



Sivummut III

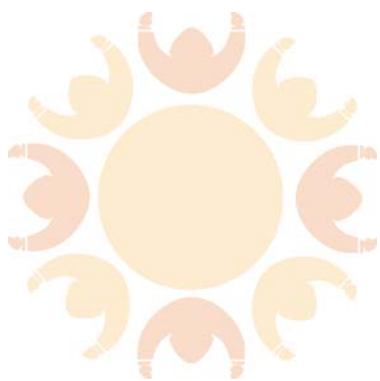
Economic Development Strategy Conference

FEBRUARY 10 - FEBRUARY 12, 2009

IQALUIT, NUNAVUT

Summary Report for Participants

Prepared for the Nunavut Economic Forum
by Conference Moderators Edna Elias and Kirt Ejesiak
and Acting Executive Director Okalik Egeesiak
With Assistance From Aarluk Consulting



Preface

The *Sivummut* III Economic Development Strategy Conference, organized by the Nunavut Economic Forum and held in Iqaluit from February 10 to 12, 2009, is one of three elements of a unique, collaborative system for economic planning and development of an overall economic strategy for Nunavut.

The Nunavut Economic Forum brings together all key stakeholders in Nunavut with an interest in economic development. It was formed following the first *Sivummut* Conference in 1994. Since then, the Forum has issued four editions of their *Nunavut Economic Outlook*, the second element of this planning system, featuring detailed research and analysis of the Nunavut economy. Following the second *Sivummut* Conference in 2003, the third key element of the system – the *NEDS* – was published, laying out a detailed ten-year strategy for building the foundations of the Nunavut economy.

The three elements of this collaborative economic planning system – economic research and analysis, joint planning, and preparation of a formal economic development plan – continue to shape the growth of the Territory. Following release of the latest *Nunavut Economic Outlook* in 2008, the 2009 *Sivummut* III Economic Development Conference provided an opportunity for communities, private business, government, Inuit development agencies, youth and others to offer input based on the *Outlook*

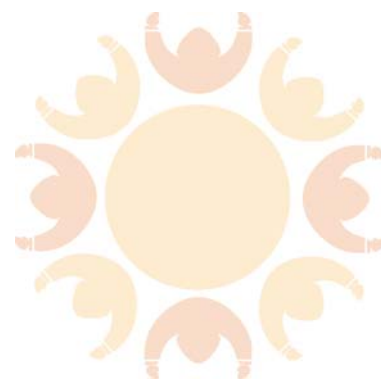
research findings into the *NEDS*. The *Strategy* will be reissued later this year, once again setting a clear, common direction for economic development in Nunavut for the next five-year period 2009-2013.

The *Sivummut* III Economic Development Conference brought together Nunavummiut committed to economic development for three intensive days of brainstorming and planning. Their vision and their views will shape the renewal of the *NEDS*, and the evolution of economic policies and programs in Nunavut.

The Nunavut Economic Forum gratefully acknowledges the generous support of:

- Indian and Northern Affairs Canada
- Government of Nunavut, Department of Economic Development and Transportation
- Nunavut Tunngavik Incorporated

The Nunavut Economic Forum also wishes to thank the many organizers, panellists, presenters and participants whose commitment and contribution to *Sivummut* III were the basis of its success.



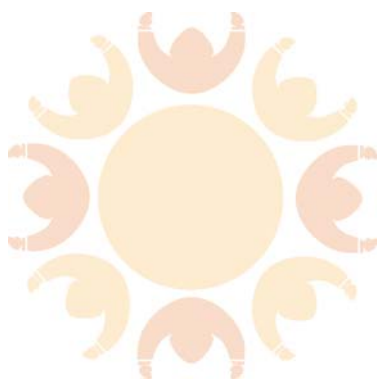


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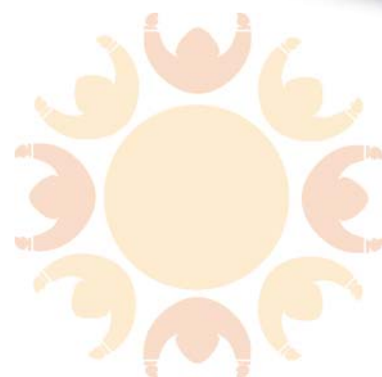
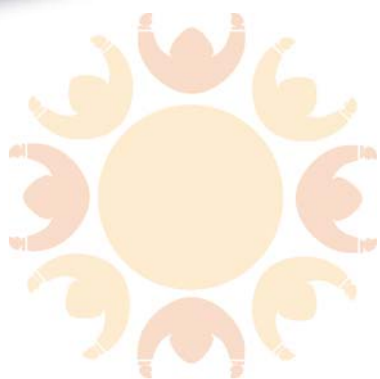


Table of Acronyms

ED&T	Government of Nunavut, Department of Economic Development and Transportation
GN	Government of Nunavut
INAC	Indian and Northern Affairs Canada
IQ	Inuit Qaujimajatuqanginnut
NCSIS	Nunavut Community Skills Information System
NAC	Nunavut Arctic College
NAM	Nunavut Association of Municipalities
NEDS	Nunavut Economic Development Strategy
NEDSWG	Nunavut Economic Development Strategy Working Group
NEF	Nunavut Economic Forum
NLCA	Nunavut Land Claims Agreement
NTI	Nunavut Tunngavik Inc.
RIA	Regional Inuit Association
SINED	Strategic Investments in Northern Economic Development



Background

The *Sivummut* III Economic Development Strategy Conference forms one link in an ongoing chain of joint economic planning in Nunavut that stretches back over a decade.

The first *Sivummut* conference was held in Rankin Inlet in 1994. Following this conference, Nunavut Tunngavik Inc. (NTI), the Government of Nunavut (GN), Regional Inuit Associations (RIAs), and the Nunavut Association of Municipalities (NAM) established the Nunavut Economic Forum (NEF) as a venue for collaboration on broad economic policy directions.

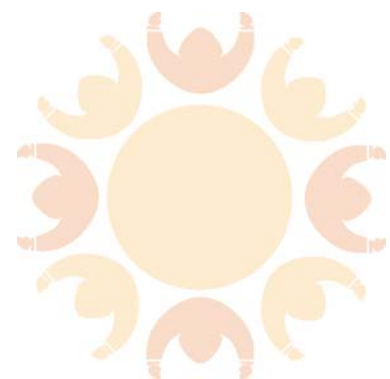
As an initial step in this process, a detailed analysis of the Nunavut economy, the *Nunavut Economic Outlook*, was prepared and released by NEF in 2001. One of its recommendations was to bring together all the key players in the Nunavut economy to collaborate on a joint approach to economic development.

In April 2002, the GN published “*The Naujaat Challenge: Working Together*”, a framework for development of a territorial economic strategy. Consultations were held with communities, Inuit organizations and private businesses. To complement the GN framework, NTI sponsored the *Piliriaksali-uqatigiikniq* conference in Gjoa Haven. As a result of this conference, the Nunavut Economic Development Strategy Working Group (NEDSWG) was established.

NTI recommended that the preparation of an economic strategy for Nunavut be carried forward through a collaborative process among communities, Inuit organizations, private sector, and the territorial and federal governments. This set the stage for the 2003 *Sivummut* II Economic Development Conference, co-sponsored by the GN, NTI, and the Government of Canada. *Sivummut* II represented a more formal, practical initiative for developing a broad-based, collective territorial strategy for economic development.

The NEDSWG developed a detailed framework for preparation of a *Nunavut Economic Development Strategy* (NEDS) for review at the *Sivummut* II conference. Incorporating feedback and comments from participants, the Working Group produced the first *Nunavut Economic Development Strategy* in September 2003.

The 2003 *Nunavut Economic Development Strategy* set out a ten-year plan to build the foundations of Nunavut’s wealth by focusing on four Pillars for development – The Land, Our People, Our Community Economies, and Our Territorial Economy – and identified a series of recommendations on Strategic Priorities in development areas.



Nunavut Economic Development Strategy

FOUR ECONOMIC PILLARS AND THIRTEEN STRATEGIC PRIORITY AREAS

The Land

Strategic Priority Areas:

- Respecting the Land
- Maintaining Our Mixed Economy
- Building on the Knowledge of Our Elders

Our People

Strategic Priority Areas:

- Economic Development For Our Youth
- Education and Training
- Basic Needs – Housing, Hospitals and Schools

Our Community Economies

Strategic Priority Areas:

- Community Capacity Building and Organizational Development
- Small and Inuit Business Development
- Building the Knowledge Base in Our Communities

Our Territorial Economy

Strategic Priority Areas:

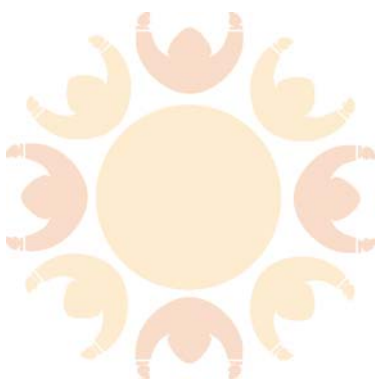
- Putting the Nunavut Land Claims Agreement to Work
- Sector Development and Support Systems
- Infrastructure – From Buildings to Broadband
- Accessing the Global Marketplace

Following *Sivummut II*, the Government of Canada introduced Strategic Investments in Northern Economic Development (SINED), a major program initiative that provided \$30 million in economic development funding for Nunavut. In August 2004, NEF published *Qanijjuq: Preparing for the Journey*, an analysis of the opportunities and challenges for economic development in Nunavut, identifying proposed investments for funding under the SINED program.

This was followed in 2005 by a review of progress in the implementation of NEDS, and in 2008, by *Qanijjuq II: The Journey Continues*,

a look at opportunities and challenges for Nunavut's continued economic development. Later that year NEF also released an updated edition of the *Nunavut Economic Outlook*, subtitled "Our Future to Choose."

The *Sivummut III* Economic Development Conference marked the most recent step in our growth – an important opportunity for those committed to Nunavut's economic development to participate in a five-year review of the NEDS, to identify future economic priorities, and to reaffirm their joint commitment to continued implementation of the *Strategy* over the next five years, and beyond.



The Purpose of the Conference

The *NEDS* was originally conceived in 2003 as a comprehensive approach to economic planning in Nunavut. The Strategy included a recommendation that a conference be held after five years to update the goals and objectives of the Strategy.

The recommendation from the 2003 Strategy reads:

Times change and with them theories and approaches to development, and the values of the people the Strategy affects. New challenges can appear and new successes can present opportunities unimaginable ten years earlier. In order to ensure that our economic development strategy continues to reflect our vision and the new economic realities of the future, we will, by 2008: Convene a Sivummut III Economic Development Conference.

That recommendation is reflected in the **objectives** of the NEF for the *Sivummut III Economic Development Conference*, held February 10 to 12, 2009. These were:

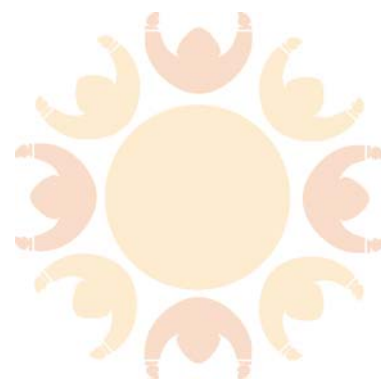
1. To reaffirm our commitment to the implementation of the Strategic Priorities for Development, 2003-2013 as expressed in the *Nunavut Economic Development Strategy: Building a Foundation for the Future*.
2. To provide an opportunity to assess progress in implementation of the *NEDS* and establish priorities for the next period of implementation within the new economic and political environment.

Over the course of the three-day conference, participants discussed the Nunavut's current and future economy, the role of various development agencies and programs, and the information and data provided by the *Nunavut Economic Outlook*. Most importantly, they provided their perspective on progress to date in implementing specific strategic priorities identified in the *NEDS*, set new five-year priorities drawn from *NEDS*, and identified new priorities for inclusion in an updated *Strategy*.

Input from Conference participants was gathered:

1. Through participant comments followed by speakers' presentations;
2. Through discussion and comments from participants in more formal breakout groups, or following panel presentations;
3. Through written responses to questions in a Participants' Workbook distributed at the Conference, which permitted participants to make specific recommendations on the thirteen Strategic Priority Areas.

Comments from these three sources have been recorded separately in the body of this Report so that the source of any specific input is clear. A summary of recommendations from participants on the Strategic Priorities is provided at the end of the Report. All of the comments and recommendations will be utilized in the revision, updating and renewal of the *NEDS* to be completed later this year.



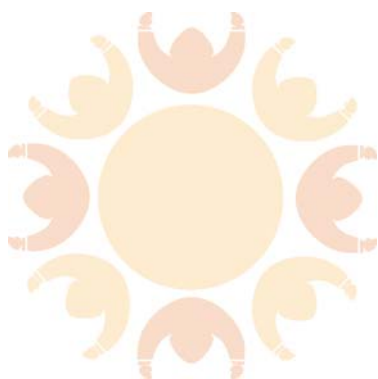
The Purpose of This Report

This Report provides a summary of proceedings of the *Sivummut III* Economic Development Conference, held in Iqaluit, February 10th to 12th, 2009. The Report incorporates both “what was said” at the conference, and “what came out of” the conference over its three days.

The Report is not comprehensive transcript of proceedings. Rather, it records issues and recommendations on development priorities identified during presentations and discussions at the conference, and from written submissions by participants. The Report will allow participants to review of the results of these discussions, and to reflect on and discuss the issues raised.

The Report will be distributed by the NEF Board of Directors to conference participants and other stakeholders. Delegates are encouraged to provide feedback on the accuracy and completeness of this document before it is reviewed and adopted at the NEF’s Annual General Meeting. The Report will be utilized to update and renew the NEDS.

The flowchart below shows the process by which the Report will be incorporated into the revised *NEDS*.



Conference Participants

Honourable Eva Aariak

Premier
Government of Nunavut
Iqaluit

Melanie Abbott

Conference Co-ordination
Out-Crop
Iqaluit

Thomasie Alikatuktuk

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Cheryl Ashton

Nunavut Film
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Alethe Arnaquq-Baril

Ajjiit
Iqaluit

Loasie Audlakiak

Municipality of Qikiqtarjuaq
Qikiqtarjuaq

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Yellowknife

Jane Cooper

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Charlotte deWolff

Proceedings Recorder
Iqaluit

Okalik Egegesiak

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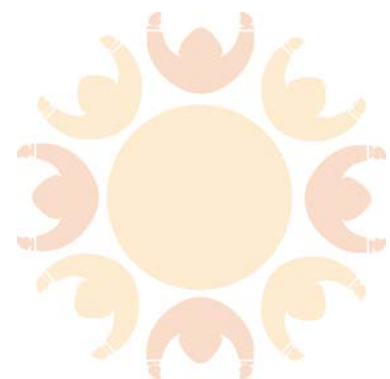
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Dushyenth Ganesan

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Anguti Thomasie Johnston

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Iqaluit

Wayne Lynch

Department of Environment
Government of Nunavut
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Meeka Mike

Private Business Person
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Natan Obed

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Darrell Ohokannoak

Nunavut Broadband Development
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Dan Page

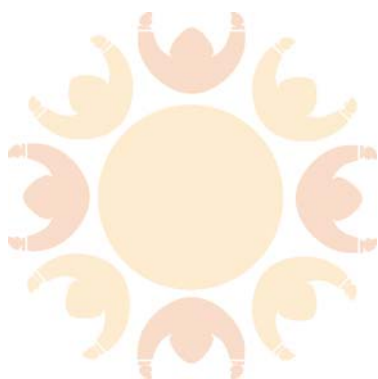
Nunavut Literacy Council
Iqaluit

Dennis Patterson

Nunavut Tunngavik Incorporated
Vancouver

Jessica Patterson

Canadian North
Yellowknife



Jacopoosie Peter

Elders Project
Iqaluit

François Picotta

Department of Economic
Development and Transportation
Government of Nunavut
Iqaluit

Paul Quassa

Nunavut Planning Commission

Seth Reinhardt

Economist

Jeff Rush

Nunavut Tourism
Iqaluit

Elisapee Sheuteapik

City of Iqaluit
Iqaluit

Christy Sinclair

Canadian North
Yellowknife

Anthony Specca

Department of Finance
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Abraham Tagalik

Nunavut Association of
Municipalities
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Jerry Ward

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Glenn Williams

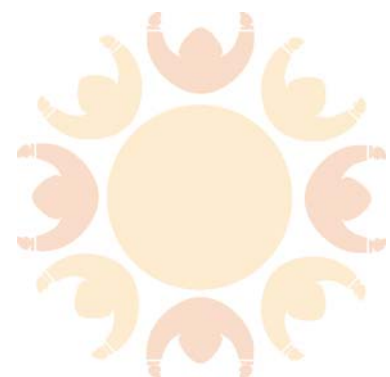
Nunavut Tunngavik Incorporated
Iqaluit

Doug Workman

Nunavut Economic Forum
Iqaluit

Lewis Zazinski

Nunavut Association of
Municipalities
Iqaluit



Conference Organizers and Personnel

Nunavut Economic Forum Board of Directors – 2008/09

Glenn Cousins, President
Member Organization
Kakivak Association

Monica Ell, Vice-President
Member Organization
Nunavut Tunngavik Incorporated

Doug Workman, Treasurer
Member Organization
Nunavut Employees Union

Darrell Ohokannoak, Secretary
Member Organization
Nunavut Broadband Development

Jane Cooper
Member Organization
Government of Nunavut

Hagar Sudlovenick
Member Organization
Indian and Northern Affairs Canada

Hal Timar
Member Organization
Baffin Chamber of Commerce

Mark Morrisey
Member Organization
Nunavut Economic
Developers' Association

Tineka Simmons
Member Organization
Rural Secretariat (ex-officio)

Nunavut Economic Development Strategy Working Group:

Michael Bloor
Indian and Northern Affairs

Alastair Campbell
Nunavut Tunngavik Incorporated

Okalik Eegeesiak
Nunavut Economic Forum

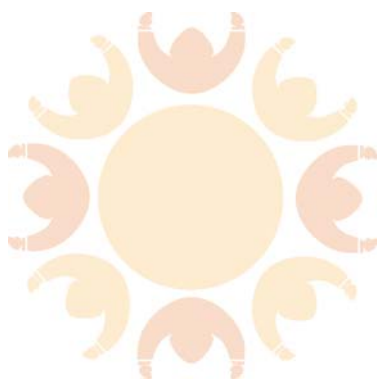
Ed McKenna
Economic Development
and Transportation

Conference Facilitators:

Kirt Ejesiak
Edna Elias

Conference Interpreters:

Josie Arreak
Elisapee Ikkidluak
Henry Ohokannoak



1. Welcome and Introduction

Monday Evening Session:

Sivummut III Conference sessions, including all presentations, panels and breakout groups, took place at the Frobisher Inn Conference Centre and the Astro Hill Complex. The Conference began with a reception at the Frobisher Inn.

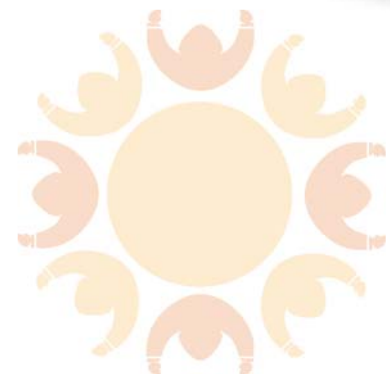
Kirt Ejesiak and **Edna Elias**, conference facilitators, introduced the Mayor of Iqaluit, **Elisappee Sheuteapik**, who welcomed all delegates to the City of Iqaluit.

Paul Kaludjak, President of NTI, and **Glenn Cousins**, Executive Director of the NEF, each welcomed delegates and noted the importance and role of the *Sivummut* III Economic Development Conference.

Tuesday Morning Session:

Following lighting of the qulliq, the opening prayer was said by **Paul Quassa**.

In his opening remarks, **Glenn Cousins** (NEF) emphasized that *Sivummut* III is not simply a conference; it is a key element of an ongoing, broad-based economic development strategy. The conference is focused on renewal of the *NEDS* through review of the 13 Strategic Priorities and identification of practical linkages to funds required for delivery of the *Strategy*.



2. The Economic Environment

Tuesday Morning Session *(cont'd)*:

The Honourable **Eva Aariak** (Premier, Government of Nunavut) gave the keynote address on “Changing Times”. She thanked delegates for participating in Conference discussions that will chart the future course for economic development in Nunavut.

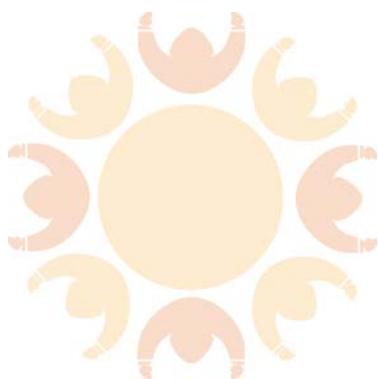
The Deputy Minister of Economic Development and Transportation, **Rosemary Keenainak**, provided a brief history of the evolution of the *NEDS*.

Graeme Clinton (Impact Economics), who prepared the 2008 *Nunavut Economic Outlook*, gave a presentation on “Measuring Progress.”

The Economic Environment: MEASURING PROGRESS IN CHANGING TIMES

Key points from the keynote address and presentations:

- Times have changed. In the last few months the world economic crisis has threatened previous economic investments – a timely reminder that OUR economy must be diverse.
- Changed times also present new economic opportunities. The future of the Nunavut economy depends on our ability to anticipate the change.
- Innovation has always been the heart of the Inuit way of life, and is essential now for engaging in the new economy; we are well positioned, but we must act.
- This gathering is timely and essential to chart a course for the economy. This Conference is about charting our economic destiny, and ED&T will look closely at priorities developed at the conference.
- The 2008 *Nunavut Economic Outlook* is fourth in the series, and provides a socio-economic progress report on progress made in generating wealth in Nunavut.
- The current recession means that the economic forecast in the *Outlook* will change, but the analysis of Nunavut’s progress and the effects of economic growth on Nunavummiut remains valid.
- Economic growth will be modest in 2009; 2010 to 2014 are more difficult to predict, but the economy could be back on track by 2015.
- Until the economic crisis, Nunavut came very close to substantial economic growth, but human, physical and organizational capital were not fully prepared: the Conference needs to renew our focus on enhancing human, physical and organizational capital.



The morning's session concluded with a panel discussion on "Perspectives on the Nunavut Economy."

Panelists:

Anthony Specca,
GN Department of Finance

François Picotta,
GN Department of Economic
Development and Transportation

Seth Reinhart, Economist

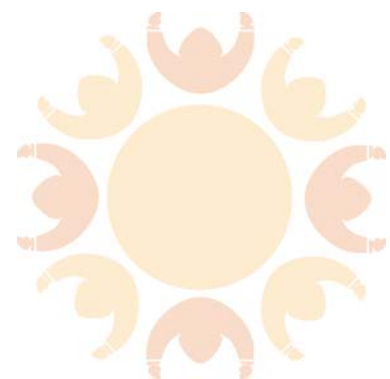
The Economic Environment: PERSPECTIVES ON THE NUNAVUT ECONOMY

Key points from the panel:

- Tourism, arts and crafts and mining have been impacted by economic crisis; fisheries have been affected to a lesser degree.
- The federal stimulus package will have major effects on Nunavut's economy, beyond the direct effects; we must decide how best to use the Nunavut budget for development.
- There are economic and social benefits from harvesting. Participation in harvesting will increase, despite rising costs, if there is a commitment to encourage participation in the land-based economy.
- The current economic environment works against increased self-reliance, as public activity and federal funding grow.
- In an economic downturn, private sector activity will decrease; but the private sector must still lead development, not public sector.

Questions and comments to panellists:

- There will be less capital funding available during the recession, but GN must retain spending on enhancing physical capital.
- The downturn has also affected fisheries, because financing is not available for industry or for customers; fishing of char will be impacted as a high-end product.
- Mining has experienced a serious setback, and the lack of current exploration will affect the level of mining in the future.
- The real return from investment in the land-based economy can be determined by comparing the value of eating country food with the cost of food from the south, and analyzing the costs of inputs needed to get country food.



2. The Economic Environment (Cont'd)

Tuesday Afternoon Session:

Tuesday afternoon featured five half-hour presentations and panels, in most cases with discussion following, which addressed **Nunavut's Economic Drivers.**

The main drivers of development in the economy covered by the presentations were:

- Commercial Fishery;
- Cultural Industries;
- Tourism;
- Mining; and
- The Traditional Economy.

Panel 1: Commercial Fishery

Panel:

Jerry Ward,
Baffin Fisheries Coalition

Jeff Maurice,
Nunavut Tunngavik Inc.

Wayne Lynch,
GN Department of Environment

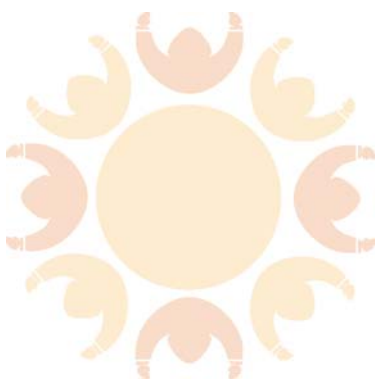
Commercial Fishery

Key points from the panel:

- There has been significant progress in fisheries; four vessels are now owned by Nunavut interests. This trend towards increased ownership must be continued.
- The vision for fisheries development is the emergence of fisheries as a driving economic catalyst for Nunavut. There is a need to identify priorities based on an action plan, and to secure implementation funding.
- User-pay approaches to addressing research deficiencies cannot work in Nunavut. Public funding is needed to support Nunavut fisheries science agenda: science must continue for industry to grow.
- Access allocation is critical to fisheries development: Nunavut still lacks access to most. It is essential to work together and lobby for this.
- Infrastructure is required: fisheries need ports in communities. The new regional development agency must address access to financing.

Questions and comments to panellists:

- Renewal of INAC Strategic Investments in Northern Economic Development (SINED) program funding should focus on key fishery development areas – exploration, license buy-back, and financing for vessel purchase.
- GN Environment's Fisheries Development Diversification Fund should fund coastal inventory projects, subsidies to establish fisheries, and funds for research.
- Governments must support science and exploration in order for fisheries to develop.



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Panel 2: Cultural Industries

Panel:

Jerry Ell,
Nunavut Arts and
Crafts Association

Cheryl Ashton,
Nunavut Film

Alethea Arnaquq-Baril,
Ajjiiit

Cultural Industries

Key points from the panel:

- Culture is crucial to the identity of Inuit, in order to ensure we stay in touch with our heritage. There is not enough funding for cultural industries.
- Art is an important part of the Nunavut economy, and must be more strongly recognized, supported and promoted. Every dollar invested in art goes back to the communities.
- Nunavut can build a very successful film industry; it will require infrastructure, training and more youth involvement.
- IBC and *Ajjiiit* are looking into possibility of establishing a public broadcasting service specifically serving Nunavut.

Questions and comments to panellists:

- Film can be used to educate, to explain the Inuit point of view, for example on sealing.
- We need to ensure that Nunavut builds a healthy cultural industry.

Presentation 3: Tourism

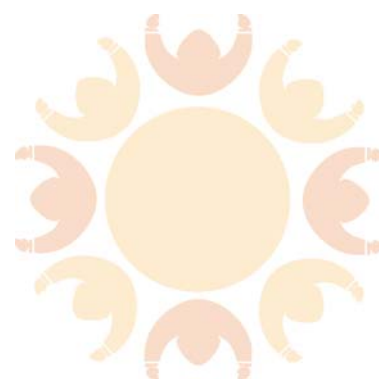
Presenter:

Jeff Rush, Nunavut Tourism

Tourism

Key points from the presentation:

- Nunavut Tourism is a destination marketing organization that promotes Nunavut's tourism products to the world.
- Nunavut is one of world's premier ecotourism destinations, based on Inuit tradition and knowledge of the land.
- Challenges for tourism development are limited infrastructure, training needs, high costs, and seasonal operations.
- There are excellent Inuit tourist operations: a priority must be to establish agencies to package products.



2. The Economic Environment (Cont'd)

Presentation 4: Mining

Presenter:

Gordon MacKay, GN ED&T

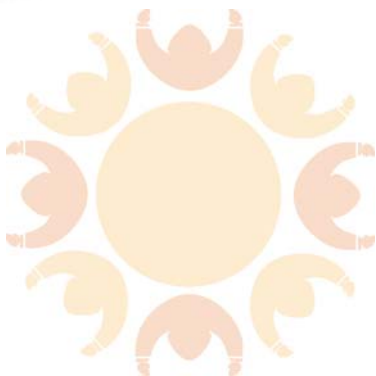
Mining

Key points from the presentation:

- The vision for minerals sector is a sustainable resource exploration and development sector across the Territory as a foundation for diverse community economies.
- Nunavut has the least understood geology in Canada: the federal government will spend \$100 million over five years on geo-mapping.
- Out of ten major projects, three have not been seriously affected by market collapse: Meadowbank, Hope Bay, and Kiggavik. Other projects depend on global recovery.
- Key objectives for mining sector are to maximize local benefits of projects, respect need for strong economics, streamline the regulatory system, and ensure mining coexists in healthy relationship with wildlife, harvesting and environment.

Questions and comments to panellists:

- What is the potential of the East Baffin Shelf close to Pond Inlet, Clyde River, and Qikiqtarjuaq?
- The three active mining projects require 900 employees: training will be required to get Nunavummiut into these positions.
- Inuit Impact and Benefit Agreements are a key tool to ensure benefits from mining go to Inuit and to Nunavut.



Presentation 5: Traditional Economy

Panel:

Monica Ell,
Nunavut Tunngavik Inc.

Theresie Tungilik,
GN ED&T

Traditional Economy

Key points from the presentation:

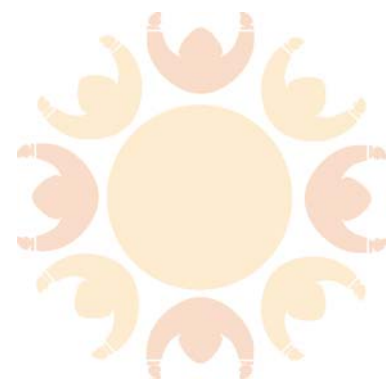
- The land and wage economies support one another; we need the traditional economy in order to be self-reliant.
- Traditional activities should be viewed in terms of their contribution to economic activity in Nunavut, to ensure a more focussed effort is made to support them.
- NEDS states that knowledge of the land can be applied to new opportunities such as resource management and tourism; traditional knowledge must be safeguarded and transmitted to youth.
- More creativity is needed in supporting the traditional economy; more must be done if we truly mean to support traditional lifestyles.

Questions and comments to panellists:

- Investments required to help traditional harvesters include transportation of food between communities, hydrographic mapping, and small engine courses and fur program at Arctic College.
- A great deal of money is required to operate a traditional economy business: it takes thirty to forty thousand dollars to supply a hunter.
- A market is needed for country foods similar to the example of Greenland, which blends the traditional and market economies.
- Animal by-products must be better marketed to put more money into hunters' pockets.

Tuesday Evening: Community Feast

On Tuesday evening, a feast was held for all participants and for the community at Nakasuk School gymnasium.



3. The Strategic Priorities

On Wednesday, the Conference panels and participants discussed the four Pillars and thirteen Strategic Priority Areas that shape the *NEDS*. Participants had the opportunity to provide feedback on the Priorities following panel presentations on each of the four Pillars of the *Strategy* – The Land, Our People, Our Community Economics, and Our Territorial Economy – through small breakout discussion groups. Participants also provided input using the forms

included in the Conference *Participants' Workbook*.

The purpose of the sessions was to assess the continued relevance of the Strategic Priorities Areas, and to review progress in implementing them.

During the lunch break, the Honourable **Peter Taptuna**, Minister of Economic Development and Transportation, gave the keynote speech.

1. The Land

Strategic Priorities:

- 1.1 Respecting the Land
- 1.2 Maintaining Our Mixed Economy
- 1.3 Building on the Knowledge of Our Elders

Wednesday Morning Session

Panel 1: The Land

Panel:

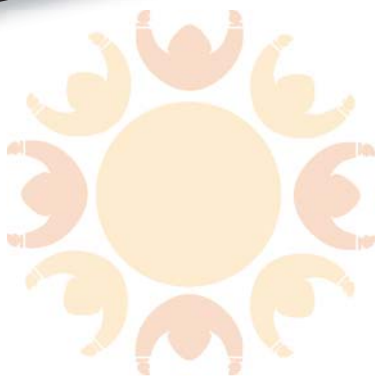
Meeka Mike,
Elders Project Worker and former outfitting company owner

Jacopoosie Peter,
Elders Project Worker

Glen Williams,
Nunavut Tunngavik Inc.

Paul Quassa, Vice Chair,
Nunavut Planning Commission

Theresie Tungalik,
GN Department of Economic
Development and Transportation



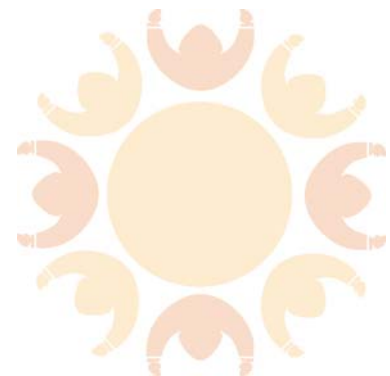
The Land

Key points from the panel:

- Elders Project: we do not forget the past, even if we are not living it. We must forever honour the Inuit belief that we respect and protect the land at all times.
- Communities have a land-based, resource economy: the first priority is training in traditional methods, and the second priority is ensuring the supply of nutritious country food.
- Financial support for harvesting is required, as well as support for community harvesting infrastructure (freezers, processing plants, etc.).
- The knowledge of elders must be incorporated into the land use planning process as a critical element of land use plans.

Comments from breakout groups:

- How can we create a positive approach to the use of the land, rather than fighting with each other?
- Elders are available and at our disposal: they counsel us to work together.
- We may have different approaches to the use of the land, but the same goal of a healthy economy for Nunavummiut. We must maximize use of traditional knowledge in Inuit Impact and Benefit Agreements and in land use planning.
- Community-based training in traditional skills must be appropriate for the specific region or area; each community is unique.
- *Inuit Qaujimajatuqanginnut* (IQ) must be acknowledged, promoted and developed in the home, in the workplace, and in the community.



Participants' Workbook: Written Comments on Strategic Priorities – The Land

1.1 Respecting the Land

The 2003 *Nunavut Economic Development Strategy* presented twelve strategic priorities under the heading *Respecting the Land*. These addressed the importance of land management for long-term economic, social and environmental

sustainability, the need to enhance the capacity of community members to participate in planning, and the integration of *Inuit Qaujima-jatuqangit* into scientific, economic and environmental planning. The *Strategy* also examined climate change and its effect on Nunavut society.

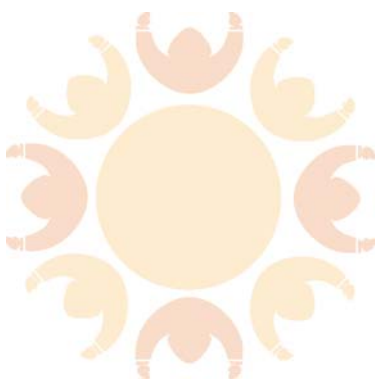
I.I Respecting the Land

Top priorities from NEDS:

- 1.1.1 Begin comprehensive implementation of the Nunavut Land Claims Agreement obligation to establish a general monitoring program for all of Nunavut.
- 1.1.2 Implement a climate change strategy.
- 1.1.7 Complete the regional land use plans required for all of Nunavut.

Other comments on priorities:

- Traditional use of land-based resources and programs for the training of youth in traditional hunting skills should be priorities.
- Regulations that restrict traditional economy must be reviewed and addressed.
- Geoscience and hydrographic research are required.
- Programs to engage community residents in planning for sustainable resource development are needed.
- “Respecting the land” includes incorporating *IQ* laws and practices.
- NEF should consider how data currently being gathered by the Nunavut Planning Commission (NPC) on wildlife habitats, community demographics and future economic opportunities can be utilized in an updated NEDS.



1.2 Maintaining Our Mixed Economy

The 2003 *Nunavut Economic Development Strategy* presented ten strategic priorities for improving participation in the traditional harvesting economy along with the wage-based economy.

These priorities included providing youth with land-based skills and knowledge, increasing public support for participants in the traditional economy, and supporting research and teaching of land-based skills and traditional knowledge in schools.

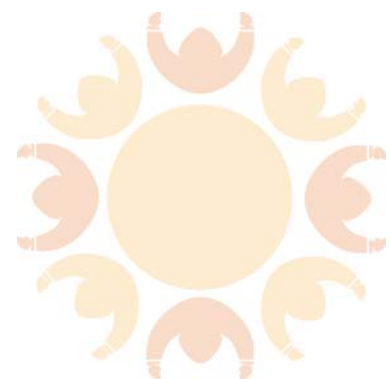
1.2 Maintaining Our Mixed Economy

Top priorities from NEDS:

- 1.2.1 Develop career profiles and training and skills programs for all parts of Nunavut's economy, including both the wage-based and land-based economy.
- 1.2.3 Develop innovative on-the-job training programs for the wage-economy and on-the-land training programs for the land-based economy.
- 1.2.4 Institute a certified program to teach the knowledge and skills required for participation in the land-based economy
- 1.2.6 Develop training programs to meet the labour force needs of the land-based economy.
- 1.2.9 Monitor economic development programming to ensure that there is an appropriate balance in support for the land-based and wage-based components of Nunavut's economy.

Other comments on priorities:

- Nunavut Community Skills Information System (NCSIS) should be used to implement priority 1.2.1.
- More of our budget must be directed to priority 1.2.3.
- The harvester support programs must be continued, and there must also be more market development for country food.
- Skills training for Inuit to participate in mining development is critical.
- Research into how much of the Nunavut economy is represented by the land-based economy is essential as a basis for defining and implementing measurable indicators of success in this area.
- Strategies for reducing the cost of participating in the traditional economy, (e.g., transportation costs) are required.
- We must be creative in developing opportunities in the wage-based economy that also support our traditional lifestyle; examples might include hydrographic mapping or teaching small tools mechanics.



1.3 Building on the Knowledge of Our Elders

The 2003 *Nunavut Economic Development Strategy* presented five strategic priorities addressing

the participation of Elders in school programs, the role of *Inuit Qaujimajatuqanit* in science, the need for a heritage centre, and protection of Inuit intellectual property.

1.3 Building on the Knowledge of Our Elders

Top priorities from NEDS:

- 1.3.2 Renew the participation of elders in teaching in every school in Nunavut.
- 1.3.4 Complement formal science with Inuit Qaujimajatuqangit for a better understanding of our land and its natural resources.
- 1.3.5 Support measures to protect Inuit intellectual property in Canadian law and international Conventions.

Other comments on priorities:

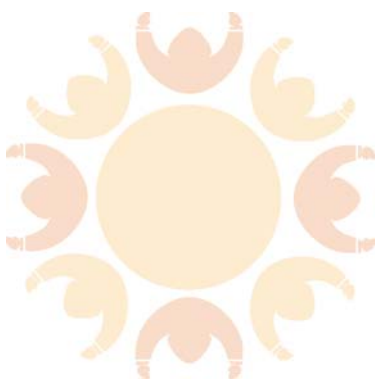
- The use of the talent and skills of Elders is critical to success of the *Strategy*.
- A study to measure the impact of Elders and their cultural teachings on youth should be added to the *Strategy*.
- Studies on the application of *IQ* to community governance and to work are needed, and should be added to the *Strategy*.



2. Our People

Strategic Priorities:

- 2.1 Economic Development for Our Youth
- 2.2 Education and Training
- 2.3 Basic Needs – Housing, Hospitals and Schools



Wednesday Morning Session (Cont'd)

Panel 2: Our People

Panel:

Millie Kulliktana,
GN Department of Education

Daniel Vandermuellen,
Nunavut Arctic College

Dan Page,
Nunavut Literacy Council

Irene Tanuyak,
GN Department of Education

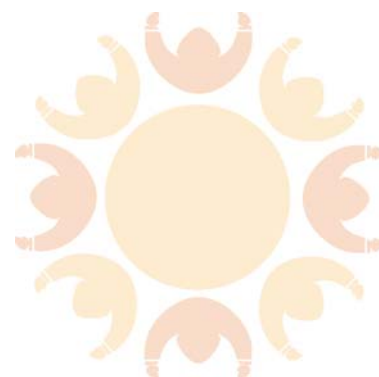
Anguti Thomasie Johnston,
Qikiqtani Inuit Association (Youth)

Natan Obed,
Nunavut Tunngavik Inc.

Our People

Key points from the panel:

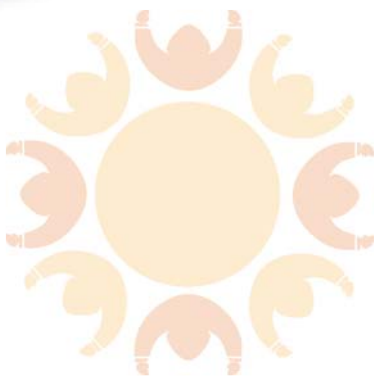
- The Department of Education is working on the development of Inuktitut courses for higher grades.
- Nunavut Arctic College's role is training for employment: its overall goal is building self-reliance through training and employment.
- The bottleneck in training for employment is that 46% of Nunavummiut have not graduated from high school. There is a need to encourage Nunavummiut to go back to school.
- More Inuit language and culture is required in all school programs.
- There are real benefits to improving literacy: stakeholders need to work together to devise a clear strategy.
- The Department of Education (Labour Development and Income Support) offers a variety of training programs and is currently trying to develop a mentorship program.
- Department of Education is improving certification of career development officers, and continuing implementation of NCSIS.
- Several social development initiatives are underway within the Youth Department, including the Rejuvenation Strategy, which connects youth and elders for learning experiences.
- Parents want what is best for their children; but with finite resources to put children through education, we also have to balance our ideals with the realities of today.



Our People (Cont'd)

Comments from breakout groups:

- In school, steps are being taken to ensure children have strong foundation in both languages.
- We have to ensure that adult students at NAC receive funding on time: otherwise students often give up their courses.
- Home and school have to work together to educate children in our culture and language; it is a partnership.
- 46% of youth will not participate in the economy because of education: this is a crisis, the loss of an entire generation. We must take action.
- We need to prepare students for high school, just as we do for employment.
- High schools must help prepare students for the workplace. Multi-option programs geared to career development that lead to grade 12 graduation are critical.
- All approaches to education and training have to ensure a high level of numeracy and literacy.



Participants' Workbook: Written Comments on Strategic Priorities – Our People

2.1 Economic Development for Our Youth

The 2003 *Nunavut Economic Development Strategy* presented thirteen strategic priorities to ensure that Nunavut youth have access to economic, social and learning opportunities.

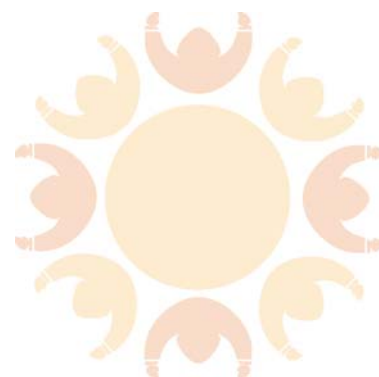
2.1 Economic Development for Our Youth

Top priorities from NEDS:

- 2.1.2 Implement a comprehensive inter-agency youth job program.
- 2.1.6 Create jobs and work experience opportunities for youth, particularly through co-op programs combining work and education.
- 2.1.9 Develop programs for leadership, entrepreneurship and other skills.

Other comments on priorities:

- Priority 2.1.5, *Develop a youth strategy for Nunavut that addresses the role of youth in our economy*, is complete, but the many different strategies developed must be linked together.
- We need to provide youth with skills and then match them with available jobs.
- Youth on-the-job training programs are a very important element of the *Strategy*.
- We need to continue to support the desire of youth to learn *IQ* and participate in land-based programs.
- Non-graduates should be targeted for work experience programs.



2.2 Education and Training

The 2003 *Nunavut Economic Development Strategy* presented twenty-one strategic priorities to promote human development by building on traditional skills and knowledge, with emphasis of the transfer of traditional skills into the

modern-day workplace, culturally-based education and training programs, and adult education (including the training of municipal government staff and private sector employees). A key priority was development of a new education curriculum with stronger ties to Inuit culture.

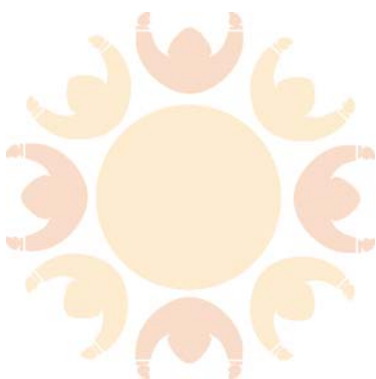
2.2 Education and Training

Top priorities from NEDS:

- 2.2.4 Expand and strengthen math and science, numeracy and literacy programs in Inuktitut and Inuinnaqtun, as well as in English and French.
- 2.2.9 Conduct a comprehensive evaluation of our education and training programs to ensure they are meeting our basic needs.
- 2.2.11 Research and report on the educational and skill levels of Nunavummiut and identify gaps in relation to economic opportunities and share this information with communities.
- 2.2.15 Support a Nunavut curriculum relevant to students' experience, including academic knowledge, vocational and trades training, land skills education and cultural education.

Other comments on priorities:

- **Education and training must remain a top priority for future planning; we need to continue community-based trades training.**
- **Students must be encouraged to continue post-secondary education.**
- **The teacher-student ratio in schools is too high, and many students fall through the cracks.**
- Priority 2.2.7, *Complete work on the Nunavut Adult Learning Strategy and identify priority areas for strategic investment in post-secondary education over the next 20 years and develop a corresponding implementation strategy*, is complete, but an implementation plan may still be needed.
- Priority 2.2.20, *Partner with municipalities to ensure training for municipal staff*, was addressed through establishment and operation of Municipal Training Organization.



- We need to increase numeracy and literacy skill levels within Nunavut.
- There should be an inventory of facilities that can be used to support community-based delivery of trades and apprenticeship training.
- Development of a vocational program for high school should be added to the *Strategy*.
- There should be more emphasis in the *Strategy* on programs for adult learners.
- There should be Nunavut Sivuniksavut programs delivered in Nunavut.
- The content of *IQ* has limitless opportunities for inclusion in Arctic College, high school, elementary, adult education and workforce education programs.
- **Lack of daycare is a significant issue for parents wishing to re-enter the workforce.**

2.3 Basic Needs: Housing, Hospitals and Schools

The 2003 *Nunavut Economic Development Strategy* presented seven strategic priorities for utilizing Nunavut labour in Nunavut

construction projects, and for compiling data on skills and training of local labour to assist in establishing construction schedules for public infrastructure and to assist the private sector to hire locally.

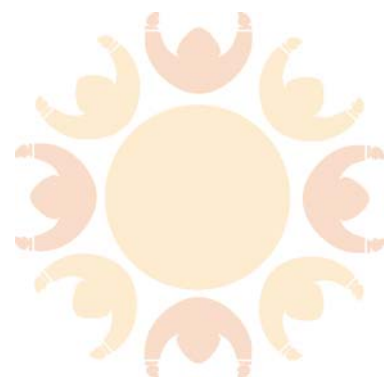
2.3 Housing, Hospitals and Schools

Top priorities from NEDS:

- 2.3.3 Include an assessment of the readiness of the local labour force and business sector in the timing of our capital projects.
- 2.3.7 Promote private home ownership and personal investment in housing, taking into account the need for measures to assist with maintenance and upkeep costs.

Other comments on priorities:

- Housing and schools are top priorities; lack of housing is one of most critical challenges constraining the development of a productive workforce in Nunavut.



- Maintain housing projects to provide more trades training for Nunavummiut, and add pre-trades and apprenticeship program to high school curriculum.
- Funding should be provided to renovate houses and make them more reflective of the Arctic climate and traditional lifestyle.
- Continue to use NLCA to leverage more infrastructure funding.

3. Our Community Economies

Strategic Priorities:

- 3.1 Community Capacity Building and Organizational Development
- 3.2 Small and Inuit Business Development
- 3.3 Building the Knowledge Base of Our Communities

Wednesday Afternoon Session

Panel 3: Our Community Economies

Panel:

Hal Timar,
Baffin Chamber of Commerce

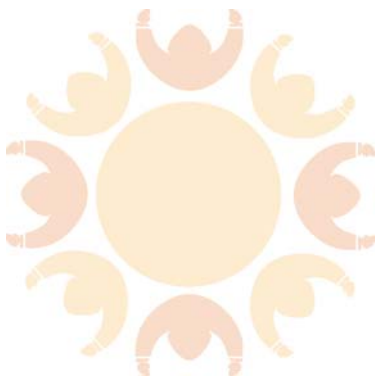
Bob Long,
Baffin Business
Development Centre

Lewis Zazinski,
Nunavut Association
of Municipalities

Lynn Kilabuk,
Qikiqtaaluk Corporation

Gordon Miles,
National Inuit Committee on
Economic Development

Mark Morrissey,
Nunavut Economic Developers
Association



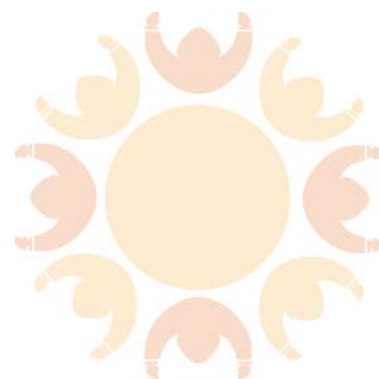
Our Community Economies

Key points from the panel:

- The Government recognizes that private sector growth equals economic growth.
- Business development at the community level encompasses many elements that all are dependent on each other.
- Small business growth can inspire youth to aspire to more; Junior Achievement programs are being delivered in communities.
- The INAC National Committee provides a vehicle for ensuring Inuit get fair and equitable share of economic development programs that can enhance well-being and distribution of wealth, increase participation of Inuit in economy, and increase positive outcomes for all Inuit programs.
- Decision-making must be devolved, to the extent possible, to the end client; project champions have to come from the community.
- Decision-making on projects must be moved as close as possible to the community level; the closer we get to this, the better the results.
- The Economic Development Officers in the community answer directly to the hamlets, which provides autonomy and a better overall approach; however, there must be better understanding of EDO role, and much better support.

Comments from breakout groups:

- National Committee addressed rewriting of three programs administered by CEDOs, including provision for multi-year funding, which is essential for North.
- SAO and EDO mentoring and training are required. We need to invest in communities and pay these positions properly.
- Investment in housing can be a means for stimulating the economy and investing in the communities.
- Transportation costs are a major impediment to real development: Nunavut needs a revised approach to fuel purchasing by government.



Participants' Workbook: Written Comments on Strategic Priorities – Our Community Economies

3.1 Community Capacity Building and Organizational Development

The 2003 *Nunavut Economic Development Strategy* presented seventeen strategic priorities to address the critical needs for community development.

Specific priorities deal with improving the capacity of people within local government and local development agencies, improving the organizational effectiveness of community administration, and increasing cooperation among community organizations.

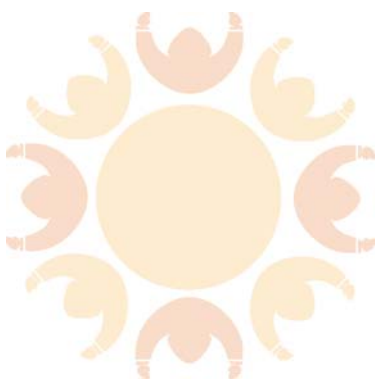
3.1 Community Capacity Building and Organizational Development

Top priorities from NEDS:

- 3.1.1 Create inter-agency (government and Inuit organizations) Community Development Committees to support community planning, and to prepare a joint response to community initiatives.
- 3.1.2 Support collaborative “circle-of-support” organizational structures at the community level.
- 3.1.5 Make training in Community Economic Development available to municipal council and community economic development committee members.

Other comments on priorities:

- NEDS should include as a priority the formation of local community support working groups to address training needs.
- Develop and implement consistent training standards from GN for Economic Development Officers.
- Ensure federal programs are delivered efficiently, effectively and are specific to Nunavummiut.
- Give youth the opportunity to be involved with and learn about business.
- Provide governance training to Hamlet Councils to allow Hamlets to become more strategic in their planning.



3.2 Small and Inuit Business Development

The 2003 *Nunavut Economic Development Strategy* presented thirteen strategic priorities for strengthening local business,

particularly Inuit business, including additional mechanisms for securing business loans and risk capital, for obtaining a greater number of local contracts, for increased business training and for project aftercare support.

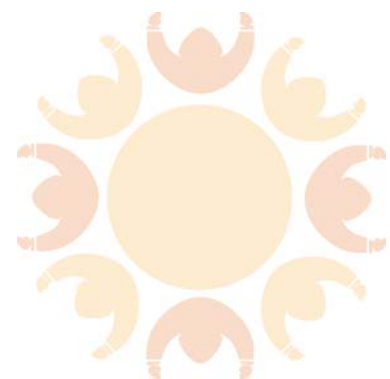
3.2 Small and Inuit Business Development

Top priorities from NEDS:

3.2.10 Work with Nunavut's local businesses to help them win government contracts, particularly through full implementation of the obligations of Article 24 of the NLCA, by improving access to governments' electronic tendering systems, and by splitting projects into smaller contracts that local firms can manage.

Other comments on priorities:

- **Priority 3.2.7, Design and implement a "business aftercare" program to help small firms maintain and expand their operations, is complete: this is handled by Community Futures groups.**
- **The need to increase banking services in small communities should be added to the Strategy.**
- **There is also a need to develop a better support system for small business owners.**
- **Governments must be held accountable for providing contracts to Nunavummiut.**



3.3 Building the Knowledge Base of Our Communities

The 2003 *Nunavut Economic Development Strategy* presented fourteen strategic priorities on increasing support for community

Economic Development Officers, improving the flow of economic information to communities, and increasing assurances that developers of major projects will work with communities for the entire duration of the projects.

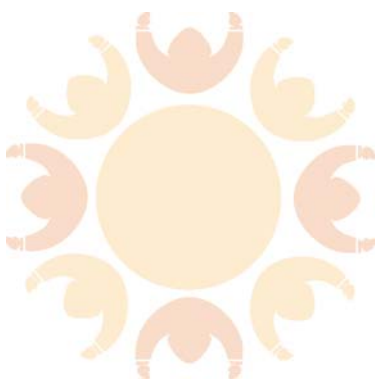
3.3 Building on the Knowledge Base of Our Communities

Top priorities from NEDS:

- 3.3.2 Provide information on Nunavut's economy, sector opportunities, and available economic development programs, in a CED directory.
- 3.3.4 Make the implementation of the community development plan the primary task of the community economic developer.
- 3.3.9 Assist communities to take the lead in community economic development planning and development initiatives.

Other comments on priorities:

- **Priority 3.3.12**, Support the growth of the Nunavut Economic Developers Association, and commit to informing its members of all government and development agency activities, as a matter of routine, is complete.
- **Priority 3.3.14**, Support the Nunavut Broadband Development Corporation, to help ensure that every community has access to high-speed Internet services, and that these services are available at a public access centre where translation and interpretation assistance is available, is complete.
- **Provision of support to IBC should be added to the Strategy.**
- **Continue to provide support for development and operation of broadband.**
- **Provide support program for community planning.**
- **Establish a permanent education program for Economic Development Officers and link with territorial support organizations.**



4. Our Territorial Economy

Strategic Priorities:

- 4.1 Putting the NLCA to Work
- 4.2 Sector Development and Support Services
- 4.3 Infrastructure – From Buildings to Broadband
- 4.4 Accessing the Global Marketplace

Wednesday Afternoon Session (Cont'd)

Panel 4: Our Territorial Economy

Panel:

Dushyenth Ganesan,
GN Department of Economic
Development and Transportation

Joe Kunuk,
Nunavut Tunngavik Inc.

Steve Hannah,
GN Department of Economic
Development and Transportation

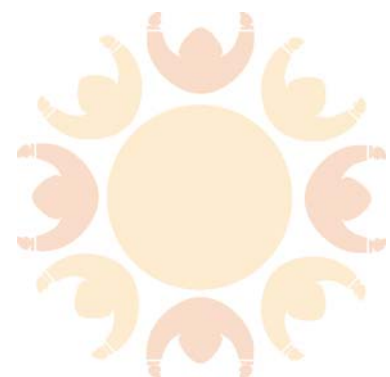
Darryl Ohokannoak,
Nunavut Broadband
Development Corp.

Michael Nadler,
INAC

Our Territorial Economy

Key points from the panel:

- NEDS priority of establishing digital networks in all 25 communities by 2005 was met; every community is now connected to the Internet.
- Continued investment in satellite bandwidth is essential to providing affordable digital connectivity to meet future needs, including video conferencing.
- Implementation of the NLCA has seen success in many areas, particularly the regulatory regime and agencies.
- In many other areas of NLCA implementation, the federal government is not meeting its obligations. NTI has now initiated a lawsuit.
- Nunavut businesses must be able to access export markets, but are facing increased trade barriers with U.S. and E.U. Export market attention must be shifted to higher-end and elite markets.



- There are exciting possibilities on horizon for North in renewable energy, increased connectivity, transportation, and harbour construction. However, there may be limited capacity to develop and maintain the various types of infrastructure required in Nunavut for development.
- Investment in geoscience, competitive tax policy and streamlined regulations are needed to realize potential of mining and oil and gas development.

Comments from breakout groups:

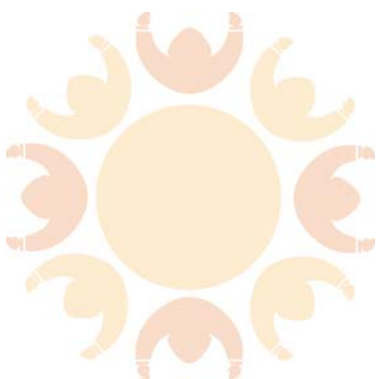
- Key elements of the government stimulus package that will help Nunavut are \$100 million for housing, a port for Pangnirtung, and site contamination clean-ups.
- A number of initiatives are being taken to develop and promote products from the traditional economy, including caribou antlers and plant and berry products.
- There are many infrastructure needs to support development of various sectors, from upgrading of municipal services, to infrastructure investments in culture and traditional economies.

Participants' Workbook: Written Comments on Strategic Priorities – Our Territorial Economy

4.1 Putting the Nunavut Land Claim Agreement to Work

The 2003 *Nunavut Economic Development Strategy* presented seven strategic priorities that focus

on the need to continue implementation of key Articles of the NLCA (which in many cases has stalled), as well as on providing increased education and information on the Claim to public servants and to youth.



4.1 Putting the NLCA to Work

Comments on priorities:

- Articles 23 and 24 must be fully implemented.
- The Nunavut Implementation Panel needs to actively push all parties to make implementation activities a priority.
- Schools should be encouraged to teach students about the NLCA.

4.2 Sector Development and Support Services

The 2003 *Nunavut Economic Development Strategy* presented nine strategic priorities that reinforce the sustainable development framework the Strategy is based on –input into economic development planning from a broad cross-section of Nunavummiut, opportunities for training and skills enhancement and increased participation in the

economy of community members, and measures to increase the stock of physical infrastructure in communities. The priorities emphasized the need to link government planning with specific sector strategies, to establish investment priorities for communities based on the creation of wealth-generating capital, and to link development in the various economic sectors to achieve economies of scale.

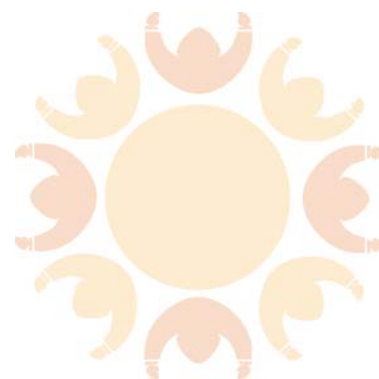
4.2 Sector Development and Support Services

Top priorities from NEDS:

- 4.2.2 Assess the opportunities that sector developments provide to community-level businesses and support efforts to improve access to these opportunities. For example, in the fishing industry, work must continue on attaining greater control of the adjacent resource.
- 4.2.6 Support development activities that contribute to the requirements for capital formation in each of four areas required for wealth creation in the Territory.
- 4.2.7 Incorporate strategies to link the arts sector and cultural industries in Nunavut to other economic sectors and into sector action plans.

Other comments on priorities:

- Development of renewable energy sources should be added to the Strategy.
- Continue to assist individuals and local businesses in finding ways to integrate traditional skills and promote participation in both land and wage economies.



4.3 Infrastructure – From Buildings to Broadband

The 2003 *Nunavut Economic Development Strategy* presented eight strategic priorities to address

infrastructure deficits in Nunavut; these included needs in the areas of transportation, communications and municipal works, and investment in geoscience and hydrographic charting.

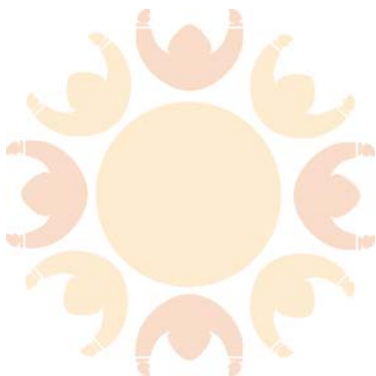
4.3 Infrastructure – From Buildings to Broadband

Top priorities from NEDS:

- 4.3.3 Initiate community consultations and environmental impact analysis of proposed routes for the Nunavut to Manitoba Road.
- 4.3.7 Secure a commitment to undertake a hydrographic charting program for Nunavut's coastal communities.
- 4.3.8 Invest in air, marine, and surface transportation infrastructure that support community access to economic opportunities.

Other comments on priorities:

- Priority 4.3.1, *Establish broadband networks in all Nunavut communities that are accessible by municipal government, community-based organizations, and by the private sector*, is complete.
- Making broadband affordable for those that continue to pursue a traditional lifestyle should be added to the *Strategy*.
- We must continue commitment to hydrographic mapping.
- We must continue to invest in marine, surface and air transportation infrastructure.



4.4 Accessing the Global Marketplace

The 2003 *Nunavut Economic Development Strategy* presented eight strategic priorities to increase Nunavut export revenues by addressing barriers that include high production and transportation costs, low production volumes,

underdeveloped niche marketing and poor international exposure, and by obtaining increased commitment to export development from government, Inuit organizations, communities and the private sector. Priorities also addressed the need for increased trade in country food among Nunavut communities.

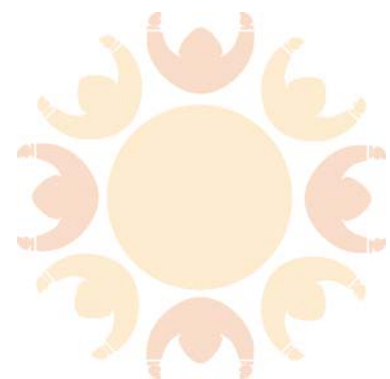
4.4 Accessing the Global Marketplace

Top priorities from NEDS:

- 4.4.4 Establish programs that support trade of food products among Nunavut's communities.
- 4.4.5 Establish a Nunavut Commission on Food Autonomy that will explore how Nunavummiut can improve their diet and nutrition, how communities can strengthen local food production and distribution, and how reliance on southern food imports can be reduced.
- 4.4.7 Investigate other areas where inter-community trade might be practical and supportive of Nunavut's overall economic development.

Other comments on priorities:

- Continue the Igloo tag for arts and crafts and the Nunavut brand.
- Continue to support the trade of food products among Nunavut communities.



4. Taking Action for Sustainable Economic Development

On the final day of the Conference, delegates examined themes outlined in the final chapters of the NEDS related to implementation of the Strategy:

- Building Capacity Through Consensus
- Measuring Progress

.....

Strategic Priorities:

- 5.1 Implementation: The Nunavut Economic Forum
 - 5.2 Finding the Revenues to Implement the Strategy
 - 6.0 Measuring Progress
-

Thursday Morning Session

A panel presentation addressed the Strategic Priority Area of *Finding the Revenues to Implement the Strategy*, with information and discussion on “Investments in

Nunavut Economic Development”. The panel discussed investments by Inuit organizations, GN, and the Government of Canada.

Panel 1: Investments in Nunavut’s Economic Development

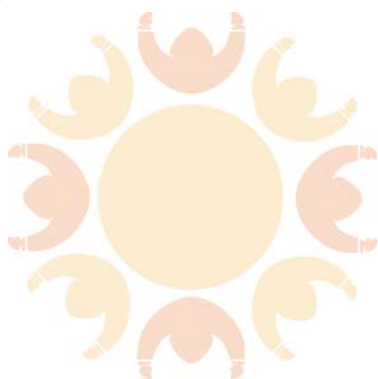
Panel:
Monica Ell,
Nunavut Tunngavik Inc.

Thomasie Alikatuktuk,
Qikiqtani Inuit Association

Tracy Wallace,
Atuqtuarvik Corporation

Steve Hannah,
GN Department of Economic
Development and Transportation

Michael Nadler,
Indian and Northern Affairs Canada



Investments in Nunavut's Economic Development

Key points from the panel:

Inuit Organizations:

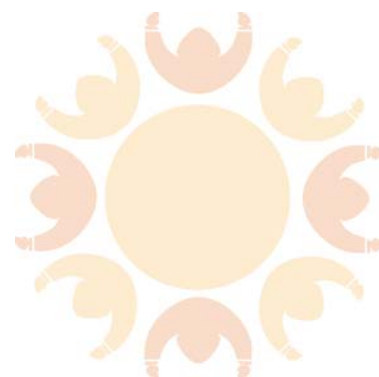
- The NLCA provides Inuit organizations with the opportunity to operate independently from government when investing in Nunavut economy.
- We all need to work together to invest in economy, by taking a broader, big-picture approach to economic investments.
- Through loans and investments for Inuit businesses, Atuqtuarvik is playing a role in building a strong economy: their investment in the First Nations Bank of Canada will contribute to Aboriginal-controlled banking services and commercial lending in Nunavut.

Government of Nunavut:

- Human Capital: there is considerable ongoing investment in education, health and social programs, which provide a positive return on investment.
- Social Capital: we see continuous improvement in social capital; as the wage-based economy expands, socio-economic changes are inevitable.
- Physical Capital: \$100 million for housing, along with other improvements to community infrastructure, will promote skills training and community-based business development.
- Natural Capital: major investments in geoscience for mining development and in fishery and wildlife studies will be required, as well as support for replacing community generating plants.

Government of Canada:

- In 2008 budget, the Government of Canada committed to establish new federal framework for Aboriginal economic development. Government will work with Aboriginal groups to develop a framework that is partnership-based and opportunity-driven.
- The new Aboriginal framework will provide long-term strategic direction for government investment in support of Aboriginal economic development.



Comments from breakout groups:

- The new Aboriginal bank will focus on commercial loans; it will buy up loans from Atuqtuarvik, freeing up millions of dollars for additional investment in Inuit businesses.
- Qikiqtaaluk Corporation invested in commercial fisheries to provide benefits to Inuit. There are other sectors that need support from QC, including film and television, and arts and crafts.
- Birthright corporations should invest in community cooperatives as a way of investing in local economies.
- In developing the new federal framework, INAC is emulating and building on previous successes in Nunavut.
- Economic development investment programs must address the funding cycle to take into account elements such as sealift, and to provide multi-year funding.
- GN is providing support to harvesters through programs such as subsidies for insurance, and a small vessel operations program.



Thursday Afternoon Session:

Two panel presentations addressed the Strategic Priorities of Implementation: *The Nunavut Economic Forum* and *Measuring Progress* through panel session focusing on

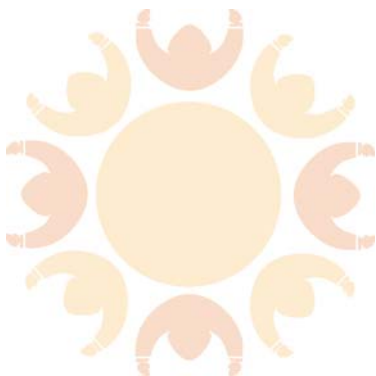
“Establishing a Regional Development Agency”, on “Strategic Investments for Northern Economic Development (SINED)”, and on “From Words to Work”.

Panel 2: Establishing a Regional Development Agency Through SINED

Panel:

Tim Gardiner,
Indian and Northern Affairs Canada

Dennis Patterson,
Nunavut Tunngavik Inc.



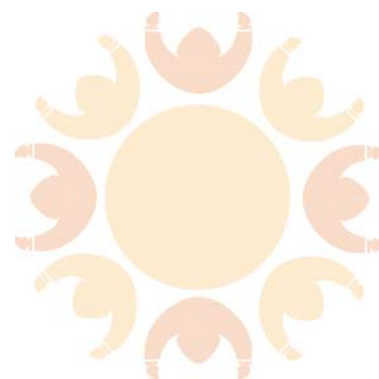
Regional Development Agency

Key points from the panel:

- Creation of a new stand-alone development agency is a key element of federal Northern Strategy.
- The new regional development agency will have same functions as other development agencies within federal system – regional program delivery, coordination of national policies, programs research and advocacy.
- In Phase 1 of implementation, INAC economic development programming will be transferred to the new regional development agency; Phase 2 will see development of new programs.
- The NEF should be revitalized and supported as a partner with INAC in developing the new agency.

Comments from breakout groups:

- The funding for the new regional development agency will come from INAC's Strategic Investments for Northern Economic Development (SINED) program.
- The Regional Development Agency should bring stability and parity in funding to Nunavut and the North.
- It is essential that the decision-making for the regional development agency be in the North, not in Ottawa.
- Nunavut agencies must have a strong advisory role in the formation of the regional development agency.
- There must be an ADM for the agency in Nunavut, and Nunavummiut must be involved in decision-making for the agency.



Panel 3: From Words to Work

Panel:

Glenn Cousins,
Nunavut Economic Forum

Michael Bloor,
Indian and Northern Affairs Canada

Alistair Campbell,
Nunavut Tunngavik Inc.

From Words to Work

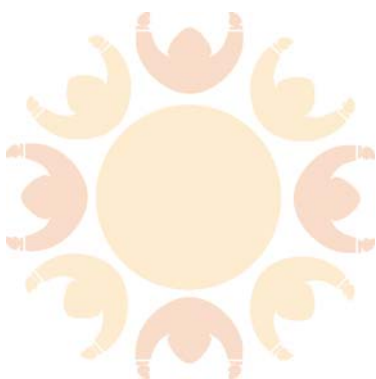
Key points from the presentation:

Nunavut Economic Forum:

- The NEF played a key role in defining how SINED would operate and invest in Nunavut, by linking federal investment in SINED to implementation of NEDS.
- NEF also played a key role in ensuring the renewal of SINED, targeting a large portion of investment to implementation of sector strategies.
- SINED includes a range of programs that support implementation of NEDS, focusing on foundational investments in mining and geoscience, fisheries, cultural industries, connectivity, parks, trade and community capacity.
- It is essential to keep NEF operating to implement the NEDS, and as a forum for promoting collaboration, obtaining consensus, and influencing the direction of government programs.

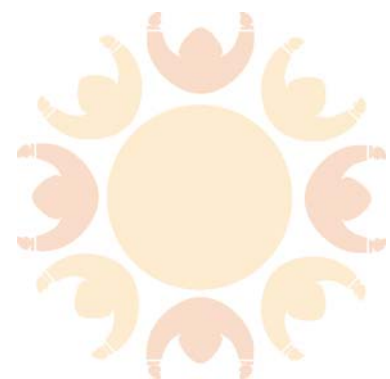
Comments from breakout groups:

- NEF has played a key role in obtaining support for development of fisheries. NEF must continue as a means of bringing together stakeholders to pursue the sector strategies.
- Funding should be identified to establish a secretariat for NEF, with staffing levels adequate to meet increasing roles and responsibilities.
- We must continue to build on the success of the NEF through ongoing implementation of the *NEDS*.
- NEF must continue to be a forum and voice for its membership, encouraging ongoing cooperation and collaboration among development agencies and between sectors.
- NEF must continue to ensure that all organizations continue to set priorities for investment within the context of the *Strategy*.



5. Wrap Up

The Conference ended with final comments by **Glenn Cousins**, who thanked all participants for their ideas and their commitment to the ongoing implementation of the NEDS. This was followed by a closing prayer. The Conference concluded with a banquet, addressed by keynote speaker **Paul Kaludjak**, President of NTI.



Appendix 1:

Summary of Recommendations by Conference Participants on Strategic Priorities

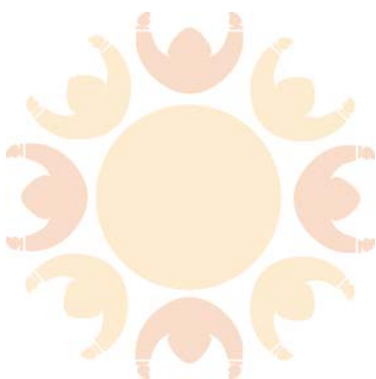
The Land

Top priorities from NEDS identified by participants:

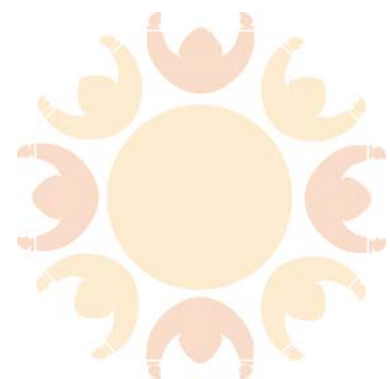
- 1.1.1 Begin comprehensive implementation of the Nunavut Land Claims Agreement obligation to establish a general monitoring program for all of Nunavut.
- 1.1.2 Implement a climate change strategy.
- 1.1.7 Complete the regional land use plans required for all of Nunavut.
- 1.2.1 Develop career profiles and training and skills programs for all parts of Nunavut's economy, including both the wage-based and land-based economy.
- 1.2.3 Develop innovative on-the-job training programs for the wage-economy and on-the-land training programs for the land-based economy.
- 1.2.4 Institute a certified program to teach the knowledge and skills required for participation in the land-based economy
- 1.2.6 Develop training programs to meet the labour force needs of the land-based economy.
- 1.2.9 Monitor economic development programming to ensure that there is an appropriate balance in support for the land-based and wage-based components of Nunavut's economy.
- 1.3.2 Renew the participation of elders in teaching in every school in Nunavut.
- 1.3.4 Complement formal science with Inuit Qaujimagatuqangit for a better understanding of our land and its natural resources.
- 1.3.5 Support measures to protect Inuit intellectual property in Canadian law and international Conventions.

Additional comments by participants on Strategic Priorities:

- Traditional activities must be viewed in terms of their very real contribution to economic activity in Nunavut, to ensure a more focussed effort is made to support them.
- First priority is for training youth in traditional land and harvesting methods appropriate for the specific region or area.



- Second priority is ensuring the supply of nutritious country food through:
 - better marketing of country food and animal by-products;
 - establishment of market for country foods like that in Greenland;
 - increased transport of country foods among communities;
 - investment in harvesting infrastructure (community freezers, processing plants);
 - reduced transportation costs for traditional economy.
- Harvester support programs must be continued.
- There is a need to review and address regulations that restrict traditional economy.
- *IQ* must be recognized and promoted:
 - Knowledge of elders must be incorporated into the land use planning process;
 - Studies are required on how *IQ* may be applied to community governance and to work, and on the impact of cultural teachings on youth.
- Develop opportunities in the wage-based economy that also support our traditional lifestyle (e.g. hydrographic mapping, or small tools mechanics courses and fur program at Arctic College.)
- Formal research on how much of the Nunavut economy is represented by the land-based economy is essential as a basis for establishing and implementing measurable indicators of success.
- Programs that enable community residents to participate in planning for sustainable resource development are required.
- NEF should consider how data currently being gathered by NPC on wildlife habitats, community demographics and future economic opportunities can be utilized in an updated NEDS.
- Skills development for Inuit to participate in mining development is critical.
- There is a need to actively pursue geoscience research.



Our People

Top priorities from NEDS identified by participants:

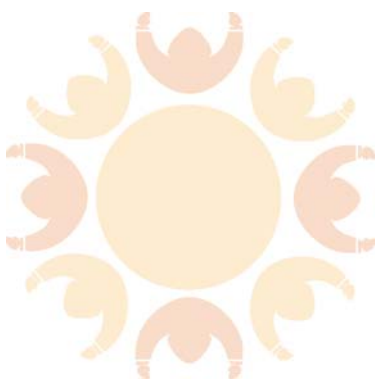
- 2.1.2 Implement a comprehensive, inter-agency youth job program.
- 2.1.6 Create jobs and work experience opportunities for youth, particularly through co-op programs combining work and education.
- 2.1.9 Develop programs for leadership, entrepreneurship and other skills.
- 2.2.4 Expand and strengthen math and science, numeracy and literacy programs in Inuktitut and Inuinnaqtun, as well as in English and French.
- 2.2.9 Conduct a comprehensive evaluation of our education and training programs to ensure they are meeting our basic needs.
- 2.2.11 Research and report on the educational and skill levels of Nunavummiut and identify gaps in relation to economic opportunities and share this information with communities.
- 2.2.15 Support a Nunavut curriculum relevant to students' experience, including academic knowledge, vocational and trades training, land skills education and cultural education.
- 2.3.3 Include an assessment of the readiness of the local labour force and business sector in the timing of our capital projects.
- 2.3.7 Promote private home ownership and personal investment in housing, taking into account the need for measures to assist with maintenance and upkeep costs.

Strategic Priorities from NEDS completed:

- 2.1.5 *Develop a youth strategy for Nunavut that addresses the role of youth in our economy is complete, but the many different strategies developed must be linked together.*
- 2.2.7 *Complete work on the Nunavut Adult Learning Strategy and identify priority areas for strategic investment in post-secondary education over the next 20 years and develop a corresponding implementation strategy is complete, but an implementation plan must still be developed.*
- 2.2.20 *Partner with municipalities to ensure training for municipal staff is complete through establishment and operation of Municipal Training Organization.*

Additional comments by participants on Strategic Priorities:

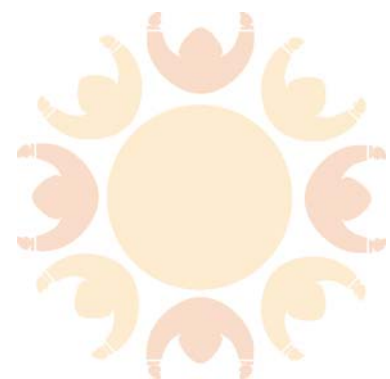
- 46% of Nunavummiut have not graduated from high school.



- We need to prepare students for high school just like we do for employment;
- We need to encourage Nunavummiut to go back to school;
- We must provide more Inuit language and culture in all school programs;
- There is a need for multi-option programs geared to career development that lead to grade 12 graduation;
- High schools must prepare students for the workplace.
- All approaches to education and training must be based on a clear strategy for achieving a high level of literacy and numeracy.
- Youth on-the-job training programs are very important element of the *Strategy*:
 - We must provide youth with skills and then match them with available jobs;
 - We must continue to support the desire of youth to learn *IQ* and participate in land-based programs;
 - Non-graduates should be targeted for work experience programs.
- Education and training must remain high priorities in any future planning:
 - Continue community-based trades training;
 - Provide strong encouragement for students to continue post-secondary education;
 - Inventory facilities that can be used to support community-based delivery of trades and apprenticeship training;
 - Emphasize programs for adult learners in the *Strategy*;
 - Development of a vocational program for high school should be added to the *Strategy*;
 - Nunavut Sivuniksavut programs should be available in Nunavut.
- The content of *IQ* affords limitless opportunities for inclusion in Arctic College, high school, elementary, adult education and workforce education programs.

Housing and schools are top priorities:

- Continue to use NLCA to leverage more infrastructure funding;
- Provide funding to renovate houses to be more reflective of the Arctic climate and traditional lifestyle;
- Maintain housing and school projects to provide more trades training for Nunavummiut;
- Add pre-trades and apprenticeship programs to high school curriculum.



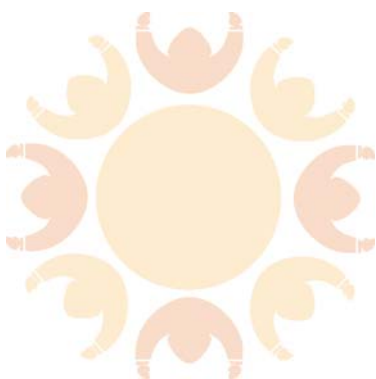
Our Community Economies

Top priorities from NEDS identified by participants:

- 3.1.1 Create inter-agency (government and Inuit organizations) Community Development Committees to support community planning, and to prepare a joint response to community initiatives.
- 3.1.2 Support collaborative “circle-of-support” organizational structures at the community level.
- 3.1.5 Make training in CED available to municipal council and community economic development committee members.
- 3.2.10 Work with Nunavut’s local businesses to help them win government contracts, particularly through full implementation of the obligations of Article 24 of the NLCA, by improving access to governments’ electronic tendering systems, and by splitting projects into smaller contracts that local firms can manage.
- 3.3.2 Provide information on Nunavut’s economy, sector opportunities, and available economic development programs, in a CED directory.
- 3.3.4 Make the implementation of the community development plan the primary task of the community economic developer.
- 3.3.9 Assist communities to take the lead in community economic development planning and development initiatives.

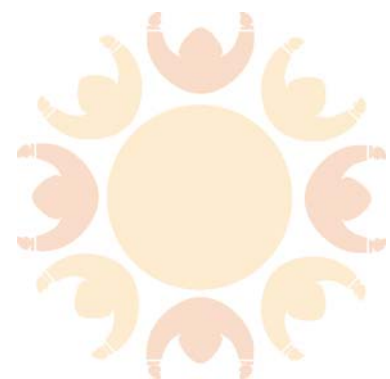
Strategic Priorities from NEDS that have been completed:

- 3.2.7 *Design and implement a “business aftercare” program to help small firms maintain and expand their operations; this is handled by Community Futures groups.*
- 3.3.12 *Support the growth of the Nunavut Economic Developers Association, and commit to informing its members of all government and development agency activities, as a matter of routine.*
- 3.3.14 *Support the Nunavut Broadband Development Corporation, to help ensure that every community has access to high-speed Internet services, and that these services are available at a public access centre where translation and interpretation assistance is available.*



Additional comments by participants on Strategic Priorities:

- Invest in community positions:
 - Better understanding of and support for EDO role is needed;
 - Provide SAO and EDO mentoring and training;
 - Develop and implement consistent training standards from GN for EDOs.
- Devolve decision making as much as possible to communities and to the end client:
 - Ensure that champions are from the community;
 - Form local community working groups to address training needs;
 - Provide governance training to Hamlet Councils to allow Hamlets to become more strategic in their planning;
 - Provide support program for community planning.
- Use investment in housing as a means for stimulating the economy and investing in the communities.
- Transportation is a major impediment to real development; there is a need to revise the approach to government fuel purchasing.
- Provide services to small businesses in communities:
 - Establish better small business support systems;
 - Give youth the opportunity to be involved with and learn about business;
 - Ensure federal programs are delivered efficiently, effectively and are specific to Nunavummiut;
 - Increase banking services in small communities;
 - Keep governments accountable for providing contracts to Nunavummiut.
- Provision of support to IBC should be added to the *Strategy*.
- Continue to provide support for development and operation of broadband.



Our Territorial Economy

Top priorities from NEDS identified by participants:

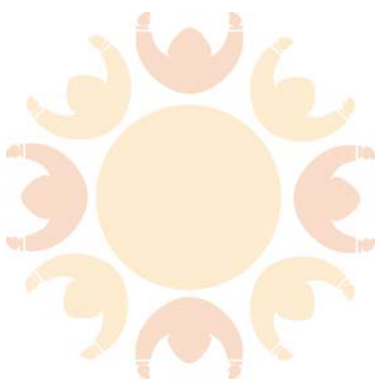
- 4.2.2 Assess the opportunities that sector developments provide to community-level businesses and support efforts to improve access to these opportunities. For example, in the fishing industry, work must continue on attaining greater control of the adjacent resource.
- 4.2.6 Support development activities that contribute to the requirements for capital formation in each of four areas required for wealth creation in the Territory.
- 4.2.7 Incorporate strategies to link the arts sector and cultural industries in Nunavut to other economic sectors and into sector action plans.
- 4.3.3 Initiate community consultations and environmental impact analysis of proposed routes for the Nunavut to Manitoba Road.
- 4.3.7 Secure a commitment to undertake a hydrographic charting program for Nunavut's coastal communities.
- 4.3.8 Invest in air, marine, and surface transportation infrastructure that support community access to economic opportunities.
- 4.4.4 Establish programs that support trade of food products among Nunavut's communities.
- 4.4.5 Establish a Nunavut Commission on Food Autonomy that will explore how Nunavummiut can improve their diet and nutrition, how communities can strengthen local food production and distribution, and how reliance on southern food imports can be reduced.
- 4.4.7 Investigate other areas where inter-community trade might be practical and supportive of Nunavut's overall economic development.

Strategic Priorities from NEDS completed:

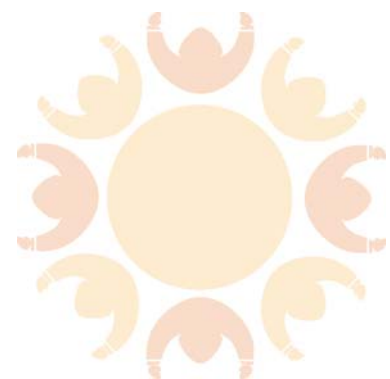
- 4.3.1. *Establish broadband networks in all Nunavut communities that are accessible by municipal government, community-based organizations, and by the private sector, is complete.*

Additional comments by participants on Strategic Priorities:

- In the current economic crisis:
 - Private sector must still lead development;
 - GN must maintain spending on enhancing physical capital;
 - We must continue to focus on diversifying the economy.



- Continue investment in satellite bandwidth:
 - Bandwidth will be essential in providing affordable digital connectivity to meet future needs, including video conferencing;
 - Making broadband affordable for those that continue to pursue a traditional lifestyle should be added to the *Strategy*.
- Invest in infrastructure to support development of various sectors:
 - Upgrading of municipal services;
 - Hydrographic mapping;
 - Marine, surface and air transportation infrastructure;
 - Infrastructure investments in culture and traditional economies.
- The Nunavut Implementation Panel must actively push all parties to make implementation activities a priority: Articles 23 and 24 of the NLCA must be fully implemented.
- Schools should be encouraged to teach students about the NLCA.
- Development of renewable energy sources should be added to the *Strategy*.
- Assist individuals and local businesses to adopt more traditional skills to participate in both land and wage economy.
- Export markets:
 - Shift our export market focus to high and elite markets;
 - Maintain Nunavut brand;
 - Continue the Igloo tag for arts and crafts.
- Priorities for Commercial Fisheries are:
 - Publicly funded development of Nunavut fisheries science agenda;
 - Development of action plan with secure implementation funding;
 - Lobbying for access by Nunavummiut to adjacent fisheries resources;
 - Fisheries infrastructure in communities, including ports.
 - New regional development agency must address access to financing for fisheries development;
 - GN Environment's Fisheries Development Diversification Fund should fund coastal inventory projects, exploration, subsidies to establish fisheries, and research.
- Priorities for Cultural Industries are:
 - Increase investment in training and infrastructure to ensure Nunavut builds a healthy cultural industry, and engages more



youth in industry;

- Recognize, support and promote art as a major part of our economy.
- Priorities for Tourism Industry are:
 - Establish agencies to package tourism products of Nunavut tourist operators.
- Priorities for Mining are:
 - Maximize local benefits of projects;
 - Provide training to get Nunavummiut into 900 positions available in current active mining projects;
 - Work towards streamlined regulatory system and competitive tax policy;
 - Invest in geoscience;
 - Ensure mining coexists in healthy relationship with wildlife, harvesting and environment.

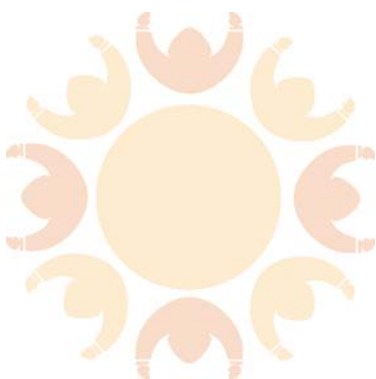
Implementing the Strategy

The NEF must:

- Build on success to date through ongoing implementation of the *NEDS*;
- Continue to be a forum and voice for its membership, to encourage ongoing cooperation and collaboration among development agencies;
- Identify funding to establish a secretariat for NEF with staffing levels adequate to meet increased roles and responsibilities.

Planning for establishment of the new Regional Development Agency for Nunavut should:

- Create an Assistant Deputy Minister position located in Nunavut;
- Ensure that Nunavut agencies and Nunavummiut have a strong role in decision-making for establishment and operation of the agency.



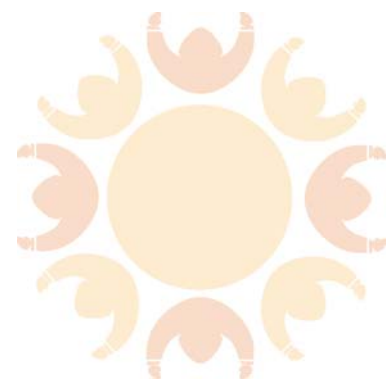
Appendix 2:

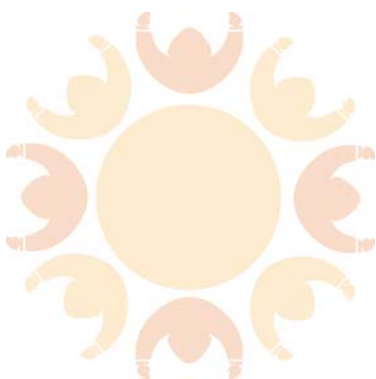
Summary of Comments from Evaluation Forms

The Land

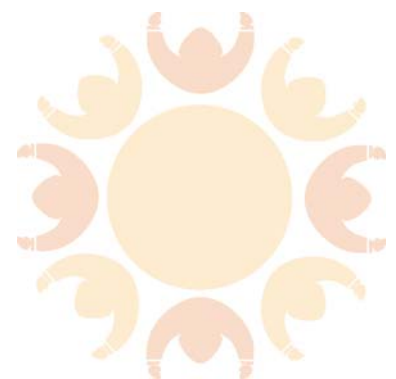
Conference participants were asked to fill out Evaluation Forms and provide comments on the effectiveness of various aspects of the Conference. These comments are summarized below, and will assist the NEF in the organization and planning of future Conferences.

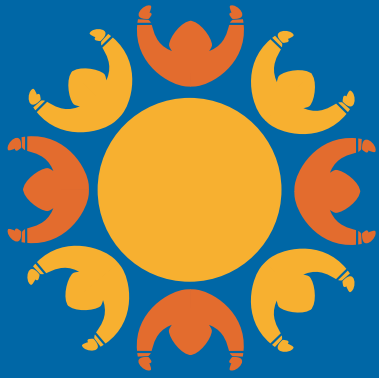
1. Did the conference meet your expectations?
 - Overall, the conference was very organized and the opportunities for input and feedback were good. However, speakers should have been given the same amount of time for presentations.
 - There should have been more private sector operators and more youth involved in the conference; there was too much emphasis on government this time.
 - There could have been a networking assignment to collectively deal with and resolve issues raised, with more time spent discussing recommendations rather than summarizing what was said.
 - There was too little time allotted for many speakers and panellists.
2. Were the moderators knowledgeable and prepared for the issues presented and discussed?
 - The moderators did an excellent job; it was helpful that one moderator spoke Inuktitut and one Inuinnaqtun. However, they should not be adding their comments when handing the microphone to the next speaker.
 - The presenters were interesting and knowledgeable.
3. Was the format (i.e.: panels, agenda, pace, layout of the conference) suited for its purpose, which was to review and evaluate the progress of the NEDS?
 - Yes, to a degree; some of the panels were too large, and there needed to be more local business people involved.
 - The conference agenda was very full, and there was not enough time to complete the participant input forms.
 - There was too little discussion of how the presentations related to the NEDS. A summary from the previous *Sivummut* should have been presented as an update to measure the success.
 - There should have been a summation or wrap-up process so participants could be informed as to what recommendations were given by participants.





4. Did you find the Participant Workbook and the resource material useful?
 - The Workbook was very useful. However, there was almost too much information provided in the workbook, and the Workbook could have been clearer by having strategy referred to being identified clearly.
 - Each section of the Workbook should have provided an update on the success of the strategies identified in 2005.
5. Did you feel you were given sufficient means to input?
 - Yes, but the schedule was very tight. Not enough time was given for Elders and Inuit participants, especially for older ones not in administration.
 - To a degree: speakers could have spoken less and made their presentations short and to the point. That way we would have had more time for interaction and discussion between ourselves, since it is so rare to meet people from all over Nunavut.
 - More formalized breakout group discussions that report back to the conference would be valuable.
6. Please rate the venue and its services.
 - The venue was very good, and services/servers were clean, punctual and friendly. The food was appreciated.
 - The translators should be in a different room as we can hear them translating while the speaker is talking.
7. Suggestions for Next Steps
 - Collect all information from the Conference, compile and share with all participants for feedback. A mailing list could be compiled to offer future publications resulting from this conference.
 - We need to update the NEDS based on actions already taken and the emergence of new priorities.
 - Prepare a matrix of what has been achieved to date and what is still to be done. This should include timeline with who is responsible for specific activities, and should be available for *Sivummut IV* so we can focus on actions taken and be proud of our successes.
8. Other comments:
 - Overall, good conference – job well done.
 - All presentations should have been made available to the participants in the binders or during the meeting.
 - Keep up the good work. It is important that adequate funding be put in place to ensure NEF continues to operate effectively. This is more important as the new economic development agency becomes a reality.





Nunavut Economic Forum

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