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The Northern Entrepreneurship Workshop Proceedings and Report

Fostering entrepreneurship in the North

Prepared by Carolee Buckler, Audra Krueger, Greg
Poelzer, and Laura Normand

February 2009

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The International Centre for Governance and Development aims to facilitate capacity building, research and global partnerships in the area of northern governance and development. Located at the University of Saskatchewan, the centre works collaboratively with circumpolar researchers and northern communities on projects and research that serve the social, economic and environmental needs of northern peoples.

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The valuable insights and lessons that have emerged from this workshop would not have been possible without your support, participation and commitment to furthering opportunities for Northern Entrepreneurs.



Background

Capacity building is an on-going challenge in many Northern communities and regions, particularly in the areas of skills development around entrepreneurship and leadership. It is widely recognized that the development of entrepreneurial skills is essential for the development of a self-reliant, prosperous North. Over the past several years, Aboriginal, educational, government, and industry stakeholders have identified training for Northern entrepreneurship as a gap in capacity building that needs to be addressed.

The International Center for Governance and Development and the International Institute for Sustainable development hosted a workshop from March 2-3 at the University of Saskatchewan to start the process toward skills training and knowledge translation in this critical area. For this workshop, a select group of key Northern entrepreneurs and leaders (see Appendix A) were brought together in order to:

- Link the Entrepreneurial Community in the North with the Academic Community to open a dialogue regarding the unique nature of entrepreneurship in the North
- Provide specific advice for the development of an Entrepreneurial Program that is targeted at and relevant to current and potential Northern Entrepreneurs

Workshop Process

In December, a potential list of invitees was developed (based on research and our contacts in the North) based of the following criteria:

- An equal balance between social, environmental, and economic entrepreneurs
- Representation from Northern SMEs, Industry and Academic Institutions.
- Guided by the principles of gender equality and maintaining geographic balance.

In January, the list of invitees was finalized and letters of invitation were sent out electronically to the potential participants. Funding for travel was available for 10 participants (including two staff from IISD), and it was decided that maintaining a small group would allow for more productive discussions. In January, we were fortunate enough to receive additional travel funds from the Walter and Duncan Gordon Foundation to support northern youth participation in the workshop. Early on in the workshop planning process, it was decided by the coordinators that there was a need to develop a discussion paper on Northern Entrepreneurship. The paper would be used as the center piece for discussion during the workshop, and would provide context for the development of the curriculum. This paper examined economic, social and environmental entrepreneurship for small to medium size businesses in the context of the North. Kathy Walker , a graduate student at the University of Saskatchewan was identified to assist us in this task.

In order to ensure that the outputs for the workshop were achieved, the co-ordinators hired an external facilitator to direct the discussions. The facilitator, Mike Dumelie of Oxford Libero Consulted was hired due to his previous relevant experience in economic development and entrepreneurship, and successful facilitation of Northern focused workshops.

The agenda for the workshop was finalized in February and was designed to allow for a collaborative process whereby participants who represent the broad spectrum of stakeholders

engaged in the field of Northern Entrepreneurship are provided with a forum where they can share their insights, perspectives and observations in order to help us ensure the development of a relevant curriculum for entrepreneurs in the North and offer suggestions for the development and method of delivery for a Northern Entrepreneurship curriculum. The process was guided by the comprehensive discussion paper on Northern Entrepreneurship and existing entrepreneurial curriculum currently in use by the Wilson Center for Entrepreneurial Excellence as a starting point (see attachments).

The primary objectives of the workshop were to:

- Link the Entrepreneurial Community in the North with the Academic Community to open a dialogue regarding the unique nature of entrepreneurship in the North
- Provide specific advice for the development of an Entrepreneurial Program that is targeted at and relevant to current and potential Northern Entrepreneurs

The workshop structure allowed for the following:

- Provided guidance for the development of a practical program to support Northern Entrepreneurship
- Put those who live with the challenges and opportunities for Entrepreneurs in the North in direct contact with academics capable of adapting coursework to the needs of Northern Entrepreneurs
- Developed the foundation of a program that can produce tangible results and is relevant to Northern Entrepreneurs.

In the week previous to the workshop, all participants were sent the bios of one another (see appendix a), the discussion paper, detailed travel itineraries and the workshop agenda (see appendix b), as well as a list of questions to guide the participants' presentations to the group. As the co-ordinators wanted to ensure balanced geographic representation; participants were flown in from all across the North, from Dawson City, Yukon to Rankin Inlet, Nunavut. The co-ordinators organized return travel, accommodation, and meals for the 10 participants (including 2 IISD staff). The Workshop was held March 2-3, 2009 at the University of Saskatchewan in Saskatoon. The total number of participants in attendance at the workshop was 17.

Discussion Paper

Northern Entrepreneurship: A Preliminary Review

The paper provided a comprehensive overview of the existing drivers and barriers of entrepreneurship in the north and argued that Northern entrepreneurs must be supported in order to capitalize on advantages unique to the north, which include: limited competition; the chance to provide essential services to communities; a rich and active cultural heritage; and economic spin-off opportunities from the strong government presence. This means a policy shift to ensure that education, business skills, leadership abilities, and artistic talents develop simultaneously. The paper concluded that:

- The conditions in the north and the issues facing the north are ripe for entrepreneurship.
- The challenges facing entrepreneurs are unique when compared to their southern counterparts.
- Northern entrepreneurship shares much in common with social and environmental entrepreneurship.
- The promotion of entrepreneurship must involve local communities if it is to be successful

The Workshop

Day One

The workshop was opened by Greg Poelzer from the International Centre for Governance and Development, who set the tone and outlined the intent of the workshop. Greg spoke about how in northern communities, there are particular challenges that are unique to the north and there is a balance of challenges and opportunities. Greg stated, “We want to make sure we provide relevant Northern specific programming, we are looking at ideas, what we hope to accomplish is finding the learning outcomes, the kind of business opportunities, the dimensions of social, economic, and environmental entrepreneurship. We are looking at creating is open-source courses, what would those courses look like? We need expertise to drive this along; we need to offer a broad range of education, and the available resources.”

Following Greg’s welcoming address, the facilitator Mike Dumelie presented the overall workshop objectives to the participants which were too;

- Link the Entrepreneurial Community in the North with the academic community to open a dialogue regarding the unique nature of entrepreneurship in the North
- Provide specific advice for the development of an Entrepreneurial Program that is targeted at and relevant to current and potential Northern Entrepreneurs

Mike then presented the agenda to the group and invited the participants to present on who they were, the institution/organization/business they were affiliated with, their own interest in northern entrepreneurship, the advantages and disadvantages they found to being a northern entrepreneur and resources that they thought were useful for entering the field of northern entrepreneurship.

Jacob Duncan of EDI Environmental Dynamics Inc. and EPI EcoPlan International in the Yukon was the first participant to present. Mr. Duncan is a Wildlife Biologist whose primary work revolves around stewardship co-ordination and academics and stakeholders. Jake is also involved with the Yukon Salmon Co-operative and the Northern Garments Corporation, two groups that are engaging in value-adding operations. Jacob has observed that there is strong desire to engage in economic development in the Yukon, and start-up initiatives generally benefit from community support. He also noted that networking and gaining assistance from private sector industries is difficult, and that entrepreneurs face challenges when trying to deal with the public sector of the Yukon.

Tara Tootoo Forthingham, has founded and managed four businesses in Rankin Inlet, Nunavut. She mentioned that her foray into entrepreneurship was a result of both frustrations with a lack of a particular service in her home community and recognition of an opportunity. Throughout her experience as an entrepreneur, government policy and regulations have been both an impediment and an aid. To illustrate this statement Mrs. Tootoo Forthingham offered some pertinent examples, she has observed that there is a surplus of government funds and program offering start-up financing and capital to new entrepreneurs in the north-yet she has noted that there is no after care provided to entrepreneurs. Tara also noted that certain government and institutional policies enable monopolies to emerge in certain sectors i.e.: one policy only allowed government employees to stay at commercial hotels, which created a substantial barrier to business operating bed & breakfasts. She further recommended that emerging entrepreneurs are given comprehensive overviews of the regulations and policies which are unique to their region, and be given the tools to successfully navigate them. Furthermore, she has observed a barrier in the lack of communication between government and individuals. The government has taken a reactive stance and is not proactive. Her personal experience with some local institutions and their lack of communication has been an

impediment to her as an entrepreneur. If you want to invest in community, you need to know what is going to happen in the community.

Phillip Chartier is the owner and operator of Northern Contracting Services out of Buffalo Narrows in Northern Saskatchewan and is the President of his Métis community. Throughout his time as an entrepreneur and leader in his community he has observed that in the north one has to look at every opportunity that comes along. Mr. Chartier has also noticed how government policy can be an impediment and/or an aid. Chartier's community had a long history of entrepreneurial spirit, from the fur trade to commercial fishing to forestry. Currently, there is a lack of opportunities for the youth of community, and there has been and observed rise of social ills as result of this lack of opportunity, but it should be noted that this community is in a resource rich area- where there is oil, gas, uranium, timber. From Chartier's perspective and experience, the most powerful tool for economic development in his community-is the duty to consult. It is providing new opportunities and ensures that the communities are involved with and benefit from any resource exploitation activities that are occurring in their territories.

Tammy Beese is the proprietor of a prosperous series of publications in the Yukon. Her experience in the Yukon has led her to conclude that there is an opportunity for those who want to engage in the emerging and thriving cultural community in the Yukon. As an entrepreneur, she and her fellow entrepreneurs have come across two barriers for those entering the business arena in the Yukon. These barriers are that employers find themselves short on both staff and capacity. Furthermore, entrepreneurship is discouraged by the high pay and low risks that are associated with opting to work in the thriving public sector of the North. Entrepreneurs are left with the challenge of finding the capital to offer wages that are competitive with those that are offered by the public sector and resisting the lure and security of entering it themselves. Ms. Beese also noted that "we in the North

have an opportunity, because we have no boundaries, we can adapt things easier, and we are operating in a context where there is little competition.”

Jaqueline Romanow is a Manitoba Metis and Assistant Professor in the Aboriginal Governance program at the University of Winnipeg. Through her position with the University of Winnipeg, Jacqueline is looking to expand the Aboriginal Governance program to include a Aboriginal Management component. Ms. Romanow has worked extensively with indigenous communities in Canada as well as Latin America in the fields of property rights, economic development and self-government. Prior to joining The University of Winnipeg, she founded consulting company, Romanow, Bear & Associates (RBA). RBA has worked directly with First Nations governments for almost ten years providing economic development and management advisory services as well as comprehensive program and project evaluations. In addition, she worked in senior management for several years at the Tribal Council level, overseeing community-based programs for health, education and economic development. Throughout her academic and professional experience she has found that the most important aid for development is the ‘duty to consult’, with the interpretation being that of the United Nations Declaration on Indigenous Rights which is more broad and robust than the Canadian interpretation, and allows for communities to resist any development on their territories.

Jerry Welsh, is a Metis, was born in Fort Qu’Appelle, Saskatchewan. He has lived and worked in Fort McMurray, Alberta since 1991, employed by Suncor Energy in the position of Aboriginal Affairs Manager for the company’s oil sands operation. In this role he is responsible for developing and managing Suncor’s relations with the regional First Nations and Metis communities in the Athabasca region of Northeastern Alberta. Mr. Welsh stated that business development has become the best way to develop the north and for First Nation entrepreneurs, and at the heart of business

development should be the understanding that investing in the community is key. Some communities are currently lacking in individual entrepreneurs, and for them a community approach may be more relevant. Entrepreneurs are the ones who create success in their communities; Suncore is currently fostering this entrepreneurship and is working to get people to do business in their communities.

Noreen Russell is the Senior Instructor for the Management Studies Program, Nunavut Arctic College, Rankin Inlet. Noreen started with Nunavut Arctic College in Cambridge Bay in 2003. Noreen is looking to create a learning environment that that engages students who generally would not have previously considered being an entrepreneur. Noreen mentioned that one of the main advantages to being an entrepreneur in the smaller Northern communities is that community buy-in and supports are guaranteed. The main disadvantages are contextual, the small consumer base and segmented market, high labour turn over, lack of infrastructure, employers having to compete with secure government jobs and social assistance programs, management skills are lacking in the general population, and the majority of the supplies need to be flown in. It is the young people in the communities like Tara Tootoo Forthingham are the ones who are bringing the entrepreneurial spirit and innovation to the North. Noreen has also observed a palpable shift where high school graduates are predominantly the ones entering the management program at the Nunavut Arctic College.

Fauna Kingdon is a Manitoba Métis and was raised in Iqaluit, Nunavut. She currently resides in Winnipeg, Manitoba. Ms. Kingdon has consistently contributed to her community on territorial, provincial, and national levels. In February 2009, Fauna was named as a Chartered Accountant candidate by the Manitoba Institute of Chartered Accountants for successful completion of the National Uniform Examination and received the James W. Clarke Award and the Great West Life

Leadership Award from the Manitoba Institute of Chartered Accountants. Ms. Kingdon is currently completing her articling months with Lazer Grant Chartered Accountants, LLP. Throughout her education and tenureship in Manitoba, she has encountered ignorance about the north, and has noted that those living in the 'South' don't necessarily recognize the potential of the North. Ms. Kingdon feels that there needs to be a broader emphasis on the importance of community, and organizations working with the North. She has increasingly been thrust into the role of cultural liaison between northerners and southerners. The cultural divide is one that needs to be breached by entrepreneurs.

Loch Willy is currently a manager of Northern Business Development with Areva Resources. One of the primary barriers that he has observed for entrepreneurs is that there is a divide between visions of entrepreneurs in North and those from the south. Furthermore, he observed the same trend as Ms. Tootoo Forthingham, where there are not a lot of programs providing after care to new entrepreneurs. Starting up is easy, but there has not been a lot of focus on maintaining a business. Northern communities are also facing a challenge, where educational opportunities for their youth in the South are leading to out-migration. Traditional knowledge and lifestyles are being threatened by outside forces- communities are trying to find a balance between tradition and opportunities. Loch works at upping corporate social responsibility, from the industry side and works to identify opportunities for communities and entrepreneurs within communities.

Following the participant presentations, Katherine Walker, an MA candidate at the University of Saskatchewan and the International Center for Governance and Development presented the jointly developed discussion paper to the participants, emphasizing the key findings of her research and the implications for program design. Noted the benefits of increased entrepreneurial activity for

northern communities, how these activities can contribute to a community's social and economic fabric, the key characteristics of northern entrepreneurs and the barriers that they face operating in the Northern context. Following the presentation the floor was opened for questions from the participants, and then a break was taken for lunch.

Lunch was a networking opportunity, and was co-sponsored by the Edwards School of Business and the Wilson Centre for Entrepreneurial Excellence. There were six faculty from the Edwards School of Business and the Wilson Centre for Entrepreneurial Excellence. Participants were seated with representatives from both institutions, and all attendees engaged in discussions about their experiences and explored possible opportunities and partnerships in a casual setting.

Lunch was followed with a formal presentation by the Wilson Centre for Entrepreneurial Excellence. The Wilson Centre for Entrepreneurial Excellence was founded in 2007 to inspire excellence in entrepreneurship on the University of Saskatchewan campus. The Centre supports education programming through the various colleges and provides access to mentoring, coaching, and networking to teach the discipline of entrepreneurship. The presenters emphasized the key characteristics of success in entrepreneurs. They also detailed the characteristics of a successful social entrepreneur which requires visionary leadership, organizational re-engineering, and value creation which go beyond simple transactions. All of which would strategically fit under entrepreneurial thinking, challenging the status quo and asking the questions, can we do more with less, how can we do things differently to enact the change we require a change agent with innovative thinking and the power to mobilize. In addition, they outlined the entrepreneurship curriculum they developed for their program.

Following the presentation, the facilitator divided the participants into two groups and tasked the groups with coming up with a definition of a Northern Entrepreneur and prioritizing the following

- Standard Definition
- Social Entrepreneur
- Ecopreneur
- Indigenous Entrepreneur
- Intrapreneur

Definitions for the aforementioned forms of entrepreneurship were given to the participants as a guide for their conversations. The participants were also asked to make a decision on the ideal target audience for the program/curriculum.

In an organic, unmediated process, the first group ended up creating a definition of a Northern Entrepreneur that integrated aspects of the offered categories/definitions, and highlighted the characteristics that both groups felt were vital to entrepreneurship in the North. The second group ended up focusing on and defining the target audience for a proposed program/curriculum.

The groups presented to each other, gave feedback on each other's work and finalized the definition and target audience. The following definition is what emerged:

“a northern entrepreneur is a self-identified northerner, is defined by their environment (geography), bound by the surrounding community context and social fabric, is dynamic out of necessity, more apt to work in co-operatives, and as a group act as the drivers of economic activity in the North. Due to the nature of the Northern economy, the demographics of the communities, and the need to conduct business with southern urban regions; entrepreneurs are faced with a

reality where having the characteristic of intercultural competence is a pre-requisite for success. It should be noted that while some northern entrepreneurs are exporting goods and services to the southern and global markets, the majority of the entrepreneurial activities will be directed at meeting the service deficit in Northern communities. “

The groups agreed that in regards to a target audience-any program should be a stand-alone certificate/degree program. Entrepreneurship programs should cast a wide net and elicit interest in entrepreneurship from all levels, from high school students to adults. It should provide the tools required to enable anyone with initiative, an idea, and the spirit of innovation to channel their energy into the creation of a successful product-be it an NGO, or a thriving business.

The first day closed with further discussion on what entrepreneurs from the North and South require for success in the North.

Day Two

The second day was opened with a review of the previous day’s discussions and conclusions. As the second day was output driven, the participants were tasked with the following:

- Developing a set of learning objectives you believe should form the basis of the entrepreneurial program we are recommending.
- Looking at the notes from yesterday and the University of Saskatchewan Entrepreneur curriculum, what specific changes might you make to existing courses to make them relevant to Northern Entrepreneurs and/or what courses do you feel are essential to an Northern entrepreneurship program?

The following outputs are what resulted from those discussions.

Workshop Results

Program Learning Objectives

The participants' identified the following learning objectives as critical for a Northern Entrepreneurship Program:

1. Students should be able to successfully navigate the local business environment and northern economy, have a working knowledge of the basic financial skills (i.e.: basic bookkeeping, accounting); should have embraced the spirit of entrepreneurship (networking, innovation, recognizing opportunity).
2. Students emerge from the program with a solid background in all areas, with a thorough understanding of how the three main disciplines (marketing/sales, Financing/Financial management, and HR) interact. Students will gain a strong grasp of the realities of the regional labour market, time management skills, human resources management skills, and how to prioritize. This process will assist in enhancing awareness of personal strengths and weaknesses in the area of entrepreneurship. Students should be able to create, and maintain a thriving sustainable business.
3. Students should come out with effective communication skills, inter-cultural competencies (how to work with neighbouring peoples and southern businesses), and conflict resolution and negotiation skills.
4. Students will know the history of Northern entrepreneurship, and how to translate northern traditional values into effective business practices.

5. Students will be given the tools to harness their own innovation, creativity, and ingenuity to be catalysts of change in the Northern economy.

Curriculum Outline

Participants identified the following courses as essential for a Northern Entrepreneurship curriculum.

- **Community Economic Development of the North** – The course will introduce students to the fundamentals of community economic development in the context of the North. This course will emphasize avenues to for entrepreneurs to be catalyst for change within their own communities.
- **History of Northern Entrepreneurship** – This course will explore the rich history of northern entrepreneurship from the pre-contact period until today and chart the major trends in the entrepreneurship in the North.
- **Cultural Competencies** - This course will explore the relationship between culture and communication and how it shapes Northern Entrepreneurship.
- **Northern regulations, legislation and policies** – This course will explore the regulatory landscape of the North to provide students with a firm foundation in navigating the legal landscape for opening or operating a business in the North.
- **Marketing and Communications** – This course introduces students to the role of marketing in entrepreneurial endeavors.
- **Human Resource Management for Entrepreneurial Organizations** – This course will cover topics such as: recruitment, selection, managing workforce diversity, compensation, employee discipline, and training.

- **Accounting for Entrepreneurs** – This course will introduce students to the basic understanding of external financial statements, and the statements are communicating.
- **Entrepreneurial Finance** – This course outlines how entrepreneurs could raise money and build an understanding of financial issues that face entrepreneurs and financiers in that process. Financial banking, venture capital financing, funding from corporate investors, etc will be discussed.

Many of the courses outlined above are typical offerings in an entrepreneurial program (for e.g. Wilson School of Entrepreneurship) the proposed courses will use northern examples and be modified to include the Northern Entrepreneurial Experience. As an example, all case studies and assignments will be northern based.

The workshop concluded with a presentation by Carolee Buckler on the Wiki project on Northern Entrepreneurship. She explained that, IISD is building a wiki to help social and environmental entrepreneurs around the world share information about how to make their businesses successful. It will cover good business planning, marketing, community engagement, partnerships, and sectoral issues (ecotourism, arts, resource management, etc.). It will also cover how to make sure that you really are achieving the social and environmental benefits you want to achieve. The initial concept is being uploaded now; the wiki will be launched this spring. It will have information in it from Canada, Mexico, India, Brazil, South Africa. Northern entrepreneurship faces some unique challenges and so it would be good to have a section in the wiki that serves northern entrepreneurs.

Further points of discussion that emerged from the Northern Entrepreneur Workshop

Key Issues and Concerns regarding Northern Entrepreneurship

Over the course of the Workshop, a number of issues were raised by the participants. Common concerns and discussion points mentioned related to matters detailing the barriers and advantages of being an entrepreneur in the north.

Advantages

- Due to the fact the economy is dominated by large private sector initiatives and government SME's face little competition.
- Strength of the social fabric in Northern communities enables strong community buy-in for local initiatives.
- The size of Northern communities facilitates networking
- Businesses serving northern communities operated in a closed markets
- Entrepreneurs are more likely to provide extensive training to community members (i.e. more commitment to train them and want to see that person succeed)
- Due to the amount of government programs and private sector initiatives aimed at providing start up capital, funding for SME's is easily accessible.

Disadvantages

- Sparsely populated and segmented markets
- SME's operating in the North are forced to compete with both government and private sector for the labour pool. Further completing the issue, government and private sector are able to pay a higher paying salary and more job security than SME's.

- SME's in the north face a huge barrier of being isolated from suppliers and exporting their products.
- Participants noted that start up capital was widely accessible yet, after care was nonexistent.
- Due to the fact that the labor pool is largely unskilled, time and invest in training new employees is a significant drain on resources.
- Lack of infrastructure
- High labour turnover, out migration and brain drain
- The small consumer population that is available acts as barrier to business expansion
- High cost of importing, inconsistencies in supplies and limitations in accessing supplies.

Next Steps

- Many participants at the meeting expressed a desire to see an educational program on Northern Entrepreneurship established. It was felt that a degree from a university would be advantageous to northerners looking to advance a current business as well as communities looking to grow the numbers of entrepreneurs. The participation of the Wilson Centre of Entrepreneurial excellence led to a discussion that focused on building a partnership between the northern Colleges (Yukon, Aurora and Nunavut Arctic College), University of Saskatchewan and the International Centre for Governance and Development. These partners could work together to ensure transfer of college credits to university credits in order to “ladder up” to degrees. It was also mentioned that the delivery must take into account northern needs and therefore be assessable in a number of educational centres.
- Many of the participants felt that it is extremely important to foster entrepreneurship as a career option at an earlier stage (i.e. high school). There was some discussion around the possibility of partnering with colleges and other stakeholders in the North to undertake a

Northern entrepreneurship boot camp with a particular focus on “social” entrepreneurship to help young northerners achieve their goals. Social Entrepreneurship combines the passion of a social mission with the discipline, innovations and knowledge of traditional business fields. The goal would be to help develop their skills and knowledge further to become an up and coming entrepreneur in the North. Participants in the boot camp will attend workshops, presentations, and collaboration sessions on generating revenue, marketing, leadership and working with the media, developing a business plan, etc. Local entrepreneurs will be invited as mentors, guest speakers and facilitators. The International Institute for Sustainable Development will follow up on this suggestion and will discuss it with potential partners.

- The Northern Entrepreneurs also expressed an interest in learning and sharing experiences with northern entrepreneurs’ based in other Circumpolar Countries. This could include the following:
 1. A conference on Circumpolar Entrepreneurship which would bring together members from industry, business, academics and government with the aim of strengthening and promoting northern entrepreneurship, increasing economic cooperation and innovation, with a special focus on sustainable entrepreneurship. The conference would also highlight the uniqueness associated with entrepreneurship in the North.
 2. Establish a Northern Entrepreneur network program which would give financial support to different stakeholders in the field of entrepreneurship to carry out study visits, training or network activities in other Circumpolar Countries.

Appendix A: Bios of Participants

Bio of Participants

Northern Entrepreneurship Workshop
March 2nd and 3rd

Tara Tootoo Fotheringham resides in Rankin Inlet, Nunavut. She owns and operates 4 businesses. Tara's Bed and Breakfast(2000), Nunavut DVR Sales (2007), Qunngaataq & Associates (2008) and Sugar Rush Cafe(2005). Tara is also an appointed member to the National Aboriginal Economic Development Board since October 2007.

The main business that Tara works in Day to Day is the Sugar Rush Cafe, There are 10 staff at this 45 seat restaurant/cafe requires a lot of skill in order to plan and operate. In an environment that is sometimes the coldest place on earth, to the most beautiful place, getting supplies in on time and making sure they are resale able is crucial.

Tara is Inuk and instils many of the values of her Inuit Culture in the businesses beliefs and planning. Through Training staff and hiring skilled labour, there is cross cultural sharing and learning. Tara and her husband, Bryan have 3 children ages; 3, 4 and 9.

Jake Duncan is originally from Ontario and later B.C., now calls the Yukon Territory home for the last 18-years. Jake has a young family with two spirited children who help preserve his own youthfulness. Jake has spent his working life focusing on renewable resource management, working as a wildlife biologist/technician, and as a wildlife stewardship coordinator in a post land claims Yukon, complete with self-governing First Nations. As a stewardship coordinator he has been very innovative and entrepreneurial in his approach to building capacities within communities to steward natural resources.

Jake is currently working with EDI Environmental Dynamics Inc. and EPI EcoPlan International, coordinating a variety of northern resource-based initiatives. Jake has also been a self-employed small business person for many of these years, managing and contributing to several innovative northern projects, such as Northern Garments Inc., and the Yukon River Salmon Cooperative Ltd. As he completes this segue into the business world, he brings with him a passion for conservation-based economies, building human capacity, learning to do while doing, and, entrepreneurialism in the north in general.

Tammy Beese is from the Yukon and is the founder of What's Up Yukon, Whitehorse. Beese Entertainment Publishing was born from the idea that Northerners need one place to go to learn of fun activities and events before they happen. And how can they make the most of these opportunities? And who are the people making these fun things happen? What's Up Yukon, the realization of Publisher Tammy Beese's dream, hit the streets in February of 2005 with the promise of "All Northern. All Fun."

In that first paper, there were 12 writers who covered their “beats” with passion and a sense of fun. And, now, there are 75 writers between three publications. How's Business Yukon, a quarterly, was introduced to show Northerners the personal side behind business and to encourage those who are thinking about one day opening their own shop. How Ya Feeling Yukon, shows Northerners what is available to them in the “Caring Arts”. Allopathic and wholistic, nurses and patients, are all given respect and, more importantly, given a voice. Advertising sales grew 95 per cent in its first three years and these three publications now employ 7 people.

It is a success story that has not gone unnoticed: in 2007, the Business Development Bank of Canada named Tammy the Young Entrepreneur of the Year for the Yukon. Also, in that year, the Whitehorse Chamber of Commerce awarded Tammy for her “Contribution to the Community”. In May 2008, Châtelaine Magazine chose Tammy as one of 80 women to watch in Canada, from this she is one of 6 selected for the business category. Elaine Taylor Minister of Tourism and Culture offered Tammy and the team a tribute in the Yukon Legislature, for enriching the lives of Yukoners, contributions to the economy and celebrating culture.

Today, Beese Entertainment Publishing is making the most of the wired world with a web of home-based employees and contractors from Riverdale to Montreal to Burlington to Germany and Australia. What's Up Yukon is now a weekly publication.

Fauna Kingdon is a Manitoba Métis and was raised in Iqaluit, Nunavut. She now resides in Winnipeg, Manitoba. Ms. Kingdon has consistently contributed to her community on territorial, provincial, and national levels. During her years in Nunavut, she received numerous awards for community involvement including the Nunavut Youth Commissioner’s Award for Outstanding Youth Role Model, Government of Nunavut Youth Award for Volunteerism, and Miss Nunavut 2005. On a national level, Ms. Kingdon received the Queen’s Jubilee Model for outstanding contribution to Canada and the Canada Day Youth Award.

For her ability to motivate Aboriginal youth across Canada, Ms. Kingdon was named both a National Métis Youth Model through the National Métis Council and a National Aboriginal Youth Role Model through the National Aboriginal Health Organization. Ms. Kingdon also received a prestigious National Aboriginal Achievement Award in the Youth category and was named the YMCA/YWCA Young Woman of Distinction in Winnipeg.

In 2006, Ms. Kingdon obtained a (Hon.) Bachelor of Commerce degree from the University of Manitoba. She was named to the Dean’s Honour List for 4 consecutive years and was also a member of the Aboriginal Business Education Program. In 2008, Ms. Kingdon received her Master of Professional Accounting degree from the University of Saskatchewan.

In February 2009, Fauna named as a Chartered Accountant candidate by the Manitoba Institute of Chartered Accountants for successful completion of the National Uniform Examination. She also received the James W. Clarke Award and the Great West Life Leadership Award from the Manitoba Institute of Chartered Accountants. Ms. Kingdon was the only Aboriginal Chartered Accountant

graduate in 2009 graduating class. She is currently completing her articling months with Lazer Grant Chartered Accountants, LLP.

Jacqueline Romanow is a Manitoba Metis and Assistant Professor in the Aboriginal Governance program at the University of Winnipeg. She is currently finishing her PhD thesis in Political Science (International Relations) at Queen's University and has a master's degree (Economics) from the University of Manitoba. Her main field of interest is in international human and indigenous rights, especially the work of international organizations in the field, such as the United Nations, the International Labour Organization, and the Organization of American States. All three have been active in the development and promotion of emerging international norms and customary law in support of the rights of indigenous peoples.

Most recently, her research has focused on cases before the Inter-American Human Rights system for the rights of indigenous peoples to their traditional territories. Using human rights models for norm implementation, she explored state level barriers to the implementation of IACHR rulings for indigenous property rights in the Ecuadorian Amazon and the Atlantic Coast of Nicaragua. In both cases, the state signed contracts with transnational corporations to explore and extract natural resources within traditional indigenous territories without their prior, free and informed consent.

Ms. Romanow has worked extensively with indigenous communities in Canada as well as Latin America in the fields of property rights, economic development and self-government. Prior to joining The University of Winnipeg, she founded consulting company, Romanow, Bear & Associates (RBA). RBA has worked directly with First Nations governments for almost ten years providing economic development and management advisory services as well as comprehensive program and project evaluations. In addition, she worked in senior management for several years at the Tribal Council level, overseeing community-based programs for health, education and economic development.

Jerry Welsh, a Metis, was born in Fort Qu'Appelle, Saskatchewan. He has lived and worked in Fort McMurray, Alberta since 1991, employed by Suncor Energy in the position of Aboriginal Affairs Manager for the company's oil sands operation. In this role he is responsible for developing and managing Suncor's relations with the regional First Nations and Metis communities in the Athabasca region of northeastern Alberta.

Since 1991 he has taken a leadership role in developing Suncor's aboriginal affairs policies and programs and in 1997 he implemented Suncor's first strategic plan for aboriginal affairs. Since then Suncor has made significant progress in aboriginal employment, business development and community relations.

During the eighties Mr. Welsh was employed by the Government of Saskatchewan in a number of departments dealing with aboriginal issues and programs. His last position was Director of the Native Services Branch in the Saskatchewan Indian and Native Affairs Secretariat in Regina in 1990.

Prior to this he worked with the Children's Aid Society of Western Manitoba developing vocational programs for young offenders and spent 5 years in Canada's armed forces. Mr. Welsh is or has been involved in the following:

- Northeastern Alberta Aboriginal Business Association
- Canadian Council for Aboriginal Business
- Interprovincial Association on Native Employment
- Council on Corporate Aboriginal Relations - Conference Board of Canada
- Community and Aboriginal Affairs Committee - CAPP
- Chairman - President's Aboriginal Advisory Council - NAIT
- Alberta Aboriginal Apprenticeship Advisory Committee
- Industry Advisory Committee for First Nations Consultation Policy on Land Management and Resource Development (GOA)

Noreen Russell is the Senior Instructor for the Management Studies Program, Nunavut Arctic College, Rankin Inlet. Noreen started with Nunavut Arctic College in Cambridge Bay in 2003. Noreen has taught for Corpus Christi, Trinity and St. Catherine's Colleges of the University of Cambridge; Laurentian University; and Langara College. She has also worked as a research associate for the Centre for Rural and Northern Health Research. Noreen earned an MPhil in Economics at the University of Cambridge.

Phillip Chartier is the owner and operator of Northern Contracting Services out of Buffalo Narrows in Northern Saskatchewan. Phillip has a long history of entrepreneurship in the north and currently is a general contractor specializing in equipment, line cutting, and camps. He is also the president of the Métis Community.

Appendix B: Workshop Agenda

March 2nd and 3rd
Private Dining Rooms STEWART/MONTCALM
Second floor of Marquis Hall
University of Saskatchewan Campus
Saskatoon, Saskatchewan

Monday, March 2nd

9:00 – Welcome and overview of the workshop (Dr. Greg Poelzer and Mike Dumelie)

9:30 - Presentations by participants (challenges and opportunities for northern entrepreneurs)

10:45 - Coffee Break

11:00 – Continued presentations by participants

11:30 - Presentation of Northern Entrepreneurship paper and discussion (Kathy Walker)

12:15- Networking lunch cosponsored by the Edwards School of Business

1:15 - Presentation Edwards School of Business Entrepreneurship curriculum and activities (Dr. Marv Painter)

2:00 – Round table discussion around the appropriate content of a curriculum on Northern Entrepreneurship

Tuesday, March 3rd

9:00 - Overview of agenda for the day and outcomes from yesterday

9:30 – Continued round table discussion around the appropriate content of curriculum

10:45 – Coffee Break

11:00 - Wikki Presentation on Northern Entrepreneurship

11:45 – Next Steps and Wrap up

12:00 – Lunch