Quality Management Plan Handbook for the Evisceration, Inspection and Processing of Caribou Meat in Nunavik, Québec

Annex VI

Quality Management Plan

Handbook

for the

Evisceration, Inspection and Processing

of Caribou Meat

in Nunavik, Québec

A combined MAPAQ and Makivik Inc. initiative.

Table of Contents

SECTION A - INTRODUCTION

1 Background

1.1 This Quality Management Plan (QMP) for caribou meat production is designed to ensure that all products, and the conditions under which they are produced, meet MAPAQ food processing requirements and established food quality standards. This handbook includes the responsibilities of the CPC manager and employees, and the MAPAQ approved CPC operational requirements.

1.2 This handbook also covers the QMP specifications and includes the maintenance and operating procedures required at each Caribou Community Processing Centre (CPC).

1.3 For example, this CPC manual identifies four lists of critical control points for caribou processing pertaining to: (i) reception and uninspected storage; (ii) inspection and inspected storage; (iii) meat processing and packaging; and (iv) freezer storage and shipping. Each of the item's on these lists must be regarded by the CPC manager as potential critical control points. The CPC manager is responsible for analyzing this list of potential critical control points in relation to the caribou processing operation and identifying those that apply.

2 Purpose of the Caribou Quality Management Plan

2.1 The purpose of this guide is to provide a set of CPC guidelines to facilitate the certified and efficient operation of a Community Processing Centre (CPC) designed for the processing of caribou meat. This handbook was designed for two reasons: (i) to be used as a comprehensive caribou CPC operations manual; and (ii) to use as a submission document to obtain MAPAQ approval for the operation of a commercial meat processing facility in Nunavik.

2.2 This guide includes a description of the role of the CPC manager and as well as detailed descriptions of each of the three principle areas involved in the production of commercially viable meat products: ***Caribou Evisceration***; ***Caribou Inspection***; and ***Caribou Processing***. The caribou meat produced by the Nunavik Arctic Foods Inc. at each CPC is guaranteed to exceed the minimum food quality standards determined by MAPAQ regulation.

2.3 The caribou QMP also provides a set of operational procedures for the production of caribou meat. Detailed procedures on the evisceration, processing and packaging activities necessary for caribou meat production are included. This handbook is a useful reference guide for any of these activities.

3 Objectives of the Caribou Quality Management Plan

3.1 The objectives of this Caribou Quality Management Plan (QMP) are to enable the identical and repetitive production of high quality, MAPAQ approved and certified, caribou meat products in each CPC in Nunavik. These meat products must be commercially viable and marketable to potential caribou meat clients.

3.2 These objectives are attainable if each CPC follows the QMP operational guidelines included in this manual. The essence of incorporating each of these guidelines into the day-to-day operations at a CPC will ensure that only the highest quality, MAPAQ approved and certified meat products are produced by the CPC for commercial sale.

4 Realizing the Caribou Quality Management Plan

4.1 The implementation of this QMP for caribou meat processing is necessary to obtain MAPAQ approval for the commercial sale of caribou meat products in the province of Québec. MAPAQ recommends that this QMP be adopted in its entirety as a set of guidelines for the operation of a caribou processing CPC.

4.2 MAPAQ approved and certified practices for meat processing in Nunavik have been tailored to the way that practices are executed in the north. The Caribou QMP can most easily be implemented by applying this complete set of CPC operational guidelines from day one of CPC operations.

4.3 It should be noted that the CPC manager is responsible for keeping the plant operational according to MAPAQ regulations and that it is the MAPAQ inspector's responsibility to close the CPC if MAPAQ regulations are not properly implemented or executed.

4.4 This handbook includes a description of the critical control points and the CPC standards and procedures for caribou meat processing. At the end of this handbook are a glossary and set of appendices. Each appendix provides a sample logbook form.

4.5 A series of training courses have been developed in order to provide introductory as well as ongoing training to CPC employees. These training courses are available to all community members. The cost for each course is covered by Nunavik Arctic Foods Inc. Therefore, all community members will be offered an identical opportunity to get involved, and be employed at their local CPC.

5 Caribou Anatomy

5.1 The two diagrams below, illustrate the side view of a caribou carcass hanging on a rail, and view of the caribou from the top.

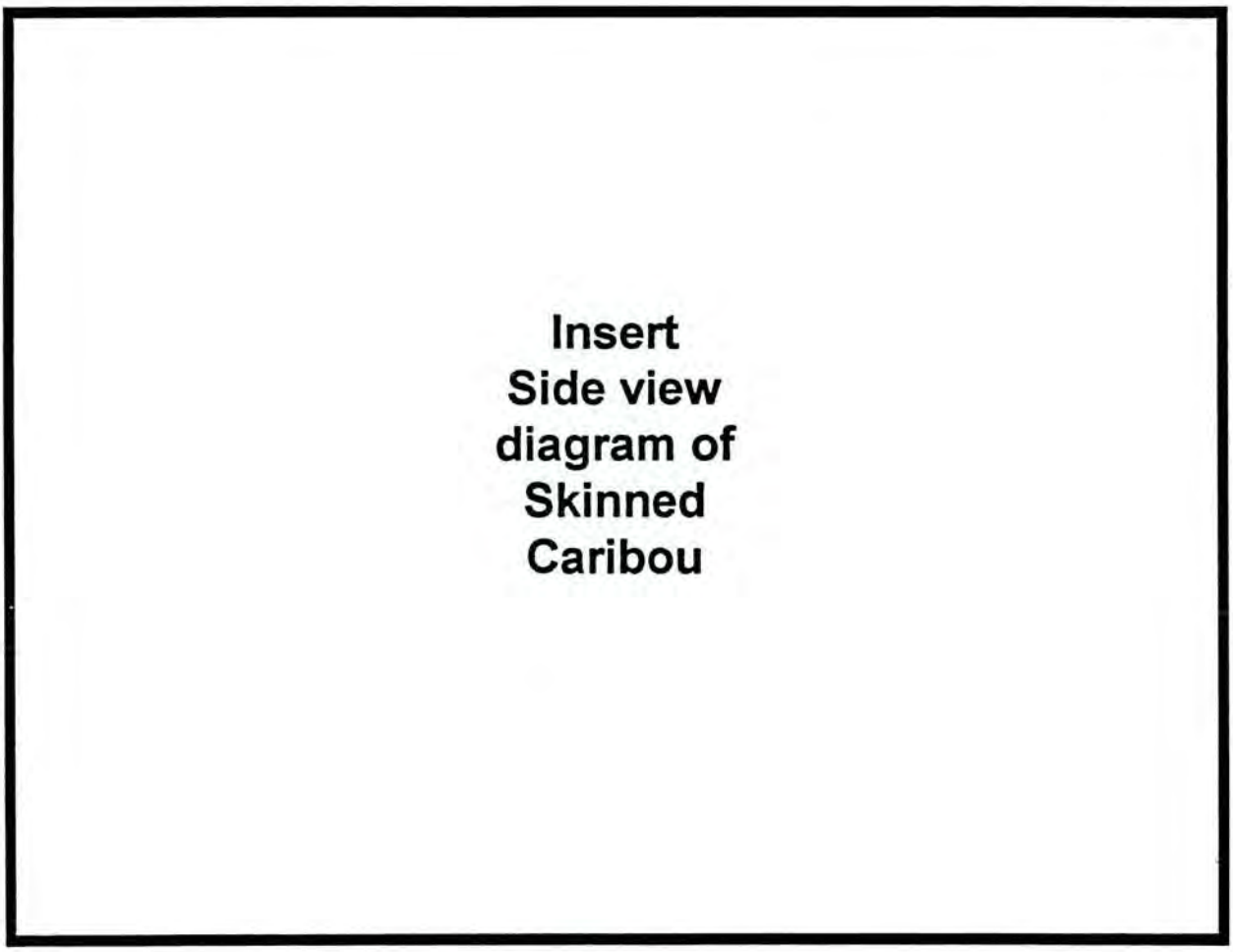

Diagram 1 - Side view of Skinned Caribou

5.2 The above diagram details the different parts of the caribou anatomy from the side of the carcass. The different parts of the caribou anatomy shown above include the:

a back bone;

b front quarter;

c head;

d hind leg;

e ilium;

f neck vertebrae;

g pelvis;

h rib;

i saddle;

j shank;

k shoulder plate;

l skull;

m sternum; and

n vertebrae.

5.3 It should be noted that: the neck is located between the skull and the fifth vertebrae; the saddle is between the fifth rib and the ilium; and, the ilium is the uppermost and the widest of the three sections of the hip bone.

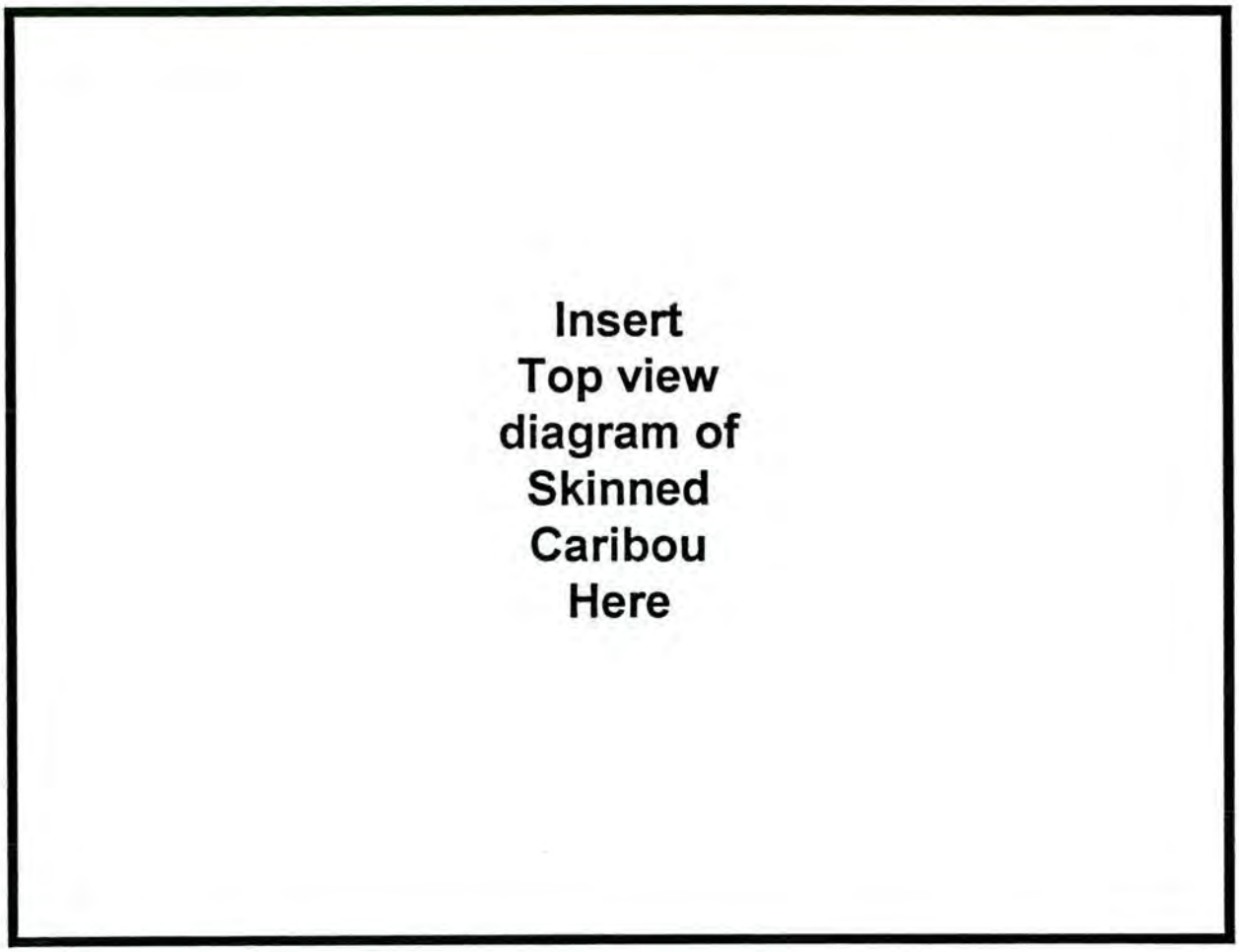

Diagram 2 - Top view of Skinned Caribou

5.4 The above diagram details the different parts of the caribou anatomy from the top of the carcass. The different parts of the caribou anatomy shown above include the:

a full bone-in saddle;

b short loin;

c shoulder rack; and

d tenderloins.

5.5 It should be noted that: the shoulder rack is the front part of the saddle, between the fifth and 14th rib; the shoulder loin is the back part of the saddle, between the 14th rib and the ilium; the two tenderloins are inside the abdominal cavity.

6 Overview - Caribou Meat Processing Activities

6.1 Evisceration, inspection and processing are the three distinct operations performed on each caribou carcass from the time of the kill to the point the caribou meat is processed and packaged in preparation for shipping from a CPC.

6.2 The evisceration of the caribou is performed by each hunter in the field at or near the location the caribou was killed. Each caribou is eviscerated by the hunter in the field and must be returned to the CPC unfrozen within 6 hours of the kill.

6.3 Formal caribou carcass inspection takes place once the carcass has arrived at the CPC. This formal inspection is performed by the MAPAQ trained inspector following the reception of the caribou at the CPC. The inspector is responsible for ensuring that the caribou passes each MAPAQ inspection guideline listed in Chapter P-29.

6.4 The processing of the caribou meat is performed by the CPC employees following the inspection and approval of the caribou carcass by the MAPAQ inspector. The meat carcass is butchered into meat products that are marketable to the client.

6.5 Each of the above operations address the overall production and marketability of the caribou meat products. The success of the above operations are directly related to the success of the Inter Community Trade initiative in Nunavik.

SECTION B - THE CPC MANAGER

7 Introduction

7.1 The Community Processing Centre (CPC) manager has several duties for which he is responsible. This individual holds a position of authority and is responsible for the operation and management of the CPC. The collective duties and responsibilities of the CPC manager range from managerial to operational tasks. Brief descriptions of the areas for which the CPC manager is responsible are included below.

7.2 The selection of a CPC manager is the responsibility of the RMF[1]. The selection criteria for this position is based upon a variety of factors. The foremost criteria being experience in: operations management; human resources management; general administration; and financial management.

8 Responsibilities and Authorities

8.1 The responsibilities and authorities of the CPC manager incorporate each activity that takes place at the CPC, including: garbage removal, maintenance of the building exterior and the grounds surrounding the CPC. During winter months the CPC manager must ensure snow removal takes place and that free access to all doors is maintained. The responsibilities of the CPC manager are as follows:

8.1.1 To promote and ensure the implementation of quality control standards for caribou meat production, see section entitled *Quality Control and Product Standards* on page 45. These standards exceed the minimum meat quality and production standards enforced by MAPAQ regulation;

8.1.2 To assure that staff at the CPC are competent and properly trained to perform their respective duties;

8.1.3 To perform regular building and operational inspections to ensure worker safety and comply with MAPAQ regulations;

8.1.4 Perform biological sampling for scientific purposes as the need arises;

8.1.5 Manage the cleaning, maintenance and sterilization[2] of the CPC facilities meat processing equipment;

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1 The Business Plan calls for the installation of a RMF in Kuujjuaq.

2 Refer to MAPAQ regulations for Community Processing Centre sterilization standards.

8.1.6 Monitor the complete set of caribou processing activities on an ongoing basis to ensure MAPAQ regulations are adhered to;

8.1.7 Monitor the temperature levels at least 3 times per day in each of the CPC's climate controlled rooms (including the coolers and freezers);

8.1.8 Manage the CPC human resources; and

8.1.9 Perform the general and some financial administration at the CPC.

8.2 The primary responsibility of a CPC manager is to ensure that each meat processing activity is performed in compliance with MAPAQ regulations. In order for a CPC manager to obtain the skill set necessary to manage a CPC, all interested candidates must complete a specialized training program. Following the successful completion of this training program, each candidate is qualified to assume the managerial duties at the CPC. Each CPC manager candidate is expected to perform is duties in a professional manner. A CPC manager is deemed to have official, full-time status at a CPC following a probationary period as determined by the RMF.

9 Training Program

9.1 A formal training program for CPC managers is being designed to meet MAPAQ course curriculum regulations. This training program will cover the general responsibilities of a CPC manager.

9.2 Each CPC manager candidate will be hired on probation for a three month period. Upon successful completion of this probationary period, the CPC manager candidate will become a full time CPC employee, responsible for operations within the community facility. As the opportunities arises, each CPC manager will be receive professional upgrade training.

SECTION C - EVISCERATION

10 Introduction

10.1 Caribou evisceration consists of the skilled removal of the internal organs from the carcass, including the: heart, liver, lungs, spleen and kidneys by the hunter.

10.2 The evisceration of the caribou carcass is the first opportunity for the observation or informal pre-inspection of the caribou carcass to take place. At this point the marketability of the caribou carcass is determined by the hunter. If the hunter does not feel the caribou carcass will be accepted at the CPC due to an abnormality visible to the hunter, the carcass must be left on the tundra as feed for scavenger species, and should **NOT** be touched by the hunter. Should a hunter touch a carcass that is abnormal, he must be sure to disinfect his hands properly before coming into contact with another carcass.

10.3 Evisceration, as per MAPAQ regulations, must take place in an organized fashion to avoid the contamination of the meat products. It should be noted that a detailed course curriculum, tailored to caribou evisceration training and certification, will be completed as another project within the Inter Community Initiative.

10.4 Caribou evisceration by the hunter is a critical step in the production of caribou meat. The marketability of the meat products are dependant on MAPAQ regulated methods for removing all internal organs, including the heart, liver, lungs, spleen and kidneys of the caribou.

10.5 It is important that caribou eviscerations only be performed by hunters skilled at this procedure. Eviscerations performed by skilled hunters will prevent the contamination of meat carcass' with digestive contaminants from the gall bladder and intestines, etc ... Should these organs become ruptured prior to, or during removal from the caribou, the carcass meat would be culled and/or rejected by the MAPAQ trained meat inspector as it is considered unsuitable for human consumption.

11 Caribou Field Evisceration Procedures

11.1 MAPAQ approved evisceration techniques must be used when eviscerating a caribou to be processed in a CPC. Each caribou is eviscerated either in the field at or near the area where it was harvested by the hunter. In order to eviscerate a caribou according to MAPAQ regulations, an individual CPC sterilized knife must be used to eviscerate each different caribou. The knife to be used by a hunter for eviscerating a caribou will be provided to the hunter at the CPC prior to the hunt in a caribou evisceration kit[3]. Each knife[4] used in the evisceration process must be sterilized according to MAPAQ regulations.

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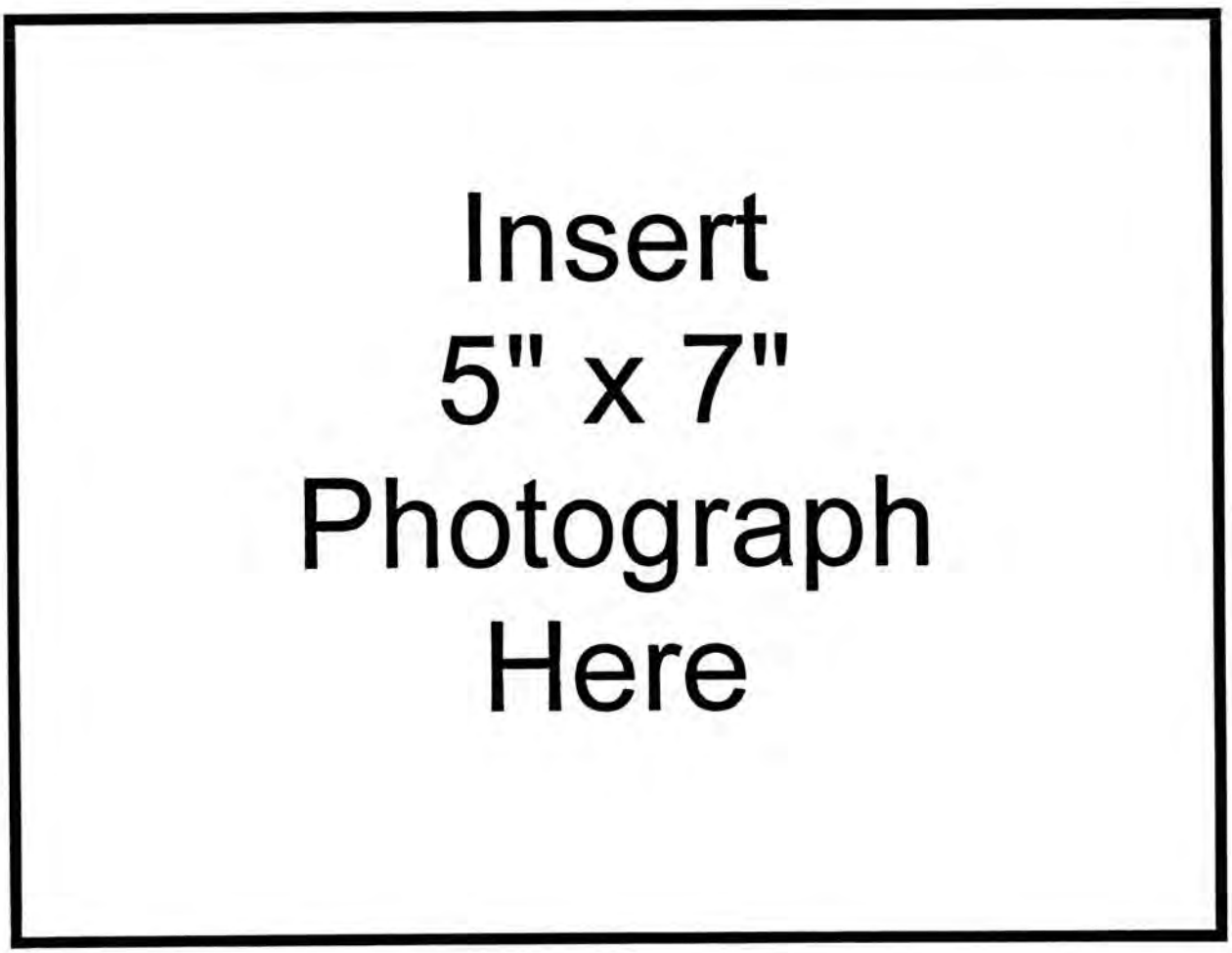
3 Each caribou evisceration kit consists of: a sterilized skinning knife; a numbered, sterile and disposable internal organ bag; a numbered caribou tag; and a cleaned and disinfected reusable body bag for the caribou. Each caribou evisceration kit is prepared and sealed in a large airtight vacuum bag at the CPC.

4 The knives used by the hunters in the field will be pre-sterilized at a CPC and included in a caribou evisceration kit.

11.2 To ensure the production of good quality caribou meat, MAPAQ regulations require that each caribou be bled immediately after it is killed. A caribou carcass must be bled in a clean area to avoid tainting of the meat. The recommended procedure to do this is as follows:

11.2.1 Lay the caribou on it's side in the clean snow;



11.2.2 Cut the veins running to the legs of the caribou, using a clean knife, at the point where each leg attaches to the main body of the carcass;

11.2.3 It is a recommended that the caribou be left to bleed for 20 to 30 minutes, but not much longer as the meat will become cold and get difficult to eviscerate properly.

11.3 Once the caribou has been bled in accordance with MAPAQ regulations it is ready to be eviscerated. Each of the steps documented below describe the caribou field evisceration procedures. During these steps the hunter is responsible to identify any abnormalities in the caribou carcass that would render the meat unfit for human consumption.

11.4 If the hunter identifies any major carcass abnormalities[5], he must not return the carcass to the CPC as it will not pass MAPAQ inspection. Should the hunter identify minor abnormalities in the carcass, it is up to his own discretion whether he should return the caribou to the CPC or not. In some cases, only portions of caribou carcasses will be culled in the instance of a minor abnormality.

11.5 The recommended procedure for eviscerating a caribou is as follows:

11.5.1 Move the caribou into an area of fresh and clean snow and turn it over onto it's back;

11.5.2 Begin opening the body cavity above the chest bone. At the back of the mouth, start a single cut down the centre of the belly through to the tail of the carcass, cutting through the skin, muscle, and fat of the animal (being careful not to rupture any internal organs[6], as this would render the caribou carcass unsuitable for human consumption);

11.5.3 This same cut should be opened further, carefully cutting through the muscles of the carcass while at the same time ensuring that the viscera: intestines; gall bladder; etc ... of the animal are not sliced open or ruptured. Rupturing these organs will contaminate the meat and render the caribou carcass unfit for human consumption. This cut ends at the anus of the caribou carcass;

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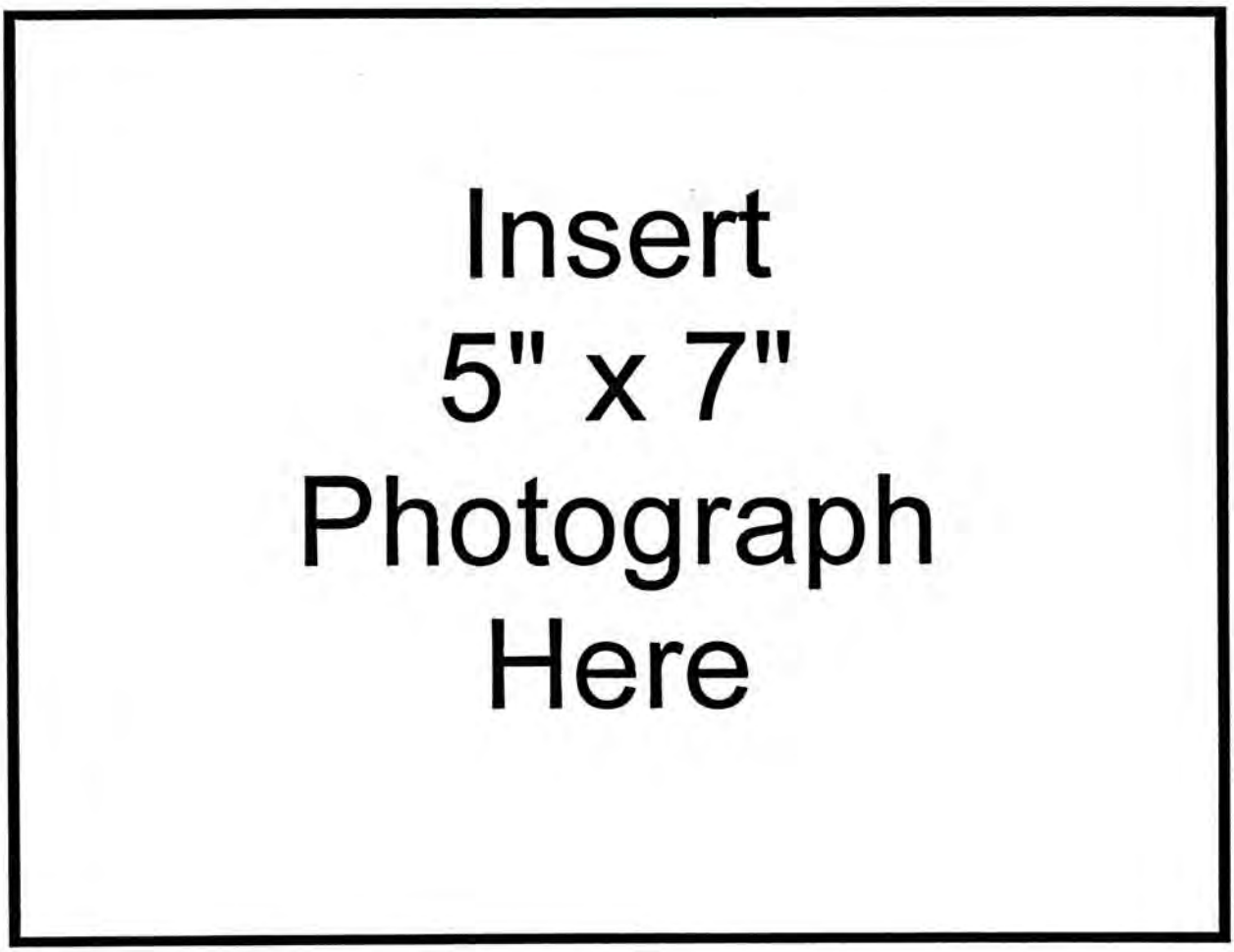
5 An abnormal caribou carcass is a carcass that has been infected by internal parasites, a disease, or suffers from some other type of sickness that would cause the meat products to be unfit for human consumption.

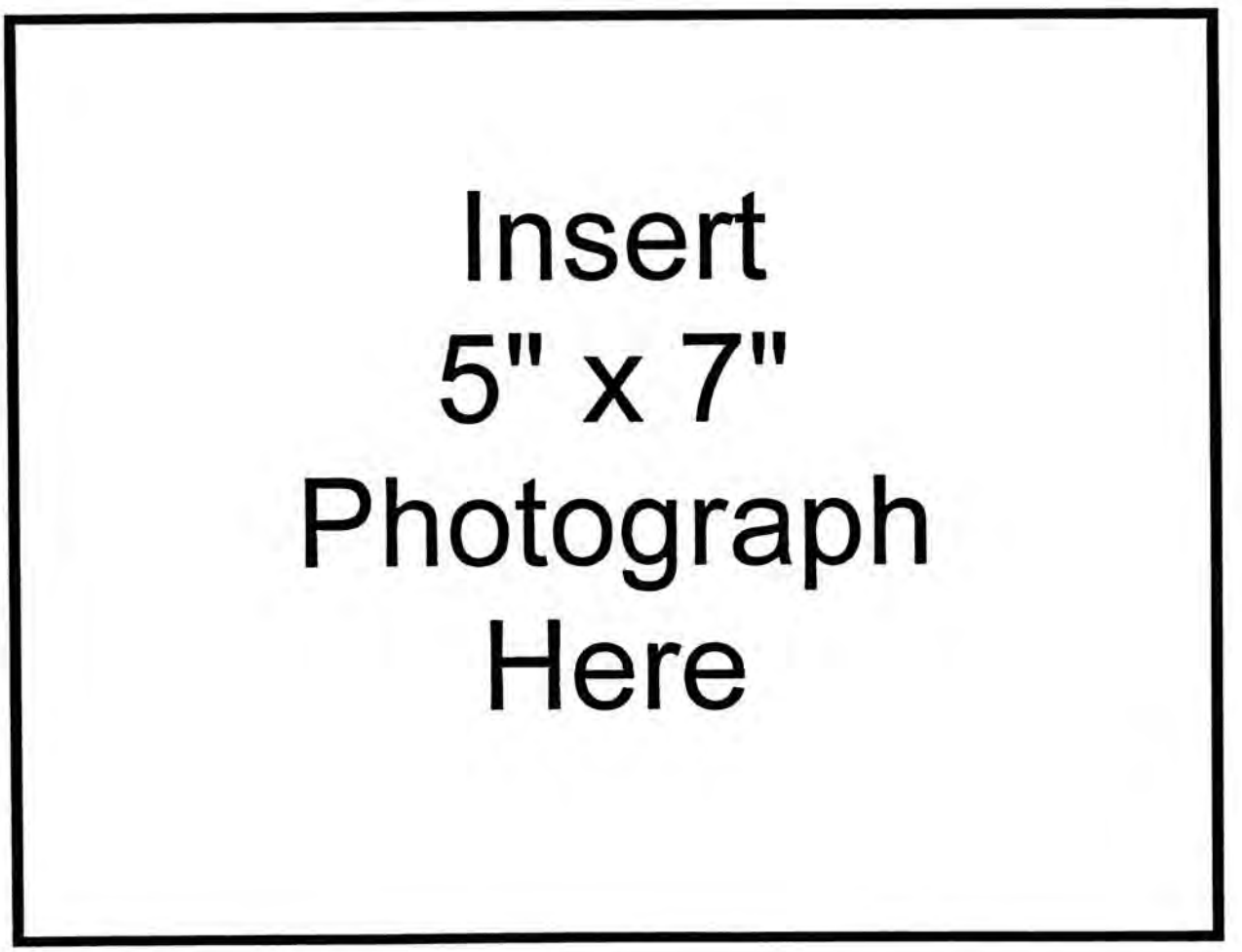
6 Stomach, lower intestine and anus.

11.5.4 The heart, liver, lungs, spleen and kidneys of each caribou must be removed from the viscera by the hunter and placed in tagged individual caribou organ bags, as described on page 46. These bags are returned to the CPC, tagged with the number of the caribou, stored inside the thoracic cavity of the caribou carcass. The head and tongue of the caribou must remain intact and attached to the caribou to be accepted by the CPC's MAPAQ trained meat inspector;



11.5.5 The viscera may now be removed from the animal. It is recommended that the hunter start the removal of the viscera by cutting the windpipe and oesophagus at the base of the mouth, then the anus carefully at the back of the carcass. Each must then be immediately tied off with biodegradable tie-wraps to avoid any digestive contaminants from coming into contact with the caribou carcass;

11.5.6 Once this is completed the caribou can be eviscerated, carefully skinned and pulling out the viscera from the caribou starting at the throat and continuing through to the anus of the carcass. The complete anus must be carefully removed from the carcass, as this task is the one that most often fails, rendering the carcass unfit for human consumption;



11.5.7 Following completion of the evisceration procedure the caribou must be laid belly down in the snow, and left for 20 minutes to bleed properly. During this time the hunter will have time to gather his tools and have tea in preparation for his trip back to the CPC.

Insert
5" x 7"
Photograph
Here

11.5.8 Caribou carcass is prepared to be transported back to the CPC. A tagged internal organ bag, containing the heart, liver, lungs, spleen and kidneys of the caribou carcass is transported inside the thoracic cavity of the caribou. Each carcass is then enclosed in a MAPAQ approved body bag.

11.5.9 The caribou is transported to the CPC on a komatiq behind a skidoo. It is important that the caribou carcass not freeze before it arrives at the CPC. If the caribou carcass arrives at the CPC frozen, it must be hung in the cold room to be thawed out before it can be processed; and

Insert Photograph Here

11.5.10 Based on MAPAQ regulation, it is necessary that all caribou carcasses arrive at the CPC no longer than 6 hours[7] after the kill .

[7] This time period is based upon the current outdoor temperatures hunting season, and could vary depending on MLCPQ legislation.

12 Caribou Evisceration Training and Certification

12.1 To obtain caribou evisceration training and certification the hunter must be a member of the local Hunting, Fishing and Trapping Association (HFTA). The HFTA, in conjunction with ICT central management, based in Kuujjuaq, is responsible for the delivery of the caribou evisceration training to the HFTA membership.

12.2 Certification for caribou evisceration will be awarded to each HFTA hunter upon completion of the caribou evisceration training as well as passing a hands-on caribou evisceration examination administered by MAPAQ.

12.3 All HFTA members will be given the opportunity to attend the caribou evisceration training sessions. Before a hunter will be permitted to hunt caribou commercially he must be certified by the hunter certification course administered by the HFTA.

12.4 It is a regulatory requirement to comply with the certified evisceration techniques once a hunter becomes certified to hunt caribou for commercial sale.

13 Caribou Hunter Compliance with Certified Evisceration Techniques

13.1 MAPAQ, in association with the local HFTA and RMF will perform random spot checks on caribou eviscerations. These spot check will be performed by the MAPAQ trained CPC inspectors. During each of these random exercises the inspector will be compile statistics on the procedures followed by the hunter in bleeding and eviscerating each harvested animal.

13.2 Some of the procedures considered critical by these inspectors include:

ii Positioning of the caribou (on its side; face down; etc ...) for each of the evisceration steps ;

iii Cutting of the veins to allow for proper bleeding;

iv Timing and positioning of the caribou for bleeding;

v Opening of the body cavity and the cutting through the skin, muscle, and fat of the animal;

vi Removal of the internal organs;

vii Removal of the viscera;

viii Tagging and preparation for transport; and

ix Total elapsed time period between the kill of the caribou and its arrival at the CPC.

13.3 The significance of these spot checks are highly regarded by MAPAQ, the HFTA and RMF as these checks are used to audit compliance with MAPAQ regulated field evisceration procedures. The frequency of these checks will vary per hunter depending on their recent evisceration technique compliance statistics.

13.4 Hunter compliance to each of the above procedures will be graded at one of two different levels as follows:

A - Good
B - Unsatisfactory

13.5 The frequency of spot checks for each grade of hunter evisceration is as follows:

A - Once per year
B - Randomly (possibly several times per year)

13.6 A hunter who is graded at level B on the evisceration certification will be required to improve his grade. Should the hunter not improve his grade he will lose his certification and be required to attend the evisceration training again to obtain his evisceration certification.

SECTION D - RECEPTION

14 Introduction

14.1 Each caribou carcass is received at the CPC by the plant manager who verifies to see if the meat is contaminated or if the carcass has been shot in the belly. If the carcass is contaminated or has been shot in the belly it is rejected by the CPC as the meat is rendered unfit for human consumption. If the caribou carcass has been hit with a bad shot the effected meat on the carcass is trimmed to the satisfaction of the MAPAQ trained meat inspector. It should be noted that the best possible shot, the shot that wastes the least amount of meat product, is a shot to the head or neck of the caribou.

Photograph of Acceptable Caribou Shots

15 Background

15.1 A caribou carcass hit with a belly shot must be rejected by the CPC because there exists a high risk that the meat is contaminated with toxic fluids from the digestive system. When a gut shot occurs, the bullet enters the belly area, and ruptures the intestine, gall bladder, urinary bladder, etc... The resulting toxic digestive fluids and waste materials then come into direct contact with the meat and/or, due to the resulting trauma, get into the blood stream of the animal and poison the complete carcass. It is for these reasons that a carcass which has been hit with a belly shot must be rejected at the CPC. The resulting meat products are hence not suitable for the commercial food market.

15.2 If a caribou carcass hit with a bad shot is received at the CPC it must be thoroughly examined by the MAPAQ trained meat inspector. The meat area that is deemed to be damaged as a result of the bad shot is trimmed from the carcass and removed from the plant immediately. The resulting meat is then processed into commercially viable meat products. The decisions for bad shots into caribou carcasses are made by the MAPAQ trained meat inspector. The rules are as follows:

i If the caribou is shot through both rear hips, the complete meat carcass is rejected[8];

ii If the caribou is shot through both front shoulders, the front half of the caribou is rejected;

iii If a bone is broken by a shot, the immediate section effected by the shot is rejected; and

iv If any meat is blood stained, as a result of a shot , the effected area is carefully trimmed away.

15.3 The caribou carcass, once approved for entry into the CPC by the plant manager, is placed on a meat hook assembly and suspended from the ceiling on the overhead railway system.

16 Receiving Procedures

16.1 Once a caribou carcass arrives at the CPC the following set of receiving procedures are executed by the plant manager and a CPC employee:

i The plant manager receives the carcass from the hunter;

ii The CPC employee fills in form A-C, the *Daily Catch Report*, see ANNEX 7 on page 65;

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8 The majority of the meat on a caribou comes from the rear half of the carcass.

iii The CPC employee places the carcass on a specialized work surface, abdominal cavity facing up;

iv The CPC employee makes an incision from the anus to 3 inches above the knee, and using the knife starts to separate the skin from the leg;

v The shin bone is then cut with the hand saw by the CPC employee leaving the skin attached;

vi The tendons are then cut behind the knees;

vii The winch is lowered;

viii The winch hook is placed between the bone and the tendon attached to the calf muscles of the back legs of the carcass;

ix The carcass is raised with the winch until the hind legs of the carcass are at the level of the butcher's shoulders;

x The hind quarter is skinned from the knee to the hip;

xi The tail is cut off the animal between the vertebrae just before the tail bone;

xii The hind quarter is rinsed;

xiii Using a meat scraper the hair is scraped from the meat;

xiv With a handsaw, saw off the antlers at the base of the skull and place them on the carcass;

xv The organ bag is placed into the abdominal cavity of the carcass;

xvi Using the winch the carcass is raised to the level of the overhead railway;

xvii The carcass is pushed onto the electronic scale;

xviii The weigh scales are activated;

xix The CPC employee notes further information into from A-C;

xx The carcass is pushed off the electronic scale onto the overhead railway system;

xxi The carcass is then pushed along on the overhead railway system and into the skinning and cleaning room;

xxii The receiving area is cleaned.

17 Skinning and Cleaning Procedures

17.1 Once a caribou carcass has been received at the CPC the following set of skinning and cleaning procedures are executed by the CPC employees:

i Butcher A makes a cut[9] in the skin from the end of the front leg towards the middle of the breast;

ii S/he makes another cut in the skin, from the abdominal cavity through the middle of the breast, to the throat;

iii Butcher A starts skinning the from legs by pulling on the skin;

iv Butcher B attaches the chain of the skinning machine around the hooves and skin of the hind legs;

v Butcher B steps onto the step-bench to prepare for mechanical skinning;

vi Butcher A activates the skinning machine;

vii Both butchers work with their knives, carefully detaching the skin (and fat tissue) from the meat.

viii The head is cut off;

ix Using a knife, the head is skinned;

x Using a hand saw, cut the tibia of all four legs at 2.5 cm below the knee;

xi Place the bones and the hooves in the large garbage bin;

xii Butchers A and B complete form B, the *Daily Skinning and Cleaning Report*, see Annex 8, on page 66;

xiii The skin is placed in the large garbage bin. This bin is stored in storage area 2;

xiv If a bad shot[10] is identified by one of the butchers, the plant manager is called in;

xv Standing on the step bench, the carcass is then hosed down with cold

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9 The knife should be held with the cutting edge facing up.

10 A bad shot is when a bullet hits anywhere but the head or the neck of the animal.

water;

xvi Using a meat scraper, the remaining hair is scraped off the carcass, starting on top and scraping down towards the floor;

xvii The carcass is placed back on the overhead railway system and is pushed into cooler #1;

xviii Clean the skinning area.

SECTION E - INSPECTION

18 Introduction

18.1 MAPAQ's inspection philosophy is to perform a policing role at each CPC on behalf of the general public, to ensure that high quality caribou meat products are consistently produced. It should be pointed out that training and certification of meat inspectors is the responsibility of MAPAQ.

18.2 MAPAQ trained caribou meat inspectors are concerned with verifying that each meat carcass and/or product comply's to MAPAQ regulatory standards. In order to do this the inspector must verify that: the animal has been eviscerated properly; that the carcass was not frozen prior to arriving at the CPC; that the caribou has been dead for no longer than 6 hours; and that no other abnormalities exist with respect to the health of the carcass. Should any problems be identified the inspector has the authority to cull any carcass, or portion thereof, should the carcass be deemed non-compliant with MAPAQ regulations.

19 Caribou Meat Inspector Training and Certification

19.1 Caribou meat inspector training and certification is a MAPAQ responsibility. Negotiations are ongoing with MAPAQ to train interested Inuit resources as caribou species specialists. MAPAQ has internal procedures for evaluating their inspectors. The documentation of these procedures is not covered in this handbook.

19.2 These species specialists would be qualified to identify abnormalities in a caribou carcass. Should abnormalities be identified, the MAPAQ trained caribou meat inspector would be responsible for isolating the carcass into a quarantined area. The inspector would then remove a representative sample of the abnormality, complete a Biological Sampling Sheet, see ANNEX 5 on page 61, and return both the sample and sampling sheet to the RMF for scientific testing.

20 Caribou Meat Inspection Procedures

20.1 The first incidence that a caribou is inspected is when it is running free on the open tundra. It is at this point when the hunter has the first chance to determine the general health of the caribou. The hunter kills the caribou of his choice and once he arrives at the side of the harvested animal, examines the health of the carcass in detail.

20.2 If the carcass appears to be unfit for human consumption by the hunter, he leaves the caribou on the open tundra to be preyed upon by natural scavengers, or brings it back to the CPC to be verified by the MAPAQ inspector. If the caribou passes inspection it is admitted into the CPC, otherwise it is donated to the community to be used **ONLY** as dog

food. It should be noted that native hunters traditionally only harvest the healthiest of caribou to feed their families. This tradition is based on two principles: (i) an unhealthy caribou will be harvested by wild game species and provide food through natural selection; and (ii) each hunter wishes to maximize his return when out on a hunt in order to feed his family with the highest quality food product.

20.3 The informal inspection of the caribou, performed by the plant manager, starts the moment the caribou carcass arrives in the reception area of the CPC. As described on the Receiving Procedures section on page 24, the plant manager is responsible for a series informal inspection checks prior a carcass being admitted into a CPC. The plant manager is responsible for ongoing inspections of the caribou meat, and all activities both directly and indirectly related to the processing of the meat products at the CPC. If any activities take place within or outside of the plant that may result in a compromised quality of caribou meat production, the plant manager is responsible to take the necessary action. Furthermore the plant manager is responsible to document each of these incidence in his weekly logbook[11].

20.4 The formal inspection of the caribou by the MAPAQ inspector is the subject of this section of the handbook. This process begins with the caribou carcass hanging from the overhead railway system by the front legs from the muscle just above the knees. All four legs are sawed off the carcass just below the knee. The head is then sawed off the carcass at the neck approximately 6" from the base of the skull up to and including the rifle shot area. The skin of the animal is then removed along with any fatty tissue.

20.5 Each of the following steps, as documented in the sub-sections on *Receiving Procedures* on page 24, and section *Skinning and Cleaning Procedures* on page 26, are performed in the presence of the MAPAQ inspector who observes the state of the carcass to check for abnormalities:

20.5.1 The carcass is rinsed down with cool water in order to remove any excess blood, hair and fatty tissue from the meat;

20.5.2 The legs, head and skin are removed;

20.5.3 The carcass is carefully trimmed; and

20.5.4 The carcass is then washed down with fresh water.

20.6 The MAPAQ inspector may remove samples of meat or tissue from the carcass for closer examination and/or scientific sampling purposes. This would include the completion of Biological Sampling Sheet, see ANNEX 5 on page 61. Following the inspection and approval of the carcass for human consumption, the carcass is admitted into the interior CPC cold room to await processing.

20.7 The caribou carcass is then cooled. The carcass should be hung from a trolley on

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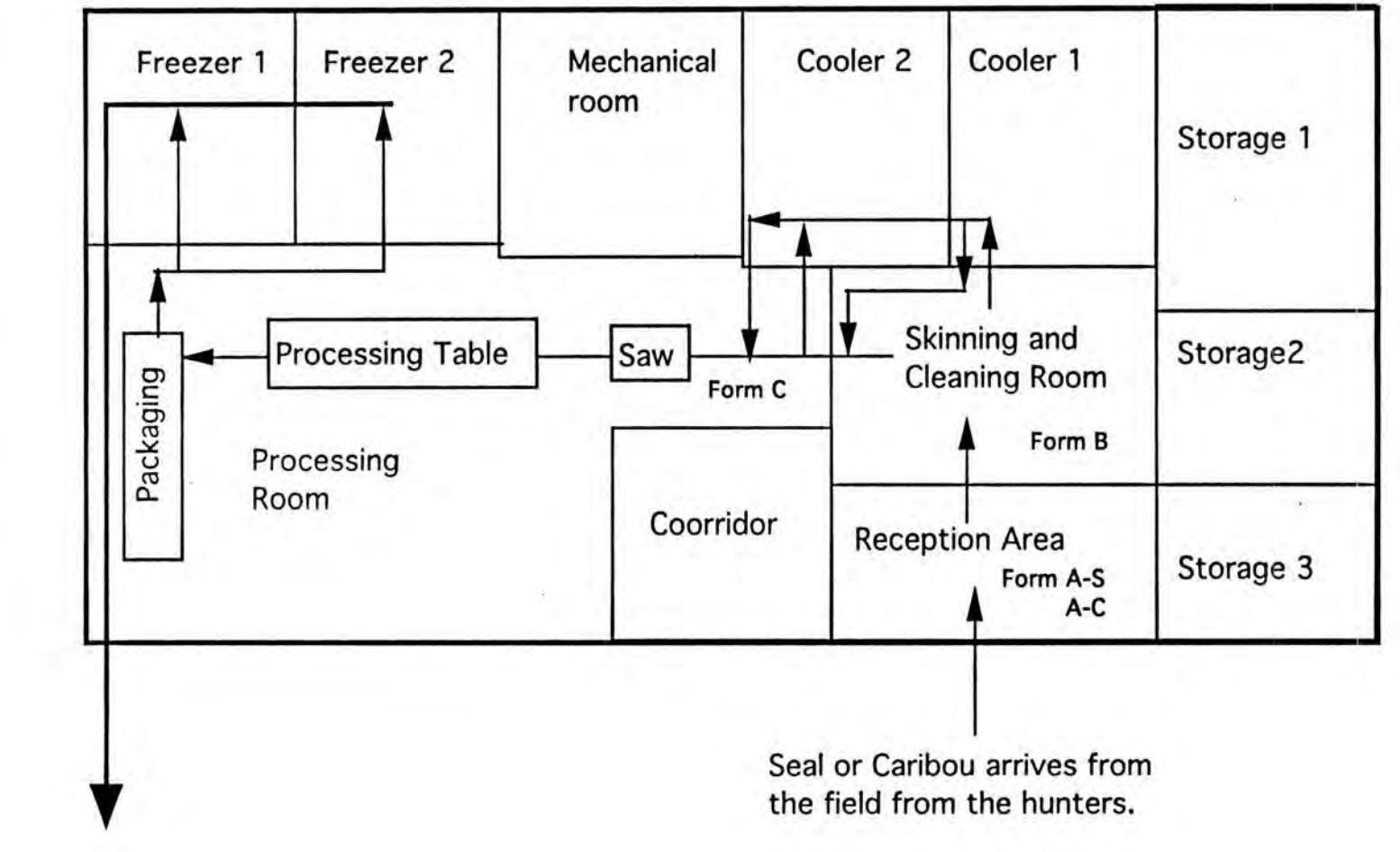
11 A weekly logbook, composed of general comments and notes of the week's activities is kept by each plant manager. At the end of each week the logbook is submitted to the RMF.

the overhead railway system in the cold room overnight at approximately 2°C prior to being processed into caribou meat by the CPC meat processors.

20.8 It is a MAPAQ regulation that inspected and non-inspected meat carcasses not come into contact with each other. To ensure this the inspected and non-inspected meats must each be stored in separate meat cold rooms. The general floor plan diagram of a CPC, on page 31, shows the location where the non-inspected meats are stored (*Reception Area*) and the location where inspected meats are stored (*Cooler # 1*).

Kangiqsualujjuaq Community Processing Center
Plant Layout (1st floor)



SECTION F - PROCESSING

21 Introduction

21.1 It is MAPAQ's mandate and furthermore the commitment of the Inter Community Trade initiative to ensure that all meat products processed for resale by the CPC are processed according to meat processing standards that will result in marketable food (meat) produce. This section includes employee: dress code requirements; safety standards; and cleanliness measures.

21.2 It should be noted that dress code requirements, safety standards and cleanliness measures included in the sub-sections below are common to the production of all species of meat products produced in a CPC. A listing of the commercially viable caribou meat cuts are also included below.

21.3 The training and certification of community members involved in the production of the caribou meat takes place on an ongoing basis. Community members are continuously introduced to the CPC as full-time, part-time, backup, and replacement CPC employees.

21.4 The meat processing activity is the last opportunity where the meat can be examined close enough to be culled should it appear non-standard. Each meat processing employee is expected to identify indications of poor meat quality, and to call each incidence to the attention of the MAPAQ trained inspector.

22 Dress Code Requirements

22.1 The dress code requirements described below were developed to ensure that all CPC meat processing employees are properly dressed on the job. This will ensure both the protection and cleanliness of personnel as well as the consistent production of high quality meat products.

22.2 MAPAQ regulations for meat processors state that each employee tasked with the processing of meat products in a CPC must wear the following:

22.2.1 A clean, white, full length coat;

22.2.2 A hair net (and beard net if applicable);

22.2.3 A white hard hat; and

22.2.4 White rubber boots, with a proper sole to avoid slipping on the CPC floor.

22.3 Each of the above are supplied by the CPC. Each of the above four clothing

items must be washed and disinfected at the end of each working day. It is the responsibility of the CPC manager to ensure that each CPC meat processing employee complies with the above dress code regulations. S/he must also ensure that the clothing inventory is properly washed, cleaned, and disinfected at the end of each day.

23 Safety Standards

23.1 MAPAQ regulated safety standards for meat processors will help to ensure that the meat processors are not injured while performing their duties. To help in avoiding injury, and in line with MAPAQ regulation, each meat processing employee must wear the following protective devices:

23.1.1 A steel and neoprene apron;

23.1.2 Plastic surgical gloves on both hands; and

23.1.3 A steel glove (worn on the hand that holds the meat during cutting).

23.2 Each of the above protective devices are supplied by the CPC. The plant manager must ensure that the CPC meat processors are not injured in performing their duties. He must also ensure that these inventory items are properly washed, cleaned, and disinfected at the end of each day.

24 Cleanliness Measures

24.1 Cleanliness measures cover a variety of areas within the CPC. These areas range from the cleaning of meat processing equipment to the hygiene of the CPC meat processing employees.

24.2 The cleanliness and disinfection measures described below are MAPAQ requirements and have been unconditionally adopted by the Inter Community Trade initiative.

24.3 The following subsections describe and explain how each cleanliness and disinfection measure must be implemented:

Knives

24.3.1 Each CPC is equipped with knife sterilizer in the reception area. All knives used for the processing of caribou meat must be cleaned and disinfected before each usage. A CPC approved cleaning agent must be used to wash each knife used in the processing area before the day or shift starts. This procedure is the followed up by dipping each knife clean in one of the CPC's knife sterilizer.

24.3.2 Each knife must be sterilized between being used on different caribou carcasses. A knife must be sterilized each time it is dropped to the floor, or

placed down on any other unsanitary surface (eg. a wash basin, or shared work surface).

24.3.3 It is the responsibility of the CPC manager to ensure that individual knives are used on each different caribou carcass and that each knife was sterilized before being used.

Meat Processing Equipment

24.3.4 The cleaning and disinfection of all processing equipment in the meat processing area is a task that must be performed a minimum of once a day. This cleaning must be done: at the end of each day; or, between the production of different species. If a contaminated carcass comes into contact with any of the meat processing equipment the cleaning must be done immediately. It is recommended that the equipment be cleaned and disinfected before use in the morning, before use in the afternoon (following lunch break), and at the end of the day. This will help in preventing the growth of microorganisms on the meat processing equipment.

Caribou Reception Area

24.3.5 This area must be cleaned, including the winch chain, after admitting each caribou carcass into the CPC. Or, in the case that a specific caribou carcass was not admitted to the CPC it should be cleaned as well. This will help in eliminating the spread of potential diseases and contaminants from one carcass to another.

Work Surfaces, Walls and Floors

24.3.6 The work surfaces, walls and floors of the CPC should be cleaned and sanitized: between the processing of each different species of animal; and, a minimum of once a day, or more frequently, at the discretion of the plant manager.

Trolley Maintenance

24.3.7 This procedure must be performed each time a trolley is used. A detailed description of this process was not available when this document was released.

Cleaning Agents

24.3.8 The detergents, disinfectants and cleaning products used within the CPC are delivered to the CPC as a single biodegradable concentrate solution. This solution conforms to MAPAQ food grade requirements. The product is labelled **Disinfecting Agent - G7005 Sanimac, D.I.N. # 515795**. G7005 Sanimac is the only cleaning agent that can be admitted into the CPC, and is therefore used for all cleaning and disinfecting purposes within the CPC.

Employee Hygiene

24.3.9 It is in the interest of the health of the CPC employee as well as the uncompromised high quality of meat production to adhere to the following hygiene regulations legislated by MAPAQ:

24.3.9.1 The use of tobacco or alcohol products within the CPC is prohibited;

24.3.9.2 The meat processing employees must not go into the CPC if they have a cold or flu that is known to be contagious;

24.3.9.3 The meat processing employees must not go into the CPC if they have any cuts, scrapes, or skin abrasions on their body (especially the hands and face) that are open or infected; and

24.3.9.4 All employees having or suspected of having a contagious medical condition must submit to a medical examination at the community hospital or nursing station.

25 Primary Caribou Meat Cuts

25.1 It is essential to consistently produce high quality meat products. Each primary caribou meat cut, as predetermined by Nunavik Arctic Foods Inc., is included in the listing below:

i Bone-in Shoulder;

ii Front quarter with neck (separate between fourth and fifth rib);

iii Neck (cut off before 1st rib);

iv Front quarter;

v Ribs (four pieces);

vi Flank steaks;

vii Tenderloins;

viii Bone-in saddle;

ix Riblets;

x Ribs;

xi Shoulder Rack;

xii Short loin;

xiii Hind quarter;

xiv Top shank; and

xv Bone-in leg.

26 Caribou Meat Processor Training and Certification

Introduction:

26.1 The local HFTA, Nunavik Arctic Foods Inc., in conjunction with the KSB will deliver a training course[12] to each caribou meat processing employee. Each caribou meat processing employee must meet the following criteria before s/he is hired as a full time meat processing employee: (i) pass the stipulated training course; and, (ii) complete the probationary period successfully. An individual will not have official employee status at the CPC until the above criteria have been met. It is a regulatory requirement to comply with the certified processing procedures once the caribou meat processor is hired on as a full time meat processor with official employee status.

CPC manager Responsibilities:

26.2 The CPC plant manager is responsible for the meat processor's compliance with the certified procedures. The CPC manager will be performing random spot checks on the caribou meat processors. The frequency of the spot checks will vary per processor depending on the processing employee's recent job performance.

26.3 The plant manager is responsible to ensure that his/her CPC employees comply with MAPAQ certified processing procedures. If a CPC employee does not follow the MAPAQ certified meat processing procedures, the MAPAQ trained inspector has the authority to shut down the CPC until he feels the practices of that employee do again comply with the MAPAQ certified procedures.

General Employee Skill Set:

26.4 Each CPC meat processing employees will have been introduced to a set of standard meat processing techniques upon completing training. The processes performed following these techniques will enable him/her to efficiently and consistently produce quality meat products. The implementation of safety and hygienic standards are also covered in this training. The equipment that meat processing employees will be trained to operate include:

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12 The curriculum of this course is covered in another document.

i bandsaw;

ii knife;

iii overhead rail system;

iv meat grinder;

v weigh scale; and

vi vacuum packer.

26.5 Each CPC meat processing employee will also be trained to work as a team member.

SECTION G - CRITICAL CONTROL POINTS

27 Overview

27.1 As part of the Quality Management Plan, each Community Processing Centre (CPC) will be expected to implement quality control procedures for the processed meat products at a predetermined set of Critical Control Points.

28 MAPAQ Caribou Meat CCP's

Introduction:

28.1 A Critical Control Point is defined as a point in time, or a physical location, where there is an opportunity to evaluate compliance with CPC policy and MAPAQ regulatory requirements. If any defects, deviations or deficiencies are found, the affected meat product or carcass is culled, and a form (see Annex 1 - *Caribou Culling Form* on page 57) must be completed by the plant manager.

28.2 A critical control point represents the last opportunity to evaluate compliance with the CPC policy and MAPAQ regulatory requirement. As part of the Quality Management Plan, all CPC's will be required to implement planned and systematic procedures for monitoring their operations at critical control points.

28.3 A description of each Critical Control Point for caribou meat processing is included below. in the following sub-sections.

Description of Caribou Meat Critical Control Point's:

28.4 The following sub-sections provide descriptions of each caribou meat critical control point:

Carcass Condition

28.4.1 The condition of the caribou carcass upon arrival at the CPC. MAPAQ inspection of the carcass will determine the suitability of the carcass for human consumption. If the carcass or a portion of it does not pass inspection it is refused admission to the CPC.

Maintenance of the CPC Facility

28.4.2 Improper maintenance of a CPC is the primary source of employee injury. Each CPC must be maintained properly to maintained at an optimum level of business activity. Proper maintenance procedures are particularly important during the busy times of year when the maximum number of carcasses per day must be processed at the CPC. Special attention should given to areas such the walls and floors of the CPC. If not maintained clean and free of carcass residues they become extremely slippery, and the probability of a CPC employee slipping and falling increases greatly.

Maintenance of Processing Equipment

28.4.3 Improper maintenance of the meat processing equipment in the CPC is another source of employee injury. The meat processing equipment must be maintained properly if the meat processing operation is expected to run at an optimum level. Special attention should given to electrical powered meat processing equipment such as the bandsaw. If it is not cleaned regularly and maintained free of carcass residues it becomes extremely dangerous to operate, and the probability of CPC employee injury greatly increases.

28.4.4 Each piece of meat processing equipment must be maintained following specific procedures. An equipment maintenance checklist for each piece of meat processing equipment in a CPC is therefore a requirement at each CPC. A checklist of all inventory and a maintenance schedule for each piece of meat processing equipment is also required.

28.4.5 Included below is a checklist for the meat processing equipment that form a portion of the CPC inventory.

i Turbovac vacuum-packing machine - Model # SB600;

ii Toledo weigh scale - Model # 8142;

iii Butcher Boy - Model # 100-42;

iv Westbien corp bandsaw - Model # Cobra 16 S IH;

v Fran Esse knife sharpener;

vi Italiana Macchi electric meat slicer;

vii hand saw;

viii hand held sharpening steels;

ix table scrapers;

x scissors;

xi skinning knives;

xii curved boneless knives;

xiii boneless knives;

xiv office knife;

xv flexible knife;

xvi stainless steel butcher's gloves

xvii stainless steel work table (3 sections);

xviii stainless steel work table for meat wrapping;

xix knife sterilizer;

xx Nitrite (metal) aprons;

xxi Neoprene aprons

xxii ladders;

xxiii floor mats;

xxiv aluminum trays; and

xxv grey plastic tubs.

28.4.6 Each of the above pieces are included in the *Equipment Inventory & Maintenance Checklist*, see ANNEX 9 on page 67.

Operational Safety

28.4.7 Operations in a CPC must be performed in a safety conscious manner. The meat processing equipment and tools that exist in the CPC can pose dangerous health risks to the CPC meat processors. For example, the bandsaw must **ONLY** be used by meat processors who are trained to use it properly. This training will greatly reduce the number of on the job accidents.

Cleaning and Disinfecting

28.4.8 CPC cleaning and disinfection procedures must be performed on a regular basis. They must take place ONLY during quiet hours at the plant. It is against MAPAQ regulations to have a work area cleaned and disinfected while

meat processing operations are under way. Maintaining proper levels of cleanliness and sterilization will help to avoid potential meat product contamination. The section of this handbook entitled *Washing down the CPC* on page 54 addresses this issue in detail.

Waste Collection and Removal

28.4.9 Each CPC employee will be trained to perform these duties in a skilled and orderly manner. All tasks regarding the collection and removal of waste products must be executed in accordance with MEQ standards.

28.4.10 CPC waste management procedures consider the handling of each waste product individually. A section of this handbook, entitled *Waste Management at a Caribou Meat CPC Facility*, provides details on the management of CPC waste products and is included on page 55.

28.4.11 All solid waste tissue that results from the reception, inspection, cleaning and processing of the caribou will be collected and disposed of into a container outside the CPC. This contents of this container will be available to the community residents **ONLY** to be used as dog food.

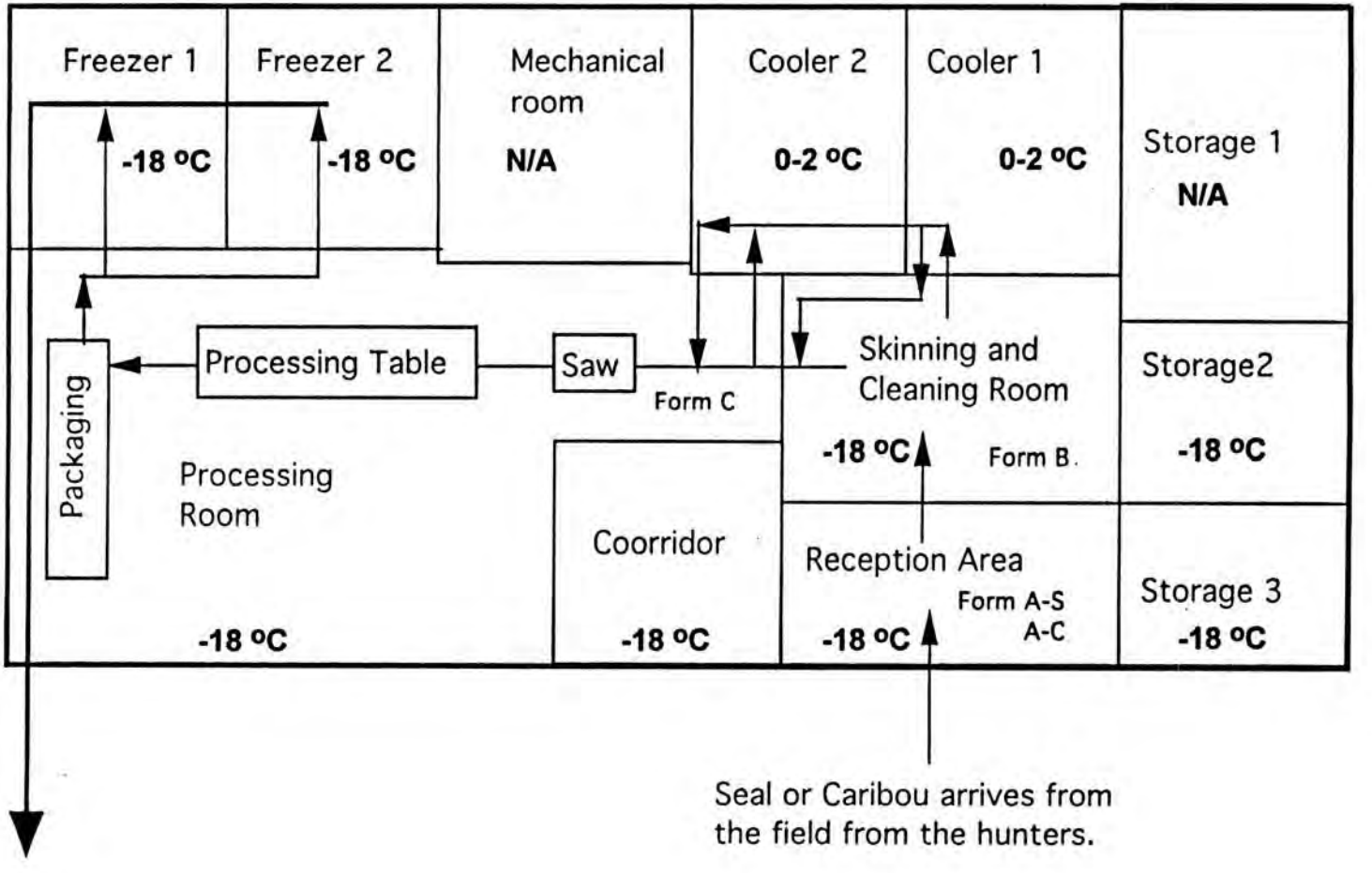
28.4.12 All biodegradable liquid waste will be disposed of into the floor drains at the CPC. As no toxic chemicals will be admitted into the CPC, no environmental concerns arise from the disposal of all waste water into the floor drains. The floor drains empty into waste water reservoirs which are disposed of by the municipality into the community sewage lagoon.

CPC Room Temperatures

28.4.13 The room temperatures in a CPC are monitored by an electronic thermostatic system. This system ensures that room temperatures are maintained at acceptable levels in each room of the CPC. This is particularly important in the meat pre-processing and processing rooms as the caribou carcass and meat products spend critical time in these rooms before being vacuum-packed and frozen.

28.4.14 The floor plan diagram of the Kangiqsualujjuaq Community Processing Centre on the next page details the required temperatures for each room in the CPC.

Kangiqsualujjuaq Community Processing Center
Plant Layout (1st floor)



CPC Room Temperatures

Cleaning Agents

28.4.15 Only a cleaning agent that has been approved by MAPAQ for use on surfaces which come into contact with meat products (eg. D.I.N. approved) may be used in a CPC. It is the responsibility of the CPC manager to ensure that only D.I.N. approved cleaning agents are admitted to the plant.

28.4.16 Cleaning agent's are necessary to clean work surfaces, equipment, hands, floors, walls and other general areas of the CPC. It is essential that a reasonable supply of MAPAQ Approved Cleaning Agent be available at each CPC. This one product is to be used for all cleaning purposes in the CPC.

Washing Hands

28.4.17 The washing of hands in the CPC is a necessity to ensure a high level of hygiene in the CPC. The washing of hands before leaving and upon entering the CPC processing area is a MAPAQ regulation. This will prevent the contact of meat residues, blood and fat products as well as other carcass residues from coming into contact with the door handles and other common CPC fixtures.

28.4.18 All CPC employees who have come into contact with contaminated, deteriorating, or any other infected meat products must immediately wash their hands and arms in hot water and to clean and disinfect their hands and arms using the cleaning agent available at the CPC.

Personal Hygiene

28.4.19 It is a MAPAQ regulation that all CPC employees and visitors wear white clothing when at the CPC. CPC employees and visitors must also wear white helmets with hair nets (and beard nets if applicable).

28.4.20 Upon entering the CPC, all employees and visitors must immediately wash their hands and arms in hot water with a disinfectant cleanser (the MAPAQ approved cleaning agent).

Meat Product Quality Assurance

28.4.21 It is a MAPAQ regulation, and also in the interest of delivering the highest quality meat products to the marketplace, that the Inter Community Trade initiative has taken the opportunity to perform random meat product inspections. These meat inspections will take place at random, using random samples of caribou meat, prior to vacuum packing as well as from the freezers.

28.4.22 In the instance that a deficiency in meat quality is identified, the meat package can be recalled as well as any other meat products from that carcass. This will help in preventing the consumption of meat products that are do not meet quality assurance standards.

28.4.23 A description of the meat recall procedures are included in the *Recall Procedures for Caribou Meat Products*, on page 53 of this handbook.

29 Critical Control Point Inspection

29.1 Official inspection for Critical Control Point compliance with quality management plan guidelines as well as MAPAQ regulation is MAPAQ's responsibility. These inspections will be based upon an review of a caribou CPC's inspection and processing paper trails. It is therefore essential for the plant manager to ensure that he manages the CPC according to Quality Management Plan guidelines.

29.2 Quality Management Plan inspection audits will be performed at random throughout Nunavik.

30 Failing to meet CCP Inspection Standards

Should a caribou carcass or a piece of meat from a caribou carcass fail to comply with inspection standards, the meat is culled. Following the culling and disposal of the sample of caribou meat, a paper trail investigation is initiated to identify where the loss of meat quality took place. The sub-section of this guide entitled *Culling Non-Standard Caribou Meat* on page 47 of this guide provides more detail on the culling of caribou meat.

SECTION H - CPC STANDARDS

31 Quality Control and Product Standards

Introduction:

31.1 Quality control and product standards introduce an additional level of responsibility into the production of the caribou meat. These concepts are necessary to implement quality control measures and to ensure the viability of the Inter Community Trade initiative.

Processing:

31.2 At the present time caribou meat products will only be processed into frozen vacuum-packed containers. Therefore, the variations in process control and product standards are greatly minimized. The primary principles and concepts behind the processing of caribou meat is that it must reach the consumer in a state that is of the highest quality and be suitable for human consumption.

31.3 The manner in which process control will be traced for the processing of caribou meat is to assign a unique tag number to the label of each package of caribou shipped from the CPC, and to maintain a hardcopy of each package shipped by the CPC with a record of that information, see Annex 3, *The Caribou Meat Label* on page 59. The use of this tag numbering system and its recording onto each label signifies MAPAQ approval for each individual caribou meat package. In the interest of ensuring the highest level of quality control to all CPC meat products a date code will also be included on the label of each caribou meat package.

Carcass Reception:

31.4 In line with the Quality Control and Product Standards as well as MAPAQ regulations, the following standards are applicable to each caribou carcass harvested for commercial purposes in Nunavik:

31.4.1 Only caribou carcasses inspected and approved by the MAPAQ trained inspector will be admitted into the CPC for processing;

31.4.2 Caribou carcasses that do not pass MAPAQ inspection are **NOT** admitted[13] into the CPC; and,

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13 Unless a carcass has been identified to be diseased or otherwise contaminated, it is returned to the hunter to be used strictly as dog meat. If however the carcass is identified by the inspector to be diseased or contaminated it must be disposed of in the same manner as contaminated caribou waste products.

31.4.3 Upon request, access must be provided for MAPAQ inspectors to the areas where the caribou harvest takes place, thus allowing for random on-site evisceration inspections.

Caribou Organ Bags:

31.5 Caribou organ bags are characterized as being individual units that are disposable and sterile. The organ bags are each numbered (tagged) uniquely. The organ bag contains a numbered tag labelled with the same number as that of the organ bag, The numbered tag is attached to the leg of the caribou carcass in the field by the hunter.

Product Tracking:

31.6 Each caribou CPC must maintain an up-to-date recording system of all shipments, thus enabling the effective tracking of their product up to the point where it enters the marketplace. This integrated product tracking system enables meat products to be tracked from the meat counter back to the specific location of the kill, and even the name of the hunter. The product tracking system used for the processing of caribou is very effective and is based on the tag identification system.

31.7 The tag number is printed on the meat package product sticker by the computerized product sticker printer when each package of meat product is individually wrapped. It is also printed on the shipping label that is attached to each box that the caribou meat is shipped in. The level of effort required to identify each caribou meat package is extensive. This identification effort forms part of the MAPAQ regulations, and furthermore, is in keeping with the good business practices that have been implemented by Nunavik Arctic Foods Inc. Note that each caribou organ bag will only be used once.

Caribou Body Bags:

31.8 Each caribou body bag is characterized as being: custom designed; specifically manufactured; and reusable. The custom design is attributable to the size, weight and shape of the carcass to be enclosed within the bag. The specific manufacturing of the body bag will be from a neoprene based material that will stand up to the extreme conditions in the north.

31.9 The reusability of body bags contributes to the user friendly character of the Inter Community Trade Project. A body bags **will not** be tagged, however, each carcass transported in a body bag **will** be tagged.

31.10 As noted earlier, each caribou body bag will be reused, therefore each must be cleaned and disinfected immediately following the removal of a carcass at the CPC. Each cleaned and disinfected body bag is subsequently sealed in a plastic container, along with a sterilized knife, a new organ bag, and a numbered tag. These body bags kits are then stored on a shelf in the CPC. The hunters are provided body bag kits at their request.

Culling Non-Standard Caribou Meat:

31.11 Non-standard caribou meat is culled by the MAPAQ trained inspector during the inspection of the carcass. If an instance of non-compliance with MAPAQ regulations is apparent to the meat processor during the processing operation, the food processor is responsible to have that piece of meat re-inspected by the inspector.

31.12 Should any piece of meat be deemed unsuitable for human consumption it must be culled by the CPC manager. S/he must then fill in a *Caribou Culling Form*, see Annex 1 on page 57, and maintain a copy of this form on file for a period of one year.

32 Cleaning Agents used in Caribou Meat CPC's

32.1 Only one cleaning agent, certified by MAPAQ, is used in the CPC's. The cleaning agent used is: **Disinfecting Agent - G7005 Sanimac, D.I.N. # 515795**. The CPC manager must ensure that only this cleaning agent is admitted into the CPC.

33 CPC Hygiene and Maintenance Standards

33.1 Standards for CPC hygiene and maintenance are necessary to maintain MAPAQ registration for each CPC. Hygiene and maintenance procedures are detailed in the next major section of this document, *General CPC Practices*, on page 48.

SECTION I - GENERAL CPC PRACTICES

34 Meat Product Storage

Introduction:

34.1 The storage environment of the final product will determine it's shelf life and have possible consequential effects on the appearance of the meat products. MAPAQ regulations must be adhered to when determining storage requirements for caribou meat products.

CPC Storage Temperatures for Caribou Meat Products:

34.2 The ideal storage requirements for caribou meat must be considered when setting and regulating the CPC meat freezer storage temperature. The following CPC room temperature table below, the floor plan on the page 42 provides more detailed information on MAPAQ specified CPC room temperatures.

Room	*Temp °C*
Storage Area 1	N/A
Storage Area 2	N/A
Storage Area 3	N/A
Reception Area	8 - 10
Skinning/Cleaning Room	8 - 10
Cooler 1	0 - 2
Cooler 2	0 - 2
Corridor	N/A
Mechanical Room	N/A
Processing Room	8 - 10
Freezer 1	-18
Freezer 2	-18

34.3 These caribou storage temperatures should be communicated to the client. This will enable him to adjust his refrigeration unit to the ideal storage temperature before the arrival of the caribou meat products. This storage temperature will also enable the carrier to preset his/her refrigerated transport container storage temperatures.

Shelf Life:

34.4 The shelf life of caribou meat products are directly related to the conditions upon which they are stored. In the interest of ensuring an exceptional quality of produce at each caribou meat storage location (meat freezer) each box/package of caribou meat will be inspected on a first in, first out (FIFO) routine by the plant manager.

Storage Facility Monitoring and Inspection Frequency:

34.5 It is required that the caribou meat product storage area be monitored and inspected at regular intervals. The CPC manager is responsible to provide a monitoring and inspection schedule. This schedule must include the provision for an inspection to take place every twelve hours, either by the plant manager or an official CPC employee. This inspection is focused on verifying room temperatures and performing a general inspection of the CPC. The implementation of an outdoor indicator lighting system, incorporated into the design of the building, and located on an wall, visible from the community, is a potential solution to meet this requirement.

35 Caribou Meat Product Inventory

Introduction:

35.1 A caribou meat product inventory system necessary to manage the Inter Community Trade Initiative will be compiled and updated on a weekly basis. The more up-to-date an inventory system is at a CPC the more effective the CPC will be and a greater benefit will therefore be realized by the community.

Procedures:

35.2 The meat product inventory system will include information from all CPC's in the ICT initiative. Initially this inventory will be maintained away from the CPC's and probably at a central site in Nunavik. The inventory system will be computerized and will provide key information necessary for the sale of caribou meat products. The system will include all data collected on each piece of caribou meat, from the time of the harvest, until it has been consumed by the client.

35.3 The data will be input at a central site for all CPC's, as computers do not currently exist at each CPC. A weekly inventory report for each CPC will be submitted by the plant manager to the RMF. The RMF will manage the input of the data from each CPC and will have reports produced on a weekly basis to ensure that old stock, where the meat expiry date has lapsed, is discarded and **NOT** kept in storage with fresh stock.

36 Caribou Meat Packaging

36.1 Consistent, identical caribou meat packaging is essential to the successful marketing of the product. Each lot of caribou meat to be packaged will come off the assembly (processing) line in half carcass portions, pre-cut into cut pieces of meat. Caribou meat packaging is not difficult, however all caribou meat packaging, from one CPC to the next, must be performed consistently for each and every cut.

36.2 In each CPC one individual will be responsible for packaging the meat products. The necessary tasks to package caribou meat to Nunavik Arctic Foods Inc. standard, and to meet with MAPAQ regulations are as follows:

i Weigh[14] each piece of caribou meat. on the computerized set of weigh scales and key in the cut code of the caribou meat.

ii This information[15] is then printed on a label by a printer that is attached to the computerized weigh scale. The sticky back of the printed label is then removed and the label is placed on the packaged cut of meat.

iii A piece of bone guard is cut to fit into a styrofoam tray which is selected by the meat packaging employee. Bone guard is a product that comes on a roll, similar to wax paper or tin foil, and is manufactured with two layers of plastic that has a layer of cotton tissue paper sealed between the two layers of plastic.

iv The meat cut is placed on the bone guarded styrofoam tray.

v The meat product is then placed onto a specialized (vacuum packing) plastic bag. The plastic bags used for the vacuum-packaging were *manufactured by Godin CDR in Québec.*

vi The vacuum pack bag, including the caribou meat is sealed and must be frozen immediately after wrapping.

vii Each package is then inspected by the employee who performed the vacuum packaging to ensure that the package is sealed properly[16]. If the particular package was not sealed properly the old vacuum package must be removed and it must be vacuum packed again.

viii The vacuum-packed caribou meat packages are then placed into cardboard boxes, *manufactured by Kruger*, styrofoam side down (to maintain the best final product appearance), and the boxes are then moved into the freezer.

ix The meat packaging employee will then fill in a numbered multi-copy[17] form per box of packed meat products. This form will include: a listing of each meat product cut included in the box; the tag number of the caribou carcass that the meat cuts were taken from; and, the net weight of the box. The destinations for each of

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14 The weight of the piece of meat does not include the weight of the styrofoam tray and/or the bone shield.

15 A copy of each label is kept for the CPC manager's office. This copy is used to add this cut of meat to the inventory. All copies of the labels are submitted to the CPC manager at the end of each shift.

16 The proper sealing of vacuum-pack bags is a process that is essential to the shelf life of the meat product. It is for this reason that each package is verified prior to being packed into a shipping box.

17 The multicopy from is a four page, carbon-copy form.

the 4 copies of this multi-copy form are as follows:

Copy 1: Inventory Placed into the plastic envelope on the box of caribou meat when the box is being packed. This copy remains attached to the box through to its destination.

Copy 2: Invoice Placed into the plastic envelope on the box of caribou meat when the box is being packed. This copy is removed from the box at the airport prior to shipment by the airport clerk. This copy is used by the airline for billing purposes and in tracking air cargo shipments.

Copy 3: Transport Placed into the plastic envelope on the box of caribou meat when the box is being packed. At shipping time this copy, along with copies 1 & 2, are completed to indicate the destination of the package. Copy 3 is then sent to the CPC Manager's office. This copy is sent to the RMF by the CPC Manager and is used to generate an invoice for the box of caribou meat.

Copy 4: Client Sent to the CPC Manger's office by the meat packaging employee at the end of each day. This copy is used to create the CPC Caribou Meat Product Inventory referred to on page 49 of this handbook.

36.3 Each box packed with caribou meat must be placed in the freezer for 48 hours prior to shipping to enable the meat products to freeze completely prior to shipment.

37 Caribou Meat Labeling

37.1 Caribou meat labeling is a pertinent area in the production of caribou meat. Labeling standards are critical to communicate meat product information to the client as well as to ensure the effectiveness of a possible caribou meat recall. The information contained on a caribou label, see Annex 3 - Caribou Meat Label (page 59), is required by MAPAQ regulation.

37.2 The caribou meat products from this initiative are aimed towards the wholesale meat market. Therefore the meat labeling will reflect this target market and provide MAPAQ regulated information on each label.

38 Shipping Procedures for Final Product

Introduction:

38.1 The purpose in having shipping procedures is to ensure that quality control standards for the caribou meat are maintained while the meat products are in transit. These shipping procedures also help to ensure the timely delivery and availability of caribou meat products to the consumer.

Procedures:

38.2 When a box of caribou meat is ordered, the plant manager receives a request either from a local community member or the RMF. The plant manager selects the appropriate box of caribou meat to ship based on his computer generated inventory report which he receives weekly from the RMF.

38.3 Each box of caribou meat is shipped from the main shipping door of the CPC. Each box of caribou meat produced by the Inter Community Trade initiative in Nunavik is shipped from each community by aircraft cargo. It is therefore an assumption that the aircraft carriers utilize MAPAQ certified equipment to store the meat products during shipment. It is also assumed that any other carriers (shippers & couriers) of the caribou meat products also utilize MAPAQ certified equipment to store the meat products during shipment.

38.4 To guarantee quality control, at the CPC level, the plant manager performs a random spot checks of the caribou meat filled boxes in both freezers. When a box of caribou meat is to be shipped each box is sealed and strapped to ensure that no tampering takes place with the boxed packages of caribou meat prior to arriving at it's final destination.

38.5 A register of the destination (client) of each container of meat products shipment must be created at the CPC that produced the meat products. This register will be maintained and kept on file for a minimum of one year following shipment by the CPC.

Multi-Copy Meat Packing Form:

38.6 The information required on a shipping label for caribou meat products is included on the example shown in Annex 2 - *Multi-Copy Meat Packing Form* found on page 58. This label should be placed in an adhesive plastic bag and be affixed to one end of the shipping box used.

39 Recall Procedures for Caribou Meat Products

Introduction:

39.1 Recall procedures for caribou meat which will ensure that meat unfit for human consumption does not reach the marketplace must be implemented as follows.

Procedures:

39.2 MAPAQ; the RMF; the HFTA; Nunavik Arctic Foods Inc; or the CPC that produced the box of caribou meat have the authority to recall any package, box, or boxes of caribou meat. The existence and necessity for recall procedures suggests a consistent paper trail on each piece of meat and furthermore a consistent level of quality control at each Community Processing Centre (CPC). This paper trail is supported by the caribou meat labeling procedures referred to on page 51. Using this paper trail, recall procedures will enable identification of the meat product once it has left the CPC it's removal from the marketplace in a quick and efficient manner.

Corrective Action:

39.3 The CPC manager is responsible for taking corrective action as well as ensuring that the corrective action was carried out properly. A form must be completed each time caribou meat is recalled. Each time caribou meat is recalled, a form similar to the *Caribou Meat Recall Form* in Annex 4 on page 60 must be completed and submitted to ICT central management.

Records of Non-Compliant Caribou Meat:

39.4 The CPC must maintain a record of each caribou meat recall incident for a period of twelve months. It is recommended that a copy of each caribou meat recall information form be filed into the logbook in the CPC manager's office.

40 CPC Maintenance Checklist

40.1 Before the beginning of each day of operations at the CPC, the plant manager must complete a *CPC Maintenance Checklist*. This checklist includes the CPC equipment and facility items requiring maintenance. Each item must be maintained in optimum condition to ensure the effective operation of the CPC. MAPAQ recommends that each CPC complete a copy of the *CPC Maintenance Checklist* found in Annex 6 on page ? prior to opening each day.

40.2 The plant manager must implement immediate equipment or item servicing based on the completed checklist. For instance, if a piece of meat processing equipment requires servicing. The equipment is either serviced immediately, or is unplugged or removed from the processing area until servicing has been completed.

41 Washing down the CPC

Introduction:

41.1 Regular routines for washing down a CPC are required to avoid the growth of microorganisms that can contaminate meat products at a CPC. The cleanliness and disinfection of the CPC is tightly regulated by MAPAQ. Details on each of the specific areas of a CPC that have regular cleaning procedures are documented below, including an overview of the cleaning procedures.

Meat Processing Equipment:

41.2 The listing of each piece of meat processing equipment is included in the section of this handbook entitled *Maintenance of Processing Equipment* on page 39.

Tables and Work Surfaces:

41.3 All tables and other work surfaces should each be cleaned and disinfected with the approved detergents and disinfectants at least twice a day, or at the request of the plant manager, to remove meat processing residues.

Walls and Floors:

41.4 The walls and floors of the CPC should be cleaned and disinfected regularly to eliminate the buildup of blood, fat or other carcass waste products. The lower walls and floors of the CPC should be sprayed down at least once a day, or at the request of the plant manager, to eliminate any stains and or buildup that may have occurred as a result of the meat processing activities.

Ceilings:

41.5 The ceilings should be cleaned and disinfected at the startup of each operating season, or at the request of the plant manager. This will eliminate the buildup of blood, fat or other carcass waste products or any other residues that may have accumulated as a result of the meat processing activities. The recommended procedure for cleaning the ceiling at a CPC is to spray it down with a high pressure spray gun.

Overhead Rails:

41.6 The overhead railway system at each CPC should be cleaned with detergent and have mineral oil applied at the startup of each operating season, or at the request of the plant manager. This will help to eliminate any residues that may have accumulated as a result of the meat processing activities.

Overhead Trolley System:

41.7 The trolleys for the overhead railway system at each CPC must be cleaned with acid and treated with mineral oil at the startup of each operating season, or at the request

of the plant manager. Following contact with a caribou carcass, each trolley for the overhead railway system must be rinsed in hot water and treated with mineral oil to ensure that it has been disinfected prior to coming into contact with another carcass. These procedures contribute to the elimination of blood, fat and other carcass waste residues.

Sinks in the Processing Areas:

41.8 The sinks in the CPC processing areas should be cleaned and disinfected at least twice a day to eliminate the buildup of blood, fat or other carcass waste products.

Lunchroom:

41.9 The lunchroom of the CPC should be cleaned and disinfected every day. This will help to prevent the buildup and transfer of germs into the meat processing area.

Washrooms:

41.10 The washrooms of the CPC should be cleaned and disinfected at least once a day to prevent the buildup and transmission of caribou waste products.

Entrance and Corridors:

41.11 The entrance and corridors of the CPC should be cleaned and disinfected once a day using the floor mop to eliminate the buildup of blood, fat or other carcass waste products.

42 Waste Management at a Caribou Meat CPC Facility

Introduction:

42.1 The procedures for waste water management detailed below will be regulated by the Ministère de l'Environment du Québec (MEQ) once they are adopted as legislation. The recommended waste management procedures below are proposed to maintain the environmental quality of Nunavik. The areas of waste management addressed by this QMP are based on the day-to-day CPC activities and include: waste water disposal management; solid waste disposal management; uncontaminated caribou carcass waste management; and contaminated caribou carcass waste management.

42.2 Each of the procedures will be reviewed at meetings between government officials from MEQ, the Kativik Regional Government Environment Department (KRGED), and Makivik Inc. These meetings will provide the framework for the proposed waste management procedures recommended in this section. The development of environmental waste handling standards for CPC waste products in Nunavik will be drawn from the recommendations in this report, in conjunction with MEQ and KRGED. These waste management standards will consider each of the existing CPC's in Nunavik.

Waste Water Disposal:

42.3 Procedures for waste water disposal at caribou meat CPC's includes the disposal of biodegradable cleaning agents. The standard procedure used to dispose of all waste water products is to have them removed by the municipal waste water disposal service existing in each municipality. The scheduling of this service is the responsibility of the plant manager.

Solid Waste Disposal:

42.4 The standard procedure for solid waste (garbage) disposal at caribou meat CPC's is to have it removed by the municipal garbage truck service existing in each municipality. The scheduling of this service is the responsibility of the plant manager.

Disposal of Uncontaminated Caribou Carcass Waste:

42.5 The procedure for disposing of "uncontaminated" caribou carcass waste at caribou CPC's is to donate the waste products to individual businessmen or community hunters. These waste products must ONLY be used as dog food. It is the responsibility of the plant manager to ensure that the community hunters who receive the carcass waste products are aware that these waste products are NOT for human consumption.

Disposal of Contaminated Caribou Carcass Waste:

42.6 The procedure for disposing of "contaminated" caribou carcass waste at caribou meat CPC's is to incinerate the waste products. If these waste products are not incinerated they will be disposed of in some other way that is acceptable to: MEQ; KRGED; the regional landholding facility; and the municipality. The individual tasked with disposing of the contaminated waste products will be properly protected from health hazards.

Disposal of Cleaning Agents:

42.7 Procedures for the disposal of cleaning agents at a CPC do not currently exist. However, as only one cleaning agent will be used at the CPC, and as this cleaning agent is biodegradable, the cleaning agent will be disposed following the same procedures as for waste water disposal, see above.

ANNEX 1 - Caribou Culling Form

43 One of the forms below must be filled in by the plant manager for each caribou that is culled. It is vital to retain these statistics for herd management purposes.

Caribou Culling Form
Date :
Originating CPC :
Caribou Tag Number :
Processing Date :
Shipping Date :
Non-Compliant Characteristic :
Reasons for Culling :
CPC Manager Name:
Signature :

ANNEX 2 - Multi-Copy Meat Packing Form

44 One of the forms below must be filled in for each time that a box is packed with caribou meat products.

Multi-Copy Meat Packing Form	
Shipping date :	**February 14, 1994.**
Originating CPC name :	**Umiujaq CPC**
CPC package/lot number :	**UM-02-000106**
Package destination name and address :	**Attention: Bobby Baron George River Co-Op George River , Quebec**
Type of meat :	**Caribou**
Type of cut :	**Stewing Cubes**
Package weight in (Kg) :	**3.7**

ANNEX 3 - Caribou Meat Label

45 One of the following labels must be filled and affixed to each piece of caribou meat processed in the CPC. A second copy of each label must be submitted to the CPC manager's office at the end of the day. This second copy is used to update the CPC inventory.

Caribou Meat Label	
Date Processed :	**February 03, 1994**
CPC Number :	**NAF - 003**
CPC Name :	**Umiujaq CPC**
Product Description :	**Stewing Cubes**
Caribou Tag number :	**C - 0305**
Net Weight :	**0.649 Kg**
Gross Weight:	**0.701 Kg**
Bar Code:	

ANNEX 4 - Caribou Meat Recall Form

46 One of these forms must be completed each time a caribou is recalled. The caribou meat products are recalled from the immediate wholesale clients of the caribou meat products. It is the responsibility of these clients to track the meat products (for recall purposes etc ...) to their direct clientele.

Caribou Meat Recall Form
Date :
Originating CPC :
Caribou Tag Number :
Date Meat Processed :
Non-Compliant Characteristic :
Recall Details :
CPC Manager Name :
Signature :

ANNEX 5 - Biological Sampling Sheet

47 One label, as displayed below, must be completed for every box of caribou meat that is prepared for shipment and stored in the freezer.

Biological Sampling Sheet	
Date :	**February 14, 1994.**
Originating CPC name :	**Umiujaq CPC**
CPC package/lot number :	**UM-02-000106**
Package destination name and address :	**Attention: Bobby Baron** **George River Co-Op** **George River , Quebec**
Type of meat :	**Caribou**
Type of cut :	**Stewing Cubes**
Package weight in (Kg) :	**3.7**

ANNEX 6 - CPC Maintenance Checklist

48 One copy of the checklist below must be completed at the beginning of each day of CPC operations.

CPC Name:	CPC Number:
Date of Inspection:	Type of Inspection:
Type of Operation:	Comments:

Facility Items

Receiving Area	
Walls	
Floors	
Ceilings	
Drains	
General	

Skinning/Cleaning Room	
Walls	
Floors	
Ceilings	
Containers	
Drains	
Weigh Scale	
General	

Processing Room	
Walls	
Floors	
Ceilings	
Lights	
Fans	
Tables & trays	
All hand tools	
Bandsaw	
Vacuum Packer	
Meat Slicer	
Knife Sharpener	
Butcher Boy	
Plastic Tubs	

Freezer 1	
Walls	
Floors	
Ceilings	
General	

Freezer 2	
Walls	
Floors	
Ceilings	
Drains	
General	

Cooler 1	
Walls	
Floors	
Ceilings	
General	

Cooler 2	
Walls	
Floors	
Ceilings	
General	

Acknowledged by:	**Inspector:**
Date:	**Date:**

CARIBOU

DAILY CATCH REPORT

FORM A-C

DATE:

HUNTER NAME	QT.	TAG #	SEX	Weight W.C.W.	Weight B.P.W.	Weight N.W.	TIME OUT	KILL TIME	TIME IN	LOCATION SECTOR	INITIAL

W.C.W. (WHOLE CARCASS WEIGHT) = HEAD ON, HOOFS ON, SKIN ON, PLUS THE BAG OF ORGANS.

B.P.W. (BY-PRODUCT WEIGHT) = HEAD, HOOFS, SKIN AND ORGANS, ONLY, ARE WEIGHED

N.W. NET WEIGHT= W.C.W. (WHOLE CARCASS WEIGHT). - B.P.W. (BY-PRODUCT WEIGHT).

ANNEX 7 - Daily Catch Report (Form A-C)

DAILY SKINNING AND CLEANING REPORT

HUNTER NAME	SEX	Weight B.P.W.	TAG #	DATE CAUGHT	DATE SKINNED	INITIAL

B.P.W. (BY-PRODUCT WEIGHT) = HEAD, HOOFS, SKIN AND ORGANS, ONLY, ARE WEIGHED

ANNEX 8 - Daily Skinning and Cleaning Report (Form B)

ANNEX 9 - Equipment Inventory and Maintenance Checklist

49 One copy of the checklist below must be completed at the beginning of each day of CPC operations.

Equipment Inventory and Maintenance Checklist	
❑ Turbovac vacuum-packing machine	❑ flexible knife
❑ Toledo weigh scale	❑ stainless steel butcher's gloves
❑ Butcher Boy	❑ stainless steel table (3 sections)
❑ Westbien corp bandsaw	❑ stainless steel table for meat wrapping
❑ Fran Esse knife sharpener	❑ knife sterilizer
❑ Italiana Macchi electric meat slicer	❑ Nitrite (metal) aprons
❑ hand saw	❑ Neoprene aprons
❑ hand held sharpening steels	❑ ladders
❑ table scrapers	❑ floor mats
❑ scissors	❑ aluminum trays
❑ skinning knives	❑ grey plastic tubs
❑ curved boneless knives	❑
❑ office knife	❑
❑ boneless knives	❑

GLOSSARY

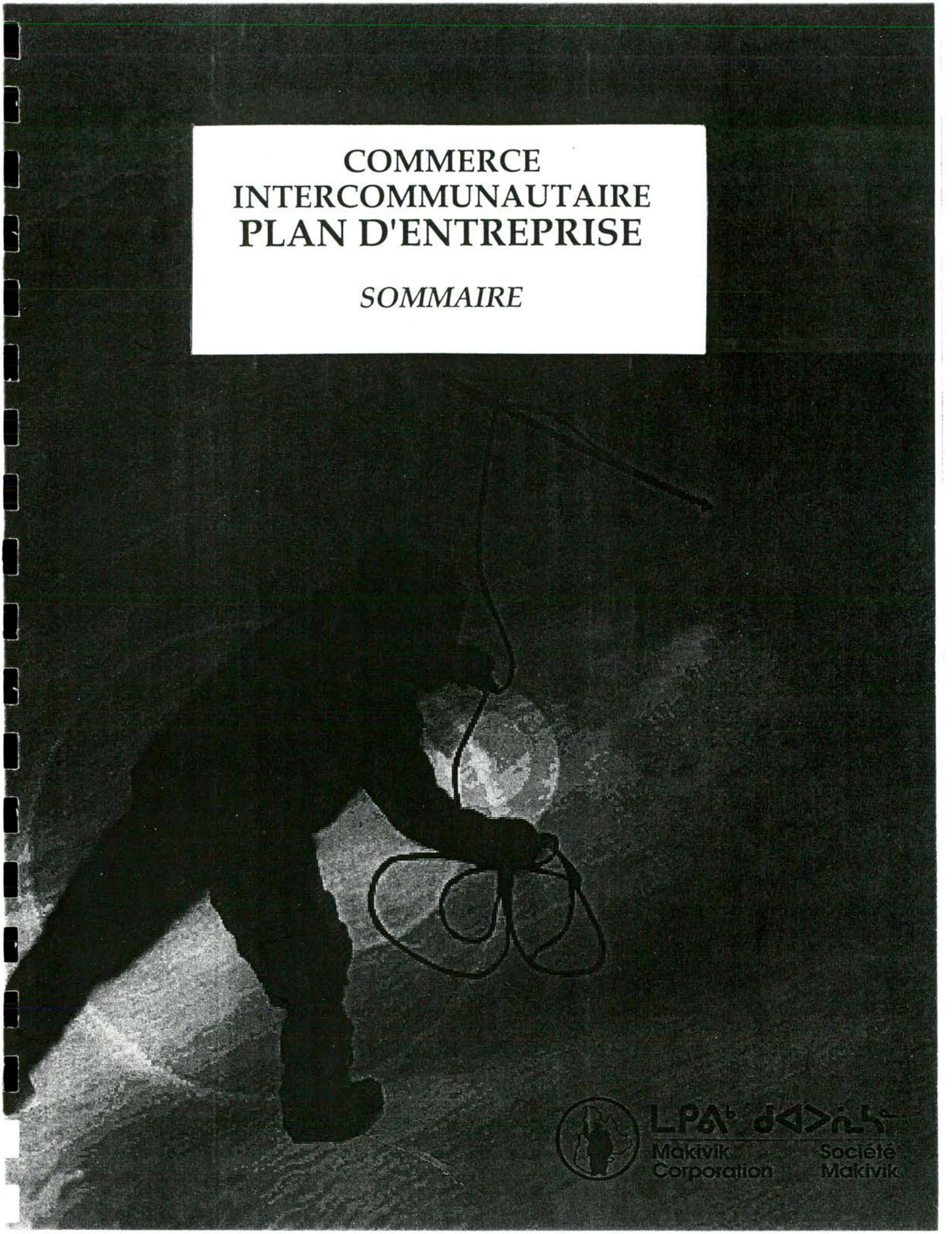
Abdominal Cavity:	The belly.
Brisket:	The chest muscles of the carcass.
Brochette:	Cubes of meat on a skewer.
Carcass:	A deceased animal, caribou in this case.
Certification:	The completion of a course in a specialized area of expertise, for example: evisceration, inspection, or processing.
Chain:	The small muscle and fat found between the ribs of the carcass.
Chops:	Made from the frozen shoulder rack.
Cleaning Agent:	A substance used to clean work surfaces, meat cutting equipment, and the walls and floors of the CPC.
Coxis:	The tail bone.
CPC:	A community processing centre designed for the inspection and processing of caribou meat and its associated products for commercial sale.
Critical Control Point:	A point in time or a physical location at which there is an opportunity to evaluate compliance with a specific requirement and, if necessary, to correct any defects, deviations or deficiencies that were found.
Culling:	Removal of the defective units from a lot of caribou, caribou meat product or other material.
Decomposed:	With respect to caribou, caribou that retains an offensive or objectionable odour, flavour, colour, texture or substance associated with spoilage.
Defect:	An imperfect or substandard caribou, other input materials, or products.
Deficiency:	An imperfection or substandard in physical facilities, equipment, implements, or environment
Disposal:	The removal of a unit of meat from a CPC facility due to contamination or spoiling and it's deposition in a waste area approved for that purpose.

Evisceration:	The removal of the internal organs of an animal, including the: heart, liver, lungs, spleen and kidneys.
Flank:	The flat muscle between the hip and the abdomen, which produces four flank steaks.
French Rack:	The shoulder rack with the meat at the ends of the ribs cleaned off.
Front Quarter:	The four ribs and neck of the carcass.
Guidelines:	Instructions for the evisceration, inspection and processing of caribou meat that have been approved by MAPAQ for use in a CPC.
Ilium:	The largest part of the hip bone.
Inside Round:	The four hind leg muscles.
Inspection:	Carefully examining, in accordance with MAPAQ regulations, the state of a caribou carcass
Komatiq:	A freighter sled that carries supplies and is towed behind a Skidoo.
Lubricants:	A substance used to lubricate the meat cutting equipment in a CPC.
Membrane:	The silvery membrane covering some muscles.
Osso Bucco:	Slices of meat and shin bone, cut frozen, about 3cm thick.
Processing:	The butchering of a caribou carcass into commercially viable cuts of meat.
Rib eye:	A boneless shoulder rack.
Riblets:	The lower part of the back (fifth to fifteenth) ribs.
Saddle:	The part of the carcass from the fifth rib to the pelvis.
Sanitizer:	A substance used to hygienically sterilize the work surfaces, meat cutting equipment, and the walls and floors of the CPC.
Silverskin:	The silvery membrane covering some muscles.
Shank:	The bone in the lower leg, shin bone or tibia.
Short Loin:	The part of the carcass from the fourteenth rib to the tail without the flank.

Shoulder Plate:	Flat bone in the shoulder.
Shoulder Rack:	A cut including the upper part of the ribs, between the neck and the saddle.
Shoulder Clod:	The three shoulder muscles.
Stewing Cubes:	Squares of meat cut from the brisket only.
Striploin:	The de-boned saddle.
Tenderloins:	The two long muscles inside the abdominal cavity.
Thoracic Cavity:	Cavity containing the heart and lungs.
Vertebrae:	The individual bones comprising the spine or backbone.

COMMERCE INTERCOMMUNAUTAIRE
PLAN D'ENTREPRISE

SOMMAIRE



Makivik Corporation

Société Makivik

COMMERCE INTERCOMMUNAUTAIRE
PLAN D'ENTREPRISE

SOMMAIRE

Avril 1994

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Makivik Corporation
Société Makivik

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Ce rapport a été produit pour la **SOCIÉTÉ MAKIVIK** par **ROY LGL, LTÉE.** Les idées, commentaires et recommandations contenus dans ce document reflètent l'opinion de ces derniers, mais ne reflètent pas nécessairement celle du Programme de développement des entreprises autochtones.

TABLE DES MATIÈRES:

SYNOPSIS

I. Le commerce intercommunautaire est une initiative de développement social, culturel et économique, lancée par les Inuit du Nunavik. Les chasseurs inuit exploiteront les espèces fauniques telles que le caribou, le phoque annelé et le poisson, suivant les méthodes de chasse traditionnelles. La qualité des produits sera contrôlée conformément à la réglementation gouvernementale, puis le gibier sera traité en vue de la vente aux Inuit et aux non-autochtones.

II. Le commerce intercommunautaire aura des effets positifs dans toutes les collectivités nordiques, sans compter qu'il créera plus de 300 emplois saisonniers, liés à la chasse et à la transformation, et qu'il générera de 125 à 150 emplois dans les industries secondaires.

CONCLUSION

Le commerce intercommunautaire est rentable ; il créera de l'emploi et fournira, à des prix raisonnables, des aliments dont la qualité sera contrôlée par les autorités. Il favorisera enfin l'économie de la région du Nunavik.

Étant essentiel à la santé, au bien-être et à la dignité de la population inuit, il importe que le commerce intercommunautaire figure en tête de liste des priorités des gouvernements du Québec et du Canada, ainsi que de la Société Makivik.

SYNOPSIS

RECOMMANDATIONS

1. **Le projet de commerce intercommunautaire doit être entièrement mis en oeuvre.**

2. **Il faut solliciter l'aide financière des gouvernements du Québec et du Canada.**

LA RENTABILITÉ DU PROJET

1 Le projet de commerce intercommunautaire devient rentable une fois que les frais d'installation ont été financés. Les profits et revenus générés par le projet serviront en partie à :

1.1 créer une réserve de capitaux pour agrandir les installations existantes et remplacer les biens en immobilisation ;

1.2 investir dans la mise au point d'autres produits à valeur ajoutée, dérivés des sous-produits alimentaires ;

1.3 fournir à la collectivité des revenus dont elle a un pressant besoin, des emplois supplémentaires, des occasions d'affaires, ainsi que des ressources pour répondre aux exigences de la formation continue.

LES PRINCIPAUX AVANTAGES

2 Le projet de commerce intercommunautaire aura des effets positifs dans les 14 collectivités du Nunavik et constituera une infrastructure de base dont découleront les principaux avantages suivants :

2.1 la réduction du taux de chômage, et partant, l'augmentation des compétences de la main-d'oeuvre, ceci par le biais de,

2.1.1 la création de 300 emplois saisonniers, liés aux activités de chasse et de transformation ;

2.1.2 la création de 125 à 150 emplois dans les industries secondaires déjà en place ou qui seront créées.

2.2 une meilleure qualité de vie en raison des avantages pour la santé que représente le contrôle de la qualité du gibier ;

2.3 la mise en place de pratiques de gestion améliorées en regard de la conservation de la faune au Nunavik ;

2.4 la promotion de l'emploi dans des domaines d'importance culturelle ;

2.5 la distribution de viandes sauvages assujetties au contrôle de la qualité, produites à même les ressources naturelles locales et offertes à des prix abordables pour les marchés visés ;

2.6 le respect et la reconnaissance des valeurs et de la culture inuit.

LES APPUIS ASSURÉS

3 Le projet de commerce intercommunautaire est fort de l'appui de :

3.1 la population du Nunavik, car il répond à deux enjeux névralgiques dans la région, soit la saine gestion des espèces fauniques, et la création d'emplois pour les Inuit ;

3.2 la Société Makivik, qui a rangé le projet au nombre de ses grandes priorités ;

3.3 le gouvernement du Québec, qui appuie les niveaux d'exploitation fixés pour les espèces fauniques en cause, de même que les ajustements relatifs au contrôle de la qualité et à l'accréditation ;

3.4 le gouvernement fédéral, qui appuie également le projet et ses avantages socio-économiques.

CRÉATION D'EMPLOIS SAISONNIERS
CHASSE ET TRANSFORMATION

Années précédentes	**1ère année** 1994-1995	**2e année** 1995-1996	**3e année** 1996-1997	**4e année** 1997-1998	**5e année** 1998-1999	**Total**
0	50	50	50	75	75	**300**

SYNOPSIS

CRÉATION D'EMPLOIS — INDUSTRIES SECONDAIRES

Années précédentes	1ère année 1994-1995	2e année 1995-1996	3e année 1996-1997	4e année 1997-1998	5e année 1998-1999	Total
0	0	20	20	35	50	**125**

SOMMAIRE DES DÉBOURSÉS
(en milliers $)

	Années précé-dentes	1ère année 1994-1995	2e année 1995-1996	3e année 1996-1997	4e année 1997-1998	5e année 1998-1999	TOTAL
MISE DE FONDS							
SCDEA[1]	0	873	1 616	1 715	980	453	**5 637 $**
BFDR[2]	0	873	1 617	1 716	979	453	**5 638** $
Québec	0	572	576	580	584	191	**2 503** $
Makivik[3]	1 438	0	0	0	0	0	**1 438** $
TOTAL PARTIEL	**1 438 $**	**2 318 $**	**3 809 $**	**4 011 $**	**2 543 $**	**1 097 $**	**15 216 $**
FRAIS DE FINANCEMENT ET DE CRÉDIT DE RELAIS							
Makivik	1 500	700	700	800	900	900	**5 500 $**
TOTAL	**2 938 $**	**3 018 $**	**4 509 $**	**4 811 $**	**3 443 $**	**1 997 $**	**20 716 $**

1 SCDEA Industrie et Science Canada, Stratégie canadienne de Développement économique des Autochtones.

2 BFDR Industrie et Science Canada, Bureau fédéral du Développement régional du Québec.

3 La somme de 1 438 000 $, déboursée par la Société Makivik dans les années précédentes s'applique aux usines de transformation, à l'équipement et aux articles connexes en place.

SOMMAIRE

INTRODUCTION

1 Les Inuit du Nunavik chassent, pêchent et piègent diverses espèces fauniques depuis d'innombrables générations. Qu'il s'agisse des mammifères marins, tels le phoque et le béluga, du gibier à poil, comme le caribou et le renard arctique, du poisson, par exemple le saumon, l'omble chevalier et l'omble de fontaine, ou encore du gibier à plume, tels que l'oie ou le lagopède, la faune est demeurée garante de la subsistance des Inuit du Nunavik. Qui plus est, les Inuit en sont venus à dépendre presque uniquement de la chair de ces animaux pour se nourrir, le rude climat du Nunavik étant peu propice à la croissance des fruits et des légumes.

2 Les citoyens du Nunavik se préoccupent de leur culture et de leurs traditions. Les valeurs et les normes inhérentes au nouveau mode de vie implanté dans les collectivités s'accordent mal avec les convictions traditionnelles du peuple inuit. Des principes importants, notamment le partage de la nourriture et le rôle des aînés au sein du village, sont remis en question. Certains sont en voie de disparition. Les jeunes n'imaginent plus un avenir dans la pratique des activités traditionnelles de chasse, de pêche et de piégeage.

3 Aujourd'hui, l'existence nomade traditionnelle a été remplacée par la vie sédentaire, les Inuit étant rassemblés dans quatorze petits villages côtiers, éloignés les uns des autres. Comme la population s'est concentrée dans les villages, la faune s'est fait moins abondante dans les environs immédiats des localités. Cela a donné lieu à des expéditions s'étalant sur de longues périodes, de vastes distances, et dont le coût est si élevé que de nombreux Inuit ne peuvent plus se permettre de pratiquer la chasse de subsistance.

4 L'augmentation des coûts liés à la chasse a entraîné une consommation accrue de certaines denrées alimentaires importées. Si les fruits et les légumes importés sont considérés comme un apport positif en raison de la valeur nutritive qu'ils ajoutent à la diète locale, des produits tels que le boeuf, le porc et la volaille sont perçus comme des substituts au gibier, sans compter qu'ils sont particulièrement coûteux et qu'ils contribuent à éroder les valeur culturelles associées à la chasse, à la pêche et au piégeage.

5 Par ailleurs, la région du Nunavik doit composer avec un coût de la vie très élevé. En ce moment, le chômage au Nunavik est de trois à cinq fois supérieur à la moyenne nationale, laquelle se situe entre 10 et 12 %. Pour arriver à normaliser le niveau de vie dans le Nord, par rapport à celui dont jouit le Sud du pays, il faudrait relever de beaucoup le salaire minimum en vigueur. La région du Nunavik n'a ni les moyens ni le désir de maintenir le statu quo. Pour résoudre ce dilemme, il importe de créer de l'emploi dès maintenant et de développer l'infrastructure communautaire tout en respectant les préoccupations des Inuit.

LE RÔLE DE LA SOCIÉTÉ MAKIVIK

6 Afin de remédier à ces problèmes régionaux, la Société Makivik présente le projet de commerce intercommunautaire, qu'elle lance en priorité au nom de la population inuit du Nunavik. Le commerce intercommunautaire est une initiative socio-économique tenant compte de deux grandes préoccupations des Inuit :

6.1 la saine gestion des espèces fauniques en vue de leur conservation :

6.2 la création d'emplois pour la population inuit du Nunavik.

7 Le commerce intercommunautaire constitue une étape importante pour l'avenir des Inuit. Il les aidera à atteindre un niveau de vie comparable à celui des habitants du Sud tout en leur permettant de préserver leur culture et de pratiquer leurs activités traditionnelles.

8 En Inuktitut, «makivik» signifie «progrès». Voilà un nom qui convient bien à une organisation qui oeuvre au développement non seulement de l'économie des inuit, mais aussi de leur milieu social et politique. Makivik est une société de développement sans but lucratif ; appartenant aux Inuit, elle a été créée afin d'administrer l'indemnité prévue à la *Convention de la Baie James et du Nord québécois* (la Convention). Ce document comporte 31 chapitres énonçant les droits particuliers des Inuit en regard de i) la propriété et l'utilisation des terres, ii) la chasse, la pêche et le piégeage et iii) la protection de l'environnement. Il prévoit une indemnité financière et confère certains pouvoirs d'administration régionale, le tout en échange de la cession des droits ancestraux des Inuit au Québec.

9 La conjoncture économique a eu des effets directs sur la Société Makivik, la baisse des taux d'intérêts ayant réduit les revenus qu'elle tire de ses placements. Par conséquent, Makivik a moins d'argent à injecter dans les projets de développement économique. Par ailleurs, les paliers d'administration fédéral et provincial ont tous deux mis en oeuvre d'importantes compressions budgétaires, si bien que les programmes d'assistance sont plus maigres qu'auparavant.

10 En ce qui a trait au développement socio-économique, la Société Makivik a lancé et favorisé le dialogue avec le public sur les modalités d'établissement et d'exploitation du commerce intercommunautaire. Il s'en est dégagé un consensus au sein de la population inuit sur les principes et politiques qui suivent :

10.1 les espèces fauniques appartiennent à tous les Inuit, qui doivent se les partager ; par conséquent, le projet de commerce intercommunautaire doit bénéficier à l'ensemble de la population inuit ;

10.2 il importe de préserver les espèces fauniques pour les générations futures ;

10.3 le contrôle de la qualité est obligatoire afin de prévenir la transformation et la vente de produits contaminés ; il est donc essentiel d'instaurer un processus rigoureux de contrôle de la qualité ;

10.4 le commerce intercommunautaire doit encourager et aider les producteurs de viande sauvage, et non pas faire concurrence aux entrepreneurs et aux détaillants ;

10.5 il est impératif de créer des emplois pour la population du Nunavik, notamment les jeunes Inuit ;

10.6 les emplois doivent être créés dans chacune des collectivités, ce qui implique que les contingentements doivent être répartis de manière juste et équitable afin d'assurer la rentabilité de chaque usine de transformation.

11 Compte tenu de ces facteurs, la Société Makivik, ainsi que d'autres organismes inuit et gouvernementaux, en sont venus aux conclusions suivantes :

11.1 au Nunavik, la seule ressource renouvelable que l'on puisse mettre en marché est la faune locale, laquelle doit servir au développement socio-économique ; Makivik et les organismes de réglementation doivent travailler de concert afin d'assurer l'application de saines méthodes de gestion et de conservation de la faune, de manière à garantir la viabilité des populations fauniques ;

11.2 le prix des denrées importées du Sud étant particulièrement élevé, le gibier doit être vendu à meilleur compte, ce qui contribuera à réduire le coût de la vie dans le Nord :

11.3 bon nombre de chômeurs sont d'excellents chasseurs, et la mise en oeuvre du commerce intercommunautaire fournira 300 emplois saisonniers, liés à la chasse et à la transformation; de plus, 125 à 150 emplois supplémentaires pourront être créés dans les industries secondaires connexes :

11.4 le Ministère de l'Agriculture, des Pêcheries et de l'Alimentation doit fournir les services de contrôle de la qualité du gibier afin de prévenir les maladies et la mortalité que pourrait causer la consommation de produits contaminés.

LA DEMANDE

12 Les objectifs commerciaux du projet de commerce intercommunautaire sont de répondre tout d'abord à la demande au Nunavik, puis d'entreprendre l'exportation des surplus sur les marchés extérieurs.

13 Ainsi, la demande de gibier au Nunavik a été établie et sera remplie en respectant l'ordre de priorité suivant :

13.1 la vente de gibier aux bénéficiaires de la Convention ;

13.2 la vente de gibier aux résidants du Nunavik qui ne sont pas bénéficiaires de la Convention ;

13.3 éventuellement, la vente de certaines viandes sauvages à des consommateurs résidant à l'extérieur du Nunavik.

14 Le projet de commerce intercommunautaire doit aider chacune des 14 collectivités à mettre en marché le gibier et à coordonner la répartition des surplus entre les villages qui en ont besoin. Afin d'utiliser au mieux des ressources limitées, de maintenir les coûts à un niveau acceptable et d'avoir une vue d'ensemble quant aux exigences de la demande et à la répartition des surplus, il convient de centraliser la coordination des activités, l'une des principales tâches du centre régional de triage[1].

15 Quiconque est familier avec les enjeux névralgiques dans le Nord, ainsi qu'avec le fonctionnement et les modes de communication entre les petits villages, comprendra que la promotion du gibier dans les villages inuit fera appel à des méthodes différant considérablement de celles que l'on applique dans le Sud. La promotion et les tests sont deux aspects importants de la gestion des produits commerciaux. C'est pourquoi la Société Makivik effectuera au cours des prochains mois une série de tests de produits dans quatre collectivités du Nunavik. Elle pourra ainsi évaluer les préférences des consommateurs quant au goût et à la présentation des produits, pour ce qui concerne le phoque, le caribou, le touladi et le corégone. Les résultats de ces tests fourniront une bonne base pour déterminer comment la viande de phoque et de caribou sera présentée; ils guideront aussi le projet en ce qui a trait aux possibilités de commercialiser le touladi et le corégone.

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[1] La gestion, la vente, la mise en marché, le contrôle de la qualité et les entrepôts seront coordonnés par le centre régional de triage. Pour de plus amples détails, veuillez vous reporter au chapitre 12 du Plan d'entreprise.

16 En outre, la question de la commercialisation du gibier a été examinée dans plusieurs contextes au cours des dernières années. Au nombre des examens et évaluations les plus notables figurent :

16.1 les tribunes publiques sur le commerce intercommunautaire, organisées par la Société Makivik en 1991 et en 1992 ;

16.2 l'*Étude de marché sur le commerce intercommunautaire* réalisée par David Barrett en mars 1992 ;

16.3 une étude intitulée *La mise en marché de la viande de caribou du Nouveau-Québec,* produite par le Ministère du Loisir, de la Chasse et de la Pêche en 1984 ;

16.4 un rapport intitulé *Étude de faisabilité pour le rétablissement d'une pêcherie au phoques dans le Nord québécois*, préparé par les Entreprises SINAAQ. en avril 1992.

17 En ce moment, les Inuit ne peuvent vendre du gibier aux résidants du Nunavik, sauf si ces derniers sont des bénéficiaires de la Convention. Or, nombre d'entre eux pratiquent la chasse sportive et ont pris goût à la viande de caribou. Les tribunes publiques, organisées par la Société Makivik en 1991 et 1992, ont clairement démontré qu'il existe une forte demande chez ces résidants non bénéficiaires pour les produits de caribou.

18 Le caribou a fait l'objet d'un certain nombre d'études de marché. En ce qui concerne la vente de viande de caribou aux bénéficiaires, l'étude de marché réalisée en mars 1992 par David Barrett, de même que les tribunes publiques organisées par la Société Makivik, justifient amplement la conviction qu'il existe un marché inuit pour la viande de caribou. Les résultats préliminaires des tests de produits en cours indiquent aussi qu'il existe un marché inuit pour le gibier, les prix constituant le principal facteur de soutien de la demande.

19 Dans le contexte de ces études, il importe de savoir que si l'on exportait au Québec la moitié seulement des contingentements annuels permis au Nunavik, c'est-à-dire 5 000 caribous, cela correspondrait à moins de 0,0062 % du boeuf, et à seulement 0,0027 % de la totalité des viandes, volailles et poissons consommés au Québec. En d'autres termes, seulement 1 % de la population du Québec aurait mangé un repas de caribou dans l'année.

20 La forte demande que soulève la viande de caribou montre clairement qu'il existe un potentiel de ventes à l'extérieur de la région. Dans sa troisième ou quatrième année d'activités, le projet de commerce intercommunautaire atteindra probablement un taux de production excédant la demande chez les Inuit. C'est alors qu'on commencera à exporter la viande de caribou à l'extérieur du Nunavik.

21 Le Ministère du Loisir, de la Chasse et de la Pêche et d'autres ministères du gouvernement du Québec ont présenté au Conseil des ministres un document demandant l'autorisation de vendre du caribou aux non-bénéficiaires de la *Convention de la Baie James et du Nord québécois*. Tout indique que cette autorisation sera obtenue avant la fin de l'année civile.

LA RÉGLEMENTATION

22 Conformément aux dispositions de la Convention, les Inuit peuvent faire le commerce du gibier entre eux sans qu'intervienne la réglementation provinciale et fédérale. Toutefois, la vente du gibier aux résidants du Québec qui ne sont pas bénéficiaires de la Convention devra se conformer à la réglementation du Québec en regard du contrôle de la qualité, tandis que la vente de gibier à l'extérieur du Québec devra se conformer à la réglementation fédérale équivalente. En tout état de cause, les installations en activité au Québec doivent être accréditées et inspectées par le Ministère de l'Agriculture, des Pêcheries et de l'Alimentation. Si le gibier est exporté à l'extérieur de la province de Québec, les installations doivent alors être accréditées en vertu de la réglementation des deux paliers de gouvernement.

23 L'industrie alimentaire est étroitement réglementée tant au Québec qu'au Canada. Ainsi, l'allocation de contingentements relatifs à l'exploitation et à la transformation du gibier à des fins commerciales relève des deux administrations, certaines espèces étant réglementées par les organismes fédéraux et d'autres par le gouvernement du Québec. De nombreux règlements s'appliquent également au contrôle de la qualité et à l'accréditation des usines de transformation et du centre régional de triage. En résumé, de nombreux services visant le contrôle de la qualité et l'accréditation sont fournis par les deux paliers de gouvernement et, dans certains cas, il faut obtenir les autorisations auprès de l'un et de l'autre palier.

24 Le contrôle de la qualité est le processus suivant lequel des inspecteurs accrédités, souvent des vétérinaires employés par le gouvernement fédéral ou le gouvernement provincial, examinent les aliments afin de déterminer s'ils sont propres à la consommation. Ces inspecteurs cherchent à déceler les infections, maladies, parasites ou anomalies, afin de prévenir que des denrées contaminées se retrouvent sur la table du consommateur.

25 Pour protéger la santé et assurer le bien-être de l'ensemble de la population inuit, il est essentiel de i) contrôler la qualité des viandes sauvages, ii) faire accréditer toutes les installations de transformation, et iii) utiliser des méthodes de transformation et de manutention certifiées comme sûres.

26 Les exigences relatives au contrôle de la qualité et à l'accréditation, de même que la formation et l'aide financière, ont fait l'objet de longues discussions avec les représentants de divers organismes de réglementation. En terme d'assistance, les mesures précises requises du gouvernement du Québec se résument comme suit :

26.1 la modification de la réglementation actuelle afin de permettre aux Inuit de faire le commerce des viandes sauvages avec des personnes qui ne sont pas bénéficiaires de la *Convention de la Baie James et du Nord québécois* :

26.2 l'approbation de modifications dont les parties ont discuté afin d'adapter les règlements du Ministère de l'Agriculture, des Pêcheries et de l'Alimentation en regard du contrôle de la qualité, ceci en vue de permettre la chasse traditionnelle des espèces fauniques du Nunavik :

26.3 la fourniture des services de contrôle de la qualité des viandes sauvages (par les inspecteurs en place) au Nunavik jusqu'à ce que le Ministère de l'Agriculture, des Pêcheries et de l'Alimentation puisse former et embaucher des inspecteurs inuit ;

26.4 une aide technique et du financement pour former les chasseurs et les employés affectés à la transformation aux méthodes et aux exigences du contrôle de la qualité ;

26.5 une aide technique et du financement pour collecter les données relatives à l'exploitation du gibier, de manière à assurer la saine gestion et la conservation des espèces fauniques.

27 Le gouvernement du Québec et le gouvernement du Canada oeuvrent de concert à la production d'une réglementation commune en regard du contrôle de la qualité et de l'accréditation; ils prévoient partager les services devant être fournis aux usines de transformation. Cela pourrait signifier pour l'avenir qu'un seul inspecteur travaillerait pour le compte des deux gouvernements.

LA CONSERVATION ET LA GESTION DE LA FAUNE

28 L'application de principes de conservation et de gestion assurant la rentabilité et la subsistance à long terme de toutes les espèces fauniques fait l'objet d'un consensus global au sein de la population inuit. On reconnaît généralement que les méthodes de chasse traditionnelles et la connaissance intime du territoire, combinées aux pratiques et méthodes scientifiques en vigueur dans le Sud, formeront la base la plus solide pour la gestion et la conservation à long terme des diverses espèces en cause.

29 La surveillance fait partie du processus de conservation et de gestion; elle permet de suivre et d'évaluer les espèces fauniques exploitées. Les Inuit reconnaissent que la surveillance fait partie des pratiques de gestion et de conservation devant être établies, ceci afin d'assurer la subsistance à long terme de toutes les espèces exploitées dans le cadre du projet. Étant donné que certains organismes de réglementation sont prudents dans l'allocation des contingentements, la surveillance fournira les données nécessaires pour négocier des contingentements appropriés et permettra de participer davantage à la gestion et à la conservation de la faune.

30 Des pourparlers ont été tenus avec le Ministère du Loisir, de la Chasse et de la Pêche et avec Pêches et Océans Canada afin de préciser les niveaux d'exploitation de la faune et les méthodes de conservation. Les Associations de Chasse, de Pêche et de Piégeage[1] ont participé activement au processus de conservation et de gestion en identifiant les zones réservées à l'exploitation de la faune par la chasse de subsistance. D'autres zones ont été identifiées pour la chasse commerciale et la chasse sportive.

31 Selon les décisions entérinées par le projet de commerce intercommunautaire, les efforts se concentreront d'abord sur la mise en marché de la viande de caribou et de phoque annelé. Une fois que les études et analyses de rigueur auront été réalisées, d'autres espèces, notamment le touladi et le corégone, pourront ensuite s'ajouter à la liste des produits mis en marché. Certaines espèces, par exemple le béluga, sont protégées et ne pourront pas être commercialisées.

L'EXPLOITATION

32 Rappelons que l'un des deux principaux objectifs du commerce intercommunautaire est d'organiser les activités de telle sorte qu'un nombre maximal d'Inuit puissent gagner un revenu significatif. Cet objectif en regard de la création d'emplois, ainsi que les préoccupations concernant la conservation, la gestion et le respect de la réglementation, constituent les principes régissant la sélection des méthodes d'exploitation.

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1 Les Associations de Chasse, de Pêche et de Piégeage (ACPP) sont chargées des questions de gestion et de conservation ; elles représentent les chasseurs, les pêcheurs et les piégeurs inuit et s'occupent de divers dossiers, notamment celui de la sécurité des chasseurs et de l'aide financière. Chacun des 14 villages compte une ACPP, et il existe une ACPP régionale représentant l'ensemble des collectivités.

33 Les Associations de Chasse, de Pêche et de Piégeage, ainsi que des experts reconnus dans le domaine de l'exploitation et de la transformation du caribou et du phoque, ont été consultés afin d'assurer la sélection de méthodes d'exploitation appropriées. Les éléments suivants ont particulièrement été pris en compte : i) le coût au kilogramme des viandes sauvages livrées sur le marché ; ii) l'applicabilité des méthodes de chasse traditionnelles ; iii) les mises de fonds requises par chasseur ; iv) la sécurité des chasseurs ; et v) la qualité des denrées alimentaires produites. Par ailleurs, des réunions avec des représentants du Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, et de Pêches et Océans Canada ont permis de déterminer comment les méthodes traditionnelles de chasse pouvaient se conformer aux exigences de la conservation et du contrôle de la qualité.

LES USINES DE TRANSFORMATION

34 En 1992, la Société Makivik a fait construire trois installations pilotes dans les villages d'Umiujaq, de Quaqtaq et de Kangiqsualujjuaq. En 1993, une quatrième installation était érigée à Kangiqsujuaq. Ces bâtiments, qui comportent une aire de transformation, une chambre de réfrigération et de congélation, ainsi que des bureaux, mesurent environ 210 mètres carrés. Ils sont petits par rapport à la plupart des installations semblables dans le Sud, mais ils conviennent aux niveaux de production prévus.

35 On prévoit construire au cours des cinq prochaines années des usines de transformation dans les 14 collectivités inuit, ce qui assurera l'équilibre de l'emploi dans toute la région. Chaque collectivité participera à la gestion et à l'exploitation de sa propre usine. Par le biais des usines de transformation ;

35.1 le projet créera le niveau requis d'emplois, quelque quatre-vingt pour cent (80%) des frais d'exploitation étant destinés au paiement des chasseurs et des employés inuit de l'usine de transformation;

35.2 le prix du gibier sera substantiellement inférieur à celui des produits équivalents importés du Sud ;

35.3 la contrôle de la qualité du gibier résoudra nombre des problèmes identifiés en regard de la santé ;

35.4 des emplois seront disponibles pour les jeunes du Nunavik, emplois qui feront appel à leurs aptitudes, à leur éducation et à leurs forces culturelles.

LE CENTRE RÉGIONAL DE TRIAGE

36 Le concept du centre régional de triage ne se résume pas simplement à l'installation d'un grand entrepôt servant au stockage et à la distribution des viandes sauvages. Le centre fournira au 14 usines de transformation de nombreux services d'appui et de coordination, y compris l'expertise dans les domaines de la gestion des affaires, de la distribution, de la mise en marché, de la vente, du contrôle de la qualité et de la vérification comptable.

37 Les discussions tenues avec les organisations inuit et les représentants gouvernementaux ont révélé qu'une installation centrale comme le centre régional de triage était essentielle pour les raisons suivantes :

37.1 la dédoublement des services que le centre régional de triage fournira aux 14 collectivités serait d'un coût prohibitif ;

37.2 les services qui seront assurés par le centre régional de triage ne seront pas requis sur une base continuelle dans chacune des usines de transformation ;

37.3 la coordination qu'exige le transport des surplus du gibier entre les villages (au coût le plus économique par kilogramme) requiert un service centralisé ;

37.4 la collecte et la coordination des données de surveillance de l'exploitation doivent être centralisées afin de tirer le meilleur parti possible des ressources techniques et scientifiques disponibles dans chaque collectivité ;

37.5 un service coordonné permet d'épargner davantage sur l'achat en vrac de fournitures et de services de qualité ;

37.6 une seule organisation représentant les 14 usines de transformation a plus de poids que 14 organisations indépendantes ;

37.7 il convient d'uniformiser la production pour que les consommateurs sachent qu'ils achètent des produits de la meilleure qualité au meilleur prix.

38 Il importe aussi de noter que les organismes de réglementation, tant fédéraux que provinciaux, ont insisté sur le besoin d'établir un centre régional de triage pour assurer le respect de la réglementation en regard du contrôle de la qualité et de la santé publique. Les avantages et économies découlant du centre régional de triage sont les suivants :

38.1 la réduction du coût de l'expertise technique de quelque 25 personnes-année, ce qui correspond à une économie annuelle d'environ 1,8 M $ sur une période de cinq ans[1] ;

38.2 l'efficacité accrue des rapports avec les organismes de réglementation ;

38.3 la réduction des frais d'exploitation par le biais de la centralisation des achats de fourniture et de pièces de rechange — les économies sont estimées à 20 000 $ par usine, ce qui représente une épargne totale de quelque 280 000 $ par année ;

38.4 la réduction du prix des viandes sauvages d'environ 80¢ le kilogramme, par le biais de l'inventaire contrôlé et de la gestion du transport[2] ;

38.5 un marché d'exportation rentable, grâce à la centralisation de la répartition des produits et des ventes au centre régional de triage.

39 Le système informatique de gestion des données doit être pleinement intégré, de sorte que qu'il puisse répondre à des exigences poussées en matière d'information.

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1 Des détails supplémentaires sont fournis au chapitre douze du Plan d'entreprise.

2 Idem.

Il doit fonctionner dans le cadre d'un réseau ouvert de distribution et doit être accessible par le biais d'une interface commune à tous les utilisateurs. Sa caractéristique la plus importante est qu'il permettra aux usines de transformation des collectivités de fournir des données précises au centre régional de triage, notamment dans les contextes suivants :

39.1 planification et gestion de projet — le système informatique doit permettre de prévoir les activités, de même que les coûts associés à chacune :

39.2 inventaire — le système informatique, auquel sera intégré le logiciel de surveillance, doit fournir les données relatives à l'inventaire de viandes sauvages dans chacun des villages ; il devra aussi comporter un logiciel effectuant la paye des chasseurs dans les collectivités ;

39.3 base de données sur les ressources naturelles — les données recueillies sur les espèces fauniques doivent être stockées dans cette base de données et se prêter aux analyses qui seront effectuées par des spécialistes des ressources :

39.4 transport et entreposage — une partie du gibier sera immédiatement consommée dans les villages, une partie sera congelée pour les besoins futurs de consommation et une partie sera expédiée vers d'autres collectivités pour les fins de la consommation ou de l'exportation ; il faut donc que le modèle d'ordinateur retenu, une fois relié au logiciel d'inventaire de chaque village, soit en mesure de préciser l'option la plus économique pour chaque collectivité et pour l'ensemble du projet ;

39.5 comptabilité et administration — le logiciel de comptabilité devra i) répondre aux exigences d'exploitation du projet de commerce intercommunautaire ; ii) fournir l'information en temps réel et iii) comporter une fonction de vérification de la comptabilité et des activités ;

39.6 gestion financière — cette composante du système doit fournir aux gestionnaires des données précises en temps opportun, ceci afin d'assurer une saine gestion financière du projet.

40 Pour l'instant, Kuujjuaq semble constituer l'endroit idéal pour l'établissement du centre régional de triage, ceci pour les raisons suivantes : i) par rapport aux autres collectivités, Kuujjuaq est un centre important de transport ; ii) la collectivité est située plus au sud que la plupart des autres villages nordiques ; iii) elle est dotée d'une piste d'atterrissage pouvant accommoder des gros appareils. Toutefois, on recommande que l'emplacement du centre régional de triage ne soit sélectionné que dans un an ou deux, ce qui donnera le temps de mieux comprendre les exigences du projet en termes de logistique.

LA FORMATION

41 Comme c'est le cas pour toute entreprise commerciale, le projet de commerce intercommunautaire doit assurer l'uniformité et le contrôle de la qualité de ses produits. Le meilleur moyen d'atteindre ce but est d'instaurer un programme de formation dont la gestion soit centralisée. L'équipe du centre régional de triage veillera à ce que les programmes de formation élaborés répondent aux besoins du projet. La mise au point d'un programme de formation uniformisé, qui sera appliqué dans toutes les collectivités, assurera que les chasseurs et les employés des usines de transformation partagent la même base de connaissances.

42 Pour réussir dans cette entreprise de formation, il importe d'en prévoir les coûts dans le budget, d'élaborer les programmes et de les mettre en oeuvre. Il faut faire appel à des professionnels

pour préparer un programme de cours détaillé, mettant l'accent sur l'aspect pratique et immédiatement applicable de la formation. On devra aussi évaluer la formation de manière régulière afin d'apporter les changements et les améliorations souhaitables dès que le besoin s'en fait sentir.

43 En l'occurrence, les exigences du projet sont considérables, car il faudra former 300 personnes aux emplois disponibles à tous les niveaux du commerce intercommunautaire. Ainsi, on devra prévoir divers programmes de formation pour les employés affectés à la transformation des produits, pour les gérants des usines de transformation, pour les chasseurs et pour les inspecteurs chargés de contrôler la qualité.

44 Les programmes de formation doivent être mis au point de concert avec les usines de transformation, le Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, de même que Pêches et Océans Canada. La formation doit refléter les besoins et les exigences du projet, ainsi que la réglementation à laquelle il doit se conformer. Le projet de commerce intercommunautaire doit travailler de concert avec i) les organismes fédéraux et provinciaux de formation ; ii) le service de la formation de la Société Makivik ; iii) le service d'éducation aux adultes de la Commission scolaire Kativik, dont le mandat est important au Nunavik en matière de formation ; iv) l'Administration régionale Kativik, qui exerce sa compétence dans des champs d'activités ayant des effets directs sur les exigences du commerce intercommunautaire en matière de formation. Il est tout aussi important que les employés, par suite de leur formation initiale, reçoive une formation, uniforme et continue, en cours d'emploi.

LE FINANCEMENT

45 La mise de fonds pour le projet est estimée à 16,8 M $. Cela comporte le financement requis pour les 14 usines de transformation, le centre régional de triage, l'équipement nécessaire pour répondre aux exigences de production et le coût de la formation, laquelle assurera que les chasseurs, ainsi que les employés et les gérants des usines de transformation répondent aux exigences de l'accréditation.

46 La Société Makivik a déjà appuyé le commerce intercommunautaire en investissant 3 M $ dans la construction des quatre premières usines de transformation, ce qui correspond à 25 % de la mise de fonds prévue au chapitre des installations. Pour financer les 75 % restant de la mise de fonds, la Société Makivik sollicitera Industrie et Science Canada (ISC) par le biais de la Stratégie canadienne de Développement économique des Autochtones et du Bureau fédéral de Développement régional du Québec.

47 En plus de pourvoir à la mise de fonds, la Société Makivik :

47.1 allouera 7 M $ supplémentaires pour les crédits de relais et les intérêts connexes, les coûts d'inventaire irrécupérables et la marge d'autofinancement de l'inventaire ;

47.2 sollicitera la province de Québec pour une mise de fonds de 2,8 M $, somme qui servira à compenser pour les coûts de formation des chasseurs, des employés et des gérants des usines de transformation, de sorte qu'ils aient les compétences de base requises par le projet ;

47.3 demandera une aide financière de 1,3 M $ au Bureau fédéral de Développement régional du Québec pour contribuer à défrayer les coûts liés à la création d'une équipe de mise en oeuvre du projet ;

47.4 financera la formation continue du personnel en place, par le biais des revenus d'exploitation des usines de transformation.

PLAN QUINQUENNAL DE FINANCEMENT (EN MILLIONS DE DOLLARS)

	Institution	Somme	Total
Construction de 14 usines de transformation et du centre régional de triage	Makivik ISC	3,0 10,8	13,8 M $
Formation — mise de fonds Formation — autre	MAPAQ	2,8	2,8 M $
Mise en oeuvre du projet	ISC Makivik	1,3 1,5	2,8 M $
Crédits de relais et coûts d'inventaire irrécupérables	Makivik	5,5	5,5 M $
Budget total :			**24,9 M $**

BIEN-FONDÉ DE LA CONCEPTION

48 La «rentabilité du projet» s'entend de l'aptitude à générer des fonds suffisants pour i) payer les frais d'exploitation et les frais connexes; et ii) effectuer des placements dans un fonds de réserve en vue de maintenir et de moderniser les installations et l'équipement. La rentabilité du projet est généralement déterminée en examinant des états financiers pro forma couvrant une période de cinq ans, ceci afin de prévoir les tendances à long terme des revenus générés par le projet de commerce intercommunautaire.

49 Le calcul de la rentabilité du projet a été assujetti à une analyse en profondeur. Sur la foi de cette analyse, il est évident que le projet est rentable et pourra subvenir à ses besoins si les deux paliers de gouvernement accordent l'aide financière sollicitée au chapitre de la mise de fonds initiale. Les deux diagrammes qui suivent résument les résultats de l'analyse financière.

49.1 Sommaire de l'état des revenus — Ce diagramme illustre les revenus prévus pour le projet de commerce intercommunautaire. Trois courbes de revenus y sont représentées, suivant trois variantes d'analyse : (i) +10%; (ii) 0%; (iii) -10%.

49.2 Sommaire de l'état des revenus cumulatifs — Ce diagramme illustre les revenus cumulatifs prévus pour le projet de commerce intercommunautaire :

49.2.1 la courbe de la partie supérieure montre les revenus cumulatifs prévus, si les paliers fédéral et provincial de gouvernement accordent les mises de fonds initiales ;

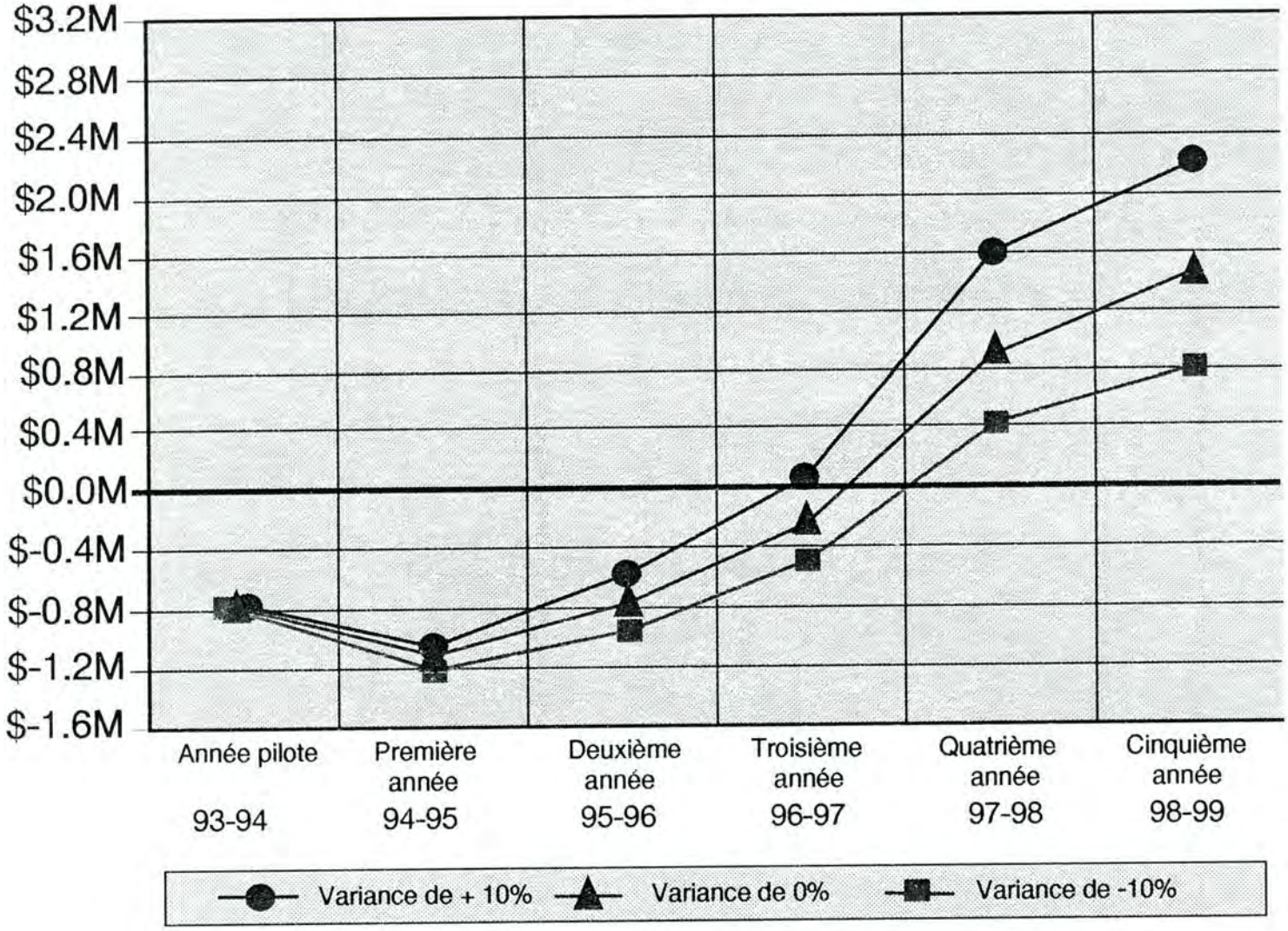
49.2.2 la courbe de la partie inférieure montre les revenus cumulatifs en l'absence de l'aide financière sollicitée auprès des gouvernements.

Sommaire de l'état des revenus

Revenus avec l'aide financière (avant impôt)

Ensemble du projet de commerce intercommunautaire

Transformation du phoque et du caribou

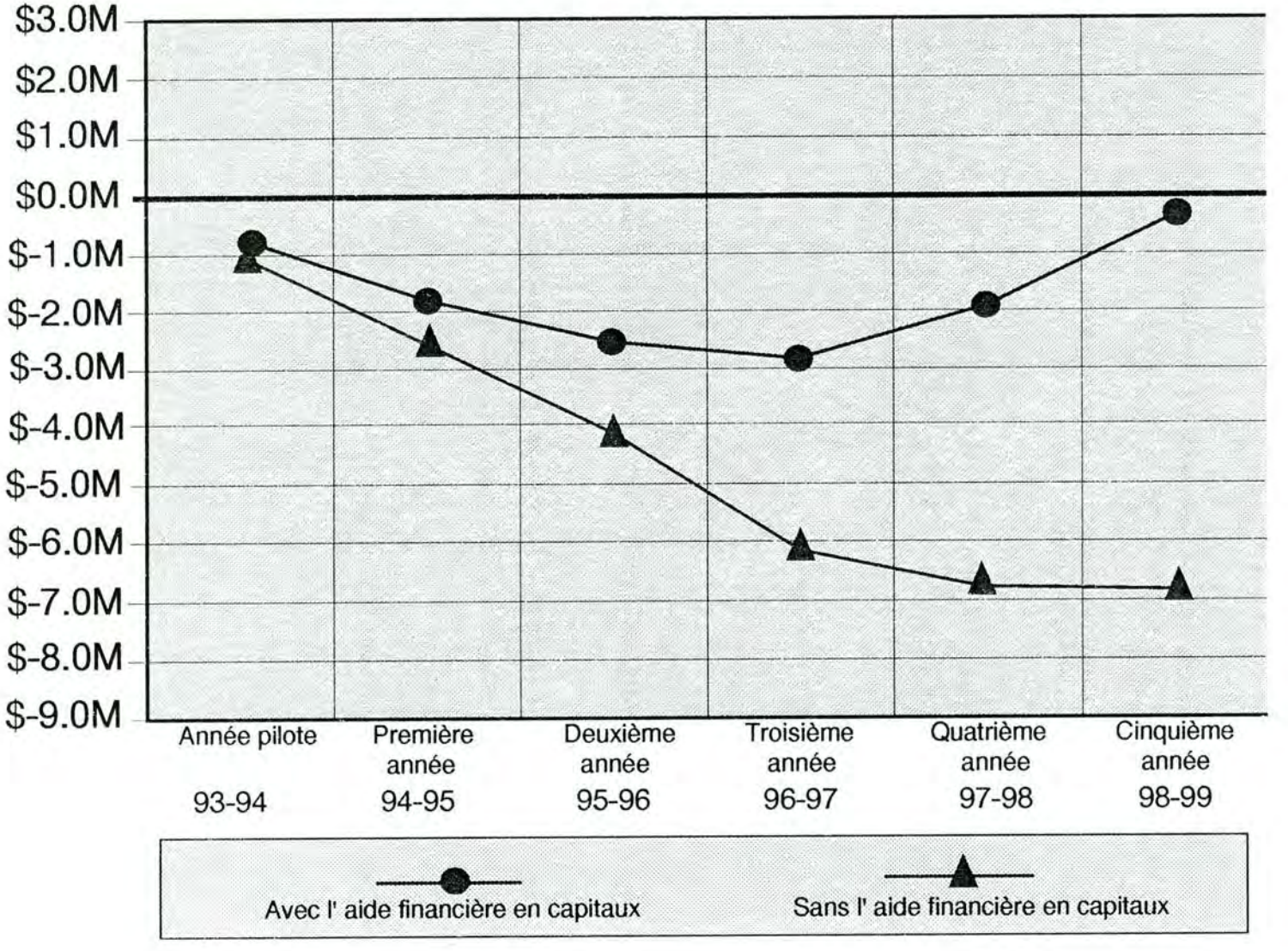


Sommaire de l'état des revenus cumulatifs

Variance de 0% (avant impôt)

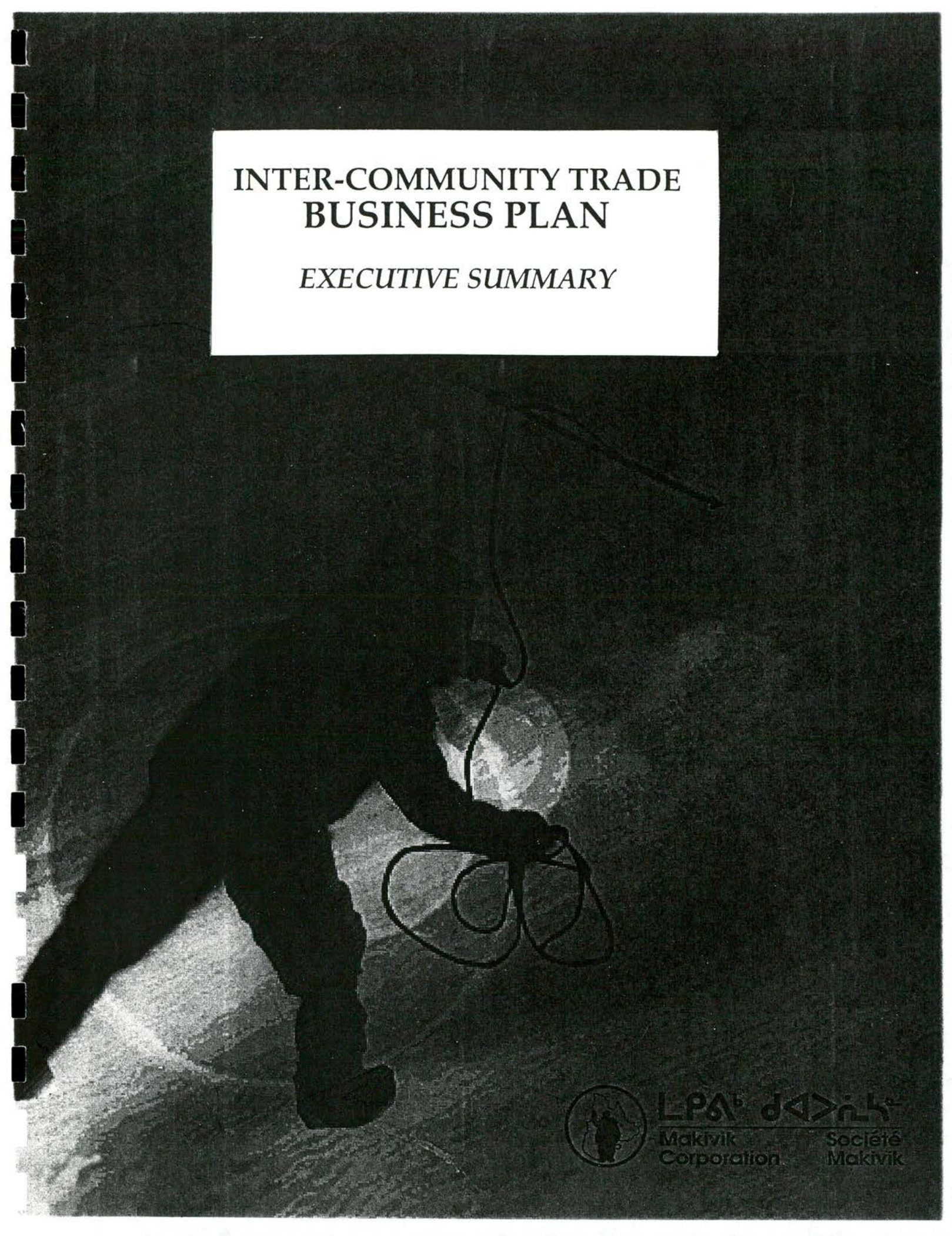
Ensemble du projet de commerce intercommunautaire

Transformation du phoque et du caribou



INTER-COMMUNITY TRADE
BUSINESS PLAN

EXECUTIVE SUMMARY



Makivik Corporation

Société Makivik

INTER-COMMUNITY TRADE
BUSINESS PLAN

EXECUTIVE SUMMARY

April 1994

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Makivik Corporation
Société Makivik

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TABLE OF CONTENTS:

EXECUTIVE SYNOPSIS:

I. Inter-Community Trade is a social, cultural and economic development initiative by the Inuit of Nunavik. Wildlife such as caribou, ringed seals and fish will be harvested by Inuit hunters using traditional practices. The harvested product will be inspected by government agencies and then processed for sale to Inuit and non-Inuit.

II. The Inter-Community Trade project will have positive impact in all 14 communities as well as creating more than 300 seasonal harvesting and processing jobs; and 125 to 150 jobs in new and existing secondary industries.

CONCLUSION

The Inter-Community Project is financially viable, will create employment, will provide quality inspected foods at reasonable prices, and will provide economic incentive to the Nunavik region.

Inter-Community Trade is essential to the health, well being, and dignity of the Inuit population and must be a top priority of the Federal and Québec governments, and the Makivik Corporation.

EXECUTIVE SYNOPSIS:

RECOMMENDATIONS:

1. The Inter-Community Trade Project should be implemented in its entirety.

2. Funding assistance must be sought from the Federal and Québec governments.

PROJECT VIABILITY:

1 Once the capital cost requirements have been funded, the Inter-Community Trade initiative is viable. Portions of profits and revenues generated by the Inter-Community Trade initiative will be available to:

1.1 Create a financial capital reserve to expand existing facilities, and replace capital equipment;

1.2 Invest in the development of additional value-added products, produced from country food by-products; and

1.3 Provide the community with much needed revenues, additional job creation, investment opportunities and resources for ongoing training requirements.

PRINCIPLE BENEFITS:

2 The Inter-Community Trade initiative, will positively affect 14 Nunavik communities, and provide the backbone infrastructure needed to derive the following principle benefits:

2.1 A reduction in unemployment levels, with a corresponding increase in labour skills, through:

2.1.1 The creation of 300 seasonal harvesting and processing jobs; and

EXECUTIVE SYNOPSIS:

2.1.2 The generation of 125 to 150 jobs in new and existing secondary industries.

2.2 Inspection of country foods and improved quality of life through associated health benefits;

2.3 Establishment of improved conservation management practices of Nunavik wildlife;

2.4 Promotion of employment in areas of cultural importance;

2.5 The provision of inspected country foods, at prices affordable to the targeted market, using local natural resources; and

2.6 Respect for, and a recognition of, Inuit culture and values.

INTER-COMMUNITY TRADE SUPPORT:

3 The Inter-Community Trade initiative has the support of:

3.1 The Nunavik population as it meets the two regional sensitivities of: (i) the proper conservation management of wildlife species; and (ii) the creation of employment, for the Inuit.

3.2 Makivik Corporation has placed the Inter-community Trade project among its highest priorities;

3.3 The Québec government is supportive of all wildlife harvest quota levels as well as, inspection and certification adjustments required for the project; and

3.4 The Federal government is equally supportive of the project and its socio-economic benefits.

SEASONAL JOBS CREATED
HUNTERS AND PROCESSORS

Previous	**Year 1** 94-95	**Year 2** 95-96	**Year 3** 96-97	**Year 4** 97-98	**Year 5** 98-99	**Total**
0	50	50	50	75	75	**300**

EXECUTIVE SYNOPSIS:

SECONDARY JOBS CREATED

Previous	Year 1 94-95	Year 2 95-96	Year 3 96-97	Year 4 97-98	Year 5 98-99	Total
0	0	20	20	35	50	**125**

FINANCIAL DISBURSEMENTS PROFILE
(Figures Shown in 000s)

	Previous	Year 1 94-95	Year 2 95-96	Year 3 96-97	Year 4 97-98	Year 5 98-99	TOTAL
CAPITAL INVESTMENT							
CAEDS[1]	0	873	1,616	1,715	980	453	**$ 5,637**
FORD[2]	0	873	1,617	1,716	979	453	**$ 5,638**
Québec	0	572	576	580	584	191	**$ 2,503**
Makivik[3]	1,438	0	0	0	0	0	**$ 1,438**
SUB TOTAL	**$ 1,438**	**$ 2,318**	**$ 3,809**	**$ 4,011**	**$ 2,543**	**$ 1,097**	**$ 15,216**
FUNDING AND BRIDGE FINANCING COSTS							
Makivik	1,500	700	700	800	900	900	**$ 5,500**
TOTAL	**$ 2,938**	**$ 3,018**	**$ 4,509**	**$ 4,811**	**$ 3,443**	**$ 1,997**	**$ 20,716**

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1 CAEDS Industry Canada, Canadian Aboriginal Economic Development Strategy.
2 FORD Industry Canada, Federal Office for Regional Development (Quebec).
3 The amount of $1,438,000 spent in previous years by Makivik includes the existing processing facilities, equipment, and related items.

EXECUTIVE SUMMARY:

INTRODUCTION:

1 The Inuit of Nunavik have hunted, fished and trapped various wildlife species for countless generations. Whether the wildlife be: (i) marine mammals, such as seals and whales; (ii) land animals, such as caribou and Arctic fox; (iii) fish, such as salmon, char and trout; or (iv) birds such as geese and ptarmigan, wildlife have remained as the staple of existence for the Inuit of Nunavik. In addition, the lack of vegetables and fruit, in the harsh Nunavik climate has resulted in the Inuit becoming almost uniquely dependent upon the flesh of country foods.

2 Nunavik citizens are concerned about their culture and traditions. The values and norms associated with the new way of life, within communities, is at odds with what has been previously understood and accepted by the Inuit population. Important values, such as the sharing of food and the role of elders within the village are being challenged, and sometimes lost. The youth no longer see their future within traditional trades such as hunting, fishing and trapping.

3 Today, traditional existence has been replaced with small communities, in fourteen isolated coastal villages. The resulting concentration of many people within the confines of a village has distressed some local wildlife species, making these species less abundant within the immediate periphery of the village. This has resulted in hunting expeditions of greater cost, duration and distance, to a point where many Inuit can no longer afford to hunt for themselves.

4 The increasing costs associated with hunting has resulted in the increased consumption of some imported foods. Imports, such as vegetables and fruits, are seen as positive benefits because of the nutritional value they introduce into the local diet. Others such as beef, pork and poultry are seen as replacements for country foods, are exceptionally expensive, and are helping diminish the cultural values associated with hunting, fishing and trapping of various wildlife species.

5 The Nunavik region must also deal with a high cost of living. Currently, unemployment in the Nunavik region stands at 3 to 5 times the National average of 10-12%. As well, if one desired to bring northern living standards in line with the south, it would require an effective minimum wage significantly higher than the southern minimum wage. The Nunavik region cannot afford, nor does it wish, to maintain the status quo. To overcome this dilemma requires immediate job creation, and the development of community based infrastructure, while respecting the sensitivities of the Inuit.

THE ROLE OF MAKIVIK CORPORATION:

6 To address these regional issues, Makivik Corporation is putting forth, as a top priority, the Inter-Community Trade initiative, on behalf of the Inuit population of Nunavik. Inter-Community Trade is a socio-economic project which has the following two key sensitivities, each focused on traditional Inuit values:

6.1 The proper conservation management of wildlife species, and

6.2 The creation of employment, for the Inuit population of Nunavik.

7 The Inter-Community Trade initiative is a significant step forward for the Inuit of Nunavik. It assists them in attaining a quality of life, comparable to those living in the south, while allowing the Inuit to preserve and participate in their culture and traditions.

8 In the Inuit language "makivik" means advancement. It is a fitting name for an organization whose main goal is to help develop not only the Inuit economy, but the social and political landscapes as well. A non-profit, Inuit owned development corporation, Makivik Corporation was created to manage the compensation monies received from the James Bay and Northern Québec Agreement. The agreement contains 31 sections providing Inuit with special rights of: (i) land ownership and use; (ii) hunting, fishing and trapping rights; (iii) environmental protection; (iv) monetary compensation; and (v) certain regional government powers, in exchange for the surrender of their aboriginal claims in Québec.

9 Economic factors have impacted Makivik Corporation directly as lower interest rates have reduced the income earned from Makivik Corporation's investments. This has resulted in less revenue within Makivik being available for economic development initiatives. In addition, both the Federal and Provincial governments have undertaken major cost cutting programs, resulting in smaller program assistance budgets.

10 With respect to socio-economic development, Makivik Corporation has initiated and encouraged extensive public dialogue on how the Inter-Community Trade project should be established and operated. A consensus, embraced by the Inuit population has emerged, with the following principles and policies:

10.1 Wildlife species belong to, and are shared by, all Inuit. Therefore, the Inuit population as a whole must benefit from the Inter-Community Trade project;

10.2 Wildlife species must be conserved for future generations;

10.3 Government food inspection is required to prevent contaminated wildlife from being processed and sold; therefore rigorous inspection processes are essential;

10.4 Inter-Community Trade must encourage and assist country food entrepreneurs, not compete with existing entrepreneurs and retailers;

10.5 The creation of jobs in Nunavik appropriate for the Inuit population, and its youth, is crucial; and

10.6 Employment must be created in all 14 communities. This implies that quotas must be distributed in a fair and equitable manner to ensure each plant is profitable.

11 In recognition of these factors Makivik Corporation, in conjunction with other Inuit and government organizations, has come to the following realizations:

11.1 The only commercially renewable resource in Nunavik is the local wildlife species which must be used for socio-economic development. Makivik and the regulatory agencies must work together to ensure the application of appropriate resource management and conservation techniques to guarantee sustainable wildlife populations;

11.2 The cost of imported foods from southern Canada is unacceptably high. Country foods must be available at lower prices than imported foods, thereby helping to reduce somewhat the high cost of living in the North;

11.3 Many of the unemployed are excellent hunters. The implementation of the Inter-Community Trade initiative would provide about 300 seasonal jobs, in the harvest and processing of country foods, and as many as 125 to 150 more jobs in secondary and related industries; and

11.4 Ministère de l'Agriculture, des Pêcheries et de l'Alimentation has to provide country food inspection services to substantially reduce sickness and death caused by contaminated country foods.

DEMAND FOR COUNTRY FOODS:

12 The commercial expectations of the Inter-Community Trade initiative are to first satisfy the demand for country foods in Nunavik, and then, to initiate the export of surplus country foods, outside of the Nunavik region.

13 The demand for country foods in Nunavik has thus been established and addressed according to the following priorities:

13.1 The sale of country foods to beneficiaries of the James Bay and Northern Québec Agreement;

13.2 The sale of country foods to non-beneficiaries of the James Bay and Northern Québec Agreement residing in Nunavik; and

13.3 The potential sale of some country foods to consumers residing outside of Nunavik.

14 The Inter-Community Trade Initiative must assist all 14 communities with the marketing of country foods, and the coordination and distribution of surplus foods to needy communities. To best use limited resources, keep project costs within acceptable levels, and have an overall view of the country food demand and surplus requirements, it will be necessary to provide a centralized coordination effort, one of the primary activities of the Regional Marshalling Facility[1].

15 Individuals who comprehend the regional sensitivities of the North, and how small villages work and communicate, will realize that the promotion of country foods, within the Inuit villages of Nunavik, will be substantially different from southern methods. Promotion and product testing are two very important aspects of product management. Makivik Corporation is undertaking, during the coming months, a series of market tests in four Nunavik communities. These tests will be used to measure consumer taste and format preferences for seal and caribou, as well as lake trout and whitefish. The results of these tests will provide a good basis for the processing of seal and caribou as well as providing additional direction with respect as to how Inter-Community Trade should address the possible commercialization of lake trout and whitefish.

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[1] The Regional Marshalling Facility provides centralized management, sales, marketing, quality control and warehousing facilities. Refer to Section Twelve of the Business Plan for details.

16 In addition, the marketing of country foods has been addressed a number of times of during the last few years. The most notable of these reviews and surveys have been:

16.1 Public forums on Inter-Community Trade and country foods conducted by Makivik Corporation throughout 1991 and 1992;

16.2 Marketing Study Relating To Inter-Community Trade prepared by David Barrett in March of 1992;

16.3 Marketing Caribou Meat From Nouveau-Québec produced by the Ministère du Loisir, de la Chasse et de la Pêche in 1984; and

16.4 Feasibility Study For The Re-Establishment Of The Seal Fishery In Northern Québec prepared by SINAAQ Enterprises Inc. in April of 1992.

17 Non-beneficiaries residing in Nunavik are presently not allowed to buy country foods commercialized by the Inuit. Many non-beneficiaries currently sport hunt caribou and have acquired a taste for caribou. The public forums on Inter-Community Trade and country foods conducted by Makivik Corporation throughout 1991 and 1992 fully demonstrated that there is a strong demand by non-beneficiaries, in Nunavik, for processed and commercialized caribou meat.

18 A number of marketing studies have been done for caribou. With respect to the sale of caribou meat to beneficiaries, the Marketing Study Relating To Inter-Community Trade prepared by David Barrett in March of 1992 and the public forums on Inter-Community Trade and country foods conducted by Makivik Corporation throughout 1991 and 1992 amply support the position that there is an Inuit market for caribou meat. Preliminary results of the marketing and taste tests, currently underway, demonstrate that there is an Inuit market for country foods with price being the prime elasticity factor of demand.

19 In support of these studies it is important to recognize that if only 5,000 caribou, half of the current annual quota, were to be exported to Québec, it would represent less than 0.0062 % of the beef consumed in Québec, and only 0.0027% of all the meat, poultry and fish. In other words, only 1% of the Québec population would have eaten Caribou meat once during the year.

20 The strong demand exhibited for caribou meat clearly demonstrates the potential for export sales. During the third or fourth year of operation, the Inter-Community Trade project will likely attain a production level that exceeds the Inuit's consumption and demand requirements. At this point, Inter-Community Trade will commence exporting caribou outside of Nunavik.

21 The Ministère du Loisir, de la Chasse et de la Pêche and other Québec government departments have presented a document to the Québec cabinet which seeks approval for the sale of caribou to non-beneficiaries of the James Bay and Northern Québec Agreement. All indications show that this should be approved before the end of the current calendar year.

REGULATORY ISSUES:

22 The James Bay and Northern Québec Agreement allows for the commercialization of country foods, between Inuit, without Federal and Provincial regulatory involvement. The sale of country foods to non-beneficiaries of the James Bay and Northern Québec Agreement residing in Québec will require adherence to the province of Québec's food inspection requirements. The sale of food outside of Québec requires the adherence to Federal food inspection regulations. In all cases, facilities operating in Québec must be certified and inspected by Ministère de l'Agriculture, des Pêcheries et de l'Alimenation. If country foods are to be exported outside of the province of Québec, there is a requirement for the facilities to be certified both provincially and federally.

23 The food processing industry is heavily regulated by both the Federal and Québec governments. For example, the allocation of quotas for the commercial harvest and processing of wildlife is one area that sees divided jurisdictions. While federal agencies allocate some harvest levels, the Québec government allocates others. There are also a large number of government regulations that apply to inspection and certification within the Community Processing Centres and the Regional Marshalling Facility. In summary, both the Federal and Québec governments provide many of the same inspection and certification services, and in some instances, approval must be sought from both.

24 Inspection is the process whereby certified inspectors, often veterinarians, and historically employees of either the Federal or Québec Provincial government, examine food to determine its fitness for human consumption. The inspectors look for a variety of possible infections, illnesses, parasites, and abnormalities, to prevent unfit foods from reaching the consumers table.

25 Essential to the overall health and well being of the Inuit population is: (i) the inspection of country foods; in conjunction with (ii) the certification of all processing facilities, and (iii) certified-safe processing and handling practices.

26 Extensive discussions have been held with the various regulatory agencies, with respect to inspection and certification requirements, as well as training and financial assistance. Additional specific assistance required from the government of Québec is summarized as follows:

26.1 A change in current regulations to allow Inuit to commercialize and sell country foods to non-beneficiaries of the James Bay and Northern Québec Agreement;

26.2 Approval of the discussed adaptations and changes of Ministère de l'Agriculture, des Pêcheries et de l'Alimentation's inspection regulations to allow for a traditional hunt of Nunavik's wildlife species;

26.3 Provision of country food inspection services (by existing inspectors) in Nunavik until Ministère de l'Agriculture, des Pêcheries et de l'Alimentation can train and employ Inuit inspectors;

26.4 Assist and finance the training of Inuit food processing employees as well as the hunters with respect to inspection requirements and practices; and

26.5 Assist and finance the gathering of country food harvest information so that the conservation and management of the different wildlife species is assured.

27 The province of Québec and the Federal government are currently working together to produce a common set of inspection and certification regulations and to share in the inspection and certification services that must be provided to the processing facilities. In the future, this might mean that one inspector may work on behalf of both Provincial and Federal governments.

CONSERVATION MANAGEMENT:

28 There is an overwhelming consensus, within the Inuit population, that conservation and management principles must be applied to ensure the long term viability and subsistence of all wildlife species. It is generally agreed that a combination of traditional Inuit skills, intimate knowledge of the land, and scientific practices and techniques of the south, will form the best basis for the long term management and conservation of the various country food species.

29 Monitoring is that part of the conservation management process which tracks and measures the harvest of wildlife species. Monitoring is accepted, by the Inuit, as part of the conservation and management practices that must be established to ensure the long term subsistence of all country foods. Given the conservative nature of some regulatory agencies, in the allocation of quotas, monitoring will provide the information needed to negotiate appropriate quotas, and to better participate in conservation management practices.

30 Discussions have been held with Ministère du Loisir, Chasse et Pêche and the Department of Fisheries and Oceans to identify wildlife harvest levels and conservation practices. The Hunting, Fishing and Trapping Association[1] have actively participated in the conservation management process by identifying zones which will be restricted to the subsistence hunters harvesting of wildlife. Other zones have been identified for the commercial harvest, as well as sport hunters.

31 It was decided that Inter-Community Trade would initially concentrate on the commercialization of caribou and ringed seal. At a later date, and after appropriate studies and analysis, other wildlife species such as lake trout and whitefish may be added to the list of commercialized products. Some wildlife species, such as Beluga whales were identified as protected species and will not be commercialized.

HARVESTING:

32 As previously identified, one of the two prime objectives of the Inter-Community Trade initiative is to organize its operations so that a maximum number of Inuit can earn a meaningful income. This employment objective, in conjunction with conservation management and regulatory concerns, constitute the over-riding principles in the selection of appropriate harvesting methods.

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[1] The Hunting, Fishing and Trapping Association (HFTA) is an association working on conservation management issues as well as on behalf of the Inuit hunters, fishermen and trappers addressing items such as hunter satefy, financial assistance, and other concerns. There is an HFTA for each of the 14 communities and there is a regional HFTA which represents all communities.

33 In selecting harvesting methods, representatives of the Hunting, Fishing and Trapping Association, as well as other acknowledged experts in the harvest and processing of caribou and seals were consulted. The purpose of this effort was to ensure appropriate harvesting methodologies were selected. In addition, attention was focused on (i) the cost per pound of delivered country foods, (ii) the applicability of traditional hunting processes, (iii) capital investment by the individual hunters, (iv) the hunter's safety; and (v) the quality of the harvested food. Meetings were also held with Ministère de l'Agriculture, des Pêcheries et de l'Alimentation, and the Department of Fisheries and Oceans officials to identify how traditional Inuit hunting practices could be combined with appropriate conservation and inspection requirements.

COMMUNITY PROCESSING CENTRES:

34 In 1992, at Makivik Corporation's request, three pilot facilities were constructed in Umiujaq, Quaqtaq and Kangiqsualujjuaq. These structures, complete with processing areas, coolers, freezers and office space are about 210 sq. meters. While small in comparison to most southern facilities, they are adequate for the forecasted production levels.

35 It is planned that within the next five years there will be processing facilities constructed in all 14 communities, thereby ensuring balanced employment throughout the region. Each community will be involved in the management and operation of their own facility. Through the Community Processing Centres:

35.1 The project will provide the desired level of employment; with approximately eighty percent (80%) of all operating costs going towards the payment of Inuit hunters and food processors;

35.2 The price of country foods will be substantially lower than imported country food equivalents;

35.3 The inspection of country foods will solve many of the health problems currently identified; and

35.4 There will be jobs available for the youth of Nunavik, jobs that make use of their skills, education and cultural strengths.

REGIONAL MARSHALLING FACILITY:

36 The concept of the Regional Marshalling Facility is more than just a large warehouse used to store and distribute country foods. The facility will also provide many support and coordination functions including: technical and corporate management expertise, distribution, marketing, sales, quality control, and audit functions, to the 14 Community Processing Facilities.

37 Discussions with Inuit organizations and government officials resulted in a consensus that a central Regional Marshalling Facility is essential to the success of the Inter-Community Trade initiative, for the following reasons:

37.1 The duplication of the services to be provided by the regional marshalling centre in each of the 14 Community Processing Centres would be prohibitively expensive;

37.2 The services provided by the Regional Marshalling Facility are not required on a full time basis in each of the Community Processing Centres;

37.3 The coordination required to move surplus country foods between villages (at the lowest per kilogram cost) requires a centralized function;

37.4 The gathering and coordination of all harvest monitoring information should be centralized to optimize the limited technical and scientific resources available in each community;

37.5 A coordinated service will affect the greatest savings when buying bulk processing supplies and obtaining quality services;

37.6 A single voice that represents all Community Processing Centres is stronger than 14 independent voices; and

37.7 A uniform standard for country foods must be established so that consumers are assured they only purchase products of high quality and value.

38 It is also important to note that both Federal and Provincial regulatory agencies have stressed the need for a centralized Regional Marshalling Facility, to ensure quality control and public safety requirements are met. The savings and benefits that will accrue through a Regional Marshalling Facility are:

38.1 The cost of technical expertise will be about twenty five person years less for a total annual savings of about $1.8 million, over a five year period[1];

38.2 Increased effectiveness in dealing with regulatory agencies;

38.3 Lower operating costs through the centralized procurement of supplies and spare parts. Savings are estimated to be $20,000 per facility for a total annual savings of about $280,000 per year;

38.4 Lower cost of country foods through controlled inventory and transportation management, about $0.80 per kilogram less[2] ; and

38.5 A financially viable export market achieved through centralized marshalling and sales operations within the Regional Marshalling Facility.

39 The information management system, contained within the Regional Marshalling Facility, must be fully integrated to ensure sophisticated information requirements are met. The system should

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1 Section Twelve of the Business Plan provides more detail.
2 Section Twelve of the Business Plan provides more detail.

function in a distributed open systems environment, and be accessible through a common user interface. The most important element in this information system will be the ability of the Community Processing Centres to provide accurate information to the Regional Marshalling Facility. These include:

39.1 Project Planning and Management: This system must forecast planned activities as well as the costs associated with each.

39.2 Inventory System: This system, tied to the monitoring system, must provide country food inventory information within each village. This is also tied to the community hunter pay system.

39.3 Natural Resource Database: This database must store wildlife species data collected, and allow for information to be analyzed by resource specialists.

39.4 Transportation Versus Storage Model: Some country food will be immediately consumed in the villages; some will be frozen for future consumption; and some will be shipped to other communities for their consumption or export elsewhere. There is a requirement for a computer based model which, when connected to the inventory system in each village, is capable of identifying the most economical cost options within each village and for the project as a whole.

39.5 Accounting and Administration: An accounting system is required which: (i) works within the operational requirements of the Inter-Community Trade initiative; (ii) provides real-time information; and (iii) provides the ability for financial and operational audits; and

39.6 Financial Management: This part of the system must provide management with timely and accurate information to enable proper financial management of the project.

40 At this time, Kuujjuaq seems to be the ideal location for the construction of a Regional Marshalling Facility because: (i) it is a major transportation node, relative to the other communities; (ii) it is farther south than most communities; and (iii) it has a landing strip capable of handling large jets. However, it is recommended that the site for the Regional Marshalling Facility not be selected for a year or two in order to acquire a better understanding of the project's logistics requirements.

TRAINING REQUIREMENTS:

41 As with any business enterprise, Inter-Community Trade must ensure product consistency, and quality control. The best way this can be achieved is through a centrally managed training system. The Regional Marshalling Facility team will ensure that appropriate training programs are developed to support and serve Inter-Community Trade's needs. By developing a training program, and ensuring that it is consistently applied in all of the communities, the hunters and processing centre employees will all have a common base of knowledge.

42 To achieve success training costs must be acknowledged and budgeted, and training plans developed and implemented. Professional trainers must develop detailed course curriculum and ensure that the emphasis is hands on and applicable to the job at hand. Training must be reviewed

on an ongoing basis so as to be able to implement change, and improvement, as the need is identified.

43 The training requirements for this project are substantial, with about 300 people requiring training at all levels of the project. For example, the food processors, the Community Processing Centre managers, the hunters and the food inspectors will all require a variety of training programs.

44 The training programs must be developed in conjunction with the Community Processing Centres, as well as, the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation and the Department of Fisheries and Oceans. The training must reflect the needs and requirements of the project and the regulatory environment within which the project must operate. Inter-Community Trade must work with: (i) the provincial and federal training organizations; (ii) Makivik Corporation's training group; (iii) the adult education section of the Kativik School Board which has an important training mandate in Nunavik; and (iv) the Kativik Regional Government, which has major areas of responsibility that impact directly on the training requirements of the Inter-Community Trade Initiative. Equally important to initial employee training is the consistency of continuing on-the-job training.

FUNDING REQUIREMENTS:

45 Capital costs for the project are estimated at $16.8 million. This includes funding provision for: (i) the 14 Community Processing Centres; (ii) the Regional Marshalling Facility; (iii) the necessary equipment to satisfy production requirements; (iv) and the capital training costs to ensure the skills of hunters, meat processors and plant managers are compliant with inspection and certification requirements.

46 In support of the Inter-Community Trade initiative Makivik Corporation has already invested $3.0 million, almost 25% of projected capital facilities costs, towards the construction of the four initial community facilities. To fund the remaining 75% of capital costs, Makivik Corporation will be approaching Industry and Science Canada for assistance through the Canadian Aboriginal Economic Development Strategy and the Federal Office of Regional Development.

47 In addition to the capital funding requirements. Makivik Corporation will:

47.1 Allocate an additional $7.0 million, for bridge financing, the interest costs associated with bridge financing, sunken inventory costs and inventory cash flow.

47.2 Approach the province of Québec for $2.8 million dollars in capital training assistance. This money will be used to offset the costs associated with ensuring hunters, meat processors, and plant managers meet the initial skill requirements of the project.

47.3 Request $1.3 million in funding assistance, through the Federal Office of Regional Development, to help defray the costs associated with creating the project implementation team.

47.4 Fund ongoing training of existing employees will be handled through operating revenues of the Community Processing Centres.

FIVE YEAR FUNDING REQUIREMENT
(MILLIONS OF DOLLARS)

	Financier	Amount	Totals
Construction of 14 Processing Centres and Regional Marshalling Facility	Makivik ISC	3.0 10.8	$13.8
Capital Training Other Training	MAPAQ	2.8	$ 2.8
Project Implementation	ISC Makivik	1.3 1.5	$ 2.8
Bridge Financing and sunk inventory costs	Makivik	5.5	$ 5.5
Total Budget :			**$24.9**

PROOF OF CONCEPT:

48 "Project Financial Viability" is defined as the ability to generate sufficient funds to: (i) pay all operating and related expenses; and (ii) to place money into a capital reserve fund to maintain and upgrade capital facilities and equipment. Project financial viability is generally determined by examining pro-forma income statements for a five-year period so as to determine the long-term income trends of the Inter-Community Trade project.

49 The financial viability of the project has been computed and subjected to extensive sensitivity analysis. From this analysis it is evident that the project is financially viable and self sufficient if funding assistance is received from both the Federal and Québec governments, for the initial capital costs. The two charts on the following pages summarize the financial analysis.

49.1 Summary Income Statement: This chart shows the forecasted income for the Inter-Community Trade project. Depicted are three income curves, showing the sensitivity analysis variances of: (i) +10%; (ii) 0%; and (iii) - 10%.

49.2 Summary Cumulative Income Statement: This chart shows the forecasted cumulative income for the Inter-Community Trade project:

49.2.1 The top curve shows cumulative income with capital funding received from the Federal and Québec governments; and

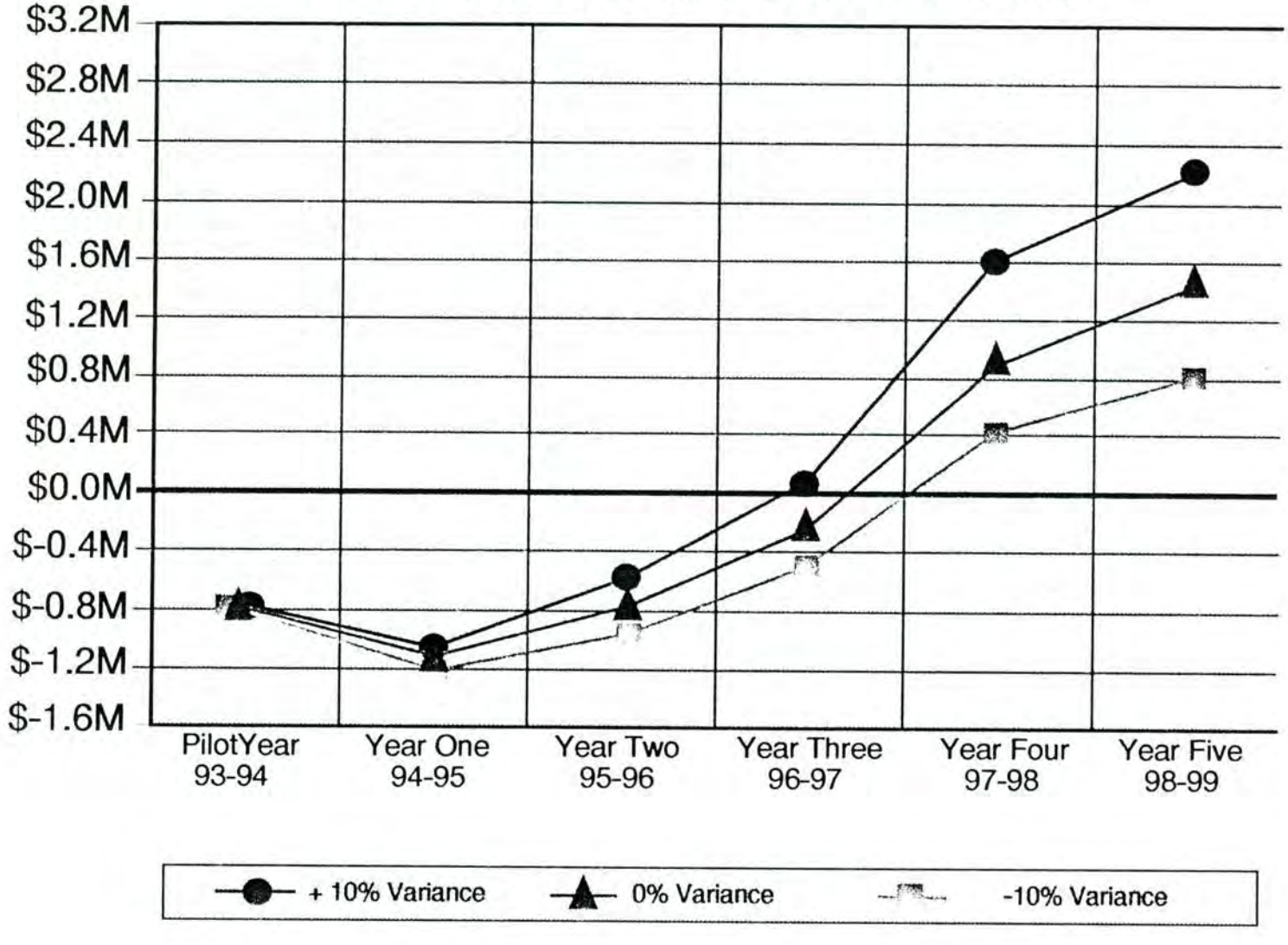
49.2.2 The bottom curve shows cumulative income if capital funding assistance is not received.

Summary Income Statement

Income With Capital Funding Assistance (Before taxes)

Complete Inter-Community Trade Project

Both Seals and Caribou Processed

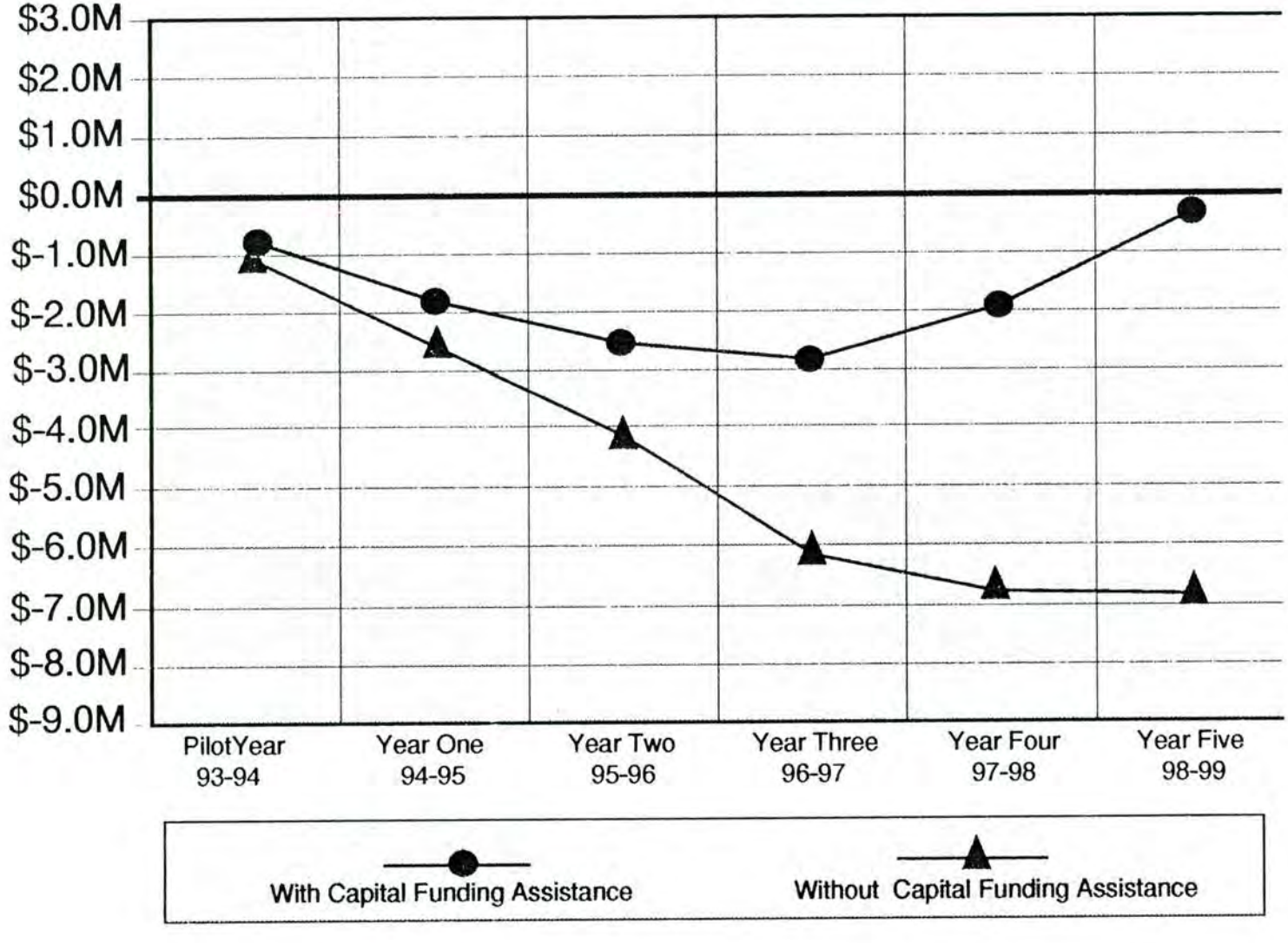


Summary Cumulative Income Statement

0% Variance (Before taxes)

Complete Inter-Community Trade Project

Both Seals and Caribou Processed



94-943-01

INTER-COMMUNITY TRADE
PROJECT DESCRIPTION

Submission to the Ministère de l'Environnement et de la Faune

INTER-COMMUNITY TRADE

PROJECT DESCRIPTION

Submission to the Ministère de l'Environnement et de la Faune

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Makivik Corporation

Société Makivik

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MAKIVIK CORPORATION

1.1 Makivik Corporation, established by provincial legislation on June 23, 1978, is a non-profit organization that administers the compensation funds intended for the Inuit as provided for in the James Bay and Northern Quebec Agreement.

1.1.1 Makivik Corporation's mandates are:

1.1.2 To relieve poverty and to promote the welfare and advancement of education of the Inuit;

1.1.3 To initiate, expand and develop opportunities that ensure Inuit participation in the development of their society;

1.1.4 To assist in the creation, financing or development of businesses, resources, properties and industries of the Inuit;

1.1.5 To foster, promote, protect and assist in preserving the Inuit way of life, values and traditions.

1.2 Makivik Corporation attempts to achieve these goals through the formulation of meaningful social and economic policies, and the implementation of various economic development projects in the Nunavik region. A major initiative in these efforts is the Inter-Community Trade project.

BACKGROUND OF INTER-COMMUNITY TRADE

2.1 Inter-Community Trade (ICT) - the commercialization of country food products such as seal, caribou, fish and ptarmigan within the various communities of Nunavik - has been identified as an important and fundamental economic development initiative. It is a major step in utilizing sizable renewable resources available in the region to increase the quality of life and economic self-reliance of the Inuit. At the same time, it respects and promotes traditional activities. The project is therefore supported by Makivik Corporation and all major Inuit organizations in the Nunavik region. (Annex I provides the Makivik resolutions supporting Inter-Community Trade.)

2.2 The ultimate goal of the project is to distribute traditional Inuit country foods throughout ICT's primary market, all the communities of Nunavik and to secondary southern and foreign markets. This will be accomplished by:

2.2.1 buying the harvest from Inuit hunters, fishermen and trappers;

2.2.2 inspecting, processing and packaging the country foods - within community processing centres - according to prescribed health standards and consumer preferences; and

2.2.3 selling the country foods in the Inuit communities.

2.3 The enterprise will be owned and operated by the Inuit for their own future benefits which include:

2.3.1 revenues for the communities;

2.3.2 a worthy economic status attached to the traditional Inuit occupations of hunting, fishing and trapping.

2.3.3 employment - which will be community determined and driven. Assuming a community processing centre is built in every Nunavik community, it is estimated that the project will create over 300 direct hunting and processing jobs and over 100 jobs from secondary activities.

Each community processing center requires between 9 and 15 people for the following jobs:

- Plant manager
- Carcass receivers
- Skinners
- Butchers
- Packers
- Hide processors
- Laundry person

The above is in addition to 10-12 hunters hired on a contract basis, as well as employment created from secondary activities such as transportation and value-added products.

2.3.4 an improved dietary balance for the Inuit of the region; and

2.3.5 a reduced requirement to import high-priced (due to transport costs) southern foods, thereby decreasing the high cost of living within the region.

2.4 Makivik has devoted much research and planning to the Inter-Community Trade initiative; extensive consultations with the Inuit communities, pilot projects and pre-commercial operations are among the steps that have been taken in developing Inter-Community Trade.

STUDIES AND PILOT OPERATIONS

3.1 Over the past two years, Makivik has made a considerable investment in research studies and a series of pilot projects, with the support of the federal and/or provincial governments, (in particular Industry Canada, Department of Fisheries and Oceans, Ministère de l'Agriculture, des Pêcheries et de l'Alimenation and Ministère du Loisir, de la Chasse et de la Pêche). The table of contents of these reports is provided in Annex II and any or all of the reports in their entirety can be provided upon request. Specifically, the following projects have been completed:

3.1.1 Hunting, Fishing, and Trapping Associations and commercial hunting zones established in each Nunavik community (Annex III provides an examples of these zones) ;

3.1.2 Construction of Community Processing Centres (CPC) in Quaqtaq, Kangiqsualujjuaq, Umiujaq, and Kangiqsujuaq (Annex IV provides the layout blue print of these facilities which have been certified by the Ministère de l'Agriculture, des Pêcheries et de l'Alimenation);

3.1.3 Preliminary studies in:
- Resource Availability
- Marketing Country Foods
- Transportation

3.1.4 Inter-Community Trade Five-Year Business Plan (Annex V provides the Executive Summary of this document)

3.1.5 Examination of the Federal and Provincial regulatory requirements

3.1.6 The following pilot projects:

3.1.6.1 Workshop on the Harvesting & Processing of Seal & Caribou - where experts from various northern areas, experienced with the seal and caribou products provided information and guidance towards the effective implementation of harvesting, processing and transportation techniques in Nunavik. The purpose of the workshop was to build on prior experience in similar regions towards the maximization of productivity within the ICT pilot projects.

3.1.6.2 Pilot Project in Seal Harvesting Techniques - in the community of Quaqtaq where traditional harvesting techniques were analyzed in terms of effectiveness and efficiency.

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3.1.6.3 Pilot Project in Seal Processing Techniques - also in Quaqtaq where a the equipment and layout of the community processing center, was tested from reception of the commodity to final packaged product.

3.1.6.4 Caribou, Seal & Fish Marketing Survey in Nunavik - consumer reactions and preferences to sample products, product pricing, and product distribution methods were analyzed.

3.1.6.5 Development of a Conservation & Management Information System - to design and specify the appropriate management tools and processes necessary to conserve and manage the species harvested by Inter-Community Trade in the Nunavik region. The system will monitor the allocation of resources between subsistence and commercial use.

3.1.6.6 A Winter Seal Harvest In Umiujaq - to test the appropriateness of subsistence hunting techniques under winter conditions to commercial harvesting and determine the cost structure for the harvesting operation.

3.1.6.7 Appropriate Caribou Production Processes - as 3.1.6.1 using caribou. Processing with product changeover from seal to caribou and vice-versa was also tested.

3.1.6.8 Development of a Hunter Inspection Certification Course - to ensure appropriate harvesting techniques are employed that meet regulatory requirements - i.e. method of evisceration, carcass transport, etc.

3.1.6.9 Development of a Quality Management Plan - an essential document to ensure that all food handling and processing regulatory requirements are met. This document is to be approved by the Ministère de l'Agriculture, des Pêcheries et de l'Alimenation, Agriculture Canada and the Department of Fisheries and Oceans. This document is provided separately.

3.1.6.10 Development of a program for the Training of Handling & Processing Employees - to provide instruction on the community processing centre equipment and ensure that quality management plan and government certification standards are met.

3.1.6.11 Negotiation of appropriate regulations & certification requirements - to adapt current federal and provincial standards to the harvesting and processing of country foods.

COMMERCIAL PRODUCTION AND QUOTAS FOR THE 1994-1995 OPERATING PERIOD

4.1 CARIBOU

4.1.1 A formal application has been made by Makivik Corporation to the Faune sector of the Ministère de l'Environnement et de la Faune for a quota of 5,000 caribou. (Section 4.1 in the study provided in ANNEX VII sources this harvest level.)

4.1.2 Each community processing centre will eventually be transferred to the community Land Holding Corporation and run as an independent entity overseen by Nunavik Arctic Foods, Inc. a Makivik Corporation subsidiary. The quota for the first year of operation has been asked in the name of Makivik Corporation and will be allocated to the four existing Community Processing Plants in the following manner:

CPC	Phase I Nov - March	Phase II April - June	Total
Kangiqsualujjuaq	980	600	1,580
Kangiqsujuaq	556	450	1,006
Quaqtaq	556	450	1,006
Umiujaq	556	450	1,006
Total	2,648	1,950	4,598

4.1.2 Production in the Community Processing Centres (CPCs) during 1994 and 1995 is broken into two phases, the first phase covering November 1994 to March 1995 and phase II covering April to June 1995. At the end of phase I and II, sales, production efficiency and capacity will be evaluated and production levels adjusted accordingly.

4.1.3 It is important to note that during the during the first commercial season, Nunavik Arctic Foods will be a start-up operation. Numerous training sessions must be undertaken with both the harvesters and plant processors to ensure the production of quality products. In addition, MAPAQ's support of the commercial operations is presently limited to a winter harvest; one in which the evisceration of the caribou is done on the snow. With these limitations **it is possible that only a total of 3,000 caribou will be harvested** during the upcoming 1994-95 winter season.

4.2 RINGED SEAL

4.2.1 A formal application has been made to the Federal Department of Fisheries and Oceans (DFO) for a commercial Ringed Seal harvest. In discussions with DFO, the total allowable catch for commercial harvesting has been projected to be approximately 20,000 seals. However the department has taken the position of monitoring the activities on an experimental basis, collecting data and evaluating the harvest for the initial period before a formal commercial quota is allocated.

4.2.2 It is anticipated that a total of 2,145 ringed seals will be harvested during phase I and II of the 1994 - 1995 operating season. This harvest level will be allocated to the four existing Community Processing Plants in the following manner:

CPC	Phase I Nov - March	Phase II April - June	Total
Kangiqsualujjuaq	0	0	0
Kangiqsujuaq	215	500	715
Quaqtaq	215	500	715
Umiujaq	215	500	715
Total	645	1,500	2,145

HUNTING FISHING AND TRAPPING ASSOCIATIONS

5.1 To ensure that the activities of the Inter-Community Trade are maintained within proper wildlife management parameters, Makivik Corporation undertook to establish local Hunting Fishing and Trapping Associations (HFTA) in each of the Inuit communities in Nunavik. The presidents of each local association then vote 5 representatives to address regional issues and in this manner ensure that consistent measures are taken.

5.2 One of the first tasks undertaken by the local HFTAs was the identification of zones in which commercial hunting can take place. This was indicated by species and by time of year (season). The purpose of this exercise was to ensure that neither the subsistence hunter nor sport hunting activities would be negatively impacted by the Inter-Community Trade initiative. The HFTA also identified the level of hunt (number of animals) that could be undertaken in each area. These levels were then checked with the quota levels identified through discussions with government regulatory agencies to ensure that in all cases the lower of the two was used. These zones have now been tabulated and maps are being printed for each community. (Annex III provides an example of these designated zones). The zones of permitted activity are posted in the Community Processing Centres (CPC) and at the offices of the local HFTA. It is ICT policy that only animals harvested within these identified zones will be purchased at the CPCs.

5.3 As well, biological data collected at the CPCs will be shared with the HFTAs and provided to the regulatory agencies to ensure that effective specie monitoring is maintained and to avoid a detrimental impact on resource stocks.

HARVESTING PROCEDURES

6.1 The harvesters that will be involved in the commercial hunts are chosen by the HFTAs in consultation with the municipal council and the Landholding Corporation of the community. The ICT initiative has been developed to ensure that the commercial hunt remains as traditional in nature as possible. The selected harvesters for the most part conduct their activities as they have done in the past - except in terms of the designated zone of the hunt and the method of evisceration.

6.2 Each harvester must take a Certification Course before he becomes a recognized harvester that can sell his catch to the CPCs. The purpose of the course is to ensure that proper methods of harvest (i.e. head shots as opposed to body shots) and evisceration procedures are followed so that the carcass meets inspection regulations upon reception at the CPCs.

EVISCERATION OF THE CARCASSES

7.1 CARIBOU

7.1.1 As mentioned earlier the hunt is traditional in nature. The harvester, in collaboration with the plant manager, decides when to conduct a harvest. In the field the caribou is immediately eviscerated and wrapped in a clean carcass bag which is provided to him by the CPC. The heart, lungs, kidneys, spleen, liver and lungs, which are needed for inspection are placed in a bag provided for this purpose. The remaining eviscera is left on the tundra.

7.1.2 The Inter-Community Trade pilot operations during 1993-94 indicated that due to the size of the hunting zones that stretch up to 40 to 60 miles around the community, there is no accumulation of discarded material. The remains are quickly eaten by wolves, Arctic fox and other animals, and insects in the Spring.

7.1.3 The harvester is also provided with a tag that divides into several segments. Each segment carries the same number to ensure the identification of the animal during all steps of the inspection and processing. The head of the caribou, the body, hide and organs are tagged . The whole of the carcass and the identified organs needed for inspection are placed in the carcass bag and returned to the CPC.

7.1.3 The hide remains on the carcass and is removed at the CPC.

7.2 RINGED SEAL

7.2.1 The hunt for seal is done close to the shore in the Fall and close to the ice floe in the Winter and Spring. In all cases, the seal is bled and eviscerated at the site of the kill. Except for the liver, the eviscera are discarded into the water. The 1993-94 pilot operations indicated that commercial harvest zones are extensive enough to prevent accumulation at any one point. The discarded material is eaten by marine life. The hide remains on the carcass and is removed in the CPC.

7.2.2 The head of the seal, the body, hide and liver are tagged with a tag provided (the tag divides into the respective segments carrying the same ID number). The whole of the carcass and the identified organs are placed in a washable, durable body bag and transported to the CPC.

8 TRANSPORT TO THE COMMUNITY PROCESSING CENTRES

8.1 In both instances the carcasses are brought back to the CPCs wrapped in body bags that have been designed for the purpose to protect the carcass from outside elements. They are transported by means of canoes, community boats and or strapped to sleds pulled by ski-doos.

9 OPERATIONS AT THE COMMUNITY PROCESSING CENTRES

9.1 CARIBOU

9.1.1 At the reception area of the CPC the Caribou is removed from the body bag and placed on a cradle to facilitate the initial preparation and hoisting of the carcass onto the rail system at the plant. The carcass is weighed, ensured that all appropriate parts have been tagged and that it visually meets inspection standards. The location of the kill and catch per unit of effort is calculated and registered on the tag. The hunter is given a receipt for the carcass, to ensure future payment.

9.1.2 The caribou carcass then proceeds to the inspection area where the organs and the head are inspected by a MAPAQ inspector or accepted equivalent. If it meets required standards, the hide is then removed (if it does not the whole of the carcass is condemned for human consumption).

9.1.3 The hide is weighed and removed from the CPC to an independent Inuit contractor that will scrape, salt and package the hide for transport to a tannery. The head of the caribou is initially used by the inspector and then discarded. It together with other meat waste products are given to local Inuit for their dogs. The hooves of the caribou are given free of charge to the elders of the community, as they are still a traditional delicacy.

9.1.4 The pilot operations indicated there are few bone discards due to the northern preference of having the bone left with the meat product.

9.1.5 Waste water is removed from the plant on a daily basis. There is approximately 1000 gallons of waste water produced per day of operation. All solid particles are filtered from the water before it is pumped into the waste water tank. Collection and disposal will be done by the municipal waste water services.

9.2 RINGED SEAL

9.2.1 At the reception area of the CPC the seal is removed from the body bag and placed on a cradle to facilitate the carcass being hoisted onto the rail system at the plant. The seal is then weighed. The hide and fat are removed from the carcass at the reception area, it is then weighed and given to an independent Inuit contractor for salting and packing. In a separate location outside the CPC the fat from the hide is collected in 10 gallon pails . The contractor then cleans and salts the hide and packages it for

transport to a tannery.

9.2.2 Preliminary investigation has shown there is a potential market for seal fat in the pharmaceutical and cosmetic industries. These avenues are being pursued with the assistance of the Department of Fisheries and Oceans.

9.2.3 The seal carcass then proceeds to the inspection area where the liver is examined. If it meets inspection standards it is then washed in a saline solution and processed for sale.

9.2.4 In the seal processing, there is very little discarded material - the front flippers and small portions of meat damaged by the bullet.

9.2.5 The waste water is handled in the same manner as for the caribou and in similar quantities.

10 CLOSING NOTE

10.3 Inter-Community Trade is a ground-breaking project in the highly regulated food processing industry which will provide Nunavik a locally procured, inspected food source. As such, it is subject to numerous Nunavik, provincial and federal regulatory requirements, all of which have been addressed. Some examples are:

- Certification of the Community Processing Centres by MAPAQ and DFO
- Implementation of a DFO and MAPAQ approved Quality Management Plan which ensures meeting environmental, hygienic and worker safety requirements within the Community Processing Centres;
- Establishment of harvest quotas with the Nunavik Hunting, Fishing and Trapping Associations, Ministère de l'Environnement et de la Faune and DFO;
- Implementing meat inspection requirements established by DFO and MAPAQ;
- Approval of the Community Processors Training Program and the Harvesters Certification Course by the Kativik Regional Government and Kativik School Board

10.2 Measures have been taken to reduce any possible negative impacts from Inter-Community Trade - by adopting the principles of wildlife conservation management and full utilization of the harvested specie, establishing Hunting Fishing and Trapping Associations, designating commercial harvesting zones, and harvest quota levels

10.3 The Inter-Community Trade project was conceived as a project that would maximize benefits to Nunavik namely - revenues for the communities, direct employment, positive spin-off effects such as the development of cottage industries for value added products, an improved dietary balance for the Inuit of the region and a reduced requirement to import high-priced southern foods, thereby decreasing the high cost of living within the region. As such, Makivik Corporation is committed to the Inter-Community Trade project and the important contribution it will make to Nunavik's economic development.

ANNEX I:

MAKIVIK RESOLUTIONS SUPPORTING INTER-COMMUNITY TRADE

Makivik Annual General Meeting
Salluit March 21-25, 1994
Resolution No. 1994-M-

RE: **Inter-Community Trade Initiative**

WHEREAS Following the discussion at the last Makivik Annual General Meeting, in Kuujjuaq March 22-26, 1993 and the passing of the resolution No. 1993-M-5 support was given for the Inter-Community Trade initiative together with support for the Hunting Fishing and Trapping Associations of each community to ensure protection of the renewable resource and proper wildlife management;

WHEREAS During the fiscal period 1993-94 construction of the Kangiqsujuaq community processing center and the modifications to the three processing centers of Quartaq, Kangiqsualujjuaq and Umiujaq were completed; the expenses were absorbed by the Corporation

WHEREAS The Board of Directors of Makivik Corporation, passed at the meeting of October 26-30, 1993, Resolution No. 1993-40 stating that there would be two facilities build during the construction season of 1994 in the communities of Akulivik and Inukjuak;

WHEREAS Representatives of both the federal and provincial governmnets have been involved at every stage of the development of the Five Year Business Plan for the Inter-Community Trade Initiative;

WHEREAS Both the federal and provincial regulatory agencies have been very supportive of the Inter-Community Trade initiative;

WHEREAS Legislation has been tabled with the National Assembly of Quebec to permit the general commercial sale of a number of species including caribou, and is expected to be passed by June 1994;

WHEREAS Considerable financial support has been obtained from the Federal Government on a number of studies that have been undertaken on the Inter-Community Trade Initiative;

WHEREAS Pilot projects have recently been conducted in the communities of Quartaq, Kangiqsualujjuaq and Umiujaq that have been funded in part through the federal government programs; and pilot operations are intended for the community of Kangiqsujjuaq for the spring of 1994;

WHEREAS The Board of Directors has recently approved pre-commercial operations in the four existing community processing facilities during the spring of 1994;

WHEREAS Market studies undertaken by the corporation indicate that in addition to the northern market that there are sizeable southern markets for the products of the Inter-Community Trade Initiative;

THEREFORE, on motion moved by Norman Snowball, seconded by Kakinerk Naluiyuk, it was unanimously resolved:

THAT The Corporation continue the implementation of the Inter-Community Trade Initiative; and

THAT An information package be prepared in Inutittut to explain the proposed Implementation Strategy following the tabling of the Five Year Business Plan of the Inter-Community Trade Initiative to federal and provincial agencies.

Makivik Annual General Meeting
March 22-26, 1993
Kuujjuaq, Quebec
Resolution No. 1993-M-5

Re: **Nunavik Hunters, Fisherman, Trappers Association**

WHEREAS: Makivik Corporation has committed itself to the planning and implementation of an Inter-Community Trade program;

WHEREAS: taking into consideration the fact that implementation of said program will require extensive consultation with Nunavik communities, a local HFT Association has been created in each Nunavik community;

WHEREAS: local HFT Associations will have full or shared responsibilities for the following activities:

- to establish specific zones within community hunting territories that will be allocated to commercial sale under the auspices of Inter-Community trade;
- to designate preliminary harvest levels or quotas for each species on a per season basis that will be taken from these zones;
- to carry out a continual monitoring of harvest levels from these zones.

WHEREAS: it is important to create a forum through which local HFT Associations can exchange information and data concerning the monitoring of their respective harvesting activities;

WHEREAS: it is critical to ensure an appropriate communication channel between northern organizations, provincial and federal agencies and the local HFT Associations as pertains management and development of Nunavik's renewable resources;

THEREFORE, upon motion moved by Johnny Peters, duly seconded by Hautsiaq Weetaluktuk, it is hereby resolved:

THAT: this Meeting recommend to the Board of Directors that the Corporation's assistance be provided to assist in the creation, organization and support of the Nunavik Hunters, Fisherman and Trappers Association;

THAT: this Meeting recommends that discussions proceed with the respective federal, provincial and northern organizations to obtain

recognition and funding support for the Nunavik Hunters, Fisherman and Trappers Association;

THAT: full support and assistance be given to the Nunavik HFT Association in the accomplishment of its mandate, the Executive membership of which is composed of the following individuals:

George Koneak	President
Bobby Baron	1st Vice-President
Mark Papigatuk	2nd Vice-President
Johnny Angatookalook	Secretary
Henry Alayco	Treasurer

(3 abstained)

ANNEX II:

TABLE OF CONTENTS - REPORTS OF COMPLETED RESEARCH STUDIES AND PILOT PROJECTS CONCERNING INTER-COMMUNITY TRADE

Note: Full reports can be provided upon request

FINAL REPORT

THE WORKSHOP ON

THE HARVESTING AND PROCESSING

OF SEAL and CARIBOU

conducted the
4, 5, and 6th of August, 1993

Makivik Corporation Inc.

Funding for this project was obtained from the Department of Fisheries and Oceans.

TABLE OF CONTENTS

PILOT PROJECT FOR THE

HARVESTING OF RINGED SEALS

IN Quaqtaq, NUNAVIK

Pilot Project Conducted
15th Oct 1993 to 2nd Nov 1993

MAKIVIK CORPORATION INC.

Funding for this project was obtained, in part, from the Department of Fisheries and Oceans.

TABLE OF CONTENTS:

PILOT PROJECT FOR THE PROCESSING OF RINGED SEALS IN QUAQTAQ, NUNAVIK

Pilot Project Conducted
15th Oct 1993 to 2nd Nov 1993

MAKIVIK CORPORATION INC.

Funding for this project was obtained, in part, from the Department of Fisheries and Oceans.

TABLE OF CONTENTS:

SEAL AND FISH MARKETING SURVEY IN THE COMMUNITIES OF QUARTAQ, KANGIRSUALUJJUAQ, KUUJJUAQ AND UMIUJAQ

(Volume One)

This volume contains the evaluation of the results of the marketing survey, as description of the methodology, and a copy the questionnaire.

Volume Two contains the results of the fifty-one questions contained within the taste test questionnaire.

MAKIVIK CORPORATION INC.

Funding for this project was obtained, in part, from the Department of Fisheries and Oceans.

TABLE OF CONTENTS:

INFORMATION SYSTEM

FOR THE

INTER-COMMUNITY TRADE PROJECT:

Funding for this project was obtained, in part, from the Department of Fisheries and Oceans.

Notice: The ideas, comments and recommendations in this document reflect those of its authors and does not necessarily reflect those of the Department of Fisheries and or Makivik Corporation Inc.

TABLE OF CONTENTS:

PILOT PROJECT FOR THE HARVESTING AND PROCESSING OF RINGED SEALS IN UMIUJAQ

Report presented to

MAKIVIK CORPORATION

by

Ronald Greendale

and

Neil Greig

June 1994

Funding for this project was provided, in part, by the Department of Fisheries and Oceans - Quebec Region

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HARVESTERS CERTIFICATION COURSE

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Document I.

Overview of Training Program for Workers of Community Processing Centres.

Prepared by Marguerite Kopiec for
Makivik Corporation, Training and Youth
Department.

August 1994

Table 1.

Day	Time	Activity	Teaching Time	Location
1	pm	information meeting		
		Teaching Guide 1: Work Environment		
		Act.1.1 Nunavik Arctic Foods Inc	1:30	school or
		Act. 1.2 Video presentation	0:45	community hall
2	am/pm			
		Teaching Guide 1:		
		Act.1.3 Contamination	0:30	Classroom
		Act. 2.1 Jobs at the CPC	1:30	Classroom and CPC
		Act 2.2 Areas of the CPC	0:45	CPC
		Act. 2.3 Job requirements	0:45	Classroom
		Act. 2.4 Wages and benefits	0:35	Classroom
		Act. 3.1 Personal hygiene	1:30	Classroom
		Act. 3.2 Cleanliness of the work place	2:00	Classroom and CPC
		Act. 4.1 Equipment	0:45	Classroom and CPC
3	am	**Teaching Guide 1:**		
		Act. 4.2 Safety in equipment use	2:00	CPC
		Teaching Guide 2: Packing and Conservation		
		Act. 1.1 Refridgeration	0:15	CPC
		Act.1.2 Freezing	0:10	CPC
		Act. 2.1 Weighing	1:00	Classroom and CPC
		Act. 3.1 Packing materials	0:15	CPC
		Act. 3.2 Vacuum packing	0:45	CPC
		Act. 3.3 Labelling	0:15	CPC
3	pm	**Teaching Guide 3: Meat Processing**	(3:40)	
		Act.1.1 Caribou anatomy	0:45	Classroom
		Act.1.2 Seal anatomy	0:30	Classroom
		Act. 2.1 Reception of caribou	0:45	Classroom
		Act. 2.2 Reception of seal	0:30	Classroom

		Act. 3.1 Skinning of caribou	0:40	Classroom
		Act. 3.2 Skinning of ring seal	0:30	Classroom
4	am	Teaching Guide 3:		
		Act.7.1 Practice in receiving caribou	0:45	CPC
		Act.7.4 Practice in skinning caribou	2:00	CPC
4	pm	**Teaching Guide 3**: Caribou processing.	(3:35)	Classroom
		Act.4.1 Sequence of operations in caribou cuts	1:00	
		Act.4.2 Shoulder	0:20	
		Act.4.3 Front quarter with neck	0:25	
		Act.4.4 Flank steaks and tenderloins	0:10	
		Act.4.5 Saddle	1:00	
		Act. 4.6 Hind quarter	0:40	
		Act. 4.7 Osso bucco and trimmings	0:10	
5	am	Teaching Guide 3:		
		Act. 7.3 Practice in caribou processing	4:00	CPC
5	pm	Teaching Guide 3:		
		Act. 7.4 Practice in receiving ring seal	0:45	CPC
		Act. 7.5 Practice in skinning ring seal	2:00	CPC
6	am	**Teaching Guide 3**: Seal processing	(2:00)	Classroom
		Act.5.1 Sequence of operations in seal proc.	1:00	
		Act.5.2 Procedure in seal processing	0:45	
		Act.6.1 Ptarmigan processing	0:20	CPC
6	pm	Teaching Guide 3:		
		Act.7.6 Practice seal processing	2:00	CPC
		Act.7.7 Practice ptarmigan processing	1:00	CPC

ANNEX III:

SAMPLE OF HFTA COMMERCIAL ZONES

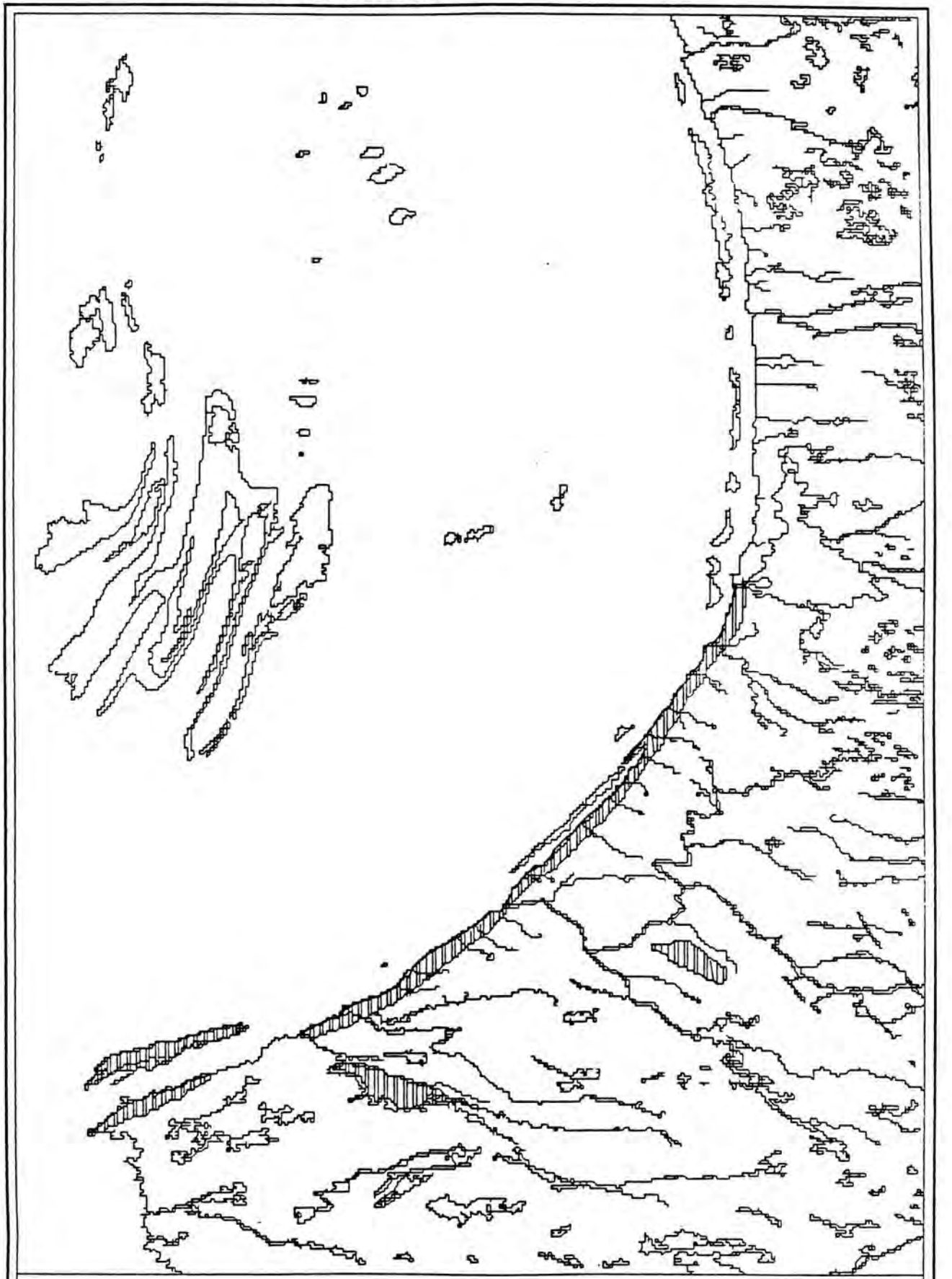
Note: Community consultations have been completed, all necessary data collected, and commercial harvest zones established for all Nunavik communities. Provided is an example of a finalized computer generated map which indicates the established commercial zones.

KUUJJUARAAPIK

Community designated Zones of Commercial Harvesting for Nunavik Arctic Foods

Prepared by Orientation CGR Inc.
November 1993.

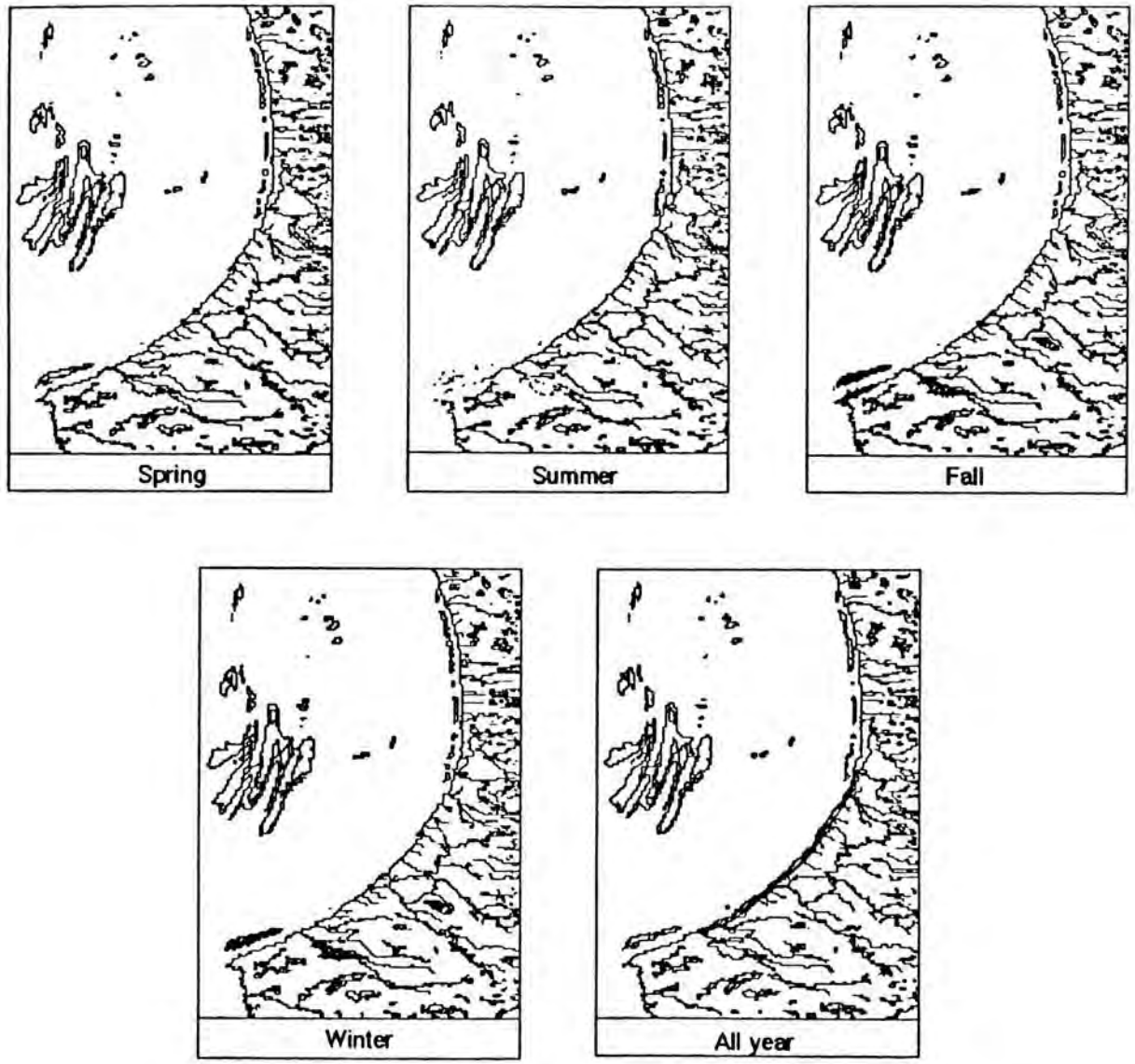
MAP PLATE 1 : Community Designated Zones of Commercial Caribou Harvesting for Nunavik Arctic Foods



A Composite of Designated Zones of Commercial Caribou Harvesting for All Seasons

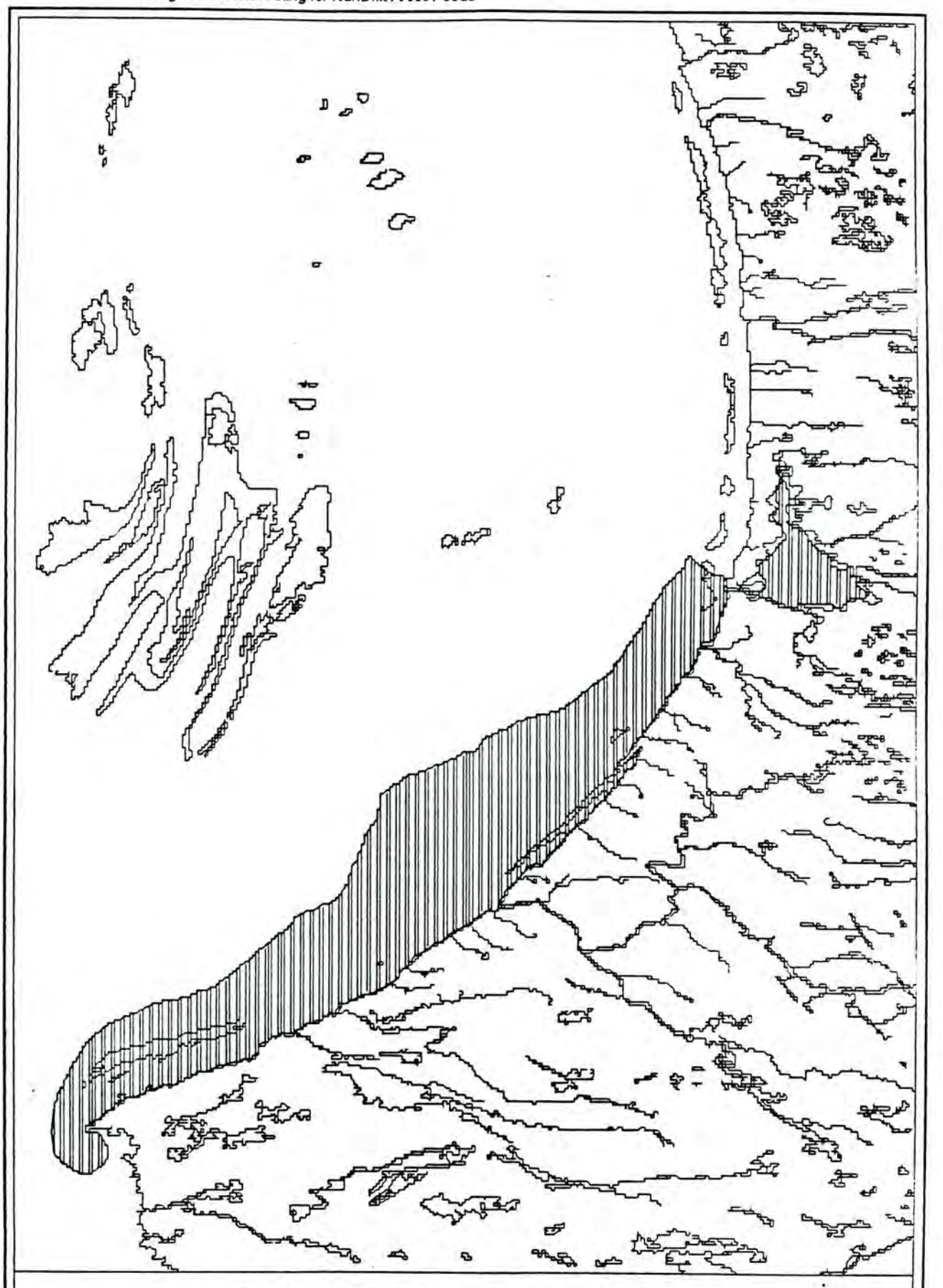
Approx. Scale 1: 1,200,000

MAP PLATE 2: Community Designated Zones of Commercial Caribou Harvesting for Nunavik Arctic Foods



Designated Zones of Commercial Caribou Harvesting by Individual Seasons

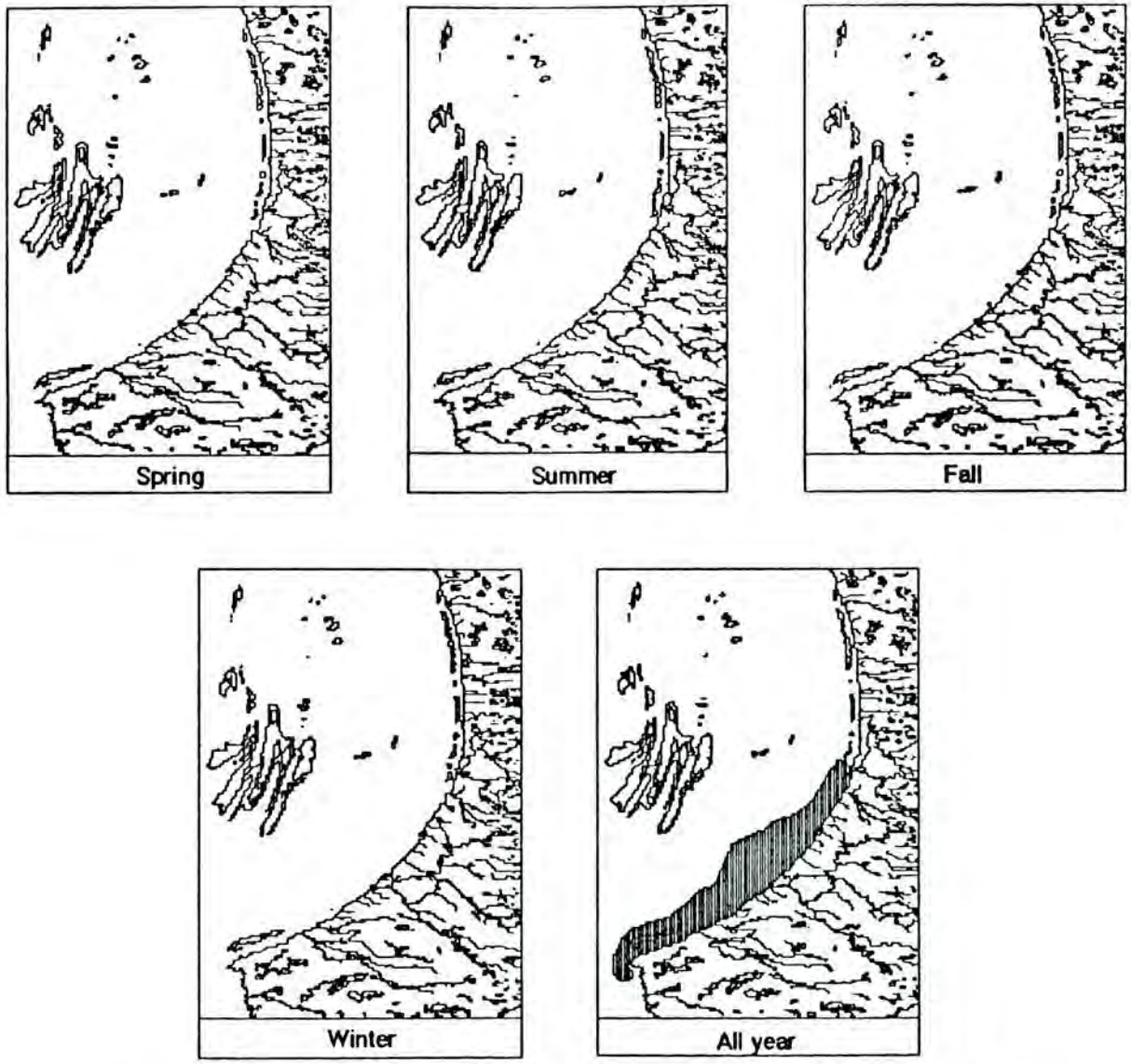
MAP PLATE 10: Community Designated Zones of Commercial
Ringed Seal Harvesting for Nunavik Arctic Foods



A Composite of Designated Zones of Commercial
Ringed Seal Harvesting for All Seasons

Approx. Scale 1: 1,200,000

MAP PLATE 16 : Community Designated Zones of Commercial
Ringed Seal Harvesting for Nunavik Arctic Foods



Designated Zones of Commercial Ringed Seal Harvesting by Individual Seasons

ANNEX IV:

COMMUNITY PROCESSING PLANT LAYOUT BLUEPRINT

Note: All four community processing centres have been certified by MAPAQ. Provided are copies of two blueprints which show the plants layout and their certification by MAPAQ. Full blue prints can be supplied upon request.

Gouvernement du Québec
**Ministère de l'Agriculture,
des Pêcheries et de l'Alimentation**

Québec, le 29 avril 1994

Monsieur Mark T. Gordon
3e Vice-président
Société Makivik
650, 32e Avenue, 6e étage
LACHINE (Québec)
H8T 1Y4

OBJET : **Projet de plans et devis pour un établissement de préparation d'aliments carnés dans les territoires nordiques (préparation d'aliments carnés à base de caribou et de phoque)
communauté : Kangiqsujjuaq**

Monsieur,

Nous avons procédé à l'examen et l'étude des derniers plans et devis que vous nous avez soumis décrivant la construction et l'aménagement d'un atelier de préparation de viandes ou d'aliments carnés à base de caribou ou de phoque.

Après analyse, nous sommes d'avis qu'un atelier de charcuterie de gros avec estampille construit suivant ces plans et devis respecterait les normes de construction et d'aménagement prescrites par le Règlement sur les aliments (R.R.Q., 1981, c.P.-29, r.1).

Ainsi, nous vous retournons un exemplaire de ces plans et devis approuvés le 29 avril 1994 par monsieur Maurice Lamontagne. Il est important de noter que ces plans ont été étudiés par notre direction en regard des renseignements fournis. Or, il est possible en fonction des activités envisagées par l'entreprise, que des modifications aux aménagements ou à la structure existante soient requises pour respecter le déroulement opérationnel.

Par ailleurs, nous tenons à vous rappeler qu'en vertu de la Loi sur les droits de chasse et pêche dans les territoires de la Baie James et du Nouveau-Québec (L.R.Q., c.D-13), un autochtone n'a pas besoin de permis pour vendre à des fins communautaires de la viande d'un caribou ou d'un phoque qu'il a chassé.

...2

Toutefois, toute personne autochtone ou non autochtone désirant opérer un atelier de charcuterie pour fins de vente à des non autochtones et ce, à quelqu'endroit dans la province, devra alors respecter la Loi sur les produits agricoles, les produits marins et les aliments (L.R.Q., c.P-29). Ainsi, l'exploitant serait assujetti à l'obtention d'un permis et, conséquemment, au respect des normes prescrites par le Règlement sur les aliments, dont celles dictant les règles de provenance et d'estampille prévues aux articles 6.5.2.24, 6.5.2.25, 6.5.2.26, 6.5.2.27, 6.5.2.28, 6.5.2.29 et 6.5.2.30 stipulant, entre autres, que toute viande ou partie d'un animal à l'état naturel ou transformé doit provenir d'un abattoir sous permis ou d'un atelier enregistré en vertu de la Loi sur l'inspection des viandes.

Quant à la partie opérationnelle, cet aspect relève de la Direction de l'inspection des aliments qui, avec votre collaboration, assurera le suivi nécessaire.

Si vous désirez effectuer des changements aux plans et devis, il faudra nous en aviser afin de s'assurer que l'établissement respecte les normes de construction et d'aménagement prescrites par le règlement.

Veuillez agréer, Monsieur, l'expression de nos salutations distinguées.

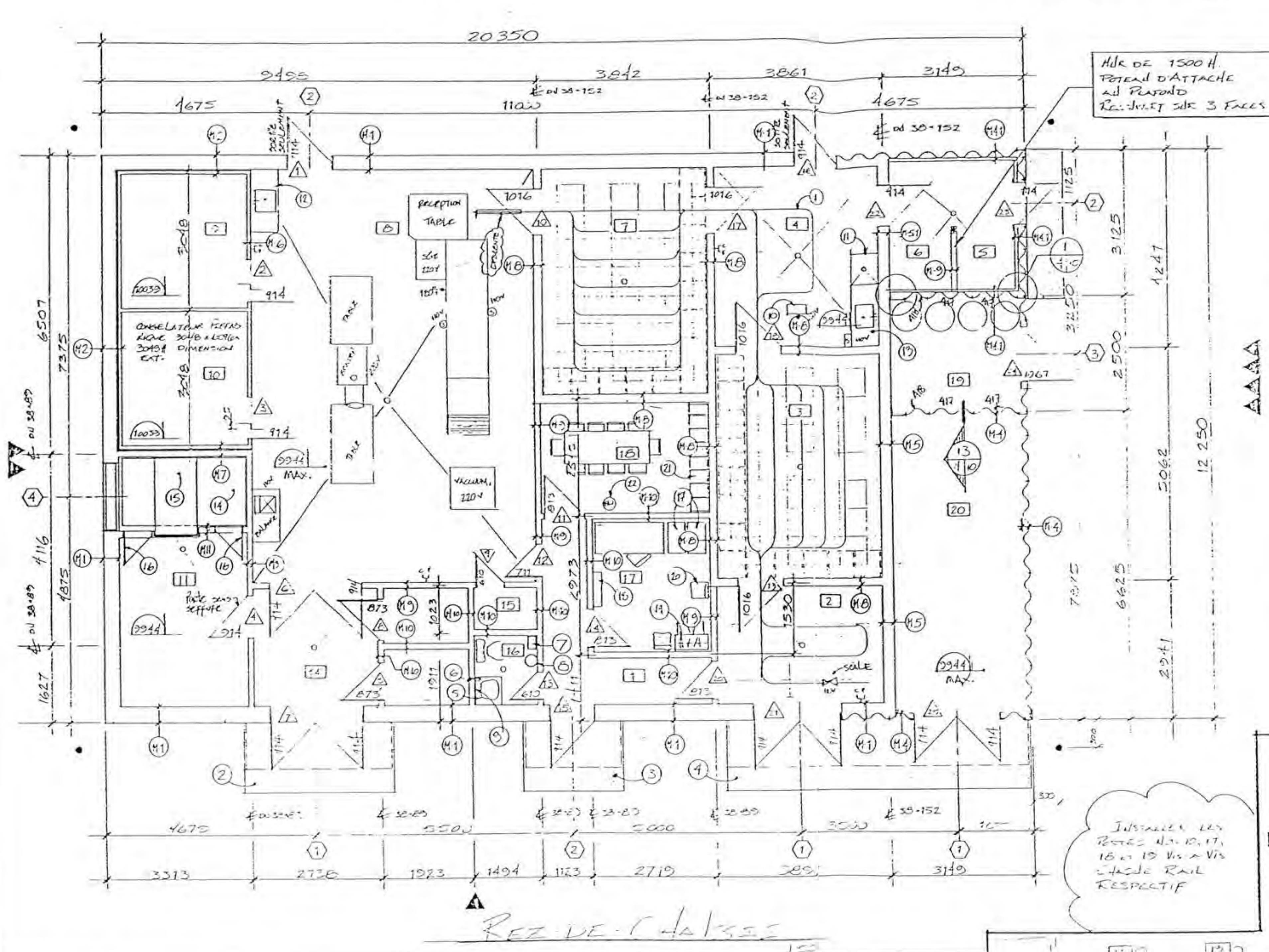
DL/ML/cv

DENIS LÉTOURNEAU
Direction des services professionnels à la qualité des aliments
Responsable «Gestion des permis»
200, chemin Ste-Foy, 11e étage
QUÉBEC (Québec)
G1R 4X6

p.j.

c.c. M. Yvan Rouleau
M. Gilles Drolet
M. Gaétan Busque
M. Bruno Pilozzi
M. Carl Bernier
M. André Simard
M. Denis Sanfaçon
M. Paul Lacasse

LES PIEDS INT & EXTERIEUR AINS QUE LES MOULURES DE FINITION AU PLAFOND SONT BLANC QC-37



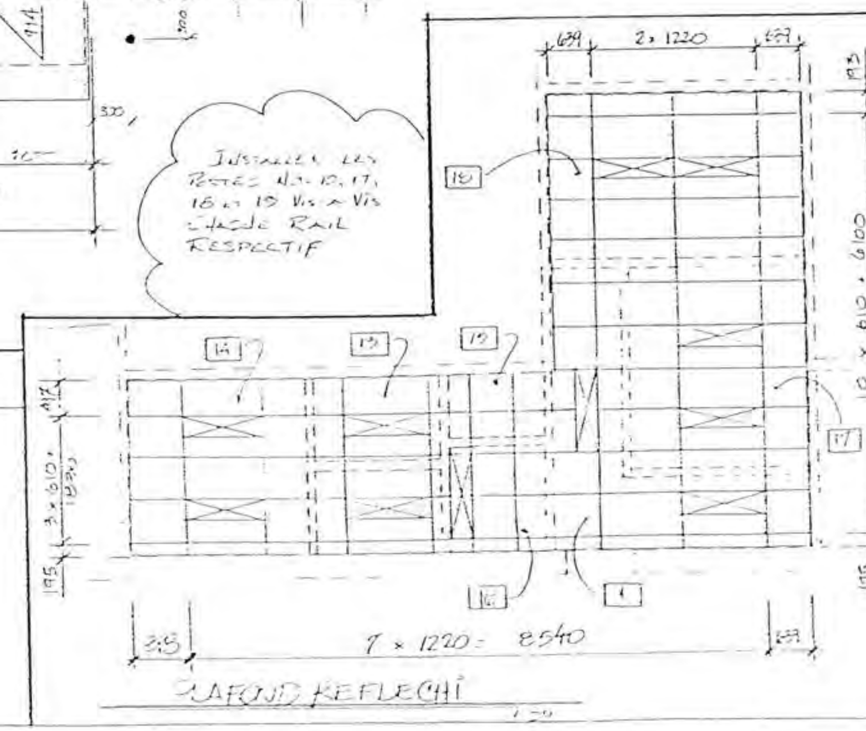
1	VESTIBULE
2	RECEPTION (10°)
3	CHAMBRE FROIDE (6° à 2°C)
4	HABILLAGE, PARAGE ET INSPECTION (10°C)
5	ENTREPOSAGE DES OS NON ISOLEE
6	ENTREPOSAGE DES PEAUX
7	CHAMBRE FROIDE (0° à 2°C)
8	... DESSOSAGE, PREPARATION DES VIANDES & EMBALLAGE (10°)
9	CONGELATEUR (-20°C)
10	CONGELATEUR (-20°C)
11	MECANIQUE
*12	ENTREPOSAGE DES ETIQUETTES AVEC ESTAMPILLES SOUS CLEF
*13	ENTREPOSAGE DU MATERIEL D'EMBALLAGE
14	VESTIBULE / EXPEDITION
15	MATERIEL DE NETTOYAGE, LAVAGE & D'ASSAINISSEMENT
16	TOILETTE
17	BUREAU DE L'INSPECTEUR
18	SALLE DE REPOS ET VESTIAIRE
19	ENTREPOT DE PRODUITS DE NETTOYAGE NON ISOLEE
20	RANGEMENT D'EQUIPEMENT DE TRANSPORT NON ISOLEE

* A RELOCALISER

3	MD	GENERALE	93-11-04
2	LG	OPERATION	93-09-20
1	LG	MONTAGE	93-07-12

IDENTIFICATIONS

1. LOCALISATION DES RAILS ET FOURNITURES A 610% (PAR D'AUTRES)
2. DALLE DE BETON 3200 x 1500
3. DALLE DE BETON 2200 x 1500
4. DALLE DE BETON 670 x 1500
5. LAVABO AVEC RANGEMENT ... LAVABO AVEC ...
6. DISTRIBUTEUR A SAVON
7. DISTRIBUTEUR DE ...
8. POUBELLE
9. MIROIR INCASSABLE
10. AIDE PULLER 220V
11. LAVE TETE
12. EVIER
13. LAVABO A PEDALES
14. RESERVOIR
15. SUPPORT POUR COMPRESSEUR
16. OUVERTURE AVEC JOINT D'ETANCHEITE (650 x 900) A 1100 DU SOL.
17. CLASSEURS METALLIQUE
18. ARMOIRE METALLIQUE ET TIROIR A ... ESTAMPILLE A TIMBRES
19. ARMOIRE POUR VETEMENTS DE TRAVAIL
20. 4 CHAISES
21. VESTIAIRES
22. FONTAINES



HONCO
BATIMENTS D'ACIER
STEEL BUILDINGS

BATIMENT POUR PREPARATION D'ALIMENTS CARNES

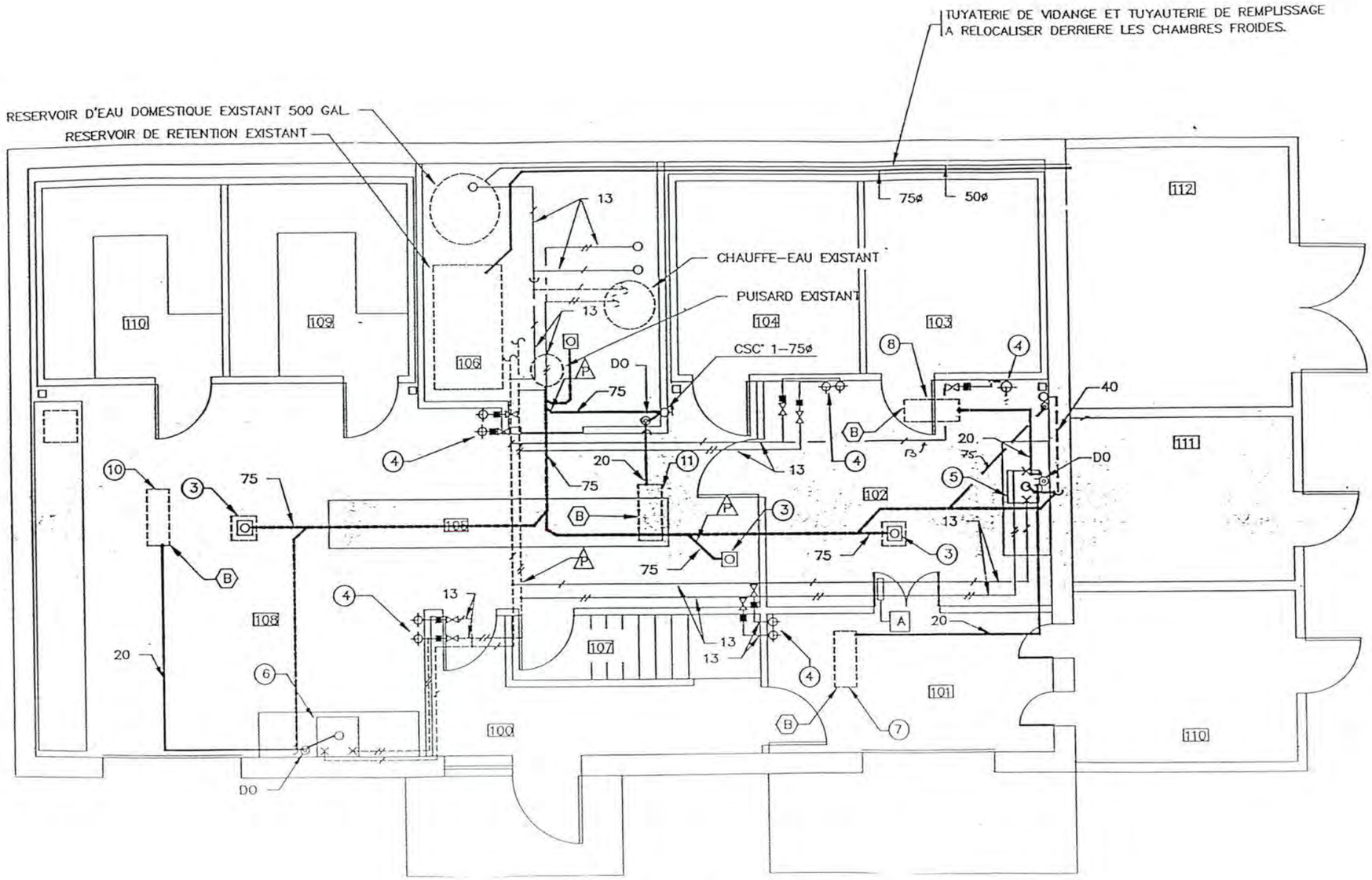
PLAN DU PLAFOND REFLECHI

SI

1:50

4/10

Community Processing Plant Blueprint
Kangiqsualujjuaq, Quaqtaq, Umiujaq



PLAN DU REZ-DE-CHAUSSEE
ECH.: 1=50

no no.	par by	description	date
		Conception de la Qualité des aliments et de la Santé animale Ministère de l'Agriculture, des Pêcheries et de l'Alimentation	

architecte architect

APPROUVÉ:

DATE: 30 Août 1993

SIGNATURE:

ingenieur engineer

mecanique-electricite

LE GROUPE CONSEIL MECONAIR

600, rue des Canetons, suite 200
Quebec, Quebec
G2E 5W6
Tel.: (418) 871-2828
Fax: (418) 871-8780

Nonco
BATIMENTS D'ACIER
STEEL BUILDINGS

sceau seal

concu par designed by: B.LARIVIERE

dessine par drawn by: S.DEMAY

verifie par verified by: G. POITRAS

date: JUIN 1993

projet project

ATELIER DE CHARCUTERIE

titre title

PLOMBERIE
ALIMENTATION, DRAINAGE

A B C

SI cotes exprimees en millimetres
all dimentions in millimeters

echelle scale: INDIQUEE

date	no reference no	feuille sheet
JUIN 93	P9358	

ANNEX V:

INTER-COMMUNITY TRADE FIVE-YEAR BUSINESS PLAN EXECUTIVE SUMMARY

Note: This document is supplied separately.
The full Business Plan can be supplied upon request.

ANNEX VI:
QUALITY MANAGEMENT PLAN

Note: Enclosed is the table of contents of this document. The full text is provided separately.

Quality Management Plan

Handbook

for the

Evisceration, Inspection and Processing

of Caribou Meat

in Nunavik, Québec

A combined MAPAQ and Makivik Inc. initiative.

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ANNEX VII:

MODALITIÉS DU SUIVI DE L'EXPLOITATION COMMERCIALE DU CARIBOU AU NORD-DU-QUÉBEC:
TROUPEAU DE LA RIVIÈRE GEORGE ET TROUPEAU DE LA RIVIÈRE AUX FEUILLES

Modalités du suivi de l'exploitation commerciale du caribou au Nord-du-Québec: Troupeau de la rivière George et troupeau de la rivière aux Feuilles.

par

Serge Couturier

Direction régionale du Nord-du-Québec- Faune

Ministère de l'Environnement et de la Faune

Québec

Mai 1994

1. Mise en situation

Le Québec abrite le plus grand troupeau de caribous au monde. Phénomène biologique grandiose, le troupeau de caribous de la rivière George (TRG) compterait 740 000 bêtes selon le plus récent inventaire (Couturier *et al.*, 1994). En une seule année, ces grands migrateurs piétinent une superficie de 650 000 km^2 entre les baie de James, d'Hudson et d'Ungava d'une part, et la Mer du Labrador d'autre part. Le TRG semble maintenant avoir terminé sa croissance et être stabilisé à un niveau très élevé. La majorité des spécialistes s'entendent pour affirmer que les fortes densités de la dernière décennie ont détérioré l'habitat dans l'est de l'aire de répartition du troupeau sur les plateaux toundriques situés près de la rivière George. Ce site est utilisé traditionnellement par les femelles au temps des naissances depuis plusieurs décennies.

Entre les latitudes 58°N et 62°30'N, la partie la plus septentrionnale du Québec sert également de lieu de pâturage à un second grand troupeau de caribous migrateurs, celui-là beaucoup moins bien connu. Le troupeau de la rivière aux Feuilles (TRAF) migre de la Baie d'Ungava à la Baie d'Hudson et au Détroit d'Hudson dans son périple annuel. Ce troupeau semble encore quant à lui en croissance rapide et le dernier inventaire permettait d'estimer ses effectifs à près de 260 000 têtes (Couturier et van Ginhoven, 1994). La condition physique, la survie et la productivité des caribous seraient plus favorables pour le TRAF selon les informations partielles dont disposent les biologistes du ministère de l'Environnement et de la Faune (MEF). Il est prévu d'accroître l'acquisition de connaissances sur ce nouveau troupeau afin de mieux appuyer sa mise en valeur.

Depuis 1983, le gouvernement du Québec étudie divers scénarios d'exploitation commerciale du TRG. Ce n'est qu'en novembre 1993 que la signature par les Cris, les Inuit, les Naskapis et le gouvernement du Québec de la Convention complémentaire no. 12 a permis l'exploitation commerciale de la viande du caribou au Québec. Auparavant, cette pratique était interdite par la loi. Le Labrador Inuit Association (LIA) opère à chaque printemps depuis 1986 une exploitation commerciale du TRG dans la région de Nain sur la côte du Labrador. Depuis quelques années, une partie de la viande issue de l'opération commerciale du LIA était mise en marché au Québec.

Les Inuit du Québec ont mis sur pied récemment un projet d'échange de viande sauvage entre les 14 communautés du Nunavik. La viande de caribous est incluse dans ce projet qui permet, à des bénéficiaires seulement, d'acheter la viande dans les comptoirs locaux. Ceci devrait permettre de mieux distribuer la ressource entre des villages favorisés par les migrations des hardes et d'autres moins privilégiés.

Les taux d'exploitation des deux grands troupeaux de caribous sont largement insuffisants actuellement et une bonne stratégie de gestion devrait être basée sur une augmentation significative de la récolte de chacun des troupeaux. Le présent document précise les objectifs de gestion pour chacun des troupeaux de même que les modalités du suivi de l'exploitation commerciale qui débute dans la Nord-du-Québec. Un bilan actuel de l'exploitation et des quotas disponibles et réalistes accordés aux projets commerciaux sont présentés pour chaque troupeau.

2. Bilan de l'exploitation des deux troupeaux de caribous, 1992-1993

Il est possible de tracer le bilan de l'exploitation des deux troupeaux pour la période débutant le 1er juin 1992 et finissant le 31 mai 1993. Pour les besoins du présent bilan d'exploitation, on estime arbitrairement que l'ensemble de la récolte sportive est faite sur le TRG quoique probablement une faible proportion (≤ 10%) de la récolte de la zone 23 à l'automne est prélevée aussi sur le TRAF. La récolte de caribous par les Cris est évaluée annuellement depuis 1985 par l'Association des trappeurs cris en collaboration avec le bureau local de Chibougamau du MEF. On estime que seulement trois communautés cries exploitent l'un des deux troupeaux migrateurs. Les communautés de Whapmagoostui, Chisasibi et de Wemindgi chassent le TRG tandis que les autres communautés méridionnales dépendent surtout de populations résidentes de caribous des bois. Les territoires de chasse de ces communautés cries doivent donc être exclus de tout projet d'exploitation commerciale du caribou compte tenu du statut précaire des populations de caribous des bois.

La récolte faunique réalisée par les Inuit a fait l'objet d'un suivi entre 1976 et 1980 pour estimer les niveaux d'exploitation garantis aux Inuit. Par contre, la récolte de caribous et de loups de toutes les communautés Inuit ont fait l'objet plus récemment d'une seconde étude systématique pour une période de trois ans entre 1987 et 1990 par le bureau local de Kuujjuaq du MEF (Vandal, D., données non-publiées). La récolte actuelle des Inuit a donc été estimée en ajoutant 10% aux résultats de la dernière année de l'enquête sur la récolte des caribous par les Inuit réalisée en 1989-1990. Par ailleurs, sur la base des résultats préliminaires du suivi des migrations par satellite des deux troupeaux, on estime que cinq communautés Inuit exploitent le TRG. Il s'agit de Kuujjuarapik, Umiujaq, Kangiqsualujjuaq, Kuujjuaq et Tasiujaq. Les autres communautés plus septentrionnales, de d'Inukjuak à Aupaluk, exploitent le TRAF.

La récolte des Naskapis a été estimée approximativement à 500 caribous d'après les résultats préliminaires d'une étude de quatre années du suivi de la récolte faunique qui s'est terminée en juin 1993. Aucune étude n'a été faite à ce jour pour évaluer la récolte des Montagnais mais comme la communauté est à peu près de la même taille que celle des Naskapis, la même estimation de 500 têtes a été retenue pour décrire leur récolte. Toute la récolte des Naskapis et des Montagnais provient du TRG. Comme une partie du TRG séjournent un certain temps au Labrador, il faut également considérer l'exploitation faite à cet endroit. Les données de récolte nous ont été fournies par M. Tony Chubbs du Labrador Wildlife Division et elles tiennent compte également des caribous récoltés lors de la chasse commerciale faite par le Labrador Inuit Association à Nain.

Le tableau 1 résume le bilan de l'exploitation du TRG. On y voit que le troupeau est encore sous-exploité malgré les nombreux efforts des dernières années pour augmenter la récolte sportive: limite sportive portée à deux caribous par chasseur en 1983, ouverture de trois zones de chasse hivernales (22, 23 et 19-23), accroissement du nombre de camps mobiles dans la zone 23, attribution de nouveaux permis de pourvoiries, etc. Le taux d'exploitation d'un troupeau de caribous migrateurs peut dépasser 7% dans certaines conditions et nous atteignons seulement 5.2% actuellement même en incluant une correction de 20% pour tenir compte des pertes par les blessures.

Le tableau 2 résume l'exploitation du TRAF pour l'année 1992-1993. Sur la base de nouvelles données issues du suivi par satellite des migrations du TRAF, nous avons réévalué la distribution saisonnière de ce troupeau encore mal connu. Cette réévaluation a permis de constater que le TRAF n'était à peu près pas touché par l'exploitation sportive ce qui change quelque peu le portrait de l'exploitation totale des deux troupeaux tracé depuis quelques années. Les connaissances adéquates des déplacements sont essentielles à la gestion des troupeaux. Ces nouvelles connaissances ont permis de constater que le TRAF est encore plus sous-exploité que le TRG.

3. Objectifs de gestion des deux troupeaux de caribous

Diverses théories écologiques peuvent être utilisées pour la détermination du taux maximum d'exploitation à rendement soutenu ou encore pour le calcul du taux optimal d'exploitation (Gross, 1969; Larkin, 1977; Caughley, 1977; Holt et Talbot, 1978; Miller, 1983). Dans la majorité des populations de grands gibiers,

on préfère maintenant utiliser le taux d'exploitation optimal qui tient compte non seulement de facteurs biologiques mais aussi de facteurs sociologiques comme l'éthique de la chasse ou la capacité des utilisateurs à augmenter leur récolte. Ces deux derniers facteurs sont importants dans la gestion du caribou nord-québécois et doivent orienter notre décision de gestion.

Le calcul du taux d'exploitation optimal d'un troupeau de caribous est une analyse complexe qui doit tenir compte évidemment de la taille des effectifs (N) et de la capacité de support de l'habitat (K) mais également aussi des données démographiques comme la condition des bêtes et de leur habitat, le taux de natalité, le taux de survie des adultes et des faons et donc, ultimement, du taux d'accroissement annuel de la population. Il est risqué pour le moment de réaliser cette détermination du taux optimal d'exploitation de chacun des deux troupeaux. Certaines données, comme la capacité de support de l'habitat, ne sont pas connues précisément et nous sommes actuellement dans une phase critique de l'évolution du TRG. Cependant, il est certain que notre objectif de gestion à court terme pour le TRG doit être de diminuer les effectifs du troupeau à cause des problèmes déjà causés à l'habitat.

Il est recommandé pour le moment de s'en tenir pour les deux troupeaux à une approche plus conservatrice et de fixer comme objectif de gestion un taux d'exploitation qui soit réaliste considérant le potentiel de récolte et le contexte socio-économique du Nord-du-Québec. Ce taux visé sera inférieur au taux maximum d'exploitation ou au taux de rendement soutenu, mais sera sans danger pour la ressource. Le taux d'exploitation sera réévalué annuellement à mesure que des connaissances additionnelles seront acquises sur les deux troupeaux migrateurs et en tenant compte de l'évolution des marchés et de la capacité de production des infrastructures.

Le troupeau de caribous de la rivière George s'est stabilisé depuis les dernières années mais les fortes densités ont probablement été néfastes à son habitat. De plus, la condition générale des bêtes semblent être moins bonne actuellement ce qui laisse supposer que le TRG aurait dépasser la capacité de support de son habitat (K). Il est proposé que l'objectif de gestion à moyen terme de ce troupeau soit de réduire la taille des effectifs à un seuil arbitraire de 500 000 têtes. La réduction du troupeau par une augmentation de la récolte devrait diminuer les dommages à l'environnement et réduire les risques d'une chute drastique des effectifs. Cependant, à court terme il est impossible et inapproprié de tenter de porter la récolte totale à plus de 100 000 bêtes. Il faut plutôt procéder par étapes et augmenter graduellement la récolte tout en tenant compte du contexte nordique. Il est donc proposé pour l'année 1994-1995 de viser un taux d'exploitation de 7% pour le troupeau de caribous de la rivière George. Ce taux d'exploitation permettrait une récolte totale de 52 000 caribous, par comparaison à la récolte de 38 000 réalisée en 1992-1993.

La situation est différente pour le TRAF qui semble encore en croissance et en meilleure condition. Par contre, l'histoire de la croissance rapide du TRG devrait inciter à une plus grande prudence et nous pousser à tenter d'augmenter le plus possible la récolte de ce nouveau troupeau. La récolte actuelle du TRAF est minime et des efforts accrus devraient être investis en priorité pour mieux mettre en valeur cette ressource naturelle renouvelable. Il est proposé pour l'année 1994-1995 de viser un taux d'exploitation de 7% pour le troupeau de caribous de la rivière aux Feuilles. Ceci permettrait une récolte totale de 18 000 caribous.

Pour les deux troupeaux, ces augmentation de récolte ne peuvent se réaliser en 1994-1995 que grâce à la nouvelle exploitation commerciale qui débute actuellement dans le Nord-du-Québec. Les lignes qui suivent expliquent les modalités visant à encadrer cette exploitation commerciale tel que le définit le rôle de gestionnaire de la faune du MEF.

4. Modalités de contrôle de l'exploitation commerciale

L'exploitation commerciale du caribou constitue une entreprise ambitieuse et nouvelle qui sera confrontée dès le début des opérations à des problèmes logistiques et écologiques. Des ajustements devront être faits en cours de route pour respecter certaines règles d'efficacité, de conservation de la viande ou tout simplement certaines considérations éthiques. Cependant, le MEF recommande dès maintenant une série de mesure d'encadrement qui vise à appuyer l'exploitation commerciale dans les communautés nordiques où les densités de caribous le permettent. Ces mesures visent à éviter certains problèmes de démarrage et à démontrer que l'exploitation commerciale du caribou fait partie d'un projet global de gestion faunique rigoureusement structuré. Les sections suivantes décrivent les exigences qui seront imposées aux promoteurs de l'exploitation commerciale: quotas commerciaux par troupeau, saison d'opération, contrôle de la distribution de la viande, suivi scientifique de la récolte, etc.

4.1 Quotas commerciaux par troupeau pour 1994-1995

Tel qu'expliqué dans les pages précédentes, la détermination d'un quota commercial ne dépend pas seulement de la disponibilité de la ressource faunique, mais elle doit tenir compte également de l'ensemble du contexte dans lequel la récolte sera faite. Il est recommandé dans le tableau 3 que le quota commercial pour 1994-1995 soit de 12 000 caribous pour le TRG ce qui devrait permettre

une certaine croissance de la récolte des autres utilisateurs. Un quota de 12 000 est recommandé également pour le TRAF. Nous proposons que le quota du TRG soit partagé entre les Inuit, les Cris et les Naskapis. Cependant, compte tenu des connaissances biologiques dont nous disposons sur les migrations des deux troupeaux, il est recommandé que le quota du TRG soit partagé chez les Inuit entre les cinq communautés les plus septentrionnales: Kuujjuarapik, Umiujaq, Kangiqsualujjuaq, Kuujjuaq et Tasiujaq.

Il est également recommandé, pour les mêmes raisons biologiques, que la part du quota commercial qui serait détenu par les Cris soit réservée uniquement pour les trois communautés nordiques de Whapmagoostui, Chisasibi et de Wemindgi. Les modalités précises de distribution des sous-quotas dans chaque ethnie demeure la responsabilité des organisations autochtones mais le MEF doit veiller à ce que l'exploitation commerciale vise bel et bien les populations de caribous qui peuvent et qui doivent faire l'objet d'une augmentation de récolte. La protection stricte des populations de caribous des bois situées dans le sud du territoire cri constitue un enjeu de conservation important à cause du statut précaire de ces populations qui survivent à de très faibles densités.

Selon les données récentes de suivi des migrations par satellites, il apparaît que seules les communautés Inuit les plus nordiques ont accès au TRAF. Il est donc recommandé dans le tableau 3 que le quota commercial de 12 000 caribous pour ce troupeau soit distribué entre les neuf communautés Inuit comprises entre Inukiuak et Aupaluk inclusivement.

Il faut noter que le quota commercial alloué pour chacun des deux troupeaux devrait inclure la récolte faite dans le cadre du projet de commerce inter-communautaire mis sur pied dans le territoire inuit.

4.2 Saisons et lieux d'opération de l'exploitation commerciale

Dans l'état actuel des deux troupeaux de caribous, il n'est pas oppurtun d'imposer de restrictions selon le sexe ou l'âge des caribous récoltés à la chasse commerciale. Les seules restrictions de l'activité commerciale touchent les saisons et les secteurs d'exploitation. Certaines de ces exigences sont nécessaires étant donné que des femelles seront récoltées.

Il est recommandé que l'exploitation commerciale soit réalisée principalement durant l'hiver. Pour cette exigence, on tient compte de divers facteurs tels la condition de conservation de la viande, la facilité de se déplacer sur le terrain, les conflits potentiels avec la chasse sportive et les critères éthiques de conservation de la faune. Ce dernier facteur est particulièrement important et empêche

d'abattre une femelle durant une période où le foetus est presque rendu à terme (*i.e.*, à partir du mois d'avril) ou encore lorsque la survie du faon n'est pas assurée (*i.e.*, en juin et juillet). Pour cette raison, nous recommandons d'arrêter la chasse commerciale dès le 15 mars. Le tableau 4 résume les critères exigés pour l'exploitation commerciale du caribou. Ces critères changent quelque peu en fonction du lieu à cause de conflit possible avec la chasse sportive dans certaines communautés. Il est proposé d'éviter ce genre de conflit dans le territoire cri en instaurant deux secteurs différents. Durant tout l'hiver, les Cris pourraient chasser commercialement dans les Terres I et II. Cependant, ils pourraient chasser également dans les Terres III entre le 15 février et le 15 mars, c'est à dire une fois que la chasse sportive serait terminée dans la zone 22.

Etant donné la faible popularité de la chasse hivernale dans la zone 23 (sauf le secteur Fermont), il n'est pas jugé oppurtun de proposer des modifications aux dates d'exploitation commerciale pour cette zone. De même, comme la chasse sportive est quasi absente des communautés inuit exploitant le TRAF, les risques de conflit avec la chasseurs sportifs sont faibles. Il est donc possible de recommander que la saison d'exploitation commerciale débute dès le 1er septembre pour le TRAF.

Il convient de noter que ces exigences relatives aux saisons et aux secteurs de chasse s'appliquent non seulement au projet de commercialisation proprement dit du caribou, mais qu'elles devraient s'appliquer également au projet de commerce inter-communautaire dans le territoire Inuit.

4.3 Exigences de gestion faunique et de conservation

Un projet de commercialisation de la faune doit être appuyé sur un scénario de gestion qui détermine les quotas et qui analyse annuellement les résultats obtenus. Le gestionnaire de la faune doit disposer d'informations biologiques suffisantes pour cette analyse.

Un catalogue des prises devra être maintenu par le promoteur dans chacune des usines de transformation de la viande. Ce registre devra contenir au minimum les informations suivantes: le numéro de la carcasse, le nom du chasseur, la date et le lieu d'abattage, le sexe et l'âge (adulte ou faon) du caribou, le poids éviscéré (l'animal entier incluant les pattes et les bois mais sans le contenu du système digestif) et un indice de condition générale de la carcasse (la carcasse est-elle retenue pour être commercialisée ou sera-t-elle rejetée?). Les biologistes et les agents de conservation de la faune devront avoir accès en tout temps au registre de récolte de caribous. Un mécanisme de concertation sera établi avec le

ministère de l'Agriculture et de l'Alimentation pour que le registre retenu rencontre également leurs besoins de contrôle de la qualité de la viande.

De plus, des échantillons biologiques seront prélevés périodiquement par les employés du MEF afin d'évaluer et de mesurer la condition physique des deux troupeaux. Lors de ces opérations de prélèvements scientifiques, les promoteurs devront collaborer avec les employés de MEF soit directement sur les lieux de chasse, soit à l'usine de transformation.

Dans le but de contrôler la viande de caribou qui sera mise en marché et expédiée, chaque caribou abattu devra être étiquetté par le chasseur au moment de l'abattage. L'étiquette apposée sur l'un des quartiers arrières devra demeurer en place jusqu'à l'étape finale de transformation. Les étiquettes seront de couleur différente pour chacun des troupeaux et ce numéro sera inscrit dans le registre des prises pour référence ultérieure. Une fois la viande mise en quartier ou transformée, chacun des quartiers ou le contenant devra être estampillé de telle sorte qu'il soit possible pour un agent de conservation de la faune de vérifier en tout temps la provenance de la viande. Ces mesures sont essentielles pour éviter que des braconniers ne profite de la commercialisation du caribou pour tenter de mettre en marché des produits illicites provenant de populations de caribous non-visées par le projet de commercialisation.

5. Conclusion

Il est donc non seulement possible mais surtout utile comme outil de gestion, d'augmenter de façon significative la récolte des deux troupeaux de caribous du Québec-Labrador. La nouvelle exploitation commerciale du caribou réalisée au Québec devrait permettre la majeure partie de cette augmentation de récolte. En effet, tous les efforts déployés par le MEF depuis 1983 pour libéraliser la chasse sportive sur le TRG n'auront permis qu'une augmentation modérée de la récolte. Il aurait fallu plus que décupler la récolte sportive pour avoir un effet significatif sur la démographie du troupeau qui a poursuivi sa croissance et a continué à détériorer l'habitat. Le coût élevé d'une expédition de chasse au caribou nord-québécois explique que la clientèle soit limitée malgré une mise en marché agressive des pourvoyeurs.

L'objectif de gestion à long terme du TRG est de ramener la taille du troupeau à 500 000 bêtes. Cependant, il faut comprendre que cela ne signifie pas que l'on doive récolter 250 000 caribous en 1994-1995. Nous devons plutôt procéder par étapes en augmentant graduellement la récolte jusqu'à l'atteinte de l'objectif de 500 000 caribous. Le taux d'exploitation sera réévalué annuellement de façon à s'assurer que les besoins des autochtones, des chasseurs sportifs soient comblés avant de permettre que l'excédent soit récolté lors d'une exploitation commerciale. Cet ordre de priorité d'exploitation a été déterminé par la Convention pour les divers utilisateurs de la faune. De plus, il faudra, pour le TRG et non pour le TRAF, tenir compte des besoins de récolte du Labrador dans le calcul des différents quotas.

L'augmentation de la récolte sportive au Québec, l'augmentation de la récolte totale au Labrador (par les résidents ou par la chasse commerciale) ou un déclin marqué des effectifs du TRG sont des exemples de situations où le MEF pourrait être obligé de revoir à moyen terme les quotas accordés à l'exploitation commerciale pour des motifs de priorité d'exploitation.

En conclusion, il est recommandé d'augmenter la récolte des deux troupeaux et de favoriser la mise en place pour la première fois d'une exploitation commerciale du caribou dans le Nord-du-Québec en 1994-1995.

Tableau 1. Bilan de l'exploitation du troupeau de caribous de la rivière George (TRG) en 1992-1993

Estimé de population	Utilisateurs	Zone/Ethnies	Nombre de caribous récoltés
740 000	Québec: Sportifs		
(en 1993)		zone 19-23 (hiver)	1329
		zone 22 (hiver)	2309
		zone 23 (aut. + hiver)	8587
		zone 24 (automne)	229
		Total	12454
	Québec: Autochtones		
		Inuit (5 communautés)	3244
		Cris (3 communautés)	413
		Naskapis	500
		Montagnais	500
		Total	4657
	Labrador	Rés. + commercial	14932
	Québec + Labrador	Récolte totale	32043
		Correction pour blessures (+ 20%)	6409
		Grand total	38452
		% Taux d'exploitation	5.2%

Tableau 2. Bilan de l'exploitation du troupeau de caribous de la rivière aux Feuilles (TRAF) en 1992-1993

Estimé de population	Utilisateurs	Zone/Ethnies	Nombre de caribous récoltés
260 000	Québec: Sportifs		
(en 1991)		zone 22 (hiver)	négligeable
		zone 23 (aut. + hiver)	négligeable
		Total	négligeable
	Québec: Autochtones		
		Inuit (9 communautés)	4812
		Cris (3 communautés)	négligeable
		Total	4812
		Correction pour blessures (+ 20%)	962
		Grand total	5774
		% Taux d'exploitation	2.2%

Tableau 3. Détermination des quotas commerciaux pour chacun des troupeaux de caribous pour 1994-1995.

Troupeau	Quota commercial	Ethnie	Communauté
Rivière George	12 000 caribous [1]	Inuit	Kuujjuarapik
			Umiujaq
			Tasisujaq
			Kuujjuaq
			Kangiqsualujjuaq
		Naskapis	Kawachikamach
		Cris	Wemindgi
			Chisasibi
			Whapmagoostui
Rivière aux Feuilles	12 000 caribous [1]	Inuit	Autres

[1] Ce quota devrait inclure la récolte faite dans le cadre du projet de commerce inter-communautaire mis sur pied dans le territoire inuit.

Tableau 4. Saisons et secteurs de chasse pour la commercialisation du caribou.

Troupeau	Ethnie	Secteur	Saison	Commentaires
George	Inuit [1]	Zone 23	1er novembre au 15 mars	Conservation de la viande, chasse sportive, éthique de la chasse
	Naskapi	Zone 23	1er novembre au 15 mars	Idem
	Cris	Terres I et II	1er novembre au 15 mars	Idem et chasse sportive zone 22
		Terres III	15 février au 15 mars	Idem et chasse sportive zone 22
Aux Feuilles	Inuit [1]	Zone 23	1er septembre au 15 mars	Idem

1 Ces exigences devraient s'appliquer également au projet de commerce inter-communautaire mis sur pied dans le territoire inuit.