

Executive Summary

This report provides a summary of a research and consultation process commissioned by the Nunavut Economic Forum (NEF) in early 2013. This document will be used in the development of the second Nunavut Economic Development Strategy (NEDS II) for the period 2014-2024.

Other key sources of information informing the planning process will be:

- The Four Roundtables, to be held in each of the three regions in Nunavut and in Ottawa
- The 2013 Nunavut Economic Outlook
- The Sivummut IV conference
- The results of a Nunavut Youth Survey

The purpose of this document was to identify, based on available reports and stakeholder interviews, the extent to which recommendations from NEDS I have been implemented with reference to the Four Pillars and Thirteen Strategic Priority Areas. More detailed information is available upon request, outlining all reported activities, challenges, and a list of related resources for each action item. A comprehensive annotated literature review is also available, with 185 entries relating to sector development, implementation progress, and socio-economic considerations.

The 2003-2013 Nunavut Economic Development Strategy (NEDS I) focused on four “key” pillars. These were:

- The Land
- Our people
- Our Community Economies
- Our Territorial Economy

Each of these pillars had identified strategic priority areas that were further divided into specific action items. Roughly two-thirds of *The Land's*, *Our People's*, and *Our Territorial Economy's* action items are either ongoing or complete, while *Our Community Economies'* action items show less than half as being completed or ongoing. It is also interesting to note that approximately one fifth of the action items have been found to be in need of revision, while another one fifth have been found to have unknown status, with no reported activities relating to their implementation.

While only a small percentage of the action items have been completed (2.8%), several have been initiated and are ongoing (59.4%). Regardless of the completion percentages, stakeholders that were interviewed during the course of this project were of the opinion that NEDS I has been a tremendous success. The NEDS I document provided the framework for the Strategic Investments in Northern Economic Development (SINED), a federal fund that contributed in excess of \$55 million in direct funding for economic development initiatives in Nunavut. NEDS I also provided the model for other sectors to develop their own strategies.

A total of fourteen interviews were conducted with various stakeholders during this research. Discussions focused around the successes and challenges during NEDS I, as well identifying factors to

consider as NEDS II gets developed. Socio-economic monitoring and assessment was a recurring theme during the stakeholder consultations, with consensus that NEDS II will need to have this type of monitoring in place to ensure that economic development is actually having a positive impact on people. It was also agreed that education and training will be crucial in order for the successful implementation of any economic development strategy in the future. Other important topics discussed were the need for a viable Nunavut Economic Forum, the importance of a detailed implementation plan for NEDS II, ensuring a manageable number of action items for the next strategy, the importance of the youth survey, and the importance of Regional Inuit Association (RIA) involvement in the development of the next strategy. These discussions, along with research done during the course of this project, form the basis for the following recommendations for NEF consideration.

1. NEDS II should be a living, working document, incorporating an implementation plan, and updated annually to reflect progress and adapted in response to new developments.
2. NEDS II should attempt to group similar action items to eliminate redundancy and reduce the overall number of action items.
3. NEDS II should include socio-economic monitoring and assessment.
4. NEDS II should be developed in collaboration with all stakeholders.
5. An adequately funded and staffed NEF will be necessary in order for NEDS II to be a success.
6. Stakeholder representatives at the NEF should have the authority and autonomy to make decisions.
7. Regional Inuit Associations (RIAs) should be represented on the NEF, and be active participants in the development and implementation of NEDS II.
8. Key stakeholders should assist the NEF in ensuring maximum participation in the youth survey.
9. Literacy must be given consideration in NEDS II.
10. NEDS II should be structured in the same way as the current plan, using the current pillars and corresponding strategic priority areas.
11. The NEF should have access to an information management system for sharing documents, information, and analysis of socio-economic data.

There is a lot of optimism and excitement in terms of the economic prospects for Nunavut. The Nunavut Economic Forum has put in place a process involving multi-stakeholder consultation and research in order to ensure the NEDS II allows Nunavummiut to be prepared to take advantage of the economic opportunities for the following decade. The goal at the heart of the economic development strategy should be to provide a high and sustainable quality of life for Nunavummiut: attaining that goal will require genuine collaboration and cooperation at all levels of government, stakeholders, and private industry.

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Abbreviations and Acronyms Used in this Report

Abbreviation or Acronym	Reference
AANDC	Aboriginal Affairs and Northern Development Canada
AC	Atuqtuarvik Corporation
AFN	Association des francophones du Nunavut
ATOCB	Apprenticeship, Trade and Occupations Certification Board
BBDC	Baffin Business Development Corporation
BFC	Baffin Fisheries Coalition
C&H	Department of Culture and Heritage
CANDO	Council for the Advancement of Native Development Officers
CCC	Canadian Chamber of Commerce
CEDOs	Community Economic Development Officers
CGS	Department of Community and Government Services
CH	Canadian Heritage
CLARCs	Community Land and Resource Committees
CLOs	Community Liaison Officers
CMHC	Canada Mortgage and Housing Corporation
CNBC	Canada-Nunavut Business Centre
CNGO	Canada-Nunavut Geoscience Office
CsC	Chambers of Commerce
CSIS	Community Skills Information System
DFO	Fisheries and Oceans Canada
EC	Environment Canada
ED&T	Department of Economic Development and Transportation
EDOs	Economic Development Organisations
EDU	Department of Education
EIA	Department of Executive and Intergovernmental Affairs
ENV	Department of Environment
FAITC	Foreign Affairs and International Trade Canada
GC	Government of Canada
GN	Government of Nunavut

Abbreviation or Acronym	Reference
HR	Department of Human Resources
HRSDC	Human Resource and Skills Development Canada
HSS	Department of Health and Social Services
HTOs	Hunters and Trappers Organisations
ICCP	Interdepartmental Committee on Capital Planning
LAN	Legislative Assembly of Nunavut
MTO	Municipal Training Organisation
MUs	Municipalities
NAC	Nunavut Arctic College
NACA	Nunavut Arts and Crafts Association
NALS	Nunavut Adult Learning Strategy
NAM	Nunavut Association of Municipalities
NAMA	Nunavut Association of Municipal Administrators
NBDC	Nunavut Broadband Development Corporation
NBS	Nunavut Bureau of Statistics
NDC	Nunavut Development Corporation
NEDA	Nunavut Economic Developers Association
NEF	Nunavut Economic Forum
NFC	Nunavut Federal Council
NHC	Nunavut Housing Corporation
NIRB	Nunavut Impact Review Board
NNI	Nunavummi Nangminiqqtunik Ikajuuti
NPC	Nunavut Planning Commission
NRCan	Natural Resources Canada
NSWC	Nunavut Status of Women Council
NT	Nunavut Tourism
NTI	Nunavut Tunngavik Incorporated
NU	Nunavut
NWMB	Nunavut Wildlife Management Board
QEC	Qulliq Energy Corporation
RDCs	Regional Development Corporations
RIAs	Regional Inuit Associations
RWOs	Regional Wildlife Organisations

1 Introduction

This document summarizes the results of a research and consultation process conducted by the Nunavut Economic Forum (NEF) during the winter of 2013. The information included in this report will inform the development of the second Nunavut Economic Development Strategy (NEDS) for the period 2014-2024. It is anticipated that the strategy will be released by the Government of Nunavut, Nunavut Tunngavik Incorporated (NTI) and the Government of Canada in the late fall of 2014.

This report will be supplemented by other key inputs to the NEDS II planning process.

Four Roundtables

Four Roundtables are intended to serve as the centrepiece of a broader consultation process to engage more than 20 sector organizations in exploring specific elements for potential inclusion in NEDS II. Each of the Roundtables addresses a specific theme:

- Kitikmeot Region- Cambridge Bay, October 16-18, 2012
 - Taking Stock and Preparing for the Journey
- Qikiqtani Region- Iqaluit, February 12-14, 2013
 - Exploring New Paths and Considering Options
- Kivalliq Region- Rankin Inlet, September, 2013
 - Making the Best Use of our Resources
- National Capital Region- December 2013
 - Working Together and Sharing wealth

Nunavut Economic Outlook 2013

The 2013 Economic Outlook will be prepared between April and November 2013, in time for discussion at the Ottawa Roundtable, December 2013.

Sivummut IV- Late Spring 2014

This comprehensive Nunavut-wide conference will review and provide input on the results from the four Roundtables, the Nunavut Economic Outlook 2013 report, results of the youth survey, and the research findings of this report.

2 Summary of NEDS-1 Progress Analysis

The 2003-2013 Nunavut Economic Development Strategy (NEDS I) was addressed by four key "pillars" of the Territorial Economy. These were:

1. The Land;
2. Our People;
3. Our Community Economies; and,
4. Our Territorial Economy.

Each pillar focused on identified 3-4 specific strategic priority areas or themes. These strategic priority areas were developed further into action items, specific steps to be accomplished, or at least, to serve as a starting point for action.

NEDS were divided among the four pillars. Elements relating to "The Land" were addressed through 27 action items. "Our People" listed 41; "Our Community Economies", 43; and "Our Territorial Economy", 32.

Most of these action items are ongoing, while a few have been completed. The rate of completion differs significantly among the pillars:

- Roughly two-thirds of *The Land's*, *Our People's* and *Our Territorial Economy's* action items are either ongoing or complete
- Under *Our Community Economies*, on the other hand, less than half of the 43 action items are ongoing or complete; the remainder are either unknown in their status, or they require revision.

Table 1 – Progress Analysis of NEDS-1 Pillars

Pillar		# of Action Items	Status of Action Items							
			Complete		Ongoing		Revise		Unknown	
			#	%	#	%	#	%	#	%
1.	The Land	27	1	3.7%	18	66.7%	4	14.8%	4	14.8%
2.	Our People	41	0	0.0%	27	65.9%	8	19.5%	6	14.6%
3.	Our Community Economies	43	0	0.0%	20	46.5%	9	20.9%	14	32.6%
4.	Our Territorial Economy	32	3	9.4%	20	62.5%	6	18.8%	3	9.4%
Total		143	4	2.8%	85	59.4%	27	18.9%	27	18.9%

This section presents a summary of the currently known or reported status of the NEDS-1 action items organized by pillar and strategic priority area.

2.1 The Land

"The Land" pillar included three strategic priority areas, with a total of 27 action items. Of those, one is complete, eighteen are ongoing, four require revisions, and four have no reported progress or the current status is unknown. Of *The Land's* three strategic priority areas, "Respecting the Land" is the least advanced; six of its twelve action items either require revision based on developments over the past decade, or their status is not known.

The following table presents the status of each action item for each strategic priority area.

Table 2 – Progress analysis of NEDS-1 Pillar 1: The Land

Strategic Priority Area	# of Action Items	Status of Action Items							
		Complete		Ongoing		Revise		Unknown	
		#	%	#	%	#	%	#	%
1.1. Respecting the Land	12	0	0.0%	6	50.0%	4	33.3%	2	16.7%
1.2. Maintaining our Mixed Economy	10	0	0.0%	8	80.0%	0	0.0%	2	20.0%
1.3. Building on the Knowledge of our Elders	5	1	20.0%	4	80.0%	0	0.0%	0	0.0%
Total	27	1	3.7%	18	66.7%	4	14.8%	4	14.8%

The status, identified lead(s) and support for action items under *The Land’s* specific strategic priority areas are presented below.

2.1.1 Respecting the Land

The “Respecting the Land” strategic priority area included twelve action items. Of those, six are ongoing, four require revisions, and two have no reported progress or the current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 3 – Progress analysis of NEDS-1 Strategic Priority Area 1.1

Action Item	Status	Identified Lead(s)	Identified Support
1.1.1. Begin comprehensive implementation of the Nunavut Land Claims Agreement obligation to establish a general monitoring program for all of Nunavut	Ongoing	NTI, NPC, GC, GN	None
1.1.2. Implement a climate change strategy	Revise	ENV	AANDC, NTI, EC, NWMB, RWOs
1.1.3. Establish a sustainable development policy for Nunavut	Unknown	All	None
1.1.4. Complete a comprehensive strategy to develop management plans and other required research	Revise	NTI, AANDC	RIAs, MUs, GN
1.1.5. Introduce a program to enable communities to participate in planning for sustainable resource development	Unknown	RIAs, NEDA	MTO, NALS, ED&T, CGS, Regional CEDOs
1.1.6. Legislate a modernised Nunavut Environmental Protection Act that will be applicable to all devolved lands and resources	Ongoing	ENV, LAN, NWMB	ED&T, NTI
1.1.7. Complete the regional land use plans required for all of Nunavut	Ongoing	NPC, RIAs, GN	NAM, NAMA, CGS, Regional CEDOs, ED&T
1.1.8. Fully implement the water policy developed by NTI and the Regional Inuit Associations for Inuit Owned Lands	Revise	NTI, RIAs	GN, AANDC
1.1.9. In cooperation with the federal government, address the water, sewage and solid waste infrastructure needs of Nunavut’s communities	Ongoing	CGS	NAM, NAMA
1.1.10. Fully implement the Nunavut Ikuma Energy Strategy to address alternative energy opportunities, greenhouse gas emissions reduction, and the impacts of climate change	Revise	QEC	None

Action Item		Status	Identified Lead(s)	Identified Support
1.1.11.	Complete detailed geoscience mapping of Nunavut’s land and hydrographic research of Nunavut’s marine areas to bring knowledge levels to national standards	Ongoing	CNGO, ED&T	NRCan, AANDC, NTI
1.1.12.	Ensure that environmental stewardship is a component of all community development plans	Ongoing	ENV, CGS	NAM

2.1.2 Maintaining our Mixed Economy

The “Maintaining our Mixed Economy” strategic priority area included ten action items. Of those, eight are ongoing, and two have no reported progress or the current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 4 – Progress analysis of NEDS-1 Strategic Priority Area 1.2

Action Item		Status	Identified Lead(s)	Identified Support
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	Unknown	EDU, ED&T, NAC	CEDOs, NTI, C&H, ENV, and HRSDC
1.2.2.	Revise the harvesters’ support policies of the Government of Nunavut and NTI, so that they are complementary, and reflect a better understanding of how Nunavummiut divide their time between the wage-based and land-based economies	Ongoing	NTI, ENV	HTOs, NWMB
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	Ongoing	NTI, ENV, HTOs	EDU, NALS
1.2.4.	Institute a certified program to teach the knowledge and skills required for participation in the land-based economy	Ongoing	EDU, C&H	NAC, HTOs, NACA, NTI
1.2.5.	Establish a college-level program on the traditional economy, either within the proposed silattuqsarniq (Inuit heritage school) or as a component of existing post-secondary educational and research institutes	Ongoing	EDU, C&H, NAC	None
1.2.6.	Develop training programs to meet the labour force needs of the land-based economy	Ongoing	None	EDU, NAC, C&H, ED&T, NT, NACA
1.2.7.	Involve elders in land-skills programs in the schools	Ongoing	C&H, EDU	HTOs
1.2.8.	Help people transfer their land-based knowledge and skills to the wage-based economy through research, information sharing, and implementing land-skills certification programs	Ongoing	C&H	EDU, ED&T MUAs, HTOs
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	Unknown	NTI, LAN	HTOs, NT, NACA
1.2.10.	Help youth to understand their options for sustainable livelihoods, and to know that all activities—whether based on the land, in the modern economy, or volunteering within the community—are valued, productive, and should be supported	Ongoing	NU’s leadership, EDU	NAC, C&H, NTI, RIAs, Regional CEDOs, NEDA, BRCC

2.1.3 Building on the Knowledge of our Elders

The “Building on the Knowledge of our Elders” strategic priority area included five action items. Of those, one is complete and four are ongoing. The following table presents the current status, identified leads and support for each action item.

Table 5 – Progress analysis of NEDS-1 Strategic Priority Area 1.3

Action Item		Status	Identified Lead(s)	Identified Support
1.3.1.	Publish the research into the use of Inuit Qaujimagatuqangit to understand the impact of global warming in Nunavut	Ongoing	NTI	ENV, C&H
1.3.2.	Renew the participation of elders in teaching in every school in Nunavut	Ongoing	EDU	C&H
1.3.3.	Publish a report on the feasibility of a silattuqsarniq (Inuit heritage school) in Nunavut, including a proposal for curriculum development	Complete	EDU, C&H	NTI, CH
1.3.4.	Complement formal science with Inuit Qaujimagatuqangit for a better understanding of our land and its natural resources	Ongoing	EDU, NWMB, AANDC, HTOs	ENV, C&H
1.3.5.	Support measures to protect Inuit intellectual property in Canadian law and international conventions	Ongoing	ED&T	FAITC, NTI, EIA

2.2 Our People

The “Our People” pillar included three strategic priority areas, with a total of 41 action items. Of those, 27 are ongoing, eight require revisions, and six have no reported progress or the current status is unknown. Of *Our People’s* three strategic priority areas, “Economic Development for our Youth” is the least advanced; seven of its thirteen action items either require revision based on developments over the past decade, or their current status is not known. The following table presents the current status of each action item for each strategic priority area:

Table 6 – Progress analysis of NEDS-1 Pillar 2: Our People

Strategic Priority Area		# of Action Items	Status of Action Items							
			Complete		Ongoing		Revise		Unknown	
			#	%	#	%	#	%	#	%
2.1.	Economic Development for our Youth	13	0	0.0%	6	46.2%	5	38.5%	2	15.4%
2.2.	Education and Training	21	0	0.0%	15	71.4%	3	14.3%	3	14.3%
2.3.	Basic Needs - Housing, Hospitals and Schools	7	0	0.0%	6	85.7%	0	0.0%	1	14.3%
Total		41	0	0.0%	27	65.9%	8	19.5%	6	14.6%

The status, identified lead(s) and support for the action items under each specific strategic priority area of “Our People” are presented below.

2.2.1 Economic Development for our Youth

The “Economic Development for our Youth” strategic priority area included thirteen action items. Of those, six are ongoing, five require revisions, and two have no reported progress or the current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 7 – Progress analysis of NEDS-1 Strategic Priority Area 2.1

Action Item		Status	Identified Lead(s)	Identified Support
2.1.1.	Support youth organizations at the community, regional and Nunavut-wide level, to establish an advocacy network so that the voice of youth is heard	Ongoing	None	None
2.1.2.	Implement a comprehensive inter-agency youth job program	Unknown	C&H	GN, AANDC, NTI
2.1.3.	Establish a culturally-centred job program for Inuit youth	Revise	None	None
2.1.4.	Establish a Junior Achievement program in every Nunavut high school to promote interest in business and an understanding of the opportunities and risks	Ongoing	EDU	CsC, C&H, CEDOs.
2.1.5.	Develop a youth strategy for Nunavut that addresses the role of youth in our economy	Revise	None	None
2.1.6.	Create jobs and work experience opportunities for youth, particularly through co-op programs combining work and education	Ongoing	NAC, EDU, Regional CEDOs	ATOCB, ED&T, CsC, Private sector
2.1.7.	Provide ways for youth to access information about youth programs supported by the federal and Territorial governments, and the Inuit organisations	Revise	AANDC, NTI, C&H	EDU
2.1.8.	Involve Nunavut youth in the Arctic Council program on the Future of Children and Youth of the Arctic	Revise	None	None
2.1.9.	Develop programs for leadership, entrepreneurship and other skills	Ongoing	EDU, C&H, NAC	None
2.1.10.	Assist youth in developing proposals to make use of youth programs	Unknown	Student / school councillors	EDU, NAC, C&H, Regional CEDOs
2.1.11.	Ensure that Inuit youth are able to nurture strong connections with their heritage through support for language and culture	Ongoing	EDU, NAC, C&H	None
2.1.12.	Address issues of women’s economic autonomy and well-being, including unpaid work, sharing of family responsibilities, and women’s entrepreneurship, to help ensure young women have options for participation in Nunavut’s mixed economy	Ongoing	NSWC	All
2.1.13.	Undertake a project to explore the alienation of young men from productive economic roles in our communities, and to determine ways in which traditional mentoring systems can be applied to modern economic life	Revise	C&H	EDU

2.2.2 Education and Training

The “Education and Training” strategic priority area included 21 action items. Of those, 15 are ongoing, 3 require revisions, and 3 have no reported progress or the current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 8 – Progress analysis of NEDS-1 Strategic Priority Area 2.2

Action Item		Status	Identified Lead(s)	Identified Support
2.2.1.	Work together to make Nunavut Arctic College a stronger resource for adult education and skills certification in Nunavut, including the completion of the development of a new funding allocation model for the College, which reflects the reality of delivering programs in Nunavut, and which allows for the strategic purchase of programs and services, and for the development of performance indicators, and accountability criteria	Ongoing	EDU, NAC	None
2.2.2.	Complete and maintain an inventory of facilities, which can be used to support community-based delivery of apprenticeship and trades programs	Ongoing	EDU, NAC	None
2.2.3.	Ensure student access to school guidance counsellors who are qualified to provide culturally relevant advice and direction and who have direct links to sources of current information about the economy and the Nunavut labour force	Ongoing	EDU, NAC	None
2.2.4.	Expand and strengthen math and science, numeracy and literacy programs in Inuktitut and Inuinnaqtun, as well as in English and French	Ongoing	EDU, NAC	C&H, AFN
2.2.5.	Take the steps to ensure full use of currently available training programs that allow Nunavummiut to participate in our economic growth sectors, and in particular, in mining, fishing, and tourism	Ongoing	Unspecified	None
2.2.6.	Examine the establishment of industry focus groups on training to assist in ensuring that programs being developed meet corresponding needs, and which can be monitored to determine levels of success and impact	Ongoing	NALS, NAC, local and regional EDOs	Draft NALS
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	Ongoing	EDU	NAC
2.2.8.	Work to provide student allowances to adults who wish to take Adult Basic Education upgrading	Ongoing	EDU	None
2.2.9.	Conduct a comprehensive evaluation of our education and training programs to ensure they are meeting our basic needs	Ongoing	EDU	NAC
2.2.10.	Adopt a Nunavut-based curriculum in our schools, which includes instruction in household and workplace economics	Ongoing	EDU	All
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	Unknown	EDU	Regional CEDOs, ED&T, NBDC, NBS

Action Item		Status	Identified Lead(s)	Identified Support
2.2.12.	Working with Nunavut-based community and regional organisations, develop a standardised needs assessment tool which can be applied across the Territory, and which can provide consistent, quality data for program planning and evaluation	Revise	None	None
2.2.13.	Develop programs and services to engage those Nunavummiut who are currently not in the work force or literacy and Adult Basic Education programs	Ongoing	EDU, NAC	None
2.2.14.	Support research on the educational and skills levels of Nunavummiut and identify gaps in relation to economic opportunities	Revise	None	None
2.2.15.	Support a Nunavut curriculum relevant to students' experience, including academic knowledge, vocational and trades training, land skills education and cultural education	Unknown	EDU	None
2.2.16.	Maintain and where required, extend the annual community needs assessment process to ensure the delivery of relevant adult education programs in every community, in every term	Ongoing	EDU, NAC	ED&T, CGS, MTO
2.2.17.	Promote co-op education programs – where students spend time in both school and work placements – that are focused on private and co-operative sector opportunities	Revise	None	None
2.2.18.	Establish incentives within government and Inuit organisations that encourage high school graduates to seek post-secondary education and private sector experience	Ongoing	EDU, HR, NTI, NAC	GN
2.2.19.	Ensure that education and training opportunities in the community include the study of the local economy and development of entrepreneurial skills	Unknown	EDU, NAM, NAMA, MTO, ED&T, CGS, regional CEDOs	None
2.2.20.	Partner with municipalities to ensure training for municipal staff	Ongoing	NAM, NAMA, MTO, CGS	None
2.2.21.	Support an internship program to ensure the development of a representative senior management corps in government	Ongoing	HR	GN

2.2.3 Basic Needs - Housing, Hospitals and Schools

The “Basic Needs - Housing, Hospitals and Schools” strategic priority area included 7 action items. Of those, 6 are ongoing, and 1 has no reported progress or the current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 9 – Progress analysis of NEDS-1 Strategic Priority Area 2.3

Action Item		Status	Identified Lead(s)	Identified Support
2.3.1.	Develop and implement policies and best practices to ensure capital projects help to achieve training and business development objectives	Ongoing	ED&T, CGS	ICCP, NNI Policy

Action Item		Status	Identified Lead(s)	Identified Support
2.3.2.	Use the provisions of the NLCA to obtain additional infrastructure funding from the federal government	Ongoing	NTI	EIA, CGS
2.3.3.	Include an assessment of the readiness of the local labour force and business sector in the timing of our capital projects	Unknown	EDU, ED&T, CGS	NBS
2.3.4.	Encourage the enhancement of incentives to promote Inuit employment through government and other contracting procedures, as was done by the federal government with the DEW-line cleanup, and is done to a limited extent under the NNI policy	Ongoing	ED&T and NNI Policy	None
2.3.5.	Explore and report on how housing development can best support trades training and local construction businesses while remaining timely and cost effective	Ongoing	ICCP, NHC	CMHC
2.3.6.	Support housing design that meets the needs of Nunavummiut, and that is energy efficient	Ongoing	NHC	CGS, QEC
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	Ongoing	GN, NHC	Construction industry

2.3 Our Community Economies

The “Our Community Economies” pillar included three strategic priority areas, with a total of 43 action items. Of those, twenty are ongoing, nine require revisions, and fourteen have no reported progress, or their current status is unknown. Of *Our Community Economies’* three strategic priority areas, “Building the Knowledge Base in our Communities” is the most advanced, with nine of its thirteen action items underway. The following table presents the current status of each action item for each strategic priority area:

Table 10 – Progress analysis of NEDS-1 Pillar 3: Our Community Economies

Strategic Priority Area		# of Action Items	Status of Action Items							
			Complete		Ongoing		Revise		Unknown	
			#	%	#	%	#	%	#	%
3.1.	Community Capacity building and Organizational Development	17	0	0.0%	6	35.3%	5	29.4%	6	35.3%
3.2.	Small and Inuit Business Development	13	0	0.0%	5	38.5%	3	23.1%	5	38.5%
3.3.	Building the Knowledge Base in our Communities	13	0	0.0%	9	69.2%	1	7.7%	3	23.1%
Total		43	0	0.0%	20	46.5%	9	20.9%	14	32.6%

The status, identified lead(s) and support for the action items for each specific strategic priority area of “Our Community Economies” are presented below.

2.3.1 Community Capacity Building and Organizational Development

The “Community Capacity Building and Organizational Development” strategic priority area included seventeen action items. Of those, six are ongoing, five require revisions, and six have no reported progress, or their current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 11 – Progress analysis of NEDS-1 Strategic Priority Area 3.1

Action Item		Status	Identified Lead(s)	Identified Support
3.1.1.	Create inter-agency (government and Inuit organisations) Community Development Committees to support community planning, and to prepare a joint response to community initiatives	Unknown	ED&T, NTI, and RIAs	None
3.1.2.	Support collaborative “circle-of-support” organisational structures at the community level	Unknown	NEDA	Regional CEDOs, CGS, ED&T, RIAs
3.1.3.	Ensure a strong presence of program officers from both the federal and Territorial governments throughout Nunavut, in all regions	Ongoing	None	AANDC, GN
3.1.4.	Establish a Community Development Initiative – or “Healthy Communities” Initiative – under the leadership of a single department, or small secretariat, to coordinate Government support for community and economic development	Ongoing	HSS, ED&T, or CGS	GN, Regional CEDOs
3.1.5.	Make training in CED available to municipal council and community economic development committee members	Ongoing	NEDA	MTO, CGS, ED&T, NAM, NALS
3.1.6.	Clarify the roles and responsibilities of the federal and territorial governments, the Inuit organisations, and the municipal government, in terms of service delivery, and community development. This should form a major part of the development of a common, inter-organisational, CED strategy	Unknown	NEDA	NEF
3.1.7.	Prepare an inventory of CED and community development programs, including associated mandates and funding commitments	Ongoing	CNBC	None
3.1.8.	Provide assistance to Hunters and Trappers Organisations to help them pursue sustainable economic objectives	Ongoing	NTI	GN, Regional CEDOs
3.1.9.	Address and resolve community governance issues by establishing effective training programs that focus on the CED agenda	Revise	CGS	MTO, NALS
3.1.10.	Design legislation to define and sanction the role of the community development corporation	Unknown	ED&T	None
3.1.11.	Develop a support system for communities that can provide technical expertise, help those communities secure resources and education and training, foster community planning, and coordinate economic development agencies’ responses to these plans	Revise	None	None
3.1.12.	Support the strategies developed by communities through their independent planning processes	Ongoing	ED&T, CGS	GN, NEDA
3.1.13.	Ensure that the long-term nature of the development process is reflected in government and other economic development agencies’ program design	Revise	NEF	GN, AANDC, NTI
3.1.14.	Provide training and mentoring programs that extends to all community members	Revise	None	None

Action Item		Status	Identified Lead(s)	Identified Support
3.1.15.	Encourage the federal and territorial governments, and the Inuit organisations, to direct their efforts not simply toward the delivery of programs and services, but toward community development	Revise	None	None
3.1.16.	Strengthen inter-regional linkages among Inuit organisations—notably the regional development corporations, the Regional Inuit Associations, the Community Land and Resource Committees, Community Liaison Officers, and Hunters and Trappers’ Organisations—with respect to the economic and community development aspects of their mandates	Unknown	NTI	RDCs, RIAs, CLARCs, CLOs, HTOs, NEF
3.1.17.	Review the transfer of funds for program and service delivery from both the federal and territorial governments and agencies to municipalities, to identify current funding patterns and gaps, and publish the findings, with recommendations for changes	Unknown	GN, NEDA, Regional CEDOs	NAM

2.3.2 Small and Inuit Business Development

The “Small and Inuit Business Development” strategic priority area included thirteen action items. Of those, five are ongoing, three require revisions, and five have no reported progress, or their current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 12 – Progress analysis of NEDS-1 Strategic Priority Area 3.2

Action Item		Status	Identified Lead(s)	Identified Support
3.2.1.	Develop and implement measures to improve how public sector and non-government institutions currently administer business loans and risk capital	Unknown	Nunavut CEDOs	GN, GC
3.2.2.	Expand the Business Development Centre Program to all Nunavut communities. This effort will involve persuading the federal government to fund the program, as it does in southern Canada	Ongoing	ED&T, CsC	AANDC, NTI
3.2.3.	Strengthen the role and capacity of the Chambers of Commerce in Nunavut to better accommodate the circumstances and explicitly meet the needs of Inuit small business	Ongoing	CsC	Local businesses, GN, CCC
3.2.4.	Review the impacts of government policies, programs, and incentives on the development of local business capacity, with a view to implementing improvements	Unknown	CEDOs, Regional CEDOs, ED&T	None
3.2.5.	Assess and where required reform government purchasing to strengthen its contribution to community economic development	Ongoing	CGS	NNI Policy
3.2.6.	Re-examine the ‘claw-back’ provisions of the income support program. These provisions reduce individual entitlements in order to offset other income, but the result is an erosion of personal savings that could be used to foster business growth	Unknown	GN, GC	None

Action Item		Status	Identified Lead(s)	Identified Support
3.2.7.	Design and implement a “business aftercare” program to help small firms maintain and expand their operations	Unknown	Regional CEDOs, ED&T, AANDC	CsC
3.2.8.	Create a community savings and loans network, such as co-operatives, credit unions, community bonds, or other measures, as a means of increasing the availability of capital for business development	Ongoing	NTI, AC	Financial sector
3.2.9.	Work with financial institutions to investigate how risk capital can be secured using the current property system in Nunavut	Unknown	ED&T	NDC, BBDC, AC
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	Ongoing	NTI, GN	AANDC, Regional CEDOs
3.2.11.	Monitor and report on the outcome and socio-economic benefits of government contracting	Revise	ED&T	NNI Secretariat
3.2.12.	Support the Nunavut Development Corporation in fulfilling its commitment to transfer to community ownership the assets of the community-based businesses it funds	Revise	NDC, ED&T	None
3.2.13.	When planning the timing of capital projects, take into account the readiness of local businesses to supply goods and services. Whenever possible, projects should be initiated only after communities have had time to prepare for the benefits that may arise from these projects	Revise	None	None

2.3.3 Building the Knowledge Base in our Communities

The “Building the Knowledge Base in our Communities” strategic priority area included thirteen action items. Of those, nine are ongoing, one requires revisions, and three have no reported progress, or their current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 13 – Progress analysis of NEDS-1 Strategic Priority Area 3.3

Action Item		Status	Identified Lead(s)	Identified Support
3.3.1.	Work with the Nunavut Economic Developers’ Association, the Nunavut Association of Municipal Administrators, Nunavut Arctic College, the Municipal Training Organisation, and the Council for the Advancement of Native Development Officers to establish a permanent education program for EDOs, and to link EDOs with regional and territorial support organisations	Ongoing	NEDA	NAMA, NAC, MTO, CANDO, ED&T
3.3.2.	Provide information on Nunavut’s economy, sector opportunities, and available economic development programs, in a CED directory	Unknown	None	NEF
3.3.3.	Initiate an annual “economic development week” and trade exhibition for communities	Ongoing	ED&T and/or CsC	None

Action Item		Status	Identified Lead(s)	Identified Support
3.3.4.	Make the implementation of the community development plan the primary task of the community economic developer	Unknown	CEDOs	NEDA, Regional CEDOs, CGS, ED&T
3.3.5.	Include the community economic developer as a member of the community labour force development team – the “circle of support.”	Revise	None	None
3.3.6.	Ensure that guidelines are established under Article 12 of the NLCA for proposed resource development projects, and that these guidelines lead to assessments that address community priorities effectively while enabling the review process to proceed efficiently. This process should involve the federal and Territorial governments, the Institutions of Public Government, and communities	Ongoing	NTI, NIRB	GN, GC
3.3.7.	Ensure that data collected in communities, such as Nunavummiut Kiglisiniartiit’s 2001 Nunavut Household Survey, is made available to and promoted in all communities	Ongoing	NBS, NEF	Regional CEDOs, NEDA, CEDOs
3.3.8.	Assist communities to take the lead in community economic development planning and development initiatives	Ongoing	CGS, NEDA, ED&T	EDU, RIAs
3.3.9.	Inform communities at the earliest stage of proposed developments and include affected communities in oversight committees for all proposed development	Ongoing	None	RIAs, CGS, ED&T
3.3.10.	Promote the teaching of economics—including home economics—in our schools, and connect the school curriculum to the productive life of the community	Ongoing	EDU	None
3.3.11.	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	Ongoing	NEDA	ED&T, CGS, Regional CEDOs
3.3.12.	Increase financial support for EDOs through partnerships, and encourage municipalities to build partnerships and secure matching funds for community development	Unknown	GN, ED&T	NEDA
3.3.13.	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	Ongoing	GN, GC, NTI	Regional CEDOs, EDU

2.4 Our Territorial Economy

The “Our Territorial Economy” pillar included four strategic priority areas with a total of 32 action items. Of those, three are complete, twenty are ongoing, six require revisions, and three have no reported progress, or their current status is unknown. Of *Our Territorial Economy’s* four strategic priority areas, “Accessing the Global Marketplace” is the least advanced; four of its eight action items either require revision based on developments over the past decade, or their current status is not known. The following table presents the current status of each action item for each strategic priority area:

Table 14 – Progress analysis of NEDS-1 Pillar 4: Our Territorial Economy

Strategic Priority Area		# of Action Items	Status of Action Items							
			Complete		Ongoing		Revise		Unknown	
			#	%	#	%	#	%	#	%
4.1.	Putting the Nunavut Land Claims Agreement to Work	7	1	14.3%	4	57.1%	2	28.6%	0	0.0%
4.2.	Sector Development and Support Systems	9	0	0.0%	7	77.8%	2	22.2%	0	0.0%
4.3.	Infrastructure - From Buildings to Broadband	8	1	12.5%	6	75.0%	1	12.5%	0	0.0%
4.4.	Accessing the Global Marketplace	8	1	12.5%	3	37.5%	1	12.5%	3	37.5%
Total		32	3	9.4%	20	62.5%	6	18.8%	3	9.4%

The status, identified lead(s) and support for the action items under each specific strategic priority area of “Our Territorial Economy” are presented below.

2.4.1 Putting the Nunavut Land Claims Agreement to Work

The “Putting the Nunavut Land Claims Agreement to Work” strategic priority area included 7 action items. Of those, 1 is complete, 4 are ongoing, and 2 require revisions. The following table presents the current status, identified leads and support for each action item.

Table 15 – Progress analysis of NEDS-1 Strategic Priority Area 4.1

Action Item		Status	Identified Lead(s)	Identified Support
4.1.1.	Support the establishment of a mandatory training program on Land Claim awareness for public servants of the federal and Territorial governments	Ongoing	HR	NAC, NTI
4.1.2.	Begin aggressive implementation of a work plan to implement Article 23, with the aim of achieving 50% Inuit in government by 2007 and 60% by 2013	Ongoing	NTI, GN	GC
4.1.3.	Complete negotiations between the federal government and NTI on a policy that gives effect to the federal government’s Article 24 obligations	Ongoing	NTI	GC
4.1.4.	Establish a collaborative process between NTI, the Government of Nunavut and the federal government designed to ensure that Inuit enjoy access to federal programs as required under Article 2.7.3 of the NLCA	Ongoing	NTI	GN, GC
4.1.5.	Mandate the Nunavut Implementation Panel to give priority to implementation of Land Claim provisions related to economic development	Revise	NTI	GN, AANDC
4.1.6.	Support the inclusion of the NLCA in the curriculum of Nunavut schools and in appropriate Nunavut Arctic College courses	Complete	EDU	NTI
4.1.7.	Arrange for the third 5-year independent review of Land Claim Implementation required by Article 37, to include a specific section examining progress on implementing the provisions that relate to economic development	Revise	NTI	ED&T, AANDC

2.4.2 Sector Development and Support Systems

The “Sector Development and Support Systems” strategic priority area included nine action items. Of those, seven are ongoing, and two require revisions. The following table presents the current status, identified leads and support for each action item.

Table 16 – Progress analysis of NEDS-1 Strategic Priority Area 4.2

Action Item		Status	Identified Lead(s)	Identified Support
4.2.1.	Direct policy and program spending toward initiatives that are supported by multiple communities, and across the different regions of the Territory	Ongoing	GN, AANDC, NTI	NEDA, NAM, Regional CEDOs, RIAs
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	Ongoing	Sector proponents, ED&T, ENV, NT, NACA	Regional CEDOs, NAM, NEDA
4.2.3.	Create action plans for each of Nunavut’s economic growth sectors	Ongoing	Sector proponents, ED&T, ENV, NT, NACA	Regional CEDOs, NAM, NEDA
4.2.4.	Assess community assets in these sector action plans and establish priorities for investment based on community initiatives	Revise	Sector proponents, ED&T, ENV, NT, NACA	CSIS, CGS, NAM, NEDA
4.2.5.	Ensure that sector plans take into account the ability of Nunavummiut to gain an acceptable share of the benefits from development	Ongoing	None	None
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	Revise	None	None
4.2.7.	Incorporate strategies to link the arts sector and cultural industries in Nunavut to other economic sectors and into sector action plans	Ongoing	NT, ED&T	CED Plans, NACA, Regional CEDOs, NEDA
4.2.8.	Work with business and community leaders, and with women, youth, and elders to ensure that development proceeds in the best interest of Nunavummiut over the long term	Ongoing	MUs, industry proponents	RIAs, ED&T, NTI, AANDC
4.2.9.	Assist individual communities and local businesses to adapt to emerging economic opportunities. For example, a local hunter can participate in both the land-based and wage-based economies. Using the skills and knowledge derived from subsistence harvesting, he or she can adapt to other economic roles, such as conservation or wildlife officer, eco-tourism operator, hunting or fishing guide, or commercial harvester	Ongoing	None	None

2.4.3 Infrastructure - From Buildings to Broadband

The “Infrastructure - From Buildings to Broadband” strategic priority area included eight action items. Of those, one is complete, six are ongoing, and one requires revisions. The following table presents the current status, identified leads and support for each action item.

Table 17 – Progress analysis of NEDS-1 Strategic Priority Area 4.3

Action Item		Status	Identified Lead(s)	Identified Support
4.3.1.	Establish broadband networks in all Nunavut communities that are accessible by municipal government, community-based organisations, and by the private sector	Ongoing	None	None
4.3.2.	Continue to encourage the federal government to proceed with the environmental review process for the Bathurst Port and Road Project, with a view to initiating construction by 2005	Revise	NIRB	None
4.3.3.	Initiate community consultations and environmental impact analysis of proposed routes for the Nunavut to Manitoba Road	Ongoing	None	None
4.3.4.	Renew and enhance the partnership between the federal and Territorial governments, and NTI, for the support of the Nunavut Geoscience Centre	Complete	NRCan, AANDC, GN	NTI
4.3.5.	Under the fisheries Memorandum of Understanding with the federal government, secure an agreement to conduct exploratory activities on new fish species	Ongoing	ENV	BFC, NWMB, NTI, DFO
4.3.6.	Negotiate an agreement with the federal government to address Nunavut’s economic infrastructure needs, in addition to the current agreement to fund social infrastructure (water and sewage facilities)	Ongoing	None	CGS, NAM, ED&T, AANDC
4.3.7.	Secure a commitment to undertake a hydrographic charting program for Nunavut’s coastal communities	Ongoing	ENV, DFO	ED&T
4.3.8.	Invest in air, marine, and surface transportation infrastructure that support community access to economic opportunities	Ongoing	ED&T	AANDC, CGS, NAM, NTI

2.4.4 Accessing the Global Marketplace

The “Accessing the Global Marketplace” strategic priority area included eight action items. Of those, one is complete, three are ongoing, one requires revisions, and three have no reported progress, or their current status is unknown. The following table presents the current status, identified leads and support for each action item.

Table 18 – Progress analysis of NEDS-1 Strategic Priority Area 4.4

Action Item		Status	Identified Lead(s)	Identified Support
4.4.1.	Complete a collaborative study on the feasibility of establishing an Export Development Agency to provide export readiness support and mentoring to Nunavut businesses, assist in product development, implement a Nunavut Branding Strategy, and organise trade missions and other promotional events	Ongoing	ED&T	NDC, NTI, CSC, NACA

Action Item		Status	Identified Lead(s)	Identified Support
4.4.2.	Establish programs that encourage the development of niche markets for Nunavut land-based products	Ongoing	ED&T	Regional CEDOs, RIAs, NDC, NT, AANDC
4.4.3.	Complete a Nunavut Investment Strategy, including an assessment of the potential for the participation of the Territory in Canada’s immigrant investment program	Revise	GN, AANDC	NEF, NAM, Nunavut NEDA, Regional CEDOs
4.4.4.	Establish programs that support trade of food products among Nunavut’s communities	Ongoing	ED&T, AANDC	NTI, Regional CEDOs, NDC, HTOs
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	Unknown	NTI, HSS	C&H, ENV, NWMB
4.4.6.	Work through the “Northern Dimension of Canada’s Foreign Policy,” the Arctic Council, and the Inuit Circumpolar Conference to promote Nunavut’s economic interests with our Arctic neighbours	Unknown	EIA	NTI, AANDC, NFC, CsC
4.4.7.	Investigate other areas where inter-community trade might be practical and supportive of Nunavut’s overall economic development	Unknown	ED&T	RIAs, Regional CEDOs, NEDA
4.4.8.	Review the marketing system currently used for the arts & crafts to determine its effectiveness and identify opportunities for cooperation	Complete	ED&T	NACA, NT, NDC, CsC

3 Discussion

NEDS I set out an ambitious and complex strategy for the development of a healthy, sustainable Nunavut Economy. At the heart of the strategy was a series of 143 action items intended to address specific, targeted areas deemed of special relevance and importance to the Territory.

As illustrated in Table 2 above, progress has been made. While only a small percentage of the action items have been fully completed (2.8%) as of the writing of this report, a large portion are underway and ongoing (59.4%). The remainder have been identified as requiring revision (18.9%), and that a significant portion of the items (18.9%) have unknown status. It is important, however, not to judge the success of NEDS-1 by the number of "completed" items ticked off on a checklist. NEDS 1, both directly in its planning and indirectly through its support to other processes, has had a positive impact over the last decade – and that progress is ongoing.

- The NEDS-1 document laid the framework for the Strategic Investments in Northern Economic Development (SINED), an important Federal initiative focused on strengthening the driver sectors of the territorial economies. The fund contributed in excess of \$55 million in direct funding for different economic development initiatives throughout Nunavut, much of which was prioritized based on the Nunavut Economic Development Strategy.
- The current SINED program is set to expire on March 31st, 2014, one year after the current 10 –year NEDS sunsets in 2013. By that point, the Nunavut Economic Forum will have completed this study, published another Nunavut Economic Outlook, and held three roundtables across the North, with an additional forum in Ottawa. These inputs will provide a sound basis for the Nunavut Sivummut IV Conference planned for Iqaluit in the late spring of 2014.
- NEDS I also provided the impetus and model for strategies by other sectors and organizations, including Fisheries, the Nunavut Arts and Crafts Association (NACA), Tourism, and others. It also helped inform a number of key territorial planning processes, including the Adult Learning Strategy.

Fourteen interviews were conducted with various stakeholders, including representatives from NTI, AANDC, CanNor, the Government of Nunavut, the Nunavut Literacy Council, Kakivak, and the Nunavut Economic Developers Association (NEDA). Participants were encouraged to voice their opinions and views on the successes and weaknesses of NEDS I, and to provide insight and guidance as the Nunavut Economic Forum begins the process of producing the second 10-year Economic Development Strategy (2014-2014). The following section summarizes their input.

3.1 Socio-Economic Monitoring and Assessment

The Conference Board of Canada has described the basic goal of any economic development strategy as achieving "... high and sustainable quality of life." It is not uncommon to hear or read about the tremendous economic growth potential of Nunavut, as evidenced by the expansion of resource exploration that has taken place in the last 10 years. However, economic growth is not synonymous with true economic development. Measures of economic development should include human capital, critical infrastructure, environmental stability, social inclusion, health, safety and literacy. Whereas economic growth is a function of market productivity and a rise in GDP, it is merely one aspect of economic development; true economic success in Nunavut must place the social wellbeing of people at the forefront. Stakeholders were in unanimous agreement that the true measure of economic development success in Nunavut should focus on people and not numbers.

Unfortunately, it is much easier to monitor and assess economic growth than it is to measure economic development. All stakeholders agreed that socio-economic assessment and monitoring would be crucial to the success of NEDS II. This will require true collaboration and a pooling of resources from a number of stakeholders.

- A key source of information and support will be the Nunavut General Monitoring Program (NGMP), whose mandate is to collect, analyze, and report information on the long-term condition of Nunavut's environment, people, communities and economy. General monitoring is an integral requirement of the Nunavut Land Claim Agreement (NLCA) and AANDC is the lead federal department responsible for implementing the NGMP, as per this requirement. The NGMP has funded a number of valuable projects and produced some important work, but their capacity and funding levels will not enable them to conduct the large-scale socio-economic assessment that will be required during the life of NEDS II.
- The Government of Nunavut (GN), Executive and Intergovernmental Affairs, has the Bureau of Nunavut Statistics located in Pangnirtung. They have staff with experience in gathering such data, but the GN would need to make this a priority for the division. Information received from the Bureau revealed that this type of monitoring can be done a number of ways, and include many valuable indicators, but it is time consuming and will require many resources, both human and financial.
- There are currently socio-economic monitoring committees set up in each of the three regions as a result of requirements set out by the Nunavut Impact Review Board (NIRB) as part of the review process for resource projects. These committees have representatives from their respective Inuit organizations, communities and industry.

Respondents agree that effective socio-economic assessment and monitoring will be a critical component of NEDS II, necessitating collaboration and coordination among federal government, the GN, Regional Inuit Associations (RIAs) and private industry to determine the true impact of economic development on Nunavummiut and their communities.

If key stakeholders agree to coordinate their efforts in assessing the socio-economic impacts of economic development, a system to collect, compile and organize that information will be required. One of the initiatives proposed in the "NGMP Strategic Plan: 2010-2015" is to develop and maintain an online centralized information management system to improve data compatibility, accessibility and analysis. Such a system, whether overseen by NGMP, NEF or another organization will be a critical element of success.

3.2 Education, Training and Literacy

Evidence from multiple sources in many jurisdictions confirms that education and training go hand-in-hand with economic development, and that basic literacy is an essential foundation in education and training. It is not surprising, therefore that there were 34 action items in NEDS I that related to education and training, most of which were to be led by the Department of Education or Nunavut Arctic College (NAC).

Some respondents suggested that Education and NAC should have had more direct involvement in the development of NEDS I.

The Nunavut Literacy Council is an important stakeholder that could be an important resource to further educate major stakeholders on the importance of literacy and how it relates to successful economic development.

The NEDS 2005 Progress Review affirmed the importance of education as a precondition to the achievement of economic goals, confirming that education and training was the first priority among NEF members in 2005. Although there have not been subsequent progress reports, it is clear that education is still a high priority among stakeholders.

3.3 The need for the Nunavut Economic Forum (NEF)

All stakeholders agreed that there is a definite and ongoing need for a body with the mandate and functions of the NEF. The NEF provides the platform for communication and collaboration between sectors, and functions as a clearinghouse for information and reports to be shared amongst stakeholders.

Several respondents emphasized that representatives to NEF from different sectors or departments must be at a high level; the NEF board needs appointees from the different stakeholder groups who have the authority, mandate and autonomy to actually make decisions on behalf of the group they represent. There is commitment from the Department of Economic Development and Transportation to send high-level representatives to the NEF board; the same commitment should be made by other stakeholders as well.

Respondents also commented on the need for an adequate baseline of core funding to enable NEF to carry out its role. Currently a significant portion of staff time is consumed in writing proposals for project-specific funding to sustain the organization. This investment of fundraising time, of course, reduces the ability of the organization to achieve its real objectives and carry out work with direct impact on the growth of Nunavut's economy, the support of its stakeholders, and the implementation of NEDS. Mechanisms should be explored to ensure adequate core funding, potentially contributed by the GN, the federal government, NTI, and potentially the Regional Inuit Organizations.

3.4 Lack of a detailed implementation plan

As noted above, NEDS I set out a wide-ranging and ambitious series of action steps to achieve its goals. The effectiveness of NEDS I, however, was limited by the absence of a detailed implementation plan assigning lead and support responsibilities for carrying out these steps clearly to specific individuals and/or organizations, and establishing a timeline, schedule and milestones for implementation.

This need was addressed to some degree in the *Nunavut Economic Development Strategy 2005 Progress Review*, which provided an update on the implementation of each recommendation in the NEDS I document and recommended organizations or departments for lead or supporting roles. This was, however, the only progress report produced during the 10-year strategy.

There was a high degree of consensus among stakeholders that a second Nunavut Economic Development Strategy (NEDS II) should be supplemented by a detailed implementation plan, a separate document assigning responsibilities, defining outputs, and setting dates, deadlines and milestones for completion and monitoring purposes.

It was recognized that any plan of this complexity will have to respond to changes in the economic, political, and social environments. The implementation plan must be a living, working document that allows stakeholders to input data, track progress, generate reports, and share information. A three-year planning window for implementation would provide adequate clarity and direction, allowing for regular review, revision and restructuring if required to address new needs, priorities or opportunities.

3.5 Number and scope of recommendations

NEDS I included 143 action items, thirteen "strategic priority areas," and four pillars. Stakeholder input suggests that the strategy may have been too ambitious in its scope; this seems to be born out by the lack of activity in some of the planning areas.

It was also noted that the actions steps reflected a very wide range of specificity; some described clear, specific and achievable outputs, while some were essentially broad statement of principle, or goals, rather than "actions". Many were very similar, and could have been grouped into the same recommendation. In the next iteration of the strategy, therefore, the scope of the plan should be limited to what can, in fact, be achieved in light of resources and capacity; and "action steps" should describe actual actions, with a tangible associated output.

3.6 Youth Survey

An important input to the planning process will be the results of an online survey developed to gather feedback from the 15-30 year old age group. Feedback from this cohort is essential; they represent a significant portion of the labour force that will help define the Nunavut economy over the next decade. A survey instrument has been developed and is scheduled to be administered in the early fall of 2013.

One of the most challenging aspects of administering a survey of any kind is achieving a response rate big enough to provide assurance that its findings are representative. Given the importance of the feedback from this group, the challenge of guaranteeing an adequate response will require effort and coordination between the Department of Economic Development and Transportation and the Department of Education. With the support of these departments, measures to maximize input could include:

- Time granted to GN employees who fall within the required age group to fill out the survey while at work during the survey period;
- Time granted to Nunavut students who fall within the required age group to fill out the survey as an assignment during school hours during the survey period

These and other imaginative approaches could help ensure that the information gathered from this survey will be comprehensive and representative of the views of the targeted group.

3.7 Regional Inuit Associations (RIAs)

NTI has been an involved and valuable contributor and stakeholder since the initial development of NEDS I, and is still actively engaged with the NEF at the board level. RIAs, on the other hand, have had very little direct involvement with the NEF. Given that the RIAs have direct responsibility for the delivery of economic programs in their regions, are key players in the negotiation and implementation of IIBAs, hold and administer Inuit-Owned land, and oversee the work of major regional Inuit development corporations, it was suggested by respondents that RIAs should play a role in the development of NEDS II, and have representation at the NEF level.

A potential area for RIA engagement is linked to the requirement for enhanced socio-economic assessment and monitoring to measure the true impact of economic development and growth on Nunavummiut. Since RIAs are directly involved in this type of monitoring as part of the NIRB regulatory process, efforts should be made to involve the RIAs in the development of the next strategy.

3.8 The mining sector

Most forecasts and analyses agree that the mining sector represents a major driver of Nunavut's future economic growth. It is estimated that between 5000 to 8000 jobs could be created in the mining industry in the next decade; this represents a significant portion of new jobs anticipated, with enormous implications in terms both of supply of labour for direct employment in the industry itself, and the secondary economic opportunities associated with provision of supplies and services by small businesses to the industry. Because of the importance of this sector, and its potential impact on education, training, transport, construction, hospitality, infrastructure, the environment, and other key elements of the Nunavut economy, particular attention must be paid to this sector in the development of NEDS II.

4 Recommendations

This section summarizes recommendations for NEF to consider in the development of NEDS II.

1. *NEDS II should be a living, working document, incorporating an implementation plan, and updated annually to reflect progress and adapted in response to new developments.*

Rationale: Nearly one-fifth of the action items in NEDS-1 required significant revisions; some of these were identified as early as 2005. Because NEDS I did not incorporate a mechanism for significant internal revision over the course of implementation, this meant that between 2005 and 2013 no progress could be made or measured on these action items. Through the incorporation of a formal implementation plan, review mechanism, monitoring provisions and a process for revision when required, NEDS II can be a living, working document that allows for changes and adaptation in response to new needs, priorities or opportunities.

2. *NEDS II should attempt to group similar action items to eliminate redundancy and reduce the overall number of action items.*

Rationale: The list of action items included several that were redundant. For example, at least four action items in three different pillars targeted the Nunavut education curriculum. These could have been condensed into a single action item that incorporated the various desired elements (i.e. "Revise the Nunavut curriculum to include home economics, NLCA, ..."). Other redundancies, overlap or duplication occurred in action items targeting co-op programs and other training initiatives.

3. *NEDS II should include socio-economic monitoring and assessment.*

Rationale: Socio-economic assessment and monitoring must be an integral part of NEDS II. The concept of "Economic development" must take into account the social wellbeing of Nunavummiut, and not just traditional economic indicators such as employment rates or GDP. This type of analysis will require substantial resources, extensive collaboration and coordination between key stakeholders.

4. *NEDS II should be developed in collaboration with all stakeholders.*

Rationale: NEDS I was developed collaboratively, with the involvement of all major stakeholders. Respondents were of the opinion that this level of collaboration represents one of the principal reasons for the successes of NEDS I. The same type and level of collaboration and consultation should inform the development of NEDS II. Some respondents also suggested that businesses and the public should be given an opportunity to provide feedback.

5. *An adequately funded and staffed NEF will be necessary in order for NEDS II to be a success*

Rationale: The NEF is viewed as an integral component for both the development and successful implementation of NEDS II. It provides an essential platform for sharing information between members, and enables key stakeholders to coordinate their economic planning initiatives.

6. *Stakeholder representatives at the NEF should have the authority and autonomy to make decisions.*

Rationale: For the NEF to be an effective body, representatives at the board level must be able to make decisions. This will allow more meaningful collaboration at a high level, enabling the NEF to receive board direction in a timely and efficient manner.

7. *Regional Inuit Associations (RIAs) should be represented on the NEF, and be active participants in the development and implementation of NEDS II.*

Rationale: As major landowners, program delivery agents, policy-making bodies, IIBA implementers, and business owners, the RIAs should be an integral part of the development and implementation of NEDS II. These organizations will benefit directly from resource development, positioning them to further develop the economic potential of their regions.

8. *Key stakeholders should assist the NEF in ensuring maximum participation in the youth survey.*

Rationale: Given the importance of the information sought in this survey, the GN (ED &T) should take the lead and help coordinate with various departments to help the NEF obtain high participation rates for the survey. Without this high-level assistance, survey response rates will most likely be low.

9. *Literacy must be given consideration in NEDS II.*

Rationale: Literacy levels have a direct correlation to economic development, and are a precursor to successful education and training.

10. *NEDS II should be structured in the same way as the current plan, using the current pillars and corresponding strategic priority areas.*

Rationale: Stakeholders recommended retaining the same strategic planning areas for the development of NEDS II. These were *The Land; People; the Community Economy; and, the Territorial Economy*. These pillars are still relevant and should form the foundation of the NEDS II document; that will permit longer-term tracking of results within a consistent planning framework.

11. *The NEF should have access to an information management system for sharing documents, information, and analysis of socio-economic data.*

Rationale: There are many critical documents, research and reports that have been produced that relate to economic development in Nunavut. However, there is no central location where this information is organized and accessible. This type of information management system will also be needed to enable a multi-stakeholder, coordinated approach to the gathering and analysis of socio-economic data.