

Rankin Inlet Restaurant, Hotel, and Retail Market Study



Prepared for Atuqtuarvik Corporation

RT Associates
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1 Introduction

Atuqtuarvik Corporation is a Nunavut Tunngavik Inc. capital corporation that provides loans and equity financing to Inuit businesses. Established in 2000, Atuqtuarvik Corporation has provided/approved loan and equity investment to Inuit businesses in excess of \$58 million. Atuqtuarvik Corporation has often taken the lead in researching new directions such as establishing a Nunavut-based bank that would increase available capital to Inuit businesses while improving available financial services and products to Nunavut communities.

In keeping with its objective of anticipating Inuit business needs, in September 2005 Atuqtuarvik Corporation recognized that more in-depth information was required on the Rankin Inlet restaurant, hotel and retail markets. There were two reasons for this belief. The community was growing and more businesses were seeking to either expand or enter into the restaurant, hotel and retail markets. The demand for capital for these businesses was also increasing and Atuqtuarvik Corporation needed solid information that would help it and those applying for capital make the right investment decisions.

Secondly, Atuqtuarvik Corporation recognized that there might be under serviced areas where new opportunities exist, and where an Inuit business might do well to enter. Knowing where these opportunities might be would encourage economic growth in the community and reduce 'economic leakage'.

For these reasons Atuqtuarvik Corporation contracted RT Associates to undertake a Rankin Inlet Restaurant Hotel and Retail Market Study.

1.1 Methodology

The consultants assigned to the study (Robert Trudeau and Reiko Maeba) gathered four sorts of information upon which to analyze the Rankin Inlet restaurant, hotel and retail market. First, the consultants gathered information on the number and type of Rankin Inlet businesses. Much of this was obtained through the phone directory.

Secondly, the consultants gathered statistical information that relied on Revenue Canada household expenditures (Canada and Nunavut), 2001 Census information and Nunavut Bureau of Statistics population growth projections up to 2020. Using this information the consultants were able to estimate average Rankin Inlet household expenditures on areas that would impact select markets and determine the growth in these markets up to 2020.

Third, the consultants gathered information from the Government of Nunavut (GN) Capital Plan. For example, on the hotel market the consultants were able to confirm 2005 to 2010 number and value of GN Capital Projects planned for Rankin Inlet and from these plans construction crew expenditures for hotel accommodation and meal service.

Finally, the consultants interviewed 16 Rankin Inlet government/ support agency/business representatives seeking their views and opinions on the restaurant, hotel and retail markets, more particularly prospects for long-term growth; demand - including existing supply and gaps and whether the number and type of existing providers was adequate to meet demand; pricing and competition. The survey information was useful in obtaining information not available from other sources and providing validity to statistical research.

Using the information gathered, the consultants prepared the Rankin Inlet Restaurant, Hotel and Retail Market Report outlined in this document.

2 Rankin Inlet Overview

2.1 Community Setting & Facilities

Rankin Inlet is located 467 kilometers north of Churchill and approximately 1180 kilometers west of Iqaluit and 1130 kilometers east of Yellowknife. It is the mid-way point in people traveling east to west or west to east across the Arctic.

Rankin Inlet has the longest airstrip in the Kivalliq region and is the best equipped for instrument landing. It is the ‘gateway’ to the region: jet planes come and go with travellers leaving or boarding smaller feeder planes.

Rankin Inlet has the newly built regional hospital with eleven beds and increased staff. Patients will no longer be expected to travel to hospitals down south: increasingly patients will receive necessary medical services and pharmaceutical products through the new hospital.

Rankin Inlet has the highest concentration of government personnel and business in the Kivalliq region (69 different types of businesses are listed in the Telephone Directory - see Appendix 2 for listing). Although in 1999 the community was not a ‘net winner’ in the initial decision to decentralize government jobs to the community – some jobs were taken from the community while others were established – with the new regional hospital the community will receive an additional 47 full time and part time jobs over the original 24 providing health services in the community. Moreover, NTI and Kivalliq Inuit Association (KIA) and Atuqtuarvik Corporation are based in the community in addition to other agencies such as Nunavut Development Corporation and two commercial banks (Royal Bank and CIBC).

Rankin Inlet is the Kivalliq region ‘Service Center’. In the mid-1990s, Rankin Inlet was a strong contender for selection as Nunavut’s capital. Although not selected as the capital, through its businesses, Inuit organizations and government departments the community continues to play a leadership role in the region.



2.2 Community Population and Labour Force

As shown in Table 1, in 2001 Rankin Inlet had a population of 2,177 that was projected to increase by 2020 to 3,633 or by 67%. Of the seven communities in the Kivalliq Region, Rankin Inlet is the largest community followed by Arviat and Baker Lake and much further down Coral Harbour, Repulse Bay, Chesterfield Inlet and Whale Cove. By 2020, the Kivalliq Region is projected to have a combined population of 12,098¹.

As shown in Table 2, within the region in 1999 Rankin Inlet had the second highest labour force participation rate (72%) and lowest unemployment rate (21.6%)². This indicates that Rankin Inlet has a high percentage of people participating in the work force, but still a community with a high number of unemployed ‘who want a job’.

2.3 Household Income

In 2001, Rankin Inlet recorded 645 households with an average median household income of \$54,997 or a combined community household income of \$35.4 million³. If we assume from 2001 to 2020 an equivalent increase in households to the projected population increase (67%) then in 2020 there would be $645 \times 167\% = 1,077$ households in the community. Using the same average median household income generates a 2020 total community household income of \$59.2 million. (This figure does not include any adjustment for inflation.) See Table 3.

Table 1: Kivalliq Region Population Growth Estimates (2001-2020)

<i>Community</i>	<i>2001</i>	<i>2020</i>	<i>% Increase</i>
Rankin Inlet	2,177	3,633	67%
Arviat	1,899	2,855	50%
Baker Lake	1,507	2,148	42%
Coral Harbour	712	1,376	93%
Repulse Bay	612	1,012	65%
Chesterfield Inlet	345	583	69%
Whale Cove	305	491	61%
Total	7,557	12,098	60%

Table 2: Kivalliq Region Labour Participation & Unemployment Rates (1999)

<i>Community</i>	<i>Participation Rate</i>	<i>Unemployment Rate (Want A Job Criteria)</i>
Rankin Inlet	72.0%	21.6%
Chesterfield Inlet	80.2%	29.5%
Whale Cove	71.2%	31.5%
Baker Lake	63.2%	37.9%
Coral Harbour	63.0%	42.1%
Repulse Bay	54.5%	49.2%
Arviat	62.2%	53.3%

Table 3: Rankin Inlet Households & Income (2001-2020)

<i>Year</i>	<i># Households</i>	<i>Income</i>
2001	645	\$35,473,065
2002	663	\$36,441,480
2003	681	\$37,436,332
2004	699	\$38,458,344
2005	718	\$39,508,257
2006	738	\$40,586,832
2007	758	\$41,694,853
2008	779	\$42,833,122
2009	800	\$44,002,466
2010	822	\$45,203,734
2011	844	\$46,437,796
2012	867	\$47,705,547
2013	891	\$49,007,909
2014	915	\$50,345,825
2015	940	\$51,720,266
2016	966	\$53,132,229
2017	992	\$54,582,739
2018	1020	\$56,072,848
2019	1047	\$57,603,636
2020	1077	\$59,176,216

¹ Source: Community Population Growth estimates, Nunavut Bureau of Statistics web site August 2005

² Source: 1999 Labour Force Survey Nunavut Bureau of Statistics web site August 2005

³ Source: 2001 Families and Dwellings Statistics for Rankin Inlet web site Statistics Canada August 2005

2.4 Community Economic Growth

Economic growth in Rankin Inlet is concentrated in four areas:

2.4.1 Non-Renewable

The non-renewable sector is the most promising. Cumberland Resources is starting Inuit Impact Benefit Agreement (IIBA) negotiations on its Meadowbank gold project 70 kilometers north of Baker Lake which promises to create 350 employment opportunities during operation while Comaplex Minerals Corporation are well advanced in exploration of their Meliadine gold project 35 kilometers north of Rankin Inlet which could create an additional 300 employment opportunities during mine operation; further, both projects would create many jobs and contract opportunities during mine construction. In addition, to these two mine potential projects there are at least five other promising mineral exploration projects in the region that could lead to gold, diamond, uranium or base metal mines in the foreseeable future. (Of course, all five projects are still in the 'exploration phase' and subject to many uncertainties including size of deposit, accessibility, mineral price fluctuations, regulatory concerns, and overall feasibility). Finally, the Province of Manitoba is encouraging northern road development which could speed up mineral exploration and mine development in the region.

2.4.2 Government

The Kivalliq Health Center (an 11-bed hospital) will create 47 more full time and part time jobs over the 24 jobs previously dedicated to health service delivery in the community. Since the Kivalliq Health Center officially opened in September 2005, the full impact on the community has yet to be felt – including increased patient travel to and from Rankin Inlet and increased resident health staff with their families living and working in the community. Government is also a stabilizing force – it is unlikely that Rankin Inlet will lose government jobs from those already present. Indeed, if the Government of Nunavut ever did decide to retrench its decentralized approach to program and service delivery – primarily because of cost - Rankin Inlet would be a natural compromise in achieving some balance between smaller community delivery and more centralized delivery; essentially, going back to delivering government programs and services from the three regional centers in Nunavut in combination with an Iqaluit headquarters structure.

2.4.3 Tourism

The tourism sector is expected to grow following construction of new and improved hotel facilities in Rankin Inlet. In 2004, a new 22-room (28 beds) Inns North Hotel was constructed and in 2005 a new 9-room (11-beds) Nanuq Lodge. Both facilities will add to the level of service for tourist and business travel to the community. The impact from the Inns North facility is already being felt: travelers to Rankin Inlet have commented that their trips are more enjoyable with improved accommodation while the Siniktarvik Hotel has reduced its rates by 50% for August 2005. In addition, in 2004, a small conference and meeting facility was established (Bay Shore Conference and Meeting Center) with plans to expand

the facility in the coming year. (In a May 2004 Nunavut Tourism Accommodation and Sector Development Report, the agency references an article in the February 2001 issue of *The Canadian Lodging Outlook* that suggests when properly done, an increase in supply can stimulate business for an accommodations business). More tourism investment may flow into the industry through the new GN/Federal Economic Development Strategy – the initiative is promising to add \$4 to \$5 million annually into economic development over the next five years and likely beyond. Since Rankin Inlet is one of the most accessible communities in Nunavut it will benefit from these investments.

2.4.4 Retail & Other Services:

With the arrival of increased mineral exploration, expanded government, and increased business and tourist travel, the demand for retail and other services will increase. In part this has already happened. According to the former GN Kivalliq Region Director Department of Economic Development and Transportation, since 1999 at least eight new business have been created in Rankin Inlet including three new restaurants, one conference and meeting facility, a women's clothing store, new hotel, and two bed and breakfast facilities, in addition to construction business expansion. One area of concern in the community is housing which still requires significant government and private sector investment. More traditional sectors – commercial fishing, commercial meat harvesting and arts and craft – are also expanding in the region. Since Rankin Inlet is a regional service center with a meat and fish processing plant and two arts and crafts outlets, including headquarters for the Nunavut Development Corporation, any expansion in these sectors will benefit the community. Rankin Inlet also houses Atuqtuarvik Corporation which is becoming an increasing source of investment for Inuit-owned businesses throughout Nunavut. Atuqtuarvik Corporation is likely to grow and expand.

In general, there is a sense in Rankin Inlet that economic growth if not overly dramatic as in Iqaluit is 'strong and steady' and expected to continue. And if a new mine is built nearby, community growth will be much more significant.

3 Restaurant & Hotel Markets

3.1 Restaurant Market

3.1.1 Overview

There are five Rankin Inlet restaurants: three are classified as full service restaurants; one a coffee shop offering soup, sandwiches and pastries; and one a fast food outlet – see Table 4. All five restaurants cater to two markets: local residents and travelers to the community. We can calculate the size of these two different markets if we use a number of sources and make reasonable assumptions.

Table 4: Rankin Inlet Restaurant Facilities

<i>Name</i>	<i>Type of Facility</i>
Siniktarvik Hotel	Full Service Restaurant
Turraarvik Inns North	Full Service Restaurant
Wild Wolf Cafe	Full Service Restaurant
The Sugar Rush Cafe	Coffee, Sandwich, and Pastry Shop
Quick Stop & Snack Bar	Fast Food Outlet

3.1.2 Resident Market Size

One way of calculating the size of the local restaurant market is to 1) compare Canadian household food expenditures with those of Nunavut and 2) assume Nunavut average household expenditures would apply in Rankin Inlet.

In 2003, Canadian average household expenditures were \$43,755 of which 14% or \$6,791 was spent on food⁴ which includes food purchased for the home and food consumed in restaurants. In comparison, in the same year, Nunavut average household expenditures were \$49,771 of which 25% or \$12,376 was spent on food. Since in 2003 there were an estimated 681 households in Rankin Inlet, this means the community would have spent \$8.42 million on food purchases.

⁴ Statistics Canada; www.statscan.ca

Given the opportunity to dine out, Rankin Inlet residents may follow the Canadian norm and spend approximately 35% of their food budget⁵ outside of the home – or an average of \$4,331 per household or a total of \$2.94 million per year on restaurants (see Table 5).

We can further project the size of the resident market up to 2020 if we apply the growth in the number of households to the average restaurant expenditures. As shown in Table 6, the resident restaurant market would increase from \$2.94 million in 2003 to \$4.66 million in 2020.

Table 5. Rankin 2003: Estimated Resident Restaurant Expenditures

<i>Category</i> ⁶	<i>2003</i>
Average Nunavut Household Expenditures	\$49,771
Total Food Purchases	\$12,376
Estimated Percentage Spent on Restaurants (35%)	\$4,331
# of Households	681
Total Resident Restaurant Expenditures	\$2.94 million

Table 6: Rankin Inlet 2003-2020 Estimated Resident Restaurant Expenditures

<i>Year</i>	<i># Households</i>	<i>Restaurant Market</i>
2003	681	\$2,948,102
2004	699	\$3,028,585
2005	718	\$3,111,265
2006	738	\$3,196,203
2007	758	\$3,283,459
2008	779	\$3,373,098
2009	800	\$3,465,183
2010	822	\$3,559,783
2011	844	\$3,656,965
2012	867	\$3,756,800
2013	891	\$3,859,361
2014	915	\$3,964,721
2015	940	\$4,072,958
2016	966	\$4,184,150
2017	992	\$4,298,377
2018	1020	\$4,415,723
2019	1047	\$4,536,272
2020	1077	\$4,664,487

⁵ Agri-Food Canada information obtained during the 1996 Food Services Consumer Spending Report.

⁶ From Agri-Food Canada, applied to Igloolik socio-economic data.

3.1.3 Travelers Market Size

There are no available statistics that provide a measure of the correct number of business and tourism travelers to Rankin Inlet. Either the information is outdated – the last exit survey was completed in 1994⁷ – or is held privately by business people. We must therefore rely on estimates of hotel occupancy levels and average expenditure on meals.

Based on discussions with the two hotel managers more than 90% of all travelers to Rankin Inlet are business travelers with the balance (less than 10%) tourists with the Siniktarvik recording less than 50% occupancy levels and the Co-op over 70% occupancy levels. Assuming an average of 50% occupancy rate throughout the combined Rankin Inlet hotel industry, a total of 105 beds (Siniktarvik 67, Inns North 24, Nanuq 10, and Tara's 4), and average meal expenditures of \$50 per day, we can calculate that in 2005 travellers to the community would spend: 105 beds x 50% occupancy x 365 days x \$50 per day = \$958,125 on meals. If we estimate an annual 2% increase, by 2020 travelers will spend an estimated \$1.28 million on meals in Rankin Inlet.

Table7: Estimated Traveller Expenditure on Meals In Rankin Inlet (2005-2020)

Year	Expenditures
2005	\$958,125
2006	\$977,288
2007	\$996,833
2008	\$1,016,770
2009	\$1,037,105
2010	\$1,057,847
2011	\$1,079,004
2012	\$1,100,584
2013	\$1,122,596
2014	\$1,145,048
2015	\$1,167,949
2016	\$1,191,308
2017	\$1,215,134
2018	\$1,239,437
2019	\$1,264,226
2020	\$1,289,510

We can also 'ballpark' the percentage of construction crew meal expenditures *within* the traveller market.

According to the GN Capital Plan - also confirmed through discussions with a GN Department of Community and Government official - over the next five years a total of \$20.4 million in capital projects planned for Rankin Inlet including a new \$ 6 million tank farm and \$6 million sewage treatment upgrades. These amounts do not include other miscellaneous projects through other GN Departments such as CLEY, ED&T and Department of Education.

Table 8: GN Capital Projects for Rankin Inlet (2005/06 to 2009/10)

Capital Project	2005-06 (\$000)	2006-07 (\$000)	2007-08 (\$000)	2008-09 (\$000)	2009-10 (\$000)	Total
Sewer & Water Works	1,265					
Abandon Old solid Waste Site				300	500	
Nipissar Lake Pump House Improvements			20			
Sewage Treatment Plant	300	2,000	2,000	2,000		
Water Pump house Improvements			90			
Increase Capacity Code Compliance	300	250	1,800	550		
New POL Tank Farm		2,000	2,000	2,000		
M&I / Retrofit - GN Funds	358	378	395	460	380	
M/I / Retrofit - CMHC funded (not in total)	242	222	205	240	220	
Total	2,465	4,850	6,510	5,550	1,100	20,475

⁷ The 1994 NWT Exit Survey indicated that over a 4-month period (mid-May to mid-September) 1,245 travelers passed through Rankin Inlet with two-thirds business travellers (829) and one-third vacation travellers (416). Since the 4-month period was likely a high travel period in Rankin, there would likely be many fewer vacation travellers throughout the balance of the year – a reasonable estimate would be 3,000 travelers passing through Rankin Inlet in 1994.

It is anticipated that most of the capital projects listed in Table 8 will require a significant use of outside construction crews requiring accommodation and meal service in Rankin Inlet.

A rule of thumb for costing capital construction projects in Nunavut is: 40% materials costs, 40% labour costs, and 20% freight costs. Of the allocation for labour costs, a reasonable breakdown is: 70% wages and benefits, 15% travel, and 15% accommodation and meals. Working through these percentages results in approximately 6% of total capital construction expenditures are for accommodation and meals – and of this percentage 70% or 4.2 % accommodation and 30% or 1.8% meals.

Using these percentages we can estimate construction crews will spend on Rankin Inlet accommodation and meal revenues an estimated \$148,000 in 2005 increasing to \$391,000 in 2007/08 and then declining to \$333,000 in 2008/09 and \$66,000 in 2009/10 (see Table 9).

As shown in Table 10, in 2005 construction crews would account for 5% of traveler meal expenditures, a percentage that would increase to 12% in 2007 before declining to 2% in 2009.

Table 9: GN Capital Projects: Construction Crew Expenditures

<i>Year</i>	<i>2005-06</i>	<i>2006-07</i>	<i>2007-08</i>	<i>2008-09</i>	<i>2009-10</i>
Accommodation (4.2%)	\$104,000	\$204,000	\$273,000	\$233,000	\$46,000
Meals (1.8%)	\$44,000	\$87,000	\$117,000	\$100,000	\$20,000
Total	\$148,000	\$291,000	\$391,000	\$333,000	\$66,000

Table 10: Construction Crew: Meal Expenditures as Percentage of Total Traveler Meal Expenditures

<i>Year</i>	<i>Expenditures</i>	<i>Construction</i>	<i>%</i>
2005	\$958,125	\$44,000	5%
2006	\$977,288	\$87,000	9%
2007	\$996,833	\$117,000	12%
2008	\$1,016,770	\$100,000	10%
2009	\$1,037,105	\$20,000	2%

3.1.3 Total Restaurant Market

If we combine the resident market with the traveler market we can project that the total Rankin Inlet restaurant market will expand from \$4 million in 2005 to \$5.9 million in 2020, with residents accounting for 76% to 78%% of the total.

Table 11: Rankin Inlet Restaurant Market (2005to 2020)

<i>Year</i>	<i>Travellers</i>	<i>Residents</i>	<i>Total Market</i>	<i>% Residents</i>
2005	\$958,125	\$3,111,265	\$4,069,390	76%
2006	\$977,288	\$3,196,203	\$4,173,490	77%
2007	\$996,833	\$3,283,459	\$4,280,292	77%
2008	\$1,016,770	\$3,373,098	\$4,389,868	77%
2009	\$1,037,105	\$3,465,183	\$4,502,289	77%
2010	\$1,057,847	\$3,559,783	\$4,617,630	77%
2011	\$1,079,004	\$3,656,965	\$4,735,969	77%
2012	\$1,100,584	\$3,756,800	\$4,857,384	77%
2013	\$1,122,596	\$3,859,361	\$4,981,957	77%
2014	\$1,145,048	\$3,964,721	\$5,109,769	78%
2015	\$1,167,949	\$4,072,958	\$5,240,907	78%
2016	\$1,191,308	\$4,184,150	\$5,375,458	78%
2017	\$1,215,134	\$4,298,377	\$5,513,511	78%
2018	\$1,239,437	\$4,415,723	\$5,655,160	78%
2019	\$1,264,226	\$4,536,272	\$5,800,498	78%
2020	\$1,289,510	\$4,664,487	\$5,953,997	78%

3.1.3 Stakeholder Views and Opinions

Most respondents expect growth within the restaurant market will be ‘somewhat strong’, primarily because of Rankin Inlet’s population growth and continued strength in its economy.

Many respondents said they would like to see Rankin Inlet restaurants operating longer hours in the evenings – especially after 9 p.m. when many restaurants close - and on the weekends. A more suitable time to close would be 10 or 11 p.m.

Most respondents said the number and range of restaurants was adequate to meet the needs of the Rankin Inlet market, although many said there was need for a specialty restaurant like a Chinese restaurant or second take-out fast food outlet like a Subway offering healthy fast food meal choices. They also believed the market could carry at least one more restaurant.

Most respondents said prices were reasonable given the high cost of transportation, food and labour in the community.

3.2 Hotel Market

3.2.1 Overview

There are four ‘hotel’ facilities in the community including two full service hotels and two bed and breakfast facilities (see Table 12).

Table 12: Rankin Inlet Hotel Facilities

<i>Name</i>	<i>Type of Facility</i>
Siniktarvik Hotel	Full Service Hotel
Turraarvik Inns North	Full Service Hotel
Nanuq Lodge	Bed and Breakfast
Tara’s Bed and Breakfast	Bed and Breakfast

3.2.1 Overview

Hotel markets include business travelers and tourists. Business travellers include government officials, other organization officials, construction crews, mining exploration company employees and contractors, and other professionals and business people traveling to the community and needing accommodation and meal service. Tourists include those seeking sports hunting, sports fishing, adventure tourism, eco-tourism or cultural tourism experiences many of whom travel to other communities and/or sites after traveling through Rankin Inlet.

3.2.2 Market Size

As already mentioned, there are no recent available statistics that provide a measure of the number of business and tourism travelers to Rankin Inlet. We must therefore rely on estimates of hotel occupancy levels and average expenditure on accommodation.

Assuming an average of 50% occupancy rate throughout the combined hotel industry, a total of 105 beds (Siniktarvik 67, Co-op 24, Nanuq 10 and Tara’s 4), and average accommodation expenditures of \$150 per day (rates can vary considerably especially with construction crews who often negotiate lower long term rates) we can calculate that in 2005 travelers to the community would spend: 105 beds x 50% occupancy x 365 days x \$150 per day = \$2,874,375 on accommodation. If we estimate an annual 2% increase then by 2020 travelers will spend an estimated \$3.86 million on accommodation in Rankin Inlet.

Table13: Estimated Traveler Expenditure on Accommodation in Rankin Inlet (2005-2020)

Year	Expenditures
2005	\$2,874,375
2006	\$2,931,863
2007	\$2,990,500
2008	\$3,050,310
2009	\$3,111,316
2010	\$3,173,542
2011	\$3,237,013
2012	\$3,301,753
2013	\$3,367,788
2014	\$3,435,144
2015	\$3,503,847
2016	\$3,573,924
2017	\$3,645,403
2018	\$3,718,311
2019	\$3,792,677
2020	\$3,868,530

Using information in Table 9, we can also ‘ballpark’ the percentage of construction crew accommodations expenditures within the hotel market. As shown in Table 14, we can estimate construction crews will spend on Rankin Inlet hotel accommodation an estimated \$104,000 in 2005 (5% of the market) increasing to \$273,000 in 2007 (9% of the market) before declining to \$46,000 (1% of the market).

Table 14: Construction Crew Accommodation Expenditures as Percentage of Total Accommodation Expenditures

<i>Year</i>	<i>Expenditures</i>	<i>Construction</i>	<i>%</i>
2005	\$2,874,375	\$104,000	4%
2006	\$2,931,863	\$204,000	7%
2007	\$2,990,500	\$273,000	9%
2008	\$3,050,310	\$233,000	8%
2009	\$3,111,316	\$46,000	1%

3.2.3 Stakeholder Views and Opinions

Most respondents expect growth within the hotel market will be ‘somewhat strong’, primarily because of Rankin Inlet’s role as a ‘service center’, location of the regional hospital, growing mineral exploration activity, and possible site for a regional trade training center. They also believe with more quality facilities – the Inns North and Nanuq Lodge - tourists will be more willing to travel to the community. Nevertheless, some respondents said it would take time for increased demand to fill existing supply – especially since two new facilities were added into the industry over the last year – and therefore felt it would be very difficult for the market to absorb any new hotel without other hotels losing market share.

Most respondents identified a mix of services and products they would like to see hotels offer – in no particular ranking they included: internet service, room service, laundry and dry cleaning, exercise rooms, rental equipment like ATVs and more hospitable staff. They also felt hotel restaurants should stay open for business beyond 8 pm.

Most respondents felt pricing was reasonable, with the exception of those facilities that were older and in poor condition where rates should be reduced reflecting the poorer facilities.

4 Retail Market

4.1 Overview

Within the retail market there are eight categories of household expenditures including:

- Food
- Household Furnishings and Equipment
- Clothing
- Transportation
- Personal and Health Care
- Recreation
- Printed Materials
- Tobacco and Alcohol.

Within each of these categories there are different Rankin Inlet providers of products and services. These are listed in Table 15 on the opposite page facing. In the following sections we discuss the size of each category based on Nunavut household expenditures and provide respondents views and opinions on: prospects for long-term growth; demand - including existing supply and gaps and whether the number and type of existing providers is adequate to meet demand; pricing and competition.

As a general comment, most respondents believed retail growth within the community would either be 'very strong' or 'somewhat strong', primarily because of population growth, new hospital, mineral exploration (potential mine), and role of Rankin Inlet as a service center. A few respondents also commented that higher transportation costs due to increased fuel costs would encourage more people to 'shop in town' rather than travel south to purchase products, and this too would encourage economic growth.

Table 15: Rankin Inlet Retail Businesses

<i>Area</i>	<i>Number</i>	<i>Name</i>	<i>Comments</i>
Food Stores	6	<ul style="list-style-type: none"> ▪ Kissarvik Coop ▪ Northern Store ▪ Red Top Variety ▪ Kativik ▪ Keewatin Meat & Fish ▪ Kivalliq Arctic Foods 	<p>2 full service food stores (Northern and Coop). 3 Convenience Stores (Red Top, Kivalliq and Kativik). 1 wholesaler (Keewatin Meat & Fish)</p>
Household Furnishings and Equipment	3	<ul style="list-style-type: none"> ▪ Kissarvik Coop ▪ Northern Store ▪ Kativik Ltd 	<p>Mostly catalogue shopping. Two years ago Evaz tried to carry furnishings but closed operation. In Fall 2005, Kativik will bring in furniture for retail sales</p>
Clothing	3	<ul style="list-style-type: none"> ▪ Kissarvik Coop ▪ Northern Store ▪ Niurvirvialaaq 	<p>2 Large Stores with very limited selection. Niurvirvialaaq caters to young women</p>
Transportation	12	<ul style="list-style-type: none"> ▪ TJ Taxi ▪ Silu's Taxi ▪ Northstar Taxi ▪ Suka Taxi ▪ Kowmuks Freightling ▪ M&T Enterprises ▪ Aurora Northern Contractors ▪ Canadian North ▪ First Air ▪ Calm Air ▪ Ken Borek ▪ Kivalliq Air 	<p>4 taxis. Local freighting and airlines provide excellent service and strong competition to any new entrants. Only one company provides car/truck rental (Aurora Northern Contractors)</p>
Personal & Health Care	6	<ul style="list-style-type: none"> ▪ New Hair Salon at Siniktarvik ▪ Sakku Drugs ▪ Northern Store ▪ Kissarvik Coop ▪ Kivalliq Hospital ▪ HSS Contract Dentist 	<p>1 Hair Salon just starting in Siniktarvik Hotel No resident Dentist – only contract visits. No optical store but Optician visits every four to six months. Sometime ago Polar Vision tried to operate a business in the community but pulled out after one year.</p>
Recreation	3	<ul style="list-style-type: none"> ▪ Red Top ▪ Northern Store ▪ Kissarvik Coop 	<p>Red Top has an arcade; otherwise all recreation is through the Hamlet and volunteer organizations. No bowling alley, second arcade, or movie theatre</p>
Printed Materials	5	<ul style="list-style-type: none"> ▪ Treasures Gift Shop ▪ Northern Store ▪ Kissarvik Coop ▪ Sakku Drugs ▪ Kativik 	<p>4 -Treasures, Northern, Coop and Sakku Drugs – carry some books and magazines. No local printer. Kativik orders office supplies from Grand & Toy</p>
Tobacco & Alcohol	2 Alcohol Various Tobacco	<ul style="list-style-type: none"> ▪ Siniktarvik ▪ Canadian Legion ▪ Various Food and Convenience Stores 	<p>Siniktarvik provides alcohol to hotel guests after 9 pm. Otherwise local groups can get a special permit for an event. Members of the Canadian Legion can drink at their facility and are allowed to sign in a guest. All food and convenience stores carry tobacco products.</p>

4.2 Food Stores

There are six food stores in Rankin Inlet. As shown in Table 15, they include two full service food stores, three convenience stores and one wholesale/retail food store. In addition, there is a local catering business serving Filipino food.

Assuming in 2003 Rankin Inlet households spent an average of \$12,376 per household on food - 35% on restaurant food products and 65% on food store purchases - in the same year Rankin Inlet households spent a total of \$5.47 million on food products for meal preparation at home. Using household growth projections, by 2020 food purchased for meal preparation in Rankin Inlet would increase to \$8.66 million.

Although we do not know the amount spent on food purchased outside the community and brought in through sea lift or air freight, we can assume the majority of household food expenditures are at local community stores and primarily the two major food retailers (Northern Store and Coop).

According to most respondents the existing number of food stores is adequate to meet local demand, although one or two specialty stores (e.g. delicatessen) would do well, and one or two additional convenience stores would do well, especially if located in under serviced areas within the community. Although not confirmed, the Northern Store is expected to add a convenience store to its store offerings in the community.

Many respondents commented that food pricing was often too high and felt more should be done to negotiate lower freight rates. According to one respondent, plans are underway to negotiate more favourable food mail rates for the community.

4.3 Household Furnishings & Equipment

There are three Household Furnishings and Equipment stores in Rankin Inlet. As shown in Table 15, they include Kissarvik Coop, Northern Store and Kativik Ltd which intends to bring in furniture in the fall as a 'trial run' for offering furniture retail sales.

Assuming in 2003 Rankin Inlet households spent an average of \$2,169 on household furnishings and equipment, in the same year Rankin Inlet households spent a total of \$1.47 million on household furnishings and equipment. Using household growth

Table 16: Rankin Inlet Food Expenditures (Excluding Restaurants) – 2003 to 2020

<i>Year</i>	<i>Households</i>	<i>Expenditures</i>
2003	681	\$5,475,532
2004	699	\$5,625,014
2005	718	\$5,778,577
2006	738	\$5,936,332
2007	758	\$6,098,394
2008	779	\$6,264,881
2009	800	\$6,435,912
2010	822	\$6,611,612
2011	844	\$6,792,109
2012	867	\$6,977,534
2013	891	\$7,168,020
2014	915	\$7,363,707
2015	940	\$7,564,737
2016	966	\$7,771,254
2017	992	\$7,983,409
2018	1020	\$8,201,356
2019	1047	\$8,425,253
2020	1077	\$8,663,388

projections, by 2020 Rankin Inlet household furnishings and equipment expenditures would increase to \$2.33 million.

According to most respondents the existing number of stores carrying furnishings and equipment is adequate to meet demand, especially if Northern Store expands its space and carries more products and Kativik Ltd brings in product for retail sale.

Some respondents said residents would appreciate having more variety, seeing products before purchasing and competitive pricing – all strong inducements to purchase locally.

From a business perspective, some respondents said the Household Furnishings and Equipment was a ‘tough business’ because of high inventory costs, building costs and competition from residents buying ‘on line’, through catalogues or when travelling in the south.

4.4 Clothing

There are three Clothing stores in Rankin Inlet. As shown in Table 15, they include Kissarvik Coop, Northern Store and Niurvirvialaaq.

Assuming in 2003 Rankin Inlet households spent an average of \$3,374 on clothing, in the same year Rankin Inlet households spent a total of \$2.29 million on clothing. Using household growth projections, by 2020 Rankin Inlet households clothing expenditures would increase to \$3.63 million.

According to most respondents, the variety of clothing products available in the community is very limited. The Northern Store carries the most clothing products but with limited variety. Niurvirvialaaq operates from a very small space (300 square feet) and targets younger women almost exclusively. A number of Rankin Inlet households make their own clothing but these are mostly limited to parkas and sealskin products. Because of the limited clothing products in the community many residents delay purchasing clothing items until they travel and/or purchase online or through catalogues.

Table 17: Rankin Inlet Furnishings & Equipment Expenditures (2003 to 2020)

<i>Year</i>	<i>Households</i>	<i>Expenditures</i>
2003	681	\$1,476,433
2004	699	\$1,516,740
2005	718	\$1,558,147
2006	738	\$1,600,684
2007	758	\$1,644,383
2008	779	\$1,689,275
2009	800	\$1,735,392
2010	822	\$1,782,768
2011	844	\$1,831,438
2012	867	\$1,881,436
2013	891	\$1,932,799
2014	915	\$1,985,565
2015	940	\$2,039,770
2016	966	\$2,095,456
2017	992	\$2,152,662
2018	1020	\$2,211,430
2019	1047	\$2,271,802
2020	1077	\$2,336,013

Table 18: Rankin Inlet Clothing Expenditures (2003 to 2020)

<i>Year</i>	<i>Households</i>	<i>Expenditures</i>
2003	681	\$2,296,674
2004	699	\$2,359,373
2005	718	\$2,423,784
2006	738	\$2,489,953
2007	758	\$2,557,929
2008	779	\$2,627,761
2009	800	\$2,699,499
2010	822	\$2,773,195
2011	844	\$2,848,903
2012	867	\$2,926,678
2013	891	\$3,006,576
2014	915	\$3,088,656
2015	940	\$3,172,976
2016	966	\$3,259,599
2017	992	\$3,348,586
2018	1020	\$3,440,002
2019	1047	\$3,533,914
2020	1077	\$3,633,798

Because of these reasons, most respondents say Rankin Inlet requires more clothing outlets – new and existing – carrying a variety of clothing products including: women and girls; men and boys; footwear; accessories; and sewing materials; and clothing in a variety of sizes including ‘plus’ sizes. If more products were carried – attractive, wide variety, price competitive – many more residents would spend their clothing budgets in the community. This would help reduce ‘economic leakage’.

4.5 Transportation

There are 12 suppliers of transportation in Rankin Inlet. As shown in Table 15, they include four taxis, one vehicle rental company, two freighting companies, and five airlines.

Assuming in 2003 Rankin Inlet households spent an average of \$5,493 on transportation, in the same year Rankin Inlet households spent a total of \$3.73 million on transportation. Using household growth projections, by 2020 Rankin Inlet household transportation expenditures would increase to \$5.91 million.

According to most respondents, transportation services available to Rankin Inlet are generally adequate to meet demand. The one exception are taxis where until recently only one taxi was in service, meaning residents had to rely on those with cars and trucks to drive them while hotel guests relied on hotel staff driving them to and from the airport. Now there are four taxis serving the community and the situation is much improved.

One respondent said a car rental business was also needed since only one company, Aurora Northern Contracting’ rents vehicles, but with only three vehicles (two cars and one truck) is often unable to meet demand.

Table 19: Rankin Inlet Transportation Expenditures (2003 to 2020)

<i>Year</i>	<i>Households</i>	<i>Expenditures</i>
2003	681	\$3,739,073
2004	699	\$3,841,149
2005	718	\$3,946,013
2006	738	\$4,053,739
2007	758	\$4,164,406
2008	779	\$4,278,094
2009	800	\$4,394,886
2010	822	\$4,514,866
2011	844	\$4,638,122
2012	867	\$4,764,743
2013	891	\$4,894,821
2014	915	\$5,028,449
2015	940	\$5,165,726
2016	966	\$5,306,750
2017	992	\$5,451,624
2018	1020	\$5,600,454
2019	1047	\$5,753,346
2020	1077	\$5,915,961

4.6 Personal Care

There are six suppliers of personal and health care in Rankin Inlet. As shown in Table 15, they include a new hair salon scheduled to open in the Siniktarvik in the fall of 2005, three stores (Sakku Drugs, Northern Store and Kissarvik Coop) that carry personal care products, Kivalliq Hospital, and contract dentists.

Assuming in 2003 Rankin Inlet households spent an average of \$1,425 on personal and health care, in the same year Rankin Inlet households spent a total of \$969,994 on personal and health care. Using household growth projections, by 2020 Rankin Inlet household personal and health care expenditures would increase to \$1.53 million.

According to most respondents the level of personal and health care products and services in Rankin Inlet is much below what the market needs. There are at least four areas for increased services: a resident dentist to replace contract dentists who come and go; a second hairstylist to add to the one planning to open a salon in the Siniktarvik; an optical business in the community to provide glasses throughout the region – the business would draw from government employee and aboriginal medical benefit programs; a fitness Center – in addition to the Nunavut Arctic College facility - where residents can purchase memberships and use a variety of exercise equipment – communities like Iqaluit have long had such facilities even when they were much smaller sized communities akin to Rankin Inlet. Most respondents believe the market in the community would support these businesses.

4.7 Recreation

There are three providers of recreation products and services in Rankin Inlet. As shown in Table 15, they include Red Top which has an arcade, and Northern Store and Kissarvik Coop which sell recreation products.

Assuming in 2003 Rankin Inlet households spent an average of \$7,437 on recreation, in the same year Rankin Inlet households spent \$5 million on recreation.⁸ Using household growth projections, by 2020 Rankin Inlet household recreation expenditures would increase to \$8 million. According to most residents, the level of recreation products and services is far below what the

Table 20: Rankin Inlet Personal Care Expenditures (2003-2020)

<i>Year</i>	<i># Households</i>	<i>Personal & Health Care</i>
2001	645	
2002	663	
2003	681	\$969,994
2004	699	\$996,475
2005	718	\$1,023,679
2006	738	\$1,051,625
2007	758	\$1,080,335
2008	779	\$1,109,828
2009	800	\$1,140,126
2010	822	\$1,171,252
2011	844	\$1,203,227
2012	867	\$1,236,075
2013	891	\$1,269,820
2014	915	\$1,304,486
2015	940	\$1,340,098
2016	966	\$1,376,683
2017	992	\$1,414,266
2018	1020	\$1,452,876
2019	1047	\$1,492,539
2020	1077	\$1,534,725

Table 21: Rankin Inlet Recreation Expenditures (2003-2020)

<i>Year</i>	<i># Households</i>	<i>Recreation</i>
2003	681	\$5,062,349
2004	699	\$5,200,551
2005	718	\$5,342,526
2006	738	\$5,488,377
2007	758	\$5,638,210
2008	779	\$5,792,133
2009	800	\$5,950,258
2010	822	\$6,112,700
2011	844	\$6,279,577
2012	867	\$6,451,009
2013	891	\$6,627,122
2014	915	\$6,808,042
2015	940	\$6,993,902
2016	966	\$7,184,835
2017	992	\$7,380,981
2018	1020	\$7,582,482
2019	1047	\$7,789,484
2020	1077	\$8,009,649

⁸ In the 2003 Household survey, the definition of recreation included: 1) Recreation Equipment including: sports, athletic, camping and picnic equipment; 2) Photographic Goods and Services; 3) Musical Instruments; and 4) Other Recreation Equipment such as artists materials, electronic games, toys and play ground equipment

community needs. Some of these services include: a racquet club, bowling alley, movie theatre and second arcade. Although there is some concern about Rankin's population size and whether it would be adequate to make such businesses viable some communities have found that effective solutions rest in the local municipality building the facility and then leasing space to a business to operate the service as a business— e.g. bowling alley. Other services would be more easily established, e.g., a second arcade.

4.8 Printed Materials

There are five providers of printed materials in Rankin Inlet. As shown in Table 15, they include Treasures Gift Shop, Northern Store, Kissarvik Coop, and Sakku Drugs - all carry some books and magazines - and Kativik which provides a catalogue service for those purchasing office supplies.

Assuming in 2003 Rankin Inlet households spent an average of \$243 on printed materials, in the same year Rankin Inlet households spent \$165,410 on printed material. Using household growth projections, by 2020 Rankin Inlet households printed materials expenditures would increase to \$261,711.

According to most respondents, the Rankin Inlet printed material market could support a local printing business, especially if the business served the local resident and government markets - as it was community printing was done in Yellowknife, Iqaluit or down south.

Table 22: Rankin Inlet Printed Materials Expenditures (2003-2020)

<i>Year</i>	<i># Households</i>	<i>Printed Materials</i>
2003	681	\$165,410
2004	699	\$169,925
2005	718	\$174,564
2006	738	\$179,330
2007	758	\$184,225
2008	779	\$189,255
2009	800	\$194,422
2010	822	\$199,729
2011	844	\$205,182
2012	867	\$210,783
2013	891	\$216,538
2014	915	\$222,449
2015	940	\$228,522
2016	966	\$234,761
2017	992	\$241,170
2018	1020	\$247,754
2019	1047	\$254,517
2020	1077	\$261,711

4.9 Tobacco & Alcohol Products

Although there is a large liquor warehouse in Rankin Inlet, local residents are unable to order products (beer, liquor and wine) from the warehouse. Instead, permits for alcohol products are issued locally with products shipped from Churchill Manitoba or the Iqaluit warehouse. Because of the inconvenience of the system – and cost – many residents purchase alcohol products when they travel and bring these back to the community for their own use.

Locally, there are two providers of alcohol products in Rankin Inlet. As shown in Table 15, they include the Siniktarvik Hotel – guests can purchase alcohol after 9 pm. - and Canadian legion where members can sign in one guest. Residents can also obtain permits for special events where alcohol can be served. Tobacco products are available from most hotel, food and convenience stores.

5 Conclusion

Rankin Inlet has a growing population and a growing economy with at least four sectors likely to see continued growth: 1) mineral exploration and mining activity – there is a good probability that one or two mines will be developed in the region; 2) government – the local hospital and Rankin Inlet’s role as a regional service center will only expand; 3) tourism – if government investment increases and new attractions and tourism products are developed, more tourists are likely to visit the community; and 4) from the expanding population and activity in other sectors, retail and other services. When and how growth will occur can depend on many factors – market conditions, competition, availability of capital, entrepreneurship and timing – but it is likely that in the next ten or twenty years the community and the economy will grow and those investing in the community will benefit from such growth, including those working in the new and expanding businesses.

It is important to recognize that economic growth can and will be fueled not only by domestic markets and growing opportunities for ‘import substitution’ but by new export markets including tourism and mining. Because of this export growth the projected market size of different sectors outlined in the previous pages is likely understated. More likely, Rankin Inlet’s markets and business opportunities are much greater.

Does the Rankin Inlet economy support an additional hotel or bed and breakfast? In the short term, the answer is ‘no’. This does not mean the sector could not absorb increased investment in improving existing older infrastructure. But currently there is more than adequate capacity to meet demand. In the longer term, if government and private sector investment increase to create new tourism products and attractions, coupled with more marketing, more tourists are likely to visit the region, and if mining activity increases more business travelers. Then, new and/or expanded hotel facilities would be warranted.

Does the Rankin Inlet economy support more restaurants? The answer is ‘yes’ – especially if a new restaurant focuses on new products. Some interviewees felt a new restaurant focusing on Chinese food or healthy fast food products would do well. Other food products (e.g., delicatessen) might do equally well.

Does the Rankin Inlet economy support more retail services? The answer is ‘yes’ – indeed in all sectors interviewees recommended one or more products and services including: food (convenience store); household furnishings (more attractive and affordable furniture); clothing (a greater selection of clothing), personal care and health care (hairstylist, optical service, dentist and fitness center), recreation (arcade) and printed materials (printer).

Appendix 1: Interview List

<i>Name</i>	<i>Organization</i>	<i>Category</i>
1. Robert Connelly	GN Department of ED&T	Government
2. Charlotte Hickes	Hamlet CEDO	Government
3. Kelly Lewis	Nunavut Tourism – Rankin Inlet	Support Agency
4. Maureen Bundgaard	Nunavut Tourism – Iqaluit	Support Agency
5. Karen Hovey	Atuqtuarvik Corporation	Financial Services
6. Rod Hick	Atuqtuarvik Corporation	Financial Services
7. Catherine Lightfoot	Royal Bank	Financial Services
8. Deborah Hudson	Siniktarvik Hotel & Conference Center	Hotel/Restaurant
9. Walter Morey	Kissarvik Cooperative	Hotel/Restaurant
10. John Hickes	Nanuq Bed and Breakfast	Bed & Breakfast
11. Tara Tootoo Fotheringham	Tara’s Bed and Breakfast, Sugar Rush and Treasures	Bed & Breakfast, Restaurant, and Printed Material
12. Brian Czar	Wild Wolf Cafe	Restaurant
13. Carolina Hidalgo	Niurvirvialuk (works at HSS)	Clothing
14. Ken Davidson	Northern Store	Retail Food, Household Furnishings and Equipment, and Clothing
15. Chris Eccles	Kowmuk’s Taxi	Transportation
16. Ron Roach	Kativik Ltd (True Value Hardware)	Retail

Appendix 2

Rankin Inlet Business Listing

<i>Name</i>	<i>Type</i>
1. Accutech Engineering North Inc	Engineer
2. Arctic Heating	Retail plumbing and heating services
3. Atuqtuarvik Corporation	Business Support Organization
4. Aurora Northern Contractors	Contractors and Car Rental
5. Calm Air International Ltd	Air Service
6. Canada Post	Postal Service
7. Canadian North	Air Service
8. CIBC	Business Support Organization
9. Custom Helicopters	Air Service
10. Electrix Ltd.	Electrical Contractors
11. Ferguson Lake Lodge	Hotel
12. First Air	Air Service
13. GN Dept of ED&T	Business Support Organization
14. HTT	Retail modular homes & setup. Rental
15. Ikkayuktauvik Business Services Ltd	Professional Services - Bookkeeping
16. J&D Catworks	Repair & Maintenance
17. Kativik Ltd (True Value Hardware)	Retail Arts/crafts; hardware, fuel, clothing
18. Keewatin Business Development Centre	Business Support Organization
19. Kissarvik Co-op Ltd.	Retail grocery/retail/cable tv/video rental
20. Kivalliq Arctic Foods Ltd.	Retail and Wholesale Food
21. Kivalliq Auto Repair Shop	Repair & Maintenance
22. Kivalliq Consulting Management & Training	Professional Services - Mgmt/Training
23. Kivalliq Hairstyling	Hair styling
24. Kivalliq Partners in Development	Business Support Organization
25. Kowmuk's Freighting	Retail freighting and taxi
26. KR Manson	Professional Services - Accounting
27. Marcello Masone	Computer Service
28. M&T Enterprises	Construction
29. Nanuk Enterprises Ltd	Consulting
30. Nanuq Lodge	Bed and Breakfast
31. Natsiq Productions	Video production for film and television
32. Navigator Inn	Hotel
33. News North	Newspaper
34. Niuvirvialaaq	Retail gift shop
35. Northern Store	Retail
36. NorthStar Taxi	Taxi Service
37. Nunavut Development Corporation	Business Support Organization
38. Nunavut Insurance Brokers	Insurance
39. Nunavut Tourism	Tourism Support Organization
40. Oomilik Enterprises Ltd.	Construction
41. Piruqsajit Ltd	Motor Vehicle; Holding Company; Property Management
42. Quick Stop & Snack Bar	Restaurant (in Northern Store)
43. RBC Royal Bank	Business Support Institution
44. Red Top Variety	Confectionary
45. Reliable Business Solutions	Business & Office Support
46. Sakku Arctic Technologies	Internet Provider
47. Sakku Drugs Ltd.	Retail Pharmacy and Gifts
48. Sakku Investments	Business Support Organization
49. Sanajit Construction	Construction
50. Sila Lodge	Hotel Retail Arts and Crafts

51. Silu's Taxi	Taxi Service
52. Siniktarvik Hotel	Hotel
53. Siniktarvik Restaurant	Restaurant
54. Sugar Rush Café	Restaurant
55. Tara's Bed and Breakfast	Hotel
56. Tess Catering	Restaurant Catering Service
57. The Matchbox Gallery	Retail art gallery
58. The Sugar Rush Café	Restaurant
59. T.J's Taxi	Taxi Service
60. Toromont Auto & HD Equipment	Repair and Mechanics
61. Treasures Gift Shop	Retail arts/crafts; groceries, jewellery; gifts; books; hardware
62. Tumi Tours	Retail outfitter-dog sleds tours; kayak rental
63. Turaarvik Inns North	Hotel
64. Umingmak Supply	Retail wholesale building materials/equipment
65. Wild Wolf Café	Restaurant