

# Yellowknives Dene First Nation & City of Yellowknife Joint Economic Development Strategy



2020





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YELLOWKNIVES DENE FIRST NATION & THE CITY OF YELLOWKNIFE  
JOINT ECONOMIC DEVELOPMENT STRATEGY

**01**

# THE STRATEGY AT A GLANCE

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2020



CITY OF YELLOWKNIFE



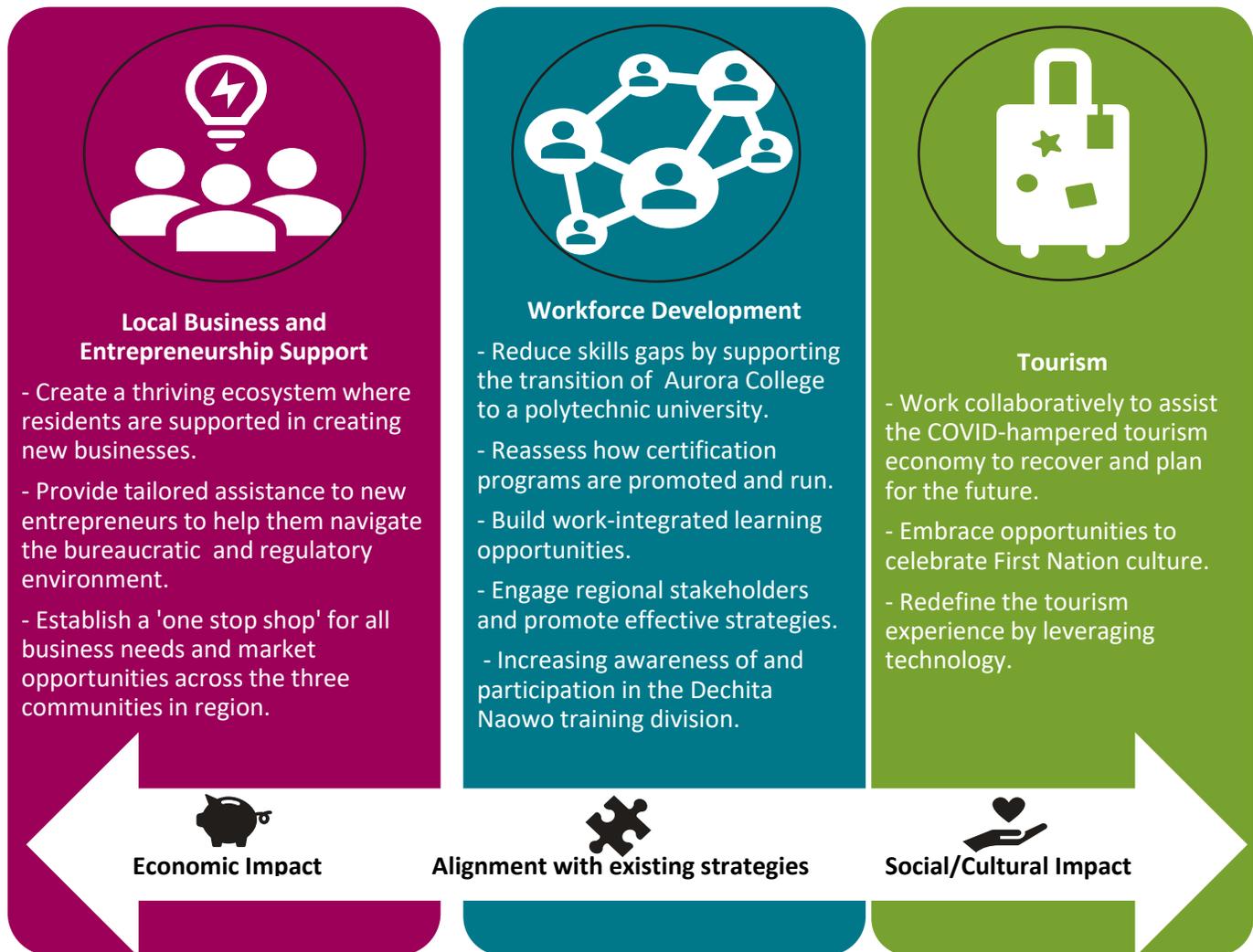


# 1. The Strategy at a Glance

Developing an inclusive economic development strategy that balances the priorities of reconciliation, sustainability and prosperity was a complex, yet exciting, undertaking. The world is currently in a state of unprecedented change, amidst the current COVID-19 pandemic when the Northwest Territories (NWT) was already facing added economic pressures like the slowdown within the mineral and mining sector. However, there is still ample opportunity for continued prosperity and growth for Yellowknives Dene First Nation and the City of Yellowknife.

This strategy aims to make the most of economic development efforts and ensure City and First Nation priorities are aligned, and benefits are felt by all members of the community. But more importantly, it seeks to celebrate the intangible benefits of partnership, of creating a foundation of friendship, trust and respect that will last long into the future. Figure 1 shows the three strategic directions and prioritized assessment criteria. For more detailed actions refer to Section 6.

Figure 1: Summary of Opportunity Areas





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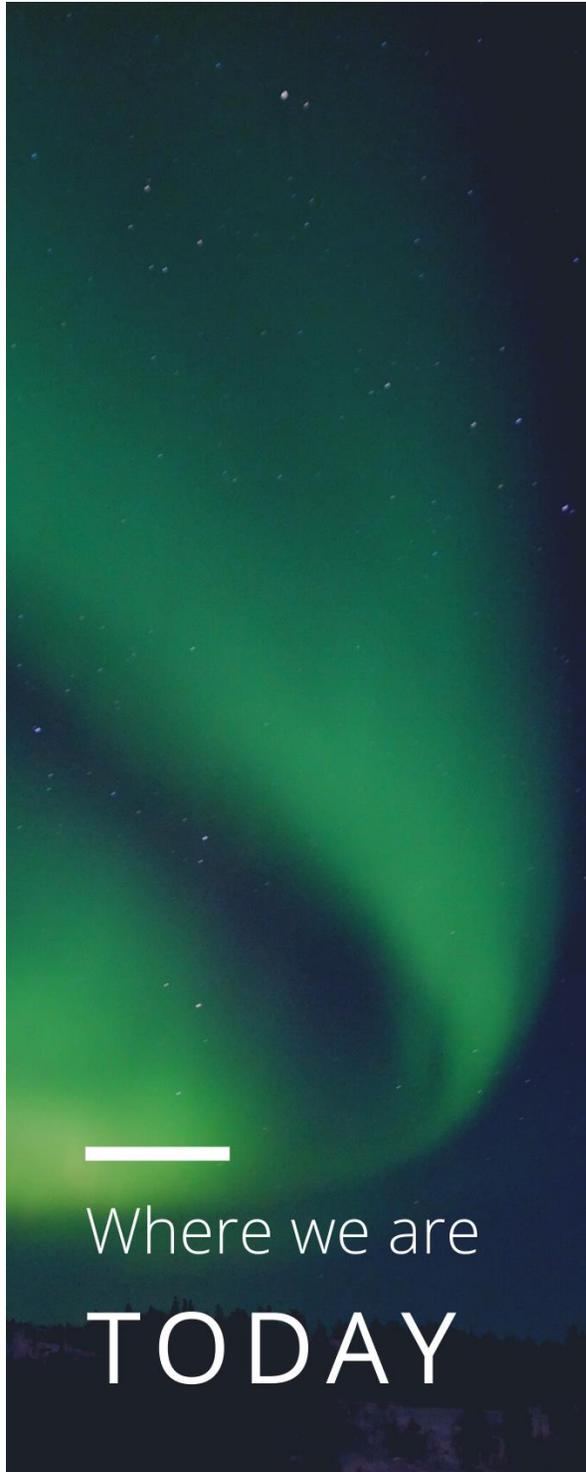
# INTRODUCTION

2020





## 2. Introduction



### Project Background

In December 2019, the Yellowknives Dene First Nation and the City of Yellowknife signed a Memorandum of Understanding<sup>1</sup> (MOU), which solidified the government-to-government relationship between the neighbouring communities. The memorandum acknowledges that Yellowknife is on Chief Drygeese Territory, the unceded lands of the Yellowknives Dene, the people who have been caretakers of this land since time immemorial. It outlines each government's commitment to reconciliation and a mutually beneficial relationship.

The MOU identified shared infrastructure and economic development as a mutual interest. In the past, the two communities have collaborated on projects on an ad hoc basis, with no formal relationship or strategy in place. This Joint Economic Development Strategy is intended to guide shared economic development interests and provide a framework for the partnership to move forward. It is also designed to support the people and businesses of Yellowknife, Dettah and Ndilo in their efforts to enhance future economic growth and prosperity.

Before this joint process, the Yellowknives Dene First Nation and the City each developed their own Economic Development Strategies. The City of Yellowknife Economic Development Strategy was approved in April 2020, and the Yellowknives Dene First Nation Economic Development Strategy is in its final stages of completion. These strategies were scanned for existing shared priorities and validated throughout stakeholder consultation for this project.

The following diagram (Figure 2) shows the identified economic development priorities of each community. Shared priorities are identified in the middle will form the basis of this strategy's directions.

<sup>1</sup> City of Yellowknife and Yellowknives Dene First Nation, [Memorandum of Understanding](#), December 2019.



Figure 2: Shared Economic Development Priorities



Yellowknives Dene First Nation and City of Yellowknife have expressed that they want to enhance economic prosperity to the region by developing a Joint Economic Development Strategy. The following is an excerpt from their application to the Canadian Northern Economic Development Agency, which funded the creation of this Strategy.



Through jointly developing a 5-year strategy, we anticipate there will be many potential benefits such as a stronger, united voice for engaging with industry and other levels of government; an increased ability to attract development funding from other levels of government; economies of scale savings through the sharing of capacity, knowledge and/or service delivery, to name a few. Furthermore, through the identification of mutual needs along with current and future opportunities, we anticipate that there will be an increase in opportunities for local business development and employment through job creation. For these reasons, the City of Yellowknife and the Yellowknives Dene First Nation recognize and understand that in today's competitive economy, we will be stronger together.





## Yellowknives Dene First Nation

The two core communities that make up the Yellowknives Dene First Nation are Dettah and Ndilo. They are located near Yellowknife on Great Slave Lake. Ndilo was established in the 1950s on Latham Island, 3.5 km from the city centre. Dettah, a traditional village and historic fishing camp, is located east of Ndilo on Yellowknife Bay and is accessed via a 27 km all-weather road or a 6.5 km ice road on Great Slave Lake during the winter. The First Nation has a membership base of roughly 1,500 people. Yellowknives Dene First Nation has a relatively young population, with 21% of all Dettah and Ndilo residents aged 30-49.<sup>2</sup>

The Yellowknives Dene are one of the peoples of the T' satsaot' ine , known for the pots, knives and tools they crafted from copper. The economy in Dettah and Ndilo was a traditional hunter, gather and barter system until only a few generations ago. Today, Yellowknives Dene First Nation benefits from the economic activity generated by their proximity to natural resources in the North Slave Region. The Det'on Cho Management LP, Yellowknives Dene First Nation's business development arm, either owns or is engaged in partnerships with 15 companies that serve local resource industries, including Diavik and DeBeers' Snap Lake mines. While the development corporation is a highly successful with annual gross revenues of \$50 million per year, the economy of Dettah and Ndilo lag behind Yellowknife. Evidence of this includes a lack of housing for members and a lack of retail presence.

Through stakeholder consultation, Yellowknives Dene First Nation members expressed that there is a widespread misunderstanding of their identity, culture, language and history. Many in the Yellowknife region mistake Yellowknives Dene peoples as descendants of Tłıchq peoples and the confusion around the Yellowknives Dene's identity persists. Yellowknives Dene First Nation has consistently identified a desire for their language and culture to be more accurately reflected by city residents and visitors.

The Yellowknives Dene First Nation's Vision and Mission Statement as written in its *Draft 2020 Economic Development Plan* is:

### Vision Statement

The Yellowknives Dene are a self-governing First Nation with a sustainable economy demonstrating traditional values, investing in strategic initiatives that generate wealth for all generations.

### Mission Statement

The Yellowknives Dene First Nation Council, Administration and Det'on Cho Management LP work in harmony towards generating the wealth and capacity of our First Nation to sustain the prosperity, employability and well-being of our members and institutions.

<sup>2</sup> MDB Insight, sourced from the Economic Base Analysis located within the Technical Report, Appendix D. The data is from Manifold Data Mining 2018, and the Statistics Canada; 2016 Census, 2011 NHS; and 2006 Census.



## City of Yellowknife

Yellowknife is the capital of the NWT, and it is located on the traditional territory of the Yellowknives Dene First Nation. It had an estimated population of 20,490 in 2018.<sup>3</sup> It is located on the northern shore of Great Slave Lake.

Yellowknife is a central regional hub with modern amenities. Its population comprises just under half (47%) of all people who live in the NWT. Before COVID-19, Yellowknife enjoyed a reasonably healthy economy: the mining industry, though in present decline, historically brought significant activity to the city, and the international tourism industry brought in considerable external revenue. Its current economic development strategy, finalized in April 2020, describes its economic health as such: "as of December 2019, Yellowknife posted a three-month rolling seasonally adjusted unemployment rate of 3.9% – markedly lower than the national rate of 5.6% and the rate of 13.8% for the remainder of the NWT." The city is home to a high proportion of well-educated families who earn some of Canada's highest average household incomes (the average family income in 2018 was \$178,182). Household expenditures are nearly 50% higher than the national household average. Yellowknife's population grew by 6.5% over the period 2011 to 2018, higher than the NWT average of 5.3% but lower than the national average of 11.3%. Yellowknife has a relatively young population compared to Canada (median age of 35.8, compared to 41.4).

As an important regional hub, it is a city with modern amenities and a young, educated workforce. Many of its workers are employed in public administration, mining and tourism, vital economic sectors for employment and business activity. Housing prices are an issue for the region, with a median value of a dwelling being \$520,421 in 2018, a 44.7% increase between 2011 and 2018.

The City of Yellowknife is dedicated to reconciliation with Indigenous peoples. On April 27, 2020, Council adopted the *City of Yellowknife Economic Development Strategy 2020-2024*. The purpose and objectives of this strategy are listed below.

### Purpose

To strengthen the economic base of the city and contribute to sustainable prosperity for residents and businesses.

### Objectives

Ensure that Yellowknife offers a positive customer service environment; Support small and emerging business; Promote Yellowknife as a bold and innovative city; Market Yellowknife to investors and residents; Understand the needs of business to help them prosper; and Regularly report on actions and achievements.

<sup>3</sup> MDB Insight, sourced from the Economic Base Analysis located within the Technical Report, Appendix D. All data is from Manifold Data Mining 2018, and the Statistics Canada; 2016 Census, 2011 NHS; and 2006 Census.



## City of Yellowknife and Yellowknives Dene First Nation Shared Vision Statement

In April of 2019, the City and First Nation were chosen to participate in an accelerated 2-year model of the First Nations – Municipal Community Economic Development Initiative (CEDI)'s Stronger Together Approach. CEDI is a national program that is co-delivered by Cando and Federation of Canadian Municipalities and aims to improve the economic prosperity of participating First Nations and adjacent municipalities through joint community economic development and planning initiatives.

As part of this ongoing partnership, CEDI Champions that consisted of senior staff and elected leadership from the City of Yellowknife and the Yellowknives Dene First Nation were appointed to the CEDI Working Group which held monthly meetings and bi-annual workshops with the main objective being: ongoing relationship building and developing a joint community economic development initiative.

As part of this process, the CEDI Working Group provided significant input into the development of this Joint Economic Development Strategy. The group also selected a shared vision statement and a partnership tagline (see below) based on the common themes, the draft vision statements and list of values that emerged from two workshop sessions.

### Shared Vision Statement

Three communities working in harmony towards a sustainable, healthy and prosperous future with mutual respect in the spirit of reconciliation, honouring connection to land and creator, stronger together.

### Shared Partnership Tagline

With the beat of the drum, three communities, one heart!



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JOINT ECONOMIC DEVELOPMENT STRATEGY

**03**

# SUMMARY OF MAJOR THEMES FROM ENGAGEMENT

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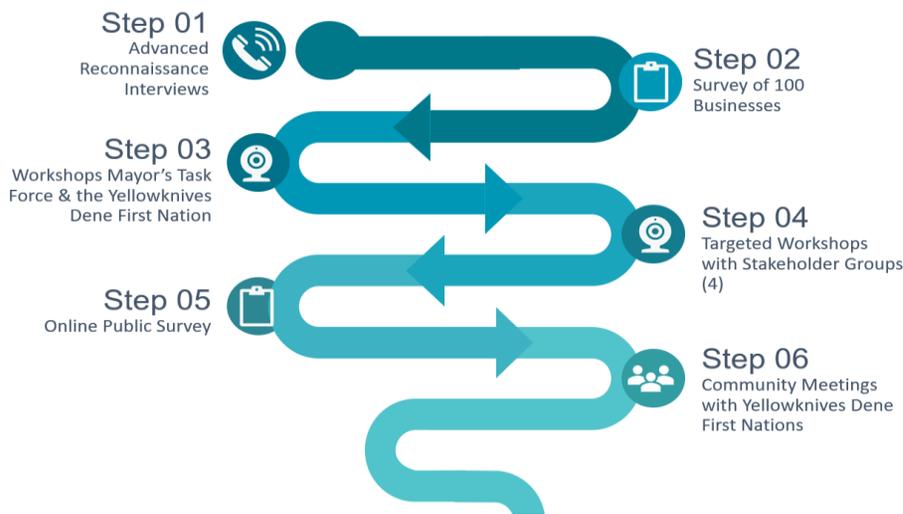




### 3. Summary of Major Themes from Engagement

The figure below outlines all of the stakeholder engagement activities conducted for the initial phase of the project. Results from these analyses, combined with the consultation efforts, inform the Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Assessment (see the following section), which sets the stage for action planning.

**Figure 3: Overview of Initial Engagement Activities**



#### Impact of COVID-19

As with all communities across Canada, the Yellowknife region has been significantly impacted by the global pandemic. Insights gained across the engagement process indicated that businesses are struggling to survive amidst stay-at-home orders and border closures. From a tourism perspective, Yellowknife felt the impacts of the pandemic earlier than other parts of Canada, due to its reliance on Chinese and East Asian visitors who were among the first locations to be impacted by COVID-19. Residents noted that pre-existing social issues (e.g., homelessness and poverty) seem to have been exacerbated by the pandemic with mental health issues on the rise.

Businesses were largely supportive of the Government of the Northwest Territories (GNWT) and local governments' handling of the pandemic. They felt the community has become stronger and closer together as a result. Results from the businesses survey<sup>4</sup> show 68% of businesses 'had to change how they delivered their products and services', 41% had to 'shorten their hours of operation' and 35% 'temporarily close their businesses'. Surveyed businesses also reported that after the pandemic, they were most likely to incorporate 'flexible working hours' (60%), 'restructuring/reorganizing' (50%) or 'remote working' (43%). These responses demonstrate that COVID-19, while disruptive, is a precursor for positive change in revamping how businesses approach their daily activities.

<sup>4</sup> See Technical Report, Appendix G for more information.



## Underlying Challenges in the NWT Economy

A recent report by Impact Economics<sup>5</sup> analyses underlying challenges present within the NWT economy. The report indicates growing acceptance throughout the NWT that the economy is in some degree of trouble but there is lingering hope in the form of mine expansions and other smaller mining projects. The document notes that when a "realistic [consideration of] scenarios 5, 10 and 15 years into the future [is conducted], even the best case represents an economic decline from where the territory is today." The report goes on to note that government spending has been a foundation of economic growth for the territory, and therefore if the region experiences population decline, it will result in a lower territorial tax base and reduced federal transfers – further exacerbating the challenge. With the report predicting a decline of 3,200 people over the next decade, this reliance on government spending is worrying. The report argues that the NWT has become "complacent knowing full well the challenges present in the economy [yet] it has only focused on short term solutions and taken time to act." To achieve meaningful change, the NWT and key localities (e.g., Yellowknives Dene First Nation and City of Yellowknife) must change their vision for the region and actively work together to diversify the economy. The report concludes by outlining numerous diversification opportunities such as power generation through renewables, developing small business and entrepreneurship, workforce development, and fishing and agriculture expansion. However, it stresses the region must act soon if it truly wishes to enact positive change.

## The relationship between the City and First Nation is strengthening

Participants during the virtual industry and community workshops felt that September 2017's UN Declaration on the Rights of Indigenous Peoples (UNDRIP) was a solid step forward in developing positive relations and a respect for Indigenous history and culture. PlaceSpeak Survey Results indicated a broad awareness of the MOU amongst residents. Over half of the respondents (52%) reported they are aware of the MOU. This joint economic development strategy is seen by many to help more formalize this relationship so both communities can prosper together while also highlighting the co-dependence the communities have on economic development activities.

## Importance of prioritizing relationship and trust-building ahead of economic development or political agendas

Stressed repeatedly throughout the stakeholder phone interviews and in-person sessions was the need to focus on relationship building between the City and First Nation instead of strictly focusing only on business. Yellowknives Dene First Nation members explained how trust, relationships and respect were fundamental components of their culture and value system. For this joint partnership to succeed, time needs to be spent on laying a solid foundation. As highlighted above, stakeholders and residents were positive towards this joint strategy and the work that has been done during previous years to bring members of all three communities closer together.

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<sup>5</sup> Impact Economics, [Investigation of the Underlying Challenges in the NWT Economy](#), June 2019



## Overall business satisfaction is high

Results from the business survey indicated that overall business satisfaction in Yellowknife is strong at 86%, with 35% very satisfied and 51% somewhat satisfied (see Figure 4).

Figure 4: Overall Business Satisfaction Levels (n=100 respondents)



Similarly, local operators' attitudes have been improving with 19%, indicating their level of satisfaction is more positive than 12 months ago, compared to 58%, indicating it had stayed the same or not changed. 23% indicated that their attitudes were more negative than the previous year (see Figure 5).

Figure 5: How has your attitude towards operating within the region changed over the Past 12 Months? (n=100 respondents)



## Stakeholders are most concerned with the availability of adequate housing, public transit services & skilled labour and unskilled labour

When businesses were asked to rate their satisfaction on 20 different factors affecting their business performance, only two of these factors had a satisfaction level of less than 50%. When considering what factors are statistically most likely to lead to improved business satisfaction, the top priorities are internet service, the availability of post-secondary programming that aligns with business needs, availability of skilled labour and availability of adequate housing. It was agreed that addressing these priorities through review, adaption, or sustained action is most likely to lead to higher business satisfaction.



**Figure 6: Business Survey – Derived Importance for Business Factors**

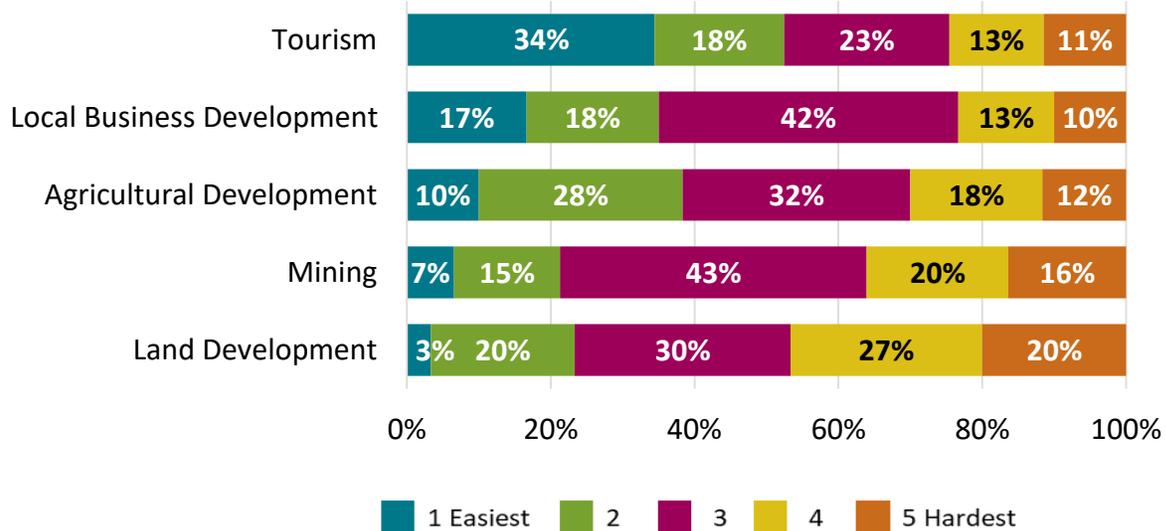
Variable	Level of Importance (out of 10)	Performance (out of 100%)	Priority Rank
Internet service	7.5	44%	1
Availability of post-secondary programming that aligns with business needs	6.3	44%	2
Availability of skilled labour	7.2	54%	3
Availability of adequate housing	7.5	60%	4
Availability of funding programs for business and property improvement	7.5	63%	5
Provincial roads and highways	7.2	64%	6
Availability of property for purchase or lease	6.4	64%	7
Development/building permit process	5.2	59%	8
Local roads and streets	6.8	70%	9
Cellular phone service	6.4	70%	10
Availability of unskilled labour	6.1	72%	11
Availability of appropriate work-related training	6.1	72%	12
Municipal property taxes	5.2	70%	13
Development charges and off-site levies	5.3	78%	14
Availability of health and medical services	6.8	86%	15
Water availability	8.3	94%	16

**Tourism and local business development has the highest potential for improving the local economy and easiest for joint collaboration**

When respondents rated the various economic development activities based on how difficult they expected it to be for the City of Yellowknife and Yellowknives Dene First Nation to work together, tourism and local business development were the most often rated as a 1 or 2 (easiest). Land development and mining were the priorities that were most often rated as a 4 or 5 (most difficult) (see Figure 7).

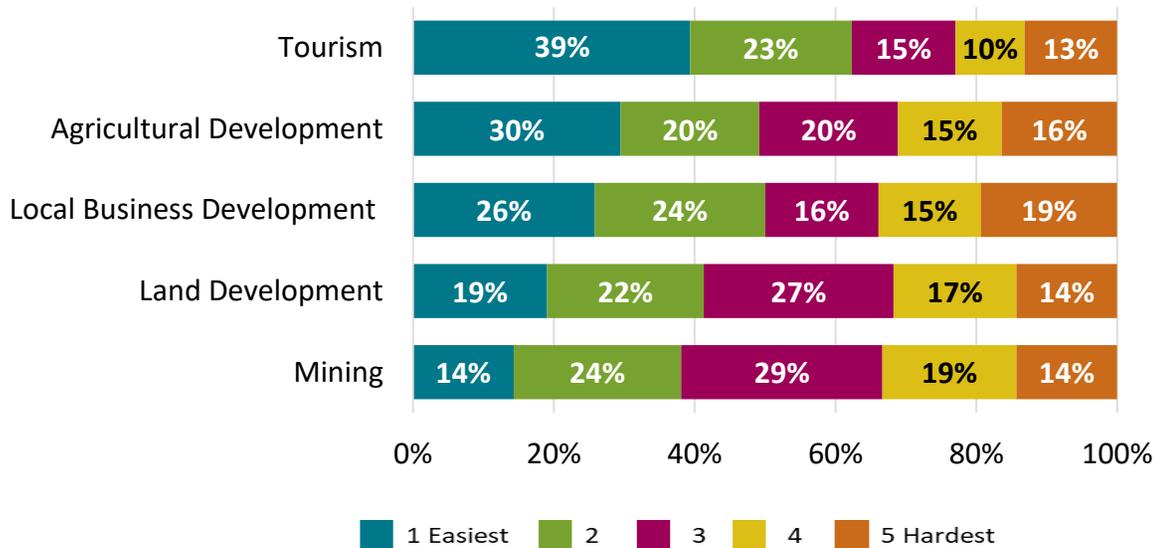


**Figure 7: On a scale of 1 to 5, with 1 being the easiest and 5 being the most difficult, how easy would it be for the City and First Nation to work together on each of the shared economic priorities? (n=68)**



Respondents also felt that tourism possesses the highest potential for improving the local economy as a joint initiative. Agricultural development and local business development were also seen as important opportunities. However, responses were divided for land development and mining, with substantial representation of responses in all parts of the spectrum from positive to negative.

**Figure 8: Which joint economic priorities have the highest potential for improving the local economy for Yellowknives Dene First Nation members and City of Yellowknife residents, in your opinion? Rank the priorities from 1 to 5, with 1 being the highest potential and 5 being the lowest potential. (n=68)**





## Need for economic diversification away from the mining and mineral sector and prioritizing achievable action items

While mining was noted to be a core pillar of the local economy, there was broad consensus that there is a need for economic diversification, particularly towards the tourism sector. This trend is noted in the statistics above. Stakeholders were also clear that both the City of Yellowknife and Yellowknives Dene First Nation have their economic development strategies that are relevant and should be incorporated. This joint strategy is an opportunity to focus on areas of overlap and areas where there is most likely progress being obtained. That is why opportunity areas such as land development, mining and housing were discounted, as stakeholders felt the probability of short-term success was limited. While these areas are important, making meaningful action towards addressing them is highly dependant on the finalization of the Akaitcho Land Claim Agreement, which could still be several years away.



I think local business and tourism opportunities are the strongest way to build an ENDURING shared economic development. I recognize that mining, land development and other resource are likely most profitable. But they don't include community members at all levels, and they don't have the same opportunity for many community members to develop lasting and proud ownership over partner businesses. I also think land and resource development will nearly always be much more contentious in nature and have opposition, and possible unintended long-term negative consequences in terms of relationship building, trust, and environmentally.

– PlaceSpeak Survey Respondent



## Greater training and development needed for the local workforce

Skills and development training to support the local workforce was another important theme throughout the consultation process. Stakeholders outlined a desire to collaborate with the local college and its plans of developing a polytechnic university, alongside the government to establish more streamlined training courses to help local youth finish high school and enter into post-secondary training. Skilled trades courses that service the local mining sector or construction industry was highlighted by industry as in need of more local talent. Ongoing support and training for Yellowknives Dene First Nation members entering the workforce is also needed to help them adapt to their new role and ensure they feel comfortable in the organization.

Findings from the business survey also supported these insights. The derived importance rankings, as displayed in Figure 9, show which local factors have the largest influence on businesses' level of



confidence in their ability to adapt to/be resilient when facing disasters and pandemics. As shown in the table below, businesses were least satisfied with 'webinars, workshops or training opportunities put on by the local government' and need more 'timely information regarding available, local funding programs from the local government.' After the pandemic, 46% of businesses plan on implementing 'reskilling or upskilling employees on new ways of working.' Overall, this indicates that training and support to help develop local talent and supporting the entrepreneur community navigate the regulatory environment, is critical.

**Figure 9: Business Survey – Derived Importance for Resilience (n=100 respondents)**

Variable	Level of Importance (Out of 10)	Performance (Out of 100%)	Priority Rank
I have benefitted from webinars, workshops or training opportunities put on by the local government for post-COVID recovery	5.8	32%	1
I have benefitted from timely information regarding available, local funding programs from the local government	7.4	54%	2
The local government has been flexible with their taxation to help businesses recover	6.4	53%	3
The local government has been flexible with their regulations and policies to help businesses recover	7.7	65%	4
I have all the information I need regarding the COVID 19 business recovery programs from federal/provincial governments.	7.7	80%	5
I feel confident in my ability to access to enough capital	6.2	83%	6
I feel confident in my ability to use technology to adapt to the post-COVID business practices/environment	7.0	90%	7
I feel confident in my ability to re-orient my business model	6.5	91%	8
I am confident we will have access to sufficient numbers of staff	6.2	91%	9
I am confident in the policies/ processes I need to put into place to ensure physical distancing	8.3	96%	10
I am confident in our ability to train our staff for the new business model	6.7	96%	11
I am confident in our ability to clean or sanitize appropriately	6.2	96%	12



YELLOWKNIVES DENE FIRST NATION & THE CITY OF YELLOWKNIFE  
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# 04

# ECONOMIC BASE ANALYSIS SUMMARY

2020



CITY OF YELLOWKNIFE





## 4. Economic Base Analysis Key Highlights

An economic base analysis was also conducted to understand the socio-economic, labour force and industry composition in the city and First Nation communities. The image below presents highlights from this analysis.

There is a need to **strengthen the availability of Yellowknives Dene First Nation data** as there is little currently gathered.



Access to relevant, timely, comparable and good quality data **is critical in supporting Yellowknives Dene First Nation leaders make better decisions**, monitor progress, and report on results to residents.

Yellowknife's population increased from **18,700** to **20,490** from 2006-2018. This increase represents a growth rate of **6.5%**, which is slightly higher than the Northwest Territories **5.3%** yet lower than Canada at **11.3%**.



Dettah and Ndilo reported a combined population of **553** people according to the NWT Bureau of Statistics (May 2020).

The median value of dwelling in Yellowknife was **\$520,421** in 2018, **30%** more than Canada. Housing prices have increased by **45%** from 2011 to 2018.



The median monthly shelter costs in Yellowknife was **\$1,683** in 2016, **\$774** more than the Canadian median.

Average total expenditure in Yellowknife is **\$46,702** higher than across Canada. Total median income in Yellowknife is **38%** higher than that of the NWT and **139%** higher than Canada. Household income also increased by **44%** over the 2010 to 2018.



The average household in Yellowknife spends **\$11,690** per year on food, which is **\$3,163** more than the average Canadian household.

Source: Manifold Data Mining 2018 | Statistics Canada 2016 Census, | 2011 NHS; 2006 Census | NWT Bureau of Statistics 2020 | NWT Bureau of Statistics 2017.



YELLOWKNIVES DENE FIRST NATION & THE CITY OF YELLOWKNIFE  
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**05**

# SOARR ASSESSMENT

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2020



CITY OF YELLOWKNIFE

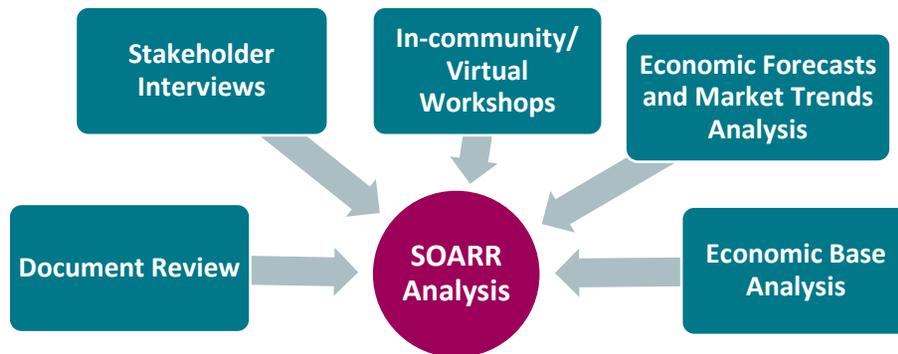




## 5. SOARR Assessment

A Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Assessment is a model for reflecting on strategic planning. It is a forward-looking model, taking elements of what would traditionally be affiliated with a Strengths Weaknesses, Opportunities and Threats (SWOT) analysis. It then uses insights gained through stakeholder consultations to inform what is desired for the future and how to determine when our aspirations have been met (see Figure 10).

Figure 10: Data Points that Influence SOARR Assessment



The concepts underpinning the SOARR model are outlined in the figure below. The SOARR Assessment is used in conjunction with the rest of the content of this Background Report. In essence, it represents a summary of all the important learnings uncovered to date so that some preliminary directions can be explored for the Joint Economic Development Strategy.

Figure 11: Key Considerations for a SOARR Analysis






## STRENGTHS

What can we build on?  What are we doing well?  
What key achievements are we most proud of?



**Natural Beauty** – The region has plenty of natural resources for outdoor recreation opportunities and tourism promotion.

**Great Slave Lake** – Great Slave Lake is both a tourism destination with fishing and boating opportunities and holds the potential for commercial fishing expansion.

**Natural Resources (Mining)** – Mining is a core strength of the region but has experienced a downturn over the past 10 years and has been hit hard with COVID-19. However, there are still opportunities for exploration and development over the long term.

**Government Employment** – The region is a hub for government jobs. These are generally stable and well-paying.



**Tourism Sector** – Before the impact of COVID-19 on the domestic and international visitor market, Yellowknife was a hub for tourism and had been experiencing considerable growth. In 2018-19 both the Northwest Territories and the Yukon recorded record visitor numbers, with the GNWT generating \$210 million in visitor spending. Within Yellowknife, statistics on the arrival of visitors to Yellowknife Airport showed that over six years, visitor numbers increased by 81% (52,392 people), totalling 117,030 in the 2018-19 fiscal year.

**Sense of Community** – Throughout the engagement, people from across the region highlighted the robust sense of community as a strength.

**Cultural History and Diversity** – Yellowknives Dene First Nation has a rich history and culture and can bring to the table new perspectives that should be utilized within this partnership.



**Demographics** – Yellowknives Dene First Nation has a young population looking for work. Better leveraging and developing talent locally, partially within Yellowknives Dene First Nation, is essential to ensuring the region has the labour force to support economic development activities.

**Aurora College** – The presence of Aurora College is significant for workforce development opportunities for the region. Further, its planned transition into a polytechnic university can transform workforce development activities within the region.



## OPPORTUNITIES

What are our best possible future opportunities?



What changes in demand do we expect to see in the future?

What external forces or trends may positively affect development?



**Settlement of Land Claim** – Resolving the Akaitcho land claim proceedings is significant. It will allow Yellowknives Dene First Nation to utilize and develop lands and work in partnership with the City on joint economic development initiatives. However, the exact finalization date is in constant flux and difficult to plan around.



**Government-to-Government Relationship Building** – Major strides have been made in the relationship between Yellowknives Dene First Nation and City of Yellowknife. Continuing this relationship will create more opportunities to work together for mutual benefit.



**Affordable and Suitable Housing** – The creation of affordable housing options for city residents and First Nation members was repeatedly highlighted as an important issue and is supported by background research. The City and First Nation could jointly apply for the National Housing Co-investment Fund to develop affordable housing.

- About 20% of households in Yellowknife experience unaffordable, inadequate, or not suitable housing.
- The pace of construction for purpose-built rental units is not keeping pace with the demand.
- Yellowknife tenants pay one of the highest average rents in Canada.
- Yellowknives Dene First Nation members sometimes experience barriers to accessing suitable housing in Dettah and Ndilo and are forced to move into Yellowknife, which can affect disconnection from their community. A better understanding of suitable housing options for members may be required.
- The Yellowknife Community Plan and Background report identified housing opportunities, including:
  - i) Incentivizing lot-splitting,
  - ii) Encouraging mixed-use development,
  - iii) Allowing more density in downtown and surrounding neighbourhoods and;
  - iv) Relaxing parking restrictions.
- The City and First Nation could explore co-developing land (i.e. installing infrastructure to make those lands investment-ready). However, marketing that land to developers could be unattractive for private developers in the short-term due to legal uncertainty, complex ownership, zoning complexity and a challenging downtown real estate market.



**Continued tourism development** – was repeated consistently with notable opportunities, including:

- Opportunity to developing tourism centred around mining (e.g., exploring the twinkle underground and sparkle in the sky). Some work has been explored this sector by Rio Tinto, but more support could be provided.
- Establish greater collaboration between the City and First Nation to promote indigenous cultural tourism. Cultural tourism must be authentic and should tell Yellowknives Dene First Nation member's own stories. Actions could include updating displays at Yellowknife Airport to better reflect Yellowknives Dene First Nation culture.
- Greater management of unregulated hotel accommodation (e.g., Airbnb) to ensure sustainable tourism is achieved over the long term. There has been talk of a hotel levy or municipal accommodation tax that would create revenue dedicated towards destination marketing activities.
- Development of tourism operators' service skills and knowledge (e.g., increased training on local history and Yellowknives Dene First Nation culture).
- Development of a visitor information centre in Dettah or Ndilo, a small arts and crafts retail outlet in Yellowknife, and multi-lingual wayfinding signage.
- Positioning Yellowknife as a business conference destination, particularly around the mining sector.
- Improved data collection on tourism numbers, Yellowknives Dene First Nation community demographics, labour force participation and business strengths.
- Creating tourism brand recognition for the Yellowknife region that has cohesion across all spheres of tourism branding, resident attraction branding and investment attraction.



**Enhance Local Training Opportunities** –There is a significant talent shortage in many sectors that could be filled by local talent if better training opportunities are provided. These must also be tailored to Yellowknives Dene First Nation community needs.

- Currently, the attainment of post-secondary education and specialized skills amongst Yellowknives Dene First Nation members is low. This low rate is a barrier to accessing higher-wage employment in local industries.
- Improve local employment attraction and retention to increase Yellowknives Dene First Nation labour force participation.
- Respect traditional and cultural values in learning, skill development and employment programs.
- Jointly advocate for a polytechnic university and ensure Indigenous student inclusion is at the forefront of programming.



**Marina Development** – The development of a marina on Great Slave Lake could be an opportunity for Yellowknives Dene First Nation to generate revenue.



**Supporting Small and Emerging Businesses** – Increasing entrepreneurship opportunities and joint initiatives is important for long term sustainability. Potential initiatives could include:

- Jointly managed small business incubator
- Development of business skills and capacity among First Nation members and city residents



**Reducing Social Issues and Poverty** – An opportunity for the region is reducing social issues (e.g., drug and alcohol abuse and homelessness). More support structures were highlighted as being important as well as understanding the roots of the issue. Poverty and homelessness were the biggest social issue identified by city residents in the 2017 citizen survey. Yellowknife's 10 Year Plan to End Homelessness 2017 seeks to address this by focusing on leadership, coordination, reconciliation and healing.



**Downtown Revitalization** - downtown has a perception of being unsafe and not visually appealing to visitors. Conducting a downtown revitalization project that collaborates with Yellowknives Dene First Nation members could be explored. Supporting a sense of inclusion in downtown Yellowknife among Yellowknives Dene First Nation members could be facilitated by tactical urbanism activities. For example, an interactive installation could support the visibility of Yellowknives Dene First Nation culture in downtown.<sup>6</sup>



**Agriculture/Food Security** – Food security was highlighted as a challenge for all northern communities. There is an opportunity to look at vertical farming/greenhouse development that leverages local educational institutions to create a reliable, affordable food supply in northern communities. The Yellowknife Food and Agriculture Strategy identifies the following opportunities:

- Development of business skills and capacity among First Nation members and Yellowknife residents.
- Growing connections to land, histories, culture and people, enhance access to urban agriculture basics.
- Commercial agriculture and commercial fisheries could be major economic drivers through export activities.
- Increasing participation in the farmers' market by both city and First Nation residents could be a joint initiative.

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<sup>6</sup> See City of Lethbridge '[Oki](#)' sign



**Polytechnic University** – The GNWT has released a discussion paper proposing transforming Aurora College into a polytechnic university with specialization areas within skilled trades and technology; mineral resource and environmental management; business and leadership; and health, education and community services. This development presents many opportunities for Yellowknives Dene First Nation and City of Yellowknife to influence workforce development priorities.



**First Nations Language Hub** – There is an opportunity to expand on existing first nation language programming to develop a language education and conservation hub. This has the potential to attract language students domestically and internationally and help preserve and celebrate Yellowknives Dene First Nation culture.



**Airport Development** – Directed through the GNWT, so opportunities include advocating for border services at the Yellowknife airport; leveraging the airport as a hub for transportation for mines in other northern communities (e.g., Nunavut), increasing domestic flight routes and frequency to Yellowknife for tourism purposes, and promoting development in support of aviation, logistics and commercial opportunities. Opportunities are also evident in airport branding, including increasing First Nation presence at the airport and advocating for the airport to waive advertising fees, installing City of Yellowknife, Yellowknives Dene First Nation and NWT flags at the arrival gate, and signalling to visitors that they are arriving at Chief Drygeese Territory.



**Reduce Shipping Costs** – Shipping impacts high food prices as there is limited demand on the return leg of the journey (Yellowknife south). One opportunity is to create a centralized system to identify all shipments in the region so transportation companies can more easily acquire loads and reduce costs.



**Deconstruction Instead of Demolition** – Changing legislation to limit demolition of houses with focus placed instead of deconstruction and salvation of raw materials. These raw materials could then be used in other construction or art projects instead of simply being waste.

**Renewable Energy** – Continue implementing the City of Yellowknife's Energy Action Plan by increasing renewable energy usage and working towards a carbon-neutral, zero-waste city with reduced greenhouse gas emissions.



**Indigenous Procurement Policies** – The Det'on Cho Management LP has occasionally lost out on government contracts to either external or non-indigenous proponents. Advocating for better Indigenous procurement policies may ensure that economic benefit from projects in the region is contained as locally as possible.



**Shared Economic Development Resources** – The City and First Nation could work together to share either a staff person or other types of resources to deliver joint economic development activities. A possibility would be a shared grant writer to leverage funding programs available to only one of the two communities.



## ASPIRATIONS

What do we care deeply about achieving?



What are we deeply passionate about?

What difference do we hope to make for businesses, residents, and institutions?



**Continued relationship building** - To form a resilient, sustainable partnership.

**Business attraction and investment** - Are critical to the future.

**Shared authority** – Governance structures and frameworks are aligned to make more effective joint decisions.



**Improved social wellbeing** – Benefits all residents and helps attract businesses.

**Economic Recovery** – the region must survive the downturn in the mining and tourism sectors while growing other industries (e.g., agriculture).



**Vibrancy in Downtown Yellowknife, Dettah and Ndilo** – with new retail spaces in each community, and arts and culture. Destination businesses in Dettah and Ndilo for city residents and tourists to visit.

**Training and Development Support** – with a large portion of Yellowknives Dene First Nation youth finishing high school and entering meaningful employment.



**Reduced Poverty, Social Issues and more Affordable Housing** – Greater support provided to those with wellness issues across the city and First Nation, and suitable and affordable housing accessible to all.



**Widespread Recognition of Yellowknives Dene First Nation Culture in Yellowknife** – City residents and tourists recognize Yellowknives Dene First Nation as the first peoples of the area and have a basic understanding of their culture.

**Leading Tourism Growth** – Yellowknife, Dettah and Ndilo are collectively known as a tourism destination that offers products and experiences that leverage the area's natural assets, unique culture and mining history.



**Vision Statements** – *"Yellowknife is a welcoming, inclusive and prosperous community with a strong sense of pride in our unique history, culture and natural beauty."* & *"The Yellowknives Dene are a self-governing First Nation with a sustainable economy demonstrating traditional values, investing in strategic initiatives that generate wealth for all generations".*



**RISKS**  
 How will we recognize and mitigate or eliminate potential risks?  What are the key goals we would like to accomplish in order to achieve these results?

- 

**Failure to Maintain Partnership** – Without a strong governance model for this partnership, joint initiatives may fall flat.
- 

**Slow COVID-19 Recovery** – forcing many people to leave Yellowknife and the region due to a lack of job opportunities. The economy enters a decline.
- 

**Unsustainable Tourism Industry** – Tourism rebounds too slowly and is not a sustainable contributor to the economy.
- 

**A Vulnerable Local Economy** – Without action to create increased regional self-sufficiency, the local economy will be vulnerable to external shocks as the COVID-19 pandemic has highlighted.
- 

**Not transitioning to the knowledge-based economy**– Failure to invest in talent could harm the region's ability to expand and diversify.

**RESULTS**  
 How will we know we are succeeding?  What are the key goals we would like to accomplish in order to achieve these results?

- 

**Education and Training** – Resources have led to a substantial increase in local employment and a robust talent pool.
- 

**Supply of Affordable Housing** – Residents of Yellowknife and Yellowknives Dene First Nation members have access to suitable housing.
- 

**A Mutually Beneficial Working Partnership** – The City and First Nation have many joint initiatives to point to where they have successfully partnered and seen success.
- 

**Sustainable Tourism and a Growing Mining Sector** – Both of these mainstay sectors create jobs and opportunities for the region.



YELLOWKNIVES DENE FIRST NATION & THE CITY OF YELLOWKNIFE  
JOINT ECONOMIC DEVELOPMENT STRATEGY

# 06

# PRIORITISING ECONOMIC DEVELOPMENT INITIATIVES

2020



CITY OF YELLOWKNIFE



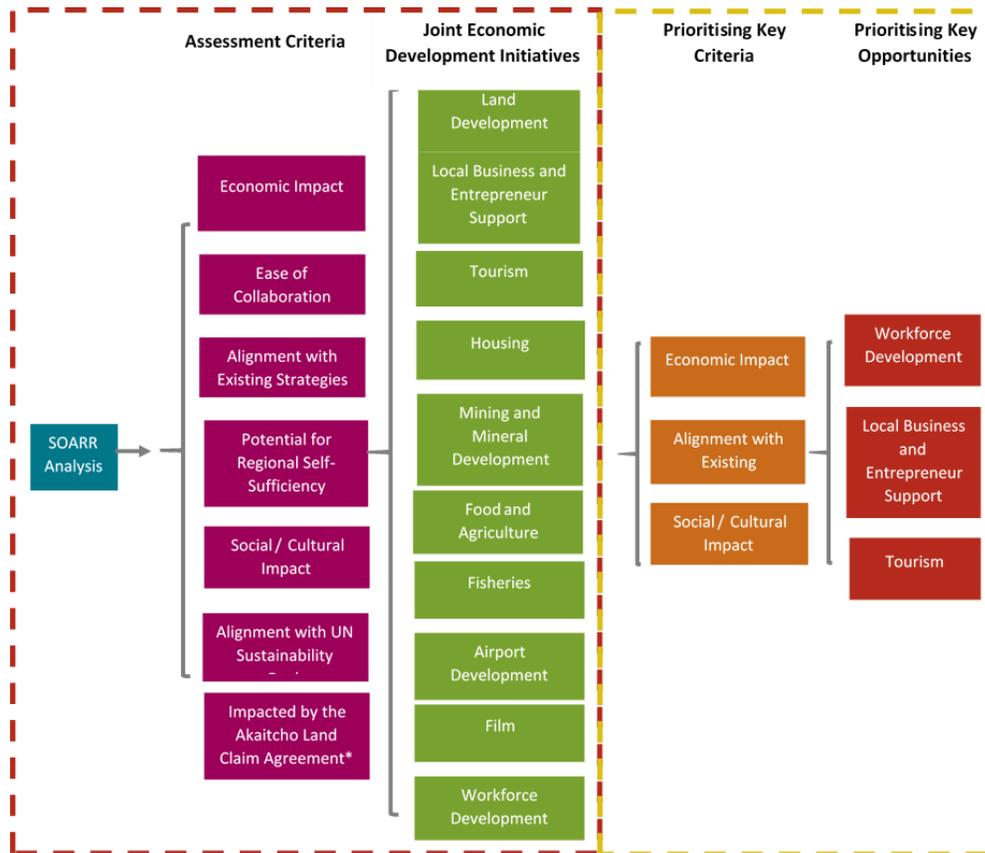


## 6. Prioritizing Economic Development Initiatives

Following all engagement and research phases of the Strategy, ten opportunity areas for economic development were identified. Those can be found in the middle column in Figure 12, with a more detailed assessment of each opportunity from an earlier stage of the process is available in the accompanying Technical Report. That list of ten was exhaustive and included all opportunities that were identified between each organization’s economic development strategy and a few others that were discussed during consultation.

The ten opportunities and five assessment criteria were used to prioritize and narrow the opportunities through a full-day workshop. That workshop was hosted by the consulting team along with CEDI representatives. Figure 12 provides an overview of the assessment criteria used, economic development initiatives analyzed, then prioritized criteria and final opportunities that were identified by participants.

**Figure 12: Key Criteria and Opportunity Selection Process**



\*Note: The seventh assessment criteria was added during the workshop. Despite this, due to the unknown and lengthy timeline of the agreement, Yellowknives Dene First Nation and City representatives felt that relying on the land claim settlement before starting work on actions would be too risky.



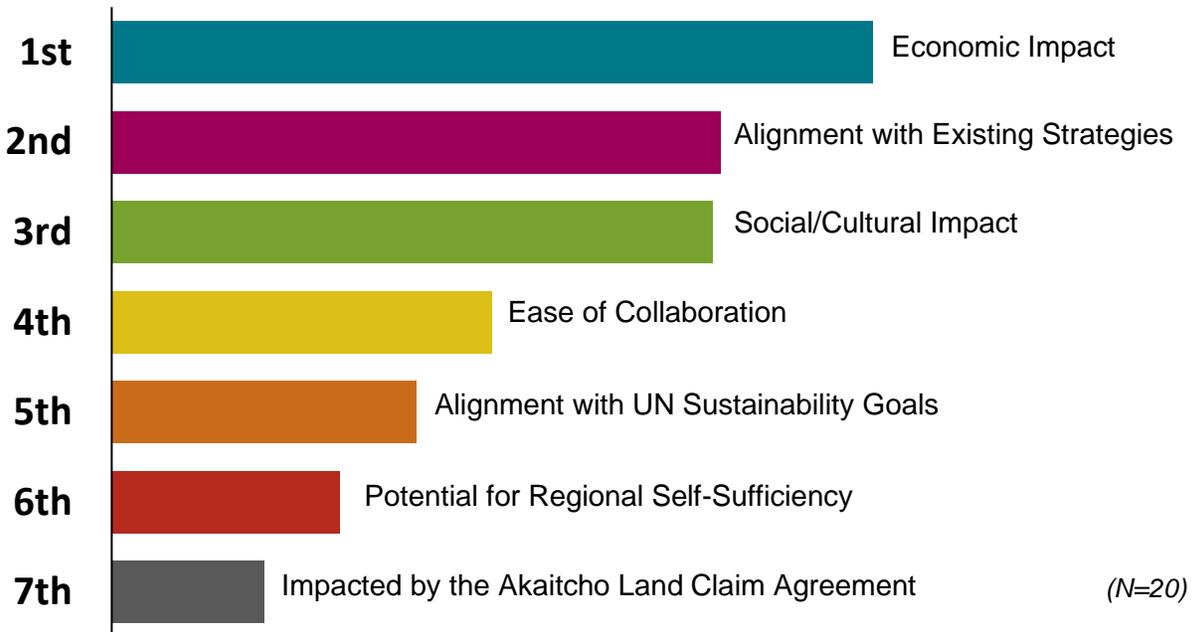
### Notable Themes from the Session

- To build healthy communities through constructive dialogue.
- Importance of acceptance, respect and trust.
- Recognizing Yellowknives Dene First Nation culture, language and heritage and their connection to the land.
- Importance of building friendship first before focusing on business opportunities.
- Notion of mutual benefit and being stronger together. Putting aside differences to focus on creating a better future.

### Prioritizing of Key Criteria

During the workshop, the consulting team presented the list of 10 joint economic development opportunities. After some group discussion, each individual ranked the criteria using their mobile phones through Mentimeter, an interactive presentation software.<sup>7</sup> This allowed the participants to see in real time which assessment criteria the group believed to be most important.

**Figure 13: What are the (3) most important assessment criteria?**



<sup>7</sup> [Mentimeter 2020](#)



## Insights and Takeaways

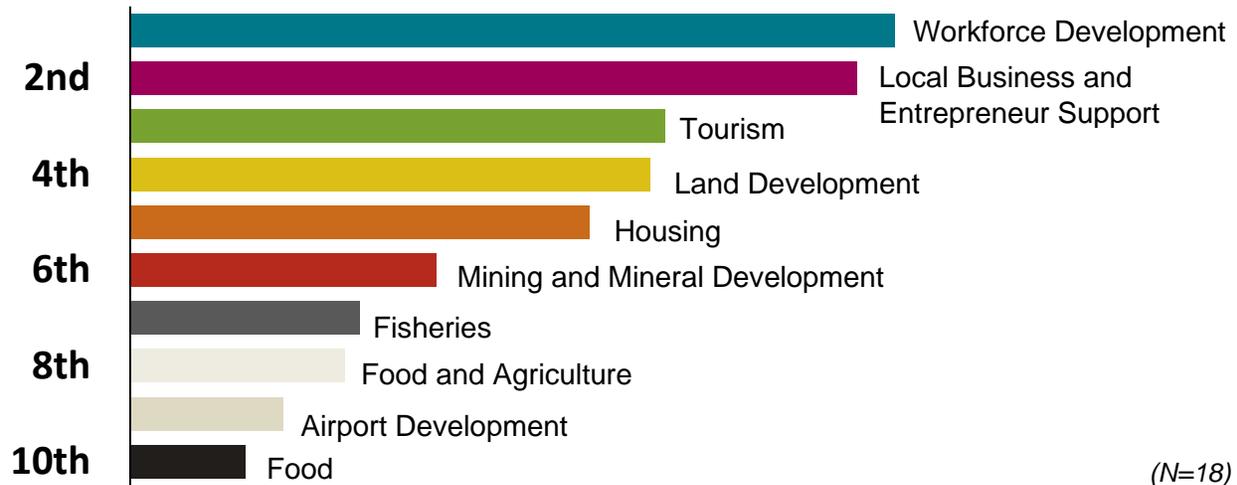
- **Inclusion of a seventh criteria: Akaitcho Land Claim Agreement** – The most significant discussion point was the importance of recognizing the impact the Akaitcho Land Claim agreement will have on the Yellowknives Dene First Nation and the City of Yellowknife's ability to implement tactics. Participants felt that this joint strategy should not rely on the agreement being finalised as there is no certainty as to when this will happen. It is better of to focus time, effort and money into more action-oriented opportunities that can occur within the short term and is within stakeholders' sphere of control.
  - Note, while this criteria ranked last on the Mentimeter results, this was because some participants had voted early before the criteria had been added. After consultation it was decided not to complete the voting again as voters may be biased after seeing the live results. Rather, additional weighting to this criteria was incorporated into the strategy.
- **Recognizing social/cultural impact is as important, if not more important, than economic impact** – participants were adamant that economic impact – while important – should not be the only priority. The ultimate goal of this joint strategy is to establish a long-lasting partnership that brings both cultures together and continues to process of reconciliation. Each communities' individual economic strategies can highlight more dollar orientated opportunities.
- **Building on what has come before instead of reinventing the wheel** – The need to leverage pre-existing strategies from the City of Yellowknife and Yellowknives Dene First Nation and looking for the areas of thematic overlap as opportunity areas as heavily discussed. There is no use replicating work as there is a finite limit on internal resources.
- **Managing the GNWT and Prioritizing actions that are within local control** – Lots of commentary was made around how the GNWT seldom shares control and is very difficult to deal with. While joint lobbying efforts are advised, this strategy should focus on opportunity and action items that can be easily controlled by local stakeholders.

## Prioritizing the 10 Opportunities and Reflection on Action Items

As part of the last workshop session, participants were asked to identify which economic development opportunities should be prioritized based on the three previously selected assessment criteria: (1) Economic Impact, (2) Alignment with Existing Strategies, (3) Social/Cultural Impact. As before, members discussed the pros and cons of each opportunity within small groups for 20 minutes before accessing Mentimeter and ranking the opportunities in real time (see Figure 14). The top three rankings were moved ahead for the development of action plans.



Figure 14: Which economic development opportunities will have the most positive impact on the key criteria?



### Insights and Takeaways

- **Diversification needed from the mining sector** – There was broad consensus that the volatility of the mining sector means that effort should be placed in exploring new economic areas (e.g. tourism).
- **Land development** – Again, while important, any joint initiatives associated with it should only occur upon finalization of the Akaitcho Land Claim Agreement. These initiatives may be prioritized in a future Joint Economic Development Strategy.
- **Need to educate locally and increase mentorship/work experience programs** – Stakeholders all agreed that increasing talent retention through businesses and post-secondary collaborations is critical to overcoming the skilled talent shortage. Furthermore, it was recognized the significant flow-on effects improving education has on all of the identified economic opportunity areas.
- **Need to share wins and local good news stories** – More work should be done celebrating all that has been accomplished under this partnership and via other partners within the region. This will help with Business Expansion & Retention efforts (BR&E).
- **Need to help businesses navigate the complex regulatory environment** – It was acknowledged that there are number of supports within the NWT but that many entrepreneurs and small business owners get overwhelmed and unsure where to begin. This is especially relevant to Yellowknives Dene First Nation representatives who are less likely to use online sources.
- **Integrating tourism experiences** – Yellowknives Dene First Nation offers so much potential in terms of cultural tourism which is not being leveraged and has the potential to redefine the tourism landscape.
- **Underlining the importance of celebrating culture and educating on friendship** – Stakeholders felt that extending First Nation/City collaboration more broadly to the community is important if this strategy and partnership is going to be successful over the long-term.



YELLOWKNIVES DENE FIRST NATION & THE CITY OF YELLOWKNIFE  
JOINT ECONOMIC DEVELOPMENT STRATEGY

# 07 ACTION PLAN



2020



CITY OF YELLOWKNIFE





## 7. Critical Path

### Expand the MOU to Reflect a Shared Employee – Business Development/Economic Diversification Service

The actions contained in this Joint Economic Development Strategy are deserving of dedicated resources. In an ideal situation, the First Nation and the City would be able to allocate funding to a shared Business Development Officer. This person could work out of each of the communities when needed. That said, it is recognized that funding, capacity and collective agreements may complicate this process. Therefore, it is recommended that:

#### **The City and First Nation expand their MOU to include a shared service dedicated to economic and business development efforts.**

- The Business Development/Economic Diversification service would officially include an employee (or employees) who can be administered through either the administration of the City of Yellowknife, Yellowknives Dene First Nation or contracted through an affiliated organization. Yellowknives Dene First Nation has indicated interest in taking on this responsibility and the two partners should explore this arrangement. Regardless of where staff operate from, it is anticipated that costs and decision making authority are shared equally.
- This service should be developed on the basis of a three-year pilot project. With seed funding provided by the two partners, funding for this pilot project to cover salary expenses and other budget considerations may be supplied by CanNor's IDEANorth program.

#### **Economic Development management from the First Nation and the City would have two options in overseeing this individual:**

1. Develop a workplan for this service based on the strategic objectives contained in this strategy and retain the team that is required to carry out the strategy's recommendations; or
2. Recruit a lead individual and within their first 60 days, they would develop a workplan with priorities, timelines and budget allocation.

This service would report to a joint economic development committee comprised of staff and elected leadership from both the City of Yellowknife and Yellowknives Dene First Nation. The size and budget of this service is intentionally not identified within this strategy. The project started with 10 strategic directions and through engagement, workshops and professional opinion they have been reduced to three Strategic Directions containing a total of 12 actions. Further prioritizing of the 12 needs to be determined as identified above and should be based on the financial commitment that the communities are willing to invest.



## Three Strategic Directions

Following engagement, three Strategic Directions were isolated based on stakeholder feedback. They were chosen based on their potential impact, actionability and achievability. Based on the initiatives in the previous section, see Figure 12.

Why? This strategic objective relates to **economic diversification** by creating the conditions and partnerships necessary to foster innovation and entrepreneurship in new sectors and providing help to **navigate the complex regulatory environment and a multitude of support services**.

### Strategic Direction 1: Local Business and Entrepreneurship Support

Why? This strategic objective relates to economic diversification by creating the conditions and partnerships necessary to foster innovation and entrepreneurship in new sectors and providing help to navigate the complex regulatory environment and multitude of support services.

### Strategic Direction 2: Workforce Development

Why? This objective captures the need for workforce development that will ensure individuals have a broader choice in the direction of their career and future businesses have the talent needed to succeed. It incorporates the importance of **meaningful employment opportunities** and of **connecting youth in practical work placements** from an early age to gain experience. It discusses proposed changes to Aurora College as it potentially transforms into a polytechnic university.

### Strategic Direction 3: Tourism

Why? This strategic objective addresses the aspirations of **increased tourism** and **its role in reducing the reliance on the volatile mining sector**. The City of Yellowknife and Yellowknives Dene First Nation have a distinct opportunity to redefine how they position themselves as the COVID-19 restrictions lift.



### Interpreting the Action Plan

The following pages include actions for the three strategic directions. For each action, there is an explanation provided **about what should be done, why it is important and how it should be implemented**. Risks and mitigation have been provided along with the three prioritized assessment criteria and cost and time considerations. Ratings should be interpreted, as shown in the following figure.

Figure 15: Action Plan Metrics

Metric	Legend		
Action Cost	 Low Cost	 Moderate Cost	 High Cost
Time to Implement	 Short Term	  Medium Term	   Long Term
Economic Impact	 Low	 Medium	 High
Alignment with Existing Strategies			
Social/Cultural Impact			



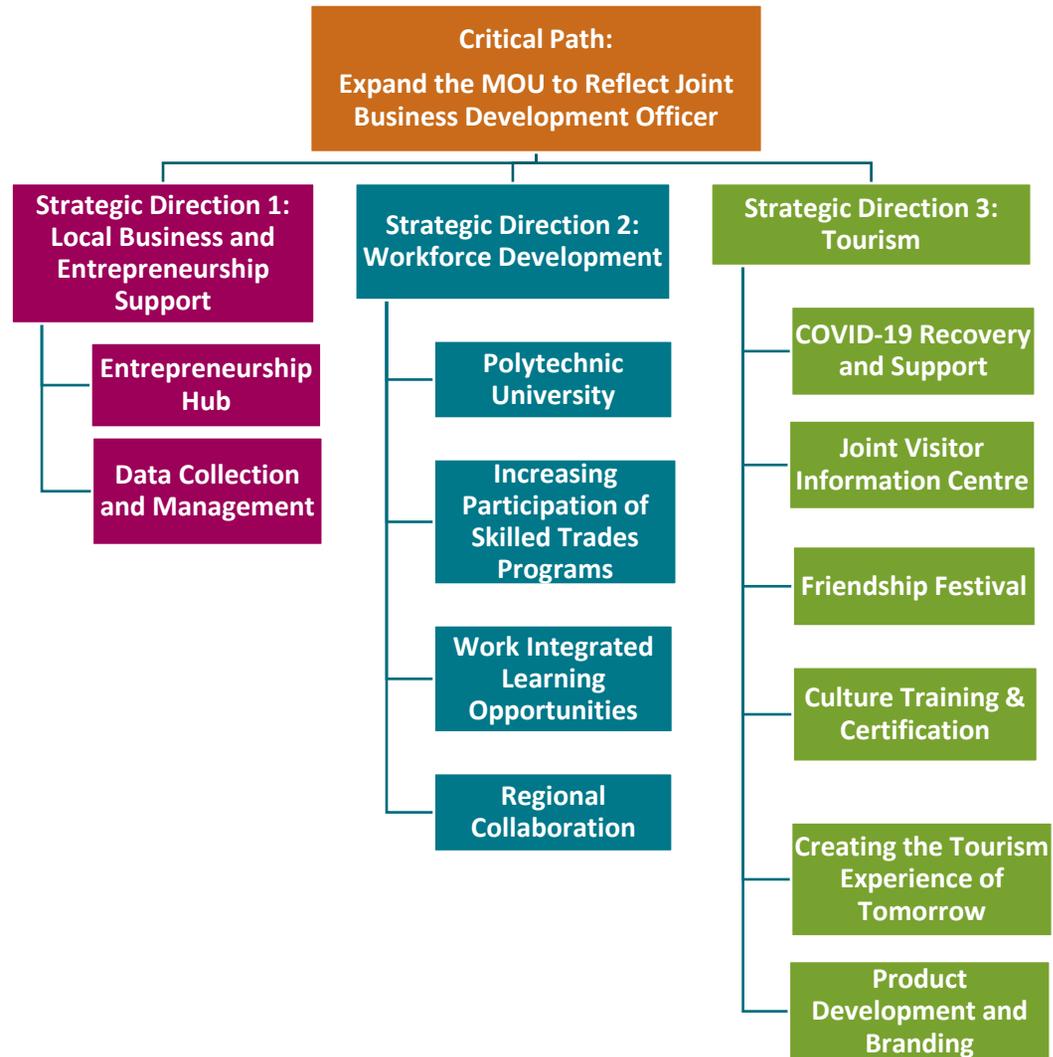
## Potential Funding Sources

Many of the initiatives included in this Strategy may require funding assistance from partners other than the City of Yellowknife and the Yellowknives Dene First Nation. The following is a list of some of the potential funding sources that were identified through the CEDI, through which the City and First Nation developed this Strategy.

Program	Organization	Description and Link	Who Can Apply
<a href="#">Community Economic Development (SEED)</a>	Government of Northwest Territories — Department of Industry, Tourism and Investment	Encourages economic initiatives in communities for planning, development of infrastructure, development of business information and community events that promote economic development.	First Nations  Municipalities
<a href="#">Community Readiness and Opportunity Program (CROP)</a>	Canadian Northern Economic Development Agency (All Territories)	Improves the economic development capacity of Aboriginal communities in the three territories.	First Nations
<a href="#">Entrepreneurship and Business Development program (EBD)</a>	Canadian Northern Economic Development Agency (All territories)	Provides financial support to entrepreneurs to expand their business in the three territories.	First Nations
<a href="#">Strategic Investments in Northern Economic Development (SINED)</a>	Canadian Northern Economic Development Agency (All territories)	Strengthens the driving sectors of the economy in the territories, economic diversification, and encourage the participation of Northerners in the economy.	
<a href="#">Invest Canada - Community Initiatives</a>	Government of Canada - Canadian Trade Commissioner Service	The Invest Canada - Community Initiatives (ICCI) program provides financial support to communities for their foreign direct investment (FDI) initiatives and activities.	Canadian communities and non-profit, locally-based organizations
<a href="#">Smart Cities Challenge</a>	Infrastructure Canada	The Smart Cities Challenge is a competition open to all municipalities, local or regional governments and Indigenous communities (First Nations, Inuit and Métis) across Canada.  This Challenge will inspire communities across the country to define their future with the help of their residents through the use of a smart cities approach. Winning communities will be awarded with prize money to help implement their smart cities proposals. Applicants have until April 24, 2018 to complete and submit their applications on the <a href="#">Impact Canada Challenge Platform</a> .	Municipalities, local or regional governments and Indigenous communities (First Nations, Inuit and Métis) across Canada.



Figure 16: Overview of Strategic Directions and Actions





## **Strategic Direction 1: Local Business and Entrepreneurship Support**

This strategic direction relates to economic diversification by creating the conditions and partnerships necessary to foster innovation and entrepreneurship in new sectors, and support new business growth within Yellowknife, Dettah and Ndilo. Throughout consultations, it was identified that helping businesses navigate the complex regulatory environment and bridging the gaps between pre-existing support services was needed.

Further, a strong through-line of this strategy was the resilience of the region's business base. Many businesses have been struggling throughout the COVID-19 pandemic and are looking for innovative new ways to rebound. Harnessing some of that resilience, ensuring there are opportunities for start-ups, and increasing morale of business owners are all fundamentals that are pointed to in this series of actions.

### **Context – Yellowknives Dene First Nation Planned Incubation Hub**

Internal discussions with Yellowknives Dene First Nation indicated that they are working on creating an incubation hub to help support entrepreneurship development. The project is still in the planning stage and is promising. It aims to provide customised support for First Nation residents, helping connect them to the numerous other services already offered by regional stakeholders (e.g. Yellowknife Chamber of Commerce, InvestNWT, NWT BDIC, GNWT Industry Tourism and Investment etc.).



Action #1.1 – Entrepreneurship Hub				
What	Why		How	
<p><b>First Nation, City and local business community work to establish a 'one stop shop' entrepreneurship hub.</b></p>	<p>The City and First Nation should work to bring their proposed incubation hub to life but in a joint setting. This initiative should be focused on helping local businesses navigate licencing programs (e.g., food licencing), accessing funding and mentorship.</p> <p>This initiative aligns strongly with stakeholder consultation themes of the need of a 'one stop shop' to help navigate the complex regulatory environment, suite of services already offered by regional organizations and a customized approach.</p>		<ol style="list-style-type: none"> <li><b>Current state analysis</b> – Work with Yellowknives Dene First Nation and City Economic Development Officers to understand current situation and vision.</li> <li><b>Partnership</b> – Reach out to regional partners to determine level of support and cross promotion of services.</li> <li><b>Site selection and funding</b> – Identify funding streams and ideal site location.</li> <li><b>Promote, promote, promote!</b> – Success depends on community involvement and streamlined services.</li> </ol>	
Risks			Mitigation	
<ol style="list-style-type: none"> <li><b>Finding funding and partnership support.</b></li> <li><b>Different needs</b> – Entrepreneurs' needs may differ between the communities and it could be difficult to offer joint services.</li> </ol>			<ol style="list-style-type: none"> <li><b>Detailed planning and stakeholder consultation</b> will help to gain support and identify funding sources.</li> <li><b>Hiring the right business representatives</b> for the job is essential in offering high quality service.</li> <li><b>Potentially waiting until the finalization of the Akaitcho Land Claim agreement</b> could free up land and development space.</li> </ol>	
Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
<p>\$\$\$</p> <p>High cost</p>	<p></p> <p>Medium term</p>	<p></p> <p>High</p>	<p></p> <p>High</p>	<p></p> <p>High</p>



## Action #1.2 – Data Collection and Management

What	Why		How	
<p><b>Investigate creating Regional Labour Market and Business Information webpage.</b></p>	<ul style="list-style-type: none"> <li>An essential aspect of making more informed decisions is establishing a centralized and shared platform for business intelligence. Data can come from the Business Satisfaction Survey completed for this Strategy or business directories complete with NAIC codes to better understand sector activity. Having a base level of intelligence on the business community, including knowledge of full-time vs part time businesses, will assist all efforts to support and grow the local business base.</li> <li>During the engagement process for this strategy, stakeholders anecdotally reflected that many entrepreneurs held full-time jobs as their main source of income. In the Business Satisfaction Survey, 27.5% of 91 respondents reported that their business was not their primary source of income. Tracking intelligence like this will assist the City and First Nation, and their shared business development officer, with supporting businesses in the region.</li> </ul>		<ol style="list-style-type: none"> <li><b>Review existing data sources</b> – Conduct a review of internal and external data sources and identify overlap, gaps and old data.</li> <li><b>Data Collection</b> – To fill gaps, including alumni tracking, job postings and relevant data which communicates skills proficiencies or deficits. Ensure business listings are up to data.</li> <li><b>Integration</b> – Search for a qualified contractor to set up the webpage and link data sources.</li> <li><b>Application</b> – Used the data in strategic planning.</li> </ol>	
<b>Risks</b>			<b>Mitigation</b>	
<ol style="list-style-type: none"> <li><b>Data sharing</b> – Regional partners may be unwilling to share captured data sources.</li> <li><b>Outdated data.</b></li> <li><b>Difficulty gaining enthusiasm</b> around the action as data is generally not 'attractive'.</li> </ol>			<ol style="list-style-type: none"> <li><b>Coordinated lobbying</b> and clear explanation of need. If unavailable consider inhouse.</li> <li><b>Prioritize automatic upload of data.</b></li> <li><b>Clearly explain strategic benefits of the program.</b></li> </ol>	
<b>Cost</b>	<b>Implementation</b>	<b>Economic Impact</b>	<b>Alignment with Existing Strategies</b>	<b>Social/Cultural Impact</b>
 Low cost	 Short term	 Medium	 High	 Medium



## Strategic Direction 2: Workforce Development

This Strategic Direction imagines Dettah, Ndilo and Yellowknife as places where talent thrives and strong employment pathways exist for recent graduates. Likewise, employers are actively engaged in the talent attraction efforts and the need to import talent is minimized as much as possible. It also envisions an ambitious future for post-secondary education in the region, and details steps regarding the proposed transformation of Aurora College into a polytechnic university.



### Context – Aurora College Transformation

Plans to transform Aurora College into a polytechnic university became official in 2018, after a foundational review of the college.<sup>8</sup> The rationale behind this change was to focus on practical skills and trades-based degrees, as opposed to the inclusion of theory-based degrees at other universities.

A new governance model aims to transform Aurora College towards a 'bicameral governance' model. This change would see increased regional representation within the college's board of directors, including requirements for NWT residents and Indigenous members. This signals increased opportunities for collaboration between the college, Ministry of Education, Indigenous leaders, and other stakeholders.<sup>9</sup>

In January 2019, the City also published a *University Feasibility Study and Benefits* report.<sup>10</sup> The objective of the report was to determine whether a university model (or polytechnic university) would be feasible and provide benefits to the community and Territory. Overall, the report concluded that a polytechnic university is aligned with NWT's labour market needs and can help to drive the City of Yellowknife's overall growth objectives through new educational pathways and research to drive economic diversification. The report reaffirms the need for collaborative partnerships, improvements to housing affordability/availability and boosting education outcomes to ensure the success of the Polytechnic University.

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<sup>8</sup> GNWT, [Aurora College Foundational Review](#), 2018

<sup>9</sup> GNWT, DISCUSSION PAPER - [Aurora College and Polytechnic University Governance](#), August 2020

<sup>10</sup> Strategy Corp, *University Feasibility and Benefits Study: Final Report to the City of Yellowknife*, January 2019.



## Context – Labour Market Shortage

The NWY has a high forecasted demand for trade workers. The GNWT estimates that over the next 15 years, there will be 28,500 to 36,700 job openings in the NWT, and there will be 2,312 trades related job openings.<sup>11</sup> This skilled labour gap makes it difficult for local businesses to hire and retain talent and is only expected to worsen in coming years due to an aging workforce and people leaving the region. One of the main challenges behind this talent gap is poor completion rates in apprenticeship and certification by Indigenous apprentices and female apprentices in non-traditional trades. In the NWT, “56% of apprentices are Indigenous, and 7.5% of apprentices are female. Only 40% of those who complete the apprenticeship program are Indigenous”.<sup>12</sup> Factors contributing to low completion rates include:

- Limited availability and experience of journeypersons to train and mentor apprenticeships. There are also limited incentives and resources available to support mentors and mentor training.
- There is a need to review how NWT’s Apprenticeship, Trades and Occupational Certification Board (ATO CB) implements the program and provides support structures. Currently, each region, with the exception of Yellowknife, has Career Development Officers responsible for the daily administration of the apprenticeship program. The nearest administrators working directly with employers, apprentices and tradespersons are in Hay River, Fort Resolution and Fort Smith.

## Potential of Building a Sustainable Knowledge Economy

It is important to acknowledge the economic potential of the Knowledge Economy (KE). The KE is defined as, “a greater reliance on intellectual capabilities than on physical inputs or resources.” The KE sector encompasses a variety of organizations, aspects of different sectors, and initiatives that produces and uses knowledge as an economic driver, from research, to training, and indigenous collaboration.<sup>13</sup> In March 2019, a discussion paper was presented to the NWT Legislative Assembly titled ‘*Developing a Sustainable Knowledge Economy in the Northwest Territories*’. Prepared by Hotì ts’eeda, the paper outlines the large economic potential of the NWT KE. The report also recognizes the potential that research and post-secondary education and training institutions have in developing economic opportunities for local communities.

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<sup>11</sup> GNWT, [Skills for Success](#), 2015–2025

<sup>12</sup> NWT [Apprenticeship, Trades and Occupational Certification Strategy](#), 2017 – 2022

<sup>13</sup> Powell and Snellman (2004)



The current state of the NWT KE sector is described as being fragmented and without a clear strategic direction. However, the document references the huge potential of the NWT polytechnic university as being a “anchor institution” that could act as a catalyst for growth within the sector. Potential opportunities identified included utilizing the polytechnic as a catalyst for partnership, professional development and knowledge sharing; working with National and Provincial partners to secure targeted investment in learning areas; and, ensuring that local stakeholders, such as the City of Yellowknife and the Yellowknives Dene First Nations, are actively consulted during the development of the polytechnic university. The key takeaway for this strategy is that at a Territorial and National level, the NWT KE is being prioritized, and there are opportunities for the City of Yellowknife and the Yellowknives Dene First Nation to have their voices heard in the development of this emerging sector.

### **Schools North Apprenticeship Program**

One program attempting to combat this skills gap is the Schools North Apprenticeship Program (SNAP). SNAP is a work experience program for NWT high school students. It provides students who are interested in skilled trades with a way to gain valuable work experience while also attending High School. This program assists students in gaining valuable work skills and exploring career alternatives, earn money while learning a trade, gain high school credits and have the support of employer and teachers to learn their chosen trade while completing their high school education. A more detailed review of this programs structure is needed to understand opportunities in improving apprenticeship participation rates, particularly for women and Yellowknives Dene First Nation members.



Action #2.1 – Polytechnic University					
What	Why		How		
<b>Lobby for equal representation of the City and First Nation on governance board as identified in discussion paper.</b>	The GNWT’s working paper’s proposed inclusion of NWT residents, including five local Indigenous representatives, within the board is extremely promising at allowing local representatives to shape the future college and influence study areas that represent needs. These representatives will have a say in curriculum needs.		<b>1. Advocacy</b> – Advocate the GNWT to ensure that members of the polytechnic board include representation from the City and First Nation. <b>2. Monitoring &amp; Lobbying</b> – On an ongoing basis. Provide comments and input to program development.		
Risks			Mitigation		
<ol style="list-style-type: none"> <li><b>Governance changes</b> may impact the autonomy of the university.</li> <li><b>Poor demand forecasting</b> – Proposed study areas may not reflect future workforce needs as they are based on a territorial labour market study done in April 2016.</li> <li><b>Risk adverse</b> – Internal decision makers are risk adverse and progress will be stalled.</li> </ol>			<ol style="list-style-type: none"> <li><b>Monitor</b> consultation efforts closely.</li> <li><b>Utilize insights</b> from entrepreneurship data gathering efforts to better gauge labour force needs.</li> <li><b>Be resilient</b> and push for change despite resistance.</li> </ol>		
Cost	Implementation		Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Low cost	 Long term		 High	 High	 High



## Action #2.2 – Increasing Participation of Skilled Trades Programs

What	Why		How	
<p><b>Lobby the Apprenticeship Trades and Occupation Certification Board to improve operating model.</b></p>	<p>The region is facing a skilled trades shortage and must act to ensure that there is higher completion and participation rates in the ATOC Exam. Improving how the ATOCB advertises, supports and administers the exam is critical in improving talent supply to the region.</p>		<ol style="list-style-type: none"> <li><b>Establishing a Career Development Officer</b> – Within the City of Yellowknife or Yellowknives Dene First Nation to better service local needs.</li> <li><b>Lobbying and Monitoring</b> – ATOCB to obtain statistics on enrolments and completions and monitor to see if conversion rate is improving.</li> <li><b>Consultation</b> – The current ATOC Strategy Certification strategy 2017-22 is expiring soon, so there is opportunity for the City and First Nation to participate in the consultation during the next strategy formation.</li> </ol>	
Risks			Mitigation	
<ol style="list-style-type: none"> <li><b>Push back</b> from the ATOCB.</li> <li><b>Limited ability</b> for First Nation and the City to influence change.</li> </ol>			<ol style="list-style-type: none"> <li><b>Expiry of strategic plan</b> in 2022 offers opportunity to get involved in consultation efforts for the future plan.</li> <li><b>Stronger together:</b> voices will be heard by collaborating.</li> </ol>	
Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Medium cost	 Short term	 High	 Medium	 High



## Action #2.3 – Work Integrated Learning Opportunities

What	Why	How			
<p><b>Support and enhance work-integrated learning opportunities such as co-ops and internships to strengthen graduate and local employer relations.</b></p>	<p>Work Integrated learning is an essential step in ensuring student participation in internships and apprenticeships, helping them stay motivated and providing them with an insight into possible employment pathways.</p>	<ol style="list-style-type: none"> <li><b>Document all programming.</b></li> <li><b>Streamline processes</b> – For employers and students to participate in work integrated learning opportunities in an effort to maximize participation and improve participant experiences (e.g. financial incentives etc.).</li> <li><b>Collaborate</b> – With secondary schools to integrate practical shop classes that include job camps, job shadowing, guest speakers and pre-apprenticeship programs, and programs to showcase alternative learning pathways and career exploration opportunities.</li> <li><b>Funding</b> – Investigate applying for funding under the Strategic Workforce Initiatives (SWI) to initiate one of these projects to help develop a reactive labour force.</li> </ol>			
<p><b>Risks</b></p>		<p><b>Mitigation</b></p>			
<ol style="list-style-type: none"> <li><b>Requires significant collaboration</b>, planning and funding.</li> <li><b>Consensus</b> – Not all stakeholders will be on board.</li> </ol>		<ol style="list-style-type: none"> <li><b>Perseverance</b>: the outcome is worth the effort.</li> <li><b>Planning and communication</b> will win most stakeholders over.</li> </ol>			
Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact	
 Low cost	 Short term	 High	 Medium	 High	



## Action #2.4 – Regional Collaboration

What	Why	How		
<p><b>Collaborate with regional partners and businesses to develop student engagement strategies.</b></p>	<p>Many stakeholders within the region are attempting to address the skills gap. Collaborating helps to assess viable initiatives and identify overlap. Stakeholders include:</p> <ul style="list-style-type: none"> <li>▪ The Mine Training Society (MTS)</li> <li>▪ Skills Canada NWT</li> <li>▪ Aurora College</li> <li>▪ Trades, Apprenticeship and Industrial Training and NWT &amp; Nunavut Construction Association</li> <li>▪ The Yellowknife Makerspace</li> <li>▪ Habitat for Humanity NWT</li> <li>▪ Dechita Naowo &amp; Native Woman’s Association</li> <li>▪ Dechinta University – Centre for Research and Learning</li> </ul>	<p><b>1. Investigate</b> – Commission an organizational review to assess the work that is being done and opportunities for increased collaboration and reduced duplication of efforts.</p> <p><b>2. Monitor Success Rates</b> – Ensure monitoring is done to see what is working and what is not.</p>		
<b>Risks</b>		<b>Mitigation</b>		
<ol style="list-style-type: none"> <li>1. <b>Not enough internal manpower</b> to manage working groups.</li> <li>2. <b>Difficulty in obtaining consensus.</b></li> </ol>		<ol style="list-style-type: none"> <li>1. <b>Prioritize staff resources</b> such that high impact initiatives are effective.</li> <li>2. <b>Start small</b> with one or two partners and then expand.</li> </ol>		
<b>Cost</b>	<b>Implementation</b>	<b>Economic Impact</b>	<b>Alignment with Existing Strategies</b>	<b>Social/Cultural Impact</b>
 Low cost	 Short term	 Medium	 Medium	 High



### Strategic Direction 3: Tourism

This Strategic Direction includes actions that will assist the region's tourism economy in recovering from the COVID-19 pandemic. It also aims to prepare the sector to act as an essential economic pillar of the future economy, reducing the reliance on the volatile mining and mineral sector.



#### Context – Pre-COVID-19

The background research and industry consultations highlighted the importance of the tourism sector pre-COVID-19. The sector was thriving with the GNWT generating \$210 million in visitor spending in the 2018-19 fiscal year, and the Yellowknife Airport recording an 81% (52,392 people) visitor number increase over 6 years, totaling 117,030 in the 2018-19 fiscal year.<sup>14 15</sup> It was also noted that the Indigenous tourism sector is an important segment, with the Canadian market increasing by 23.2% between 2014 and 2017, going from \$1.4 billion to \$1.7 billion. When compared to the 14.5% increase in overall tourism activity in Canada this growth shows the considerable potential of Indigenous tourism.<sup>16</sup>

<sup>14</sup> The Government of the Northwest Territories, [Northwest Territories Visitor Spending, 2019](#)

<sup>15</sup> The Government of the Northwest Territories Tourism Research, [Yellowknife Airport Non-Resident Visitor Origin by Country, 2019](#)

<sup>16</sup> Conference Board of Canada & Indigenous Tourism Association of Canada, [Canada's Indigenous Tourism Sector – Insights and Economic Impacts](#), May 2019



### Context – COVID-19 Impact

COVID-19 devastated the tourism economy globally. Because of a strong reliance on Chinese and other East Asian visitation the impact of COVID locally was felt as early as December 2019. Data published by NWT Tourism estimated that as of the end of March 2020, the territory lost around \$18 million in direct visitor spending. Furthermore, the industry body estimates that an additional \$170 million will be lost by the end of December 2020. Financial support for local operators has been significant at a national, territorial and local level and must be continued.

### Context – Visitor Centre

A temporary Yellowknife Visitor Centre is currently run out of the lower level of City Hall. The previous Northern Frontier Visitors Centre, located near the Prince of Wales Northern Heritage Centre, shut in May 2017. In April 2020, the building was demolished. The City of Yellowknife's *2018 Visitor Services Strategy* suggests city-central visitor centre in association with the Yellowknife Chamber of Commerce would be a good option because it would be downtown, cost-efficient, and build on other synergies in the downtown area. Similarly, the *2019 City of Yellowknife Downtown Retail Revitalization Strategy* recommends relocating a future information centre downtown to generate more foot traffic for surrounding businesses and attractions.

### Context – Tourism is Changing

Tourism is changing, influenced drastically by the COVID-19 pandemic and rapid advances in technology. To ensure the community is ahead of the curve, investment into interactive technology-fused tourism experiences is required.

### Context – Tourism & Culture

This strategic direction also acknowledges the importance of culture in the development and ongoing success of this Joint Economic Development Strategy. Some actions were designed to meet this criterion (e.g. Action #3.3 Friendship Festival). This action plan also indicates a relative social/cultural impact for every opportunity as one of three prioritized assessment criteria. Overall, it is important to acknowledge that while it is difficult to prioritize social and cultural development over direct economic development opportunities, it does not mean it is impossible. Joint social and cultural development is a backbone of the three Strategic Directions.



### Action #3.1 – COVID-19 Recovery and Support

What	Why	How
<b>Continue promoting COVID-19 financial support programs.</b>	Operators must understand what and how to access resources they. Significant work is already underway and should continue to be promoted (e.g. CanNor’s Northern Business Relief Fund (NBRF) & the additional allocated funding under the Support for Entrepreneurs and Economic Development Policy (SEED) program).	<ol style="list-style-type: none"> <li><b>Monitor</b> – Regularly monitor federal/territorial/local funding updates.</li> <li><b>Update</b> – Reflect updates on relevant stakeholder webpages.</li> </ol>
<b>Conduct Business retention and Expansion (BR&amp;E) efforts.</b>	Continual monitoring of tourism business health is essential to retaining businesses in the local economy. Understanding which businesses are planning to expand or leave the region helps in outreach and communication efforts.	<ol style="list-style-type: none"> <li><b>Survey</b> – Considering conducting a bi-monthly business outreach survey to assess local tourism needs.</li> <li><b>In-person visits</b> – Face-to-face is more effective.</li> </ol>
<b>Continue Partnership collaboration.</b>	Solid progress has already been made in terms of broad collaboration to recover from the pandemic. This work should continue for the foreseeable future.	<ol style="list-style-type: none"> <li><b>Monitor</b> – Existing collaboration and COVID-19 response initiatives and adjust as required.</li> </ol>

Risks	Mitigation
<ol style="list-style-type: none"> <li><b>Overlap</b> between different business services.</li> <li><b>Difficulty coordinating efforts.</b></li> </ol>	<ol style="list-style-type: none"> <li><b>If overlap is identified, consider terminating that support.</b></li> <li><b>Open dialogue is essential.</b></li> </ol>

Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Low cost	 Short term	 High	 High	 Medium



### Action #3.2 – Joint Visitor Centre Development

What	Why	How
<p><b>First Nation and City to investigate collaboration on the proposed downtown visitor centre.</b></p>	<p>As no official plans/tenders have been proposed for the new visitor centre there is opportunity for Yellowknives Dene First Nation to participate in the creation, branding and facilitation of this visitor centre. The centre can serve as a symbol of the regions united partnership and commitment towards reconciliation, cultural tourism development and partnership.</p> <p>Funding for this visitor centre would likely be led by the City of Yellowknife, as it is already an ongoing effort at the City. However, there may be opportunities for funding partnerships with the Chamber of Commerce, CanNor and Yellowknives Dene First Nation.</p>	<ol style="list-style-type: none"> <li><b>Governance model</b> – Establish a Tourism Advisory Committee with members appointed by City and First Nation Councils and representative of a cross section of tourism-related businesses.</li> <li><b>Establish funding partnerships</b> – The City could lead the funding of Visitor Centre operations, but exploring opportunities for funding partnerships should be established in the short term. Funding for setting up the physical space could be obtained through CanNor’s IDEANorth Stream 3.</li> <li><b>Ongoing operations</b> – Staffing the visitor centre and providing an engaging visitor experience will be an ongoing consideration. Preference should be given to hiring Yellowknives Dene First Nation members to staff the space.</li> </ol>

Risks	Mitigation
<ol style="list-style-type: none"> <li><b>GNWT not willing to collaborate on the joint project.</b></li> <li><b>Unsafe downtown</b> – The 2017 City of Yellowknife Citizen Survey identified downtown as perceived as being ‘unsafe’.</li> </ol>	<ol style="list-style-type: none"> <li><b>Ensure open dialogue</b> and clearly explain value proposition.</li> <li><b>Progress:</b> This initiative is the first step to making the downtown safer.</li> </ol>

Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 <p>High cost</p>	 <p>Short term</p>	 <p>High</p>	 <p>High</p>	 <p>High</p>



### Action #3.3 – Friendship Festival

What	Why	How		
<p><b>Jointly host a First Nation-City festival to celebrate progress made of the Joint Economic Development Strategy and other initiatives.</b></p>	<p>This joint economic development strategy marks the culmination of years of reconciliation progress between Yellowknives Dene First Nation and City of Yellowknife. The aim of this festival is to:</p> <ul style="list-style-type: none"> <li>▪ Educate locals on the work that has been made and the long road ahead.</li> <li>▪ Renew local optimism regarding the partnership and reconfirm that the partnership is founded on a pillar of social/cultural appreciation.</li> <li>▪ Attractive positive media attention to the region.</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Identify potential dates</b> – Host event post COVID-19 when significant progress has been made on actions within this strategy.</li> <li>2. <b>Formalise an events committee</b> – The committee should be responsible for gathering funds, identifying location and all other organizational matters.</li> <li>3. <b>Community/Media engagement</b> – Community buy-in and promotion is essential.</li> <li>4. <b>Event continuation</b> – Consider running annually/bi-annually to continue celebrating reconciliation efforts.</li> </ol>		
Risks		Mitigation		
<ol style="list-style-type: none"> <li>1. <b>Obtaining joint buy-in</b> could be difficult but is doable.</li> <li>2. <b>COVID-19</b> – Length of pandemic is difficult to predict.</li> </ol>		<ol style="list-style-type: none"> <li>1. <b>Clear communication</b> of the vision is important.</li> <li>2. <b>Be adaptable:</b> Events management is typically an exercise in flexibility.</li> <li>3. <b>Detailed planning, budgeting and use of partners resources.</b></li> </ol>		
Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 <p>Moderate cost</p>	 <p>Short term</p>	 <p>Medium</p>	 <p>High</p>	 <p>High</p>



### Action #3.4 – Culture Training & Certification

What	Why	How
<p><b>Work with tourism partners to develop an Indigenous Culture Training and Certification.</b></p>	<ul style="list-style-type: none"> <li>▪ During stakeholder consultation, a common discussion was that front-line workers (e.g. taxi drivers, restaurant staff, tourism operators etc.) are the first point of contact with visitors and shape their impression. Many are not aware of Yellowknives Dene First Nation history, language and culture and unintentionally spread misinformation on the history of the region.</li> <li>▪ Developing a cohesive tourism brand and experience between the First Nation and the City will require outreach to those workers to ensure that visitors are receiving consistent messaging.</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Engage First Nation members to inform content</b> – Use Tourism Advisory Committee to oversee development of content.</li> <li>2. <b>Develop curriculum</b> – Informational print content (brochures or postcards) and online training modules.</li> <li>3. <b>Engage local operators</b> – Informational print material could be distributed to local operators. Online training modules on Yellowknives Dene First Nation history that culminates in a certificate should be advertised to operators. An incentive such as a prize for completion could be used to encourage buy-in.</li> </ol>

Risks	Mitigation
<ol style="list-style-type: none"> <li>1. <b>Obtaining tourism buy in</b> and support may be difficult.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Clear explanation of importance of a unified tourism brand.</b></li> <li>2. <b>Incentivize certification completion</b> with prizes: free ad space, local gift cards for operator staff, etc.</li> </ol>

Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Low cost	 Short term	 Medium	 High	 High



## Action #3.5 – Creating the Tourism Experience of Tomorrow

What	Why	How
<p><b>Work to create an augmented reality visitor experience.</b></p>	<p>Augmented reality is a new technology disrupting the tourism sector that compliments existing offerings. Possible opportunities include:</p> <ol style="list-style-type: none"> <li><b>Checkpoints</b> – Allow visitors to navigate around Yellowknife, Ndilo and Dettah to locate ‘checkpoints’ – places of notable significance – where they can interact with the product via their smartphones. This could be an excellent way to educate on Yellowknives Dene First Nation culture and language, promote the region and more.</li> <li><b>Interactive education</b> – Incorporation of technology at high density areas (e.g. airport and visitor information area) increases usability and education potential.</li> </ol>	<ol style="list-style-type: none"> <li><b>Research augmented reality tourism case studies and determine product need.</b></li> <li><b>Community collaborating</b> – Be creative in getting the local community involved in pinpoint the type of attraction you want.</li> <li><b>Implementation</b> – Hire a talented Augmented Reality and Tourism contractor to set up the experience.</li> </ol>

Risks	Mitigation
<ol style="list-style-type: none"> <li><b>Upfront costs</b> may be steep.</li> <li><b>Requires broad collaboration</b> to ensure content is high quality and accurate.</li> </ol>	<ol style="list-style-type: none"> <li><b>Conduct in-depth research</b> of cost implementation based on other case studies.</li> <li><b>Use Tourism Advisory Committee</b> to fuel collaboration.</li> </ol>

Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Moderate cost	 Medium term	 High	 High	 High



### Action #3.6 – Product Development and Branding

What	Why	How
<b>Rebranding of Yellowknife Airport Welcome Display.</b>	<ul style="list-style-type: none"> <li>Stakeholders indicated that Yellowknife Airport currently misrepresents Yellowknives Dene First Nation culture (e.g., images of a polar bear). The aim is to incorporate interactive technology elements to make the visitor experience memorable.</li> </ul>	<ol style="list-style-type: none"> <li><b>Identify main decision makers</b> (e.g. GNWT, Airport, City).</li> <li><b>Utilize local resources and talent</b> – In designing art displays, First Nation elders to document history and language.</li> </ol>
<b>Explore creating a departure airport display.</b>	<ul style="list-style-type: none"> <li>Consultation identified potential to engage with visitors at departure airports to increase brand reputation and create a positive visitor experience.</li> </ul>	<ol style="list-style-type: none"> <li><b>Collaborate</b> – Among regional tourism organizations, local operators and airport officials to identify potential.</li> <li><b>Utilize local resources</b> – In design display.</li> </ol>
<b>Support creating a mining tourism experience.</b>	<ul style="list-style-type: none"> <li>Pre-COVID-19, Rio Tinto planned to launch a mining tourism operation at its Diavik Mine which was promising to diversify the industry.</li> </ul>	<ol style="list-style-type: none"> <li><b>Analyze</b> – Existing mining tourism products.</li> <li><b>Connect third party tourism operators with mines</b> – Use connections to establish open communication channels.</li> </ol>
<b>Explore new branding initiatives.</b>	<ul style="list-style-type: none"> <li>Potential to explore branding around, <i>“Exploring the sparkle in the sky and sparkle underground”</i> – a reference to the Aurora Borealis the presence of diamond mining.</li> </ul>	<ol style="list-style-type: none"> <li><b>Brainstorm</b> – Existing mining tourism products.</li> <li><b>Promote</b> – Via existing channels/organizations.</li> </ol>

Risks	Mitigation
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<b>1. Limited time and human resources</b> to dedicate to the initiative.	<b>1. Leverage partner resources</b>
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Cost	Implementation	Economic Impact	Alignment with Existing Strategies	Social/Cultural Impact
 Moderate cost	 Medium term	 High	 High	 High

