

Government of | Gouvernement des  
Northwest Territories  
Territoires du Nord-Ouest

# ECONOMIC OPPORTUNITIES STRATEGY

Connecting Businesses and Communities  
to Economic Opportunities

**2016 TO 2018 PROGRESS AND  
PERFORMANCE MEASURES REPORT**

# STRATÉGIE SUR LES PERSPECTIVES ÉCONOMIQUES

**Faire le pont entre les entreprises, les  
collectivités et les occasions d'affaires**

**RAPPORT D'ÉTAPE 2016-2018**

Le présent document contient la traduction  
française du résumé, du message du ministre,  
et du message du comité du gouvernance



*If you would like this information in another official language, call us.*

**ENGLISH**

*Si vous voulez ces informations dans une autre langue officielle, contactez-nous.*

**FRENCH**

*Kīspin ki nitawihtīn ē nīhīyawihk ōma ācimōwin, tipwāsinān.*

**CREE**

*Tł̄ich̄o yati k'èè. Di wegodi newo dè, gots'o gonede.*

**TŁ̄ICH̄O**

*Perihtl̄is Dēne Sųliné yati t'a huts'elk̄er xa beyáyat̄ thepq pat'e, nuwe ts'ēn yólt̄i.*

**CHIPEWYAN**

*Edi gondi dehgáh got'je zhatié k'éé edatl̄éh enahddhē nide naxets'é edah̄t̄i.*

**SOUTH SLAVEY**

*K'áhshó got'jne xədə k'é hederi pedıhtl̄é yeriniwé ní dé dúle.*

**NORTH SLAVEY**

*Jii gwandak izhii ginjìk vat'atr'ijqch'uu zhit yinohthan jì', diits'at ginohkhìi.*

**GWICH'IN**

*Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.*

**INUVIALUKTUN**

*Ć̄d̄ ɻɻb̄b̄ ɻɻɻɻb̄ ɻɻɻɻb̄ ɻɻɻɻb̄,  
ɻɻɻɻb̄ ɻɻɻɻb̄ ɻɻɻɻb̄ ɻɻɻɻb̄.*

**INUKTITUT**

*Hapkuat titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.*

**INUINNAQTUN**

Indigenous languages secretariat: 867-767-9346 ext 71037

Francophone Affairs Secretariat: 867-767-9343

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# MINISTER'S MESSAGE



**Wally Schumann**  
Minister of Industry, Tourism and Investment

Since the release of the Economic Opportunities Strategy in 2014, the Government of the Northwest Territories has advanced the implementation of the strategy, to the point where nearly all 117 recommendations have been actioned and addressed.

This Progress Report highlights work and investments undertaken on EOS recommendations between April 2016 and May 2018. The actions and initiatives highlighted in this final EOS Progress Report vary broadly – not only in the sectors that they address – but in their scope, size and level of investment.

Many of the recommendations within the EOS are now reflected in our government's mandate, while others have become core to departmental business activities.

I am pleased to say that the EOS Governance Committee who oversaw the development and implementation of the EOS has fulfilled its mandate. I would like to extend my appreciation for their guidance. The collaborative approach taken for the implementation of the EOS confirms that all government departments, strategy partners and stakeholders have a key role to play in developing a healthy economic environment for the Northwest Territories.

# MESSAGE DU MINISTRE



**Wally Schumann**

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

Depuis la publication de la stratégie sur les perspectives économiques en 2014, le gouvernement des Territoires du Nord-Ouest (GTNO) a fait avancer la mise en œuvre de cette stratégie; les 117 recommandations ont pratiquement toutes été traitées.

Le rapport d'étape souligne les travaux et les investissements entrepris à la suite des recommandations de la stratégie entre avril 2016 et mai 2018. Les mesures et les initiatives mises en avant dans ce rapport d'étape définitif varient grandement, non seulement dans les secteurs qu'elles visent, mais également dans leur portée, leur ampleur et leur niveau d'investissement.

Un grand nombre des recommandations contenues dans la stratégie sont maintenant mises en évidence dans le mandat du gouvernement, tandis que d'autres font partie intégrante des activités opérationnelles essentielles des ministères.

Je me réjouis de rapporter que le comité de gouvernance de la stratégie sur les perspectives économiques qui a supervisé l'élaboration et la mise en œuvre de la stratégie a rempli son mandat. Je tiens à remercier les membres du comité pour leurs conseils. L'approche concertée adoptée pour la mise en œuvre de la stratégie confirme que tous les ministères, les partenaires de la stratégie et les intervenants ont un rôle à jouer dans le développement d'un environnement économique sain aux Territoires du Nord-Ouest.

# GOVERNANCE COMMITTEE MESSAGE

On April 1, 2014, devolution placed control of Northwest Territories land and resources into the hands of Northerners. That same year, the NWT Economic Opportunities Strategy Implementation Plan was also released. How appropriate that a strategy of this importance - and at this time - be developed in the same spirit of partnership and collaboration that has built and transitioned Canada's North.

As the Governance Committee, we committed to a partnered process; to sharing the responsibility and monitoring of its implementation and to finding ways to enhance our work through collaboration. With this final EOS Progress Report, Governance Committee believes that the goals of the EOS have been met as the vast majority of recommendations have been actioned and implemented. Thus, our mandate has concluded.

The EOS connects and is connecting businesses and communities to economic opportunities in the NWT by nurturing a climate for growth, building on success in key sectors, investing in regional diversification and promoting opportunity readiness to increase the education and participation of our Territory's most important resource – its people.

# MESSAGE DU COMITÉ DE GOUVERNANCE

Le 1<sup>er</sup> avril 2014, le transfert des responsabilités a donné aux Ténois le contrôle des terres et des ressources. La même année, le plan de mise en œuvre de la stratégie sur les perspectives économiques des TNO a également été publié. Il est d'autant plus approprié qu'une stratégie de cette importance ait été développée dans le même esprit de partenariat et de collaboration qui a créé le Nord canadien.

Au comité de gouvernance, nous sommes très attachés à notre processus de partenariat, de partage des responsabilités, de suivi de la mise en œuvre et de concertation pour améliorer notre travail. Grâce à ce dernier rapport d'étape sur la stratégie, le comité de gouvernance pense que les objectifs ont été atteints puisqu'on a donné suite et appliqué une grande majorité des recommandations. Notre mandat est donc terminé.

La stratégie donne des perspectives économiques aux entreprises et aux collectivités ténoises en favorisant un climat de croissance, en s'appuyant sur les réussites des secteurs clés, en investissant dans la diversification régionale et en encourageant la préparation aux possibilités économiques pour améliorer l'éducation et la participation de notre ressource la plus importante, à savoir notre population.

# EXECUTIVE SUMMARY

When the Economic Opportunities Strategy (EOS) was developed in 2013/14, two universally consistent sentiments emerged from NWT residents: optimism and a need for action.

NWT residents saw economic opportunity all around them; from digital satellite technology to hydro development, tourism, communications, agriculture, fishing and the enormous potential of the NWT's non-renewable resource sector.

What they needed, and what the EOS set out to provide, was the economic environment in which NWT residents could take the lead in identifying, pursuing and realizing these economic opportunities.

From the beginning, the implementation of the EOS has been 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 Strategy's partners.

Each of these strategies and mandates include initiatives and investments that work towards diversifying the economy, reducing the cost of living, creating employment, and/or addressing infrastructure needs requisite in a healthy economy.

Four themes provided the cornerstones for the EOS:

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

Within each theme, objectives were identified and 117 investments and initiatives were recommended.

To facilitate the Strategy's timely implementation and reporting, these recommendations actions were 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.

Like minded recommendations and recommendations that complemented or supported a common objective were combined for development and implementation. In some

instances, recommended actions were adjusted to facilitate a staged implementation or to better meet the intent of the objective identified.

For tracking purposes, recommendations/initiatives have been classified as:

1. Ongoing/Completed – when the recommendation/initiative has been actioned, achieved its goal or has a combination of both. Many of the recommendations are now ongoing as part of yearly departmental work plans or mandates;
2. Completed – when the recommendation has been completed.

3. Initiated – when work has begun on these initiatives; or

4. Not Addressed – when recommendations have not yet been addressed.

Of the 117 recommended actions put forward in the EOS, only 1 remains to be implemented. More than 70% have resulted in ongoing improvements and initiatives by the GNWT.

This report highlights almost 30 actions and initiatives taken individually and collectively, between 2016 and 2018.

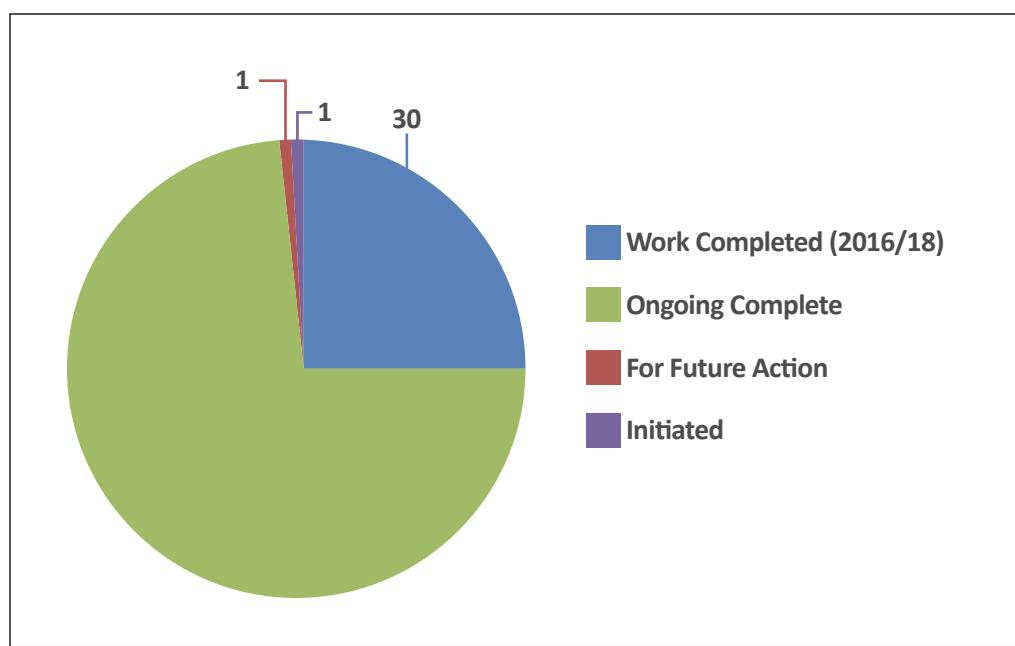


Figure 1 – 116 recommendations are either initiated, ongoing completed or completed with only 1 remaining unaddressed.

# RÉSUMÉ

**Deux sentiments universellement partagés sont ressortis de la consultation auprès des Ténois pour la rédaction de la Stratégie sur les perspectives économiques en 2013-2014 : l'optimisme et le besoin d'agir.**

Les Ténois perçoivent qu'il existe de nombreuses occasions d'affaires à saisir dans divers domaines : la technologie satellite, les aménagements hydroélectriques, le tourisme, les communications, l'agriculture et la pêche, sans parler de l'énorme potentiel du secteur des ressources non renouvelables.

Ce dont ont besoin les Ténois, et c'est le but de la Stratégie, c'est d'un contexte économique dans lequel ils pourront prendre l'initiative pour repérer, saisir et concrétiser les perspectives économiques.

Dès le début, la mise en place de la stratégie est une initiative pangouvernementale avec de nombreux partenariats. Ce travail englobe les objectifs de différentes stratégies du GTNO qui concernent la planification des besoins en énergie, l'exploitation minière, les biocombustibles, le perfectionnement de la main-d'œuvre, les enjeux de la pauvreté et l'amélioration des infrastructures de transport.

En outre, les recommandations de la Stratégie ont été mises en œuvre ou améliorées dans le cadre des mandats relevant de différents partenariats.

Chaque mandat et stratégie comprend des initiatives et investissements qui visent à diversifier l'économie, à réduire le coût de la vie, à créer de l'emploi et à gérer les infrastructures nécessaires pour une économie florissante.

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

Pour chaque thème, des objectifs ont été définis et 117 investissements et initiatives ont été recommandés.

Pour faciliter la mise en œuvre de la Stratégie dans les meilleurs délais – ainsi que la publication de rapports tels que celui-ci –, les recommandations ont été organisées en fonction des quatre principaux objectifs économiques :

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 recommandations visant le même objectif et celles qui venaient en complément ou en soutien d'un objectif commun ont été fusionnées pour leur élaboration et leur mise en œuvre. Dans certains cas, les mesures recommandées ont été rectifiées pour faciliter une intégration graduelle ou pour mieux correspondre à l'objectif défini.

Aux fins de suivi, les recommandations et initiatives ont été classées comme suit :

1. En cours ou terminée : lorsque la mesure recommandée ou l'initiative a été mise en œuvre ou qu'elle a atteint son but, ou ces deux éléments combinés. De nombreuses recommandations sont aujourd'hui en cours d'application dans le cadre des mandats ou plans annuels des ministères.
2. Terminée : lorsque la mesure recommandée a été réalisée.

3. Lancée : lorsque les travaux ont été lancés dans le cadre de l'initiative concernée.
4. Non traitée : lorsque la recommandation n'a pas encore été traitée.

Sur les 117 mesures recommandées dans la Stratégie, il n'en reste qu'une à mettre en œuvre. Plus de 70 % des mesures ont suscité des améliorations et des initiatives continues au GTNO.

Le présent rapport montre qu'une trentaine de mesures et d'initiatives ont été prises individuellement ou collectivement entre 2016 et 2018.

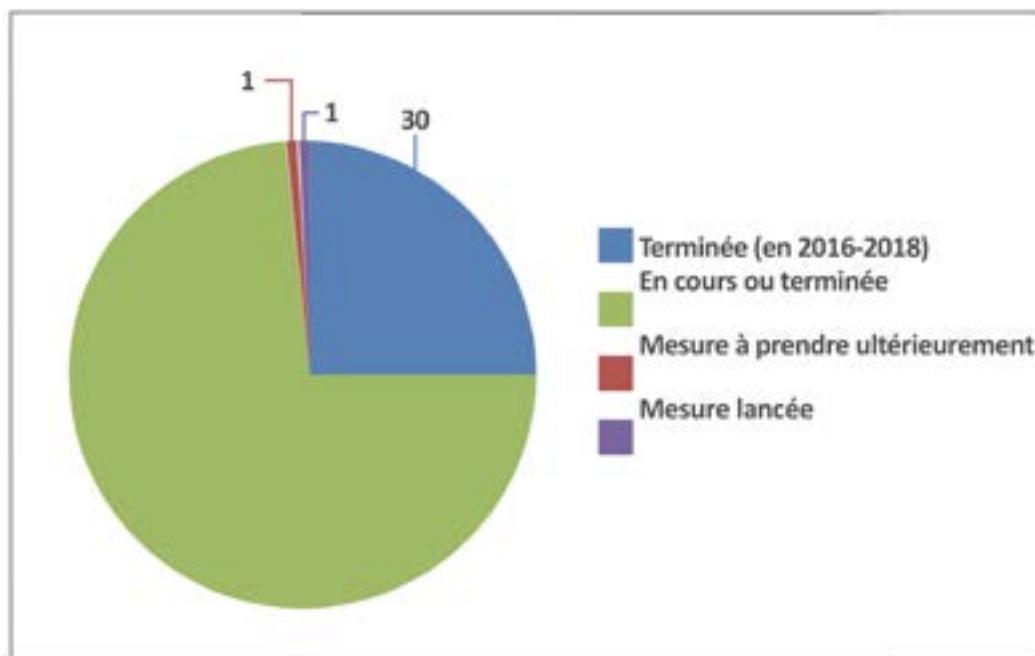


Figure 1 – 116 mesures recommandées sont lancées, en cours ou terminées; il n'en reste qu'une à mettre en œuvre.

# VISION AND PRINCIPLES

## VISION STATEMENT

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, 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; and
- Development balances the need to respect and protect the NWT’s lands and environment with the wise and considered use of its resources.

# GLOSSARY

## Strategy Partners:

[CanNor](#) - The Canadian Northern Economic Development Agency

[NABA](#) - The Northern Indigenous Business Association

[NWTAC](#) - The NWT Association of Communities

[NWTCC](#) - The NWT Chamber of Commerce

## Acronyms used for GNWT Departments Agencies:

[ITI](#) – Industry, Tourism and Investment

[ECE](#) – Education, Culture and Employment

[HR](#) – Human Resources

[DOT](#) – Department of Transportation

[ENR](#) – Environment and Natural Resources

## Performance Measures

Critical to the success of the EOS was the measure of its impacts and the ability to demonstrate how the NWT has benefited from its implementation.

Given the numerous and varying nature of recommended actions in the EOS, a reporting structure was developed based on outcomes reflective of the broader goals and vision of the Strategy.

Twelve outcomes were identified and linked directly to EOS objectives to create a credible framework and reporting tool for results reporting and business planning.

- Based on the data presented in this report on the key performance indicators (KPIs), the EOS has had a positive influence on the NWT economy. Most notably, as follows:
- Since 2014, the number of tourism licences issued annually has increased by 28%.
- Since 2014, overall visitation to the NWT has increased by almost 30%.
- Total visitor spending has increased by 37%.
- The number of self-identifying artists registered with the NWTArts Program has risen by 78%.
- While we have seen an increase in artists in all disciplines, our film and media industry has seen phenomenal growth of over 150%.
- In 2016, our film and video sector contributed approximately \$6.7 million. That is a 38% increase from 2014.
- The number of commercial-vessel fishing licences issued annually has increased by 27% since 2014.
- Since 2014, the total harvest of fish has increased by 42%; and by 55% in its value.

**This will be the final published EOS Progress Report as many of the recommendations and actions have reporting structures built into their implementation and action plans.**

The final set of actions and initiatives highlighted in the following pages were undertaken between 2016 and 2018 in response to recommendations presented in the EOS. They are presented in the context of the overarching economic objectives that they were initiated to address.

Notations are provided to reference the EOS recommendations addressed by each action or initiative and the GNWT departments or strategy partners that have led its implementation.

A complete list of recommendations and the status of their implementation is provided by number in Appendix A.

## THEME ONE - CLIMATE GROWTH

The EOS aims to identify and realize the economic potential that exists outside of our territory's rich resource sector in order to advance opportunities in the grass roots economies of our territory's regions and communities. This 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, key investments that can be made to stimulate opportunity and diversity in the NWT economy are those that attract and retain major infrastructure or industrial projects to support a healthy and vibrant population.

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 for growth within the NWT economy, two targets were identified:

- Stimulate Investment
- Encourage Residency

## UPDATES

### Pathfinder and One Window Approach

The Client Services & Community Relations (CSCR) Unit was established within ITI as part of the devolution of lands and resources from the Federal Government to the GNWT. CSCR is to serve as a consistent first point of contact within the GNWT for proponents wishing to initiate and progress resource exploration and development projects in the NWT. Critical front-end support provided by the CSCR Unit includes assistance for clients navigating the regulatory and assessment processes and ensures that early, meaningful and effective engagement occurs with stakeholders, communities and Indigenous governments.

Currently there is an informal agreement between CSCR and the Department of Lands' Project Assessment Branch (PAB) to collaborate on resource files. Environmental assessment and regulatory matters delivered via the PAB in Lands are strategically integrated and, operate concurrently with CSCR. A more fully integrated project facilitation service remains a goal.

### EOS Recommendation #1, ITI and Lands – Ongoing Completed

### Land Use Planning

The Department of Lands continues to offer long-term leases and in some cases a fee simple purchase, which may contribute toward the dependability and affordability of the NWT housing market. The Department of Lands provided fee simple title on a total of 23 parcels in 2017/18

### EOS Recommendation #5, Lands – Ongoing Completed

### NWT Immigration Strategy and NWT Nominee Program

In June 2017, The Departments of Education, Culture and Employment (ECE) and ITI released the Northwest Territories Immigration Strategy 2017-2022: Building a Skilled Workforce and a Vibrant Economy. The Strategy supports population growth and addresses labour market gaps and skills shortages in the NWT. The goals include attracting skilled foreign nationals, attracting new entrepreneurs, consolidating administrative

processes and supporting foreign nationals in their integration and settlement in the NWT.

ITI is advancing the Business Stream of the Northwest Territories Nominee Program (NTNP) to attract Foreign National entrepreneurs who have the ability to establish, purchase or invest in existing businesses - selected to provide economic benefit to the Territory. In support of the Business Stream ITI has:

- Streamlined and simplified their processes and guides to make them clearer and more user-friendly;
- Developed a “Foreign National’s Guide to Doing Business in the NWT”, which familiarizes applicants with operating a business in the NWT;
- Developed promotional information kits that are available in 10 different languages.
- Implemented a marketing strategy specific to the Business Stream;
- Launched a new website, [www.immigratenwt.ca](http://www.immigratenwt.ca), to increase awareness and interest in the NWT as a destination for new immigrant residents and entrepreneurs; and
- Worked to develop new partnerships; notably with the Canadian Association of Professional Immigration Consultants (CAPIC).

#### **EOS Recommendation #13, 90, ITI and ECE – Ongoing Completed**

# THEME TWO - BUILDING ON SUCCESS

Our territory's rich mining and 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. The presence of Indigenous businesses in the NWT economy is fast emerging; from leading-edge and multi-faceted companies negotiating multimillion-dollar contracts with governments and resource developers to small local entrepreneurs providing local 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

The GNWT continues to implement its Mineral Development Strategy (MDS) and is committed to fulfilling objectives outlined in the strategy and implementation plan. Over \$2 million was identified for MDS implementation in both the 2017/2018 and 2018/19 fiscal years including: support for geoscience, marketing, Indigenous capacity building and ongoing annual funding for the Mining Incentive Program, REDI, Prospector Training Course and Regional Mineral Development Strategies.

The MDS will ensure the competitiveness of our territory in the global mining sector to realize the investments that will create jobs and business opportunities in our economy and benefits to NWT residents.

#### **EOS Recommendation #14, ITI - Ongoing Completed**

## Petroleum Development, Energy Security and Climate Change Adaption

In May 2018, The Department of ITI released a Petroleum Resources Strategy that sets out a path for the development of the NWT's hydrocarbon resources in a way that contributes to both economic benefits and energy security for NWT residents. It includes an implementation plan that highlights several clear, achievable actions and performance measures. The Petroleum Resources Strategy contains ten goals under three pillars:

- 1) Improving our competitive edge;
- 2) Ensuring benefits for NWT residents; and
- 3) Creating sustainable and innovative oil and gas sector.

The Petroleum Resources Strategy will contribute to the NWT's energy security and the Knowledge Economy, and links to the goals of the 2030 NWT Energy Strategy and the Climate Change Strategic Framework, which were also released. The release of these three GNWT strategies has been coordinated as part of an integrated approach to energy development designed to generate economic benefits and increase energy security for NWT residents, while reducing greenhouse gas emissions and helping the NWT adapt to climate change.

### **EOS Recommendation #17, ITI - Ongoing Completed**

## Strategic Regional Investments

Under its Support for Entrepreneurs and Economic Development (SEED) Policy, ITI provides business financial support. In 2017/18, the Strategic Investments stream was introduced to the SEED program. The stream allows for one-time contributions of up-to \$75,000 for regional initiatives. To be eligible, projects must increase the business and economic activities of a community, directly result in increased local employment, support regional economic development plans, and leverage funding sources outside of the GNWT.

### **EOS Recommendation #21, #92, ITI - Ongoing Completed**

## **Deepwater Port Infrastructure**

Funded under the Government of Canada's Ocean's Protection Plan (OPP), the Department of Infrastructure has commissioned a planning study that will focus on identifying opportunities and required improvements at the Hay River Terminal and the Tuktoyaktuk Marine Services Centre.

### **EOS Recommendation #33, Infrastructure - Initiated**

## **Mackenzie Valley Fibre Link**

Investments made by both the GNWT and the Government of Canada in the Inuvik Satellite Station Facility, the Mackenzie Valley Fibre Link and the Inuvik to Tuktoyaktuk Highway are positioning Inuvik as the space capital of Polar North America. Inuvik can play an important role in expanding the NWT's Knowledge Economy. The GNWT is committed to supporting Inuvik as a centre for expertise and innovation for geographic and spatial technologies and data.

The GNWT is working with Natural Resources Canada and the Aurora Research Institute, to establish geomatics and remote sensing services in Inuvik. The Geomatics industry in the NWT has potential to generate further investment in the NWT. The Western Arctic Centre for Geomatics located in Inuvik is an important part of that investment. The Centre will increase the level of remote sensing technologies and geomatics support for programs and services that support land, resource and infrastructure management. Staffing is currently underway for the Western Arctic Centre for Geomatics.

### **EOS Recommendation #36, ITI - Ongoing Completed**

# THEME THREE - REGIONAL DIVERSIFICATION

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

With the NWT's resource-based economic environment prone to the rise and fall of the world economy, a grass roots approach to economic growth and diversity is critical to encouraging the territory's overall economic health and stability and will serve to build capacity and self-sufficiency in communities and residents.

The challenge of realizing these wide-ranging opportunities and converting them into real and tangible economic development is one best met by NWT entrepreneurs and small businesses. It follows that economic diversity in the NWT is, foremost, reliant on a competitive business environment, in which NWT 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 2020: Opening our Spectacular Home to the World was released in October 2016. Tourism 2020 builds on two previous five-year strategies: Tourism 2010 and Tourism 2015. Tourism 2020 focuses on five strategic focus areas:

1. Attraction and Experience;
2. Indigenous Tourism;
3. Community Tourism Development;
4. Skills Development; and
5. Tourism Research and Planning.

Through a variety of grants and contributions, ITI invested over \$5 million in tourism related businesses and initiatives in 2016/17 and 2017/18. In addition, ITI actively seeks partnerships with other agencies, governments and businesses to develop the potential of the NWT's tourism industry.

### **EOS Recommendation # 37, ITI - Ongoing Completed**

## **NWT Arts Funding**

The NWT Arts Council is an advisory board to the GNWT. The mandate of the NWT Arts Council is to promote the arts in the Northwest Territories. The Arts Council provides recommendations to the GNWT on financial awards for creative artistic projects in the visual, literary, media and performing arts, and on issues and policies associated with the arts and artists. In February 2018, the GNWT announced a commitment to increase the funding to the NWT Arts Council by \$200,000 to \$700,000 annually.

### **EOS Recommendation #49, #56, ITI and ECE - Ongoing Completed**

## **Manufacturing**

The NWT's manufacturing sector provides opportunities for economic diversification, local investment and job creation. ITI is currently working to advance a Northern Manufacturing Strategy (NMS) that will identify areas of growth and ways to promote and market NWT manufactured products, while encouraging professional and technological advancement in the manufacturing sector.

The Northern Manufacturing Policy ensures that government procurement of northern manufactured products provides a benefit to manufacturers in the NWT. ITI is working to ensure the NWT manufacturing community understands its current policies. ITI is also working with individuals across the NWT to ensure they are properly recognized as manufacturers and that their products are properly registered to benefit from GNWT manufacturing policies.

### **EOS Recommendation #59, #60, ITI & PWS - Ongoing**

## Commercial Fishing

ITI's released its commercial freshwater fishing strategy, Strategy for Revitalizing the Great Slave Lake Fishery, in February 2017. The Revitalization Strategy outlines a course of actions and investments to re-establish the once thriving sector with strategic investments that will create jobs and make more northern food products available for purchase. The Strategy identifies seven focus areas and 25 recommended actions that fall under these areas:

1. Add value to the NWT economy;
2. Expand the NWT market for Great Slave Lake fish products;
3. Restart the remote and winter fisheries;
4. Increase participation in the Great Slave Lake fishery;
5. Access export markets;
6. Align industry support programs to the revitalizations goals; and
7. Empower fishers to make decisions to develop a viable fishery.

ITI is now implementing the Revitalization Strategy including the design and construction of a new fish processing plant in Hay River.

Program changes to the Fishers Support Program have helped increase catch volumes on Great Slave Lake. ITI is working with the NWT Fisherman's Federation (NWTFF) on a number of recruitment initiatives to encourage new entrants into the industry. In 2016/17, ITI provided approximately \$225,000 towards the administration of the NWTFF (\$20,000) and to assist commercial fishers with production and transportation costs (\$205,000).

**EOS Recommendation #64, #65, #66 #82 #84, ITI - Ongoing Completed**

## Forestry

The Departments of Environment and Natural Resources and ITI worked to create the Northwest Territories Forest Strategy during the 2017-18 fiscal year. The report includes 13 recommendations based on discussions with five GNWT departments, a review of multiple strategic documents, internal workshops, and research of other Canadian jurisdictions and markets. The GNWT will use the information and recommendations to develop a phased approach to advancing a forest industry for the NWT.

**EOS Recommendation #70, ENR - Ongoing Completed**

## Agriculture and Food Production

Activities in the agricultural sector are increasing in every region and community. In March 2017, ITI released the Northwest Territories Agricultural Strategy, The Business of Food: A Food Production Plan 2017-2022. The Agriculture Strategy will increase domestic food production, improve distribution networks for NWT-produced foods and increase producer and supplier opportunities. The Strategy identifies six pillars that are the focus of the Strategy:

1. Planning;
2. Community leadership, partners and collaboration;
3. Regulatory measures;
4. Training and capacity building;
5. Resources; and
6. Food production.

The new Canadian Agricultural Partnership was introduced on April 1, 2018, replacing the Growing Forward 2 Agreement that saw \$6 million invested in NWT agriculture in the last five years. The new partnership, is committed to investing \$1.2 million annually in the NWT agriculture sector.

ITI's regional offices continue to support regional and community based agriculture training programs, courses and workshops. The Small Scale Food Program has been successfully delivered in 33 NWT communities through ITI's regional offices since 2013.

**EOS Recommendation #71, #73 #82, #84, ITI - Ongoing Completed**

# THEME FOUR - PEOPLE: OPPORTUNITY READINESS

A strong and diversified NWT economy will offer opportunities for employment, participation and increase the demand for a healthy, trained and skilled workforce. Clearly, NWT residents are best positioned to meet this demand; however, they must possess skills, knowledge and prerequisites commonly realized through increased learning in schools, colleges, universities or in the workplace.

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 and commitment is needed by governments, agencies, business and industry, and most importantly, people themselves.

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; and
- Prepare NWT Residents for Employment.

## UPDATES

### **Regional Economic Plans and Regional Mineral Development Strategies**

To guide the planning of future economic development in the region, ITI's Sahtu regional office visited local leadership in each of the Sahtu communities during the winter of 2017/18, to better understand local conditions, priorities and opportunities.

Many common themes emerged from these meetings. Community leaders spoke to the barriers created by the high costs of power, fuel and food. Local leadership in all of the communities also spoke to the negative impacts of a dormant oil and gas economy. The slow-down in the oil and gas industry caused the loss of many high paying steady jobs and contractor opportunities, which in turn has affected a large number of families across the region. A common goal shared by leadership throughout the region was to break the economic dependency on oil and gas.

Two potential solutions emerged. Across the region, tourism was seen as a means of creating economic development and strengthening culture, while agriculture was seen as a means of stimulating economic development and reducing the cost of living.

ITI is working with Indigenous governments to develop Regional Mineral Development Strategies. These strategies are owned by each region and allow policy decisions on exploration and resource development to be made by the land claimant for each settlement area.

#### **EOS Recommendation #85 #92, ITI - Ongoing Completed**

### **Young Entrepreneurship and Mentorship**

The BDIC partnered with Futurpreneur Canada to offer a two day “roll up your sleeves” boot camp on creating business plans for ages 18-39 in 2017.

Topics covered included market research, marketing, operations and finances.

#### **EOS Recommendation #87, ITI - Ongoing Completed**

### **Art Displays in GNWT Infrastructure**

The arts sector plays an important role in supporting the NWT's overall tourism sector and provides economic opportunities and diversity in smaller communities.

A digital display and NWT art pieces serve to promote NWT art at the GNWT office in Ottawa and the office of the Member of Parliament for the NWT.

Art displays have been created and installed at territorial campgrounds in the North and South Slave.

NWT Arts displays have been installed in ten NWT airports, as well as the Edmonton International Airport, to promote arts and fine crafts and the NWT artists that create them. To time with the 2018 Arctic Winter Games, new NWT Arts displays were installed at the Hay River Recreation Centre and K'atł'odeeche First Nation Office, while six existing cases, in Fort Smith and Hay River, were refurbished and updated for visitors to enjoy.

#### **EOS Recommendation #89, ITI/Infrastructure - Ongoing Completed**

## Measurements and Accountability

Key measurements and accountabilities are currently measured in yearly GNWT departmental business plans. Enhanced performance measures for the SEED Policy were introduced in the 2017/18 Grants and Contributions report.

### EOS Recommendation #93, ITI - Ongoing Completed

## Business Program Delivery

The Northern Economic Development Practitioners (NEDP) conference is a partnership between Canadian Northern Economic Development Agency, BDIC and ITI. The biennial NEDP conference focuses on business and economic development to increase the awareness of available programs and to provide an opportunity for training and networking among economic development practitioners from across the NWT. An estimated 100 practitioners attend the conference

### EOS Recommendation #94, ITI - Ongoing Completed

## Skills 4 Success

The GNWT is working to ensure NWT residents have the skills, knowledge and attitudes for employment success. The Skills 4 Success Action Plan 2016-2020 contains 24 actions under 4 goals to enhance employment success for NWT residents, close skill gaps for in-demand jobs, and more effectively respond to employer, industry and community needs.

Skills 4 Success is an evidence-based initiative that will make system wide improvements to the adult and postsecondary education and skills training programs to close education and employment gaps in the NWT. This work will build a stronger skilled labour market critical to the NWT's economic future and ensure that the education and training systems keep pace with the changing dynamics of the NWT labour market, by fostering lifelong learning, skills development, training, and employability.

### EOS Recommendation #100, ECE - Ongoing Completed

# CONCLUSION

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.

The collaborative approach taken for the development and implementation of the EOS confirms the principle on 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.

The success that has been realized in the implementation of recommended EOS actions and initiatives highlights the important role that this Strategy plays in bringing together the elements necessary for economic growth.

Many of the recommendations have now been established in departmental business plans and mandates. The EOS asserted that a strong territory needs a strong economy based on the diversity of its economy and people.

The need to diversify and strengthen the NWT economy was recognized by the 18th Legislative Assembly in its Mandate of the Government of the Northwest Territories 2016-2019.

# APPENDIX A – SUMMARY OF RECOMMENDATIONS

#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	CanNor/ITI	Ongoing
#2	Identify and promote the Aurora Research Institute as a centre for research and applied studies relating to the North	ECE	Ongoing Complete
#3	Negotiate geographic sector-specific development zones	ITI	Ongoing Complete
#4	Investigate business model to incent private sector investment in housing in non-market communities	NWTHC	Work Completed
#5	Issue long term leases or fee simple lands for business development, residential and recreational purposes.	Lands/MACA	Ongoing Complete
#6	Evaluate potential for cooperative housing model in remote communities	ITI, NWTHC	Work Completed
#7	Examine incentives to promote home ownership	NWTHC	Work Completed
#8	Facilitate pan-territorial dialogue on Northern Residency deductions that will explore options and identify balanced solutions to reflect the cost of living	FIN and NWTAC	Ongoing Complete
#9	Create an additional northern tax zone related to the Northern Residency Tax deduction	FIN, NWTAC	Ongoing Complete
#10	Educate and inform NWT residents and businesses of NWT tax structures and rates	ITI and FIN	Ongoing Complete
#11	Track and promote the NWT's individual income tax burden in comparison to other jurisdictions	ITI and FIN	Work Completed
#12	Increase collaboration between government, industry and agencies to promote the NWT as a place to live and work	ITI, HR and ECE	Ongoing Complete
#13	Effectively utilize the "NWT Nominee Program"	ITI	Ongoing Complete
#14	Prepare for opportunities that arise from the development and implementation of an NWT Mineral Development Strategy	ECE	Ongoing Complete
#15	Enhance geoscience research in the NWT	ITI	Ongoing
#16	Establish incentives for prospecting and exploration	ITI	Work Completed
#17	Develop and implement an NWT Oil and Gas Strategy	ITI	Ongoing Complete

#18	Examine new export routes and markets	ITI	Ongoing Complete
#19	Examine ways to support extended viability of operating mines such as tax policies, reduced energy costs, infrastructure investments	ITI/FIN	Ongoing Complete
#20	Continue to pursue and enforce socio-economic agreements and contracts with large project proponents	ITI	Ongoing Complete
#21	Facilitate and fund expert analysis and studies in regions	ITI/CanNor	Ongoing Complete
#22	Encourage and support NWT businesses involved in prospecting and exploration	ITI	Work Completed
#23	Conduct business/industry strategies aligned to major projects	ITI	Ongoing Complete
#24	Develop and implement an NWT Energy Strategy	ITI	Ongoing Complete
#25	Examine potential to expand NWT power grid	ITI	Ongoing Complete
#26	Examine and support new and alternative energy technologies	ITI/ENR	Ongoing Complete
#27	Examine possible development of Slave River hydro potential	ITI	Ongoing Complete
#28	Use availability of excess hydro-power as an incentive to grow and expand manufacturing	ITI	Ongoing Complete
#29	Prepare for opportunities that arise from the development and implementation of a GNWT Transportation Strategy	DOT	Ongoing Complete
#30	Maximize opportunities that arise from the phased construction of the Mackenzie Valley Highway	DOT	Ongoing Complete
#31	Extend travel seasons of the existing winter highways	DOT	Ongoing Complete
#32	Examine opportunities to extend roads to resource rich areas in the Slave and Canol areas	ITI/DOT	Ongoing Complete
#33	Consider establishment of deep water port near Tuktoyaktuk	DOT/ITI	Initiated
#34	Explore options to extend runways at identified airports	DOT	Work Completed
#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	DOT (Canada)	Ongoing Complete
#36	Prepare for opportunities that arise from the installation of a fibre optic link down the Mackenzie Valley	FIN	Ongoing Complete

#37	Support the development and implementation of the GNWT's Tourism 2015 Strategy	ITI	Ongoing Complete
#38	Increase and diversify NWT tourism packages	ITI	Ongoing Complete
#39	Develop and build tourism products and infrastructure	ITI	Ongoing Complete
#40	Assist operators to package inter-regional tourism products	ITI	Ongoing Complete
#41	Measure the effectiveness of NWT Tourism as a delivery model for investments in marketing	ITI/NWTT	Work Completed
#42	Establish a convention bureau	ITI-NWTT	Work Completed
#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	ITI	Ongoing Complete
#44	Develop and maintain competitive standards for NWT tourism products	NWTT	Ongoing Complete
#45	With Aurora College examine formalized skills training for the NWT tourism workforce	ITI and ECE	Ongoing Complete
#46	Examine models that will enable tourism operators to access more affordable insurance packages	ITI, NWTCC and NWTAC	Work Completed
#47	Support the development and implementation of the NWT Arts Strategy and Tactical Plan	ITI	Ongoing Complete
#48	Strengthen branding for made-in-the-NWT arts products	ITI	Work Completed
#49	Provide additional funding and support to arts festivals	ITI	Ongoing Complete
#50	Identify with NWT Tourism, opportunities to promote NWT artists and their products	ITI	Ongoing Complete
#51	Support, with the NWT Film Commission, the development of an NWT film strategy	ITI	Work Completed
#52	Develop a program to rebate filmmakers for wages and services incurred in relation to television and film production in the NWT	ITI	Work Completed
#53	Identify, with NWT Tourism, opportunities to promote the NWT as a filming destination	ITI	Ongoing Complete
#54	Examine ways to develop and maintain a competitive marketplace for quality arts and crafts	ITI	Ongoing Complete
#55	Expand provision of raw materials for the creation of arts and crafts	ITI	Work Completed

#56	Examine a model for the establishment of an NWT Visual Arts and Craft Council/Association	ITI	Ongoing Complete
#57	Eliminate the northern residency requirement for businesses to be approved as NWT manufacturer	ITI	Work Completed
#58	Encourage value added processing of materials source in the NWT including diamonds, oil and gas products and biomass	ITI	Ongoing Complete
#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	ITI	Ongoing Complete
#60	Improve compliance with established manufacturing and procurement agreements	ITI and Infrastructure	Ongoing Complete
#61	Promote the “Made in the NWT” Program	ITI	Ongoing Complete
#62	Provide financial support to leverage investment in the construction, management and operations of a fish processing plant(s)	ITI	Work Completed
#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	ITI	Work Completed
#64	Promote value added manufacturing of fish products	ITI	Ongoing Complete
#65	Provide incentives to fishers to increase their efficiency and productivity	ITI	Ongoing Complete
#66	Provide training and financial support to new entrants into commercial fisheries	ITI	Ongoing Complete
#67	Support implementation of the NWT Biomass Energy Strategy	ENR	Ongoing Complete
#68	Facilitate the identification and long-term access to lands for forestry development	ENR/Lands	Ongoing Complete
#69	Finalize an inventory of forest resources and sustainable harvest levels	ENR	Ongoing Complete
#70	Examine and consider incentives for private sector investment to expand firewood harvest	ITI	Ongoing Complete
#71	Develop and implement an Agriculture Strategy	ITI	Ongoing Complete
#72	Conduct mapping, land classification and identification of mechanisms for long-term land access	ENR/Lands	Ongoing Complete
#73	Develop, with the food production Industry, a “Grown in the North” branding program	ITI	Ongoing Complete

#74	Examine viability of establishing commercial market gardens in all regions	ITI	Work Completed
#75	Conduct research on agriculture and greenhouse technologies	ITI	Work Completed
#76	Increase funding and program support for Community Harvester Program	ITI	Work Completed
#77	Engage private sector to increase support for the "Take A Kid Trapping" Program	ITI	Ongoing Complete
#78	Create a mentorship program with supports to assist adults pursuing a harvesting lifestyle	ECE, HSS and ITI	Ongoing Complete
#79	Examine with government departments options to incorporate Traditional Economy activities as part of social wellness and healing programs	ITI/HSS/ECE	Work Completed
#80	Promote and Expand the practice of buying locally	ITI	Ongoing Complete
#81	Promote sale of northern foods to NWT stores, restaurants, industry establishments and government institutions	ITI	Ongoing Complete
#82	Develop, with producers, NWT markets and distribution systems for regionally specific products	ITI	Ongoing Complete
#83	Work with the Bureau of Statistics to assess the value of traditional harvesting	ITI and Bureau of Statistics	Future
#84	Assess consumer or potential markets in NWT	ITI	Ongoing Complete
#85	Create Regional Economic Action Plans for communities and Regions	ITI	Ongoing Complete
#86	Examine models for regional business centres to provide "single-window" supports	ITI	Work Completed
#87	Explore partnered approaches to encourage entrepreneurship especially amongst the young and Indigenous populations	ITI	Ongoing Complete
#88	Develop a business internship model to assist businesses in smaller centres to recruit and retain accredited staff	ITI	Work Completed
#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	ITI	Ongoing Complete
#90	Through the Northwest Territories Nominee Program, promote investment outside of major centers	ITI	Ongoing Complete
#91	Make all business forms available online	ITI	Ongoing Complete

#92	Target government resources and funding to realize identified regional opportunities and priorities	ITI	Ongoing Complete
#93	Institute measures and accountabilities for delivery and effectiveness of all government programs	ITI	Ongoing Complete
#94	Enhance or re-negotiate a memorandum of understanding (MOU) between government partners on the delivery of business and economic programs	ITI	Ongoing Complete
#95	Focus the management of government business programs and analysis at the regional level	ITI	Ongoing Complete
#96	Develop a catalogue or database of existing territorial, federal and private source funding sources for use by NWT businesses	ITI, BDIC and CanNor	Work Completed
#97	Examine the role and application of the GNWT's Business Incentive Policy (BIP) in relation to its objectives, operating transparency, effectiveness and administration	ITI	Work Completed
#98	Establish semi-annual sessions between NWT business representatives and GNWT, ITI	ITI, NWTCC and NABA	Work Completed
#99	Facilitate regular dialogue between territorial government representatives and the NWT's community of northern and Indigenous-owned businesses	ITI, NWTCC and NABA	Work Completed
#100	Increase university level programming offered by Aurora College	ECE	Ongoing Complete
#101	Expand and adapt Aurora College program offerings to reflect areas of specific or unique economic opportunities in the NWT	ECE	Ongoing Complete
#102	Establish co-op and job placement programs	ECE/HR	Ongoing Complete
#103	Include provisions for local training and employment initiatives in project contracts with industry and local Indigenous corporations	ITI	Ongoing Complete
#104	Expand apprenticeship opportunities for high school programs	ECE	Ongoing Complete
#105	Track the transition of NWT high school and post-secondary graduates "school to work"	ECE	Ongoing Complete
#106	Develop mechanisms to promote timely and targeted career and employment information to NWT graduates	ECE/HR	Ongoing Complete
#107	Target NWT graduates in hiring	ECE/HR	Ongoing Complete
#108	Expand existing programming targeted at student summer hiring in the private sector	ECE	Ongoing Complete
#109	Establish mentorship programs for students that are transitioning into career paths from school	HR	Ongoing Complete

#110	Support development and implementation of Workforce Planning Strategy and Labour Market Development Strategy	HR/ECE	Work Completed
#111	Increase collaboration between industry and government to prepare for labour force needs	ECE	Ongoing Complete
#112	Align Aurora College programming to address future workforce demands	ECE	Ongoing Complete
#113	Increase private sector participation in regional training committees	ECE	Work Completed
#114	Link NWT Major Projects Office to developers of education and training programs	ITI, ECE and HR	Ongoing Complete
#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	ECE/HSS	Ongoing Complete
#116	Build on existing wellness programs with social media campaign linking healthy lifestyles with employment and career success	ECE/HSS	Ongoing Complete
#117	Establish program to connect NWT students directly with industry representatives and local role models	ITI/ECE	Ongoing Complete

# APPENDIX B – EOS PERFORMANCE AND MEASURES

The EOS identifies 117 recommended actions and investments under four themes to guide the development and realization of economic potential in all regions of the NWT. Appendix B of the 2016/2017 Economic Opportunities Progress Report focuses on tracking and gauging key performance indicators linked to twelve outcomes derived from the broader goals and objectives of the EOS:

1. Increase the number of registered small businesses;
2. Expand the tourism sector;
3. Support a thriving arts community;
4. Expand the manufacturing sector;
5. Expand the commercial fishing industry;
6. Expand the forestry sector;
7. Expand the agricultural harvest and production in the NWT;
8. Expand the traditional economy;
9. Increase domestic sales of NWT products;
10. Increase public and private investment in the NWT;
11. Attract new residents to the NWT; and
12. Reduce the cost of living in the NWT.

By considering these outcomes, before and after the implementation of the EOS (2014), a framework is created with which to measure the economic impact of the EOS.

There are limitations to the reporting on the outcome-based measures that should be noted. The Strategy was released in 2014 and therefore does not provide a long enough timeframe to detect trends in the datasets. There are significant limitations to availability of data sources and changes to data collection methodology interferes with comparing data year to year.

## OUTCOME #1 - To Increase the Number of Registered Small Businesses

### OBJECTIVES:

- Strengthen the operating environment for regional businesses and entrepreneurs
- Strengthen government programs and services for NWT businesses and entrepreneurs
- Create a strong voice for NWT business

Ninety percent of NWT businesses are defined as small businesses. These businesses create economic diversity to balance the ups and downs of the mining, oil and gas resource economy and make NWT communities' great places to live. As individual entrepreneurs and businesses succeed locally, they contribute to regional economic growth and the overall sustainability of the NWT's economy.

EOS Recommendations related to increasing the number of registered small businesses can be found in Target 6: Establish a Positive Entrepreneurial Environment, under Objective 6A: Strengthen the Operating Environment for Regional Businesses and Entrepreneurs and under Objective 6B: Strengthen Government Programs and Services for Regional Businesses and Entrepreneurs.

### Rationale for Performance Measure

#### *Number of registered small businesses:*

The number of registered small businesses indicates whether activities to support small businesses and establish a positive entrepreneurial environment are succeeding.

#### *Number of employees working for small businesses:*

The number of employees working for small businesses indicates employment opportunities and measures the overall health of the small business environment.

### Performance Measures

*Number of registered small businesses and number of employees working for small businesses*

The majority of small businesses in the NWT employ between one to four people. The analysis of the Strategy's impact on the number of registered small businesses is limited by only having three years of data; therefore, it is not possible to detect trends in the data to draw any conclusions at this time.

## **OUTCOME #2 - To Expand the Tourism Sector**

### **OBJECTIVE: Increase Opportunities in Tourism**

Tourism is the largest renewable resource-based industry in the NWT. Within the NWT economy it is considered an export, as it brings in new dollars and generates employment for many NWT residents.

The travel and tourism industry is competitive and is not immune to global situations like economic downturns. Tourism is one of the few industries that have the potential to drive economic growth in every region of the NWT.

EOS recommendations related to expanding the tourism sector can be found in Target 5: Build Sectors Using Regional Strengths and under Objective 5A: Increase Opportunities in Tourism.

#### **Rationale for Performance Measure**

*Number of tourism operator licenses*

The number of tourism operators indicates employment opportunities and whether efforts to expand the tourism sector are succeeding.

Reporting results by region will indicate the extent to which tourism benefits are shared across the Territory.

*Annual Operating Revenue of Accommodation Services*

Changes in total accommodation indicate the demand for accommodation services and reflect the health of the Tourism sector.

*Visitations by Segment and Visitor Spending*

Visitor numbers indicate whether the tourism sector is expanding or contracting. Reporting results by tourism segment will indicate the health of

the respective segments and signal potential opportunities for investment and expansion.

Visitor spending signals overall health of the tourism sector. Reporting results by market segment will indicate their contribution to overall tourism expenditures.

## Performance Measures

### *Number of tourism operator licenses*

In 2017, there were a total of 140 tourism licenses issued in the NWT, with 66 issued in the North Slave Region alone. This represents a significant increase in the number of tourism licenses issued pre-EOS of 28%, 2013 to 2017.

### **Tourism Licenses by Region, 2010 - 2017 (approved TOLs)**

Year	Beaufort Delta	Dehcho	North Slave	Sahtu	South Slave	Total
2010	24	11	36	15	25	111
2011	21	10	37	16	28	112
2012	18	9	37	16	32	112
2013	16	9	38	16	30	109
<b>2014*</b>	<b>13</b>	<b>9</b>	<b>42</b>	<b>16</b>	<b>30</b>	<b>110</b>
<b>2015</b>	<b>14</b>	<b>10</b>	<b>55</b>	<b>15</b>	<b>29</b>	<b>123</b>
<b>2016</b>	<b>13</b>	<b>11</b>	<b>57</b>	<b>13</b>	<b>27</b>	<b>121</b>
<b>2017</b>	<b>20</b>	<b>14</b>	<b>66</b>	<b>14</b>	<b>26</b>	<b>140</b>

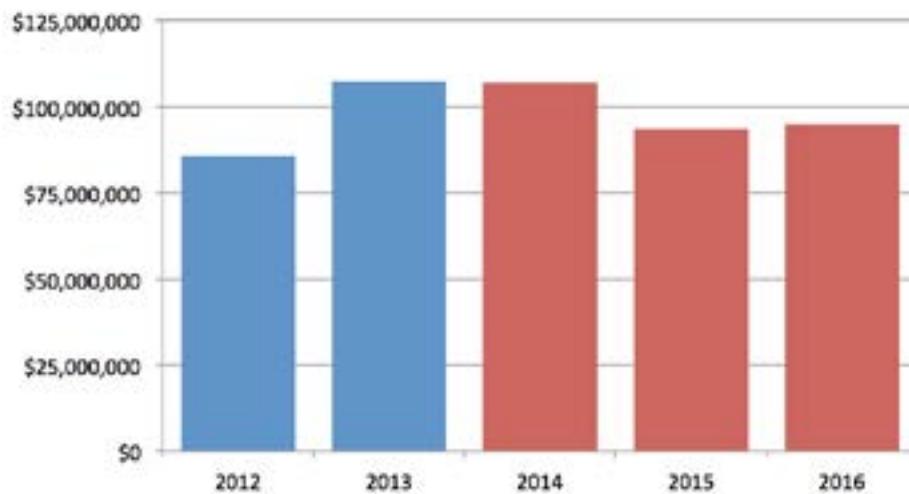
*Source: Department of Industry, Tourism and Investment*

*\* The EOS was introduced in 2014*

### *Annual Operating Revenue of Accommodation Services*

In 2016, the annual revenue for the sector was approximately \$95 million, down from \$107 million in 2014; this represents a decrease of 11% over the two-year period.

### **Annual Operating Revenue of Accommodation Services - 2012-2016**



*Source: Statistics Canada, CANSIM Table: 351-0012*

*\* The EOS was introduced in 2014 and is indicated by the data being displayed in red*

### *Number of Visitors by Segment*

Overall, visitation to the NWT increased by 28% to 108,480 from 2014/15 to 2016/17.

All visitor sectors have experienced an increase from 2014/15 with the exception of Fishing, Visiting Friends & Relatives and Hunting. However, variations in these segments are largely due to a change in data collection methodology.

The Aurora visitation segment experienced the most significant increase from 2014/15 to 2016/17 by 82% to 29,800 visitors. From 2014/15 to 2016/17, total Leisure Visitors have seen a gain of 33% to 73,580 and total Business Travel increased by 19% to 34,900 over the same time frame.

## Number of Visitors to the NWT

Main Purpose of Travel	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15*	2015 /16	2016 /17
Aurora Viewing	5,400	6,776	7,368	15,700	21,700	16,400	24,300	29,800
Fishing - a	6,403	4,956	4,692	4,800	5,600	4,300	4,600	4,200
General Touring - b	14,500	12,920	13,441	15,200	14,800	14,900	19,000	15,800
Hunting	757	436	478	500	510	510	510	480
Outdoor Adventure - b	1,853	1,910	2,320	3,100	1,900	2,100	2,400	7,400
Visiting Friends & Relatives	12,910	13,403	11,847	13,800	14,100	17,200	12,200	15,900
<b>TOTAL LEISURE TRAVEL</b>	<b>41,823</b>	<b>40,401</b>	<b>40,146</b>	<b>53,100</b>	<b>58,610</b>	<b>55,410</b>	<b>63,010</b>	<b>73,580</b>
Business Travel	26,181	24,795	24,272	24,100	35,300	29,400	30,900	34,900
<b>Total Number of Visitors</b>	<b>68,004</b>	<b>65,196</b>	<b>64,418</b>	<b>77,200</b>	<b>93,910</b>	<b>84,810</b>	<b>93,910</b>	<b>108,480</b>

Source: Department of Industry, Tourism and Investment

### Methodology Notes:

a: Methodology and historical data revised in 2016-17.

b: Methodology for data collection was adjusted in 2016-17 to more accurately segment General Touring and Outdoor Adventure visitors. This adjustment must be taken into account when considering historical comparisons.

\* The EOS was introduced in 2014

## OUTCOME #3 - To Support a Thriving Arts Community

### OBJECTIVE: Increase Economic Opportunities in the Arts

In addition to the preservation of culture, tradition and language in the NWT, the Arts and Fine Crafts Sector can play a role in diversifying the economy. This sector provides income for residents who rely on their talents and artistic designs to maintain their way of life and spiritual connection to the land. Success for many artists is important to their livelihood and well-being.

Traditionally created and locally made products are an essential element of the Indigenous tourism product.

The NWT Film Industry is an important driver of both economic activity and cultural development. A thriving film sector generates spinoff benefits for many other sectors and supports economic diversification.

EOS recommendations related to supporting a thriving Arts community can be found in Target 5 – Build Regional Sectors Using Regional Strengths, under Objective 5B: Increase Economic Opportunities in the Arts.

#### Rationale for Performance Measure

##### Number of Registered Artists by Region and Segment

The number of registered artists in the NWT Arts Program reflects employment opportunities and whether efforts to expand the sector are succeeding. Reporting the number of registered artists by region and segment indicates the extent to which opportunities are being realized from a regional perspective.

##### *Film Expenditures in the NWT and GDP*

Expenditures associated with film production occurring in the NWT indicate direct spending and the economic spinoffs associated with film production. These expenditures benefit many other sectors of the economy by creating local jobs and business opportunities for Northerners.

GDP or value added is a key measure of economic performance for the Film and Media Arts Sector. The Culture Satellite Account (CSA) was developed by Statistics Canada with the support of the Department of Canadian Heritage and its partners. The CSA measures the economic importance of culture to provincial and territorial economies by estimating the production of culture and services with respect to their contribution to GDP.

## Performance Measures

### *Number of Registered Artists by Region*

As of March 31st 2018, a total of 771 artists were registered with the NWT Arts Program. This represents an increase from 2014 of 337 artists or 78%. All regions have seen an increase in the number of registered artists with the North Slave accounting for the biggest gain of 102% or 155 registered artists since 2014. The South Slave added 89 new registered artists in 2018 in respect to 2014; a gain of 144%.

### **Number of Artists**

Region	Mar 31 2009	Mar 31 2010	Mar 31 2011	Mar 31 2012	Mar 31 2013	Mar 31 2014*	Mar 31 2015	Mar 31 2016	Mar 31 2017	Mar 31 2018
Dehcho	24	26	40	46	51	59	67	83	83	85
South Slave	21	26	37	46	55	62	101	118	135	151
North Slave	65	88	100	124	135	152	207	271	292	307
Sahtu	27	33	39	47	65	82	98	102	113	121
Inuvik Beaufort Delta	36	44	45	52	76	79	93	95	104	107
<b>Total</b>	<b>173</b>	<b>217</b>	<b>261</b>	<b>315</b>	<b>382</b>	<b>434</b>	<b>566</b>	<b>669</b>	<b>727</b>	<b>771</b>

*Source: Department of Industry, Tourism and Investment*

*\* The EOS was introduced in 2014*

### **Number of Registered Artists by Segment**

The largest number of registered artists is in the Traditional Arts and Crafts segment, which saw an increase of 173 artists or 62% from 2014 to 2018. The registered artists segment that experienced the largest growth rate from 2014 to 2018 was Film and Media, which had a 151% increase over this period. All segments experienced growth in the number of registered artists over the period of 2014 to 2018.

### Number of Artists

5 Main Segments	Mar 31 2009	Mar 31 2010	Mar 31 2011	Mar 31 2012	Mar 31 2013	Mar 31 2014*	Mar 31 2015	Mar 31 2016	Mar 31 2017	Mar 31 2018
Traditional Arts & Crafts	103	128	152	184	242	277	345	396	424	450
Performance Arts	41	50	53	60	60	74	92	117	134	137
Literary	12	18	23	30	31	39	51	67	76	83
Film and Media	10	16	20	28	33	41	57	81	97	103
Contemporary	97	127	156	179	204	227	299	243	373	394

Source: Department of Industry, Tourism and Investment

\* The EOS was introduced in 2014

### Audio-visual and Interactive Media Industry Contribution to GDP in the NWT

In 2016, the Audio-visual and Interactive Media industry of the NWT economy contributed approximately \$6.70 million to the territorial GDP. This is a slight decrease of 7% or approximately \$500,000 since 2014.

### Audio-visual and Interactive Media industry Contribution to GDP, 2012-2016

2012	2013	2014*	2015	2016
\$7,968,000	\$8,815,000	\$7,199,000	\$6,318,000	\$6,701,000

Source: Statistics Canada. Table 36-10-0453-01 Culture and sport indicators by domain and sub-domain, by province and territory, industry perspective

\* The EOS was introduced in 2014

### NWT Film Rebate Expenditures in the NWT

In 2017/18, the Film Rebate Program funded four film productions with a contribution of \$105,000 which resulted in \$690,000 in leveraged NWT expenditures.

### NWT Film Rebate Expenditures in the NWT

2012	2013	2014*	2015	2016
\$7,968,000	\$8,815,000	\$7,199,000	\$6,318,000	\$6,701,000

Source: Department of Industry, Tourism and Investment

## OUTCOME #4 - To Expand the Manufacturing Sector

### OBJECTIVE: Increase NWT Manufacturing

Manufacturing offers an opportunity to stimulate diversification in the NWT—alongside local investment and the creation of jobs. Northern manufacturers develop their businesses in response to domestic and foreign demand, from government and the private sector. They respond to these demands and provide products tailored to a Northern environment.

Manufacturing can reduce the NWT's reliance on imports and improve the balance of trade with the rest of Canada.

Examples of manufacturing in the NWT include:

- Signs;
- Industrial modular structures;
- Steel plate girders;
- Specialized steel components;
- Fuel trucks and tanks;
- Trusses; and
- Windows

EOS Recommendations related to expanding the manufacturing sector can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5C: Increase NWT Manufacturing.

### Rationale for Performance Measure

#### *Number of Registered Manufacturing Businesses by Region*

The number of registered manufacturing businesses indicates whether efforts to expand the manufacturing sector are succeeding. An expanding manufacturing sector also suggests an increase in value added processing of raw materials in the NWT.

The Northern Manufactured Products (NMP) Policy provides incentives for the local production and manufacturing of goods for the use of the GNWT. Business Incentive Policy (BIP) registered businesses may apply to have their NWT-made goods registered as an Approved NWT Manufactured Product.

### *Employment, Wages and Revenue for Manufacturing Businesses*

Employment and total salaries and wages in the manufacturing sector indicate the number of jobs and wealth being supported by the manufacturing sector. Manufacturing sector revenue indicates the overall health of the manufacturing sector. A viable manufacturing sector also suggests diversification in the economy.

### **Performance Measures**

#### *Number of Registered Manufacturing Businesses*

In 2016/17, there were 11 manufacturers approved through the NMP (Department of Industry, Tourism and Investment). This number has remained constant since 2015/16.

The number of Registered Manufacturing Businesses by Region:

- North Slave – 5
- South Slave – 5
- Beaufort Delta – 1

#### *Employment, Wages and Revenue for Manufacturing Businesses*

The number of people employed in the NWT in Manufacturing (direct and indirect) in 2016 was approximately 205, down from 235 in 2013.

In 2016, the estimated revenue derived from Manufacturing was approximately \$49.4 million, up from \$19.1 million in 2014.

The total salaries and wages (direct and indirect) dropped from \$8.3 million in 2014 to just over \$6.6 million in 2016.

NWT Manufacturing Sector 2012-2016	2012	2013	2014*	2015	2016
Total revenue (\$000's) - 1	\$12,031	x	\$34,810	x	\$74,171
Revenue from Goods Manufactured (\$000's) - 1	\$11,415	x	\$19,142	x	\$49,420
Total number of employees, direct and indirect labour	120	235	205	205	205
Total salaries and wages, direct and indirect labour (000's) - 1	\$3,730	\$6,434	\$8,380	\$7,024	\$6,657
Total number of employees, direct and indirect labour	120	235	205	205	205
Total salaries and wages, direct and indirect labour (000's) - 1	\$3,730	\$6,434	\$8,380	\$7,024	\$6,657

Notes:

1 - Survey of Manufacturing and Logging Industries - 2103

x' means data has been suppressed, '..' means data is not available

Use with Caution

Source: Statistics Canada, CANSIM Table 301-0008, Table 383-0031

\* The EOS was introduced in 2014

## OUTCOME #5 - To Expand the Commercial Fishing Industry

### OBJECTIVE: Increase opportunities in commercial fishing

The NWT has an established freshwater fishing industry that dates back to the 1940s. The industry is largely based in Hay River. There are also commercial fishers located in Yellowknife that serve the Yellowknife market. Smaller scale fisheries also exist in other areas of the NWT, but are considerably smaller in comparison to the Great Slave Lake Fishery and only comprise a small percentage of overall production in the territory.

Great Slave Lake, in particular, represents a huge and sustainable resource capable of supporting many fishers and value-added processing. The commercial fishing industry can reduce the NWT's reliance on imports of fish with a locally sourced product. There is potential to expand commercial fishing into other communities and regions in the NWT.

Expanding the commercial fishing industry is an opportunity to create local jobs and business opportunities and contribute to greater local food diversity and access.

EOS Recommendations related to increasing the commercial fishing industry

sector can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5D: Increase Opportunities in Commercial Fishing

### **Rationale for Performance Measure**

#### *Number of Commercial Vessel Fishing Licenses*

The number of commercial vessel licenses indicates employment opportunities and whether efforts to support existing fishers and attract new entrants to the fishery are working.

#### *Value of the Fish Harvest*

The value of the fish harvest indicates overall health of fishing related businesses. In the past decade, the NWT commercial export fishery has declined substantially. Production is less than half of historical levels.

#### *Volume of Fish Landed*

Volume of fish landed indicates overall fishing effort and offers key information to support sustainable fisheries management.

### **Performance Measures**

#### *Number of Commercial Vessel Fishing Licenses*

From 2014/15 to 2016/17, the number of commercial vessel fishing licenses has increased by 16 to 76. This represents an increase of 27%.

#### **Vessel Certificates Issued: 2012/13 to 2016/17**

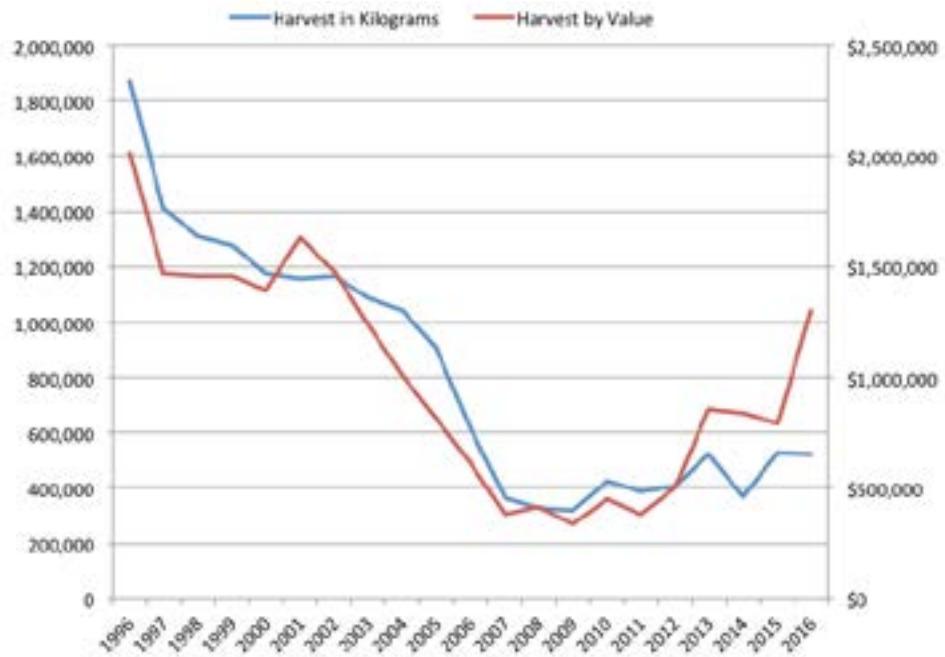
Certificates Issues	2012/13	2013/14	2014/15*	2015/16	2016/17
Total	50	57	60	71	76

*Source: Department of Fisheries and Oceans*

*\* The EOS was introduced in 2014*

### *Value of Fish Harvest and Kilograms Landed*

In 2016, the total fish harvest amounted to 524,088 kilograms (kg) with a value of \$1.3 million. When compared to 2014, the value of the harvest increased by \$460,953 or by almost 55%. The total fish harvest also increased 154,610 kilograms or by almost 42% compared to 2014.



Source: Department of Fisheries and Oceans

## **OUTCOME #6 - To Expand the Forest Sector**

### **OBJECTIVE: Increase opportunities in Forestry**

For centuries, the people in the NWT have used the boreal forest for subsistence purposes. The forest provided food, shelter and the materials to build canoes, moose skin boats and sleds. Forest resources continue to be used for subsistence as well as commercial and recreational purposes.

Many people use wood for all or part of their heating requirements. A growing forest industry provides opportunities for jobs, training and economic development through the harvest and processing of timber for use as biomass and other products.

EOS Recommendations related to expanding the forestry sector can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5E: Increase Opportunities in Forestry.

## Rationale for Performance Measure

### *Number of Commercial Firewood Licenses/ Permits and Volume Harvested*

The number of commercial firewood licenses and total volume harvested indicates the number of people generating income in the forest sector.

### *Sales of Forest Products*

Reporting sales by value-added wood products indicates the extent to which value-added activities are taking place in the NWT. The production of value-added wood products would indicate the overall health of the businesses operating in the forest sector and whether efforts and supports to attract private sector investment to expand the forestry sector are working. Value-added wood products include wood pellets.

## Performance Measures

### *Number of Wood Harvesting Licenses/Permits*

The total number of wood harvesting licenses and permits has increased from 40 in 2014/15 to 59 in 2016/17. All the growth has been in the number of timber cutting permits for less than 1,000 cubic metres of wood with an increase from 37 to 56. The number of timber cutting licenses for more than 1000 cubic metres has been stable at three between 2014/15 and 2016/17.

Number of Wood Harvesting Licenses	2014 /15	2015 /16	2016 /17
Timber cutting permit for less than 1000 cubic metres of wood + 10%	37	41	56
Timber cutting license, more than 1000 cubic metres	3	3	3
<b>Total</b>	<b>40</b>	<b>44</b>	<b>59</b>

Source: Department of Environment and Natural Resources

### *Total Volume Harvested*

The total volume of commercial timber harvested in the NWT has decreased from 9,719 cubic metres in 2014/15 to 9,300 cubic metres in 2016/17 or by approximately 400 cubic metres. There was no commercial milling operations in 2016/17.

Total Volume (cubic metres)	2014/15	2015/16	2016/17
Timber cutting permit for less than 1000 cubic metres of wood + 10%	2,411	5,780	4,500
Timber cutting license, more than 1000 cubic metres	7,308	7,728	4,800
Commercial Milling Operations	2,930	1,932	0
<b>Total</b>	<b>9,719</b>	<b>13,508</b>	<b>9,300</b>

Source: The Department of Environment and Natural Resources

## OUTCOME #7 - To Expand the Agricultural Harvest and Production in the NWT

### OBJECTIVE: Increase opportunities in Agriculture

Producing food locally provides economic opportunity for the resident producer and economic savings for the resident consumer. A principle component of current northern agriculture development is the encouragement of viable, commercial enterprises within the food production and food processing sectors.

EOS Recommendations related to expanding the agricultural harvest and production in the NWT can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5F: Increase Opportunities in Agriculture.

#### Rationale for Performance Measure

##### *Commercial Food Production*

Commercial food production by food type indicates the potential for production and import substitution for selected food items.

##### *Agriculture, Agri-Food and Agri-products*

The number and land area devoted to agriculture production indicates food grown for commercial sales.

#### Performance Measures

##### *Commercial Food Production*

The only major commercial food production enterprise in the NWT is Polar Eggs based in Hay River. In 2017, the NWT produced approximately 3.19 million dozen eggs, up from 2014 with 2.92 million dozen being produced.

The number of graded eggs shipped to the NWT market saw an increase from 2014 to 2017; 170,260 dozen to 246,030 dozen, which represents a 45% increase. Domestic food production improves distribution networks for NWT-produced foods and increases producer and supplier opportunities.

Egg Production (in dozen)	2013	2014*	2015	2016	2017
Industrial Eggs (shipped to southern markets)	2,792,390	2,745,600	2,551,330	2,646,000	2,948,400
Graded Eggs for NWT Market	134,043	170,260	195,470	203,207	246,030
<b>Total Production</b>	<b>2,926,433</b>	<b>2,915,860</b>	<b>2,746,800</b>	<b>2,849,207</b>	<b>3,194,430</b>

*Source: Polar Eggs*

*\* The EOS was introduced in 2014*

#### *Gardens and Greenhouses*

In 2017, there were 28 communities with commercial, community and other gardens (23 in 2016), which shows an increase of 5 communities over the year. (Department of Industry, Tourism and Investment)

In 2017, there were 22 communities with commercial, community and other greenhouses (19 in 2016), which shows an increase of 3 since 2016. (Department of Industry, Tourism and Investment)

## **OUTCOME #8 - To Expand the Traditional Economy**

### **OBJECTIVE: Increase opportunities in the Traditional Economy**

The traditional economy has sustained the Indigenous people of the NWT for thousands of years, providing food, clothing, shelter, tools and goods for trade. From the fur trade to subsistence hunting, food harvesting, hide tanning and traditional crafts, this sector provides income opportunities — particularly in remote regions of the territory.

In addition to economic benefits, this sector is important to the cultural well-being of the territory.

EOS Recommendations related to expanding the traditional economy in the NWT can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5G: Increase Opportunities in the Traditional Economy.

## Rationale for Performance Measure

### *Participation in Traditional Activities*

The number of people participating in traditional activities indicates to what extent efforts to increase opportunities in the traditional economy are working. Reporting participation also indicates cultural engagement. Reporting results by region indicates the extent to which opportunities are being realized from a regional perspective.

### *Value of Fur Sales*

The value of furs harvested indicates income generated through trapping.

### *Number of Furs sold to Crafters and Value*

The end value of furs and hides sold to crafters and number of furs indicates the benefit of the program to the craft sector.

\*Note there has been a change in data collection methodology and therefore numbers may not correspond to the previous Performance and Measures report.

## Performance Measures

### *Participation in Traditional Activities*

The number of people participating in traditional activities in 2016/17 was 612 people. This is a decrease of 38 trappers from 650 in 2014/15 or approximately 6%. From a regional perspective, the Dehcho and the Beaufort Delta regions have seen increases in traditional activities while the South Slave, North Slave and the Sahtu saw decreases.

### **Participation in Traditional Activities**

	<b>2009 /10</b>	<b>2010 /11</b>	<b>2011 /12</b>	<b>2012 /13</b>	<b>2013 /14</b>	<b>2014 /15*</b>	<b>2015/ 16</b>	<b>2016 /17</b>
Deh Cho	99	99	104	113	101	104	110	121
South Slave	157	148	160	143	138	144	163	125
North Slave	157	147	141	173	155	110	115	80
Sahtu	133	128	102	106	118	97	101	79
Beaufort Delta	164	216	197	203	192	195	187	207
<b>Total</b>	<b>710</b>	<b>738</b>	<b>704</b>	<b>738</b>	<b>704</b>	<b>650</b>	<b>676</b>	<b>612</b>

Source: Department of Industry, Tourism and Investment

\* The EOS was introduced in 2014

### *Value of Fur Sales*

The value of furs harvested in 2016/17 amounted to approximately \$1.271 million, almost unchanged from \$1.274 million in 2014/15.



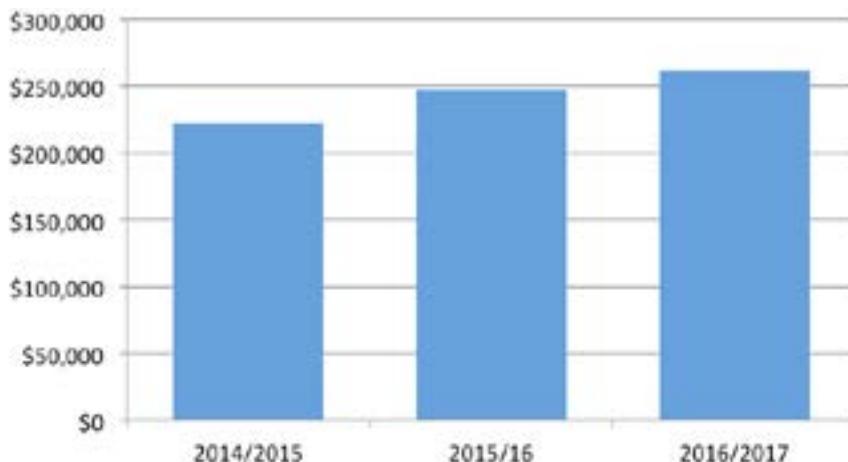
*Source: Department of Industry, Tourism and Investment*

*\* The EOS was introduced in 2014 and is indicated by the data being displayed in red*

### *Value of Fur and Hides Sold to Crafters*

The total value of fur and hides sold to NWT crafters increased in 2016/17 to approximately \$262,000 from \$222,000 in 2014/15. This represents an increase of approximately \$40,000 or 18%.

### **Total Value of Fur and Hides Sold to NWT Crafters**



*Source: Department of Industry, Tourism and Investment*

### *Number of Fur and Hides Sold to Crafters*

The total number of fur and hides sold to NWT crafters in 2016/17 was 2,361. This is up from 2014/15 when crafters purchased 1,828 fur and hides or by 533 or 29%.

#### **Number of Fur and Hides Sold to NWT Crafters**



*Source: Department of Industry, Tourism and Investment*

### **OUTCOME #9: To Increase the Domestic Sales of NWT Products**

#### **OBJECTIVE: Encourage and grow domestic markets for NWT products**

There are many resources that are readily available in the NWT, yet continue to be imported from the south, such as fish, lumber, wood pellets, garden produce and some energy commodities.

Encouraging and supporting a domestic market provides opportunities for local employment and economic initiatives based on replacing goods and services currently being purchased and transported at a cost from southern Canada. This will further serve to: build capacity in the NWT, reduce costs to NWT residents, promote entrepreneurialism; and enhance economic diversity.

EOS Recommendations related to increasing the domestic sales of NWT products can be found in Target 5 – Build Regional Sectors Using Regional Strengths under Objective 5C: Increase NWT Manufacturing; and Objective 5H: Encourage and Grow Domestic Markets for NWT Products.

## Rationale for Performance Measure

### *Number of Businesses Affiliated with "Made in the NWT"*

The number of businesses affiliated with the 'Made in NWT' program indicates the extent to which local businesses are trying to capitalize on domestic markets. Participation also offers a gauge of broader community interest in local goods.

The NWT Chamber of Commerce and the GNWT partner on promoting and supporting businesses whose products are "Made in the NWT". Through this program, the Chamber has a supply of "Made in the NWT" stickers, retail tags and posters to promote the program. When customers see the "Made in the NWT" insignia, they recognize that local jobs and other economic benefits are tied to these products.

### *Government Procurement on the Business Incentive Policy*

Government procurement under the Business Incentive Policy (BIP) indicates support for domestic goods and services, as well as support for local businesses. The BIP is a proven tool that the GNWT uses to build economic capacity in the NWT, while ensuring that communities see the benefits of government spending. ITI tracks the expenditures of BIP businesses and government contracts.

### *Number of Business Incentive Policy Companies Registered by Region*

The number of businesses affiliated with the BIP on a regional basis indicates the extent to which local businesses are working to capitalize on regional opportunities for government procurement.

## Performance Measure

### *Number of Businesses Affiliated with Made in the NWT*

In 2018, there were 24 "Made in the NWT" companies using the program (NWT Chamber of Commerce). In 2016, there were also 24 "Made in the NWT" companies using the program.

### *Government Procurement on the Business Incentive Policy*

Government procurement on the BIP in 2014/15 was \$221 million, increasing to \$223 million in 2016/17. This represents an increase of 2 million or 1%. The increase in Total GNWT Contracting in 2015/16 is attributable to the construction of a new Yellowknife hospital.

GNWT Contacting Expenditures	2013/2014	2014/15*	2015/16	2016/17
BIP Businesses	\$425,000,000	\$221,000,000	\$192,000,000	\$223,000,000
Total Northern based Businesses	\$458,000,000	\$254,000,000	\$215,000,000	\$238,000,000
Total GNWT Contracting	\$626,000,000	\$363,000,000	\$1,065,650,000	\$347,000,000

*Source: Department of Industry, Tourism and Investment*

*\* The EOS was introduced in 2014*

The BIP registry fell from 1,520 in 2016 to 1,236 in 2018, a total decrease of 284 businesses or 19%. The decreases are, in part, reflective of an internal initiative to refresh the renewal update process and eliminating those businesses that are no longer in operation or no longer meet the eligibility requirements. It should be noted that one region, the Dehcho, saw a small increase of the number of registered BIP companies from 81 in 2016 to 83 in 2018.

BIP Businesses by Region	2016	2017	2018
North Slave	787	801	700
South Slave	320	267	202
Inuvik	241	241	194
Sahtu	91	51	57
Dehcho	81	83	83
<b>TOTAL</b>	<b>1,520</b>	<b>1,443</b>	<b>1,236</b>

*Source: Department of Industry, Tourism and Investment*

## OUTCOME #10 - To Increase Public and Private Investment in the NWT

### OBJECTIVE: Attract major projects and investments to the NWT

Capital expenditures provide an indication of market conditions in both the overall economy and investor confidence. Examples of capital investment activities include construction of resource projects and investment in infrastructure. The reporting of expenditure by industry indicates diversity of economic activity.

Public investment by governments is also important as it builds capital stock by devoting resources to physical infrastructure (such as roads, bridges, airports, and water treatment plants). Increasing public investment provides a boost to the local, territorial and Canadian economies. Public investment provides valuable opportunities for employment, business and economic development opportunities.

EOS Recommendations related to increasing Public and Private Investment can be found in Target 1 – Stimulate Investment under Objective 1A: Attract Major Projects and Investments in the NWT.

### Rationale for Performance Measure

#### *Capital Expenditures – Public versus Private, By Selected Industries*

Capital expenditures provide an indication of market conditions both in the overall economy, as well as in different industries.

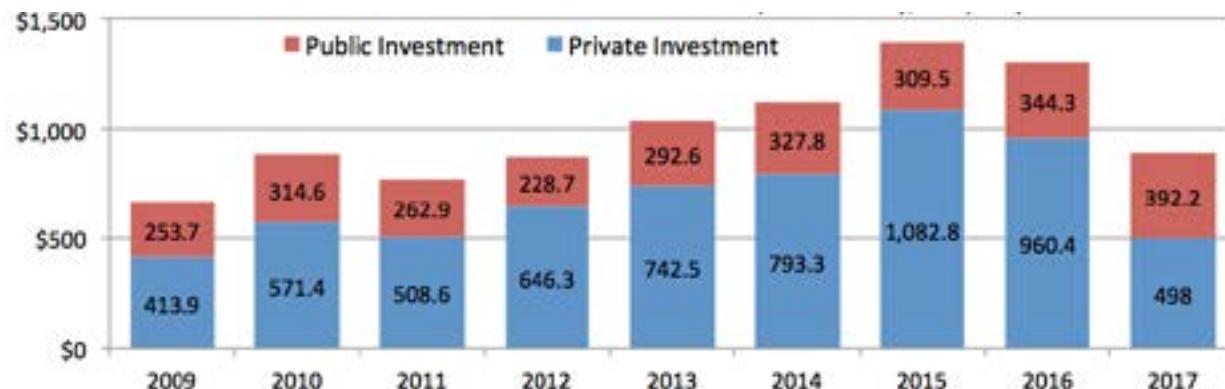
### Performance Measure

#### *Capital Expenditures by Public versus Private*

Compared to 2014, overall 2017 capital expenditures for the NWT decreased by 21% to \$890.2 million from \$1,121.1 million. In 2017, public investment went up from \$327.8 million to \$392.2 million, representing an increase of 20%. Private sector investment decreased from \$793.3 million in 2014 to \$494.7 million or 38% in 2017.

The decrease in private investment is largely a result of reduced spending in the mining industry, reflecting the conclusion of construction at the Gahcho Kué Diamond Mine. The increase in public sector investment is attributed to: the Mackenzie Valley Fibre Optic Link project, the Inuvik to Tuktoyaktuk highway and the construction of the Yellowknife hospital.

#### **Total Public and Private Investment in the NWT, 2009-2017 (\$'000,000)**



### *Capital Expenditures by Selected Industries*

The largest capital expenditures in 2017 were realized in the Mining and Oil and Gas Sectors at \$314 million Private investment decreased by \$295 million or 37% from 2014 to 2017.

Territorial public administration capital expenditures decreased from \$165 million in 2014 to \$135 million in 2017. This represents a decrease of \$30 million or 18%.

### **Northwest Territories, 2009 to 2017 Millions of Current Dollars (\$'000,000)**

	2009	2010	2011	2012	2013	2014*	2015	2016	2017
Total Capital Expenditures	\$668	\$886	\$772	\$875	\$1,035	<b>\$1,121</b>	\$1,392	\$1,305	\$890
Private Investment	\$414	\$571	\$509	\$646	\$743	<b>\$793</b>	\$1,083	\$960	\$498
Public Investment	\$254	\$315	\$263	\$229	\$293	<b>\$328</b>	\$310	\$344	\$392
<i>Selected Industries:</i>									
Mining and oil and gas extraction	\$311	x	\$390	\$513	\$545	<b>\$622</b>	\$937	\$782	\$314
Utilities	\$22	\$37	\$39	\$44	\$46	<b>\$58</b>	\$53	\$44	\$70
Construction	\$10	\$16	\$10	\$13	\$18	<b>\$18</b>	\$15	\$17	\$19
Manufacturing	\$0	\$1	x	x	x	<b>x</b>	x	x	\$1
Wholesale trade	\$3	\$3	x	\$4	\$6	<b>\$7</b>	x	x	\$5
Retail trade	\$14	\$8	\$10	\$11	x	<b>\$14</b>	\$8	\$7	\$7
Transportation and warehousing	\$87	\$21	\$31	\$63	\$104	<b>\$79</b>	\$58	\$82	\$89
Information and cultural industries	x	x	\$9	\$7	x	<b>x</b>	x	x	x
Health care and social assistance	\$23	x	\$27	x	x	<b>x</b>	x	\$109	\$103
Federal government public administration	\$15	\$6	\$14	\$6	\$5	<b>\$15</b>	\$34	\$12	\$10
Provincial and territorial public administration	\$61	\$160	\$109	\$110	\$149	<b>\$165</b>	\$149	\$145	\$135
Local public administration	\$33	\$34	\$36	\$35	\$9	<b>\$25</b>	\$14	\$19	\$31

Notes: Source: Statistics Canada CANSIM Table 029-0048

## OUTCOME #11 - To Attract New Residents to the NWT

### OBJECTIVE: Strengthen initiatives to attract new residents

Attracting new residents to the NWT is a key component to expanding and growing the NWT economy and population.

Immigrants help strengthen the NWT's economy by attracting qualified individuals to fill critical labour shortages and promote business development. Attracting new residents to the NWT also increases the diversity of and investments in businesses.

EOS Recommendations related to attracting new residents to the NWT can be found in Target 2 – Encourage Residency under Objective 2C: Strengthen Initiatives to Attract New Residents to the NWT.

#### Rationale for Performance Measure

*Number of People Moving to the NWT through the NWT Nominee Program (NTNP)*

The number of people moving to the NWT through the NTNP indicates whether this program is successful in attracting new residents to the territory. It is administered in partnership with the GNWT and Immigration, Refugees and Citizenship Canada. The delivery of the program is the responsibility of ITI for the Business Stream and the Department of Education, Culture and Employment for the Employer Driven Streams.

#### Performance Measure

In 2017, 42 nominees with 27 dependents moved to the NWT. The Business Stream of the program, increased from 2 in 2016 to 6 in 2017.

## Approved Nominees Applications (and Dependents) by Calendar Year and Stream

Calendar Year	Critical Impact Worker	Skilled Worker	Entrepreneur	Total Nominees	Number of Dependents	Number of Individuals
2009	0	2	0	2	3	5
2010	16	3	0	19	23	42
2011	11	4	0	15	27	42
2012	27	7	0	34	40	74
2013	18	13	0	31	48	79
2014*	37	10	0	47	60	107
2015	36	19	0	63	42	105
2016**	42	17	2**	77	46	123
2017**	23	13	6**	42	27	69
<b>TOTALS</b>	<b>210</b>	<b>88</b>	<b>8</b>	<b>330</b>	<b>316</b>	<b>646</b>

*Source: Departments of Industry, Tourism and Investment and Education, Culture and Employment*

*\*\*Includes Entrepreneur applicants who have been accepted into the Northwest Territories Nominee Program (signed a Business Performance Agreement) and those who have arrived in the NWT to begin their 20 month residency prior to nomination*

*\* The EOS was introduced in 2014*

## OUTCOME #12 - To Reduce the Cost of Living in the NWT

### OBJECTIVE: To reduce the cost of living in the NWT

The cost of living is the amount of money needed to sustain a certain level of living, including basic expenses such as housing, food, taxes and utilities. The cost of living is often used to compare how expensive it is to live in one community versus another community. Traditionally, the NWT has had a high cost of living when compared to the rest of Canada.

EOS Recommendations related to reducing the cost of living can be found in Target 2 – Encourage Residency under Objective 2A: Increase the Dependability and Affordability of NWT Housing Market; and Objective 2B: Strengthen and Promote Tax Advantages to Retain and Attract NWT Residents.

#### Rationale for Performance Measure

##### *Cost of Living Index - By Community*

The cost of living index tracks differences in the cost of living in NWT communities as compared to Edmonton, whereby Edmonton is

benchmarked at 100. Prices are collected for approximately 250 products.

Several components of a typical family (two adults and two children) budget, such as: shelter; furniture; clothing; and vehicle purchase costs are not included in the measurements. Statistics Canada compiles the index on behalf of the Treasury Board. The cost of living survey is carried out approximately every four years.

### **Performance Measure**

#### *Cost of Living Index*

The Cost of Living Index shows that Yellowknife was the most affordable community in the NWT in 2013. On the other end of the spectrum: Fort Good Hope; Tulita; Colville Lake; Ulukhaktok; Sachs Harbour; and Paulatuk were the least affordable communities. These six communities are remote with below-average incomes and elevated food costs. In contrast, communities in the Dehcho and South Slave Regions typically had a lower cost of living than other regions of the NWT.

Note: There has been no update to the Cost of Living Index from the last published Performance and Measures report in 2017.

## Federal Isolated Post Living Cost Differentials, by Community

Price Index Ranges: Edmonton = 100

	2009	2013		2009	2013
<b>Beaufort Delta</b>			<b>Dehcho</b>		
Aklavik	165-170	160-165	Fort Liard	130-135	140-145
Fort McPherson	155-160	160-165	Fort Providence	130-135	135-140
Inuvik	145-150	145-150	Fort Simpson	135-140	135-140
Paulatuk	175-180	175-180	Jean Marie River	140-145	140-145
Sachs Harbour	175-180	175-180	Nahanni Butte	140-145	145-150
Tsiigehtchic	160-165	165-170	Samba K'e	150-155	160-165
Tuktoyaktuk	170-175	160-165	Wrigley	150-155	150-155
Ulukhaktok	175-180	175-180			
<b>Sahtu</b>			<b>South Slave</b>		
Colville Lake	175-180	180-185	Enterprise	125-130	..
Deline	170-175	165-170	Fort Resolution	140-145	140-145
Fort Good Hope	170-175	175-180	Fort Smith	130-135	130-135
Norman Wells	150-155	160-165	Hay River	125-130	130-135
Tulita	160-165	175-180	Kakisa Łutselk'e	130-135 160-165	135-140 165-170
<b>Tlicho</b>			<b>Yellowknife</b>	115-120	120-125
Behchoko	125-130	125-130			
Gameti	145-150	150-155			
Whati	145-150	150-155			



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