

Government of
Northwest Territories

ECONOMIC OPPORTUNITIES STRATEGY

CONNECTING BUSINESSES AND COMMUNITIES
TO ECONOMIC OPPORTUNITIES

PERFORMANCE & MEASURES REPORT
2016 · 2017

Gouvernement des
Territoires du Nord-Ouest

STRATÉGIE SUR LES PERSPECTIVES ÉCONOMIQUES

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

LE PRÉSENT DOCUMENT CONTIENT LA TRADUCTION FRANÇAISE DU RÉSUMÉ

RAPPORT SUR LE RENDEMENT ET LES MESURES
2016 · 2017





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English

Si vous voulez ces informations en français, contactez-nous.

French

Kĩspin ki nitawihtĩn ē nihiyawihk ōma ācimōwin, tipwāsinān.

Cree

TŁIČHŦ YATI K'ĔĔ. DI WEGODI NEWŦ DĔ, GOTS'O GONEDE.

Tłıchŧ

ŦERIHŦL'ÍS DĔNE SÚLINÉ YATI T'A HUTS'ELKĔR
XA BEYÁYATI THEŦA ŦAT'E, NUWE TS'ĔN YÓŁŦI.

Chipewyan

EDI GONDI DEHGÁH GOT'JE ZHATJE K'ĔĔ EDATL'ÉH
ENAHDDHĔ NIDE NAXETS'Ĕ EDAHLÍ

South Slavey

K'ÁHSHÓ GOT'INE XĀDÓ K'É HEDERI
ŦEDIHTL'É YERINIWE NÍDÉ DÚLE.

North Slavey

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

Gwich'in

UVANITTUAQ ILITCHURISUKUPKU INUVIALUKTUN, QUQUAQLUTA.

Inuvialuktun

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Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest

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Minister's Message



Honourable Wally Schumann
Minister of Industry, Tourism and Investment

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

The sustainability and growth of the NWT economy requires strategic investment and diversification.

To this end, the mandate we have set for our 18th Legislative Assembly highlights the importance of investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism and traditional harvesting.

The foundation for this work was set out in the 2013 NWT Economic Opportunities Strategy with its goal to establish an environment in which NWT businesses and entrepreneurs can take the lead in identifying, pursuing and realizing economic opportunities.

Opportunities that, in addition to providing individual livelihoods and jobs, will contribute to the grass-roots growth and diversity we need to

maintain our territory's overall economic health and stability.

As the results of our investments and initiatives take hold, we are now working to confirm that they are meeting the economic goals and objectives that we identified.

The performance measures and indicators described in this document are a gauge of our governments work and early progress. They are described alongside anecdotal accounts and stories of NWT residents succeeding in our mutual objective to realize greater economic strength and prosperity.

Message du ministre



L'honorable Wally Schumann

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

Pour être durable et prospérer, l'économie des Territoires du Nord-Ouest (TNO) a besoin d'un investissement et d'une diversification stratégiques.

C'est pourquoi le mandat établi pour la 18^e Assemblée législative souligne l'importance d'investir dans les ressources renouvelables, l'agriculture, les arts, la pêche, la foresterie, le secteur manufacturier, le tourisme et l'exploitation traditionnelle.

Le fondement de ce travail a été établi dans la Stratégie sur les perspectives économiques des TNO de 2013 en vue de créer un milieu dans lequel les entreprises et les entrepreneurs ténois peuvent se charger de repérer, de saisir et de concrétiser des perspectives économiques.

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

Ces perspectives, en plus d'offrir à chacun des moyens de subsistance et des emplois, favoriseront la base de la croissance et de la diversité dont nous avons besoin pour conserver la santé et la stabilité économiques globales de notre territoire.

Les résultats de nos investissements et de nos initiatives portent leurs fruits, et nous faisons maintenant en sorte de confirmer qu'ils répondent aux objectifs économiques que nous avons définis.

Les mesures et les indicateurs de rendement décrits dans le présent document jaugent le travail et les premiers progrès de nos gouvernements. Ils sont appuyés par des récits et des anecdotes de résidents des TNO ayant atteint notre objectif commun visant à rendre l'économie plus forte et plus prospère.

Executive Summary

The Department of Industry, Tourism and Investment (ITI) released the Northwest Territories Economic Opportunities Strategy (EOS) in 2013. It offers a 10-year plan to develop and strengthen the economic environment.

The Strategy identifies 117 recommended actions and investments under four pillars to guide the development and realization of economic potential in all regions of the NWT.

This report (*2016/2017 Economic Opportunities Strategy Performance and Measures Report*) focuses on tracking and evaluating key performance indicators linked to twelve outcomes reflective of 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 and guide the Department's results reporting and business planning moving forward.

Résumé

En 2013, le ministère de l'Industrie, du Tourisme et de l'Investissement (MITI) a publié la Stratégie sur les perspectives économiques des TNO (la Stratégie), qui présente un plan sur 10 ans visant à étendre et à renforcer l'environnement économique.

La Stratégie présente 117 mesures et investissements recommandés, classés sous 4 éléments fondamentaux, afin d'orienter le développement et la réalisation du potentiel économique de toutes les régions des TNO.

Le présent rapport (Rapport sur le rendement et les mesures de la Stratégie sur les perspectives économiques 2016-2017) se concentre sur le suivi et l'évaluation d'indicateurs de rendement clés liés à 12 résultats qui reflètent les objectifs de la Stratégie à plus grande échelle :

1. Accroître le nombre de petites entreprises enregistrées
2. Développer le secteur du tourisme
3. Soutenir une communauté artistique florissante
4. Développer le secteur manufacturier
5. Développer l'industrie de la pêche commerciale
6. Développer le secteur forestier
7. Augmenter les récoltes et la production agricole aux TNO
8. Développer l'économie fondée sur les activités traditionnelles
9. Augmenter les ventes de produits ténois au Canada

10. Augmenter les investissements publics et privés aux TNO
11. Attirer de nouveaux résidents aux TNO
12. Réduire le coût de la vie aux TNO

La comparaison de ces résultats avant et après la mise en œuvre de la Stratégie (en 2014) permet de créer un cadre grâce auquel on peut évaluer les répercussions économiques de cette dernière et orienter la progression de l'établissement de rapports sur les résultats et de la planification des activités par le Ministère.

Report Highlights

Notable observations in this initial report include:

- The number of registered businesses remained consistent from 2014 to 2015.
- In 2014, the annual revenue for the sector was approximately \$106.8 million, up from \$85.8 million in 2012; an increase of nearly 25 percent over the two-year period.
- Visitation to the NWT increased by 11 percent to 94,295 from 2014/15 to 2015/16. The Aurora visitation segment experienced the most significant increase from 2014/15 to 2015/16 by 48 percent to 24,314 visitors.
- As of March 31, 2016, a total of 669 artists were registered with the NWT Arts Program; an increase from the prior year of 235 artists or 54%.
- An investment of \$94,000 in the NWT Film Rebate Program in 2015/16 resulted in a total of \$345,000 in leveraged NWT expenditures from three film productions.
- In 2015/16, there were 11 manufacturers approved under the Northern Manufacturers Policy.
- In 2014, the estimated revenue derived from Manufacturing was approximately \$34.8 million; up from \$12 million in 2012.
- The number of commercial vessel fishing licenses increased by 18% from 2014/15 to 2015/16.
- The NWT timber harvest doubled between 2014/15 and 2015/16; from 2,411 to 5,780 cubic metres.
- In 2016, there were 23 communities with Community Gardens and 19 communities with Community Greenhouses.
- There was a modest increase in the number of people participating in traditional activities – 650 in 2014/15 to 676 in 2015/16. However, the value of furs harvested in 2015/16 amounted to approximately \$1 million, down from \$1.275 million in 2014/15.
- Compared to 2014, overall 2016 capital expenditures for the NWT increased by 15%; from \$1,121 million to \$1,298 million.

The EOS Performance and Measures report will be an annual publication.

Faits saillants du rapport

Parmi les observations dignes d'intérêt du présent rapport initial, citons :

- Le nombre d'entreprises enregistrées est resté stable entre 2014 et 2015.
- En 2014, le revenu annuel du secteur s'élevait à près de 106,8 millions de dollars, contre 85,8 millions en 2012. Cela représente une augmentation de presque 25 % en deux ans.
- Le nombre de visiteurs aux TNO a augmenté de 11 % entre 2014-2015 et 2015-2016, pour atteindre 94 295. Les visites associées aux aurores boréales ont enregistré la plus forte hausse sur cette période (48 %), s'élevant à 24 314 visiteurs.
- Au 31 mars 2016, 669 artistes au total étaient inscrits au programme Arts TNO, soit une augmentation de 235 artistes, ou 54 %, par rapport à l'année précédente.
- Grâce à un investissement de 94 000 \$ dans le Programme de remise pour le cinéma des TNO en 2015-2016, le territoire a débloqué la somme de 345 000 \$ pour la production de trois films.
- En 2015-2016, 11 fabricants ont été approuvés en vertu de la Politique des TNO sur les produits manufacturés.
- En 2014, les recettes découlant du secteur de la fabrication étaient estimées à environ 34,8 millions de dollars, soit 12 millions de plus qu'en 2012.
- Le nombre de permis de pêche délivrés à des navires commerciaux a augmenté de 18 % entre 2014-2015 et 2015-2016.
- L'exploitation forestière des TNO a doublé entre 2014-2015 et 2015-2016. Elle est passée de 2 411 à 5 780 m³.
- En 2016, 23 collectivités possédaient des jardins communautaires et 19 possédaient des serres communautaires.
- Le nombre de personnes ayant participé à des activités traditionnelles a légèrement augmenté (de 650 en 2014-2015 à 676 en 2015-2016). Toutefois, la valeur des fourrures récoltées en 2015-2016 représentait environ 1 million de dollars, contre 1,275 million de dollars en 2014-2015.
- Si l'on compare avec 2014, les dépenses globales en capital effectuées en 2016 pour les TNO ont augmenté de 15 %, passant de 1,121 million à 1,298 million de dollars.

Le Rapport sur le rendement et les mesures de la Stratégie sera publié chaque année.

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*

With over 90 percent of NWT businesses defined as a small business, they are critical to the health and wellbeing of the economy and are a significant source of employment for NWT residents. Further, small businesses create economic diversity to balance the ups and downs of the 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.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#85	Create Regional Economic Action Plans for communities and regions	Work has been initiated
#86	Examine models for regional business centres to provide “single-window” supports	Completed
#87	Explore partnered approaches to encourage entrepreneurship especially amongst the young and Aboriginal populations	Work has been initiated
#88	Develop a business internship model to assist businesses in smaller centres to recruit and retain accredited staff	Completed
#89	Make existing public infrastructure and buildings available for local business operations like, arts and crafts stores in visitors centres, coffee shops/restaurants in schools and parks, gift shops in airports	Recommendation for future action
#90	Through the Northwest Territories Nominee Program, promote investment outside of major centers	Work has been initiated
#91	Make all business forms available online	Ongoing/Completed
#92	Target government resources and funding to realize identified regional opportunities and priorities	Ongoing/Completed
#93	Institute measures and accountabilities for delivery and effectiveness of all government programs	Work has been initiated
#94	Enhance or re-negotiate a memorandum of understanding (MOU) between government partners on the delivery of business and economic programs	Recommendation for future action
#95	Focus the management of government business programs and analysis at the regional level	Ongoing/Completed
#96	Develop a catalogue or database of existing territorial, federal and private source funding sources for use by NWT businesses	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	Completed
#98	Establish semi-annual sessions between NWT business representatives and GNWT, ITI	Completed
#99	Facilitate regular dialogue between territorial government representatives and the NWT's community of northern and Aboriginally-owned businesses	Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

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 Operation Environment for Regional Businesses and Entrepreneurs and Objective 6B: Strengthen Government Programs and Services Environment 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.

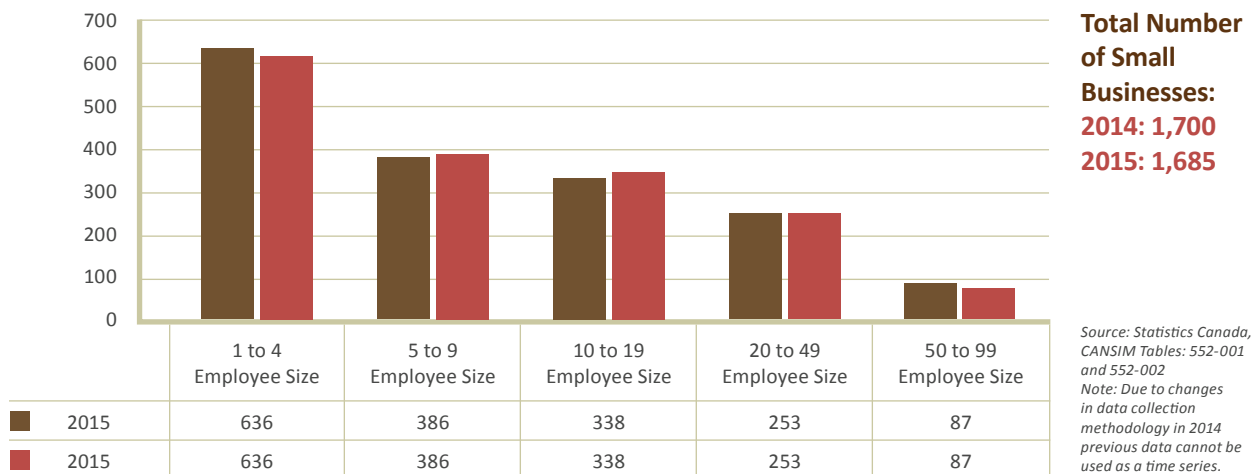
Number of employees working for small businesses:

The number of employees working for small businesses indicates employment opportunities and signals 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 employ between one to four people. The number of registered businesses has remained consistent from 2014 to 2015 – less than a 1 percent decrease, as shown in Chart 1. The analysis of the Strategy’s impact on the number of registered small businesses is limited by only having two years of data; therefore, it is not possible to detect trends in the data to draw any conclusions at this time.



BOBBY DRYGEESE

B. Dene Adventures

Dene hand games, drumming and ice-fishing are just a few of the cultural activities available at B. Dene Adventures, a tourism company based in Dettah and Yellowknife.

Bobby Drygeese is the mind behind the company but says it was his grandma that inspired him to share his culture. In her extraordinary 103 years, she passed on her traditions, history and stories to Bobby who now shares them with visitors.

Several ITI programs helped to take his ideas from concept to reality, including the Support to Entrepreneurs and Economic Development (SEED) Program and the Tourism Product Diversification and Marketing Program.

Bobby's career as a tourism operator has some exciting turns. He was able to speak personally with the Duke and Duchess of Cambridge, (Will and Kate) about his Aboriginal culture during their 2011 visit to Yellowknife. He has also performed with the Yellowknives Dene Drummers on the hit CBC show Arctic Air.

With visitors to the NWT on the rise and a growing demand for cultural tourism products, Bobby is putting in a lot of hours but, he's satisfied in knowing that his customers are leaving with an experience that will resonate long after they return home.



MICHAEL EWEN

Extreme Adventures Canada

The recipe for business success differs from one company to another. For Yellowknife-based tour company, Extreme Adventures Canada, that recipe included a lot of hard work, enthusiasm and funding from the Department of Industry Tourism and Investment's SEED Program.

It was that combination that landed Owner/Operator Michael Ewen a spot at the Chengdu International Travel Expo in China, and ultimately clinched a valuable partnership.

The tradeshow was a natural fit for Extreme Adventures Canada, which is one of the local companies that cater to the growing number of visitors from China to the Northwest Territories.

The tradeshow provided Extreme Adventures Canada with insight to tailor their products and packages to better meet market demands. It also helped them to make an important connection with Ying Tu Holiday, a Travel Agency based in China.

Their partnership yielded marketing and promotional initiatives and a feature documentary on Extreme Adventures

Canada to be shown on China's central television network.

For Michael the journey has been an exciting one. "Success comes with the support of a strong team. ITI has proven to be a valuable partner in supporting the growth and development of a vibrant tourist industry that is gaining attention internationally," he says.

With tours in English and Mandarin, Extreme Adventures Canada offers aurora viewing, snowmobiling and ice fishing for its clients.



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.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#37	Support the development and implementation of the GNWT's Tourism 2015 (second iteration is the 2020) Strategy	Work has been initiated
#38	Increase and diversify NWT tourism packages	Ongoing/Completed
#39	Develop and build tourism products and infrastructure	Ongoing/Completed
#40	Assist operators to package inter-regional tourism products	Ongoing/Completed
#41	Measure the effectiveness of NWT Tourism as a delivery model for investments in marketing	Completed
#42	Establish a convention bureau	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	Ongoing/Completed
#44	Develop and maintain competitive standards for NWT tourism products	Ongoing/Completed
#45	With Aurora College examine formalized skills training for the NWT tourism workforce	Ongoing/Completed
#46	Examine models that will enable tourism operators to access more affordable insurance packages	Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS recommendations related to expanding the tourism sector can be found in Target 5: Build Sectors Using Regional Strengths 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 2016, there were a total of 121 tourism licenses issued in the NWT, with 57 issued in the North Slave region alone. When compared to 2014 to 2016, the number of licenses has increased by 10%. Table 2: Tourism Licenses by Region - 2010 - 2016 (approved TOLs).

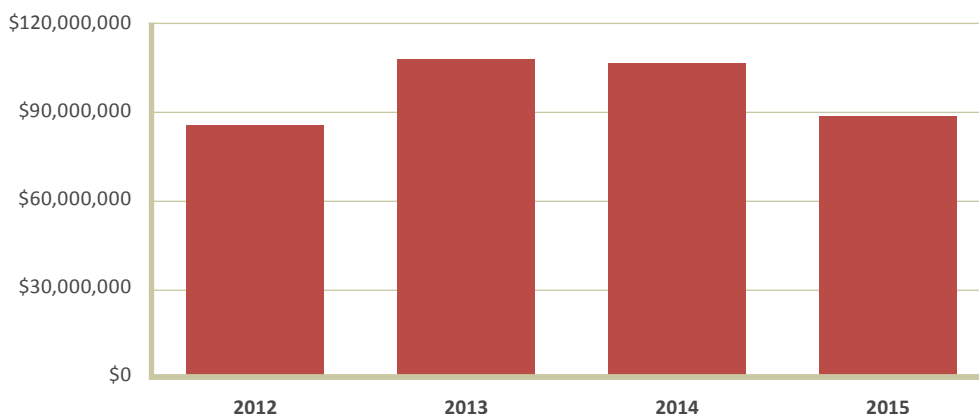
Year	Beaufort Delta	Dehcho	North Slave	Sahtu	South Slave	Total
2010	24	11	36	15	25	111
2011	21	10	37	16	28	112
2012	18	9	37	16	32	112
2013	16	9	38	16	30	109
2014	13	9	42	16	30	110
2015	14	10	55	15	29	123
2016	13	11	57	13	27	121

Source: Department of Industry, Tourism and Investment

Annual Operating Revenue of Accommodation Services

In 2014, the annual revenue for the sector was approximately \$106.8 million, up from \$85.8

million in 2012; this represents an increase of nearly 25 percent over the two-year period.



Source: Statistics Canada, CANSIM Table: 351-0012

Number of Visitors by Segment

Overall, visitation to the NWT increased by 11 percent to 94,295 from 2014/15 to 2015/16. All visitor sectors have seen an increase with the exception of Visiting Friends and Relatives; however, variations in this segment are largely due to a change in data collection methodology.

The Aurora visitation segment experienced the most significant increase from 2014/15 to 2015/16 by 48 percent to 24,314 visitors. From 2014/15 to 2015/16, total Leisure Visitors have seen a gain of 14 percent to 63,353 and total Business Travel increased by 5 percent to 30,942.

Main Purpose of Travel	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Aurora Viewing	5,400	6,776	7,368	15,721	21,697	16,400	24,314
Fishing	6,403	4,956	4,692	3,975	3,454	4,300	5,241
General Touring	14,500	12,920	13,441	14,108	14,765	14,900	18,984
Hunting	757	436	478	502	509	510	513
Outdoor Adventure	1,853	1,910	2,320	2,236	1,880	2,100	2,100
Visiting Friends & Relatives	12,910	13,403	11,847	12,137	14,125	17,200	12,201
Total Leisure Visitors	41,823	40,401	40,146	48,679	56,430	55,410	63,353
Business Travel	26,181	24,795	24,272	21,127	35,327	29,400	30,942
Total Visitors	68,004	65,196	64,418	69,806	91,757	84,810	94,295

Source: Department of Industry, Tourism and Investment

Total Tourism Spending by Segment

Total Tourism spending has increased to \$167 million or by 14 percent from 2014/15 to 2015/16. In 2015/16, there were strong gains in Aurora spending, which increased by 48% to \$39.7 million, followed by General Touring with an increase of 41% to \$19.8 million. Outdoor Adventure and Hunting spending remained flat and Visiting Friends and Family decreased

by 29% to \$8.5 million. A key reason why a decrease is reported for Visiting Friends and Family segment is as a result of changes in data collection methodology.

In 2015/16, Total Leisure Spending increased by 22% to \$92 million and Business Travel increased by 5% to \$75.2 million.

Main Purpose of Travel	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Aurora Viewing	\$ 7.2	\$ 6.4	\$ 10.2	\$ 15.2	\$ 21.0	\$ 26.8	\$ 39.7
Fishing	\$ 12.6	\$ 12.0	\$ 12.9	\$ 10.6	\$ 9.5	\$ 9.3	\$ 10.8
General Touring	\$ 8.1	\$ 9.5	\$ 10.9	\$ 12.6	\$ 12.6	\$ 14.0	\$ 19.8
Hunting	\$ 10.1	\$ 4.3	\$ 5.5	\$ 5.8	\$ 5.9	\$ 7.1	\$ 7.2
Outdoor Adventure	\$ 6.1	\$ 5.8	\$ 5.2	\$ 6.0	\$ 4.1	\$ 6.0	\$ 6.0
Visiting Friends & Relatives	\$ 5.4	\$ 6.6	\$ 7.2	\$ 8.4	\$ 8.9	\$ 12.0	\$ 8.5
Total Leisure Spending	\$ 49.5	\$ 44.6	\$ 51.9	\$ 58.6	\$ 62.0	\$ 75.2	\$ 92.0
Business Travel	\$ 58.1	\$ 49.5	\$ 48.5	\$ 48.1	\$ 70.5	\$ 71.4	\$ 75.2
Total Tourism Spending (millions)	\$108	\$94	\$100	\$107	\$133	\$147	\$167

Source: Department of Industry, Tourism and Investment

BILL BRADEN

Aurora Up!

Bill Braden estimates that he's taken hundreds of thousands of photos of the sky, scenery, wildlife, industry and people of the Northwest Territories over the last 50 years. Last month, a collection of those photos made it into Bill's newly released photography book *Aurora Up!*

The idea of creating the book had simmered in the back of Bill's mind for years; however, he began working on it in earnest two years ago after seeing an economic opportunity with the rising number of aurora tourists. Bill was on to something – in fact, in 2015/16, the number of aurora visitors in the NWT increased by 48% over the previous year.

"I was inspired by the number of people coming to see the aurora and felt that there was a need for a good book to help tell the story of the

Yellowknife experience. The book is a marketing tool to attract visitors to the NWT. It's something that tourists can take home and also for residents to pick up and share with friends and family outside of the territory to entice them to visit," Bill says.

The 100-page coffee table book explores the science, myths and legends of the (Aurora Borealis) and is infused with local flavor. In addition to the colourful history of the territory's capital, the book also includes images from three other photographers, including Ron Ross, a guide with Enodah Wilderness Travel Ltd.; Dr. Wayne Lynch, who has photographed the north extensively; and Yuichi Takasaka, a pioneer of aurora photography who got his start while working for a local tourism company.

Bill also recruited a local agency to handle the design of the book. *Aurora Up!* is Bill's third photography book and is currently available at the Yellowknife Airport, the Book Cellar, and the Down to Earth Gallery.



MICHELLE HANDLEY

NWT Conference Bureau

Event planners looking for something different know that they've come to the right place when they talk to Michelle Handley, Manager of the NWT Conference Bureau and Business Relations with NWT Tourism.

"Be brave enough to lose your tie," she tells them.

Michelle is a one-stop liaison point for Meeting, Conference and Incentive Travel (MC&IT). Creating preliminary budgets, developing presentations, hosting site visits, attending trade shows, assisting with bids and even dispelling myths about northern Canada is all in a day's work at the NWT Conference Bureau.

The establishment of the Bureau, which is funded, in part, by the GNWT's Department of Industry, Tourism and Investment, was one of the recommendations of the Economic Opportunities Strategy. Since its establishment in 2014, the work of the NWT Conference Bureau has resulted in \$1.8 million in revenue for the territory.

Whether she is working on events for soccer associations, fur harvesters or the makers of survival equipment, Michelle's role helps to provide certainty, professionalism and insight for planners.



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 Crafts Sector can play a role in diversifying the economy. This sector provides incomes 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 Aboriginal tourism product.

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

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#47	Support the development and implementation of the NWT Arts Strategy and Tactical Plan	Ongoing/Completed
#48	Strengthen branding for Made-In-The-NWT arts products	Completed
#49	Provide additional funding and support to arts festivals	Recommendation for future action
#50	Identify with NWT Tourism, opportunities to promote NWT artists and their products	Ongoing/Completed
#51	Support, with the NWT Film Commission, the development of an NWT film strategy	Completed
#52	Develop a program to rebate filmmakers for wages and services incurred in relation to television and film production in the NWT	Completed
#53	Identify, with NWT Tourism, opportunities to promote the NWT as a filming destination	Ongoing/Completed
#54	Examine ways to develop and maintain a competitive marketplace for quality arts and crafts	Ongoing/Completed
#55	Expand provision of raw materials for the creation of arts and crafts	Completed
#56	Examine a model for the establishment of an NWT Visual Arts and Craft Council/ Association	Recommendation for future action

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS recommendations related to supporting a thriving Arts community can be found in Target 5 – Building 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 indicates 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

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.

Performance Measures

Number of Registered Artists by Region

As of March 31, 2016, a total of 669 artists were registered with the NWT Arts Program. This represents an increase from the prior year of 235 artists or by 54%. All regions have seen an increase in the number of registered artists with the North Slave seeing the biggest gain of 78% to 271 in 2016.

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
Dehcho	24	26	40	46	51	59	67	83
South Slave	21	26	37	46	55	62	101	118
North Slave	65	88	100	124	135	152	207	271
Sahtu	27	33	39	47	65	82	98	102
Beaufort Delta	36	44	45	52	76	79	93	95
Total	173	217	261	315	382	434	566	669

Source: Department of Industry, Tourism and Investment

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 119 artists or 43% from 2014 to 2016. The registered artists segment that

experienced the largest growth rate from 2014 to 2016 was the Film and Media, which had a 98% increase over this period. All segments had an increase in the number of registered artists over the period of 2014 to 2016.

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

Source: Department of Industry, Tourism and Investment

Film Expenditures in the NWT

In 2013/14, the NWT film industry contributed almost \$9.7 million in territorial gross domestic product and 106 full-time equivalent jobs (Nordicity).

NWT Film Rebate Expenditures in the NWT

The economic benefit for the \$94,000 spent on three film productions that received the NWT Film Rebate Program in 2015/16 resulted in \$345,000 in leveraged NWT expenditures (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 then provide products tailored to the 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;
- Specialised steel components;
- Fuel trucks and tanks;
- Trusses; and
- Windows

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#57	Eliminate the northern residency requirement for businesses to be approved as NWT manufacturer	Completed
#58	Encourage value added processing of materials source in the NWT including diamonds, oil and gas products and biomass	Ongoing/Completed
#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	Work has been initiated
#60	Improve compliance with established manufacturing and procurement agreements	Work has been initiated
#61	Promote the “Made in the NWT” Program	Ongoing/Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to expanding the manufacturing sector can be found in Target 5 – Building 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 to local production and manufacturing of goods for the use of the GNWT under the Business Incentive Policy (BIP). 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 overall health of the manufacturing sector. A viable manufacturing sector also aids in diversifying the economy.

Performance Measures

Number of Registered Manufacturing Businesses

In 2015/16, there were 11 manufacturers approved through the NMP (Department of Industry, Tourism and Investment). 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 2015 was approximately 143.

In 2014, the estimated revenue derived from Manufacturing was approximately \$34.8 million, considerably up from \$12 million in 2012.

The total salaries and wages (direct and indirect) dropped from \$8.3 million to just over \$6 million or by nearly 28% from 2014 to 2015.

Manufacturing Sector	2012	2013	2014	2015
Total revenue (000's)	\$12,031	x	\$34,810	x
Total number of employees, direct and indirect labour	143
Total salaries and wages, direct and indirect labour (000's)	\$3,730	\$6,434	\$8,380	\$6,035

Source: Statistics Canada, CANSIM Table 301-008.

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

KIRSTEN CARTHEW AND AMOS SCOTT

Jill and Jackfish Productions

When we look back on the emergence of the NWT film sector, it will be Kirsten Carthew and Amos Scott of Jill and Jackfish Productions at the forefront. These NWT film veterans had a busy 2016 showcasing their first feature-length film, *The Sun at Midnight*, at festivals across the country — and garnering critical acclaim and an award for its lead Devery Jacobs at the Whistler Film Festival.

Produced and shot in the Fort Macpherson area, the film was the first local production to access the NWT Film Rebate program. It's a big moment for NWT film, Carthew says. "I am proud that a film made locally is now screening globally. It could shine the spotlight on the

many unique voices and places in the Northwest Territories."

In 2017, *The Sun at Midnight* continues to set the bar for the NWT industry. Industry Works Pictures Inc. has acquired worldwide distribution rights for the film; a big step to getting the film in front of more audiences. The distributor showcased the film at the Cannes Film Festival's market — a Tier One international market — and now Scott and Carthew — respectively the producer and writer-director of the film — are working with Industry Works to coordinate a limited theatrical release in North America.



NWTARTS

Edmonton International Airport

The Edmonton International Airport (EIA) receives approximately 7.5 million passengers throughout the year and now those patrons can view Northwest Territories artwork between connections.

The next time you're travelling through EIA be sure to stop by Gates 7 and 72 to appreciate the stunning art that showcases our territory to the world. The displays, which are curated by the Department of Industry, Tourism and Investment, can be viewed year-round and are replenished with new pieces annually.

The artwork at Gate 7 represents a variety of disciplines from across the NWT - including traditional arts and fine crafts, literary and contemporary art.

The display at Gate 72 highlights one NWT region each year on a rotating basis. Its latest iteration showcases the Beaufort Delta Region with handmade mukluks from Sachs Harbour, sealskin cuffs and a headband from Aklavik, and stencil prints from Ulukhaktok.

A corresponding web page offers interested airport patrons the opportunity to read and learn more about each piece and the artist who created it.

The GNWT has committed to invest in artist to market and product to market opportunity chains for NWT arts and fine crafts. Like the

NWTArts website, the Edmonton International Airport displays are working to expand economic opportunities for NWT artists. This drives economic growth in both the NWT's tourism and arts sectors.



MARK AND CHIVON MACDONALD

Sunrise Cabinets and Millwork

Sunrise Cabinets and Millwork Ltd. is proving that you don't need to be located in a major centre to deliver excellence. In operation since 1979, and retooled by Mark and Chivon MacDonald in 2010, they've dedicated themselves to providing quality custom manufactured products with one important distinction. In addition to their first-class installation, service, and warranty, their product is made-in-the-NWT.

The company, based in Enterprise, is committed to investing in new construction technology and advancing employee education; and it shows. Their approach to manufacturing technology and business operations was recognized with a 2016 NWT BDIC Business Award.

"We're always striving to exceed expectations," says MacDonald, "connecting customers with the best products for their needs and ensuring their jobs are completed on time and on budget."

A GNWT Approved Manufacturer and member of the Northern Manufacturer's Association since 1998, Sunrise Cabinets has used programs from the GNWT's Department of Industry, Tourism and Investment to grow and expand their operations.

"ITI's support for our growing business helped us to stay competitive in the rapidly evolving construction industry," says MacDonald. And especially to promote 'Made in the NWT'.



OUTCOME #5

To Expand the Commercial Fishing Industry

OBJECTIVE:

Increase opportunities in commercial fishing

The NWT has a well-established freshwater fishing industry that dates back to the 1940s. The industry is largely based in Hay River, however, 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 these operations 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 a value-added processing and marketing industry as well. The commercial fishing industry can reduce the NWT's reliance on imports of fish with a locally sourced product while diversifying the economy. There is also 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 food security.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#62	Provide financial support to leverage investment in the construction, management and operations of a fish processing plant(s)	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	Completed
#64	Promote value added manufacturing of fish products	Work has been initiated
#65	Provide incentives to fishers to increase their efficiency and productivity	Work has been initiated
#66	Provide training and financial support to new entrants into commercial fisheries	Work has been initiated

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to increasing the commercial fishing industry sector can be found in Target 5 – Building 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 2015/16, the number of commercial vessel fishing licenses has increased by 11 to 71. This represents an increase of 18%.

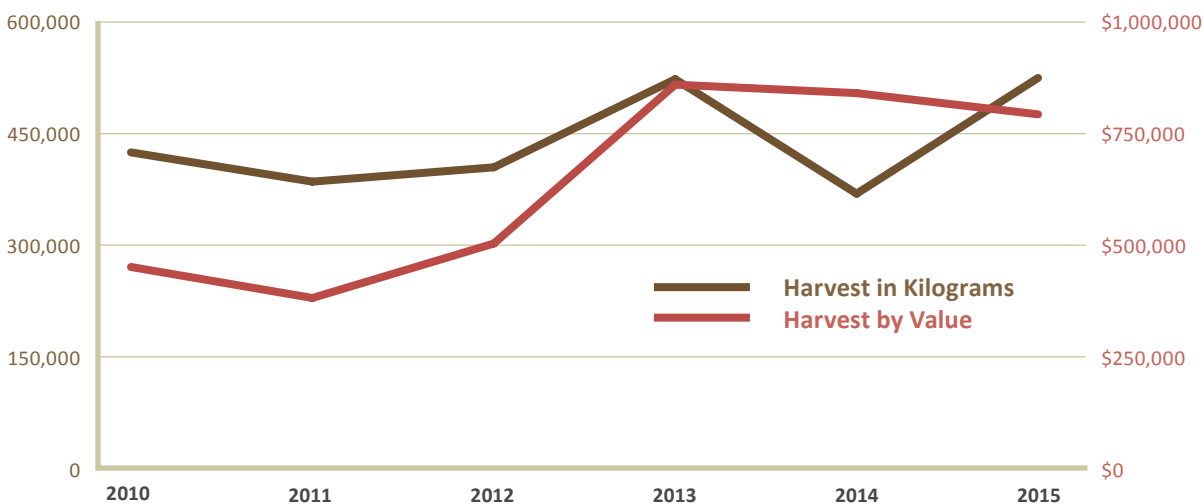
Vessel Certificates Issued	2012/13	2013/14	2014/15	2015/16
Total	50	57	60	71

Source: Department of Fisheries and Oceans

Value of Fish Harvest and Kilograms Landed

In 2015, the total fish harvest amounted to 525,000 kilograms (kg) with a value of \$791,000. When compared to 2014, the value of the harvest

decreased by \$47,000 or by 6% from the prior year. However, the total harvest of fish increased 155,000 kgs or by 42% compared to 2014.



Source: Department of Fisheries and Oceans

FRESH FROM GREAT SLAVE LAKE

Cookbook

With endearing recipe names like, Jiggling Lemon Trout and Poor Man's Lobster, a promotional cookbook promoting Fresh Fish from Great Slave Lake debuted at the 2016 World Shore Lunch Championship in Yellowknife.

The recipe book is part of a broader Government of the Northwest Territories initiative to strengthen the commercial market for Northwest Territories fish.

NWT celebrities like Anthony "Snowking" Foliot, Alex Debogorski and Mikey McBryan contributed recipes and stories to the cookbook alongside entries submitted by Yellowknife and Hay River residents during a promotion celebrating the original launch of the Fresh Fish from Great Slave Lake brand.



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.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#67	Support implementation of the NWT Biomass Energy Strategy	Ongoing/Completed
#68	Facilitate the identification and long-term access to lands for forestry development	Ongoing/Completed
#69	Finalize an inventory of forest resources and sustainable harvest levels	Ongoing/Completed
#70	Examine and consider incentives for private sector investment to expand firewood harvest	Recommendation for future action

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

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

Rationale for Performance Measure

Number of Commercial Firewood Licences/ Permits and Volume Harvested

The number of commercial firewood licences 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 44 in 2015/16. 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 41. Whereas, the number of timber cutting licenses for more than 1000 cubic metres has been stable at three for 2014/15 and 2015/16.

Number of Wood Harvesting Licenses	2014/15	2015/16
Timber cutting permit for less than 1,000 cubic metres of wood,+ 10%	37	41
Timber cutting license, more than 1,000 cubic metres	3	3
Total	40	44

Source: Department of Environment and Natural Resources

Total Volume Harvested

The total volume of commercial timber harvested in the NWT has increased from 9,719 cubic metres in 2014/15 to 13,508 cubic metres. The majority of growth occurred in the timber cutting permits, less than 1,000 cubic

metres from 2,411 to 5,780 cubic metres. This represents more than a doubling of harvesting. The Commercial Milling Operations experienced an output decrease of 34% or by 998 cubic metres.

Total Volume (cubic metres)	2014/15	2015/16
Timber cutting permit for less than 1000 cubic metres of wood + 10%	2411	5780
Timber cutting license, more than 1000 cubic metres	7308	7728
Commercial Milling Operations	2930	1932
Total	9719	13508

Source: Department of Environment and Natural Resources

Sales of Forest Products

There is currently no commercial sales of value-added wood products in the NWT.

OUTCOME #7

To Expand the Agricultural Harvest and Production in the NWT

OBJECTIVE:

Increase opportunities in Agriculture

The immediate economic advantage of developing the agriculture sector is the displacement of food imports. Producing locally provides greater availability, greater product options, better quality and improved nutritional value. A principle component of current northern agriculture development is

the encouragement of community gardens and community greenhouses. Community gardens and greenhouses offer a means for communities to address the issues of food security and cost of living, while also promoting healthy living through being active and growing healthy food.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#71	Develop and implement an Agriculture Strategy	Ongoing/Completed
#72	Conduct mapping, land classification and identification of mechanisms for long-term land access	Ongoing/Completed
#73	Develop, with the NWT Farmers Association, a “Grown in the North” branding program	Work has been initiated
#74	Examine viability of establishing commercial market gardens in all regions	Completed
#75	Conduct research on agriculture and greenhouse technologies	Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to expanding the agricultural harvest and production in the NWT can be found in Target 5 – Building 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 production potential and import substitution for selected food items.

Community Gardens and Greenhouses

The number and land area devoted to community gardens indicates food grown for personal use and increased food security.

Performance Measures

Commercial Food Production

The only mass commercial food productions in the NWT are eggs based in Hay River. In 2016,

the NWT produced approximately 2.84 million dozen eggs, slightly down from 2014 with 2.92 million dozen being produced. The number of graded eggs shipped to the NWT market saw an increase from 2015 to 2016, 195,470 dozen to 203,207 dozen respectively. This is important to note as this serves as an opportunity to reduce import substitution. This domestic food production improves distribution networks for NWT-produced foods and increases producer and supplier opportunities.

Egg Production (in dozen)	2013	2014	2015	2016
Industrial Eggs (shipped to southern markets)	2,792,390	2,745,600	2,551,330	2,646,000
Graded Eggs for NWT Market	134,043	170,260	195,470	203,207
Total Production	2,926,433	2,915,860	2,746,800	2,849,207

Source: Polar Eggs

Community Gardens and Greenhouses

In 2016, there were 23 communities with Community Gardens (Department of Industry, Tourism and Investment). In 2016, there were 19 communities with Community Greenhouses (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 Aboriginal 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 much-needed income opportunities — particularly to remote regions of the territory.

In addition to economic benefits, this sector is important to the cultural well-being of the territory. It provides opportunities to share heritage and instill cultural pride while making a living for many in the territory.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#76	Increase funding and program support for Community Harvester Program	Completed
#77	Engage private sector to increase support for the “Take A Kid Trapping” Program	Ongoing/Completed
#78	Create a mentorship program with supports to assist adults pursuing a harvesting lifestyle	Ongoing/Completed
#79	Examine with government departments options to incorporate Traditional Economy activities as part of social wellness and healing programs	Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to expanding the agricultural harvest and production in the NWT can be found in Target 5 – Building 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 value sold to crafters and number of furs indicates the benefit of the program to the craft sector.

increased by a modest by 26 to 676 in 2015/16. From a regional perspective, each region saw growth with the exception of the Beaufort Delta Region that experienced a decline of 8 people or 4% between 2014/15 and 2015/16.

Performance Measures

Participation in Traditional Activities

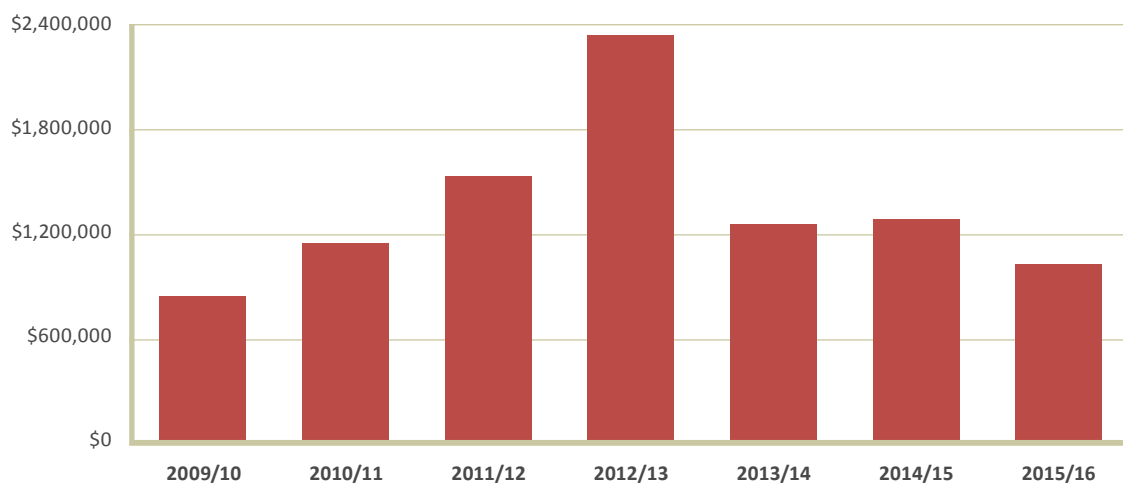
The number of people participating in traditional activities in 2014/15 was 650 people. This

Region	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Dehcho	99	99	104	113	101	104	110
South Slave	157	148	160	143	138	144	163
North Slave	157	147	141	173	155	110	115
Sahtu	133	128	102	106	118	97	101
Beaufort Delta	164	216	197	203	192	195	187
Total	710	738	704	738	704	650	676

Source: Department of Industry, Tourism and Investment

Value of Fur Sales

The value of furs harvested in 2015/16 amounted to approximately \$1 million, down from \$1.275 million in 2014/15.

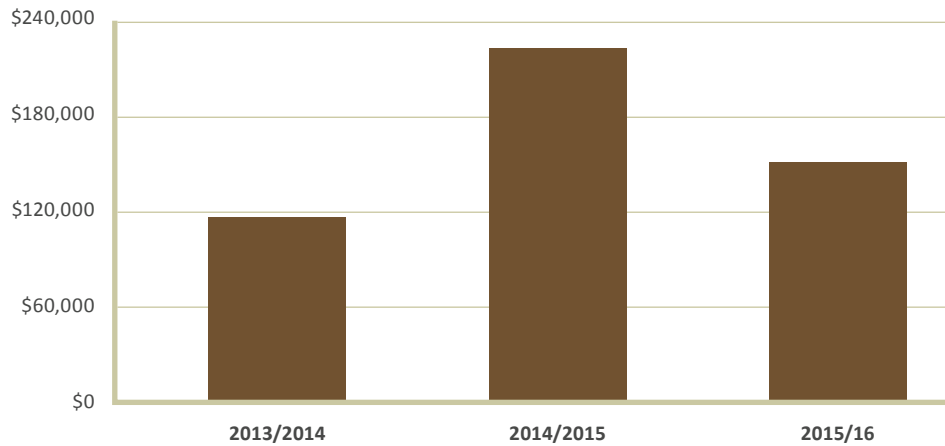


Source: Department of Industry, Tourism and Investment

Value of Fur and Hides Sold to Crafters

The value of fur and hides sold to NWT crafters declined in 2015/16 to approximately \$157,000

from \$222,000 in 2014/15. This represents a decline of \$65,000 or 29%.

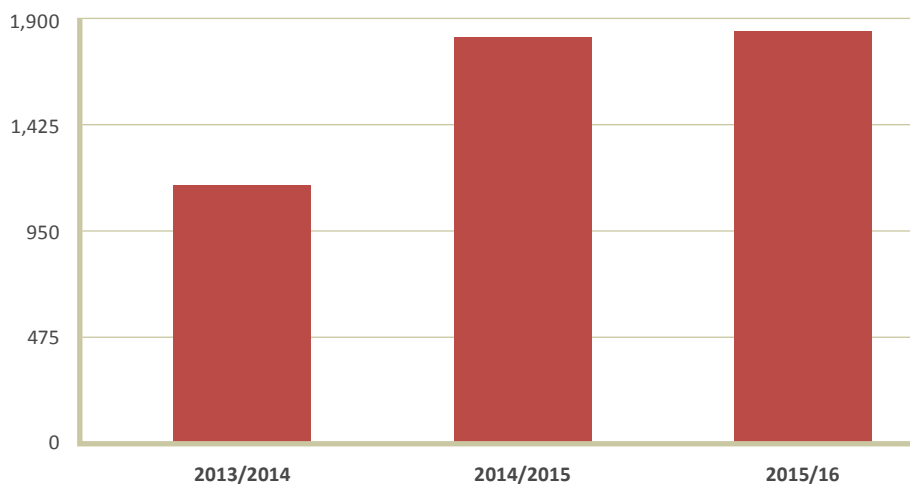


Source: Department of Industry, Tourism and Investment

Number of Fur and Hides Sold to Crafters

The number of fur and hides sold to NWT crafters in 2015/16 was approximately 1,850.

This is slightly up from 2014/15 when crafters purchased 1,828 fur and hides.



Source: Department of Industry, Tourism and Investment

DAVID KUPTANA

Kuptana's Arctic Adventures

For Ulukhaktok's David Kuptana, navigating the land is in his blood.

His father was a polar bear hunter and worked as a guide for those with the gumption to give the northern hunt a shot. David grew to love hunting and mastered the art with his father's help.

He would later follow in his footsteps and began guiding for a wilderness outfitting company — using the skills he gained on-the-land to share his land with visitors from all over the world.

But his ambitions didn't end there: he wanted to strike out on his own.

"I thought starting my own outfitting company would mean a better life for my family," he says. David accessed the SEED program for funding to get Kuptana's Arctic Adventures off the ground. The government investment paid off, with the outfitting business growing to include sightseeing and Arctic Ocean marine excursions.

"I've had people from Japan, the USA, all over Canada; it has been awesome!" says David.

But he didn't stop there.

When the Hamlet of Ulukhaktok was looking for a contractor to handle taxi services for the small settlement, David jumped at the opportunity once again accessing SEED funding to get it going.

His taxi business' big break came when the Crystal Serenity — the largest cruiseship to visit NWT waters — made its stop in Ulukhaktok. He worked with Crystal Cruises to organize phased transportation for shore excursions. "I really enjoyed working with the Crystal Serenity crew," David says. "It was very busy with lots of long hours, but we did really well!"

David is proud his business contributes to his community. "I love being able to hire local people," he says. "Being able to give a job to those who don't have one makes me really happy. I really hope to continue to do that."



TRAVIS AND SUSAN WRIGHT, NORMAN WELLS

Bush Pilot Honey

Norman Wells has been buzzing with activity this season, literally.

Travis and Susan Wright are the proud caretakers and harvesters of what may be the most northern beehives in the world. And, they've harvested their first batch of Bush Pilot Honey.

Travis is a full time bush pilot and the duo felt it was fitting to name the honey in celebration of the job he holds in common with his bees: flying around the north collecting and delivering goods.

The couple has been mentored through their journey by Matt Vincent, a fellow beekeeper from Yellowknife who has been able to provide tips and tricks for the Wrights.

"It's best honey I've ever had in my life," Susan says. "The taste is so unique; the bees feed off local wild flowers such as wild red clover, fireweed and goldenrod. The added bonus is that the honey is 100% organic."

Originally, we wanted to get into honey production as a matter of curiosity," Travis adds, "to see if it would or could work in Norman Wells. We were curious if we would be able to produce honey and if the season would be long enough; and with enough wildflowers to sustain a hive or two. If it did, we could take steps to having a steady stream of locally produced and chemical-free sweetener, right in our backyard. Overall, it's been a successful first year."

The couple is also planning to use the honey as a natural immune booster during allergy season. "We learned that if you consume honey produced



in your area, it may provide immunity to pollen-based allergies," Travis notes.

The Department of Industry, Tourism and Investment supported the initiative by subsidizing the cost of flying the bees and hive equipment to Norman Wells under Growing Forward 2.

Bush Pilot Honey was a sell out at the Norman Wells Farmers Market in its debut. The couple hopes to expand the beehive operations next year.

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.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#57	Eliminate the northern residency requirement for businesses to be approved as NWT manufacturer	Completed
#58	Encourage value added processing of materials source in the NWT including diamonds, oil and gas products and biomass	Ongoing/Completed
#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	Work has been initiated
#60	Improve compliance with established manufacturing and procurement agreements	Work has been initiated
#61	Promote the “Made in the NWT” Program	Ongoing/Completed
#80	Promote and expand the practice of buying locally	Ongoing/Completed
#81	Promote sale of northern foods to NWT stores, restaurants, industry establishments and government institutions	Ongoing/Completed
#82	Develop, with producers, NWT markets and distribution systems for regionally specific products	Work has been initiated
#83	Work with the Bureau of Statistics to assess the value of traditional harvesting	Recommendation for future action
#84	Assess consumer or potential markets in NWT	Ongoing/Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to increasing the domestic sales of NWT products can be found in Target 5 – Building 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 partnered 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’ll recognize that local jobs and other economic benefits are tied to these products.

Government Procurement on the Business Incentive Policy

Government procurement on the Business Incentive Policy (BIP) indicates support for domestic goods and services, as well as support for local businesses. BIP is an important and 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.

The Business Incentive Policy Monitoring Office (BIPMO) is working with the regional offices of ITI to complete a comprehensive update of the BIP Registry. Due to the number of registered businesses, this is a multi-year project. Businesses in the South Slave, Beaufort Delta, Sahtu and Dehcho Regions have been reviewed and North Slave Regional businesses will be reviewed in 2017.

Performance Measures

Number of Businesses Affiliated with Made in the NWT

In 2016, there were 24 “Made in the NWT” companies using the program (NWT Chamber of Commerce). Data is currently not collected nor reported on an annual basis.

Government Procurement on the Business Incentive Policy

Government procurement on the BIP in 2014/15 was \$221 million, dropping to \$192 million in 2015/16. This represents a drop off \$29 million or 13%.

It should be noted that the substantial increase in total GNWT contracting is attributable to the construction of the Mackenzie Valley Fibre Optic Link project, the Inuvik to Tuktotaktuk highway and the construction of a new Yellowknife hospital.

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

Source: Department of Industry, Tourism and Investment

Number of Business Incentive Policy Companies Registered by Region

The BIP registry fell from 1,520 in 2016 to 1,443 in 2017, a total decrease of 77 businesses. Generally, the decreases are due to the renewal update process and eliminating those businesses that are no longer in operation or no longer meet the eligibility requirements. This number will continue to go down as the updates are received. It is expected that the North Slave will be completed by the end of 2017.

BIP Businesses by Region	2016	2017
North Slave	787	801
South Slave	320	267
Inuvik	241	241
Sahtu	91	46
Dehcho	81	88
TOTAL	1520	1,443

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 provides an indication of market conditions in both the overall economy and investor confidence. Some examples of capital investment activities include construction of resource projects and investment in infrastructure. Reporting expenditure by industry also indicates diversity of economic activity.

Public investment by governments is important as it builds the 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.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#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	Recommendation for future action
#2	Identify and promote the Aurora Research Institute as a centre for research and applied studies relating to the north	Ongoing/Completed
#3	Negotiate geographic sector-specific development zones	Recommendation for future action

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

EOS Recommendations related to increasing Public and Private Investment can be found in Target 1 – Climate for Growth 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 Measures

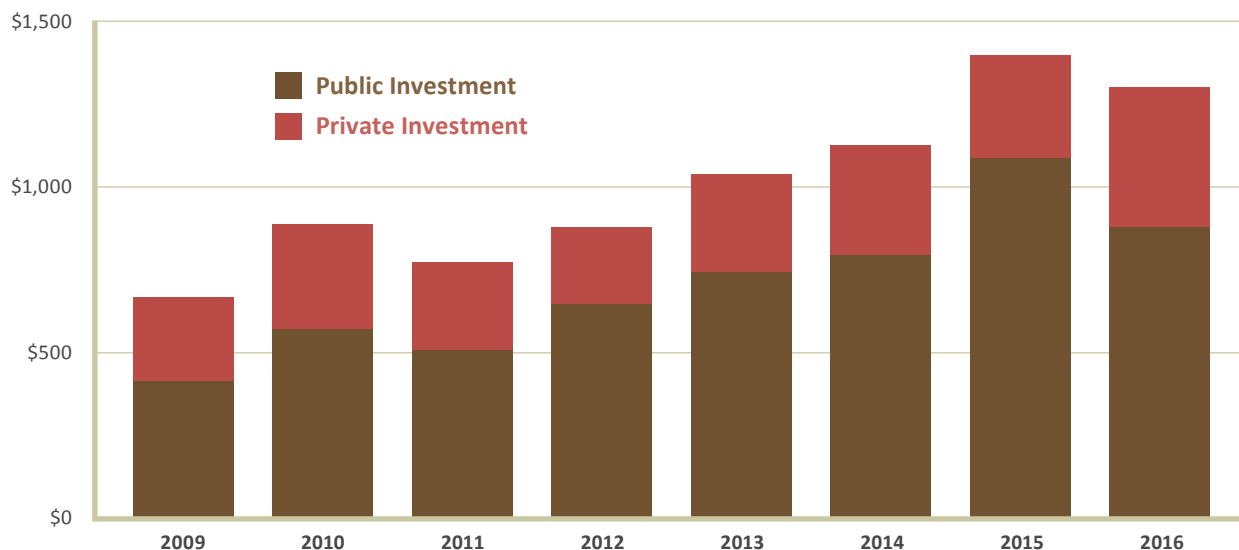
Capital Expenditures by Public versus Private

Compared to 2014, overall 2016 capital expenditures for the NWT increased by 15% to \$1,298 million from \$1,121.1 million. In 2016, public investment went up from \$327.8 million to

\$419.4 million, representing an increase of 28%. The private sector investment increased from \$793.3 billion to \$878.6 million or by 11%.

The increase in private investment is largely a result of spending in the mining industry, reflecting the end of the construction phase of the Gahcho Kué Diamond Mine. The increase in the public sector is attributed to the rise in machinery and equipment due 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, 2009-2016 (\$'000,000)



Source: Statistics Canada CANSIM Table #029-0048

Capital Expenditures by Selected Industries

The largest capital expenditure category has been the Mining and Oil and Gas Sectors with \$729 million in 2016. Investment increased by \$107 million or 17% from 2014 to 2016.

Territorial public administration capital expenditures increased from \$165 million in 2014 to \$205 million in 2016. This represents an increase of \$40 million or 24%.

Northwest Territories, 2009 to 2016								
	Millions of Current Dollars (\$'000,000)							
	2009	2010	2011	2012	2013	2014	2015	2016
Total Capital Expenditures	\$668	\$886	\$772	\$875	\$1,035	\$1,121	\$1,392	\$1,298
Private Investment	\$414	\$571	\$509	\$646	\$743	\$793	\$1,082	\$878
Public Investment	\$254	\$315	\$263	\$229	\$293	\$328	\$309	\$419
Selected Industries:								
Agriculture, forestry, fishing and hunting	\$0	\$0	\$0	x	x	x	x	x
Mining and oil and gas extraction	\$311	x	\$390	\$513	\$545	\$622	\$936	\$729
Utilities	\$22	\$37	\$39	\$44	\$46	\$58	\$53	\$26
Construction	\$10	\$16	\$10	\$13	\$18	\$18	\$14	\$13
Manufacturing	\$0	\$1	x	x	x	x	x	x
Wholesale trade	\$3	\$3	x	\$4	\$6	\$7	\$8	x
Retail trade	\$14	\$8	\$10	\$11	x	\$14	x	\$8
Transportation and warehousing	\$87	\$21	\$31	\$63	\$104	\$79	\$58	\$49
Information and cultural industries	x	x	\$9	\$7	x	x	x	\$48
Health care and social assistance	\$23	x	\$27	x	x	x	x	\$106
Federal government public administration	\$15	\$6	\$14	\$6	\$5	\$15	\$35	\$23
Provincial and territorial public administration	\$61	\$160	\$109	\$110	\$149	\$165	\$149	\$205
Local public administration	\$33	\$34	\$36	\$35	\$9	\$25	\$14	\$45

Source: Statistics Canada CANSIM Table 029-0048

Note: 'x' means data is suppressed. Data may not sum due to rounding

ADAM GORDON

Prospector in Training

Old-timers know Yellowknife as “the city where the gold is paved with streets” but none would reasonably expect to find some in a pothole.

Cue Adam Gordon, 23, who signed up for the NWT Mine Training Society, TerraX and Government of the Northwest Territories (GNWT)-sponsored prospector training course one summer.

He all-but-did just that!

“I was walking (along the TerraX exploration property where the two-day course took place) to the spot where we’d all planned to regroup,” Gordon says, “I noticed some quartz and broke it with my hammer. When I showed it to the prospector onsite, he confirmed it was gold!”

Finding visible gold is extraordinarily rare under any circumstance, but especially within the context of an introductory two-day course. Gordon and everyone onsite were thrilled by the shocking find.

The find reinforces TerraX’s sponsorship of the prospecting courses which have long-term benefits for industry as well. “We love to see so many taking part in the courses,” company spokesperson David Connelly says. “There’s a lot of ground out there — way more than we could ever cover ourselves. There’s the potential for these students to head out, stake their own claims, and maybe even draw our

own eyes towards their work. It’s a symbiotic relationship.”

As for the astute student who found the gold? He plans to do just that. “I’m excited to have a better idea of what goes into prospecting,” Gordon says. “Next summer, I’m considering staking a claim; that’s definitely an interest.”



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. Attracting new residents to the NWT helps increase the diversity of and investments in businesses.

Immigration is a key part to increasing the NWT population. Immigrants help strengthen the NWT's economy by attracting qualified individuals to fill critical labour shortages and promote business development.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#12	Increase collaboration between government, industry and agencies to promote the NWT as a place to live and work	Ongoing/Completed
#13	Effectively utilize the Northwest Territories Nominee Program (NTNP)	Work has been initiated

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

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

The number of people moving to the NWT through the Northwest Territories Nominee Program (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 (ECE) for the employer driven streams.

Performance Measure

The number of people moving to the NWT through the NTNP indicates 2014 was 47 nominees with 60 dependents, for a total of 107 individuals. In 2016, the numbers of nominees were slightly down to 58 with 42 dependents for a total of 100 individuals moving to the NWT. This represents a drop of seven individuals.

Approved Nominees Applications (and Dependents) by Calendar Year and Stream							
Calendar Year	Critical Impact Worker	Skilled Worker	Entrepreneur	NWT Express Entry	Total Nominees	Number of Dependents	Number of Individuals
2009	0	2	0	n/a	2	3	5
2010	16	3	0	n/a	19	23	42
2011	11	4	0	n/a	15	27	42
2012	27	7	0	n/a	34	40	74
2013	18	13	0	n/a	31	48	79
2014	37	10	0	n/a	47	60	107
2015	36	19	0	8	63	42	105
2016*	30	13	2*	15	58	42	100
TOTALS	175	71	2	23	269	285	554

Source: NWT Nominee Program

*Includes Entrepreneur applicants who arrived in the NWT to begin their 20-month residency prior to nomination

BINGJUN WANG

Diamond Dry Cleaners

The Yellowknife business community celebrated a new arrival in 2016 when Mr. Bingjun Wang landed in Yellowknife with his daughter as the new owners of Diamond Drycleaners.

Mr. Wang's arrival under the Government of the Northwest Territories Nominee Program's Business Stream was the first under a renewed commitment to increase the number of immigrants working and investing in the NWT. Mr. Binjung's wife and newborn son arrived in January.

The Business Stream of the Nominee Program exists to support foreign nationals with the means to establish, purchase or invest in local business. Two additional individuals have also moved to the NWT and their businesses are now operational



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 or compared with Edmonton, Alberta.

RECOMMENDATIONS

#	DESCRIPTION	STATUS
#4	Investigate business model to incent private sector investment in housing in non-market communities	Completed
#5	Issue long term leases or fee simple lands for business development, residential and recreational purposes	Work has been initiated
#6	Evaluate potential for cooperative housing model in remote communities	Completed
#7	Examine incentives to promote home ownership	Completed
#8	Facilitate pan-territorial dialogue on Northern Residency deductions that will explore options and identify balanced solutions to reflect the cost of living	Ongoing/Completed
#9	Create an additional northern tax zone related to the Northern Residency Tax deduction	Ongoing/Completed
#10	Educate and inform NWT residents and businesses of NWT tax structures and rates	Ongoing/Completed
#11	Track and promote the NWT's individual income tax burden in comparison to other jurisdictions	Completed

Source: NWT Economic Opportunities Strategy Progress Report 2015/2016

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 is 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 are 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.

Federal Isolated Post Living Cost Differentials, by Community

	2009	2013		2009	2013
Beaufort Delta			Dehcho		
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			
Sahtu			South Slave		
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	130-135	135-140
			Łutsek'e	160-165	165-170
Tlcho			Yellowknife	115-120	120-125
Behchoko	125-130	125-130			
Gameti	145-150	150-155			
Whati	145-150	150-155			

Price Index Ranges: Edmonton = 100

Source: NWT Bureau of Statistics

Conclusion

MOVING FORWARD

Based on the data presented in this report on the KPIs, the EOS has had a positive influence on the NWT economy. Areas that have demonstrated positive growth based on the metrics provided in this report include the Tourism Sector, the Arts community, Commercial Fisheries, Forestry, Agriculture, and lastly public and private investment. This is a direct result of strategic investments made by key recommendations identified and actioned through the development and implementation of the EOS.

The data had indicated a slight decline in the number of people participating in the Traditional economy. As the regional economies move from a non-market to a market based economy by becoming more diversified and developed, a shift from traditional to non-traditional activities are to be expected. It is, however, recognized that the impact of supporting and developing our traditional activities is vital to the health and well-being of our northern communities.

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 source; and changes to data collection methodology interferes with comparing data year to year.

It should be noted that, at this time, there is not enough data to support the analysis of the impact the EOS has had on the number of small businesses, due to Statistics Canada's data collection methodology changes pertaining to small businesses.

CRYSTAL SERENITY

Ulukhaktok

ITI Tourism Developer Officer Anne Kokko was working in the Ulukhaktok Hamlet Office when she heard, “We can see the boat!” She joined residents on a hillside to watch the Crystal Serenity as the giant cruise ship made its historic voyage towards Ulukhaktok.

“That was the moment that it all became very real. After two years of preparation, planning and meeting, it all came to fruition. We couldn’t have been more excited,” Kokko said.

That evening, approximately 50 Olokhaktomiut, including performers from both the Western and Centre Drum Dance groups, and local leadership boarded the ship and performed in the ship’s 500-passenger theatre.

Visitors who came ashore the following day were welcomed by elders in traditional garments. Twenty four guides were stationed around the community to highlight various points of interest and answer questions. Kokko was especially pleased to see Ulukhaktok students get a taste of the tourism industry as they greeted passengers – handing out maps and answering questions.

Tours included a guided nature hike and a round of golf at

Ulukhaktok’s famous tundra course. Guests were also introduced to the preparation of qiviut, print-making and musk-ox horn carving through a variety of demonstrations.

Passengers were able to purchase local art from the Ulukhaktok Arts Centre, which had relocated to the Community Hall to accommodate the large number of shoppers. Local artists were provided with tables and space at Helen Kalvak School where they could sell directly to the cruise ship passengers. Meanwhile, a special mitt-making workshop was led by three local artists onboard the Crystal Serenity.

“It was an exciting economic beginning” said Kokko. “





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