

Government of  
Northwest Territories

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# ECONOMIC OPPORTUNITIES STRATEGY

CONNECTING BUSINESSES AND COMMUNITIES  
TO ECONOMIC OPPORTUNITIES

PROGRESS REPORT 2015-2016

Gouvernement des  
Territoires du Nord-Ouest

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# STRATÉGIE SUR LES PERSPECTIVES ÉCONOMIQUES

FAIRE LE PONT ENTRE LES ENTREPRISES,  
LES COLLECTIVITÉS ET LES OCCASIONS D'AFFAIRES

LE PRÉSENT DOCUMENT CONTIENT LA TRADUCTION FRANÇAISE DU RÉSUMÉ

RAPPORT D'ÉTAPE 2015-2016





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English

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French

Kīspin ki nitawihtīn ē nīhīyawihk ōma ācimōwin, tipwāsinān.

Cree

TŁĪCHQ YATI K'ĒĒ. DI WEGODI NEWQ DĒ, GOTS'O GONEDE.

Tłıchq

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Chipewyan

EDI GONDI DEHGÁH GOT'IE ZHATJE K'ĒĒ EDATŁ'ÉH  
ENAHDDHĒ NIDE NAXETS'Ē EDAHLÍ

South Slavey

K'ÁHSHÓ GOT'INE XƏDƏ K'É HEDERI  
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North Slavey

Jii gwandak izhii ginjik vat'atr'ijahch'uu zhit  
yinothtan jì', diits'at ginohkhii.

Gwich'in

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

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Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest

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# Minister's Message



**Wally Schumann**

Minister of Industry, Tourism and Investment

**Wally Schumann**

Ministre de l'Industrie, du Tourisme et de l'Investissement

The NWT Economic Opportunities Strategy (EOS) sets the stage for a renewed business climate in which government, industry and business can work collaboratively to advance economic opportunities outside of the resource sector – and based on regional and community strengths.

Its approach emphasizes increased support for entrepreneurship and opens the doors to new partnerships and ideas. It highlights growth areas for regional economies and the investments and supports needed by NWT residents and their businesses.

**Diversity is the key to a strong, sustainable and resilient economy.**

Many of the recommended actions and investments in the NWT EOS are now part of our government's mandate. Their ongoing implementation supports the commitments that we have made to address the priorities of our Assembly - and highlights the role that this Strategy can play in bringing together the elements necessary to advance economic growth and diversity in the NWT economy.

The collaborative approach taken to implementing the EOS confirms the principle upon which it was based: that all government departments and strategy partners have a role to play in developing a new economic environment for the NWT.

Our government remains committed to this strategy and its vision to guide the development and realization of economic potential in all regions of the NWT – to strengthen and diversify the NWT economy – and to advance an enhanced quality of life for all NWT residents.

# Message du ministre

La diversité est la base d'une économie forte, durable, et résiliente.

La Stratégie sur les perspectives économiques (la Stratégie) des TNO ouvre la voie à un nouveau climat d'affaires dans lequel le gouvernement, l'industrie et les entreprises collaborent pour faire progresser les occasions économiques au-delà du secteur des ressources et mettre à profit les forces des régions et des collectivités.

La stratégie met de l'avant un soutien accru à l'entrepreneuriat et ouvre la porte aux nouveaux partenariats et aux idées fraîches. Elle souligne les secteurs de croissance pour l'économie des régions, ainsi que les investissements et le soutien dont les Ténos et leurs entreprises auront besoin.

De nombreuses mesures et investissements recommandés dans la Stratégie ont été incorporés au mandat de notre législature. Leur mise en œuvre continue appuie les engagements pris pour s'attaquer aux priorités de notre Assemblée et mettre en exergue le rôle que cette Stratégie peut jouer afin de réunir les éléments

nécessaires pour assurer la diversification et la croissance de l'économie ténos.

L'approche coopérative adoptée pour la mise en œuvre de la Stratégie confirme le principe sur lequel cette dernière est fondée, à savoir que tous les ministères du GTNO et tous leurs partenaires ont un rôle à jouer dans le développement d'un nouvel environnement économique aux TNO.

Notre gouvernement réaffirme son engagement à l'égard de cette Stratégie et de sa vision pour développer le potentiel économique de toutes les régions des TNO, c.-à-d. solidifier et diversifier l'économie ténos, et améliorer la qualité de vie pour tous les résidents du Nord.

# Executive Summary

The Northwest Territories (NWT) Economic Opportunities Strategy (EOS) will help to guide the development and realization of economic potential in all regions of the NWT – strengthening and diversifying the NWT’s economy – and resulting in an enhanced quality of life for all NWT residents.

## GUIDING PRINCIPLES

- The NWT is an attractive and affordable place to live, invest and raise a family;
- Vibrant, healthy, and well-educated NWT residents contribute to economic growth;
- Economic growth and regional diversity promote prosperous and self-sustaining communities;
- NWT resources are developed to maximize benefits for NWT residents;
- Traditional Economy is essential to our Territory’s wellbeing;
- Development balances the need to respect and protect the NWT’s lands and environment with the wise and considered use of its resources.

The NWT EOS is the blueprint by which northerners can build a balanced and diverse economy for the NWT. The EOS is envisioned to have a 10 year life beginning with its release in 2014.

A founding principle of the EOS is to identify the challenges of tapping into economic opportunities and to understand how to overcome them to create real development and prosperity for NWT residents. As we work towards 2024, the Government of the Northwest Territories (GNWT) continues to make investments in a number of EOS initiatives, totalling over \$4.1 million.

The EOS sets out an over-arching plan to develop an economic environment in the NWT in which businesses can take the lead in identifying, pursuing and realizing economic opportunities, and in which communities and regions can work to reduce their economic dependence on the non-renewable resource sector.

Four themes provided the cornerstone the EOS:

1. Climate for Growth;
2. Building on Success;
3. Regional Diversification; and
4. People: Opportunity Readiness.

# Résumé

La Stratégie sur les perspectives économiques des TNO (la Stratégie) aidera au développement et à la réalisation du potentiel économique de toutes les régions des TNO, renforçant et diversifiant ainsi l'économie de tout le territoire, et améliorant la qualité de vie de tous les Ténois.

## PRINCIPES DIRECTEURS

- Les TNO sont un lieu attrayant et abordable où il fait bon vivre, investir et fonder une famille;
- La population dynamique, scolarisée et en santé des TNO contribue à la croissance économique;
- La croissance économique et la diversité régionale assurent la prospérité et l'autonomie des collectivités;
- Les ressources des TNO sont exploitées afin d'en maximiser les retombées pour les résidents des TNO;
- L'économie traditionnelle est essentielle au mieux-être de notre territoire;
- Le développement ne peut qu'allier une utilisation sage et réfléchie des ressources avec le respect à l'égard des terres et la protection de l'environnement.

La Stratégie est le plan sur lequel les Ténois peuvent s'appuyer pour équilibrer et diversifier l'économie des TNO. Elle a été prévue pour durer une décennie à partir de sa divulgation publique, en 2014.

L'un des principes fondateurs de la Stratégie est de cerner les difficultés inhérentes aux occasions d'affaires et de comprendre comment les surmonter pour en arriver à un développement et à une prospérité réels pour les résidents des TNO. Alors que nous travaillons à l'atteinte de nos objectifs pour 2024, le gouvernement des Territoires du Nord-Ouest poursuit ses investissements, qui totalisent 4,1 millions de dollars, dans plusieurs des initiatives de la Stratégie.

La Stratégie sur les perspectives économiques des Territoires du Nord-Ouest consiste en un plan global destiné à favoriser un contexte économique dans lequel les entreprises peuvent prendre l'initiative des efforts pour cerner, analyser et exploiter les occasions d'affaires et, par ailleurs, dans lequel les collectivités et régions peuvent s'employer à réduire leur dépendance économique à l'égard des ressources non renouvelables.

La stratégie est fondée sur quatre grands thèmes :

1. Un climat pour la croissance;
2. S'inspirer de nos réussites;
3. La diversification régionale;
4. Des entrepreneurs talentueux.

Within these themes, to facilitate the timely implementation of the EOS, recommendations are organized into four major economic objectives:

1. Pursuing Major Investments;
2. Improving Supports to NWT Businesses;
3. Growing a Stable and Attractive Entrepreneurial Environment; and
4. Attracting, Retaining, and Preparing the NWT Workforce.

Of the 117 recommended actions put forward in the EOS, only nine remain for future consideration/action. This report highlights almost 80 actions and initiatives that have been taken, individually and collectively, between April 1, 2015 and March 30, 2016.

In total, 108 of the EOS recommendations have now been addressed in one form or another - well ahead of targets set by the NWT EOS Governance Committee.

The success in the implementation of recommended EOS actions and initiatives highlights the important role that the EOS can play in bringing together the elements necessary for economic growth. The collaborative approach taken in its implementation confirms the principle upon which it was based: that all government departments and partners have a role to play in developing a new economic environment for the NWT.

The responsibility for fine tuning and adjustment based on this report – and for guiding future progress - remains, in large part, with the EOS Governance Committee comprised of the strategy partners who authored it and now oversee its implementation.

Pour faciliter la mise en œuvre de la Stratégie selon les délais prévus, les recommandations sont organisées en quatre objectifs économiques majeurs sous l'égide des grands thèmes :

1. Recherche d'investissements majeurs;
2. Amélioration des mesures de soutien aux entreprises ténoises;
3. Facilitation d'un contexte entrepreneurial stable et attrayant;
4. Mesures pour attirer, retenir et outiller la main-d'œuvre aux TNO.

Les mesures recommandées dans la Stratégie sont d'une portée aussi ambitieuse que la portée des partenariats et de la mobilisation à la base de l'élaboration de cette stratégie.

Sur les 117 mesures recommandées dans la Stratégie, seules 9 n'ont pas encore été étudiées. Le présent rapport fait état de près de 80 initiatives lancées ou mesures prises, individuellement ou collectivement, entre le 1<sup>er</sup> avril 2015 et le 30 mars 2016.

Au total, 108 des mesures recommandées ont été prises en compte d'une manière ou d'une autre, un total largement supérieur aux cibles établies par le comité de gouvernance de la Stratégie.

La mise en œuvre réussie des mesures recommandées de la Stratégie souligne l'importance de son rôle dans le rassemblement des éléments nécessaires à la croissance économique. L'approche coopérative adoptée pour la mise en œuvre de la Stratégie confirme le principe sur lequel elle est fondée, à savoir que tous les ministères du GTNO et tous leurs partenaires ont un rôle à jouer pour générer un nouvel environnement économique aux TNO.

Mentionnons enfin que la responsabilité des aménagements ou ajustements jugés nécessaires par suite de la publication du présent rapport — ou destinés à corriger le tir afin de faciliter les progrès souhaitables — demeure en grande partie entre les mains du comité de gouvernance de la Stratégie sur les perspectives économiques.

# The NWT Economic Environment in 2015/16

Despite a significant decrease in demand and low commodity prices in mining, oil and natural gas, the NWT's rich mineral resources continued to provide the base for marginal economic growth in 2015/16. The NWT economy has been buffered by the resilience of the diamond market. Luxury products, however, have also experienced the impact of global economic decline – as evidenced in the suspension of operations at the Snap Lake Diamond Mine.

Attracting foreign investment to advance major resource capital projects remains difficult; however, several key diamond projects have advanced. Ekati's plan to develop the Jay Pipe, Rio Tinto's approval of the A-21 Pipe, and the recent opening of the Gahcho Kué mine will each serve to restore growth in the NWT economy. The potential for oil and gas development continues to be high but low oil and gas prices coupled with the high operating costs and a lack of infrastructure in the NWT have paused exploration. Oil production is in steady decline and conventional production near Norman Wells is forecast to drop further. The Department of Industry, Tourism and Investment (ITI) is currently drafting an Oil and Gas Strategy to promote the environmentally responsible and economically sustainable advancement of the oil and gas industry in the NWT for the benefit of all NWT residents. On the strength of its role in resource development, the private sector has traditionally been the main driver of the NWT economy. Businesses operating in the trade, construction, and service sectors benefit primarily from resource development activities. In turn, these businesses provide communities with needed employment, services and trade. In 2015, the non-renewable resource sector represented approximately 24 per cent of the NWT's economy.

The service sector felt the weakness in the mining industry last year. Transportation and warehousing, in particular, dropped 0.4 per cent due to the decrease in mining exploration and production in the territory. Growth was lacklustre for the wholesale and retail trade sector in 2015, but stronger growth of three per cent is expected in 2016. Public administration and defence dropped slightly in 2015, down 0.9 per cent, but is expected to grow by 0.6 per cent in 2016.

Offsetting the contraction in most services industries was the growth in health care and social services. In all, the services sector grew 0.3 per cent in 2015. Meanwhile, GNWT procurements guided by the Manufactured Products and Business Incentive Policies leveraged \$216 million in investment into the small business and manufacturing sectors in 2015/16.

Strategic public investment in infrastructure such as the Dehcho Bridge and the ongoing construction of the Inuvik/Tuktoyaktuk highway, has and continues to provide employment and investment for the territorial economy, and will serve to alleviate the costs of living and operating businesses in the NWT. Similarly, the \$84 million fibre optic cable

line along the Mackenzie Valley will connect communities, businesses and individuals with fast and reliable internet connection – and open the door to increased participation in the global and knowledge economies.

The recruitment and retention of workers to the north continues to be a challenge. The NWT population is also aging; with 32 per cent of the population in 2015 aged over 45 compared to just 25 per cent in 2004. A renewed focus on the NWT Nominee Program is attracting skilled workers and entrepreneurs with business expertise and investment capital to settle in the NWT.

With its mandate to increase economic diversity, the tourism sector is a priority area for continued GNWT investment. Investments in marketing, product development and training programs showed positive results in 2015 with visitor numbers and associated spending reaching record levels on the strength of the NWT's Aurora viewing sector. A low exchange rate on the Canadian dollar is anticipated to stimulate travel to the NWT from southern Canada and the United States. The GNWT's Tourism 2020 plan aims to increase the value of the NWT tourism sector to \$207 million annually by 2021.

Agriculture has experienced continued growth and interest across the NWT with growing initiatives now present in all 33 NWT communities and entrepreneurs advancing commercial enterprises, including specialized training in horticulture, the growth and success of both the commercial egg barn and Northern

Farm Institute in Hay River, and sales of local produce at farmers' markets. The GNWT's introduction of a formal Agriculture Strategy and action plan will serve to further address northern needs and build a made-in-the-NWT agriculture sector.

Film, video, and digital media are the centre of a growing and dynamic industry in the NWT driving both economic activity and cultural development and contributing almost \$9.7 million in territorial gross domestic product, 24 film businesses and 106 full-time equivalent jobs. Participation from local residents and businesses is increasing and there are a number of projects currently in production. Experienced television and film professionals are also available to offer services and expertise to visiting production companies.

Production from the commercial freshwater fish industry within the NWT has been steadily declining since its peak in 2001/02 when it was valued at \$1.5 million. A forthcoming plan to revitalize the Great Slave Lake commercial fishery will address challenges in this sector with a balanced strategy for expanding domestic and export markets for processed Great Slave Lake fish products.

# Background and Context

Work to prepare the EOS began in November 2012 under the guidance and partnership of a NWT EOS Governance Committee representative of the NWT's key economic stakeholders: the NWT Chamber of Commerce, the Northern Aboriginal Business Association, the NWT Association of Communities, Canada's Northern Economic Development Agency (CanNor) and the GNWT Department of ITI.

An independent four-member Economic Opportunities Advisory Panel was tasked with engaging NWT residents, the private sector, governments and other key stakeholders in a series of discussions on the economy.

Between December 2012 and February 2013, the Panel facilitated over 80 public forums and meetings. They met and talked with hundreds of residents across the NWT – encouraging them to speak about barriers and impediments and to identify opportunities.



People responded with a high level of interest; hundreds of recommendations, observations and suggestions were brought forward. The Advisory Panel's *What We Heard Report*, released in May 2013, documented what residents had to say. It included observations based on the perspectives and expertise of individual panel members and provided 90 recommendations to guide the Governance Committee's drafting of the final EOS.

The EOS was delivered to the GNWT's Minister of ITI in October of 2013 to implement. It includes targets, objectives and 117 actions that it recommends be initiated over the next 10 years.

As land and resource regulatory authority was devolved from the Government of Canada to the NWT on April 1, 2014, work also began to implement the EOS and to realize the tangible benefits of the NWT's new responsibility in the form of jobs and business opportunities.

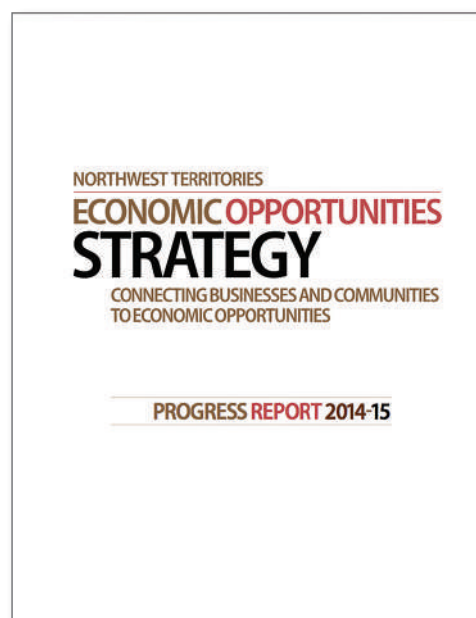
The EOS Implementation Plan was released to the public in October 2014. It describes an approach that opens the doors to new partnerships and ideas - and emphasizes increased support for entrepreneurship. Potential growth areas are highlighted for the NWT's regional and grassroots economy - as are the investments and

supports needed by the NWT residents and their businesses that will advance them.

Recommended actions in the EOS vary from the undertaking of major projects and investments, to the development and application of best practices and improvements for the ongoing delivery of government programs and services.

As the GNWT department that is mandated to create and promote a prosperous, diverse and sustainable economy, more than half of the recommended actions in the EOS are led by ITI.

Additionally, ITI is tasked with reporting on the implementation of EOS recommendations by other GNWT Departments and providing administrative support to the NWT EOS



Governance Committee - the partnership established to author the Strategy and oversee its implementation and progress.

In October 2015, the first EOS Progress Report was released and implementation of the Strategy continues.



Photo: Bill Braden

# Overview

The implementation of the EOS is a pan-GNWT and multi-partnered responsibility and initiative. Its recommendations encompass the work of GNWT strategies in support of energy planning, mineral development, biomass fuels, labour force development, addressing poverty and improving transportation infrastructure.

Additionally, EOS recommendations have been initiated or enhanced by work supporting mandates held by one or more of the EOS partners (see Figure 1).

These two components include initiatives and investments that, as they are implemented, work towards diversifying the economy, reducing the cost of living, creating employment, and/or addressing infrastructure needs requisite in a healthy economy.

There are four categories in which EOS recommendations/initiatives have been classified:

1. Ongoing/Completed – The recommendation/initiative has been actioned and/or achieved its goal or a combination of both. Many of the recommendations are now ongoing as part of yearly departmental work plans or mandates. This is a new category for the 2015/16 Progress Report;
2. Completed – These recommendations have been completed in 2014/15;
3. Initiated – Work has begun on these initiatives; and
4. For Future Consideration/Action – These recommendations will be considered for future action.

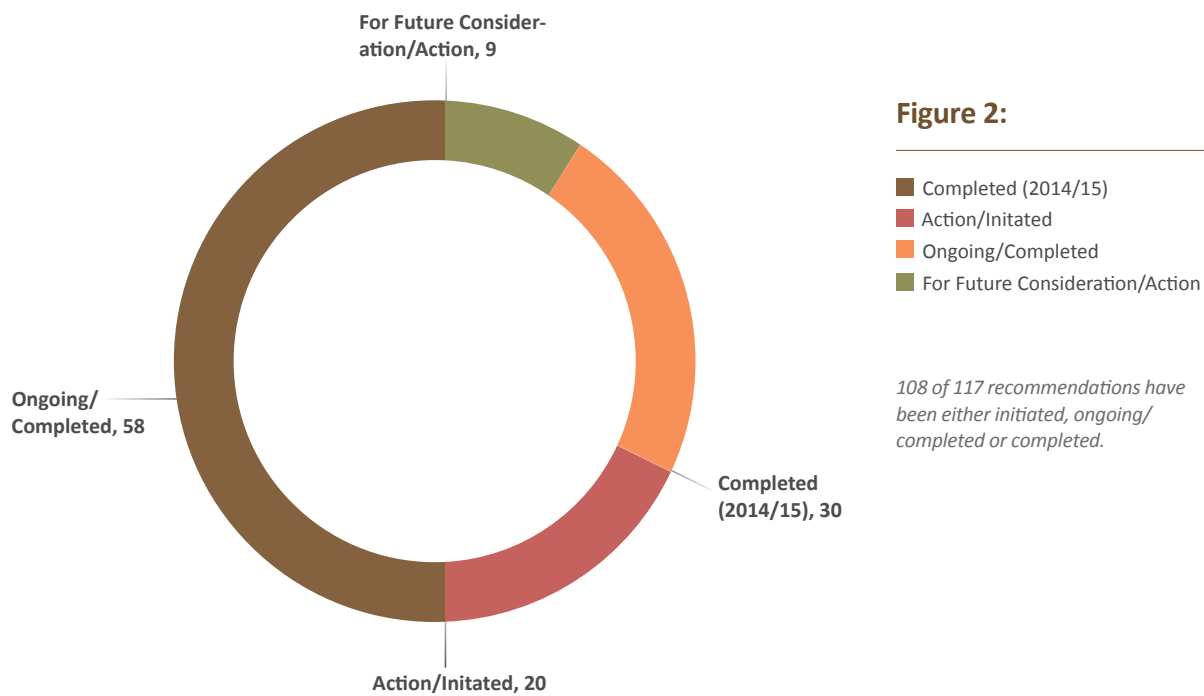
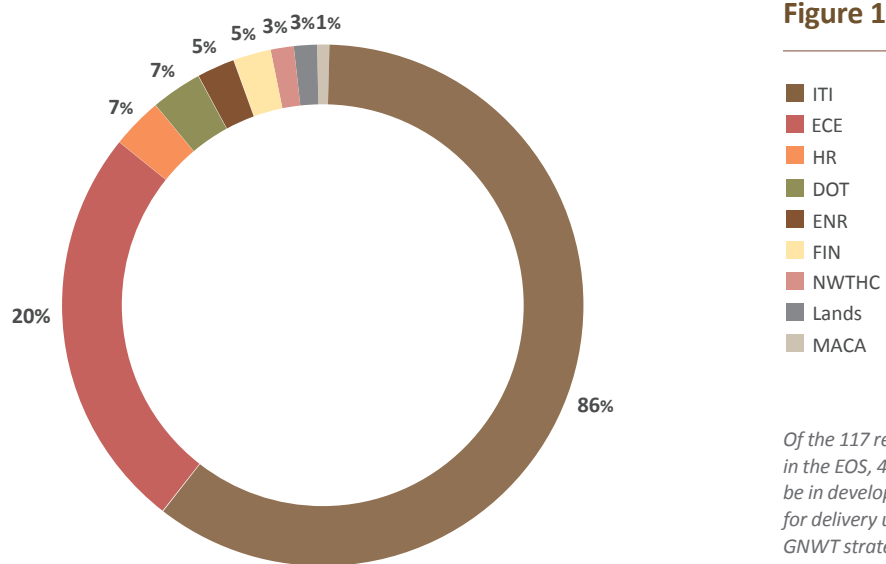
In total, 92 percent of recommendations have been addressed in one form or another (see Figure 2).

## Fiscal

Many of the projects and initiatives identified for implementation under the EOS were funded or leveraged from existing sources already allocated, by the GNWT and its Strategy partners, for the support of economic development programming and/or service delivery.

New funding was approved and committed by the NWT 17th and 18th Legislative Assemblies for investment in five key areas (see Figure 3):

- Tourism
- Film
- Agriculture
- Commercial Fishing
- Regional Sector Planning
- Entrepreneurship



# Highlights - 2015/16

The actions and initiatives, highlighted in the following pages were undertaken between April 1, 2015 and March 31, 2016 in response to recommendations presented in the EOS.

They are presented in the context of the over-arching economic objectives that they were initiated to address.

Actions and investments that support the 18th Legislative Assembly Priorities or GNWT Mandate Commitments are identified.

Notations are provided (in brackets) at the end of each update referencing the EOS recommendation(s) addressed by each action or initiative and the GNWT department(s) or EOS partner(s) that is leading the implementation of each recommendation.

A full listing of recommendations, and the status of their implementation, is provided, by number, in Appendix A.

## **Acronyms used for EOS Partners:**

CanNor - The Canadian Northern Economic Development Agency

NABA - The Northern Aboriginal Business Association

NWTAC - The NWT Association of Communities

NWTCC - The NWT Chamber of Commerce

## **Acronyms used for GNWT Departments/Agencies:**

### **Departments**

ITI – Industry, Tourism and Investment

ECE – Education, Culture and Employment

HR – Human Resources

DOT – Department of Transportation

ENR – Environment and Natural Resources

H&SS – Health and Social Services

Lands – Lands

MACA – Municipal and Community Affairs

### **Agency**

NWTT – NWT Tourism

# Measurement and Performance

Critical to the success of the EOS will be the measure of its impacts and an ability to demonstrate how the NWT is benefiting from its implementation.

Aligned with the systematic implementation of the EOS in 2014/15 was the identification of performance indicators to identify the results that implemented actions and initiatives are designed to achieve – and measures that can monitor progress toward this goal.

Given the numerous, broad and varying nature of recommended actions in the EOS, a reporting structure has been developed based on outcomes reflective of the broader goals and vision of the EOS. Objectives better measured by key performance indicators specific to other strategy documents are evaluated separately.

This reporting is provided separately.

**Figure 3:**

Since 2014/15, the GNWT has allocated funding to the following initiatives..

| ACTIVITY                                                                                                                       | 2014/15          | 2015/16            | 2016/17            | TOTAL              |
|--------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|--------------------|--------------------|
|                                                                                                                                | Actuals          | Actuals            | Budget             |                    |
| <i>Tourism Product Diversification and Marketing Program</i><br><b>As highlighted by Recommended Action #37, #38, #39, #40</b> | \$186,000        | \$186,000          | \$186,000          | <b>\$558,000</b>   |
| <i>Community Tourism Infrastructure Program</i><br><b>As highlighted by Recommended Action #37, #39</b>                        | \$100,000        | \$100,000          | \$100,000          | <b>\$300,000</b>   |
| <i>Tourism Training</i><br><b>As highlighted by Recommended Action #37</b>                                                     | \$75,000         | \$75,000           | \$75,000           | <b>\$225,000</b>   |
| <i>Convention Bureau</i><br><b>As highlighted by Recommended Action #42</b>                                                    | \$100,000        | \$100,000          | \$100,000          | <b>\$300,000</b>   |
| <i>Film Rebate Program (Pilot)</i><br><b>As highlighted by Recommended Action #51, #52</b>                                     | \$0              | \$95,800           | \$205,500          | <b>\$301,300</b>   |
| <i>Agriculture Strategy</i><br><b>As highlighted by Recommended Action #71, #74</b>                                            | \$150,000        | \$100,000          | -                  | <b>\$250,000</b>   |
| <i>Support for Commercial Fishing Industry</i><br><b>As highlighted by Recommended Action #62, #63, #66</b>                    | \$174,000        | \$76,000           | \$1,450,000        | <b>\$1,700,000</b> |
| <i>Regional Economic Planning</i><br><b>As highlighted by Recommended Action #85</b>                                           | \$75,000         | \$155,000          | \$120,000          | <b>\$350,000</b>   |
| <i>Business Internship Program</i><br><b>As highlighted by Recommended Action #88</b>                                          | \$50,000         | \$150,000          | -                  | <b>\$200,000</b>   |
| <b>Total</b>                                                                                                                   | <b>\$910,000</b> | <b>\$1,037,800</b> | <b>\$2,236,500</b> | <b>\$4,184,300</b> |

# Priorities for 2016/17

The responsibility for overseeing the implementation of the EOS rests, in large part, with the EOS Governance Committee – comprised of the partners who authored the original report.

The Governance Committee considers and evaluates the progress and results of the Strategy's overall implementation and can make adjustments to its recommended actions, priorities and/or timelines.

For the 2016-17 fiscal year, the Governance Committee prioritized ten areas in which the Department of ITI will advance initiatives and investments in the coming year (see chart).

These priorities are also reflective of the commitments included in the GNWT Mandate for the 18th Legislative Assembly.



| EOS PRIORITIES FOR 2016/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | EOS RECOMM ACTION |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Finalize and implement the Commercial Fisheries Revitalization Strategy.</b><br>#62 Provide financial support to leverage investment in the construction, management and operations of a fish processing plant(s)<br>#63 Work with NWT fishers and the NWT Fishermen's Federation to expand the export and domestic market of Great Slave Lake fish by: ensuring security of supply, implementing a marketing program and establishing an effective product distribution system<br>#64 Promote value added manufacturing of fish products<br>#65 Provide incentives to fishers to increase their efficiency and productivity<br>#66 Provide training and financial support to new entrants into commercial fisheries | 62-66             |
| <b>Develop and implement an Agriculture Strategy</b><br>#72 Conduct mapping, land classification and identification of mechanisms for long-term land access<br>#73 Develop, with the NWT Farmers Association, a "Grown in the North" branding program<br>#74 Examine viability of establishing commercial market gardens in all regions                                                                                                                                                                                                                                                                                                                                                                                 | 71                |
| <b>Develop and implement Tourism 2020</b><br>#38 Increase and diversify NWT tourism packages<br>#39 Develop and build tourism products and infrastructure<br>#40 Assist operators to package inter-regional tourism products<br>#43 Increase the development and availability of tourist friendly accommodation facilities by providing incentives for private sector developers, reviewing alternative ownership models and assisting existing facilities to create northern themed experiences<br>#44 Develop and maintain competitive standards for NWT tourism products<br>#45 With Aurora College examine formalized skills training for the NWT tourism workforce                                                 | 37-45             |
| <b>Complete and implement Regional Economic Development Plans to diversify and capture community and regional economic opportunities.</b><br>Beaufort Delta - Completed<br>Dehcho – Draft/Completed<br>South Slave – Draft/Completed<br>North Slave – Draft/Completed<br>Sahtu – To be Completed                                                                                                                                                                                                                                                                                                                                                                                                                        | 85                |
| #36 Prepare for opportunities that arise from the installation of a fibre optic link down the Mackenzie Valley                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 36                |
| <b>Develop a Northern Manufacturing Strategy in collaboration with industry and the NWT's Manufacturer's Association.</b><br>#58 Encourage value added processing of materials sourced in the NWT including diamonds, oil and gas products and biomass<br>#59 Encourage users and producers to develop common standards, processes and product listings to encourage the manufacture and sale of made-in-the-NWT products<br>#60 Improve compliance with established manufacturing and procurement agreements<br>#61 Promote the "Made in the NWT" Program                                                                                                                                                              | 58-61             |
| In collaboration with the Department of Education, Culture and Employment, Increase the number of immigrants working in the NWT and increase investment by immigrants, by implementing an Immigration Strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 13                |
| Ongoing Implementation of the Mineral Development Strategy that included the Mining Incentive Policy, developing and proposing a Mineral Resources Act and making amendments to the NWT Mining Regulations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 14                |
| Develop and Implement a NWT Oil and Gas Strategy including developing and proposing amendments to the Oil and Gas Operations Act and the Petroleum Resources Act                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 17                |
| Ongoing implementation of the NWT Film Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 51                |

# Climate for Growth



The EOS aims to identify and realize the economic potential that exists outside our territory's rich resource sector, and to advance opportunities in the grass roots economies of our territory's regions and communities that will foster and encourage greater economic diversity.

Such opportunities however, cannot in themselves drive and sustain growth in the NWT economy to the extent that it is required. Instead, the most important investments that can be made to stimulate opportunity and diversity in the NWT economy are those to attract and retain major infrastructure or industrial projects and a healthy vibrant population. These two economic drivers also provide the best catalyst for a fair and open marketplace in which small business ventures can grow and succeed.

While entrepreneurs and small business owners are the backbone of our local and regional economies, they cannot thrive in the absence of major investment and people. To facilitate a climate of growth for the NWT economy, two targets are identified:

- Stimulate Investment
- Encourage Residency

## Updates

### Research and Education

Science Rendezvous is a national event that takes place each year in partnership with Canada's top research institutes. The event aims to promote interest in science among youth through fun, hands-on science-based activities. As a part of Science Rendezvous events, Aurora Research Institute and local students launched a high altitude weather balloon in Inuvik on April 20th, 2015. The balloon launch is part of a national High Altitude Balloon Experiment program, in which weather balloons equipped with environmental sensors and high definition cameras are released into the stratosphere to gather data from near space. The Aurora Research Institute continues to promote itself as a premiere centre for arctic research. (EOS Recommendation #2, Aurora College/ECE, Ongoing Completed)

### Housing

The Department of Lands offers long term leases and in some cases fee simple purchase which may contribute toward the dependability and affordability of the NWT housing market. The Department is putting together an information package that will assist NWT residents in understanding how GNWT manages and administers Commissioner's and Territorial Land. Additionally, in 2015-16, the Department

of Lands continued to complete work in order to transfer 41 parcels of land at Cassidy Point to fee simple. (EOS Recommendation #5 Lands, Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

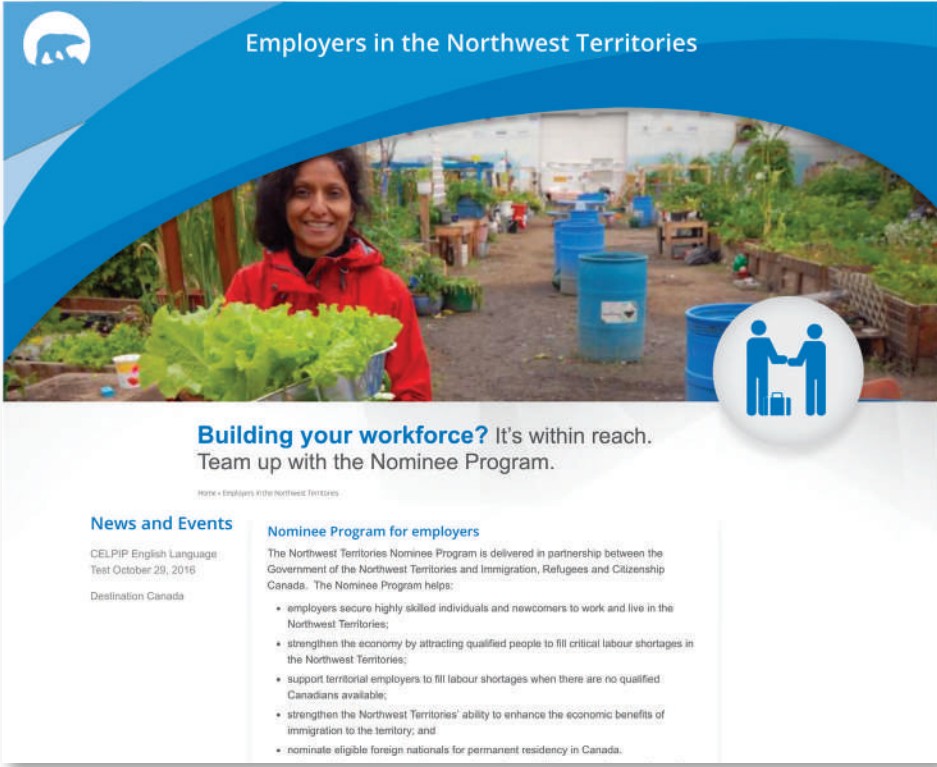
### Taxation

In March 2016, the federal government announced that effective January 1, 2016 the maximum daily residency deduction would be increased to \$22 from \$16.50 or an increase of 33%. Both the GNWT and the NWTAC lobbied for an increase to the deduction. The GNWT and NWTAC will continue to lobby the federal government on various taxation issues and a further increase of rates including indexing the deduction to the Northern consumer price index. The GNWT and NWTAC will continue to communicate to NWT businesses and residents on various tax structures and rates to ensure stakeholders are informed and educated on taxation issues (EOS Recommendation #8, 9,10 GNWT, NWTCC, NWTAC - Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

## NWT Nominee Program

After a review of best practices, models and operational practices of immigrant investment programs in other jurisdictions was completed in 2014, steps were taken in 2015/16 to make the entrepreneurial and self-employed streams of the NWT Nominee Program more competitive with other jurisdictions by encouraging investors to conduct an exploratory business trip to the NWT before being invited to apply. Not only are tourism dollars being spent in the NWT while on the exploratory business trip but the applicant gains knowledge of the

territory and its business environment before formally applying. The Nominee Program helps strengthen the NWT economy by attracting qualified individuals to fill critical labour shortages and promote business development. The Nominee Program can assist employers in recruiting and retaining foreign workers and can help foreign workers and their families make the NWT their permanent home. (EOS Recommendation #13 ITI, ECE Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment



**Employers in the Northwest Territories**

**Building your workforce? It's within reach.**  
Team up with the Nominee Program.

[Home > Employers in the Northwest Territories](#)

**News and Events**

CELPIP English Language  
Test October 29, 2016  
Destination Canada

**Nominee Program for employers**

The Northwest Territories Nominee Program is delivered in partnership between the Government of the Northwest Territories and Immigration, Refugees and Citizenship Canada. The Nominee Program helps:

- employers secure highly skilled individuals and newcomers to work and live in the Northwest Territories;
- strengthen the economy by attracting qualified people to fill critical labour shortages in the Northwest Territories;
- support territorial employers to fill labour shortages when there are no qualified Canadians available;
- strengthen the Northwest Territories' ability to enhance the economic benefits of immigration to the territory; and
- nominate eligible foreign nationals for permanent residency in Canada.

# Building on Success



Our territory's rich mining, oil and gas sectors have generated significant employment, skill development and wealth generation; and have facilitated the construction and maintenance of vital economic infrastructure that continues to support economic growth in other sectors.

Aboriginal businesses are now a very significant part of the NWT economy. From leading-edge, multi-faceted corporations negotiating multi-million dollar contracts with governments and resource developers to small local entrepreneurs providing goods and services.

Two targets were identified to promote and realize greater opportunities for the NWT economy:

- Expand Our Potential
- Enhance Our Connections

## Updates

### Minerals

In keeping with the commitments made in the Mineral Development Strategy (MDS) Implementation Progress Report 2014 2015, a draft five-year Implementation Plan incorporating the 2014 2015 actions and outlining additional MDS activities to 2018-2019. The first MDS Implementation Progress Report 2014-2015, tabled in October 2015, reported on 52 activities and outputs identified in the MDS, of which five were complete and 40 initiated and progressing. Seventy-seven activities contributed to the implementation of the MDS during 2015/16. (EOS Recommendation #14 ITI Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

ITI continues to monitor the following proposed projects with a view to the negotiation of socio-economic agreements:

- Nechalacho (Avalon Rare Metals Incorporated)
- NICO (Fortune Metals Incorporated)

(EOS Recommendation #20 ITI Ongoing) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### Oil and Gas

Since the release of the public engagement report, “Pathways to Petroleum Development”, ITI has been working on creating a draft of the Strategy document. The draft, which is currently undergoing internal review, has also been distributed to members of an interdepartmental GNWT working group for comment and input. Once this process is complete, revisions and changes will be made as required. It is anticipated that the draft oil and gas strategy will be released for public comment early in the life of the 18th Legislative Assembly. Once a final Oil and Gas Strategy has been completed, and resources have been identified, an implementation and evaluation plan will be developed. (EOS Recommendation #17 ITI Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### Energy

In 2015/16 the GNWT refocused the short-term implementation of its 2013 Energy Action Plan to be more aggressive on energy efficiency and conservation, to plan for increased development of small-scale community-based renewable energy projects, and to continue to build biomass projects. Longer-term goals will focus on transformational energy projects for communities and for potential new markets (including manufacturing), which will require significant government investments. [EOS Recommendation #24, #25, #27, #28 ENR PWS Ongoing Completed] 18th Legislative Assembly Priority and GNWT Mandate Commitment

The GNWT committed \$9 million in 2015/16 to establish and deliver programs to reduce energy use and costs in the NWT. Energy conservation and efficiency remained a core focus for PWS and ENR in 2015/16. Highlights from completed energy related activities in 2015/16 include:

- 26 energy efficiency projects on various GNWT facilities.
- A reduction of 8,847 tonnes of GHG emissions from energy investments in GNWT assets, representing a 20 percent reduction in annual emissions.
- Electricity and heating fuel consumption was reduced by 4 percent and 8 percent respectively.
- LED streetlight conversions in eight more NWT communities.
- Six new biomass boiler installations, bringing the total number to 28 GNWT-wide.
- 69 kilowatts (kW) of new solar in Wrigley and Fort Liard, raising the total to 695 kW of local connected solar in the NWT.
- The 136 kW Colville Lake hybrid solar and battery project, the first of its kind in Canada, will test the benefits of integrating lithium batteries and large scale solar in a remote diesel community.
- Liquefied Natural Gas (LNG) supply resulted in fuel savings worth \$664,000 in 2015/16

and a total of \$1.7M since the project started in February 2014.

- Annual greenhouse gas emission reductions of 2,257 tonnes from LNG displacing diesel in Inuvik. [EOS Recommendation #26 PWS, ENR Ongoing Completed] 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Partnerships for Northern Development**

The NWT Premier continues to lead delegations of MLAs, Aboriginal leaders and business leaders for meetings and events with federal ministers focused on investments in northern transportation, energy and communications infrastructure and sustainable resource development – all key to unlocking the NWT’s economic potential in partnership with the federal government and other stakeholders with an interest in northern development. (EOS Recommendation #12, #14, #24, #29, #36 GNWT Ongoing – Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Cost of Living and Taxes**

The GNWT reviews its tax regime on a regular basis for its revenue-raising potential to provide government programs and services in balance with the economic implications of the tax structure and to ensure that NWT taxes are adhering to the principles of sound tax policy so that the tax system remains as predictable, fair, efficient and simple as possible. The GNWT works to ensure that NWT tax is comparably lower than other Canadian jurisdictions, including personal income tax, corporate

income tax, and fuel taxes. In addition, there is no sales tax. (EOS Recommendation #19 Finance Ongoing/ Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Transportation Infrastructure**

The Department of Transportation (DOT) received approval for its first bundle of highway capacity improvement projects under the Provincial-Territorial Infrastructure Component of the New Building Canada Plan (PTIC – NBCF) in July 2015. The funding for improvements on sections of seven NWT highways and one access road are underway with the second year of construction planned in 2016/17. DOT submitted a business case for the second bundle of highway improvement projects under the PTIC-NBCF. Funding approval for most of these projects was received in 2016, totaling \$80.9 million, and construction has started on approved projects. DOT is still anticipating approval of \$20 million for the Canyon Creek Access Road project in the near future. A funding proposal and P3 business case for construction of the Tlicho all-season road was also submitted in 2015, and DOT continues to work with P3 Canada through the federal review and approval process. A Project Description Report was submitted to the Wek'eezii Land and Water Board seeking permits to construct the road. The Mackenzie Valley Environmental Impact Review Board advised that it was calling the project up for an Environmental Assessment based on possible biophysical and social impacts. DOT is now working to complete the necessary environmental assessment activities. (EOS Recommendation #18, #19 DOT Ongoing

Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

The GNWT continues to implement the multi-modal transportation strategy titled *Connecting Us: NWT Transportation Strategy 2015- 2040*. The Strategy sets a path to improve the territory's integrated air, road, rail, and marine systems over the next 25 years. It identifies three corridor projects that DOT is working to advance: the Mackenzie Valley Highway; the Tlicho all-weather road; and the Slave Geological Province Access Corridor. The first DOT Report Card was tabled in October 2015. The Report Card provides a snapshot of the existing transportation system by providing metrics in all transportation modes and areas of DOT operations. These metrics are a statistical benchmark against which future progress can be measured. An updated Transportation Report Card will be published at the end of the life of each Legislative Assembly.

A four-year action plan was developed and will be implemented over the life of the 18th Legislative Assembly. This document sets short-term goals for improving both DOT's overall performance and operation and the transportation system over the short-term and will feed into the Department's business planning. Short-term action plans will be published at the beginning of each subsequent Legislative Assembly. (EOS Recommendation #29 DOT, CanNor Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

DOT has submitted a funding proposal under the National Infrastructure Fund for \$700 million to construct the Mackenzie Valley Highway. Five separate project phases have been identified:

1. Environmental Assessment
2. Construction of Great Bear River Bridge
3. Tulita to Norman Wells
4. Sahtu/Dehcho Boundary to Tulita
5. Wrigley to Sahtu/Dehcho Boundary

The GNWT and Sahtu Secretariat Inc. have agreed to work together to build support for the Mackenzie Valley Highway. Correspondence from stakeholders was submitted to the Minister of Transport Canada supporting the recommendation for federal investment in the Mackenzie Valley Highway in the *Canadian Transportation Act Review* report to bolster the GNWT's position that this critical infrastructure be constructed. (EOS Recommendation #30 DOT Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

DOT continues to extend the operating season of ferries at the Peel and Arctic Red River crossings. (EOS Recommendation #31 DOT Ongoing Completed)

ITI and DOT completed a detailed analysis of optimal Slave Geological Province routing options using a mapping tool. The tool identified an optimal route from the end of Highway 4 to

Lockhart Lake, which passes close to the under-explored archean greenstone belts (Cameron and Beaulieu Belts) that hold substantial mineral development potential. DOT completed an Infrastructure Options Business Case, which provides an analysis of three routing options. From this, a corridor providing the greatest economic benefit was chosen and a business case assessment of this corridor is underway.

The GNWT has met with representatives from Government of Nunavut to strengthen the case for an all-weather road from Highway 4 to Grays Bay. DOT and the officials from the Government of Nunavut have set up a joint working group to collaborate in accelerating the project in both jurisdictions. (EOS Recommendation #32 DOT, ITI, Fin Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

The GNWT is supportive of reconstructing the 64 km section of Highway 5 within Wood Buffalo National Park to enhance public safety, protect significant territorial infrastructure assets, and increase tourism in the region. However, since this section of highway is a federal asset, the federal government retains responsibility for funding the project. In the Federal Budget 2016-17, it was announced that \$21.6 million in funding would be put towards paving the highway through Wood Buffalo National Park.

The project is being managed by Parks Canada and NWT contractors will have the opportunity to bid for contracting and subcontracting purposes for the project. DOT has met with



Parks Canada to discuss available granular resources for the project. (EOS Recommendation #35 DOT Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Telecommunications Infrastructure**

The construction of the 1,154k Mackenzie Valley Fibre Optic Line (MVFL) began in January 2015. The project is a GNWT initiative to provide state-of-the-art fibre optic telecommunications for communities in the Mackenzie Valley and Beaufort Delta Regions. The establishment of a fixed fibre optic link opens the door for investors interested in projects relating to data harvesting and will allow for the expansion of the Inuvik Satellite Station Facility - already a

leader in remote data sensing with international clients. New opportunities will also exist for businesses in the e-commerce and technological sectors. (EOS Recommendation #36 Ongoing Finance) 18th Legislative Assembly Priority and GNWT Mandate Commitment



Photo: Tania Spencer

# Regional Diversification

As investment and residency in the NWT grow, so too will opportunities to expand and diversify the NWT economy outside of its resource sector - in areas such as tourism, forestry, agriculture, fishing, manufacturing and the traditional economies.

With the NWT's resource-based economic environment subject to international commodity markets, a grass roots approach to economic growth and diversity is critical to maintaining the territory's overall economic health and stability and will serve to build capacity and self-sufficiency in communities and residents.

The challenge of turning these wide ranging opportunities into tangible economic development is one best met by NWT entrepreneurs and small businesses. Economic diversity in the NWT is reliant on a competitive business environment, in which residents have the incentive, confidence and tools to invest, take risks and prosper.

As these individuals and opportunities flourish locally, success will be reflected in regional economic growth and eventually in the sustainability of the NWT's economy overall.

The EOS outlined one target to promote and realize greater opportunities for the NWT economy:

- Build Sectors Using Regional Strengths

## Updates

### Tourism

Tourism 2015 expired on March 31, 2016. This tourism plan guided tourism investments by ITI for the past five fiscal years. During this time, the GNWT invested \$1M annually in six key program areas: marketing, infrastructure, skills development, community and industry engagement, research and Aboriginal tourism. In addition, ITI actively sought partnerships with other agencies, governments and businesses to develop the potential of the NWT's tourism industry. Tourism 2015 was supported by other programs directly and indirectly available to the industry that are offered by ITI, the NWT Business Development and Investment Corporation (BDIC), and the GNWT's marketing agency NWT Tourism (NWTT). ITI is currently unveiling Tourism 2020 which builds on the foundation of Tourism 2015 and Tourism 2010 and introduces a suite of programs and services developed in consultation with Tourism 2020 partners. (EOS Recommendation #37 ITI Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

In 2015/16, through parks operations contracts, ITI provided opportunities for local business development, as well as incentives and support for delivery of Aboriginal cultural tourism products in our campgrounds. ITI is working cooperatively with Aboriginal organizations to develop management capacity and economic opportunities through the NWT's parks systems. Examples include Gwich'in Territorial Park, the proposed Doi T'oh Territorial Park and Five Fish Lakes Cultural Conservation Park.

Additionally, ITI facilitated a forum to shape the Aboriginal Tourism pillar of its Tourism 2020 strategy – including the development of an Aboriginal Tourism Champions Program. (EOS Recommendation #38 ITI Ongoing/Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

\$100,000 was committed under the EOS for the implementation of Community Tourism Infrastructure projects in 2015/16. Funding available to qualified tourism operators under the Tourism Product Diversification Program was also supplemented through the EOS by \$186,000. Eleven projects were funded under the Tourism Product Diversification and Marketing program to a total of \$1,083,000. Projects included funding to private sector businesses for innovative products that helped advance the goal of diversifying the NWT tourism product and to communities for sustainable community tourism products. Communities that received funding for the development of sustainable tourism products included: Fort Simpson, Lutselke, Ulukhaktok and Tuktoyaktuk. The funding for projects was spread across all five regions of the NWT.

Under the Community Tourism Infrastructure Contribution program six projects were funded across the NWT to enhance and/or upgrade tourism infrastructure/facilities in the communities; amounting to a total of \$200,000. The following communities received funding to enhance their tourism infrastructure:

- Tuktoyaktuk - community tourism signage
- Town of Hay River - visitor information centre improvements
- Hay River Reserve - development of Lady Evelyn Falls trail to Kakisa Lake
- Yellowknife - Mining Heritage Centre
- Yellowknife - Northern Frontier Visitors Centre Facility Improvement
- Jean Marie River First Nation – Cultural Centre conversion (exterior renovation)

[#39 ITI, CanNor, Ongoing Completed] 18th Legislative Assembly Mandate Priority

ITI created community tourism development workshops to better engage with communities. One of the issues emphasized in these workshops is the need to develop alternative forms of tourist accommodation. Through the new tourism strategy, Tourism 2020, ITI will continue to engage the private sector and communities on ways to develop accommodation or alternative accommodation facilities in NWT communities. (EOS Recommendation #40, #43, CanNor, ITI - Ongoing/Completed)

ITI engaged with community-level tourism groups and community and band councils to identify how tourism development can support the overall vision and goals held by these organizations. Based on this process, ITI identified workshops on service quality as one of the programs to be implemented in Tourism 2020. ITI will continue to contribute \$125,000 annually for tourism research including best options for enhancing the quality of the NWT tourist product. (EOS Recommendation #40, #44 Ongoing Completed ITI) 18th Legislative Assembly Priority and GNWT Mandate Commitment

A working group representing ECE, ITI and Aurora College was established to address the labour force development and training issues in the NWT. Aurora College committed to examining the feasibility of a college level tourism training program in the NWT. (EOS Recommendation #45 ECE, ITI, Aurora College Ongoing/Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### Arts

The NWT Arts Program is a foundation for the marketing and promotion of NWT arts and fine crafts to local, national and international markets. A key element of the program is a website designed for users to discover and learn more about the diversity, value and authenticity of NWT art and fine crafts - and featuring an extensive online inventory of artist profiles and art, all professionally captured, catalogued and



Photo: ITI

registered. In 2015/16, the online directory continually updated artists profiles and art. (EOS Recommendation #47 ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

In 2015/16, displays were installed at six NWT airports to promote local arts and fine crafts and the NWT artists that create them and will be continually updated. The NWT Arts Facebook page was also continually updated to complement and expand online promotional and marketing resources. (EOS Recommendation #50, ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### Film

In 2015/16, the NWT Film Commission worked with NWTT to identify opportunities for NWTT to promote the Spectacular NWT marketing brand. For example, the NWT Film Commission helped facilitate the purchase of stock footage of the NWT from a production that was filming on location in the Western Arctic region. This footage will be used for Spectacular NWT promotion. (EOS Recommendation #53 ITI NWTT Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### Fish Industry

In 2015/16, \$225,000 was made available through the Great Slave Lake Industry Support Program which is delivered through the NWT

Fishermen's Federation. This program provides incentives and/or supports for fishers on Great Slave Lake. Recruitment activities are underway through community outreach. New entrants are eligible to apply for current incentives if they become members of the NWT Fishermen Federation. Together with fishers, producers and various stakeholders on Great Slave Lake, a Commercial Fisheries Revitalization Strategy is currently being finalized. The Strategy is expected to call for a balanced NWT market/export strategy for expanding markets for processed (fresh and frozen filets) Great Slave Lake fish products. (EOS Recommendation #64, #65, #66, #82, #84 ITI Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Agriculture**

In 2015/16, a draft Agriculture Strategy was circulated amongst various stakeholders and departments to confirm that the necessary content was included. It is anticipated that the Agriculture Strategy will be released in the winter of 2016/17. Its approach will support the safe, sustainable economic development of food through production systems connecting northern producers and consumers in order to build a relevant and viable agriculture industry. (EOS Recommendation #71, #73 #82 ITI Ongoing) 18th Legislative Assembly Priority and GNWT Mandate Commitment

An Agriculture Awareness Action Plan was created in the fall of 2015. It includes a northern agriculture/food production brand. The awareness plan will encourage an appreciation

of food value relevant to being a producer as well as a consumer of local grown food. In 2014/15, ITI sponsored farmer's markets in Fort Simpson, Hay River, Yellowknife and Inuvik. The farmers markets in the regions continue to operate to the benefit of local residents in 2015/16. The establishment and network of community gardens and/or greenhouses are now established in all NWT communities. The funding for these initiatives were made possible under the joint federal/territorial program initiative under Growing Forward 2 - Small Scale Foods. The community gardens will reduce the reliance on imported foods and contribute to a lower cost of living. (EOS Recommendation #80, #81, # 84 ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Traditional Economy**

The Take a Kid Trapping program continues to be fully utilized. (EOS Recommendation #77 ENR Ongoing Completed)

Funding was provided, through the Community Harvester's Assistance Program and Local Wildlife Committees to adults participating in traditional harvesting activities. ENR collaborates with ITI and the Fur Harvester's Auction to conduct trapper training workshops and training to help NWT residents participate in the trapping industry. The GNWT is developing a Traditional Economy Strategic Plan and community visits are being scheduled to establish a Traditional Economy Working Group and community champions to help guide programming in this sector. (EOS Recommendation #78 ENR, ITI Ongoing

Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Manufacturing**

Forest Management Agreements (FMA) were put in place with Timberworks Inc. in Fort Resolution and Digaa Enterprises in Fort Providence. These agreements will advance the proposed wood pellet manufacturing project in Enterprise in a way that will see benefits shared between Aboriginal corporations, bands and communities. In 2015/16, each of the FMA holders acquired a Land Use Permit which enables them to begin harvesting and is valid until 2020. ITI has provided financial support under the SEED policy to both Timberworks Inc. and Digaa Enterprises Ltd. Timberworks Inc. was provided support to obtain services for a business plan, website and other marketing materials. Digaa Enterprises Ltd. was provided support for the purpose of developing a business plan. (EOS Recommendation #58 ENR ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

Supply agreements continue to be maintained for the supply of rough diamonds to approved NWT diamond manufacturers and support has been provided to continue to grow the secondary diamond industry in the NWT. (EOS Recommendation #58 ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

In 2015/16, the GNWT started work on promoting northern manufacturing in collaboration with industry and the NWT's

Manufacturers' Association to expand the manufacturing sector, identify potential areas of growth, promote and market products manufactured in the NWT and aid in the professional and technological advancement of the industry (EOS Recommendation #59, #60 ITI & PWS Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

Funding was provided to the NWT Chamber of Commerce to promote NWT businesses including promoting *Made in the NWT* branding. (EOS Recommendation #61 ITI NWTCC Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Energy**

Support and investment was provided in 2015/16 for the implementation of the fifth year of the NWT Biomass Energy Strategy. (EOS Recommendation #67 PWS ENR Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Land Use Planning**

Land use plans are an important tool for identifying where forestry is an acceptable land use. Currently, the Sahtu and Gwich'in Land Use Plans broadly identify where forestry is an acceptable land use. The draft *Interim Dehcho Land Use Plan* also considers where and how forestry is an acceptable land use. Lands provides financial resources (contribution funds) to Aboriginal Government Organizations in regions without lands, resources, and self-government agreements. These funds support collection of information and identification of

important areas for future land use planning processes—indirectly facilitating identification of lands suitable and acceptable to communities for forestry development. Forest inventories developed in 2015/16 provide detailed information on the location, composition and growth of forests suitable for timber harvesting along Highway 3 between Fort Providence and Behchoko. Salvage inventories were completed for several areas to identify burned wood resources. (EOS Recommendation #68 Lands, ENR Ongoing Completed)

New satellite photography was acquired in 2015/16 for 538,000 hectares in the South Slave where a new inventory is planned. (EOS Recommendation #69 ENR Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

Land use plans are an important tool for identifying where and how lands are used. Land use plans are the culmination of many years of community, government, and scientific data collection; and result in zones that reflect the interests of many parties. Land use plans and associated background documents provide the foundation for addressing this recommendation and will continue to be implemented. (EOS Recommendation #72 Lands, Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment



Photo: Bill Braden

# People: Opportunity Readiness

A strong and diversified NWT economy will offer opportunities for employment and participation and increase the demand for a healthy, trained and skilled workforce. In order to meet this demand, NWT residents must possess skills, knowledge and prerequisites commonly obtained through learning in schools, colleges, universities, or in the workplace.

Socio Economic Agreements have been a proven and valued government-led collaborative tool to ensure that the benefits from major projects in our territory assist in the training of a skilled workforce.

A broad range of partners are working to identify, inform and develop educational initiatives designed to build a strong, stable and skilled resident workforce in the NWT. Collaboration is key for governments, agencies, businesses, industry and individuals.

While the NWT is indeed rich with resources – none are more valuable in the workplace than those that live, invest and raise their families in our communities. The EOS established two targets:

- Establish a Positive Entrepreneurial Environment
- Prepare NWT Residents for Employment

## Updates

### Regional Economic Development Plans

In 2015/16 Regional Economic Development Plans have now been completed in four of the five NWT regions. Engagement with residents, the private sector, governments, and other key stakeholders were also completed in 2015/16. Approaches to the planning process were determined by circumstances and the economic

environment in each region. The advancement of a similar process for the Sahtu Region was deferred, but will be completed in the near future. (EOS Recommendation #85 #92 ITI Initiated] 18th Legislative Assembly Priority and GNWT Mandate Commitment

Work continues to explore partnered approaches to encourage entrepreneurship, especially amongst young people and Aboriginal populations. (EOS Recommendation #87 ITI Initiated)

### Nominee Program

ITI is currently working with ECE on a marketing effort for the Northwest Territories Nominee Program (NTNP). Since the 2015 China-Japan trade mission, in particular, the NWT has seen significant interest in the NTNP by Chinese nationals looking to invest in and immigrate to the NWT. Since the launch of NTNP, ITI has:

- Updated the NTNP Business-driven stream Application Guidelines (the Guidelines) for 2016;
- Created new forms and established new procedures that allow for the orderly intake of processing of applicants to the NTNP;
- Created the NTNP Business-Driven Streams Interview Guidelines;

- Updated website information at [www.immigratenwt.ca](http://www.immigratenwt.ca); and
- Established working relationships with third-party vendors to handle identity checks and financial reviews. (EOS Recommendation #90 ECE, ITI – Initiated) 18th Legislative Assembly Priority and GNWT Mandate Commitment

### **Business Support**

All GNWT business forms are now available online; as new forms become available or are developed they will be introduced in an online format. (EOS Recommendation #91 ITI Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

As part of ongoing improvements and enhancements to its programming, ITI is conducting an internal review of its Support for Entrepreneurs and Economic Development (SEED) Policy. Key to the review is the re-alignment of formal key performance indicators that will measure outcomes and effectiveness. (EOS Recommendation #93 ITI Ongoing)

### **Employment and Capacity Building**

The Department of Human Resources Regional Recruitment Program was initiated to increase regional employment opportunities by using unique approaches to recruitment to link residents with on-the-job training. A Regional Recruitment Specialist position is located in Fort Smith. This position is responsible for:

- Work with Regional Training Committees, Career Development Officers, Government

Service Officers, Human Resource Representatives and others as required to identify potential candidates;

- Develop learning and development plans specific to the incumbent, and actively monitor the progress of the training plans through regular meetings with the hiring manager and the trainee; and
- Explore options for training that can be incorporated into training and development plans.

There are identified skill gaps with Aboriginal Governments and the implementation of self-government. The Gwich'in Tribal Council (GTC) and the GNWT are working together to establish a collaborative partnership to enhance these skills of Gwich'in participants in preparation for the implementation of self-government.

- The GNWT and GTC signed a Memorandum of Understanding on Capacity Building in May 2015. The Agreement is for a five year term and commits both governments to explore internship opportunities for Gwich'in employees in the GNWT.
- Interns will have the opportunity to gain work experience with the GTC and the GNWT for work placements of up to 12 consecutive months in each organization.
- A joint internship pilot project that will provide for full-time employment opportunities with the GNWT for up to a maximum of nine

Gwich'in workers has been developed. DAAIR and DHR have assigned staff.

- The first intake participants will start with the federal government in September, 2016 and with the GNWT in September, 2017. (EOS Recommendation #101 #102, #103, HR Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

In 2015/16, ECE led the Skills 4 Success Initiative on behalf of the GNWT with the goal to close education and employment gaps and address recruitment and retention challenges in the NWT. With the release of the NWT Labour Market Forecast and Needs Assessment, the GNWT is able to forecast in-demand jobs and create actions that will enable the execution of the Skills 4 Success vision statement: "NWT residents have the skills, knowledge and attitudes for employment success". (EOS Recommendation #106, #107, #108, #110, #111, #117 ECE Ongoing) 18th Legislative Assembly Priority and GNWT Mandate Commitment

ECE's Skills 4 Success paired with their advisory on Aurora College's Northern Leadership Development Program will lead to an increase in a northern workforce that is trained, ready and aligned with the development of many major projects within the NWT. (EOS Recommendation #114, #115 ECE Aurora College Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

Aurora College worked closely with other education providers, industry, business, and interested parties to support ECE in the development of the Skills 4 Success Strategic Framework. Staff members and administration were active on working groups and the steering committee, and continue to work with ECE on developing the associated action plan. Skills 4 Success is closely tied to current and projected labour market needs in the NWT. The Strategic Framework will be a major influence as the Aurora College Board of Governors creates a new Strategic Plan in 2016. Aurora College will also be using the Conference Board of Canada's "Labour Market Information Resource – NWT Labour Market Forecast and Needs Assessment" to make data driven decisions regarding future programming needs. Aurora College has worked with a diverse group of regional and local partners to develop and deliver programming reflective of unique employment opportunities in the NWT. (EOS Recommendation #101, #112 ECE Aurora College Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

The GNWT has implemented enhancements to the Graduate Internship Program to encourage NWT students to return to the NWT after graduation from post-secondary studies. These include:

- Extending the duration of internships from one year to two years to allow interns to gain the experience to move into a position within the GNWT;

- Targeting some internships for students who have academic qualifications in an occupation where there is an identified skills shortage;
- Marketing the Graduate Internship application program to students and post-secondary graduates through the DHR Careers website, LinkedIn, Twitter and Facebook, and in partnership with ECE Student Financial Assistance, using their communications to contact NWT post-secondary students and graduates for timely and targeted career and employment information.

(EOS Recommendation #101, #105, #106, #107, #112, #115 HR, ECE Ongoing Completed)

Summer student funding programs are available through the Small Community Employment Supports program, as well as through three federal labour market agreements that the GNWT has with Canada: Labour Market Development Agreement, Job Fund Agreement and Labour Market Agreement for Persons with Disabilities. (EOS Recommendation #108 ECE Ongoing Completed)

The Schools North Apprenticeship Program (SNAP) allows students to become registered apprentices while attending high school. This program has been reviewed and revised (2015/16) to better meet student and industry needs. (EOS Recommendation #104, #105, #109, #117 ECE Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

The GNWT's collaboration with the federal government, The Canada-NWT Job Fund, is continuing to prove successful. The agreement (2014-2020) is worth \$1.1M annually in the NWT and supports innovative, employer-driven approaches to help Canadians gain the skills and training they need to fill available jobs. (EOS Recommendation #111, #115 ECE, CanNor Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

Employment Transition Officers hired in 2014/15 in each of the NWT's five regions continue to provide direct interventions in the employment cycle for income assistance clients. (EOS Recommendation #115 ECE Ongoing Completed)

GNWT's "Choose" campaign, which is the public face of the Healthy Choices Framework, is a GNWT-wide approach to encouraging and supporting NWT residents to make healthy and safe choices with the goals of fostering healthy, educated people. In 2015/16, Choose embarked on a social media campaign in an effort to increase visibility and community wellness as a whole. (EOS Recommendation #116 HSS Ongoing Completed) 18th Legislative Assembly Priority and GNWT Mandate Commitment

# Conclusion

Thanks to insights gained from its highly collaborative development, the EOS represents one of the most informed approaches ever taken to advance economic development in the NWT. Its many actions and initiatives extend well beyond the mandate of a single department, partner organization or even government.

Going into the third year of the EOS implementation, it has confirmed that all stakeholders have a part to play in developing the economic environment needed to advance economic development and prosperity in the NWT.

The process that has evolved to implement and report on the many elements of the EOS has brought attention to the widely varying contributions and initiatives that are undertaken to advance economic development in the NWT,

the importance of continued partnership and collaboration - and the valuable overarching role that the EOS fills.

The need to diversify and strengthen the NWT economy was recognized by the 18th Legislative Assembly through the *Mandate of the Government of the Northwest Territories 2016-2019*. The EOS reinforces that a strong territory needs a strong economy that is based on the diversity of its economy and people.





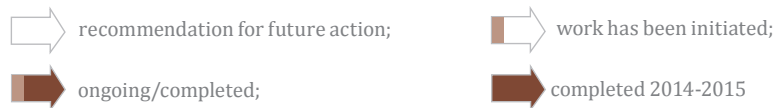
Photo: Bill Braden

## APPENDIX A - STATUS OF IMPLEMENTATION

This appendix identifies each of the recommended actions in the Economic Opportunities, the time frame (short-medium-long) in which activities associated with their implementation was recommended – and the current status of this implementation after one year.

For the purposes of its implementation, the Strategy's authors defined their timeframes as: short term 2013 – 2015; medium term 2015 – 2019 and long term beyond 2019.

The status of actions and initiatives under each recommendation are identified as:



There are four categories in which EOS recommendations/initiatives have been classified:

1. Ongoing/Completed — The recommendation/initiative has been actioned and/or achieved its goal or a combination of both. Many of the recommendations are now ongoing as part of yearly departmental work plans or mandates. This is a new category for the 2015/16 Progress Report;
2. Completed – These recommendations have been completed in 2014/15;
3. Initiated – Work has begun on these initiatives; and
4. For Future Consideration/Action — These recommendations will be considered for future action.

| RECOMMENDED ACTION                                                               |                                                                                                                                                                                              | Status of Initiation of Implementation                                                |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| THEME ONE – CLIMATE FOR GROWTH                                                   |                                                                                                                                                                                              |                                                                                       |
| TARGET 1 – STIMULATE INVESTMENT                                                  |                                                                                                                                                                                              |                                                                                       |
| OBJECTIVE 1A: ATTRACT MAJOR PROJECTS AND INVESTMENTS TO THE NWT                  |                                                                                                                                                                                              |                                                                                       |
| #1                                                                               | Complement and expand major projects office to market and promote the NWT to potential investors; act as an advocate for investors looking to understand and navigate the regulatory process |  |
| #2                                                                               | Identify and promote the Aurora Research Institute as a centre for research and applied studies relating to the North                                                                        |  |
| #3                                                                               | Negotiate geographic sector-specific development zones                                                                                                                                       |  |
| TARGET 2 – ENCOURAGE RESIDENCY                                                   |                                                                                                                                                                                              |                                                                                       |
| OBJECTIVE 2A: INCREASE THE DEPENDABILITY AND AFFORDABILITY OF NWT HOUSING MARKET |                                                                                                                                                                                              |                                                                                       |
| #4                                                                               | Investigate business model to incent private sector investment in housing in non-market communities                                                                                          |  |

| RECOMMENDED ACTION                                                                                                                                              | Status of Initiation of Implementation                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #5 Issue long term leases or fee simple lands                                                                                                                   |    |
| #6 Evaluate potential for cooperative housing model in remote communities                                                                                       |    |
| #7 Examine incentives to promote home ownership                                                                                                                 |    |
| <b>OBJECTIVE 2B: STRENGTHEN AND PROMOTE TAX ADVANTAGES TO RETAIN AND ATTRACT NWT RESIDENTS</b>                                                                  |                                                                                       |
| #8 Facilitate pan-territorial dialogue on Northern Residency deductions that will explore options and identify balanced solutions to reflect the cost of living |    |
| #9 Create an additional northern tax zone related to the Northern Residency Tax deduction                                                                       |    |
| #10 Educate and inform NWT residents and businesses of NWT tax structures and rates                                                                             |   |
| #11 Track and promote the NWT's individual income tax burden in comparison to other jurisdictions                                                               |  |
| <b>OBJECTIVE 2C: STRENGTHEN INITIATIVES TO ATTRACT NEW RESIDENTS TO THE NWT</b>                                                                                 |                                                                                       |
| #12 Increase collaboration between government, industry and agencies to promote the NWT as a place to live and work                                             |  |
| #13 Effectively utilize the "NWT Nominee Program"                                                                                                               |  |
| <b>THEME TWO – BUILDING ON SUCCESS</b>                                                                                                                          |                                                                                       |
| <b>TARGET 3 – EXPAND OUR POTENTIAL</b>                                                                                                                          |                                                                                       |
| <b>OBJECTIVE 3A: FOSTER EXPLORATION AND SUPPORT GEOSCIENCE</b>                                                                                                  |                                                                                       |
| #14 Prepare for opportunities that arise from the development and implementation of an NWT Mineral Development Strategy                                         |  |
| #15 Enhance geoscience research in the NWT                                                                                                                      |  |
| #16 Establish incentives for prospecting and exploration                                                                                                        |  |
| #17 Develop and implement an NWT Oil and Gas Strategy                                                                                                           |  |

| RECOMMENDED ACTION                                                                                                                       | Status of Initiation of Implementation                                                |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #18 Examine new export routes and markets                                                                                                |    |
| <b>OBJECTIVE 3B: EXTEND THE LIFE OF EXISTING MINING ACTIVITIES</b>                                                                       |                                                                                       |
| #19 Examine ways to support extended viability of operating mines such as tax policies, reduced energy costs, infrastructure investments |    |
| <b>OBJECTIVE 3C: INCREASE PARTICIPATION IN RESOURCE DEVELOPMENT</b>                                                                      |                                                                                       |
| #20 Continue to pursue and enforce socio-economic agreements and contracts with large project proponents                                 |    |
| #21 Facilitate and fund expert analysis and studies in regions                                                                           |    |
| #22 Encourage and support NWT businesses involved in prospecting and exploration                                                         |   |
| #23 Conduct business/industry strategies aligned to major projects                                                                       |  |
| <b>TARGET 4 – ENHANCE OUR CONNECTIONS</b>                                                                                                |                                                                                       |
| <b>OBJECTIVE 4A: DEVELOP THE NWT’S ENERGY INFRASTRUCTURE</b>                                                                             |                                                                                       |
| #24 Develop and implement an NWT Energy Strategy                                                                                         |  |
| #25 Examine potential to expand NWT power grid                                                                                           |  |
| #26 Examine and support new and alternative energy technologies                                                                          |  |
| #27 Examine possible development of Slave River hydro potential                                                                          |  |
| #28 Use availability of excess hydro-power as an incentive to grow and expand manufacturing                                              |  |
| <b>OBJECTIVE 4B: DEVELOP THE NWT’S TRANSPORTATION INFRASTRUCTURE</b>                                                                     |                                                                                       |
| #29 Prepare for opportunities that arise from the development and implementation of a GNWT Transportation Strategy                       |  |
| #30 Maximize opportunities that arise from the phased construction of the Mackenzie Valley Highway                                       |  |

| RECOMMENDED ACTION                                                                                                                                                                                                                                               | Status of Initiation of Implementation                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #31 Extend travel seasons of the existing winter highways                                                                                                                                                                                                        |    |
| #32 Examine opportunities to extend roads to resource rich areas in the Slave and Canol areas                                                                                                                                                                    |    |
| #33 Consider establishment of deep water port near Tuktoyaktuk                                                                                                                                                                                                   |    |
| #34 Explore options to extend runways at identified airports                                                                                                                                                                                                     |    |
| #35 Examine, with Parks Canada, and the Province of Alberta, an all-weather road through Wood Buffalo Park connecting Fort Smith to Garden River AB                                                                                                              |    |
| <b>OBJECTIVE 4C: INCREASE ECONOMIC OPPORTUNITIES IN THE COMMUNICATIONS SECTOR</b>                                                                                                                                                                                |                                                                                       |
| #36 Prepare for opportunities that arise from the installation of a fibre optic link down the Mackenzie Valley                                                                                                                                                   |   |
| <b>THEME THREE – REGIONAL DIVERSIFICATION</b>                                                                                                                                                                                                                    |                                                                                       |
| <b>TARGET 5 – BUILD SECTORS USING REGIONAL STRENGTHS</b>                                                                                                                                                                                                         |                                                                                       |
| <b>OBJECTIVE 5A: INCREASE OPPORTUNITIES IN TOURISM</b>                                                                                                                                                                                                           |                                                                                       |
| #37 Support the development and implementation of the GNWT's Tourism 2015 Strategy                                                                                                                                                                               |  |
| #38 Increase and diversify NWT tourism packages                                                                                                                                                                                                                  |  |
| #39 Develop and build tourism products and infrastructure                                                                                                                                                                                                        |  |
| #40 Assist operators to package inter-regional tourism products                                                                                                                                                                                                  |  |
| #41 Measure the effectiveness of NWT Tourism as a delivery model for investments in marketing                                                                                                                                                                    |  |
| #42 Establish a convention bureau                                                                                                                                                                                                                                |  |
| #43 Increase the development and availability of tourist friendly accommodation facilities by providing incentives for private sector developers, reviewing alternative ownership models and assisting existing facilities to create northern themed experiences |  |
| #44 Develop and maintain competitive standards for NWT tourism products                                                                                                                                                                                          |  |

| RECOMMENDED ACTION                                                                                                                                              | Status of Initiation of Implementation                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #45 With Aurora College examine formalized skills training for the NWT tourism workforce                                                                        |    |
| #46 Examine models that will enable tourism operators to access more affordable insurance packages                                                              |    |
| <b>OBJECTIVE 5B: INCREASE ECONOMIC OPPORTUNITIES IN THE ARTS</b>                                                                                                |                                                                                       |
| #47 Support the development and implementation of the NWT Arts Strategy and Tactical Plan                                                                       |    |
| #48 Strengthen branding for made-in-the-NWT arts products                                                                                                       |    |
| #49 Provide additional funding and support to arts festivals                                                                                                    |    |
| #50 Identify with NWT Tourism, opportunities to promote NWT artists and their products                                                                          |    |
| #51 Support, with the NWT Film Commission, the development of an NWT film strategy                                                                              |  |
| #52 Develop a program to rebate filmmakers for wages and services incurred in relation to television and film production in the NWT                             |  |
| #53 Identify, with NWT Tourism, opportunities to promote the NWT as a filming destination                                                                       |  |
| #54 Examine ways to develop and maintain a competitive marketplace for quality arts and crafts                                                                  |  |
| #55 Expand provision of raw materials for the creation of arts and crafts                                                                                       |  |
| #56 Examine a model for the establishment of an NWT Visual Arts and Craft Council/Association                                                                   |  |
| <b>OBJECTIVE 5C: INCREASE NWT MANUFACTURING</b>                                                                                                                 |                                                                                       |
| #57 Eliminate the northern residency requirement for businesses to be approved as NWT manufacturer                                                              |  |
| #58 Encourage value added processing of materials source in the NWT including diamonds, oil and gas products and biomass                                        |  |
| #59 Encourage users and producers to develop common standards, processes and product listings to encourage the manufacture and sale of made-in-the-NWT products |  |

| RECOMMENDED ACTION                                                                                                                                                                                                                                         | Status of Initiation of Implementation                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #60 Improve compliance with established manufacturing and procurement agreements                                                                                                                                                                           |    |
| #61 Promote the "Made in the NWT" Program                                                                                                                                                                                                                  |    |
| <b>OBJECTIVE 5D: INCREASE OPPORTUNITIES IN COMMERCIAL FISHING</b>                                                                                                                                                                                          |                                                                                       |
| #62 Provide financial support to leverage investment in the construction, management and operations of a fish processing plant(s)                                                                                                                          |    |
| #63 Work with NWT fishers and the NWT Fishermen's Federation to expand the export and domestic market of Great Slave Lake fish by: ensuring security of supply, implementing a marketing program and establishing an effective product distribution system |    |
| #64 Promote value added manufacturing of fish products                                                                                                                                                                                                     |    |
| #65 Provide incentives to fishers to increase their efficiency and productivity                                                                                                                                                                            |   |
| #66 Provide training and financial support to new entrants into commercial fisheries                                                                                                                                                                       |  |
| <b>Objective 5E: INCREASE OPPORTUNITIES FOR FORESTRY</b>                                                                                                                                                                                                   |                                                                                       |
| #67 Support implementation of the NWT Biomass Energy Strategy                                                                                                                                                                                              |  |
| #68 Facilitate the identification and long-term access to lands for forestry development                                                                                                                                                                   |  |
| #69 Finalize an inventory of forest resources and sustainable harvest levels                                                                                                                                                                               |  |
| #70 Examine and consider incentives for private sector investment to expand firewood harvest                                                                                                                                                               |  |
| <b>OBJECTIVE 5F: INCREASE OPPORTUNITIES IN AGRICULTURE</b>                                                                                                                                                                                                 |                                                                                       |
| #71 Develop and implement an Agriculture Strategy                                                                                                                                                                                                          |  |
| #72 Conduct mapping, land classification and identification of mechanisms for long-term land access                                                                                                                                                        |  |
| #73 Develop, with the NWT Farmers Association, a "Grown in the North" branding program                                                                                                                                                                     |  |
| #74 Examine viability of establishing commercial market gardens in all regions                                                                                                                                                                             |  |

| RECOMMENDED ACTION                                                                                                                            | Status of Initiation of Implementation                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #75 Conduct research on agriculture and greenhouse technologies                                                                               |    |
| <b>Objective 5G: INCREASE OPPORTUNITIES IN THE TRADITIONAL ECONOMY</b>                                                                        |                                                                                       |
| #76 Increase funding and program support for Community Harvester Program                                                                      |    |
| #77 Engage private sector to increase support for the “Take A Kid Trapping” Program                                                           |    |
| #78 Create a mentorship program with supports to assist adults pursuing a harvesting lifestyle                                                |    |
| #79 Examine with government departments options to incorporate Traditional Economy activities as part of social wellness and healing programs |    |
| <b>OBJECTIVE 5H: ENCOURAGE AND GROW DOMESTIC MARKETS FOR NWT PRODUCTS</b>                                                                     |                                                                                       |
| #80 Promote and Expand the practice of buying locally                                                                                         |  |
| #81 Promote sale of northern foods to NWT stores, restaurants, industry establishments and government institutions                            |  |
| #82 Develop, with producers, NWT markets and distribution systems for regionally specific products                                            |  |
| #83 Work with the Bureau of Statistics to assess the value of traditional harvesting                                                          |  |
| #84 Assess consumer or potential markets in NWT                                                                                               |  |
| <b>THEME FOUR – PEOPLE: OPPORTUNITY READINESS</b>                                                                                             |                                                                                       |
| <b>TARGET 6 – ESTABLISH A POSITIVE ENTREPRENEURIAL ENVIRONMENT</b>                                                                            |                                                                                       |
| <b>OBJECTIVE 6A: STRENGTHEN THE OPERATING ENVIRONMENT FOR REGIONAL BUSINESSES AND ENTREPRENEURS</b>                                           |                                                                                       |
| #85 Create Regional Economic Action Plans for communities and Regions                                                                         |  |
| #86 Examine models for regional business centres to provide “single-window” supports                                                          |  |
| #87 Explore partnered approaches to encourage entrepreneurship especially amongst the young and Aboriginal populations                        |  |

| RECOMMENDED ACTION                                                                                                                                                                                                   | Status of Initiation of Implementation                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| #88 Develop a business internship model to assist businesses in smaller centres to recruit and retain accredited staff                                                                                               |    |
| #89 Make existing public infrastructure and building available for local business operations like, arts and crafts stores in visitors centres; coffee shops/restaurants in schools and parks; gift shops in airports |    |
| #90 Through the Northwest Territories Nominee Program, promote investment outside of major centers                                                                                                                   |    |
| #91 Make all business forms available online                                                                                                                                                                         |    |
| #92 Target government resources and funding to realize identified regional opportunities and priorities                                                                                                              |    |
| <b>OBJECTIVE 6B: STRENGTHEN GOVERNMENT PROGRAMS AND SERVICES FOR NWT BUSINESSES AND ENTREPRENEURS</b>                                                                                                                |                                                                                       |
| #93 Institute measures and accountabilities for delivery and effectiveness of all government programs                                                                                                                |  |
| #94 Enhance or re-negotiate a memorandum of understanding (MOU) between government partners on the delivery of business and economic programs                                                                        |  |
| #95 Focus the management of government business programs and analysis at the regional level                                                                                                                          |  |
| #96 Develop a catalogue or database of existing territorial, federal and private source funding sources for use by NWT businesses                                                                                    |  |
| #97 Examine the role and application of the GNWT's Business Incentive Policy (BIP) in relation to its objectives, operating transparency, effectiveness and administration                                           |  |

| RECOMMENDED ACTION                                                                                                                                   | Status of Initiation of Implementation                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>OBJECTIVE 6C: CREATE A STRONG VOICE FOR NWT BUSINESS</b>                                                                                          |                                                                                       |
| #98 Establish semi-annual sessions between NWT business representatives and GNWT, ITI                                                                |    |
| #99 Facilitate regular dialogue between territorial government representatives and the NWT's community of northern and Aboriginally-owned businesses |    |
| <b>TARGET 7 – PREPARE NWT RESIDENTS FOR EMPLOYMENT</b>                                                                                               |                                                                                       |
| <b>OBJECTIVE 7A: ENHANCE OPPORTUNITIES FOR WORKFORCE TRAINING AND EDUCATION</b>                                                                      |                                                                                       |
| #100 Increase university level programming offered by Aurora College                                                                                 |    |
| #101 Expand and adapt Aurora College program offerings to reflect areas of specific or unique economic opportunities in the NWT                      |    |
| #102 Establish co-op and job placement programs                                                                                                      |  |
| #103 Include provisions for local training and employment initiatives in project contracts with industry and local Aboriginal corporations           |  |
| #104 Expand apprenticeship opportunities for high school programs                                                                                    |  |
| <b>OBJECTIVE 7B: LINK RESIDENTS TO CAREER OPPORTUNITIES IN THE NWT</b>                                                                               |                                                                                       |
| #105 Track the transition of NWT high school and post secondary graduates "school to work"                                                           |  |
| #106 Develop mechanisms to promote timely and targeted career and employment information to NWT graduates                                            |  |
| #107 Target NWT graduates in hiring                                                                                                                  |  |
| #108 Expand existing programming targeted at student summer hiring in the private sector                                                             |  |
| #109 Establish mentorship programs for students that are transitioning into career paths from school                                                 |  |

| RECOMMENDED ACTION                                                                                                                                                                                                    | Status of Initiation of Implementation                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>OBJECTIVE 7C: IDENTIFY AND PLAN FOR FUTURE WORKFORCE REQUIREMENTS</b>                                                                                                                                              |                                                                                       |
| #110 Support development and implementation of Workforce Planning Strategy and Labour Market Development Strategy                                                                                                     |    |
| #111 Increase collaboration between industry and government to prepare for labour force needs                                                                                                                         |    |
| #112 Align Aurora College programming to address future workforce demands                                                                                                                                             |    |
| #113 Increase private sector participation in regional training committees                                                                                                                                            |    |
| #114 Link NWT Major Projects Office to developers of education and training programs                                                                                                                                  |    |
| <b>OBJECTIVE 7D: INCREASE AWARENESS OF EMPLOYMENT OPPORTUNITIES AND EXPECTATIONS</b>                                                                                                                                  |                                                                                       |
| #115 Support and expand programs and public information initiatives related to employment opportunities, employer expectations, accessing health and social services, job readiness and academic and skills upgrading |  |
| #116 Build on existing wellness programs with social media campaign linking healthy lifestyles with employment and career success                                                                                     |  |
| #117 Establish program to connect NWT students directly with industry representatives and local role models                                                                                                           |  |





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