

NORTHERN DIRECTIONS



ARCTIC GATEWAY SUMMIT

WINNIPEG

November 8 -10, 2010



THE UNIVERSITY OF
WINNIPEG

Manitoba 

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MEMORABLE MOMENTS

"Our global partners have a shared interest and vision for further developing our collective resources and transport systems to establish a global supply-chain hub."

- Premier Greg Selinger

"Manitoba and Nunavut have a long history of co-operating and working towards the shared goals of our jurisdictions."

- Premier Aariak of Nunavut

"Our objective is to generate ideas and sharpen our sense of what is possible for an Arctic Gateway and what is needed in the North."

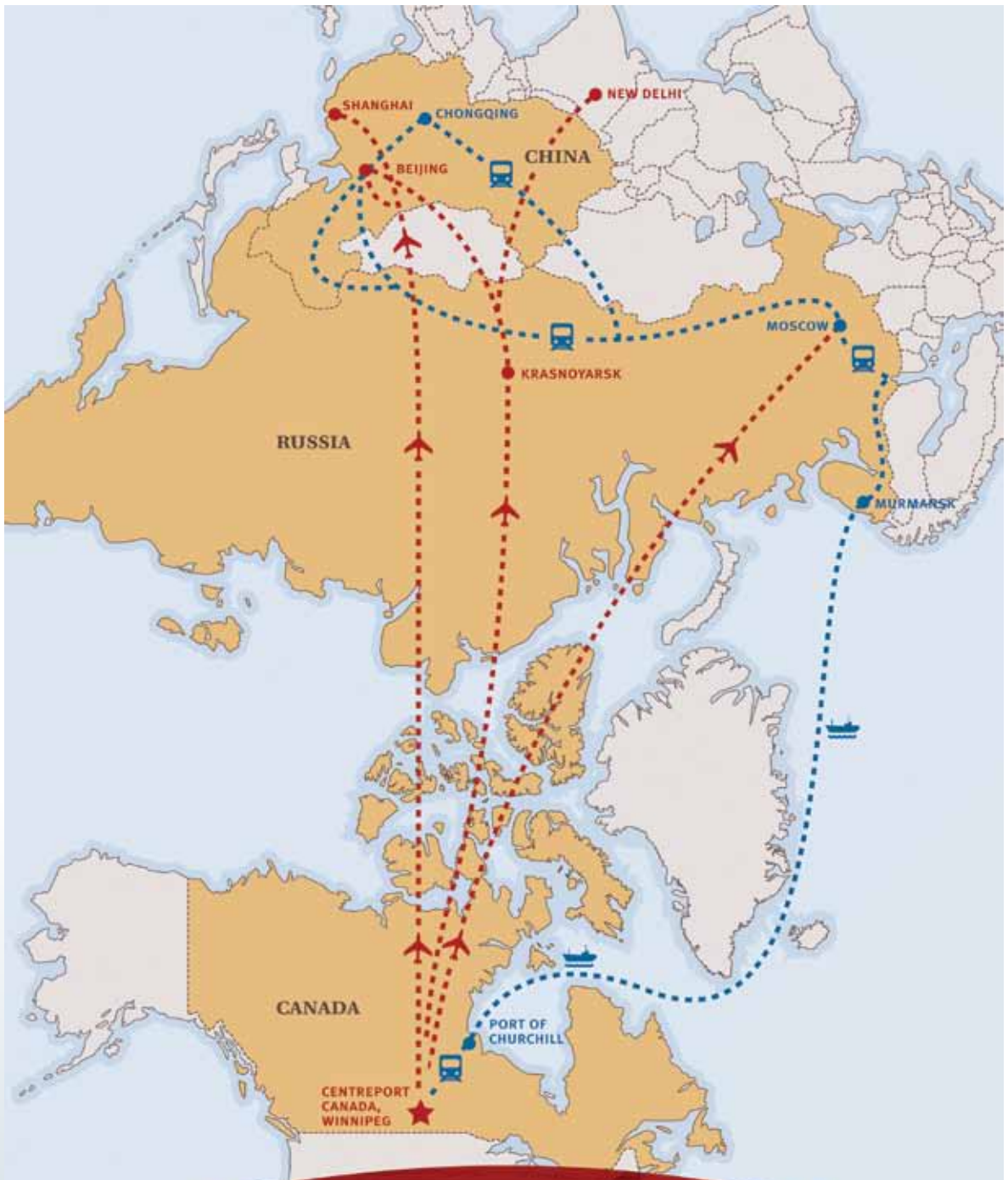
- Dr. Lloyd Axworthy
President of The University of Winnipeg



Premier Selinger, Premier Aariak and Dr. Lloyd Axworthy at the opening plenary



Premier Selinger and Premier Aariak sign the Manitoba-Nunavut Memorandum of Understanding



Canada's Centre for Global Trade
WINNIPEG, MANITOBA



Arctic Bridge

MARINE/RAIL FROM WINNIPEG*

to Murmansk	14 DAYS
to Moscow	16 DAYS
to Krasnoyarsk	18-19 DAYS
to Beijing	23-24 DAYS
to Chongqing	25-26 DAYS

* Estimated times

AIR FROM WINNIPEG*

to Murmansk	7:43 HRS
to Moscow	9:28 HRS
to Krasnoyarsk	10:12 HRS
to Beijing	11:48 HRS
to Shanghai	12:44 HRS

* Estimated times

SUMMIT SUMMARY

BACKGROUND

The Northern Directions – Arctic Gateway Summit was a three-day forum that took place from November 8 to November 10, 2010. Co-hosted by the Government of Manitoba and The University of Winnipeg, the summit focused on three themes:

- increasing international trade and trade between Nunavut and Manitoba;
- building sustainable communities; and
- developing economic opportunities in partnership with northern communities and indigenous peoples.

Manitoba is well established as a national and international transportation centre. The Port of Churchill – Canada's only deep-water Arctic port – is located on the west coast of Hudson Bay and provides shorter shipping distances and times to many parts of Europe, Russia and Asia. Exports and imports through the Port of Churchill currently include resource-based products such as fertilizer and potash, in addition to grains and other agricultural products. However, there is significant potential to increase shipments of all types including manufactured and processed goods. The Port's proximity to the Arctic region makes it an efficient shipping hub for many Arctic communities and a national asset.



Left - Right: Valery Zubov, Michael Ogborn, Denis Pashkov, Hon. Minister Ron Lemieux, Ligang Chen, Premier Greg Selinger, Premier Eva Aariak, Dr. Lloyd Axworthy, J. Wang, Hon. Minister Steven Fletcher, Anton Vasiliev, Paul Vogt, Pat Broe, Hon. Minister Steve Ashton

Summit participants participated in intensive workshop discussions that looked at the big picture as well as ways to help realize the Arctic's potential as a trade and economic development zone.

Summit participants agreed that the time was right to begin taking steps in preparation for an Arctic Gateway. It was important for governments, the private sector and other stakeholders to come together and identify the actions and investments needed to proceed. Fundamental to the plan was the need for environmental sustainability and the involvement of indigenous peoples and communities in the decision-making process.

Manitoba's Arctic Gateway Summit complemented other Arctic initiatives, such as the Sixth Annual Supply Chain Connections Conference: "Northern Exposure," hosted in Winnipeg by the University of Manitoba in September 2010.

It also had an impact on the Hudson Bay Awareness Summit (November 2011 – Iqaluit), which will further explore the issues of ecological sustainability and Arctic leadership.



Premier Selinger speaks to the media

PARTICIPANTS

The summit was co-hosted by Manitoba Premier Greg Selinger and Dr. Lloyd Axworthy, president of The University of Winnipeg. The emcee was Don Newman, formerly of CBC Newsworld and host of TV's *Politics with Don Newman*.

The event brought together a wide range of stakeholders, including transportation and economic leaders, indigenous peoples, northern communities and key representatives from the international community.

Distinguished guests and key partners included Premier Eva Aariak of Nunavut, Minister of State Steven Fletcher, Deputy Premier and Minister of Manitoba Aboriginal and Northern Affairs Eric Robinson, Minister of Manitoba Infrastructure and Transportation Steve Ashton, Minister of Manitoba Local Government Ron Lemieux, Pat Broe, founder and CEO of the Broe Companies and Michael J. Ogborn, executive vice-president of OmniTRAX Canada.

A special delegation of leaders and officials from the Russian Federation also attended, as part of trade and transportation discussions in support of the Canada-Russia Intergovernmental Economic Commission. Delegates from Russia included Deputy of the State Duma Valery Zubov, Minister of Industry and Energy Denis Pashkov (Krasnoryarsk region) and Arctic and Northern Special Envoy and Ministry of Foreign Affairs Anton Vasiliev.

Representing the People's Republic of China was Chinese Consul General Ligang Chen.

THE SUMMIT – DAY ONE

The summit began on November 8, 2010, with a joint signing of a memorandum of understanding (MOU) between Manitoba and Nunavut. The MOU highlighted the strong record of collaboration between Manitoba and Nunavut, including a specific reference to promoting the development of an Arctic Gateway.

Formal remarks by co-hosts Premier Selinger and Dr. Axworthy were followed by keynote addresses from Premier Eva Aariak, Deputy Premier Eric Robinson and Michael J. Ogborn, Executive Vice-President of OmniTRAX.

Participants then engaged in discussions about the summit themes and their vision for an Arctic Gateway.

In the evening, a reception was held at Manitoba Hydro Place, allowing participants and international guests to network with local business leaders from Winnipeg, representatives from Manitoba communities and the Aboriginal Chambers of Commerce.



Summit participants at the opening plenary



Premier Greg Selinger and Gary Glowa of Inkster Park Millwork Ltd.



Deputy Premier Eric Robinson addressing summit



Dr. Lloyd Axworthy with members of the Chinese delegation

THE SUMMIT – DAY TWO

The second day began with a keynote address from Dr. Lloyd Axworthy that set the context for establishing an Arctic Gateway. His remarks were followed by presentations from three noted transportation experts: Sandra LaFortune, director general of strategic policy for Transport Canada; Dr. Paul Larson, CN, Professor of Supply Chain Management at the University of Manitoba; and Diane Gray, president and CEO of CentrePort Canada.

Summit participants then broke into themed discussion groups to look at potential opportunities in creating an Arctic Gateway, from three perspectives:

- transportation;
- indigenous and northern participation; and
- sustainable communities.

The luncheon which followed featured a keynote address by the Government of Canada's representative, Hon. Minister of State Steven Fletcher on Canada's active role in advancing Arctic sovereignty.

After the luncheon, Churchill Mayor Mike Spence and Dr. Jino Distasio, Director of the Institute for Urban Studies at The University of Winnipeg jointly released the "Sustainable Churchill" report, which includes a toolkit for economic and sustainable development planning in northern communities. The report is available on The University of Winnipeg website.

Afternoon discussions focused on the challenges and strategies associated with establishing an Arctic Gateway.

That evening's reception honoured the Manitoba premiere of the critically acclaimed documentary film, *Inuit Knowledge and Climate Change*. Film director Dr. Ian Mauro met summit participants and hosted a question-and-answer session after the screening.

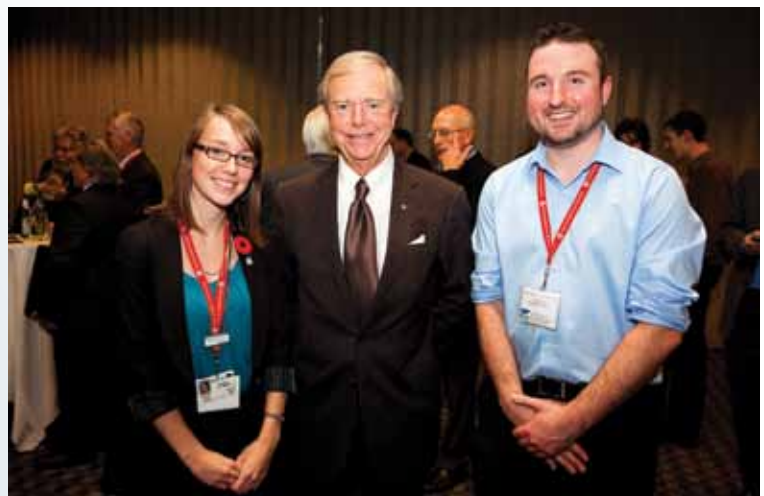
Participants were then invited to the Winnipeg Art Gallery to view the world's largest and most spectacular collection of Inuit art.



Honourable Steven Fletcher



Don Newman addresses the summit



Volunteer facilitators Heather Stevenson and Ian Dunne at the film screening reception with Don Newman (centre)

THE SUMMIT – DAY THREE

The third day began with a keynote address by Ian White, CEO of the Canadian Wheat Board. It focused on the Wheat Board's role in supporting an Arctic Gateway and the reasons why Arctic shipping is a cost-effective method of transporting goods to international destinations.

The final plenary session, led by Don Newman, reviewed the information generated during the previous day's discussions. Dr. Axworthy and Premier Selinger provided closing remarks.



Dr. Lloyd Axworthy addressing closing plenary



The closing plenary

NEXT STEPS

The Government of Manitoba, in consultation with its key partners, will review the data, advice and ideas generated at the summit and use them to guide the development of an Arctic Gateway Strategy. The strategy will identify short-, medium-, and long-term actions and investments needed to realize the vision of establishing a global supply-chain hub through Hudson Bay and the Canadian Arctic.

This report will be distributed to summit participants and key partners, including the governments of Canada and Nunavut.

The report will also be on The University of Winnipeg's website, which will act as a central point for ongoing discussions and feedback.

www.uwinnipeg.ca/index/arctic-Gateway

The purpose of the Arctic Gateway Summit was to provide a forum for the free exchange of ideas. The content of this report does not necessarily reflect the position of the Government of Manitoba, nor create any financial or legal obligations for the government. It will, however, play a role in identifying future economic and social policy decisions in Manitoba and provide a basis for moving forward with the Arctic Gateway.



Manitoba's Special Envoy for International Trade Bidhu Jha and members of the Chinese delegation

SUMMIT HIGHLIGHTS

Summit participants discussed the concept of an Arctic Gateway from three different perspectives: transportation; sustainable communities; and indigenous and northern participation. Each of these themes was seen as critical to the Arctic Gateway development going forward.

A Call to Action

The consensus emerging from the summit was that the time to act is now.

Dialogue: Long-term Vision for Canada's Arctic Gateway

On the first day of the summit, participants considered a broad vision for the Arctic Gateway. They expressed ideas about what they think needs to happen over the next ten to twenty years.

Some key essentials for this vision were to:

- establish comprehensive, multi-purpose structures – an Arctic Gateway should entail more than just loading and unloading ships and railcars, and shipping in and out of port (e.g., establish Churchill as a northern hub for Arctic search and rescue);
- focus on attracting two-way shipping – inbound and outbound cargo;
- develop Port of Churchill's infrastructure to allow for more than just grain or select shipments of fertilizer (e.g., intermodal container shipping);
- ensure sustainable staffing for offices/businesses (while the Gateway is developed) by hiring local residents;
- make sure local residents have access to education and training opportunities;
- ensure a strong voice for the local community through: participation in an advisory council, formal representation in the organization developing the plans for the Gateway and ongoing local involvement in its development from start to finish;
- develop a repository/database to share information among all stakeholders – government, communities, and business and industry;
- ensure sustainable northern development, including value-added elements, local employment opportunities and adequate support for social infrastructure;
- make sure plans to develop trade corridors include an awareness of local traditions and cultural sensitivities;
- secure collaborative partnerships – get commitments from stakeholders to partner with government and involve regional networks with strong regional assets; and
- address issues around Nunavut and other northern communities (e.g., environmental risks and opportunities).

Opportunities, Challenges and Strategic Actions

On the second day of the summit, participants discussed ideas for developing an Arctic Gateway in three different sessions:

Session 1 – **Opportunities**

Session 2 – **Challenges**

Session 3 – **Strategic Actions**

Opportunities

Theme	Top Three Opportunities			Early Wins	
Gateways and Corridors – Domestic	Use maritime transport more to capitalize on longer season.	Take advantage of Baker Lake barge - increased from three per year to 200-300 per year.	Regain lost cargo, moving it through Manitoba, not Montreal.	Do business exchanges - to really understand transport needs of Nunavut, business people must visit.	Forge a strategic partnership between regional stakeholders to build the case for development.
Gateways and Corridors – International	Combine Manitoba's raw commodities -become value- added sector.	Maximize the role of CentrePort in developing an Arctic Gateway.	Take advantage of the increasing global demand for natural resources.	Pursue international trading relationships through the Gateway - diversify from U.S. market.	Explore the potential of exporting potash from Churchill.
Indigenous and Northern Participation	Openly communicate the plan, and its benefits to the communities.	Create opportunities to partner with indigenous people, to participate equally with maximum benefit from the development.	Ensure indigenous people have real employment, equity and educational opportunities.	Map the assets and traditional knowledge that is there now, such as knowledge of climate, environment and weather patterns.	Build on existing strengths and resources. Develop the capacity for indigenous people to participate as fair and equal partners.
Sustainable Communities	Implement strong, efficient regulatory framework to manage money, transportation and infrastructure. Increase focus on tourism development.	Communicate this message in a clear and straightforward way: how we manage what we know, and what things have been successful in the past. Invest research money in the North.	Foster appreciation of the northern environment ecosystem, the communities and the people Inuit impact and benefit agreements – set targets for creating employment for Inuit.	Community outreach – talk to local communities and gain support from the people who will be specifically affected by the Gateway. Develop supportive relationships. Invest in businesses that are Inuit-owned.	Biomass and sustainable energy needs a new kick- start. Develop economic opportunities connected to mineral exploration. Small business in communities is very difficult to start - link economic development to Arctic Gateway development.

Challenges

Theme	Top Three Challenges			Contentious Issues	
Gateways and Corridors – Domestic	Regain clients' confidence in reliable service - earn back customers by re-establishing the capacity to transport domestic cargo from Manitoba to Nunavut.	Before expanding internationally, ensure there is enough infrastructure, emergency response and navigation equipment to support the Gateway concept.	Develop a brand. Get stakeholders to think outside the box, broaden their horizons beyond Manitoba (e.g., the Prairie Port of Saskatchewan and Manitoba).	How do we protect the environment and other issues surrounding increased traffic?	With desired growth comes a price. (e.g., increased traffic may cause a clash of cultures and prompt a change in the customs/traditions of communities.)
Gateways and Corridors – International	Lack of cohesive focus – identify niche opportunities for the Gateway that make economic and business sense to pursue.	Solve the domestic transportation challenges before taking on the international challenges (e.g., not enough businesses with an international scope and context).	There is limited research and information on Arctic maritime transportation.	We need to solve the domestic transportation challenges first, before taking on the international challenges.	If a company is not putting money into a project, it obviously doesn't think it's worth investing in. We need to identify the costs of the Arctic Gateway using finite dollars.
Indigenous and Northern Participation	Connect the indigenous and Northern people with the Arctic Gateway in a real way. Show how people and communities truly benefit. Enforce with accountability.	There's currently no clear structure, policy, plan or support for the involvement of indigenous and Northern peoples.	Who will take a leadership role for a call to action?	The Arctic Gateway will change communities - some will benefit, while others may protest the potential changes to their tradition and culture.	The public and private sector will need to work well together on this project.
Sustainable Communities	Policymakers outside the North don't know its challenges like the people who live there. The residents know more about the issues and solutions.	Ensure the development of the Gateway keeps pace with the development of the communities – don't let one get ahead of the other.	Communicate with the intent to encourage joint efforts with all stakeholders.	Recruit new professionals and train skilled workers to bring in outside knowledge to fill voids.	The environmental impact of increased infrastructure and transportation modes needs to be negotiated.

Strategic Actions

Theme	Strategic Actions				
Gateways and Corridors – Domestic	Develop a strategic action plan.	Improve maritime/ corridor infrastructure.	Establish a commission to review regulatory barriers	Mobilize political will.	
Gateways and Corridors – International	Create a vision statement.	Establish an arms-length governing body to oversee the development.	Revise federal trade policy/ regulations to include Arctic Gateway development.	Develop a business plan for niche opportunities and development.	Build international partnerships.
Indigenous and Northern Participation	Create a fully developed plan to include indigenous and northern stakeholders.	Implement a community involvement strategy.	Create and implement a representative workforce development plan.	Establish a formal governing body including indigenous people of participating communities.	
Sustainable Communities	Engage with community members about building a development plan.	Ensure informed decision-making.	Determine who will make infrastructure investments. What are responsibilities of governments, private sector, etc.?	Include community-planning and environmental advocates in the Gateway development board.	
	Develop triple bottom-line business case and marketing plan.	Commission community economic profiles – current assets and potential liabilities.	Develop a communications plan to engage local communities.	Harmonize regulations to ensure sustainable development.	

AN ARCTIC GATEWAY – FROM CONCEPT TO REALITY

Summit participants suggested taking the following steps to move the concept of an Arctic Gateway forward.

Corporate Structure

- Define who will lead
- Create a task force of stakeholders to develop the vision
- Consider expanding the current membership of the Churchill Gateway Development Corporation – it needs structure/rotation for fair representation of all stakeholders
- Assemble network of industry, academia and government to explore current and future possibilities surrounding transportation in the North
- Stress stakeholder involvement – everyone needs to contribute
- Have government take the lead and help foster various collaborations and partnerships
- Have academic institutions explore the issues and look at future options

Getting Started

- Create an integrated development plan to ensure a coordinated effort. Identify who – government, communities, private sector partners – should do what and in what time frame
- Do market research (e.g., consult with existing customers on how to improve service and supply)
- Develop a cost/benefit analysis and business case before making choices about infrastructure investment

Engaging Stakeholders/Northern and Indigenous Participation

- Talk to local communities and indigenous peoples
- Ensure indigenous peoples' participation
- Connect with international partners
- Create a joint initiative between Manitoba and Nunavut (e.g., regional development corporation to co-ordinate regional activities)
- Integrate and co-ordinate with other Gateways, and lead other Gateway organizations (e.g., Asia, Atlantic Canada Opportunities Agency, Pacific Foundation)
- Develop a strong consensus among international and domestic players on the vision of an Arctic Gateway
- Use a multi-party approach to secure a buy-in
- Use cost-benefit analysis and business case to market the idea to investors (public and private)

Charting a Plan of Action

- Move immediately to get the federal government to recognize the Arctic Gateway
- Ensure effective links with federal policy lenses and frameworks
- Present vision, opportunity and business case to the federal government by community coalition
- Determine the priority versus cost of key infrastructure upgrades
- Create a communications strategy
- Identify market opportunities (e.g., tourism)
- Determine/benchmark what is already in place

- Act on early-win business opportunities
- Focus on quick wins (e.g., incremental improvement of existing infrastructure)
- Start informing Inuit communities about what is being planned and how it will benefit them
- Create a community governing body
- Create buy-ins with governments in the region (Manitoba, Nunavut, Saskatchewan), and internationally (Russia, China)
- Implement air cargo rates to Russia and China
- Build a road to northern resources
- Immediately obtain a capable, responsible marine carrier from Churchill to surrounding communities
- Develop community profiles in Manitoba and co-ordinate with Nunavut – post in website publications to attract business
- Reinstate the Manitoba portion of the Hudson Bay Round Table funding to bring northern communities and indigenous peoples into the equation



Jamie Dumont and Inuit Elder Levinia Brown

RECOGNITION AND THANKS

The Arctic Gateway Summit would not have been possible without the dedication and support of a large number of people. First and foremost, the Government of Manitoba and The University of Winnipeg would like to thank all of the summit's sponsors:

Title Sponsor:



Silver:



Bronze:



In-kind:

Follett of Canada

We would also like to thank our distinguished summit emcee, Don Newman, for all his work in keeping the summit on track and on time, as well as all the speakers and presenters for sharing their expertise.

The summit proceedings were professionally designed and facilitated by Helen Wythe of Helen J. Wythe and Associates and we are very grateful to her and to the Government of Manitoba staff who volunteered their time to assist in this regard.

A number of content experts were on-hand at the summit to provide factual information to participants as needed: Alberto Valesco – CentrePort Canada, Gustavo Zetner – Canadian Manufacturers and Exporters, Dr. Paul Larson – University of Manitoba Transport Institute, Dr. Jino Distasio – University of Winnipeg Institute for Urban Studies, Christa Rust – International Institute for Sustainable Development, Dr. Danny Blair – University of Winnipeg Department of Geography, Dr. Mathew Asplin – University of Manitoba Centre for Earth Observation Science, Harvey Bostrom – Government of Manitoba Deputy Minister of Aboriginal and Northern Affairs, Gord Wakeling – Communities Economic Development Fund, and Stewart Hill – 4D Consulting.

The Government of Manitoba and The University of Winnipeg would like to thank the steering committee co-chairs for all their work in planning the Summit – Chris Minaker and Jamie Dumont – Government of Manitoba and Dan Hurley – The University of Winnipeg, as well as those staff members from the Government of Manitoba who served on the program development committee. Thank you as well to Ken Beason of PPM Public Policy Management Ltd. for preparing the background paper. Extra special thanks to Linda Palmer from The University of Winnipeg who organized the summit logistics and to Patrick Elves who helped to sift through the primary data and final report.

Finally, we wish to thank the volunteers who contributed their time to making the summit a great success, especially the students from The University of Winnipeg and the University of Manitoba.

Thank you!

APPENDICES

SUMMIT AGENDA

Monday, November 8

- | | |
|-----------------------|--|
| 1:00 p.m. – 1:30 p.m. | Summit Opening
<i>Premier Greg Selinger and Dr. Lloyd Axworthy, Summit Co-Hosts</i> |
| 1:30 p.m. | Summit Themes and Key Partners <ul style="list-style-type: none">• Sustainable Communities – <i>Premier Eva Aariak</i>• Indigenous and Northern Participation – <i>Deputy Premier Eric Robinson</i>• Gateways and Corridors – <i>Michael J. Ogborn</i> |
| 2:30 p.m. | Dialogue Session
Your Vision for the Arctic Gateway |
| 5:30 p.m. | Business Reception |

Tuesday, November 9

- | | |
|------------|---|
| 7:30 a.m. | Breakfast and Keynote Address <ul style="list-style-type: none">• Setting the Context – <i>Dr. Lloyd Axworthy</i> |
| 9:00 a.m. | Gateways and Opportunities <ul style="list-style-type: none">• Government of Canada: Gateways and Corridors Policy – <i>Sandra LaFortune</i>• University of Manitoba: Transportation Institute – <i>Dr. Paul D. Larson</i>• Centreport Canada – <i>Diane Gray</i> |
| 10:00 a.m. | Concurrent Session 1 |
| 12:00 p.m. | Lunch and Keynote Address – <i>Honourable Minister of State Steven Fletcher</i> |
| 1:30 p.m. | Concurrent Session 2 |
| 3:30 p.m. | Concurrent Session 3 |
| 5:15 p.m. | Reception, Film Screening and Winnipeg Art Gallery tours |

Wednesday, November 10

- | | |
|-----------|---|
| 7:30 a.m. | Breakfast and Keynote Address – <i>Ian White, CEO of the Canadian Wheat Board</i> |
| 9:00 a.m. | Working Session |
| 11 a.m. | Summit Closee <ul style="list-style-type: none">• <i>Premier Greg Selinger and Dr. Lloyd Axworthy</i> |

BIOGRAPHIES

Premier Greg Selinger

The Right Honourable Greg Selinger was first elected to the Manitoba Legislative Assembly in 1999. He served as Finance Minister and Chair of Treasury Board for 10 years before becoming Premier on October 19, 2009.

Premier Selinger received a PhD from the London School of Economics, a Master's Degree in Public Administration from Queen's University and a Bachelor of Social Work Degree from the University of Manitoba where he was also an Associate Professor in the Faculty of Social Work.

During his time in government, Premier Selinger has been a strong advocate for the prosperity of northern Manitoba through initiatives such as the University College of the North, investment in a strong highway system and a variety of northern trade corridor projects.

Dr. Lloyd Axworthy

Dr. Lloyd Axworthy is currently President and Vice-Chancellor of The University of Winnipeg. Dr. Axworthy served six years in the Manitoba Legislative Assembly and 21 years in the Federal Parliament. He has held several federal Cabinet posts, most notably Minister of Foreign Affairs.

Dr. Axworthy became internationally known for his advancement of the human security concept, in particular, the Ottawa Treaty—a landmark global treaty banning anti-personnel landmines for which he was nominated for the Nobel Peace Prize.

Dr. Axworthy currently serves as a commissioner on the Aspen Institute's Dialogue and Commission on Arctic Climate Change. He is a board member of the MacArthur Foundation and the University of the Arctic, among others. In 2010, he was made an honorary member of the Sagkeeng First Nation in Manitoba and was given an Ojibwe name - Waapshki Pinaysee Inini, which means White Thunderbird Man.

Premier Eva Aariak

The Right Honourable Eva Aariak's vision of re-inspiring Nunavummiut, listening to the communities and developing strong government led her to become Nunavut's second leader. She was sworn into office on November 19, 2008.

In her distinguished career, Premier Aariak has worked extensively to promote Inuktitut, the majority language of Nunavut. She served for six years as Nunavut's Language Commissioner and helped to make Inuktitut and Inuinnaqtun working languages of the government.

Premier Aariak has experience in communications, human resources, entrepreneurship and education. Before becoming Premier, Ms Aariak was a journalist with the CBC. She also ran a successful small business, sat as a Councilor on the Arctic Bay Education Council and Chaired the Baffin Regional Chamber of Commerce.

Deputy Premier Eric Robinson

Honourable Eric Robinson (Ka-Kee-Nee Konee Pewonee Okimow) is a member of the Cree Nation - Cross Lake First Nation, also known as Pimicikamak Cree Nation - in Northern Manitoba.

Eric Robinson has served in the Manitoba Legislature since 1993. In 1999, he was appointed to Cabinet as Minister of Aboriginal and Northern Affairs and later as Minister of Culture, Heritage, Tourism and Sport. On November 3, 2009 he was appointed Deputy Premier, Minister of Aboriginal and Northern Affairs and Minister responsible for Sport, for Communities Economic Development Fund, for Aboriginal Education and for the East Side Road Authority.

Prior to becoming a member of the Manitoba Legislative Assembly, Minister Robinson worked in many ways to improve the quality of life for all Manitobans and served as Grand Councillor of the Four Nations Confederacy of Manitoba. He was also a broadcaster and producer for the CBC, was founder of the Native Media Network and is a published author.

Michael J. Ogborn

Michael J. Ogborn serves at the Managing Director of OmniTRAX, Inc. and is the Executive Vice President of OmniTRAX Canada. In those capacities he serves as part of the senior leadership team, primarily responsible the railroad, terminal and transportation companies OmniTRAX manages.

Ogborn is the President of the Churchill Gateway Development Corporation, a public/private partnership established with the Governments of Manitoba, Canada and OmniTRAX and has served on the Manitoba International Gateway Commission and the Churchill Regional Health Authority.

Ogborn currently serves as the chairman of the American Short Line and Regional Railroad Association. Mike is also a voting member of the Rail-Shipper Transportation Advisory Council, which advises Congress on transportation policies, legislation and regulations.

Don Newman

Don Newman was Senior Parliamentary Editor for CBC News and the host of CBC Newsworld's daily program Politics. He was also the chief political and special events broadcaster for CBC Newsworld. He retired from the CBC in June 2009 but continues to contribute to the network.

Newman started his broadcasting career with CTV and he opened its Washington bureau in 1972, where he covered Watergate. Since moving to the CBC's Parliamentary Bureau in 1981, Newman has covered such major national political stories as the Canada-U.S. free trade agreement, the GST, the failed Meech and Charlottetown accords, budget releases, political scandals and resignations, crucial debates over major public policies, legislation in the House and Senate and major decisions of the Supreme Court of Canada. In 1989, Newman helped launch CBC Newsworld.

Newman was instrumental in negotiations to bring Canadians live television from the Supreme Court and in expanding coverage from the House of Commons. In 1999, Newman was named to the Order of Canada.

Newman is a native of Winnipeg. He was educated in England, Montreal and Winnipeg.

Sandra LaFortune

As Director General of Strategic Policy at Transport Canada, Sandra LaFortune plays a leadership role with respect to policy integration. She is also responsible for developing and implementing the National Policy Framework for Strategic Gateways and Trade Corridors, which includes the Asia-Pacific Gateway and Corridor Initiative, the Continental Gateway and Trade Corridor Strategy and the Atlantic Gateway Strategy, all of which emphasize partnerships with the public and private sectors and with Canada's major trading partners.

LaFortune joined the federal public service 20 years ago and has held positions in the Department of Canadian Heritage, the Privy Council Office and the Treasury Board of Canada Secretariat (TBS). A native of Montreal, she holds a Bachelor of Arts degree with first-class honours in history and a concurrent major in Canadian studies from McGill University.

Dr. Paul D. Larson

Dr. Paul D. Larson, Ph.D. is the CN Professor of Supply Chain Management (SCM) at the University of Manitoba. He is also Head of the SCM Department and Director of the Transport Institute.

Dr. Larson has published nearly 50 articles in leading SCM journals and has made numerous presentations at academic and practitioner conferences. Dr. Larson serves on the Editorial Review Boards of the Journal of Supply Chain Management and International Journal of Physical Distribution and Logistics Management and is a former Associate Editor of the Journal of Business Logistics.

His current research interests include northern/arctic transportation, supply chain risk management, supply chain sustainability and humanitarian logistics.

Diane Gray

Diane Gray is the President and CEO of CentrePort Canada Inc. CentrePort is Canada's first inland port and encompasses 20,000 acres in the northwest quadrant of Winnipeg.

Gray previously worked for the Province of Manitoba from 1995 to 2009 and served as Deputy Minister of Finance, Deputy Minister of Federal-Provincial and International Relations and Deputy Minister of Trade.

Gray is a graduate of The University of Manitoba's and The University of Winnipeg's Joint Master of Public Administration Program and has an undergraduate degree in political studies from the University of Manitoba.

SUMMARY OF PRIMARY DATA

Dialogue – A Vision for Canada's Arctic Gateway

This section details the responses to each question posed to Summit participants.

- During the opening remarks, what words and/or phrases really caught your attention?*
 - Domestic investments will result in global opportunities for Canada's north.
 - Canada's Arctic is the forgotten coast; this must change in support of Arctic sovereignty and security.
 - Collaboration and partnership-building will be key factors for the success of any Arctic Gateway initiative.
 - Northern and First Nations communities must directly benefit from any infrastructure projects that are undertaken in the North.
 - There is a real sense of urgency. We have the geography, knowledge, and resources; however, we need a plan – we need a strategy for the future.
- What did you hear that affirmed your own experiences?*
 - There is a lack of infrastructure in the North.
 - Successful development must be tied to community development.
 - Development can be a double-edged sword. A boom-bust cycle of investment has had a negative impact on some areas of the North.
 - Sustainable development is a key to the future of the North.
 - Northern communities want a hand in developing a vision for the future. Communities must be active participants in any dialogue to ensure that there's investment in both the land and the people who live there.
- What did you hear that challenged your experiences?*
 - The current infrastructure in Churchill cannot handle the type of growth being talked about.
 - The Port of Churchill requires significant redevelopment to handle freight other than grain.
 - The rail line from Thompson to Churchill needs to be improved.
- What did you hear that was new to you?*
 - The Chinese government will require goods to flow through its northern port within the next 10 years.
 - Huge markets (over 100 million people) can be reached from Churchill.
 - There can be considerable time savings (e.g. four days) as a result of shipping to and from Churchill.
 - The Port of Churchill faces significant challenges to its commercial viability.
- What did you hear that spoke to the vision you have for Canada's Arctic Gateway?*
 - All northern people should benefit from an Arctic Gateway.
 - Any development plan for the North should address climate change.
 - Long-term infrastructure investments are key to the success of any project in the North.

6. *What do you want to see going on in the way of sustainable communities with the development of a comprehensive, national Arctic Gateway in 10 years?*

Integrated Planning

- Engage in sustainable management practices to set targets and monitor progress.
- Use a co-ordinated, cross-jurisdictional body to organize and manage planning.
- Plan for the development of local training and job opportunities.
- Consult and plan with affected communities during the entire process.
- All issues (e.g., social, environmental, economic, transportation) should be considered concurrently.

Building Social Capital for Sustainable Communities

- Economic benefits that result from the North should stay there to help local communities.
- Education and jobs are key factors in sustainability.
- Diversified local economies will spur growth in communities and support the development of an Arctic Gateway.

Participation

- Involve young people, especially youth from the Arctic.
- Provide a strong voice to people from the North from start to finish.

Resource Acquisition

- Increase the number of government shipping contracts that use the Port of Churchill.
- Explore opportunities to ship unconventional granular products (e.g., fertilizer, potash) to and from the Port of Churchill.

Communication

- Ensure northern and Aboriginal communities have access to the Internet.

Marketing

- Help people understand the importance of an Arctic Gateway and the value of working towards it.
- Marketing is key to the success of an Arctic Gateway.
- Understand shippers' needs to know where the markets are.

Northern Development

- Provide education and skills training in the North to help grow and develop northern communities.
- Northern development is not just about bricks and mortar – it's also about the social infrastructure that needs to be in place.
- Reduce regulatory barriers to northern trade and development.

Awareness of Cultural Links

- Consider local culture and traditions when developing trade corridors in the North.

Leadership

- Establish one group to take charge and organize the Arctic Gateway project.

Nunavut Considerations

- Recognize the value of Nunavut to Manitoba's economy.
- Help Inuit people understand and analyze information about the proposed Arctic Gateway.

Operations

- Make a single point of contact available for all issues surrounding the proposed Arctic Gateway.
- Ensure Churchill becomes a multipurpose, import/export port.
- See to it that seamless transportation services (e.g., ship, rail, truck) are made available to customers.
- Link the Arctic Gateway project to current and planned resource development initiatives in Manitoba.

Environmental Risk and Opportunities

- Climate change may result in Churchill becoming the international Gateway of choice for North America.
- Balance economic opportunities with the need for environmentally responsible development.
- Explore the role that green technology can play in the Arctic Gateway initiative.

Collaborative Partnerships

- Treat indigenous people as partners in northern development.
- Ensure a balance between economic, environmental and community efforts.
- Bring people together to foster higher levels of co-operation.

Government Involvement

- The federal government must recognize the Port of Churchill as an official national Gateway.
- Governments at all levels should enact policies to use the Port of Churchill and support the development of an Arctic shipping bridge between nations.

Commitment by Stakeholders

- Stakeholders (private and public) must be willing to actively ship via the Port of Churchill.
- All levels of government should commit to providing funding and resources to help get this initiative off the ground.

Comprehensive National Gateway

- A comprehensive Arctic Gateway must be capable of shipping a wide variety of freight (e.g. bulk commodities, intermodal shipping containers), and not just grain.
- Two-way shipping is key – a true national Gateway should handle both inbound and outbound freight traffic.

Long-term View (10 years)

- Long-term success will see regular two-way trade between Canada and Russia via the Arctic.
- A successful Arctic Gateway will allow wealth generated in the North to stay there to help train local people, develop local talent and improve local education.
- While 10 years is a relatively short period, it will allow for enough growth to be achieved, and infrastructure put in place, to have a successful port up and running.

Infrastructure

- Investments must be made to improve the dependability and capacity of the rail line between Churchill and southern Manitoba.
- The Port of Churchill must be upgraded to handle marine shipping containers.
- An all-weather road is necessary to link northern Manitoba and Nunavut with the rest of Canada.
- A true national Gateway should have adequate infrastructure for air, land and marine shipping demands.

Outcomes

- support for Canada's claims of Arctic sovereignty
- decreased international shipping times
- reduced greenhouse gas emissions
- sustainable, year-round employment opportunities for residents of the North
- investment opportunities for Inuit, First Nations and Métis peoples, communities and enterprises
- greater prosperity and economic opportunities for all Canadians

THEME – GATEWAYS AND CORRIDORS

SUB THEME – Domestic Transportation and Trade

Topic – Opportunities

Round One: Initial Date Generation

1. *What current domestic market opportunities should be further developed via the domestic Arctic Gateway?*
 - gold, diamond, uranium and ore mining
 - increased shipping of grain (including the rerouting of grain shipments from the Great Lakes)
 - domestic tourism
2. *What publically delivered services (e.g., ice-breaking, navigation) and privately delivered services (e.g., transportation, marshalling) are needed to enable trade through the supply chain? How adequate are these services?*
 - Northern-based aviation services could assist local trade.
 - Changes to Transport Canada's small vessel regulations would enable greater trade and improved access to small coastal communities.
 - Safety and security concerns may rise as domestic and international trade increases in the Arctic.
 - The leaders of Manitoba and Nunavut should work together to support trade in the North.

Round Two: Cross Pollinate and Link

1. *What kind of opportunities will the continued rapid population growth in Nunavut and Canada's north provide? Identify demand for products, services, etc.*
 - opportunities for greater education and skills-training to youth
 - increasing job opportunities due to more housing and general construction projects
 - greater demand for health care services
 - development of an all-weather road linking Manitoba and Nunavut to the rest of Canada
 - growth in service industries (e.g., food, entertainment, travel, tourism)
2. *What kind of opportunities does the growth in mineral/resource development activity provide (e.g., mining, oil/gas exploration)? Identify demand for industrial goods and services.*
 - development of an all-weather road linking Manitoba and Nunavut to the rest of Canada
 - improvements to the rail line leading to Churchill
 - higher-speed marine shipping options (tug and barge too slow)
 - more business for the Port of Churchill
 - demand for more housing and accommodations for workers
3. *What transportation initiatives and/or transport-related investments do you think best enable the development of Manitoba as a Gateway to the Arctic?*
 - dependable road access to the Port of Churchill, Nunavut, etc.
 - reliable marine transportation and supporting infrastructure to link Churchill with other northern communities
 - possible need to improve security infrastructure
 - wide distribution of information on opportunities in the North
 - greater focus on collaboration (as opposed to competition) with other provinces

4. *What opportunities does climate change offer in developing a domestic Gateway?*

- extended season for transportation and construction
- expanded service industry
- greater employment opportunities for northern residents (e.g., marine shipping, construction/maintenance of buildings and roads)
- year-round shipping of fresh food

Round Three: Probe for Deeper Context and Tangible Examples

1. *What are some of the keys to taking advantage of these opportunities?*

- political will, especially on the part of the federal government
- improved health care, housing, and education services in the North
- an all-weather road
- imagination, vision and leadership to see these opportunities become a reality

2. *What modes of transportation provide the greatest opportunity to develop a domestic Arctic Gateway?*

- rail shipping (should be looked at for improvement/expansion)
- roads and highways (require political will)
- marine shipping
- shipping by air

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence around this question?*

- the amount of freight that moves as a result of northern mines
- that we can improve freight volumes through our existing systems
- the lack of federal government infrastructure investments in the North
- that regulatory changes have made it difficult for small vessels to sail out of Churchill
- the significant emphasis being placed on the need for an all-weather road
- the magnitude of the infrastructure investments that have been made by China and Russia, as compared to Canada

2. *What opportunities do you see here that hold good promise?*

- making Manitoba a preferred shipping partner
- regaining cargo shipping that once flowed through Manitoba
- increasing trade between Manitoba and Nunavut
- increasing trade between Canada and other nations

3. *What are the top three opportunities which will maximize opportunities for the greatest impact to Manitoba and Nunavut?*

- taking advantage of greater marine transportation opportunities due to the longer season
- engaging southern businesses so they will help pressure governments for action
- bringing stakeholders to the North so they can really understand the needs of the region

4. *What could be done right now to kick-start the effort?*

- could regain cargo shipping from Montreal that once flowed through Manitoba
- could improve barge service to Baker Lake, Nunavut

THEME – GATEWAYS AND CORRIDORS

SUB THEME – Domestic Transportation and Trade

Topic – Challenges

Round One: Initial Data Generation

1. *What current weaknesses, challenges, or obstacles must be overcome in order to increase domestic trade between Manitoba and the Arctic?*
 - Port of Churchill's current capacity to only handle grain (needs to handle containers)
 - insufficient marine shipping capacity and rail car availability
 - lack of co-operation between rail companies
 - high cost of air transportation
 - finding and retaining skilled workers

Round Two: Cross Pollinate and Link

1. *What emerging infrastructure constraints (rail, road, ports and air) in both Canada's northern and southern regions will prohibit further development of a domestic Arctic Gateway?*
 - poor shape of Northern railway road bed – will only get worse as permafrost melts
 - Port of Churchill's current inability to handle container traffic
 - lack of co-operation between national rail companies (e.g., running rights)
 - insufficient tug and barge service to northern communities
 - lack of safety infrastructure/navigational aids at some northern runways (e.g., runway lights, instrument landing system equipment)
 - insufficient roads/highways in the North

2. *What emerging transportation regulatory constraints need to be addressed in the future (rail, road, marine and air service)?*
 - obstacles to marine transportation in the North due to recent changes to Transport Canada's small vessel regulations
 - lack of co-operation between national rail companies (e.g. running rights)

Round Three: Probe for Deeper Context and Tangible Examples

1. *What is the greatest challenge in the further development of a domestic Gateway?*
 - getting the necessary political will
 - money/funding
2. *What are the roles of various levels of government and the private sector in overcoming the challenges?*
 - All parties should stop talking about this project and take action.
 - The federal government should help provide funding for infrastructure.
 - The federal government, provincial/territorial governments and industry must all engage in partnerships, display leadership and contribute their fair share.

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence around this question?*
 - The stakeholders are unique in their own way, yet the barriers they face are often the same.
 - The same issues and recommendations have been talked about for years. We need investment, support, and action.
 - Such a large amount of grain is being shipped through Thunder Bay as opposed to Churchill.

2. *What challenges do you see here that are quite troublesome?*
 - Manitoba is losing business every day that it does not move forward on this issue.
 - We've talked about this for a long time, yet so little action has taken place.
 - Many dependent northern communities have to deal with such poor service.
 - Manitoba's northern rail network is not currently in good shape.

3. *What challenges would provide the greatest economic impact to Manitoba and which the lowest economic impact to Manitoba?*
 - Shipping potash from the Port of Churchill could be very beneficial for Manitoba.
 - Reliable tugboat service in Churchill could allow Manitoba to regain some of the business it previously lost.
 - Improving shippers' confidence in the Port of Churchill could have a significant economic impact on Manitoba.

4. *What are the unpopular or contentious social issues or "necessary evils" that should really be addressed to bring an Arctic Gateway forward?*
 - Economic growth in the North may cause a change in lifestyle and culture for the people who live there.
 - Increasing transport activity in the North may pose challenges to the environment.

THEME – GATEWAYS AND CORRIDORS

SUB THEME – Domestic Transportation and Trade

Topic – Identifying Strategic Actions

Top Recommendations:

- develop a strategic action plan
- improve corridor infrastructure
- review regulatory barriers
- mobilize political will

Easiest to do:

- develop a strategic action plan

Hardest to do:

- mobilize political will

Which one are you most committed to working on?

- improving corridor infrastructure

THEME – GATEWAYS AND CORRIDORS

SUB THEME – International Transportation and Trade

Topic – Opportunities

Round One: Initial Date Generation

1. *What current international market opportunities could Manitoba maximize with the development of an Arctic Gateway?*
 - Western Canada should capitalize on two-way trade with our international partners.
2. *What current assets, such as publicly delivered services (e.g., ice-breaking, navigation) and privately delivered services (e.g., transportation, marshalling) are available to enable international trade through an Arctic supply chain? Are these services adequate?*
 - Community awareness and government leadership are assets to the Arctic supply chain.
 - Canada's strong banking sector provides insurance to allow northern shipping.
 - Export Development Canada helps support international trade.
 - The current infrastructure cannot handle potential trade from an international Arctic Gateway.

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could provide opportunities for indigenous and northern peoples' participation in the economic opportunities associated with an Arctic Gateway?*
 - increasing education and skills-training opportunities for people in the North (e.g., University College of the North)
 - greater royalties from increasing resource extraction
 - international partners (e.g., Russia) lending their expertise to people in the North
2. *What kind of opportunities do the emerging economies of Brazil, Russia, India and China (BRIC) offer?*
 - international trade with these markets (huge number of potential customers)
 - partnership between BRIC countries and Canada to help build/fund Arctic Gateway infrastructure
3. *What kind of opportunities does ongoing climate change and associated impacts offer?*
 - longer shipping season
 - tourism
 - improvements to railway road bed
 - opportunity to use Northwest Passage as a route for super-container ships
4. *What other developing opportunities should be pursued by Manitoba?*
 - should modify Port of Churchill to handle large marine container ships

Round Three: Probe for Deeper Context and Tangible

Examples

- omitted due to time constraints

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence about this question?*
 - There were no comments.
2. *What causes you some concern with what you have seen here?*
 - how to meet potential energy requirements for the Port of Churchill
 - impact on communities
 - unknown cost of development
 - possibility that Churchill may still offer only seasonal employment
 - regulatory environment (e.g., air shipping)
3. *What opportunities do you see here that hold good promise?*
 - shipping potash from Churchill – port is already set up for granular commodities
 - this development opening Churchill to greater truck/rail traffic
 - establishing stronger relationships with northern communities
 - strengthening bilateral trade with Russia
4. *What are the top three opportunities which will provide the greatest economic impact to Manitoba?*
 - increasing worldwide demand for natural resources (e.g., potash)
 - higher fuel prices, making shipping to and from Churchill more attractive
 - exporting value-added Manitoba products (not just raw materials and resources)
5. *What could be done right now to kick-start the effort?*
 - start shipping potash out of Churchill
 - engage private enterprise
 - centralize efforts (e.g., creating an Arctic Economic Council)
 - address government policy/regulatory constraints (e.g., Manitoba – aviation)
 - invest significant funds into the northern rail system

THEME – GATEWAYS AND CORRIDORS

SUB THEME – International Transportation and Trade

Topic – Challenges

Round One: Initial Date Generation

1. *What current weaknesses, challenges or obstacles must be overcome to increase international trade from Manitoba through the Arctic?*
 - insufficient infrastructure
 - obtaining a steady traffic supply (especially return shipping) to justify infrastructure investments
 - how to attract shipping traffic to Churchill (e.g., potash) when other shipping methods are working well for businesses
 - regulatory issues
 - market awareness

Round Two: Cross Pollinate and Link

1. *What is happening with emerging infrastructure constraints (rail, road, ports, air and marine) in Canada/Manitoba that is prohibiting further development of an international Arctic Gateway?*
 - significant infrastructure investments have taken place in other ports, while Manitoba's northern port has generally deteriorated.
 - there is limited ice-breaking capacity in the North.
 - there is a lack of support resources (e.g., search and rescue, salvage, towing, repair facilities)

2. *What emerging transportation regulatory constraints (rail, road, marine, and air) need to be addressed in the future?*
 - the lack of national Gateway accreditation
 - excessive barriers to marine shipping
 - the fact that international air service agreements do not provide open access to cargo
3. *How could policy enable or prohibit international trade via the Arctic?*
 - allowing for greater labour mobility (e.g., visas)
 - linking Arctic Gateway policy with other government policies and agreements (e.g., NAFTA)
4. *How does climate change negatively impact the development of an Arctic Gateway?*
 - Climate change has a positive effect on the marine shipping period in the North (e.g., getting longer)
 - Broken ice blocks and icebergs floating south may endanger marine shipping.
 - Melting permafrost will have a negative impact on roadways and railway road beds.
 - Sea levels may rise, requiring re-engineering of the Port of Churchill and its facilities.
 - There will be less predictable weather patterns.

Round Three: Probe for Deeper Context and Tangible Examples

1. *What are some of the causes of the challenges to Arctic shipping?*
 - protectionism
 - scarcity of resources (particularly financial resources)
 - government's lack of long-term planning
 - private sector's lack of innovation
 - systemic belief that government must come up with the solution

2. *What is the greatest challenge in further development of an international Arctic Gateway?*
 - access to private equity
 - international co-operation and buy-in
 - Port of Churchill's current inability to handle some types of ships and cargo (e.g., marine shipping containers)
3. *What are the roles of the various levels of government and the private sector in overcoming challenges?*
 - The federal government should lead negotiations with other countries.
 - Government infrastructure investments are needed to support marine shipping.
 - Foreign investment and ownership rules should be relaxed.

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence around this question?*
 - more research (e.g., assess economic viability, determine cost of rebuilding Port of Churchill), more discussions and improved access to information needed to move forward on this issue
2. *What challenges do you see that are quite troublesome?*
 - need for more research on this issue
 - lack of private investment in the Arctic Gateway initiative
3. *What three challenges would provide the greatest economic impact to Manitoba and which the lowest economic impact to Manitoba?*
 - limited funding/capital
 - need for infrastructure investments (e.g., rail line)
 - lack of research and information on maritime transportation

4. *What are the unpopular or contentious social issues or necessary evils that should really be addressed to bring an Arctic Gateway forward?*
- lingering resentment against the federal government for lack of roads north of Churchill
 - poor conditions under which many northern Canadians live (e.g., limited access to medical services)
 - the fact that some people will benefit from an Arctic Gateway and others will lose (All parties should be upfront and honest about the pros and cons of this project.)

THEME – GATEWAYS AND CORRIDORS

SUB THEME – International Transportation and Trade

Topic – Identifying Strategic Actions

Top recommendations:

- create a vision
- establish a stand-alone entity (to manage project)
- revise trade policy
- develop a business plan
- build international partnerships

Easiest to do:

- creating a vision

Hardest to do:

- revising trade policy

Which one when achieved will have the most impact?

- developing a business plan

Which do we need more help and resources to improve or address?

- revising trade policy

Which one are you most committed to working on?

- developing a business plan

Debrief the Process

What words and/or phrases from our sessions today stood out for you?

- business plan
- economic viability

What surprises you?

- the degree of negativity surrounding this issue
- that the Port of Hudson Bay may not be viable

What intrigues you?

- information gaps

THEME – INDIGENOUS AND NORTHERN PARTICIPATION

SUB THEME – The Environment

Topic – Opportunities

Round One: Initial Date Generation

1. *What insights and expertise regarding the environment do indigenous and northern people have today that should be incorporated into planning for the Arctic Gateway?*
 - ability to gather empirical information
 - ability to identify subtle changes and interpret nuances
 - intimate knowledge of land and environment
 - traditional understanding of how knowledge should be used

Rounds Two and Three: No Comments

Round Four: Synthesize Common Themes

1. *What opportunities do you see here that hold good promise?*
 - engaging indigenous Elders and northern leaders in construction and development projects
 - providing skills training and employment to indigenous and northern workers
 - building relationships with indigenous and northern communities, and inviting them to take part in the process (on their terms)
2. *What could be done right now to kick-start the effort?*
 - conducting an Arctic Gateway information session/conference in the North

THEME – INDIGENOUS AND NORTHERN PARTICIPATION

SUB THEME – Social

Topic – Opportunities

Round One: Initial Date Generation

1. *What strengths and natural assets do indigenous and northern peoples have today that help to maintain traditional ways of life in the face of significant change?*
 - They know the land they live on – what they can do, where they can go, what's good, what's bad, and how the different aspects of nature all work in harmony.
 - They often have strong links to indigenous peoples in other countries.
 - They have a collaborative, bottom-up approach to decision-making.
2. *How can traditional knowledge be incorporated into planning for an Arctic Gateway?*
 - help all people understand traditional ways (e.g., provide a crash course on how to engage traditional people)
 - provide funding to ensure that indigenous and northern people can fully participate (ex: travel to/from their home communities to attend meetings in Winnipeg)

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could provide opportunities for indigenous and northern peoples' participation in the social opportunities associated with an Arctic Gateway?*
 - northern infrastructure investments, employment efforts, education and training
 - attention, from the media and general population, to climate change
 - global security concerns
 - devolution and resource sharing
 - northern tourism

Round Three: Probe for Deeper Context and Tangible Examples

1. *What key elements are needed for indigenous and northern peoples to maintain their culture and traditional ways of life, while also taking part in the economic and social development associated with the Arctic Gateway?*
 - respecting the diversity and differing viewpoints of First Nations, Inuit, and Métis groups
 - recognizing that First Nations' leadership and decision-making structures may vary
 - engaging representatives of indigenous and northern peoples for the entire process
 - letting indigenous and northern communities say how they want to participate

Round Four: Synthesize Common Themes

1. *What causes you some concern with what you see here?*
 - that people won't "walk the talk"
2. *Within the context of a developing Arctic Gateway, what top three opportunities will maximize indigenous and northern peoples' position to strengthen their social capacity and maintain their traditional way of life now and in the future?*
 - providing First Nations people with education and employment opportunities
 - mapping the assets and traditional knowledge communities have now in order to identify what is missing
 - giving First Nations people an equal stake in the development that occurs (e.g., revenue sharing)
 - establishing partnerships to build consensus and maximize benefits
3. *What could be done right now to kick-start the effort?*
 - ensure that people from the First Nations community are actively engaged as this project moves forward
 - give careful consideration to First Nations peoples' way of life and culture

THEME – INDIGENOUS AND NORTHERN PARTICIPATION

SUB THEME – Economy

Topic – Opportunities

Round One: Initial Date Generation

1. *What strengths and natural assets do indigenous and northern people have today that make them well positioned to take advantage of the economic opportunities associated with an Arctic Gateway?*
 - They are not intimidated by the North (e.g., wilderness, remoteness, harsh weather).
 - They have traditional knowledge and skills to help ensure the environment is protected.
 - They have a young and growing workforce and a strong sense of community.

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could provide opportunities for indigenous and northern peoples' participation in the economic opportunities associated with an Arctic Gateway?*
 - modern emphasis on the value of traditional knowledge and understanding
 - increasing employment opportunities in Churchill and other northern communities
 - greater value on long-term, economically sustainable employment

Round Three: Probe for Deeper Context and Tangible Examples

- omitted due to time

Round Four: Synthesize Common Themes

- no participants

THEME – INDIGENOUS AND NORTHERN PARTICIPATION

SUB THEME – Environment, Social and Economy

Topic – Challenges

Round One: Initial Date Generation

1. *What current weaknesses, challenges or obstacles are holding indigenous and northern peoples back from being involved in the environmental matters involved with the development of an Arctic Gateway?*
 - transportation barriers (e.g., poor roads in the North)
 - insufficient training and education, particularly for youth
 - ensuring the voices of Elders are heard
 - regulatory issues regarding shippers' use of international waterways

Round Two: Cross Pollinate and Link

- no participants

Round Three: Probe for Deeper Context and Tangible Examples

1. *How will the creation of an Arctic Gateway hinder indigenous and northern participation?*
 - if indigenous and northern people have to leave their home communities to access specialized training and education
 - if the Gateway's governing body does not include members of indigenous and northern communities
 - if concurrent investment is not made to allow indigenous and northern people to develop their own resources (e.g., technological support, online materials)

Round Four: Synthesize Common Themes

1. *Within the context of developing an Arctic Gateway, what are the top three challenges to maintaining and developing indigenous and northern participation?*
 - education and training
 - forcing people to adapt – for example, an all-weather road to Nunavut will significantly change the dynamic of the region
 - ensuring that industry actively pursues indigenous and northern participation
 - dealing with the influx of people that will result from the establishment of an Arctic Gateway
 - ensuring that Nunavut is seen as part of the Arctic Gateway (not just a beneficiary)

NORTHERN PARTICIPATION

SUB THEME – Environment, Social and Economy

Topic – Identifying Strategic Actions

Top recommendations:

- create a fully developed plan
- implement a community involvement strategy
- establish a formal governing body, which includes indigenous people from participating communities
- create and implement a representative workforce development plan

Easiest to do:

- establishing a formal governing body, which includes indigenous people from participating communities

Hardest to do:

- creating and implementing a representative workforce development plan

Which one when achieved will have the most impact?

- creating and implementing a representative workforce development plan

Which do we need more help and resources to improve or address?

- creating and implementing a representative workforce development plan

Which one are you most committed to working on?

- creating and implementing a representative workforce development plan

THEME – SUSTAINABLE COMMUNITIES

SUB THEME – Environment

Topic – Opportunities

Round One: Initial Date Generation

1. *What strengths and natural assets do northern communities have today that make them well positioned to preserve the natural environment and ensure the sustainability of their communities and ecosystems?*
 - because many Northern communities still in developmental stages, can more easily embrace environmental protection measures
 - traditional knowledge (e.g., Elders), belief systems (e.g., connection to land) and ways of life (e.g., hunting and fishing)
 - improved communication links with other parts of world (e.g., Internet, satellites)
 - strong leadership in First Nations and Aboriginal groups

Round Two: Cross Pollinate and Link

1. *What changes are occurring in society (local, national and global) that could provide opportunities for northern communities to develop sustainable communities within unique ecosystems?*
 - improved telecommunication and information-sharing abilities (e.g., Internet)
 - lower costs for environmentally sustainable technologies
 - extended marine shipping season as a result of climate change
 - greater national and international attention on northern Canada

Round Three: Probe for Deeper Context and Tangible Examples

1. *Given the changes in our society, what are some of the keys to ensuring sustainable clean northern environments within unique ecosystems?*
 - growing attention to the North by Canadian Coast Guard and Canadian Forces
 - greater monitoring for potential environmental damage (e.g., oil spills)
 - proper water and wastewater management procedures
 - that Northern communities be involved in developments from beginning to end

Round Four: Synthesize Common Themes

1. *What causes you some concern with what you see here?*
 - It may be challenging to balance environmental concerns with business opportunities.
 - It may be difficult for some communities to maintain their traditional lifestyles (e.g., hunting, living off the land) while simultaneously embracing new development.
 - Communities require an action plan or framework to ensure that business development does not outpace their capacity to respond.

2. *Within the context of an expanding Arctic Gateway, what top three opportunities may it present to help maintain environmental integrity while building sustainable communities?*

- Implement a regulatory framework to avoid previous mistakes and prevent new ones from occurring.
- Provide training and education to allow issues to be addressed in an upfront, straightforward manner.
- Expose more people to the majestic qualities of the North, and foster appreciation for the northern ecosystem and its communities and people.

THEME – SUSTAINABLE COMMUNITIES

SUB THEME – Social

Topic – Opportunities

Round One: Initial Date Generation

1. *What current strengths and social infrastructure do northern communities (people and families) have today that makes them well positioned to benefit from the opportunities associated with an Arctic Gateway?*
 - young, growing population
 - tradition of independence and innovation
 - in-depth knowledge of the land (e.g., Elders, hunters, trappers)
 - greater education and training opportunities than ever before
 - close ties with other Arctic nations (e.g., via Arctic Winter Games)

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could provide opportunities for the development of sustainable communities associated with an Arctic Gateway?*
 - greater training, education, health care and infrastructure investments in the North
 - increasingly younger northern demographic – more open to aggressive pursuit of new economic opportunities
2. *As northern communities develop and grow, what characteristics of the communities should be protected from change?*
 - local, collaborative decision-making models
 - the right for community voices to be heard, even as they develop new relationships with global partners

Round Three: Probe for Deeper Context and Tangible Examples

- omitted due to time

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence around this question?*
 - the diversity and knowledge base of the participants involved in this conference (mixture of those who live the issues, and those who work on the issues)
2. *What causes you some concern with what you see here?*
 - Greater consultation may be needed with those who actually live in the North.
 - It may be challenging to prioritize spending, and get the best “bang for your buck.”
 - The solution to the issues identified here cannot be accomplished by one organization alone.
3. *What opportunities do you see here that hold good promise?*
 - taking advantage of the momentum from this conference to engage others in the Arctic Gateway initiative
 - using other established Gateways as models for the Arctic Gateway
 - using marketing to promote the North and attract long-term residents and investment
4. *What could be done right now to kick-start efforts?*
 - reach out to local communities; gain grass-roots support from the people who will be most affected by the development of an Arctic Gateway.
 - engage all levels of government and obtain funding commitments.

THEME – SUSTAINABLE COMMUNITIES

SUB THEME – Economic

Topic – Opportunities

Round One: Initial Date Generation

1. *What strengths and natural assets do northern communities have today that may help integration and collaboration between traditional economies with modern economies developing in the North?*
 - long-term interest and commitment to the North
 - history of resourcefulness, resilience, co-operation and adaptability
 - some of the largest oil, gas, and mineral reserves in Canada
 - intimate, traditional knowledge of the land

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could provide opportunities for northern communities to ensure there is an adequate infrastructure to support economically sustainable communities associated with a developing Arctic Gateway?*
 - Climate change is allowing greater access to trade routes.
 - The North plays a key role in national sovereignty and security.
 - In general, Canada has an aging population, while the North has a much younger demographic.
 - Ever-improving telecommunications technology will help support northern training and education.

2. *What components together define an adequate built infrastructure to support economically sustainable communities?*

- snowmobiles
- four-wheel drive vehicles
- aerial transportation

Round Three: Probe for Deeper Context and Tangible Examples

- omitted due to time

Round Four: Synthesize Common Themes

1. *What surprises you about the collective intelligence around this question?*

- Many people acknowledged the resilience and innovative nature of northern people.
- Multiple stakeholders acknowledged the value of providing education and training to people in the North, and to those individuals who wish to return to the North.

2. *What causes you some concern with what you see here?*

- northern people who go south for education and training may experience problems when they return to their home communities (e.g., lack of acceptance, depression, suicide)
- lack of plans for a college or university in Nunavut
- perception that Nunavut is the end of a transportation chain, not part of the overall northern transportation chain

3. *What opportunities do you see here that hold good promise?*

- more opportunity for northern communities to develop products and services
- closer ties between Manitoba and Nunavut
- development of impact and benefit agreements, which could set targets for businesses (e.g., employment creation)

4. *Within the context of a developing Arctic Gateway, what top three economic opportunities may it present to the building of economically sustainable communities?*

- mineral exploration opportunities
- small business development in the North
- investment in Inuit-owned businesses

5. *What could be done right now to kick-start efforts?*

- increasing tourism
- providing greater research and development funding for the North
- exploring the use of impact and benefit agreements for Inuit and northern people

THEME – SUSTAINABLE COMMUNITIES

SUB THEME – Environment, Social and Economic

Topic – Challenges

Round One: Initial Date Generation

1. *What current weaknesses, challenges or obstacles are holding indigenous and northern people back from being involved in the environmental matters involved with the development of an Arctic Gateway?*
 - ambiguity in enforcement of environmental policies (e.g., Who will monitor? What will be monitored? Who will report to whom? Who will be responsible?)
 - monitoring systems fallen into misuse (e.g., systems used to monitor migration patterns and sea ice levels)
 - lack of co-operation between northern and southern communities
 - not enough social and economic programming
 - too few young people returning to communities after moving away for education

Round Two: Cross Pollinate and Link

1. *What is happening in society (local, national and global) that could threaten the indigenous and northern peoples' environment with the development of an Arctic Gateway?*
 - impact of globalization and multi-nationalization on national sovereignty
 - territories' lack of rights and responsibilities

- compared to Canadian provinces
- indigenous people's lack of control/power over resources
- a disconnect in planning and policy ideas between northern and southern Canada
- lack of a cohesive northern development strategy
- not enough consultation with indigenous and northern peoples in their native languages
- unclear benefits of development for indigenous and northern people
- rate and scale of development overwhelming some northern communities' ability to respond

Round Three: Probe for Deeper Context and Tangible Examples

1. *How will the creation of an Arctic Gateway hinder indigenous and northern participation?*
 - sheer cost of participating in the consultation process (a disincentive for the Inuit)
 - unclear who will facilitate participation
 - lack of infrastructure to support participation
2. *What are the unpopular or contentious environmental issues or necessary evils associated with indigenous and northern participation that should really be addressed to bring an Arctic Gateway forward?*
 - how to effectively deal with rapid development and growth
 - how to foresee and avoid certain issues before they become problems
 - how to minimize environmental impact of infrastructure growth and transportation-network expansion

Round Four: Synthesize Common Themes

- omitted due to time

THEME – GATEWAYS AND CORRIDORS

SUB THEME – International Transportation and Trade

Topic – Identifying Strategic Actions

Top Recommendations:

- plan engagement
- plan informed decision-making
- establish an Arctic Gateway advisory board
- prepare community economic profiles
- determine who will invest in what infrastructure
- support community awareness through education
- harmonize regulations and build regulatory capacity
- develop business case and engage in marketing

Easiest to do:

- establishing an Arctic Gateway advisory board

Hardest to do:

- harmonizing regulations and building regulatory capacity

Which one when achieved will have the most impact?

- determining who will invest in what infrastructure

Which do we need more help and resources to improve or address?

- determining who will invest in what infrastructure

Which one are you most committed to working on?

- planning informed decision-making

Synthesizing Common Themes and Next Steps

The following words, phrases, and ideas were among those that participants gave when asked to synthesize common themes and discuss next steps regarding:

Opportunities

- getting a designation for the Arctic Gateway as one of Canada's federally recognized national Gateways (This is key.)
- working with Saskatchewan's potash industry to ship this commodity through the Port of Churchill
- creating an action plan that co-ordinates the various parties' efforts into the achievement of common goals
- growth of and expanded role for Manitoba's University College of the North
- expansion and growth of northern infrastructure
- development of closer ties between northern and southern Canadians

Challenges

- climate change
- minimizing the environmental and ecological impacts of development
- ensuring that Nunavut has an appropriate role as part of the Arctic shipping network
- lack of appreciation and understanding of the systemic challenges faced by northern Canadians (e.g., transportation barriers, high cost of living)
- lack of roads connecting northern communities to southern Canada
- lack of reliability of Churchill's shipping channel
- lack of infrastructure to support northern shipping (e.g., ice-breaking tugboats)
- transportation policies and regulations designed for southern Canada – may not work in the North
- engaging the province of Saskatchewan in Manitoba's Arctic Gateway initiative

Strategies

- ensure a well co-ordinated, formal group or governing body (independent, non-profit board) is in place to provide clear leadership, distribute information, co-ordinate efforts, and serve as a forum for ongoing discussion
- develop high-level policies/strategies that address the economic, social and environmental issues surrounding an Arctic Gateway
- work with Ottawa to designate the Arctic Gateway as one of Canada's national Gateways
- improve infrastructure; increase the reliability of shipping through the Port of Churchill
- modify the Port of Churchill to handle commodities other than grain
- continue to work with existing national and international partners, and seek out and engage new ones (e.g., rural municipalities, CentrePort Canada)
- focus on customer service and relationships to win back past customers and develop new ones
- increase awareness of the Arctic Gateway initiative; work to engage the indigenous and northern communities that will be most affected by its development
- take advantage of traditional knowledge and expertise when developing any plan for an Arctic Gateway
- move forward swiftly – do not lose the momentum developed during this conference

1. *You have just spent the better part of three days discussing various aspects of the Arctic Gateway. If you were in charge, what is the first thing you would do to act on the results of this session?*
 - create a clear business case for the development of the Arctic Gateway
 - bring together a broad base of stakeholders to develop a vision for this project
 - consult with existing customers of the Port of Churchill to determine how best to improve the service
 - bring together industry, academia and government to do research and explore opportunities for northern shipping
2. *What actions would you most like to see in the next two years that move this forward beyond summits, papers, and conversations?*

Get organized

- bring the right people/groups together
- identify a leader
- develop a vision
- determine responsibilities and time frames

Create an action plan

- determine links to federal policies and priorities
- work with federal government to designate the Arctic Gateway as one of Canada's national Gateways
- develop a communications strategy
- secure a reliable marine carrier to work between Churchill and northern communities

Increase stakeholder engagement

- create a business case for the development of an Arctic Gateway by showing how it will benefit other Canadian provinces, territories, federal government, Russia, China, etc.
- create a joint initiative between Manitoba and Nunavut regional development corporations
- seek out and achieve indigenous and northern communities' participation

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