

Lands and Economic Development – Programs at a Glance

Annex A: Aboriginal Entrepreneurship Programs – At a Glance

Supporting Aboriginal entrepreneurship leads to greater participation in the economy and improved economic prosperity for Aboriginal Canadians. Guided by the Federal Framework for Aboriginal Economic Development, and its vision of strengthening Aboriginal entrepreneurship, AANDC's Aboriginal Entrepreneurship program, contributes to The Land and Economy Strategic Outcome by providing access to business capital, support services, and business opportunities, thereby enabling Aboriginal business creation and growth. In playing this key support role, this Program expects to influence longer-term Aboriginal business viability, leading to improved economic prosperity for Aboriginal Canadians.

Business Capital and Support Services

Funding is provided to a national network of Aboriginal Financial Institutions (AFIs), Aboriginal entrepreneurs and organizations as well as non-Aboriginal organizations, to assist in the establishment and maintenance of capital for Aboriginal business development and to support on-going capacity to deliver business development services.

	Aboriginal Business Development (ABD)	Access to Capital Program (ATC)	Financial Institutions Program (FIP)	Major Resource and Energy Developments (MRED)	Loan Loss Reserve (LLR)
Brief Description	The ABD provides financing, business support and information to increase the competitiveness and success of Aboriginal businesses in Canadian and world markets.	The ATC program provides assistance to strengthen the network of Aboriginal-controlled developmental lending institutions through funding agreements with the National Aboriginal Capital Corporation Association (NACCA) targeted at providing support services and training.	The FIP provides contributions to the establishment, expansion or diversification of Aboriginal Financial Institutions.	The MRED, provides contributions to private equity providers to establish or expand private equity instruments that foster Aboriginal participation in Major Resource Development and Energy projects	The LLR, part of the Framework Action Plan, encourages commercial financial institutions to provide debt financing to First Nation businesses with assets on reserve.
Primary Stakeholders	14 Aboriginal Financial Institutions that have been selected to deliver ABD to individual Aboriginal entrepreneurs, new and existing business and Aboriginal organizations	National Aboriginal Capital Corporation Association (NACCA) or any recognized Aboriginal Financial Institution (AFI).	National Aboriginal Capital Corporation Association (NACCA) or any recognized Aboriginal Financial Institution (AFI).	8 Investment funds have been established that are accessible to Individuals of Aboriginal heritage (Status or Non-Status Indians, Métis or Inuit) or a majority owned Aboriginal business.	Aboriginal corporations or businesses (individual or community-owned) that are beyond the normal risk tolerance of a commercial financial institution.
Eligible Activities	<ul style="list-style-type: none"> • Business Advisory Services and Training • Commercial Ventures • Market Development • Business Development and Advocacy Activities 	<ul style="list-style-type: none"> • Interest-rate buy downs • Enhanced access loan funds • Support, training and organizational development 	<ul style="list-style-type: none"> • Establishment, expansion or diversification of an AFI • Developmental loan funding, loan guarantees and other related financial services to Aboriginal businesses • Establishment and operation of one National Association • Institutional Development 	<ul style="list-style-type: none"> • Establishment or expansion of a private equity instrument to support business participation in major resource and energy projects 	<ul style="list-style-type: none"> • Establishment or expansion of a loan loss reserve dedicated to Aboriginal business development, including out of pocket expenses
Major Audit and Evaluation Findings	<p>Confirm accessibility for all Aboriginal Canadians</p> <p>Increase the authority level for Aboriginal Financial Institutions to further delivery the ABD programs</p> <p>Included in the planned audit of economic development programs (2013-2014)</p>	<p>An evaluation of the access to capital and business services programs is planned for 2013-2014.</p> <p>Included in the planned audit of economic development programs (2013-2014)</p>	<p>Level the playing field for AFIs – work together to better coordinate available funding to reduce disparities and build on experience gained</p> <p>Standardized skills across the AFI network</p> <p>Consult with AFIs to better understand concerns and establish a plan to address them</p> <p>A management control and accountability framework should be established to better guide the management and operations of AFIs and Access to Capital programming</p> <p>Work with AFIs and NACCA to develop a core set of financial indicators</p> <p>Included in the planned audit of economic development programs (2013-2014)</p>	<p>A June 2011 independent review concluded that the initial capitalization amounts for investment funds were too small and the three-year investment period was too short to ensure the viability of investment funds.</p> <p>Included in the planned audit of economic development programs (2013-2014)</p>	<p>A June 2011 independent review concluded that restrictive program guidelines and lack of promotion and marketing were key contributors to the low LLR take up and activity. No additional LLR arrangements have been negotiated.</p>
Budget (2013/2014)	The 2013/2014 collective budget for these programs is approximately \$30.5 million.				

Business Opportunities

Funding is provided to enhance Aboriginal business participation in the federal procurement process by promoting and influencing federal departmental contract opportunity set-asides and facilitating the bidding process for qualified Aboriginal businesses. Additionally, programming supports the identification of other public and private sector business opportunities and facilitates Aboriginal access to these opportunities.

	Procurement and Business Partnership (Including AWPI)	Procurement Strategy for Aboriginal Business (PSAB)
Brief Description	Access to Business Opportunities provides funding to cultivate a culture of entrepreneurship in the Aboriginal community, to improve access to business and employment opportunities for Aboriginal Businesses, develop partnership agreements with key Aboriginal and non Aboriginal stakeholders including the private sector/employers. The resulting participation frameworks, strategies, components focus on increasing Aboriginal procurement (including self employment) and employment opportunities through a wide variety of activities such as advocacy, research, promotion and major public and private economic opportunities.	The PSAB initiative aims to increase federal contracting opportunities and to gain access to the overall federal procurement process for Aboriginal businesses.
Primary Stakeholders	Individuals of Aboriginal heritage (Status or Non- Status Indians, Métis or Inuit), municipal governments, labour organizations, universities, colleges or other learning institutions and private and Aboriginal corporations.	Individuals of Aboriginal heritage (Status or Non-Status Indians, Métis or Inuit) or a majority-owned Aboriginal business.
Eligible Activities	<p>Aboriginal Participation Components (APC) that include employment and labor initiatives and support business development and advocacy strategies to contract/hire Aboriginal businesses and employees.</p> <p>Business development, planning and research activities, business and labour market capacity.</p> <p>Business advisory and entrepreneurship development ,advocacy activities, skills and capacity development and market and partnership development and promotion.</p> <p>Aboriginal Procurement and Business Partnerships, Business and Employment and Capacity assessment and research</p>	Funds are available for marketing the PSAB and increasing the number of Aboriginal businesses currently listed within the PSAB database
Major Audit and Evaluation Findings	Included in the planned audit of economic development programs (2013-2014)	<p>Increase knowledge of the Procurement Strategy for Aboriginal Business to the general public and within the federal family</p> <p>Included in the planned audit of economic development programs (2013-2014)</p>
Budget (2013/2014)	The 2013/2014 collective budget for these programs is approximately \$1.5 million.	

Annex B: Community Development Programs – At a Glance

Supporting community development leads to greater participation in the economy and improved economic prosperity for Aboriginal Canadians. Guided by the Federal Framework for Aboriginal Economic Development, and its vision of Enhancing the Value of Aboriginal Assets, AANDC’s Community Development programming contributes to The Land and Economy Strategic Outcome by providing support for activities that establish the conditions for economic development to take place. In playing this key support role, Community Development programming expects to influence greater self-reliance, and participation in the mainstream economy and community well-being.

Lands and Economic Development Services

Providing critical support for communities to effectively build and manage a solid land base for economic development. Incentive-based funding encourages and supports First Nations to take on additional land management responsibilities under the Indian Act. It also supports an effective transition towards greater autonomy through modern land management tools such as the First Nation Land Management Act (FNLMA) and the First Nations Oil and Gas and Moneys Management Act (FNOGMA). Targeted funding is available to support training, capacity development, planning land and environmental management. The expected results of this program are the reduced risk of federal liabilities and enhanced conditions for First Nation and Inuit communities to pursue greater independence/self-sufficiency and sustainable economic development.

	Community Economic Development Program (CEDP)	Reserve Land and Environment Management Program (RLEMP)	First Nations Land Management (FNLMA)	Community Support Services Program (CSSP)	Lands and Environment Action Fund (LEAF)
Brief Description	The CEDP provides core financial support to First Nation and Inuit communities for the provision of economic development public service to their community.	The RLEMP, part of the Framework Action Plan, provides core financial support to participating First Nations for land management and offers a two-year professional capacity building program delivered by the University of Saskatchewan and the National Aboriginal Land Managers Association (NALMA).	The FNLMA regime, a First Nations-led initiative, is a sectoral governance arrangement that provides participating First Nations with law-making powers to govern their reserve lands, resources and environment. First Nations operating under the FNLMA regime are no longer governed by the 34 land-related sections of the <i>Indian Act</i> .	The CSSP funds the implementation of national and regional plans to deliver support services to First Nation and Inuit community economic development organizations. The support services are intended to increase the economic capacity with community organizations.	The LEAF program provides First Nations with funding to promote pollution prevention and improve environmental compliance, capacity and awareness.
Primary Stakeholders	First Nation Councils, governments of self-governing First Nation and Inuit communities, representative organizations of Inuit communities and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.	First Nations, Tribal Councils, Aboriginal organizations, Aboriginal corporations, training institutions and professional organizations, and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.	First Nations, Tribal Councils, Aboriginal organizations, Aboriginal corporations and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.	First Nation Councils, governments of self-governing First Nation and Inuit communities, representative organizations of Inuit communities and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.	First Nations bands/settlements and communities, District Councils/Chief Councils, Tribal Councils, including self-governing First Nations and Inuit and those First Nations at the developmental stage under the First Nations Land Management Act (FNLMA) in addition to, First Nations organizations and Institutions
Eligible Activities	<ul style="list-style-type: none"> Staffing and associated costs Community economic development planning Capacity development initiatives Development of proposals and leveraging financial resources Carrying out economic development activities on behalf of the community 	<ul style="list-style-type: none"> Travel, accommodation and tuition at the University of Saskatchewan for the Professional Land Management Certification Program Travel and accommodation for the Professional Land Management Certification Program delivered by NALMA Development of land use plans, community environmental sustainability plans and compliance frameworks Administration of reserve land management and registration of instruments in the Indian Land Registry System (as per RLEMP funding formula) 	<ul style="list-style-type: none"> Transition activities from land governance under <i>Indian Act</i> to FNLMA Provision of external boundary surveys, by Natural Resources Canada, to ensure certainty of reserve area Administration of reserve land management and registration of instruments in the First Nations Land Registry System (as per FNLMA developmental and operational funding formulas) 	<ul style="list-style-type: none"> Capacity building initiatives for national and/or regional community economic development organizations and/or community economic development personnel funded by the CEDP Provision of funding for economic development associations, capacity building events and/or training opportunities 	<ul style="list-style-type: none"> Collect and transfer traditional ecological knowledge related to either pollution prevention; environmental regulatory compliance; or environmental management of land and community assets Develop tools and materials to support environmental compliance, pollution prevention and environmental awareness Develop environmental management regimes or plans Develop and promote environmental management practices with respect to pertinent environmental issues
Major Audit and Evaluation Findings	<ul style="list-style-type: none"> No linkages between the level of funding provided, financial need and expected results Recipients are funded based on a formula, quality of required documents submitted is of little importance Included in the planned audit of economic development programs (2013-2014) 	<ul style="list-style-type: none"> Ensure that First Nations who are ready to pursue greater autonomy can access existing programs, such as the RLEMP and FNLMA regime Ensure that appropriate training programs, which address the requirements of participating First Nations, are developed and made available to First Nations in the RLEMP Assess funding requirements to fulfill departmental land management responsibilities on reserve Program communications should be improved with all stakeholders, including Aboriginal communities, training delivery partners and INAC regional offices Explore options for reducing travel costs related to training program, including the development of on-line courses 	<ul style="list-style-type: none"> Ensure that First Nations who are ready to pursue greater autonomy can access existing programs, such as the RLEMP and FNLMA regime Ensure that appropriate training programs, which address the requirements of participating First Nations, are developed and made available to First Nations in the FNLMA regime Assess funding requirements to fulfill departmental land management responsibilities on reserve Communications and collaboration with all stakeholders should be improved 	<ul style="list-style-type: none"> Implement a formal application process for organizations seeking funding Develop templates for approval under the CSSP Projects may not be consistently funded using the appropriate transfer payment arrangement Expected project documentation could not be consistently found Included in the planned audit of economic development programs (2013-2014) 	N/A
Budget (2013/2014)	\$49.9 million	\$15.1 million	\$18.1 million	\$6.5 million	\$2.0 million

Investment in Economic Opportunities

Funding is provided for communities to support greater Aboriginal participation in large and complex economic opportunities. Targeted investments provide funding for First Nation and Inuit communities for a range of activities to support communities' pursuit of economic opportunities (including the adoption of regulations for complex commercial and industrial development projects through the First Nation Commercial and Industrial Development Act (FNCIDA)). These activities are crucial to partnering with the private sector and other levels of government to effectively participate in and benefit from such economic opportunities. The expected result of this program is that private sector partnerships and investments will occur within First Nation and Inuit communities.

	Community Economic Opportunities Program (CEOP)	Commercial Leasing (CL)
Brief Description	The CEOP provides project-based financial support to First Nation and Inuit communities for economic development opportunities.	CL provides funding for activities related to commercial leasing and designations on reserve to support economic development.
Primary Stakeholders	First Nation Councils, governments of self-governing First Nation and Inuit communities, representative organizations of Inuit communities and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.	First Nations, Aboriginal organizations and other organizations mandated by the eligible recipients to carry out ongoing activities and projects on their behalf.
Eligible Activities	<ul style="list-style-type: none"> • Employment of Community Members • Business development • Development of land and resources under community control • Access to opportunities originating with land and resources beyond community control • Promotion of community as a place to invest • Research and advocacy 	<ul style="list-style-type: none"> • Designation of land and community approval process • Provision of legal surveys • Environmental site assessments to determine the condition of land • Other related activities to support a First Nation in setting aside land for a commercial purpose
Major Audit and Evaluation Findings	<ul style="list-style-type: none"> • Project-based funding to develop commercial infrastructure • Provide more guidance on how projects are selected for funding • Need to develop comprehensive reporting requirements • Funding is allocated in a manner that is unlikely to consistently support projects with the best impacts 	N/A
Budget (2013/2014)	\$39.5 Million	\$2.25 Million

Contaminated Sites

Pursuant to the Federal Contaminated Sites Action Plan (FCSAP), funding is provided to support the assessment and remediation of known contamination from National Classification System for Contaminated Sites (NCSCS) Class 1 and Class 2 sites for which a Crown liability has been established and documented. NCSCS Class 1 sites are contaminated sites where available information (assessment) indicates that action is required to address existing concerns for public health and safety. Class 2 sites are those sites where available information (assessment) indicates that there is a high potential for adverse off-site impacts, although threat to human health and the environment (public health and safety) is generally not imminent and action is likely required. The expected result of this sub-program is federal liabilities related to the existence of contaminated sites are reduced, decreased risk to public health and safety and First Nation land is available for development.

	Federal Contaminated Sites Action Plan (FCSAP)
Brief Description	The CSMP provides funding to First Nations, in partnership with the Federal Contaminated Sites Action Plan Secretariat, for the assessment and remediation of contaminated sites on reserve lands in order to reduce risks to human health and the environment.
Primary Stakeholders	First Nations living on lands with known National Classification System for Contaminated Sites Class 1 or Class 2 contaminated sites, Bands/Settlements and Communities, District Councils / Chiefs and Councils, Tribal Councils, First Nations Organizations, Associations and Institutions.
Eligible Activities	<ul style="list-style-type: none"> • Identification of potentially contaminated sites and environmental site assessments thereof • Monitoring and/or remediation of contaminated sites • Preventative actions to mitigate the potential for future contamination
Major Audit and Evaluation Findings	<ul style="list-style-type: none"> • Conduct a program management review prior to program renewal in order to improve overall program performance and management • Consider creating a new funding authority that provides dedicated funding to support departmental contaminated sites policy and programming • Develop a comprehensive human resources strategy for program delivery that addresses resourcing issues, both within and external to the department, including the development of a training strategy that promotes Aboriginal training and skills development • Enhance intradepartmental linkages that contaminated sites programming has with key departmental strategies, including linkages regarding environmental protection, land management, economic development, consultation, and contracting
Budget (2013/2014)	\$16.2 Million

Annex C: Strategic Partnerships – At a Glance

Strategic Partnership Initiative (SPI)	
Brief Description	<p>Launched in June 2010, the SPI is a federal horizontal initiative designed to increase economic development opportunities for Aboriginal Canadians by coordinating federal efforts around shared priorities, stimulating partnerships between federal and non-federal partners and addressing funding and program gaps that are not covered by other federal programs.</p> <p>Focused on supporting early engagement and Aboriginal community readiness overall, the SPI acts as a catalyst for the development of strategies that involve multiple federal and non-federal partners for key economic opportunities, particularly in the natural resource sectors.</p>
Primary Stakeholders	<p>Aboriginal communities; Tribal Councils; Governments of self-governing First Nations; Aboriginal organizations which are majority owned and controlled by Aboriginal people; and Aboriginal businesses, partnerships and joint ventures</p>
Eligible Activities	<p>SPI funds various community readiness activities as part of an overall federal strategy, including:</p> <ul style="list-style-type: none"> • pre-feasibility and feasibility studies; diagnostic studies; information gathering; proposal development; market assessments; strategic, business and financial planning; negotiations; and research activities; as well as employment strategies and Active Measures plans; • community health and well-being strategies; • consensus building among Aboriginal communities and consultation at the local level; • organizational capacity building for the Aboriginal communities or organizations; • skills development, including management and technical training, not funded by HRSDC;
Major Audit and Evaluation Findings	<ul style="list-style-type: none"> • In 2012, a governance review of SPI was completed. Key recommendations included placing a greater focus on opportunity-driven investments linked to major resource developments and applying more rigour in the decision-making process. • The Office of the Comptroller General at the Treasury Board of Canada Secretariat conducted an audit of selected horizontal initiatives, including SPI, in the spring of 2012. The audit findings were positive, indicating that strategic direction and accountability structures were established, and supported by clear and well-defined strategic outcomes. • ANND, Departmental Audit and Evaluation Branch has signaled that an implementation evaluation of SPI is anticipated for Fall 2013.
Budget (2013/2014)	\$14.45 Million