



Indian and Northern  
Affairs Canada

Affaires indiennes  
et du Nord Canada

# Development and Promise

*Department of Indian Affairs and Northern Development  
Aboriginal Economic Development Division*

## Activity Report, 2000-2004

NORTHWEST TERRITORIES

Canada



# Northern Resource Development

DIAND Activity Report, 2000-2004

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*First Nations and Inuit businesses, organizations  
and individuals participate as proponents and partners  
in major regional resource development activities*

## Brings Great Promise

**Over the last 10 years** there has been a substantial increase in resource development activities in the Northwest Territories (NWT). Diamond mines have developed from a dream into a reality that has spurred the territory's economy. Oil and gas have been re-established as major sources of economic activity and hold promise for further development in the near future. Major transportation projects are under consideration and development, and a proposed oil and gas pipeline promises significant future economic impact. One of the results of these activities is a radical increase in the number, size, and complexity of economic development opportunities available to Aboriginal people in the NWT. These opportunities range in size from smaller, community-scale projects, to regional, national and international business opportunities.

The Department of Indian Affairs and Northern Development (DIAND)'s Aboriginal Economic Development Division (AEDD) of the Indian and Inuit Services Directorate has been working with NWT businesses and governments for the past four years to help Aboriginal organizations and individuals access resources needed to reap the rewards of the economic opportunities that the NWT has to offer. Through the strategic investment of DIAND economic development program contributions, First Nations and Inuit businesses, organizations and individuals have been able to meaningfully participate as proponents and partners in major regional resource development activities. Assistance has been provided for planning, research and development, negotiations, economic infrastructure, and establishing, acquiring or expanding businesses.



The AEDD focuses on building a vibrant and diverse Aboriginal business sector through the establishment of sustainable First Nation and Inuit businesses where opportunities exist in major regional resource development activities. A major goal of the AEDD's contributions is to obtain the largest impact value for program investments and to maximize First Nations and Inuit benefits such as jobs, training, wealth creation and business capacity. The AEDD uses highly flexible and innovative approaches to maximize benefits.

This report provides an overview of the strategic program investments made in the NWT to First Nations and Inuit businesses and organizations during the period 2000 - 2004, under the DIAND economic development programs. DIAND remains committed to building upon this success in the future.

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# Canada's North: Challenges and Potential

## The Land and its People

**The NWT is a vast land** encompassing close to 1.1 million square kilometres, all above Canada's 60th parallel. Its area is nearly as large as that of Alberta and Saskatchewan combined, and is rich in natural resources including wildlife, fisheries, minerals, petroleum and forests.

Scattered across this great land are close to 41,500 people. The NWT's four largest communities have populations exceeding 2,000 each, and the capital, Yellowknife, is home to nearly 18,000 residents. The trend towards urbanization is evident even in Canada's north – the populations of the larger centres in NWT are growing significantly. Yellowknife has increased from 28.6 per cent of the territorial population in 1976 to 44.3 per cent in 2001. And yet, the majority of the territory's people still live in small, isolated settlements with average populations numbering between 300 and 800 people.



Close to half of the population of the NWT is Aboriginal. The Inuvialuit and the five First Nation Tribal Councils are well-represented: the Gwich'in; the Sahtu; the Tli Cho (Dogrib Treaty 11 Nations); the Akaitcho Territory Dene First Nations; and the Deh Cho. There also are a number of Métis people in the NWT.

Like the rest of Canada, the NWT is experiencing a drop in birth rate. Total births in the territory in 2002 were 25.6 per cent lower than in 1995. Its annual population growth rate has been less than one per cent over the last decade.

Education levels of the NWT people are improving. In 2002, close to 64 per cent of the population 15 years of age and older had achieved at least a high school diploma as their highest level of education.

The employment rate (the proportion of people who are employed, relative to the total population of 15 years or older) in the NWT has increased to 69.9 per cent in 2003. This rate is higher in Yellowknife, at 84.8 per cent, compared to smaller NWT communities, where it is 67.5 per cent. By way of comparison, the overall Canadian employment rate in 2003 was 62.4 per cent.



# Northern Decision-making

**The people of the North** are playing much larger roles in decision-making and development of their lands, and are increasingly better-positioned for sustainable economic growth.

The land claim settlements with Aboriginal people, the creation of Nunavut and the implementation of the Mackenzie Valley Resource Management Act have all had a significant impact on decision-making within the NWT. These changes resulted in the creation of eleven new or revised administrative bodies to govern and oversee land, water and resource use and extraction, all with Aboriginal representation.

Land claim settlements have provided greater Aboriginal control over economic, environmental and social decisions. Planning, water and resource boards and district corporations have been established in each of the Gwich'in, Sahtu, North Slave (Dogrib and Métis Alliance), Deh Cho and South Slave (Métis Alliance) regions.

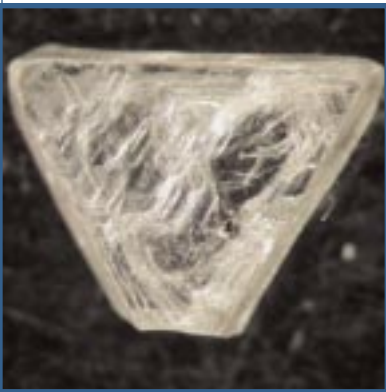
The settlement of land claims and self-government agreements, as well as the devolution of province-like responsibilities to northern governments have been and remain long-standing federal objectives in support of the North's political development. With the majority of land claim agreements signed or nearing completion, with the attendant creation of new institutions of public government, and with progress being made in the area of self-government, efforts are now focussed on supporting strong government-to-government-to-government relationships. Devolution negotiations to transfer to the NWT the control of administration of public lands, water and other natural resources, similar to the transfer that took place in the Yukon in April 2003, are now underway.





# The Opportunity

**The NWT is currently experiencing** a period of unprecedented growth and development. Gross domestic product (GDP) grew to \$3.3 billion in 2003. In the 2000 – 2001 time period, GDP grew at a rate of more than 20 per cent, compared to growth rates of between minus two and four per cent for the rest of Canada.



This growth can be attributed in large part to the territory's vast store of mineral wealth, which includes gold, zinc, lead, copper, silver, barium, tungsten, uranium and iron. Diamonds, which are by far the region's most valuable mineral, are leading the way. Production more than doubled from 2002 to 2003, when it stood at 11.2 million carats. By 2006, the NWT is expected to account for nearly 15 per cent of the world's diamond production, ranking it third in the world after Botswana and Russia in value of production.

Petroleum development also offers enormous potential. Exploration has revealed more than 1.75 billion barrels of oil and 4 trillion cubic feet of gas, more gas than Alberta was estimated to have had before its petroleum boom began 70 years ago. Oil and gas combined represented approximately 27 per cent of the value of exports in 2001, and with the emergence of new projects will likely grow in relative significance in the coming years.

The Mackenzie Gas Project is a prime example. It proposes to develop natural gas fields in the Mackenzie Delta to deliver the natural gas to markets through a pipeline system built along the Mackenzie Valley. The goal is to have natural gas moving through the pipeline by 2010.

A Memorandum of Understanding was signed in 2001 between the Mackenzie Valley Aboriginal Pipeline Corporation and four oil and gas companies. It established





a business partnership with Aboriginal peoples and establishes that the Mackenzie Valley natural gas pipeline will be constructed and operated in a way that will give significant and lasting economic benefit to northerners.

Exploration and construction related to natural resource extraction have also contributed significantly to the economy of the NWT, with construction activity representing about 17 per cent of the economy.

Tourism is also a significant growth industry. About 10,000 visitors, many from Japan, visit Yellowknife every year to experience the northern lights. There is also a growing market for adventure tourism.

All of this represents a radical increase in the number, size and complexity of economic development opportunities available to Aboriginal people in the NWT. In the first few years of the new century, these opportunities range from community-scale businesses to ones that are regional, territorial and even international in scope. Decisions being made now have the potential to have an impact for decades to come.



As more projects develop and as Aboriginal people participate more fully in these projects, new opportunities are being created that will encourage skilled northerners to return to the NWT and work within or closer to their ancestral homes.

In addition, sustained economic development will provide ongoing prospects for youth currently within the education system. Knowing there are well-paying and challenging careers available upon completing education will prompt more students to stay in school and will enable them to work in the NWT rather than travel south in search of employment.



# The Challenge

**Despite increased participation** in the decision-making regarding natural resource management, Aboriginal people in the NWT have, historically, been unable to participate fully in the economic boom. The employment rate for Aboriginal people was 52 per cent in 2002. While this is the highest rate recorded since tracking began in 1984, it still lags behind the 83 per cent enjoyed by non-Aboriginals.

There are several factors contributing to this gap. The greatest barrier to employment in the NWT is education. In 2002, for example, 25 per cent of people with less than grade nine were employed, compared to 93 per cent of those with a university degree. At approximately the same time, 43 per

cent of Aboriginal persons 15 years of age and older had a high school diploma or more as their highest level of schooling, compared with 85 per cent of non-Aboriginal residents.

In addition, the relatively lower socio-economic condition of Aboriginal people, particularly those living in their traditional communities, is often characterized as a contributing factor to lower educational attainment levels. Breaking this “chicken and egg” cycle is an enormous challenge for community leaders, Aboriginal governments and the territorial, provincial and federal agencies that work with them.



Aboriginal participation in the mining sector – the largest sector in the NWT economy – has faced challenges in the past related to cultural differences, variances in educational qualifications, lack of experience in mining, discrimination in the workplace and difficulty making adjustments to a non-traditional lifestyle.

Steady progress to address these issues has been made since the 1990's. At that time, the mining industry began working with Aboriginal, federal and territorial governments to encourage entrepreneurship and the emergence of Aboriginal-owned businesses in mining-related fields such as trucking, air transportation, road construction and maintenance.





At the same time, many mining companies began negotiating agreements with Aboriginals to enhance the socio-economic benefits for local communities. These formal agreements have helped to foster Aboriginal employment and to provide necessary educational, business and community support to Aboriginal peoples.

These changes have come about through the recognition that healthy, well-governed communities, a well-trained work force, competitive local business capacity and supporting infrastructure all reduce the economic risk associated with a mining project. Capacity-building is seen as a strategic investment that will contribute over the long term to the profitability of a mining project.

These goals converge with the recognition by many Aboriginal leaders that one of the key factors in support of increased self-reliance is a sustainable local economy reflecting the traditional values and culture of the community. Aboriginal business leaders share many objectives in common:

- offering competitive, high-quality products and services
- creating long-term opportunities for Aboriginal people and communities
- adopting sound business and management practices
- establishing new markets
- ensuring commercial viability and credibility
- integrating social, environmental and economic decision-making

Ironically, the success of the many development projects in the NWT leads to another challenge – there are only a limited number of appropriately-skilled Aboriginal workers available within the territory. As more projects are brought online, competition for these Aboriginal workers intensifies, making employment targets negotiated in impact benefit agreements difficult to achieve.

Finally, the ability to fully take advantage of opportunities has been highly uneven amongst Aboriginal people within the NWT. Aboriginal leaders cite the following areas for improvement:

- knowledge and information about opportunities and assistance
- ability to fund feasibility and start-up costs of new business development projects
- challenges in preparing funding proposals and assembling documentation
- timely funding approvals, particularly for sums of greater than \$100,000.





# Aboriginal Economic Development— Philosophy and Approach

**Aboriginal community** leaders have demonstrated a solid ability to identify opportunities that are in keeping with their communities' aspirations and potential. They have the vision, leadership and commitment necessary to re-establish healthy and prosperous communities – a key ingredient in ensuring success.

This has necessitated a corollary shift on the part of non-Aboriginal governments towards a more “catalytic” role, working with Aboriginal communities to facilitate the achievement of lasting and measurable progress.

Working closely with all interested parties, DIAND has established a number of programs to help Aboriginal organizations capitalize on opportunities presented by industry. The department's role is to facilitate partnerships, reduce obstacles and increase access to opportunities to enhance First Nation and Inuit participation in local and national economic growth. DIAND accomplishes this by participating in:

- identifying economic opportunities and emerging economic trends
- assessing community, corporate and business capacities and deficiencies
- building the necessary capacity and infrastructure
- providing guidance and technical support to evaluate strategic business opportunities, including “due diligence” assessments
- developing community-based corporate capacity to negotiate, manage and optimize benefits related to business arrangements with the private sector, including economic benefit agreements
- coordinating pilot projects to develop and demonstrate innovative business approaches and opportunities
- improving the value and relevance of non-Aboriginal government programs and services to communities.





# Auditor General's Report

In the November 2003 report of the Auditor General of Canada (AG), it was noted that “economic activity cannot thrive where there is uncertainty”. The AG also concluded that “the major responsibility for their economic development rests with First Nations”. DIAND’s approach is in keeping with this perspective.

In the AG’s study of economic development of First Nations communities, several good practices were observed in how First Nations are overcoming barriers to sustainable economic development. These included:

- development of a shared vision to guide decisions on which economic opportunities to pursue
- separation of politics, government administration and business management to a sufficient degree to provide the necessary stability for economic development
- partnerships with others communities or businesses to benefit from economies of scale and sharing of expertise.

The report recognized the important role that the federal government plays. It also recommended that it would be helpful if the government would:

- consolidate administrative requirements
- improve the adaptability of business support programs
- help First Nations build appropriate institutional and business arrangements
- use a more horizontal approach to economic development programming.

**In addition,** non-Aboriginal governments are working with the private sector to:

- enhance their understanding of the cultural, social and political environment of the local communities
- foster effective working relationships and partnerships
- transfer best practices and promote Aboriginal business success stories and role models
- encourage proactive, tangible “stay in school” programs
- identify opportunities and realize the benefits of building successful and profitable partnerships with Aboriginal people and communities
- identify and address critical deficiencies in skills, training and infrastructure.

DIAND’s AEDD unit is the lead economic development funding liaison between First Nations and Inuit communities and the federal government in the NWT. Since its inception in 1999, AEDD has acted as a catalyst for development activity through six broad funding envelopes or “business lines”:

1. Community Economic Development Organizations

2. Planning

3. Business Development

4. Economic Infrastructure

5. Negotiations

6. Advocacy



# AEDD's Project Support

**In the four-year period** from 2000 to 2004, AEDD provided close to \$40 million in funding and support to 247 projects. This funding leveraged further investments approaching \$126 million. The following pages demonstrate the breadth and depth of DIAND's contribution to a wide array of projects, and provide a few case studies of the projects supported.

## Community Economic Development Organizations (CEDO)

Community Economic Development Organizations throughout the territory enable communities and their members to define and achieve their economic goals and objectives through identification of the right business, employment, and resource development activities. They help identify opportunities that are a good fit with the communities in which they work. For the last three years, AEDD has provided funding in 27 communities, with a total investment since 2000 of approximately \$7.5 million. This investment reaps great rewards for the communities served by these officers – they ensure that their communities are well-positioned to assess and capitalize on the right opportunities.

<b>2000-2001</b>		
26 First Nations and 5 Inuit Organizations	Provide economic and employment services to the communities	\$2,954,235
<b>2001-2002</b>		
26 First Nations and 1 Inuit Organization	Provide economic and employment services to the communities	\$1,529,886
<b>2002-2003</b>		
26 First Nations & 1 Inuit Organization	Provide economic and employment services to the communities	\$1,529,886
<b>2003-2004</b>		
26 First Nations & 1 Inuit Organization	Provide economic and employment services to the communities	\$1,529,886



# Planning

Planning activities assist Aboriginal groups in determining what economic opportunities they wish to participate in and how they wish to participate. This includes any of the due diligence activities associated with starting or exploring the potential of a project, which will help to ascertain a project's viability, including creating strategic and business plans.

In the past four years, AEDD has provided close to \$8.3 million to 58 organizations, supporting a total of 147 planning-related projects. Investments in feasibility studies and strategic and business plan development lay a solid foundation that will help ensure the long-term success of new ventures or investments.

2000-2001		
Acho Dene Koe Band	Industrial Park feasibility study	\$6,750
Acho Dene Koe Band	Assessment of potential gasification to Fort Liard	\$10,000
Acho Dene Koe Band	Cost associated with retaining technical advisors	\$18,000
Behdzi Ahda First Nation	Negotiation of concession and benefits agreements	\$800
Deh Gah Gotie Dene Council	Business case for Mackenzie River bridge construction	\$70,000
Deline Land Corp.	Capacity-building workshop for Human Resources Strategy	\$18,000
Deline Land Corp.	Capacity-building workshop for Human Resources Strategy	\$5,050
Denedeh Development Corp.	Host 2000 CANDU National Conference	\$27,000
Denedeh Development Corp.	Investigation into acquiring interest in NWT Power Corporation	\$35,000
Denedeh Development Corp.	Business plan for refurbishing drilling and service rigs	\$14,450
Deton Cho Corp.	Development of a multi-year strategic plan for Deton Cho Corp.	\$25,000
Deton Cho Corp.	Participation at the PDAC conference	\$10,000
Deton Cho Corp.	Business case for joint Yellowknives/Dogrib highway construction program	\$25,000
Dogrib Rae Band	Economic analysis of Secondary Diamond Processing Pipeline	\$40,000
Dogrib Rae Band	Feasibility of establishing and operating a water lab in Yellowknife	\$25,000
Dogrib Rae Band	Determine capacity development needs for the Rae Bands Corp.	\$25,865
Dogrib Rae Band	Participation at the PDAC conference in Toronto	\$10,000
Dogrib Rae Band	Investigate Dogrib ownership interests in De Beers Winspear project	\$112,500
Gwicha Gwich'in Band	Feasibility study of fishing operations in Arctic Red River	\$15,000
Gwich'in Tribal Council	Accounting Support Work Plan task implementation	\$50,000
Inuvialuit CEDO	Due diligence on business plan for 2 drilling rigs	\$50,000
Inuvialuit CEDO	Hotel and commercial complex construction in Paulatuk	\$350,000
Inuvialuit Development Corp.	Feasibility study plan for Inuvialuit Northern Logistics	\$40,000
Inuvialuit Regional Corp.	Aboriginal Pipeline Groups research, consultation, facilitation costs	\$379,000

## 2000-2001

Inuvialuit Regional Corp.	Implementation framework for oil and gas ship program	\$10,000
Inuvialuit Regional Corp.	Oil and gas symposium in Inuvik	\$20,000
Jean Marie River First Nation	Detailed marketing plan for a log mill	\$15,000
Katlodeeche First Nation	Investigate a water delivery privatization opportunity	\$7,500
NWT Chamber of Mines	Develop an NWT Aboriginal Business Resource listing directory	\$30,000
NWT Chamber of Mines	Strategic/implementation plan for Northern Construction training program	\$90,000
NWT Community Mobilization	Workshop to build business partnership in oil and gas in the NWT	\$75,000
NWT Housing Corp.	Circumpolar housing forum	\$10,400
Sahtu Dene Council	Develop a First Nation Government Services Network Platform	\$30,000
Salt River First Nation	Community Consultation for Thebacha Road	\$45,000
Tetlit Gwich'in Band	Emergency pump modernization for Dunnet Pet	\$50,000
Tulita Lan/Financial Corp.	Sahtu oil and gas pipeline capacity-building workshop	\$20,000
Tulita Lan/Financial Corp.	Strategic economic plan	\$20,000
Xah Ndah Resources Ltd.	Market assessment and feasibility studies related to several possible ventures	\$9,000

## 2001-2002

Aboriginal Summit	AEDD Programming Workshop in Yellowknife	\$8,484
Acho Dene Koe Band	Technical review re acquisition of Purcell Energy pipeline capacity	\$20,000
Acho Dene Koe Band	Due diligence assessment of potential investments	\$4,708
Acho Dene Koe Band	Review and report economic and social aspects of Fort Liard oil and gas	\$55,000
Aklavik Band	Strategic energy plan	\$25,000
Deh Gah Got'ie Betterment Corp.	Acquisition of Snowshoe Inn and incorporation of assets with the Deh Gah Gotie Betterment group of companies	\$60,000
Deh Gah Got'ie Dene Council	"Tapping Aboriginal Resources" conference	\$4,000
Denedeh Development Corp.	Shetah Drilling Ltd. application for funding	\$4,600
Denedeh Development Corp.	Due diligence assessment of the Shetah's business plan for refurbishment of two drilling rig components	\$23,540
Denedeh Development Corp.	Plan preparation re potential acquisition of interest in company	\$35,000
Deninu K'ue First Nation	Participation in North Economic Development Conference	\$2,400
Deton Cho Corp.	Diamond industry information session attendance	\$5,000
Deton Cho Corp.	Develop Business Recovery Plan for 5 Year Operation	\$10,000
Dogrib Power Corp.	Business case exploration re supply of hydro power to the Ekati Diamond site	\$20,000
Dogrib Rae Band	Construction of a registered Aerodrome to service the regional centre of Rae-Edzo, NWT	\$226,000
Dogrib Rae Band	Due diligence audit of the Snap Lake Diamond project	\$74,639

Dogrib Rae Band	Business plan re Nishi Khon's proposed expansion of ice road construction and maintenance	\$6,500
Dogrib Rae Band	Document assessment re Canadian Environmental Assessment Act screening process for Fort Rae Aerodrome	\$8,027
Dogrib Rae Band	Business Plan and strategies for Norstar	\$12,500
Dogrib Treaty 11	Regional Economic Development Strategic Planning Workshop	\$15,000
Fort Goodhope Band	Pre-feasibility study for establishing a tourist facility at the Five Lake Lodges	\$8,000
Gameti	Investigation of business ventures	\$7,000
GNWT-RWED	Business plan outline re position in the proposed Mackenzie Valley Pipeline	\$35,000
Gwich'in Development Corp.	Exploration of business opportunities re Mackenzie Valley Pipeline	\$50,000
Gwich'in Development Corp.	Fair value assessment	\$20,000
Gwich'in Development Corp.	Review and report opportunities in transportation and oil and gas drilling rigs	\$27,492
Inuvialuit CEDO	Due diligence assessment of the business plan for drilling rigs	\$50,000
Inuvialuit Development Corp.	Financial, technical and concept feasibility assessment	\$40,000
Inuvialuit Development Corp.	Due diligence assessment on drilling rig	\$22,000
Inuvialuit Regional Corp.	Negotiation of an ownership position in the proposed Mackenzie Valley Pipeline	\$136,000
Inuvik Native Band	Business plan for extension of band office for leasing to oil and gas companies	\$7,000
K'atlodeeche First Nation	Business plan re Industrial Park and oil and gas business incubator	\$5,475
K'atlodeeche First Nation	Feasibility assessment re Geographic Information System	\$30,000
K'atlodeeche First Nation	Business plan and cost benefit analysis of the proposed KFN Industrial Park Project	\$12,500
K'atlodeeche First Nation	Business plan and cost benefit analysis of the proposed KFN Industrial Park Project	\$5,705
K'atlodeeche First Nation	Perform investigation, research and analysis on manufacturing plan	\$30,000
Lutsel K'e Dene Band	Prospectors and Developers Convention and Trade show	\$4,000
Nahanni Butte Band	Pre-feasibility study for opportunities with the Prairie Creek Mine Project	\$24,500
NWT/Nunavut Chamber of Mines	Equity contribution to develop Phase 1 of Industrial Training Program	\$212,500
NWT/Nunavut Chamber of Mines	Concept paper on Industrial Training Program	\$9,500
Skills Canada NWT	Northern support materials for the Northern Trades Exam and self-study guide	\$10,000
Tetlit Gwich'in Band	Business plan and proposal related to partnership for acquisition	\$5,000
Wha Ti First Nation	Examination of the market definition phase of the Wha Ti community store	\$8,307
Wha Ti First Nation	Develop terms of reference and call for proposals related to the proposed establishment of a viable store, hotel, band office	\$2,600

2002-2003		
Akaitcho Regional Investment	Planning and strategic direction setting	\$50,000
Aklavik Band	Business plan assessing the air charter and scheduled flight market potential	\$12,700
Aurora College	Aboriginal recruitment materials for pipeline operations training program	\$5,000
Aurora Research Institute	Pre-trade curriculum for distribution to northerners	\$10,000
Behcho Ko Development Corp.	Update Dogrib Equity Model in terms of the De Beers Snap Lake Project	\$9,951
Behcho Ko Development Corp.	Feasibility of joint ventures between Tiffany and Co., Kitikmeot Corp. and Behcho Ko Dev. Corp.	\$30,000
Deh Cho Economic Corp.	Long term strategic plan and short term operational plan for Regional Deh Cho Corp.	\$89,100
Deh Cho First Nations	Attend the Arctic Oil and Gas Symposium	\$5,000
Deh Gah Gotie First Nation	Organizational review and assessment of the corporate structure	\$17,577
Deh Gah Gotie Betterment Corp.	Comprehensive feasibility study for Deh Cho bridge project	\$200,000
Deh Gah Gotie Betterment Corp.	Impact assessment on the Aboriginal communities of the proposed Deh Cho bridge project	\$22,200
Denedeh Development Corp.	Restructuring and activation of Denedeh Investment Inc.	\$13,080
Denedeh Development Corp.	Shetah Drilling Ltd. due diligence assessment in application for MBPP	\$18,000
Deton Cho Corp.	Attend diamond industry symposium	\$5,000
Deton Cho Corp.	Evaluate Deton Cho Diamonds Inc.'s 5 year operations and financial plan	\$25,000
Dogrib Treaty 11 Council	Business plan re surveying services across northern and western Canada	\$12,000
Dogrib Trust Co.	Workshop for a joint and cooperative business and operational strategy	\$9,000
Fort Goodhope Band	Acquire professional services	\$42,000
Gwich'in Development Corp.	Business consulting for Gwich'in' Development Corp. and Ensign Drilling Inc.	\$30,000
Gwich'in Development Corp.	Assessment of hydrocarbon potential of simple blocks in the Gwich'in settlement area	\$25,250
Gwich'in Development Corp.	Attendance at the Arctic Gas symposium	\$6,780
Gwicha Gwich'in	Market feasibility study and capacity assessment	\$15,000
Inuvialuit CEDO	Workshop	\$40,000
Inuvialuit CEDO	Examine viability of Muskox industry	\$25,000
Inuvialuit Regional Corp.	Develop investment strategy, new governance model and organizational structure	\$35,000
Inuvialuit Regional Corp.	Business costs re Mackenzie Valley Pipeline	\$25,000
Inuvialuit Regional Corp.	Negotiations re equity ownership position in Mackenzie Valley Pipeline	\$250,000
Inuvialuit Regional Corp.	Business plan re equity ownership position, by the Aboriginal pipeline group	\$440,000
Inuvialuit Development Corp.	Review investment strategy of IDC	\$30,000
Native Women's Association	Strategic Action Plan	\$25,000
NWT/Nunavut Chamber of Mines	Develop an industrial Mine Training Partnership Strategy	\$20,000



NWT/Nunavut Chamber of Mines	Revise Aboriginal and Mining Industry experience materials	\$18,000
NWT/Nunavut Chamber of Mines	Revise Aboriginal and Mining Industry experience materials	\$10,000
NWT/Nunavut Chamber of Mines	NWT mining industry materials	\$5,000
NWT Community Mobilization	Nexlore- Next Generation of Northern Business Leaders Strategic Direction Setting Workshop	\$5,000
Pehdzeh Ki First Nation	Oil and Gas workshop	\$10,344
Sahtu Dene Council	Development of an operational regional economic institution	\$50,000
Sambaa K'e Development Corp.	Phase 1 Strategic Plan	\$24,290
Tetlit Gwich'in Band	Feasibility study re Tl'oodih Lodge	\$4,700

## 2003-2004

Aboriginal Summit	Workshop to evaluate potential development of a NWT Aboriginal Risk Capital Fund	\$45,000
Behcho Ko Development Corp.	Business plan for market testing of northern themed jewellery	\$31,770
Behcho Ko Development Corp.	Test market initiative for business alliance/joint venture between Tiffany and Co., Behcho Ko of Rae Edzo, NWT and Kitikmeot Corp. of Cambridge Bay and Nunavut	\$50,000
Behcho Ko Development Corp.	Negotiate management & marketing services agreement in Tli Cho Logistics Joint venture	\$20,718
Behcho Ko Development Corp.	Strategic planning & opportunity identification (Tli Cho Explosives joint venture)	\$12,735
Behdzi Ahda First Nation	Pre-feasibility study of potential opportunities in tourism industry for community of Colville Lake	\$11,500
Deh Cho First Nation	Negotiate working agreement for winter work with Imperial Oil Resources Ventures	\$65,000
Fort Goodhope Band	Research, planning, analysis and assessments of the macro economic impacts of the Mackenzie Valley Gas Project	\$100,000
Fort Goodhope Band	Continuing technical assessment work detailing the KGPWG's negotiating position	\$150,000
Fort Goodhope Band	Norlinx to undertake Phase 1 - Planning, Consultation and Assessment for the Sahtu Access Agreement Project	\$100,000
Fort Goodhope Band	K'asho Got'ine Pipeline Working Group to negotiate a satisfactory winter work agreement with Imperial Oil Ventures Ltd.	\$37,532
Inuvialuit CEDO	Consultation workshop to develop a "Made in the North" strategic plan/regional strategy for improvement of programs	\$71,500
Inuvialuit Development Corp.	Project feasibility analysis on natural gas gathering and processing sector in the Inuvialuit settlement area	\$75,000
Inuvialuit Development Corp.	Opportunity assessment re Grandfield Pacific, Explorer Hotel and Discovery Inn	\$18,250
Jean Marie River First Nation	Business plan for JMR Log Homes Ltd. and complete North of Sixty Training/Consulting	\$10,000
K'atlodeeche First Nation	Phase 1 environmental site assessment of egg plant in Hay River	\$4,110
Liilii Koe First Nation	Assessment of acquisitions/consolidations for Kaa Dule United Corp.	\$40,000

Mackenzie Valley Aboriginal Pipeline Corp.	Raise equity/accessing commercial debt re Mackenzie Valley Pipeline	\$2,425,167
Native Women's Association	Advocate Aboriginal women in business (research, compilation and production of promotional material)	\$15,000
NWT Mine Training	Research and revision of existing mine training programming and curriculum and consult with stakeholder groups	\$26,000
Rat River Development Corp.	Develop corporate plan for Rat River Dev. Corp.	\$28,575
Saamba K'e Development Corp.	Complete Phase 2 of corporate strategic plan	\$21,090
Skills Canada NWT	Northern Apprenticeship support material for Trades Entrance Exam- self study guide	\$15,000
Tulita Dene Band	Amalgamation re oil and gas development	\$5,000
Tulita District Land Corp.	Economic workshops re Mackay Range partnership opportunities and joint ventures	\$17,850

**Inuvialuit Northern Logistics (INL)** was incorporated to meet the unique challenges of moving oil and gas exploration equipment from around the world to Inuvik. In 2001, INL was provided with \$40,000 under DIAND's Regional Opportunities Program to undertake a feasibility study and prepare a business plan.

Matched with \$40,000 from the Inuvialuit Development Corp, the funding was used to optimize INL's likelihood of commercial success. The organization defined its business structure, confirmed service delivery and financial expectations, developed a performance management framework and identified the information management systems needed to serve customers.

In addition to maximizing INL's operational efficiency and focusing its efforts at business development, the business plan and feasibility study were used as both an internal and external communications tool.

The efficient movement of exploration equipment plays a significant role in enabling the resource exploration that employs a large portion of Inuvik's Aboriginal population and generates substantial revenues for the region.

CASE STUDY

## Return on Investment

Some of the AEDD investments in Business Development result in the creation of new employment opportunities directly within the recipient organization or new business venture. Over the last four years, more than 300 new jobs have emerged from 14 projects that received a total of \$11 million in federal funding. The lasting benefit of the work experience to the individual and to the community at large far exceeds the average investment per job created of \$43,030.

# Business Development

Business development activities are designed to promote the growth of a strong sustainable Aboriginal business sector. This equity program assists in the acquisition, establishment or expansion of a business in order to pursue resource-based opportunities.

In the past four years, eleven organizations have developed projects that have justified significant business investments totalling nearly \$13 million from AEDD. In each case, AEDD's investments, along with the investments of others, show great promise of further solidifying the long-term sustainability of the businesses they support.

2000-2001		
Deton Cho Corp.	Establish diamond cutting and polishing business in Ndilo	\$50,000
Dogrib Rae Band	Purchase of heavy equipment for Tli Cho Logistics	\$250,000
Inuvialuit Development Corp.	Oil and gas drilling rig	\$2,250,000
Inuvialuit Development Corp.	Building of an oil and gas drilling rig and camp	\$1,950,000
2001-2002		
Beaver Enterprises	Purchase and upgrade a Beech King Air 100 aircraft for lease to Deh Cho Air to service the oil and gas industry	\$150,000
Kete Whii Ltd.	Equity contribution for the purchase of two ore haulers, the construction of a maintenance building and various other capital requirements to complete the financing for this project	\$474,445
2002-2003		
Acho Dene Koe Band	Purchase of a 35-person camp utilised in the oil and gas industry	\$157,650
Inuvialuit CEDO	Joint venture with Akita Drilling Ltd. to build, manage and operate Drill Rig 63 for exploration work in Mackenzie Delta	\$1,076,000
Inuvialuit Development Corp.	Business arrangement with Akita Drilling Ltd. to build, manage and operate drilling rigs for use in Inuvialuit Settlement Region	\$2,250,000
TSA Corp.	Joint venture with Western Explosives Ltd., joint venture company will provide an explosives facility and service at the Diavik Mine site	\$485,000
2003-2004		
Aklavik Band	Purchase 51% ownership of aircraft business to establish Dazraii/North-Wright Air	\$157,020
Gwich'in Development Corp.	Purchase a portion of assets of Arctic Tire to equalize the Gwich'in Dev. Corp. ownership position in the merger	\$359,000
Inuvialuit CEDO	Business expansion-purchase 5 Boeing 737 aircraft by Canadian North	\$3,000,000
K'atloodzeeche First Nation	Acquisition of an egg operation facility in Hay River	\$300,000

**Owned by the Gwich'in Tribal Council,** the Gwich'in Development Corporation (GDC) was formed in 1992 to pursue commercial developments and generate employment opportunities for community members. In 2003, the GDC requested funding to complete a merger between GDC's Civil Construction Ltd. and Arctic Tire Ltd. DIAND's contribution of \$359,000 provided GDC with the balance of funds it needed to acquire a 50 per cent ownership interest in the capital assets of Arctic Tire Ltd. and complete the related merger.

Operating under the name Mackenzie Valley Construction Ltd., the newly-formed company offered several compelling advantages from a business perspective. These included an enhanced quality of management, improved economies of scale, access to new markets and a more competitive position from which to capitalize on growth opportunities.

Benefits also extended to the broader Gwich'in community. Through an Affirmative Action policy covering employees and subcontractors, Mackenzie Valley Construction Ltd. was expected to employ at least 50 Aboriginal people and result in total employment expenditures of \$3,132,000. Financial projections indicated that contract costs of \$4 million would be injected into the economy each year while over the longer term enabling the GDC to become involved in the potentially lucrative area of pipeline construction.

CASE STUDY

## Economic Infrastructure

Economic Infrastructure activities help to address key gaps in the fundamental building blocks of the NWT's economy, increasing the long-term potential of the region. Like AEDD's business development investments, the infrastructure investments are significant and can demonstrate long-term benefits to the communities and downstream benefits to the markets they serve. AEDD investments over the four-year period amount to more than \$9.6 million.

2000-2001		
Dogrib Rae Band	To complete construction of an Aerodrome in Rae	\$500,000
GNWT Dept. of Transportation	Mackenzie Valley Winter Road Bridge Acceleration Building Program	\$2,278,000
2001-2002		
Aurora College	Minor infrastructure and special initiatives. Contribute towards the Recipient's costs with respect to the Rig Floor hand Training Program	\$200,000
GNWT Dept. of Transportation	Mackenzie Valley Winter Road Bridge Acceleration Building Program	\$1,510,000
K'atlodeeche First Nation	Establish the K'atlodeeche First Nation Industrial Park for companies servicing the oil and gas industry	\$441,000

## 2003-2004

GNWT Dept. of Transportation	Phase 2 North Project for Mackenzie Valley Winter Road Accelerated Bridge Building Program	\$2,000,000
Inuvialuit CEDO	Purchase and development of required infrastructure for Muskox Development Program	\$470,000

**DIAND partnered with the GNWT** Transportation Department to accelerate the construction of seven bridges spanning some of the most critical and problematic river crossings along the winter road route in the northern Deh Cho and Sahtu areas. The bridges enable the winter road season to be extended from five weeks to approximately eight weeks or more. While the original plan called for the bridges to be constructed over a five to seven year period, DIAND's contribution of \$3.79 million over 2001 and 2002 will allow the bridges to be opened three to five years earlier than planned.

Extending the overland winter road shipping season by three weeks directly benefits retail consumers in the areas affected (70 per cent of whom are Aboriginal) by lowering freight costs and prices, resulting in an annual savings of \$70,000. The extension also reduces access costs by more than \$90,000 per year through decreased dependence on air service.

DIAND requested and received formal documentation of Aboriginal support for the project. DIAND also specified that a key requirement for participation was assurance that Aboriginals would accrue the majority of benefits. With Aboriginals realizing the bulk of the overall quantified benefits (estimated at between \$5.2 million and \$7.5 million) this requirement was clearly satisfied. The value of benefits to Aboriginal people arising from construction contracts from the accelerated program, direct employment on construction activities, and savings realized as a result of the initiative were estimated to range between \$3.7 million and \$5.2 million.

CASE STUDY

## Negotiations

DIAND assists in a wide range of negotiating activities with industry, resource developers, and potential joint venture partners. The AEDD Unit maintains a full range of working relationships with external parties, including the GNWT, industry contacts including companies and associations, financial institutions and professional and technical specialists. These relationships enable DIAND to provide assistance in negotiating arrangements such as joint ventures, land access and impact benefit agreements.

In the past four years, 24 organizations have received support to help them negotiate funding or important business arrangements. Again, receiving the needed support to help ensure that deals struck are beneficial to all parties will help sustain the long-term viability of the ventures.

2000-2001		
Behdzi Ahda First Nation	Negotiate oil and gas concession	\$25,000
Behdzi Ahda First Nation	Negotiate surface access and usage Benefits Agreement with CNR	\$15,000
Behdzi Ahda First Nation	Negotiate concession agreement with Paramount Resources Ltd.	\$20,000
Dogrib Rae Band	Undertake secondary negotiations with Diavik Diamond Mines and third party	\$50,000
Inuvialuit Development Corp.	Negotiate joint venture agreement with Schlumberger	\$40,000
Inuvialuit Regional Corp.	Completion of a cooperation agreement template	\$60,000
KaaGee Tu First Nation	Undertake oil and gas related negotiations with private companies	\$27,070
Katloodeeche First Nation	Undertake negotiations related to JV agreement for access to timber	\$35,000
Lutsel Ke Dene Band	Undertake impact benefits negotiations with Diavik Diamond Mines	\$20,000
Liidlii Kue First Nation	Market assessment and feasibility study	\$9,000
Pehdzeh Ki First Nation	Negotiate economic benefits agreement with Anadarko Canada Corp.	\$7,700
2001-2002		
Behdzi Ahda First Nation	Negotiations with Canadian Natural Resources Ltd. with the aim of concluding a long-term, surface access and benefits agreement, relative to the company's activities on their own private land	\$27,837
Deh Gah Got'ie Betterment Corp.	Negotiate a Benefits Agreement with Paramount Resources to ensure that community members have an opportunity to the greatest extent possible, from employment opportunities arising from Cameron Hills oil and gas project	\$15,000
Deline Band	Negotiations of a MOU with the GNWT concerning the development of hydro power on the Great Bear River	\$10,000
Dogrib Treaty 11	Negotiations with DeBeers to enhance the benefits of the Dogrib	\$60,000
Dogrib Treaty 11	Negotiate the details of a relationship between the various Aboriginal groups interested in joint submission for the mine labour services contract at Diavik	\$25,000
Gwich'in Development Corp.	Negotiations of Gwich'in Benefits Framework	\$25,000
Inuvialuit Development Corp.	Joint Venture Business Negotiations to offer services to support air transportation service needs	\$40,000
Ka'agree Tu First Nation	Negotiation and finalization of a joint venture project business partnership agreements with Carter Industries and Keith's Water Services	\$30,000
Ka'agree Tu First Nation	Negotiate a benefits agreement with Paramount Resources Ltd. to ensure that community members have an opportunity to benefit from employment training and business opportunities from Cameron Hills oil and gas project	\$15,000
Kete Whii Ltd.	Negotiations and selection of a joint venture business partner for underground contract mining opportunities	\$25,000
Nogha Enterprises	Negotiations of a joint venture arrangement between Nogha enterprises and Rowe Construction concerning highway maintenance and ferry operations business opportunity	\$11,000

**2002-2003**

Behcho Ko Development Corp.	Negotiating a joint venture business partnership agreement with the Diamond Division of Tiffany's	\$18,000
Behdzi Ahda First Nation	Enter into a cooperation, benefits and access negotiation	\$8,900
Dogrib Trust Co.	Negotiations and finalization of a joint venture business partnership agreement with Medic North Emergency Services Ltd.	\$15,000
Dogrib Trust Co.	Negotiations and finalization of a joint venture business ownership/ partnership agreement with Air Tindi Ltd.	\$20,000
Gwich'in Development Corp.	Assessment of the hydrocarbon potential of the fee simple blocks	\$35,000
Inuvialuit Development Corp.	Negotiations and finalization of a joint venture business partnership with turbine manufacturers, to become the primary off-grid supplier of wind energy in the arctic; build over 300 turbines	\$50,000
Inuvialuit Regional Corp.	Negotiating agreements with Trans Canada Pipelines and the Producers Group	\$85,000
Sahtu Dene Council	Develop an understanding and formalized agreement among Aboriginal groups in Sahtu Region for gravel related opportunities. Negotiate with potential joint venture partners.	\$35,000
Sambaa K'e Development Corp.	Negotiations with partners to ensure that Trout Lake residents have an opportunity for oil and gas	\$18,000
Yamogo Financial Corp.	Negotiate benefits and access agreements with Canadian Natural Resources Ltd. and Hunt Oil	\$20,000

**2003-2004**

Behdzi Ahda First Nation Resources Ltd. and Apache Corp.	Land access and benefits negotiations with Paramount	\$10,000
Deh Cho First Nations	Negotiate satisfactory working agreement regarding winter work with Imperial Oil Resources Ventures Ltd.	\$100,000
Denedeh Development Corp.	Negotiation of a business partnership agreement between Shetah Drilling Ltd. and Nabors Canada LP	\$30,000
Fort Goodhope Band	Negotiate an access benefits MOU with Mackenzie Valley Producer Group	\$55,000
Fort Goodhope Band	Build a unified strategic approach to access benefits negotiations with the Mackenzie Valley Group	\$35,000
Inuvik Native Band	Negotiate an access benefits MOU with Mackenzie Valley Producer Group	\$15,000
Liidlii Kue First Nation	Negotiate MOU regarding geotechnical winter work with Mackenzie Valley Group	\$20,000
Pehdzeh Ki First Nation	Negotiate MOU with Imperial Oil Resources for access	\$15,000
Tulita District Land Corp.	Negotiation of a land access and benefits agreement with Imperial Oil for 2003/2004 winter work	\$80,000
Saambe K'e Dene Band	Negotiation of two joint ventures re Mackenzie Valley Pipeline in Trout Lake area	\$15,000

**Wind energy conversion systems** offer the people of the North an opportunity to realize significant benefits including reduced power costs, access to cleaner energy sources, and enhanced employment and community ownership opportunities.

Nunavut Wind Power Inc. was created as a corporate vehicle through which a consortium of qualified organizations combined to plan, finance, design, construct and maintain wind capacity in up to 15 Aboriginal communities.

CASE STUDY

To help facilitate direct Aboriginal participation, DIAND provided the Inuvialuit Development Corporation with \$50,000 over 2002-2003 to support the negotiations and finalization of a joint venture business partnership with turbine manufacturers, to become the primary off-grid supplier of wind energy in the arctic, and to build more than 300 turbines.

## Advocacy

Advocacy activities include communications and sharing and promotion of best practices in building working relationships between Aboriginal peoples, resource companies and government.

In the period from 2000-2004, twelve organizations accessed a total of close to \$250,000 in funding to support a wide range of communications and advocacy programming, significantly enhancing the sharing of best practices and the dissemination of information.

2000-2001		
NWT Chamber of Mines	Northern Minerals Poster series	\$15,000
2001-2002		
Deton Cho Corp.	Attendance at Prospectors and Developers Convention and Trade Show	\$12,500
Deton Cho Corp.	Participation and setting up for the Prospectors and Developers Convention and Trade Show	\$7,500
Dogrib Rae Band	Assist Dogrib Dene Band businesses and Deton Cho Corp. Ltd. to plan and organize their joint trade mining show	\$10,585
Dogrib Rae Band	Participation in booth at Prospectors and Developers Convention and Trade Show	\$20,000
Gwich'in Development Corp.	Design and development for "Open for Business" message	\$10,000
NWT/Nunavut Chamber of Mines	Promoting the safe development of use, conservation and protection of the North's natural resources	\$10,000



NWT/Nunavut Chamber of Mines	Research and evaluation of Northern Aboriginal participation in the mining industry during the last 10 years	\$32,000
NWT/Nunavut Chamber of Mines	Tour of the Great Canadian Mining Show in the NWT communities of Fort Liard, Fort Simpson and Fort Smith	\$10,000

### 2002-2003

Fur Institute of Canada	Pilot project involving the special training and educational initiatives for Aboriginal youth	\$16,900
GNWT	Develop an Oil and Gas Industrial Skill Strategy	\$9,750
Gwich'in Development Corp.	Attend and participate at the Inuvik Petroleum Show	\$10,000
Skills Canada	Develop Northern Apprenticeship Support material for the Trades Entrance Exam	\$15,000

### 2003-2004

Behcho Ko Development Corp.	Attend Alaskan/Canadian Aboriginal Business Forum in Anchorage Alaska	\$5,200
Great Northern Arts Society	Develop catalogue of the NWT Visual Artists and a web based database of NWT artists	\$10,000
Native Women's Association	Update 5 year strategic plan	\$10,000
Native Women's Association	Aboriginal Financial Officers Association of Canada National Conference in Calgary	\$5,000
NWT Chamber of Mines	Produce publication named "Canada's Northern Diamonds...from Rocks to Riches"	\$10,000
Yellowknife Education District	Mining Education Strategy to introduce mining related curriculum/programs in schools	\$9,800

**In early 2004,** the Great Northern Art Society sought DIAND's assistance in promoting NWT visual artists within the region, across the country and internationally. When combined with \$16,250 in funding from other sources, DIAND's contribution of \$10,000 enabled two key initiatives: the development of a web-based database of NWT artists, and a print catalogue profiling the work of up to 75 artists from the NWT, approximately 95 per cent of whom are Inuit, First Nations and Métis.

Arts and crafts pursuits provide needed income to Aboriginal families, many of whom have very limited opportunities for economic development. The database and catalogue were created to assist individual artists who in most cases do not have the resources or opportunities to identify lucrative markets and effectively promote their products.

Distribution of the catalogue and promotion of the website are targeted at national and international art dealers within Canada and the United States. Prior to the creation of these products, dealers often had great difficulty contacting Aboriginal artists. Many more were unaware of the range and quality of Aboriginal art available to be purchased. Today, they are able to access the profiles and contact information of more than 550 artists online at [www.gnaf.ca](http://www.gnaf.ca).

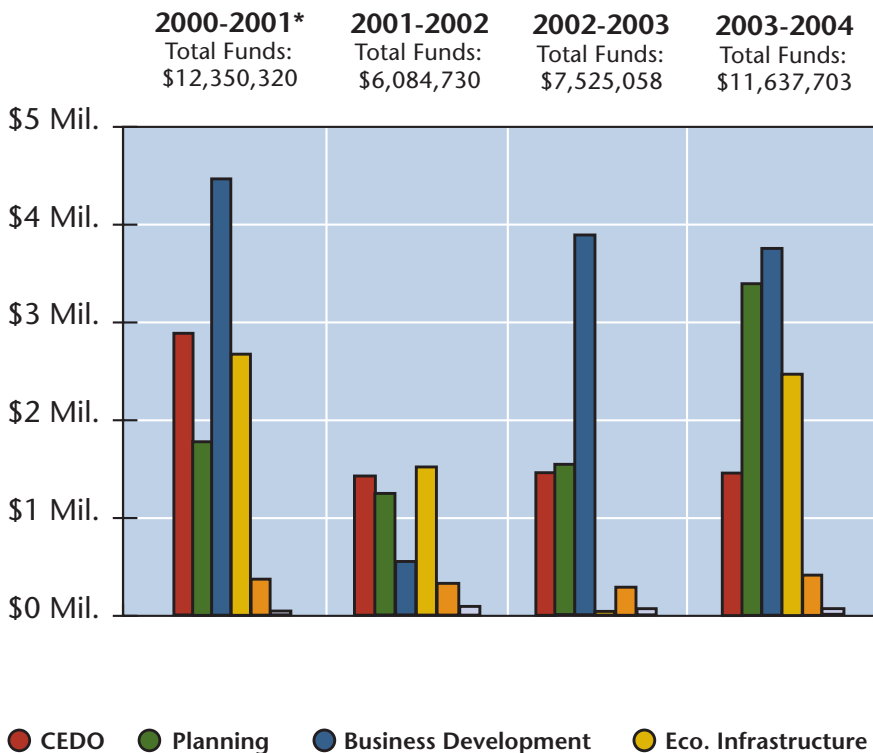
CASE STUDY



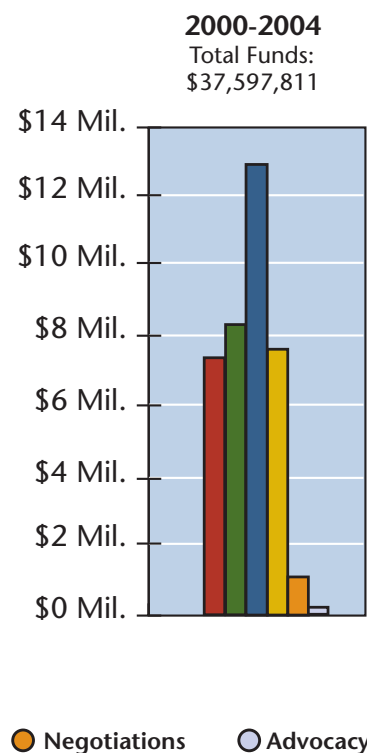
# Distribution by Business Line

Funding distribution by business line follows a pattern that is predictable for economic development activities. Investment is heaviest in the up-front positioning and planning stages, followed closely by infrastructure development.

## PROJECT FUNDING



## TOTAL FUNDING



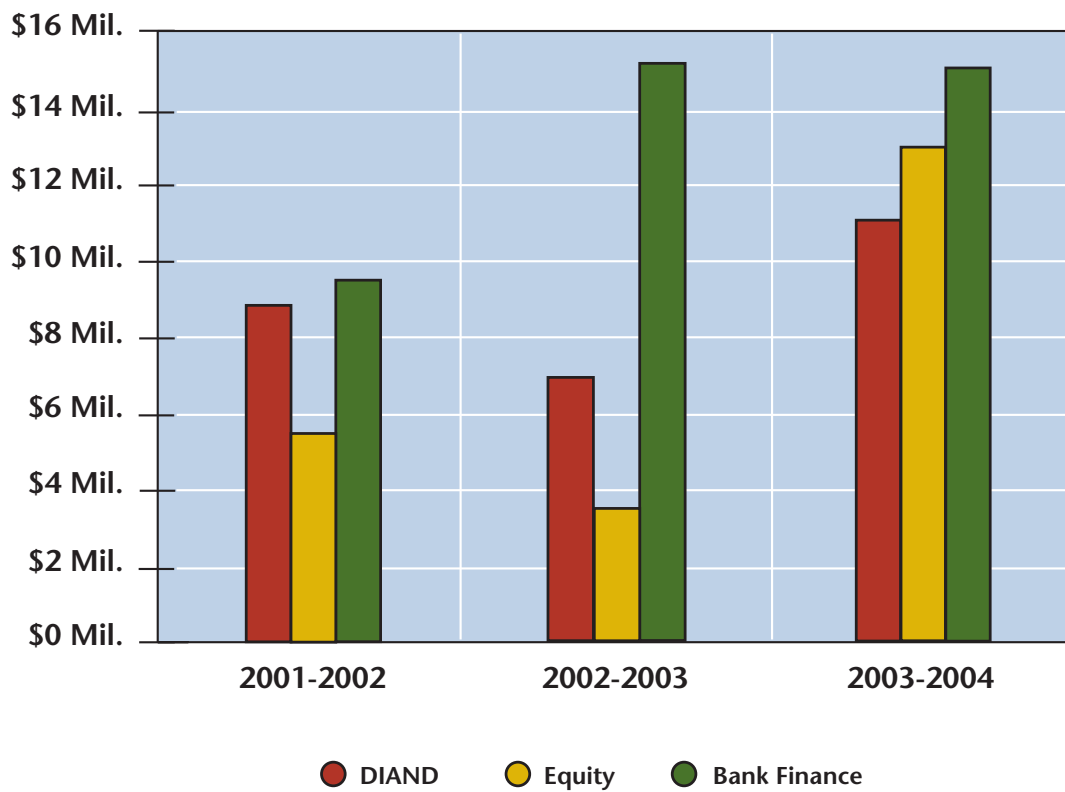
\*Includes Nunavut prior to division of Territory.



# Leverage

DIAND's investments over the past four years have leveraged an additional \$126 million in investment from other sources. While DIAND's support plays a catalytic role in many of these projects, other investors and lending institutions also see the long-term benefits in investing.

## FINANCIAL CONTRIBUTIONS 2001-2004





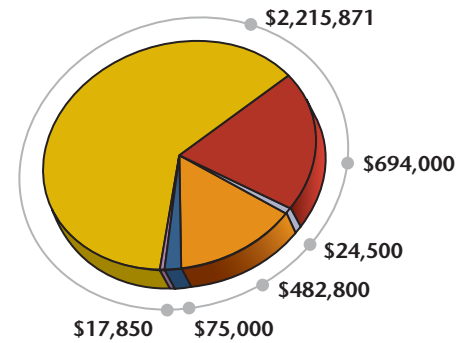
# Distribution by region and by sector

The following charts demonstrate how the more than \$40 million in DIAND funds have been distributed over the past four years, by region and by sector.

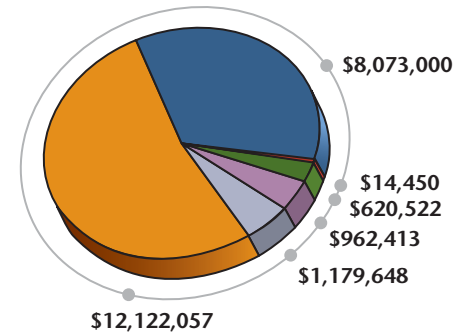


- NWT Wide  
20.9 Million
- Inuvialuit  
12 Million
- Tli Cho  
2.3 Million
- Deh Cho  
2.3 Million
- Gwich'in  
.97 Million
- Sahtu  
.93 Million
- Akaitcho  
.76 Million

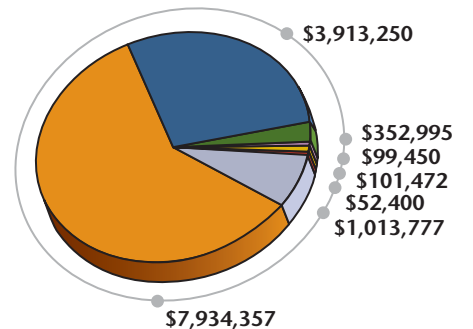
## Mining



## Oil and Gas



## Tourism, Transportation, Arts and Crafts, and Retail/Service



Map courtesy of Communications, Marketing & Consultation, INAC



## Looking Forward

**Aboriginal communities** in the North are increasingly changing the course of their own futures - building upon their vision and local capacity in collaboration with governments and the private sector.

DIAND recognizes both the opportunities and the potential within the Aboriginal communities in the NWT. Building on their strengths and those of the region, DIAND can help to leverage new opportunities, resulting in benefits for the population, the industry and the country. The capacity-building that takes place along-side the region's economic development is a long-term, strategic investment for both the community and businesses operating in the North.

DIAND will continue to be driven by the vision of communities and the exciting economic potential of the region. Strategic investments enable Aboriginal organizations and individuals to become meaningful participants in the economy, including major resource development activities, be they oil exploration, pipeline construction, or diamond mines. The future for Aboriginal communities in the NWT looks bright with a range of economic opportunities that will allow them to realize the lasting benefits of jobs, training, wealth creation and economic capacity.

Together, we can build upon and learn from the successes and experiences of the AEDD program outlined in this report. The lessons learned here will help guide DIAND's continued support for a vibrant and diverse Aboriginal workforce and business sector.

# Annex

AEDD is the lead contact for the Aboriginal economic programs offered by DIAND in the NWT region. Specific programs and initiatives include:

## **Community Economic Development Program**

The Community Economic Development Program provides long-term employment and business development opportunities to First Nations and Inuit by helping them manage skill development programs, economic institutions and business enterprises. This is achieved through partnerships among Aboriginal peoples and with various levels of government and the private sector.

## **Resource Partnerships Program**

The Resource Partnerships Program co-funds activities leading to the creation and early implementation of joint working agreements. The goal is to obtain economic benefits, from major regional resource-development projects, for First Nation and Inuit communities.

## **Resource Access Negotiations Program**

The Resource Access Negotiations Program helps First Nations and Inuit communities with negotiations to:

- access business and employment opportunities in major resource projects
- attract investments in natural resources on Inuit- and First Nation-owned lands
- access natural resources on traditional lands
- manage natural resources on traditional lands

## **Opportunity Fund and Resource Acquisition Initiative**

The Opportunity Fund provides financial aid in the form of matching equity funding. The objective is to use the funding to obtain conventional debt financing for business start-ups or for business expansion.

The Resource Acquisition Initiative helps communities to fund resource-sector and related business opportunities which may include acquiring natural resource permits and licences.

## **Major Business Projects Program**

The Major Business Projects Program provides financial assistance to eligible First Nation and Inuit businesses via their respective Community Economic Development Organizations. The recipient uses the funding to obtain conventional debt financing for business start-ups or a business expansion in order to pursue a major industrial, commercial or resource-based opportunity.

## **Regional Partnerships Fund**

The Regional Partnerships Fund promotes First Nation and Inuit participation in, and expanded economic benefits from, major regional development initiatives in tourism and resource development.

**For more information on these programs, contact:**

**In Yellowknife: (867) 669-2625**

**Toll-Free: 1-888-414-4340**

**Website: <http://www.inac.gc.ca>**

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[www.statscanada.ca](http://www.statscanada.ca)

[www.mackenziegasproject.com](http://www.mackenziegasproject.com)

## PHOTOS:

Photographs gratefully received from the collections of:

**Diavik Diamond Mines Inc.**

**De Beers Canada Inc.**

**Indian and Northern Affairs Canada  
Northwest Territories Archives**

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