

NEDS Roundtable

Rankin Inlet Session, September 17-19, 2013

Unearthing Resources Old and New

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Nunavut Economic Forum
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Nunavunmi Pivalliarnirmut Katimaniq
Forum économique du Nunavut

Executive Summary:

The third session of the Nunavut Economic Strategy (NEDS) roundtable in Rankin Inlet considered how to make the best use of all of Nunavut's available resources—human, renewable, infrastructural and financial.

To reflect the four strategic priorities from NEDS1, participants were asked to focus on one of the following:

- The land
- The people
- Community economies
- The territorial economy

The Five Questions:

Each participant addressed five questions in their presentation that followed the four strategic priorities.

- What resources are available in Nunavut?
- Are we well-positioned to use these resources?
- How effectively have resources been used?
- What challenges face these resources?
- What options are there for the future and the prospects of these resources?

Some groups provided more in-depth responses than others, but all presentations led to cross-cutting conclusions and good discussion. Each group raised its own answers, however,

one common outcome was the reaffirmation that various sector organizations are working towards the same end goal. Nevertheless, there remains a need for better collaboration in most areas.

The results from the discussion on the five questions revealed some interesting insight the following highlights:

- Nunavut has an abundance of natural resources that can contribute to economic development;
- Strong policies on land and resource development along with good long term relationships with funders also help to place Nunavut in a favorable position;
- Human capital will be the key to unlocking Nunavut's potential;
- Nunavut has generally demonstrated that it is well-positioned to use the resources available but stronger linkages with education and training is needed;
- The resources tied to economic development need stronger social development connections.

Strategic Priorities

The four strategic priorities of NEDS1 provided a natural way to divide the groups who are working towards NEDS2. At the Rankin Session, participants were grouped according to these priorities to allow for more effective focus in the in-depth conversations on education, poverty, literacy, languages and other key issues.

With respect to Nunavut’s lands, the ownership and Nunavut-centric decision-making process are key to successful economic development. People and the land are closely linked since land-based economic development can be used to foster social development. Social development should focus not only on using economic development to reduce poverty but on providing stronger literacy skills and education as well as a wider range of training options.

As capacity varies among the communities, regular reviews of NEDS are, and will be, needed to ensure community-based economic development is reflective of local and regional realities. From a territorial perspective, economic development in many of Nunavut’s sectors are attractive on the world stage and from a pure growth perspective, Nunavut’s economy is healthy. Nevertheless, various development factors need to be included in the future measures of a strong economy for Nunavut in the next ten-year economic development strategy. Therefore, more consideration must be given to linking economic and social development initiatives.

The Round Table discussed the need to focus more on engagement of Nunavummiut into the further development of the economy. As GDP increases, so do opportunities. Increased opportunities result in increased productivity which can lead to increased wellness. This needs to be kept in mind going forward to NEDS2.

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List of Participant Groups:

The Land

Aboriginal & Northern Development Canada (AANDC);
Kitikmeot Inuit Association (KitIA); Nunavut Tunngavik Inc.
(NTI); Qiqiktani Inuit Association (QIA)

The People

Kitikmeot Inuit Association (KitIA); Nunavut Arctic College
(NAC); Kakivak Association; GN Department of Family Services
– Career Services*; Nunavut Fisheries & Marine Training
Consortium; Nunavut Literacy Council

Community Economies

GN Department of Family Services - Poverty Reduction;
Kakivak Association; Kivalliq Partners in Development (KPID);
Nunavut Economic Developers Association (NEDA); Nunavut
Community Futures; Agnico Eagle Mines (special guest)

Territorial Economy

Canadian Northern Economic Development (CanNor); GN
Economic Development & Trade (ED&T); GN Department
of Environment (DOE) Chamber of Mines; NWT & Nunavut
Construction Association*; Nunavut Arts & Crafts Association
(NACA); Nunavut Offshore Allocation Holders Association;
Nunavut Tourism; Baffin Regional Chamber of Commerce
(BRCC)*

* Unable to participate.

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A Resource Overview

Question 1: What Resources are Available in Nunavut?

A wide swath of resources were identified as ways for Nunavut-based organizations to achieve economic progress. Resources, from the perspective of the many different sector organizations, ranged from tangible and well-known natural resources to intangible human and social resources as well as relationships, which are hard to measure in worth.

Highlighted Resources:

- Abundant natural resources, including mining, fishing, tourism;
- Strong policies at the local, regional and territorial level on social, land-use and resource development issues;
- The development of major projects such as the Mary River Project have led to Inuit Impact & Benefit Agreements;
- Long-term funding and good relationships with government;
- Sector-specific strategies such as a Tourism Strategy and a Mineral Development Strategy;
- Strong partnerships with other NEDS participants.

The Human Resource

While the highlighted resources were raised by the individual presentations, the conversations that followed consistently identified the biggest, most promising resource in Nunavut: people. Nunavut has a young population able to work for years

to come. The young population is a key to unlocking Nunavut's productivity and the large demographic should be considered an important resource. The challenge will now be building capacity within it, but more on this topic is discussed in the context of questions four and five.

Cross-Sector Cooperation

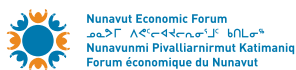
Strong, established relationships exist between the sectors, funders, governments and others such as training groups. The group consistently agreed this established process helps groups effectively deliver projects that help build the economy and build capacity. Clearly, this does not mean some of the processes do not have their challenges but instead that groups are aware how to work within these processes.

The Nunavut General Monitoring Program exists as a source of valuable data that can help not just governments but other sectors and the NEDS2 process as well. Consideration to sharing the Information from the NGMP and making it public should be given.

Funding and Devolution as a Resource

Established [federal] funding, while limited, is an important resource participants identified. As a resource, government development funding will always remain a challenge but it's nevertheless an indispensable one. Discussion built off this fact and drew the connection between government priorities, for example, programs and devolution as resources. As Nunavut takes steps towards such priorities, some new resources may flow from them as well. Further, key government programs such as Strategic Investments in Northern Economic Development (SINED) are time-specific programs offering valuable information and can help advance development in the territory.

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Positive Notes

The economy, and the fact Nunavut now has a relatively strong one, is a resource that didn't exist 10 years ago. When NEDS1 was conceived, the existing benefits of a strong economy weren't there to help drive development.

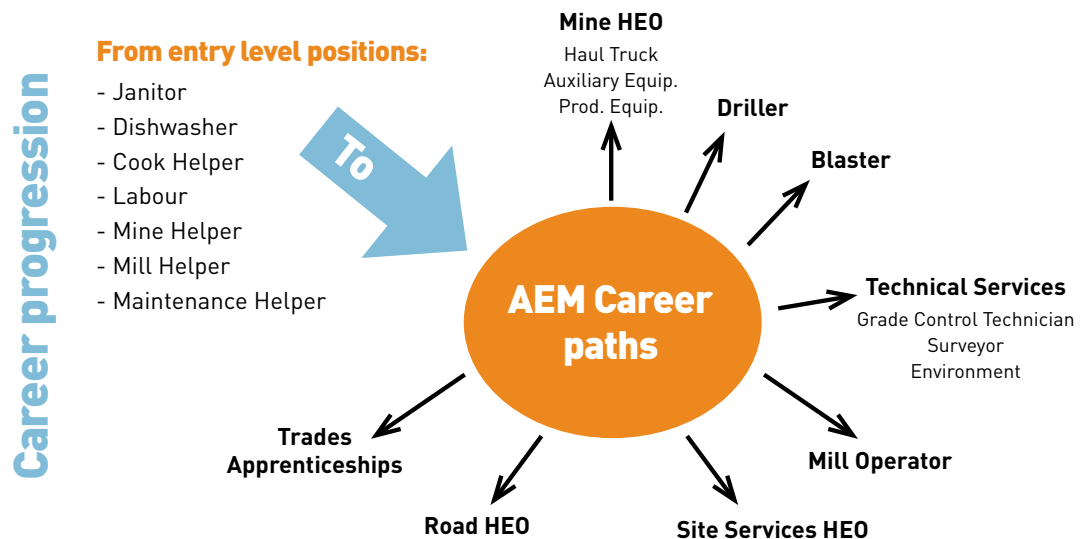
Maximizing Resources

Question 2: Are we Well-Positioned to Use the Available Resources?

In some cases, particularly with regard to mineral development, natural resources are being used to develop human resources and build capacity which will ultimately benefit not just those directly involved in the sector in question, but will have spin-off benefits for other sectors as well. One way to maximize resources is to foster broad-based training that will help people to advance within their respective organizations and communities.

Mining a New Workforce

In some cases, particularly with regard to mineral development, natural resources are being used to develop human resources and build capacity which will ultimately benefit not just those directly involved in the sector in question, but will have spin-off benefits for other sectors as well. One way to maximize resources is to foster broad-based training that will help people to advance within their respective organizations and communities.



Big Projects, Big Support

Large mining projects will always provide on-site training for certain occupations because of the available type of work. What lacks at this point, however, is potential support for community-driven programs such as the Arviat Drillers Program, occupational standards and a more involved role for Nunavut Arctic College. This highlighted the territory's inability to use resources cohesively or approach big projects holistically. Nunavut needs more synergy between sectors. There are examples where this is happening such as the mining sector offering carving opportunities to employees who, in turn, support the arts sector. But there are examples where there could be more cohesion such as training on heavy equipment. At the mine, employees receive a license valid on the mine site alone; transferring that skill to another career area (e.g. hamlet truck driver) is not easy. However, given the relationships that exists between the mining sector and communities, Nunavut is well-positioned to effectively address and change these limitations.

Future Funding Unclear

The current funding cycle for programs like Strategic Investments in Northern Economic Development (SINED), which has contributed much toward development in the territory is now reaching an end. Despite the strong successes of the first round of SINED funding the future of the program is now unclear and CanNor has yet to clarify what initiatives might be forthcoming or continued. The longer term future status of financial incentive programs offered by the Government of Nunavut is also not clear at present with the October election and a new Government pending.

The fruits of this program in Nunavut since it was created has been a main driver of the economic development seen in the territory.

A Resource Review

Question 3: How Effectively Have Resources Been Used to Date?

There are clear signs of progress and the effective use of resources to date. From an output perspective, the fact of a stronger economy and more significant GDP is proof resources have been used to achieve results. By aligning collective goals in NEDS1, some sector groups said it helped shaped their own internal policies. Further, the development of sector-specific strategies have focused on aligning the resources (be it human, funding or other) and have helped align individuals and organizations under common goals.

Social Development Lacking

Nevertheless there was a quite frank discussion noting that while resources help drive traditional economic development, the same cannot be said for social development. In fact, its only been in the last few years with the creation of an anti-poverty secretariat, this issue has begun to be addressed. Today, there exists rampant poverty, low levels of education and literacy and inadequate housing options for Nunavummiut. From a social development perspective, more is required to ensure that resources are being used effectively. Economic development done with social development in mind will help address some issues, and this is happening within some sectors. Hopefully, as major employers become more engaged in the affect of social issues on their operations, there will be more desire to find solutions.

A “Strategy” Strategy

The expression “a strategy to manage strategies” was used as the group looked at multiple strategies and polices that exist in Nunavut. A strategy for strategies might help the many



social and economic issues that on the surface do not seem to be related —but perhaps should be. For example, the Family Violence Strategy and the Housing & Homelessness Strategy are not linked, but could be. When economic growth is put before social development, wealth is created which is useful to address basic poverty, however, newfound wealth can also increase the number of social issues that arise. Examples were given with regard to Meadowbank and the increase in the issuance of alcohol permits, as one example. Therefore, there's desire to ensure the NEDS2 strategy to act as the linkage of issues through training and development. The group felt this needed to be looked at from the territorial level in order to be most effective.

Health and Education Vital Sectors

The absence of representatives from both the Health and Education sectors at the NEDS roundtables was noted. Both groups offer valuable resources and their presence in the discussions could go a long way to help build relationships. After all, relationships for many sectors are the main reason that limited resources have been effectively used in Nunavut. One presenter noted we may not always like the process, but we have developed a way to work within it to make effective use of what's available.

Resource Challenges

Question 4: What are the Key Challenges/Issues on Our Ability to Use these Resources?

At a macro level, the biggest challenges facing all sectors are the funding limitations, the limited infrastructure and challenges with education and training. While groups identified good, existing relationships, one challenge is fostering relationships into something that can help with economic and social development. Each presenter identified unique challenges to their ability to use resources. Funding limitations affected all sectors whether in the amount of money available, the narrow scope to where it could be applied and/or the need for operational funding from various governments to support programs.

More On-job Training

Education and training, especially on-job-training, were identified by all groups as areas to work on in order to ensure Nunavummiut are prepared for opportunities.

Groups can train more effectively by collaborating where cross-sector skills are concerned. In some instances, such as the success of the Kivalliq Mine Training Society, regionalization of resources makes sense. In other areas, training can be broader and sectors could work together more effectively. At the end of the day, a skilled and trained workforce benefits all of Nunavut, not just one sector over another.

Earlier Literacy

Literacy remains the keystone to ensuring successful, beneficial training and a skilled workforce. We need to address basic literacy in Nunavut with a look at how literacy impacts on social and economic outcomes. The need for better early

childhood education programs is one challenge the group wasn't certain is being addressed adequately. This relates to the issue of poverty and how social development has been lacking from NEDS1. Not having adequately addressed poverty makes it challenging to move forward on a social development front. It was discussed that NEDS2 has the potential to link social and community economic development but at present, as one participant noted, there is a fragmented work being done on the issue.

The Territory Paradox

The relationship Nunavut has with the Canadian government is challenging. On one hand it is needed for financial support and on the other the goal remains devolution. There's a dependence on the government through the structure and limitations of funding programs. Further, more resources will be needed to ensure successful devolution. One example is that AANDC has never been fully staffed. If this is not addressed before devolution occurs, it means a partial resource will be lost and Nunavut will be facing future capacity challenges. Nunavut and sector organizations must "walk before we run," as one participant put it, while becoming more flexible with the government agencies who support them. In addition, there are significant challenges many at the community-level are facing with respect to economic development funding. With uncertainties it is often challenging to undertake long-term planning since community economic development is at the mercy of government funding cycles and priorities. Also, often there is money for programs but none given for their implementation or operation; this makes it a challenge to deliver well-intended and sustainable programs.

Regular Reviews

Linking community economic development plans with the outcomes of NEDS1 remains a challenge. There was a desire to have regular reviews of NEDS1 to ensure communities are engaged. The linkage of community plans to the strategy as well as regular reviews of the strategy help would better oil the mechanism between sectors, highlighting where collaboration can exist. NEDS1 was a driver for SINED and NEDS2 offers an opportunity to present ways sectors and other parties can work cohesively with to overcome challenges.

The Future of Resources

Question 5: What Options are there for the Future and the Prospects of these Resources?

Looking forward to the next 10 years, the biggest opportunity to drive productivity and development stems from improved economic circumstances over the past 10 years. Resource development—including mining, fishing and related spin-offs—have been a significant driver of training and education and enabling the transfer of skills between sectors. It's hoped the next 10 years will see a refreshing picture of economic development in Nunavut, or as one participant put it, “a songbook which we are all signing from to create a sustainable economy in Nunavut.”

Sharing the Load: Complementary Support Sectors

Key sectors such as mining, construction, arts and crafts, tourism and fishing are of obvious importance. However, business opportunities can grow from these sectors that are key the success of other sectors. As an example, businesses that support the resource sector includes construction, food and hospitality services, airlines and other transportation, so, investment in these will help support other sectors. The groups involved in NEDS2 should ensure the resulting strategy enables sectors to share the load of development to these support services with investing in education, training, literacy and eliminating other barriers to productivity.

Pillar-specific Perspectives

The Four Pillars

The strategic priorities of NEDS I were grouped in strategic planning categories to encompass four types of capital: (i) natural (ii) human (iii) organizational and (iv) physical. At the Rankin Inlet session, participants (who were grouped by “the land,” “the people,” “community economies” and “territorial economy”) presented responses in these areas to allow for more in-depth conversation on education, poverty, language, literacy, housing and other key issues.

The Land

Ownership is Key

Right now a large portion of Nunavut’s lands where development is taking place are Inuit-owned. All presenters touched on the vast potential of the land as a contributor to many economic sectors which also link clearly with social development. A high degree of autonomy ensures that Inuit interests in resource development are represented, benefits maximized and risks minimized. However, only after devolution, once full control of land resources is gained, will Nunavummiut will feel in control of their own economy. Important steps such as map-staking, streamlining regulations, promoting geoscience, Canadian High Arctic Research Station (CHARS), playing a role in climate change and investing in education are all part of the build-up to devolution. Nunavut’s full ownership and control of natural resources will go along way towards a feeling of controlling its own destiny. Until then, the potential offered through programs like Nunavut General Monitoring Plan (NGMP), the Geo-mapping For Energy and Minerals Program (GEM) and others should be harnessed.

Land and People Go Hand-in-hand

Regional Inuit Associations (RIA) suggested social development support be undertaken through the same processes that helped develop the economy in the area of lands. Land-use plans, community land and resource committees and Inuit impact and benefit agreements all offer potential for RIA's to link social development with mainstream economic development. With an increase in major projects expected over the next few years, there's an opportunity to improve not just the economic conditions of the territory but the social ones as well by linking the strategic pillars of "the land" and "the people."

Decision-making Closer to Home

Participants raised the issue of consultation and local decision-making. One said the biggest current challenge with land development was decision-making happening in faraway places like Ottawa or Winnipeg with little input from local jurisdictions themselves. And, with high turnover at many of these distant organizations, some groups felt frustrated about the constant need to reeducate people who hold decision-making power.

The People

Economy Only as Strong as its People

The strength of an economy depends on the people who contribute to it, and an important area for collaboration in Nunavut is in training and skills development. While primary and secondary school are critical to skills development, the NEDS roundtables so far have focused on training programs at the post-secondary level. Training can help reduce poverty, but if the population isn't properly trained, future generations will also fail.

***Bigger, Better Training***

Group discussion brought up the desire to see more meaningful training. With heavy government funding currently influencing training delivery, it has become “a numbers game.” As an example, a preferred outcome would be to see 10 people trained for positions where they can make \$50,000 to \$100,000 a year as opposed to training 100 people to make \$10,000 a year. The impact is longer lasting and farther reaching.

Nunavut-specific Training

Training is needed in a number of areas but the reality is that the resource and construction sectors will continue to dominate training needs since these are sectors with “shovel-ready” immediate projects coming online in the next few years. They are also the sectors where there exists training programs that can be easily tailored to Nunavut. Others, like the Nunavut Teachers Education Program, which right now allows graduates to teach Grade 6 and under, take more time. General consensus was that community-based training results in the best outcome. Realistically, though, not every community is able to offer all training. All levels of government and the respective sectors could work together to come up with a solution. Training should reflect Nunavut realities and offered in a way that maximizes the number of people looking for skills development.

Proactive Training

At present, each sector seems to take its own approach to training and is missing opportunities to collaborate on some training programs. Government-funded training programs have been reactive for the most part, responding to the industry’s calls for people and skills. While this is needed and good, many times, sectors cannot wait and consequently create their own training programs, often quite successfully.

Groups like NAC have also seen success with proactive training for real jobs—many of which have been focused on the mining sector.

Mining as Training

The Kivalliq Mine Training Society has been a crucial partner in ensuring that training is available for the mining industry. The KMTS also reaffirmed the need to think outside the box. To date, mine training has been regionally focused since mine partners required it that way. But, while securing much-needed federal was crucial, getting federal government support for regionally focused initiatives is challenging.

Fishing as Training

Another example is the fishing sector; employment opportunities await those who are trained for it. This sector has been focused on training Nunavummiut for all levels of work in the fishing industry for year, but the sector has approached it a bit differently than the mining sector by taking a territorial wide approach as opposed to a regional focus. There are challenges (infrastructure is lacking and anything longer than three weeks or training which is water-specific requires participants to leave Nunavut) but the sector has a plan that is helping to gradually produce a skilled workforce. The workforce also has transferable skills should someone want to leave Nunavut—an important point empowering people with options.

Literacy Important

Groups suggested literacy be embedded into training across the territory. As noted in the NEDS2 Iqaluit session, literacy is about more than reading and numeracy skills; it's about general understanding. There have been several successes of non-formal programs implemented with structured learning programs outside the classroom. Non-formal learning with embedded literacy skills development for youth and young adults is something all the sectors could support.

Socio-Economic Offshoots

When we talk about development we should talk about social issues—an emerging theme first raised in the Cambridge Bay session. Yet, there’s presently no mechanism to do so. As one participant noted, “there is no Nunavut Impact Review Board for social and cultural issues.” The best way to use resource opportunities is to link community wellness with community economic development.

Community Economies

The Canary in the Coal Mine

Groups used the term “canary in the coal-mines” to describe Nunavut’s community economy—the context being that community economies are inextricably connected to other pillars, so growth or failure of a pillar directly impacts the economic well-being of communities and vice-versa. Resources in communities overlap with other sectors and pillars. This is seen in training programs aimed at building business capacity. Community economic development (CED) plans are important tools to outline the community’s wishes and where to place priorities.

Capacity from Community-to-Community

As priorities in the territorial economy shift, it impacts the community’s ability to deliver on a CED plan. Business development takes time at the community-level but is integral to community development. In addition to challenges of labour and infrastructure shortages faced by community businesses, the regulatory and licensing system are also in need of review. Good collaboration between regions on collective resources is key because the capacity and role of each CED office varies so much from community to community.

Reviews Needed Often

Socio-economic indicators are a valuable measure and should be used more. By engaging affected parties with reviews, challenges can be addressed which may include policy changes. Economic development objectives should be reflected in the policies of governments. At the community level, there's a desire for a greater level of support from all levels of government to the implementation of NEDS2, which has the potential to serve as a mechanism of collaboration between sectors and affected parties.

The Territorial Economy

Butterfly-Effect Economies

The economy of Nunavut is such that what happens in one sector impacts others, like living in a bubble or the proverbial butterfly effect. A healthy economy is the basis for a healthy population and vice versa. The real strength of Nunavut lies in how well we work together. Many sectors in Nunavut are attractive on the world stage. The economy from a pure growth perspective is ready for global investment but are we ready for it from the domestic social and economic development side? One question raised was that GDP has risen by 50 per cent, but has well-being increased by the same amount? The consensus was that more training and social development is needed to take advantage of the rise in GDP. More conversations are needed linking economic development, literacy and poverty.

Cross-Sector Collaboration on Infrastructure

To be well positioned to use the existing resources our territorial economy offers, new and fresh ideas need to be considered around infrastructure development. It should be noted that every sector and priority-area raised "infrastructure" as a significant challenge. There are areas of collaboration across the sectors that can be built upon.



Infrastructure development is great, but there needs to be a specific focus about what infrastructure should be undertaken as well as where and when. This is one area where sectors can work together as opposed to compete over limited resources. Each sector has a need for new infrastructure, so it's important to keep larger and more specific goals in mind.

Nunavut is Not Alone

Nunavut is not the only territory struggling with economic development and there are lessons to be learned from other areas. It was suggested that NEDS2 look at pan-territorial strategies to work together as has been done with tourism in the past. The reality remains, however, that all territories remain at the mercy of the federal governments for their funding and, hence, priorities. The balance for now will be for sectors to find ways to make their goals fit with in government priorities.

Conclusion **NEDS2 Revisited**

Nunavut is not the only territory struggling with economic development and there are lessons to be learned from other areas. It was suggested that NEDS2 look at pan-territorial strategies to work together as has been done with tourism in the past. The reality remains, however, that all territories remain at the mercy of the federal governments for their funding and, hence, priorities. The balance for now will be for sectors to find ways to make their goals fit with in government priorities.

Beyond GDP and Increasing Social Development

The success of Nunavut's economy must be looked at with a perspective beyond GDP. A strong GDP means economic and sector growth, but GDP and economic growth can happen without actually improving productivity or social well-being. NEDS1 focused primarily on creating and growing an economy and injecting support for key sectors to grow and enhance the territory's GDP. A large success from this was the sector-specific strategies. Now Nunavummiut need more opportunities to be productive that can, in turn, lead to social well-being. The idea that the group wants to foster is that GDP creates opportunities which create productivity which creates social wellness. That's not to suggest we disengage from sector production but rather become more focuses on engagement.

The model that was discussed was:

GDP ---- Opportunities ----- Productivity ---- Wellness

The group discussed how the growth of the sectors and the pressure to get people into jobs is impacting not only the companies that are employing Nunavummiut but our well-being. There are clear measurable successes, such as an increase in graduates. However, behind that fact begs the question, what about the others who didn't graduate? Further, it raises the question of how is Nunavut going to divide its limited graduates into all the jobs needing to be filled? This creates pressure and little balance. The group's conclusion is that Nunavut does not have an economic problem but rather a severe productivity issue.

Given the big difference from the time NEDS1 was written until now, it is time to shift the economic development focus to that of social development. One lesson learned from the mining sector and like-groups is that training cannot be the sole focus. Any strategy for development must include policies to aid social development and include well-being elements in it as well.

Ottawa Needed

The NEDS2 group had good, frank discussions about the state of Nunavut's economy, what has worked and what hasn't and what challenges lay ahead. It was determined the next step will be for a smaller group to select a targeted group in Ottawa. The reality is that Nunavut does not exist in isolation, so engagement with Ottawa will be crucial. How to engage with them will be decided by the NEF board as it was felt the originally planned approach would not be the right one to undertake right now.

A significant gathering will occur in Ottawa at the end of January with the Northern Lights Trade Show and Conference. Many of themes of presentations at this conference are linked to Nunavut's economic development including sovereignty, tourism,

arts and many others. It was determined by the group that this gathering would be a more appropriate use of the NEF time to engage with Ottawa-based officials. Therefore the decision to plan the targeted outreach around this event was made.

Sectors Missed

However, federal government is not the only focus the NEDS working group needs will reach over the months ahead. Some key sectors, including the communications, construction, transportation and financial services sectors, were not participants and their input was missed. Also, as previously noted the absence of Health and Family Services was also felt.

Next Steps

The three NEDS roundtables to date have looked, in significant detail, at what has changed over the past 10 years, presenting in-depth details about key sectors and offering areas where to strategically focus in the next 10 years. The intent of these sessions hasn't been to establish a formal outline but to create suggestions on improving social development through economic development. Today, accurate and abundant information is on hand for the future of Nunavut's social and economic development.

A

Appendix

The People Pillar

Kakivak Association

Leonie Qaumariaq

Glenn Cousins

Nunavut Arctic College

Mike Shouldice

Nunavut Literacy Council

Guillame Charron

Adrianna Kusugak

Kitikmeot Inuit Association

John Main

Nunavut Fisheries Management & Training Consortium

Jerry Ward

Career Development

Department of Family Services

The Land Pillar

Nunavut Tunngavik Inc.

Travis Cooper

Brad Hickee

Qikiqtani Inuit Association

Megan Pizzo Lyall

Kitikmeot Inuit Association

John Main

Aboriginal Affairs & Northern Development

Spencer Dewar

The Community Economies Pillar

Department of Family Services

Simon Okpatauyak

Charlene Williams

Nunavut Community Futures

Val Kosmenko

Agnico-Eagle Mines

Grahame Dargo

Nunavut Economic Developers Association

Mark Morrissey

Poverty Reduction Secretariat

Ed McKenna

Nunavut Association of Municipalities*

The Territorial Economy Pillar

Economic Development & Transportation

Dustin Ferdland

Rhoda Katsak

Laura Mackenzie

Paul Suvega

CanNor

Sylvie Renaud

Nunavut Arts & Crafts Association

Rowena House

Nunavut Tourism

Colleen Dupuis

Department of Environment (Fisheries)

Sarah Arnold

NWT/Nu Chamber of Mines

Liz Kingston

Nunavut Offshore Allocation Holdings Association

Jerry Ward

The Territorial Economy Pillar

Ajjiit Media Association*

Baffin Regional Chamber of Commerce*

Nunavut Federal Council*

Nunavut Construction Association*

Nunavut Housing Corporation*

Observers

Kivalliq Inuit Association

Darrell Lister

Resources and Staff

Impact Economics

Graeme Clinton

Nunavut Economic Forum

Terry Forth

Outcrop Nunavut

Jen Hayward

* Unable to participate