



Indian and Northern
Affairs Canada

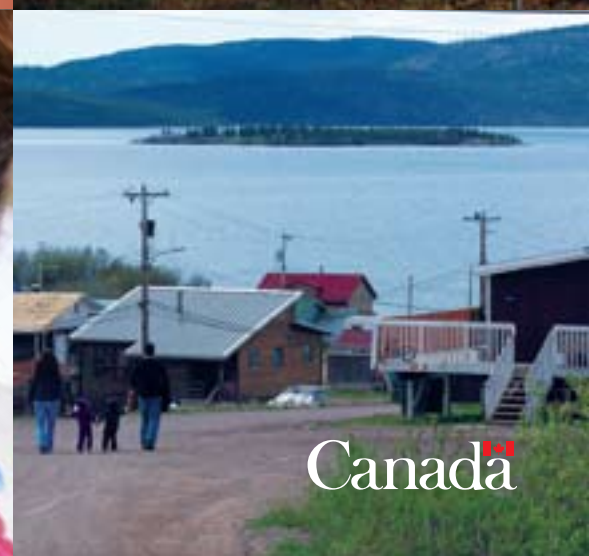
Affaires indiennes
et du Nord Canada



Success Stories



Indian and Inuit Services Directorate
Fall/Winter 2007



Canada

Communities and individuals in the NWT are experiencing success in many areas including business, governance and administration. Technology, innovative solutions, partnerships and economic development projects have created **new and expanded personal and professional opportunities** which have resulted in positive outcomes locally, regionally and territorially.

By sharing these achievements, other people throughout the territory may become **inspired, informed and motivated** to **initiate or participate** in programs and projects that highlight the ideas, abilities and commitment of Aboriginal people and Northerners.



Indian and Inuit Services Directorate

The Indian and Inuit Services Directorate (I&IS) is part of Indian and Northern Affairs Canada (INAC). The directorate supports the unique connection between the Crown and Aboriginal people by working with community members to build relationships, understand and meet the diverse need of people and organizations, and create opportunities for successful personal and community development.

I&IS offers a number of programs and services and provides a variety of funding programs to help build self-reliant and sustainable communities, increase participation in economic development, and enable Aboriginal people and Northerners to achieve their visions and aspirations.

IIS-GO!

Providing more hands-on client service

IIS-GO! is a new approach to building relationships with you - the client. We are changing the way we do business by working together, providing hands-on client service and meeting face-to-face more often.

IIS-GO! focuses on working with communities to determine needs and priorities, identify short and long-term goals, and develop and implement a plan in order to achieve the goals.

IIS-GO! is intended to streamline internal processes and to ensure activities and programs are co-ordinated. Our goal is to deliver programs that make a difference.

Community Planning



K'atlodeeche First Nation is developing a community supported long-term strategic plan. INAC and the territorial government provided funding and sample documents to help the members identify community-based goals and the ways and means to achieve these.

At a series of community meetings, members determined the community's priorities. A constitution that included traditional values was the first part of an overall governance structure to be developed. This is the framework around which the policies, procedures and guidelines for day-to-day decision-making and administrative processes are built and which will help the community achieve its goals.

"This constitution, which outlines the government's sovereignty, will be the compass for the current and future community government of the K'atlodeeche First Nation," says Keith

Marshall, Chief Executive Officer, K'atlodeeche First Nation.

The community determined the key areas in the strategic plan that needed to be considered in order to achieve a happy, healthy, productive and sustainable living environment. Land use, capital and economic development, social issues, housing, leadership, membership and governance structure, staff relations, codes of conduct, ethics, and financial management were identified as fundamental elements. Roles and responsibilities have been developed for each key area and a series of governing principles and by-laws have been put in place to make sure there is effective community management to keep the plan on track.

K'atlodeeche First Nation set SMART goals — specific, measurable, attainable, realistic and timely. Involving the community members in

setting priorities and developing a long-term plan helps create understanding, fosters commitment, and keeps everyone focused on the successes.

When all members of a community agree to participate in identifying and discussing what it is they want to achieve as a whole, even before actual planning or funding is considered, there is a much greater chance of success.

**"focused on
the successes"**





Partnerships



Bob Reid, President, APG, Courtesy of APG

“Mackenzie Valley Aboriginal Pipeline Limited Partnership-MVAPLP” more commonly referred to as the Aboriginal Pipeline Group or APG, was approved for multi-year funding through the Community Economic Opportunity Program (CEOP). This funding provided the resources needed to complete the feasibility analyses and business planning activities required to create this partnership. It also enabled the organization to acquire up to a one-third ownership position in the Mackenzie Gas Project (MGP).

This innovative ownership model is a first of its kind. It made it possible for Aboriginal people to participate in the developing economy, provides the opportunity to maximize ownership and benefits from a proposed Mackenzie Valley pipeline and the means to achieve greater independence and self-reliance.

“The Aboriginal Pipeline Group (APG) deal is the start for our people to become self-sufficient,” says Fred Carmichael, Chair of the APG.

The proposed Mackenzie Valley Gas Project is a complex, multi-faceted project which the APG believes will benefit participating Aboriginal groups in a number of ways. Aboriginal people and communities will potentially benefit from job training, on-going employment opportunities, new business development, and long-term financial revenue.

Active engagement in the planning stages of pipeline development also ensures resource development happens responsibly and that the land and environment are protected. Having a decision-making role in economic development activities makes it possible for Aboriginal people to maximize the benefits and share responsibilities associated with such large scale projects.

Business partnerships such as this contribute to steady, long-term financial returns and facilitate meaningful Aboriginal participation in local, regional, territorial, national and global projects. Individuals and communities throughout the North will benefit from these associations.

“provide opportunities and benefits”

Business Development



Trout Lake Lodge, Courtesy of Rick Phaneuf

The purpose of Community Economic Development Opportunity (CEDO) funding is to: increase regional competencies and help communities and local businesses identify and take advantage of existing and potential economic development activities in their regions; encourage groups to work together for their mutual benefit; and create the necessary conditions and environment in the community so it can seize and sustain socio-economic opportunities.

At the annual community Economic Development Officers (EDOs) workshop sponsored by INAC, participants share information and experiences, learn about other funding providers, program availability and requirements, and discuss changes to, and the direction of, federal economic development programs. The exchange of ideas, formation of partnerships and willingness to maximize resources has enabled communities to capitalize on

economic development opportunities that produce multiple benefits.

Rick Phaneuf, General Manager of the Smbaa K'e Development Corporation in Trout Lake explains that Trout Lake used its CEDO funding, and monies from other sources, to make improvements to the guest house in Trout Lake. "With better accommodation, official representatives are staying overnight and we are attracting more tourists. Revenue from tourism so far this year exceeds the total amount for the whole of last year and we are only half-way through the year," says Rick.

The Inuvialuit CEDO, which includes the communities of Sachs Harbour, Ulukhaktok (Holman), Paulatuk, Aklavik, Inuvik and Tuktoyaktuk, uses CEDO funding to support community driven enterprises such as a muskox harvest on Banks Island. Funds are used to hire a project manager and,

using a hands-on approach and on-going mentoring, develop community management capacity to eventually run all aspects of the project.

"The muskox harvest is a \$1 million business that generates jobs and business opportunities throughout the high Arctic," says Murray Arsenault, Manager, Inuvialuit CEDO. "This economic development project will benefit the Inuvialuit in the region for generations."

By working together and leveraging funds and resources, Aboriginal organizations are able to undertake larger scale projects and experience a greater return on their investment.





Co-operation



The Tetlit Gwich'in Band and the Fort McPherson Gwich'in Tribal Council (GTC) offices will see a new face around the John Tetlich and Charles Koe buildings. Roger Koe, a Tetlit Gwich'in community member, has been hired as maintenance serviceman trainee. He will job shadow the maintenance and security position for 30 weeks (approximately seven months) to develop and enhance the unique skill set that comes with being a 'jack of all trades'.

This year, Susan Blake, Band Manager, used the INAC Work Experience Strategy funding to build the skills and abilities of community youth in the maintenance field. But Roger will be doing much more than maintenance. He will provide security services, assist with carpentry and carry out repairs and maintenance to seven houses, six apartment buildings, and industrial structures in the community.

"A lot of players are contributing to Roger's success," says Susan. "He is committing his time, effort and energy to learning as much as possible. As well, the Tetlit Gwich'in Council matched the INAC contribution and West Delta Properties is the sponsoring organization offering this invaluable hands-on experience."

When bands and local businesses work together to identify and create job opportunities that help community members develop and enhance job skills, everyone benefits.



Economic Diversification

A recent Community Sawmill Opportunities Study, completed by Forintek Canada Corp., examined the required conditions, as well as possibilities, for future growth and sustainability of the NWT forest industry.

This study was funded by INAC under the Strategic Investments in Northern Economic Development program (SINED), and by the Government of the Northwest Territories (GNWT) Industry, Tourism and Investment (ITI), and Environment and Natural Resources (ENR) departments.

The contractor visited or spoke to key representatives operating sawmills and/or wood processing plants in the NWT: Jean Marie River, Fort Resolution, Fort Good Hope, Fort Smith and Hay River. This comprehensive study analysed specific opportunities such as the implementation of best practices and value-added/secondary wood product manufacturing (log home building and wood pellet

manufacturing). It also addressed other concerns including: costs, use of labour and equipment, skill development, and productivity measures.

While acknowledging the challenges of operating a sawmill or related wood processing activity in the NWT, the study provided a number of recommendations for each location which will help it become an economically viable enterprise. The suggestions cover a range of options with a variety of investment costs; implementing tracking mechanisms such as a spreadsheet to track key costs and operating ratios; building shelters for equipment and workers to extend the operating season past the summer months; purchasing additional, possibly second-hand, equipment (kilns and planers) in order to offer more products—dried/planed lumber, tongue and groove flooring, furniture, wood pellets, log homes—to meet local/regional/territorial market demand.

“We now have a more realistic picture of what can be done to support the growth of the NWT forest industry,” says Kevin Todd, Natural Resources Economist, Industry, Tourism and Investment, GNWT. “By implementing some cost effective changes or buying additional equipment, operators will be in a better position to develop successful businesses that make a difference to their community.”

Commissioning a study by industry experts who met with the affected communities resulted in a thorough report that identified practical and cost effective solutions for each of the communities interested in enhancing their sawmill and wood processing operations. By considering the needs of local, regional and territorial markets, determining areas requiring improvement and expanding the products produced by the mill, operators can implement changes that support their goals of providing long-term employment for community members and running a diversified, profitable business.

The study is on-line at:
www.iti.gov.nt.ca/iea/studies/studies.html





Access to Information



Some smaller communities in the NWT recently received high-speed Internet which is already available throughout most of Canada. However, only a few people in the communities have experience with the Internet or fully appreciate what it could mean to the community.

While this technology is a communication tool, there is a gap in the adoption of this new technology. Connect NWT is committed to promoting the use of the Internet throughout the NWT. To address this challenge, Connect NWT organized an Information and Communications Technology (ICT) Symposium February 6 and 7, 2007 in Yellowknife.

Under the Strategic Investments in Northern Economic Development program (SINED), INAC contributed \$72,425 towards the symposium which brought together Information Technology planners, users and service providers under one roof to discuss the

NWT's needs and to ensure service delivery in communities is efficient and responsive. A framework outlining the necessary investment in training and resources to take advantage of Internet access is also being developed.

The purpose of the symposium was twofold: to show how ICT can benefit the community; and to gather input from participants to develop a multi-year ICT Strategic Plan for maximizing the adoption and utilization of broadband connectivity *infrastructure* in NWT communities.

The symposium's target audience was very broad and included; government and community representatives, educators and trainers, health and social service providers, Aboriginal organizations, economic development organizations, and industry stakeholders. These key community decision-makers and influencers play a significant role in helping community members to understand and maximize the use

of broadband technology including; virtual classrooms, the preservation of language and culture, access to online healthcare and the ability to market goods and services globally.

"Community residents, businesses, governments, and other leaders were able to make connections between the potential of broadband and their economic, educational, capacity and wellness needs," said Brian Desjardins, Project Coordinator for the NWT Association of Communities. "They are beginning to appreciate the potential and value of ICT planning."

Using technology to access information and participate in the wired world will offer new and exciting social and economic development opportunities to people throughout the North.

Creative Solutions



Working and doing business in the North offers a unique way of life but also many challenges. The availability of speakers and trainers and the associated travel costs and fees makes attendance at a one-day workshop or participation in a meeting a major expense. Videoconferencing provides a creative and cost effective solution to these challenges.

Business development centres in Fort Simpson, Norman Wells, Hay River and Yellowknife now have videoconferencing facilities. Access to practical business education and information and associated services is now easier for business people and entrepreneurs located in these communities.

“Videoconferencing is convenient and interactive,” says Sean Whelley, Business Development/Loans Officer, Dehcho Business Development Centre. “In a virtual world geography

is no longer a barrier. Because of videoconferencing we have the ability to flick a switch and interact with industry experts at times convenient to both parties.”

With an investment of \$63,000 from the Strategic Investments in Northern Economic Development (SINED) program, the Community Futures Development Corporations have purchased and installed state-of-the-art videoconferencing equipment. Through a co-operation agreement with The Business Link in Edmonton, these Community Futures locations can directly access and broadcast workshops, seminars, conferences and information services from their premises.

The Business Link’s Brown Bag weekly and monthly presentations are free drop-in presentations that offer clients quick-to-learn, easy-to-use business basics over the lunch hour. Board and staff members, community

members, business people, and prospective entrepreneurs bring their lunch and learn from the professional and experienced presenters in this convenient, interactive environment. Recent Brown Bag presentations have featured; the basics of marketing and sales, export/import, taxation and money matters, legal issues, e-business, preparing a business plan, starting a business, and do-it-yourself incorporation.

Enabling community members to participate in an expanded array of learning opportunities will increase their skills and their ability to participate in economic and social development activities and contribute to the financial growth and sustainability of their communities.





Mentoring



Dave Poitras, Courtesy of SRFN

When the Salt River First Nation (SRFN) Band Council wanted to hire a band manager, they decided to partner with INAC and the Canadian Executive Service Organization (CESO) to implement a band manager training program. Bill Graham, a volunteer CESO advisor based in Yellowknife, used his years of business experience to work one-on-one with Dave Poitras, the SRFN band manager trainee.

The Canadian Executive Service Organization (CESO), a not for profit organization, provides volunteer advisors who, through their professional business experience, offer mentoring, training and advice to Aboriginal and non-Aboriginal organizations, companies and communities. CESO describes capacity building as “being a process of increasing knowledge, skills, resources and capacity to identify and/or meet needs in an effective, efficient and sustainable manner.” This is exactly

what the CESO mentoring program provided to the Salt River First Nation.

“The mentorship program was a unique one,” says Toni Heron, Sub-Chief, Salt River First Nation. “Initially we thought it would run a year but with Bill’s help and expertise, it took only four months to get Dave up to speed.”

Over the four months, Bill and Dave completed a number of essential tasks and produced a variety of documents critical to the administration of band activities. They defined human resources policies, wrote job descriptions for all existing and potential staff, and addressed budgeting and financial management procedures. These formalized practices and policies improved the ability of the band to meet the needs of its members and also create a solid foundation for growth.

The skills and aptitudes developed through the mentorship program are being put into practice to the benefit

of the band council and community members. The implementation of better governance practices, improved administration and increased internal capacity will help to increase self-sufficiency and build a sustainable community.

“continuing to
build capacity”



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