

## Major Resource Development and Managing Change

### Jurisdictional Innovative Practices Involving Northern Communities, Aboriginal Organizations/Businesses, and Industry

#### Alberta

**Resource Based Project:** Cold Lake Oil Sands Area (CLOSA)

**Northern Community/Aboriginal Community, Organization, Business/Industry:** City of Cold Lake

**Innovative Practice:** Housing Incentive Programs

Currently, the residential population of CLOSA sits at 71,100. By 2045, the population is expected to grow to 95,510. The growth is predominantly expected in the Cold Lake – Bonnyville corridor, the central part of CLOSA. In anticipation of future housing concerns and to address immediate needs, the City of Cold Lake has recently implemented 2 notable housing policies:

- The Multi-Unit Rental Housing Incentive Program was developed by the City's Economic Development Advisory Committee and adopted by council in April 2013. The program is intended to encourage development of new multi-unit rental housing of three (3) or more dwelling units to deal with the City's rental housing shortage. In total the Council approved 476 new rental dwelling units to receive funding under this program. In comparison, the City received building applications for only 108 multi-family dwelling units in 2013. Only eight of those units qualified for the rental incentive program, while the rest were likely built to be sold as condominiums. To date 334 of the units that were approved for funding have been built and are either occupied or are nearing completion. The program has been successful in attracting several large-scale rental developers to the community who were not previously active locally. Local developers were not building anything larger than an 8-plex, with no large scale apartment or townhouse development occurring over the 3-4 years prior to the implementation of the incentive program. Most new multiunit construction within the community over this same period was limited to condominiums, rather than rental developments. The incentive program provides up to \$7,500 grant per unit, provided the units are completed and occupied within 24 months from the time of the applications.
- In addition to the Multi-Unit Rental Housing Incentive Program, the City also provides a Rental Rebate Program to assist City employees with high rental costs. The benefit is intended to attract and retain staff.

**Source:**

<http://www.coldlake.com/municipal/coldlake/webcms.nsf/AllDocAdmin/57F9A9AD3605F29F87257C7D005E7D9B?OpenDocument>

#### British Columbia

**Resource Based Project:** Integrated Decision Making

**Northern Community/Aboriginal Community, Organization, Business/Industry:** Ministry of Forests, Lands and Natural Resource Operations; Ministry of Aboriginal Relations and Reconciliation; Ministry of Agriculture; Ministry of Energy and Mines; Ministry of Natural Gas Development

**Innovative Practice:**

Integrated Decision Making (IDM) is a primary driver of the natural resource sector agencies' shared vision of 'One Land Base/One Land Manager' which includes improved management of natural resources in line with the Province's stewardship and sustainability goals. This vision to manage the land base holistically involves three shifts - the way in which clients interact with sector ministries; the way the land base is managed that considers multiple and often overlapping resource uses and their effects; and the way sector ministries make timely, durable decisions on land use through integrated legislation, systems and processes. In this multi-year, sector transformation, the first step - the vision and governance structure for IDM – were established in 2012/13; a major milestone which enables sector-wide accountability for its further development. IDM builds on the significant progress already achieved through existing initiatives such as an expanded FrontCounter BC presence across the province, streamlined authorizations and increased online selfservice tools.

The natural resource ministries involved include: Aboriginal Relations and Reconciliation; Agriculture; Energy and Mines; Natural Gas Development; Environment; and Forests, Lands and Natural Resource Operations. Under the direction of the Natural Resource Board, these ministries are making bold changes to service delivery in the natural resource sector. This sector approach promotes streamlined authorization processes and enhanced access to natural resource public services across the province. The restructuring facilitates more consistent engagement and consultation with industry, stakeholders, partners and clients. It also enhances inclusion of Aboriginal, economic and environmental considerations into decision making.

**Source:** [Ministry of Forests 2012/13 Annual Service Plan Report](#); [The Ministry of Forests, Lands and Natural Resource Operations 2014/15 – 16/17 Service Plan](#)

**Canada**

**Natural Resource Project:** Strategic Partnerships Initiative

**Northern Community/Aboriginal Community, Organization, Business/Industry:** Government of Canada, Provinces and Territories, First Nations and Industry

**Innovative Practice:**

Helps build partnerships among federal departments, Aboriginal communities, provincial and territorial governments, and the private sector that are seeking to increase the participation of Aboriginal Canadians in large-scale economic opportunities.

More than a dozen federal government departments and agencies run programs that support the participation of Aboriginal people in economic development activities. The Strategic Partnerships Initiative brings these parties together to share investments in opportunities that might otherwise limit or exclude Aboriginal involvement; particularly, in natural resource sectors.

The whole-of-government approach of the Strategic Partnerships Initiative is not limited to federal partners. Provincial and territorial governments, the private sector, and Aboriginal individuals, organizations, businesses, and communities are all encouraged to work together to help Aboriginal Canadians take part in economic development opportunities. In fact, the creation of one partnership often leads to new or additional collaborations.

Since its launch in 2010, the Strategic Partnerships Initiative has been used to increase Aboriginal participation in some of the largest natural resource development initiatives across Canada. To March

2013, a total of \$35 million has been invested by federal departments and agencies and \$60 million by various partners to further 12 initiatives. The Initiative has also led to 83 partnerships related to agriculture, mining, energy, fisheries, and forestry.

Launched in 2010, SPI is an ongoing initiative that will result in partnerships and investments in economic and resource development opportunities. Other outcomes identified for SPI include the following:

- capacity for Aboriginal stakeholders;
- co-operation and collaboration between federal and Aboriginal partners;
- simplified government application, monitoring and reporting requirements; and
- strategic federal approach to Aboriginal economic development.

Source: <https://www.aadnc-aandc.gc.ca/eng/1389722109651/1389722158226>

### Manitoba

**Resource Based Project/Program:** Northern Healthy Foods Initiative (NHFI)

**Northern Community/Aboriginal Community, Organization, Business/Industry:** NHFI has a variety of partners, ranging from school divisions and community councils to non-profit organizations and regional health authorities (Food Matters Manitoba; Northern Association of Community Councils; Four Arrows Regional Healthy Authority; Frontier School Division; and Bayline Regional Roundtable). NHFI also utilizes local expertise within northern Manitoban communities in order to build internal capacity. Additionally, NHFI has partnered with other major funding organizations such as Tides Canada.

**Innovative Practice:**

NHFI benefits from several innovative practices which culminate to create a progressive government program that is designed to effectively and efficiently address the systemic issue of food insecurity in Northern Manitoba. These practices include: an interdepartmental approach; community-driven program logic; principles of community economic development; and an inter-jurisdictional approach that fosters inter-governmental cooperation and encourages positive relationship development.

Firstly, NHFI is unique due to the inter-departmental approach which has multiple benefits in terms of service delivery and program success:

- **Public Perception:** Demonstrates Provincial commitment to ensuring that all northern citizens in Manitoba have access to basic needs such as healthy, affordable food.
- **Encourages Collaboration:** breaking down silos within government is paramount to moving the public service into the future. Moreover, having many stakeholders involved in program implementation means that a wider spectrum of the social determinants of health can be addressed through one program. The issue of food security is multi-faceted and does not only imply issues pertaining to lack of proper nutrition. Addressing poverty, education, addiction, mental health etc. will all contribute to developing sustainable communities in Northern Manitoba and should not be looked at in isolation.
- **Increases Efficiency and Effectiveness:** by pooling efforts across departments to achieve shared goals (food security in this case) it becomes possible to streamline government efforts, thereby reducing administrative redundancy and improve operational efficiencies.

NHFI is also unique because the program is community driven. NHFI funds organizations that are constituent driven advocates and the fact that they work at the community level (bottom-up approach) translates into more community buy-in/ownership and greater opportunity for success.

- A tangential benefit to such community-based, participatory programming is that NHFI has the unique ability to work very closely with these community partners through: weekly contact, standardizing process, assisting with issues, understanding needs in community, networking,

collaborating, supporting etc.

The bottom-up nature of NHFI is further reinforced by the fact that NHFI utilizes a community economic development approach that focuses on utilizing local resources in northern communities to ensure that both capacity and infrastructure development is undertaken. In so doing, NHFI is not simply feeding these communities, but rather providing them with the tools, skills, knowledge and physical capacity to foster sustainable communities and food self-sufficiency.

Another benefit that is unique to NHFI is that we work with both First Nations and non-First Nation communities and the flexibility of such cross-jurisdictional freedom translates directly into an ability to serve all northern Manitobans in need of access to fresh, healthy and affordable food. This flexibility also extends to collaboration with federal, provincial, municipal, non-profit and private sector interests.

Source: <http://www.gov.mb.ca/ana/nhfi.html>

#### Newfoundland & Labrador

**Resource Based Project:** Lower Churchill Hydroelectric Project

**Northern Community/Aboriginal Community, Organization, Business/Industry:** The Labrador Aboriginal Training Partnership (LATP) is a partnership between Labrador's three Aboriginal groups – Innu Nation, Nunatsiavut Government, NunatuKavut Community Council (formally Labrador Metis Nation), Nalcor Energy-Lower Churchill Project, the Government of Newfoundland and Labrador and the Government of Canada.

**Innovative Practice:**

LATP is an incorporated non-profit organization that is governed by a Board of Directors, with one voting member from each of the four partners and an Independent Chair to guide the Board's functions.

The mandate of the LATP is to oversee a comprehensive Training-to-Employment Plan that will prepare aboriginal individuals for employment opportunities created through resource development throughout Labrador.

Each Aboriginal group has contributed their own training plan to LATP and each group will have autonomy and flexibility to ensure training opportunities fit their needs. Each Aboriginal group will also have designated LATP staff. The purpose of the LATP is to assist with improving labour market outcomes for Aboriginal people and providing support for a skilled, adaptable and inclusive labour force. LATP will offer education, training, and job placement support to Aboriginal men, women and youth.

Training will focus on apprenticeship type occupations, such areas those applicable to the construction trades. Examples of the type of training opportunities include Heavy Equipment Operator, Iron Worker, Concrete Worker, Truck Driver, various Camp Support positions, and Supervisory and Management positions.

Source: <http://www.latp.ca/home/>

#### Northwest Territories

**Resource Based Project:** Diavik Wind Farm Project

**Northern Community/Aboriginal Community, Organization, Business/Industry:** The Diavik Diamond Mine is an unincorporated joint venture between Diavik Diamond Mines (60% ownership) and Dominion Diamond Diavik Limited Partnership (40% ownership).

**Innovative Practice:** In 2013, the wind farm reduced the mine's annual diesel fuel requirement by 3.8 million litres and provided 8.5 per cent of the mine's power needs. As well, it will reduce Diavik's seasonal winter road fuel haul by approximately 100 loads. The extreme location of the mine meant a highly innovative design was needed for the turbines, in order to maximize their output in the harsh subarctic climate. With temperatures in the winter as low as -40°C, the blades are all fitted with de-icing technology, and represent a new benchmark for wind power in low temperatures.

**Source:** [http://www.diavik.ca/ENG/ouoperations/565\\_wind\\_farm.asp](http://www.diavik.ca/ENG/ouoperations/565_wind_farm.asp)

#### Nunavut

**Resource Based Project:** Iqaluit International Airport Improvement Project

**Northern Community/Aboriginal Community, Organization, Business/Industry:** The Project is a combination of public and private partnerships. Public sector partners include the Government of Nunavut, and Public Private Partnerships Canada. The Private Sector is represented by Arctic Infrastructure Partners including InfraRed Infrastructure Capital Partners, Bouygues Building Canada Inc., Colas Canada Inc., Winnipeg Airports Authority, and Stantec Architecture.

**Innovative Practice:**

The Iqaluit International Airport Improvement Project is the largest public building project ever constructed in Iqaluit and a major project for the Government of Nunavut. Once completed in 2017, it will address many safety and efficiency issues at the current Airport while also offering Nunavummiut, businesses and visitors many improvements to their air travels to and from the region. The Iqaluit International Airport is the major gateway to Nunavut and its capital city of Iqaluit as Nunavut is a unique geographical land mass without roads to connect its communities. The territory is made up of a series of communities on islands and the mainland, with airports as the only transportation link. This makes its airport infrastructure critical to life in Nunavut. Nunavut has grown significantly since the last major investment to the Airport almost two decades ago. In addition to the growing population, Nunavut has seen an increase in mining projects with several major projects anticipated within the next decade. Without the planned improvements, the airport will not be able to handle the increased demands that arise from growth. Expected changes include a new terminal building, improvements to the runway electrical systems, supply of equipment, the design, and repaving of the existing runway and expanding and repaving the areas where the plans park.

**Source:** <http://www.gov.nu.ca/edt/news/premier-ministers-mark-construction-iqaluit-international-airport-improvement-project>

#### Ontario

**Resource Based Project:**

Potential mineral developments in the Ring of Fire

**Northern Community/Aboriginal Community, Organization, Business/Industry:**

Ontario government and nine Matawa-member First Nations, including: Aroland First Nation, Constance Lake First Nation, Eabametoong First Nation, Ginoogaming First Nation, Marten Falls First Nation, Neskantaga First Nation, Nibinamik First Nation, Long Lake #58 First Nation, and Webequie First Nation

**Innovative Practice:**

Ontario has undertaken a "Regional Process" of community-based negotiations with nine Matawa-member First Nations to negotiate a "Regional Framework Agreement". It is the first step in a negotiation process to facilitate Aboriginal participation and help ensure meaningful benefits from the potential

mineral developments in the Ring of Fire. The Regional Framework Agreement will enable First Nations to participate as active partners in negotiations affecting the Ring of Fire, including enhanced First Nation participation in environmental assessment processes currently underway, regional long-term environmental monitoring/stewardship, infrastructure planning, socio-economic and community supports, and resource revenue sharing. This milestone agreement was signed between the nine First Nations and the Ontario government on March 26, 2014. Negotiations are ongoing.

Key outcomes to date:

- In April 2014 Ontario signaled its continued commitment to addressing Ring of Fire transportation infrastructure challenges and committed \$1 Billion dollars towards strategic transportation infrastructure in the Ring of Fire.
- On August 28, 2014 Ontario established the ROF Infrastructure Development Corporation to bring together the divergent interests as a vehicle to make decisions about the investment of the infrastructure funding.
- On March ,2015, the Federal and Provincial governments announced joint funding of a community-based study on all-season community service corridors in support of regional resource development initiatives.
- Other Joint Fed/Prov initiatives in support of community well-being and readiness include funding support for capacity building initiatives, and support of business development and entrepreneurship initiatives.
- Since 2011, over 1950 First Nations clients have received supports through Ontario's skills and training programs. Ontario has also supported a number of socio-economic initiatives, including the development of well-being studies in 4 communities, children and youth mental health workers, research into prescription drug abuse, and victim services, among others.

**Source:** [http://news.ontario.ca/opo/en/2014/07/speech-from-the-throne-building-ontario-up.html?utm\\_source=ondemand&utm\\_medium=email&utm\\_campaign=o](http://news.ontario.ca/opo/en/2014/07/speech-from-the-throne-building-ontario-up.html?utm_source=ondemand&utm_medium=email&utm_campaign=o)

#### Quebec

**Resource Based Project:** Eeyou Istchee James Bay Regional Government

**Northern Community/Aboriginal Community, Organization, Business/Industry :**

Government of Québec, Grand Council of the Crees and l'Administration régionale Baie James

**Innovative Practice:**

This regional government is the first public management structure with both Aboriginal and non-Aboriginal representation. The regional government, whose council comprises 22 seats shared equally between the Cree and the James Bay population, exercises the powers and duties granted to a local municipality, a regional county municipality, a regional conference of elected officials and a regional land and natural resource commission for category III lands in the former Municipalité de Baie-James, a territory of 277,000 km<sup>2</sup>. The creation of this administrative body marks a historic step forward in terms of harmonizing relations between the Québec government, the James Bay population, and the Cree regarding the governance of the territory of the former Municipalité de Baie-James. The Eeyou Istchee James Bay Regional Government is the result of a long-standing tradition of living together which demonstrates the mature relationship between the Cree and the residents of James Bay, who have sat their representatives around the same table in the region for the first time in history.

**Source:** <http://www.infogouvernementregional.gouv.qc.ca/>

## Saskatchewan

**Resource Based Project:** Mining Development

**Northern Community/Aboriginal Community, Organization, Business/Industry:** Cameco, AREVA, Claude Resources, Government of Saskatchewan, Northlands College, Woodland Cree Enterprises Inc., Prince Albert Grand Council (PAGC), Meadow Lake Tribal Council (MLTC) and Gabriel Dumont Institute (GDI)

**Innovative Practice:** Multi-Party Training Plan (MPTP)

The MPTP brings together the mining industry, governments, Aboriginal organizations and training institutions to coordinate training courses that prepare Northerners for positions at northern Saskatchewan mine operations. The MPTP was established in 1993 to deliver on expectations for local jobs at northern mines (reinforced by the joint federal-provincial panel hearings on uranium development in the 1990s). The MPTP enables competing mining companies to pool their labour projections and other partners to combine resources, and addresses the skill barriers to Northerners qualifying for jobs. It combines training resources, and links training directly to the labour force demands of the mineral sector.

Under MPTP, approximately \$71.5M has been invested in delivering more than 3,200 training seats and 2,400 workplace education seats.

The current five-year plan is now complete. Partners are evaluating this Phase IV plan, and funding sources, prior to developing a fifth five-year agreement. MPTP is coordinated by the Northern Labour Market Committee (NLMC) and Ministry of the Economy, Labour Market Services.

**Source:** <http://www.saskatchewan.ca/government/news-and-media/2009/october/08/127-million-to-train-northerners-for-jobs-in-the-mineral-sector>

## Yukon

**Resource Based Project:** Minto Mine, Pelly Crossing, Yukon

**Northern Community/Aboriginal Community, Organization, Business/Industry:** Selkirk First Nation, Government of Yukon, Capstone Mining Corporation

**Innovative Practice:** Minto Mine Socio-economic Monitoring Program

To monitor the socio-economic effects from the Minto Mine's operations and to promote and enhance economic benefits and avoid or minimize adverse socio-economic effects on health and well-being that may result from the mine's activities. It will also identify unforeseen socio-economic effects of the Project and evaluate the effectiveness of mitigation measures in managing socio-economic effects.

Monitoring Program Areas include: population and health, material well-being, capacity, training and education, cultural well-being and sustainability and legacy.

**Source:** <http://www.emr.gov.yk.ca/mining/minto.html>