



Sivummut II  
Economic Development Strategy Conference

**A SUMMARY REPORT  
FOR PARTICIPANTS**

Rankin Inlet  
Thursday, March 20 – Sunday, March 23, 2003

Prepared by the Sivummut Economic Development Strategy Steering Committee



**Inuit Qaujimajatuqangit:**

*Though we tend to think of Inuit Qaujimajatuqangit almost exclusively as traditional knowledge, it is more properly defined as, “The Inuit way of doing things: the past, present and future knowledge, experience and values of Inuit Society.”*

The First Annual Report of the Inuit Qaujimajatuqanginnut Task Force, August 2002



Photo by Kerry McCluskey

**During his role as a Sivummut II conference panelist, Rankin Inlet Elder Mariano Aupilardjuk displayed tools made by his father.**



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# THE PURPOSE OF THIS REPORT

This report provides an overview of the Sivummut II Economic Development Conference and summarizes “what was said.”

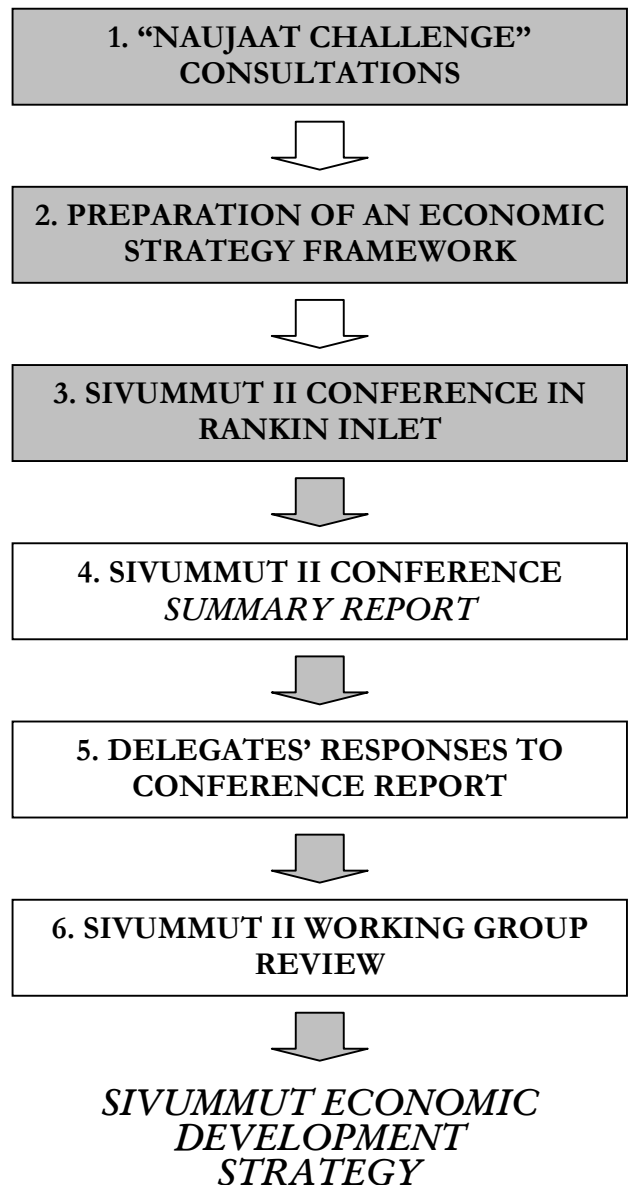
This report is for the use of the delegates who attended the conference, to check that the Sivummut Economic development Conference (SEDS) Steering Committee heard and understood clearly the responses to the *Draft Framework* document that provided the basis for the three days of discussion.

This report is not intended to provide a complete record of conference proceedings. Instead, it offers enough information about what was heard at the conference, and about how the members of the Steering Committee have interpreted this information, to prompt some reflection by delegates about the principal issues they raised, and whether these issues now will be dealt with adequately in the forthcoming *Sivummut Economic Development Strategy*.

Any delegate with a question or concern about “what was said” at the conference, and its connection to “what was heard” now has the opportunity to read this report, and to point out to conference organizers where issues appear not to have been understood clearly, and where important points were raised in the conference, but may have been omitted in this report.

The diagram on this page illustrates how this *Summary Report* is a fourth step in a series of six leading to the publication of the Sivummut Economic Development Strategy.

The next step (#5) is to gather delegates’ responses to this *Report*, which will be used by the Steering Committee, and the larger SEDS Working Group, in the preparation of the economic development strategy.





# **NEXT STEPS**

<b>MARCH 2003</b>	<b>DRAFT SUMMARY REPORT ON CONFERENCE</b>
<b>APRIL 2003</b>	<b>SUMMARY TO CONFERENCE DELEGATES</b>
<b>MAY 2003</b>	<b>DRAFT STRATEGY TO DELEGATES FOR REVIEW AND COMMENT</b>
<b>MAY 2003</b>	<b>DRAFT STRATEGY TO MEMBERS OF SEDS WORKING GROUP FOR APPROVAL</b>
<b>JUNE 2003</b>	<b>FINAL SIVUMMUT ECONOMIC DEVELOPMENT STRATEGY RELEASED FOR PUBLIC DISTRIBUTION</b>



# THE PURPOSE OF THE CONFERENCE

The *Sivummut II Economic Development Conference* was a gathering of people involved in the creation and implementation of economic policy in Nunavut.

The conference brought together representatives from economic development organizations across the territory.

## REVIEWING THE DRAFT FRAMEWORK

People at the conference were asked to review the “Nunavut Sivummut Economic Strategy Draft Framework” document, which is being used to prepare the economic development strategy for Nunavut.

Panelists were invited to speak about the principal themes from the economic development strategy framework document and to respond to questions from conference delegates.

Breakout sessions provided conference delegates with an opportunity to discuss the economic development strategy themes in detail and in small groups. The main points from these discussions were recorded on flip chart pages, which were used by the speakers from each group to report back to all conference delegates.

Following the breakout session group reports, conference delegates again had the opportunity to ask questions and to raise issues they believed should be addressed in the economic development strategy, but which, in their view, had not received sufficient attention in the framework document.

In this way, the framework for the Sivummut Economic Development Strategy was reviewed in detail. In this report, we point out where the conference accepted the framework approach and where weaknesses in the framework documents were identified.

## WORKING TOGETHER

In addition to providing a review and response to the “Nunavut Sivummut Economic Strategy Draft Framework” document, the conference brought together representatives from all the economic development organizations in Nunavut for the first time in nearly ten years.

The “Sivummut I” conference took place in Rankin Inlet in 1994; no similar gathering took place until the Sivummut II conference in Rankin Inlet in March 2003.

The Sivummut Economic Development Strategy Working Group worked together for three months to develop a shared understanding on the direction for economic policy in Nunavut.

The conference provided an opportunity to extend this collaboration and to include more people from across the territory in the process.

## THE CONFERENCE IN CONTEXT

Typically, an economic policy conference takes place as the final stage of the development of an economic strategy. It is a singular event, not to be repeated in the process, and provides the last opportunity for people to have their say about the direction and the content of the economic strategy.

The Sivummut process is different. This conference was one step along a continuing journey toward making a better life for all Nunavummiut. It has been a report on progress on the development of an appropriate economic policy for Nunavut. As the collaboration between Nunavut’s economic development agencies continues, it is anticipated that the Sivummut conference will be reconvened.



# WHO WAS THERE

Melanie Abbott  
Conference Co-ordination  
Iqaluit

Willie Adams  
Senator  
Ottawa

Joseph Aggark  
Nunavut Employees Union  
Arviat

David Akeeagok  
Executive & Intergovernmental  
Affairs  
Iqaluit

Olayuk Akesuk  
ivu Minister of Sustainable  
Development  
Iqaluit and Cape Dorset

Peter Akkigungak  
Kitikmeot Inuit Association  
Gjoa Haven

David Akoak  
Nunavut Housing Corporation  
Arviat

Joanasie Akumalik  
Conference Facilitation  
Arctic Bay

David Alagalak  
Kivalliq Wildlife Board  
Arviat

Joavee Alivaktak  
Nunavut Tourism  
Pangnirtung

William Amagoalik  
Technician  
Iqaluit

Stanley Anablak  
Nunavut Association of  
Municipalities  
Kugluktuk

Caroline Anawak  
Nunavut Tunngavik Incorporated  
Iqaluit

Jack Anawak  
Member of the Legislative  
Assembly  
Rankin Inlet

Tommy Anguttitauraq  
Translation and Interpretation  
Rankin Inlet

Malachi Arreak  
Qikiqtaaluk Corporation  
Iqaluit

Wilf Atwood  
Indian and Northern Affairs  
Canada  
Iqaluit

Manasie Audlakiak  
Baffin Fisheries Coalition  
Qikiqtarjuaq

Larry Audlaluk  
Kakivak Association  
Iqaluit

Jane Aupaluktuq  
GN Human Resources  
Rankin Inlet

Mariano Aupilardjuk  
Elder  
Rankin Inlet

Dave Baker  
Indian and Northern Affairs  
Canada  
Ottawa

Clare Basler  
Kitikmeot Corporation  
Cambridge Bay

Beth Beattie  
Nunavut Arts & Crafts Association  
Iqaluit

Bea Bernhardt  
Private Business Person  
Kugluktuk

Gordon Bligh  
Nunavut Economic Developers  
Association  
Cambridge Bay

Michael Bloor  
Indian and Northern Affairs  
Canada  
Iqaluit

George Bohlender  
Kitikmeot Economic Development  
Commission  
Cambridge Bay

Carey Bonnell  
GN Sustainable Development  
Iqaluit

Betty Brewster  
Translation and Interpretation  
Iqaluit

Jason Brown  
Nunavut Arctic College  
Arviat

Doug Brubacher  
SEDS Co-ordination  
Ottawa

Louis Bruce  
Private Business Person  
Coral Harbour



Page Burt  
Conference Co-ordination  
Yellowknife

Alastair Campbell  
Nunavut Tunngavik Incorporated  
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Alex Campbell  
GN Sustainable Development  
Iqaluit

Andy Campbell  
Nunavut Trust  
Ottawa

Nancy Campbell  
Nunavut Tunngavik Incorporated  
Iqaluit

Graeme Clinton  
SEDS Co-ordination  
Yellowknife

Udloriak Comeau  
Nunavut Tunngavik Incorporated  
Iqaluit

Robert Connelly  
GN Sustainable Development  
Rankin Inlet

Barry Cornthwaite  
GN Public Works & Services  
Iqaluit

Glenn Cousins  
Chamber of Commerce  
Iqaluit

Tagak Curley  
Guest Speaker  
Rankin Inlet

Bernadette Dean  
Nunavut Tunngavik Incorporated  
Rankin Inlet

Bert Dean  
Nunavut Tunngavik Incorporated  
Rankin Inlet

Andrea Duffy  
Nunavut Arts & Crafts Association  
Rankin Inlet

Leonie Duffy  
Private Business Person  
Coral Harbour

Okalik Eegeesiak  
Nunavut Trust  
Iqaluit

James Eetoolook  
Nunavut Tunngavik Incorporated  
Cambridge Bay

Agnes Egotak  
Kitikmeot Hunters and Trappers  
Association  
Cambridge Bay

Joe Enook  
Nunasi Corporation  
Iqaluit

Edwin Evo  
Kivalliq Partners in Development  
Baker Lake

Darren Flynn  
GN Community Government &  
Transportation  
Rankin Inlet

Terry Forth  
Indian and Northern Affairs  
Canada  
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Conference Facilitation  
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Rankin Inlet

Mike Hine  
Nunavut Chamber of Mines  
Iqaluit

Ruth Hoddinott  
Atuqtuarvik Corporation  
Rankin Inlet

Hagar Idlout-Sudlovenick  
Indian and Northern Affairs  
Canada  
Iqaluit

Joannie Ikkidluak  
Qikiqtani Wildlife Board  
Kimmirut

Jim Stevens  
GN Community Government &  
Transportation  
Rankin Inlet

Nataniel Joanasie  
Nunavut Arctic College  
Rankin Inlet

Brock Junkin  
GN Sustainable Development  
Rankin Inlet

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Association  
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Tunngavik Incorporated  
Rankin Inlet

Madeline Kaludjak  
Kivalliq Inuit Association  
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Louis Kamookak  
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Corporation  
Gjoa Haven

Natsiq Kango  
Private Business Person  
Iqaluit

Joshua Kango  
Qikiqtani Inuit Association  
Iqaluit

Peter Keenainak  
Qikiqtaaluk Corporation  
Iqaluit

Rosemary Keenainak  
GN Sustainable Development  
Iqaluit

Cheri Kemp-Kinnear  
Nunavut Economic Developers  
Association  
Iqaluit





Luccasie Kittosuk  
Private Business Person  
Sanikiluaq

Lisa Komaksiutiksak  
Nunavut Economic Developers  
Association  
Rankin Inlet

Laura Kowmuk  
Kivalliq Partners in Development  
Rankin Inlet

Dan Kreuger  
Nunavut Tourism  
Iqaluit

David Kritterlik  
Mayor  
Whale Cove

Kevin Kullualik  
Technician  
Iqaluit

Jean Kusugak  
Translation and Interpretation  
Rankin Inlet

Johnny Kusugak  
Kivalliq Inuit Association  
Rankin Inlet

Jose Kusugak  
Inuit Tapiriit Kanatami  
Ottawa

John Lamb  
Nunavut Tunngavik Incorporated  
Iqaluit

Greg Logan  
Nunavut Tourism  
Iqaluit

Bob Long  
Chamber of Commerce  
Iqaluit

Dennis Lyall  
Kitikmeot Inuit Association  
Taloyoak

Charlie Lyall  
Kitikmeot Corporation  
Cambridge Bay

Pat Lyall  
Nunasi Corporation  
Taloyoak

Gord MacKay  
GN Sustainable Development  
Iqaluit

Shawn Maley  
GN Community Government &  
Transportation  
Rankin Inlet

Paul Malliki  
Nunavut Arts & Crafts Association  
Repulse Bay

Kerry McCluskey  
GN Sustainable Development  
Iqaluit

Ed McKenna  
GN Sustainable Development  
Iqaluit

Glenn McLean  
Member of the Legislative  
Assembly  
Baker Lake

Brian McLeod  
Kakivak Association  
Iqaluit

Raymond Mercer  
Chamber of Commerce  
Rankin Inlet

Rita Mike  
Kakivak Association  
Iqaluit

Gordon Miles  
Kakivak Association  
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Iqaluit

Catherine Pilakapsi  
Elder  
Rankin Inlet

Joanna Quassa  
GN Culture, Language, Elders &  
Youth  
Igloolik

Ian Rose  
GN Education  
Iqaluit

Peter Rose  
Nunavut Tunngavik Incorporated  
Rankin Inlet

Tongola Sandy  
Kivalliq Inuit Association  
Rankin Inlet

Rick Selleck  
Senate Office  
Ottawa

Mike Shouldice  
Nunavut Arctic College  
Rankin Inlet

Abraham Tagalik  
GN Health & Social Services  
Iqaluit



Emily Tagoona  
GN Justice  
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Patrick Tagoona  
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Peter Taptuna  
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Qikiqtarjuaq

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Transportation  
Iqaluit

Manitok Thompson  
Minister of Community  
Government & Transportation  
Iqaluit and Rankin Inlet

Ken Toner  
Atuqtuarvik Corporation  
Rankin Inlet

David Toolooktook  
Arctic Cooperatives Limited  
Baker Lake

Victor Tootoo  
GN Finance  
Iqaluit

Cathy Towtongie  
President, Nunavut Tunngavik  
Incorporated  
Iqaluit

Theresie Tungilik  
GN Sustainable Development  
Rankin Inlet

Stephen Vail  
Conference Board of Canada  
Ottawa

Tracy Wallace  
Youth Representative  
Rankin Inlet

Jerry Ward  
Baffin Fisheries Coalition  
St. John's

Doug Workman  
Nunavut Employees Union  
Iqaluit

Robin Wyllie  
Nunavut Tunngavik Incorporated  
Cambridge Bay

Nick Xenos  
Infrastructure Canada  
Ottawa



Photo by Kerry McCluskey

**Conference delegates mixed business with pleasure while in Rankin Inlet. That's Senator Willie Adams at the feast with Rick Selleck.**



## BACKGROUND

The necessity for a Sivummut II Economic Development Strategy Conference, involving the widest cross section of Nunavut's economic development agencies, was obvious for some time.

The first Sivummut economic development strategy conference took place in Rankin Inlet in October 1994. A great deal has taken place since that time to improve economic policy, but until Sivummut II, the opportunity to bring together key players had not appeared.

Nunavut Tunngavik Incorporated, the Government of Nunavut, the Regional Inuit Organizations and the Nunavut Association of Municipalities began working together on economic policy in 1999, in the context of the newly formed Nunavut Economic Forum. At that time, most people believed the Government of Canada was about to announce an Economic Development Agreement (EDA) for Nunavut. A number of important areas for economic development were identified.

By February 2000 however, it was clear the federal government would not fund an EDA for Nunavut at this time. Still, an EDA for Nunavut remains a priority of the SEDS group. The Nunavut Economic Forum developed a broader economic strategy for the territory.

The first step was to undertake a study of the Nunavut economy and its prospects. A contract was awarded to the Conference Board of Canada and in May 2001, they published *The Nunavut Economic Outlook*.

The *Outlook* provided the first formal description and analysis of the economy of the new territory. It included an optimistic forecast of Nunavut's economic prospects in 20 years time *if* steps are taken today to provide a foundation for future economic growth. One of the most important of these steps, according to the Conference

Board, would be to bring together all the players in the Nunavut economy to join in a collaborative approach to economic development.

In September of 2001, the Government of Nunavut held a Cabinet retreat in Repulse Bay (Naujaat) to consider Nunavut's economy and priorities for economic development. Following the retreat, Premier Paul Okalik announced that the government would begin work on an economic strategy.

A framework document for discussions on the development of an economic strategy was prepared and launched formally by the Premier and Minister Akesuk in April 2002. Called "The Naujaat Challenge: Working Together," the document became the subject for a series of consultation meetings with communities, the private sector organizations and Inuit Organizations. It also formed the basis of two major conferences, the "Economic Conference for Communities," June 12-14, 2002, in Rankin Inlet and the "Piliiriaksaliuqatigiikniq Conference," in Gjoa Haven, June 16-19, 2002.

In October 2002, NTI proposed to the Government of Nunavut that with the completion of consultations, the preparation of the economic development strategy move forward in a collaborative process with Inuit Organizations, communities, the private sector and the federal government. The GN accepted this proposal and agreed to co-sponsor, with NTI and the federal government, the Sivummut II Economic Development Strategy Conference.

The Sivummut Economic Development Strategy Working Group began preparations on a final draft strategy before Christmas 2002.



# **THE SIVUMMUT II ECONOMIC DEVELOPMENT STRATEGY (SEDS) WORKING GROUP**

**GOVERNMENT OF NUNAVUT (CO-  
CHAIR)\***

**INDIAN AND NORTHERN AFFAIRS  
CANADA\***

**NUNAVUT FEDERAL COUNCIL**

**NUNAVUT ARCTIC COLLEGE\***

**NUNAVUT ASSOCIATION OF  
MUNICIPALITIES\***

**NUNAVUT CHAMBERS OF  
COMMERCE\***

**NUNAVUT EMPLOYEES UNION**

**ARCTIC CO-OPERATIVES LIMITED\***

**NUNAVUT TUNNGAVIK INC. (CO-  
CHAIR)\***

**NUNAVUT RESEARCH INSTITUTE**

**QULLIIT NUNAVUT STATUS OF  
WOMEN COUNCIL**

**REGIONAL INUIT ORGANIZATIONS\***

**REGIONAL DEVELOPMENT  
CORPORATIONS**

**COMMUNITY ECONOMIC  
DEVELOPMENT ORGANIZATIONS\***

**ATUQTUARVIK CORPORATION**

\* SEDS Steering Committee member



# WELCOME AND INTRODUCTION

## THURSDAY EVENING:

The conference began on Thursday evening with a reception at the Siniktarvik Hotel.

**Joanasie Akumalik**, a conference facilitator, launched the proceedings. Joanasie introduced his fellow-facilitators, **John Hickes** and **Patrick Tagoona**.

**Laura Kowmuk**, representing the Hamlet of Rankin Inlet, welcomed delegates to her community.

Nunavut Tunngavik Incorporated Vice-President **Paul Kaludjak** introduced the Sivummut II process.

Sustainable Development Minister **Olayuk Akesuk** spoke about the Government of Nunavut's role in preparing an economic development strategy for Nunavut.

Nunavut Tunngavik President **Cathy Towtongie** spoke about the barriers that prevent Inuit from participating fully in the territorial economy.

Keynote speaker **Tagak Curley**, who organized the "Sivummut I" conference, challenged the government and conference delegates to develop a strategy based on Inuit values and way of life.



Photo courtesy of NITI



Photo courtesy of DSD

**Nunavut Tunngavik Inc. President Cathy Towtongie and Sustainable Development Minister Olayuk Akesuk hosted the Sivummut II Economic Development Strategy Conference**



# PANELS AND BREAKOUT GROUPS

## FRIDAY MORNING:

### VALUES AND PRINCIPLES

Conference sessions and breakout groups took place at Maani Ulujuk Ilinniarvik (the high school).

Nunavut Tunngavik's **Udloriak Hanson Comeau** and Sustainable Development's **Rosemary Keenainak** gave a presentation on "Nunavut Economy Today."

Nunavut Tunngavik's **John Lamb** and Sustainable Development's **Alex Campbell** addressed participants

about "What the Strategy Needs To Do."

Friday morning's sessions included a question and answer session with panelists.

Panelists:

**Mariano Aupilardjuk**, Elder, Rankin Inlet

**David Kritterlik**, Mayor of Whale Cove

**Tracy Wallace**, co-owner, Natsiq Productions, Rankin Inlet





Values and Principles	
From the panel:	Questions and comments to speakers and panelists:
<p>We're different from the rest of Canada and each of our communities is different and has its own ideas about how to grow economically.</p> <p>One size fits all doesn't work any more.</p> <p>Program guidelines must be designed for communities and respect Inuit Qaujimajatuqangit and local knowledge.</p> <p>Risk and entrepreneurship are important, too. We need competition as well as partnership.</p> <p>When religion came in, we began to lose our traditions and values – we were empty when we were told not to use our customs.</p> <p>We know we can benefit from the South, but we need to incorporate Inuit values.</p> <p>We need a foundation for our economic development strategy.</p>	<p>Inuit Qaujimajatuqangit must be a priority.</p> <p>Young people have to be a part of our planning process.</p> <p>Too many dollars are leaking to the South.</p> <p>There is a demand for workers in many of our communities, but people aren't taking the jobs.</p> <p>Inuit-owned businesses have nowhere to go for support.</p> <p>Tourism was mentioned as having importance to our economy, but there doesn't seem to be any support.</p> <p>Young people have to be part of our economic plan.</p> <p>Are the values of young people today different from their parents and grandparents?</p>



Photo by Kerry McCluskey

**Interpreter/translator Jeannie Kusugak and her new baby at the conference.**



**FRIDAY MORNING:**

**THE LAND**

(See “Draft Framework,” pages 7-9, and Conference “Workbook,” tab 3)

Panelists:

**James Eetoolook**, Nunavut Tunngavik, Cambridge Bay

**David Alagalak**, Kivalliq Wildlife Board, Arviat

**Ed McKenna**, Department of Sustainable Development, Iqaluit

<b>Strategic Area One: Land</b>	
From the panel:	Questions and comments to speakers and panelists:
<p>Nunavut has great natural resource development potential. Inuit selected their lands with this in mind.</p> <p>Federal policy was designed to assimilate us into Southern society and we have been affected by this policy.</p> <p>The land is an asset that we have in Nunavut, but lack of scientific knowledge prevents us from taking full advantage of it.</p> <p>Only about 50% of our food now comes from the land.</p> <p>There is a lack of information about economic development – more government support is needed.</p> <p>We are ‘blessed’ with an increase in sealskin process; Southerners are ‘blessed’ with million dollar resource development contracts.</p> <p>Inuit Qaujimajatuqangit can teach us a great deal about how economic development should proceed in Nunavut.</p> <p>There are resources for development available all over the world for people to buy. But here, because of the land and the culture that is based on the land, we have something that is unique.</p>	<p>Roads – such as one between Manitoba and the Kivalliq – can help with the development of the mining and tourism industries.</p> <p>I don’t see Inuit working together between the regions. We need to cut those boundaries.</p> <p>After the negotiations for the Nunavut Land Claims Agreement were completed, our communities started going down and not going up.</p> <p>When we negotiate with mining companies to employ Inuit, they have to hire from all communities, not just from those communities in the region.</p> <p>Inuit-owned businesses need more support.</p> <p>How do you balance the need for jobs and protection of the environment?</p> <p>Today we have a strong voice in how development will proceed – we can speak up and use the Inuit Impact Benefit Agreement process.</p> <p>We must be able to apply Inuit Qaujimajatuqangit, but we are struggling with how to do that.</p>





**FRIDAY AFTERNOON:**

**THEME II: PEOPLE**

(See “Draft Framework,” pages 10-14, and Conference “Workbook,” tabs 4, 5 and 6.)

Panelists:

**Abraham Tagalik**, Department of Health and Social Services, Iqaluit

**Ian Rose**, Department of Education, Iqaluit

**Beatrice Bernhardt**, Kugluktuk

**Laura Kowmuk**, Kivalliq Partners in Development, Rankin Inlet

<b>People</b>	
<p>Topic 1: Education, Training and Employment – principal issues and comments</p>	<p>Topic 2: Physical Infrastructure in Support of Social Development and Performance – principal issues and comments</p>
<p>Trades schools in Nunavut – two or three centres.</p> <p>Long-term stable financial commitment to training by all levels of government and Inuit organizations (access to Aboriginal funds).</p> <p>Remove barriers to access training – accreditation, choice of institutions, funding through Employment Insurance, more motivation in college programs.</p> <p>Recognize all jobs in communities as important and valued.</p> <p>Need for valued and accredited land-based economy training.</p> <p>Include youth in discussions and meetings to expose them to different aspects of Nunavut. Children are losing land-based skills.</p> <p>Land claims, business and secretarial courses are needed in high schools.</p> <p>Training and education for all ages.</p> <p>Cultural learning/land-based skills – this should be integrated into the school system.</p> <p>Business, literacy and land-based skills are all needed.</p> <p>Nunavut needs guidance counselors and mentors.</p> <p>There needs to be flexibility in certification, including verbal testing, the consideration of equivalencies.</p>	<p>Healthy People=Healthy Communities=Economic Growth.</p> <p>Housing.</p> <p>Internet access/broadband.</p> <p>Recreational facilities and programs.</p> <p>Inuit cultural facilities.</p> <p>Education and health facilities.</p> <p>Establish a technical/trades school in Nunavut.</p> <p>Marine infrastructure.</p> <p>Inuit cultural school (“folk school”).</p> <p>Infrastructure priorities reflect conflicts in the value systems – local knowledge is not considered sufficiently in policy development.</p>



**FRIDAY EVENING:  
DINNER, GUEST SPEAKERS AND  
ENTERTAINMENT**

The conference dinner was held at the Siniktarvik Hotel.

Guest Speaker was **Glenn McLean**, MLA, Baker Lake, and Chairperson, Standing Committee on Community Empowerment and Sustainable Development.

Glenn McLean explained the role of Standing Committee and concluded with comments on the need to strengthen the role of the private sector in Nunavut's economy.

Singer, songwriter, and raconteur **Charlie Panigoniak** of Rankin Inlet provided the evening's entertainment.



Photo by Kerry McCluskey

**Popular singer and Rankin Inlet resident Charlie Panigoniak (left) and Kitikmeot Corporation President Charlie Lyall entertained the crowd during the Friday evening conference dinner.**



**SATURDAY MORNING:**

**THEME III: THE COMMUNITY ECONOMY**

(See “Draft Framework,” pages 15-19, and Conference “Workbook,” tabs 7, 8 and 9.)

Panelists:

**Andrea Duffy**, Nunavut Arts and Crafts Association, Rankin Inlet

**Darryn Flynn**, Department of Community Government and Transportation, Rankin Inlet

**Joannie Ikkidluak**, Chair, Qikiqtaaluk Wildlife Board

<b>The Community Economy</b>	
Topic 1: Linking Community and Sectoral Economies	Topic 2: Organizational Development in Communities
<p>Communities must have self-determination and develop their own strategies, but these strategies must be linked to larger opportunities at the regional and territorial level.</p> <p>Establish community priorities and build on community strengths.</p> <p>Implement existing strategies.</p> <p>Communities need more business support and economic development officer training.</p> <p>Communities face barriers because of their remote location, lack of education, language issues and lack of access to financing.</p> <p>Need more local Inuit involvement in the NNI process and make it open and transparent.</p> <p>Identify skill sets in communities.</p> <p>Government purchases should focus on local business.</p> <p>Develop advisory boards for support and training.</p> <p>Recognize and support the land-based economy.</p> <p>There is a problem with government competing with private business.</p> <p>Emphasize local arts and crafts.</p> <p>Change labour code to make it relevant for Nunavut.</p> <p>Access to capital dollars for businesses to use.</p> <p>Government support and training for tourism outfitters.</p> <p>Shipping and transportation subsidies.</p>	<p>Support for small business: insurance, aftercare, services, training.</p> <p>Develop regional databases detailing inventories of community products and services.</p> <p>Establish an export development corporation.</p> <p>Establish marketing boards.</p> <p>More product information on labels: e.g., arts &amp; crafts and country foods.</p> <p>Increase access to market information for small businesses to use when developing their marketing strategies.</p> <p>Support for special event marketing e.g., “2204, Year of the Polar Bear.”</p> <p>Increase support for community economic development officers – training and enhance community awareness.</p> <p>Packaging for cultural tourism initiatives.</p> <p>We need to organize our organizations.</p> <p>Integrate all community plans.</p> <p>There is a lack of communication between sectors of the economy and communities.</p> <p>Keep money in communities: credit unions, community development corporations, build consumer awareness of where the dollars are going.</p>



**SATURDAY AFTERNOON:**

**THEME IV: THE TERRITORIAL ECONOMY**

(See “Draft Framework,” pages 20-27, and Conference “Workbook,” tabs 10, 11, 12 and 13.)

Panelists:

**Okalik Egeesiak**, Nunavut Trust, Iqaluit

**Victor Tootoo**, Department of Finance, Iqaluit

**Wilf Attwood**, Indian and Northern Affairs Canada, Iqaluit

**Ray Mercer**, Kivalliq Chamber of Commerce, Rankin Inlet

<b>The Territorial Economy</b>	
Topic 1: Investment and Infrastructure	Topic 2: Allocation of Resources
<p>Community awareness and education about infrastructure projects.</p> <p>Give communities the time they need to complete training before launching infrastructure projects.</p> <p>Plan for large projects and related community initiatives, for example, the road to Manitoba.</p> <p>Role of subsidies – must monitor regularly, particularly hidden subsidies.</p> <p>Where can investment come from? Pension plans, credit unions and Aurora fund for Nunavut? Private investors?</p> <p>Address drop out problem, apprenticeships.</p> <p>Economic Development Agreement with Canada.</p> <p>Access to transportation.</p> <p>Public/private partnerships needed, but with Inuit majority.</p> <p>Mining – Nunavut needs its royalties, but going to the federal government.</p> <p>Waste management, power generation.</p> <p>Develop a list of needed infrastructure and prioritize it.</p> <p>How do we invest the funds from the NLCA? Nunavummiut should exhaust every opportunity within Nunavut before looking outside.</p> <p>Set up venture capital.</p> <p>Federal transfers – add a cost of living charge – like in transfers fro health care.</p>	<p>Access to infrastructure dollars for local businesses.</p> <p>Elders must participate in the planning of community harvests.</p> <p>Put more money into training and education: HTOs for land-based training; apprenticeships; aftercare for business; EDO s; remove red tape; elder participation.</p> <p>Where are our youth at this conference?</p> <p>Local business needs infrastructure dollars: review policies (e.g. federal programs are per capita).</p> <p>Devolution: royalties for Nunavut.</p> <p>Lack of focus on vocational training: fisheries, harvesting, mining.</p> <p>Traditional skills training.</p> <p>Increase focus on literacy issues.</p> <p>Concepts of business and economic development should be taught earlier in schools (which presently ignore the role of the private sector).</p> <p>How do we employ more Inuit in non-Inuit system of government? Poor performance on Article 23 hurts the economy.</p> <p>Public funds should go into facilities for arts &amp; crafts.</p> <p>Invest in infrastructure for the fishery; trades training.</p> <p>Enhance the NNI strategy “affirmative action with teeth.”</p> <p>Invest in tourism marketing and product development.</p>



**SATURDAY AFTERNOON:  
MEASURING OUR PROGRESS**

(See “Draft Framework,” pages 28-29, and Conference “Workbook,” tab 14.)

At the end of the working day on Saturday, delegates addressed the question of what information and data is needed to know if the economic development strategy is being effective.

Information gathered in this session is summarized in the next section of this report.

**SATURDAY NIGHT:  
COMMUNITY FEAST AND SQUARE  
DANCE**

Singiituuq Complex (community hall)



Photo by Kerry McCluskey

**CG&T employee Mark Thompson and NTI interpreter/translator Betty Brewster with NTI Vice-President Jamesie Eetoolook at the community feast.**



Photo by Kerry McCluskey

**David Alagalak of the Kivalliq Wildlife Board receives congratulations from Nunasi's Pat Lyall for winning the airline tickets draw at the community feast. NTI President Cathy Towtongie appears on the left of the stage and NTI Vice-President Paul Kaludjak appears on the right side of the stage.**



# SUMMING UP

## SUNDAY AFTERNOON:

### “WHAT’S BEEN HEARD”

On Sunday morning, breakout group facilitators met to prepare summaries of each of the themes discussed during the previous two days: values and principles; the land; people; the community economy; and the territorial economy.

What follows is a brief discussion of these themes, highlighting those areas that delegates focused on, and ideas that were brought forward in addition to those outlined in the “Nunavut Sivummut Economic Strategy Draft Framework.”

## VALUES AND PRINCIPLES

### What Was Heard

Inuit Qaujimagatuqangit must play a greater role in shaping Nunavut’s future. It must reach all aspects of our Economic Development Strategy. This would include:

- ▶ Stewardship (we are entrusted with the management of our land for all generations to come).
- ▶ Animals, environment, and water (Inuit Qaujimagatuqangit must be integrated with modern-day science).
- ▶ People (jobs, organizations, and communities must evolve based on Inuit culture and traditions and not be set aside for Southern preferences).

Building on our assets in “Our Community” was a major theme throughout the conference. It came up in a number of areas and must be one of the key principles that guide our Strategy.

- ▶ Community development must be holistic (not just economic, but social and environmental performance must be considered).

- ▶ All regional/territorial economic development agencies must respond to individual community priorities—that is, one size DOES NOT fit all. Therefore, programs must be designed with a great deal of flexibility to ensure individual communities are able to take advantage of them in a way that addresses their community plan.

In conjunction with the importance of community-based programming and decision-making, there was also a clear message directed toward individual training and capacity building. This notion arose from the idea of building on personal strengths (similar to building on communities’ strengths). For example, if the community is rich in artisans, training and education should have some degree of focus on this area. This can happen if we:

- ▶ Recognize and value the knowledge/skill that individuals already have.
- ▶ Understand better the aspirations of individuals for active pursuits.
- ▶ Give sufficient value to the link between individuals or families and the land-based (traditional) economy.

It was also pointed out in *Values and Principles* that Nunavut does indeed have a mixed economy, all aspects of which are dependent to varying degrees on the land and its resources. Thus, Nunavut’s future depends (almost) solely on the conservation of the land and environment. The strategy must direct our mixed economy in a manner that is sustainable.

- ▶ Sustainable development is an opportunity for youth.
- ▶ Sustainable development depends on knowledge transfer to our youth about land- and wage-based economic activity and involvement.

Nunavut has a unique foundation for development. The economy is just starting to grow and mature. There is still an opportunity to shape how this growth will take place



and how decisions will be made. What is critical is that these opportunities and choices are made in consideration of:

- ▶ Inuit traditions and values.
- ▶ The recognition and acknowledgement of the unique culture of the people and their traditions.
- ▶ Inuit participation.
- ▶ Due regard for our relationship to the land and water (environment).

## THE LAND

What we heard while discussing this topic:

There was recognition of the need for greater information and involvement in activities taking place on Nunavut's land. This covered a number of areas, but focused on issues such as increasing the public geo-science, but also spending adequate time and resources on acquiring the necessary Inuit Qaujimajatuqangit knowledge of the land. There was also confirmation of the need for progressive impact benefit agreements that must focus on greater Inuit participation at all levels of activity.

Participation was also the focus of discussions on the fishery.

- ▶ Securing Nunavut's fish quota is a priority.
- ▶ The processing of this fish must take place in Nunavut.
- ▶ There were issues here of environmental protection as well. The presentation given on the fishery indicated investments are required to ensure that such things as fish-processing waste do not jeopardize the future of the industry.

Inuit Qaujimajatuqangit is of vital importance in the management on the land and it was suggested Nunavut Tunngavik Inc. consider employing Inuit with a role to ensure Inuit Qaujimajatuqangit is represented in economic decision-making that impacts the land and environment.

Economic development should look to fully diversify our use of resources. That means we should consider the value of the resource we are exploiting and ensure that this value is maximized. In some cases, maximizing the

value will mean greater participation of individuals, communities or business, while in other cases it may mean exploiting the resource in an entirely different manner—one that might be more profitable or environmentally sound.

The issue of education and training spilled over to our discussion of the land and environment. In particular, it was suggested that adequate (full-time managers) support of HTOs be provided and that they have the skills necessary to perform well in their positions.

From a business perspective, some issues were raised on the licence issuing process and the current regulatory regime. These issues must be investigated and altered if greater efficiency can be gained.

In terms of environmental protection, one area of concern continues to be the progress on mine clean up.

Organizational structures were discussed in relation to land. An idea put forward was for the formation of sub-committees between GN, the federal government, NTI and regional organizations to address land management that would be more appropriate for each particular region. This could also apply at a community level, such as has been achieved in Arctic Bay with the *Community Economic Development Committee*.

Other comments were made during these discussions that may be discussed more appropriately in sections on People or Communities.

- ▶ Infrastructure design reflects and reinforces Inuit Qaujimajatuqangit.
- ▶ Curriculum/folk school.
- ▶ Additional Arts & Crafts facilities/sales outlet in Nunavut.
- ▶ BRC (establishment).





DSD's Alex Campbell in conversation with ITK's Jose Kusugak.

## OUR PEOPLE

### What Was Heard

Discussions on our people were divided into two areas. The first was education and training, which became a major theme for the conference. The second was on the infrastructure required for improved economic and social well-being of Nunavummiut, such as housing, municipal infrastructure, communications and transportation.

### Education and Training

The first point was that education and training should be geared to all ages, not just Nunavummiut of school age. There was considerable support for the introduction of more cultural and land-based learning and skills training in the education system. However, most delegates were quick to point out that the addition of greater skills training should not come with a drop in education required for academic pursuits. Therefore, an option would be for

enhanced college opportunities in the areas of skills training. The example of Greenland's Inuit Folk School (Knud Rasmussen) was used a number of times.

Youth need direction. This was stated a number of times. The current lack of qualified guidance counsellors in school was seen as a challenge facing the education system. Youth need to understand there are a great number of opportunities on the horizon and be encouraged to pursue their own passions. In cases where this passion is for something other than wage-based economic or academic pursuits, we should not be discouraging them.

- ▶ Communities value artisans, hunters and sewers as much as any other professional and this message must be conveyed in the school system.

Once on the job, there is a serious need for mentoring programs. This applies not only to government positions, but to the private sector as well. We could look at



programs that would encourage employers to offer such opportunities on the job.

In terms of specific skills needed, many were identified, including:

- ▶ Business
- ▶ Literacy and numeracy
- ▶ Land based skills

Many delegates recognize that the lack of certification of its labour, in particular in the area of trades, is preventing their participation in economic activity. This challenge can be addressed in two ways. The first is through greater trades training and possibly a specialized school. For those Nunavummiut with the skills learned over a lifetime, there needs to be mechanisms for them to attain certification outside the formal education system. Tests exist, but are written and in English. Providing tests in Inuktitut, and verbal tests, would likely lead to more journeyed workers in Nunavut and more local contracts would be awarded to members of Nunavut's communities.

### **Social Infrastructure**

What infrastructure is needed in Nunavut was well understood by delegates. And the list that was provided was as expected. Some of those are provided below:

- ▶ Housing
- ▶ Internet access/broadband
- ▶ Recreational facilities/programs
- ▶ Inuit cultural facilities
- ▶ Education & health facilities

But it is very important to note that delegates insisted that the decisions made in regard to what community infrastructure is needed **MUST** be made by the community. Furthermore, the community construction activity should involve local business and should incorporate local Inuit Qaujimajatuqangit in its design and location.

Numerous stories were provided of infrastructure projects going awry because of their failure to consult local residents on the design and placement of buildings (in particular, of housing) that failed to meet the needs of

Inuit or the Northern climate in which they were being built.

Finally, a great deal of emphasis was placed on the importance of local construction and ownership. Southern companies were accused of not concerning themselves enough with quality control and this has had serious repercussions in some communities. Locally built structures place greater pride and accountability in the community for the buildings' quality and upkeep.

### **Measuring Progress**

The statistics that currently exist provide a good picture of personal development in Nunavut. They were offered up as a starting point for measuring our progress in supporting Nunavummiut.

- ▶ Labour force survey
- ▶ Baseline statistics

Delegates noted that we need to gain a greater understanding of the land-based economic activity in the territory, but more than this, we need to "value" the land-based economy. This kind of support can be seen in alterations to Nunavut's curriculum toward land-based (traditional) learning and in the number of positions or programs within government, NTI, or other institutions that support land-based activities and incorporate Inuit Qaujimajatuqangit.

Skills and trades training is easily measured by:

- ▶ The number of programs or new initiatives aimed at this area.
- ▶ The number of certifications achieved in any given year.
- ▶ Trades contracts going to local business.
- ▶ Measurements of retention rates.

Progress with infrastructure is also easily measured. For example, in terms of housing, we can look to:

- ▶ The number of people per dwelling.
- ▶ The number of homeowners.

Similar progress can be measured for health care facilities, such as the number of beds, long-term care facilities, etc. Education infrastructure can be viewed in



terms of average class sizes, teacher/student ratios and number of courses offered.

### **Outstanding Issues**

There were a number of issues that we may not have dealt with adequately during the conference. Some of those identified include:

- ▶ Children (0-5) and child development.
- ▶ Elderly and long-term care.

- ▶ How do we “best” provide specialized training to local communities?
- ▶ What is the most appropriate mechanism to promote land-based skills? E.g., through home or school, or both?
- ▶ Societal concerns, including family violence and drug abuse.



Photo by Kerry McCluskey

**Jerry Ward of the Baffin Fisheries Coalition speaks with Sustainable Development Minister Olayuk Akesuk on a break from the conference.**



## OUR COMMUNITY ECONOMY

### What Was Heard

The importance of communities in Nunavut's economic strategy was emphasized throughout the conference. Because this discussion transcended the half-day workshop on the community, we will present the issues raised in a slightly different manner.

- ▶ First, identifying the underlying theme that was raised throughout the conference, what we have called community-based decision-making.
- ▶ Second, discussing the challenges facing communities in achieving their goals.
- ▶ Third, looking at ways forward (areas the strategy might be able to affect).

### Community-Based Decision Making

Absolutely central to discussions at the conference was the importance of community and community-based decision-making. Communities must be given the opportunity to develop their own strategy. This is an issue of self-determination that is fundamental to Inuit values.

- ▶ Establish community priorities.
- ▶ Build on community strengths.
- ▶ Link to other communities.
- ▶ Link to territory-wide economic opportunities.

In doing so, communities can focus on their own strengths. As noted, if a community is rich in artisans, it must have the power to design an economic development strategy that incorporates the development of the arts sector and cultural industries. These plans can be complete in the sense that they can address all of the community's needs in that area such as education and training, business development and possibly the export market.

This suggests then that government and non-government programming must be flexible enough to enable communities to tap into funds for their own purposes (even if the program was not "exactly" directed to that specific purpose).

Equally important are issues of implementation. Many plans already exist; some appropriate, others not so. But

what have not been developed are clear methods of implementation and measuring progress. This would include measures of accountability. Community ownership is a powerful and effective means of instilling measures of accountability.

### Barriers to Development

A number of barriers were suggested that currently prevent communities from achieving their goals. The first was the issue of communications. This takes on many forms.

- ▶ Between community members.
- ▶ Between other communities.
- ▶ Between territory's larger institutions (government, Inuit organizations, etc.).

Capacity was a big issue for community business and leadership. There is currently not enough training and support for business to aid their ability to win contracts. Meanwhile, the community economic development officers (EDOs) are not always sufficiently trained in business development activities or in program operations in Nunavut. Absolutely critical to community development in Nunavut are well trained and culturally appropriate EDOs.

It was pointed out that one reason for the fragmented approach communities take in their own development is that program delivery from regional/territorial and national levels is itself, very fragmented. Community programming must be reviewed and streamlined to offer communities easier access to the funding they are already entitled to.

Remoteness was put forward as a challenge for some communities, but it was also suggested that this is something that could be overcome through improved communications and transportation.

Access to financing for a business venture is a barrier to entry for many businesses. This would include risk and venture capital. This challenge is closely linked to another barrier identified, that being the size of contracts issued in Nunavut by the government that exceed the financial capacity of Nunavut-based operations. It was put forward that large government contracts should be split into segments of varying sizes to allow local business participation.



Other barriers that were raised as impediments to community development include:

- ▶ Education, trades and business training.
- ▶ Language.

### **Ways Forward**

Partnerships can be an effective mechanism to address some of these barriers.

- ▶ Community round table.
- ▶ Tie into territorial level activity.
- ▶ Reduce fragmentation from other levels.

The Strategy should address the need for small business support. This would include:

- ▶ Business Associations.
- ▶ Technical Support.

Business support can also come in the form of financing, loans, or grants, such as:

- ▶ Credit unions.
- ▶ Asset development funds.
- ▶ Other financial institutions.

The NNI policy must also come under some review. In particular, the ways in which contracts are written and awarded that essentially exclude local business because of their size must be examined. Examples of this included recent government contracts for paper and for computers.

Community profiling is needed. That is, community plans and activities should be well known. Not only could communities learn from others' experiences, but they can develop plans that feed into that of other communities. This may allow communities to develop "cluster" economies that take advantage of regional strengths as well as community strengths.

Training programs can be established or supported. These would have to include:

- ▶ Business Programs.
- ▶ EDO Support.

Finally, there is a need to clarify the roles and responsibilities of individuals, communities and the territory, as well as the roles of the public and private sectors. Every community may have slightly different views on how these roles might vary.

### **Measuring Progress**

Again, measuring the progress of community development can be done through economic and social statistics. The former are readily available, such as labour force statistics (increased coverage from Statistics Canada would benefit economic analysis in Nunavut, but this is not likely forthcoming), while the latter are available only periodically, such as education attainment levels, crime rates, etc. Measuring social well-being is more difficult in that it requires qualitative along with quantitative data.

We can look at a community's capital accumulation over time. The idea is to measure the value of existing community assets, and then again in five to ten years. This measurement could also differentiate between public and private sector capital accumulation.

Following the number of business start-ups, in particular, the number of Inuit business successes, would also show the level of progress made in a community.

Progress in communities' organizational cohesion is difficult to measure, but is nonetheless important.

### **Outstanding Issues (and Possible Contradictions/Questions)**

A number of ideas were put forward by delegates that may be contradictory in nature, but may just be indicative of the varying interests of different communities.

- ▶ Public vs. Private involvement in the economy.
- ▶ Involvement by Community Development Corporations.
- ▶ Hamlet vs. Small Individual Business.
- ▶ Environmental vs. Business Values.
- ▶ Local vs. Territorial decision-making. A consequence being who is accountable (the funder, the hamlet, the business community)?



## THE TERRITORIAL ECONOMY

### What Was Heard

In the review provided to delegates for this theme, once again the importance of a “bottom-up” approach to economic development was emphasized.

Development must be community driven and directed, but to be effective, strong linkages must be created between communities, and then from communities to the regional, territorial and federal agencies with the resources to support it.

These resources will include funding, of course, but also the physical infrastructure, the information and training and the policies to establish the environment in which development can take place.

### Education and Training

The pace of territorial development projects must be linked to the pace of training. And training must be attached to employment opportunities.

Small business training needs also need to be addressed, as well as training for community economic development staff working at the municipal level.

More funds should be allocated to education infrastructure. Our capacity to fulfil the goals of Article 23 and to ensure the participation of Inuit in the economy is directly related to our effectiveness with education and training.

Literacy is also an area that should receive more attention and delegates agreed that education must also support the land-based economy in Nunavut.

### Allocation of Resources and Investment

Investment in our economy must be balanced, delegates said. Local projects need support and we must ensure that there is business capacity at the local level. But these investments must be balanced with high impact investments at the regional and territorial level, too.

Similarly, diversification is very important. Investment should not be focused on one sector, but on many sectors. And investment should be made in sectors where we can be sure that the benefits will remain in Nunavut. The arts economy was cited as an example of a

sector where investment will reach Nunavummiut directly and remain in the territory.

Some investment must draw on local financial resources and assets. A determination about where investment should take place can be made by examining where money is 'leaking' from the community and by ensuring there is local involvement in investment decisions.

### Infrastructure

More information should be available about infrastructure projects so that a comprehensive list can be developed from which priorities can be selected. In this way, local needs and regional/territorial needs can be balanced and partnerships developed.

### Measuring Progress

Several ways were suggested to measure progress in the territorial economy

- ▶ Increased enrollment & graduation from post-secondary education institutions.
- ▶ Increase in EDO proficiency.
- ▶ Reduced leakage from local and territorial economies.
- ▶ Increased demand/use of CEDO funds.
- ▶ Increased applications and approvals of projects by Atuqtuarvik and Development Corporations and government programs.
- ▶ Increase local investment.
- ▶ Measure comparative investment in various sectors.
- ▶ Develop comprehensive list of infrastructure projects.
- ▶ Measure relative allocation of infrastructure to public vs. private sector.

### Outstanding Issues

How do we balance investment between the local and territorial needs, and across sectors?

What criteria should be used?



Photo by Doug Brubacher

**Indian and Northern Affairs Canada employee Hagar Idlout-Sudlovenick presented the findings of the work group on the Territorial Economy during the conference.**



## SUNDAY AFTERNOON: FINAL COMMENTS

Before closing the Conference, delegates had an opportunity to make final comments.

One such comment was directed at the federal government, calling for greater commitment to Nunavut through the establishment of an Economic Development Agreement (EDA). This coincided with a call to include in the Strategy a commitment from the part of Nunavut to pursue an EDA.

There was also a call for the establishment of a Northern regional development agency that would provide economic support for business opportunities across the territory.

There was an interest in including youth in the decision making process and in the development of the Strategy.

## SUNDAY AFTERNOON: NEXT STEPS

In making their closing remarks, NTI's **John Lamb** pointed out that this Conference marked the beginning of working together toward economic progress for Nunavut, not, as with some strategic processes, the end point.

DSD's **Alex Campbell** echoed this view and added that consideration should be given to creating an agency to represent conference delegates and continue to provide advice as the economic development strategy was prepared and implemented.

Scheduled next steps in the preparation of the strategy were outlined. (See Appendix A in this report.)



Photo by Kerry McCluskey

**Conference facilitator John Hickes with Lorraine Thomas, the project manager of the Nunavut Broadband Development Corporation.**





# WRAP UP

## CONCLUDING COMMENTS

### **Honourable Olayuk Akesuk Minister of Sustainable Development**

Before I begin, I would like to take the opportunity to thank the community of Rankin Inlet for making us feel so welcome and at home here this weekend.

As I listened to the words being spoken over the past three days, the overwhelming message I heard is that Nunavummiut are ready to take control of their economic destiny.

We knew that if we put people first and came to you directly to ask you what you'd like to see included in the strategy, we would develop a plan that reflected and adhered to the principles of Inuit Qaujimajatuqangit. That plan would also be realistic and would truly address your needs.

To build an economy that will continue to nourish our children for decades to come, we must be proactive and work together. Through partnerships between the Government of Nunavut, the Government of Canada, Nunavut Tunngavik Inc., our hamlets, Regional Inuit Organizations and the private sector, we can develop and implement an economic development strategy that will form a sustainable economy.

I want to reassure you that we were listening to you this weekend. Several themes emerged as you spoke during the conference.

For example, we heard many times that Nunavummiut are interested in the issues that surround wage-based economies, land-based economies and traditional economies.

Another theme we heard is that there are strong barriers that prevent Inuit from entering and succeeding in the marketplace.

We heard that social issues like a lack of education and training and a housing shortage play roles in suppressing the development of a strong economy in Nunavut.

We heard loud and clear that too much money is going out of the territory and that we need to find ways to retain more of our dollars in Nunavut.

And, we heard that any economic development strategy that is to succeed must be community-based and must involve community residents working from the bottom up.

We heard all of your ideas and we will strive to include as many of these themes as possible into the strategy as we draft it.

The Government of Nunavut is committed to building an economy that is sustainable and based upon your own ideas and initiatives.

We are also planning to take our commitment to a new level. Our goal over the coming year is to work with our partners to develop and begin to implement sector strategies in five key areas: arts and crafts, mining, fisheries, sealing and tourism.

In conjunction with Nunavut Tourism, we have already completed a plan for ways to develop the tourism industry. We are now developing strategies with our partners to build on the good work being undertaken in the fishing and sealing industries in Nunavut. And we have committed ourselves to putting in place a cohesive strategy for the mining industry this fiscal year.

And, because so many of our residents earn their bread and butter in the arts and crafts industry, our goal is to meet with artists and officials who belong to the Nunavut Arts and Crafts Association when they gather in Iqaluit for their annual general meeting in May. We want to work directly with artists so we can develop a strategy that suits their needs.



When we leave here this afternoon, the next step will be to finalize the economic development strategy. The target is to have the document completed by the end of May.

Thank you.

**Paul Kaludjak, Vice-President Finance  
Nunavut Tunngavik Incorporated**

I would like to thank each of you for taking the time to attend this very important conference.

Now, I would like to turn more specific attention to the role that Inuit must play in this process.

Early in 1995, as a result of key recommendations from the Rankin Inlet conference [Sivummut I, in October 1994], the NTI Board established the Nunavut Investment Review Committee.

NTI, also in 1995, created the Nunavut Sivummut Community Small Business Program.

The creation of these tools also meant that at least once annually, all of the key Inuit association political leaders, together with leaders from the four birthright development corporations, meet together.

One of the more significant birthright initiatives was the establishment of the Nunavut Construction Corporation.

Another important building block was the creation of the Atuqtuarvik Corporation. Atuqtuarvik was initially capitalized in July 2000 with \$20 million from income earned by the Nunavut Trust.

But the dollar-side of the economic development equation in Nunavut is only part of the story.

The effective implementation of Article 23 of the NLCA will go a long way to making sure that trained and experienced Inuit are available to fill positions at all levels. Article 24 -- Government Contracting -- is also an important lever to help ensure better participation in the Nunavut economy. The NNI policy of the Government of Nunavut is a good start, but we don't yet have a similar commitment from the Government of Canada and the philosophy of Article 24 must extend to all areas of contracting in Nunavut.

Inuit must also take their rightful place in setting policy and determining how major development projects are undertaken, as provided for in Article 26 through Inuit Impact Benefit Agreements.

While the importance of the role to be played by Inuit in this process cannot be underestimated I want to also stress that this needs to happen in partnership arrangements between Inuit and governments and other private sector players.

For some time now, Nunavut and the other two territories have been without the benefits of specific regional development funding that most other parts of Canada currently enjoy. Former federal Finance Minister, Paul Martin, promised special Northern development funding in his February, 1998 budget speech. As a result of this commitment, considerable thinking was done in Nunavut as to how a new Economic Development Agreement or EDA might be structured.

This remains as unfinished business, but NTI is hopeful that some type of new federally sponsored regional development initiative will be possible soon. There are key transportation and other related infrastructure needs that must be addressed in Nunavut. Financing, or assisting with the financing, of these types of major economic initiatives in less developed parts of the country has in the past, been an important role of the federal government.

Similarly, the Government of Nunavut has a critical role to play as well. The GN has the responsibility for overseeing key sectors of the economy.

The GN has the ability to influence much of what goes on at the community level that will be vital to the management and growth of the traditional economy and the fishery, the tourism sector and mining. But the really crucial role to be played by the GN in helping to build the Nunavut economy is in the areas of education, training, health and social development and housing.

So a true partnership arrangement between Inuit, the federal government, and the territorial government as to how regional development funds are managed and invested will be vital.



In fact, that's what we are about this weekend at this conference. A truly successful economic strategy for Nunavut will be a product of our partnership together. It will be our strategy and we will have developed it

together. Our commitment must remain strong even with the knowledge that things may not change over night.

That is our challenge.



Photo by Kerry McCluskey

**Okalik Eegeesiak of Nunavut Trust looks over some of the materials provided to Conference delegates.**



# HOW TO GET MORE INFORMATION

## ABOUT THE CONFERENCE

This report provides only a small selection of the information gathered at the conference.

Interested delegates may obtain copies of the information collected on flip chart pages, and where they are available, copies of panelists' speaking notes.

If you are looking for more information about what was said at the Sivummut II Economic Development Strategy Conference, please contact:

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## ABOUT THE SIVUMMUT ECONOMIC DEVELOPMENT STRATEGY

To comment on this report or the *Sivummut II Nunavut Economic Strategy Draft Framework*, please contact any member of the Sivummut Economic development Conference Strategy Group, or:

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