

NORTHWEST TERRITORIES

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ECONOMIC OPPORTUNITIES  
**STRATEGY**

CONNECTING BUSINESSES AND COMMUNITIES  
TO ECONOMIC OPPORTUNITIES

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IMPLEMENTATION PLAN

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## Minister's Message

*The advancement, last year, of the NWT Economic Opportunities Strategy (EOS) was one of the many preparatory steps taken for the devolution of responsibilities for lands and resources to the GNWT.*



It will be through its ordered and timely implementation, in part, that the tangible benefits of our Territory's new economic authorities will be realized in the form of jobs and business opportunities.

Specifically, the EOS sets out an over-arching plan to develop the economic environment in which NWT businesses and entrepreneurs can take the lead in identifying, pursuing and realizing economic opportunities. It describes an approach that opens the doors to new ideas and emphasizes increased support for entrepreneurship.

Thanks to insights gained from its highly collaborative development, the NWT Economic Opportunities Strategy represents the most informed approach ever taken to advancing economic development in the NWT.

But as much as it is a sound, well-considered economic plan for our future, the NWT Economic Opportunities Strategy will only be as good as its implementation. And while the strategy was initiated by members of the 17th Legislative Assembly, the timelines for its actions extend well beyond the life of this government.

I am pleased to recognize that the EOS Governance Committee – representative of our Territory's foremost economic stakeholders - remains committed to our partnered process; to sharing the responsibility and monitoring of this strategy's implementation and to finding ways to advance its recommendations through collaboration.

**Honourable David Ramsay**

*Minister of Industry, Tourism and Investment*

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## Foreword

*The need for a strategy to diversify and strengthen the NWT economy was identified by the 17th Legislative Assembly in its vision: Believing in People and Building on the Strength of Northerners.*

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

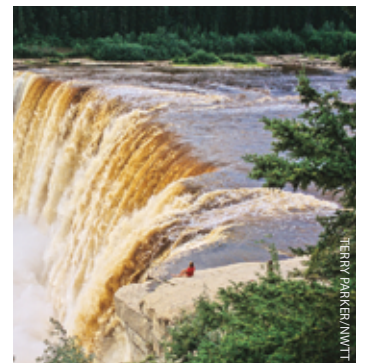
An independent four-member Economic Opportunities Advisory Panel was tasked with engaging NWT residents, the private sector, governments and other key stakeholders in a series of discussions on the economy.

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

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

That Strategy was delivered to the GNWT's Minister of ITI on October 29, 2013. It includes targets, objectives and 117 actions that it recommends be initiated over the next 10 years.

With the broad directions identified, the stage is set for detailed planning, implementation and monitoring to begin. And while the development of the EOS marked the conclusion of important work, the implementation of this Strategy will be the key to its success.



# Role of the NWT Economic Opportunities Strategy (EOS) Governance Committee

*The partnership (The NWT Economic Opportunities Strategy Governance Committee) established to develop and author the EOS will be continued to monitor and support its implementation.*

While partners will, individually, have roles to play in the initiation, planning, funding or implementation of specific recommended actions, the Governance Committee's overall role will be to:

- Monitor, track and report on all initiatives undertaken to implement the EOS strategy;
- Identify and create opportunities to leverage partner resources for the enhanced implementation of recommended actions and activities;
- Communicate publicly, the implementation of all EOS recommended actions and initiatives;
- Maintain an online (NWTOpportunities.com) and social media presence to support ongoing public awareness of the EOS and its implementation.
- Identify opportunities, and align partner initiatives, to maintain profile for the NWT EOS; and,
- Champion the implementation of the NWT EOS collectively and within their respective memberships.

The Governance Committee will meet quarterly. In time with the GNWT's fiscal calendar, the Governance Committee will compile, release, and deliver to the Minister of ITI a complete reporting of all "work-to-date" by partners for tabling in the Legislative Assembly.

The NWT EOS is described as a "living" document. Ensuring that it remains current and effective throughout the course of its implementation will require adjustments or changes over time.

The Governance Committee will, annually, consider and evaluate the progress and results of its Strategy's overall implementation, and may update its recommended actions, priorities and/or timelines.

# Role of the Department of Industry, Tourism and Investment (ITI)

*As the GNWT department mandated to create and promote a prosperous, diverse and sustainable economy, more than half of the recommended actions in the EOS will fall to the Department of ITI to lead.*

Additionally, the Department is tasked with coordinating and reporting on the Strategy's full implementation by supporting the implementation of EOS recommendations by other GNWT Departments and providing administrative support to the NWT EOS Governance Committee.

To realize the timely and effective implementation of all EOS recommendations, the Department is working to integrate the implementation of the EOS with the ongoing delivery and improvement of its programs and services.

Five sector-based committees will simultaneously guide decision-making and program and policy development in the key areas of Business, Tourism, Natural Resources, Public/Private Major Projects, and Energy, Mines and Resources.

An Executive Oversight Committee, chaired by the Department's Assistant Deputy Minister, Economic Development, will provide overall guidance and decision making. A Communications and Coordinating Committee will manage and deliver project management, communications and administration for all committees. An Interdepartmental Coordination Committee will work to track the implementation of other GNWT strategies and initiatives incorporated under the EOS umbrella.





Photo: Bill Braden



# Goals and Principles

*This Implementation Plan respects and supports the vision and guiding principles set out by the NWT Economic Opportunities Strategy Governance Committee in their Strategy.*

## VISION STATEMENT

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

## GUIDING PRINCIPLES

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



## Strategic Considerations

*The scope of recommended actions in the EOS is as far reaching as the NWT-wide engagement process that identified them.*

Recommendations vary from the undertaking of major projects and investments to the development and application of best practices and improvements for the ongoing delivery of Government programs and services.

This implementation plan has been developed with consideration to the following factors:

### Resources

The resources and timeframes required to implement individual EOS recommendations will differ and are subject to competing priorities, processes and the capacity within individual partners to address them.

Specific funding is included in the Department of ITI's 2014/15 Business plan for the implementation of nine initiatives addressing 14 recommended actions.

Description	2014/15 (\$000)	2015/16 (Proposed)
<i>Tourism Product Diversification and Marketing Program</i> <b>As highlighted by Recommended Actions #37, #38, #39, #40</b>	186	186
<i>Community Tourism Infrastructure Program</i> <b>As highlighted by Recommended Actions #37, #39</b>	100	100
<i>Tourism Training</i> <b>As highlighted by Recommended Actions #37</b>	75	75
<i>Convention Bureau</i> <b>As highlighted by Recommended Actions #42</b>	100	100
<i>Film Rebate Program (Pilot)</i> <b>As highlighted by Recommended Actions #51, #52</b>	100	100
<i>Agriculture Strategy</i> <b>As highlighted by Recommended Actions #71, #74</b>	150	100
<i>Support for Commercial Fishing Industry</i> <b>As highlighted by Recommended Actions #62, #63, #66</b>	200	1,500
<i>Regional Economic Planning</i> <b>As highlighted by Recommended Actions #85</b>	150	200
<i>Business Internship Program</i> <b>As highlighted by Recommended Actions #88</b>	100	100
	1,161	2,461
<i>Additional projects and initiatives will be funded or leveraged from within ITI's allocated resources for economic development program and service delivery.</i>		<b>\$3,622,000</b>

## Priorities

The priority given to advancing planned actions and initiatives has been determined by: Those actions identified for “short-term” implementation in the EOS; Recommended Actions identified for funding in the 2014/15 fiscal year; and, Actions whose criteria will impact on the GNWT’s 2015/16 Business Planning Process.

Fully half of the Strategy’s recommendations will be actioned in some manner by the end of 2015.

## Other Strategies and Initiatives

In addition to the NWT EOS, the GNWT is currently developing and/or implementing strategies and initiatives in support of energy planning, mineral development, biomass fuels, labour force development, land use planning, addressing poverty and improving transportation.

Implicit in each of these strategies are initiatives or actions that will also stimulate investment, contribute to the diversification of the NWT economy, reduce the cost of living, create employment, and/or address infrastructure needs in the interest of greater economic prosperity.

EOS recommendations considered to be in development; or identified for delivery under an alternate GNWT Strategy will not be driven by this implementation plan.

For a listing of recommendations that will be implemented under other strategies, see Appendix 2.

## Communications

Through public media announcements, news releases, advisories and interviews, EOS partners are committed to highlighting investments, actions and initiatives related to the implementation of the EOS.

The NWT Opportunities.com website will be maintained as a portal to all EOS related communications. Content from

this website will also be posted on the EOS Facebook page. A monthly e-newsletter will be delivered to a publically subscribed list and distributed by EOS partners to their members and stakeholders.

Members of the EOS Governance Committee will seek opportunities to champion, inform and highlight their individual participation and the partnered goals and principles of the NWT EOS process. A working group comprised of communications representatives will work to maximize communications opportunities including: speaking engagements, discussions and presentations, advertising and media features.

## Measurements and Reporting

To support the timely and measured implementation of each of the EOS’ Recommended Actions, ITI’s Executive Oversight Committee has developed and implemented a data base to monitor and track the following information:

- Recommended Action
- Stated Objective
- Rationale
- Targeted Completion Date
- Lead GNWT Department
- Planned Deliverable(s)
- Resources Identified
- Steps/Targets for Implementation
- Measures and Indicators
- Baseline data
- Report on Actions
- Status

# Methodology

## **Management of Recommendations**

*Recommended actions have been organized for implementation in accordance with the following economic objectives:*

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

As appropriate, like minded recommendations and recommendations that compliment or support a common objective have been combined for development and implementation. (See Appendix 1)

### **1. Pursuing Major Investments**

What the EOS Said:

*"Resource exploration and development have presented unprecedented opportunities for investment, employment and growth in the NWT's business and service industries..."*

*"Geoscience and new exploratory technologies are improving our understanding of the NWT's geology - contributing to the exploration and discovery of more resources and expanding opportunities for investment in our Territory..."*

*"In addition to underpinning development in the NWT's resource sectors, and serving to reduce the cost of living, investment in large transportation, energy and communications projects can, themselves, offer economic growth and opportunity..."*

The GNWT will action 25 recommendations identified to meet the following objectives:

#### **I. Attract major projects and investment to the NWT (3)**

The GNWT's Department of Industry Tourism and Investment will: Pursue mutually agreeable terms for a jointly-resourced

Major Projects Office to provide improved support and certainty to proponents of major projects and demonstrate a commitment to supporting industry investment in the NWT; and, Consider policy instruments to enable the designation of specific development zones for the allocation of ITI-based program and service funding and the delivery of incentive-based programs and benefits GNWT-wide.

EOS recommendations will be also addressed by existing initiatives to: Develop a communications plan to increase awareness to the Aurora Research Institute and the projects and research that it can facilitate.

#### **II. Foster exploration and support Geoscience (5)**

EOS recommendations will be addressed by existing initiatives to: Develop a Mineral Development Strategy that offers a demonstrated, tangible commitment to the mining industry that the NWT is serious about addressing investor challenges; and, A similar commitment and initiative to develop an Oil and Gas Strategy.

#### **III. Extend the life of existing mining activities (1)**

The GNWT's Department of Industry Tourism and Investment will: Examine ways to support the extended viability of operating mines.

#### **IV. Increase participation resource development (4)**

The GNWT's Department of Industry Tourism and Investment will: Improve and expand upon its use of socio-economic agreements and contracts with large project proponents as a means to ensure employment and business and educational opportunities

for NWT residents; and, Develop regional economic plans that align to major projects.

EOS recommendations will be addressed by existing initiatives to: Develop a funding program for eligible prospectors and mining exploration companies engaged in mining exploration projects or proposing new projects in the NWT.

#### **IV. Develop the NWT's Energy Infrastructure (5)**

EOS recommendations will be addressed by existing initiatives to: Implement the NWT Power System Plan.

#### **VI. Develop the NWT's Transportation Infrastructure (7)**

EOS recommendations will be addressed by existing initiatives to: Develop a multi-modal transportation strategy for the NWT; Develop a proposal to solicit the federal government's partnership in construction of the Mackenzie Valley Highway under the National infrastructure Fund of the new Building Canada Plan; and, Complete an economic valuation of an all-weather road from Highway 3 to Whati.

## **2. Improving Supports to NWT Businesses**

What the EOS said:

*"NWT entrepreneurs are the driving force behind local economies - leveraging their resilience into successful ventures and providing the energy and innovation to fuel a competitive and prosperous small business environment..."*

*"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..."*

*"Consideration must be given to restoring the North's once-vibrant spirit of entrepreneurship in the interest of much-needed diversity and growth..."*

The GNWT will action 15 recommendations identified to meet the following objectives:

### **I. Strengthen the operating environment for regional businesses and entrepreneurs (8)**

The GNWT's Department of Industry Tourism and Investment will: Advance the development of independent regional economic plans to guide investment and development of community and regional economies; Support NWTCC and NABA initiative to encourage entrepreneurship, especially among the youth and aboriginal populations; Consider models for the development of a reliable stable of professional support services in smaller communities; Pilot an intern program to assist businesses in smaller centers recruit and retain accredited professionals; and, Complete an inventory of available facilities in communities in relation to identified needs and opportunities.

### **II. Strengthen government programs and services for NWT businesses and entrepreneurs (5)**

The GNWT's Department of Industry Tourism and Investment will: Institute measures and accountabilities for the delivery and effectiveness of all government programs; Pursue an MOU with government partners to streamline and coordinate the marketing and delivery of government economic development programs and services; Develop and distribute and promote a database of existing territorial, federal, and private funding sources for NWT businesses and representatives; and, Make its program forms available on line.

EOS recommendations will be addressed by existing initiatives to: Implement the NWT Energy Plan to deliver programs to reduce energy use and costs in the NWT.

### **III. Create a strong voice for NWT Business (2)**

The GNWT's Department of Industry Tourism and Investment will: Facilitate regular dialogue between government representatives and officials and the NWT's collective business community.

## **3. Growing a Stable and Attractive Entrepreneurial Environment**

What the EOS said

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

*"The objective of the Economic Opportunities Strategy is not to create opportunities in every region and community but to establish a competitive business environment in which these opportunities can be identified, pursued and realized..."*

*"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..."*

The GNWT will action 49 recommendations identified to meet the following objectives:

### **I. Develop the NWT's communications infrastructure (1)**

EOS recommendations will be addressed by existing initiatives to: Advance the development of high-speed fibre optic link connecting communities in the Mackenzie Valley and Beaufort Delta to the fibre grid in southern Canada.

### **II. Encourage and grow domestic markets for NWT products (5)**

The GNWT's Department of Industry Tourism and Investment will: Examine means and processes to increase consumer awareness and demand for NWT products, including commercial markets, to provide a reliable consumer base for increased domestic production and NWT-wide markets and distribution systems for regionally-specific products.

### **III. Increase opportunities in Tourism (10)**

The GNWT's Department of Industry Tourism and Investment will: Enhance with increased investment, the ongoing implementation of the Tourism 2015 Strategy and advance the development of a new Tourism 2020 Strategy; Develop and implement an Aboriginal Tourism Strategy; Support the creation of a Convention Bureau function within NWTT; Support NWTAC and NWTT in establishing adequate, agreeable insurance options for NWT tourism operators; and, Pursue a Memorandum of Understanding (MOU) with Nunavut and the Yukon for the development of a quality assurance program for tourism products.

EOS recommendations will be addressed by existing initiatives to: Update the Airport Runway Optional Lengths and Issues Report.

### **IV. Increase opportunities in Arts (10)**

The GNWT's Department of Industry Tourism and Investment will: Develop an interactive online data base and marketing platform for NWT artists; Develop and promote, on behalf of NWT artists and retailers, a branding program for made-in-the-NWT art products, point of sales materials, and a local/national/international marketing campaign; and, Develop and implement a film strategy for the NWT including a pilot program to rebate filmmakers for wages and services incurred in relation to the television and film production in the NWT; Promote the NWT as a filming destination; and, Expand and promote the GNWT's Hide and Fur Procurement Program.

**V. Increase opportunities in Manufacturing (5)**

The GNWT's Department of Industry Tourism and Investment will: Support and encourage value added processing of materials sourced in the NWT; Support the NWTCC's promotion of the "Made in the NWT" program; and, Address issues of compliance with established manufacturing and procurement agreements.

**VI. Increase opportunities in Commercial Fishing (5)**

The GNWT's Department of Industry, Tourism and Investment will: Advance a proposal for the construction, management and operations of an export-grade fish processing plant on Great Slave Lake; Develop support and growth program(s) for new and prospective fishers; Develop and implement a marketing and branding program to increase sales of local fish into the domestic market; and, Promote the Northern Food Development Program and Fishing Industry Support Program as resources to support value-added manufacturing by NWT Fishers.

**VII. Increase opportunities in Forestry (4)**

The GNWT's Department of Industry Tourism and Investment will: Examine and consider means to incent private sector investment to expand the firewood harvest.

EOS recommendations will be addressed by existing initiatives to: Implement the Northwest Territories Biomass Energy Strategy; and, Consider ways to address the need for improved certainty regarding forest inventories and land availabilities.

**VIII. Increase opportunities in Agriculture (5)**

The GNWT's Department of Industry Tourism and Investment will: Develop an NWT Agricultural strategy and accompanying policy instruments to guide government investment and support business opportunities and economic growth in this sector; and, Develop, with the NWT Farmers Association, a "Grown in the NWT" branding program.

**IX. Increase opportunities in the Traditional Economy (4)**

The GNWT's Department of Industry Tourism and Investment will: Increase funding for the Community Harvesters Assistance Program; and, Invest in the enhancement of the Genuine Mackenzie Valley Fur Program by adding qiviut.

EOS recommendations will be addressed by existing initiatives to: incorporate traditional economy activities into social wellness and healing programs.

**4. Attracting, Retaining, and Preparing the NWT workforce**

What the EOS said:

*"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..."*

*"A growing population is critical to maintaining the NWT's economic base and links directly to government revenues, consumer demand and labour supply..."*

*"A strong and diversified NWT economy will offer opportunities for employment and participation and increase the demand for a healthy, trained and skilled workforce..."*

*"Clearly, NWT residents are best positioned to meet this demand but must possess skills, knowledge and prerequisites commonly realized through increased learning in schools, colleges, universities or in the workplace..."*

*"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 GNWT will action 28 recommendations identified to meet the following objectives:

***I. Increase the dependability and affordability of the NWT housing market (4)***

The GNWT's Department of Industry Tourism and Investment will: Evaluate the cooperative housing model as an option for staff housing in remote communities.

EOS recommendations will be addressed by existing initiatives to: Implement the GNWT's Rental Housing in Rural and Remote Communities Program; and consider means to increase land access for residential and business development in the NWT.

***II. Strengthen and promote tax advantages to retain and attract NWT residents (4)***

The GNWT's Department of Industry Tourism and Investment will: Promote, through recruitment process, a comparison of the NWT's individual income tax burden in comparison to other Canadian jurisdictions; and, Support the NWTAC lobby to reflect an increased cost of living in the Northern Residency Tax deduction.

EOS recommendations will be addressed by existing GNWT initiatives to: Maintain an ongoing pan-territorial dialogue on northern tax issues.

***III. Strengthen initiatives to attract new residents to the NWT (2)***

The GNWT's Department of Industry Tourism and Investment will: Invest resources into the delivery of its investor nominee program.

EOS recommendations will be addressed by existing initiatives to: Advance the implementation of the Workforce Planning Strategy; and Develop and Implement a Career Fair Strategy.

***IV. Enhance opportunities for Workforce Training and Education (5)***

EOS recommendations will be addressed by existing GNWT initiatives to: Consider and respond to recommendations included in the Aurora College Assessment; Develop and implement a Cooperative Education Program; Advance and expand the Labour Development Framework; Review and revitalize the Schools North Apprenticeship Program (SNAP); and, Continue to invest in the GNWT's Internship Program.

***V. Link residents to career opportunities in the NWT (5)***

EOS recommendations will be addressed by an existing GNWT initiative to: Establish a Career Liaison position in the Department of ECE

***VI. Identify and plan for future workforce requirements (5)***

EOS recommendations will be addressed by existing GNWT initiatives to: Develop and implement individual sub strategies identified in Workforce Planning Strategy; Purchase and develop data management software to track projects and forecast employment requirements; and, Establish a Labour Market Training Coordinator in the Department of ECE

***VII. Increase awareness of employment opportunities and expectations (3)***

EOS recommendations will be addressed by existing GNWT initiatives to: Invest and expand programs and public information initiatives related to promoting employment opportunities; Highlighting employer expectations; Accessing needed health and social services; Job readiness training; and, Academic and skills upgrading.





## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #1 PURSUING MAJOR INVESTMENTS						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-15	Activity Timeline 2015-16	Performance Measure
<b>#001</b> Compliment and expand the NWT's (existing) Major Projects Office.	Terms of Reference for a jointly resourced Major Projects office. (Jointly delivered by Recommended Action #114)	CanNor/ ITI	N	By 12/14 TOR drafted	By 09/15 MOU Signed	<ul style="list-style-type: none"> <li>Number and value of projects approved</li> <li>Investment ranking of the NWT</li> <li>Investment trends by industry</li> <li>TOR finalized</li> </ul>
<b>#019</b> Examine, with industry, ways to support the extended viability of operating mines such as: tax policies; reduced energy costs; and infrastructure investments.	None Identified to date	ITI/ Finance	N		2015	<ul style="list-style-type: none"> <li>GDP by industry</li> </ul>
<b>#020</b> Continue to pursue and enforce SEAs and contracts with large project proponents that ensure employment and business and educational opportunities for NWT residents.	None identified to date	ITI	N	By 01/15 Complete relevant research, analysis By 01/15 Findings reported		<ul style="list-style-type: none"> <li>Northern procurement</li> <li>Jobs and investment</li> <li>NWT based minerals and oil and gas service and support industry</li> <li>Number of northern hires</li> <li>Number of NWT residents trained</li> </ul>
<b>#021</b> Facilitate and fund expert analysis and studies in regions aligned to benefit from major projects to enhance community and resource readiness.	(Jointly delivered by Recommended Action #23/85/92)	ITI/ CanNor	N		2017	<ul style="list-style-type: none"> <li>Report completed</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE # 2 IMPROVING SUPPORTS TO NWT BUSINESSES						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#046</b> Examine models that will enable tourism operators to access more affordable insurance packages.	Adequate and agreeable insurance options for NWT tourism operators.	ITI, NWTCC, and NWTAC	N	By 07/14 Scope and terms of initiative defined and next steps identified		<ul style="list-style-type: none"> <li>Optional Insurance Program for Tourism Operators</li> </ul>
<b>#086</b> Examine models for regional business centers to provide single window business supports.	Next steps and possible models identified. (Jointly delivered by Recommended Action #94/96)	ITI	N	By 01/15 Complete relevant research, analysis and reporting		<ul style="list-style-type: none"> <li>Number of business participants</li> <li>Number of centres</li> </ul>
<b>#087</b> Explore partnered approaches to encourage entrepreneurship, especially among the youth and Aboriginal populations.	Support for NWTCC Marketing initiative to encourage entrepreneurship, especially among the youth and Aboriginal populations.	ITI	N	By 09/14 Complete relevant research, analysis and reporting	By 04/15 website and marketing plan launched	<ul style="list-style-type: none"> <li>Number of entrepreneurs in the NWT</li> <li>Web hits</li> <li>Measured response to marketing products</li> </ul>
<b>#088</b> Develop a Business Internship Model to assist businesses in smaller centers to recruit and retain accredited accountants, bookkeepers, and office managers.	Pilot internship program	ITI	Y	By 07/14 Program criteria developed By 10/14 Program launched	By 12/15 Results and success captured By 03/16 Improvements and adjustments made to program elements	<ul style="list-style-type: none"> <li>Number of subscribers</li> <li>Number of employees retained</li> <li>Success of program</li> </ul>
<b>#089</b> Make existing public infrastructure and buildings available for local business operations.	Inventory of facilities, needs and opportunities identified for communities. (Jointly delivered by Recommended Action #40/89)	ITI	N	By 03/15 Due diligence completed and TOR developed	By 06/15 Submission for 2016/17 ITI Business Plan prepared	<ul style="list-style-type: none"> <li>Inventory of facilities, needs and opportunities identified for communities</li> <li>Initial pilot projects identified</li> </ul>
<b>#091</b> Make all business forms available online.	Online forms	ITI	N	By 09/14 Online forms implemented		<ul style="list-style-type: none"> <li>Website analytics</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE # 2 IMPROVING SUPPORTS TO NWT BUSINESSES						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#093</b> Institute measures and accountabilities for the delivery and effectiveness of all government programs.	Key Performance Indicators (KPI) and reporting on delivery of programs and services.	ITI	N	By 03/15 2014/15 annual report released	By 06/15 Submission for 2016/17 ITI Business Plan prepared (if required)	<ul style="list-style-type: none"> <li>• KPI report for Implementation of 2014/15 programs and services</li> <li>• Number of KPI reporting to the public and legislative assembly</li> </ul>
<b>#094</b> Enhance or re-negotiate an agreement between government partners on the delivery of business and economic development.	Memorandum of Understanding. (Jointly delivered by Recommended Action #86/96)	ITI	N	By 09/14 MOU signed By 10/14 Implementation of MOU initiated		<ul style="list-style-type: none"> <li>• MOU signed</li> <li>• Standards and KPI's established and measured</li> <li>• Reduction in red tape indicators</li> </ul>
<b>#095</b> Focus the management of government businesses programs and analysis at the regional level.	Policy statement by Minister. Pilot approach for program development and implementation by committee.	ITI	N	By 03/15 Pilot project reviewed, evaluated	By 04/15 Policy statement by Minister reaffirming (proven) regional management of ITI's economic development programs and services	<ul style="list-style-type: none"> <li>• Successful pilot project</li> <li>• Policy Statement by Minister</li> </ul>
<b>#096</b> Develop a catalogue or database of existing territorial, federal, and private funding sources and promote to NWT businesses and representatives.	Inventory and listing of all government funding programs available for delivery in the NWT. Brochure/ booklet and web content produced for shared promotion and marketing. (Jointly delivered by Recommended Action #86/94)	ITI, BDIC, and CanNor	N	By 10/14 Communications product distributed		<ul style="list-style-type: none"> <li>• Number of brochures developed/sought</li> <li>• Website analytics</li> </ul>
<b>#097</b> Examine the role and application of the GNWT's Business Incentive Policy (BIP) in relation to its objectives, operating transparency, effectiveness and administration.	None identified to date	ITI	N		2017	<ul style="list-style-type: none"> <li>• Value and number of contracts awarded to BIP businesses</li> <li>• Number of BIP businesses registered and in compliance</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE # 2 IMPROVING SUPPORTS TO NWT BUSINESSES						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#098</b> Establish semi-annual sessions between the NWT business representatives and the Department of Industry, Tourism and Investment.	Meetings and dialogue between business organizations and ITI Minister and senior department officials.	ITI, NWTCC, and NABA	N	By 07/14 Commitment and protocol for regular meetings with NABA established		<ul style="list-style-type: none"> <li>• Successful meetings held</li> <li>• Improved dialogue between businesses and government</li> </ul>
<b>#099</b> Facilitate, through existing forums, regular dialogue between NWT political representatives and the NWT's northern and Aboriginally-owned business community.	Opportunities for engagement identified, facilitated.	ITI, NWTCC, and NABA	N	By 09/14 Ongoing process established with Office of the Press Secretary to ensure engagement opportunities are identified and shared.		<ul style="list-style-type: none"> <li>• Successful meetings held</li> <li>• Improved dialogue between businesses and government</li> </ul>

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#003</b> Negotiate geographic sector-specific development zones to encourage a more expeditious review process.	Government policy to enable the consideration of specified development zone in the delivery and allocation of incentive-based programs and benefits.	ITI	N	By 09/14 Assessment, research, analysis and reporting completed (as required)	By 04/15 drafting process completed	<ul style="list-style-type: none"> <li>• Investment trends</li> <li>• Number and value of projects approved by region</li> <li>• Number of exploration projects by region</li> <li>• Timelines for review process</li> </ul>
<b>#023</b> Develop business/ industry strategies aligned to major projects.	(Jointly delivered by Recommended Action #21/85/92)	ITI	N		2017	<ul style="list-style-type: none"> <li>• Northern procurement</li> <li>• Northern investment</li> <li>• Secondary processing of minerals in the NWT</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#037</b> Support the development and implementation of the GNWT's Tourism 2015 Strategy.	Increased funding to offset costs of short term training and leverage partner contributions for community infrastructure initiatives.	ITI	Y	By 04/14 Allocation of increased funding contributions in Department of ITI 2014/15 Business Plan		<ul style="list-style-type: none"> <li>• Monies leveraged</li> <li>• Visitor statistics</li> <li>• Value and number of programs delivered</li> <li>• Number of operators trained</li> </ul>
<b>#038</b> Increase and diversify the NWT tourism product by developing "Aboriginal Tourism" and ecotourism packages.	Aboriginal Tourism Strategy.	ITI	Y	By 09/14 Aboriginal Tourism Strategy drafted By 01/15 Aboriginal Tourism Strategy Approved	By 04/15 Implementation Plan for Strategy prepared	<ul style="list-style-type: none"> <li>• Number of Aboriginal tourism businesses</li> <li>• Number of Aboriginal tourism starts</li> <li>• Current infrastructure in small and remote communities</li> </ul>
<b>#039</b> Develop and build tourism products and infrastructure in NWT communities.	Identified investment priorities or development of packaged tourism products. Proposal for incorporation of winter tourism activities in NWT Parks System Plan. (Jointly delivered by Recommended Action #40/89)	ITI	Y	By 09/14 Next Steps Identified		<ul style="list-style-type: none"> <li>• Current tourism infrastructure in the NWT</li> <li>• Winter vs. Summer tourism activities</li> <li>• Tourism licenses</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#040</b> Assist existing operators to package inter-regional tourism products.	Established policy and threshold criteria for the delivery of funding for regional tourism products. (Jointly delivered by Recommended Action #39/89)	ITI	Y	By 09/14 Use existing program model to establish threshold criteria for communities hoping to access funding for the development of regional tourism products.		<ul style="list-style-type: none"> <li>• Tourism Training</li> <li>• Monies spent and leveraged to promote and develop non-consumptive tourism</li> </ul>
<b>#041</b> Measure the effectiveness of NWT Tourism as a delivery model for investments in marketing.	Terms of Reference for review of NWTT Operations and Performance. Published reporting of existing KPIs.	ITI/NWTT	N	By 09/14 Draft Terms of Reference finalized		<ul style="list-style-type: none"> <li>• NWT Tourism stats</li> </ul>
<b>#042</b> Establish a convention bureau to attract business tourism, conferences and industry events.	Funding to NWTT to add a Convention Promotion Position to their marketing function.	ITI - NWTT	Y	By 03/15 Report on project success and planned next steps	By 06/15 Funding for NWTT Convention Bureau Function reflected in 2016/17 ITI Business Plan	<ul style="list-style-type: none"> <li>• Conference attendance numbers</li> <li>• Current accommodation infrastructure</li> <li>• Number of conventions held in the NWT</li> </ul>
<b>#043</b> Increase the development and availability of tourist friendly accommodation facilities.	None identified to date	ITI	N		2017	<ul style="list-style-type: none"> <li>• Increase in accommodation facilities in small and remote communities</li> </ul>
<b>#044</b> Develop and maintain competitive standards for NWT tourism products.	Memorandum of Understanding (MOU) with YT, NU and NWT for the development of a quality assurance program for tourism products. (Jointly delivered by Recommended Action #54)	NWTT	N	By 01/15 Complete relevant research, analysis and reporting By 03/15 Next Steps Identified	By 06/15 Submission for 2016/17 ITI Business Plan prepared	<ul style="list-style-type: none"> <li>• Standards established</li> <li>• Value of sales of tourism products</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#047</b> Support the development and implementation of a NWT Arts Strategy and Tactical Plan.	New website including: improved visual identity and branding for NWTarts, an interactive online data base and marketing platform and a national/ international marketing campaign. (Jointly delivered by Recommended Action #48/50)	ITI	N	By 04/14 new website launched		<ul style="list-style-type: none"> <li>Website launch and analytics</li> <li>Number of NWT artists registered</li> </ul>
<b>#048</b> Strengthen branding for made-in-the-NWT art products.	Point of Sales Materials for artists and retailers. Local advertising Campaign. National Marketing Campaign. (Jointly delivered by Recommended Action #47/50)	ITI	N	By 09/14 National marketing campaign initiated		<ul style="list-style-type: none"> <li>Number of quality arts and crafts products with NWT logo</li> <li>Website analytics</li> </ul>
<b>#049</b> Provide additional funding and support to art festivals.	Provide additional funding and support to art festivals	ITI	N		2019	<ul style="list-style-type: none"> <li>Number of festivals and participants</li> </ul>
<b>#050</b> Identify opportunities to promote NWT artists and their products in priority markets.	Advertising campaigns identified and established for NWT and Edmonton and Calgary Airports. (Jointly delivered by Recommended Action #47/48)	ITI	N	By 10/14 Tourism product and infrastructure in place at Edmonton and Calgary Airports		<ul style="list-style-type: none"> <li>Advertising infrastructure in place</li> <li>Website analytics</li> <li>Visitor surveys</li> </ul>
<b>#051</b> Support the development and implementation of an NWT Film strategy.	Implementation of NWT Film Strategy.	ITI	Y	By 09/14 Strategy finalized and released		<ul style="list-style-type: none"> <li>Number of film productions in NWT</li> <li>Investment in film</li> <li>Strategy complete</li> </ul>



## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#052</b> Examine, with the NWT Film Commission, a program to rebate filmmakers for wages and services incurred in relation to the television and film production in the NWT.	Pilot Rebate Program for filmmakers working in the NWT.	ITI	Y	By 03/15 Report prepared on pilot project success and planned next steps	By 06/15 Funding for Rebate program reflected in 2016/17 ITI Business Plan	<ul style="list-style-type: none"> <li>• Number of film productions in NWT</li> <li>• Investment in film</li> <li>• Program in place</li> <li>• Program applications and subscriptions</li> </ul>
<b>#053</b> Identify with NWT Tourism opportunities to promote the NWT as a filming destination.	Due diligence completed in support of recommended action.	ITI	N	By 01/15 Complete relevant research, analysis and reporting By 03/15 Next Steps Identified		<ul style="list-style-type: none"> <li>• Number of film productions in the NWT</li> </ul>
<b>#054</b> Examine ways to develop and maintain a competitive marketplace for quality arts and crafts.	Due diligence completed in support of recommended action. (Jointly delivered by Recommended Action #44)	ITI	N	By 01/15 Complete relevant research, analysis and reporting By 03/15 Next Steps Identified	By 06/15 Submission for 2016/17 ITI Business Plan prepared	<ul style="list-style-type: none"> <li>• Milestones met</li> <li>• Next steps considered and identified</li> </ul>
<b>#055</b> Expand provision of raw materials for arts and crafts.	Develop communications product and marketing plan for GNWT's Hide and Fur Procurement Program. Increase Species included.	ITI	N	By 03/15 gauge demand and make decision to fund and continue program		<ul style="list-style-type: none"> <li>• Traditional Art and Craft production and sales</li> <li>• Production and sale of raw materials</li> </ul>
<b>#056</b> Examine a model for the establishment of an NWT Visual Arts and Craft Council/ Association to serve as one voice for NWT artists	Due diligence completed in support of recommended action.	ITI	N		2015	<ul style="list-style-type: none"> <li>• None identified to date</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#057</b> Eliminate the northern residency requirement (BIP) for businesses to be approved as NWT manufacturers.	Due diligence completed in support of recommended action.	ITI	N	By 09/14 Complete relevant research, analysis and reporting	By 10/15 Options for next steps identified	<ul style="list-style-type: none"> <li>• Number of manufactured products within the NWT</li> <li>• Registered manufacturers</li> <li>• Registered BIP companies</li> </ul>
<b>#058</b> Encourage value added processing of materials sourced in the NWT including: oil and gas products; diamonds; and biomass.	Due diligence completed in support of recommended action	ITI	N	By 10/14 Options for next steps identified		<ul style="list-style-type: none"> <li>• Number of NWT businesses involved in manufacturing and processing oil and gas, diamonds, and biomass</li> </ul>
<b>#059</b> Encourage buyers and producers to work together to develop common standards, processes and product listings to encourage the manufacture and supply of Made-in-the-NWT products to governments and industry.	None identified to date	ITI	N		2019	<ul style="list-style-type: none"> <li>• None identified to date</li> </ul>
<b>#060</b> Improve compliance with established manufacturing and procurement agreements	Regular meetings to bring together industry, business and public interests; and diligent monitoring and/or reporting.	ITI and PWS	N		2017	<ul style="list-style-type: none"> <li>• Number of NWT manufactured products and businesses</li> </ul>
<b>#061</b> Promote the "Made in the NWT" program	Support NWTCC in program promotion	ITI	N	By 06/14 Objectives defined and possible funding identified By 06/14 Next steps identified		<ul style="list-style-type: none"> <li>• Number of businesses affiliated with the "Made in the NWT" program</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#062</b> Provide financial support to leverage investment for the construction, management and operations of a fish processing plant(s).	Leveraged proposal to construct export-grade fish plant. Accompanying support and growth program(s) for new and prospective fishers. (Jointly delivered by Recommended Action #63/65/66)	ITI	Y	By 03/15 Secure funding partner(s)	By 09/15 Implement support and growth program By 09/15 Proposal to construct export-grade fish plant	<ul style="list-style-type: none"> <li>• # of fishers registered</li> <li>• Current fish production</li> <li>• Project completed</li> <li>• Dollars leveraged</li> </ul>
<b>#063</b> 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 effective product distribution systems.	Marketing and branding program - including point-of-sale information and product to increase sales of local fish into domestic market. (Jointly delivered by Recommended Action #62/65/66)	ITI	Y	By 07/14 Identify and develop marketing plan and product By 07/14 Initiate implementation of marketing/branding plan		<ul style="list-style-type: none"> <li>• Increased sales – local fish into domestic market</li> <li>• Program subscription</li> </ul>
<b>#064</b> Promote opportunities for value-added manufacturing of fish products.	Information brochure and web content promoting the Northern Food Development Program and Fishing Industry Support Program to NWT fishers as resources to support value-added manufacturing. Report identifying means and supports required to increase opportunities for value-added manufacturing.	ITI	N	By 06/14 Based on report findings, next steps identified By 10/14 communication product produced		<ul style="list-style-type: none"> <li>• # of funding applications</li> <li>• # of inquiries to contacts provided</li> <li>• Report completed</li> <li>• Communication product completed</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

<b>ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT</b>						
<b>Recommendation</b>	<b>Planned Deliverable</b>	<b>Partner Support</b>	<b>New Funding Y/N</b>	<b>Activity Timeline 2014-2015</b>	<b>Activity Timeline 2015-2016</b>	<b>Performance Measure</b>
<b>#065</b> Provide incentives to fishers to increase their efficiency and productivity (i.e. purchasing fish fillet machines).	Report on priorities and supports required to increase efficiency and productivity for NWT fishers. (Jointly delivered by Recommended Action #62/63/66)	ITI	N	By 06/14 Based on report findings, incentives identified By 06/14 Submission for 2015/16 ITI Business Plan prepared (if required).		<ul style="list-style-type: none"> <li>• Milestones met</li> <li>• Report completed</li> </ul>
<b>#066</b> Provide training and financial support to existing fishers and new entrants to the fishery.	(Jointly delivered by Recommended Action #62/63/65)	ITI	Y		2015	<ul style="list-style-type: none"> <li>• Number of licenses issued</li> <li>• Number of training workshops</li> </ul>
<b>#070</b> Examine and consider incentives for private sector investment to expand the firewood harvest, including cutting, collection and distribution.	Due diligence completed in support of recommended action.	ITI	N	By 10/14 Working Group identified By 10/14 Scope and terms of initiative defined	By 06/15 Submission for 2016/17 ITI Business Plan prepared	<ul style="list-style-type: none"> <li>• Incentives established</li> <li>• Program subscription</li> <li>• Harvest volumes</li> </ul>
<b>#073</b> Develop, with the NWT Farmers Association, a "Grown in the NWT" branding program.	None identified to date	ITI	Y		2019	<ul style="list-style-type: none"> <li>• Number of organizations producing their own crops</li> <li>• Commercial crop statistics</li> </ul>
<b>#074</b> Examine the viability of establishing commercial market gardens in all regions.	None identified to date	ITI	Y		2019	<ul style="list-style-type: none"> <li>• # of commercial market gardens</li> </ul>
<b>#075</b> Conduct research on agriculture and greenhouse technologies.	None identified to date	ITI	N		2019	<ul style="list-style-type: none"> <li>• None identified to date</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#076</b> Increase funding and program support for the Traditional Economy.	Increased funding for Community Harvesters Assistance Program (CHAP). Increase to Guaranteed Advances and Prime Fur Bonuses provided under the GMVF Program. Expansion to GMVF to consider Muskox and qiviut.	ITI	N	By 06/14 Pilot Qiviut program initiated.		<ul style="list-style-type: none"> <li>• Monies spent</li> <li>• #of Muskox hides</li> <li>• Response from NWT Harvesters</li> </ul>
<b>#077</b> Engage the private sector to increase support to the GNWT's Take a Kid Trapping program.	None identified to date	ITI	N	By 09/14 Working group and next steps identified		<ul style="list-style-type: none"> <li>• Number of youth participating in Take a Kid Trapping</li> </ul>
<b>#080</b> Promote and expand the practice of buying locally produced products with: marketing campaigns; and local "farmers" markets.	Implementation of Recommended Action #71	ITI	N		2019	<ul style="list-style-type: none"> <li>• Number of producers selling at farmers markets and similar functions</li> </ul>
<b>#081</b> Promote the sale of northern foods to NWT stores, restaurants, industry establishments and government institutions.	Due diligence completed in support of recommended action.	ITI	N	By 06/14 Working Group identified By 06/14 Scope and terms of initiative defined	By 12/15 Next Steps Identified	<ul style="list-style-type: none"> <li>• Commercial and domestic sale of northern foods.</li> <li>• Number of NWT products available</li> <li>• Applicable business start-ups</li> </ul>
<b>#082</b> Develop, with producers, NWT-wide markets and distribution systems for regionally-specific products.	None identified to date	ITI	N		2019	<ul style="list-style-type: none"> <li>• Commercial and domestic sale of northern food products</li> <li>• Number of NWT products available</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

<b>ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT</b>						
<b>Recommendation</b>	<b>Planned Deliverable</b>	<b>Partner Support</b>	<b>New Funding Y/N</b>	<b>Activity Timeline 2014-2015</b>	<b>Activity Timeline 2015-2016</b>	<b>Performance Measure</b>
<b>#083</b> Work with NWT Bureau of Statistics to assess the value of traditional harvesting.	Valuation of traditional harvesting in the NWT	ITI and Bureau of Stats	N	By 09/14 Report Produced		<ul style="list-style-type: none"> <li>Completed report</li> </ul>
<b>#084</b> Assess consumer or potential markets in NWT.	None identified to date	ITI	N		2015	<ul style="list-style-type: none"> <li>Complete Market Study</li> </ul>
<b>#085</b> Create Regional Economic Action Plans for communities and regions based on the Economic Opportunities Strategy.	Independent regional economic plans to guide investment and development of community and regional economies. (Jointly delivered by Recommended Action #21/23/92)	ITI	Y	By 04/16 Finalize Regional Action Plans for North/South Slave and Sahtu.		<ul style="list-style-type: none"> <li>Number of regional economic plans</li> </ul>
<b>#090</b> Through the Northwest Territories Nominee Program, promote investment, especially outside major centers.	Increased fiscal resources identified for improved program delivery. (Jointly delivered by Recommended Action #13)	ITI	N	By 09/14 Complete relevant research, analysis and reporting By 09/14 Next Steps Identified		<ul style="list-style-type: none"> <li>Nominee program statistics</li> <li>Investment growth within the NWT</li> <li>Number of new opportunities in regions</li> </ul>
<b>#092</b> Target government resources and funding to realize identified regional opportunities and priorities.	(Jointly delivered by Recommended Action #21/23/85)	ITI	N		2019	<ul style="list-style-type: none"> <li>Number of realized opportunities</li> <li>Regional economic performance</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #4 ATTRACTING, RETAINING, AND PREPARING THE NWT WORKFORCE						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#006</b> Evaluate the Cooperative housing model as an option for staff housing in remote communities.	None identified to date	ITI, NWTHC	N		2019	<ul style="list-style-type: none"> <li>Vacancy rates</li> <li>Retention of essential service personnel remote community</li> </ul>
<b>#008</b> Facilitate pan-territorial dialogue on the Northern Residency Tax deduction that will explore options and identify balanced solutions to reflect an increased cost of living.	Due diligence completed in support for NWTAC Cost benefit analysis and report	Fin and NWTAC	N	By 10/14 Schedule opportunity for pan-territorial discussion (if required)		<ul style="list-style-type: none"> <li>Tax rates</li> <li>Cost of living</li> <li>Consumer Price Index</li> </ul>
<b>#009</b> Create an additional (tax) zone in the NWT to mitigate the increased cost of living in remote northern communities.	Due diligence completed in support for NWTAC Cost benefit analysis and report	Fin, NWTAC	N	By 10/14 Schedule opportunity for pan-territorial discussion (if required)		<ul style="list-style-type: none"> <li>Completed cost benefit analysis and report</li> <li>NWT resident growth</li> <li>Out migration</li> </ul>
<b>#010</b> Educate and inform NWT residents and businesses regarding applicable tax structures and rates.	Create brochure and web content describing total taxes paid by NWT residents in varying tax brackets.	ITI and Fin	N	By 11/14 Provide communications product to recruitment personnel		<ul style="list-style-type: none"> <li>Availability of communications product</li> <li>Total product distributed/sought</li> <li>Level and quality of engagement on this issue</li> </ul>
<b>#011</b> Maintain and promote a tracking of individual income tax burdens (net effect of total taxes and deductions) in the NWT in comparison to Canadian jurisdictions.	Create brochure and web content outlining NWT's individual income tax burden in comparison to other jurisdictions.	ITI and Fin	N	By 11/14 Provide communications product to recruitment personnel		<ul style="list-style-type: none"> <li>Total product distributed/sought</li> <li>Level and quality of engagement on this issue</li> </ul>

## Economic Opportunities Strategy - Summary of Recommendations

ECONOMIC OBJECTIVE #4 ATTRACTING, RETAINING, AND PREPARING THE NWT WORKFORCE						
Recommendation	Planned Deliverable	Partner Support	New Funding Y/N	Activity Timeline 2014-2015	Activity Timeline 2015-2016	Performance Measure
<b>#013</b> Effectively utilize the “NWT Nominee Program” by: creating a focused website to target and promote international immigration; and promoting the program to NWT employers; and adjusting Territorial minimum net worth for those interested in creating a business.	Increased fiscal resources identified for improved program delivery. (Jointly delivered by Recommended Action #90)	ITI	N	By 12/14 Program improvements identified/developed	By 04/15 Additional resources secured, implementation of program improvements initiated	<ul style="list-style-type: none"> <li>• Number of new entrepreneurs</li> <li>• Web traffic</li> </ul>
<b>#103</b> Include provisions for local training and employment initiatives in project contracts with industry and local Aboriginal corporations.	Due diligence completed in consideration of recommended action.	ITI	N	By 03/15 Options for next Steps identified		<ul style="list-style-type: none"> <li>• Number of trade and occupational certifications</li> <li>• Number of applicants registered in job placement programs and apprenticeship programs</li> </ul>
<b>#108</b> Expand existing programming targeted at student summer hiring to increase work experience placements for students in the private sector	None identified to date	ECE	N		2017	<ul style="list-style-type: none"> <li>• Amount of summer students</li> <li>• Amount of NWT graduates that transition from education to the workforce</li> </ul>
<b>#114</b> Link the NWT Major Projects Office to developers of education and training programs.	(Jointly delivered by Recommended Action #1)	ITI, ECE, and HR	N		2017	<ul style="list-style-type: none"> <li>• Amount of out of province workers in the NWT</li> </ul>



## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

ECONOMIC OBJECTIVE #1 PURSUING MAJOR INVESTMENTS			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy or Initiative
<b>#002</b> Promote the Aurora Research Institute as a center for research and applied sciences in study areas relating to the North such as: water labs and testing; geoscience and sampling; energy conservation; cold weather testing; alternate energies; and climate change adaption.	Communications plan to increase awareness of the Aurora Research Institute and the projects and research conducted in the NWT, locally, regionally, territorially, nationally and internationally.	ECE	NWT NABE Program Strategy and Workplan
<b>#014</b> Prepare for opportunities that arise from the development and implementation of an NWT Mineral Development Strategy.	NWT Mineral Development Strategy Implementation Plan	ECE	NWT Mineral Development Strategy
<b>#015</b> Enhance geoscience research in the NWT.	Employment of additional program specialists, enhanced field program, and improve web-based geoscience information systems.	ITI	NWT Mineral Development Strategy
<b>#016</b> Establish incentives for prospecting and exploration.	Incentive Program	ITI	NWT Mineral Development Strategy
<b>#017</b> Develop and implement an NWT oil and gas strategy.	None identified to date	ITI	NWT Oil and Gas Strategy
<b>#018</b> Examine, with industry, ways to support the extended viability of operating mines such as: tax policies; reduced energy costs; and infrastructure investments.	Oil and Gas Strategy.	ITI	NWT Oil and Gas Strategy
<b>#025</b> Examine the potential to expand the NWT electricity grid.	Technical feasibility and costing study.	ITI	NWT Power Systems Plan
<b>#027</b> Examine the potential for developing hydro production on the Slave River.	None Identified to date	ITI	NWT Power Systems Plan
<b>#029</b> Prepare for opportunities that arise from the development and implementation of a GNWT (Multi-modal) Transportation Strategy.	Implementation Plan (Multi-modal) Transportation Strategy.	DOT	NWT Multi- Modal Transportation Strategy
<b>#030</b> Maximize opportunities that arise from the phased construction of the Mackenzie Valley Highway.	Corridors to Canada III document	DOT	NWT Multi- Modal Transportation Strategy

## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

ECONOMIC OBJECTIVE #1 PURSUING MAJOR INVESTMENTS			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy or Initiative
<b>#031</b> Extend travel seasons on the NWT's existing highway system	Improve ferry operations and equipment, refine and develop the use of ground penetrating radar to determine ice thickness, flooding techniques and ice spray technology.	DOT	NWT Multi- Modal Transportation Strategy
<b>#032</b> Examine opportunities to link NWT communities to base metal opportunities in the Slave Geological Province, Nunavut and near the Yukon border through the Canol Trail.	Implementation of Mineral Development Strategy (MDS) and Corridor Access Study.	ITI/DOT	NWT Multi-Modal Transportation Strategy
<b>#033</b> Consider the potential for a deep water port near Tuktoyaktuk.	Support for elements of the Base of the Beaufort Initiative.	DOT/ITI	NWT Multi- Modal Transportation Strategy

ECONOMIC OBJECTIVE # 2 IMPROVING SUPPORTS TO NWT BUSINESSES			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy
<b>#022</b> Encourage and support NWT businesses involved in prospecting and exploration.	Incentives for NWT businesses	ITI	NWT Mineral Development Strategy
<b>#026</b> Examine and support new and alternative energy technologies for increased energy efficiencies and cost savings.	Delivery of energy programs and services	ITI/ENR	NWT Energy Action Plan

ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy
<b>#005</b> Issue long-term leases or fee simple lands to increase land access for residential and business development.	None identified to date	Lands/ MACA	TBD - GNWT Dept. of Lands
<b>#024</b> Support the development and implementation of an NWT Energy Strategy by the GNWT.	Programs and Services to address energy costs and efficiencies	ITI	NWT Energy Action Plan

## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

<b>ECONOMIC OBJECTIVE #3 GROWING A STABLE AND ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT</b>			
<b>Recommendation</b>	<b>Planned Deliverable</b>	<b>Partner Support</b>	<b>Governing Strategy</b>
<b>#028</b> Use the availability of excess hydropower as an incentive and opportunity to grow and expand manufacturing and value-added industries in applicable regions.	None identified date	ITI	NWT Power Systems Plan
<b>#034</b> Explore options to extend runways at identified airports.	Updated Airport Runway Optimal Lengths and Issues Report.	DOT	NWT Multi-Modal Transportation Strategy
<b>#035</b> Examine, with Parks Canada, and the Province of Alberta, an all-weather road through Wood Buffalo Park connecting Fort Smith to Garden River AB.	Lobby for funding to upgrade and chip seal the portion of Highway #5 in Wood Buffalo National Park. With Parks Canada and the Government of Alberta.	DOT (Canada)	NWT Multi-Modal Transportation Strategy
<b>#036</b> Prepare for opportunities that arise from the installation of a fibre optic link down the Mackenzie Valley.	Initiation of construction	Fin	Mackenzie Valley Fibre Optic Link Initiative
<b>#067</b> Support the implementation of the Northwest Territories Biomass Energy Strategy.	Implementation of the Northwest Territories Biomass Energy Strategy.	ENR	GNWT Biomass Strategy
<b>#068</b> Facilitate the identification and long-term access to lands for forestry development.	Finalize inventory of forest resources and sustainable harvest levels	ENR/Lands	TBD Lands
<b>#069</b> Finalize inventory of forest resources and sustainable harvest levels.	None identified to date	ENR	GNWT Biomass Strategy
<b>#072</b> Conduct mapping, land classification and identification of long-term access to lands suitable for agriculture in all communities.	None identified to date.	ENR/Lands	NWT Agriculture Strategy

## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

ECONOMIC OBJECTIVE #4 ATTRACTING, RETAINING, AND PREPARING THE NWT WORKFORCE			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy
<b>#004</b> Investigate a business model to incent private sector developers to build and lease housing units for essential service personnel in non-market communities.	New housing for staff program.	NWTHC	Building for the Future
<b>#007</b> Examine incentives to promote individual home ownership such as a remissible down payment plan; eliminating NWT residency requirements for existing housing programs; increasing ceilings for existing income based home ownership programs.	Delivery of existing PATH Program	NWTHC	Rental Housing in Rural and Remote Communities Program
<b>#012</b> Increase collaboration between government, industry and agencies to promote the NWT as a place to live, work and invest.	Jointly endorsed plan for increased collaboration between government, industry and agencies. Develop and Implement Career Fair Strategy	ITI, HR, and ECE	Career Fair Strategy
<b>#045</b> Examine with Aurora College formalized skills training for the NWT's tourism workforce such as: youth and entry level programs; progressive career training; and the implementation of national (CTHRC) training standards in the NWT.	Due diligence completed in consideration of recommended action	ITI and ECE	Aurora College Strategic Plan
<b>#078</b> Create a mentorship program with supports to provide assistance to adults pursuing a return to a harvesting lifestyle.	Address requirements of GNWT Anti-Poverty Action Plan. (Jointly delivered by Recommended Action #79)	ECE, H&SS, and ITI	GNWT Anti-Poverty Action Plan
<b>#079</b> Examine with the GNWT's Departments of Education, Culture and Employment and Health and Social Services, opportunities to incorporate traditional economy activities into social wellness and healing programs.	Funding in support of proposed initiatives. (Jointly delivered by Recommended Action #78)	ITI/H&SS/ ECE	GNWT Anti-Poverty Strategy

## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

<b>ECONOMIC OBJECTIVE #4 ATTRACTING, RETAINING, AND PREPARING THE NWT WORKFORCE</b>			
<b>Recommendation</b>	<b>Planned Deliverable</b>	<b>Partner Support</b>	<b>Governing Strategy</b>
<b>#100</b> Increase university level programming offered by Aurora College northern campuses including: Degree offerings and Technologist programs.	Research, study and analysis completed to inform further consideration about options, partners and possible next steps. Increase university level programming offered by Aurora College.	ECE	NWT NABE Program Strategy and Workplan
<b>#101</b> Expand and adapt Aurora College program offerings to reflect areas of specific or unique economic opportunities to the NWT.	Research, study and analysis completed to inform further consideration about options, partners and possible next steps. Expand and adapt Aurora College programs to reflect economic opportunities.	ECE	NWT NABE Program Strategy and Workplan
<b>#102</b> Establish co-op and job placement programs.	Delivery of Programming	ECE/HR	NWT Labour Force Development Framework Student and Youth Strategy
<b>#104</b> Expand apprenticeship opportunities for high school programs.	Review, revision and re-introduction of Schools North Apprenticeship Program (SNAP).	ECE	Schools North Apprenticeship Program
<b>#105</b> Track the transition of NWT high school and post-secondary graduates "school to work".	None identified to date	ECE	NWT Labour Force Development Framework
<b>#106</b> Develop mechanisms to promote timely and targeted career and employment information to NWT graduates.	(Ongoing) Revision/updating to communications materials targeted to northern summer students and graduates.	ECE/HR	NWT Labour Force Development Framework Student and Youth Strategy
<b>#107</b> Target NWT graduates in hiring.	Develop and implement Student at Work Strategy	ECE/HR	NWT Labour Force Development Framework Student and Youth Strategy
<b>#109</b> Establish mentorship programs for students that are transitioning into career paths from school.	Due diligence completed in support of a Northern Graduate Mentorships Program (for GNWT).	HR	NWT Labour Force Development Framework Student and Youth Strategy Northern Graduate Mentorship Program
<b>#110</b> Support the development and implementation of the GNWT's Workforce Planning Strategy; and an NWT Labour Market Development Strategy.	Implementation of Skills 4 Success Initiative	HR/ECE	NWT Labour Force Development Framework Workforce Planning Strategy

## Economic Opportunities Strategy Summary of Recommendations - Alternate Strategies

ECONOMIC OBJECTIVE #4 ATTRACTING, RETAINING, AND PREPARING THE NWT WORKFORCE			
Recommendation	Planned Deliverable	Partner Support	Governing Strategy
Market Development Strategy.			
<b>#111</b> Increase collaboration between industry and government to prepare for labour needs in the NWT workforce.	Develop data management tool and best practices to track projects and forecast employment.	ECE	NWT Labour Force Development Framework
<b>#112</b> Align Aurora College programming to address future workforce demands.	Research and analysis completed to inform further consideration about options, partners and possible next steps with Aurora College.	ECE	NWT NABE Program Strategy and Workplan
<b>#113</b> Increase private sector participation in regional training program committees.	Hire Labour Market Training Coordinator	ECE	NWT Labour Force Development Framework
<b>#115</b> Support and expand programs and public information initiatives related to: promoting employment opportunities; highlighting employer expectations; accessing needed health and social services; job readiness training; and academic and skills upgrading.	Due diligence completed in consideration of recommended action.	ECE/H&SS	Healthy Choices, Choose Social Media Strategies
<b>#116</b> Build on existing wellness programs with a social media campaign linking healthy lifestyles with employment and career success.	Due diligence completed in consideration of recommended action.	ECE/H&SS	Healthy Choices, Choose Social Media Strategies
<b>#117</b> Establish a program to connect NWT students directly with industry representatives and local role models to promote education and career employment.	Due diligence completed in consideration of recommended action.	ITI/ECE	NWT Labour Force Development Framework





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