Past, Present, Future.
“Bringing some of the Northern issues to a national agenda is probably the greatest value added by the Centre for the North.”

**Gabriela Eggenhofer,**
Deputy Minister, Government of the Northwest Territories

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**Cover photo:**
*Canada’s North Summit, October 2013, Whitehorse, Yukon:* A drummer from the First Nations Dakhká Khwáan Dancers performs at the Kwanlin Dün Cultural Centre as part of the Summit’s opening reception.

Photo: Gary Bremner.
Message From the Director

Our First Five Years
Since 2009, The Conference Board of Canada’s Centre for the North has been working toward a shared vision of sustainable prosperity in the North, one that both reflects the aspirations of Northerners and builds a better understanding of how what happens in the North matters to all Canadians.

We believe that we are making a real difference in reframing the national conversation on Northern issues, one that has too long been dominated by negative media images, troubling issues, and a grim outlook on economic and social progress.

Over the past five years, we have worked with close to 50 roundtable members and attracted investments of more than $5 million in support from the public and private sectors.

So far, we have produced 28 research reports and we have brought together some of the best minds through our many conferences and roundtable discussions. With this solid body of research for a foundation, we now find ourselves in a period of transition. We plan to build upon the momentum we’ve established and lean even more heavily upon our partners and Northern neighbours for their insights and direction. The message is clear and exciting: the Centre’s work has only just begun!

Along with our partners and Northern neighbours, we’ll continue to tackle the issues that matter to the North. To those who have been part of the journey up until now, we thank you for your support and insights. To those who are about to join us, we welcome your expertise. We hope the following pages will give you a glimpse of the work completed so far and a taste of things to come.

Anja Jeffrey
Director, Northern and Aboriginal Policy
The Conference Board of Canada
Determining a Path

As a forum for research and dialogue on Northern and Aboriginal issues, the Centre for the North mapped out an overarching plan of action. We strive to:

• deliver cutting-edge research based on three foundational themes—thriving communities, economic development, and sovereignty and security in the North—in order to generate insights that could be relevant across many communities;
• examine issues from a Northern perspective, seek to maximize Northern engagement, and prioritize Northern interests;
• share practical solutions to some of the wide ranging socio-economic challenges facing Canada’s Northern communities;
• facilitate balanced dialogue and discussion;
• create unique networking opportunities with Northern representatives from government, industry, academia, and Aboriginal groups.

The Centre works with key stakeholders, such as businesses, governments, community advocates, and Aboriginal leaders. The many thoughtful discussions have produced valuable insights and ideas—many of which are reflected in the Centre’s reports.
Exhibit 1
Considering Canada’s North and South

The Centre’s working definition of Canada’s North includes the territories and the northern extents of seven provinces. The North/South boundary line was selected based on Statistics Canada’s defined economic regions and census divisions. The resulting line corresponds closely to the definition of the North used by the Northern Development Ministers Forum.

Sources: The Conference Board of Canada; Statistics Canada; Northern Development Ministers Forum.
The CFN has organized several events on key policy issues affecting Canada’s North. These events have been extremely useful to CanNor in contributing to collaborative and productive dialogue and relationships amongst Northern partners.”

Janet King, President, Canadian Northern Economic Development Agency
Canada’s North Summit, October 2013,
Whitehorse, Yukon: His Worship, Dan Curtis, Mayor of the City of Whitehorse (left) greeted Dr. Daniel F. Muzyka, President and CEO of the Conference Board (right) at the Summit’s opening reception.
Photo: Gary Bremner.

Centre for the North Roundtable Meeting: In April 2014, members of the CFN Roundtable attended a meeting in Happy Valley-Goose Bay, Newfoundland and Labrador.
Photo: Becky Michelin.

Yukon River: This view of the historic Yukon River, which flows from northern British Columbia, through Yukon and Alaska, was captured in Whitehorse in May 2014.
Source: The Conference Board of Canada.

Centre for the North: Bob McLeod, Premier of the Northwest Territories (centre); David Stewart-Patterson, Vice-President, Public Policy, The Conference Board of Canada (left); and Anja Jeffrey, Director, CFN (right) met in Yellowknife in November 2012 to discuss CFN collaboration.
Source: The Conference Board of Canada.
Our Impact

On Research
From 2009 to 2014, the Centre for the North completed 28 comprehensive studies centred on the themes of thriving communities, economic development, and security and sovereignty. The reports identify significant policy challenges in health care, governance, infrastructure, and sustainable economic development, and offer examples of practical solutions in the form of case studies and recommendations for policy changes.

Our research has already helped decision-makers and a range of stakeholders understand the related opportunities and barriers to sustainable prosperity in Canada’s North.

“We engaged with the Centre for the North to get access to up-to-date research looking across many areas in the North. There is no way companies can go into the depth of information and research like that and we do need detailed research.”

Kim Warburton, Vice-President, GE Canada

“For a national organization such as ITK, it has been gold to have independent research which we can use to advocate on behalf of all Inuit in Canada. More specifically we used—and shared—four or five of the Centre’s reports to support our agenda at the Arctic Leaders Working Meeting with Prime Minister Harper in Rankin Inlet in August 2013.”

Stephen Hendrie, Executive Director, Inuit Tapiriit Kanatami
Our Impact

On the Northern Lens
The Centre’s initial plan included the development of an overarching strategy for the economic and social development of the North. That plan evolved into a more grounded approach based on issues articulated by specific Northern and Aboriginal communities.

While the broad issues facing Northerners are felt everywhere, the circumstances in each jurisdiction are unique and the Centre’s research reflects this, generating insights that embrace the North’s common challenges while being relevant in communities with distinct needs and priorities.

“One of the nice take-aways from the work of the Centre for the North is that it has reinforced that the North is not a homogenous region about which general statements can be made. The North is as varied as the South, and the Centre for the North has really helped elevate that discussion at a national level.”

Derrick Hynes, Director, Yukon Department of Economic Development

“The Centre for the North has been able to put the focus on some of our issues in an ethical and appropriate way. That is doing research not for, but with, First Nations communities.”

Jonathan Thompson, Director, Assembly of First Nations

“The Economic Forecasts for the Territories have become required reading in our field.”

Mitch Bloom, Vice-President, Canadian Northern Economic Development Agency
Our Impact

On Tackling Challenges and Finding Solutions
While many of the challenges facing Northerners are daunting, CFN research has included case studies that highlight innovative approaches that can be adapted elsewhere, or scaled for greater impact.

The research concentrated on helping Northerners make better decisions, tackling the challenges and ultimately beginning to craft solutions for their organizations and for their communities.

“Through its prodigious research, the Centre for the North has demonstrated a nuanced understanding of the challenges facing the Arctic and its residents. The Centre’s diligent and thorough work has explained many of the factors affecting, and has offered intelligent options for achieving, the development of sustainable economies across Inuit Nunangat.”

Terry Audla, President, Inuit Tapiriit Kanatami

“The Centre for the North’s in-depth research has improved our understanding of both economic and social issues in the North. This has resulted in better business decisions, as well as the ability to find opportunities to help with social problems. For example, through our membership in the Centre for the North, I learned about Cisco’s initiatives to connect Northern schools with those in the South and with other educational content. RBC and Cisco decided to take the same concept and extend it into the area of children's mental health, in partnership with the Hospital for Sick Children in Toronto. In April, 2014, we launched a tele-psychiatry service in the North, where the youth suicide rate is extremely high, and the availability of relevant services is almost non-existent.”

Shari Austin, Vice-President Corporate Citizenship, RBC
Centre for the North in Numbers ... So Far

50 Roundtable members from across Canada

9 Roundtable meetings primarily in Canada’s North

2 North Summits, in Edmonton and Whitehorse

600+ Northern stakeholders connected at our North Summits

28 Research reports

Blog posts written on Northern issues

2000+ Tweets Posted

1,483 Print/online media stories published

50+ Presentations
Our Impact

On Dialogue
The Centre for the North has convened national leaders to share ideas and insights, and to hold discussions about the pertinent issues of the North. Its roundtable membership has included representatives of the federal government, seven provincial and three territorial governments, major companies doing business in and with the North, a range of academic institutions, and other interested organizations.

By 2011, the membership had welcomed critical Aboriginal representation through the Assembly of First Nations, the Inuit Tapariit Kanatami, the Métis National Council, regional organizations, and Aboriginal businesses.

This vast membership has fostered balanced dialogue and perspective sharing that has ensured greater relevance to a broad base of stakeholders.

“The Centre has brought substance to a debate that has often been oversimplified, rhetorical, and emotional and has done so in a timely, focused, and cost-effective manner.”

Ken Coates, Professor and Canada Research Chair in Regional Innovation, University of Saskatchewan

“The conferences have given us insight. They have offered an opportunity to meet people who live in the North and to listen to what they have to say, not just about mining, but about their hopes and aspirations and concerns going forward.”

James Nasso, Chairman of the Board, Agnico-Eagle Mines Limited
Our Impact

On Making New Connections
The Centre’s first major conference in Edmonton in October 2011 was a milestone event. The conference attracted about 300 people from across the North and from numerous disciplines. Leaders of national Aboriginal organizations, governments, and businesses all took advantage of the platform to discuss their ideas and interests.

Three days of dialogue confirmed that the Centre’s expanding research agenda was on the right track and addressing the issues that mattered most to both Northerners and others engaged in the North. It marked the Centre’s acceptance across the North as a legitimate convenor that provides a safe space for constructive discussion.

The second Northern Summit was held in Whitehorse in 2013 and featured plenty of frank and constructive dialogue on traditionally sensitive issues. Many people from across sectors and jurisdictions shared stories and developed better approaches to practical problems.

“The North was a new territory and community for us so we joined the Centre for the North to help us build our network. The big benefit for us was, in fact, the networking and our ability to refine the programme through those contacts. The CFN was also a highly effective forum for us to share our plans and progress, and to build support for Connected North. It was a key platform for us. The staff was very, very responsive and a great help in putting the pieces in place.”

Willa Black, Vice-President, Cisco Canada

Cisco launched its Connected North program in Nunavut in April 2014. Connected North delivers interactive and immersive education and health care services to remote and Northern Aboriginal Inuit communities through high-definition two-way communication technology.
“They are echoing the voice of the people in terms of the challenges of living in the North.”

Robert Wavey, Executive Director, Manitoba, Aboriginal and Northern Affairs
Voisey’s Bay Mine: In April 2014, CFN members boarded a plane in Happy Valley-Goose Bay, Newfoundland and Labrador, for a visit to the Voisey’s Bay mine development.
Source: The Conference Board of Canada.

Centre for the North: Terry Audla, President of Inuit Tapiriit Kanatami (centre); Siomonn Pulla, former Senior Research Associate (left); and Anja Jeffrey, Director, CFN (right), met in Ottawa in March 2012 to discuss CFN collaboration.
Source: The Conference Board of Canada.

Community Resilience Workshop, February 2013: Chief Alfonz Nitsiza and members of the band council of the Community Government of Whati, N.W.T., attended a community resilience workshop.
Source: The Conference Board of Canada.

City of Iqaluit, Nunavut: This panoramic vista of Iqaluit was taken in April 2014.
Source: The Conference Board of Canada.
“The CFN is key to developing research and encouraging discussion on Northern and Aboriginal issues. It helps bring focus to economic, social, and environmental priorities with reliable research and expertise.”

Peter Vician, Deputy Minister, Government of the Northwest Territories
Looking Ahead

We know that our partners and stakeholders across the North want to build upon the momentum of the Centre’s first five years.

For our part, we will continue to emphasize impact. That means a grounded and action-oriented approach to research and outreach, one that embraces the North’s diversity, provides tools for better decision-making, and highlights innovative, successful ideas and tangible solutions. Based on the aspirations of Northerners, we will strive to develop new approaches to practical problems, such as helping communities become more resilient and ready to benefit from economic development opportunities.

Our next iteration of the Centre for the North will evolve around key themes that the membership would like to see explored in greater depth. These could include the infrastructure deficit in the North, the labour market needs, or the opportunities and constraints posed by natural resource development. The agenda will be flexible and modifiable, based upon members’ needs and wishes and will address current and emerging issues in Canada’s Northern and Circumpolar regions.

Going forward, the Centre for the North will also become part of a larger new mandate of The Conference Board of Canada called “Northern and Aboriginal Policy.” As part of this focus, we are currently planning to launch an Aboriginal communities initiative to assist communities with their research, planning, and policy needs.

We will continue to work with decision-makers, community leaders, and executives from across Canada who are responsible for developing and leveraging their organizations’ Northern and Aboriginal policy mandates. They will be invited to participate in inspiring discussions with experts from across Canada and abroad and will be given the opportunity to build trusted relationships and mutually beneficial partnerships to the benefit of all Northerners.
Members 2009–2014

The work of the Centre for the North is possible due to the active support and investments from its many members.

- Aboriginal Affairs and Northern Development Canada
- Agnico-Eagle Mines Limited
- Arctic Co-operatives Limited
- Assembly of First Nations
- Bell Canada
- BHP Billiton Canada
- BMO Financial Group
- Canada Mortgage and Housing Corporation
- Canadian Institutes of Health Research
- Canadian Northern Economic Development Agency
- Cisco Systems Canada
- De Beers Canada
- Employment and Skills Development Canada
- Enbridge
- First Air
- GE Canada
- Government of Alberta: Northern Alberta Development Council
- Government of British Columbia: Office of the Premier
- Government of Manitoba: Manitoba Aboriginal and Northern Affairs
- Government of Newfoundland and Labrador: Labrador & Aboriginal Affairs
- Government of Nunavut: Nunavut Department of Economic Development and Transportation
- Government of Ontario:
  - Ontario Ministry of Municipal Affairs and Housing
  - Ontario Ministry of Northern Development and Mines
- Gouvernement of Québec: Secrétariat au développement nordique
• Government of Saskatchewan: Saskatchewan Ministry of the Economy
• Government of the Northwest Territories: Aboriginal Affairs and Intergovernmental Relations
• Government of Yukon: Yukon Economic Development
• Health Canada
• Hydro-Québec
• IGLOO
• International Institute for Sustainable Development
• Inuit Tapiriit Kanatami
• Makivik Corporation
• Métis National Council: Métis Nation—Saskatchewan
• MTS Inc.
• Nishnawbe Aski Nation
• NorthwesTel Inc.
• Prince Albert Grand Council
• Public Health Agency of Canada
• Royal Bank of Canada
• RTL—Westcan Group of Companies
• SaskPower
• SaskTel
• Scotiabank
• TD Bank Group
• TD Securities
• The North West Company
• Transport Canada
• University of Saskatchewan: International Centre for Northern Governance and Development

Read more about membership at
www.conferenceboard.ca/networks/cfn/membership
Centre for the North Research Reports (2009–2014)

Thriving Communities
- Building on Our Strengths: Aboriginal Youth Wellness in Canada’s North (January 2014)
- Framing Sustainable Options for Housing in Canada’s North (December 2012)
- Lessons Learned: Achieving Positive Educational Outcomes in Northern Communities (February 2012)
- Northern Assets: Transportation Infrastructure in Remote Communities (December 2011)
- Toward Thriving Northern Communities (December 2010)

Economic Development
- Territorial Outlook (nine versions, released biannually)
- Mapping the Long-Term Options for Canada’s North: Telecommunications and Broadband Connectivity (July 2013)
- The Future of Mining in Canada’s North (January 2013)
- Understanding the Value, Challenges, and Opportunities of Engaging Métis, Inuit, and First Nation Workers (July 2012)
- Building Labour Force Capacity in Canada’s North (November 2011)
- Mapping the Economic Potential of Canada’s North (November 2010)
- Estimating Economic Activities of Canada’s Northern Regions (October 2010)
Security and Sovereignty

- Changing Tides: Economic Development in Canada’s Northern Marine Waters (October 2013)
- Getting it Right: Assessing and Building Resilience in Canada’s North (May 2012)
- Security in Canada’s North: Looking Beyond Arctic Sovereignty (November 2010)

Cross-Disciplinary

- The Role of the Public Sector in Northern Governance: Delivering on Mandates and Meeting Stakeholder Expectations in the 21st Century (July 2014)
- Building Community Resilience in Whati, Northwest Territories (March 2014)
- Canada’s North: What’s the Plan? (November 2010)
- The Centre for the North, Five-Year Report (Fall 2014)

All reports but the Territorial Outlook are free and available online at www.conferenceboard.ca/networks/cfn/research
“Their solid and thorough research has shifted the debate from generalizations and misinformation to clearly defined and well-researched issues.”

Ken Coates, Professor and Canada Research Chair in Regional Innovation, University of Saskatchewan
Contact Information

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About The Conference Board of Canada

We are:

- The foremost independent, not-for-profit, applied research organization in Canada.
- Objective and non-partisan. We do not lobby for specific interests.
- Funded exclusively through the fees we charge for services to the private and public sectors.
- Experts in running conferences but also at conducting, publishing, and disseminating research; helping people network; developing individual leadership skills; and building organizational capacity.
- Specialists in economic trends, as well as organizational performance and public policy issues.
- Not a government department or agency, although we are often hired to provide services for all levels of government.
- Independent from, but affiliated with, The Conference Board, Inc. of New York, which serves nearly 2,000 companies in 60 nations and has offices in Brussels and Hong Kong.
First Air is a proud sponsor, supporter and member of the Center for the North.