

COMPENDIUM OF PROGRAMS
& POLICIES TO NARROW

ECONOMIC GAPS

FOR WESTERN CANADA'S
INDIGENOUS PEOPLES

Part of the series:

SUCCESS IN THE MAKING

Stories of partnerships between Indigenous
communities and natural resource firms

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Introduction

Across Canada, many Indigenous groups are seeking economic self-sufficiency as a catalyst for self-reliance and prosperity, as well as to reduce poverty and unemployment.¹

Attaining economic self-sufficiency is not a simple task. It requires concerted actions by Indigenous groups, government and non-government organizations - as well as industry partners - across a number of sectors. It requires a supportive legal and regulatory environment. It needs to build on strong community governance and administration, as well as autonomy for local decision-making. There needs to be sufficient economic infrastructure, including a useable land base and access to capital.^{2,3} And it also requires that communities have economic development capacity, businesses have resources to succeed, and individuals have opportunities to access employment.

Both nationally and provincially, a wide range of programs, initiatives and policies exist to support the conditions for a flourishing Indigenous economy.

The purpose of this compendium is to identify programs and policies specifically geared toward Indigenous economic development in the four western Canadian provinces. This information may be useful to organizations in different ways:

- It will help governments to visualize what they offer in comparison to their western and national counterparts
- It will help Indigenous communities and individuals to identify and access appropriate programming and funding sources
- It will help not-for-profit organizations to understand their position in contributing to Indigenous economic development in the context of other initiatives.
- It will help companies consider how partnership opportunities can fill gaps and support economic development.

The programs and policies listed in this compendium have been grouped into eight categories as described below. In reality, however, the lines between categories are not clear-cut, and programs or institutions may offer services across a number of different areas.

The eight categories that are used in this compendium are:

A. Resources to help communities with economic development capacity

These programs provide funding or knowledge opportunities directly to community governments or community-based organizations to enhance their capacity to stimulate economic development in a particular community. This work sets the stage for successful community ventures.

B. Resources to help Aboriginal businesses to succeed

¹ Clarke, Allan. 2018. Build the Indigenous economy to address poverty. *Policy Options*, September 19, 2018. <http://policyoptions.irpp.org/magazines/september-2018/build-indigenous-economy-address-poverty/>

² Aboriginal Affairs and Northern Development Canada. 2013. *Creating the conditions for economic success on reserve lands: A report on the experiences of 25 First Nation communities.*

³ The National Aboriginal Economic Development Board. 2013. *Addressing the Barriers to Economic Development on Reserve.* <http://www.naedb-cndea.com/reports/addressing-barriers-to-economic-development-on-reserve.pdf>

These programs provide supports directly to Indigenous business owners – such as helping identify markets, legal requirements, operational resources and financing opportunities.

C. Resources to help individuals access employment opportunities

These programs help connect employers with Indigenous job-seekers, or provide training to help Indigenous individuals with specific employment skills.

D. Industry organizations

Industry organizations are private, member-based organizations that advance the interests of Indigenous businesses within a specific industry such as fishing, mining, forestry or tourism.

E. Resources that provide advice to government

These organizations operate under a mandate to provide strategic advice to government about Indigenous economic development.

F. Aboriginal Financial Institutions (AFIs)

AFIs are banks that are tailored to meet the needs of Indigenous businesses. They provide financing, and also often provide financial and management consulting, business start-up and aftercare services.

G. Government funding for Funders

In all provinces, there are far more programs that are administered and delivered through non-government organizations (public, private or not-for-profit) than administered directly by the government. However, even for those programs offered through NGOs, the government is often the ultimate funder. This section identifies the sources through which these funds flow.

H. Government policies

This section identifies government policies at the national or provincial (for the four western provinces) level that set out specific measures or approaches intended to directly enhance Indigenous economic development.

The compendium at the back of the document lists all programs included in the summaries A through H, including links to program websites.

While this document can provide information on the landscape of programs and policies in existence, there are two key questions that are beyond the scope of this research. The first is the evaluation of the success or effectiveness of any given program. The second is whether these programs—taken together—are sufficient to narrow economic gaps for Indigenous groups.

Note on Methods

The programs and policies listed in this compendium are ones that are intended to directly address economic gaps among Indigenous groups in western Canada.

We applied specific criteria to help us identify appropriate programs and policies to include:

- We included programs and policies from the four western provinces (BC, Alberta, Saskatchewan and Manitoba) and ones at the national / federal level that would apply to Indigenous groups in those four provinces. We did not include programs in other provinces.
- We included programs established, funded or administered by any source: government, non-governmental organizations, private enterprise or lending institutions.
- We included only those programs that were available for multiple Indigenous groups. In other words, we did not include band- or tribal-level programs that were only intended for one specific community, or that had been created by one specific community. This choice was made both to limit the number of programs included, and also due to the difficulty of finding band-level information.
- We included only those programs and policies that were in some way tailored specifically for Indigenous groups. For example, we did not include employment or business supports that could be accessed by anyone—Indigenous or not—unless it had a component that would specifically encourage or support Indigenous participation.
- We included only programs and policies intended to directly affect economic conditions. We did not include programs and policies intended to affect upstream determinants of economic success. For example, this compendium does not include broad educational policy or programs, even though education ultimately affects socio-economic outcomes. Similarly, we did not include programs designed to develop governance capacity.

Information on the programs and policies was collected primarily via online research from sources that included:

- Provincial and federal government websites and published information
- Websites created by NGOs, banks, Indigenous networks and other organizations to describe their own work
- Lists of links and resources for Indigenous groups

In addition to online research, we contacted many companies, organizations and government offices directly to obtain supplementary information.

We recognize that the compendium may not be completely exhaustive; some contacts were unreachable, some websites had out-dated information, and it is always possible that we may have missed some initiatives.

Overview of programs and policies

A. Resources to help communities with economic development capacity

Community economic development focuses on creating the long-term conditions for private and community businesses to grow and thrive. The programs listed in this section of the compendium provide funding or knowledge opportunities directly to community governments or community-based organizations, such as economic development corporations or community owned businesses, to enhance these capabilities. This may include, for example:

- Capacity building for an economic development corporation or community owned business
- Providing resources to strengthen community governance, institutions and leadership
- Identifying economic opportunities for Indigenous communities
 - Providing training for community economic development officers and financial officers
 - Providing funding to help communities develop opportunities by conducting feasibility studies, developing business and marketing, plans, negotiations, legal, studies, land surveys, or appraisals of community assets
 - Providing mentoring, networking or peer learning opportunities between communities
 - Developing regional economic partnerships
- Operating or capital funding for an economic development corporation or community owned business

For the most part, the programs that are run by government organizations focus on providing funding for economic development activities, while the programs operated by non-government organizations focus on providing knowledge, training and networking resources.

A program that is particularly relevant to note is Community Futures-- one of the largest community economic development initiatives in Canada. Funded by the federal government, Community Futures is intended to help support economic development in Canada's rural communities—both Indigenous and non-Indigenous. It has 268 member offices in total, some of which specifically support Indigenous communities or Indigenous groups in a specific region. Community Futures Treaty 7 (<http://www.t7edc.com>), listed in the compendium, is an example of a particularly active Community Futures group, offering community economic development services, business services, loans and financing, ASETS training and employment support and more.

Table 1: Resources to help communities with economic development capacity

BC	AB	SK	MB	National
Government				
<ul style="list-style-type: none"> • First Nations Clean Energy Business Fund 	<ul style="list-style-type: none"> • Aboriginal Business Investment Fund (ABIF) • Aboriginal Economic Partnerships Program • Employment Partnerships Program • First Nations Development Fund Grant Program 	<ul style="list-style-type: none"> • First Nations and Métis Community Engagement Project Fund 		<ul style="list-style-type: none"> • Community Opportunity Readiness Program • First Nations Tax Commission • Lands and Economic Development Services Program
Non-government				
<ul style="list-style-type: none"> • Aboriginal Business and Community Development Centre • Aboriginal Financial Officers of BC (AFOABC) • First Nations Technology Council 	<ul style="list-style-type: none"> • Aboriginal Financial Officers Association of Alberta • Banff Centre Indigenous Leadership Program – Indigenous Business and Economic Development Program • Community Futures Treaty 7 	<ul style="list-style-type: none"> • Saskatchewan First Nations Economic Development Network • Saskatchewan First Nations Natural Resource Centre of Excellence • Saskatoon Tribal Council (STC) – Economic Development Services 		<ul style="list-style-type: none"> • Canadian Council for Aboriginal Business (CCAB) • Canadian Executive Service Organization (CESO) • Council for the Advancement of Native Development Officers (CANDO)

B. Resources to help Aboriginal businesses to succeed

Almost 40% of small businesses fail within the first five years.⁴ The programs identified in this section provide supports directly to business owners to help them maximize their chances of surviving and thriving. Examples of what they provide include:

- Advisory services or training in areas such as financial management, R&D, marketing, human resources or operations
- Networking opportunities such as hosted events, match-making services or collaboration opportunities to connect business owners with opportunities
- Certification services to verify Indigenous ownership and control of a business, or directories that list Indigenous-owned businesses for procurement opportunities
- Identifying funding or capitalization opportunities for businesses *[Note: providing loans or other funding directly to businesses is not part of this category, but is captured under Section F – Aboriginal Financial Institutions.]*
- Providing examples of Indigenous business success stories for others to learn from.

Although Aboriginal Financial Institutions (AFIs) are listed as a distinct category in this compendium, almost all AFI's also provide business advisory services.

⁴ Innovation, Science and Economic Development Canada. 2018. *Canadian New Firms: Birth and Death Rates over the Period 2002-2014*.

Table 2: Resources to help Aboriginal businesses to succeed

BC	AB	SK	MB	National
Government				
<ul style="list-style-type: none"> Indigenous Business Advisory Centres 				
Non-government				
<ul style="list-style-type: none"> Aboriginal Business and Community Development Centre Aboriginal Business and Entrepreneurship Skills Training (BEST) Community Futures Development Corporation of Central Interior First Nations Ch'nook Dana Naye Ventures Indigenous Business and Investment Council Indigenous Women's Business Network Kootenay Aboriginal Business Development Agency (KABDA) Naut'sa mawt Resources Group Northeast Aboriginal Business Centre 	<ul style="list-style-type: none"> Aksis - Edmonton's Aboriginal Business and Professional Association Community Futures Treaty 7 Northeastern Alberta Aboriginal Business Association 	<ul style="list-style-type: none"> Indigenous Chamber of Commerce Saskatchewan 	<ul style="list-style-type: none"> Aboriginal Chamber of Commerce Métis Economic Development Organization (MEDO) 	<ul style="list-style-type: none"> Aboriginal Women's Business Entrepreneurship Network (AWBEN) Canadian Council for Aboriginal Business (CCAB)

C. Resources to help individuals access employment opportunities

A wide range of organizations exist to help Indigenous individuals gain employment. For the most part, these organizations are operated as independent, not-for-profit entities. In addition to the ones listed in the compendium, there are also numerous organizations that have been set up by individual Indigenous groups to assist their own members.

One effort that is worth noting is the federal government’s Aboriginal Skills and Employment Training Strategy (ASETS). ASETS is a labour market program that funds Indigenous service delivery organizations, which themselves deliver employment and training services. ASETS has over 600 points of service across Canada. Several ASETS-funded programs are noted in the compendium.

Table 3: Resources to help individuals access employment opportunities

BC	AB	SK	MB	National
Government				
<ul style="list-style-type: none"> Aboriginal Community Careers Employment Services Society (ACCESS) Aboriginal Skills and Employment Training Strategy (ASETS) 	<ul style="list-style-type: none"> Aboriginal Skills and Employment Training Strategy (ASETS) Aboriginal Training-to-Employment Program Employment Partnerships Program 	<ul style="list-style-type: none"> Aboriginal Skills and Employment Training Strategy (ASETS) 	<ul style="list-style-type: none"> Aboriginal Skills and Employment Training Strategy (ASETS) 	<ul style="list-style-type: none"> Aboriginal Job Board
Non-government				
<ul style="list-style-type: none"> Métis Employment & Training Program North East Native Advancing Society 	<ul style="list-style-type: none"> Aboriginal Futures Athabasca Tribal Council Employment and Training (Aboriginal Skills Employment and Training Strategy) Atoske Action Group (Wabasca and Region) Métis Settlements Strategic Training Initiatives Oteenow Employment and Training Society Rupertsland Institute: Métis Centre of Excellence Saamis Aboriginal Employment and Training Association Spirit Staffing & Consulting Trade Winds to Success Training Society Tribal Chiefs Employment and Training Services Association Women Building Futures (WBF) Society 	<ul style="list-style-type: none"> EXPORT 	<ul style="list-style-type: none"> Centre for Aboriginal Human Resource Development Inc. (CAHRD) 	<ul style="list-style-type: none"> Indigenous Works

D. Industry organizations

Industry organizations are private, member-based organizations that advance the interests of businesses within a specific industry such as fishing, mining, forestry or tourism. They tend to be funded by the members themselves.

Table 4: Industry organizations

BC	AB	SK	MB	National
Non-government				
<ul style="list-style-type: none"> • A-Tlegay Fisheries Society • Aboriginal Tourism Association of British Columbia • First Nations Energy and Mining Council • First Nations Fisheries Council of BC • First Nations Forestry Council 	<ul style="list-style-type: none"> • Indian Resource Council 	<ul style="list-style-type: none"> • Saskatchewan First Nations Natural Resource Centre of Excellence 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Canadian Aboriginal Minerals Association • Indigenous Tourism Association of Canada • National Aboriginal Forestry Association

E. Resources that provide advice to government

Two organizations were identified that exist to provide strategic advice to government about Indigenous economic development. These are the Alberta Lands & Economic Development Advisory Committee (AlbertaLEDAC) and the National Indigenous Economic Development Board (NIEDB). Although neither provides services directly to Indigenous communities, they play an important role in helping create the conditions for success.

Table 5: Resources that provide advice to government

BC	AB	SK	MB	National
Non-government				
	<ul style="list-style-type: none"> • Alberta Lands & Economic Development Advisory Committee (AlbertaLEDAC) 			<ul style="list-style-type: none"> • National Indigenous Economic Development Board (NIEDB)

F. Aboriginal Financial Institutions (AFIs)

Aboriginal Financial Institutions (AFIs) were created to address the lack of available capital to finance Aboriginal small-business development. They provide repayable, interest-bearing loans to Aboriginal small- and medium-sized enterprises (SMEs) that are unable to secure loans from highly-regulated conventional lenders due to risk tolerance levels. Often, they also provide financial and management consulting, and business start-up and aftercare services.

The capital funding in the AFIs originates from a small number of sources, including the Community Futures program, the New Relationship Trust (in BC), the federal government's First Citizens Fund, federal and provincial government contributions, or the private sector.

Table 6: Aboriginal Financial Institutions

BC	AB	SK	MB	National
Non-government				
<ul style="list-style-type: none"> • All Nations Trust Company (ANTCO) • Burns Lake Native Development Corporation (BLNDC) • Community Futures Development Corporation (CFDC) of Central Interior First Nations • Haida Gwaii Community Futures • Native Fishing Association (NFA) • Nuu-chah-nulth Economic Development Corporation (NEDC) • Stó:lō Community Futures Corporation (SCF) • Tale'Awtxw Aboriginal Capital Corporation (TACC) • Tribal Resources Investment Corporation (TRICORP) 	<ul style="list-style-type: none"> • Alberta Indian Investment Corporation (AIIC) • Apeetogosan (Métis) Development Inc. (AMDI) • Community Futures Treaty Seven (CFT7) • Indian Business Corporation (IBC) • Settlement Investment Corporation (SIC) 	<ul style="list-style-type: none"> • Beaver River Community Futures Development Corporation (BRCFDC) • Clarence Campeau Development Fund (CCDF) • Northern Enterprise Fund Inc. (NEFI) • Saskatchewan Indian Equity Foundation Inc. (SIEF) • SaskMétis Economic Development Corporation (SMEDCO) • Visions North Community Futures Development Corporation 	<ul style="list-style-type: none"> • Cedar Lake Community Futures Development Corporation • Community Futures North Central Development (CFNCD) • Dakota Ojibway Community Futures Development Corporation (DOCFDC) • First Peoples Economic Growth Fund Inc. (FPEGF) • Kitayan Community Futures Development Corporation • Louis Riel Capital Corporation (LRCC) • Me-dian Credit Union • Métis Economic Development Fund (MEDF) • Northwest Community Futures Development Corporation • Southeast Community Futures Development Corporation • Tribal Wi-Chi-Way-Win Capital Corporation (TWCC) 	<ul style="list-style-type: none"> • First Nations Bank of Canada

The AFIs have been quite successful in terms of getting money into the hands of those who need it. In fiscal 2016, loans were made to 1,344 clients, close to the five-year average of 1,364 loans per year. The total loaned was slightly over \$108 million, with an average loan size of \$83,062. In total, this created or maintained 4,432 jobs.⁵ As can be seen in Table 7, however, while the four western provinces accounted for two-thirds of the number of loans made, the bulk of the money went to businesses in the North, with the average loan value and total amount loaned much lower in the western provinces.

Table 7: AFI lending activity by region⁶

	BC	Alberta	Saskatchewan	Manitoba	Ontario	Atlantic & Quebec	North (Yukon, NWT, NU)
Total # of All Loans Provided	240	188	296	104	157	87	179
Total \$ of All Loans Provided	\$10,207,702	\$10,753,143	\$11,494,905	\$8,189,969	\$8,882,551	\$8,886,788	\$45,496,709
Average New Loan Advanced	\$42,532	\$57,198	\$38,834	\$78,740	\$56,577	\$102,147	\$254,172

G. Government funding for Funders

As noted earlier, most of the money that resources the programs listed in this compendium originally stems from government. There are only a small number of programs through which these funds flow, as shown in the table below.

Table 8: Government funding for Funders

BC	AB	SK	MB	National
<ul style="list-style-type: none"> • First Citizens Fund Aboriginal Business Loan Program • New Relationship Trust 		<ul style="list-style-type: none"> • Gaming Trusts and Grants 		<ul style="list-style-type: none"> • Aboriginal Business and Entrepreneurship Development Canada (ABED) • Community Futures funding

⁵ National Aboriginal Capital Corporations Association (NACCA) 2017. *A Portrait of Aboriginal Financial Institutions Fiscal 2016*. <https://nacca.ca/wp-content/uploads/2017/10/NACCA-2016-Portrait-of-AFIs-Updated-Oct-24.pdf>

⁶ National Aboriginal Capital Corporations Association (NACCA) 2017. *A Portrait of Aboriginal Financial Institutions Fiscal 2016*. <https://nacca.ca/wp-content/uploads/2017/10/NACCA-2016-Portrait-of-AFIs-Updated-Oct-24.pdf>

H. Government policies

Government policies are not listed in the compendium, but are important to note, as they set the conditions in which economic development occurs. Most of these policies focus specifically on natural resources.

Procurement

Procurement policies that support the fair inclusion of Indigenous individuals and businesses are frequently used by governments in Canada. These policies direct the procurement activities of government or provincial power utility Crown corporations.

- B.C. Hydro has an Aboriginal contract and procurement policy, the purpose of which is to support the “long-term economic interests of Aboriginal peoples in British Columbia.”⁷ Five principles are laid out: there needs to be some kind of relationship agreement with the community in question; prices must be market competitive; safety and performance qualifications must be met; procurement can happen with the Indigenous community or a business that the community designates; and company-wide business and operational factors must be taken into account.
- SaskPower has an Aboriginal Procurement Policy, which is a subset of their general procurement policy. The policy is intended to promote positive relationships and involve Indigenous people in economic opportunities.⁸
- Manitoba Hydro has a Northern Procurement Policy which is in place to encourage the participation of Northern Indigenous communities in procurement opportunities.⁹
- Manitoba’s Indigenous Procurement Initiative (IPI) is used to “increase the participation of Indigenous business providing goods and services to Manitoba Government departments”¹⁰. The initiative is intended to enhance the inclusivity, equitability, and sustainability of Manitoba’s community economic development; to use procurement practices to develop Indigenous business; and to “maximize opportunities for Indigenous business to access government tenders, while maintaining competitive pricing for government.” This initiative was developed by the Government of Manitoba in partnership with the Indigenous business community – including the Aboriginal Chamber of Commerce.
- The federal government’s Procurement Strategy for Aboriginal Business (PSAB) supports Aboriginal business capacity development on behalf of the government of Canada. Through mandatory set asides, voluntary set asides, joint ventures and partnerships, the Strategy aims to assist Aboriginal businesses to compete for and win federal contracting opportunities.

⁷ B.C. Hydro, “Aboriginal contract and procurement policy at BC Hydro,” <https://www.bchydro.com/content/dam/BCHydro/customer-portal/documents/corporate/community/aboriginal-contract-procurement-policy.pdf>.”

⁸ SaskPower, “Aboriginal procurement policy,” <https://www.saskpower.com/-/media/saskpower/about-us/policy-aboriginal-procurement.ashx?la=en&hash=E51C41E8DCD388420DF0FB01075CF7C879E4B0AF>.

⁹ Manitoba Hydro, “Northern Purchasing Policy,”

https://www.hydro.mb.ca/corporate/purchasing_and_tenders/pdf/northern_purchasing_policy.pdf.

¹⁰ http://www.aboriginalchamber.ca/uploads/1/1/9/6/119690798/manitobas_indigenous_procurement_initiative_ipi_-_a_policy_resolution_of_the_aboriginal_chamber_of_commerce.pdf

Natural Resources

All four provinces, as well as the federal government, have policies related to Indigenous economic wellbeing and a specific type of resource, although the resources that are given attention differ by location.

Fisheries

- The federal government's Fisheries and Oceans Department has what it calls an "approach to the management of Aboriginal fishing in the Pacific Region." The approach indicates three objectives of different priority. The first priority is meeting conservation needs. The second priority, met after the conservation needs, is the treaty obligations – these allocations are first priority, above all others.¹¹

Forestry

- The British Columbian government has a First Nations Woodland Licence policy. These licenses, unique to First Nations, are area-based and long term. The B.C. government sees these licenses as having four usages: increased role in forest stewardship, ability to manage forests and land use in area; protect traditional uses; and improve ability to secure loans and investment.¹²

Hunting

- The Government of Alberta is in the process of creating a Métis harvesting (hunting and fishing) policy review, to develop a policy that is consistent with established case law and that takes into consideration the needs of Métis harvesters. Harvesting rights are protected constitutionally for First Nations, and to accompany that, the Government of Alberta has drafted a "rights and responsibilities" document that outlines the specifics of how this works in Alberta.¹³

Mining

- The Manitoba government is in the process of implementing a First Nations Mineral Development Protocol. The purpose of the protocol is to develop a "clear pathway forward on mineral development by establishing a respectful and productive protocol from Crown-Aboriginal consultations". The overarching goal for First Nations is for communities to be actively involved in, and benefit from, mineral development.¹⁴
- The federal government has the "Indian Mining Regulations," which are associated with the Indian Act. These regulations are outdated and are likely not as effective as they could be. However, they are foundational for policies on royalty revenues, etc. so they are relevant to Indigenous economic prosperity.¹⁵

Oil and Gas

- The Indian Oil and Gas Act, also connected with the Indian Act, is federal legislation regarding oil and gas extraction on Indigenous lands. It establishes rules on, among other things, granting oil and gas leases on Indigenous land and prescribing royalties.¹⁶

¹¹ Fisheries and Oceans Canada, "Approach to the Management of Aboriginal Fishing in Pacific Region," November 2014, presented to the FNFC Annual Assembly, Prince George, <http://www.pac.dfo-mpo.gc.ca/consultation/fn-pn/fnfc-2014/docs/aboriginal-fishing-peches-autochtones-eng.pdf>.

¹² "First Nations Woodland Licence," <https://www2.gov.bc.ca/gov/content/industry/forestry/forest-tenures/timber-harvesting-rights/first-nations-woodland-licence>.

¹³ Government of Alberta, "Indigenous Hunting and Fishing in Alberta," last updated August 16, 2018, <http://aep.alberta.ca/fish-wildlife/fishing-hunting-trapping/indigenous-hunting-and-fishing-in-alberta.aspx>.

¹⁴ Ron Evans and Jim Downey, "Manitoba – First Nations Mineral Development Protocol," <https://www.gov.mb.ca/iem/mines/co-chairs-report-on-the-manitoba-first-nations-mineral-development-protocol.pdf>.

¹⁵ *Regulations providing for the Disposition of Surrendered Minerals Underlying Lands in Indian Reserves (Indian Mining Regulations)*, C.R.C., c. 956, https://laws-lois.justice.gc.ca/eng/regulations/C.R.C.,_c._956/FullText.html.

¹⁶ *Indian Oil and Gas Act*, R.S.C., 1985, c. 1-7, <https://laws-lois.justice.gc.ca/eng/acts/l-7/page-1.html>.

Other policies

- The Manitoba government's *Path to Reconciliation Act* requires that the minister responsible for reconciliation prepare an annual progress report about the measures taken by the government to advance reconciliation. In these reports, there is a distinct section on Business and Reconciliation, which discusses how the government has advanced relationship building, economic opportunities and benefits in the corporate sector.
- The Manitoba government has an explicit economic development policy for Métis people in the province, called the Métis Economic Development Strategy. The goal of the strategy is for Métis people to have a quality of life comparable to other Manitobans. This is to be done through empowering Métis communities, families, and businesses.¹⁷
- Treaty Land Entitlement (TLE) is a process used to settle claims by First Nations who did not receive all the land they were entitled to under treaties signed by the Crown and First Nations. TLE settlements—negotiated by the federal government with the participation of provincial governments—result in the provision of land or funding to purchase land, which may then be added to reserve land. This land is often used for economic development purposes, and TLE agreements assist in building partnerships and encourage economic development on reserves and in surrounding communities.

¹⁷ Government of Manitoba, "Aboriginal Economic Development," <https://www.gov.mb.ca/inr/major-initiatives/aboriginal-economic-development.html>.

Compendium

A. Resources to help communities with economic development capacity

Program/Policy:	Aboriginal Business and Community Development Centre
Province:	British Columbia
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Facilitating business and community development in north-central British Columbia, business/entrepreneurial support, and developing strategic partnerships to support clients and increase capacity.
Target Groups:	Indigenous entrepreneurs
Location:	Prince George, BC.
Website:	https://abdc.bc.ca/

Program/Policy:	Aboriginal Business Investment Fund (ABIF)
Province:	Alberta
Type of organization:	Government
Date established:	Unknown
Purpose:	Increasing the number of Indigenous community-owned businesses, Indigenous employment opportunities, creating or increasing local revenue streams, and strengthening and economies of Indigenous communities. Provides capital funding.
Target Groups:	Indigenous communities or corporate entities owned by Indigenous communities located in Alberta.
Amounts available:	Minimum of \$150,000 and maximum of \$750,000 to support a community-owned economic development project.
Location:	Not applicable
Website:	http://indigenous.alberta.ca/ABIF.cfm

Program/Policy:	Aboriginal Economic Partnerships Program
Province:	Alberta
Type of organization:	Government
Date established:	Unknown
Purpose:	Funding for Indigenous communities, community-owned businesses and organizations to foster economic development for Indigenous Albertans through two categories: capacity development and opportunity development.
Target Groups:	Organizations that directly promote the economic development and capacity building of Indigenous Albertans: First Nations, Aseniwuche Winewak Nation, Métis Settlements, MNA Locals

and Regions, Indigenous community-owned businesses and development corporations, Tribal councils, Treaty organizations, Métis Settlements General Council, Métis Nation of Alberta, NFPs.

Amounts available: Up to 100% of eligible costs, to a maximum of \$100,000.

Location: Not applicable

Website: <http://indigenous.alberta.ca/Economic-Partnerships-Program.cfm>

Program/Policy: **Aboriginal Financial Officers Association of Alberta**

Province: Alberta

Type of organization: Non-government

Date established: 2003

Purpose: Purposed to enhance financial, managerial and governance capabilities in Indigenous individuals by providing workshops, seminars, forums, courses and conferences.

Target Groups: Indigenous individuals

Organizational funds: Funded by INAC

Location: Siksika, AB

Website: www.afoaab.com

Program/Policy: **Aboriginal Financial Officers of BC (AFOABC)**

Province: British Columbia

Type of organization: Non-government

Date established: 1996

Purpose: Provides professional development, community workshops and programs, training conferences, resources and communication support for the development and implementation of standards for accounting and financial management that meets the needs of First Nations' organizations.

Target Groups: Aboriginal individuals and communities in BC

Organizational funds: Funding Support, Sponsorship and Corporate Members: Indigenous Services Canada, Royal Bank of Canada Aboriginal Banking, BMO Aboriginal Banking, First Nations Financial Management Board, Hub International, AOS Applied Office Solutions, Mandell Pinder, Aboriginal Housing Management Association and BDO.

Location: West Vancouver, BC

Website: www.afoabc.org

Program/Policy: **Banff Centre Indigenous Leadership Program – Indigenous Business and Economic Development Program**

Province: Alberta

Type of organization: Non-government

Date established: Banff Centre for Arts and Creativity was established in 1933.

Purpose: 5-day program that examines the fundamental issues of governance, the role of Indigenous leaders in effective policy planning for self-determined Indigenous development, and examining the realities of doing business with Indigenous communities, companies, and individuals.

Target Groups: Indigenous economic development corporations and officers, leaders of political and economic planning, and anyone interested in Indigenous business and economic development opportunities. Program subsidies available.

Location:	Banff, AB
Website:	https://www.banffcentre.ca/programs/indigenous-business-and-economic-development/20190210
Program/Policy:	Canadian Council for Aboriginal Business (CCAB)
Province:	National
Type of organization:	Non-government
Date established:	1982
Purpose:	Enhances Aboriginal business through networking, programming, tools and training, business awards and national events.
Target Groups:	Aboriginal and non-Aboriginal businesses and communities, entrepreneurs.
Location:	Toronto, Ontario
Website:	https://www.ccab.com/
Program/Policy:	Canadian Executive Service Organization (CESO)
Province:	National
Type of organization:	Non-Government
Date established:	1969
Purpose:	Services include strategic planning, business analysis & development, tribal & band council support, project management, government relations, board governance & leadership, marketing & communications, entrepreneurship, tourism development, institutional planning, accounting & financial management, policy development, human resource management, land use planning & management, and feasibility studies
Target Groups:	Indigenous entrepreneurs, communities and leadership
Location:	Toronto, ON and Montreal, QC
Website:	https://www.ceso-saco.com/our-work/north-america/canada/
Program/Policy:	Community Futures Treaty 7
Province:	Alberta
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Lending services, business support services.
Target Groups:	First Nation individuals within the Treaty 7 catchment area.
Organizational funds:	Community Futures Alberta is funded by Government of Canada through Western Economic Diversification Canada.
Location:	Calgary, AB
Website:	http://www.t7edc.com/index.htm
Program/Policy:	Community Opportunity Readiness Program
Province:	National
Type of organization:	Government
Date established:	Unknown

Purpose: Project-based funding to support Indigenous communities' pursuit of economic opportunities.

Target Groups: First Nation and Inuit Communities and their governments, including Tribal Councils, organizations and associations controlled by First Nation and Inuit communities, non-Aboriginal organizations and associations that provide economic development services to FN and Inuit communities, and the Province of Ontario.

Amounts available: Not exceeding \$3,000,000 for community economic infrastructure proposals. Not exceeding \$1,000,000 for business innovation/growth proposals. Recipients' needs directly related to the community economic benefits for First Nation and Inuit communities. Not exceeding 66.67% of the total eligible project cost for implementing community economic infrastructure projects. Not exceeding 80% of the total eligible project cost for all other projects.

Location: Not applicable

Website: <http://www.aadnc-aandc.gc.ca/eng/1100100033414/1100100033415>

Program/Policy: **Council for the Advancement of Native Development Officers (CANDO)**

Province: National

Type of organization: Non-government

Date established: 1990

Purpose: Cando is a national Indigenous organization that provides programs and services to Economic Development Officers. It provides training, certification programs, a toolkit and other resources, an annual conference, and a nationally recognized network of Economic Development Officers (EDOs), corporate leaders and government representatives.

Target Groups: Memberships are targeted towards EDOs, economic development personnel within an Aboriginal community or organization, and post-secondary students as well.

Location: Edmonton, Alberta

Website: <http://www.edo.ca/>

Program/Policy: **Employment Partnerships Program**

Province: Alberta

Type of organization: Government

Date established: Unknown

Purpose: Funds Indigenous employment development projects and provides assistance to Indigenous communities and organizations in order to help them connect their members to employment and training.

Target Groups: Tribal councils, First Nations, Métis Settlements, Indigenous serving organizations and registered NFP organizations.

Amounts available: No maximum level of funding. Grant amounts based on the availability of funding, alignment to EPP priorities, and ability of partners to make financial and/or in-kind contributions.

Location: Not applicable

Website: <http://indigenous.alberta.ca/Employment-Partnerships-Program.cfm>

Program/Policy: **First Nations and Métis Community Engagement Project Fund**

Province: Saskatchewan

Type of organization: Government

Purpose: Financial support for innovative projects and partnerships that involve partnerships with First Nation and Métis communities, agencies or NFPs.

Target Groups:	Representatives of Saskatchewan based First Nation Band Councils or Tribal Councils, Métis Nations, First Nations or Métis representative organizations, Aboriginal NFPs, and non-Aboriginal NFPs seeking partnerships with Aboriginal communities. For projects that benefit First Nations or Métis clientele, a municipality or government organizations.
Amounts available:	Office of Interlocutor may provide a maximum of \$15,000 for community projects or \$45,000 for regional or multi-party projects.
Location:	Not applicable
Website:	https://www.saskatchewan.ca/residents/first-nations-citizens/saskatchewan-first-nations-metis-and-northern-initiatives/first-nations-and-metis-community-engagement-projects

Program/Policy:	First Nations Clean Energy Business Fund
Province:	British Columbia
Type of organization:	Government
Date established:	Unknown
Purpose:	Fund to provide agreements between BC Government and successful applicants for capacity and equity funding. Also provides revenue sharing agreements between BC Government and eligible First Nations.
Target Groups:	BC Indigenous communities: a First Nations band or a First Nation governing body.
Organizational funds:	Fund provides revenue sharing agreements between BC Government and eligible First Nations. 50% of new incremental water and land rentals for any one project is deposited back into FNCEBF. 75% of those funds are shared directly with First Nations whose territory may be impacted by a clean energy project (total 37.5% of deposited rentals, remaining 12.5% stays in fund for further grant support).
Amounts available:	Limited to maximum \$50,000 per eligible applicant regardless of the number of potential projects in the applicant's traditional territory. To date, more than \$9M funded since 2012 to support projects. Because of success and Government position, additional 5% allocated directly to remote communities for three-year funding term (Jan 2017).
Location:	Ministry of Indigenous Relations and Reconciliation, Victoria, BC
Website:	https://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations/first-nations-clean-energy-business-fund

Program/Policy:	First Nations Development Fund Grant Program
Province:	Alberta
Type of organization:	Government
Date established:	Unknown
Purpose:	Money from gaming provides funding for social, economic and community development projects.
Target Groups:	Exclusively for First Nations Band Councils in Alberta.
Organizational funds:	Comes from a percentage of revenue from Government-owned slot machines in First Nations casinos.
Location:	Not applicable
Website:	http://indigenous.alberta.ca/FNDF-Grant-Program.cfm

Program/Policy:	First Nations Tax Commission
Province:	National
Type of organization:	Government
Date established:	Unknown
Purpose:	To help First Nation governments build and maintain fair and efficient tax regimes to ensure First Nations communities benefit from these systems.
Target Groups:	First Nation communities
Organizational funds:	Established through agreement with INAC
Location:	Ottawa, ON
Website:	http://fntc.ca/
Program/Policy:	First Nations Technology Council
Province:	British Columbia
Type of organization:	Non-Government
Date established:	2002
Purpose:	Indigenous-led organization that services British Columbia's First Nations communities in training, support and tools for technology and innovation opportunities. FNTC's mandates are geared toward "connectivity, digital skills capacity development, technical services and support, and information management."
Target Groups:	First Nations communities in British Columbia
Organizational funds:	FNTC is partnered with several companies and organizations but does not specify which are financial contributors.
Location:	North Vancouver, BC
Website:	http://www.technologycouncil.ca/
Program/Policy:	Lands and Economic Development Services Program
Province:	National
Type of organization:	Government
Date established:	2014
Purpose:	Program administered by INAC offers funding to First Nation and Inuit communities to deliver economic development services, allow communities greater control over reserve lands, resources and environment, help build capacity to effectively manage their lands and to provide support services that prevent contamination of reserve lands.
Target Groups:	Initiatives dedicated to land and environmental management and economic development, support Indigenous participation, and initiatives that promote on-reserve environmental management and pollution prevention.
Amounts available:	The stacking limit maximum level of funding to a recipient from all sources (including federal, provincial/ territorial and/or municipal) for any one activity, initiative or project is 100% of eligible costs.
Location:	Not applicable
Website:	http://www.aadnc-aandc.gc.ca/eng/1100100033423/1100100033424

Program/Policy:	Saskatchewan First Nations Economic Development Network
Province:	Saskatchewan
Type of organization:	Non-government
Date established:	2012
Purpose:	To support and enhance the “sustainable economic livelihood of Saskatchewan First Nations communities through building capacity, relationships and knowledge”.
Target Groups:	Saskatchewan First Nations
Location:	Saskatoon, SK
Website:	http://sfnedn.com/
Program/Policy:	Saskatchewan First Nations Natural Resource Centre of Excellence
Province:	Saskatchewan
Type of organization:	Non-government
Date established:	2009
Purpose:	To provide support and work with First Nation communities in creating opportunities for the innovative, sustainable and environmentally responsible development of the natural resources within their lands and Indigenous territories.
Target Groups:	Saskatchewan First Nation communities
Organizational funds:	Partnered with AANDC, SIIT, and affiliated with FSIN, Petroleum Human Resources Council of Canada, National Energy Business Centre of Excellence, and CAPP.
Location:	Saskatoon, SK
Website:	http://skfncentre.ca/
Program/Policy:	Saskatoon Tribal Council (STC) – Economic Development Services
Province:	Saskatchewan
Type of organization:	Non-government
Date established:	1982
Purpose:	Supports two STC mandates: “Generates wealth and employment opportunities through the creation or acquisition of profitable business ventures;” and “provide business advisory support for STC First Nation’s economic ventures.” Economic Development arm includes industry partnerships.
Target Groups:	STC Member First Nations, which includes seven First Nations in Saskatchewan. Training programs are offered to off-reserve First Nations residents of Saskatoon (e.g., urban First Nations not registered under any STC member nations).
Organizational funds:	AANDC-funded, also operates through business partnerships that are for-profit businesses.
Location:	Saskatoon, SK
Website:	https://www.sktc.sk.ca/about-stc/economic-development/
Notes:	STC Skills & Training programming includes: Rural Labour Force Program, Urban Labour Force Program, STC Career Centre, Aboriginal Youth Entrepreneurship Program, Urban Navigator Program, Job Finding Club/STC Legacy Project, Pre-Employment Support Program (PES).

B. Resources to help Aboriginal businesses to succeed

Program/Policy:	Aboriginal Business and Community Development Centre
Province:	British Columbia
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Facilitating business and community development in north-central British Columbia, business/entrepreneurial support, and developing strategic partnerships to support clients and increase capacity.
Target Groups:	Indigenous entrepreneurs
Location:	Prince George, BC.
Website:	https://abdc.bc.ca/

Program/Policy:	Aboriginal Business and Entrepreneurship Skills Training (BEST)
Province:	British Columbia
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Advance skills in business development through workshop training.
Target Groups:	Aboriginal, Métis, Inuit, status or non-status, who are interested in starting their own business or advancing existing business
Organizational funds:	Sponsored in 2017 by the BC Ministry of Advanced Education, Skills and Training with additional funding from the Canada-BC Labour Market Agreement, and support and funding from Vancity Credit Union.
Location:	Based in BC, offered each year in at least 6 communities
Website:	http://aboriginalbest.com/

Program/Policy:	Aboriginal Chamber of Commerce
Province:	Manitoba
Type of organization:	Non-government
Date established:	2004
Purpose:	Enhancing Aboriginal business through networking, education, leadership, and advocacy.
Target Groups:	Aboriginal and non-Aboriginal businesses.
Location:	Winnipeg. MB
Website:	https://www.aboriginalchamber.ca/

Program/Policy:	Aboriginal Women's Business Entrepreneurship Network (AWBEN)
Province:	Canada-wide
Type of organization:	Non-government
Date established:	2012

Purpose: Providing a network and resources for Aboriginal women entrepreneurs, hosting conferences as well as training for business development

Target Groups: Aboriginal women and gender-diverse entrepreneurs

Amounts available: Funded by AANDC to NWAC (Native Women’s Association of Canada).

Location: Akwesasne, ON

Website: <https://www.awben.org/>

Program/Policy: **Aksis - Edmonton’s Aboriginal Business and Professional Association**

Province: Alberta

Type of organization: Non-government

Date established: Unknown

Purpose: Providing a network for Aboriginal businesses, advocating for the development of Aboriginal business in Edmonton, and providing workshops and events geared towards business development.

Target Groups: Indigenous individuals and businesses located in Edmonton.

Location: Edmonton, AB

Website: <https://aksisyeg.ca>

Program/Policy: **Canadian Council for Aboriginal Business (CCAB)**

Province: National

Type of organization: Non-government

Date established: 1982

Purpose: Enhances Aboriginal business through networking, programming, tools and training, business awards and national events.

Target Groups: Aboriginal and non-Aboriginal businesses and communities, entrepreneurs.

Location: Toronto, Ontario

Website: <https://www.ccab.com/>

Program/Policy: **Ch’nook**

Province: British Columbia

Type of organization: Non-Government

Date established: Unknown

Purpose: Founded by the Sauder School of Business at UBC Vancouver campus. Ch’nook develops leadership and management skills for business and economic success. Programs offered are Aboriginal Management Certificate Program for Business People & Entrepreneurs, and Ch’nook Scholars Program for Post-Secondary Students

Target Groups: Indigenous communities, business and academic partners, and students

Amounts available: Funding partners: Vancity, Leith Wheeler, Encana, Crowe Horwath, CPA, Goldcorp, TD Canada Trust, Shell, Jeanne Elliot, Aquilini Family, Gorden Keep.

Location: Vancouver, BC

Website: <https://www.sauder.ubc.ca/Programs/Chnook>

Program/Policy:	Community Futures Treaty 7
Province:	Alberta
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Lending services, business support services.
Target Groups:	First Nation individuals within the Treaty 7 catchment area.
Organizational funds:	Community Futures Alberta is funded by Government of Canada through Western Economic Diversification Canada.
Location:	Calgary, AB
Website:	http://www.t7edc.com/index.htm
Program/Policy:	Community Futures Development Corporation of Central Interior First Nations
Province:	BC
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Lending services, business support services.
Target Groups:	Indigenous communities within the Thompson, Shuswap, Nicola, Fraser Canyon, Lillooet and Okanagan areas.
Organizational funds:	Community Futures is funded by Government of Canada
Location:	Kamloops, BC
Website:	http://cfdfcofcifn.com/programs/
Program/Policy:	Dana Naye Ventures
Province:	Yukon
Type of organization:	Non-Government
Date established:	1985
Purpose:	Provides business training and support services as well as financing for entrepreneurs.
Target Groups:	Entrepreneurs in Yukon and northern BC
Location:	Whitehorse, YT
Website:	http://www.dananaye.yk.net/
Program/Policy:	Indigenous Business Advisory Centres
Province:	British Columbia
Type of organization:	Government
Date established:	Unknown
Purpose:	Providing Indigenous entrepreneurs with support and advice on business start-up or expansion, partnerships, and planning.
Target Groups:	On- and off-reserve businesses, Aboriginal entrepreneurs in Cranbrook, Fort St. John, Prince George and surrounding areas.
Organizational funds:	Funded through First Citizens Fund.

Location: Northeast Aboriginal Business Centre: Fort St. John, Kootenay Aboriginal Development Agency: Cranbrook, Prince George Business Development Centre: Prince George.

Website: <https://www2.gov.bc.ca/gov/content/governments/indigenous-people/economic-development/business-advisory-centres>

Program/Policy: **Indigenous Business and Investment Council**

Province: British Columbia

Type of organization: Non-government

Date established: 2011

Purpose: Increasing Indigenous participation in the economy through advocacy, networking between new and existing Indigenous businesses/communities. Provides links to other resources and service providers for entrepreneurs, community economic development, and non-Aboriginals wanting to work with First Nations. Indigenous business directory – does not provide services directly.

Target Groups: Indigenous businesses, communities, and non-Indigenous businesses interesting in working with First Nations across BC

Organizational funds: Funding through Government of British Columbia. Amounts not available.

Location: Victoria, BC

Website: <https://www.bcibic.ca/>

Notes: Created under the BC Jobs Plan in September 2011.

Program/Policy: **Indigenous Chamber of Commerce Saskatchewan**

Province: Saskatchewan

Type of organization: Non-government

Date established: 2018

Purpose: The Indigenous Chamber of Commerce of Saskatchewan acts as a hub and resource for Indigenous business in the province of Saskatchewan.

Target Groups: Indigenous businesses, communities, and non-Indigenous businesses interesting in working with First Nations across Saskatchewan

Location: Saskatoon, SK

Website: <https://iccsask.ca>

Notes: Partnership between Government of MB and Manitoba Métis Federation.

Program/Policy: **Indigenous Women's Business Network**

Province: British Columbia

Type of organization: Non-Government

Date established: Unknown

Purpose: To provide business support, network and resources for female Indigenous entrepreneurs by offering networking events, training sessions and online resources to their members.

Target Groups: Indigenous women entrepreneurs

Location: New Westminster, BC

Website: <https://www.indigenouswomenbc.com/>

Program/Policy:	Kootenay Aboriginal Business Development Agency (KABDA)
Province:	British Columbia
Type of organization:	Non-Government
Date established:	Unknown
Purpose:	To increase the number of Aboriginal businesses and their profitability in the Kootenay region by offering business services, promotion, and being a conduit of information. KABDA provides business coaching, business plan development and research, lending advisory, and business seminars and workshops.
Target Groups:	Aboriginal entrepreneurs and businesses in the Kootenay region
Location:	Cranbrook, BC
Website:	http://www.kabda.org/

Program/Policy:	Métis Economic Development Organization (MEDO)
Province:	Manitoba
Type of organization:	Non-government
Date established:	Unknown
Purpose:	MEDO is a business investment and management firm derived from Métis Economic Development Strategy (MEDS) and is governed by Manitoba Métis Federation. MEDO works with the Manitoba Métis Federation in making 'key business investment decisions based on generating profit and building capacity'.
Target Groups:	Manitoba Métis
Organizational funds:	Métis Generation Fund that holds \$3-5 million in equity.
Location:	Winnipeg, MB
Website:	MEDO: http://www.themedo.ca/index.html

Program/Policy:	Naut'sa mawt Resources Group
Province:	British Columbia
Type of organization:	Non-Government
Date established:	1997
Purpose:	Offers strategic business partnerships and projects with service providers and manufacturers to enhance Aboriginal opportunities in economic development.
Target Groups:	Service providers and manufacturers in private and public sector interested in partnering in Aboriginal business.
Location:	Delta and Chemainus, BC
Website:	https://www.nautsamawtresources.com/

Program/Policy:	Northeast Aboriginal Business Centre
Province:	British Columbia
Type of organization:	Non-Government
Date established:	Unknown

Purpose: Providing business and entrepreneurial support and resources through business plan development, business loans and grant support, market research, aftercare services, and economic liaison services with industry and government.

Target Groups: Indigenous individuals and businesses in northeast British Columbia region.

Location: Fort St. John, BC

Website: Unavailable

Program/Policy: **Northeastern Alberta Aboriginal Business Association**

Province: Alberta

Type of organization: Non-government

Date established: 1993

Purpose: NAABA consists of a growing interest group of Aboriginal Businesses, committed to enhancing and creating an environment, which promotes businesses, jobs, and training for the betterment of all aboriginal people in the region.

Target Groups: Manitoba Métis

Location: Fort McMurray, AB

Website: <https://www.naaba.ca>

C. Resources to help individuals access employment opportunities

Program/Policy: **Aboriginal Community Careers Employment Services Society (ACCESS)**

Province: British Columbia

Type of organization: Government

Date established: 1999

Purpose: Offers employment and training services to enhance education and skills for Indigenous individuals in the job market. ACCESS also offers counselling, support and financial services.

Target Groups: Urban Aboriginal individuals in metro Vancouver

Amounts available: Funded by Service Canada and Government of British Columbia.

Location: West Vancouver, BC

Website: <http://accessfutures.com/>

Program/Policy: **Aboriginal Futures**

Province: Alberta

Type of organization: Non-government

Date established: 2000

Purpose: To enhance employment skills, create opportunity for self-sufficiency and independence through career or employment counselling, programs and services

Target Groups: Indigenous people in Calgary and surrounding area

Amounts available: Funded by Community Futures Treaty 7, Service Canada and Alberta Human Services.

Location: Calgary, AB.

Website: <http://aboriginalfutures.com/>

Program/Policy: **Aboriginal Job Board**

Province: National

Type of organization: Government

Date established: Unknown

Purpose: Online employment community that highlights employers that are dedicated to hiring Aboriginals within their organization.

Target Groups: Aboriginal job seekers and any businesses interested in hiring Aboriginal employees.

Amounts available: Funded in part by Employment Ontario and Service Canada “as well as many other funding partners”.

Location: Toronto, ON

Website: <https://aboriginaljobboard.ca/>

Program/Policy: **Aboriginal Skills and Employment Training Strategy (ASETS)**

Province: All

Type of organization: Government

Date established: 2010

Purpose: All Indigenous people may access ASETS programs and services including: skills development, training for high-demand jobs, job finding, programs for youth, programs for urban and Indigenous people with disabilities, and access to child care.

Target Groups: All Indigenous people across Canada

Organizational funds: ASETS is funded by Government of Canada through the Department of Employment and Social Development. Funding for ASETS is distributed by region using an allocation model. Maximum level of financial support will not exceed \$50 million per year.

Location: Multiple

Website: <https://www.canada.ca/en/employment-social-development/services/indigenous/asets.html>

Program/Policy: **Aboriginal Training-to-Employment Program**

Province: Alberta

Type of organization: Government

Date established: Unknown

Purpose: Government of Alberta will provide funds to support partnerships between Indigenous organizations, industry and government that result in the development of programs to help unemployed or marginally employed Indigenous people to gain the necessary skills training and/or work experience in projects to obtain and maintain long-term employment.

Target Groups: Indigenous communities, organizations, other governments, industry and other interested parties

Amounts available: Funded by Government of Alberta

Location: N/A

Website: <http://www.humanservices.alberta.ca/AWonline/ETS/4376.html>

Program/Policy: Athabasca Tribal Council Employment and Training (Aboriginal Skills Employment and Training Strategy)

Province: Alberta

Type of organization: Non-government

Date established: Unknown

Purpose: Providing support for ATC members seeking employment and training with offices at each of the 5 ATC First Nations.

Target Groups: Five First Nations under Athabasca Tribal Council as well as all self-identified First Nations peoples residing on or off-reserve, or in an urban community and catchment area.

Amounts available: Funded by Government of Canada through ASETS program and funded under the authority of Section 63 Employment Insurance Act

Location: Fort McMurray, AB.

Website: <http://atc97.org/our-services/employment-training/>

Program/Policy: Atoske Action Group (Wabasca and Region)

Province: Alberta

Type of organization: Non-government

Date established: 2013

Purpose: Providing training, employment and entrepreneurial opportunities, to develop and implement a sustainable workforce

Target Groups: Job seekers, employers, students, entrepreneurs, new residents, community visitors, people on or seeking EI, pensioners and apprentices

Amounts available: Partnered with Government of Alberta, Bigstone Cree Nation, Careers the Next Generation, Canadian Natural, KOCH Exploration, Laracina Energy Ltd, Learning Communities, M.D. of Opportunity No. 17, Metis Local 90, Northland School Division, Northern Lakes College, OSUM, TransCanada Pipelines Ltd, and Sunshine Oilsands Ltd.

Location: Desmarais, AB.

Website: <http://www.atoskeactiongroup.ca/>

Program/Policy: Centre for Aboriginal Human Resource Development Inc. (CAHRD)

Province: Manitoba

Type of organization: Non-government

Date established: In operation for 30+ years

Purpose: Providing education and training, employment services, support programs, counselling, daycare to enhance and sustain employment amongst Aboriginal peoples in Winnipeg

Target Groups: Aboriginal individuals in Winnipeg

Amounts available: Government of Canada ASETS Program

Location: Winnipeg, MB.

Website: <http://cahrd.org/>

Program/Policy:	Employment Partnerships Program
Province:	Alberta
Type of organization:	Government
Date established:	Unknown
Purpose:	Assist Indigenous communities and organizations connect their members to employment and training by funding Indigenous employment development projects.
Target Groups:	Tribal councils, First Nations, Métis Settlements, Indigenous serving organizations and registered NFP organizations.
Amounts available:	No maximum level of funding. Grant amounts based on the availability of funding, alignment to EPP priorities, and ability of partners to make financial and/or in-kind contributions.
Location:	Not applicable
Website:	http://indigenous.alberta.ca/Employment-Partnerships-Program.cfm

Program/Policy:	EXPORT
Province:	Saskatchewan, with partner communities in British Columbia, Alberta and Ontario
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Skills inventory and vendor registration database developed by Saskatchewan First Nations Natural Resource Centre of Excellence.
Target Groups:	Indigenous individuals seeking employment, Indigenous businesses, Indigenous communities and corporate partners.
Amounts available:	Partnered with BHP Billiton, Government of Saskatchewan, and Aboriginal Affairs and Northern Development Canada.
Location:	Saskatoon, SK
Website:	https://exportdata.ca/

Program/Policy:	Indigenous Works
Province:	National
Type of organization:	Non-government
Date established:	1998 (formerly Aboriginal Human Resource Council prior to 2016)
Purpose:	Enhancing partnerships between corporations and Indigenous communities, and advancing workplace inclusion efforts.
Target Groups:	Indigenous and non-Indigenous companies and organizations
Organizational funds:	No core government funding. Supported by companies/organizations through membership access and public and private sector funding.
Location:	Saskatoon, Saskatchewan
Website:	https://www.indigenoucareers.org/

Program/Policy:	Métis Employment & Training Program
Province:	British Columbia
Type of organization:	Non-Government
Date established:	1996
Purpose:	The Métis Nation British Columbia administers the Métis Employment & Training Program (METP) to improve the employment potential, earning capacity and self-sufficiency of Métis people in British Columbia.
Target Groups:	Metis citizens in British Columbia
Amounts available:	Funding from Ministry of Social Development and Poverty Reduction, Ministry of Indigenous Relations and Reconciliation, Ministry of Mental Health and Addictions, Status of Women Canada, and INAC.
Location:	Terrace, BC
Website:	https://www.mnbc.ca/directory/view/342-ministry-of-employment-training
Program/Policy:	Métis Settlements Strategic Training Initiatives
Province:	Alberta
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Formed by the Metis Settlements to provide training and educational opportunities to Metis Settlement Members. MSSTI assist our Members with entering or re-entering the workforce, retaining active employment, or enhancing their skills to advance in their chosen profession
Target Groups:	Métis individuals
Amounts available:	Amounts not available – funded by the eight Métis settlements of Alberta
Location:	Edmonton, AB
Website:	http://msgcweb.ca/strategic-training-initiatives/
Program/Policy:	North East Native Advancing Society
Province:	British Columbia
Type of organization:	Non-Government
Date established:	1990
Purpose:	Provides services in skills enhancement, job search, employment maintenance and career decision-making while simultaneously delivery cultural appropriate programming. NENA offers the following programs: Aboriginal Skills to Employment Training Strategy, Sas Natsadle Aboriginal Head Start Program, Infant and Child Development Program, Skills and Partnership Fund Initiative, Rising Spirit Aboriginal Youth Centre, and Aboriginal Centre for Innovation and Leadership.
Target Groups:	Indigenous peoples in the northeast British Columbia region.
Location:	Fort St. John, BC
Website:	http://www.nenas.org/

Program/Policy:	Oteenow Employment and Training Society
Province:	Alberta
Type of organization:	Non-government
Date established:	1992
Purpose:	Part of ASETS, matches applicants to jobs in a wide-range of sectors.
Target Groups:	First Nations and Inuit people living in Edmonton and area.
Amounts available:	Funded by Government of Alberta
Location:	Edmonton, AB
Website:	https://oteenow.com
Program/Policy:	Rupertsland Institute: Métis Centre of Excellence
Province:	Alberta
Type of organization:	Non-government
Date established:	2010
Purpose:	Enhancing the self-sufficiency and well-being of Alberta Métis through education, training and research, influencing education policies, identifying and advocating for employment and skills opportunities, and conducting research that enables a better understanding of Métis people.
Target Groups:	Métis in Alberta; provides funding to Post-Secondary & Trades Funding and Métis Scholars Awards.
Location:	11 Locations across Alberta
Website:	http://www.rupertsland.org/
Program/Policy:	Saamis Aboriginal Employment and Training Association
Province:	Alberta
Type of organization:	Non-government
Date established:	Unknown
Purpose:	Provides training, events and funding to Métis and First Nations individuals to enhance education, obtain work experience or secure employment.
Target Groups:	Individuals who are unemployed, employment threatened and/or under employed
Location:	Medicine Hat and Lethbridge, AB
Website:	http://www.saamisaboriginal.ca
Program/Policy:	Spirit Staffing & Consulting
Province:	Alberta
Type of organization:	Non-government
Date established:	1998
Purpose:	Employment agency for Indigenous people and those looking to employ them. Also provides safety training.
Target Groups:	Indigenous individuals and businesses.
Amounts available:	Funded by Government of Alberta

Location:	Calgary, AB
Website:	https://www.spiritstaffing.com
Program/Policy:	Trade Winds to Success Training Society
Province:	Alberta
Type of organization:	Non-government
Date established:	2005
Purpose:	Providing pre-apprenticeship training and shop experience in construction trades.
Target Groups:	First Nations, Metis and Inuit individuals
Amounts available:	Partnered with Indigenous community organizations and government funding agencies
Location:	Edmonton and Calgary, AB.
Website:	https://tradewindstosuccess.ca/
Program/Policy:	Tribal Chiefs Employment and Training Services Association
Province:	Alberta
Type of organization:	Non-government
Date established:	Unknown
Purpose:	TCETS is an Aboriginal Skills and Employment Training (ASETS) holder. TCETSA offers the programs focused on reducing employment barriers.
Target Groups:	Indigenous individuals located in Northeast Alberta
Amounts available:	Partnered with First Nations: Beaver Lake First Nation, Cold Lake First Nations, Frog Lake First Nation, Heart Lake First Nation, Kehewin Cree Nation, and Whitefish Lake First Nation; and Business partnerships with PIMEE Well Servicing, Seven Lakes Oilfield Services, and Statoil.
Location:	Central office in Edmonton
Website:	http://tcetsa.ca/
Program/Policy:	Women Building Futures (WBF) Society
Province:	Alberta
Type of organization:	Non-government
Date established:	1998
Purpose:	To provide women with job training, opportunities, assessment and job retention support. Goal to increase participation of Indigenous women in WBF programs by offering specifically Indigenous Women Training & Support.
Target Groups:	Women in Alberta
Amounts available:	Partnerships with North West Refining and the Canadian Natural Resources Unlimited
Location:	Edmonton and Fort McMurray, AB
Website:	https://www.womenbuildingfutures.com/indigenous-services/overview

D. Industry organizations

Sector	Name	Location	Province	Website
Energy & mining	Canadian Aboriginal Minerals Association	Capreol	ON	https://aboriginalminerals.com
Energy & mining	First Nations Energy and Mining Council	West Vancouver	BC	www.fnemc.ca
Energy & mining	Indian Resource Council	Tsuu T'ina Nation	AB	http://www.irccanada.ca
Energy & mining	Saskatchewan First Nations Natural Resource Centre of Excellence	Saskatoon	SK	http://skfncentre.ca/
Fisheries & aquaculture	A-Tlegay Fisheries Society	Campbell River	BC	http://www.a-tlegay.ca
Fisheries & aquaculture	First Nations Fisheries Council of BC	Vancouver	BC	www.fnfisheriescouncil.ca
Forestry	First Nations Forestry Council	West Vancouver	BC	www.fnforestrycouncil.ca
Forestry	National Aboriginal Forestry Association	Pikwàkanagàn	ON	http://www.nafaforestry.org
Tourism	Aboriginal Tourism Association of British Columbia	West Vancouver	BC	www.indigenoussc.com
Tourism	Indigenous Tourism Association of Canada		National	https://indigenoustourism.ca/en/

E. Resources that provide advice to government

Program/Policy:	Alberta Lands & Economic Development Advisory Committee (AlbertaLEDAC)
Province:	Alberta
Type of organization:	Non-government
Date established:	2013
Purpose:	Provides strategic advice, input and recommendations to INAC regarding its lands, environment and economic development programs and maintain a partnership between INAC and Land, Economic and Business Development Practitioners to achieve successful program outcomes.
Target Groups:	Individuals, communities, businesses interested in INAC program development.
Location:	Not applicable
Website:	http://www.albertaledac.com/resources/technical-toolkit
Program/Policy:	National Indigenous Economic Development Board (NIEDB)
Province:	National
Type of organization:	Non-government
Date established:	1990

Purpose:	Enhancing engagement with Indigenous peoples and advocating opportunities for Indigenous economic development. The NIEDB provides advice and guidance to the federal government on issues related to Indigenous economic opportunities that enable the Indigenous peoples of Canada to have a voice in government policy. It also produces economic benchmarking to track the economic progress of First Nations, Inuit and Métis people in Canada.
Target Groups:	Indigenous peoples and communities, federal government.
Location:	Gatineau, Quebec
Website:	http://www.naedb-cndea.com/en/home/

F. Aboriginal Financial Institutions (AFIs)

Name	Location	Notes
BRITISH COLUMBIA		
All Nations Trust Company (ANTCO)	Kamloops	Funded in part by First Citizens Fund (BC Govt Endowment) and Business Equity Fund (INAC)
Burns Lake Native Development Corporation (BLNDC)	Burns Lake	
Community Futures Development Corporation (CFDC) of Central Interior First Nations	Kamloops	Part of Community Futures*
Haida Gwaii Community Futures	Massett	Part of Community Futures*
Native Fishing Association (NFA)	West Vancouver	
Nuu-chah-nulth Economic Development Corporation (NEDC)	Port Alberni	Funded in part by First Citizens Fund (BC Govt Endowment)
Stó:lō Community Futures Corporation (SCF)	Chilliwack	
Northern Development Initiative Trust	Prince George	
Tale’Awtxw Aboriginal Capital Corporation (TACC)	West Vancouver	Funded by First Citizens Fund - BC Govt Endowment and Business Equity Fund (INAC)
Tribal Resources Investment Corporation (TRICORP)	Prince Rupert	Funded by First Citizens Fund - BC Govt Endowment
ALBERTA		
Alberta Indian Investment Corporation (AIIC)	Enoch	
Apeetogosan (Métis) Development Inc. (AMDI)	Edmonton	
Community Futures Treaty 7 (CFT7)	Calgary	Part of Community Futures*
Indian Business Corporation (IBC)	Calgary	Funded partly by Siksika Nation, GoA and loan from AltaGas.
Settlement Investment Corporation (SIC)	Edmonton	
MANITOBA		
Cedar Lake Community Futures Development Corporation	The Pas	Part of Community Futures*
Community Futures North Central Development (CFNCD)	Thompson	Part of Community Futures*
Dakota Ojibway Community Futures Development Corporation (DOCFDC)	Headingley	Part of Community Futures*
First Peoples Economic Growth Fund Inc. (FPEGF)	Winnipeg	Funded by the province of Manitoba from gaming revenue
Kitayan Community Futures Development Corporation	Winnipeg	Part of Community Futures*
Me-dian Credit Union	Winnipeg	For Manitoba Métis people

Métis Economic Development Fund (MEDF)	Winnipeg	
Louis Riel Capital Corporation (LRCC)	Winnipeg	Funded in part by Aboriginal and Northern Development Canada (AANDC)
Northwest Community Futures Development Corporation	Lynn Lake	Part of Community Futures*
Southeast Community Futures Development Corporation	Winnipeg	Part of Community Futures*
Tribal Wi-Chi-Way-Win Capital Corporation (TWCC)	Winnipeg	
SASKATCHEWAN		
Beaver River Community Futures Development Corporation (BRCFDC)	Meadow Lake	Part of Community Futures*
Clarence Campeau Development Fund (CCDF)	Saskatoon	
Northern Enterprise Fund Inc. (NEFI)	Saskatchewan	
Saskatchewan Indian Equity Foundation Inc. (SIEF)	Asimakaniseekan Askiy Reserve	
SaskMétis Economic Development Corporation (SMEDCO)	Saskatoon	
Visions North CFDC	LaRonge	Part of Community Futures*
NATIONAL		
First Nations Bank of Canada	National; headquarters in Saskatoon	

* Community Futures is a government-funded grassroots approach to community and economic development, primarily focused on creating jobs outside major urban centres in Western Canada.

G. Government funding for Funders

Program/Policy:	Aboriginal Business and Entrepreneurship Development Canada (ABED)
Province:	All
Type of organization:	Government
Date established:	Unknown
Purpose:	Collaborating with Aboriginal entrepreneurs and its partners to provide a range of services and supports. These include financial support as well as mentoring services.
Target Groups:	Individuals of Canadian Aboriginal Heritage, Status or Non-status Indian, Métis or Inuit, or majority-owned Aboriginal businesses, or Aboriginal communities and/or development corporation.
Organizational funds:	Through the Program Delivery Partners (PDP) initiative, AANDC partners with Aboriginal Financial Institutions (AFIs) to deliver funding for business development.
Amounts available:	Individual Aboriginal entrepreneurs may receive up to \$99,999 in funding assistance. For community-owned businesses, this assistance can vary.
Location:	Not applicable
Website:	http://www.aadnc-aandc.gc.ca/eng/1375201178602/1375202816581

Notes: AKA: Business Equity Program, Aboriginal Business Canada, Aboriginal Business Development Fund, Aboriginal Business and Entrepreneurship Fund, Policy PDF: https://www.gov.mb.ca/inr/major-initiatives/pubs/metis_policy_en.pdf

Program/Policy: **First Citizens Fund Aboriginal Business Loan Program**

Province: British Columbia

Type of organization: Government, in partnership with several BC Indigenous Organizations

Date established: 1969

Purpose: 7 Program Areas providing assistance in various business developments and cultural assistance through programs, services and initiatives. Each area is managed and delivered in partnership with various BC Indigenous organizations. (See notes)

Target Groups: Indigenous small businesses, advocates for First Nation language preservation, friendship centres, Elders and students

Organizational funds: Initially allocated \$25M, in 2001 the BC Government doubled the value of the fund to what is now approximately \$72M

Location: Government of BC

Website: <https://www2.gov.bc.ca/gov/content/governments/indigenous-people/first-citizens-fund>

Notable: Lenders include: All Nations Trust Co, Nuuchah Economic Development Corp, Tale'awtxw Aboriginal Capital Corp, and Tribal Resources Investment Corp ABRInfo@gov.bc.ca, or contact each Lender

Program/Policy: **Gaming Trusts and Grants**

Province: Saskatchewan

Type of organization: Government

Date established: 2002

Purpose: Funding for initiatives related to economic development, and for many other developmental and charitable purposes.

Target Groups: Organizations located in a community near a Saskatchewan casino. Applications are available to First Nations and non-First Nations groups.

Organizational funds: The Ministry of Government Relations distributes casino gaming profits to the First Nations Trust, the Métis Development Fund, and Community Development Corporations (CDC). "CDCs receive an equivalent to 25% of the net profits of the on-reserve casinos operated by the Saskatchewan Indian Gaming Authority (SIGA)."

Location: Saskatoon, SK

Website: <http://www.saskatchewan.ca/business/first-nations-metis-and-northern-community-businesses/gaming-trusts-and-grants>

Notes: Created under the 2002 Gaming Framework Agreement signed between the Federation of Saskatchewan Indian Nations (FSIN) and the Government of Saskatchewan.

Program/Policy: **New Relationship Trust**

Province: British Columbia

Type of organization: Non-government

Date established: 2006

Purpose: NRT invests in BC First Nations by supporting them in five key capacity development areas: Governance capacity, Education, Language & Culture, Youth & Elders, and Economic development.

The Entrepreneur Equity Matching Initiative (EEMI) and the Community Equity Matching Initiative (CEMI) support new or expanding First Nation businesses and communities in BC by providing matching equity through BC Aboriginal Financial Institutions.

Target Groups: BC First Nations communities and individuals.

Organizational funds: \$100M originally given by BC in 2006. New Relationship Trust now manages fund. Of the initial \$100M, just over \$20M was earmarked for programs over the first 3 years, and an additional \$16M has been earmarked until 2019 (3-year period). The remaining dollars have been invested to allow the fund to continue to grow.

Amounts available: Grants only available to First Nations community-owned businesses and BC First Nations entrepreneurs. For 2018 and 2019, \$750K is allocated specifically to Economic Development.

Location: North Vancouver, BC

Website: <http://www.newrelationshiptrust.ca/>
<http://www.newrelationshiptrust.ca/funding/entrepreneurs-community-equity-matching-initiatives/>
