

# Meeting the Challenges of Northern Resource Development

A JOINT ABORIGINAL - INDUSTRY SUBMISSION TO THE  
MINISTER OF INDIAN AFFAIRS AND NORTHERN  
DEVELOPMENT ON STRATEGIC ISSUES AND PRIORITIES FOR  
NORTHERN RESOURCE DEVELOPMENT

*Summary Proceedings from the June 9th & 10th, 1998  
Joint Aboriginal - Industry Resource Development Forum*



■ ■ ■ ■  
Meeting  
the Challenges  
of  
Northern  
Resource  
Development  
■ ■ ■ ■

A JOINT ABORIGINAL - INDUSTRY SUBMISSION TO THE  
MINISTER OF INDIAN AFFAIRS AND NORTHERN  
DEVELOPMENT ON STRATEGIC ISSUES AND PRIORITIES  
FOR NORTHERN RESOURCE DEVELOPMENT

*Summary Proceedings from the  
June 9th & 10th, 1998  
Joint Aboriginal - Industry Resource Development Forum*

Prepared By  
Kitikmeot Corporation  
Deton' Cho Corporation  
Dogrib Nation Group of Companies  
and  
The Northwest Territories Chamber of Mines  
July, 1998



# LETTER OF TRANSMITTAL

Co-sponsors:



**Kitikmeot Corporation**  
Tel: (867) 983-2095  
Fax: (867) 983-2075



**NWT Chamber of Mines**  
Tel: (867) 873-5281  
Fax: (867) 920-2145



**Deton' Cho Corporation**  
Tel: (867) 873-6533  
Fax: (867) 873-5308



Group of Companies

**Dogrib Nation Group of Companies**  
Tel: (867) 873-6680  
Fax: (867) 873-8670

## Joint Aboriginal – Industry Resource Development Forum on Realizing Industrial Benefits

July 98

As the sponsors of the Joint Industry – Aboriginal Resource Development Forum held on June 9th and 10th, 1998, in Yellowknife, NWT we are pleased to release our report entitled: *Meeting the Challenges of Resource Development*. It is our sincere hope that many of the ideas expressed during the Joint Forum will help guide the Federal and Territorial plans for creating a more favourable and positive resource development environment in the Northwest Territories.

During the Joint Forum delegates overwhelmingly embraced the notion that our economic futures must look to resource development as the foundation for wealth generation. Northern policies and programs need to recognize that sectors such as mining and oil and gas create wealth, instead of consuming it.

In an era of scarce resources it is acknowledged that programs and services which try to be "all things to all people" cannot be expected to meet the needs and aspirations of Northerners. What is required is a change in thinking about how we can best target our energies and financial resources to economic activities and sectors, which hold the greatest promise for jobs and business opportunities for future generations of Northern people.

In presenting "Meeting the Challenges" it is our sincere hope to provide a much-needed perspective on a new way of doing business in the North. As well, we hope that many of the ideas in the document will help convey priorities and strategic issues that can and should be addressed in the context of any new economic development policies being formulated for the Northwest Territories.

We would also like to express our appreciation to the 100 or more participants at the Joint Forum for sharing their ideas and thoughts on a new beginning for

...continued

JUNE 9TH AND 10TH, 1998, YELLOWKNIFE, N.W.T.

Co-sponsors:



**Kitikmeot Corporation**  
Tel: (867) 983-2095  
Fax: (867) 983-2075



**NWT Chamber of Mines**  
Tel: (867) 873-5281  
Fax: (867) 920-2145



**Deton' Cho Corporation**  
Tel: (867) 873-6533  
Fax: (867) 873-5308



**Dogrib Nation Group of Companies**  
Tel: (867) 873-6680  
Fax: (867) 873-8670

## Joint Aboriginal – Industry Resource Development Forum on Realizing Industrial Benefits

jointly targeted industry and Aboriginal resource development activities. The Joint Aboriginal – Industry Resource Development Forum was the first of its kind in the Northwest Territories and demonstrated that both industry and Aboriginal corporations share a common goal of working together to develop the North's resources in a respectful and mutually beneficial manner.

Our thanks go to the Department of Indian Affairs and Northern Development and the GNWT Department of Resources, Wildlife and Economic Development for providing financial support for the Forum.

Lastly, we would like to express our appreciation for a number of individuals who worked hard to make the Forum a success. These include Mr. Keith Peterson, Kitikmeot Corporation and Mr. Al-Nashir Jamal who were instrumental in identifying key issues and priorities throughout the Forum planning process. Also, special recognition goes to Mr. Altaf Lakhani of the Indian and Inuit Services Directorate of DIAND who did an excellent job of moving the Forum from the idea stages to a successful conclusion.

Finally, we would like to acknowledge the contribution of the Forum Chairperson, Mr. Eric Christensen, in writing the keynote discussion documents and for overseeing the Forum process.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Charlie Lyall", written over a horizontal line.

Mr. Charlie Lyall  
PRESIDENT,  
KITIKMEOT CORPORATION

A handwritten signature in black ink, appearing to read "Mike Vaydik", written over a horizontal line.

Mr. Mike Vaydik  
EXECUTIVE DIRECTOR,  
NWT CHAMBER OF MINES

A handwritten signature in black ink, appearing to read "Darrel Beaulieu", written over a horizontal line.

Mr. Darrel Beaulieu  
PRESIDENT,  
DETON' CHO CORPORATION

A handwritten signature in black ink, appearing to read "Eddie Erasmus", written over a horizontal line.

Mr. Eddie Erasmus  
PRESIDENT,  
DOGRIB NATION GROUP OF COMPANIES

JUNE 9TH AND 10TH, 1998, YELLOWKNIFE, N.W.T.



# TABLE OF CONTENTS

Background and Context .....	1
Responding to the Minister of DIAND Through A Joint Aboriginal – Industry Resource Development Forum .....	3
What Was Heard At the Joint Aboriginal – Industry Resource Development Forum? .....	4
What Did Some of the Aboriginal and Industry Leaders Have to Say? .....	6
What Was Heard about Increasing Aboriginal Benefits from Resource Development? .....	8
What Are Some of the Key Needs of Resource Developers and Aboriginal Groups? .....	8
General Areas of Financial Support for Industry .....	8
General Areas of Financial Support for Aboriginal Corporations .....	9
A New Vehicle for Implementing Government Resource Development Policy and Programs .....	12
Mandate for an Integrated Industry – Aboriginal Resource Development Program Structure .....	13
What Would Be Required to Make It Work? .....	14

## ■ ■ ■ Background and Context

In the fall of 1997, the Honourable Jane Stewart, Minister of DIAND travelled to the Northwest Territories to meet with industry and government representatives to determine how Federal policies and programs could best achieve the objective of creating a stronger and more independent economic base. Part of the Minister's visit was to announce the Federal Government's intentions to draft a new economic strategy and to encourage northern groups and agencies to take an active role in providing critical input into the planning process scheduled for the summer and fall of 1998.

During discussions with northern Aboriginal groups and resource industry representatives, the Minister acknowledged the increasing importance of mining and oil/gas in the north, and the emergence of Aboriginal development corporations as one of the primary instruments of increasing economic benefits from resource development activities. The Minister also recognized there is a pressing need for integrating the efforts of all stakeholders to ensure that maximum benefits accrue to Aboriginal groups and northerners alike.

As well, discussions with the Minister centred on the reality that the current roster of government economic development support programs lack a resource development focus and do not recognize the strategic importance of mining and oil/gas activities to future economic growth. Specific issues that need to be addressed in future northern development policy and joint Federal-Territorial programming include:

- Traditionally the mining industry has created numerous opportunities for northern economic development and benefits. However, support programs such as Federal – Territorial Economic Development Agreements (EDA's) and other program structures such as the Canadian Aboriginal Economic Development Strategy (Aboriginal Business Canada – ABC, HRDC, and DIAND) have not accounted for the needs of industry with respect to maximizing industrial benefits;
- Industry and potential beneficiaries of industrial development have not had a significant opportunity to participate in identifying program support needs and establishing program funding priorities;
- There is no coordinated approach to delivering Federal – Territorial economic development programs, which significantly involve industry and Aboriginal stakeholders. Currently, provincial jurisdictions have instruments such as the ACOA – Atlantic Canada Opportunities Agency and WDO – Western Diversification Agency

A MESSAGE FROM  
NORTHERN  
ABORIGINAL  
CORPORATIONS  
AND RESOURCE  
DEVELOPERS TO  
THE MINISTER OF  
INDIAN AFFAIRS  
AND NORTHERN  
DEVELOPMENT.



...ABORIGINAL  
GROUPS AND  
RESOURCE  
DEVELOPERS  
MUST WORK  
TOGETHER ON  
DEFINING  
COMMON  
PRIORITIES...

which are financed by the Federal agencies responsible for economic development, however, there are no similar mechanisms in the north at the present time.

These were some of the messages that were conveyed to the Minister of DIAND in the fall of 1997 when she met with mining industry representatives and northern Aboriginal corporations regarding the new Federal priority for creating partnership strategies to foster increased Aboriginal economic capacity. During these discussions, the Honourable Jane Stewart made certain commitments to changing the policy base for northern development so that a more integrated and focused approach to development would occur. However, fulfilment of that commitment was contingent on all key stakeholders working together in a united manner to chart future policy and program directions which could help guide the formulation of a new northern economic development strategy. The Minister emphasized that prior to any new Federal policy and program initiatives, Aboriginal groups and resource developers must work together on defining common priorities and targets for Federal Government support.

Since the fall of 1997, Aboriginal groups and resource developers in the north have taken up the Minister of DIAND's challenge to work together and chart the dimensions of a mutually beneficial economic development platform. Key to this challenge was the recognition by Aboriginal groups and partner resource development companies – primarily in the areas of mining and oil and gas – that together Aboriginal development corporations and resource companies would be considerably stronger than simply the sum of two separate corporate identities. What was needed was a new vision which would establish clear and manageable priorities and program structures that would advance both Aboriginal and resource development agendas as part of an overall economic development strategy for the north. In short, it was recognized that Aboriginal and resource companies had to create a new way of going about business in a respectful and integrated fashion.

What was also recognized shortly after the Minister of DIAND met with northern groups in the fall of 1997 was that Aboriginal business corporations and resource development companies had to take the lead in the process of developing a common economic agenda and specify key strategic areas which should be factored into any new Federal or Territorial economic development policy framework for the future. Aboriginal businesses and resource developers had to come together and set the stage for creating a more integrated and supportive environment for mutually beneficial resource development activities.

■ ■ ■

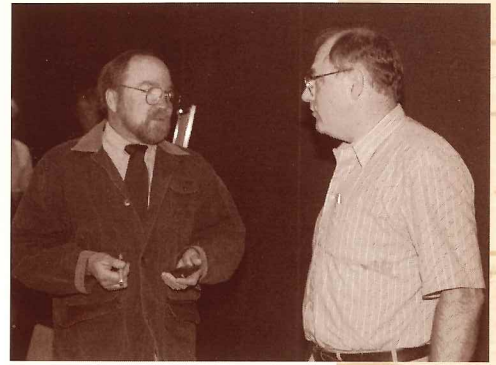
## Responding to the Minister of DIAND Through A Joint Aboriginal – Industry Resource Development Forum

In direct response to the Minister of DIAND's challenge to Aboriginal and resource development companies to work together, four key groups, most notably the Kitikmeot Corporation – the economic arm of the Kitikmeot Inuit Association, the Deton' Cho Corporation, the Dogrib Nation Group of Companies, and the NWT Chamber of Mines held a Joint Industry – Aboriginal Resource Development Forum on June 9th and 10th, 1998 in Yellowknife, NWT, with the specific objective of bringing together, for the first time ever, a cross section of Aboriginal development corporations, resource developers and government agencies to map out major issues, constraints and program/policy opportunities for increasing Aboriginal benefits from resource development activities. A secondary, but equally important, overriding objective was to create a positive and sustaining business environment which attracted and/or retained resource development activities.

Other specific objectives of the forum were to:

- Define needs/opportunities and constraints facing industry as the potential creator of economic growth;
- Define needs/opportunities and constraints facing Aboriginal development corporations in building "corporate capacity";
- Discuss and define gaps in existing public sector support programs with respect to resource development in the north;
- Define specific targets/priorities for programming support (industry specific and Aboriginal beneficiaries);
- Discuss and define respective roles and responsibilities of various stakeholders (Federal, Territorial, Industry, and Aboriginal Development Corporations);
- Discuss possible joint program delivery structures/models that may be appropriate for increasing participation of industry and Aboriginal development corporations in expenditure of Federal – Territorial economic development funding.

The forum was attended by over 80 Aboriginal business leaders, oil and gas company representatives, mining and exploration companies, Federal and Territorial officials.





NORTHERN  
COMMUNITIES HAVE  
"HIT THE WALL"  
IN TERMS OF  
THEIR ABILITY  
TO PROVIDE  
FOR THEIR  
CONSTITUENTS.

## What Was Heard At the Joint Aboriginal – Industry Resource Development Forum?

Probably the most significant outcome of the forum was a clear and overwhelming endorsement of a set of development issues and priorities that need to be dealt with in the context of any new Federal economic policies and programs aimed at improving conditions throughout the north. As well, there was also full endorsement of the notion that program instruments targeted at resource development can and should be managed and operated in an integrated program delivery agency by leading stakeholder groups, such as Aboriginal corporations, resource development companies or representative associations, e.g. NWT Chamber of Mines, and funding agencies such as the Federal and Territorial Governments.

Finally, there was a clear acceptance by all groups that successful and substantive northern economic development would depend on the willingness of resource developers, Aboriginal development corporations and government agencies to work as a single force in charting and advancing resource development activities in all regions – whether in the new Nunavut Territory or in the remaining parts of the Northwest Territories. Past practices of a fragmented and disparate development plan and policy base can not be expected to provide the foundation needed to change the way business is done throughout the north. What is required is a common agenda – one which recognizes the central importance of both Aboriginal groups and resource developers leading the development process, with government policies, programs and agencies providing a supportive role.

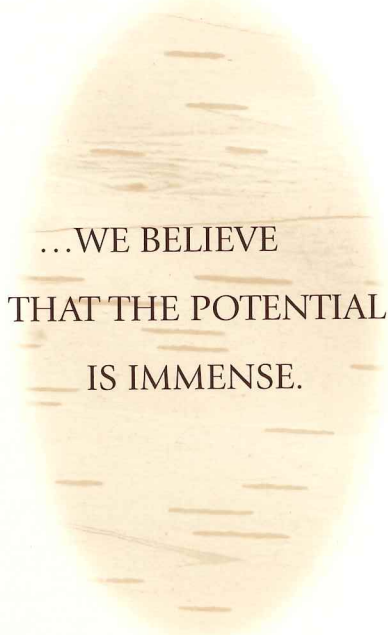
Specific issues and opportunities for policy correction which were raised during the forum include:

- Northern communities have "hit the wall" in terms of their ability to provide for their constituents. The harsh reality is that economic growth in the north can only come from "outside" the communities, and the only significant growth generators are resource development – the mining, oil and gas, and related transportation industries.
- As "growth generators" there must be an acceptance at the most senior policy levels in government that resource companies and Aboriginal development legitimately need public support policies and programs.

- The current Federal and Territorial policy base continues to focus on an “all things to all people” approach, which concentrates public funds on “wealth consumers” instead of “wealth generators”. History has proven that broad programs attempting to give something to everyone have not worked, and that the impact is short lived.
- To ensure that the benefits of resource development reach the target Aboriginal populations, Aboriginal corporate capacity must be further enhanced and developed.
- Infrastructure development, e.g. roads and port facilities, are fundamental requirements for creating the foundation for future resource and Aboriginal economic development. Economic access to resources, and economic access to markets will be key to any effective and meaningful northern economic strategy.
- Regulatory regimes must facilitate resource development, not impede it. From a resource/economic development perspective it is important to recognize that care should be exercised in how judiciously review processes are carried out. Regulation can bring certain “cost drivers” to resource development, which, if too onerous may prevent development from occurring or steer exploration investment dollars to other more favourable regions of the country or abroad. Indeed, the real losers when resource development is discouraged from happening are the Aboriginal and northern people. It is the people of the north who lose, not the vast majority of people who may influence no-development decisions. Overwhelmingly, the message at the forum was that the north needs and wants resource development, and that it represents the only major “wealth generating opportunity” in the foreseeable future.
- Forum participants emphasized the need for a more integrated approach to the delivery of Federal and Territorial support programs. The north does not enjoy the benefits of a Western Economic Diversification Office like the western provinces, or an Atlantic Opportunities Agency in the east. The north has been left out, and it is time that a single development agency, with a focus on resource development – the “wealth generator,” is required if any future economic strategy is to be successful. Right now, government agencies are left to “do their own thing” according to their own perception of reality.

REGULATORY  
REGIMES MUST  
FACILITATE  
RESOURCE  
DEVELOPMENT, NOT  
IMPEDE IT.





...WE BELIEVE  
THAT THE POTENTIAL  
IS IMMENSE.

- The current reality is that a simple fine tuning or adjustment of existing policy would not bring about the sweeping changes in strategy that are required if the benefits from resource development are to be realized throughout the north. A new policy and program delivery base – a Joint Resource Development Initiative – must be designed and set in motion, and it must clearly focus on areas where the government can provide support to industry – the creator of the opportunity, and on developing northern economic capacity (corporate capacity). It is these two principal dimensions that must figure prominently as the cornerstone of future northern economic policies and strategies.

### ■ ■ ■ What Did Some of the Aboriginal and Industry Leaders Have to Say?

Several of the key sponsors and Aboriginal business leaders summed up the need for targeted northern policy support and delivery systems as follows:

**Mr. Charlie Lyall, President of the Kitikmeot Corporation:**

*"The Joint Aboriginal – Industry Forum and the challenge from the Minister of DIAND comes at a time when the north is undergoing dramatic change. The creation of Nunavut is imminent. The soon-to-be-established Nunavut government is creating itself and defining its role. The prospects for economic growth are not encouraging, and as evidence, the Globe and Mail has recently referred to the Nunavut Territory as a "welfare case". Development Corporations face a daunting challenge. In Nunavut we believe that our non-renewable resources will be a cornerstone in the development of Nunavut. We face this challenge without the appropriate government development policies in place to support us."*

**Mr. Darrel Bealieu, President of Deton' Cho Corporation:**

*"The focus of any new Federal and Territorial economic framework should be on capacity development of Aboriginal communities in the north, especially in the face of increased resource development. Only 15 percent of the Slave Geological Province has been explored, so we believe that the potential is immense. This forum represents a clear opportunity to send a message to the Federal government that the Federal policies on northern development must be refocused on resource development in such a way that both industry and Aboriginal groups can work towards a common objective of increasing wealth."*

**Dogrib Nation Grand Chief Joe Rabesca:**

*"The future of our people will depend on the development of our resources and lands. We can no longer rely on trapping as a way of supporting our families and communities. Very few people trap because of many reasons, including the low fur prices and high costs of going out on the land. More and more young people are becoming better educated as time goes on, and we can't expect them to have a good living off trapping. It just can't be done anymore. What we need is to create more jobs that our young people can fill – jobs that are long term. We know these jobs cannot be created just by what's happening in our communities. Jobs will have to be created by other activities such as mining and other things that are going on outside our homes. This, we know for sure. What we really need is stronger corporate capacity and this is where the Federal government can really help us in the future. We are interested in construction, trucking businesses, petroleum distribution enterprises, facility management, catering and aviation all of which is related to resource development. We need to focus on developments which have the opportunity to create long term wealth for our people. This is where the government can really work with us."*

**Mr. Doug Willy, President, NWT Chamber of Mines:**


*"Up until recently, there was no Aboriginal representation on the Board of Directors of the NWT Chamber of Mines – this has now changed, we have the President of the Deton' Cho Corporation on the Board. Mr. Beaulieu is making a significant contribution to our business by bringing an important perspective to our agenda. In the past we always talked on behalf of Aboriginal people; now we can talk as a single voice.*

*We should come to the realization that the North is the North and that Aboriginal people cannot be segregated from the broader community. All residents have good reason to be involved.*

*With respect to resource development, we agree that we all have reasons to be involved. Industry must recognize that resources in the NWT are located on lands used by Aboriginal people for centuries and that northern people must realize that they need mining companies to develop these resources to become self-sufficient as possible. Government, industry and Aboriginal groups can work together to improve things up here; it just takes a matter of commitment and then getting the job done."*

THE FUTURE OF  
OUR PEOPLE  
WILL DEPEND ON  
THE DEVELOPMENT  
OF OUR  
RESOURCES  
AND LANDS.





ALL RESIDENTS  
HAVE  
GOOD REASON  
TO BE  
INVOLVED.

### ■ ■ ■ **What Was Heard About Increasing Aboriginal Benefits From Resource Development?**

Given the current development and socio-political climate in the north, there really is only one major policy and programming initiative which could bring about significant change in northern development. This would be in the form of two strategic thrusts: a refocusing of current policy on the importance of resource development benefits and Aboriginal development and a shift in support structures from a disparate set of programs, each with its own policy base and administrative guidelines and delivery approach, to a single, "integrated strategic development agency" with a clear and focused mandate for resource/economic development.

### ■ ■ ■ **What Are Some of the Key Needs of Resource Developers and Aboriginal Groups?**

Governments have a very legitimate role in fostering resource development and Aboriginal economic development. Through strategically targeted financial support to industry and Aboriginal groups, the climate and conditions for development can be improved so that Aboriginal groups and individuals participate on an equal footing in resource industrial development.

### ■ ■ ■ **General Areas of Financial Support for Industry**

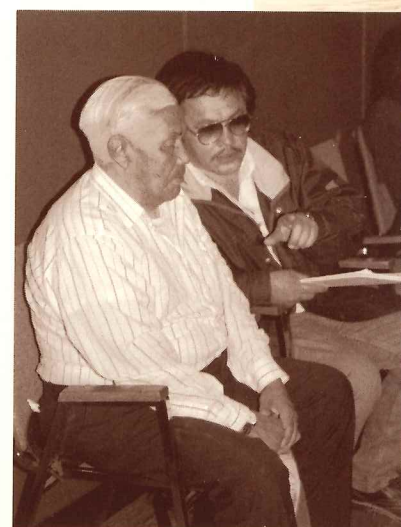
Historically resource development companies in the north "have gone it alone" in the business of building a mine or developing an oil and gas field. They have raised their financing on the open market and have taken their losses or gains from their efforts. Most of the financial support from governments to date has been passive – either through tax credit schemes or flow-through share incentives. None of these financing measures has been directly tied to a particular project in the Northwest Territories, and none has been tied, for example, to an Aboriginal participation component of a project's development. Moreover, none of the public financing that has been available to resource development industries has been tied or measured against the economic and social benefits that might accrue to Aboriginal and northern communities across the north.

In this context, there are specific areas in which government can play a legitimate role in providing financial support – especially if that support creates the environment, or results in new information or technologies that would increase resource development activities in Aboriginal communities/regions, or reduces the costs of mineral/oil/gas developments, and therefore leads the way to more economically developable properties. Some of the general areas of support could include the following:

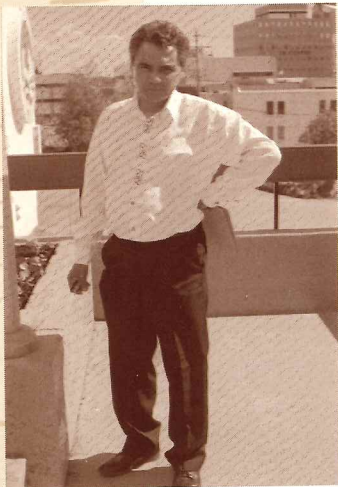
- Delineation of high mineral potential areas, including areas considered appropriate for Protected Areas Strategy consideration, through comprehensive mapping and geophysical programs;
- Economic impact analysis of mineral/oil/gas potential developments of areas under consideration for Protected Areas within the Northwest Territories and Nunavut;
- Access road route surveys and geotechnical work associated with proving up mineral/resource potential of areas
- Resource industry labour force transportation subsidies to allow more remote communities to participate in resource industry employment and training opportunities;
- Financing for due diligence assessments of potentially mineral/oil/gas rich areas;
- Loan guarantees and creative financial measures to support major transportation infrastructure developments, such as deep sea port facilities and supporting road systems;
- Business plans and feasibility studies for resource company joint ventures with Aboriginal development corporations;
- Transportation planning studies related to mineral developments;
- Hydrographic surveys for port developments;
- Feasibility studies of alternate transportation systems and equipment for materials, minerals and labour transport.

### ■ ■ ■ General Areas of Financial Support for Aboriginal Corporations

Aboriginal participation in resource development has been a long slow process over the past decade. Major impediments have included the limited corporate and financial capacity of Aboriginal groups/communities. Further developing the business strengths of Aboriginal corporations and related business structures will be an essential ingredient if the desired level of Aboriginal participation in resource industries is to be achieved in the future.







Some generalized needs and gaps in current Federal and Territorial support programming include:

- Financial assistance for structuring joint venture companies with resource developers;
- Feasibility studies/business planning assistance for assessing resource related business enterprises;
- Equity financing, resource development loans and loan guarantees for participation in major infrastructure developments;
- Management assistance for joint venture companies providing services to resource development companies;
- Labour force mobility assistance, particularly in non-pickup-point communities for major projects;
- Assistance for due diligence assessment of mineral/oil/gas properties;
- Technical assistance in the development of Impact Benefits Agreements with resource companies;
- Financial assistance for acquiring technical resources in the implementation (corporate capacity) of Impact Benefits Agreements;
- Business opportunity identification and assessment;
- Resource specific training funding.

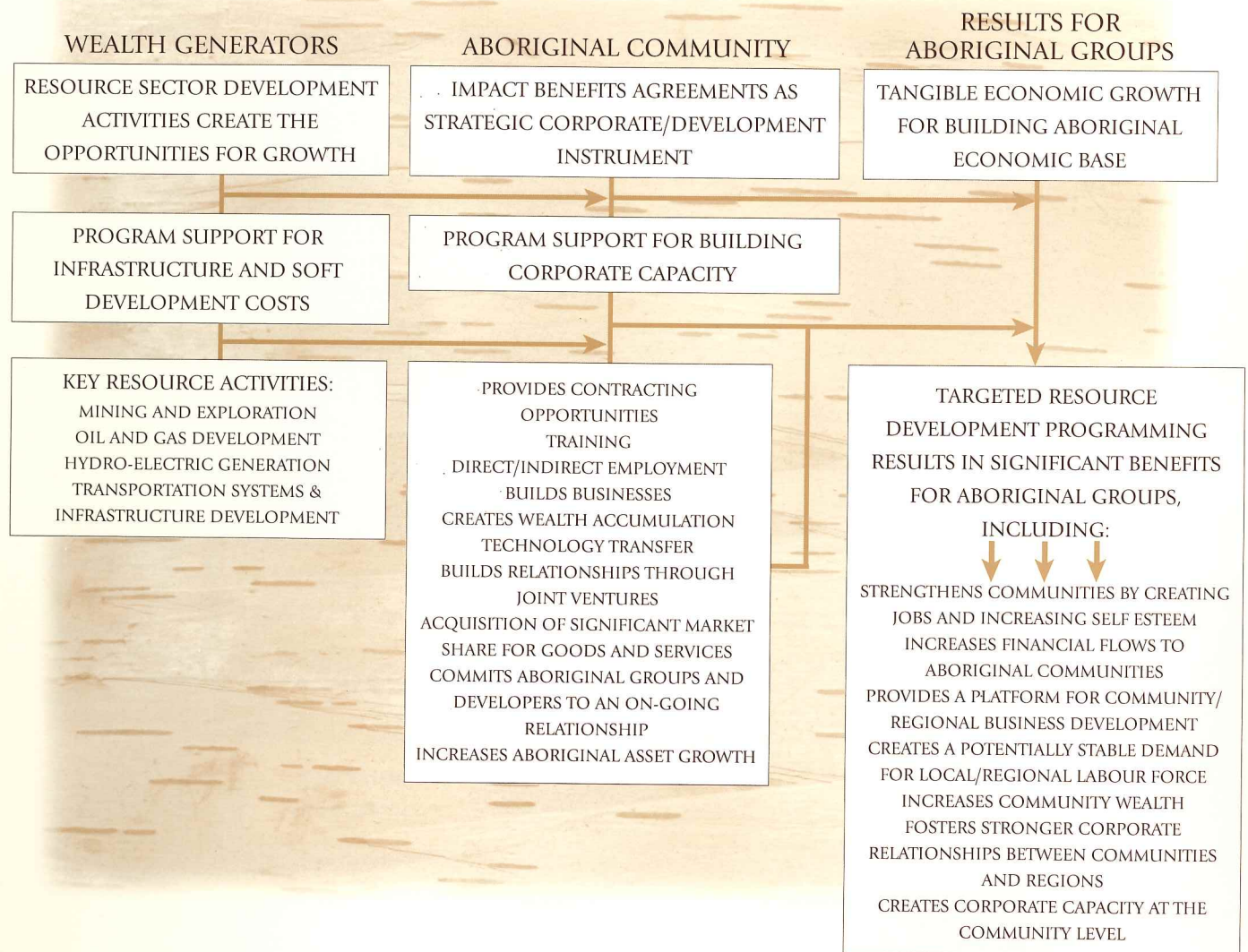
It is realized that the foregoing is not an exhaustive inventory of specific programming needs of industry and Aboriginal groups. Further consultation will be required to fully delineate a comprehensive picture of strategic initiatives that could significantly improve development conditions for industry, and provide the necessary tools for ensuring Aboriginal participation in resource development is optimized.

It could also be argued in some quarters that many of the above areas of need are already covered off by existing programs and policies throughout the Federal and Territorial governments. The fact is that none of the existing programs are specifically targeted at increasing Aboriginal participation in resource development activities. Furthermore, Aboriginal groups and industry have had little or no role whatsoever in the direction of public support funding in areas which could have been beneficial to their respective economic agendas.

Current government programming is based on the notion that a broad, uniformly applied approach works best, and meets the majority of development needs. Experience has shown, however, that national programming does not address the needs and circumstances of the north. Even programs administered in the Northwest Territories by the GNWT are not based on specific regional and sectoral needs. They are largely territorial-wide in focus and delivery. Uniform programs and delivery in the north does not work.

What is required is a set of strategically targeted policy instruments that recognize the importance of wealth generating sectors such as mining and oil and gas, and the role they can play in advancing Aboriginal economic development throughout the north. Furthermore, at the centre of this is the need for integrating efforts of all parties so that each has a hand in the approval/direction of funding towards resource and Aboriginal development needs. In the past, Aboriginal groups and industry have had a relatively passive role – other than periodic consultations with policy makers and program delivery agents. Bringing industry and Aboriginal groups into the process of determining strategic development priorities will draw considerable knowledge to the table when deciding what should and should not be supported from a public policy standpoint.

### A Model for Increasing Resource Development Benefits



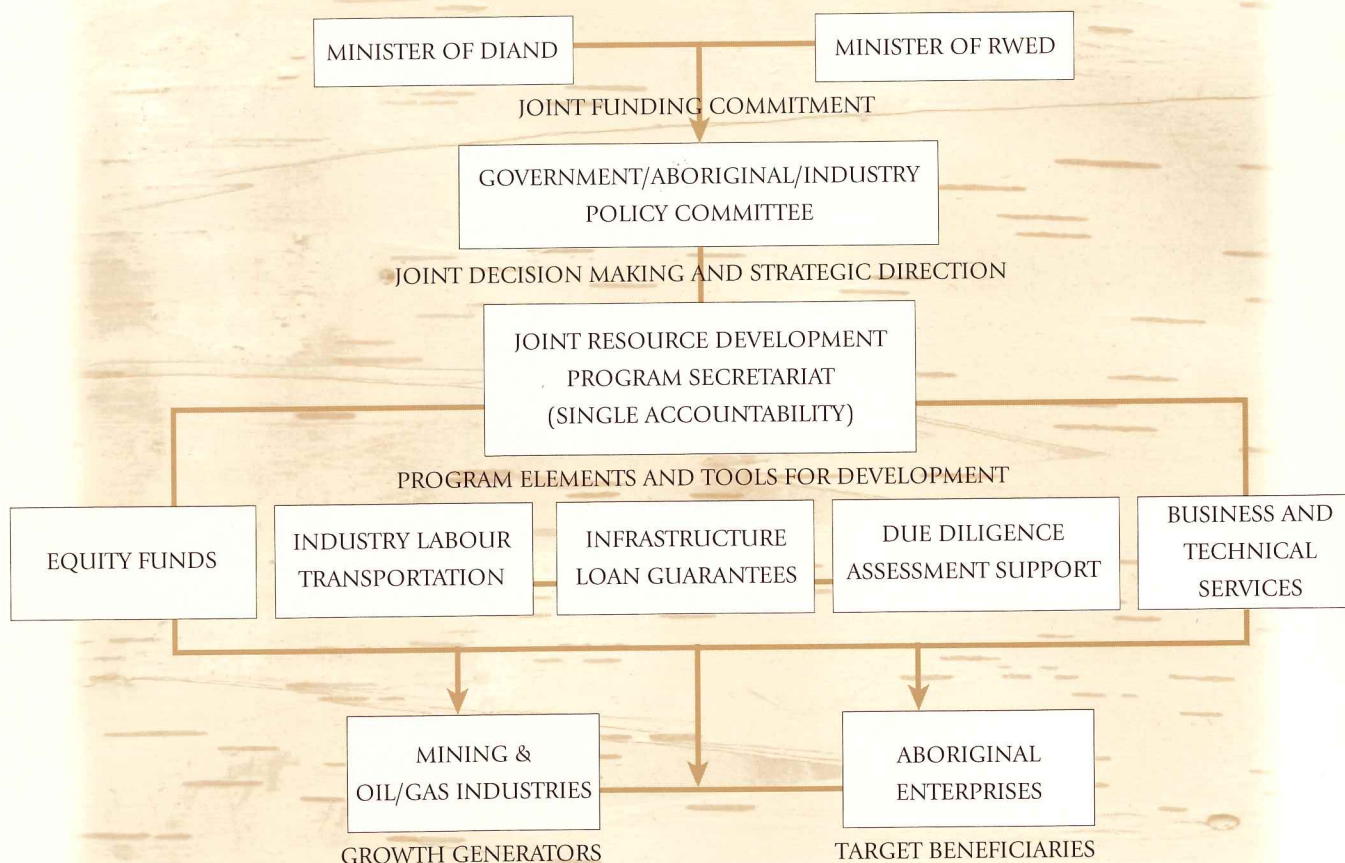


## A New Vehicle for Implementing Government Resource Development Policy and Programs

Forum participants overwhelmingly agreed that changes in the way government carries out its business will be required to make the North more self-sufficient. However, simply changing the policies and introducing new programs will only go part way in reaching the objectives of targeting resources on wealth generators and increasing Northern corporate capacity. What is required to complete the tool kit is a new delivery agency – one which embraces the notion that industry, Aboriginal groups and government can work together independently from the regular affairs of government.

The model following conceptualizes the idea of integrating government, industry and Aboriginal participation at the highest policy levels.

### Conceptual Overview of Joint Programming Structure



### *Key Elements:*

- Commit Federal and Territorial governments to a Focused Resource Development Program over at least a 5 year period, if not longer
- Industry and Aboriginal Seats on the Policy Committee which Decides on Project Funding
- Independent – non-government – program delivery Secretariat directly accountable to Policy Committee
- Industry and Aboriginal groups deal directly with Secretariat and not existing government departments.



## ■ ■ ■ Mandate for an Integrated Industry – Aboriginal Resource Development Program Structure

Very briefly, the mandate for the foregoing concept could embrace the following elements:

- Lead agency for joint Federal – Territorial resource development and Aboriginal economic development programming;
- Have a direct policy linkage with respective Ministers of DIAND and Resources, Wildlife and Economic Development;
- Be responsible for directing public development support funds towards resource sector projects which have potentially significant economic returns for resource and Aboriginal economic development(s);
- Act as the industry – Aboriginal policy and programming linkage with other Federal and Territorial agencies with respect to other forms of strategic and cooperative development efforts;
- Act as the operational bridge between industry/Aboriginal groups and government with respect to public sector capital and infrastructure planning.



## ■ ■ ■ What Would Be Required To Make It Work?

One of the fundamental requirements for changing the way business is done in the north is a strong commitment to make change. The historical approach of only involving government departments and agencies in the planning and decision-making processes of formulating public policy has resulted in programs and delivery systems which are government-driven and are administered from the "inside out". It is the hope of the many Aboriginal and industry representatives that any forms of resource development programming could be driven from the "outside in". This is the underlying principle of the preceding model - where industry and Aboriginal groups, along with government agencies chart the future priorities for developmental support.

Be it resolved that a Task Force be established consisting of representatives of industry (nominated by the Chamber of Mines and CAPP) and Aboriginal people (nominated by groups or organizations determined by the Aboriginals themselves) to develop an economic plan in response to Minister Stewart's challenge. This plan is to include the following concepts:

1. Aboriginal Corporate Capacity
2. Equity Capital and other financial support
3. Resource Transportation
4. Education and Training
5. Any other items that the Task Force considers necessary to complete the full plan.

Further that this plan be completed in the approximate time of thirty days and be presented in person to the Minister.

