



CANADA-ABORIGINAL PEOPLES ROUNDTABLE

**ECONOMIC OPPORTUNITIES SECTORAL
FOLLOW-UP SESSION
FACILITATORS' REPORT**

December 13-14, 2004

**Westin Hotel
Ottawa, Ontario**



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1. INTRODUCTION

The December 13-14, 2004 Sectoral Follow-up Session on Economic Opportunities was the fifth in a series of sessions intended to fulfill the commitment made by Prime Minister Paul Martin at the conclusion of the April 19, 2004 Canada-Aboriginal Peoples Roundtable on Strengthening the Relationship. The sectoral sessions are intended to explore new and innovative ideas through which the Government of Canada and national Aboriginal leaders can work together to close the quality-of-life gap between Aboriginal peoples and all Canadians. In addition to Economic Opportunities, sectoral follow-up sessions were convened for Health, Lifelong Learning (i.e. Early Childhood Development and Kindergarten to Grade 12; Post-secondary Education and Skills Training), Housing, Negotiations and Accountability for Results.

Following the distribution of the report on the April 19, 2004 Canada-Aboriginal Peoples Roundtable, the Aboriginal Affairs Secretariat (AAS) within the Privy Council Office (PCO) established an overall planning committee to develop the proposed sectoral follow-up sessions. The planning committee comprised five National Aboriginal Organizations (NAOs) including the Assembly of First Nations (AFN), the Métis National Council (MNC), the Inuit Tapiriit Kanatami (ITK), the Congress of Aboriginal Peoples (CAP), and the Native Women's Association of Canada (NWAC), key federal departments and agencies that serve as lead departments or have related

responsibilities, including Indian and Northern Affairs Canada (INAC), Health Canada (HC), Canada Mortgage and Housing Corporation (CMHC), Industry Canada, Treasury Board Secretariat (TBS), etc, and provincial and territorial officials.

A planning subcommittee, chaired by the lead department, in this case, Industry Canada, and comprising a similar combination of federal, Aboriginal and provincial/territorial members, applied the overall session planning guidelines to the particular needs of the economic opportunities field. The planning subcommittee responsibilities include the following:

- identification of policy priority topics, launch questions and the agenda to guide discussions at the session;
- development of background papers to provide participants with an overview of key issues (available on-line);
- selection of participants and officials (observers); and
- review of the facilitators' report on the session.

The five NAOs were given the opportunity to select 10 participants (i.e. five core and five sectoral experts) from their organizations and/or communities at all levels. There were approximately 98 participants, not including officials and observers, at the Economic Opportunities sectoral session. Both Aboriginal and government members of the planning subcommittee were designated as observing officials, who attended to provide support to



their selected participants and report back on the discussions. Each NAO had three officials, the federal government had up to 15 officials and the provincial and territorial governments divided a total of 15 seats.

The Economic Opportunity Sectoral Follow-up Session was designed to bring experts and practitioners together to address the specific session objectives established by the planning committee as follows:

- contribute to a shared understanding of the factors supporting sustainable economic opportunities for Aboriginal peoples. This will reflect common and distinct features for First Nations, Inuit and Métis people, including Aboriginal women and Aboriginal people in urban centres, as well as those in rural and remote locations;
- provide input and discuss options for improving governance and capacity (e.g. Aboriginal economic institutions, skills development, connectivity and infrastructure); access to capital and investment; economic opportunities from lands and resource development (e.g. impact benefit agreements, joint ventures, etc.); and regulatory and legislative frameworks that would facilitate economic opportunities;
- identify what successful outcomes would look like for all relevant stakeholders; and
- examine the linkages between economic opportunities and other sectoral issues such as health, housing, negotiations, lifelong learning and others.

The results from the technical level discussions at the sectoral session are contained in this Facilitators' Report. The report is based on flip chart notes prepared by the participants and facilitators during the session and on a template/report outline approved by the overall planning committee. All flip charts were transcribed verbatim and are contained in Annex C of this report.

As a practical matter, it is not possible to reflect every idea placed on the flip charts during the breakout groups in the narrative of this report. The facilitation team has attempted to draft the report in a manner that highlights the content of the flip charts as succinctly and objectively as possible. As a result, this report should be read in tandem with the detailed ideas contained in the flip chart notes.

As well, discussion at the session built on the content of background papers prepared in advance of the Economic Opportunities Sectoral Follow-up Session. In specific cases this meant that recommendations that were included in the discussion papers were not always expanded on or discussed in the breakout session. It is therefore essential that this report be read in conjunction with the background papers, which can be found on the Internet at <http://www.aboriginalroundtable.ca>.

The discussions themselves, this Facilitators' Report, the facilitator reports from the other scheduled sectoral follow-up sessions, and the facilitators' final roll-up report on all sectoral sessions are intended to support and inform ongoing discussions



leading to:

- a spring 2005 policy retreat between the Cabinet Committee on Aboriginal Affairs, national Aboriginal leaders, and provincial/territorial representatives¹; and
- the fall 2005 First Ministers' Meeting on Aboriginal Issues.

It is also anticipated that the participating governments and organizations may develop their own reports and analyses of the sectoral sessions. It is also understood that the discussion at the sectoral session in no way commits any particular government or organization to a discussion on any particular idea at upcoming political level forums.

2. OVERALL SESSION SUMMARY

Workshop Methodology

Each sectoral session provided that the majority of time be allocated to breakout group where the participants were organized into the three distinct Aboriginal groupings: First Nations, Inuit and Métis. There were approximately 44 participants in the First Nations breakout group; 25 participants in the Inuit breakout group; and 29 participants in the Métis breakout group. Each of the three distinct breakout groups addressed the policy priority identified by the planning

¹ Discussions are ongoing with provinces and territories regarding their participation in the planned spring policy retreat and this matter will be clarified as work proceeds toward this proposed initiative.

subcommittee on the agenda, although in a slightly modified order as follows:

- improving access to capital and investment;
- improving economic opportunities from lands and resource development;
- improving governance and capacity; and
- improving regulatory/legislative frameworks to facilitate economic opportunities.

As noted in the session objectives, each breakout group was also tasked with applying the crosscutting lenses to ensure that the needs and concerns of Aboriginal women, Aboriginal peoples living with disabilities and Aboriginal peoples living in urban, northern/remote situations were addressed in the discussion of issues and development of recommended actions.

Launch questions for each theme were included on the distributed agenda and posted in the breakout sessions. These questions were a guiding tool to help focus discussion on issues that support achievement of the session objectives. Facilitators used the launch questions in tandem with other process questions to support the development of recommended actions.

Each breakout group was facilitated by two co-facilitators selected from a list recommended by the five National Aboriginal Organizations during the planning process. For each theme, facilitators used a variety of facilitation exercises to maximize input and output from



participants. The exercises were adapted to fit the circumstances, such as time allotment, number of participants, size of the breakout room and theme subject. In most cases, the exercises asked participants to work in smaller groupings to gain greater participation from all.

It should also be noted that each workshop day was opened and closed by three Elders representing the First Nations, Inuit and Métis. Their opening and closing remarks and invocations were often instrumental in setting the tone for the workshop and participants.

Overall Summary

A clear message from all groups is that economic opportunities in all communities will be furthered if the federal government could move forward on implementing the recommendations from the Royal Commission on Aboriginal Peoples and the signed agreements (particularly in the North) and working as advised based on recent Supreme Court decisions (including the *Haida/Taku* and *Powley* cases).

Improved governance and capacity

The desire for Aboriginal governance in all aspects of political and economic life was evident in the discussions. The awareness that capacity needs to be greatly strengthened was also clear. A human resource strategy is required that addresses the need for skill development, education and training in board governance, management of self-government institutions,

establishment of micro and small businesses, developing community economic development plans, and negotiating and lobbying for national and international law that impacts on economic opportunities. The strategy is intended to facilitate and support diverse and sustainable economies being created in the communities. Policies and programs need to be flexible to address diverse needs and to ensure inclusiveness, in particular of youth, women and people with disabilities.

Improved access to capital and investment

All three breakout groups identified the need for a legal/legislative framework that would provide First Nations, Inuit and Métis with an operating ground based on treaty rights, constitutional rights and land claims agreements. Improved access to capital and investment requires increased Aboriginal control and shared partnerships with industry and governments which in turn supports investment in infrastructure, a clear separation between political and economic opportunity in the communities, access to technology (e.g. Internet and broadband), funding, appropriate training and education, and support services to sustain and support an investment once it has been made. Current government policies, funding levels and economic approaches need some amendments as diverse needs and approaches are required.

Improving economic opportunities from lands and resource development

In any discussion around land, the starting



point was clarification of jurisdiction over the land, including rights and access to resources, sub-surface and water. The management and use of the land would need to factor in the triple bottom line (as described by the First Nations group) that balances social, environmental and profit responsibilities. As such, there needs to be a sustainable management policy that protects some resources and does not deplete others without compensation or re-investment. There is a requirement to establish a broader political framework that can allow for new governance and political structures that encourage partnerships between governments, industry and Aboriginal groups who can pursue economic opportunities within this broader objective.

The Inuit breakout group took the opportunity to expand their discussion beyond lands and resources and addressed the improvements needed for Inuit entrepreneurs and community economic development.

Improving regulatory/legislative frameworks to facilitate economic opportunities

As each Aboriginal group is currently operating within an overlapping but different set of regulations and legislation, the groups had distinct responses in this area. In addition to the legislative/regulatory ideas generated in discussion of other policy priority topics (see above), there was an expressed need for streamlining regulatory policies, implementing legislation that is currently in existence, and ongoing dialogue and resolution of areas that remain unclear.

Application of the crosscutting themes

Throughout the discussions, there was a consistent message that economic opportunities need to benefit all members of the community, including women, youth, people with disabilities and members who are displaced from their geographic area or residing in remote/rural/northern areas. It was proposed in two breakout groups that a gender lens be applied in the development and implementation of all programs and policies. Specific supports were suggested to facilitate opportunities including: childcare, transportation, support for microbusinesses, mechanisms to support shared inventory and supply costs for small businesses, designated funding, and designing training and communication to reach out to specific constituencies.

The First Nations breakout group took the time to have a specific discussion using the crosscutting lenses. The question asked was, “How will we address the economic opportunities for access to capital and access to lands and resources for the crosscutting themes?”

The clear intent of the suggestions is greater participation of women, people with disabilities and youth in the formal economy. It was seen in the Métis breakout group as a human rights obligation to ensure that the socio-economic situation improves for everyone.



3. SUMMARY OF DISCUSSIONS

i) FIRST NATIONS BREAKOUT GROUP

Opening, Key Messages and Essential Elements

The participants were asked to share their key messages, in response to the economic opportunities discussion. The messages were:

Introductory – agenda setting

- respect the spirit and intent of treaties including sharing resources equitably
- implement land claims that will facilitate economic opportunities
- economic development is a solution to many other issues in First Nations communities
- governance of the responsible institutions is important
- equity is important for all the have-not groups
- economic opportunities need to be a consistent priority at all levels
- cultural norms must be respected and promoted

Training

- there is a need to develop human resources
- there is a need to attract the best individuals from First Nations communities to work in economic opportunities

- people need to be trained in governance
- education supports are required
- capacity building is required for First Nations people
- assistance needs to be provided so that economic development officers meet their potential
- youth must be a major component; and
- experience is critical

Joint efforts

- governments at all levels must work with First Nations communities
- mainstream business, industry and the resource sector must be involved
- opportunities external to government must be available
- collaboration is required
- joint ventures are required
- existing policies, resource levels, capital access and economic approaches must be amended

Long-term sustainability

- an economic approach needs to commit to long-term sustainability
- government policy approaches need to change
- economic opportunities have to continue to be a priority regardless of government
- diverse needs and approaches are required
- support for existing efforts must continue
- more research is needed
- First Nations need ownership of resources



- tax credits need to be explored

Essential elements and shared values

The First Nations breakout group identified the following elements and shared values as being essential to improving economic opportunities: financing, land base, community economic development, recognition of rights, Aboriginal entrepreneurship, respect for divergent approaches, communications, youth involvement and sustainability.

Improved Access to Capital and Investment

Launch Question

What specific actions are needed to overcome barriers to access to capital and investment?

The facilitators requested the six small groups to identify the specific barriers and how these could be addressed.

Barriers

More than 30 barriers were identified. Generally stated these were:

- current capacity to address economic opportunities is limited;
- requirement for training and education;
- no coordination of efforts, agreements, funding or criteria;
- lack of access;
- little support from the political leadership;
- no long-term funding commitments;

- current land designation policies and leasing;
- not all sectors of the First Nations community are engaged; and
- private capital is untapped.

The groups indicated that these issues could be addressed by:

- ensuring opportunities exist for women, urban, youth, disabled, rural and remote communities;
- coordinating services, approaches, agreements, etc., which is critical;
- collaborating between government (federal and provincial) and First Nations groups from the beginning of any design or review process, which is critical;
- amending legal frameworks so that they support long-term development;
- separating the political from economic opportunities at the First Nations level;
- increasing funding levels, including establishing a core base to promote stability; and
- implementing the recommendations from the Royal Commission on Aboriginal Peoples.

Supplemental Question

What specific actions are needed to enhance coordination of programming?

The specific actions identified were:

- respect and support local and regional differences and approaches;
- support initiatives for women, urban, youth, disabled, rural and remote communities;



- streamline the number of programs and approval processes;
- increase participation in decision-making authority;
- increase control by Aboriginal government, organizations and institutions on what kind of economic opportunities should be supported;
- expand and coordinate capital opportunities;
- increase access to technology; and
- coordinate efforts in economic opportunities at all levels.

Improving Economic Opportunities from Lands and Resource Development

Launch Question

What are the best approaches (business models, partnership mechanisms, governance structures, etc.) to foster improvements to economic opportunities related to the management and development of lands and resources?

The groups identified six critical issues with respect to lands and resources:

1. activities had to be beyond reserve borders;
2. jurisdiction of lands, resources, water, sub-surface have to be clarified, including the kilometer limit of the seas;
3. recognition of inherent Aboriginal and treaty rights;
4. a triple bottom line approach (profit, environment and social responsibility) has to be adopted;
5. revenue sharing; and

6. changes to the *National Resource Transfers Act* are required.

To address these it will also be necessary to establish First Nations jurisdiction and control; recognize the inherent Aboriginal and treaty rights and the needs of women, urban, youth, Métis and non-status people; and support community business that involves socio-economic benefits.

The First Nations breakout session was also asked to discuss how to address the economic opportunities for access to capital and access to lands and resources for urban Aboriginal peoples, non-status Indians, Aboriginal women, Aboriginal youth and Aboriginal people living in rural and remote communities (i.e. crosscutting themes). There was general consensus that these groups did require some unique approaches. There were a number of specific approaches identified for each theme. These included addressing transportation needs and child care needs, establishing mentorship programs, ensuring designated funds, improving communications, establishing or mandating specific institutions to address the needs and deliver services, training opportunities, and amending existing funding formulas and policies.

Improved Governance and Capacity

Launch Question

What specific elements (institutional, skills development, infrastructure) related to governance and capacity are necessary to best support economic opportunities?



Among the ideas suggested, significant attention was given to the following issues:

- financial capacity
- education and training
- entrepreneurial mentoring
- flexible policies and programs
- separation of business from politics
- inclusion of off-reserve and non-status members
- human resource strategy
- land and resource access and control
- business incubation
- more networking

In order to address the issues, the First Nations breakout group identified the need to:

- improve the existing policy, coordination and funding levels;
- look at increased and specific funding;
- provide board governance training;
- identify labour force needs;
- revisit a human resource strategy;
- create new opportunities for growth and inclusion of other members (non-status, urban, women and youth);
- establish consistent accreditation and professional standards;
- establish role model programs;
- improve communications; and
- recognize First Nations government and public service.

Improving Regulatory/Legislative Frameworks to Facilitate Economic Opportunities

Launch Question

What adjustments are needed to improve or streamline the regulatory or legislative environment to support timely investment/business decisions and to improve the investment climate?

The areas that will require improvement were:

- access to capital
- community economic development;
- private sector investment and partnerships
- labour force development/participation (human capital)
- land base/environment
- Aboriginal entrepreneurship

The improvements identified again emphasized:

- streamlining
- tax changes
- incentives
- more collaboration
- more partnerships
- harmonization
- increased resource base
- clarifying First Nations corporations status
- encouraging all parts of the First Nations communities to be involved
- participation in national and multinational economic development institutions



- recognition of Aboriginal and treaty rights
- increased authority and decision making
- modifying management regimes
- land management amendments
- program and policy development
- serving on boards of directors
- training and mentoring opportunities

The First Nations breakout group also identified the ways in which they would know that progress was being made. The exercise was done at the end of both days of the sectoral session. They identified that progress would be seen when a number of governance, capacity and legislative and regulatory changes had occurred. These included:

- higher incomes
- more investment
- First Nations partnerships
- increased mentorship and training
- better networks and economic growth
- increased representation on boards of directors
- enhanced leadership and governance training
- harmonization of policies
- increased resources for economic opportunities;
- more leverage for private economic opportunities
- regulation and reforms would be in place in one year
- greater control over land, resources, decision making
- existing legislative and regulatory framework would be reviewed

- increased participation of Aboriginal women, urban people, youth, disabled, rural and remote communities

The First Nations participants were asked to return to the key messages identified at the beginning of the breakout group and invited to raise new issues or reinforce any of their earlier messages. The summary of those comments include:

- the Government of Canada must assist with the buy-in at all levels;
- the issue of taxation and/or tax credits must be addressed;
- private sector investment has to be sought and encouraged;
- there needs to be increased information sharing and communications;
- this session must be followed up on within six months and changes initiated;
- Supreme Court cases such as *Haida/Taku* and the need to consult must be implemented;
- the federal government fiduciary responsibility to First Nations includes economic self sufficiency and not continued social dependency;
- only Aboriginal organizations should deliver Aboriginal programs;
- develop models that create economy by addressing housing, education and health, etc.;
- build parallel political and economic structures that are distinct; and



- ensure coordination among the departments that are involved in economic development, including reviewing the numerous ad hoc and advisory bodies that are addressing economic opportunities.

ii) INUIT BREAKOUT GROUP

Improved Access to Capital and Investment

Launch Question

What specific actions are needed to overcome barriers to access to capital and investment?

The five groups identified existing issues and potential solutions which include:

Access to capital

The size and remoteness of communities often means that there are limited or no financial institutions in communities. Also, there is a need for financial and lending policies that can address the specific needs of the Arctic. A range of solutions were offered including:

- change Aboriginal Capital Corporation program criteria to fit projects in the Arctic;
- assess and manage risk differently so that risk is shared among partners that can be governments, companies, Aboriginal businesses and other economic partners (e.g. teachers' pension fund). Use first customer's support for financing purposes. Develop a community equity pool, community

- partners with individual micropools of capital;
- establish community-based banking. One option is to have a national financial institution properly connected to Inuit regions;
- establish financial institutions in more communities, financial lending policies and programs should be developed and implemented locally (e.g. Co-op);
- change loan criteria, such as more sectors and less requirement for personal collateral, and provide inventory lending (patient capital);
- address the specific needs of women through microlending and with a percentage of all funding allocated to women;
- give an investment mandate to existing development corporations;
- create new, well-backed venture capital sources; and
- provide government assistance for start-up.

Infrastructure investment

The geographic risk and northern infrastructure (limited, small population) mean that there must be a way to establish economies of scale that make business viable. Communications are critical, including broadband.



Government processes to facilitate access and investment

Ideas included:

- one Inuit Economic Development Secretariat
- consistency in applications
- inventory of community development programs
- information available in Inuktitut and electronically
- timelines must be respected (for payments, licenses, proposals, etc.)
- establish a local office in communities and rotate a team of expert representatives from all relevant departments
- need better understanding and coordination between departments involved in international agreements and departments concerned with domestic issues

Capacity investment

The capacity of the members of the community needs to be invested in including:

- Internet training and equipment in communities;
- training, mentoring for microbusiness, especially for women;

- specific services to develop business skills using a community economic development (CED) approach, including more and better trained community economic development officers, multiyear CED funding, more networking and ongoing mentoring and education for entrepreneurs;
- encouragement and support for people to be trained in the trades that are needed in the community; and
- specific training to develop management skills that is hands-on and long term.

International and national legal framework

- finalize the legislative framework for Nunavut
- address the violation of Intellectual Property Rights (educate citizens and proactively protect traditional knowledge and items through legislating, regulating and enforcing access and benefit sharing)

Improving Economic Opportunities from Lands and Resource Development

The discussion was broken into three distinct questions covering economic opportunities related to land and resource development, Inuit entrepreneurship and community economic development as economic development cannot be limited to resource development in the North.



Launch Question

How do we improve economic development from land and resource development?

Jurisdiction

Decision making is to be led by Inuit, in consultation with industry. The Government of Canada (GOC) has a responsibility to support that leadership, Inuit would set guidelines (adhered to by everyone), develop laws based on customary law and hold local and regional control over licenses and permits.

Role of Government of Canada

There should be a new role for the GOC to support and develop Inuit leadership, honour current land claims agreements, and establish a new federal government department (implement the Inuit Secretariat with a new minister and new portfolio). The government would provide resources to promote understanding of opportunities and land and resource development, funding, incentives to industry (e.g. meet health, safety and environmental standards and provide market exclusivity in regions) and specific accountability that is monitored and evaluated from both sides.

Environment

The sustainability of and impact on the environment are concerns in all economic decisions. A suggestion was to establish a joint board with full Inuit participation that will protect the environment (i.e. Arctic Ocean).

Management of natural resources

Suggestions included:

- quotas to be determined, taking into consideration available stocks and conservation;
- lack of soapstone for arts and crafts industry needs to be addressed;
- streamline regulatory process; and
- develop a “Made in the Arctic” management and promotion strategy for National Parks in the Arctic.

Research

As knowledge of the commercial applications of products is weak, research development is needed (e.g musk ox meat needs to be thawed at a specific temperature for a certain amount of time).

Capacity

Develop an apprenticeship program where the apprentice travels to where work is to get full on-the-job training in seasonal positions.

Infrastructure

The infrastructure needs to be built while building local capacity (e.g. training in trades, equipment, etc.).

Launch Question

How do we improve economic development opportunities for individual Inuit entrepreneurs?



Establish infrastructure to support business.

Suggestions included:

- buy in bulk and defer payment
- establish a hub and spoke model
- establish facility/warehouse to support women entrepreneurship, especially in arts and crafts and making clothing
- develop women-specific infrastructure (e.g. daycare, early childhood development)
- establish financial institutions in communities

Government policy and services

- change certain provisions in procurement policy to be Inuit-specific and tangibly benefit Inuit businesses
- implement land claims provisions (i.e. Article 24, Nunavut)
- build Inuit content into scope of contracts (require Inuit performance plan and tie execution to contract retention)
- more targeted and better criteria for wage subsidies
- ensure language is appropriate to the region

Education, training and ongoing support

Build human capacity in the community to ensure continuity in employment and services. Services need to include basic training in all areas of business, incubator support to allow a business to grow slowly and an “after care” program once a business is established.

Launch Question

How do we improve economic development through community economic development?

Community needs and development plans

Plans need to be done in the community based on community needs and direction. Some questions that can be asked include:

- Are there pure economic opportunities around the community that can be sustained?
- What is coming into the community?
- Can some be done in the community?
- What are the unique aspects of the community?

This can be facilitated by:

- having ways for communities to do a CED plan with partners (e.g. universities, students and federal government) and involve community business people;
- making commitment to hiring local businesses, employees;
- developing an economic development agreement in the regions;
- looking at how communities can support one another;
- establishing less hoops to jump through to create businesses; and
- ensuring a sustainable development policy to balance business and community needs.



Government role

The GOC needs to have a northern sensitivity to work effectively with the Inuit. Some suggestions to achieve this cultural shift included:

- educate people in the government;
- transfer responsibility for resources, programs and land to Inuit people;
- bring government employees to the community; and
- hold meetings in communities with all the stakeholders when developing businesses.

Education

The goal is to set education standards in the region that are comparable to the rest of Canada. Current monitoring in schools has shown a decline in attendance at a certain age. There is a need to:

- create programs to address the causes of lack of attendance;
- create environment for learning in work places;
- create programs that allow people to keep working;
- have community partnerships with educational institutions, industry, community;
- have traveling courses to communities; and
- change social assistance system to support people to participate in education /CED/individual community/approach.

Improved Governance and Capacity

Launch Question

What specific elements (institutional, skills development, infrastructure) related to governance and capacity are necessary to best support economic opportunities?

Under this subject, 13 critical issues were identified by the group and discussed. The participants' suggestions are grouped under three categories found in the launch question.

1. Skills Development

Skills development and education are required for professional skills, development of self-government institutions and for boards as they increase their capacity and governance responsibilities. Inuit organizations also need training in lobbying and negotiating in order to affect negotiations of agreements between governments and in international forums.

Communities also need training when developing community economic development plans on the opportunities related to the different industries in the Arctic and how to support a diverse economy.

Incentives, training and resources need to be invested in communities to build individual and community capacity to run their own businesses and participate in all aspects of the economy. Specific mention was made of the need for women to be adequately supported to develop skills and fully participate in the economy.



2. Infrastructure

There is a need to be creative around the solutions to infrastructure needs, and an ongoing dialogue between Inuit organizations, industry and governments must be established to find innovative and practical solutions.

3. Institutional

There is a continued role for the GOC to support the development of Inuit communities through the implementation of the land claims agreements. That support includes:

- new accountability relationships that are transparent;
- investment in strengthening Inuit organizations; and
- supporting Inuit leadership and dialogue to clarify the changing roles of Inuit institutions, governments and industry.

There is a need for realistic expectations from all parties as shared goals are identified and institutional structures are established to support those goals. As such, there is a need for flexibility, timeliness and monitoring in the existing programs delivered by the GOC.

Improving Regulatory/Legislative Frameworks to Facilitate Economic Opportunities

Launch Question

What adjustments are needed to improve or streamline the regulatory or legislative environment to support timely investments/business decisions and improve the investment climate?

The legislative and regulatory framework was divided into four discussion areas.

1. Procurement policy

The policies are currently not aligned or implemented. They must meet a number of specific purposes, including supporting Inuit development and capacity and economic growth and competition. The policy needs to ensure that value-added is a part of the process (e.g. locally produced materials, local overhead, labour). The GOC has a specific obligation under the land claims agreements (LCAs) to support the policy's full implementation.

2. Representative public service workforce

The current situation is that Inuit are not sufficiently represented and lack skills for some positions. Also, positions are not located in the communities. Creative solutions for education, training, mentoring and job delivery need to be addressed. One suggestion is to have a multi-federal office in the community that is connected to departmental experts in the south (e.g. passports, economic development, fisheries, etc.).



3. *Land claims agreements*

The LCAs clearly lay out rights related to renewable and non-renewable resources, in addition to other economic activity.

Regulatory processes and procedures need to facilitate the implementation of the LCAs and not nullify their intention. Specifically, licensing legislation and quotas need to be addressed. Minimally, the GOC should follow the consultation and accommodation process as per the *Haida Supreme Court* decision.

4. *International regulatory and legislative framework*

There are a number of key international agreements and domestic legislation (e.g. the *Marine Mammal Protection Act*) that need to be aligned to support the implementation of the land claims agreements. There are some clear Inuit objectives that need to be integrated into agreements (e.g. Inuit sustainable use, protection of Inuit intellectual property rights), and that support Inuit to accrue economic benefit and increase access to markets.

The final question asked of the group was “how will we know progress is being made in the area of economic opportunities?”

Progress measurements include:

- changes in the GOC’s relationship with the Inuit through a signed partnership accord, economic development agreements, government decisions being made based on northern realities and that

recognize the complexity of the issues, and an Inuit-specific focus;

- federal policy to implement Article 24 of the Nunavut Land Claim Agreement;
- changes to legislation, policy and regulations that will support economic development for Inuit and promote a sustainable environment (e.g. *Marine Mammal Protection Act*, fishing policies and environmental assessment legislation, Department of Fisheries and Oceans policy changes to allow access to unused licenses for Inuit fishers);
- socio-economic agreements with industry that achieve procurement, capacity building outcomes;
- Inuit have the same opportunities as other Canadians (education, housing and jobs);
- comprehensive and easy ways to access government funding, programs and services when developing businesses, CED plans and initiating economic plans that are not form driven (e.g. one window business support);
- financial institutions in Inuit communities that provide loans and services to Inuit businesses;
- Inuit Secretariat that is not part of INAC and has Inuit participation; and
- ways to continue an ongoing dialogue between governments, Aboriginal organizations and industry.

iii) MÉTIS BREAKOUT GROUP

This report provides a sampling of the discussions. To understand the full extent of those discussions, it is important to read the



complete transcribed flip chart notes accessible by web link.

Improved Access to Capital and Investment

Launch Question

What specific actions are needed to overcome barriers to access capital and investment?

Supplementary Question

What specific actions are needed to overcome barriers to access to capital and investment and enhance coordination of programming?

The participants identified approximately 45 recommended actions as well as additional comments/ideas on how to improve access to capital and investment. Examples included:

Recognizing assets they have²

- elementary school - building self esteem
- alleviating child poverty issues

Ability to get what they make to market

- business fundamentals
- microbusiness initiative (link to women)

First time request/failure

- mentors
- support system (Aboriginal/women)

² Note to reader: The bolded titles are recommended actions and the sub-bullets are suggested implementation methods/strategies to achieve that recommended action.

- plan a presentation

Microlending has higher failure rate (Aboriginal-focused lending)

- increasing capital pools from competitive lenders (mainstream banking)
- international capital, focused on artisan

Technology/connectivity

- getting better technology linkages (computers)

Collateral requirements

- land settlements, reserve assets

Lack of overarching government goals and coordination of programs

- set measurable, time-oriented, specific goals, eliminate age conditions from loan application, provide longer time frames

Recognition of Métis as Aboriginal people

- public education
- inclusion of Métis by industry/government
- Métis participation in economic development

Access to business skills (e.g. community-driven)

- community business training programs
- Métis mentorship programs

Lack of equity for individuals/businesses

- Métis capital foundations, business access to federal economic development funding



- equity for wealth creation
- increase equity financing

Partnerships

- First Nations and Inuit
- government policies to promote collaboration
- industry

Communication of capital and investment opportunities

- Internet
- internally/community
- industry

Entrepreneurship

- K-12, youth
- small business opportunities

Developmental lending (high risk, difficult to sustain)

- develop an insurance program for developmental loans

Do political structures enable government and private-sector investment?

- due diligence on prospective clients

Access to education for working prospective entrepreneurs (e.g. 40+)

- programs that address older working entrepreneurs

Disproportionate balance of government funding between social and economic programs

- resource allocation for business development
- best practices and information sharing
- resource royalties (e.g. oil and gas)

Lack of equity/capital (for individual entrepreneurs)

- recapitalize Aboriginal financial institutions and Aboriginal capital corporations
- create Métis capital corporations
- devolve existing Aboriginal Business Canada and other federal funders
- funding organizations that work for Métis women
- Aboriginal bonds that are government-backed

Métis communities are not an attractive place to invest

- improve infrastructure in rural areas
- economic development office

Capacity of Métis governments

- build infrastructure of Métis governments
- invest in capital ventures

Equity, Métis governance not tied to a land base

- Métis-administered equity fund. equal involvement of Métis women, more capital (e.g. gaming or tax credits)

Commercial financing Crown corporations

- Business Development Canada, Western Economic Diversification, Farm Credit Corporation
- developmental lenders that are not involved in Aboriginal communities,
- women-specific programming



- upon devolution, we can learn from what worked, what didn't work for Métis ensure processes are in place to make Métis programs work equally well for Métis women
- initiatives should be established for Métis women to increase their participation

Future economic security/stability is tied to the Métis nation's self-sufficiency (the Laurier Institute report)

- human rights for all (e.g. women, disabled), international and national human rights obligations to improve the socio-economic situation of Métis people, particularly Métis women, people with disabilities, etc.

Role of provincial governments

- Métis gaming policies developed, create businesses, employment, community funds

Access to gambling revenues

- equal percentage with other Aboriginal groups

Improving Economic Opportunities from Lands and Resource Development

Launch Question

What are the best approaches (business models, partnership mechanisms, governance, structures, etc.) to foster improvements to economic opportunities related to the management and development of lands and resources?

In plenary format, the participants identified three categories of critical issues that need to be addressed and categorized these as follows:

Category A

- fiduciary responsibility of federal government to the Métis
- alignment of federal/provincial objectives in resources management
- responsibility of federal government to assist in land claims, and inflexibility of provincial governments
- what land and resources?
- access to specific and comprehensive land claims
- recognition of traditional use and occupancy
- compensation for past injustices and recognition of title
- ownership of sub-surface rights

Category B

- fiduciary responsibility of federal government to the Métis
- co-management of resources
- alignment of federal/provincial objectives in resources management
- conservation (hunting, harvester cards), responsibility and management
- willingness to create new types of tenure that deal with sustainable management of resources and that are actually appropriate
- how we want government to deal with the Métis nation on issues of land and resource management



- governance and political relationships between Métis, First Nations and Inuit organizations
- who will manage the money, land and usage (money from land claims, resources, etc.)

Category C

- public process to define sustainability
- implementation of duty to consult (section 35)

The following are a sampling of recommended actions (what) and implementation suggestions (how to) developed by the participants in response to these critical issues.

Lands and Resources

Overlap in interest, no lands recognized as exclusively Métis

- mechanism to deal with all interests
- defining political relationships in a broad framework

Cross-jurisdictional interest

- need to reconcile jurisdictions

Access to Specific and Comprehensive Land Claims

Lack of Métis access process

- let us in, provide access
- fund research necessary
- negotiation or litigation

Enhance/modify comprehensive land claims process

- appropriate for Métis community

Recognition of Traditional Use and Occupancy

Lack of recognition of Métis land use by government, industry and others

- recognize Métis government and citizens (Throne Speech, Métis Act)
- negotiation framework to resolve land and governance issues, nation-to-nation approach.

Ownership of Sub-surface Rights

No Métis agreements with sub-service rights

- model/example, Nisga'a agreement has coal but not coal gas, include base metals

No clear definition of equitable distribution/or access

- get one
- once there is access, build plan
- proactive skills development

Past Injustices and Compensation

The big SC "RIP" OFF of 92% of scrip lands, only 8% went to Métis (approx.)

- set clear time lines to resolve

Natural Resource Transfer Act

- reconcile jurisdiction including Métis, First Nations groups (co-management)



Aboriginal war veterans

- Métis/First Nations not given land or money
- compensation

Who Manages Money and Land Use

Willingness to create new types of tenure that deal with sustainable management of resources that are culturally appropriate

- ensure resources are not depleted
- local/provincial organizations to protect fauna, land and culture
- compensation of resources from land and usage of land
- defining the requirement for the process of consultation ensuring sustainability
- price of consultation paid by industry

How to ensure conservation of harvesting resources (moose)

- promote awareness of conservation

Improved Governance and Capacity

Launch Question

What specific elements (institutional, skills development, infrastructure) related to governance and capacity are necessary to best support economic opportunities?

Supplementary questions

What specific policy and program modifications and additions will enhance Métis economic opportunities? What are the critical governance issues?

Critical issues

- programs
- Métis-specific or pan-Aboriginal
- include Métis in current programs (equitable treatment)
- delivery of management models
- representation and leadership of women
- accountability to the people and the funders

The following are a sampling of recommended actions (what) and implementation suggestions (how to) developed by the participants in response to these critical issues.

Métis-specific or pan-Aboriginal

- Consensus on the need for Métis-specific programming which should not jeopardize access to mainstream funding;
- Métis-specific programs designed for Métis women must be led and administered by Métis women

Program elements of program delivery models

- awareness campaign needed to promote economic development programs for persons with disabilities, women and youth
- arms-length decision making
- long-term funding commitments



Métis accountability (people and funders)

- Métis governments implement and enforce their own accountability mechanism
- apply gender-based analysis in all of the federal and provincial policy frameworks
- involve Métis women and Aboriginal women and youth and Elders in key discussions, decision making
- need a 20-year economic plan
- Métis youth entrepreneurship programs (Grade 4-Grade 5)

Federal accountability

- federal interlocutor for Métis, funding flows to Métis organizations

Improving Regulatory/Legislative Frameworks to Facilitate Economic Opportunities

Launch Question

What adjustments are needed to improve or streamline the regulatory or legislative environment to support timely investment/business decisions and improve the investment climate?

The participants developed recommended actions and 'how to' implementation ideas in the following three areas:

1. Searching for Speed, Simplicity and Decisiveness in Regulatory System

Regulations and legislation pertaining to economic development areas are not in line with timing of business-related activities (interest lost)

- streamline existing programs and processes
- industry, public and private sector are main driving force to cause change
- one-stop shopping (run around from agency to agency)
- identify the legislation and regulation that affect Métis procurement
- review policies and regulations to streamline, amend and develop in order to expedite
- align federal and provincial
- in the review, preserve and protect what is working
- Métis need the technicians and knowledge base for effective input
- meaningful consideration with Métis prior to development of legislation and regulation affecting Métis
- must be clear (precise terms) and understood by affected party

2. Reviewing Laws, Policies and Regulations Pertaining to Métis for Potential Amendments

Laws that limit Métis (e.g. timber, fishing and mining)

- federal, provincial, Métis tripartite review of specific laws that are now offside due to *Powley*; agree on changes



3. **Federal Government should Acknowledge Who has Jurisdiction over Métis Section 91(24) 1867 Constitutional Act (Indian and lands reserved for Indians)**

Role of law

- Who has jurisdiction, who is responsible for Métis?

- Aboriginal Affairs Cabinet Committee or GOC should work with Métis to consult with and implement policies that recognize federal jurisdiction in spending and responsibility for Métis
- Government of Canada to refer the question of jurisdiction over Métis to the Supreme Court of Canada



Final Annotated Agenda

FOLLOW-UP TO THE CANADA-ABORIGINAL PEOPLES ROUNDTABLE **ECONOMIC OPPORTUNITIES SECTORAL SESSION** **DECEMBER 13-14, 2004** **OTTAWA, ONTARIO** **WESTIN HOTEL**

INTRODUCTION

The objectives of the Economic Opportunities Sectoral Session are to:

1. Contribute to a shared understanding of the factors supporting sustainable economic opportunities for Aboriginal Peoples. This will reflect common and distinct features for First Nation, Inuit and Métis people, including Aboriginal women, Aboriginal people in urban centres, as well as those in rural and remote locations.
2. Provide input and discuss options for improving:
 - governance and capacity (i.e. Aboriginal economic institutions, skills development, connectivity and infrastructure);
 - access to capital and investment;
 - economic opportunities from lands and resource development (e.g., Impact Benefit Agreements, joint ventures, etc.); and
 - regulatory and legislative frameworks which would facilitate economic opportunities.
3. Identify what successful outcomes would look like for all relevant stakeholders.
4. Examine the linkages between economic opportunities and other sectoral issues such as housing, negotiations, life-long learning, and others.

Pre-Session Activities - Sunday, December 12, 2004

4:30 pm - Early Registration Confederation Ballroom II Foyer
6:30 pm



Day One - Monday December 13, 2004

7:30 am	Registration	Confederation Ballroom II Foyer
	Buffet Breakfast	Confederation Ballroom I
8:30 am	OPENING INVOCATION	Confederation Ballroom II (location for all plenary sessions)
8:45 am	Welcoming Remarks The Honourable David Emerson Minister of Industry Government of Canada	
9:05 am	Review of the Background Papers Facilitation Team	
9:20 am	Introduction to the Session Agenda Harold Tarbell, Lead Facilitator	

Note: Session Facilitators will advise of the timing of Health/Refreshment Breaks.

9:30 am	Group discussions First Nations Métis Inuit	Breakout Rooms Governor General (Level 2) Provinces Ballroom I (Level 4) Confederation Ballroom II (Level 4)
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Discussion Topic 1:

Improved Governance and Capacity

- Definitions of Success
- Recommended Actions
- Cross cutting Themes- i.e., unique challenges facing urban Aboriginal peoples, non-Status Indians, Aboriginal women and Aboriginal peoples living in rural and remote communities

Discussion question:

What specific elements (institutional, skills development, infrastructure) related to governance and capacity are necessary to best support economic opportunities?



Day Two - December 14, 2004

8:00 am	Buffet Breakfast	Confederation Ballroom II Foyer
8:30 am	Breakout Session Reports Summary of Day One Harold Tarbell, Lead Facilitator	Confederation Ballroom II
8:45 am	Introduction to Day Two Facilitation Team	
9:00 am	Group Discussions First Nations Métis Inuit	Breakout Rooms Governor General (Level 2) Provinces Ballroom I (Level 4) Confederation Ballroom II (Level 4)

Discussion Topic 3:

Improving Economic Opportunities from Lands and Resource Development

- Definitions of Success
- Recommended Actions
- Cross cutting themes – i.e. unique challenges facing urban Aboriginal peoples, non-Status Indians, Aboriginal women and Aboriginal peoples living in rural and remote communities

Discussion question:

What are the best approaches (business models, partnership mechanisms, governance structures, etc) to foster improvements to economic opportunities related to the management and development of lands and resources?

Responses should consider: roles of various stakeholders; short, medium and long term results; program/policy initiatives required; and process(es) which may be necessary.

12:00 noon	Buffet Lunch	Confederation Ballroom I
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1:00 pm	Group discussions First Nations Métis Inuit	Breakout Rooms Governor General (Level 2) Provinces Ballroom I (Level 4) Confederation Ballroom II
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Discussion Topic 4:

Improving Regulatory/Legislative Frameworks to Facilitate Economic Opportunities

- Definitions of Success
- Recommended Actions
- Cross cutting themes – i.e. unique challenges facing urban Aboriginal peoples, non-Status Indians, Aboriginal women and Aboriginal peoples living in rural and remote communities

Discussion question:

What adjustments are needed to improve or streamline the regulatory or legislative environment to support timely investment/business decisions and improve the investment climate?

Responses should consider: roles of various stakeholders; short, medium, and long term results; program/policy initiatives required; and process(es) which may be necessary.

4:30 pm	Breakout Session Reports Overall Summary and Session Wrap-up Harold Tarbell, Lead Facilitator	Confederation Ballroom II
5:00 pm	Closing Ceremony	

**Participants and Officials List**

Name	Title	Organization
Elders		
Elmer Courchene	Elder	
Marg Friedel	Elder	
Ben Ponniuk	Elder	

Name	Title	Organization
First Nations Breakout Group		
Pierre Alvarez	President	Canadian Association of Petroleum Producers
Sarah Anson-Cartwright	Director - Government Relations	Bell Canada
Shawn Batise	Chairperson	Access to Capital Board
John Bekale	President, CEO and Chair	Denendeh Development Corporation
John Kim Bell	Vice President	Canadian Youth Business Foundation
Perry Bellegarde	Senior Advisor to President	Crown Investments Corporation
John Bernard	President and CEO	Donna Cona Inc.
Michael Bonshor	Principal/Chair	B.C. Native Economic Development Advisory Board
Cheryl Cardinal	Acting Education and Research Coordinator	CANDO
Brenda Chambers-Tuccaro	President	Brenco Media Inc.
Elaine Chambers	Board Chair	National Aboriginal Capital Corporation Association
Bernd Christmas	CEO	Member tou
Ian Cramer	Senior Business Advisor	Assembly of Manitoba Chiefs
Andrew deVries	Director, Conservation Biology	Forest Products Association of Canada (Day 2)
Patricia J. Dillon (Stacey)	Business Advisor	Northwest Territories Development Corporation
Roy Fox	President and CEO	Indian Resource Council of Canada
Eileen Gelowitz	President	Achak Solutions Inc.
Chief Richard Gladue	Tribal Chief	Meadow Lake Tribal Council
Chief Jason Goodstriker	Regional Chief	Assembly of First Nations
Norman Gull		Cree Regional Authority
Mary Jamieson	President	Native Management Services
Wendy John		Musqueam
Tracey Johnson	Regional Economic Development	Yukon Government



C.T. (Manny) Jules	Spokesperson	First Nations Fiscal Institutions Initiative Indian Taxation Advisory Board
Bob Kayseas	Director, Economic and Community Development	Federation of Saskatchewan Indian Nations
Al Little	General Manager	Nuu-chah-nulth Economic Development Corporation
Mr. Guy Lonechild	Vice-Chief	Federation of Saskatchewan Indian Nations
Chief Clarence Louie	Chief	Osoyoos Indian Band
Dawn Madahbee	General Manager	Waubetek Business Development Corporation
Keith Martell	Chairman	First Nations Bank of Canada
Dawn McKay	General Manager	OMAA Development Corporation
Marta Morgan	Vice President, Trade and Competitiveness	Forest Products Association of Canada (Day 1)
John Paul	Executive Director	Atlantic Policy Congress of First Nation Chiefs Sect. Inc.
Chief Terrance J. Paul	Chief	Membertou
Thomas Pierre	Forester/Economic Development Liaison	Carrier Sekani Tribal Council
Chris Piché	CEO	EyeBall Networks Inc.
Roger Schindelka	Vice President, Research, Planning and Development	Saskatchewan Indian Institute of Technologies
Gordon Shanks	Executive in Residence	Public Policy Forum
Vaughn Sunday	Director, Economic Development	Mohawk Council of Akwesasne
Chief Darren Taylor	Chief	Tr'ondëk Hwëch'in First Nation
Henry Wetelainen	1 st Vice President	OMAA
Gord Wickham	District Office Manager	UMA Engineering Ltd.
Chief Jean Guy Whiteduck	Chief	Kitigan Zibi First Nation
Harvey L. Yesno	President and CEO	Nishnawbe Aski Development Fund

Name	Title	Organization
Inuit Breakout Session		
Johnny Adams	Chairman	Kativik Regional Government
Adamie Alaku	Vice President, Economic Development	Makivik Corporation
Chesley Andersen	Self-Government Advisor	Labrador Inuit Association
Fiona Boulet	Research Analyst	Canadian Association of Petroleum Producers
Alastair Campbell	Senior Economic Policy Advisor	Nunavut Tunngavik Incorporated
Cynthia Cardinal James	Co-President and Director-NWT	CANDO
Eric Christensen	Manager, Business Services	Diavik Diamond Mines Inc.
Ron Dewar	CEO	Kivalliq Partners in Development
Jennifer Dickson	Executive Director	Pauktuutit Inuit Women's Association of Canada
Monica Ell	Director, Economic Development	Nunavut Tunngavik Incorporated
Violet Ford	Vice-President	Inuit Circumpolar Conference (Canada)



Neil Greig	Head, Fisheries Division	Makivik Corporation
Fred Hall	Manager	Labrador Inuit Development Corporation
John Makayak Hickee	President and CEO	Nunavut Development Corporation
R.J. (Rob) Hunt	Senior Vice President	Akita Drilling Ltd.
Paul Kaludjak	President	Nunavut Tunngavik Incorporated
John Lancaster		Canadian Bankers Association
Bill Lyall	President	Arctic Co-op Ltd.
Natan Obed	Director, Social and Economic Development	Inuit Tapiriit Kanatami
Jimi Onalik	President	6259880 Canada Inc.
Tom Paddon	Director of Aboriginal Affairs	Voisey's Bay Nickel Company
Gordon Peeling	President and CEO	Mining Association of Canada
Anita Pokiak	Board Member Inuvialuit Region	Pauktuutit Inuit Women's Association of Canada
Jim Richardson	National Director, Aboriginal Banking	Business Development Bank of Canada
Patrick Schmidt	Vice President, Business Development	Inuvialuit Development Corporation

Name	Title	Organization
Métis Breakout Group		
Arnold Asham	Owner/Operator	Asham Curling Supplies
Gilles Bérubé	Président-Directeur Général	Corporation Waskahegen
Cindy Bertolin	President	Sunrope Services
David Boisvert	Senior Program Development Officer	Manitoba Métis Federation
Doreen Bradshaw	Director, Aboriginal Employment Development Program	First Nations and Métis Relations Saskatchewan
Guillaume Carle	Président Grand-chef	Alliance autochtone du Québec
Fernand Chalifoux	Personne ressource	C.P.A./Corporation Waskahegen
Karen (KC) Collins	President	Zone II Regional Council - Métis Nation of Alberta
Judy Daniels	General Counsel	NACCA
Carl Dubé	Housing and Economic Development Officer	Congress of Aboriginal Peoples
Roland Duplessis	General Manager	Clarence Campeau Development Fund
Audrey Gilbeau	Owner	Mitig Consulting
Bruce Hertz	Director, Finance and Economic Development	Metis Settlements General Council
Judy V. Hughes	Vice President	Saskatchewan Aboriginal Women's Circle Corp.
Chris Kallio	Partnership Development Advisor	Métis Nation of Ontario
Marty Klyne	Chair	National Aboriginal Economic Development Board



Raymond Laliberté	Minister of Economic Development	Métis Nation – Saskatchewan
Brenda LaRose	President	Higgins International, Inc.
Glenn Lawrence	Program Director	Manitoba Métis Community Investments Inc.
Kelly Lendsay	President and CEO	Aboriginal Human Resource Development Council of Canada
Thomas R. Maracle	National Manager, Aboriginal Community Relations	Xerox Canada
Chief Michael McGuire		Ontario Metis and Non-Status Indian Association
Céleste McKay	Strategic Policy Analyst	Native Women’s Association of Canada
John Parkins		Western Lakota Energy Services Ltd.
Paul Perkins	Vice President Policy and Planning	Weyerhaeuser Company Limited
Dan Pope	Minister Responsible for Economic Development	Métis Provincial Council of British Columbia
Lorraine Rekmans	Executive Director	National Aboriginal Forestry Association
Doug Repay	General Manager	Louis Riel Capital Corporation
George Vass	General Manager	Apeetogosan (Métis) Development Inc.

Name	Title	Organization
Officials List		
Don Axford	Consultant	Inuit Tapiriit Kanatami
Ken Boutillier	Assistant Deputy Minister	Alberta Aboriginal Affairs and Northern Development
Marc Brooks	Director General, Economic Development	Indian Affairs and Northern Development
Sheldon Cardinal		Assembly of First Nations
Brad Cline	Director, Policy and Research	Aboriginal Business Canada Industry Canada
Jean-François Coulombe	Secrétariat aux affaires autochtones	Gouvernement du Québec
Ken Donnelly (Day 2)	Director, Aboriginal Skills & Employment Partnerships	Aboriginal Affairs Directorate Human Resources and Skills Development Canada
Meghann Douglas	Senior Advisor	NB Aboriginal Affairs Secretariat
Janet Fontaine	Program Manager	Community and Economic Development Committee of Cabinet Province of Manitoba
Bob Gairns	Senior Advisor - Strategic Initiatives	Congress of Aboriginal Peoples
Kris Gladue	National Youth Coordinator	Métis National Council
Laurie Gowans	Senior Advisor	Ministry of Community, Aboriginal and Women's Services Province of British Columbia



Arnold Harasymchuk	Manager, First Nations and Sustainable Resources	Ministry of Sustainable Resource Management Province of British Columbia
David Henley	Director, Economic Development Policy	Indian Affairs and Northern Development
Richard Jock	CEO	Assembly of First Nations
Jan Joel	Senior Policy Analyst	First Nations and Métis Relations Government of Saskatchewan
Thérèse Lajeunesse	Director, Aboriginal Affairs Secretariat	Parks Canada
Robert Lamirande	Acting Director, Aboriginal Policy	Fisheries and Oceans Canada
Maurice Levesque	Gestionnaire des affaires autochtones	Agence de promotion économique du Canada atlantique
Sherry Lewis	Executive Director	Native Women's Association of Canada
Conor Lloyd	Youth Representative	Métis National Council
Pierre Marin	Conseiller principal	Secrétariat des affaires autochtones Bureau du Conseil Privé
John McDonough	Executive Director, Strategic Services	Aboriginal Affairs and Northern Development Government of Alberta
Patrice McKenzie	Co-ordinator, Aboriginal Affairs	Ministry of Economic Development and Trade Government of Ontario
Jack Miller	President	Interlex Group
Tamara Miller	Senior Analyst Aboriginal Policy	Finance Canada
Jim Monzer	Senior Policy Advisor	Western Economic Diversification
Miles Morrisseau	Director of Communications	Métis National Council
Reuben Murphy	Director Economic Development and Innovation	Government of Nunavut
Dawn Nicholson-O'Brien	Director General Policy Priorities	Social Development Canada
Tim O'Loan	Special Advisor - Aboriginal Relations	Resources, Wildlife & Economic Development Government of the Northwest Territories
Richard Pamak	East End Holdings Inc.	Inuit Tapiriit Kanatami
Andy Popko	Visiting Executive	Aboriginal Affairs Secretariat Privy Council Office
Madeleine Qumuatuq	Senior Advisor, Knowledge Economy	Government of Nunavut
Daniel Ricard	Directeur, Nord-du-Québec	Développement économique Canada
Michael Riseborough	Director, Regional Economic Development	Government of Yukon
Scott Serson	Senior Policy Advisor	Assembly of First Nations



Tonina Simeone	Senior Policy Analyst	Corporate Policy and Portfolio Coordination Branch Natural Resources Canada
Kandace Terris	Corporate Strategist	NS Economic Development
Harold Thomson	Planning Coordinator	Policy, Planning and Coordination Manitoba Industry, Economic Development and Mines
Iain Tyrrell	Senior Analyst	Treasury Board Secretariat
Shani Watts	Sessions Coordinator	Inuit Tapiriit Kanatami
Wyatt White	Policy Analyst	Office of Aboriginal Affairs Nova Scotia Government
Gina Wilson (Day 1)	Director General	Aboriginal Affairs Directorate Human Resources and Skills Development Canada
Debra Wright	Senior Policy Advisor	Congress of Aboriginal Peoples



Background Information and Flip Chart Notes are available on the internet at:

www.aboriginalroundtable.ca

The following is a list of documents available through the website:

- Flip Chart Notes
 - First Nations Breakout Room
 - Inuit Breakout Room
 - Métis Breakout Room
- Government of Canada Background Paper
- Assembly of First Nations Background Paper
- Inuit Tapiriit Kanatami Background Paper
- Métis National Council Background Paper
- Congress of Aboriginal Peoples Background Paper
- Native Women's Association of Canada Background Paper
- Provincial/Territorial Background Papers
- Statistics Canada Overview