

SECTION I

# INTRODUCTION

## 1.1 EXECUTIVE SUMMARY

ICEDO 2020 is a Regional Opportunity Readiness Plan – a roadmap to guide the actions taken by the Inuvialuit Community Economic Development Organization (ICEDO) over the next five years.

Working with partners, ICEDO is committed to enhancing the ability of Inuvialuit stakeholders to participate in and benefit from economic opportunities in the Inuvialuit Settlement Region (ISR).

This document introduces the communities, sectors, opportunities and partners that are fundamental to the economic outlook of the ISR.

It then identifies key actions that will be undertaken by the Inuvialuit Community Economic Development Organization to promote regional readiness for economic opportunities, beginning in 2014/2015.

Through the implementation of these actions, ICEDO will be playing an important role to facilitate targeted skills development, business development and community development activities in the ISR – activities that are essential to foster sustainable economic development and ensure Inuvialuit businesses and communities are well positioned to maximize economic opportunities over the next five years.

## 1.2 ABOUT THIS DOCUMENT

This document will:

- Profile key sectors that contribute to the economy of the ISR;
- Identify current and emerging economic opportunities in each key sector;
- Present information about the nature of the economic opportunities;
- Identify what gaps and barriers to effective economic participation currently exist;
- Outline the actions needed to participate in the available economic opportunities;
- Identify the partners and linkages that will be integrated into the readiness and economic development effort.

This Regional Opportunity Readiness Plan focuses on:

- Maximizing economic opportunities that can be found in the ISR;
- A five-year planning horizon, beginning with the 2014/15 fiscal year and continuing to March 31, 2019.
- A small number of the most feasible opportunities and describes the activities needed to capitalize on the opportunities.
- Serving as a comprehensive road map for a sustained economic development effort.

Year to year continuity of a sustained effort is seen as a realistic means for obtaining value from the opportunity readiness investments. This Plan is regional in nature, with ICEDO leading regional economic initiatives and assisting community interests in developing capacity and implementing some of the larger local projects.

This Plan was developed with direction and input from:

- An Inuvialuit economic readiness planning group;
- A review of documentation related to economic development in the ISR, including community level economic plans;
- Consultations with a sample of individuals involved in different aspects of the ISR economy.

An Inuvialuit Economic Readiness Planning Group was established to guide the development of this Plan, and included:

- Jiri Raska, Project Director for the Inuvialuit CEDO;
- Denny Rogers, General Manager of the Inuvialuit Development Corporation and former Mayor of Inuvik;
- Peggy Jay, Director of Beneficiary and Community Relations;
- Bob Simpson, Acting Chief of Staff, Inuvialuit Regional Corporation;
- Bruce Knott, B.Comm. (Finance), CMA, a business consultant with 25 years advising commercial enterprises and government in Canada's three northern territories.

The planning process was informed by the economic development plans of the Inuvialuit communities. This regional-level Plan does not seek to duplicate the economic development plans of the communities, rather it will aim to complement existing strategies and promote synergies that capitalize on economic opportunities.

ICEDO 2020 was developed with support from the Canadian Northern Economic Development Agency under the Northern Aboriginal Economic Opportunities Program.

A list of consultations can be found in Annex B.

### 1.3 ICEDO AT A GLANCE

The Inuvialuit Community Economic Development Organization works to foster and facilitate community economic development in Inuvialuit Settlement Region.

Based at the Inuvialuit Corporate Centre in Inuvik, ICEDO's role is four-fold:

- ICEDO provides advisory management to Inuvialuit community-owned ventures;
- On selected opportunities, ICEDO is a potential equity partner for Inuvialuit community-based joint ventures;
- ICEDO facilitates study into the feasibility and viability of large-scale projects for Inuvialuit;
- ICEDO provides advisory, administrative and advocacy assistance to Inuvialuit businesses, organizations and individuals in their endeavours, including but not limited to management advice and assistance, identifying funding sources and regulatory compliance.

#### 1.4 READINESS PLAN OBJECTIVES

This Plan outlines current and emerging economic opportunities in key sectors and identifies actions that will enable ICEDO to achieve meaningful results over the next five years.

Overall, the objectives of this Plan are:

- To complement existing strategies (such as the NWT Economic Opportunities Strategy and Canada's Economic Action Plan)
- To enhance ICEDO's efforts to foster a stable economic development environment in the ISR;
- To establish a roadmap for effective and efficient front line program and service delivery that will support business development, skills development and community development in the ISR;
- To establish timelines and performance measures related to the development of local capacity and the ability of stakeholders in the ISR to capitalize on available economic opportunities;
- To promote meaningful partnerships that support regional readiness for economic opportunities.
- Enhance the foundation of information surrounding current and emerging economic opportunities in close proximity to ISR communities;
- Ensure communities and businesses are well informed, well positioned and well prepared to maximize benefits from major projects and regional diversification initiatives;
- Introduce a sustainable, collaborative and meaningful approach to help businesses and communities maximize the benefits that are expected to arise as a result of the identified opportunities.

### 1.5 PURPOSE

The purpose of an Opportunity Readiness Plan is to help prepare community/regional stakeholders for opportunities that arise from major projects and/or regional diversification initiatives.

ICEDO's Regional Opportunity Readiness Plan will serve as a multi-year opportunity-driven work plan for ICEDO that will set in motion important activities that contribute to the achievement of business development, skills development, employment and community development objectives in the region.

The keys to success for this plan include:

- An approach that recognizes the nature of economic opportunities in the Inuvialuit Settlement Region as well as the challenges faced by communities in the Canadian Arctic;
- The anticipation of working with multiple parties that share an interest in local economic participation;
- Looks to industry proponents and government as important collaborators in the economic development and readiness effort;
- Focuses on meaningful economic opportunities that are well-defined and have a realistic chance of yielding economic benefits.

## 1.6 READINESS PLAN PARTNERS

This Plan anticipates the involvement of the following partners:

- Inuvialuit CEDO as the party responsible for implementation of the Plan;
- The Inuvialuit Regional Corporation, as the organization responsible for the overall management of affairs under the Settlement as outlined in the Inuvialuit Final Agreement (IFA);
- The Canadian Northern Economic Development Agency (CanNor), as the agency responsible for the delivery of the Northern Aboriginal Economic Opportunities Program (NAEOP);
- The Government of the Northwest Territories (GNWT), Department of Industry, Tourism and Investment, as the department responsible for business development and economic diversification.
- Industry proponents and other regional economic development and investment stakeholders.

## 1.7 DEFINITIONS

**“Opportunities”** refers to the business development, skills development, employment and community development opportunities that arise as a result of major projects or regional diversification initiatives.

**“Readiness”** refers to the capacity of a community or region to maximize the benefits from a major project and/or regional diversification initiative.

Readiness includes the awareness and knowledge of an opportunity, decisions on how to participate in an opportunity, the development of the skills and capabilities to participate in an opportunity and the development of any commercial arrangements that may be necessary to participate.

**“Major Projects”** refers to mining projects, oil and gas production, pipelines, transportation infrastructure and other long-term industrial projects that will stimulate economic opportunities.

**“Regional Diversification Initiatives”** refers to initiatives that are regional in scope and contribute to the economic diversification of multiple communities.

**“Opportunity Readiness Plan”** refers to a step-by-step action plan that identifies how the proponent, in partnership with local, regional and/or territorial stakeholders, will work to help businesses and communities maximize economic opportunities.