



The Alliance of Sector Councils (TASC)

SKILLS DEVELOPMENT IN THE NORTH

... AND HOW SECTOR COUNCILS CAN HELP

I think we really need to tie in this economic discussion to our education, Inuit education and skills development. Unless we have that, economic opportunities may be there, but maybe our people won't be ready to take them on.

**Mary Simon, President, Inuit Tapiriit Kanatami
January 14, 2009**

The future success of the Northwest Territories will depend on developing the skills, talents and abilities of our residents.

**Premier Floyd Roland, Northwest Territories
May 22, 2008**

Not only is the North a land of raw and majestic beauty that has inspired generations of authors, artists and adventurers, and not only is it the home to a rich culture shaped through the millennia by the wisdom of Aboriginal people, but it also holds the potential to be a transformative economic asset for the country. With immense deposits of valuable natural resources and with a talented, energetic and youthful population, the North's importance has never been greater.

**Prime Minister Stephen Harper, Iqaluit, Nunavut
August 18, 2009**

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The opinions and interpretations expressed in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

Foreword

This paper is prepared for sector councils and other labour market stakeholders who have an interest exploring skills development in the three territories. It is an introduction to the topic, i.e. it introduces readers to a number of the key issues that are priorities for the North and provides some overview of the involvement of certain sector councils that are working on solutions to the challenges faced. It is worth adding that it is not meant to be the final word and rather notes some areas that need further research and development by various partners in the years ahead. This paper is designed to stimulate discussion and consideration by the various parties as to whether and how they may explore their involvement in the North. The Appendices provide a list of contacts for those seeking to work in partnership with those already working in the field in the territories.

1. Sector Councils and Northern Economic Development

The North has been in the spotlight in recent years, prompting the Government of Canada to develop a Northern Strategy based on four key priorities: exercising arctic sovereignty, promoting social and economic development, promoting environmental stewardship and improving and devolving northern governance. Northern Canada is home to three distinct territories, each with its own unique cultural and economic attributes. Among their similarities are large Aboriginal populations, numerous small and remote communities, and rapidly developing economies.

This paper is intended to provide a high level update on key skills development and economic issues affecting the North today, and to provide an overview of key government initiatives intended to improve skills development and employment outcomes. The paper will also provide a snapshot of the work that sector councils are doing to support industry and communities in the North through skills training and human resource development information products.

The sector councils that are contributing to the North's development are doing so because the sectors they represent are particularly active in the North, and because the region faces some significant human resource and skills challenges that, left unaddressed, risk constraining economic growth.

Canada's 34 sector councils, supported through the federal Sector Council Program, each bring together representatives from business, labour, education, and other professional groups in or related to their sectors to analyze and address sector-wide human resource issues. The sector councils that are supporting, or have particular potential to support, Northern industries include the:

- Aboriginal Human Resource Council;
- Canadian Apprenticeship Forum;

- Canadian Council of Professional Fish Harvesters;
- Canadian Supply Chain Sector Council;
- Canadian Tourism Human Resource Council;
- Canadian Trucking Human Resource Council;
- Construction Sector Council;
- Cultural Human Resources Council;
- ECO Canada Mining Industry Human Resources Council;
- HR Council for the Nonprofit Sector; and
- Petroleum Human Resources Council of Canada.

The Alliance of Sector Councils, a coordinating body that brings the councils together to exchange ideas and best practices, and to undertake projects of mutual interest, also has the following partners of particular relevance to the North:

- Association of Canadian Community Colleges;
- Canadian Council of Technicians and Technologists;
- National Association of Career Colleges.

Six councils are especially active in the North today, and here is a brief overview of their key initiatives and/or activities:

Aboriginal Human Resource Council (www.aboriginalhr.ca)

The Aboriginal population is growing 6 times faster than the Canadian population as a whole. The AHRC has created, and assists groups throughout the North with the use of, tools and services that address recruitment, procurement, retention, advancement and career development for this burgeoning population.

Some of the training initiatives can be accessed online, which is important given that so many Northern communities are remote and isolated. Striving to more fully include the Aboriginal population in all facets of the economy, the AHRC focuses on the development and application of inclusion strategies and practices for employers and educational institutions.

Canadian Tourism Human Resource Council (www.cthrc.ca)

The Canadian Tourism Human Resource Council (CTHRC) collaborates with the Yukon Tourism Education Council (YTEC) and, through this partnership, serves all three territories. Strategic planning documents from all of the territories acknowledge the importance of tourism to the region, and the CTHRC is well-positioned to support the development of tourism throughout the North.

Construction Sector Council (www.csc-ca.org)

Construction is and will remain an important sector in the territories. The Construction Sector Council (CSC) has detailed Labour Market Information on construction sector labour requirements by region, which is key information to guide the planning and delivery of training programs and development initiatives. The council offers a number of online training courses and materials related to careers in the industry, and support and information for employers interested in increasing the number of apprentices they employ. There are also a number of tools specific to Aboriginal engagement, and employers wishing to learn more about ASET holders in the North can find useful information on the CSC website.

Cultural Human Resources Council

The Cultural Human Resources Council has established close relationships with partner organizations in Nunavut and the Yukon, most recently working together to develop export markets, and to enhance the skills producers need to access and serve those markets. With high per capita spending on arts and culture throughout the territories, totaling more than \$100 million annually and creating more than 2000 jobs, the Council's work in the North is critical to the region's sustainable development.

ECO Canada (www.eco.ca)

ECO Canada has offices in each of the three territories, and has developed a set of training programs that includes Environmental Monitoring, Environmental Site Assessment, and Land Use Planning. Colleges and Mine Training Associations in all territories have access to these skills-based training programs, which are culturally appropriate for Aboriginal learners. ECO Canada offers information and support to individuals exploring careers in the environmental sector, to employers who are seeking environment professionals, and to educators and governments interested in employment trends in the sector.

The Mining Industry Human Resources Council (www.mihhr.ca)

Mining plays a significant role in all three territorial economies, and the Mining Industry Human Resources Council (MiHR) plays an active role in the mining sector across the North. One recent initiative is the certification of ten underground miners at the Diavik diamond mine as part of the Canadian Mining Credentials Program (CMCP). All of the newly certified miners are First Nations, and one of them was the first female to be certified as an under-ground miner.

The MiHR has a number of Aboriginal-specific career awareness tools, including:

- the Mining Essentials Program- a pre-employment mine training program for Aboriginal people that was developed in partnership with the Assembly of First Nations;
- a guide for Aboriginal communities about the mining cycle;
- and labour market information and forecasts, of particular interest to mining companies.

The collaborations that MIHR has developed with Mine Training Societies and local businesses in the North are making important economic development contributions.

2. Key Federal and Cost-Shared Programs Targeted to Canada's North

The North is largely defined by its small population spread over a vast land mass. Each territory has a significant Aboriginal population whose values are closely tied to the land. The baby boom currently unfolding in Canada's Aboriginal communities is most pronounced in Nunavut. Meanwhile, the unemployment rate among Aboriginal people in Canada is nearly three times as high as the Canadian average, making the engagement of Aboriginals in the labour market a key issue facing governments and industry in the North and elsewhere.

All three territories utilize a range of federal funding programs to address the labour market needs of their residents. While each territory is at a different stage in its economic development, they all place a high priority on the need for comprehensive trades training and skills development, to ensure that Northern residents are able to participate in their local and regional labour markets.

Territorial Formula Financing (TFF) is the main federal mechanism for flowing transfers to the three territorial governments. TFF, a significant component of Northern economies, is an annual, unconditional transfer from the Government of Canada to the three territorial governments to support the provision of a range of public services. Public services in the territories must be comparable to those in the provinces, despite the territories' relatively modest tax bases, and the TFF contributes to the realization of that mandate.

Natural resource revenues are not part of the TFF calculations. The federal government negotiates the treatment of natural resource revenues separately with each territory as part of broader negotiations on the devolution to the territorial governments of federal responsibility for the administration and control of onshore natural resources. The devolution of responsibilities for land and resources has been an important topic for the three territories. Yukon is the only territory that has completed the transfer of

responsibilities for land, water, and resource management. The Northwest Territories is close to completing the devolution process, with a devolution agreement-in-principal in place, while Nunavut is still in the early stages. A federal ministerial representative was recently appointed, with the goal of advancing Nunavut-Canada devolution negotiations.

The Government of Canada supports a number of programs and initiatives to improve economic outcomes for Northern and Aboriginal people. Specific Aboriginal labour market development programs, like the Post-Secondary Student Support Program, assist First Nations, Métis and Inuit populations to prepare for, find, and maintain employment. The Federal Framework for Aboriginal Economic Development (FFAED) was launched in 2009 to increase the participation of First Nations, Inuit and Métis peoples in the labour market, and improve economic outcomes for Aboriginal peoples in all parts of Canada. It provides a strategic framework for Aboriginal-specific federally-funded or cost-shared support programs.

The Canadian Northern Economic Development Agency (CanNor), created in 2009 as part of Canada's Northern Strategy, administers programs that support Northerners' efforts to take advantage of business and economic development opportunities. In particular, CanNor:

- oversees the \$90 million Strategic Investments in Northern Development program;
- manages the \$11.8 million in annual funding supporting economic development in Northern Aboriginal communities, and Aboriginal businesses and entrepreneurs, in the North;
- manages investments made in the North through the Municipal-Rural Infrastructure Fund, the Canada Strategic Infrastructure Fund, and Recreational Infrastructure Canada; and
- oversees the \$33 million allotment for the territories contained in the Community Adjustment Fund – the two-year program that helps Northern communities create job opportunities, and adjust to changing economic and market conditions.

Other significant federal programs include:

Aboriginal Skills and Employment Partnership (ASEP)

The overall objective of the federally-administered Aboriginal Skills and Employment Partnership (ASEP) program is sustainable employment for Aboriginal people in major industries, leading to lasting benefits for Aboriginal communities, families, and individuals. It provides Aboriginal people with the skills they need to participate in mining, construction, fisheries, tourism, and hydro development, among other sectors.

A project-based program delivered in partnership with Aboriginal Agreement Holders¹, ASEP fosters collaborative relationships among Aboriginal, private-sector, and provincial/territorial governments. The program supports multi-year training strategies leading to long-term employment for Aboriginal people.

Aboriginal Skills and Employment Training Strategy

The federal Aboriginal Skills and Employment Training Strategy (ASETS) is a key component of the Federal Framework for Aboriginal Economic Development. ASETS, to be implemented over five years, focuses on three priorities: supporting demand-driven skills development, fostering partnerships with the private sector and with the provinces and territories, and emphasizing accountability and results. ASETS links training needs to labour market demand. Under this strategy, Aboriginal Agreement Holders design and deliver labour market programs and services best suited to the unique needs of their clients.

Labour Market Development Agreements (LMDA) / Labour Market Agreements (LMA)

The LMDA funding agreements provide programs to unemployed persons who are eligible to collect Employment Insurance benefits. The LMA funding agreements provide programs for unemployed persons who are not eligible for Employment Insurance benefits, or who do not have the essential skills required to secure employment. In all of the territories, LMA and LMDA dollars are being used to fund programs such as Training on the Job, Building Essential Skills, Work Experience, Self-Employment Options, Skills Development, Employment Assistance Services, and Targeted Wage Subsidies. Program delivery partners include community colleges, non-profit organizations and the private sector.

Literacy and Essential Skills funding

The federal Office of Literacy and Essential Skills provides essential skills profiles, tools and resources, along with funding to organizations that support essential skills development.

Two other federally-funded skills development programs operated until recently under Canada's Economic Action. The Strategic Training and Transition Fund (STTF) responded to the higher demand for labour market development programs and training for people affected by the recent economic downturn, while the Aboriginal Skills and Training Strategic Investment Fund (ASTSIF) served a similar purpose with a focus on Aboriginal communities and individuals.

¹ Aboriginal Agreement Holders are community groups, organizations or councils operating at the local and regional levels that deliver federal training programs to their communities and regions. A list of the Aboriginal Agreement Holders can be found at the end of this paper.

Given all three territories' emphasis on trades training and skills development, opportunities certainly exist for Canadian Sector Councils to more broadly engage Northern governments, industries and stakeholders.

3. Yukon Profile

The population of Yukon is just under 35,000, and has seen six consecutive years of population growth. This growth is expected to continue, albeit at a slower rate, for several years. Over 75% of Yukon's population lives in Whitehorse. There are 17 rural communities, all of which are accessible by road, with the exception of Old Crow, which is only accessible by air.

Unemployment in rural Yukon is 22%, almost 4 times higher than the 6% unemployment rate in Whitehorse. Further, the unemployment rate for First Nations is 26%, 5 times the rate for non First Nations which stands at 5%.

The focus of the Yukon Labour Market Agreement is on programs for those who may face barriers to participation in the labour market, specifically social assistance recipients, persons with disabilities, older workers, youth, First Nations, women in trades and immigrants. In Yukon, where the local labour market has not met the needs of employers, immigrants have increasingly been targeted as a source of labour. Of the three territories, Yukon is the only one with a significant immigrant population.

Economic development overview

As of February, 2011, Yukon had the lowest unemployment rate in the country at 5.8%. Yukon had the highest rate of GDP growth in the country in 2009, after six years of gains. Growth is expected to continue, primarily driven by construction projects, mineral exploration, mine development, and increased mineral production.

In its most recent strategic plan, the Yukon Department of Economic Development identified four key priorities: the continued development of mining and other resource projects; tourism development; the development and commercialization of research and innovation; and the development of opportunities for filmmakers and sound recording artists, both local and from elsewhere.

Approximately 70% of revenues in Yukon come from Territorial Formula Financing, and thus can be deployed flexibly, as the territory sees fit.

Key industry Profiles

Construction

The total value of new building permits decreased from \$153 million to \$130 million between 2009 and 2010, but still overall construction spending is expected to grow. Construction numbers are heavily dependent on publicly funded infrastructure partnerships between the territorial and federal governments. In each territory, mining development and construction activity are closely linked. When a mine is being developed, construction activity increases, and when it becomes operational, construction activity decreases.

Cultural Industries

Governments collectively spend more on arts and culture in Yukon on a per capita basis than in any other province or territory in Canada, at \$1136 per person in 2007-08. The Yukon Arts Centre, industry associations and the territorial government each play key roles in supporting the development of live performing arts, film, music and heritage.

Mining

There are still significant untapped mining and exploration opportunities in Yukon, including 2 large undeveloped iron ore deposits and one of the world's largest undeveloped zinc-lead deposits. It is expected that the Wolverine zinc-silver-copper-lead-gold mine will be brought into production within the next year. Minto is an operating copper-gold mine, and BelleKeno just began producing silver-lead-zinc at the beginning of 2011.

Mineral exploration is continuing adjacent to a number of existing mines, and at several new sites, and mineral exploration expenditures are expected to grow in the coming year. This growth is driven by strong prices for silver, gold, copper and zinc.

Oil and Gas

There exists potential for onshore and offshore oil and natural gas development, however this is not currently a significant sector of the Yukon economy. Kotaneelee is the only producing natural gas field, and is reaching the end of its productive life.

Natural gas pipeline development remains a Yukon Government priority, with a focus on two key projects - the Alaska Highway Pipeline Project and the Mackenzie Gas Project. The National Energy Board has recently given support to the Mackenzie Gas Project, outlining 264 conditions that must be addressed before final approval will be granted. They include social development, environmental protection, and engineering and safety requirements. Proponents have been given until the end of 2013 to decide whether they will move ahead with the project given those conditions. The Mackenzie Gas Project would have much larger and more far-reaching economic impacts than any

previous developments in the North. It is anticipated that it will create approximately 9000 new jobs across many employment sectors in both Yukon and the NWT.

Tourism

Tourism is the territory's largest private employer, and an economic development priority for the government. Still, while visitation to Yukon is rising, growth is slow. The Yukon Tourism Education Council (YTEC) is the coordinating body for the development and delivery of training and other human resource development initiatives. In addition to Yukon, YTEC serves the Northwest Territories and Nunavut.

Overview of the Yukon Government's Key Support Programs and Initiatives

The Yukon Labour Market Framework (YLMF), developed in 2008 and to be advanced by working groups established in 2009, outlines strategies to accelerate economic growth over the next 10 years. They include:

- Comprehensive Skills and Trades Training Strategy and Action Plan
- Immigration Strategy and Action Plan
- Labour Market Information Strategy and Action Plan
- Recruitment and Employee Retention Strategy and Action Plan

Federal Labour Market Agreement funding is directly linked to the Yukon Labour Market Framework. The tourism and hospitality sector will continue to be a focus area, as will mineral exploration, mining, construction and highway maintenance. Training and skills development will be a significant overarching component of the development strategies.

Through the Yukon's LMA, it expects to:

- increase the participation of groups currently under-represented in the labour market;
- increase the number of employment and training opportunities; and
- develop more local labour market information.

The Yukon government, as with the other territories, has identified the gathering of labour market information as an essential component in the development and delivery of training programs and other government or industry initiatives. Any information that sector councils might contribute to this process would likely be valued.

The Aboriginal Skills and Employment Partnership program (ASEP), Indian and Northern Affairs Canada, the Yukon Government, and the Yukon Workers' Health and Safety Board together fund the Yukon Mine Training Association (YMTA). The YMTA serves as a link between Yukon First Nations and mining and resource-related industries. The YMTA also receives support from mining companies with a vested interest in mining skills training.

Pressing Human Resource Issues

The Yukon population is aging, and although the unemployment rate is the lowest in Canada, addressing high unemployment among Aboriginal and rural populations is a priority. The long term vision to 2025 includes:

- business and industry promotion and support that will encourage entrepreneurship and facilitate private sector expansion;
- capacity development and growth planning that utilizes best practices in training initiatives;
- the development of policies and regulations that support economic growth; and
- the creation of economic infrastructure

4. Northwest Territories Profile

The NWT has a population of just under 44,000 living in 33 communities, and officially recognizes 11 languages. About half of the population is Aboriginal. Small communities in the NWT account for 28% of the potential workforce (people over 15 years of age), but have local access to only 16% of the jobs. Almost half of the NWT's unemployed workers live in these communities.

The NWT boasts the highest per capita GDP of all provinces and territories. A devolution agreement-in-principal was signed with the federal government in January 2011, bringing the territorial government one step closer to gaining full authority over its land.

There is little to no population growth in the NWT, largely because significant numbers of people leave to seek employment in other parts of Canada.

Economic Development Overview

The NWT receives 70% of its revenue from the federal government through Territorial Formula Financing. Since 2006, the NWT has experienced a slow decline in the employment rate, and some sectors, most noticeably mining, have been affected by the downturn in the global economy.

Still, the NWT's long-term economic outlook is positive. With the mines that are currently producing, the new mines expected to come into production, and the potential development of the Mackenzie Gas Pipeline, the number of new jobs in the territory may exceed 9000. Should this potential be realized, a large influx of people into the territory will be needed in order to supply the required labour. Significant investments in training, housing, and infrastructure will be required to accommodate them.

Key Industry Profiles

Construction

The construction sector in the NWT has been growing, and is expected to continue to grow, as mines are developed. The construction boom in all three territories is related to the construction of mine sites. Workers in this sector are among the highest paid in the territory, however many workers move to the NWT to work during the construction season, only to leave during the winter months.

Mining

The economy of the NWT is dominated by mining, specifically 3 producing diamond mines- Ekati, Diavik and Snap Lake. While production will decrease over the next 5 years in two of the currently operating mines, new mines are expected to begin producing over the next 5-10 years. The mineral deposits in the NWT are still largely untapped, and exploration is expected to increase.

Oil and Gas

This sector has declined in recent years, however it is still an important industry given the ongoing maintenance and operation of the Norman Wells oil pipeline, and the recent tentative approval of the Mackenzie Gas Project. This project would see a new pipeline run through the NWT, and will have a major economic impact.

Public Administration (Government)

This is a large sector in the NWT, employing approximately 13% of the territory's workforce.

Tourism

Tourism is the territory's third-largest industry, after mining and construction. Still, it is not currently a major employer, though tourism development efforts are underway. In 2005 a tourism strategy was developed, and in 2010 a follow-up strategy was released to address the development of the Northwest Territories Aboriginal tourism sector. NWT is home to four national parks, and Yellowknife is located directly under the aurora oval, making it the best place in the world to observe northern lights. Tourism creates an important market for local arts and crafts.

Transportation

Aviation services and trucking companies are the top employers in this sector. Growth in the mining industry, along with oil and gas, have led to the expansion of roads, airports and railways.

Overview of Key Government Support Programs and Initiatives

With both LMA and LMDA funding, the Government of the NWT is attempting to address low education levels and underemployment among groups underrepresented in

the labour force. Targeted client groups include Aboriginal people, income security clients, people considered low-skilled or with low literacy levels, youth, people in small, remote communities, persons with disabilities, women and immigrants. Many people in smaller, remote communities will not move away from their homes to seek employment, and there are limited opportunities for long-term, full-time employment in many of these communities. The programs' priorities include a focus on skills development, particularly essential skills, with the desired result being higher participation of underrepresented groups in the NWT labour market.

Skills Development, Job Creation Partnerships, Employee Assistance Services, Targeted Wage Subsidies and Community Initiatives are specific programs that are being funded in 2010-2011.

Pressing Human Resource Issues

Net out-migration has been a trend in the NWT, and will need to be halted if the projected growth in labour need materializes. The NWT Labour Force Development Framework, launched in May, 2011, is intended to provide a policy framework to guide and support the Territory's efforts to enhance training and skills development, and to improve economic outcomes over the next decade.

The government of the NWT is also implementing a national marketing campaign entitled *Come Make Your Mark*, designed to encourage people to move to and work in the NWT. Infrastructure development will be required to ensure that when people do relocate to the NWT, their education, training, housing, transportation and service needs will be met. Existing infrastructure would not support a large and sudden influx of residents.

The Mine Training Association of the NWT (MTA) offers a number of training programs, in partnership with industry. The MTA is funded by several partners, including the Aboriginal Skills and Employment Partnership program (ASEP), Indian and Northern Affairs Canada, the Government of the NWT and industry. Aurora College and the MTA have recently collaborated to deliver the Underground Miner Training Program.

5. Nunavut Profile

Canada's newest territory covers almost 20% of the Canadian land mass, with a population of just under 34,000. Nunavut is the fastest growing region in Canada with over half of the population under 25 years of age. The residents are spread across 26 communities, all of which are accessible only by air. 85% of the population of Nunavut is Inuit, and the territory is governed by the Nunavut Land Claim Agreement (NLCA). The unemployment rate in Nunavut is higher than the Canadian average, with over 17% of

Nunavummiut² unemployed. Nunavut recognizes 4 official languages in the territory- Inuktitut, English, French and Inuinnaqtun.

Economic development overview

There is a shortage of skilled workers in Nunavut, and many of the people who are looking for work lack the essential skills required to participate in the labour force. Meanwhile, labour force participation in Nunavut is divided between the Inuit and the non-Inuit populations. Over 90% of non-Inuit in Nunavut participate in the labour force, compared to under 60% of Inuit. The graduation rate from secondary school in Nunavut has traditionally been quite low, however in the 2009-2010 school year, the graduation rate did increase. Increasing involvement of Inuit in the wage economy remains key to Nunavut's economic development.

Nunavut's private sector is modest, while oil and gas and energy resources remain untapped. Mining has become a private investment focus with significant growth potential.

Nunavut relies heavily on transfer payments from the federal government, with 87% of Nunavut's revenue coming from Territorial Formula Financing.

The Nunavut Tunngavik Inc. (NTI) negotiate and administer Inuit Impact and Benefits Agreements (IIBA's) that set out requirements for mining firms to ensure their developments are responsive to the needs of the beneficiaries of the NLCA.

Climate, lack of infrastructure, a fragile natural environment, workforce issues, and distance to markets are among the resource extraction and wider economic development constraints impacting the territory.

Key industry Profiles

Construction

Major development projects, like the construction of Agnico-Eagle's Meadowbank mine, drive large fluctuations in the territory's GDP, and certainly its construction industry. There are some mining projects that are expected to drive activity in the construction sector in the future.

The Nunavut Housing Trust was a transfer of \$200 million from the federal government to the Nunavut Housing Corporation for social housing construction. The four-year block funding was intended to generate benefits beyond the provision of housing, including sponsorship of skills training, apprenticeships and community-based business development. There were some large cost over-runs in 2009-10 with the delivery of this initiative that the government is currently addressing, while houses continue to be built.

² "Nunavummiut" refers to residents of Nunavut

Cultural Industries

The territories as a whole see more government spending on arts and culture on a per capita basis than do other Canadian jurisdictions. In Nunavut government spending on the arts and culture was at \$576 per person in 2007-08. In turn, the arts and crafts sector contributed \$33.4 million to the territory's GDP (directly and indirectly) in 2010, generating 1068 full-time equivalent (FTE) jobs. That accounted for approximately 5.5% of Nunavut's total workforce. Government departments, such as the Department of Economic Development, and the Nunavut Arts and Crafts Association are key players in the development of arts and culture in Nunavut.

Fishing

There are likely to be increased fishery development opportunities as Nunavut builds this sector. The Nunavut Fishing Strategy has created partnerships between the Government of Nunavut and NTI, with a focus on increasing the value of, and participation in, fish harvesting as a commercial venture, not simply as a subsistence activity.

Education and training for fishers is provided by the Nunavut Fisheries Training Consortium (NFTC). The NFTC, which was created as a vehicle for accessing funding under the federal ASEP program, is made up of several partners, including:

- the Baffin Fisheries Coalition;
- Qikiqtaaluk Corporation;
- Cumberland Sound Fisheries;
- the Nattivak Hunter and Trapper Organization;
- the Arctic Fishery Alliance;
- Kakivak Association;
- Kivalliq Partners in Development;
- Arctic College;
- the Department of Environment;
- the Department of Economic Development & Transportation;
- the Nunavut Development Corporation;
- Human Resources and Skills Development Canada; and
- Indian and Northern Affairs Canada.

Mining

Nunavut, which has identified mining as its top economic development priority, currently has one producing mine – the Meadowbank gold mine owned by Agnico-Eagle. The territory is expected to be significantly impacted by the development of 4 or 5 mines over the next 10-15 years, and although none of the developments are certain to reach production, development work has begun and the expectation is that mines will reach production.

The Kivalliq Mine Training Society (KMTS) was established in 2010 with the goal of delivering a comprehensive training-to-employment plan for land claim beneficiaries who are residents of Nunavut's Kivalliq region.

The organization has several partners, including:

- Aboriginal Skills and Employment Program (Government of Canada)
- Agnico-Eagle Mines
- Kivalliq Inuit Association
- GN Economic Development and Transportation
- Kivalliq Partners in Development
- Nunavut Arctic College

The KMTS initiative requires that its investments be backed by industry sponsors (in this case Agnico-Eagle Mines) that guarantee employment for participants who successfully complete the training. The current funding is in place until March, 2012. In that time, the Society must ensure that at least 150 people from the Kivalliq region successfully complete the training courses and attain employment.

Labour mobility within Nunavut is a significant challenge, with particular implications for the mining industry. The mines that are likely to go into production are located in the Kivalliq and Kitikmeot regions of Nunavut (central and western areas of the arctic), not in the more populated Baffin (eastern arctic) region. There is limited housing infrastructure in place in these future mine areas, and the communities would require substantial infrastructure investments to meet the needs of new workers.

Public Sector

The public sector, Nunavut's largest, accounts for 30% of the territory's GDP. This compares to the 6.1% the public sector contributes to economic output nationally. When Nunavut was created in 1999, the Government implemented a decentralization policy that required government offices be established in several Nunavut communities rather than concentrating them all in the capital of Iqaluit. The intention was to 'spread the wealth' to communities that did not otherwise have the ability to participate in the wage-based economy.

Tourism

While Nunavut's tourism industry is small, the territorial government did produce, and has begun implementation of, a plan that includes support for the industry's development.

Overview of key government support programs and initiatives

Tamapta is the government's Strategic Plan to guide its development activity and programs over the next 10 years. The plan's 11 priorities are to:

1. Improve education and training outcomes
2. Reduce poverty
3. Connect communities
4. Increase housing options
5. Increase support for culture and the arts
6. Help those at risk in communities
7. Support community-based, sustainable economies
8. Address social concerns at their roots
9. Improve health through prevention
10. Enhance Nunavut's recognition in Canada and the world
11. Strengthen the public service

It is interesting to note that most of these priorities deal specifically with social and cultural development rather than economic development. It is the belief of the government that, first and foremost, the health and well-being of the population must be addressed, and that economic development will follow.

Other significant partnerships include:

- The Qulliq Energy Corporation(QEC)- runs an Apprenticeship Bootcamp which provides on-the-job training for power line technicians and other occupations employed within the Qulliq Energy Corporation.
- The Department of Education and the Operating Engineers Training Institute of Ontario (OETIO)- trains heavy equipment operators and haul truck drivers who are then immediately employed at Aginco-Eagle's Meadowbank gold mine.

Pressing Human Resource Issues

Nunavut is experiencing rapid population growth, with limited employment prospects for its residents and limited willingness among those residents to move out of their communities for work. The central issue for Nunavut is not whether economic or employment opportunities are coming, but whether Nunavut's population is ready for them. Education and training programs, private sector development, and support for entrepreneurship must be priorities if Nunavut expects to reap economic and social success over the next 2 decades.

Appendix 1

Aboriginal Skills and Employment Training Strategy (ASETS) Agreement Holders

Yukon

Aboriginal Labour Force Alliance
309B Wood Street
Whitehorse, Yukon, Y1A 5P7
(867) 456-4348

Council of Yukon First Nations
2166 2nd Avenue
Whitehorse, Yukon, Y1A 4P1
(867) 393-9200

Northwest Territories

Akaiitcho Territory Government
General Delivery
Fort Resolution, Northwest Territories, X0E 0M0
(867) 394-3313

Dehcho First Nations
P.O. Box 89
Fort Simpson, Northwest Territories, X0E 0N0
(867) 695-2610

Gwich'in Tribal Council
P.O. Box 1509
Inuvik, Northwest Territories, X0E 0T0
(867) 777-7929

Inuvialuit Regional Corporation
Bag Service #21
Inuvik, Northwest Territories, X0E 0T0
(867) 777-7021

Northwest Territory Métis Nation
P.O. Box 1508
Fort Smith, Northwest Territories, X0E 0P0
(867) 872-3630

Sahtu Dene Council
P.O. Box 155
Deline, Northwest Territories, X0E 0G0
(867) 589-4719

Tlicho Government
P.O. Box 41
Behchoko, Northwest Territories, X0E 0Y0
(867) 392-6381

Nunavut

Kakivak Association
P.O. Box 1419
Iqaluit, Nunavut, X0A 0H0
(800) 561-0911

Kitikmeot Economic Development Corporation
P.O. Box 1330
Cambridge Bay, Nunavut, X0B 0C0
(867) 938-2095, x224

Kivalliq Partners in Development
P.O. Box 709
Rankin Inlet, Nunavut, X0C 0G0
(888) 880-8809

Appendix 2

Government and Other Contacts

Aboriginal Skills and Employment Partnership (ASEP)
Aboriginal Affairs Directorate ASEP – Partnerships
140 Promenade du Portage, Phase IV
Gatineau, Quebec K1A 0J9
819-997-8677

Aurora College
P.O. Box 1290, Fort Smith, NT X0E 0P0
867-872-7000
www.auroracollege.nt.ca

Canadian Northern Economic Development Agency
Ottawa, ON K1A 0H4
800-567-9604
InfoNorth-InfoNord@CanNor.gc.ca

Indian and Northern Affairs Canada
Nunavut: 867-975-4500
Northwest Territories 867-669-2500
Yukon 867-667-3888
InfoPubs@ainc-inac.gc.ca

Industry, Tourism and Investment
Government of the Northwest Territories
P.O. Box 1320, Yellowknife, NT X1A 2L9
info@ITI.ca

Kivalliq Mine Training Society
41-4 Rocklin Building
P.O. Box 888, Rankin Inlet, NU X0C 0G0
kmts@qiniq.com
Executive Director: Kevin Bussey

Mine Training Society
5110 49th Street
Yellowknife, NT X1A 1P8
867-765-0445
mts@minetraining.ca

Northwest Territories Tourism
P.O. Box 610, Yellowknife, NT X1A 2N5
800-661-0788
info@spectacularnwt.com

Nunavut Arctic College
Head Office
P.O. Box 230, Arviat, NU X0C 0E0
867-857-8600
www.nac.nu.ca

Nunavut Economic Forum
867-975-4910
neforum@qiniq.com
Glenn Cousins – Executive Director

Nunavut Department of Economic Development & Transportation
Building 1104A Inuksugait Plaza
P.O. Box 1000, Stn. 1500
Iqaluit, NU X0A 0H0
888-975-5999
edt@gov.nu.ca

Nunavut Tourism
866-NUNAVUT (686-2888)
info@nunavuttourism.com

Yukon College
500 College Dr., Box 2799
Whitehorse, Yukon Y1A 5K4
867-668-8710
www.yukoncollege.yk.ca

Yukon Government
2071 Second Avenue
Whitehorse, Yukon Y1A 1B2
867-667-5811
information@gov.yk.ca

Yukon Mine Training Association
Suite 120 – 205 Black Street
Whitehorse, Yukon Y1A 2M8
867-633-6463
info@ymta.org

Yukon Tourism Education Council
Suite C – 202 Strickland St
Whitehorse, Yukon Y1A 2J8
867-667-4733

Yukon WorkinfoNET
c/o Yukon College, P.O. Box 2799
Whitehorse, Yukon Y1A 5K4
867-393-3874
Executive Director: Grant Bossenberry

Appendix 3

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