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CREATING COMMUNITY ENTREPRENEURS

A Proposal

for

A Management Development and Training Program

in the

Mackenzie Delta

submitted by

**Mackenzie Delta Regional Council
Inuvik, Northwest Territories**

May 1986

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TABLE OF CONTENTS

| | <u>Page</u> |
|--|-------------|
| LIST OF TABLES | iii |
| LIST OF FIGURES | iv |
| SUMMARY | v |
| 1. INTRODUCTION | 1 |
| 2. THE NEED FOR A MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM IN THE MACKENZIE DELTA | 2 |
| 2.1 The National Context | 2 |
| 2.2 The Dene and Metis of the Mackenzie Delta | 3 |
| 2.3 Business Opportunities | 7 |
| 3. THE FEASIBILITY OF A MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM IN THE MACKENZIE DELTA | 10 |
| 4. THE MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM | 13 |
| 4.1 Introduction | 13 |
| 4.2 Projected Outcomes | 15 |
| 4.3 The Curriculum | 15 |
| 4.4 Program Length | 18 |
| 4.5 Program Delivery | 30 |
| 4.5.1 The Mackenzie Delta Regional Council | 30 |
| 4.5.2 Arctic College | 32 |
| 4.5.3 The Management Committee | 33 |
| 4.5.4 Memorandum of Agreement | 35 |
| 4.5.5 The Delivery Partnership | 35 |
| 4.5.6 Program Staff | 36 |
| 4.6 The Participants | 36 |
| 4.6.1 Background of Participants | 36 |
| 4.6.2 Participant Selection | 38 |
| 4.6.3 Participant Evaluation | 40 |
| 4.7 Program Support | 41 |
| 4.8 Cost of the Pilot Program | 43 |
| 4.9 Financing Strategy | 43 |
| 4.10 Contribution by Mackenzie Delta Regional Council | 49 |
| 5. CONCLUSION | 51 |

APPENDICES

- A Mackenzie Delta Regional Council: Summary of Comprehensive Development Plan
- B Mackenzie Delta Regional Council: Certificate of Incorporation, Bylaws, Current Board of Directors
- C Mackenzie Delta Regional Council: Financial Statements, March 31, 1985
- D Draft: Terms of Reference, Management Committee
- E Draft Memorandum of Agreement Between Mackenzie Delta Regional Council and Arctic College
- F Draft Job Descriptions, Senior Program Staff
- G Letters of Support
- H Placements for Training on The Job Component

TABLES

| | <u>Page</u> |
|---|-------------|
| Table 1 Labour Force Activity among the Dene and Metis | 6 |
| Table 2 Accreditation Arrangements | 14 |
| Table 3 Projected Outcomes of the Program Over the First Five Years | 16 |
| Table 4 Scheduling of Components By Course | 19 |
| Table 5 Contact Hours By Component and Semester | 21 |
| Table 6 Curriculum Listing By Component, Course and Module | 22 |
| Table 7 Enrolment Data, Public and Business Administration Program, Thebacha Campus, Arctic College | 34 |
| Table 8 Tasks and Responsibilities, Participant Selection Process | 39 |
| Table 9 Curriculum Development Tasks | 42 |
| Table 10 Total Costs of Pilot Program, Years 1 and 2 | 44 |
| Table 11 Costs of Infrastructure, Year 1 | 45 |
| Table 12 Costs of Administration, Year 1 | 46 |
| Table 13 Costs of Program Delivery, Year 1 | 47 |
| Table 14 Financing Strategy | 48 |

FIGURES

| | <u>Page</u> |
|---|-------------|
| Figure 1 Course Scheduling Semester I | 26 |
| Figure 2 Course Scheduling Semester II | 27 |
| Figure 3 Course Scheduling Semester III | 28 |
| Figure 4 Course Scheduling Semester IV | 29 |
| Figure 5 Scheduling of Delivery System | 31 |
| Figure 6 Organizational Chart | 37 |

SUMMARY

This is a proposal for a Management Development and Training Program in the Mackenzie Delta region of the Northwest Territories (NWT). Sponsored by the Mackenzie Delta Regional Council (MDRC), a non-governmental organization representing 1,600 Dene and Metis in four communities, the program will be delivered in co-operation with Arctic College, the only established post-secondary educational institution in the NWT. Fifteen to twenty students will participate in a two-year pilot program consisting of five curriculum components: academic upgrading, small business management, community economic development, personal development, and training on the job. Successful completion of the program will require 1,200 contact hours and will result in the awarding of a certificate permitting entry into the second year of the diploma program in public and business administration offered by Arctic College. Total budget for the two-year pilot program is approximately \$1.95 million. The program is viewed by the Dene and Metis of the region as an essential prerequisite to achieving prosperity through self-government and economic development.

1. INTRODUCTION

This is a proposal for a two-year pilot program of Management Development and Training in the Mackenzie Delta.

This proposal is the result of more than fifteen months of intensive feasibility and design work sponsored by the Mackenzie Delta Regional Council, an organization representing both the Dene and Metis of the Mackenzie Delta. The proposal enjoys the broadest support of community leaders, local residents and organizations in the region.

This document is divided into several sections. First, the need for a management development and training program is reviewed. The activities undertaken to determine the feasibility of such a program are described next. Then the proposed program itself is outlined in detail. A number of appendices is also included to provide additional background information.

2. THE NEED FOR A MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM IN THE MACKENZIE DELTA

2.1 The National Context

The environment in which the Dene/Metis Management Development and Training Program proposed here will be implemented is a positive factor that will promote the success of the program.

With respect to the political climate, the Government of Canada through Indian and Northern Affairs Canada, the Native Economic Development Program, and the Canada Employment and Immigration Commission, is promoting the related objectives of Aboriginal self-government and Aboriginal economic development. In general, the federal government is committed to encouraging business development at all levels of Canadian society in order to create jobs and wealth. At the same time, the Minister of Indian and Northern Affairs is moving to settle comprehensive land claims in the north.

These policy initiatives are paralleled by the activities of the Government of the Northwest Territories (GNWT), a government well-known for its sensitivity to the special needs of Native communities. The territorial government is increasingly emphasizing economic diversity and self-reliance and is presently conducting a major study linking economic and business needs with the projected outputs of the territorial educational system. In anticipation of these needs, the government is introducing legislation to enable Arctic College, the only post-secondary institution located in the N.W.T., to respond to the needs of business more appropriately and systematically. Furthermore, the GNWT is

also committed to facilitating the settlement of land claims and is a significant actor in this process.

As well, there is increasing recognition across Canada that, in the final analysis, the success of Native self-government, economic and business development, and the implementation of claim settlements will rest on the leadership capacity of Native managers at the local and regional levels. Growing private sector support from organizations such as the Donner Canadian Foundation to Native management training is based on this recognition. Both private foundations and Canadian corporations have begun to assist in this crucial area.

The Dene/Metis Management Development and Training Program offers all of these important actors — the Government of Canada, the Government of the Northwest Territories and the private sector — an opportunity to work together in a joint venture of the utmost importance to the future of the Mackenzie Delta. Indeed, the innovative nature of this program promises to influence economic and social progress in Native communities in many other parts of Canada. Native management training can maximize the opportunities for Native prosperity in the decades to come; it is a critical task in the late 1980s.

2.2 The Dene and Metis of the Mackenzie Delta

The Dene and Metis of the Mackenzie Delta (Delta Dene) are of Loucheux descent. The traditional Loucheux language is widely spoken in the Mackenzie Delta. There are 1,600 Dene and Metis who live in four communities: Arctic Red River, Aklavik, Fort McPherson, and Inuvik. Dene and Metis constitute 46

per cent of the total population of the Mackenzie Delta. including Inuvialuit, the Inuit of the western Arctic, Native people represent 80 per cent of the population of the region.¹

Over the past two hundred years, the Delta Dene have gradually become less autonomous both economically and socially and the pace of this process has quickened in the past forty years. Numerous public forums, most notably the Mackenzie Valley Pipeline Inquiry (1974-1977) and the Beaufort Sea Environmental Review Panel (1983-1984), have documented the socio-economic impacts on the Delta Dene of the industrial economy. Especially since 1960, when hydrocarbon exploration and development began in earnest in the Mackenzie Delta and the Beaufort Sea, industrialization weakened Native values of self-reliance and stewardship of the land, and undermined traditional bush pursuits such as hunting, trapping and fishing. At the same time, Native people were given access only to the most junior and transitory jobs in the oil and gas industry and its spinoffs.

Traditional bush economies have given way to the mixed economy (a combination of hunting and trapping pursuits with wage employment), and Dene and Metis families and communities depend increasingly on the cash economy.

Side by side with this growing dependence on the cash economy is isolation from the cash economy. For example, in December 1984, the unemployment rate among the Dene and Metis was four to five times that among non-Natives (Table 1). Moreover, Dene and Metis who are employed work primarily in short-

¹ NWT Data Book, Outcrop Publishers, 1985.

term, part-time, unskilled or semi-skilled occupations; few hold professional or managerial positions. Consequently, average incomes in Dene and Metis communities in the Mackenzie Delta are lower than the territorial average, and per capita expenditures for social assistance are higher than the territorial average.²

Other social indices should be noted. In 1983, the Dene Nation found that over 90 per cent of all Dene children entering grade one fail to complete their high school education.³ Educational achievement rates by the Delta Dene are similar. Dene youth are particularly affected by other social problems with high correlations to low educational achievement. For example, 1982 data from GNWT's Social Services Department for the Inuvik region showed that those most likely to be incarcerated are between 16 and 24 years of age, have less than grade nine education, and are Dene or Metis.⁴ Most tragically, over the past six years the number of completed and attempted suicides has soared among Dene youth. The Chief Coroner's Office reports that most suicides in the Inuvik region are accounted for by Native men of less than 25 years of age.⁵

Yet the Dene and Metis have never considered these barriers to economic and social progress to be insurmountable. On the contrary, they have proceeded to develop their own, appropriate solutions to the problems facing their

² Inuvik Social Services (personal communication) and GNWT Annual Report, Yellowknife, 1985.

³ Denendeh Elders and Youth Project Proposal, Dene Nation, Yellowknife, 1983.

⁴ GNWT Social Services, Yellowknife, 1983 (personal communication).

⁵ Chief Coroner's Office, Yellowknife, 1983.

Table 1
LABOUR FORCE ACTIVITY AMONG THE
DENE AND METIS, December 1984

| | Labour Force Participation Rate (%) | Unemployment Rate (%) |
|-------------------------------|--|--------------------------------------|
| Dene | 53 | 36 |
| Women | 48 | 27 |
| Men | 58 | 43 |
| Metis | 72 | 28 |
| Women | 65 | 21 |
| Men | 79 | 33 |
| Inuvialuit | 49 | 32 |
| Women | 43 | 27 |
| Men | 55 | 35 |
| Non-Native¹ | 84 | 7 |
| Women | 76 | 8 |
| Men | 91 | 6 |

¹ Data on the Dene, Metis, and Inuvialuit refer to Native people of the Mackenzie Delta and Mackenzie Valley, whereas data on non-Natives refer to all non-Natives throughout the Northwest Territories.

Source: Labour Force Survey preliminary report, GNWT Bureau of Statistics, 1984.

communities. One of the most important responses is that of the Management Development and Training Program proposed here. The program is designed to maximize local human resources and skills, create a group of leaders who will create and maintain jobs for Native and non-Native people alike, and reduce the social costs — in human and financial terms — of dependency and underdevelopment. The program is fundamental to the success of a new pattern among the Dene and Metis of self-government, self-reliance and self-management.

2.3 Business Opportunities

Past experience has demonstrated the need for the Dene and Metis of the Mackenzie Delta to maximize benefits of business opportunities if their communities are to prosper. Detailed research undertaken by the Mackenzie Delta Regional Council indicates strong business potential in the following sectors:

- the oil and gas industry, through equity participation, joint ventures and other arrangements in downstream as well as upstream operations;
- renewable resource development, particularly fur processing, hunting and trapping, crafts, tourism, fishing and forestry; and
- the service sector, including transportation, real estate and property management, business services, travel services, hotel and restaurant services, and many other activities.

The Council, representing both the Dene and Metis of the Delta, is proceeding systematically in sponsoring feasibility studies and business plans in these sectors.

With respect to the hydrocarbon industry, although the price of oil on international markets is currently low, recent strikes by Gulf in the Beaufort Sea have revitalized the interest of the industry in the western Arctic. It is widely accepted that these reserves will be brought on stream during the next fifteen years. International market conditions have given the Delta Dene time to ensure that their communities will maximize the benefits of this development.

The recent experience of the Norman Wells Project crystalized the importance of management training in order to ensure maximum benefits to Native people. According to a report prepared for the Dene Nation:

"the training that was actually carried out vis-à-vis the Norman Wells Project did not reflect the original Dene and Metis goals in negotiating the impact funding — i.e. to help communities and individuals prepare for the project's impact, to ensure that the Dene/Metis would be equipped to favourably access employment opportunities during the construction phase, and to guarantee long-term benefits from project related training."

Among other deficiencies, the project did not provide for management training of the Dene and Metis in order for Native people to participate in the more stable, better paying jobs created by the development. In fact, the report points to the program proposed here as a model of an appropriate, community-based response to this deficiency.

Business opportunities are created, not found. Experienced businesspersons are aware that entrepreneurial skills are necessary to create and pursue opportunities. Although there have been some instances in the past of effective Dene and Metis entrepreneurs, there are no mechanisms in place for the systematic training of Native people in these skills. These instances have been the exception rather than the rule. The program proposed here seeks to comprehensively address this problem.

At bottom, the challenge facing the Dene and Metis of the Mackenzie Delta is to expand and diversify — and then undertake — the opportunities for engaging in business in a variety of sectors. Dynamic, skilled entrepreneurs and managers are essential to meet this challenge successfully. This is demonstrated in the experience of Native people elsewhere in Canada and in the experience of Canadians generally.

3. THE FEASIBILITY OF A MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM IN THE MACKENZIE DELTA

In February 1985, the Mackenzie Delta Regional Council contracted consultants to study the feasibility of a management development and training program in the Mackenzie Delta. MDRC took this action as a result of the Comprehensive Development Plan the Council produced in 1984 (Appendix A contains a summary of the plan). The Development Plan is in turn a direct result of MDRC's mandate: to uphold and protect aboriginal rights and to design and implement programs to strengthen the Delta Dene and Metis economically, socially, educationally, and culturally.

The feasibility study, funded by the federal-territorial Economic Development Agreement of the Northwest Territories, identified

- potential participants in a management development and training program and their needs
- appropriate curricula
- appropriate delivery systems.

The feasibility study also identified potential funders, explored linkages with relevant institutions, and did cost/benefit analyses of programming options.

The consultants presented a progress report to MDRC's Project Steering Committee in July 1985. The report concluded that a training program was feasible and suggested ways of developing a program. MDRC directed the consultants to develop both a program and strategies for implementing a pilot program.

MDRC was interested in piloting a program rather than moving immediately to full implementation for several reasons.

First, a pilot program is — by definition — flexible. Consequently, parts of the program that do not meet expectations can be changed quickly, and other problems that arise can be addressed immediately.

Second, a pilot program permits testing a number of approaches to content and its delivery. Testing a variety of approaches makes possible a truly informed redesign which will occur before full implementation.

Third, a pilot phase demonstrates the viability of a program without incurring the full administrative costs of an on-going program.

Finally, evaluation of a pilot program is considerably more discrete than that of ongoing programs: pilot programs have a distinct beginning and end, and a methodology for evaluation can be built into the pilot from the outset.

In January 1986, the consultants presented their second progress report to MDRC's Project Steering Committee. This progress report detailed strategies for implementing a pilot program.

Concurrently, from December, 1985 through April, 1986, MDRC directed its consultants to carry out additional tasks in an interim phase leading to start-up of the pilot program. The terms of the interim phase, funded by Indian and Northern Affairs Canada, included the following:

- further developing a curriculum and delivery system

- discussing participation in the program with educational and other institutions
- developing processes for selecting participants
- developing strategies for procuring facilities, personnel, materials, and funding to implement a pilot program in management development and training.

As a result of all of the activities described above, a pilot program appropriate to the needs of the Dene and Metis of the Mackenzie Delta was designed. The program is discussed in the following section.

4. THE MANAGEMENT DEVELOPMENT AND TRAINING PROGRAM

4.1 Introduction

The Management Development and Training Program outlined below is the first comprehensive management training program for Native people to be delivered in the far North. In its pilot phase, the program will offer certificate-level content to between 15 and 20 Dene and Metis. The certificate graduates receive will be granted by Arctic College, and will be recognized by the College as the equivalent of the first year in their two-year diploma in Public and Business Administration. Table 2 outlines Arctic College's accreditation arrangements with other educational institutions. The Management program has several unique features designed to ensure success and thereby provide a model for other programs north of the 60th parallel.

First, the curriculum is state-of-the-art: the content of programs tested extensively over the past five years in Alberta, Saskatchewan, and Ontario has been evaluated, and the most appropriate content has been selected and modified. Second, delivery is decentralized and managed by Natives (these features follow logically from the community rather than institutional origins of the program). Finally, the entrance requirement is Grade 10 or equivalent life experience; the purpose of this criterion is to make the program available to highly motivated community-oriented individuals who can — regardless of formal academic qualifications — develop businesses and create jobs.

Table 2
ACCREDITATION ARRANGEMENTS

| Level Attained | Credit Granted |
|--|--|
| MDRC Management Development and Training Program — 2 year Certificate awarded. | - equivalent to Year I of Arctic College P.B.A. 2 year diploma program (direct entry to Year II) |
| Arctic College P.B.A. Diploma awarded. | - up to 1 1/3 years of 4 year B.Comm. program at University of Saskatchewan - up to 1/2 necessary credits for 3 year B.Admin. program at Athabasca University - up to 1/2 of the 5 year C.M.A. program run by Society of Management Accountants - up to 1/2 of the 5 year C.G.A. program - plus individual assessment at McMaster University B.Comm. program, and other universities |

4.2 Projected Outcome;

Table 3 summarizes projected outcomes of the program over a five year period. It is assumed that the pilot project in years 1 and 2 is successful and is extended. Following the completion of the pilot program, in year 3, it is projected that there will be 14 successful graduates, 90 per cent of whom will be placed in local jobs as middle level managers or as economic development specialists. It is projected that at the end of five years, at least 25 graduates of the program will have been successfully placed in key positions of employment in the region.

Over the five year period it is further projected that program graduates will help to create or retain an additional 35 jobs and that they will create or retain at least ten businesses in the area. Projections are minimal targets but they represent significant contributions to the local economy. It is also expected that the program will influence the development of Native training programs north of 60 degrees and elsewhere in Canada. That the program will influence ten such programs is not unlikely.

4.3 The Curriculum

The curriculum of the program will have five components:

- Academic Skills Development
- Small Business Management
- Community Economic Development
- Personal Development
- Training on the Job.

Table 3

**PROJECTED OUTCOMES OF THE PROGRAM
OVER THE FIRST FIVE YEARS**

| | 1 | 2 | Years 3 | 4 | 5 | Total |
|--|----|---|------------|---|----|-------|
| Students (intake) | 18 | - | 18 | - | 18 | 54 |
| Graduates (80% success) | - | - | 14 | - | 14 | 28 |
| Employment of Graduates (90% placement) | - | - | 13 | - | 12 | 25 |
| Jobs Created or Retained by Graduates | - | - | 11 | 4 | 20 | 35 |
| Businesses Created or Retained by Graduates | - | - | 3 | 2 | 5 | 10 |
| Native Training Programs Influenced by this Model | | | | | | |
| North of 60° | 1 | 1 | 1 | 1 | 1 | 5 |
| in Canada | 2 | 2 | 2 | 2 | 2 | 10 |

With the exception of Training on the Job, each component will consist of a number of courses each including a specific group of modules.

Academic Skills Development is the program's starting point, and its purpose is to ensure that participants have the academic background necessary to complete the program. This component will be based on individual participants' needs and skills and will be phased out as Small Business Management and Community Economic Development are phased in.

The Small Business Management component will include bookkeeping/accounting, economics, principles of management, personnel management, marketing, financial management, and computers.

Topics in Community Economic Development will include the Canadian economy, citizen participation, economic development, community research, the planning and implementation of development, forms of community business organizations, and government systems and processes.

Personal Development will include such topics as goal setting, problem solving, cross-cultural interaction, the clarification of values, feedback skills, and conflict resolution.

Training on the Job will give participants both the opportunity to test their new skills and knowledge in the real world and a chance to assess and develop relationships with potential employers.

It will require approximately 1,200 contact hours over the four semesters to deliver the program as described in Tables 4 and 5.

Small Business Management courses will require 510 hours, or just over 40% of total contact time. Community Economic Development will require 370 hours, or over 30%. Options/electives will take 120 hours, or 10%, and Academic Upgrading will take a minimum of 120 hours or 10%. The actual amount of Academic Upgrading necessary will be determined by the actual level of the selected participants. Personal Development will take 60 hours, or 5% of total contact time.

The Training on the Job component will require a total of 13 weeks over the four semesters. This amounts to approximately 20 per cent of the total time spent on the program. The TOJ component was not included in the calculation of contact hours.

Table 6 summarizes time requirements for each semester by component.

4.4 Program Length

The program is a two-year, two-semester, full-time program. The Project Steering Committee has designated summer as off time, the schedule for the pilot program is therefore as follows:

| | |
|--------------|---------------------------------|
| Semester I | September 1986 to December 1986 |
| Semester II | January 1987 to April 1987 |
| Semester III | September 1987 to December 1987 |
| Semester IV | January 1988 to April 1988. |

Table 4

SCHEDULING OF COMPONENTS BY COURSE

SEMESTER I (300 contact hours available)

- Academic Upgrading
 - Core English (60 contact hours)
 - Core Mathematics (45 ch)
- Personal Development
 - Core Competencies (30 ch)
 - Management Specific Competencies (30 ch)
- Small Business Management
 - Bookkeeping (90 ch)
- Community Economic Development
 - Introduction to the Canadian Economy (45 ch)
- Training On the Job
 - One two-week placement

SEMESTER II (325 contact hours available)

- Academic Upgrading
 - Communications for Management (60 ch)
- Small Business Management
 - Computer Studies (60 ch)
 - Basics of Management (75 ch)
- Community Economic Development
 - Community Economic Development IA (50 ch)
- Options/Electives (60 ch) one of . . .
 - Computer Applications
 - Band Administration
 - Non-Renewable Resource Management I
- Training On the Job
 - Two two-week placements

(continued)

SEMESTER III (325 contact hours available)

Small Business Management
Personnel (45 ch)
Principles of Management I (45 ch)
Marketing (45 ch)

Community Economic Development
Government Processes (90 ch)
Economics (45 ch)
Community Economic Development IB (50 ch)

Training On the Job
One two-week placement

SEMESTER IV (300 contact hours available)

Small Business Management
Accounting (60 ch)
Principles of Management II (45 ch)
Canadian Business Developments (45 ch)

Community Economic Development
Community Economic Development II (90 ch)

Options/Electives (60 ch) one of . . .
Advanced Computer Applications
Government and the Band
Non-Renewable Resources II

Training On the Job
One two-week placement
One three-week placement

Table 5
CONTACT HOURS BY COMPONENT AND SEMESTER

| | Semester | | | |
|--------------------------------|----------|------|------|------|
| | I | II | III | IV |
| Academic Upgrading | 105 | 60 | - | - |
| Personal Development | 60 | - | - | - |
| Small Business Management | 90 | 135 | 135 | 150 |
| Community Economic Development | 45 | 50 | 185 | 90 |
| Options/Electives | - | 60 | - | 60 |
| Training On the Job | 2 wk | 4 wk | 2 wk | 5 wk |

Table 6

CURRICULUM LISTING BY COMPONENT, COURSE AND MODULE

| Component | Course | Modules (partial listing) |
|--|---|--|
| Academic Upgrading 225 contact hours | Core English 60 contact hours Semester I | Listening Skills/Note Taking; Sub- ject & Predicate; Conjunctions; Sentences, Capitalization; Punctu- ation; Abbreviations; Word Study; Work Habits; Reading Speed & Comprehension; Skimming & Scan- ning; Using Texts; Using a Library Identifying Resources |
| | Core Mathematics 45 contact hours Semester I | Whole Number Operations; Multi- plying & Dividing; Decimals; Frac- tions; Metric System; Perimeter, Area, Volume; Percentages |
| | Mathematics for Management 60 contact hours Semester I | Graphs; Solving Equations; Simple Interest; Trade/Cash Discounts; Buying & Selling; Commissions; Borrowing & Lending Money; Com- pound Interest & Present Value |
| | Communications for Management 60 contact hours Semester I | Writing Memos; Business Letters; Reports; Using the Telephone |
| Personal Development 60 contact hours | Core Competencies 30 contact hours Semester I | Inter-Personal Communication; Problem Solving; Goal Setting; Self Esteem; Values Clarification; Feedback Skills; Conflict Resolu- tion; Group Process; Decision Making; Cross-Cultural Communi- cation |
| | Management Specific Competencies 30 contact hours Semester I | Native Culture. & Management; Time Management; Negotiation Skills; Lobbying; Leadership; Supervision; Stress Management; Chairpersonship & Membership on Committees |

| Component | Course | Modules (partial listing) |
|--|---|--|
| Small Business Management 510 contact hours | Bookkeeping 90 contact hours Semester I | Basic Accounting; Journals & Posting; Trial Balance; Work Sheets; Income Statement; Balance Sheet; Ledgers; Accounting Cycle; Synoptic Journal; Current Accounts; Bank Reconciliations; Payroll; Record Management |
| | Accounting 60 contact hours Semester II | Developing Budgets; Control of Budgets; Control of Capital Assets; Cash Needs; Financial Statements; Cash Flow; Managerial vs. Financial Accounting; Internal/External Audit Procedures & Integration of Record Keeping Process |
| | Basics of Management 75 contact hours Semester II | Meeting Procedures & Reporting; Committee Terms of Reference/-Direction; Organizational Behaviour; Supervision; Labour Relations; Direction; Small Business Development; Forms of Business Organizations; Management in a Native Setting |
| | Computer Studies 60 contact hours Semester II | Computer Literacy; Business Systems; Word Processing; Spreadsheets; Computerized Accounting |
| | Personnel 45 contact hours Semester III | Human Resource Development; Systems and Procedures; Performance Evaluation; Recruitment, Hiring and Firing; Principles of Administration; Contract Administration |
| | Marketing 45 contact hours Semester III | Marketing Processes and Procedures; Market Research & Analysis; Market Planning; Advertising |

| Component | Course | Modules (partial listing) |
|---|---|---|
| | Principles of Management 90 contact hours Semester III, IV | Project Management; Business Law; Use of Professionals/Consultants; Strategic Planning; Capital Planning; Needs Analysis & Feasibility; Research Applications; Program Planning; Program Evaluation; Proposal Development; Fund Raising; Funding Sources; Venture Capital |
| | Canadian Business Development 45 contact hours Semester IV | |
| Community Economic Development 370 contact hours | Introduction to the Canadian Economy 45 contact hours Semester I | |
| | Community Economic Development I 100 contact hours Semester II, III | Social Services Management; Public Relations; Tourism Planning; Community Planning; Needs/-Feasibility; Economic Development Initiatives; Community Research Methods; Demographics; Cultural Activities; Inter-Municipal/Band Communications; Accountability to Community; Community Organization & Development; Role of Women; Citizen Participation |
| | Government Processes 90 contact hours Semester III | Overview of Government; Policy; Decision-Making in Ottawa; Federal Structures & Systems; Decision-Making in Yellowknife; Territorial Structures & Systems; Inter-Governmental Relations; The Constitution; Cutbacks & Responses; Political & Institutional Environments; Regional Underdevelopment; Devolution; Development of Legislation; Identifying Government Programs; Accessing Government Programs; Using Government Services |

| Component | Course | Modules (partial listing) |
|---|--|--|
| | Economics 45 contact hours Semester III | |
| | Community Economic Development II 90 contact hours Semester IV | Practicum (Special Project) |
| Options/ Electives 120 contact hours | Computer Applications 60 contact hours Semester II | Choosing Hardware & Software; Computerizing Operations; Prog- ramming; Special Applications |
| | Non-Renewable Resource Management I 60 contact hours Semester II | |
| | Band Administration 60 contact hours Semester II | Native Public Administration; Resolution Drafting and Enforce- ment; Resource Management & Impact Analysis; Town Planning; Energy Conservation; Indian Act Applications; Band Planning; Band and Council Relations |
| | Non-Renewable Resource Management II 60 contact hours Semester IV | |
| | Advanced Computer Applications 60 contact hours Semester IV | |
| | Government and the Band 60 contact hours Semester IV | Self-Government; Land Claims; Government Programs for Native People; Band/Government Relat- ions; Band Membership; Policy Analysis; Indian & Inuit Affairs Systems; The Constitution & Native People; Indian Government Systems and Organizations |

Figure 2
COURSE SCHEDULING SEMESTER II

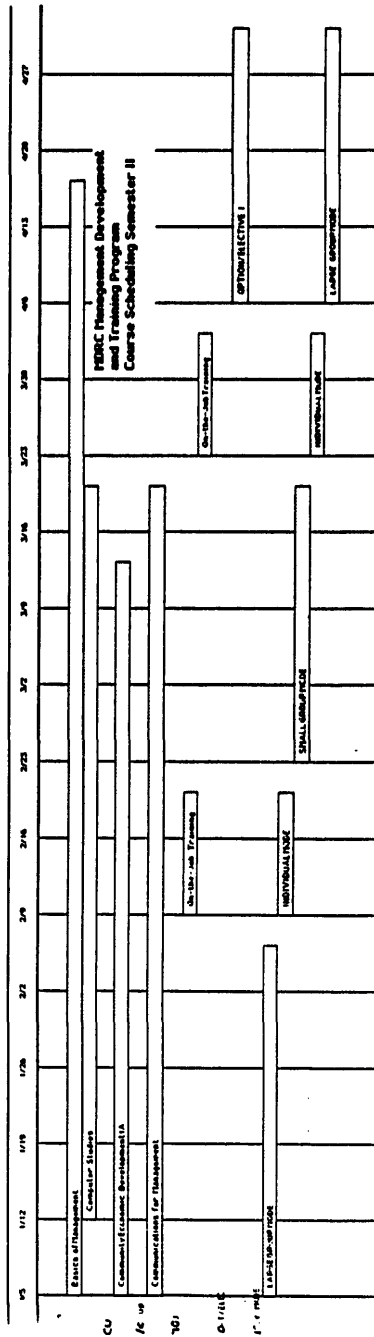
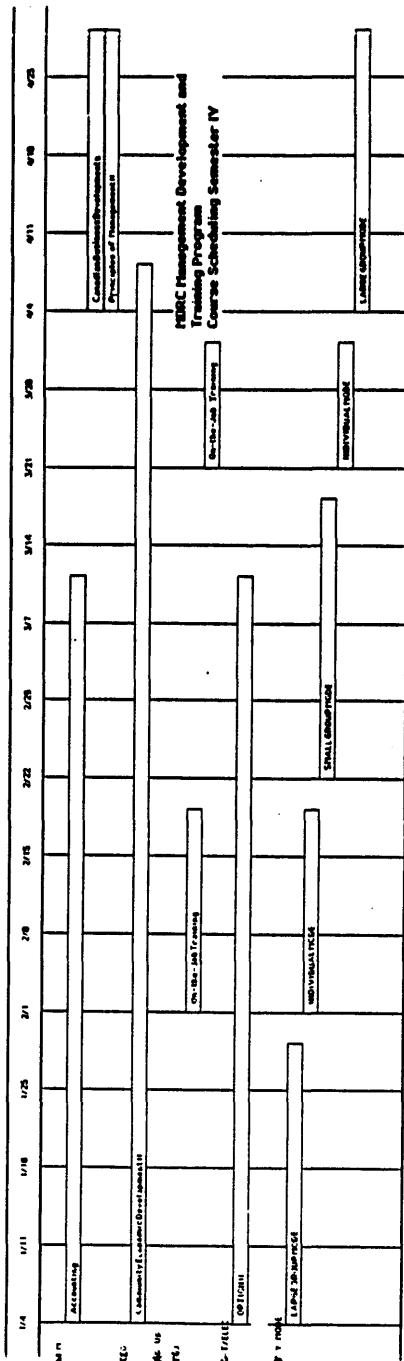


Figure 4
COURSE SCHEDULING SEMESTER IV



4.5 Program Delivery

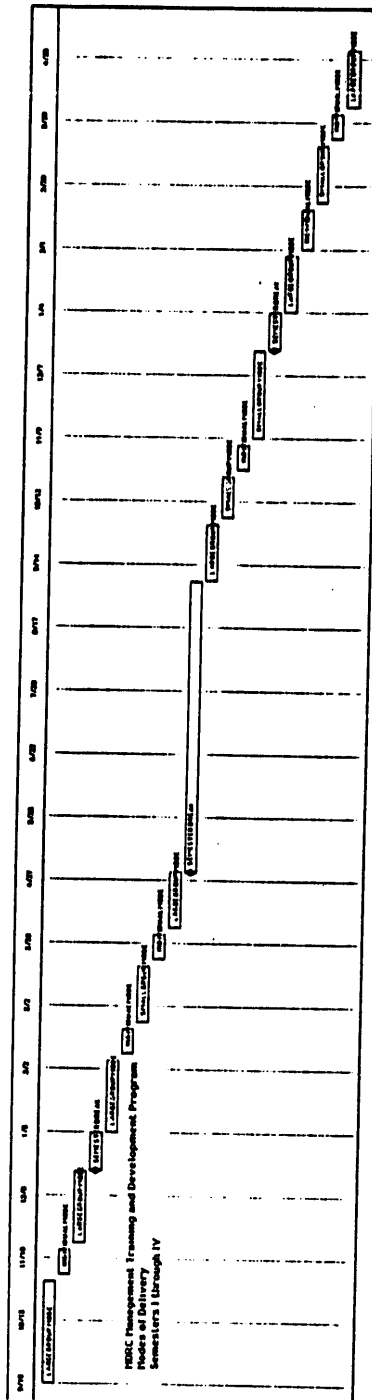
The Management Development and Training Program will have a unique, decentralized delivery system. Some elements of the program, such as classrooms and the administrative centre, lend themselves to large-group work, and these elements will be delivered in Inuvik. The parts of the program oriented to small groups and individuals will be delivered in the participant's home community. The delivery system will include itinerant instructors, telephone hot lines, computer link-ups, peer support, and more traditional learning methodologies such as lectures.

Two organizations, the Mackenzie Delta Regional Council (MDRC) and Artic College, have agreed to deliver the Management Development and Training Program. A third organization, the Management Committee, representing the Council and the College as well as other parties, will manage the program.

4.5.1 The Mackenzie Delta Regional Council

In June 1981, Dene of the Mackenzie Delta created the Mackenzie Delta Dene Regional Council (MDRC) to represent and promote Delta Dene interests. In 1984 the Mackenzie Delta Dene Regional Council was incorporated under the Societies Ordinance of the Northwest Territories as the Mackenzie Delta Regional Council. The change of name reflected the joining together of the Dene and Metis of the Mackenzie Delta in a single organization to represent their interests and needs regionally.

Figure 5
SCHEDULING OF DELIVERY SYSTEM



This integration of Dene and Metis interests in the regional body is an important step forward in Native organization, as status and non-status persons work together to address issues that concern them all.

MDRC has a staff of six at its headquarters, in Inuvik, and is managed by a board of directors. The board, which is elected at the MDRC annual general assembly, comprises Dene and Metis representatives from each of the four constituent communities.

Appendix B presents information on the composition and legal status of the Council. Appendix C presents the most recent financial statements of MDRC.

4.5.2 Arctic College

Arctic College, a division of Department of Education of the Government of the Northwest Territories, is the only established post-secondary educational institution in the Northwest Territories. Legislation establishing the college's autonomy has been drafted, but no change in status is likely before the implementation of the Management Development and Training Program.

The college has campuses in Forth Smith (Thebacha) and Frobisher Bay (Iqaluit) and is planning a campus in Inuvik.

The college offers a variety of diploma, academic, trades, pre-employment, and extension programs. In particular, the Public and Business Administration Department offers the following programs:

- a two-year post-secondary program at the Thebacha Campus that leads to a diploma in public and business administration. Participants in this program can transfer their credits to the University of Saskatchewan, Athabasca University, McMaster University, and to C.G.A. and C.M.A. programs. Thirty-six students are now enrolled in this program.
- a one-year certificate program in business management.
- the Community Administration Certificate Program for staff of municipal and settlement councils, housing associations, local education authorities, and band councils.

Table 7 presents enrolment data for these programs.

4.5.3 The Management Committee

The Management Committee will be responsible for the policy, direction, and success of the program. For example, the committee will establish policy on the selection and support of participants, staffing, finances, and the curriculum. The Management Committee will hold its first meeting in the summer, 1986 in Inuvik.

The majority of seats on the committee will be allocated to Native interests, but non-Native interests, such as government agencies and educational institutions directly involved in the program, will also hold seats on the committee. Appendix D contains draft Terms of Reference for the Management Committee.

Table 7

ENROLMENT DATA
PUBLIC AND BUSINESS ADMINISTRATION PROGRAM,
THEBACHA CAMPUS, ARTIC COLLEGE

| Program | Number of Students Now Enrolled | Number of Times Program Offered | Number of Graduates |
|----------------------|--|--|------------------------------------|
| Two-year Diploma | 36 | 3 | 22 |
| One-year Certificate | * | 8 | 81 |
| C.A. Certificate | * | 9 | 72 |

4.5.4 Memorandum of Agreement

The working relationship between the Mackenzie Delta Regional Council and Arctic College will be governed by a Memorandum of Agreement (MOA) signed by the most senior officials of the two organizations. This document will apply to the two-year period of the pilot program. Thereafter, a new MOA will be negotiated on the basis of the experience of the pilot program.

Appendix E presents the draft Memorandum of Agreement as proposed by MDRC.

4.5.5 The Delivery Partnership

Responsibility for delivery of the program on a day to day basis will rest with the Program Director, under the ultimate authority of the Management Committee. In operational terms this means that the coordination role of the Program Director will be crucial if the program is to remain on schedule, but still remain flexible.

The complementary skills and experience of the two major partners in the delivery of the program ensure the successful solving of unforeseen problems that might arise during the pilot program. Additional skills and experience brought to bear by other committee members will assist in this process.

4.5.6 Program Staff

In addition to the Program Director, other senior staff of the program will include the Program Administrator and two Program Instructors. An organizational chart is presented as Figure 6. Appendix F contains draft job descriptions for these positions.

Recruitment of appropriate, competent and dynamic staff is a task of the highest priority. Senior staff must have extensive experience in the field of Native training, particularly management training, and business development in Native communities. Candidates should have a proven track record in program management and teaching. Recruitment will be conducted on a nation-wide basis, with preference given to qualified candidates who are residents of the north.

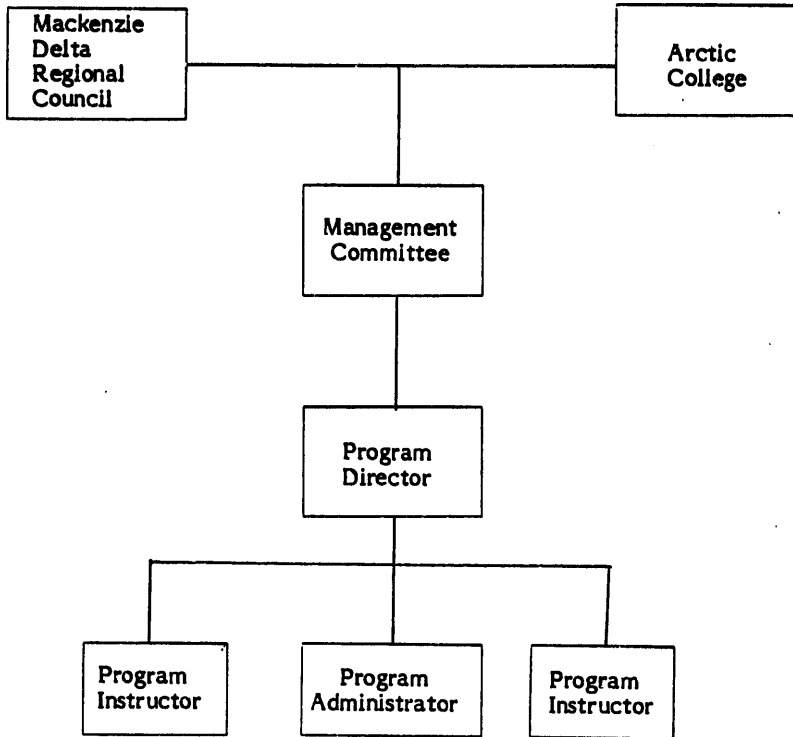
4.6 The Participants

4.6.1 Background of Participants

Consultations at the community level indicate that participants will range greatly in age, have very different educational and employment backgrounds, and be from diverse family situations. Preliminary research indicates that participants will be drawn mainly from the following groups:

- recent Grade 12 graduates.
- women of child-bearing age currently in upgrading or other employment-readiness training programs. Many of these women will be sole-support parents.

Figure 6
ORGANIZATIONAL CHART



- middle-aged people now in business.
- hamlet or band council staff members with administrative skills and secondary or higher education.

It is expected that at least half of the participants in the program will be women. This fact is significant because the average annual income of Dene and Metis women is approximately half that of Dene and Metis men. Furthermore, Dene and Metis women usually have less formal schooling than do Dene and Metis men, and a significant proportion of Dene and Metis women with children are sole-support parents. Provision of adequate daycare, access to counselling, travel allowances, and personal support systems will be necessary to ensure that women students complete the program.

4.6.2 Participant Selection

The Management Committee will direct the entire process of selecting the program's participants (until this committee is formed, it will be represented by the Project Steering Committee). The process consists of

- developing and distributing information on the program to the public;
- accepting applications
- interviewing potential applicants
- ranking potential applicants
- developing a list of recommended participants
- hearing appeals from unsuccessful applicants
- publishing the list of applicants admitted to the program.

Table 8 details the tasks, responsibilities, and time lines for the selection of participants.

Table 8
TASKS AND RESPONSIBILITIES,
PARTICIPANT SELECTION PROCESS

| Scheduled Dates | Task | Party Responsible |
|-----------------|---|---------------------------------------|
| 01/86 | 1. development of admission requirements | Steering Committee |
| 03/86 | 2. development of ranking criteria | Steering Committee |
| 03/86 | 3. development of ranking/rating system | Steering Committee |
| 04/86 | 4. development of interview schedule | Steering Committee |
| 04/86 | 5. briefing of community contacts | Project Coordinator |
| 05/86 | 6. development/distribution of public information material and applications | Project Coordinator |
| 04/07/86 | 7. public meetings and other PR work | Steering Committee and Project Coord. |
| 05/06/86 | 8. acceptance of applications | MDRC Secretariat |
| 07/86 | 9. interviews with potential participants | Management Committee |
| 07/86 | 10. ranking of potential participants according to qualifications and interview results | Management Committee |
| 07/86 | 11. development of 'recommended participants' list | Management Committee |
| 08/86 | 12. all applicants contacted re success of application | Project Coordinator |
| 08/86 | 13. hearing of appeals from unselected candidates | Appeals Committee |
| 09/86 | 14. general publication of participant's list | Project Coordinator |

Candidates for admission must live in Inuvik, Aklavik, Fort McPherson, or Arctic Red River and must have either Grade 10 or equivalent work experience.

Candidates with the basic requirements for admission will then be ranked on the basis of a point system. The point system will assign values to

- educational level
- determination to complete the program
- community involvement
- motivation (reasons for wanting to take the program)
- relevant work experience.

4.6.3 Participant Evaluation

A variety of participant evaluation methods will be utilized in the program, including:

- written tests
- written assignments (individual and group)
- examinations
- written self-assessments (individual).

The mix of evaluation methods will vary across components and courses according to the nature of the material under study. Quality control will be maintained by the stipulation that all participants in the program must complete at least 80 per cent of the 1,200 contact hours offered in the program in order to graduate.

Counselling support and extra tutoring will be made available by staff to students who request these services.

4.7 Program Support

Although existing material is adequate for some parts of the program (accounting, for example) some curricula must be modified, and new material that takes into account the particular context of northern Native organizations and small businesses must be created. Such changes will be necessary in at least parts of all four materials-oriented components (Small Business Management, Academic Skills Upgrading, Community Economic Development, and Personal Development). The Project Steering Committee, prior to program start-up, will contract specialists in the development of curricula in these four areas to refine outlines of course content into teaching curricula.

The development of detailed curricula must facilitate the Project Steering Committee's control over the program's curriculum (later, the Management Committee will exercise this control). The committee will therefore review and approve unit outlines before further detail is added. The consultants presently contracted by MDRC and the specialists on curricula will jointly prepare the teaching units of the pilot program. It is expected that the curriculum specialists will be provided by Arctic College on a fee for service basis.

Table 9 sets out the major tasks, and the parties responsible, for curriculum development activities which must be completed prior to program start-up.

Table 9

CURRICULUM DEVELOPMENT TASKS

| Curriculum | Development Tasks | Party Responsible | Coordination | Author-ization |
|--|--|---|---------------------|----------------------------|
| Academic Skills Development | 1. i.d. writing/math skills needed for success in program | Specialist Organization contracted through competitive bidding, or Arctic College. | Project Coordinator | Project Steering Committee |
| | 2. develop pre-program testing procedures | | | |
| | 3. develop curriculum outlines to meet anticipated upgrading needs | | | |
| | 4. i.d. resource material | | | |
| | 5. secure approval of draft curriculum | | | |
| | 6. write/adapt teaching units | | | |
| | 7. secure resource materials | | | |
| Personal (Leadership) Development | 1. i.d. core competencies and specifics related to management skills | Specialist Organization contracted through competitive bidding. | Project Coordinator | Project Steering Committee |
| | 2. develop curriculum outlines | | | |
| | 3. i.d. resource material | | | |
| | 4. secure approval of draft curriculum | | | |
| | 5. write/adapt teaching units | | | |
| | 6. secure resource materials | | | |
| Small Business Management | 1. i.d. competencies | Arctic College, or Specialist Organization contracted through competitive bidding. | Project Coordinator | Project Steering Committee |
| | 2. breakdown into courses | | | |
| | 3. develop curriculum outlines | | | |
| | 4. i.d. resource material | | | |
| | 5. secure approval of draft curriculum | | | |
| | 6. write/adapt teaching units | | | |
| | 7. secure resource materials | | | |
| Community Economic Development | 1. i.d. competencies | Specialist Organization contracted through competitive bidding, and Arctic College. | Project Coordinator | Project Steering Committee |
| | 2. breakdown into courses | | | |
| | 3. develop curriculum outlines | | | |
| | 4. i.d. resource material | | | |
| | 5. secure approval of draft curriculum | | | |
| | 6. write/adapt teaching units | | | |
| | 7. secure resource materials | | | |
| On-the-Job Training | 1. i.d. potential job placements | Project Coordinator, Steering Committee, MDRC staff, Arctic College | Project Coordinator | Project Steering Committee |
| | 2. reach agreements with potential employers and sign contracts | | | |

4.8 The Cost of the Pilot Program

As Table 10 shows, the total cost of the two-year pilot program will be approximately \$1.96 million including infrastructure, administration, and program delivery.

Infrastructure consists of facilities and program materials, and the cost of this component in Year 1 will be \$136,620 (Table 11). Administration costs, which include all staff costs and administrative overhead, will total \$315,100 in Year 1 (Table 12). Program delivery costs — include participants' living and travel allowances, the development and purchase of learning materials, and special projects — will total \$528,600 in Year 1 (Table 13). The pilot program will therefore cost \$966,345 in Year 1.

In Year 2, the cost of the pilot program will rise to \$991,475.

4.9 Financing Strategy

The level of funding must be sufficient to maximize the probability of success in the pilot phase, but not so high that the program is not replicable elsewhere. Adequate financing of the proposed program requires the collaboration of a group of funders, and the Dene and Metis of the Mackenzie Delta, the sponsors of the program, must be significant partners in this collaboration.

The proposed financing strategy for this program, including the amounts requested of each funder, is presented in Table 14. Primary funders are those of

Table 10
TOTAL COSTS OF PILOT PROGRAM, YEARS 1 AND 2

| <u>Cost</u> | <u>Year 1</u> | <u>Year 2</u> |
|---|-------------------------|--------------------------|
| <u>Infrastructure</u> | | |
| Program: Learning Materials | \$ 20,000 | \$ 22,000 |
| Equipment | 27,500 | - |
| Facilities: Rental and Maintenance | 54,000 | 59,400 |
| Furniture and Equipment | 17,300 | |
| Contingency | 17,820 | 12,210 |
| Total | <u>\$136,620</u> | <u>\$ 93,610</u> |
| <u>Administration</u> | | |
| Staff: Director, 2 Instructors, Administrator | \$180,000 | \$ 189,000 |
| Benefits and Northern Allowance | 58,000 | 60,900 |
| Short-term Resource Persons | 20,000 | 21,000 |
| Administration: Materials and Supplies | 6,000 | 6,600 |
| Operations | 10,000 | 11,000 |
| Contingency | 41,100 | 43,275 |
| Total | <u>\$315,100</u> | <u>\$ 331,775</u> |
| <u>Program Delivery</u> | | |
| Travel (Instructors and Participants) | \$ 37,500 | 41,250 |
| Allowances for Participants | 300,000 | 330,000 |
| Learning Materials (including Development) | 50,000 | 55,000 |
| Special Projects | 40,000 | 44,000 |
| Evaluation | 20,000 | 22,000 |
| Contingency | 67,125 | 73,840 |
| Total | <u>\$514,625</u> | <u>\$ 566,090</u> |
| <u>Total Costs:</u> | | |
| 1. Infrastructure | \$136,620 | \$ 93,610 |
| 2. Administration | 315,000 | 331,775 |
| 3. Programs | 514,625 | 566,090 |
| | <u>\$966,345</u> | <u>\$ 991,475</u> |

Note: It is assumed that between Year 1 and Year 2, inflation will cause staff costs to rise by 5%, program and administrative costs to rise by 10%.

Table 11
COSTS OF INFRASTRUCTURE, YEAR 1

| | | |
|--------------------|---|---------------|
| Learning Materials | Library | \$ 10,000 |
| | Audio-visual | 10,000 |
| Equipment | Computer (5 x \$4000) | 20,000* |
| | A/V Playbacks (5 x 1500) | 7,500* |
| Facilities | Rental (2000 ft. ² @ \$22 gross) | 44,000 |
| | Maintenance | 10,000 |
| | Office Equipment | 7,300* |
| | Furniture | 10,000* |
| Contingency | | <u>17,820</u> |
| Total | | \$136,620 |

* These costs are one-time costs.

Table 12
COSTS OF ADMINISTRATION, YEAR 1

| | | |
|------------------------|---|----------------------|
| Staff | Director | \$ 50,000 |
| | Instructors (2 x \$45,000) | 90,000 |
| | Administrator | 40,000 |
| | Statutory Benefits (10% for f.t. staff) | 18,000 |
| | Northern Allowance (4 x 10,000) | 40,000 |
| | Short-term Resource Personnel (5 x 4000) | 20,000 |
| Administration: | Materials and Supplies | 6,000 |
| | Operations | 10,000 |
| Contingency | | <u>41,100</u> |
| Total | | \$315,100 |

Table 13
COSTS OF PROGRAM DELIVERY, YEAR 1

| | | |
|-----------------------------|---|------------------|
| Travel | Instructors (\$150 x 50) | 7,500 |
| | Participants (\$150 x 20 p. x 10 trips) | 30,000 |
| Allowances for Participants | (\$300 x 20 p. x 50 @) | 300,000 |
| Learning Materials | Modules and Texts | 18,000 |
| Materials Development | | 45,000 |
| Special Projects | | 40,000 |
| Evaluation | | 20,000 |
| Contingency | | <u>67,125</u> |
| Total | | \$514,625 |

Table 14
FINANCING STRATEGY

| Funder | Program/ Category | Costs to be Supported | Amount Requested (\$000) | | |
|--|--|---|-----------------------------|--------------|--------------|
| | | | Year 1 | Year 2 | Total |
| Arctic College/ GNWT Education | Post-Secondary Education | Infrastructure Administration | 175 | 175 | 350 |
| Native Economic Development Program | Special Project | Student Allowances Shortfalls | 125 | 125 | 250 |
| Indian and Northern Affairs Canada | Various | Student Allowances Program Costs Administration | 125 | 125 | 250 |
| Donner Canadian Foundation | Northern Projects | Student Allowances Administration | 125 | 125 | 250 |
| Canada Employment and Immigration | Innovations Skill Investment Investment Job Entry | Program Costs Student Allowances | 100 | 150 | 250 |
| Oil Industry | Various | Student Allowances Program Costs | 100 | 100 | 200 |
| GNWT Economic Development | Training | Student Allowances | 100 | 100 | 200 |
| Northern Careers | Training | Student Allowances | 75 | 75 | 150 |
| Mackenzie Delta Regional Council | Various | Program Costs | 50 | 50 | 100 |
| Laidlaw Foundation | Northern Projects | Program Costs | 25 | - | 26 |
| Mott Foundation | Rural Projects | Program Costs | - | 25 | 25 |
| Total | | | 1,000 | 1,050 | 2,050 |

whom between \$100,000 and \$250,000 is being requested. Secondary funders are those being requested to contribute less than \$100,000. The financing strategy proposed here calls for a joint effort by the private and public sector.

The Native Economic Development Program will be asked to convene a funders' conference in Inuvik in the second quarter of 1986 to further discuss the details of the financing strategy and to make final decisions on the financing package.

4.10 Contribution By Mackenzie Delta Regional Council

The Mackenzie Delta Regional Council has already contributed in a major way, in terms of human and material resources, to the development of the Management Development and Training Program.

First, the Council raised more than \$120,000 from federal and territorial agencies to study and design this program. Second, over the past two years the Council has assigned its Executive Director and Planner to this project for an estimated total of 100 days of research, administration and consultation. At market rates (ie. \$400/day), this allocation of time represents at least \$40,000 worth of staff resources. The Council has also provided facilities and equipment in support of numerous meetings on the subject of the program.

Perhaps most significantly, however, leaders and residents have supplied a remarkable amount of volunteer time to this effort. Board meetings, Steering Committee meetings, general assemblies and local community meetings have all demanded the unpaid time of dozens of Dene and Metis. A rough estimate is

that approximately 1,500 person hours of volunteer time have been donated to the development of the program by Dane and Metis leaders and citizens at large.

The Council and its constituents will provide an additional 1,500 person hours of volunteer time to support the pilot program over its two-year period. They will allocate to the program the following in-kind contributions: \$50,000 worth of facilities and equipment and \$50,000 worth of non-program staff time for support purposes.

5. CONCLUSION

The Management Development and Training Program is a bold and timely initiative. The program promises to be a major factor, if not the major factor, in assisting the Dene and Metis in achieving prosperity through the twin processes of self-government and economic development in the late 1980s.

The program is broadly supported, as is evident from the letters attached as Appendix F. The Mackenzie Delta Regional Council has demonstrated its competence in developing the program to this point. It now asks for an opportunity to complete its work by implementing this program. There is much to be gained by all.

APPENDIX A

MACKENZIE DELTA REGIONAL COUNCIL
Summary of Comprehensive Development Plan

COMPREHENSIVE DEVELOPMENT PLAN SUMMARY

PRINCIPLES OF DEVELOPMENT PLAN

1. Balanced Development
2. Long Term Planning
3. Detailed Business Feasibility Studies
4. Human Resource Development
5. Community Participation

OBJECTIVES OF DEVELOPMENT PLAN

1. Dene Planning Agency
 - to establish a Dene Planning Agency in the Mackenzie Delta to coordinate Dene Socio-Economic Development in the Region.
 - to prepare Business Feasibility Studies, Monitor Development Impacts and assist in the creation of the new Dene Institutions.
2. Dene Centre for Training and Technology Development
 - to establish Dene Centre for Training and Technology Development to deliver effective training programs in renewable resource management, small business management and organizational development and to engage in research and development of technologies designated as priorities by the Dene.
3. Dene Financial Institutions
 - to establish Dene financial institutions to invest Dene capital for the purpose of both long term financial security and business development.
4. Renewable Resource Development
 - to maximize harvesting activities, secondary activities and marketing related to renewable resources and to promote inter-settlement trade as well as export outside the N.W.T. in renewable resources.

5. Non-Renewable Resource Development

- to negotiate equity and other participation agreements in acceptable non-renewable resource development ventures, particularly in the petroleum industries.

6. Small-scale Business and Industry

- to develop the small-scale business and industry sector in Dene communities to its fullest potential with the purpose of reducing economic dependence on outside factors.

7. Leadership Development

- to maximize the effectiveness of Dene leadership in socio-economic planning and implementation through training and education.

8. Women and Youth Development

- to create and sustain special social and economic programs for Dene women and youth, two groups whose human resource potential must be maximized for Dene Development Plan to proceed.

9. Life Long Learning

- to develop a comprehensive system of life long learning in the Delta Dene communities designed to strengthen Dene culture and meet other Dene development objectives.

10. Community Health

- to strengthen local community health services to provide preventive and monitoring measures for Dene health as development proceeds.

APPENDIX B

MACKENZIE DELTA REGIONAL COUNCIL

Certificate of Incorporation

Application Under the Societies Ordinance of the Northwest Territories

Bylaws

Current Board of Directors



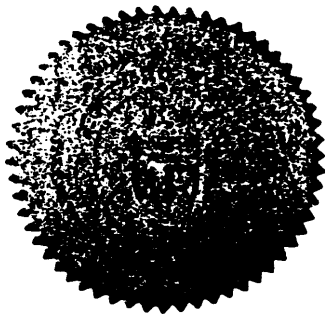
*Certificate of Incorporation
Societies Ordinance*

NO. SOC 651

I hereby Certify that

MACKENZIE DELTA REGIONAL COUNCIL

IS THIS DAY INCORPORATED UNDER THE SOCIETIES ORDINANCE OF THE NORTHWEST TERRITORIES



Given under my hand and seal at Yellowknife this

TWENTY-SECOND

day of MAY

one thousand nine hundred and EIGHTY FOUR

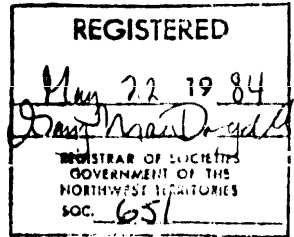
Danny Mac Donnell

REGISTRAR OF SOCIETIES

NORTHWEST TERRITORIES

SOCIETIES ORDINANCE

FORM A



APPLICATION

We, the undersigned, hereby declare that we desire to have a society incorporated under the Societies Ordinance of the Northwest Territories, and that:

1. The name of the Society is the MACKENZIE DELTA REGIONAL COUNCIL (referred to hereinafter as the Regional Council).
2. In this application and by-laws
 - (a) if the context so warrants the singular shall include the plural and the plural the singular, and the masculine shall include the feminine.
 - (b) "Dene" means a Chipewyan, Slavey, Loucheux, Dogrib, Hare, Cree or Beaver person whose aboriginal lands or part of those lands were, before January 1st, 1921 within the boundaries of the Northwest Territories as those boundaries were on August 29th, 1982. Aboriginal lands include lands traditionally used and occupied by the Dene or their descendants and lands lived on by them.
 - (c) "descendant of the Dene" means any person who:
 - (i) is a lineal descendant of a person described in paragraph (a) above whether Treaty, non-treaty or Metis;
 - (ii) is an adopted child under the laws of any jurisdiction or of Dene custom, of any person described in (i), provided such child was a minor at the time of adoption, or is a lineal descendant of such child, or
 - (iii) is otherwise eligible for enrollment as a beneficiary under an Aboriginal Claims Settlement with Dene or Metis.

- (d) "Mackenzie Delta" (hereinafter called the "Region") means the geographical area encompassed by the communities of Fort McPherson, Aklavik, Inuvik and Arctic Red River (hereinafter called "the communities in the Region"), and the aboriginal lands of those descendants of the Dene who live in or around those communities.

3. The objects of the Regional Council are:

- (a) To unite all descendants of the Dene whose aboriginal lands are in the Region;
- (b) To uphold all of the rights, interests and prerogatives of the said descendants of the Dene in reference to their treaties, history, culture, and future negotiations and agreements with the Federal and other governments, industry, and political organizations;
- (c) To discuss, develop and promote for the said descendants of the Dene, programs for their economical, social, educational and cultural development;
- (d) To co-operate with other organizations of similar friendly purpose to the Regional Council; and
- (e) To promote the recognition and entrenchment of the aboriginal rights of the said descendants of the Dene to their aboriginal lands, culture, self-determination and sovereignty.
- (f) For the objects above-mentioned, to consult with the communities in the Region through their elected representatives.

4. The operations of the Regional Council are to be chiefly carried on in one of the communities of the Mackenzie Delta.

DATED this 24 day of April, A.D. 1984

APPLICANTS FOR INCORPORATION

.....
WITNESS

.....
NAME: Susie Huskey
ADDRESS: Chief - Inuvik

OCCUPATION:

.....
WITNESS

.....
NAME: Johnnie Christie
ADDRESS: Chief - Ft McPherson

OCCUPATION:

.....
WITNESS

.....
NAME: Freddie Greenwood
ADDRESS: Chief - Aklaik

OCCUPATION:

.....
WITNESS

.....
NAME: Betty Cardinal
ADDRESS: Chief - Arctic Red River

OCCUPATION:

.....
WITNESS

.....
NAME: ~~Bob Simpson~~ Charlie Sogushue
ADDRESS: ~~Inuvik~~ Fort McPherson
OCCUPATION: ~~Unemployed~~ Vice President
DEVE Naimu

NORTHWEST TERRITORIES

SOCIETIES ORDINANCE

MACKENZIE DELTA REGIONAL COUNCIL

BY-LAWS

DEFINITIONS

1.01 In these By-Laws

(a) "general meeting" shall mean any meeting of the members of the Regional Council other than a special meeting and shall include annual general meeting unless otherwise provided herein.

(b) "special meeting" shall mean any meeting of the members of the Regional Council called for a specific purpose of which notice is duly given in accordance with these by-laws.

(c) "local councils" shall include the Band Council and, where it exists, the Metis local in each community.

(d) "consensus" shall mean a decision made by a vote of the members or directors, to which none of the members or directors objects. If any member or director objects to the decision, it shall be referred for further discussion by the members or directors. A consensus is reached if a majority of the members or directors vote in favour of a decision and the remainder of the members or directors abstain.

MEMBERSHIP

2.01 The Regional Council shall be composed of the following members:

(a) The Chief of the Band of each of the communities in the Region; and

(b) One community representative from each of the communities in the region, selected from among their members by majority vote of the local councils in each community.

(i) The selection of each community representative shall be by show of hands taken at a special

meeting of the members of the local councils, held at least two (2) days prior to each meeting of the Regional Council, of which at least four (4) days notice in writing shall be given to the local councils. The quorum at said special meetings shall be a quorum of members of each of the local councils in the community.

- (ii) If a valid selection of the community representative is not made by the end of the third day prior to the Regional Council meeting, the Chief of the community shall appoint from among the members of the local council, a community representative.

- 2.02 Each member of the Regional Council shall be entitled to one vote at any meeting of the Regional Council.
- 2.03 Any member of the Regional Council may withdraw from membership in the Regional Council by providing written notice to the Board of Directors.
- 2.04 Any member whose conduct is considered to be detrimental to the Regional Council or its objects may be expelled from the Regional Council by unanimous vote of the other members, following at least two (2) weeks written notice of intention to expel the member, being received by the member and his local councils, stating the reasons for intention to expel.
 - (a) A vote taken under the provisions of this paragraph shall have no effect unless all of the members of the Regional Council are present at the meeting.
 - (b) Prior to the vote being held, the member who has received notice of intention to expel, shall be given full opportunity to hear the allegations made against him and to explain his conduct to the Regional Council.

MEETINGS

- 3.01 The annual general meeting of the Regional Council shall be held on or before June 30th following each fiscal year end, at a time and place to be fixed by the Board of Directors.
- 3.02 Further general meetings may be called by the secretary, on the instructions of the Chiefs of at least two (2) communities in the Region, at a time

and place to be determined by the Chief's instructions.

- 3.03 Notice of any special meeting shall be given to the members and local councils in the Region at least seven (7) days in advance of the meeting by public radio announcement, written notice, or telephone message, stating the time and place of the meeting. Any member may waive notice of any general or special meeting either before, during, or after the meeting, either by declaring his waiver at the meeting, or by instrument in writing submitted to the Regional co-ordinator.
- 3.04 The quorum at general and special meetings, unless otherwise stated herein, shall be no less than six (6) members, including at least one (1) member from each of the communities in the Region.
- 3.05 Any member may be written proxy signed by the member appoint a representative to vote in his place at a general or special meeting for the purposes and in the manner specified in the written proxy. In order to be eligible for appointment by proxy, a person must be an ordinary resident of the community which the member appointing him represents.
- 3.06 Any person over the age of eighteen (18) years who ordinarily resides in any of the communities in the Region, or any other person invited to attend by a member, may attend and speak at any meeting of the Regional Council.
- 3.07 Decisions at a general or special meeting shall, unless otherwise stated herein, be made by resolution passed by consensus, and recorded in writing by the Regional Co-ordinator. Notwithstanding the foregoing, no decision made by the Regional Council, whether it relates to a change in the constitution or by-laws of the Regional Council or any other subject matter, or subsequently ratified by motion evidenced in writing, passed by a majority of the local councils in the Region.
- 3.08 Special meetings may be called by the secretary on the instructions of the Chiefs of at least two (2) communities in the Region, at a time and place to be determined by the Chief's instructions. Notice of any special meeting shall be given to the members and local councils in the Region in accordance to the provision of 3.03 in the by-laws stated herein.

DIRECTORS

- 4.01 Until the first general meeting of the Regional Council, the subscribers to this application and by-laws shall be the Directors of the Regional Council.
- 4.02 At the first general meeting of the Regional Council, the members of the Regional Council shall choose by consensus four (4) Directors who shall succeed the subscribers to this application and by-laws as the Directors of the Regional Council.
- 4.03 At the first annual general meeting and at every annual general meeting thereafter, the members shall choose by consensus four (4) Directors from among their own number, who shall serve a one (1) year term.
- 4.04 The quorum for a meeting of the Board of Directors shall be three (3) Directors.
- 4.05 If at anytime a Director dies or ceases to be a Director for any reason, the remaining Directors, before taking any further action, shall appoint from amongst the members a Director to serve until the next annual general meeting is held.
- 4.06 A person shall cease to be a Director if:
- (a) he submits his resignation in writing to the Board of Directors;
 - (b) The Board of Directors finds him to be acting in a manner detrimental to the Regional Council or its objects or neglecting or refusing to carry out his duties;
 - (c) At a special meeting of the members, the members decide by consensus to remove him from office, after the Director has been given at least two (2) weeks notice in writing of the meeting and its purpose and had the opportunity at the meeting to hear the allegations made against him and to explain his conduct.
- 4.07 The property and business of the Regional Council shall be managed by the Board of Directors, on the advice and instruction of the Regional Council.

- 4.08 The Board of Directors shall meet as often as the business of the Regional Council requires, but no fewer than four (4) times annually, the time and place of its meetings to be determined by the Board of Directos.
- 4.09 The Regional co-ordinator shall give each Director at least two (2) days prior notice of each Board meeting, either by written notice or telephone message. Any Director may waive such notice before, during or after the meeting, either by declaring his waiver at a meeting of the Board or by submitting his waiver by written instrument to the Regional Co-ordinator.
- 4.10 Decisions of the Board of Directors shall be by resolution passed by consensus at a Board meeting; and evidence in writing, except as otherwise provided hereafter. A resolution in writing, signed by all of the members of the Board shall be valid and effectual as if it had been passed at a meeting of the Board. A Director may, unless a participating Director objects, participate in a meeting of Directors by means of a conference telephone or such other communications facility as permits all persons participating in the meeting is deemed to be present at the meeting.
- 4.11 Directors may be paid travelling and other expenses to compensate them for expenses incurred in the conduct of their duties to the Regional Council, and are eligible for remuneration in respect to their office as may be determined by the members at a general meeting.
- 4.12 The Directors shall have the power to authorize expenditures on behalf of the Regional Council from time to time for the purpose of furthering the objects of the Regional Council and shall have the power to employ and pay salaries to employees and may delegate these powers upon such terms and conditions as they see fit, to an officer or officers of the Regional Council.

OFFICERS

- 5.01 The members shall select from among themselves at each meeting of the Regional Council, a Chairperson.
- 5.02 The Directors may select from among all of the members of the Regional Council, a Secretary, a Treasurer or both.

- 5.03 The Directors shall, at or before the first general meeting of the Regional Council appoint a Regional Co-ordinator who shall until such officers are selected, perform the duties of Secretary and Treasurer, and shall perform such other duties as the Directors see fit. The Regional Co-ordinator shall not have the right to vote in meetings of the Regional Council or Board of Directors.
- 5.04 The officers and Regional Co-ordinator may receive remuneration for expenses incurred in acting in their capacities, such remuneration to be determined by the Directors and confirmed by the members at a general meeting.
- 5.05 The officers and Regional Co-ordinator, subject to the provisions of any written employment agreement shall hold office at the pleasure of the Board of Directors or until their successors are elected or appointed in their stead.
- 5.06 The Board may appoint such agents and representatives and engage such employees as it shall deem necessary from time to time, and such persons shall have authority and shall perform such duties as shall be prescribed by the Board at the time of such appointment.

DUTIES OF OFFICERS

- 6.01 The Chairperson shall preside at the meeting of the Regional Council at which he is appointed.
- 6.02 The Treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Regional Council and shall deposit all monies and other valuable effects in the name and to the credit of the Regional Council and such depositories as may be designated from time to time by the Board of Directors. He shall disburse the funds of the Regional Council as ordered by the Board, taking proper vouchers for such disbursements and shall render to the Directors at meetings of the Board of Directors or whenever they may require, an account of all his transaction as Treasurer and an account of the financial position of the Regional Council. He shall also perform such other duties as may from time to time be determined by the Board. He may be required by the Directors to give the Regional Council a bond in the sum and with one or more sureties satisfactory to his office, and for all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the Society.
- 6.03 The Secretary shall attend all sessions of the Board and act as Clerk thereof and report all votes and minutes of all proceedings and books to be kept in his custody for the purpose. He shall give or cause to be given notice of all meetings of the members and of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors, under whose supervision he shall be. He shall be custodian of the seal of the Regional Council which he shall deliver only when authorized by a resolution of the Board, and to such person or persons as may be named in the resolution.
- 6.04 The office of the Secretary and Treasurer may be filled by one person if the Board of Directors shall so decide.

AUDITORS

- 7.01 The books, accounts and records of the Regional Council shall be audited at least once each year by a duly qualified accountant or reviewed by two (2) directors of the Regional Council chosen for that purpose at a general meeting. A complete and proper statement of the standing of the books for the previous year shall be signed and submitted by such auditor or Directors at the annual general meeting of the Regional Council. March 31st in each year shall be the end of the fiscal year of the Regional Council.
- 7.02 The books and records of the Regional Council may be inspected by any member of the Regional Council at the general meeting or at the head office of the Regional Council at anytime satisfactory to the officer or officers having charge of same. Each member of the Board shall at all times have access to such books and records.

SEAL AND SIGNING AUTHORITY

- 8.01 The common seal of the Society shall consist of the word "seal" in a circle formed by the words, "MACKENZIE DELTA REGIONAL COUNCIL".
- 8.02 The common seal shall be affixed only when authorized by a resolution of the Directors and then only in the presence of the persons prescribed in the resolution, or if no persons are prescribed, in the presence of the President and Secretary or President and Secretary-Treasurer.
- 8.03 The Secretary and at least one (1) other Director shall have the authority to sign instruments or documents on behalf of the society.

BORROWING POWERS

- 9.01 The Directors may, by resolution, borrow, raise or secure the payment of money in any manner they think fit except that debentures shall not be issued without the sanction of an extraordinary resolution.

LENDING POWERS

- 10.01 The Directors may, by resolution, lend Regional Council funds to any person for the objects of the Regional Council and may guarantee, subsidize, or secure in any manner the repayment of any loan incurred by any person for the objects of the Regional Council.

AMENDMENT OF BY-LAWS

- 11.01 By-laws of the Regional Council may be rescinded, altered or added to at an annual general meeting or by extraordinary resolution of the Regional Council at a general meeting and not otherwise, but no such rescission alternation or addition has any effect until it ahs been registered by the Registrar.

DISSOLUTION

- 12.01 On dissolution of the Regional Council, or surrender of its certificate of incorporation, any assets remaining after payment of all debts, shall be distributed to one or more recognized charitable organizations within the Northwest Territories.

HEAD OFFICE

- 13.01 The head office of the Regional Council shall be located at Fort McPherson, Northwest Territories.
- 13.02 The Regional Council may establish such other offices and agencies elsewhere in the Northwest Territories and Canada as the Board of Directors may deem expedient.

DATED this 24 day of April, A.D. 1984

APPLICANTS FOR INCORPORATION

.....
WITNESS

.....
Susie Huskey

.....
WITNESS

.....
Johnny Olen

.....
WITNESS

.....
Freddie Smith

.....
WITNESS

.....
Billy Cardinal

.....
WITNESS

.....
C. M. ...

Mackenzie Delta Regional Council Board of Directors as of March 31, 1986

Dene Chiefs:

- 1) Cece McCauley - Inuvik
- 2) Freddy Greenland - Aklavik
- 3) Grace Blake - Artic Red River
- 4) James Ross - Fort McPherson

Metis Local President

- 1) Rudolph Jr. Cardinal - Inuvik
- 2) Charlie Furlong - Aklavik
- 3) Frank Firth - Fort McPherson
- 4) Billy Cardinal - Artic Red River

Executive Direction

- 1) Bob Simpson - Executive Director, Inuvik
- 2) David Kruthko - Vice President, Fort McPherson
- 3) Charlie Furlong - President, Aklavik

APPENDIX C

MACKENZIE DELTA REGIONAL COUNCIL

Financial Statements

March 31, 1985

**MACKENZIE DELTA REGIONAL COUNCIL
INUVIK, N.W.T.**

**FINANCIAL STATEMENTS
March 31, 1985**

INDEX

| | |
|----------------------|---|
| | Auditors' Report |
| Statement I | Balance Sheet |
| Statement II | Statement of Changes in Fund Balance |
| Statement III | Statement of Revenue and Expenditure |
| | Notes to the Financial Statements |
| Schedule A | Institutional Development Schedule of Revenue and Expenditure |
| Schedule B | Resource Development Impact Schedule of Revenue and Expenditure |
| Schedule C | Dene Nation Negotiations Secretariat Schedule of Revenue and Expenditure |
| Schedule D | Business Management Training Program - Pre-Feasibility Study Schedule of Revenue and Expenditure |
| Schedule E | Community Consultation Schedule of Revenue and Expenditure |
| Schedule F | Business Opportunity Identification Schedule of Revenue and Expenditure |
| Schedule G | Economic Planner and Fur Industry Study Schedule of Revenue and Expenditure |
| Schedule H | Regional Council Concept Schedule of Revenue and Expenditure |

Hinchey, Wowk, Williams, Avery & Co.
Certified General Accountants

7205 - 121 MacKenzie Rd., Box 2078
Inuvik, N.W.T.
X02 010
Telephone: (403) 979-3484

AUDITORS' REPORT

To The Members
MacKenzie Delta Regional Council

We have examined the Balance Sheet of the MacKenzie Delta Regional Council as at March 31, 1985 and the Statements of Revenue and Expenditure and Changes in Fund Balance for the period then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances, except as explained in the following paragraphs.

Our examination indicated deficiencies in the accounting records for the proper allocation of expenditures to certain funds and we were unable to satisfy ourselves that all of these transactions were proper. As a result, we were unable to determine whether adjustments might be required to expenditures and fund balances.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves with respect to the proper allocation of expenditure described in the preceding paragraph, these financial statements present fairly the financial position of the Council as at March 31, 1985 and the results of its operation and the change of fund balance for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Hinchey, Wowk, Williams, Avery & Co.

Hinchey, Wowk, Williams, Avery & Co.
Certified General Accountants
Inuvik, N.W.T.

June 14, 1985

MACKENZIE DELTA REGIONAL COUNCIL

BALANCE SHEET
March 31, 1985

| | <u>1985</u> | <u>1984</u> |
|---|-----------------|----------------|
| ASSETS | | |
| CURRENT | | |
| Cash | \$ 26,377 | \$12,013 |
| Accounts Receivable (Note 2) | 8,280 | 7,741 |
| Due From Fort MacPherson Indian Band | 28,275 | 35,125 |
| Grants Receivable (Note 3) | --49,821 | -10,874 |
| | <u>-112,553</u> | <u>-68,853</u> |
| INVESTMENTS | | |
| Investment in MacKenzie Delta Regional Development Corporation Ltd. (Note 4) | --18,018 | --9,018 |
| | \$130,571 | \$74,871 |
| | ===== | ===== |
| LIABILITIES | | |
| CURRENT | | |
| Accounts Payable | \$ 70,627 | \$11,965 |
| Due to Government Agencies | 2,125 | - |
| Due to Arctic Red River Band Council | - | 1,575 |
| Due to MacKenzie Delta Regional Development Corporation Ltd. | - | 6,000 |
| Wages Payable | 1,866 | - |
| Deferred Revenue (Note 5) | --28,748 | ----- |
| | <u>-101,366</u> | <u>-19,540</u> |
| FUND BALANCE | | |
| EQUITY per Statement II | --29,205 | -55,331 |
| | \$130,571 | \$74,871 |
| | ===== | ===== |

APPROVED:

----- Councillor

----- Councillor

The attached notes and schedules are an integral part of these financial statements.

STATEMENT II

MACKENZIE DELTA REGIONAL COUNCIL
STATEMENT OF CHANGES IN FUND BALANCE
For The Year Ended March 31, 1985

| | Total |
|---|-------------------|
| EQUITY OPENING | \$55,331 |
| EXCESS OF EXPENDITURE OVER REVENUE per Statement III | (-26,126) |
| EQUITY CLOSING | \$29,205 ***** |

STATEMENT III

MACKENZIE DELTA REGIONAL COUNCIL
STATEMENT OF REVENUE AND EXPENDITURE
For the Year Ended March 31, 1985

| | 1985 | 1984 (17 months) |
|--|--------------------|---------------------|
| CONTRIBUTION FUNDED PROGRAM | | |
| REVENUE | | |
| Institutional Development per Schedule A | \$ 12,500 | \$ 25,000 |
| Resource Development Impact per Schedule B | 89,189 | 186,995 |
| Dene Nation Negotiations Secretariat per Schedule C | 42,580 | 121,125 |
| Business Management Training Program Pre Feasibility Study - per Schedule D | 16,260 | - |
| Community Consultation per Schedule E | 12,410 | - |
| Business Opportunities Identification per Schedule F | 59,022 | - |
| Economic Planner and Fur Industry Study per Schedule G | 51,737 | - |
| Regional Council Concept per Schedule H | <u>2,785</u> | <u>-----</u> |
| | <u>286,463</u> | <u>333,120</u> |
| EXPENDITURE | | |
| Institutional Development per Schedule A | 15,242 | 11,630 |
| Regional Development Impact per Schedule B | 109,101 | 189,146 |
| Dene Nation Negotiation Secretariat per Schedule C | 44,643 | 77,013 |
| Business Management Training Program Pre Feasibility Study per Schedule D | 13,827 | - |
| Community Consultation per Schedule E | 12,660 | - |
| Business Opportunities Identification per Schedule F | 62,342 | - |
| Economic Planner and Fur Industry Study per Schedule G | 51,989 | - |
| Regional Council Concept per Schedule H | <u>2,785</u> | <u>-----</u> |
| | <u>312,589</u> | <u>277,789</u> |
| EXCESS OF EXPENDITURE OVER REVENUE | (\$ 26,126) | \$ 55,331 |
| | ===== | ===== |

The attached notes are an integral part of these financial statements.

MACKENZIE DELTA REGIONAL COUNCIL

NOTES TO THE FINANCIAL STATEMENTS
March 31, 1985

NOTE 1 ACCOUNTING POLICIES

a) The funds are reported as follows:

- i) Institutional Development
- ii) Resource Development Impact
- iii) Dene Nation Negotiations Secretariat
- iv) Business Management Training Program -
pre-Feasibility Study
- v) Community Consultation
- vi) Business Opportunity Identification
- vii) Economic Planner - Fur Industry Study
- viii) Regional Council Concept

b) All Fixed Asset purchases are recorded as expenses in the year of acquisition.

c) Investments in limited companies are recorded at cost.

NOTE 2 ACCOUNTS RECEIVABLE

| | |
|--------------------------------------|------------|
| Inuvik Dene Band Council | \$6,250 |
| L. Firth | 1,127 |
| S. Snowshoe | 903 |
| J. Shattler | <u>242</u> |
| | 8,522 |
| Less: Allowance for Doubtful Account | <u>242</u> |
| | \$8,280 |
| | ===== |

NOTE 3 GRANT RECEIVABLE

| | |
|---|--------------|
| EDA - Business Opportunity Identification | |
| - Oil and Gas | \$24,961 |
| - Ram Air | 17,400 |
| DIAND - Fur Market Study | <u>7,260</u> |
| | \$49,621 |
| | ===== |

cont'd

cont'd

MACKENZIE DELTA REGIONAL COUNCIL
NOTES TO THE FINANCIAL STATEMENTS
March 31, 1985

NOTE 4 INVESTMENT IN MACKENZIE DELTA REGIONAL
DEVELOPMENT CORPORATION LTD.

| | |
|--------|---------------|
| Shares | \$ 1 |
| Loan | <u>18,017</u> |
| | \$18,018 |
| | ***** |

NOTE 5 DEFERRED REVENUE

| | |
|---------------------------------------|---------------|
| EDA - Economic Planner | \$ 5,563 |
| - Business Opportunity Identification | 3,969 |
| - Ram Air | <u>17,216</u> |
| GNWT - Regional Council Concept | \$26,748 |
| | ***** |

Summary
Consolidated Revenue and Expenditures
Mackenzie Delta Regional Council
1984 - 1986
(\$ 000's)

| | 1984 | 1985 | 1986 (projected) |
|-------------|-------|-------|------------------|
| Revenue | 333 | 286 | 750 |
| Expenditure | 277.8 | 312.6 | 725 |

Core Operating Budgets 1985

Dene Bands

| | |
|------------------|-----------|
| Aklavik | \$ 61,523 |
| Arctic Red River | 56,177 |
| Fort McPherson | 101,428 |
| Inuvik | 48,785 |

Metis Locals

| | |
|------------------|-----------|
| Aklavik | \$ 12,000 |
| Arctic Red River | 12,000 |
| Fort McPherson | 12,000 |
| Inuvik | 12,000 |

APPENDIX D

**DRAFT TERMS OF REFERENCE
MANAGEMENT COMMITTEE**

DRAFT TERMS OF REFERENCE, MANAGEMENT COMMITTEE

Introduction

The Management Committee is the overall decision-making body of the Management Development and Training Program. These Terms of Reference apply to the two-year period of the pilot program.

Composition

The composition of the Committee will be as follows:

- Program Director (non-voting Chair)
- 3 voting members appointed by the Mackenzie Delta Regional Council
- 2 voting members appointed by Arctic College
- additional ex officio members (non-voting) as deemed necessary and useful by the Committee.

Committee meetings will be convened on a monthly basis during year 1 and quarterly thereafter.

Duties and Responsibilities

The duties and responsibilities of the Committee will include the following:

- overall management responsibility for the program
- financial management, including record keeping, monitoring and delegation of financial authority
- overall decision and support to staff
- formulation of policy and delegation of responsibility to staff for implementing policy
- hiring and firing of all staff
- approval of terms of reference for all staff positions in the program
- selection of participants through a process of interviews and ranking
- establishing policy with respect to curriculum development and delegation to staff of implementing this policy
- monitoring student performance
- monitoring the certification process implemented by Arctic College
- monitoring the adequacy of facilities and equipment
- liaising with funding agencies on a regular basis or as requested
- networking with other training programs in Canada and elsewhere
- inviting experts on certain aspects of the program to assist the program in addressing specific issues or concerns, as needed
- other duties and responsibilities as found to be necessary to the successful implementation of the pilot program.

**MEMORANDUM OF AGREEMENT BETWEEN
MACKENZIE DELTA REGIONAL COUNCIL
AND ARCTIC COLLEGE**

Introduction

This Memorandum of Agreement defines the rights and responsibilities of the Mackenzie Delta Regional Council, hereafter known as "the Council", and Arctic College hereafter known as "the College", in the matter of the management of the Dene/Metis Management Development and Training Program in the Mackenzie Delta Region.

1. Management

The Program shall be managed by a Management Committee, hereafter referred to as "the Committee", consisting of three voting representatives nominated by the Council and two voting representatives nominated by the College. The Committee shall be chaired by the Program Director (non-voting). Additional non-voting members of the Committee may be coopted by voting members. These additional members will be selected for their expertise in Native training and in business, management and administration or on the basis of their interest as representatives of funding agencies.

2. Financial Authority

The Committee shall hold and exercise all financial authorities related to the Program. These authorities shall be delegated, as the Committee sees fit, to the Program Director for day-to-day operational activities.

3. Policy Formulation and Implementation

The Committee shall be responsible for all policy formulation and implementation related to the Program. This responsibility will be delegated, as the Committee sees fit, to staff for day-to-day implementation.

4. Hiring and Firing

The Committee shall be responsible for all hiring and firing of staff related to the Program. The Committee will determine job descriptions, qualifications and salary ranges for Program staff in consultation with the Ministry. The selection of staff will be delegated to a sub-committee consisting of one Council representative, one College representative, and one specialist in Native training.

5. Participant Selection

The Committee shall publicize the Program, establish participant selection criteria, evaluate candidates through an interview process, and develop a final list of successful candidates to be invited to join the Program. These tasks will be carried out by a sub-committee consisting of one representative of the Council, one Instructor or Educational Consultant, and the Program Director.

6. Curriculum

The Committee shall oversee the development of a full Program curriculum based on the preliminary curriculum developed by the Council in its feasibility study for the Program. This work will be carried out by the Program staff.

7. Certification

The College agrees to provide academic certification for the Program in accordance with the academic and professional skills associated with the curriculum and the student evaluation procedures implemented by the Program.

8. Facilities

The College agrees to provide facilities for the Program in Mackenzie Delta Region. The Program will have access to all services and equipment offered by the College.

9. Funding

Both parties agree to seek full funding for the Program for the first two years of its operation as a pilot project.

10. Date of Effect

This Agreement shall come into effect on September 1, 1986. It may be terminated by either party for just cause on six months' notice.

President
Mackenzie Delta Regional Council

Minister of Education
Government of the Northwest Territories

Witness

Witness

Date

Date

APPENDIX F

**DRAFT JOB DESCRIPTIONS
SENIOR PROGRAM STAFF**

JOB DESCRIPTION

Program Director

Reporting to the Management Committee, the Program Director is responsible for the day-to-day operation of the Program. Duties and responsibilities include:

1. Supervise and direct Program Instructors, the Program Administrator, short-term resource persons and any other Program staff.
2. In consultation with the Program Instructors, develop daily, weekly, monthly and semester workplans for the Program, operating from the curriculum outlines and schedules approved by the Management Committee.
3. Oversee course content and delivery.
4. Review with all Program staff on a bi-weekly basis progress made and problems evidenced in course content and delivery, participant-staff relations and other aspects of the Program.
5. Report monthly (or as required) to the Management Committee concerning the progress of the Program, problems, solutions, and any other matters pertaining to the Program.
6. Teach a limited course load in the Program in his/her areas of expertise.

Program Instructor

Reporting to the Program Director, the Program Instructor will have primary responsibility for delivering Program content to the participants. Duties and responsibilities include:

1. Under the direction of the Program Director, develop daily, weekly, monthly and semester workplans and lessons.
2. Delivery program content to participants in classroom, seminar and distance learning sessions.
3. Review progress and problems in course content and delivery, participant-staff relations and other aspects of the Program.
4. Administer appropriate evaluation of participants and courses.
5. Assist participants with course work and related matters as necessary.

JOB DESCRIPTION

Program Administrator

Reporting to the Program Director, the Program Administrator is responsible for all administrative and support functions of the Program. Duties and responsibilities include:

1. Assume secretariat role at all Program progress and reporting meetings.
2. Ensure that staff and participants receive salaries, allowances, travel warrants and other payments or allowances due.
3. Liaise with the Management Committee, Mackenzie Delta Regional Council, Arctic College, funding agencies and other parties with interest in the Program in a reporting and information role.
4. Establish procedures for financial and progress reporting to the appropriate bodies, and ensure that such reports are made as necessary.
5. Supervise and direct support staff.
6. Manage the administrative and resource centre in Inuvik.
7. Assist in the orientation of short-term resource persons.

APPENDIX G

LETTERS OF SUPPORT



Northwest
Territories Minister of Education

OCT 9 1985

Mr. Charlie Furlong, President
Mackenzie Delta Regional Council
Box 1188
Inuvik, N.W.T.
XOE OTO

Dear Mr. Furlong:

Thank you for your letter of September 4, 1985, providing me with a proposed memorandum of agreement between the Ministry of Education and the Mackenzie Delta Regional Council, concerning a Dene/Metis Management Development Program in the Delta.

I understand that Ken Lovely, the Assistant Deputy Minister of Advanced Education, has met with your staff to discuss this issue, and he has told me that he is very impressed with the quality of work which has been completed in this area. I would be open to signing a memorandum of agreement with you regarding the management of this program. However, I think you are aware that it will not be possible for the Government of the Northwest Territories to fully fund this project. You should be informed that Mr. Lovely has notified your staff that the project could probably obtain funding from a number of sources, and that while the Ministry of Education is prepared to devote a certain amount of funding to the project, it will not be possible to fund it in its entirety. You may be able to obtain funding from the Economic Development Agreement for the interim project you have described, but I would suggest that your people should make contacts with a wide variety of organizations to locate the additional funding required to fully support the program.

I believe that the program should be based in Inuvik and while it will have a community orientation in some phases, we will require facilities in the town of Inuvik. I am currently considering the establishment of a training centre in Inuvik and if it is decided to proceed in that direction, facilities will be made available by the Arctic College. I have no problem with the structure of

.../2

the management board, however, there should be some provision in the agreement to protect the academic integrity of the program content. I understand that your staff are now working with representatives from the Arctic College to flesh out the proposal, and I will look forward to hearing from you as the project progresses.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Dennis Patterson".

Dennis Patterson
Minister



October 4, 1985

To Whom It May Concern:

The Mackenzie Delta Regional Council has done some excellent work in the development of a Dene/Metis Development Program for the Delta. The program will train residents of the Delta to take advantage of economic opportunities in that area over the next few years. The program, as it is envisioned, provides a solid base of academic course work combined with an invaluable component of on-the-job training. The graduates of the program will receive a qualification which is accredited with the Ministry of Education for the Northwest Territories.

The members of the Mackenzie Delta Regional Council are to be complimented on the hard work they have done in preparing this excellent proposal, and I have no hesitation in recommending the program for funding support

A handwritten signature in cursive script, appearing to read "Ken Lovely".

Ken Lovely
Assistant Deputy Minister
Advanced Education.



Thebacha College

P.O. BOX 600. FORT SMITH, NORTHWEST TERRITORIES, CANADA X0E 0P0

October 3, 1985


To Whom It May Concern:

I have read the Mackenzie Delta Regional Council's proposal for a Program of Management Training & Development and there is no question that there is an urgent need for this type of training if residents of the area are to participate fully in future developments.

The Council have obviously taken a very organized and well-planned approach to this project. The objectives are sound and based upon the demonstrated and expressed needs of the people of the area. Provisions have been made for an ongoing monitoring process and sound implementation and evaluation procedures. The project is directly related to the need for training that will lead to economic development.

I have every confidence that, if the necessary funding can be identified, this project will provide a model for similar projects in other areas. I fully support the program and its objectives and look forward to participating in a strong cooperative relationship between the College and the Regional Council.

If you have further questions about the project and the College's relationship to it, please contact me.


W. H. Stapleton
Director

THE METIS ASSOCIATION INUVIK LOCAL #62

BOX 1787

APRIL 04, 1986
MS. KIMBERLY STAPLES
PROGRAM COORDINATOR

MACKENZIE DELTA REGIONAL COUNCIL
P.O. BOX 1509
INUVIK, N.W.T.
KOE-OTO

INUVIK, N.W.T.

Phone: 879-2422

Telex: 034-44592

DEAR MS. STAPLES:

ON BEHALF OF THE METIS LOCAL "62", I AM PLEASED TO SUBMIT THIS LETTER IN FULL SUPPORT FOR THE BUSINESS MANAGEMENT TRAINING AND DEVELOPMENT COURSE.

THE AFOREMENTIONED COURSE WILL PROVIDE STUDENTS WITH THE NECESSARY MANAGEMENT AND ADMINISTRATIVE SKILLS TO ACHIEVE EQUITABLE REPRESENTATION IN THE MANY ORGANIZATIONS, INDUSTRIES AND GOVERNMENT DEPARTMENTS WITH THE EMPHASIS IN THE MIDDLE, SENIOR AND ADVISORY LEVELS.

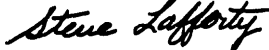
AT THE PRESENT AND IN THE FUTURE, THE DELTA REGIONAL COMMUNITIES WILL REQUIRE SOUND MANAGEMENT AND ADMINISTRATIVE PERSONNEL TO UNDERTAKE NEW BUSINESS VENTURES AND BE SUCCESSFUL.

WE RECOGNIZE THE NEED TO ENHANCE THE MANAGEMENT SKILLS AND TO PROVIDE FOR THE CONTINUING DEVELOPMENT OF MANAGEMENT PRACTICES TO INSURE THE FUTURE NEEDS OF OUR YOUTHS AND ORGANIZATIONS.

THIS HOME BASED TRAINING PROGRAM WILL ELIMINATE MANY PROBLEMS ASSOCIATED WITH ATTENDING COURSES FAR AWAY FROM HOME COMMUNITIES, THUS PROVIDING A FAVORABLE ENVIRONMENT FOR LEARNING.

WE WISH YOU SUCCESS IN THE COURSE DEVELOPMENT AND ARE MOST SUPPORTIVE.

YOURS TRULY



STEVE LAFFERTY
PRESIDENT, INUVIK METIS LOCAL "62".



Native Women's Association of the N.W.T.

Training Centre-Inuvik
P.O. Box 2311, Inuvik, N.W.T. X0E 0T0
Tel.: (403)979-4162 or 4163

March 10, 1986

Mr. Bob Simpson
MacKenzie Delta Regional Council
Box 1188
Inuvik, N.W.T.
X0E 0T0

Dear Bob,

This letter is to support the intention of the MacKenzie Delta Regional Council to conduct a Business Management Course for the people of Aklavik, Inuvik, Arctic Red River and Fort McPherson.

As you know, the Training Centre of the Native Women's Association was involved with two Small Business Courses a couple of years back. Our courses were introductory courses only. From our experience there was a lot of interest for this type of course. I am sure that you will have no difficulties in filling your seats.

I strongly support the idea of delivering the course at the community level. It is difficult for people to leave their home environment for a long period of time, to leave family and children behind etc. I also feel it makes sense to learn and have the opportunity to practise your skills in the environment where a student will be working after completion of your course.

I wish the MacKenzie Delta Regional Council the best of luck in seeking funding, accreditation and putting together a good curriculum.

If I can be of any assistance to you, please don't hesitate to give me a call.

Sincerely,

Marja Chabun-Van Nieuwenhuyzen
Acting Director of Training

RECEIVED MAR 14 1986

Inuvik Dene Council

(403) 979-4280
or 3807

P.O. Box 1188, Inuvik,
N.W.T., XOE OTO
Telex: 034-44662

March 7, 1986

Mackenzie Delta Regional Council
P.O. Box 1509
Inuvik, N.W.T.
XOE OTO

Attention: Ms. Kimberly Staples
Program Coordinator

Dear Ms. Staples;

We have recently become aware of the concerted efforts of the Mackenzie Delta Regional Council in creating an educational program called the 'Business Management Training and Development Course'.

The Inuvik Dene Band throughly supports your efforts in this endeavour.

Activities at the band level have shown that a reserve of educated people in the workings and intricacies of business and business management is sadly needed. As our band programs and ventures expand, the demand for these specialized people will become even greater.

We are a strong advocate for post secondary education for the students of Inuvik and surrounding communities. Education facilities located in Inuvik would result in more Delta area students achieving higher academic levels. The fact that students are presently relocated a great distance outside their familiar territory and family, adds a phsycological hurdle to achievement, and often results in failed completion of studies.

As a native band, we are very concerned about the placement of our membership in the wage earning job market that presently exists. This is particularly true for our young people. Through business oriented education, it is hoped that they will contribute to the community the lessons learned in their specific fields of study.

Inuvik Dene Council

(403) 979-4260
or 3807

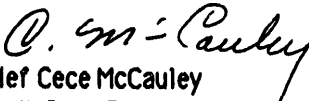
P.O. Box 1188, Inuvik,
N.W.T., X0E 0T0
Telex: 034-44562

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For these reasons, we give full support in your task to establish the Business Management Training and Development Course in Inuvik.

Good luck in all of your negotiations, and we will look forward in assisting you in filling your first class enrollment.

Yours very truly,


Chief Cece McCauley
Inuvik Dene Band

APPENDIX H

PLACEMENTS FOR TRAINING ON THE JOB COMPONENT

PLACEMENTS FOR TRAINING ON THE JOB COMPONENT

Committed

Mackenzie Delta Regional Council
Mackenzie Delta Regional Development Corporation
Antler Aviation
Gwich'in Consulting and Management Services
Inuvik Band Council
Inuvik Metis Local
Fort McPherson Band Council
Fort McPherson Metis Local
Arctic Red River Band Council
Arctic Red River Metis Local
Aklavik Band Council
Aklavik Metis Local
Fort McPherson Coop
Fort McPherson Community Corporation
Arctic Red River Community Corporaion

Potential

Service Sector

tourism
community
retail

Non-Renewable Sector

oil and gas companies
services to rigs

Renewable Sector

furs marketing

Public Sector

GNWT

MacKenzie Delta
Fort McPherson Indian Band
Aklavik Dene/Metis Council
Fort McPherson Local "58"



Regional Council
Arctic Red River Band Council
Arctic Red River Metis Local "63"
Inuvik Dene Band
Inuvik Metis Local "62"

Box 1509

(403) 979-4566

Inuvik, N.W.T. XOE OTO

(403) 979-2443

May 7, 1986

Program Co-ordinator
Business Management Training Program,
MacKenzie Delta Regional Council,
Box 1509
Inuvik, N.W.T.
XOE OTO

Dear Sir/Madam:

I am writing further to our discussion of Tuesday, May 6, concerning the Business Management Training Program, and employment opportunities for the graduates of this. As I mentioned to you, there are a great many opportunities open to these people in the private sector.

The MacKenzie Delta Regional Development Corporation (MDRDC) is, itself, a holding company, involved in the development and overall management of business ventures, on behalf of its Dene and Metis shareholders. As such, it does not have a large management structure, but will, nonetheless, be establishing a position for a management trainee-assistant manager. Moreover, there is a similar requirement in the four community corporations which are shareholders of the MDRDC, and in its subsidiaries.

Outside of the MDRDC, as well, there are many possibilities. Southern-based firms involved in labour contracting are interested in acquiring native partners and staff. This is particularly true for junior management positions and, depending on experience, middle management.

In addition, there are other sectors in the economy where graduates of this program could be placed. The hotel industry is looking for native managers, particularly the MacKenzie Hotel, which has recently received a Special ARDA loan, one of the conditions for which is the employment of native people in both staff and managerial position. Retail businesses also have a need for managerial staff at the entry level. This is especially the case with the availability of various government programs which will subsidize part of the salary costs for these types of positions. Although there is presently a downturn in the oil and gas industry, this stands to be only temporary. The companies concerned may be in a position to be hiring new managerial staff, at the entry level and above, by the time that the first

set of graduates emerges from the program.

There are, therefore, potential jobs for all of the graduates of this program, and more. All that is required is a reasonable amount of community liaison.

Your Very Truly,



Victor A. Botari
General Manager
MDRDC

V.B./dfa

