

## **CONFERENCE OVERVIEW**

On February 11, 2021, Campbell Strategies convened an online conference called “Pivoting North”. Hosted by Torys LLP, the conference featured 18 speakers from across North America.

Speakers included a range of political, business and Indigenous leaders, all of whom shared their perspectives on one core issue – what actions must Canada take to affirm its sovereignty, address the health, welfare and future of Indigenous peoples, and develop a sustainable economy in Canada’s North. More than 200 participants joined in from across North America, Europe and Asia.



## **OPENING REMARKS**

In welcoming all participants, Barry Campbell spoke briefly about how Canada’s North is both the country’s greatest opportunity and also its greatest risk. “Our hope is that the discussion today will help to identify and launch sustained activities that counter traditional siloed thinking about the North.”

## **OVERVIEW BY GOVERNMENT OF CANADA**

The Hon. Carolyn Bennett, Minister of Crown-Indigenous Relations, then spoke on behalf of the Government of Canada. In her remarks, Minister Bennett talked about the federal government’s Arctic and Northern Policy framework and about how “Canada must be a leader in not only what we do, but how we do it, which has to be in full partnership with First Nations.”

## **KEYNOTE ADDRESS**

Dr. Jessica Shadian, President and CEO of Arctic360 and Madeleine Redfern, Executive Director of Arctic360’s Northern Branch, co-presented as the conference’s keynote speakers. Dr. Shadian challenged conference participants to see the North not as a cost but “as a region of 21st century opportunity for Canada.” To that end, she asked participants to consider the smart-technology investments made by Finland in its northern region and to ask why Canada can’t do something similar in our Arctic region.

In her remarks, Madeleine Redfern talked about the value of collaboration in taking on the infrastructure challenges of the North. “When we are working together and we have that strategy, we know that we’re then in a better situation to have the much-needed conversations with the investment sector to invest in our North and to develop those very mutually beneficial partnerships.”

## **PANEL 1: Canadian Sovereignty and the Central Role of Indigenous Peoples**

*Moderator: Barry Campbell, President, Campbell Strategies*

*Panel Discussion: Indigenous Peoples and Canadian sovereignty in the North are connected, one cannot succeed without the other.*

*Participants:*

**Mary Simon**, Chair, Oceans North

**Stanley Anablak**, President, Kitikmeot Inuit Association

**Ken Smith**, Grand Chief Gwich'in Tribal Council

**Neil O'Rourke**, Assistant Commissioner, Arctic Region, Canadian Coast Guard

**Jordon Sims**, Partner, Imperium Global, former liaison for the United States Chief of Naval Operations, Chairman of the Joint Chiefs of Staff, and Secretary of Defense

In kicking off the first panel Barry asked how the needs of Indigenous peoples and sovereignty are connected. Each of the panelists then provided their respective thoughts on these connections, as illustrated by the following:

**Grand Chief Ken Smith:** *“To work on major infrastructure projects that will be launched by either the territorial or federal levels of government and by working together, we can ensure that our participants and our businesses are seeing the true economic benefits that come forth in some of these limited economic opportunities.”*

**Mary Simon:** *“There is an increasing focus on the Arctic and its resources, and as climate change continues to create easier access to the Arctic, Inuit inclusion as active partners is really central to all national and international deliberations on Arctic sovereignty and related questions.”*

**Patrick Duxley (on behalf of Stanley Anablak):** *“So when it comes to specific issues of Arctic sovereignty, I think many of the issues would be very practical. I think first and foremost, you would want to continue to have a healthy environment which sustains them. We know that in other parts of the world, the oceans are in bad shape and many waters have been exhausted by overfishing.”*

**Neil O'Rourke:** *“For the Canadian Coast Guard, the physical and diplomatic presence that we have on behalf of Canada in the Arctic space is tied directly to Indigenous peoples. As I mentioned, in 2018, we created the Arctic Region [of the Coast Guard] in response to a call from Inuit to work with the Government of Canada on a distinction-based approach, which also allowed us to refocus our attention on Arctic issues as we see the climate changing dramatically, increased vessel traffic, northern populations and cargo shipments, and a call for reconciliation from our Indigenous peoples.”*

**Jordon Sims:** *“We do have a lot of common ground, and it's been my experience whether wearing a uniform or wearing the civilian clothes I do today that those security cooperative agreements have typically been probably the best overall back channel of diplomatic efforts and for clearing logjams on differences that many politicians and policymakers tend to run into.”*

## **PANEL 2: Sustainable Economic Opportunities in the North**

*Moderator: Valerie Helbrunner, Partner, Torys LLP*

*Panel Discussion: The economic opportunities in Canada's North are as enormous as they are urgent, but Corporate Canada seems to be ignoring the opportunity.*

*Participants:*

**Paul Gruner**, President and CEO, Det'on Cho Management

**Bruce Burrows**, CEO, Chamber of Marine Commerce (appeared in pre-recorded video)

**Shivani Chotalia**, Manager, Engineering and Community Partnerships, NRStor

**Tom Hoefler**, Executive Director, NWT and Nunavut Chamber of Mines

**Mark Keneford**, General Manager, Area Sales USA & Canada, Wartsila

**Clint Davis**, President and CEO, Nunasi Corporation

Valerie introduced a pre-recorded video from Bruce Burrows. She then asked panelists to comment on how economic opportunities in Canada's North are as enormous as they are urgent, but Corporate Canada seems to be ignoring the opportunity. A snapshot of the discussion is illustrated by the following quotes:

**Paul Gruner:** *"We've got to have an economy that we can play into – Indigenous groups and Indigenous businesses. We can't do it on our own. And that's what we're looking at, support from territory and federal governments in terms of making the Arctic a key priority around socio-economic and economic reconciliation."*

**Bruce Burrows:** *"Sustainable development also means having a predictable regulatory regime, one that would then certainly foster more investment. More policy support for a sector at the territorial, provincial or federal level would also be welcome, for example, in the form of adequate infrastructure funding, particularly around the construction of permanent ports badly needed."*

**Shivani Chotalia:** *"We do now have a viable solution where we can use energy storage technologies to integrate renewables such as solar generation, wind generation that have dropped significantly in costs in order to replace and really reduce reliance on diesel generation. There's a lot of advantages to this, but I think on the environmental side are a little bit more obvious."*

**Tom Hoefler:** *"There's very little infrastructure up here. We have seven mines operating today, which are just pinpricks on the landscape. And yet we also hold some of the richest geology in the country. You can imagine just by being 40 percent of the second largest country in the world, you're going to have great geology."*

**Mark Keneford:** *"We can use green energy. We can use wind and other sources of green energy to produce green fuels that are used by ships in the Arctic and power plants. We can use renewable energy to produce these fuels. These fuels can be held locally for the ships to be able to use as their fuel source."*

**Clint Davis:** *“The economic valuation of that [Arctic] region is about US\$250 billion on an annual basis. And Canada's landmass of the polar Arctic represents about 25 percent of the entire global Arctic, yet it only contributes two percent to that economy. So think about that for a moment, right? 25 percent of the landmass, only two percent of the economy, which speaks volumes in terms of the fact that Canada hasn't been responsibly built out yet.”*

### ROUNDTABLE

*Moderator: Barry Campbell*

*Main question: What actions can Canadians take to foster sustainable economic development, support Indigenous peoples, and protect our sovereignty?*

*Participants:*

**Laurence Pathy**, Chair, FedNav Limited

**Dr. Whitney Lackenbauer**, Canada Research Chair in the Study of the Canadian North and Professor, Trent University

**The Right Honourable Paul Martin**, Former Prime Minister, Chair, Martin Family Initiative

**Murad Al-Katib**, President and Chief Executive Officer of AGT Food and Chair, Arctic Gateway Group

**Tom Paterson**, Member, Arctic Economic Council's Maritime Transportation Working Group, SVP FedNav Limited

**Michelle Kolla**, President, Yukon First Nations Chamber of Commerce

**Dr. Jessica Shadian**, President and CEO Arctic360

Barry asked members of the roundtable to comment on two main questions: 1) how can we get better outcomes in the North? 2) What specifically can each of the three important players here, governments, business, Indigenous communities do to contribute to better outcomes in the North? Barry asked Murad to start, with other panelists\* then offering their own views. The following samples highlight the roundtable's discussion.

**Murad Al-Katib:** *“The Port of Churchill, I do believe, is a very important piece of infrastructure for our nation. We cannot forget that it is the only rail service Arctic port in North America. And if we turn around and look at the future development of Arctic and northern communities as outlined in the Arctic and Northern Policy Framework, then Arctic sovereignty, Arctic infrastructure development, the ability to provide a tidewater access for both renewable resources in western Canada, like the agricultural industry, renewable fuels and other renewables, as well as the extractive industries are all very, very much linked to sort of Churchill.”*

**Dr. Whitney Lackenbauer:** *“I'm just making a call for a more explicit, more direct conversation with some of the tensions that in my mind really lie at the core of these different visions that we're proposing and realising it's a healthy sign of the North that these debates are going on. And I hope that same healthy approach is taken by stakeholders and rights holders all across Canada in terms of really embracing these debates.”*

**The Right Honourable Paul Martin:** *“The question put before us is how can we get better economic outcomes in the North, though? I’m going to interpret this as really as asking how can we ensure that those who live in the North will benefit from the better outcomes? And I say that because, in fact, the better outcomes for the people in the North, given the huge importance of the north, really means that we will have a stronger Canada.”*

**Tom Paterson:** *“By opening up a road and port project that will create hundreds of long- term jobs and building polar icebreakers to patrol the north all year round, this would show the world that Canada thinks sovereignty of its territory very seriously.”*

**Laurence Pathy:** *“Economic development, social development in the North government assistance financially is critical. But awareness by Canadians is critical. I think Tom [Hoefer]’s points about partnership with the United States in the North is an important element. We have issues such as the need for greater icebreaker support. There is a significant icebreaker building programme going on in Canada, but it’s not enough, nowhere near enough on the schedule for new icebreakers as such that we’re not going to see any true benefit out of that programme for another 10 years, possibly 20 years.”*

**Dr. Jessica Shadian:** *“We need to engrain a mindset into the Canadian psyche about the fact that the North is part of Canada. It needs to be connected and operate with all the critical infrastructure pieces that the rest of Canada has and needs to be connected to the rest of Canada.”*

*\*Internet connectivity issues experienced during the Roundtable prevented Michelle Kolla from fully participating.*

### SUMMARY OF QUOTES ON KEY THEMES

The following quotes from conference speakers capture the overall essence of key themes discussed.

#### NATION BUILDING/SOVEREIGNTY

*“The better outcomes for the people in the North, given the huge importance of the North, really means that we will have a stronger Canada. And so I think that is the approach that we have to that we have to take now in this context about the stronger people in this context.” The Right Hon, Paul Martin, Former Prime Minister and Chair, Martin Family Initiative*

*“We are speaking of this as a northern issue, it’s very much a Canadian issue. The successes of the North are Canadian successes. There are those who would challenge our sovereignty in the North. Well, let me tell you, there can be no challenge to our sovereignty if the North has fulfilled its promise.” The Right Hon, Paul Martin, Former Prime Minister and Chair, Martin Family Initiative*

*“There has to be a bold vision, a big vision. Canada is an Arctic country. It is an Arctic country. And so with that, our region should not be viewed as this daunting challenge. And something where it’s simply going to be viewed as an expense, but rather it should be viewed as a strategic asset. The North is changing dramatically and it is critical that Inuit and other Indigenous people be at the forefront and help to lead this change.” Clint Davis, President and CEO of Nunasi Corporation*

“Canadians do not fully realise what a gem they have in the North and are therefore unaware of the full potential. How do we get Canadians to become more aware of the enormous wealth of people, minerals and territory in Canada’s North?” *Laurence Pathy, Chairman, FedNav*

“I think part of our biggest impediment, various things that we're addressing by, but not for others, it's the perception of Canadians in general not understanding that the North and the Arctic region is a major asset for the prosperity of all Canadians. This is not only about doing things for the citizens that live in those regions. This is truly generational nation building projects.” *Murad Al-Katib, President and CEO of AGT Food and Chair, Arctic Gateway Group*

“And I would hope that it's a vision, it's a Canadian vision to make the North actually shine again, trying to do things better for our communities, to start to harness our resources in the ground, to making communities better, healthier, helping with the with capacity, both for businesses, for education, broadband, all of those things. I think that our mineral resources help really are present, an opportunity to pay for all of that.” *Tom Hoefer, Executive Director, NWT and Nunavut Chamber of Mines*

“So as everyone on this call knows, those northern strategies have come and gone. But longstanding and stark inequalities in transportation, energy, communications, employment, community, infrastructure, health and education remain. It is clear that importing solutions from the South doesn't work, won't work, and that this conference underlines the need for respect and humility. Nothing about us without us is the northerner’s motto. It's the people, together with Indigenous knowledge, that will guide us. And our job is to support their vision and their priorities as we go forward with a better understanding of the potential and the challenges, especially, as you mentioned, with respect to climate change.” *The Hon. Carolyn Bennett, Minister of Indigenous-Crown Relations*

“Canada's Arctic and Northern Policy Framework is just that – a framework. We are now working with our partners to establish governance mechanisms and a co-implementation plan that will build on the priorities established and lead to real change by breaking down the silos of government and the jurisdictional gridlock and working with all partners.” *The Hon. Carolyn Bennett, Minister of Indigenous-Crown Relations*

“The Canadian North is full of potential, everything from its critical minerals and the blue economy to a hub for innovation to attract a global attraction for tourism. And it’s a region with real potential to have a sustainable and prosperous communities.” *Dr. Jessica Shadian, President and CEO, Arctic360*

“As we always say, and it is for thousands of years, the Arctic is our home. So old ideas of sovereignty are breaking down as different governance models such as the European Union evolve, sovereignty sometimes overlap and are frequently divided within federations in creative ways to recognise the rights of peoples. Sovereign rights must be examined and assessed in the context of our long history of struggle to gain recognition and respect as a peoples.” *Mary Simon, Chair, Oceans North*

### INFRASTRUCTURE

“If we want to learn maybe one thing from our neighbours in terms of what we need to do here, it's that investing in critical infrastructure in the North is it's not only possible, but it's also an opportunity.” *Dr. Jessica Shadian, President and CEO, Arctic360*

“Imagine being able to attract capital through public private partnerships that would basically enable Canada to become a world-class leader in construction engineering to address the impacts of climate change. And then by doing so, building houses with northern steel, and then also helping to try to basically fill this horrendous housing crisis that plagues the whole of the territorial North.” *Dr. Jessica Shadian, President and CEO, Arctic360*

“How do we influence the conversations as northerners? As we see Canada and our respective northern, provincial and territorial governments develop our strategies, how do we ensure that these investments make a difference? How do we ensure that they are aligned strategically so we don't miss out and find that possibly the wrong projects get invested? Or we miss the chance of actually having these projects align better with each other.” *Madeleine Redfern, Executive Director, Northern Branch, Arctic360*

“There are no roads or infrastructure leading to deep water ports. An all-weather road from the Kitikmeot region to Greys Bay in Coronation Gulf would open up this area to development. Ice Class Ships, which are economical to build, can access Coronation Gulf from the East or West in the summer months to ship in resupply cargo, including fuel for the region and load the various base metal concentrates for onward transportation.” *Tom Paterson, Member, Arctic Economic Council's Maritime Transportation Working Group, SVP, FedNav*

“The benefits of prosperity initiatives are going to continue to be limited unless we get serious about building real infrastructure, both physical infrastructure and digital infrastructure for the future.” *Murad Al-Katib, President and CEO of AGT Food and Chair, Arctic Gateway Group*

“The economic valuation of that region [the Arctic] is about US\$250 billion on an annual basis. And Canada's landmass, or the polar Arctic represents about 25 percent of the entire global Arctic, yet it only contributes two percent to that economy. So think about that for a moment, right? 25 percent of the landmass, only two percent of the economy, which speaks volumes in terms of the fact that Canada hasn't been responsibly built out yet. So I think some of the biggest challenges that we face and again, it's been said time and time again, basic infrastructure.” *Clint Davis, President and CEO of Nunasi Corporation*

“From the economy, health care to scientific research and public safety, broadband has the potential to positively affect nearly every sector of society, it facilitates and enhances our daily lives in ways once unimaginable. Indeed, broadband has the power to transform society and enable new and more robust ways of interacting with one another. This is a statement that was made in the report by the Arctic Economic Council back in 2016. And it's still very relevant because when you're up north and you're trying to download stuff or go on a Zoom call, it's virtually impossible to do those types of things. And I think in order to be part of the overall process of how the Arctic is being developed, we need that capacity.” *Mary Simon, Chair, Oceans North*

“I live in Ottawa and I have clean water and reliable Internet. But you go to my dad's community or you go to a community in Nunavut and that just simply doesn't exist for us as a G7 country. Thinking about something like that you actually have a segment of the population and a major region of the country which represents 40 percent of Canada's landmass.” *Clint Davis, President and CEO of Nunasi Corporation*

“Simply put, Canada's ability to respond to spills, to capsized ships, to unwanted guests or to any other threats to sovereignty is directly linked to the presence of infrastructure that supports response capacity. Of all the circumpolar nations, Canada's Arctic is the most deprived of any such infrastructure, and a powerful example of this is the fact that from the closest deep-water port to Stanley's community of Cambridge Bay.” *Patrick Duxley, on behalf of Stanley Anablak, President, Kitikmeot Inuit Association*

“The US and Canada combined strategically could potentially be at a disadvantage if we don't have the ability to essentially deploy the remote sensors and data streams and minimal footprint characteristics that we could put out in the North with better communications and infrastructure research capabilities in that area. And that can put us at a disadvantage, I think, strategically and geopolitically as Chinese and Russian influence in the Arctic and in the passageways continue to evolve.” *Jordon Sims, Partner, Imperial Global*

“I think we also face some pretty big questions about whether investing in results, great infrastructure like roads is the best use dollar for dollar up Canadian funding versus investments in airfields or maritime modes. That, dollar for dollar, might actually be best for communities.” *Dr. Whitney Lackenbauer, Canada Research Chair in the Study of the Canadian North, and Professor, Trent University*

“We recently formed an alliance with the Inuvialuit Development Corporation here in Inuvik. To work on major infrastructure projects that will be released by either the territorial or federal levels of government by working together, we can ensure that our participants and our businesses are seeing the true economic benefits that come forth in some of these limited economic opportunities.” *Grand Chief Ken Smith, Gwitch'in Tribal Council*

### **MARITIME POTENTIAL OF THE NORTH**

“The Northwest Passage is Canadian. I do, however, have a suggestion. Join forces with the USA, just like the Seaway, a joint venture agreement to police the Northwest Passage and the Arctic Ocean by Canada and the US, both countries would build new icebreakers and position them in the North all year round.” *Tom Paterson, Member, Arctic Economic Council's Maritime Transportation Working Group, SVP, FedNav*

“Opening up the North to further exploration and development will allow us as a country to diversify export destinations for outbound cargoes. Europe, India, Africa, they all need more Canada.” *Bruce Burrows, President and CEO, Marine Chamber of Commerce*

### **COLLABORATIVE DEVELOPMENT**

“I have always believed that the Indigenous people, that is to say, the Inuit, the First Nations, should be major players in the in the industries at the centre of the communities in which they live, this be whether it be fishing, farming, forestry, mining and so forth.” *The Right Hon, Paul Martin, Former Prime Minister and Chair, Martin Family Initiative*

“I believe that Indigenous entrepreneurship in the northern economy will play a very important part in the south's success. And what is required, I believe, is for the Government of Canada and the governments of the territories to get behind that entrepreneurship, because if they do, the financial institutions that they need for support will be there.” *The Right Hon, Paul Martin, Former Prime Minister and Chair, Martin Family Initiative*

“We want to ensure that in the process of developing that Arctic strategy, that we bring people into the same room we need. We've heard it time and time again about that. Everyone's operating in silos.” *Madeleine Redfern, Executive Director, Northern Branch, Arctic360*

“The entrepreneurs of the future quite clearly are today's young people, and we have to encourage them. These are young people who were born in the North and who are ready to show the leadership that is required. And it really is about these young people that I would speak to you now. No matter how you look at this, those young people represent the future of the North, and I've spent enough time up North to know what the new generation looks like.” *The Right Hon, Paul Martin, Former Prime Minister and Chair, Martin Family Initiative*

“We've got a real hidden gem in these three territories. But in order for us to unlock that value, Indigenous groups both at the political and business side must not only have a meaningful participation, they have to be true partners and they have to have the ability to drive that economy going forward.” *Paul Gruner, President and CEO, Det'on Cho Management LP*

### ENERGY

“And so we really see energy is also supporting all kinds of growth and economic development in the North. And it's an opportunity that's directly aligned with Indigenous values, of stewardship of our environment.” *Shivani Chotalia, Manager, Engineering and Community Partnerships, NRStor*

“We can use green energy. We can use wind and other sources of green energy to produce green fuels that are used by ships in the Arctic and power plants. We can use renewable energy to produce these fuels. These fuels can be held locally for the ships to be able to use as their fuel source.” *Mark Keneford, GM, Area Sales USA & Canada, Wärtsilä*

### MINING

“Quite frankly, the North is languishing. Paul touched on our sheer size. I mean, the two territories are 40 percent of Canada, and that's like the size of Europe. But the surface is barely scratched. There's very little infrastructure up here. We have seven mines operating today, which are just pinpricks on the landscape. And yet we also hold some of the richest geology in the country. You can imagine just by being 40 percent of the second largest country in the world, you're going to have great geology.” *Tom Hoefler, Executive Director, NWT and Nunavut Chamber of Mines*

## SUBMITTED QUESTIONS

Pivoting North was pleased to receive a number of online questions during the discussion. Many of these were addressed in the course of the conference, as evidenced by the preceding summary.

- How can we assess Canada's approach to protect the Arctic as being serious and as a critical Canadian asset in the absence of obtaining and deploying much needed security assets - military assets - icebreakers, bases, i.e. a stronger Canadian presence in northern territories, OR is that in place?
- Is there a public link to the Arctic360 interactive map?
- How is government supporting infrastructure and energy plans that are associated with long-term comprehensive community driven plans of the grassroots Inuvialuit peoples?
- Do the panel members agree or acknowledge that railway construction is or may be a significant part of economic development? (e.g., from Alberta to cross the NWT & YT to Alaska to open community access; & to provide efficient ore delivery from Mary River mine to port in lieu of diesel trucks)
- The entrepreneurial spirit and innovation is alive and well in the North, I've seen hundreds of examples of "made in the North" success stories. How are the communities/companies and industries showcasing their wins? How do we export our knowledge to the rest of the country and the world?
- Any panel recommendations for the mining industry to align project descriptions for mining and enabling infrastructure with adjacent Indigenous communities earlier in the mining life cycle?
- From any speakers with an Indigenous perspective, what are some conditions for success to integrate clean energy projects North of 60? Secondly where does LNG or small nuclear reactors fit in remote micro-grid development?
- What role does the newly established Canada Energy Regulator Advisory Committee have in ensuring First Nations positions on energy independence and sovereignty related to decision making for energy fuel source and supply chain?