well as survey respondents (craft artists and harvesters) stated that the cost of living (and cost of harvesting) is steadily increasing. To support those in the industry and encourage more Program participation, an inventory of funding opportunities could be consolidated and presented in a centralized and accessible location as a resource to Program beneficiaries to help further offset the costs of equipment, income, food, etc.

## 4. FINDINGS

### 4.1 ALIGNMENT

The following section provides information about the Programs' alignment with wider departmental mandates and/or goals and stakeholder needs.

**Stakeholders were of mixed views on whether the Program should continue to be delivered by both Departments.**



As per the protocol between ITI and ENR for the administration and delivery of the Program, each department has been delegated a lead for the various Program activities related to their individual mandates. When interview respondents were asked to rate on a scale of 1 to 5 (where 1 is not at all aligned, 3 is somewhat aligned, and 5 is very well aligned) how well aligned the Program is with:

- ....the ENR departmental mandate, the average rating on this question was 4.1. Interviewees explained that the Program fits well with the ENR mandate; however, some components of the Program fit better under the ITI mandate (namely – Program promotion and the HFP). One respondent noted that “some individuals may classify the Program completely as an economic program but it’s not, it’s a way of life in the NWT”.
- ....the ITI departmental mandate, the average rating was 3.0. Respondents noted that the Program “fits well under ENR but there are aspects of the Program [marketing related activities] where ITI can continue to help”.

Interviewees also added that responsibilities for various aspects of the Program are sometimes confused in relation to activities in which both departments currently contribute such as workshops/trainings, price setting, and marketing/promotion. Key informants had mixed views on how the Program should be delivered going forward (under one or both departments). However, they agreed that since the Program has seen some evolution in recent years to both resources and systems (i.e., databases, staff turnover, etc.), that clarity on roles and responsibilities should be revisited in the administrative protocol agreement to help improve any duplication of efforts.

**The Program helps support the achievement of the Sustainable Livelihoods Action Plan 2019-2023 objectives.**

The Sustainable Livelihoods Action Plan 2019-2023 includes a commitment to continue working with renewable resource councils and boards, hunters and trappers' committees, local wildlife committees, Indigenous governments and organizations, creators, and retailers of fur products, ITI and other GNWT departments, and other partners/stakeholders. Program stakeholders perceived that the Program contributes to the plan's objectives in the following ways.

- **Promoting and supporting opportunities for mentorship, learning, and training related to on-the-land activities for interested residents:**
  - The Program is well promoted through regional officers, trainings/workshops (specifically pelt handling and information sessions), word of mouth, etc. The harvesters' workshops offered by ITI and ENR were often mentioned as an important feature of the Program that helps provide relevant information to harvesters and supports current and future harvesters in the NWT.
- **Supporting communities, Indigenous governments and organizations, schools, non-government organizations, and other partners in pursuing sustainable livelihoods programs and services by reducing administrative burden:**
  - ENR and ITI collaborate with NWT organizations and programs by offering tailored workshops through the Program to youth in school settings.
  - ENR management and staff also attended meetings with Indigenous governments to address community-level issues related to harvesting (e.g., an overpopulation of species in an area may result in additional requests for workshops for harvesters and/or specific pelt handling furbearers); and
  - Program staff promote the GNWT sustainable livelihood programs throughout the region (e.g., Harvester Mentorship program and Take a Kid Trapping program).
- **Strengthening communication about existing programs and increasing promotion of sustainable livelihoods at multiple levels:**
  - Through the use of the harvester calendar, newsletters, and social media outlets, for example, stakeholders are regularly provided updates about the Program.
  - Regional offices are provided with Program-related materials such as posters and summary documents to hand out to harvesters.
- **Creating, promoting, and supporting opportunities for Program development. Ensuring the Program is run effectively and efficiently:**
  - The Program team has:
    - undertaken reviews and evaluations in the past to assess the Program's performance; and
    - conducted stakeholder surveys and consultations to gather information on perceptions of Program activities.

**The Program is perceived to be aligned with stakeholder needs; however, stakeholders have highlighted areas where they would like the Program to dedicate more resources (e.g., training, equipment, and increased payments for key species).**

During interviews, respondents were asked to rate on a scale of 1 to 5 (where 1 is not at all aligned, 3 is somewhat aligned, and 5 is very well aligned) how well-aligned the Program is with stakeholder needs. This resulted in an average rating of 3.6. Respondents were then asked to elaborate on their ratings, and noted that many harvesters would not go out trapping if it weren't for the "advance payment." Of those that provided a lower rating, they explained that there are sometimes "glitches in the Program's systems for payments" or they would like to see more

resources dedicated to certain aspects of the Program such as more training, more equipment, and increased payments for key species.

The top reasons harvesters said they continue to trap were related to finances, tradition, and being able to spend time on the land.

**Table 6: Reason for Harvesting**

Themes	Number of Responses
For money for myself or family	65 <sup>20</sup>
Continue traditions	53
To spend time on the land	52
I believe harvesting is a healthy lifestyle	47
To share knowledge	42
To share culture	41
To learn skills	41
To heal	39
To spend time with my family	34
To learn about my culture	32
Spend time with friends	27

*GMVF survey 2021*

Almost all harvesters (96%) agreed that there is a need for the Program in their community. When asked to provide examples of why there was a need for the Program the most common response was that the Program helped offset the high financial costs of harvesting.

**Table 7: Reasons – Need for Program**

Common Themes	Number of Responses
Offsets financial costs (e.g., getting fur to the market, income to harvesters)	19
Offers education, training and assistance (e.g., training young harvesters, teaching traditional methods, survival training)	13
Helps encourage more people to trap	10
Provides opportunity for exploration of interests and skill development (e.g., Encouragement for young harvesters, assistance for first timers)	8
Helps facilitate opportunities to spend time on land	6

*GMVF survey 2021*

<sup>20</sup> 34 harvesters selected money for family, 34 selected money for myself

**Stakeholders have noted that they leverage supports, or services outside of the Program to help offset the costs of trapping (harvesters) or purchasing materials (craft artists).**

Both craft artists and harvesters explained that although they leverage the support provided by the Program, many also access other assistance to help with expenses related to harvesting. Accordingly, more than half (51%) of all harvesters surveyed (GMVF survey 2021) said they seek harvesting-related supports outside of the Program. The two most common types of support mentioned were related to financial assistance (e.g., for groceries, equipment, and gas) and knowledge/advice gathering (e.g., harvesting advice from elders or information related to the setting up of traps from community members). It should be noted that only two out of the seventeen harvesters (GMVF survey 2023) said they sell their fur outside of the Program.

Similarly, the majority of craft artists who were surveyed (GMVF survey 2023) said that outside of the HFP, they source/purchase materials (hide and fur) through a variety of sources, the most common being Halfords, Bill Word Furs, and Tribal Spirit.

**Table 8: Where do Craft Artists Source Materials?**

Source	Number of Responses
Halfords	21
Bill Word Furs	20
Tribal Spirit	11
Local harvesters, Friends, Craft Sales and Festivals	5
Gaston Furs	4
Online	3
Winnipeg Outfitters	3
Northern Transitions	2

## 4.2 EFFECTIVENESS

The following section describes the review of findings with respect to the Program design, effectiveness, and achievement of goals.

**Stakeholders perceived the Program to be effective in sharing news and updates but were unclear about which department and/or Program staff member to go to for various types of information.**

When interview respondents were asked about how stakeholders typically find out about the Program, the majority mentioned word of mouth as the most common method. That said, the Program delivers updates and information to stakeholders using a variety of tools and techniques as noted in table 9. Although both harvesters and craft artists explained that they like to receive information in various formats, both groups selected social media and in person workshops as their preferred method of communication.

**Table 9: How Program beneficiaries like to receive information**

Preferred Method of Communication	Craft Artists (n=50)	Harvesters (n=15)
Social media (Facebook)	23	4
Radio	7	2
Posters	12	1
In person workshop	14	4
Emails	9	0
Through GMVF staff	0	3
All of the above	20	7

The majority of stakeholders felt that information about the Program is accessible. That said, some interviewees explained they have received inconsistent information and it is not clear who to go to for certain types of information (i.e., staff, contractors, and Program beneficiaries each expressed confusion about who the main point of contact was for questions). Interviews often mentioned the need for increased promotion of the Program through digital platforms which specifically target youth.

When survey respondents (GMVF survey 2023) were asked what other information they would like to receive from the Program, the most highlighted areas included:

Harvesters:

- Sales data receipt (fur received, offered at sale, grade, sold, and unsold) fur auction paper for what prices harvester's product received at the auction to accompany the check or direct deposit.
- Program changes/updates (e.g., beaver castor program).
- Markets expectations (market forecast) and pelt handling.

Craft Artists:

- Purchase related information (new inventory arrivals, access home-tanned hides, online sales).

**Sidebar: Additional stakeholder comments related to communication efforts:**

- **Trappers Calendar** - almost all (88%) of harvesters surveyed (GNWT survey 2023) said they use the GMVF harvester's calendar and all who use the calendar liked the recent changes (glossy and full color) that were made. Interview respondents noted they would like to see more images of people in the next iteration.
- **Newsletter** - approximately half (47%) of all craft artists surveyed (GNWT survey 2023) said they review the ITI arts newsletter that is sent to them for updates on the HFP.
- **Social Media** - close to a third (33%) of craft artists surveyed access the updates about the HFP that are posted on Facebook and the NWT Arts page.

**Stakeholders identified several barriers to Program access including start-up costs, lack of mentorship opportunities, and location in NWT (need to travel further distances to trap or sell their furs. Several interviewees identified youth as being a difficult group to engage in harvesting related activities.**

When interviewees were asked about why they think some stakeholders do not participate in the Program, most indicated that it is due to the high cost of participation related to start-up costs and the increased cost of living. Others noted that there is a lack of mentorship opportunities in their region - "if your parents aren't doing it then youth probably won't," or they disagreed with previous grading assessments provided by Program staff. Respondents also highlighted that distance/location can also present as a barrier since some individuals have to travel further distances to trap or sell their furs.



A number of interviewees discussed the challenges with engaging youth in the Program. It was often mentioned that there appears to be a lack of interest in harvesting from the younger generation and it is difficult to get youth away from the internet and be out on the land.

**The majority of craft artists felt that it is “somewhat difficult” to access hide and fur in the NWT, with the most difficult material to source being moosehides / traditionally tanned hides.**

Most (42%) craft artists felt that it is “somewhat difficult” to access hide and fur in the NWT. Moose hide/traditionally tanned hides was felt to be the most difficult to source, followed by seal and beaver pelts.

**Table 10: Difficulty rating in accessing hide and Fur**

Scale	Count	% of Total
Very difficult – 1	9	18.0%
2	3	6.0%
Somewhat – 3	21	42.0%
4	9	18.0%
Very easy – 5	8	16.0%



**Stakeholders identified strengths (strong roster of staff and communication flow between staff and supervisors) and weaknesses (roles clarity, workshops frequency, ENR and ITI communication flow, and the FHMS database) relating to the design of the Program.**

When interviewees were asked about the strengths of the current design of the Program, the following themes emerged:

- **Strong staff/resources:** Although stakeholders acknowledged that there has been significant turnover in staff in recent years, the Program was said to have “a good roster of workers” to deliver the Program and who understand the objectives it is trying to achieve.
- **Good communication between supervisors and staff:** This was noted by several stakeholders as a strength of the Program.

When interviewees were asked about the weaknesses of the current design of the Program, the following themes emerged:

- **Need for role clarity between departments:** Stakeholders perceived a need for more clarity on the roles between ENR and ITI departments (in relation to administering the Program).
- **Desire for more workshops:** It was also noted that the number of workshops and training offered across regions varies significantly. One respondent added that “this often comes down to whether the officer enjoys hosting workshops or not.”<sup>21</sup>
- **Improved communication between departments:** Although there has been an attempt to increase communication between departments, a number of individuals mentioned the need for improved communication channels and flow of information between departments. It was suggested that there is a need for a single point of contact for questions and information.
- **Increased budget for travel and training:** A number of stakeholders highlighted the need for increased funding for the Program including more budget for travelling to conduct workshops and training related expenses.
- **Need for updates to the Program database and systems:** Although a few staff felt that the Program’s current database (FHMS) was an improvement to the previous version being used, it was commonly noted that the FHMS has poor functionality, is using outdated technology, and impacts data accuracy. Respondents also mentioned the difficulty in keeping all information up to date in the system (making it difficult to track inventory and sales). Further, many staff noted that the poor functionality of the database impacts their ability to distribute payouts on time, the system has trouble communicating with other programs (causing duplicate work and poor integration with SAM – Accounting system) and the data input requires a lot of manual effort.

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<sup>21</sup> Note: Data on the number of workshops offered was not available at the time of this review.



**Stakeholders agree that the Program has been effective in achieving high level goals; however, were of the view that more could be done to demonstrate achievement of both short- and long-term outcomes.**

The HFP is one component of the Program that specifically targets NWT craft artists. The goal of the HFP is providing craft artists with affordable fur to make their crafts. All distributors agreed that the Program is meeting this goal.

The following are the average ratings provided across interviewees respondents on the effectiveness of the Program in achieving its high-level goals.<sup>22</sup>

- Provides NWT harvesters with access to the international fur market – Avg. rating of 4.6<sup>23</sup>
- Actively markets and promotes fur at international venues through partnerships with other harvesting jurisdictions and the private sector – Avg. rating of 4.3
- Provides NWT harvesters protection against sudden and unanticipated declines in market prices and pays all associated costs of selling furs at auction, including shipping, drumming, and sales commission. – Avg. rating of 3.6



When interviewees were asked to list any factors which could be constraining achievement of Program goals, it was often mentioned that the incentives may not be attractive enough to draw in some harvesters and that the high staff turnover rates are significant obstacles. Respondents also reported that there aren't enough staff to effectively administer the Program, leading to difficulties in delivering regional workshops, responding to reporting requests, processing payments, and handling/entering promissory notes during peak times of the year.

Interviewees were split on the success of the Program in terms of achieving the stated outcomes.

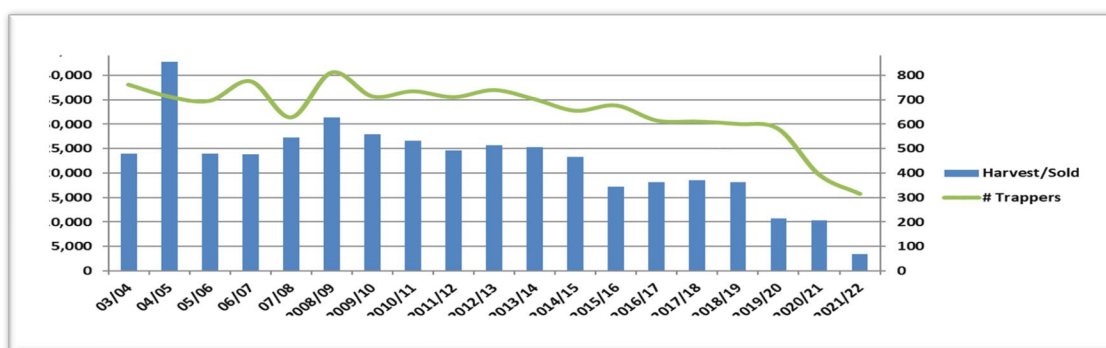
- **Short term outcome:** Increased awareness, interest, and participation levels of NWT residents in the Program. Feedback from a few respondents suggested that the Program has been successful in terms of achieving its ST outcome. Regional workshops (and other GNWT supports such as Take A Kid Trapping) were also perceived as important contributors to ensuring stakeholders are kept aware of and continue to be interested in participating in the Program. That said, some individuals were of the view that Program effectiveness could be enhanced by increasing promotional efforts.
- **Medium to long term outcome:** Traditional economy in the NWT communities is strengthened by increasing the number of skilled harvesters and the value and volume of the harvest. Respondents

<sup>22</sup> Rating scale of 1 to 5 (where 1 is not at all, 3 is somewhat, and 5 is very effective)

<sup>23</sup> When survey respondents (trapper survey 2023) were asked about the impacts of participating in the GMVF program almost all (79% or 11/13) mentioned this goal in their response.

perceived the Program to be less effective in recent years in terms of its medium to long term outcome. As highlighted below the number of harvesters participating in the Program (and harvest sold) has declined in recent years.

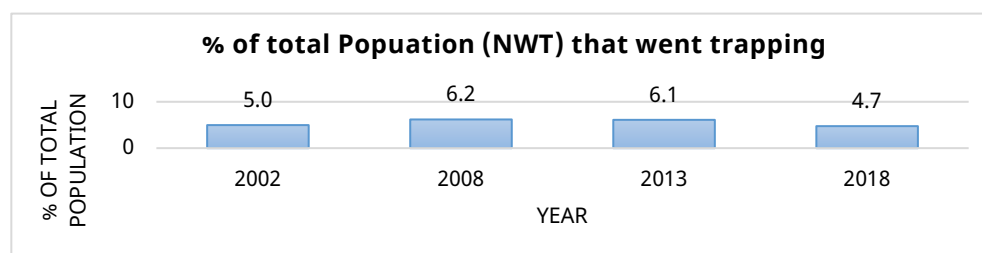
**Figure 1: # of Harvesters and Harvest Sold**



Data was retrieved from the first Fur Harvest database and the current FHMS.

This finding was echoed by other sources such as the Bureau of Statistics – *NWT Community Level Surveys*<sup>24</sup>, which highlights that over the past decade, there has been a gradual decline in the number of harvesters across the NWT (Figure 2).

**Figure 2: NWT Trapping Population Trends**



*Data from Bureau of stats: Data was not available for later years*

The survey (GMVF survey 2023) identified some investments and training that may help support the industry and get more people to trap. The most commonly noted suggestions were more education and information (e.g., how the Program wants furs skinned (prepared), wolf harvesting, applying for GHL, how to use equipment, more funding for youth), income support, free 1st time harvesting kits, and increased payouts.

- **Unintended Outcomes:** Stakeholders discussed some of the unintended outcomes of the Program including:
  - The HFP provision of affordable materials at wholesale prices has motivated craft artists (82% who were surveyed) to incorporate fur into their artistry.

<sup>24</sup> [NWT Bureau of Statistics | Traditional Activities \(statsnwt.ca\)](https://statsnwt.ca/)

- Harvesters noted that the Program allows them to heal and spend more time in nature (solo or with family).
- The Program enables harvesters to generate additional income, while also assisting communities with overpopulation of species (such as decreasing wolf populations to aid caribou conservation).
- The Program provides wildlife managers with a tool to implement management decisions.
- Catches of non-target species (e.g., family pets) have occurred. The Program has taken steps to address this issue by educating the public and stakeholders about harvesting and local pets.

**The majority of stakeholders were satisfied with the payout amounts for the Guaranteed Fur Advance, Prime Fur Bonus, Grubstake, as well as the prices of fur available through the Hide and Fur Program.**

Survey respondents (GMVF survey 2023) offered their perspective on the GMVF sub-program payments.

- **Guaranteed Fur Advance:** 86% of harvesters said they were satisfied with the payout amounts. A few respondents noted that they would like to see the advance increased and less fluctuation on prices as it relates to certain species (i.e., wolverine and beaver fur).
- **Prime Fur Bonus:** 79% of harvesters said they were satisfied with the payout amounts. A few respondents noted they would like to see an increase in amounts for specific species (i.e., wolverine and beaver fur).
- **Grubstake:** 64% of harvesters said they were satisfied with the payout amounts. Responses from those that were not satisfied included that it would be helpful to receive more since.....“gas, oil and cost of groceries to live out on the land is more than what you receive” and “...you can go in debt living the traditional lifestyle”.
- **Harvester Recognition:** Payout amounts are not applicable to the harvesters recognition program; however, interviewees noted that the rewards offered are well received and appreciated by harvesters. When asked what changes respondents would like to see to this program, stakeholders highlighted they would like the awards to be handed out a bit quicker.

**Hide and Fur:**

- *Prices of Fur:* When asked about their satisfaction with the prices of fur available through the HFP, using a scale of 1 to 5 (where 1 very unsatisfied, 3 somewhat satisfied, and 5 very satisfied), craft artists provided an average rating of 3.8 while distributors provided an average rating of 3.9.
- *Quality of Fur:* When asked about their satisfaction with the quality of fur that was brought in through the HFP, using a scale of 1 to 5, craft artists provided an average rating of 4.12 while distributors provided an average rating of 4.3.
- *Distributor Contract:* As part of the contractual agreement with the Program, distributors are to sell furs at the same wholesale price as they purchase them from the HFP. Almost all (71%) distributors said they understand why furs are to stay the same prices. One distributor noted that there is consistency in prices among distributors, and they believe that this is important.

- *Kinds of Fur*: When asked about their satisfaction with the kind/species of fur available through the HFP, using a scale of 1 to 5, distributors provided an average rating of 4.1. Craft artists offered suggestions on materials that could be brought in through the Program; however, most noted products already sold through distributors, namely traditionally tanned hides (e.g., moosehides and caribou). This suggests there is a lack of awareness amongst some craft artist product offerings available through the HFP.

**The GMVF logo/brand is well received by stakeholders, and most would agree that it should not change.**

Interview respondents were asked if they like and support the Program branding/logo of NWT fur and all respondents said yes:

- “It’s a great image”
- “Buyers ask for hangtags labels when they buy the products”
- “It would be a mistake to change it”
- “The logo is internationally recognized”
- “Lots of money was spent trademarking that brand all over the world”

The majority of craft artists (86%) and Harvesters (94%) also liked the logo (GMVF survey 2023). Of those few who selected no, the changes they wanted to see included overall design (needs to be more representative of Program) and colours used (colours representing community).

## 4.3 EFFICIENCY

**Across all stakeholder groups, education and training, as well as the desire to receive more information, was the most commonly noted area of improvement when speaking about the Program more broadly.**

Interview respondents expressed the importance of improved training for staff (orientation and use of the FHMS) and access to information, such as sales data. Survey respondents (GMVF survey 2021) provided suggestions on how the Program could better support harvesters. The top suggestions were related to a desire for more education and training, financial assistance to help offset costs, and improved information flow.<sup>25</sup>

The majority (70%) of harvesters surveyed (GMVF survey 2023) noted that they have attended local harvesting workshops put on by the Program and many noted that they prefer workshops that are attended by an FHA staff. Harvesters also offered some suggestions on how the workshops could be improved, this included:

- More communication/advertising on when the workshops are being held;
- Gather requests/ or ideas with the subject matter of most interest to harvesters in different regions; and

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<sup>25</sup> Note: These themes (more education, financial support and information) were also echoed/the most commonly stated responses on the GMVF 2023 survey

- More accessible training in remote communities.

Stakeholders also offered suggestions on how the HFP could be improved:

Craft Artists suggested:

- **Improve Purchase Experience:** Ability to make purchases online, more affordable prices, more hide colours, sell products at community events, traditionally tanned smoked hides, good quality fur.
- **More information and communication:** Use various outlets (e.g., email, text, Facebook page, Advertisement in Magazines, General Info).
- **Extend reach:** More inclusive to remote/smaller communities.

Distributors suggested:

- **Profit Margins:** Survey respondents expressed concerns about the profit margins for retailers and distributors, with one suggesting a 10% markup and the other suggesting a 40-50% profit.
  - **Increased quality of products:** One respondent mentioned that sometimes the products are not of good quality.
- Payment Flexibility:** One respondent mentioned that they are unable to make payments anytime on their account and invoicing for profit.

**The Program does not currently have an accountability and performance measurement system in place. As such, attributing longer term impacts of the Program to investments requires strengthening of performance measures and reporting mechanisms.**

The Program has traditionally monitored metrics such as the number of pelts collected, the distribution of funding, and the number of eligible harvesters. When interview respondents were asked about which evaluation measures should be put in place, they discussed the need to gather success stories from craft artists and harvesters, develop a library of definitions commonly used across departments ("what is an active trapper"), and create a centralized database or system to collect and store data.



# 5. GMVF FORUM SUMMARY

## 5.1 FORUM OVERVIEW

The goal of this gathering was to bring people from the NWT fur industry together to exchange knowledge, discuss ways to improve the Program, and contribute to the innovative growth and resilience of this important northern traditional economy. The GMVF Forum occurred between March 28<sup>th</sup> – 30<sup>th</sup> in Dettah, NWT. The evaluation team was responsible for presenting the results of the GMVF harvester surveys and gathering additional insights from forum attendees. This occurred through several breakout sessions, a focus group with participants currently involved in the GNWT Trapper Mentorship Program<sup>26</sup>, information presented during panel discussions, individual presentations, and informal conversations that occurred during the event. The results of this feedback is summarized below.

### 5.1.1 Breakout Sessions and Interviews

Forum participants were invited to join one of four concurrent breakout sessions (or provide insights throughout the event) related to:

1. Elements of the GMVF Program
2. Information and Communication
3. Trapper Training & Recruitment
4. Traditional Economy, Marketing, and Sales

The themes that emerged from each of these discussion areas are highlighted below.

#### 1. Elements of the GMVF program

Participants were asked to provide their insights on how the Program could attract new trappers into the Program. Responses included:

- **Providing more value-added opportunities within the sector** for making fur harvesting more economically viable and developing a local industry (or home grown).
- **Identifying economic incentives to get harvesters trapping** e.g., via income support initiatives.
- **Findings ways to address the anti-fur industry.** Negative views of the fur industry create barriers to exporting fur internationally or domestically getting Canadians to buy and wear fur.
- **Adapting to climate change:** The trapping season seems to be getting earlier on both ends (fall & spring). Other changes impacting harvesters include seeing changes to the ice,

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<sup>26</sup> The Trapper Mentorship Program provides beginner trappers with an opportunity to start trapping. Learners partner with experienced trappers who act as mentors, passing on traditional life skills, knowledge and providing access to equipment and tools to start trapping.



forest fires are affecting trapping, and the landscape is changing – there needs to be education on how to be safe when out on the land.

When asked how the Program could be adjusted, participants speculated about the pros and cons of having one department oversee the whole Program. Stakeholders also highlighted that they would like to see the resurrection of previously offered trainings and supports that complimented the Program including training for youth such as Bliss Lake (on the land schools) or the Western Harvesters' Assistance Program, and the Agricultural Research Development Agency (ARDA) program.

## **2. Information and Communication**

Participants were asked to discuss communication protocols as well the information they would like to receive from the Program. Some individuals felt that it would be helpful if the Program revisited sharing and providing regular information updates with harvesters related to the furs sold at auction (i.e., sales statements). Furthermore, receiving information through town halls (annual harvester workshops) and as quickly as possible was emphasized through the discussion. Participants also mentioned that they would like any upcoming training opportunities to be announced more broadly to communities. Some participants explained that they used to be able to get CBC North in the bush, but it is no longer possible. It was also highlighted that many harvesters do not use social media and radio anymore; however, those that do would like to receive information in different languages if possible.

Regarding improved communication, with Program beneficiaries, participants also felt that the Program would benefit from an updated GMVF website, including a more personalized page for harvesters to be profiled (similar to the NWT arts website, which profiles craft artists in the region<sup>27</sup>).<sup>28</sup> Participants also mentioned that having an annual “shout out to a harvester” (i.e., a harvester of the year) under the GMVF Harvester Recognition program would be well received overall.

## **3. Training and Recruitment**

Participants highlighted that trapper recruitment and training start at home, and the GNWT needs to do a better job of communicating Program offerings that relate to trapping more broadly (e.g., CHAP, SEED, and Take A Kid Trapping). Receiving assistance from regional staff to fill out applications was also seen as a needed support, as well as ensuring the right elders and harvesters are involved with the trapping programs. The discussion also focused on the idea that harvesting is not a seasonal activity.

## **4. Traditional economy, marketing, and sales**

Participants highlighted that the word “marketing” is confusing and felt that future discussions related to this topic require clarification on how the term is intended to be used. For example, “are

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<sup>27</sup> <https://www.nwtarts.com/>

<sup>28</sup> The group was comfortable with the idea of profiling individuals on the NWT website including using photos and individual descriptions (although excluding contact information was preferred).

we marketing to harvesters to get more people trapping, or to buyers to get them to buy fur?” It was determined that the GNWT promotes the Program to harvesters and markets GMVF to buyers. It was noted that the GNWT needs a GMVF marketing plan to reach buyers and market the value of GMVF to audiences who will connect with this information and support the NWT fur industry. However, it was recognized that resources are limited, and there may not be a budget to implement a large marketing plan.

Participants also emphasized that a GMVF website would be a way for the GNWT to market GMVF to buyers. A website could be used to share harvester profiles through stories, which would increase the value of GMVF. It was also noted that part of this story could be about the harvest-to-market economy, and if more NWT fur was available to crafters through the HFP, then this could be a marketable “brand” of authenticity, sustainability, and increase the value of GMVF as it relates back to the traditional economy and support for trappers.

The HFP was discussed in this group as a way to market GMVF and get it into the hands of crafters. Although the HFP is valued by crafters who use it to access affordable furs, some critics of the HFP have raised concerns that it is devaluing fur. It was felt that if artists are unaware of the actual retail price of the fur, the cost savings they are receiving (purchasing it at wholesale price), and then are not using the retail price in their pricing model, the Program is not actually doing its job – which is to increase the profit margin for artists in the work they create for sale. Also, it was discussed that many of these furs are imported from the south, and there may be the misconception that they are GMVF furs. It was felt that, having GMVF in the Hide and Fur Shop may provide a different opportunity/option to NWT harvesters rather than only having their fur go to auction. Lastly, participants explained that there is no way to monitor what prices the regional distributors are selling the furs for (if they are marking them up) and if they are only selling to NWT crafters (and not the public).

## 5.2 FOCUS GROUP SESSION

The evaluation team led a harvester’s mentorship focus group during the forum. This focus group included harvesters representing the regions (who were current participants in the Trapper Mentorship Program). This included six experienced and six new harvesters. The following section includes a summary of themes that emerged from this discussion.

- **Communication:** When respondents were asked how they heard about the Program, the majority explained they became aware of the GMVF through the community Facebook page and/or through the GMVF workshops held in their community. Participants explained that there are a number of harvesters who do not use social media platforms or email, and so it would be beneficial for the Program to continue to distribute information through pamphlets and posters in community centres as well as posted mail. It was emphasized that harvesters would appreciate receiving more information on the auction process (e.g., types of furs that are most popular and what NWT furs sold at auction). *Note that the Program has already begun to address this gap in information – at the forum, the Program distributed a market forecast report which was well received by attendees.*



During the focus group, participants were shown the GMVF harvester calendar. The new version of the calendar was felt to be very informative; however, it was mentioned that the calendar could be improved by showing more individuals' faces, making it more personalized and highlighting those who have received a trapper's recognition award.

- **Types of tools to get more people trapping:** Participants explained that to get more people trapping, the Program could offer more workshops. Specifically, it was felt that pelt handling and trap handling workshops would be beneficial to new harvesters. Some individuals noted that it can be intimidating to set a trap on their own. Accordingly, the following suggestions were noted during the discussion as tools to help people learn this skill:
  - An event that focuses on pelt handling and trap setting training and education (for all experience levels).
  - Access to updated/current videos on safe handling of newer versions of traps (and using local harvesters to lead the training).
  - Providing continuous training to regional officers on pelt handling and setting traps and then allowing residents to drop into the NWT offices anytime to receive a demonstration or receive advice on pelt handling or setting traps (transferring knowledge at the convenience of community members).
  - Having a "take a buddy trapping" program so friends and family members can be compensated to train others in their communities who show an interest (similar to the Trapper Mentorship Program).
- **Changes to the GMVF Program:** Focus group participants offered some suggestions on how the Program could continue to support harvesters through the following adjustments:
  - **Price setting transparency:** It was felt that harvesters would benefit from an understanding of how prices are set each year.
  - **Explore value-added opportunities and ways trappers can have a more secure income from trapping:** Focus group participants explained that they would like the Program to provide increased access to equipment through draws or programming to help offset the cost of getting on the land. The Program could provide trappers access to trapping devices and tools at wholesale prices.
  - **A focus on engaging youth:** It was felt that a greater focus on attracting youth could benefit the Program. Suggestions on how this could be accomplished included:
    - Attracting local harvesters to share traditional knowledge and life experiences related to harvesting through schools.
    - Encouraging youth to shadow a harvester during peak periods throughout the season (e.g., a week to shadow another harvester to learn how to trap – immersive training options).
    - Establish permanent culture camps (*i.e., Bliss Lake*). Emphasize hands-on learning and storytelling.
    - Support for community champions – "Youth will get youth out."

## 5.3 SUMMARY OF WHAT WE HEARD: OPPORTUNITIES TO FURTHER EXPLORE

The following section includes a summary of themes that emerged from the forum that the ITI and ENR could further explore to help evolve the Program.

- **Enhance GMVF marketing efforts focusing on both raw fur buyers and consumers.** Origin of fur and branding is important to buyers and may increase the demand and value of GMVF fur in the marketplace and support the fur industry as a whole. Socially aware consumers are attracted or open to messaging about harvesting lifestyle that connects Indigenous culture, sustainability, food security and mental health. Brand awareness and a better understanding of the local NWT fur economy could drive new opportunities and options for the NWT's traditional economy.
- **Exploring new ways to promote the Program in the NWT to increase the number of harvesters.** A focus on expanded engagement and Program awareness building activities tailored to more diverse audiences (including young adults and women) may facilitate uptake of the Program.
- **Communicating a process around the Program Payment amounts.** Although the majority of stakeholders were satisfied with the payout amounts and price setting for the Program, many were unclear about how they are determined each year. The Programs would benefit from outlining a process related to annual price setting (e.g., how information is collected on market trends, why prices have changed or remained the same, who is involved in setting prices for the Program) to further improve stakeholder's investment in and understanding of the Program.
- **Supporting stakeholders in understanding the various GNWT initiatives that support the traditional economy (and help build the Program).** Under the umbrella of the Sustainable Livelihoods Action Plan, there exists a common theme between the Program and other government supports and training opportunities offered through the GNWT, which would benefit from a mapping exercise that reveals linkages and overlapping intents of each initiative. This map will ensure both GNWT staff and beneficiaries are equally aware of available programming by department and where to access these tools.

## 6. PROGRAM CONSIDERATIONS

The following considerations are based on the findings from the evaluation and aim to help improve the alignment, efficiency, and effectiveness of the current structure of the Program. The majority of improvements to effectiveness and efficiency would be realized after the completion of the first consideration. Implementation of these points will require the involvement of senior resources.

- 1. Updating departmental roles and responsibilities relating to Program administration.** Stakeholders expressed confusion around which department is responsible for certain aspects of program administration (e.g., aspects of training, price setting and communication with program beneficiaries). A renewed protocol which details an updated administrative structure and key roles and responsibilities of each department would help strengthen Program delivery and help provide clarity as to which elements of the Program should continue to be delivered by each department. When outlining roles and responsibilities, the Program should also consider 1) adopting a customer relationship model (CRM) in which regional representatives are assigned as the primary contact for the Program to help encourage better communication amongst stakeholders and 2) identifying a centralized resource in Headquarters to lead Program reporting efforts to support improved knowledge dissemination across regions.
- 2. Optimizing the Program's Database (FHMS).** Optimizing the FHMS would help to create efficient access to information to meet the needs of both the user (e.g., tracking sales, inventory) and client (e.g., timely payments and statements). The FHMS should be aligned with the GNWT wide Accountability and Management System (SAM) to allow for a more seamless user experience (and support data integrity). A comprehensive review with the intent to update the system would improve staff confidence in the administration of the Program.
- 3. Regular planning for and hosting of gatherings similar to the GMVF Forum (March 2023).** More frequent gatherings should be held on a rotational basis in one of the five regional centers (to ensure all harvesters have equal and fair access to these gatherings). These events have been shown to facilitate knowledge sharing, connect harvesters and support the traditional economy. Planning for these events should consider feedback provided by event attendees as an approach to continuous improvement (e.g., through the forum attendee survey).
- 4. Dedicating resources to support Program promotion and awareness building activities.** The GNWT should develop tools that enhance Program awareness amongst stakeholders (harvesters and craft artists) and market NWT fur to consumers (of fur and fine crafts). A multi-pronged approach would strengthen relationships with stakeholders and provide relevant information on the various GNWT programs and services available to them. For example, the Program would benefit from developing a fur marketing strategy to raise awareness about the Program profile to expand demand within the NWT and increase the value of NWT fur in the marketplace.

5. **Updating performance reporting and tools.** The review found that there is a lack of uniform data collection procedures across departments, which is hindering the assessment of Program progress and outcomes. To address this the Program would benefit from updating the current logic model and systematically working through the outputs and outcomes to develop a comprehensive performance measurement framework (PMF). The updated PMF should consider the contributions of all the Program components (i.e., sub-programs) and be linked to reporting efforts that will demonstrate the progress being made towards each outcome.

# APPENDICES

## APPENDIX A: HARVESTER SUPPORT HISTORICAL DATA

Year	Harvester Support <sup>29</sup>	# Harvesters	Support/harvester	Avg. Income/harvester
Data for year 2003 to 2008 was retrieved from the fur harvesting database (managed by ITI)				
03/04	\$ 628,744.00	761	\$ 826.21	\$ 1,093.28
04/05	\$ 550,973.00	712	\$ 773.84	\$ 1,365.31
05/06	\$ 594,521.00	695	\$ 855.43	\$ 2,015.26
06/07	\$ 585,793.00	775	\$ 755.86	\$ 1,688.74
07/08	\$ 562,112.00	627	\$ 896.51	\$ 2,075.42
08/09	\$ 519,995.21	817	\$ 636.47	\$ 1,389.64
09/10	\$ 621,286.01	711	\$ 873.82	\$ 1,162.50
10/11	\$ 492,632.24	742	\$ 663.92	\$ 1,540.06
11/12	\$ 568,888.90	710	\$ 801.25	\$ 2,681.78
12/13	\$ 701,121.66	737	\$ 951.32	\$ 3,759.36
13/14	\$ 474,258.60	701	\$ 676.55	\$ 2,249.99
14/15	\$ 504,435.05	654	\$ 771.31	\$ 2,084.11
15/16	\$ 410,060.95	676	\$ 606.60	\$ 1,619.61
16/17	\$ 484,260.83	614	\$ 788.70	\$ 685.48
17/18	\$ 429,269.51	610	\$ 703.72	\$ 689.98
This below Data was retrieved new database (i.e., the FHMS)				
18/19	\$ 381,982.59	600	\$ 636.64	\$ 1,695.65
19/20	\$ 299,283.92	579	\$ 516.90	\$ 726.92

<sup>29</sup> Totals include Fur bonus, Grubstake, Shipping, Sales commissions and Shortfalls

## APPENDIX B: PAYMENTS (2020-21 AND 2021-22)



### Genuine Mackenzie Valley Fur FUR MARKETING SERVICE 2020/21

PRIME FUR BONUS is paid out on all fur that sells for the advanced amount or greater. Fur that sells for less than the advance amount will not receive the bonus payment.

Species	Advance	Prime Fur Bonus	Total Payment
Bear, black	\$100	\$50	\$150
Bear, grizzly	\$500	\$450	\$950
Bear, polar	\$1750	\$450	\$2200
Beaver	\$25	\$25	\$50
Coyote	\$25	\$10	\$35
Ermine	\$4	\$1	\$5
Fisher	\$35	\$15	\$50
Fox, cross/red/silver	\$30	\$15	\$45
Fox, white	\$35	\$15	\$50
Lynx	\$80	\$25	\$105
Marten	\$65	\$25	\$90
Mink	\$25	\$10	\$35
Muskrat	\$5	\$1	\$6
Muskox (S,M,L)	\$200/\$250/\$300	\$50	\$250/\$300/\$350
Otter	\$50	\$10	\$60
Squirrel	\$2	\$1	\$3
Seal, all	\$70	\$25	\$95
Wolf*	\$400	\$350	\$750
Wolverine	\$200	\$100	\$300

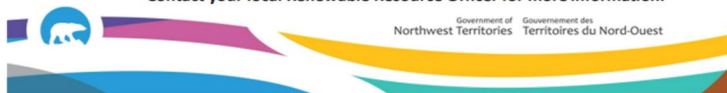
Special Wildlife Management Directive	Skull Collection
Wolf, all	\$50

Example 1: Wolf advanced \$400, sells for \$200 or more. Trapper receives \$350 fur bonus.

Example 2 : Wolf advanced \$400, sell for \$195. The trapper receives no fur bonus.

November 1<sup>st</sup> 2020

Contact your local Renewable Resource Officer for more information.



### Genuine Mackenzie Valley Fur GRUBSTAKE PROGRAM 2020/21

ALL FUR HARVESTED IN THE NWT IS ELIGIBLE

Pelts Harvested	\$5 per Pelt
0 - 19	\$0
20 (pelt min)	\$100
40	\$200
80	\$400
100	\$500
200	\$1000
400	\$2000

#### Limitations

- Minimum of 20 Pelts to be eligible
- Maximum payment of \$2,000
- All fur bearing species are eligible

Payments will be issued by September 15<sup>th</sup> of each year

Contact your local Renewable Resource Officer for more information

November 1<sup>st</sup> 2020



## APPENDIX C: MARKET SCAN

### Annex C1: Examples of Marketing Tools, Initiatives, and Campaigns

Examples were either suggested by interview respondents to include or were identified through an online search.

Lead Organization	Example Category (Relevance to Review)	Description	Link
Seals and Sealing Network (SSN)	<b>Branding:</b> Website highlights benefits of purchasing Canadian seal products, immediately emphasizes benefits of seal products and its importance to rural livelihood of Canadians, Promotes their organization as an alternative to factory-farmed products. Public relations and advocacy tools on their website provide: the latest news, blog, FAQ, and seal product resources to aid potential customers. They also stress their quality assurance	The Canadian Seal Products was launched by the SSN and their website uses a marketing campaign that focuses on the benefits of purchasing Canadian seal products, emphasizing that they are natural, sustainable, and eco-friendly, and that buying them supports local communities. They also highlight the benefits of seal products, such as the Omega-3 content in seal oil, the versatility of seal fur and leather, and the nutritional value of seal meat. They emphasize the importance of the seal hunt to the culture and livelihood of rural Canadians, and the humane and professional nature of the Canadian seal harvest. They promote seal products as an alternative to factory farmed animal products. The website also highlights the section dedicated to providing the latest news, blog, FAQ, and media resources related to their seal products.	<a href="https://canadiansealproducts.com/">https://canadiansealproducts.com /</a>
Environnement - European Commission (europa.eu)	<b>Information:</b> QR Code labelling of finished goods made from Inuit sealskins	In 2009, the European Parliament and the Council adopted a Regulation banning the trade in seal products in the European Union. The ban applies to sealskin products produced in the EU and to imported sealskin products, but with an important exception concerning seal products resulting from hunts conducted by Inuit (the so-called "Inuit exemption"). The EU legislation allows under certain conditions for the placing on the EU market of seal products, which result from hunts conducted by Inuit or other indigenous communities.	<a href="https://europa.eu/environnement/biodiversity/animal_welfare/seals/eu_seal_regime.htm">.europa.eu/environnement/biodiversity/animal_welfare/seals/eu_seal_regime.htm</a>

Fur Institute of Canada	<p><b>Branding and Information:</b> Provides research information on sustainable animal welfare using traditional knowledge and recent science to enhance public and trapper knowledge, as well as certification for enhanced quality assurance.</p> <p><b>Information (Education):</b> The institute uses public relations as a communication strategy to build and maintain a positive image of their brand/organization. They use educational campaigns, articles, videos, social media to communicate to the public about their sustainable fur use and they also promote their retailers/processors on their site. They also provide a weblink to "Ask Fur Questions" where they list FAQ with thoughtful responses to answer questions from the public. Some of their articles include topics such as "Population Assessments," "Destroying Common Myths" and "Protecting Your Pets."</p>	The Fur Institute of Canada is the official trap-testing agency for the Government of Canada and all provincial/territorial governments. Through research, development, communication and education, the Trap Research and Development Committee ensures that the best possible furbearer capture technology is available to Canadian trappers. This world recognized program seeks the highest level of animal welfare that can be achieved through traditional knowledge and current science. The trap research and testing program is conducted through the Alberta Research Centre. It adheres to the "Three R's" (Refinement, Reduction, Replacement) of animal research and is overseen by the Canadian Council on Animal Care.	<a href="https://fur.ca/programs/">https://fur.ca/programs/</a>
GNWT - ITI	<b>Branding and Information:</b> This helps cross-promote arts to visitors and is an essential part of encouraging economic diversity and supporting artists. It also builds anticipation for tourists and helps residents feel at home.	Art Display - Yellowknife Airport: The Yellowknife Airport displays community artwork cross the territory by NWT Arts in the main arrivals & departures area (Including jewelry, birchbark baskets, moccasins and carvings and more)	<a href="https://www.iti.gov.nt.ca/en/newsroom/revamped-yellowknife-airport-features-nwt-arts">https://www.iti.gov.nt.ca/en/newsroom/revamped-yellowknife-airport-features-nwt-arts</a>
Northwest Territories Art	<b>Branding and Information:</b> Art Display Website: Among the Program's objectives is to increase awareness and sales of authentic NWT art and increase demand for products in the marketplace. NWT Arts aims to educate the customer about the value of artwork by NWT artists, to support the price point of handmade artwork in the marketplace.	"The NWT Arts Program promotes arts and fine crafts to local, national and international markets. Program registration is free to all NWT artists including those in traditional and contemporary visual arts and fine crafts, performing arts, literary arts and film/new media. By registering for the NWT Arts Program, artists and arts organizations can connect with customers through unique branding and marketing opportunities on the NWT Arts website. The NWT Arts website provides information to the customer about how to connect directly with artists and learn Where to Buy NWT Art."	<a href="https://www.iti.gov.nt.ca/en/services/nwt-arts-program">https://www.iti.gov.nt.ca/en/services/nwt-arts-program</a>
Various Organizations in the Tourism sector	<b>Information (Educational campaign):</b> Various government agencies and tourism focused organizations and associations have been implementing different types of initiatives to help businesses recover from the impacts of	Examples include the following: "•Tourism HR Canada - Pan-Canadian Task Force Creating Framework and Tools to Alleviate Workforce Shortages and Skills Gaps : Tourism HR Canada and the Tourism Workforce	<a href="https://tourismhr.ca/covid-19/tourism-workforce-recovery-growth-task-force/">https://tourismhr.ca/covid-19/tourism-workforce-recovery-growth-task-force/</a> <a href="https://www.go2hr.ca/">https://www.go2hr.ca/</a> <a href="https://hnl.ca/hospitality-">https://hnl.ca/hospitality-</a>



	COVID-19 and to support the development of a tourism workforce/attract workers	<p>Recovery and Growth Task Force will identify specific workforce-related issues impacting the Canadian tourism sector's ability to meet increasing demand and will provide direction and tools to address them. These resources will ensure a sustained supply of skilled tourism workers across the country, as well as equip tourism businesses with the expertise to develop progressive HR policies and business practices. Among the initiatives are a comprehensive attraction and retention strategy; recovery programs and services for reskilling and upskilling; a digitalization strategy to enhance business resilience; tools to help employers manage new HR demands; and continued workforce/labour market research to inform strategies. The work will align with key existing and incoming national, regional, and local labour market plans and strategies, including the Federal Tourism Growth Strategy and the United Nations Sustainable Development Goals. Specific attention will be given to Indigenous tourism workforce development.</p> <ul style="list-style-type: none"> <li>•Go2HR - Communications/engagement campaign designed to attract and retain workers in the B.C. tourism and hospitality sector: Go2HR has secured funding from PacifiCan's Tourism Relief Fund (TRF) to undertake a communications/engagement campaign designed to attract and retain workers in the B.C. tourism and hospitality sector. This will include the development of a communications plan (messages, positioning, tactics, etc.) and program execution (e.g., media buy and development of materials for web, ads, social media, etc.).</li> <li>•Hospitality Newfoundland and Labrador - 'We Are Tourism' Campaign: Hospitality Newfoundland and Labrador is raising the profile of the sector with their new multimedia advocacy campaign, "We Are Tourism." The</li> </ul>	<p>newfoundland-and-labrador-launches-new-we-are-tourism-campaign/  <a href="https://hospitalityrising.org/">https://hospitalityrising.org/</a></p>
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		<p>campaign focuses on establishing the tourism sector as not only economically valuable to the province and to the many people it employs, but also showcases the vital role it plays in improving the quality of life for all.</p> <ul style="list-style-type: none"> <li>•UK coalition of progressive businesses - Hospitality Rising: A recruitment campaign designed to attract new talent to the United Kingdom's tourism and accommodation sector. The multi-channel partnership campaign highlights operations and employment opportunities to backfill a large volume of vacancies."</li> </ul>	
Association of Fish & Wildlife Agencies	<p><b>Information (Education):</b> They promote their cause in the US through various marketing tactics like: Providing ample resources on their webpage (Best management practices, research, conservation efforts), Conduct outreach/education programs (Topics: Furbearer management, Benefits of sustainable hunting &amp; trapping), Communication (social media &amp; traditional media including brochures, fact sheets, reports, and papers, to reach different audiences), Various Award (Awards are given for the following: Best administrator, lifetime commitment, best agency that supported wildlife management, best agency that promoted outdoor ethics, distinguished young professional under 35, most sustainable farm/forest, outstanding connections between humans and natural world), Networking (Collaborate with other organizations to promote their cause and share resources such as their Clean Drain Initiative), Lobbying (Advocacy efforts to influence policy and regulations at the federal level), Research (Data collection on furbearer populations to provide data to support their cause),</p>	<p>This national organization is for furbearer management in the United States and includes resources and information for those interested.</p>	<p><a href="https://www.fishwildlife.org/afwa-inspires/furbearer-management">https://www.fishwildlife.org/afwa-inspires/furbearer-management</a></p>
International Council for Game & Wildlife Conservation	<p><b>Information (Education):</b> They use a variety of methods to promote their cause which include: Public relations &amp; advocacy ( Offer newsletters, traditional and digital media to raise awareness and lobby government + other organizations to support them), Trophy Evaluation System (Experts can follow their rules to win a trophy), Wildlife Photo Prize, Hunting in Art (Artist recognition to enhance cultural values of nature &amp; hunting and is awarded for sculptures/[paintings/museums/music), Communications</p>	<p>Their main focus is on promoting and supporting the conservation of nature, wildlife and related landscapes, local communities, and traditions through sustainable use, including hunting. They disseminate knowledge on nature conservation, promote scientific and academic research, safeguard local customs, give a voice to Indigenous Peoples and Local Communities, improve habitats through</p>	<p><a href="http://www.cic-wildlife.org/the-cic/about-the-cic/">http://www.cic-wildlife.org/the-cic/about-the-cic/</a></p>

	Prize (Achievements in literature, film, or tv to recognize artistic accomplishments), Networking (They prioritize relationships with other organizations/ Individuals to collaborate on conservation efforts) Disseminating knowledge (provide articles about scientific research & local customs,) Promote Scientific Research (Build relationships with academia to support scientific validity of their cause) Safeguard local customs (preserve and protect local customs and give Indigenous communities a platform to voice their decisions) Improve habitats (rewild ecosystems and conserve wildlife)	rewilding and ecosystem restoration, and promote game meat as a sustainable and healthy alternative to factory farmed animal products.	
Government of Canada: Study	<b>Information:</b> The writer explains that while this program gives special help to hunters and trappers to support their lifestyle, it would be better if they could manage their own money and tell the people in charge about it themselves. It would help them feel like they are more in control & can take care of themselves. Additionally, sometimes the people in charge are related to people in the program which makes things more complicated.	This study of the Income Security Program for Cree Hunters and Trappers discusses the 1978 advertising campaign that emphasized that the Canadian Unemployment Insurance program is paid according to eligibility, not need. It also introduces the Income Security Program for Cree Hunters and Trappers, which is not a universal program for all Cree, but is instead a program for Cree hunters and trappers who pursue harvesting activities as a way of life.	<a href="https://publications.gc.ca/site/eng/9.835912/publication.html">https://publications.gc.ca/site/eng/9.835912/publication.html</a>
National Farmers Union	<b>Information:</b> This can be used as an example to show how local control over resources offers better results for rural communities.	This link discusses how the elimination of the Canadian Wheat Board (CWB) in 2012 was a "great economic tragedy" as farmers lost out on premium prices and control over the marketing of their grain, with multinational companies now dominating the market. The CWB was a reliable and successful agency that provided farmers with the best options for marketing their wheat and barley, as opposed to the current system that has a significant lack of transparency and democratic control.	<a href="https://www.nfu.ca/2020-hindsight-ending-the-canadian-wheat-board-was-an-economic-tragedy/">https://www.nfu.ca/2020-hindsight-ending-the-canadian-wheat-board-was-an-economic-tragedy/</a>
Saskatchewan Fur Program	<b>Information:</b> Multiple programs and services available to help educate trappers and the public on their rights to protect their livestock & support their livelihood.	This review of the Saskatchewan Fur Program discusses how animal species occasionally cause damage to property by flooding lands, damaging plantings, or harassing and killing livestock. This section focuses on policies and regulations that pertain to these circumstances and refers only to the Southern Fur Conservation Area.	<a href="#">Saskatchewan Fur Program - NET</a>
Industry Collaborations	<b>Networking and Collaboration Related initiatives:</b> By working together, important industries are tackling mutual	Clean Resource Innovation Network- Pan-Canadian networks promote sustainable	<a href="https://cleanresourceinnovation.com/">https://cleanresourceinnovation.com/</a>

	goals and inspiring other cities and communities to follow suit.	<p>development and integration of oil and gas resources by connecting industries, entrepreneurs, investors, governments and academia to create clean energy solutions, increase competitiveness and reduce GHG emissions.</p> <p>Ontario Biodiversity Strategies- A group of volunteers from environmental and conservation groups, government, academia, Aboriginal organizations, and industry working together to coordinate conservation of the province's diverse life and ecosystems.</p> <p>Whistler Climate Action Strategy- Big Moves- Resort Municipality of Whistler works with the tourism industry, Indigenous groups, the chamber of commerce, and more to reduce greenhouse gas emissions.</p>	<a href="https://ontariobiodiversitycouncil.ca/wp-content/uploads/Ontarios-Biodiversity-Strategy-2011-accessible.pdf">https://ontariobiodiversitycouncil.ca/wp-content/uploads/Ontarios-Biodiversity-Strategy-2011-accessible.pdf</a> <a href="https://www.whistler.ca/climate-action/big-moves">https://www.whistler.ca/climate-action/big-moves</a> ; Affiliated Organization <a href="https://www.whistler.ca/about/affiliated-organizations">https://www.whistler.ca/about/affiliated-organizations</a> w
The Yukon First Nations Culture and Tourism Association (YFNCT)	<b>Networking and Collaboration Related initiatives:</b> The Symposium explores a variety of topics where craftspeople can share information and ideas, identify challenges and opportunities within their sector, and determine ways they can work together to build a vibrant and viable Indigenous craft industry for the Yukon.	The Yukon First Nations Culture and Tourism Association (YFNCT) hosts 2 1/2 day Beads Hide and Fur symposium and workshop for Yukon Indigenous fine craft artists that work with these arts and other natural materials such as quills and fish scales.	<a href="https://taan.ca/bead-hide-and-fur-symposium/">https://taan.ca/bead-hide-and-fur-symposium/</a>
Ontario Fur Managers Federation	<b>Networking and Collaboration Related initiatives:</b> Individual trappers, natural resource partners and others, work together to promote the heritage and future of sustainable, professional and humane fur management practices.	Hoping that trapping associations across Canada will be inspired to follow suit, the Ontario Fur Managers Federation (OFMF) is launching a billboard campaign to raise public awareness of the role's harvesters play in wildlife management and pest control. It also hopes to correct misunderstandings about harvesting created intentionally by animal activists.	<a href="https://www.truthaboutfur.com/blog/">https://www.truthaboutfur.com/blog/</a> . And. <a href="https://furmanagers.com/">https://furmanagers.com/</a>
FHA Annual Trappers Convention	<b>Event:</b> Promotes Canada's fur industry, conservation, and proper management through Auction in late Winter/ early Spring	FHA purchases high-quality fur skins to sell to international fashion industry. They offer personal attention, grading seminars, and exceptional Wild Fur selection from Mackenzie Valley Furs and Nunavut Fine Furs.	<a href="https://www.furharvesters.com/">https://www.furharvesters.com/</a>
The Thompson Fur Table	<b>Event:</b> Providing a platform for trappers to bring in their furs for quality assessments and receive payment from southern buyers.	In 2022, this event lasted two days in the Thompson Regional Community Centre and was hosted by the Manitoba Trapper's	<a href="https://smex-ctp.trendmicro.com:443/wis/clicktime/v1/query?url=https%3a%2f%2f">https://smex-ctp.trendmicro.com:443/wis/clicktime/v1/query?url=https%3a%2f%2f</a>

		<p>Association since 1979. Harvesters from the north can bring in their furs for quality assessments before receiving payment from southern buyers, like Fur Harvesters Auction, who then take the furs to international markets.</p>	<p><a href="http://www.cbc.ca%2fnews%2fcanada%2fmanitoba%2ftrappers%2dhobby%2dinterest%2dthompson%2dfur%2dtable%2d1.6695729%3f%5f%5fvfz%3dmedium%253Dsharebar&amp;umid=d5ed49bf-975a-4529-b754-bfe7f0c4f683&amp;auth=0436db361ed47431ca3533d2da5f87e6dd69aa0a-3e29ecb6728cf0870e14a39d93078fb87ffdb18b">www.cbc.ca%2fnews%2fcanada%2fmanitoba%2ftrappers%2dhobby%2dinterest%2dthompson%2dfur%2dtable%2d1.6695729%3f%5f%5fvfz%3dmedium%253Dsharebar&amp;umid=d5ed49bf-975a-4529-b754-bfe7f0c4f683&amp;auth=0436db361ed47431ca3533d2da5f87e6dd69aa0a-3e29ecb6728cf0870e14a39d93078fb87ffdb18b</a></p>
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## Annex C2: Example Tutorials and Training

Examples were either suggested by interview respondents to include or were identified through an online search.

Lead Organization	Example Category (Relevance to Scan)	Description	Link
Alaska Fur Trappers Association	<b>Hands on Training:</b> Provides public and experienced trappers with opportunities for education and skill development by providing classes in cabin building, wolf trapping, snare making.	The Alaska Trappers Association endeavors to preserve and promote trapping through trapper education and public awareness.	<a href="https://www.alaskatrappers.org/index.html">https://www.alaskatrappers.org/index.html</a>
Government of the Yukon	<b>Hands on Training:</b> A fully encompassing program where individuals are taught all relevant skills and information to trap.	The Yukon trapper education workshop is a 4.5-day program offered by the government of Yukon, and covers topics such as ethics, regulations, safety and trapping methods. It is required for those who want to hold a trapping concession or get a trapping or assistant trapper license and cost \$315. Located in various parts throughout the Yukon, and additional information on funding support and specialized trapping workshops is also provided.	<a href="https://yukon.ca/en/register-yukon-trapper-education-workshop">https://yukon.ca/en/register-yukon-trapper-education-workshop</a>
Murray's Fly-Fishing School	<b>Hands on Training:</b> Provides hands-on training that immerses individuals into the activity & helps expand and sustain the community of fly fishers.	Fly fishing school provides immersive experiences that have taught thousands of people how to cast, fly fish and successfully catch fish with a fly rod. (Offers beginner, casting, private, corporate classes, & gift certificates)	<a href="https://www.murraysflyfishing.com/index.html">https://www.murraysflyfishing.com/index.html</a>
Alaska Dept. Fish and Game	<b>Training and Education:</b> Making these videos available enhances the public's understanding of the heritage and provides a convenient platform for experienced trappers to share their expertise and expand their knowledge on the art of fur trapping.	Videos on Trapping: This website provides an overview on Alaska's trapping heritage by providing videos on Alaska's fur heritage, fur handling, village trappers, and trapping methods for foxes/coyotes/wolves.	<a href="https://www.adfg.alaska.gov/index.cfm?adfg=trapping.videos">https://www.adfg.alaska.gov/index.cfm?adfg=trapping.videos</a>
International Youth Internship Program (IYIP)	<b>Hands on Training:</b> Offers youth, particularly those facing barriers to employment, the opportunity to gain professional experience in international development and acquire skills that will prepare them for future employment or further education.	International Youth Internship Program (IYIP) provides Canadian youth with international professional experience, skills development, and contributes to Canada's policy and sustainable goals.	<a href="https://www.international.gc.ca/world-monde/study_work_travel-etude_travail_voyage/youth_internship-stages_jeunes.aspx?lang=eng">https://www.international.gc.ca/world-monde/study_work_travel-etude_travail_voyage/youth_internship-stages_jeunes.aspx?lang=eng</a>
University of Calgary	<b>Hands on Training:</b> Leadership opportunity: Helps new students strengthen community relationships, gain leadership skills through workshops and events, and provides co-curricular credit, and CCR eligibility to enhance resumes and CVs.	Science Mentorship Program pairs first and second year students with experienced Science students for peer-to-peer mentoring, skill development, and community building. Offers workshops, events, co-curricular credit, and CCR eligibility.	<a href="https://science.ucalgary.ca/current-students/undergraduate/student-experience/science-mentorship-program">https://science.ucalgary.ca/current-students/undergraduate/student-experience/science-mentorship-program</a>

Govt. of the Yukon	<b>Hands on Training:</b> Provides several months of college training and funding so students can enter a trade with strong background and become a certified journeyperson.	Yukon apprenticeship program offers on-the-job and classroom training to learn a trade skill and certify journeypersons. Provides youth training opportunities for in-demand trades, hands-on learning, and financial support options for career growth and job security.	
University of Victoria	<b>Hands on Training:</b> Fostering unity for newcomers: Provides a platform to build connections between international, Indigenous, and domestic students and facilitate a safe space for cross-cultural dialogue.	The Mentorship Program is an opportunity for students to explore intercultural connections, make new friends, and receive support as they navigate their social and academic transition to UVic.	<a href="https://www.uvic.ca/international/home/global-community/mentorship/index.php">https://www.uvic.ca/international/home/global-community/mentorship/index.php</a>
Take a Kid Fishing, Ontario	<b>Hands on Training:</b> This program uses cause marketing to promote their social/environmental cause while also promoting the program and organization.	A program that offers free fishing events for less fortunate children & provides opportunities for them to learn and enjoy the sport, while promoting conservation and safety.	<a href="http://www.takf.net/">http://www.takf.net/</a>
Skills Canada – Nova Scotia (SCNS)	<b>Hands on Training:</b> Offers teachers and students the opportunity for career exploration by conducting activities and gaining hands on experience in different areas of skilled trades and technologies from their classrooms.	Try-A-Trade®: This free program offers a snapshot into a variety of skilled trade and technology areas, through engaging activities and additional insights from sector professionals, it gives students an opportunity to safely explore careers in a hands-on and engaging way.	<a href="https://www.skillsns.ca/programs/try-a-trade/">https://www.skillsns.ca/programs/try-a-trade/</a>
Yukon Trappers Association	<b>Hands on Training:</b> Rather than only listing information on their website, this association uses a Facebook page to gather & disseminate information to a larger audience.	The Yukon Trappers Association (YTA) is a non-profit organization which provides Yukon Trappers and the public with education, information, services, and equipment for the trapline operation.	<a href="https://www.facebook.com/people/Yukon-Trappers-Association/100064574354261/">https://www.facebook.com/people/Yukon-Trappers-Association/100064574354261/</a> (Also <a href="https://yukonfur.wordpress.com/">https://yukonfur.wordpress.com/</a> )
The Outdoor Learning Store	<b>Hands on Training:</b> Accessible knowledge transfer to get a wider range of attendees who are more motivated to continue interacting with the organization due to the discount they receive after completion.	The Outdoor Learning Store partners with other organizations to host free 60-minute virtual outdoor learning workshops weekly in Fall that covers diverse outdoor learning topics (Soil, Animals, Increasing Accessibility for Outdoor Learning, Sensory Activities etc.). Attendees receive a certificate, prizes, and discounts.	<a href="https://www.outdoorplaycanada.ca/2022/08/16/fall-virtual-outdoor-learning-workshop-series/">https://www.outdoorplaycanada.ca/2022/08/16/fall-virtual-outdoor-learning-workshop-series/</a>
Big Picture Skiing	<b>Tutorial:</b> Virtual skiing workshops remove barriers for new entrants and allows attendees to pause, repeat, and slow visuals to help understand the practice.	Big Picture Skiing is a video library and online ski coaching platform that provides courses. The courses offer a modern approach to ski instruction with clear language, lessons on biomechanics, equipment, and form.	<a href="https://bigpictureskiing.com/pages/about-tom-gellie-big-picture-skiing">https://bigpictureskiing.com/pages/about-tom-gellie-big-picture-skiing</a>
Fur Institute of Canada	<b>Other:</b> Consistent certification standards and educational campaigns allows them to continue to support this industry.	The Fur Institute of Canada is the official trap-testing agency for the Government of Canada and all provincial/territorial governments. Through research, development, communication, and education, the Trap Research and Development Committee ensures that the best possible	<a href="https://fur.ca/programs/">https://fur.ca/programs/</a>

		furbearer capture technology is available to Canadian trappers.	
Fresh Fish Marketing Corp	<b>Other:</b> Build brand loyalty and customer satisfaction by offering easy access to high quality fish with a focus on taste and "Lake to Plate" philosophy.	This company sources and sells wild-caught freshwater fish from Canadian lakes, using artisanal methods, strict quality and safety standards, with a focus on taste and the "From Lake to Plate" philosophy.	<a href="https://www.freshwaterfish.com/about-us/">https://www.freshwaterfish.com/about-us/</a>
Govt. of Nunavut	<b>Other:</b> This policy program helps support harvesters of fur and sealskins in Nunavut.	The Seal and Fur Programs Policy helps provide equitable access to harvesters for fair fur and sealskin compensation, access to markets, and support to the traditional economy.	<a href="https://www.gov.nu.ca/sites/default/files/seal_and_fur_programs_policy_2017.pdf">https://www.gov.nu.ca/sites/default/files/seal_and_fur_programs_policy_2017.pdf</a>



## Annex C3: Example Funding and Grant Programs

Examples were either suggested by interview respondents to include or were identified through an online search.

Lead Organization	Category	Description	Link
Indigenous Community Business Fund & Northern Business Relief Fund (NBRF) (have to apply to both if located in NWT)	<b>Funding:</b> Economic recovery from Covid-19.	Provides financial contributions to help support First Nations, Inuit, and Métis community-or collectively owned businesses and microbusinesses whose revenues have been affected by the COVID-19 pandemic. Open deadline until all funding has been allocated.	<a href="https://www.sac-isc.gc.ca/eng/1596809415775/1596809469296_funding_application_for_NBRF">https://www.sac-isc.gc.ca/eng/1596809415775/1596809469296_funding_application_for_NBRF</a> : <a href="https://www.cannor.gc.ca/DAM/DAM-CANNOR-CANNOR/STAGING/texte-text/about-nrbf_form-grant-funding-applic-agreement_1587156523913_eng.pdf">https://www.cannor.gc.ca/DAM/DAM-CANNOR-CANNOR/STAGING/texte-text/about-nrbf_form-grant-funding-applic-agreement_1587156523913_eng.pdf</a>
Community Readiness and Opportunities Planning (CROP) program (Apart of the Northern Indigenous Economic Opportunities Program (NIEOP))	<b>Funding:</b> Grow economic development opportunities.	CROP funding provides financial support to First Nations, Inuit, Métis, and non-status Indigenous communities so they can improve their capacity and prepare to plan for, pursue, and participate in economic opportunities. The objectives of CROP are to: <ul style="list-style-type: none"> <li>• Increase community employment.</li> <li>• Enhance the use and increase the value of resources under the control of the community.</li> <li>• Generate more community government revenue from economic development.</li> <li>• Enhance community economic development and other infrastructure.</li> <li>• Develop opportunities to access resources that are not under the control of the community.</li> <li>• Generate more investments in the community.</li> <li>• Create a better climate and environment for community economic development.</li> <li>• Generate more and larger community businesses.</li> <li>• Produce more contracts and sales for community businesses.</li> <li>• Increase capacity within community governments to seize future economic development opportunities.</li> </ul>	<a href="https://www.cannor.gc.ca/eng/1396121900938/1396122167871">https://www.cannor.gc.ca/eng/1396121900938/1396122167871</a>

GNWT Support for Entrepreneurs and Economic Development (SEED)	<b>Funding:</b> Economic development officers help entrepreneurs work towards stability and market penetration.	GNWT provides funding to support a diverse, sustainable economy through programs such as the Micro Business Fund which many trappers participate in. <table><tr><th>Year</th><th>Number of Businesses/Trapper who applied</th><th>Total Distributed</th></tr><tr><td>2018-19</td><td>22</td><td>\$53,984.36</td></tr><tr><td>2019-20</td><td>13</td><td>\$59,273.00</td></tr><tr><td>2020-21</td><td>21</td><td>\$61,796.00</td></tr><tr><td>2021-22</td><td>10</td><td>\$43,956.00</td></tr><tr><td>2022-23</td><td>6</td><td>\$28,000.00</td></tr></table>	Year	Number of Businesses/Trapper who applied	Total Distributed	2018-19	22	\$53,984.36	2019-20	13	\$59,273.00	2020-21	21	\$61,796.00	2021-22	10	\$43,956.00	2022-23	6	\$28,000.00	<a href="https://www.iti.gov.nt.ca/en/services/support-entrepreneurs-and-economic-development-seed">https://www.iti.gov.nt.ca/en/services/support-entrepreneurs-and-economic-development-seed</a>
Year	Number of Businesses/Trapper who applied	Total Distributed																			
2018-19	22	\$53,984.36																			
2019-20	13	\$59,273.00																			
2020-21	21	\$61,796.00																			
2021-22	10	\$43,956.00																			
2022-23	6	\$28,000.00																			
GNWT Community Harvesters Assistance Program (CHAP)	<b>Funding:</b> This helps active hunters & trappers sustain their livelihood.	Provides financial assistance to organizations recognized by the GNWT for hunters and trappers to assist in defraying a portion of capital and operating costs of harvesting activities. (I.e., Purchase of small tools and related equipment required to store, process and preserve foods from community hunts or harvests)	<a href="https://www.enr.gov.nt.ca/en/services/apply-community-harvesters-assistance-program">https://www.enr.gov.nt.ca/en/services/apply-community-harvesters-assistance-program</a>																		
GNWT Trapper Mentorship Program Startup kit	<b>Funding:</b> The startup kit provides new entrants with their own tools to pursue trapping and be more involved in the sustenance of the traditional economy.	Funding provides beginner trappers with an opportunity to start trapping by partnering with experienced trappers who act as mentors. Mentees will receive a trapper starter kit valued at approx. \$1500.00. Mentors will receive \$2000.00 to offset their costs.	<a href="https://www.enr.gov.nt.ca/en/services/trapping-and-harvesting/apply-trapper-mentorship-program-0">https://www.enr.gov.nt.ca/en/services/trapping-and-harvesting/apply-trapper-mentorship-program-0</a>																		
National Geographic Explorer	<b>Funding:</b> Supports conservation and innovative work while filming documentaries to be enjoyed by a broad audience.	This fund is for individuals working on projects in science, conservation, storytelling, education, and technology that align with one or more of the focus areas. (Ocean, land, wildlife, human history and cultures, human ingenuity) (\$Up to 20,000, Due April 12, 2023). Successful applications can be considered for TV documentary special.	<a href="https://www.nationalgeographic.org/society/grants-and-investments/">https://www.nationalgeographic.org/society/grants-and-investments/</a>																		
Multiple Government Programs to support Business and Economic Development of Indigenous Peoples	<b>Funding:</b> Supports economic ability to plan, pursue, or grow business development opportunities.	These programs help to increase business skills, invest in a business, or develop land on a reserve.	<a href="https://www.canada.ca/en/services/indigenous-peoples/business-and-economic-development-indigenous-peoples.html">https://www.canada.ca/en/services/indigenous-peoples/business-and-economic-development-indigenous-peoples.html</a>																		