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Declaring Digital Nationhood in Canada's North

IAN B. ANDERSON

It's a proud part of our identity, we've got big plans for it, but most of us will never go there.

Canada's interest in the North, and the political attention it attracts, is growing. Annual visits by the Prime Minister, along with the renewed national discussion of northern issues, are giving increasing prominence to a part of the country few have visited or know much about, but which occupies more than a third of our country.

What *do* Canadians know about the North, and *how* do they know it? What does meaningful engagement look like in the North, and what new digital tools can be used to achieve it?

For many southern Canadians, perceptions of the North have been shaped by tales of small Arctic expeditions led by Europeans traveling from the known world to the unknown. They play an important role in Canadian history: Frobisher, Hudson, Franklin, and others are well-known. For them, discovering the Northwest Passage was the goal – the means to an end, which was finding a new route to the East. They looked to Canada's North, but they looked through it and beyond it.

Canada's North continues to present many unknowns. A 2011 survey by Ekos found a high degree of interest in the North, a belief in its importance, and a broad consensus across a range of issues such as security in the Arctic. Fifty-six percent of southern Canadians believe the Arctic should be a top military priority, while a plurality of southern Canadians (39%) sees the environment as the most important issue facing the Arctic. The survey also found that most Canadians have little direct experience in the North – 99% live in southern Canada, and the high cost of northern travel is prohibitive. Nonetheless, the survey found that Canadians consider it an important part of their identities.

In sum: Canadians from the South have strong views on the North; they project a sense of national identity through it; yet most

have never visited it, and are unlikely to do so. The North's ability to welcome new thousands of visitors is limited, but this shouldn't limit how we think about getting to know this far off part of our country.

The results of the survey reflect the impact those early Arctic expeditions have had on common understandings of the North: Canadians look to the North, but they look through it and see other things beyond it. They see national identity, expressed through a concern for security and the environment. Like those early explorers, they are projecting bigger ideas through the North, without knowing it for what it is.

Is visiting a place required for understanding it? Eric Schmidt and Jared Cohen, authors of *The New Digital Age*, don't necessarily think so. They argue that national identities are taking new forms online, noting the ability of political communities to form associations that transcend physical boundaries. The authors note the potential of aspiring political entities, like the Kurdish people, to obtain digitally what they have not yet obtained geographically – a country to call their own.

Canadians already have a country of their own, but it is divided in important ways, mostly notably, by geography. The digital age's ability to knock down geographic barriers is by now a truism. What does meaningful engagement look like in the Digital Age, and can its tools be used so that all Canadians can truly *know* the North, and engage the North?

Canadians, from North and South, are now empowered to become independent digital explorers. The elite-driven exploration and knowledge creation of past Arctic expeditions has given way to an era of mass information creation, dissemination, and consumption. The opportunities for knowing Canada's north multiply as each northern Internet connection is made, and as each user is plugged in.

The moment is ripe to build and shape Canada's national identity by declaring digital nationhood in the North. What would this look like? High-speed Internet, provided by a new satellite network providing coverage above 75 degrees north, is one way for Canada to create the framework necessary for these

interactions to take place, for this digital nationhood to emerge. Another is to use new digital tools to extend other benefits of nationhood, especially in areas like education and health where challenges of remote access remain formidable.

The geographic barriers that prevented explorers like Frobisher, Hudson, and Franklin from reaching the East persist. But in a digital age where identity is increasingly shaped online, important barriers to nationhood are falling fast, giving Canadians the ability to see the North for what it is.

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Resource development needs to create more local value

JAIMIE BOYD

After three long years, a federal panel has recommended approval of the Enbridge Northern Gateway pipeline.

The promise of an extra \$9.2 billion in annual GDP growth, coupled with 209 conditions in defense of the “public interest,” is encouraging. However, this important step towards regulatory approval does not detract from the urgent need for a second, more comprehensive assessment of Canada’s approach to resource development.

Two central questions come to mind. Does exporting unrefined natural resources make sense for Canada’s future? And, is the prospect of entrenching unevenly distributed profits acceptable and sustainable for Canadians?

The Prime Minister has declared that Canada is an emerging energy superpower. If that is the case, we need to collectively decide how to manage our resource wealth. Although Canadians increasingly recognize the importance of environmental sustainability, we tend to overlook the economic implications of major industrial initiatives, like pipelines. Resource extraction, even when coupled with sound environmental practices, does not guarantee sustainable, equitable growth.

The smartest choice for Canadians is to add more value to the resources we extract. That would mean more profits for Canadian companies and more jobs across Canada. Building value chains across the country is essential; otherwise, we risk subjecting ourselves to a painful boom and bust while creating insurmountable tension across our federation.

Adding local value means adding stages to production processes to increase the total value of a good. Value-added natural resources are finished goods like refined oil instead of crude oil and engineered wood products instead of logs.

Domestic value-added in resource extraction is essential for steady, long term growth. Commodities like ours are subject to radical price

fluctuations, which can make large sectors of our economy uncomfortably volatile. When the resource sector leverages Canadian expertise and manpower, good local jobs can cushion changes in commodity prices. If invested properly, the profits can create prosperity long after non-renewable resources are gone.

Canada does not currently add enough local value to our resources, which makes it difficult to enhance productivity and leverage international trade opportunities. Among the 35 OECD countries, Canada’s productivity growth over the past 10 years ranks number 26. Productivity is the main engine of GDP growth; exporting unrefined oil undermines a key opportunity to innovate, increase productivity in a strategic sector, and contribute to long term economic welfare.

Adding local value is also important for Canada’s wellbeing as an equitable, federal whole. We have a constitutional commitment, worth over \$16 billion in equalisation payments in 2013, to provide “reasonably comparable levels of public services at reasonably comparable levels of taxation.”

Canada’s past, however, clearly demonstrates that excessive equalisation can create resentment. Consider the National Energy Policy (NEP), established under Prime Minister Trudeau to stabilize oil prices for consumers, promote independence from volatile world markets, and increase federal government revenues. The oil boom made Alberta the only province making net contributions to federal coffers.

Ensuing resentment drove Alberta to seek exclusive jurisdiction over its natural resources, a decision confirmed by the Supreme Court in 1982. The resentment also led to western alienation and bolstered the Alberta Heritage Fund in an attempt (at least until 1987) to leverage resource wealth to foster long-term economic independence.

If we allow the current oil boom to continue as is, making it increasingly easy to export crude oil rather than encouraging local upgrading and refinement, Canada may soon face the sort of resentment that emerged in the 1980s under the NEP. Exporting natural resources without adding value in Canada not

only restricts the size of the pie; it also limits who can sit at the proverbial table.

The decimation of our manufacturing sector and disappointing productivity levels are leading us towards a dangerously undiversified economy. Canada may increasingly struggle to meet its constitutional commitment to equalization as Alberta grows much wealthier than other provinces.

The disparity in wealth between provinces can only increase unless we deal with our lagging productivity and diversify our resource economy into value-added activities across Canada. We have seen that differences in wealth can create resentment between provinces. Almost three decades after the NEP was dismantled, Canada still grapples with the legacy of resentment in Alberta and is severely restricted in its ability to create innovative energy policy.

Regardless of the Northern Gateway review panel’s recommendation and its many conditions, let’s make sure that this pipeline, and others like it, provides benefits to all Canadians that are commensurate to the risks that we collectively assume. To do that, Canada must move towards more local value-added.

JAIMIE BOYD, BA McGill, MA University of British Columbia, is a federal economist and the founder and director of Unu Design Workshop, a fair trade clothing company in Peru. Boyd holds a master’s degree in political economy and is passionate about improving governance outcomes in Canada and abroad.

Does southern Canadian innovation have a role in Canada's North?

JESIKA BRIONES

Canada's North is poised for growth. One example is its mineral output, expected to grow by 91% by 2020 according to the Conference Board of Canada.

But with economic development comes an increase in population and higher energy demand. Despite the visible impact of climate change in the North, the Northwest Territories and Nunavut continue to be mostly powered by diesel generators discharging large amounts of greenhouse gases (GHG) into the atmosphere – now is the time for other solutions.

According to Natural Resources Canada, Hartley Bay Village, a remote community on the coast of British Columbia, is taking the lead. They have deployed Canada's first remote network of intelligent electricity production, also known as "smart micro-grid". The project claims a large reduction in diesel consumption of 20% and a drop in GHG emissions as well as an increase in community engagement. The next steps are the integration of renewables to further reduce diesel consumption.

A typical Canadian remote network for delivering electricity from suppliers to consumers consists of a number of diesel or hydro generators which service the community's electricity demand. They commonly operate independently from the main electrical grid and therefore communication between the supply and demand (consumers) sides does not exist.

Adding intelligent devices such as monitoring equipment, sensors and controllers can turn an independent micro grid into a smart micro-grid. Think of your classical phone and a smart phone. Such technology can operate on its own or connect with the electrical grid. This ability to communicate with the demand side allows them to coordinate and balance power generation with demand in real

time. It also enables the integration of other mainstream energy sources such as hydro or alternative intermittent sources such as biomass, wind and energy storage capabilities – a cleaner and more efficient network.

But if this technology is so great, why are there not thousands of them already in place? Smart micro-grids involve the deployment of several emerging technologies. To advance a technology from concept to commercialization, technical challenges must be overcome. In the case of isolated communities, smart micro-grids must operate autonomously. In Northern Canada, the biggest test to this technology and its electronic components is the extreme cold weather in which they need to operate.

Community support is equally essential as this can make or break a new energy development. In most communities electricity is not metered, subsidies are not visible to the customers, and the level of energy literacy is low. Education about true diesel energy costs and its environmental consequences is therefore critical.

Currently diesel fuel must be shipped, flown, or driven into Canada's North on provisional winter roads, resulting in high delivery costs. What if we could cut down these transportation costs? Northern communities are also amongst the most vulnerable to the impacts of global climate change. Can you imagine the benefit of having locally distributed energy and cleaner energy generation?

Millions of dollars budgeted for urgent power plant upgrades could also be directed to community energy projects and job training. In Nunavut, 17 of 25 existing power plants are near or at end of their life according to the Northern News Services.

Emerging global issues also affect Northern Canada. Approximately 80 communities in Canada's North operate independently from the electrical grid and rely on diesel. This dependency means that the North will continue to be vulnerable to global energy market fluctuations. Smart energy supply and demand decreases reliance on fossil fuels. It can mitigate rising and fluctuating resource prices while diversifying the job market and

encourage research and development.

Finally, from an export perspective, Canada could take advantage of the opportunity to develop technologies and solutions that are also a good fit for remote micro-grids elsewhere in the world. Smart micro-grids are a great test bed for new technologies and can also be applied to larger systems.

In conclusion

The North could benefit from southern innovation as much as Canadian southern innovation can benefit from demonstrating its technologies under extreme northern conditions. Energy innovation in the North should be a priority in Canada's energy policy and in private investors strategies. The North could provide a valuable, and very challenging, test for technologies that can be used in other regions of the world with similar challenges. Action needs to be taken now, while the North's energy demands are expanding along with its economy and population. Instead of an environmental and technological laggard, the North could be leading the way to a sustainable future.

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Open Data for Canada's North

MEGAN CAMPBELL

Want to learn Inuktituk? There's an app for that.

But unless you live in Nunavut, where the vast majority of its users reside, you likely haven't heard of it. In a country that calls itself the True North, we know woefully little about Canada's North.

Yet, with federal departments in Canada increasingly releasing the data they collect to the public—from airport security wait times tracked by Foreign Affairs to ice measurements in the Arctic collected by Environment Canada—we have the chance to build our knowledge of the north, and strengthen our identity as citizens of a northern country.

It's time Canadians embrace this phenomenon, known as open data, to mine, develop, and spread information about the North.

The recent first wave of Inuktitut-language apps demonstrates the demand for digital experiences for Northerners. In addition to the Inuktitut language instruction app—called Tusaalanga for iOS and developed by the Pirurvik Centre in Iqaluit and Artscii of Victoria, BC.—a new gaming provider based in Pangnirtung, Nunavut has launched a suite of Inuktitut-language gaming apps.

Sunaunna, an app developed by Ivujivik-based artist Thomassie Mangiok, encourages the correct pronunciation of Inuktitut words. Apps are an especially valuable tool for Northerners, as the Canadian Council for the Arts recognized last year. The council launched Canada's first Inuktitut app to provide information on grant applications to Nunavut's artists.

Northern needs are not just the concern of Northerners, but are crucial to Canada's south as well. The federal government calls the North a top priority. The Prime Minister visits every summer. Resource extraction there has benefits for the country as a whole, while the drastic effects of climate change there threaten unforeseen costs on us all.

Canada sees itself as a northern country, but most Canadians have little understanding of northern realities. Apps can provide easy access to information on the North, and

become an important tool for education.

The federal government can play a key role in bringing the North closer to all Canadians, by building momentum with open data. Earlier this year, they launched an official website that shares data collected by federal departments, including border wait times and lists of product recalls. The re-launched website allows the public to use this information without restriction, even for commercial ends—a surprising departure for a government known for its secrecy in other areas. While the amount of data available is still limited, earlier this year Treasury Board President Tony Clement referred to open data as Canada's newest natural resource.

Whether exploitation of data builds a stronger Canada depends on how it's used. While Clement has high hopes for what innovative and entrepreneurial Canadians will do with the collections of federal data, so far most of the 40 or so apps that have been created using data from Canadian government departments have been developed by federal government agencies. The public is not yet heavily involved.

But the government is trying to encourage broader use, with its National Open Data Challenge and Appathon. In these events—modeled on successful experiments using municipally-collected data in Nanaimo, Edmonton, and Ottawa—app developers compete for prizes, for creating inventive apps using federal data. At the municipal level, an explosion of app—notably ones sharing bus arrival times—has helped make the everyday lives of Canadians easier.

But will the federal government provide a similar catalyst for apps that connect Canadians to the North? It could, for instance, focus the National Open Data Challenge and Appathon on using data to create apps for and about the North.

If there's an app to track municipal buses, why not one that tracks when the next ship will arrive in Cambridge Bay? Or an app that compares food prices across Arctic communities? Why not games based on caribou migration? The Canadian video game industry contributes \$2.3 billion annually to the

country's GDP. Why not encourage app and game development in Northern communities struggling to build resilient industries?

We can use the data we, collectively, own to build our sense of country, starting with the True North. Northern realities need to be better understood across Canada. The federal government can and should lead the way.

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Over the past of couple weeks, the National Post letters page has devoted considerable space to debating the legacy of residential schools.

The historical inaccuracies cited by many letter writers demonstrates why education on this topic is sorely needed in this country.

For the 4,000 children who died at these schools, and for many survivors, the residential school experience was sinister. Tuberculosis death rates at the schools dwarfed those in the rest of Canada: By 1907, 24% of residential school students had died of TB, a mortality rate more than 100 times the national average.

Systemic abuse and hardship were widespread. Informed by racist policies designed to destroy aboriginal languages and culture, the residential school system was administered by the government of Canada and run by four denominations of churches. By the time the last school closed in 1996, over 150,000 aboriginal children had been forcibly removed from their homes.

This Orwellian approach — the state's attempt to brainwash children by forcing the dominant culture on them — devastated aboriginal communities in Canada. Young Canadians deserve to know this history, so that they can understand our country's origins and consider their role in protecting human rights.

Canada's record of assimilation policies and residential schools is rarely taught in classrooms. A recent national survey found that a third of Canadians are unfamiliar with these events.

There are three benefits to teaching our students about residential schools. First, students learn that democracy is fragile. Even in a society such as ours, people can be denied their basic human rights. Even at the heart of what we persuade ourselves is a just society, basic human rights can be denied as they were by residential schools. A healthy democracy,

which respects human rights, is dependent on the responsible participation of citizens.

Second, teaching the harsh legacy of residential schools gives students the tools to deal with the challenges this country currently faces. These include inequalities in education, health services and child welfare, with less funding for aboriginal children on reserve compared to children off reserve. Finally, aboriginal students can be empowered through their learning: While the policies and actions of the state caused unnecessary suffering, pupils were resilient. If we want our youth to become active citizens, they deserve the chance to explore this difficult subject.

The departments of education in the Northwest Territories (NWT) and Nunavut offer a model for teaching about residential schools. Since 2012, all territorial Grade 10 students study assimilation policies and residential schools. Students write a book review of survivor memoirs and novels, enabling them to empathize with the characters.

In another activity, students are exposed to historical accounts and asked to make a reasoned judgment relying on evidence. Students defend a position from many perspectives and there is no right answer. They debate the purpose and influence of the federal apology, and discuss former students who had both good and bad experiences at the schools.

Classrooms open to taking different perspectives help students develop the skills necessary to resolve conflicts. These skills, which are central to a healthy democracy, are more likely to be used by adults, if they are developed during adolescence. Engaging students on residential schools can transform how the protection of human rights is understood in Canada.

"Canada must acknowledge its past history of shameful treatment of aboriginal peoples," said Inuk leader John Amagoalik. "It must acknowledge its racist legacy. It should not only acknowledge these facts, but also take steps to make sure that the country's history books reflect these realities."

By devoting 25 hours of mandatory class time for every high school student in the NWT and Nunavut to learning about resi-

dential schools, the territories have taken up Amagoalik's challenge.

If George Orwell was correct that "those who control the past control the future," we face a great risk if we do not educate Canadian youth about our brutal history. By failing to pass on the lessons we learned, we are opting out of crucial conversations about democracy and human rights in Canada.

Discussions of controversial issues in the classroom are not easy and take practice on the part of students and teachers. This is a necessary step in Canada's work towards reconciliation between aboriginal peoples and everyone else who calls this land home. We should know our history, even if it isn't pretty. Compassionate students who can think critically will make Canada better. If we hope to live in peace, we need to know the truth about ourselves.

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Getting it Right in the Arctic

BRIAN KINGSTON

Years of underfunding have left Canada's Coast Guard woefully unprepared to fulfill its increasing responsibilities in the Arctic.

Thinning sea ice is creating new economic opportunities in the North, including resource development and rising shipping traffic. The Coast Guard's icebreaking fleet must be enlarged to ensure that Canada has the capacity to meet its maritime responsibilities.

The Arctic ice cap is shrinking, opening previously inaccessible waterways. According to the NASA-supported National Snow and Ice Data Center, the extent of this past summer's Arctic ice was the sixth lowest ever recorded. A more accessible Arctic will put demand on the Coast Guard to ensure protection of the environment, monitoring of increased shipping, icebreaking services for commercial vessels, search and rescue operations and resupply for remote northern communities.

Canada's Arctic coastline runs more than 162,000 kilometers in length, well over half of Canada's total coastline. This makes Canada's Coast Guard responsible for an estimated 25 per cent of the offshore seas of the northern hemisphere. To patrol this vast and operationally complex coastline, Canada has an icebreaking fleet consisting of two medium-sized icebreakers (capable of breaking through nearly two-meters of ice) and four smaller icebreakers (capable of breaking through ice of up to one-meter). This means one icebreaker for every 27,000 kilometers of coastline.

All but two of these ships are over thirty years old and Canada's largest icebreaker, the Louis St-Laurent, is nearly 44 years old. While there are plans to replace the St-Laurent and refit four medium icebreakers, Canada's fleet is disproportionately small and outdated when compared to its Arctic neighbors.

As part of Russia's northern strategy, the Russian Federation is building new nuclear

and conventional icebreakers to add to what is already the world's largest icebreaking fleet at thirty-six ships. This includes six nuclear powered heavy icebreakers, with four more planned for delivery by 2017. The significantly larger Russian fleet is responsible for an Arctic coastline of only 40,000 kilometers, giving Russia one icebreaker for every 1,100 kilometers of coastline.

Countries with even smaller Arctic coastlines have greater icebreaking capacity than Canada. Sweden and Finland have fifteen ships in total. China, with no Arctic coastline whatsoever, has been quick to recognize the opportunities in the Arctic and plans to build an icebreaker to be delivered in 2014.

Recent incidents have shown that Canada's small and aging fleet is at the limits of its capabilities. Two years ago, the St-Laurent was disabled when a propeller broke, cutting short her Arctic mission and requiring assistance from the USCGC Healy. Canada's medium icebreaker, the 34-year old Amundsen, spent 2012 being repaired after cracks were discovered in four of her six engines. Both incidents underscore the need for new investment in Canada's icebreaking fleet, beyond replacing the St-Laurent and refitting four icebreakers.

While the Canadian government has made the North a priority and announced plans to build six to eight Arctic patrol ships at a cost of \$3.1 billion, there are concerns about the proposed ships' Arctic capabilities. In a recent report by Michael Byers, the Canada Research Chair in Global Politics and International Law, he finds serious problems with the patrol ships design. Most importantly, they will have a limited range and lack icebreaking capabilities when compared to Canada's existing icebreakers. While sea ice is thinning due to climate change, the frequency of icebergs is increasing and will pose an increasing danger to ships operating in Arctic waters, including the new patrol vessels.

According to the Canadian Defence and Foreign Affairs Institute, there are already claims that the \$35 billion National Shipbuilding Procurement Strategy, which includes the replacement for the St-Laurent and the Arctic patrol ships, is in trouble as a result of

contractual, financial, and design difficulties. Canada is far behind other nations in its capacity to patrol its Arctic coastline, delays to the shipbuilding strategy will exacerbate this.

The stakes are too high for Canada to get this wrong. If Canada is to take advantage of the opportunities created by the opening of the North, the government must rethink its Arctic maritime strategy and make adequate investments into the Coast Guard's Arctic fleet.

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Redéfinir le Nord : Un plan de match

ALEXANDRA LAFLAMME-SANDERS

Le nord canadien est en période de transformation. Avec les changements climatiques accélérés, le potentiel économique de la région s'ouvre aux Canadiens au même rythme que dégèle le passage du Nord-Ouest.

Face aux enjeux qui se présentent, la position du gouvernement canadien est ambitieuse et audacieuse : s'implanter fermement en Arctique afin d'y assurer les intérêts canadiens avant qu'une autre entité le fasse. Or, avant de vouloir transformer le Nord, on doit d'abord transformer la perception que les Canadiens du sud en ont.

L'engagement du gouvernement fédéral est indéniable : le Premier ministre Harper visite le nord tous les ans et a établi un plan d'actions concrètes afin d'y renforcer la position du Canada. Cependant, l'engagement et l'intérêt de la population canadienne demeurent mitigés. Les réalités de cette région éloignée sont peu connues et certains sont souvent insensibles face à la panoplie de problèmes qui en émergent. Avec ses quelque 100 000 habitants (soit 0,3 pour cent de la population canadienne) répartis sur un territoire représentant 40 pour cent de notre masse continentale, il est clair qu'aucune initiative gouvernementale entreprise dans cette région ne pourra obtenir les ressources financières, l'appui politique nécessaire et l'impact voulu sans l'engagement actif des Canadiens du sud. Mais, comment susciter leur intérêt et les mobiliser pour une région aussi éloignée de leur quotidien?

Ceci est, en soi, un objectif de taille qui nécessite sa propre stratégie, vision et démarche. Avant d'investir des millions dans le développement du nord, le gouvernement fédéral doit d'abord animer un intérêt et une

curiosité, créer un sentiment de responsabilité et d'appartenance, et allumer une étincelle de passion pour ce territoire méconnu et mal compris. Autrement dit, redéfinir le nord c'est d'abord transformer la perception qu'en ont les Canadiens.

À la base, on pourrait songer à une stratégie de communication basée sur trois axes. Un des plus grands atouts du nord est sa magie : ses paysages majestueux, sa culture riche, et son patrimoine unique au monde. Pourtant, on tend à oublier cette beauté tant la couverture médiatique y est pessimiste. En misant sur de grandes campagnes publicitaires qui mettent en valeur l'impressionnant visuel des terres et mers nordiques, on peut en changer l'image abimée et négative. Aussi ce volet promotionnel pourrait comprendre des conférences où des passionnés du Nord témoigneraient de leur expérience. Il faut donner aux Canadiens le goût d'y aller, ou à tout le moins, le goût d'en rêver.

Le deuxième axe viserait à sensibiliser les Canadiens du sud aux enjeux et opportunités du nord afin que cette région devienne partie intégrante de la conscience populaire. Des annonces publicitaires, comme la récente campagne de Campus Montréal (« Des talents – Une planète »), peuvent présenter le nord comme une grande opportunité à saisir, un excitant défi à relever. Nous pourrions aussi songer à développer des concours d'études de cas spécifiques au nord qui amèneraient des Canadiens de divers milieux à collaborer. Enfin, l'objectif ici serait de trouver de façons innovatrices pour familiariser tous les Canadiens aux opportunités et enjeux.

Finalement, le troisième axe aurait pour objectif le rapprochement des Canadiens en favorisant un meilleur dialogue. Les préjugés qui entourent le nord sont un obstacle véritable; mais il faut rapprocher les deux régions afin que tout projet entrepris réponde aux enjeux de la région et serve les intérêts d'une région en plein essor avec tant à offrir. Les nouvelles technologies de communication soutenues par un usage créatif des plus populaires médias sociaux sont la première étape vers de meilleurs échanges. Aussi, des programmes d'échanges au niveau scolaire

et professionnel pourraient être établis afin de permettre à plus de Canadiens d'y mettre les pieds. Le programme Engage North de l'Université d'Alberta est un bon exemple de ce type d'initiative. Encore embryonnaire, ce projet qui cherche à tisser des liens entre les étudiants universitaires et communautés du nord compte déjà plusieurs succès et est en pleine expansion.

Si le Canada désire favoriser le développement du nord, il doit y avoir un engagement soutenu des Canadiens, qui doit provenir d'une meilleure compréhension des opportunités et risques, et d'un attachement personnel, voire émotif, pour cette région qui fait partie de la réalité canadienne. Sans le désir d'en apprendre, et d'en apprendre plus, et sans un éveil commun face à sa beauté et sa magie, il sera difficile, voire quasi impossible, de favoriser le développement du nord.

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Brian Sinclair was profiled to death

ALIKA LAFONTAINE

Three weeks ago I brought my youngest child to the hospital with a severe case of croup, a viral infection that causes swelling in the throat and vocal cords.

She was quickly admitted and a colleague later told me he'd made the diagnosis before even arriving in the room. You see croup has a characteristic presentation — coughing sounds similar to a barking seal. Once you hear it, you never forget it.

Good clinicians see patterns. In training, we take seemingly unrelated symptoms and combine them into a diagnosis. These diagnoses are supported with patient history, blood work, imaging and other testing. Once confirmed, we move forward with the intention our treatment will help our patients.

I would wager there were other patterns at play in our situation. The triage nurse had worked with me previously and knew I was a usually calm anesthesiologist. My obvious concern was more than just an overprotective parent. My colleague was informed I had brought my child in and recognized the last name. Why would an anesthesiologist, a specialist in airway management, bring in a case of croup unless there was cause to be concerned?

Patient profiling — much the same as law enforcement is commonly accused of — is central to the practice of medicine. Early diagnosis, triaging the urgency of assessments and decisions on time to treatment all depend on how we profile patients.

Earlier this month, Brian Sinclair's family withdrew from the public inquest into the reasons behind his death. They believe the next phase of the inquest is disinterested in exploring systemic racism and discrimination against aboriginal people within the health-care system. Although the final report is not yet completed, the focus may be on the effect

patient flow through the emergency room had on Sinclair's death. For Sinclair's family, the lingering question of racism as a causative factor in Sinclair's death remains unresolved.

The question of whether Sinclair was profiled is obvious. Of course he was profiled. The real question — and the one Sinclair's family wants answered — is whether he was profiled based on his medical presentation or whether it was because of the colour of his skin.

This is a much harder question to answer, but one I think we're obliged to explore. From testimony in the inquest, more than 14 health professionals worked over the period he could have been assessed. Four individuals in the waiting room stated they approached the triage nurse with concerns over Sinclair's status. As far as the inquest has found, no one ever evaluated Sinclair's medical status. No pulse, no blood pressure, no physical exam.

That's not to say he wasn't noticed. Rob Malo, a nurse working the weekend Sinclair died, told his lawyer he gave Sinclair's condition "10 seconds" of consideration — "if that." Interestingly, research studies estimate 18 seconds is all the time it takes health professionals to profile a patient. Once profiled, it can be very difficult to get a health professional to consider a new diagnosis.

In the case of my daughter, profiling worked to my benefit. Even before a physical exam began it was decided she was important to be seen.

In Sinclair's case, it worked against him. Time and time again he was profiled as unimportant — for more than 34 hours. This was not a case of being overlooked because of strained resources or hurried evaluation. Health professionals made a deliberate decision to classify him as non-urgent with disastrous results.

It is well established First Nations, Métis and Inuit people have poorer health in most measurements related to the general population. In the report *Empathy, Dignity and Respect: Creating Cultural Safety for Aboriginal People in Urban Health Care*, the Health Council of Canada further shares the feelings of aboriginal patients. One participant states aboriginal patients are "treated with con-

tempt, judged, ignored, stereotyped, racialized and minimized."

If we are to be honest with ourselves as a medical profession, we must admit personal stereotypes can influence our patient profiling. Our awareness of those personal beliefs can make us better health-care professionals and better triage the limited resources we are given. If we ignore this reality, we short-change the patients who come into our care.

Why 14 well-meaning health professionals profiled Sinclair's condition as non-urgent — with little supporting evidence other than his looks, his obvious double amputation, his demeanour and potentially his race — is cause for strong concern. If the second part of the inquest is not the place for this discussion, then so be it. It is foolish to believe, however, focusing on procedures and efficiency are going to fix inappropriate patient profiling.

In fact, we'll only profile faster.

ALIKA LAFONTAINE, MD, FRCPC, University of Saskatchewan, is an Aboriginal anesthesiologist and vice-president of the Indigenous Physicians Association. In 2008 he won CBC-TV's "Canada's Next Great Prime Minister" contest.

Lorsqu'on visite le Grand Nord, on ne peut manquer d'être saisi par la splendeur et l'immensité de ses paysages ainsi que le courage et la détermination des gens qui lui donnent une âme.

Or, ces communautés font face à des défis qui sautent aux yeux. L'un d'entre eux, qui a un effet sur la capacité de se développer, est la difficulté de générer des revenus fonciers, par conséquent de financer des initiatives pouvant favoriser la relance des communautés. Par exemple : améliorer l'esthétique et les infrastructures de développement dans les collectivités.

La structure des gouvernements locaux au Nunavut ressemble à celle en place dans les provinces canadiennes. Les pouvoirs accordés aux collectivités du Nunavut viennent de deux lois, soit la « Hamlet Act » ou la « Cities, Towns and Villages Act ». Contrairement aux communautés des Premières nations, qui sont créées à partir de lois fédérales, les Inuits ont un gouvernement municipal créé par le gouvernement du territoire. La structure administrative est donc fort similaire à celles des municipalités canadiennes dans le sud.

La fragilité et les défis économiques de ces municipalités nordiques font en sorte que leur financement dépend énormément du gouvernement territorial. Certaines communautés, telles que le tout petit hameau de Resolute, sur le passage du Nord-ouest, ont décidé, en échange de revenus supplémentaires, de gérer des services additionnels transférés par le gouvernement territorial. Certaines communautés, comme la capitale Iqaluit, ont un système de taxation foncière qui permet de générer davantage de revenus. Les communautés cherchent à se donner davantage de moyens pour assurer leur propre

développement social, économique, culturel et environnemental.

Mais est-ce que cela saura suffire pour répondre aux défis de ces municipalités du Grand nord? Il y a déjà presque une décennie, en 2004, l'ancien directeur général de Rankin Inlet déclarait dans le Nunatsiaq News que les hameaux du Nunavut recherchaient d'autres sources de financement et que la taxation pourrait servir à financer des nouveaux programmes. Dans le cas des communautés Inuits, la plupart des bâtiments appartiennent au gouvernement fédéral ou territorial. Les gouvernements pourraient transférer des sommes en-lieu de taxes comme contribution financière au hameau pour des projets de développement.

Un exemple de programme, qui pourrait financer ces revenus autonomes, serait le modèle de la zone d'amélioration des affaires. Celui-ci est très présent dans les municipalités du sud, particulièrement dans celles qui ont un centre-ville. Connue sous le nom ZAA en français ou BIA (Business Improvement Area) en anglais, ces organismes collectent une taxe spéciale dans le but de créer un meilleur climat d'affaires et d'améliorer l'esthétique de la zone. Dans le cas des communautés du Nunavut, une structure de taxation foncières ou d'en-lieu de taxes dédiée pour la collectivité pourrait stimuler des projets communautaires, d'embellissement et de nettoyage qui ne sont pas présentement financés par les transferts accordés aux hameaux et aux municipalités.

Tout visiteur de ce territoire nordique reste ébloui par les paysages magnifiques qui s'y trouvent. Or, lorsqu'ils visitent plutôt l'intérieur des communautés, le paysage et l'esthétique sont tout autres et peuvent être décevants tant pour ces visiteurs que pour les habitants. Doug Griffiths, dans son livre « 13 Ways to Kill Your Community », évoque l'importance primordiale pour les communautés de nettoyer leurs propriétés, de mettre "un peu de peinture" sur les bâtiments, et d'embellir les endroits publics afin que chaque communauté puisse s'épanouir, se développer davantage et faire revivre une fierté civique. Si ces actions ne sont pas prises, les commu-

nautés minimisent leurs chances de poursuivre leur développement et d'attirer des emplois et des projets qui bénéficient à l'ensemble de la collectivité.

Certes, quelqu'un venant du sud ne peut pas passer un jugement sur la culture locale, les savoirs faire et la fierté civique de ces communautés. Néanmoins, si le souhait des communautés est d'attirer davantage de visiteurs, et dans plusieurs cas on le sent vraiment, il devient important pour elles de devenir le reflet de la beauté de ce paysage qui fait rêver autour d'eux.

Les collectivités du Grand Nord manquent actuellement d'opportunités de projets touristiques et de prise en charge dans les dossiers de développement local. Un système de taxation local comme les ZAA ou même des sommes en-lieu de taxes, mais voué entièrement au développement et au soutien des projets venant de la collectivité, pourraient avoir des retombées énormes pour les citoyens de ces lieux magnifiques.

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More than Headline Numbers to Ensure Future Prosperity: Governance Matters

JULIA FAN LI

April 1 2014 will mark a historic moment for the Northwest Territories.

For the first time, the Government of the Northwest Territories (GNWT) will start to manage the royalty revenues that flow from mining diamonds, gold and other resources within the territory under the GNWT Devolution Agreement. Two years ago, the GNWT adopted legislation allowing for the formation of NWT Heritage Fund to save a portion of resource royalties for future generations. But what proportion of revenues should GNWT save? How does government balance future savings with current investment needs?

Recognizing that revenues from non-renewable resources will not last forever, the GNWT wants to transform resource revenues into a legacy of infrastructure and savings to maximize benefits for NWT residents today and tomorrow. The goal of the NWT Heritage Fund is to save a portion of royalty revenues collected today into a locked fund for 20 years and to transfer its use to future generations in NWT. The remainder of royalty revenues will be used for current government operations with a priority on infrastructure development and debt repayment.

On February 6, 2014 NWT Finance Minister, Michael Miltenberger announced in the budget that 5% of GNWT resource royalties would be allocated to the Heritage Fund. This percentage was the number proposed by the Ministry of Finance throughout public budget consultations in the territory in Autumn 2013. Seven consultations were carried out and although some agreed with the government's original plan to allocate 5%, some said all revenues should go to infrastructure, the majority called for more savings into the Heritage Fund on a range varying from 25 to 100%.

After steadfast disapproval from several MLAs after the budget announcement, Minister Miltenberger revised the savings figure to 25% five days later on February 11, 2014 to welcome applause in the legislature.

Natural resources belong to citizens of

the territory. To achieve all three benefits of resource royalty inflows into GNWT of enabling infrastructure investment, debt repayment and savings into the Heritage Fund, the government needs to ensure good governance. It does not matter if the headline saving numbers are 5%, 25% or 50% if the Heritage Fund is not governed by strong deposit and withdrawal rules and excellent oversight. If the deposit (what goes into the fund) and withdrawal rules (what is allowed to be disbursed out of the fund) are unclear with room for interpretation, then the Heritage Fund's savings objectives can waver. For example, the Alberta Heritage Trust Fund was established in 1976, however, deposit payments varied from 30% of non-renewable resource revenues being deposited annually to 15% to finally all deposits being stopped in 1987. The Fund was used by government to invest in direct economic development and for social investment purposes. The Alberta government began depositing money again 2005 and the Savings Policy was restructured in 2013 that will see the Fund retains all of its income for future investments. The market value of the Fund in 2013 was \$16.8 billion, however research has shown that if the Alberta Fund had stricter deposit and prevention of withdrawal rules, the Fund could be sitting on \$42 billion + (following Alaska's Permanent Fund rules) or \$121 billion+ (following Norway's Petroleum Fund governance rules) worth of endowment. Learning from Alberta's historical lessons in Heritage Fund development, GNWT has a unique opportunity in time to establish strong governance rules from the beginning.

To ensure the success of a savings mechanism for citizens, transparency and legislated rules can help maintain focus on long-term objectives. One of the most important and effective methods of sticking to objectives is public engagement and citizen awareness. The mechanics of running a Heritage Fund is a technical topic, however, the ownership of the Fund is by the people. Civil society should have a seat on the Trustee board of the Fund and have open transparency to Fund financial reporting and decision-making. The GNWT and its elected MLAs should consider building

on this past round of public budget consultations and continuously invest in public outreach and education of the benefits of saving for future generations. Admittedly, continuous checks and balances by the general public on a technical topic is difficult, however, as emphasized by members of the legislature, leading heritage fund experts and the Norwegian ambassador to Canada, the best compliance mechanism to ensure a successful endowment for future generations is to instill a culture of Saving. Once a Savings culture has been established, citizen engagement will act as a constant and effective check to ensure commitment and aligned priorities by each successive elected government. Although governance topics rarely grab headlines, good governance reinforces culture and ensures maintenance of Heritage Fund objectives.

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Qui devra continuer de payer pour les sites miniers abandonnés ?

MÉLANIE LOISEL

C'était il y a 60 ans déjà. En 1953, plusieurs petites compagnies minières ont obtenu des permis d'exploration dans le Grand Nord québécois.

Pendant une vingtaine d'années, elles ont acheminé du matériel lourd dans les coins les plus reculés de l'Ungava au Nunavik. À l'époque, elles cherchaient à évaluer le potentiel minier et à analyser la qualité des gisements de fer. Mais la distance, le froid, le manque de main d'œuvre et l'impossibilité de rentabiliser une éventuelle mine les ont rapidement découragées. En deux temps trois mouvements, ces compagnies ont plié bagage laissant tout derrière elles.

En arrivant sur un des sites abandonnés près de la communauté inuite d'Aupaluk au Nunavik, il était stupéfiant de voir des dizaines de bonbonnes de propane, des centaines de barils d'huile et des kilomètres de fils traînés dans la toundra. Un gros camion de 200 tonnes avait même été laissé sur place dans un vieil entrepôt rempli de machinerie rouillée. Comment peut-on laisser tant de matériel dangereux en pleine nature? Depuis combien de temps ce site était-il abandonné? Qui est l'irresponsable de ce gâchis? Après quelques recherches, nous avons découvert que c'est la compagnie Ungava Iron Ore, une entreprise minière qui n'existe plus maintenant, qui a abandonné son site d'exploration au cours des années 1970.

Selon le gouvernement du Québec, il existe actuellement dans toute la province 679 sites d'exploration minière abandonnés comme celui d'Aupaluk. D'ici 2017, Québec s'est engagé à nettoyer ces sites alors que les coûts sont évalués à 892 millions de dollars. Seulement dans la région du Nunavik, les experts ont dénombré 275 sites miniers abandonnés dont 18 sites ont été classés majeurs et les autres intermédiaires. Depuis cinq ans, des travaux

de nettoyage ont déjà permis d'en restaurer 14, mais les travaux sont plus longs que prévu en raison du climat et de l'accessibilité des sites. Il reste donc quatre sites importants à remettre en état et il est difficile de s'imaginer que les fonds prévus seront suffisants pour nettoyer les 253 restants.

Qui devra payer pour la réhabilitation de ces sites miniers abandonnés lorsque les fonds prévus seront épuisés? Les compagnies minières fautives sont disparues de la carte depuis longtemps et les contribuables québécois ont déjà fortement contribué à nettoyer les erreurs du passé.

Certes, le gouvernement du Québec a passé récemment de nouvelles lois qui forcent les compagnies minières à prévoir dans leur budget l'argent nécessaire pour la fermeture et la restauration de leur site lorsque leurs activités seront terminées. Elles devront aussi offrir des garanties financières pour absorber 100% des coûts. En théorie, on ne devrait plus se retrouver avec des mines abandonnées dans l'avenir au Québec.

Or, les nouvelles législations ne règlent pas le problème de financement pour nettoyer les nombreux sites abandonnés existants. Étant donné que les Québécois sont déjà imposés à 40%, est-ce possible de leur demander de faire un effort supplémentaire pour restaurer les sites miniers alors qu'il y a tant de besoins en santé, en éducation, et en infrastructure?

Est-ce que les compagnies minières, qui exploitent actuellement nos ressources naturelles, ne devraient-elle pas faire leur part? Bien sûr que les entreprises actives ne sont pas celles qui ont exploité ces sites abandonnés, mais ces entreprises ont grandement bénéficié du laxisme des lois des dernières années et c'est toute une industrie qui en a bénéficié. Encore aujourd'hui, elles tirent grandement profit du régime minier alors que les redevances minières imposées s'élèvent à peine à 16% au Québec.

Dans un souci de ne pas endetté davantage les générations futures, il serait peut-être temps d'envisager d'imposer au moins des frais supplémentaires aux compagnies minières actives le temps de compléter le nettoyage des mines abandonnées. Un fonds

spécial pourrait être créé afin que l'argent recueilli serve à remettre en état notre environnement. En plein boom minier, cette mesure serait loin d'être exagérée alors que le prix des minerais sont en hausse sur la planète. L'impact économique sur les minières serait ainsi amoindri et cette mesure ne les forcerait pas non plus à assumer entièrement les coûts de nettoyage. Ce serait seulement une façon pour le gouvernement d'assurer des fonds pour la réhabilitation des sites.

Comme personne ne se sent réellement responsable du problème des mines abandonnées, ni l'industrie minière ni les contribuables, la solution ne serait-elle pas de tous faire notre part ?

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\$33 for a bag of flour! Where do you live? Canada?

KATHRYN MULLER

Do you know where your next meal is coming from?

Do you send your preschooler to day care hungry because you can't afford breakfast cereal and 4L of milk costs 12.99\$? Are your pre-teen's teeth yellow and rotting, eaten away by pop because it's the cheapest thing to fill a hungry belly?

These are realities for the vast majority in Nunavut, Canada's largest territory. In one of the richest countries on earth, 70% of Nunavut households do not have enough healthy food to eat on a regular basis, according to the 2007 Inuit Health Survey, the only comprehensive study of Inuit health. More than one-third of Inuit households with preschoolers are severely food insecure: parents skip meals so their children can eat, they don't know how they will afford groceries the next week. Those who are hungriest likely live in draughtily low-income housing with cardboard-covered windows in -40 degree winter weather.

Why are Inuit so hungry? For centuries, Inuit survived some of the harshest conditions on earth, fishing arctic char, hunting caribou and seals, collecting berries. Life was not always easy, but people lived off the land and shared what food they had among their extended families. They took care of one another.

Today, Inuit are hungry because they are poor; they are hungry because food prices are exorbitant. Forced into permanent settlements and a wage economy in the 1950s and 60s, the government did not deliver on promises of liveable homes, economic development, or jobs. In 2010, Inuit brought home a median income of \$26,000, according to the Nunavut Bureau of Statistics, nowhere near enough to afford shockingly high food prices. A 2013 food survey conducted by the Bureau found that food prices were over 140% higher in Nunavut than in the rest of the country. The federal government tries to make food cheaper with the Nutrition North subsidy program, but with 25 isolated fly-in communities spread out over a territory the size of continental Europe, economies are simply not of scale.

Many Inuit want local, traditional foods—mostly hunted or fished from the land. A \$28 bruised and wilted cauliflower shipped in from the south would put anyone off vegetables. But, it's not so simple. More than two thirds of Inuit households have an active hunter—but the cost to outfit a snowmobile or boat runs in the tens of thousands for equipment, ammunition, gas. With a full-time job, a hunter could afford these items—but wild animals don't usually wait just outside of town, meaning long-distance hunting is an overnight, weekend activity. Few travel by dog teams anymore—most dogs were shot by the RCMP to quell disease and the few revived teams can't cover long weekend distances, face high food costs (even for dogs!), and require almost full-time Olympian-style training.

Where is the political leadership to stop this Canadian tragedy? In 2012, the UN Special Rapporteur on the right to food submitted recommendations to help improve access to food throughout Canada only to be dismissed by the Conservative government. Canada's not like Africa! We don't have starving people here! But we do.

We also have solutions. February 7 will see the release of the report *Hunger in Nunavut: Local Foods for Healthier Communities* that looks at how increasing access to local foods could help combat food insecurity. The Nunavut Food Security Coalition, a grouping of Nunavut government departments, Inuit organizations, professional associations, and private companies, will soon release a 2013-2016 action plan that looks at how to end hunger in the north through many approaches. The Council of Canadian Academies will soon publish their own report that explores the current factors influencing food security in northern Canada. And community organizations like Feeding My Family are bringing attention to high food costs through social media and blogging.

But, these organizations cannot do it alone. Ottawa must take a leadership role and quickly push forward recommendations to help Inuit access local foods, to decrease the cost of store-bought foods, and to provide community support to those suffering from

hunger. The dance for Arctic sovereignty, and ownership of untold resources, will only increase in pace and Canada's claim centres on the people living north of 60. What kind of claim do we have, what kind of country do we live in, if those most remote and vulnerable cannot even feed their families? It is time for all of us to demand better.

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Place not Theme: Imagining Canada's North

ALYSSA SCHWANN

Canada has an opportunity, at the International Architecture Exhibition in Venice next year, to present a new vision for building in the North.

Developed through the architectural practice, Lateral Office, Canada's proposal, 'Arctic Adaptations', will provide viewers with architectural possibilities for how buildings and infrastructure should operate in the North.

A better vision for the North is critical, but not one limited to an architectural response. We need a far more dynamic and integrated approach to imagining the future – one which is connected, for a change, to the land and people. Other design disciplines should be brought into the discussion. Local organizations need to be valued as partners, not just as resources for grounded knowledge.

The focus should be creating an understanding of the North that can guide policy while respecting northern inhabitants and traditions. This is critical, as Canadian public policy has never been developed through a perspective of 'North of 60'. It is also more important than ever, as the North is undergoing massive transformations, spurred by climate change and intense development pressures.

In 2012, Greenland presented its version of the northern future at the Venice Biennale. Minik Rosing, co-curator of the Danish Pavilion, guided viewers through the exhibit. He paused at a large 70-million year old meteorite and noted that it symbolized the mineral resources that Greenland is going to exploit in the future. The exhibit, 'Possible Greenland', presented a shocking vision of the North where land is exploited, voraciously consumed, and culturally devalued.

Renowned Danish architect, Bjarke Ingels, urged Greenland to seize the opportunities that environmental change may bring: "The world is changing, the climate is getting

warmer, accessibility to resources is getting easier, the melting polar ice caps is opening the northwest passage... completely reconfiguring the logistics and the flow of goods in the world and suddenly placing Greenland, which used to be on the extreme periphery... in the middle of this global superhighway of goods". That Greenland chose to present itself on the world stage this way further shows how quickly things are changing in the North.

As a member of the circumpolar nations, Canada has a critical interest in the future of the North. If we follow the example from Greenland, Canada risks following a trajectory of exploitive resource development at the expense of self-sustaining communities.

Many Canadian northern settlements were originally developed as mining communities. This southern model was, and continues to be, imposed at the expense of the economic, social, and mental well-being of Indigenous communities. Take, for example, the woeful housing crisis at Attawapiskat: a community living in overcrowded, moldy bungalows, deteriorating temporary construction trailers, and tents. People were without running water, proper sewage, and ways to store and cook food. When the disgraceful story became a national scandal, the response from the government was to send more prefabricated housing, imported from the south. Southern-designed housing is too-often not adequately constructed for the harsh northern climate, nor designed for how northern people actually live.

The case of Giant Mine in Yellowknife, Northwest Territories is another germane example of the consequences of development pursued without much foresight, or oversight. 237,000 tonnes of toxic arsenic trioxide dust now contaminate over nine square kilometres of land.

Yet, a highly romanticized view of the North endures. Ever since the first Arctic expedition in 1913, the North has been portrayed as polar, barren, and glacial, in countless sublime and hauntingly beautiful images. Such imagery forms the basis for much of Canada's understanding of itself. In our collective imagination, it represents a vast and empty

territory, a refuge from modern industrial life, and a culture which has developed distinct ecological, economic, and social values. These qualities are frequently revered by politicians, who, in the next breath talk about ripping into the natural resources beneath those spell-binding vistas.

As the North opens up, we are being forced to reconcile such opposing visions, and it is at this critical moment we need to re-imagine Canada's North. We need long-term self-sustaining communities – communities which are not solely reliant on the exploitation of resources to be socially and economically viable.

To get there, and to help develop leadership in the new North, Canada needs to invest more equitably in this region.

Further, we need to broaden the discussion about our northern future. We need a vision which reflects the true identities, realities, complexities, and nuances of three unique territories.

Canada's international exhibit should focus less on architectural themes as a solution. Envisioning the future as buildings and infrastructure alone is a narrow approach, risking a continued legacy of exploited, unsustainable, and unhealthy communities. Rather, it should embrace the holistic concept of 'place making' – to foster relationships among all the different peoples and potential partners in the North.

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