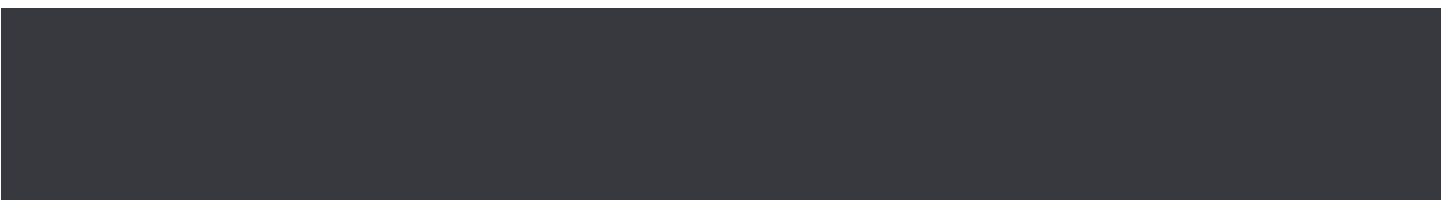




# Tools for Northern and Indigenous Businesses in Mining



Catalyste+ empowers local communities to access opportunities and economic benefits by providing tools and advisory services to governments and businesses located in mining regions

## Table of Contents

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|  |           |
|--|-----------|
| <b>Introduction</b>  | <b>4</b>  |
| About Catalyste+   | 5         |
| Catalyste+ in Mining                                       | 5         |
| About these Tools and Resources                            | 5         |
| <b>Business Opportunities</b>                              | <b>6</b>  |
| Stages of Mining   | 7         |
| Other Opportunities  | 9         |
| <b>Procurement Steps and Access</b>                        | <b>10</b> |
| Setting Up Your Business                                   | 11        |
| Doing Business with Mines                                  | 11        |
| Procurement  | 12        |
| Types of Contracts and Agreements                          | 17        |
| <b>Training Providers</b>                                  | <b>18</b> |
| <b>Funding Providers</b>                                   | <b>20</b> |
| Support Organizations in Northern Canada for Entrepreneurs | 24        |
| <b>Mines</b>   | <b>28</b> |
| Active Mines in Nunavut                                    | 29        |
| Active Mines in the Northwest Territories                  | 30        |
| Active Mines in Yukon                                      | 32        |
| Advanced Exploration and Development Projects              | 33        |
| Remediation Projects                                       | 34        |

# Introduction



## About Catalyste+

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Catalyste+ is a Canadian economic development organization. For over 50 years we have been collaborating with Indigenous businesses, governments and community organizations to strengthen capacity and advance inclusive economic growth. We do this by matching our clients with highly experienced and skilled volunteer Catalyste+ Advisors who have extensive expertise from both the private and public sectors. In a collaborative, consultative and coaching approach, Catalyste+ Advisors share their knowledge and expertise to assist our clients in achieving their immediate and long-term goals.

## Catalyste+ in Mining

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Catalyste+'s approach is to work closely with local businesses, governments and organizations to identify and develop capacity needs and facilitate access to opportunities in the sector. For example, Catalyste+ supports small and medium enterprises to access financing or do business with mining companies through training, mentoring and networking. Catalyste+'s work in the minerals, metals and energy resources sector spans over 100 projects in seven countries: Mongolia, Canada, Ethiopia, Guyana, Burkina Faso, Kazakhstan and Suriname. Within Canada, our Catalyste+ Advisors have completed a number of successful assignments providing training and workshops on business development and procurement opportunities and building the capacity of Indigenous communities to benefit from mining operations in their region.

## About these Tools and Resources

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In 2021, with the support of the Canadian Northern Economic Development Agency (CanNor), Catalyste+ undertook an assessment of the mining and remediation sector in Canada's North to examine opportunities and challenges for Indigenous businesses entering the mining supply chain and identify where Catalyste+ programs could be beneficial. This toolkit offers resources and tools that can be accessed directly by businesses and communities or used as a resource for Catalyste+ Advisors accompanying businesses through the procurement process.

### Contact

[rdavis@catalysteplus.org](mailto:rdavis@catalysteplus.org)



Pangnirtung, NU

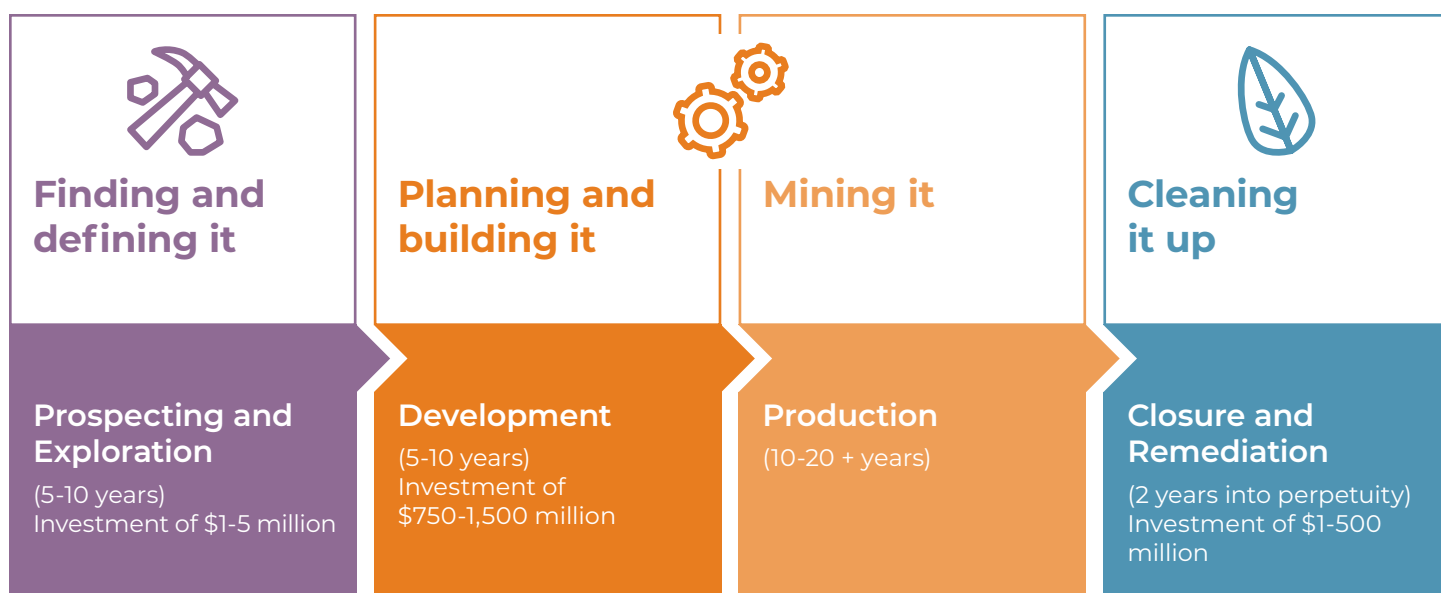
# Business Opportunities

## Stages of Mining

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The life-cycle of a mine includes four main stages with different business opportunities in each one: exploration, development, production, closure and reclamation.

In this section you will find examples of the types of businesses that provide services and products to the mining sector. The business opportunities are numerous and diverse. Harness your entrepreneurial abilities to innovate and adapt in order to recognize the opportunity that is right for you.



There is a wide range of business opportunities for large companies, small and medium-size businesses, and independent operators. In addition to large contracts, work is often made available through subcontracts. For businesses with a small staff and limited equipment and financial resources, subcontracting from larger companies or development corporations can be a good way to get into mining supply or service, to establish relationships and potentially expand the business.

**Harness your entrepreneurial abilities to innovate and adapt in order to recognize the opportunity that is right for you**

# Stages of Mining



## Prospecting and Exploration

Exploration involves many activities that can be done by small businesses and independent operators. While much of this work may be short term and seasonal, the large number of exploration projects ongoing in Canada provide many business opportunities. Doing work for mining companies at the exploration stage is a good way to build a relationship and foundation that will lend itself to opportunities for more work with the company in the future.

Examples of business opportunities include:

- Digging and trenching with light equipment
- Site reclamation, tree cutting and planting
- Line cutting
- Transportation
- Equipment and vehicle rental and fuel
- Equipment maintenance
- Surveying
- Guiding and general labour



## Development and Production

Business opportunities in these two stages can consist of short-term work, sub contracts or contracts that continue throughout the life of a mine. There are significant economic opportunities during mine development, and many of these opportunities continue into the production stage.

Examples of business opportunities include:

- Supply of goods (i.e. oil and gas and safety equipment)
- Catering and housekeeping
- Site services
- Surveying
- Trucking
- Construction, assembly and erection services
- Accommodations
- Recycling and waste disposal services
- Road maintenance
- Security services
- Equipment and building maintenance
- Electrical and plumbing services
- Welding
- Laundry
- Tire services

Providing products and services at the exploration and development stages can lead to more business during the production stage, and contracts could extend for many years.



## Closure and Remediation

Operating mines are required to wind down their operations and restore the mining sites to their pre-mining state as early as possible. This process lends itself to business opportunities. In the case of old and abandoned mines, mine reclamation contracts are available through the federal government.

Examples of business opportunities include:

- Trades
- Equipment operators
- Demolition
- Salvage
- Environmental and site monitoring
- Reforestation and revegetation
- Security and first aid



## Other Opportunities

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*Pangnirtung, NU*

### Consulting

Opportunities exist to provide consulting services to mines, communities and Indigenous businesses during the mining stages.

Examples of these services include:

- Safety services, certificates
- Office and business support
- Environmental assessments
- Community engagement and consultations
- Land agreement and business contracting support
- Northern logistics expertise
- Financing and access to capital
- Training (i.e. cultural sensitivity)
- Community marketing

### New Business Sectors

There are often opportunities to diversify your business using the expertise, equipment and infrastructure developed for your mining client and adapting these for use in other industries, sectors and areas of work, such as tourism, transportation, equipment rental, temporary staffing, landscaping, maintenance services and supply, and logistics.

### Environmental

There are many opportunities in the environmental sector which could be leveraged from expertise developed in the mining supply chain. Some examples include wildlife monitoring (terrestrial and aquatic), habitat assessments, groundwater monitoring, revegetation and reforestation progress, dust monitoring, and human health and ecological risk assessments.

To find active mines to do business with, consult the list of active mines by territory: [Yukon](#), [Northwest Territories](#) and [Nunavut](#). Be sure to also consult the list of [advanced exploration and development projects](#) or major [remediation projects](#).

Learn more about [procurement](#) processes.

#### Additional resources:

[Exploration and Mining Guide for Aboriginal Communities](#)

[Mining 101 & Life of a Mine](#)

# Procurement Steps and Access

## Setting Up Your Business

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If you are an existing business owner, you are likely already aware of the requirements in your territory for owning and operating a business. For example, if you operate your own small business (sole proprietorship), there are legal requirements for your business to consider. These include registering your business with the federal government for payment of taxes, having appropriate insurance and financial accounting structures, and having up-to-date safety procedures in place.

There are many tools and supports in place at the federal, territorial and community level to help you navigate these requirements. Visit [Setting up your business](#) for a good place to start.

While there are significant financial opportunities available from doing business with mining companies, there are also risks to starting a new business, and many businesses will fail in their first year. The best way to manage these risks is through planning. In doing so, it's important to have a business plan that would ideally be reviewed by a third party.

The [Training Providers](#) section of this toolkit lists many options for getting business start-up support locally. For information on specific safety requirements for the mine you are considering contracting with, see their website or speak directly with the mine procurement staff.

## Doing Business with Mines

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There are a number of ways Indigenous businesses can work in the mining sector in the North. Each approach has its own benefits and drawbacks and works best depending on your business's size, capacity and goals.

### Approach

# 1

As a business owner you can bid directly on contracts with mines through each mine's individual procurement process

### Approach

# 2

Subcontract your business to an existing business, such as an Indigenous Economic Development Corporation or another large company already doing business with the mine

### Approach

# 3

Supply mines with goods and services on a direct contract award basis (no competitive bid required) when there is a local need advertised outside of the mine procurement process

The mining and remediation sector in the Canadian North is a major driver of economic growth in Canada contributing **\$107 billion** to the Canadian GDP in 2020

### What is procurement?

Procurement is how a mine obtains different goods and services for its mining operations at all phases, from exploration to reclamation and closure. For example, when beginning construction of a mine, a mining company will hire equipment to do the land clearing and road construction, hire a painting company for interior work, or hire a provider to set up laundry services. Long-term contracts may result from the work. The procurement process has a number of steps that are described in this toolkit.

If you would like your business to contract directly with a mine, it is important to communicate with the mine's procurement staff. They can be an excellent resource if you have questions about the process or want to better understand the scope of work for a contract before spending time and resources completing the paperwork to qualify for the procurement process.

Developing relationships with staff responsible for contracts also applies to economic development corporations. They may be able to give you tips on how to apply or let you know about smaller contracts for mines that they are aware of but won't be bidding on. You could also discuss the possibility of splitting up larger contracts so that they are a manageable size for your business. Contact information for someone with Community Relations is often available on a company website, directing you to further support.

# Procurement

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## Is sub-contracting the right approach for my business?

If the size or scope of the contract is not something your business has the capacity or resources to achieve, then subcontracting with another contractor may be a favourable option. There are many benefits to joining forces with another company, including:

- Opportunities to enter the market and get your company's name known in the sector
- Valuable experiences to be gained from the contractor you are working with around the procurement process, business risks and benefits to consider, budgeting, and understanding the cost of elements like labour and overhead administration
- A network of key contacts in your business area
- The possibility of less administration and liability

As with all business decisions, it is important to do your research on the company you are considering working with to make sure it is a good fit.

Consider the following steps before entering into a subcontract with another company:

- Ensure the company has a good reputation
- Carefully define the scope of work for the contract to ensure both parties' expectations are clarified

- Avoid informal or verbal agreements by developing a written contract. There are many contract templates online with basic provisions including:

### **Scope of Work**

Specifies the exact work your company is responsible for

### **Deadlines**

Timelines for completing the work

### **Contract Amendment Rules**

Lays out a process for any changes to the contract if aspects of the job change due to unforeseen circumstances

### **Termination**

Lays out next steps if the business relationship ends early

### **Responsibilities of both parties**

Outlines both companies' responsibilities in terms of work

### **Prices**

What and how your company will be paid

### **Insurance**

Identifies the kind of insurance your business needs to have during the term of the contract

### **Indemnity**

A standard provision that states that a party in the contract is responsible for compensating another party for monetary loss suffered as a consequence of a specific event

Subcontracting or forming joint ventures can be a way to access new markets or get into the business



# Procurement

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## Why do mining companies want to work with Indigenous businesses?

- They can benefit from Indigenous knowledge and experience
- Hiring companies and employees from the local area provides substantial savings in transportation and logistics costs
- Provides a pool of close businesses that can be hired on short notice and sometimes at lower cost
- Diversifies the economic stability of the community, which helps support the mine operations
- They have the chance to build relationships and work with local communities
- They may be legally required, according to conditions in land claim agreements and Impact Benefit Agreements (IBAs)

## How can I learn more about potential business opportunities in the area?

- Sign up on the mining company's website to get notifications for work and contract opportunities
- Go to mining economic development workshops, trade shows, town halls and networking events
- Talk to your local economic development corporation
- Pre-qualify your business at mines and other large businesses that will need subcontractors
- Join the Chamber of Commerce or community association
- Set up introductory meetings with key procurement staff at mines and development corporations to learn about opportunities, their procurement process and future business needs
- Talk to other contractors to understand industry needs and increase your network
- Learn about the mining sector and the mine lifecycle and procurement needs at each phase

For more information on the kinds of opportunities available, see the [Business Opportunities](#) section of the toolkit



Inuvik, NWT

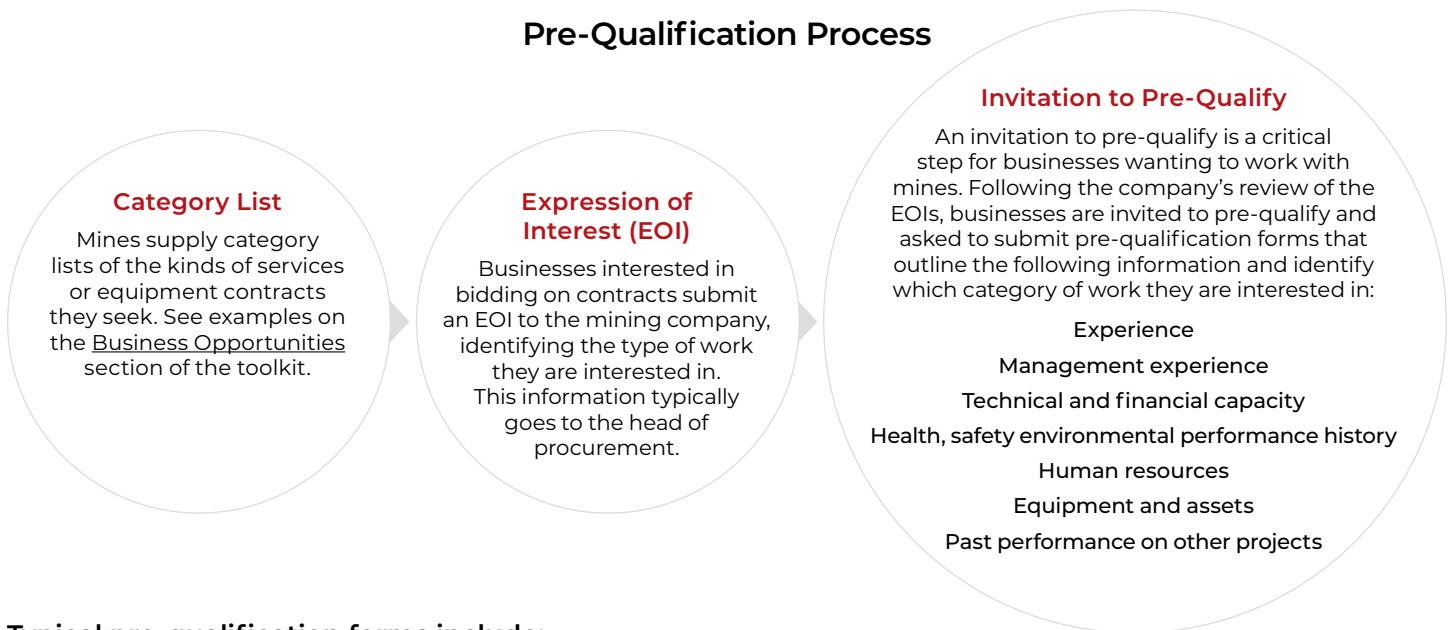
# Procurement Process: From Pre-Qualifying to Bidding



## Starting with an Information Session

Mines and other large companies and development corporations will often host yearly information sessions that let businesses and potential employees know about upcoming work and contract opportunities.

### Pre-Qualification Process



#### Typical pre-qualification forms include:

- General Information Forms: outlining the type of business, related experience, business rates and classification under any Indigenous benefits agreements
- Health & Safety Forms: outlining the number of first aid cases in recent years, lost workdays and fatalities
- Category List: outlining the type of contracts the business is interested in bidding on

Most mining companies have policies to ensure local businesses and employers are preferred bidders if they meet the pre-qualification requirements.

- If you need assistance in filling out the forms, you may be able to get support from training providers or Economic Development Officers in your region. See the [Training Providers](#) section of the toolkit for a list of organizations in the North.



### Qualifying

- Successful businesses are notified and added to the Pre-Qualified Bidders list
- Unsuccessful businesses are also notified and can request a review of their submission to get tips to improve their application for the following year. It's important to get feedback on your submission. It also helps you get to know the procurement leads for the company, and they get to know you and what your business offers.



## Tendering

Only companies that are on the Pre-Qualified Bidders list can submit bids for work, so if you are interested in doing business with a mine, it is critical that you take the time to become a pre-qualified bidder.

Tender awards are generally based on:

- Cost competitiveness
- Timely performance or delivery of the scope of work

Other criteria may include:

- Indigenous business ownership
- Local presence in the community
- Local employment
- Local training programs

Bidders may be asked to do a site visit or have a pre-bid meeting with the mine representatives to clarify any questions and give a scope of the work.

With regards to costing, ensure everything is included and costs are competitive. Check to see if there are special provisions for Indigenous companies.



## Post-Award Process

If you are a successful bidder, you may be asked to participate in meetings with the mine procurement staff to discuss the terms of the contract, clarify expectations for timelines and deliverables, set up appropriate communication processes, and any other relevant aspects of the scope of work.

### Why is there so much paperwork and strict timelines?

Paperwork requirements and strict timelines in the bidding process may be frustrating for small businesses trying to work with mines. Certain requirements are in place for the benefit of your company and the mine. Examples include:

- The health and safety of mineworkers and contractors is critical for mines. It is important that businesses doing business with mines have clear safety procedures in place, appropriate training for their employees and diligent recordkeeping.

- Quality control of product and processes is critical for mines, so it is important that contractors understand the company's expectations for quality control of the goods and services supplied by the contractor.

It is recognized that some administrative practices and processes related to procurement can create barriers for businesses and need to be improved.

## Types of Contracts and Agreements

To formalize any commercial relationship with a mining company, you must have a signed contract. The contract outlines the work to be done and the terms and conditions for doing the work. This includes payment terms, ownership and handling disputes. Contracts can be complex, and it is best practice to have legal support to complete a contract.

The following process is commonly used to obtain a contract:

- A Request for Proposal (RFP) or Tender is issued, asking companies to submit a response if they are interested in the work
- A company is selected based on the responses
- A contract is negotiated and signed
- The work begins

The table below outlines common types of contracts.

| Contract Type                            | Description  | Advantage  | Disadvantage   | Example   |
|--|--|--|--|---|
| <b>Memorandum of Understanding (MOU)</b> | This is a simple letter outlining the work to be done and the amount to be paid. It is used for small amounts of work to be completed in a short period of time. | <ul style="list-style-type: none"> <li>▪ Easy to do</li> <li>▪ Generally requires no legal involvement</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Does not cover the details that lead to disputes</li> </ul>   | Providing consulting services for four weeks to determine the detailed requirements.  |
| <b>Fixed Price</b>                       | This contract commits the contractor to provide the described deliverables for a fixed price that will not change unless the deliverables change.                | <ul style="list-style-type: none"> <li>▪ Less reporting required, just complete the deliverables</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Unclear deliverables can lead to change requests and/or disputes</li> <li>▪ You have to be able to estimate your cost, which you are then held to</li> </ul>      | When building a storage shed, a contractor commits to offering the design for a fixed price.                                  |
| <b>Cost Plus</b>                         | The contractor provides products and services and is paid their costs plus a fee to cover overhead and profit.   | <ul style="list-style-type: none"> <li>▪ All your costs and overhead are covered</li> </ul>  | <ul style="list-style-type: none"> <li>▪ Additional documentation must be provided to support your invoices</li> <li>▪ A risk of disputes over whether or not a product or service was required</li> </ul> | Organizing a community event, including rental of location, entertainment and food.   |
| <b>Time and Materials (T&amp;M)</b>      | The contractor provides a service for a fixed price, but the quantities regarding labour and materials is not known.   | <ul style="list-style-type: none"> <li>▪ The unit price is set and will not change</li> <li>▪ Tracking time and materials is the main requirement</li> </ul> | <ul style="list-style-type: none"> <li>▪ The quantity is not known, therefore you may not have the capacity to complete the project</li> <li>▪ If costs go up, the price is fixed</li> </ul>               | Providing transportation to and from the airport for a fixed price, but not knowing the number of trips needed.               |
| <b>Joint Venture</b>                     | Two companies agree to work together to provide a product or service, with each company contributing resources based on their expertise.                         | <ul style="list-style-type: none"> <li>▪ Allows each company to focus on their area of expertise</li> <li>▪ Shares the risk and the resources</li> </ul>     | <ul style="list-style-type: none"> <li>▪ Possible challenges may arise in coordinating efforts</li> </ul>  | Two companies create a joint venture to provide food services; one company prepares the food and the other delivers the food. |

# Training Providers

The following organizations in the Northwest Territories, Nunavut and Yukon are current providers of training focused on business development, entrepreneurship and mining-related activities. Programs may change and adapt over time. Check with your local Economic Development Officer, Community Futures Association or local training organizations for additional and updated resources.

## NWT

| Organization   | Contact  | Overview   | Sample Related Programs  |
|--|--|--|--|
| <b><u>Aurora College</u></b><br>Academic                                       | <a href="mailto:info@auroracollege.nt.ca">info@auroracollege.nt.ca</a><br>(866) 266-4966 | Offers a broad range of degree, diploma and certificate programs. Programs are offered in Yellowknife, Fort Smith, Inuvik and online.  | <ul style="list-style-type: none"> <li>Environment and Natural Resources Technology</li> <li>Business Administration</li> <li>Introduction to the Mining Industry</li> <li>Surface Miner</li> <li>Underground Miner</li> </ul> |
| <b><u>Mine Training Society</u></b><br>Mining                                  | <a href="mailto:mts@minetraining.ca">mts@minetraining.ca</a><br>(888) 765-0445           | A publicly funded organization that teaches northerners about underground mining, with specific courses in running heavy equipment.  | <ul style="list-style-type: none"> <li>Business and Entrepreneurship Skills</li> <li>Introduction to Hard Rock Prospecting</li> <li>Mining Essentials</li> </ul>   |
| <b><u>Department of Education, Culture, and Employment</u></b><br>Entrepreneur | Regional Service Centres   | The Self-Employment Program provides support to eligible individuals who are starting a small business or taking over an existing business in which they did not have prior ownership. | <ul style="list-style-type: none"> <li>Self-Employment Program</li> </ul>  |

## Nunavut

| Organization   | Contact  | Overview  | Sample Related Programs   |
|--|--|---|---|
| <b><u>Arctic College</u></b><br>Academic               | P.O. Box 600 Iqaluit<br>(867) 979-7200   | Offers a broad range of degree, diploma, and certificate programs. Programs are offered in Rankin Inlet, Cambridge Bay, Iqaluit and online.   | <ul style="list-style-type: none"> <li>Management Studies</li> <li>Apprenticeship programs</li> </ul> |
| <b><u>Kivalliq Mine Training Society</u></b><br>Mining | PO Box 888, Rankin Inlet<br>(867) 645-2588   | An Inuit and private-sector partnership delivering a number of programs and support activities to prepare individuals for the mineral resource sector. The organization is based in Rankin Inlet. |   |
| <b><u>Arviat Hamlet Council</u></b><br>Support         |  | Local training and mentoring support that is available in northern communities.   |   |
| <b><u>Inspire North</u></b><br>Entrepreneur            | 1127 Mivvik St,<br>Building 112, Iqaluit<br><a href="mailto:info@inspirenunavut.com">info@inspirenunavut.com</a> | Provides training and support to empower youth to lead new enterprises or initiatives, increase their standard of living and solve problems in their community.                                   | <ul style="list-style-type: none"> <li>Inspiring Entrepreneurial Leaders Program</li> </ul>           |



## Yukon

| Organization  | Contact  | Overview   | Sample Related Programs   |
|---|--|--|---|
| <b><u>Yukon University</u></b><br>Academic              | 500 University Drive, PO Box 2799, Whitehorse<br>(800) 661-0504  | Offers a broad range of degree, diploma and certificate programs. Programs are offered in a number of communities in the Yukon and online.               | <ul style="list-style-type: none"> <li>▪ Environmental Monitoring Certificate</li> <li>▪ Introduction to Surface Mining Operations/Heavy Equipment Operations</li> <li>▪ Underground Mining Operations</li> </ul> |
| <b><u>NorthLight Innovation Hub</u></b><br>Entrepreneur | 2180, 2nd Avenue, Whitehorse<br><a href="mailto:info@yukonconstruct.com">info@yukonconstruct.com</a><br>(867) 457-0150 | Provides support for startup organizations, including training, physical space, mentorship and other support services. The hub is located in Whitehorse. | <ul style="list-style-type: none"> <li>▪ Startup Bootcamp</li> </ul>  |
| <b><u>Skills Canada Yukon</u></b><br>Applied            | 108 Lambert Street, Whitehorse<br><a href="mailto:yukonprograms@skillscanada.com">yukonprograms@skillscanada.com</a>   | Encourage and support a coordinated Canadian approach to promoting skilled trades and technologies to youth.   | <ul style="list-style-type: none"> <li>▪ Trades and technology programs</li> </ul>  |

## All

| Organization   | Contact   | Overview   | Sample Related Programs   |
|--|---|--|---|
| <b><u>Government of Canada - Indigenous Services Canada</u></b><br>Support |   |  | <ul style="list-style-type: none"> <li>▪ Post-Secondary Student Support Program</li> <li>▪ University and College Entrance Preparation Program</li> </ul> |
| <b><u>EntrepreNorth</u></b><br>Entrepreneur                                | 300-4902 49 St. Yellowknife<br><a href="mailto:info@entreprenorth.ca">info@entreprenorth.ca</a><br>(867) 765-8464 | This project initiative offers programming to empower Indigenous and community-based entrepreneurs to build sustainable businesses and livelihoods across Northern Canada. | <ul style="list-style-type: none"> <li>▪ Multi-Directional Business Compass</li> <li>▪ Cohort-Based Entrepreneur Growth Program</li> </ul>                |

# Funding Providers

One of the major challenges that any organization faces is to have the necessary financial resources to run their business. Cash Flow is important to make sure there is enough money coming in each week or month to cover operating expenses. There are a number of other sources of money to help start or expand a business. In this section we will look at some of the sources:

- Internal funds
- Borrow money
- Government programs
- Investors
- Other

## Internal Funds

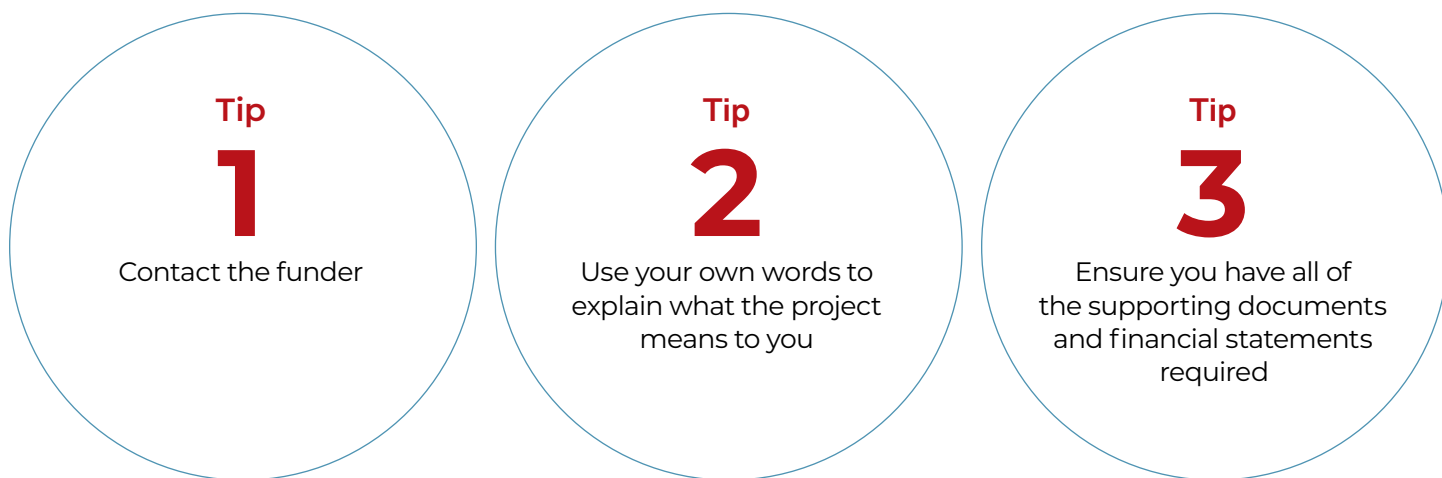
In general, the best approach to fund operations and new business is from funds generated from other products or services. Unfortunately, to do this, the organization must have other products and services that are generating money, which is not always the case.

## Borrowing Money

In some cases, organizations can borrow money from banks, other organizations or individuals (private equity). To do this organizations must put up collateral (such as equipment or some other property) to borrow against. Sometimes banks will lend money against part of the value of a contract. Putting up collateral means that if the organization can not repay the loan, then the lender can take possession of the collateral. In addition, when you borrow money, you have to pay interest on the funds. This source of funds can be a challenge if you have no collateral or if an organization does not create enough money to make the regular payments.

In some cases, banks will have special programs to support new or minority-owned businesses. Check with your local bank to see if there are any programs that apply to you.

### When applying for a grant, here are 3 top tips:





Cambridge Bay NU

## Government Programs

The federal, territorial, and in some cases municipal governments have programs to support businesses. In many cases, these programs include sources of funds through loans often at low-interest rates or grants where the money does not have to be repaid. These programs are constantly changing with new ones being announced and existing programs ending. Make sure you check the government websites or contact local representatives for the latest information.

Some of the programs include:

### Federal Government

The Government of Canada has a number of programs to support businesses. For Northern Canada, CANNOR's [website](#) for specific programs.

### Nunavut

For Nunavut, check the [Business Development](#) page for a list of programs. For example, Nunavut has a [strategic investment program](#).

### Northwest Territory

For the Northwest Territory, check the [Funding](#) page for a list of programs. For example, the NWT has a Mining Incentive program [Mining Incentive](#) program.

### Yukon

For the Yukon government, check the [Doing Business](#) page for a list of programs. For example, the Yukon has a program to support [mineral exploration](#).



## Investors

Another source of funds is to have people invest in your organization. In this case, a person or organization will give you money in return for part ownership of your company. On the positive side, you do not have to pay interest on the money, but you lose some control of your organization. For example, YukonConstruct in the Yukon helps to match groups of people who look to invest in new or startup organizations that are called angel investors or venture capitalists with Entrepreneurs. Many governments have created incubators to help new organizations that include links to angel investors or venture capitalists.

Another source of funds could be friends or family who may be willing to invest in your business.

## Other Sources of Funding

There are other sources of funds. One could be the mining companies. As part of mining companies' Corporate Social Responsibility (CSR) program, they may be willing to offer interest-free loans, advances on contracts, or grants to local minority-owned organizations to help them be successful. Make sure you check the mining company websites or the local officials to see what programs they have to support local organizations.

Another source of funds is a joint venture where you partner with one or more companies to deliver the product or service. In this case, the other partners can provide some or all of the money to needed to work on the contract.



*Iqaluit, NU*



# Support Organizations in Northern Canada for Entrepreneurs

## NWT, Yukon, Nunavut

| Program and funder  | Contact  | Description   |
|---|--|---|
| <b>Community Economic Opportunities Program</b><br>Canadian Northern Economic Development Agency                        | <a href="mailto:Operations@cannor.gc.ca">Operations@cannor.gc.ca</a>                               | The program provides funding for project-based support to First Nation and Inuit communities for community-based economic development. This support could include feasibility studies on how communities might take advantage of the spin-off benefits from nearby economic development opportunities.  |
| <b>Inclusive Diversification and Economic Advancement in the North</b><br>Canadian Northern Economic Development Agency | <a href="mailto:Operations@cannor.gc.ca">Operations@cannor.gc.ca</a>                               | Inclusive Diversification and Economic Advancement in the North makes foundational investments in economic infrastructure, sector development, and capacity building to help position Northerners in the territories to take advantage of Canada's innovation economy. The program focuses on four priority areas: economic growth and sector development; business scale-up, productivity and innovation; small-scale economic infrastructure development; and foundational economic infrastructure. |
| <b>EntrepreNorth</b><br>MakeWay   | <a href="http://entreprenorth.ca/ecosystem-portal.html">entreprenorth.ca/ecosystem-portal.html</a> | This project initiative offers programming to empower Indigenous and community-based entrepreneurs to build sustainable businesses and livelihoods across Northern Canada. Check the list of funders on their website.  |
| <b>Entrepreneurship and Business Development</b><br>Canadian Northern Economic Development Agency                       | <a href="mailto:Operations@cannor.gc.ca">Operations@cannor.gc.ca</a>                               | The EBD fund provides financial support to Aboriginal entrepreneurs, businesses, and commercial entities to expand their business in the three territories. This helps applicants pursue economic opportunities that benefit Aboriginal people. The fund also provides project-based support for activities that help to establish or grow Aboriginal businesses.   |
| <b>Economic Development Initiative</b><br>Canadian Northern Economic Development Agency                                 | <a href="mailto:Operations@cannor.gc.ca">Operations@cannor.gc.ca</a>                               | The Economic Development Initiative provides funding for projects that encourage economic growth in the North's francophone communities.  |

## NWT

| Program and funder   | Contact  | Description   |
|--|--|---|
| <b>Support for Entrepreneurs and Economic Development Policy</b><br>Department of Industry, Tourism and Investment—Government of Northwest Territories | <a href="http://iti.gov.nt.ca/en/services/iti-funding-programs">iti.gov.nt.ca/en/services/iti-funding-programs</a>   | Funding up to \$30,000 per year (\$25,000 on a program level and \$30,000 on a client level) is available to help entrepreneurs and small businesses with start-up funding, capital assistance, market and product development, operational support, and film support. \$75,000 is available for significant projects (Strategic Investments) that leverage large amounts of funding to create jobs.  |
| <b>Métis–Dene Development Fund</b><br>Denendeh Development Corporation and NWT Métis Development Corporation   | (877) 873-9341   | The program assists small- to medium-sized Indigenous and non-Indigenous businesses in the N.W.T. with funding, strategic advice, and ongoing administrative and financial services.  |
| <b>Self-Employment Program</b><br>Government of Northwest Territories  | <a href="http://ece.gov.nt.ca/en/ece-service-centres">ece.gov.nt.ca/en/ece-service-centres</a>   | The Self-Employment Program provides the help of a business expert and financial assistance to unemployed individuals who are not eligible for Employment Insurance, and to eligible employed individuals who want to start a business.   |
| <b>Support for Entrepreneurs and Economic Development (SEED) program</b>   | <a href="http://iti.gov.nt.ca/en/services/support-entrepreneurs-and-economic-development-seed">iti.gov.nt.ca/en/services/support-entrepreneurs-and-economic-development-seed</a> | The GNWT is committed to making changes to the policies and guidelines for SEED that support NWT businesses. The SEED policy can help with starting a business and developing skills or business capacity. SEED funding also supports projects and events in communities that help to expand or grow the economy. The program provides grants and contributions every year across different sectors in the north. In recent years, ITI has increased the amount of funding available to applicants under the SEED policy. |

## Yukon

| Program and funder  | Contact  | Description  |
|---|--|--|
| <b>Community Development Fund</b><br>Government of Yukon            | <a href="mailto:cdf@yukon.ca">cdf@yukon.ca</a><br>(867) 667-8125                 | Funding is provided for community-based projects and events that create sustainable social and economic benefits for Yukoners.   |
| <b>Enterprise Trade Fund</b><br>Government of Yukon                 | <a href="mailto:edf@yukon.ca">edf@yukon.ca</a><br>(867) 456-3803                 | The Enterprise Trade Fund (ETF) supports business development and market expansion beyond Yukon.   |
| <b>Strategic Industries Development Fund</b><br>Government of Yukon | <a href="mailto:ecdev@gov.yk.ca">ecdev@gov.yk.ca</a><br>(867) 667-5633           | The Strategic Industries Development Fund (SIDF) supports projects that develop Yukon industries and create broad economic benefits, like the creation of long-term jobs and wealth, increased private sector employment, and growth and diversification of various sectors. |
| <b>Innovation &amp; Entrepreneurship</b><br>Yukon University        | <a href="mailto:innovation@yukonu.ca">innovation@yukonu.ca</a><br>(867) 668-8759 | Provide expertise and funding dedicated to innovators who want to start, grow, and get to market.  |
| <b>Mineral Exploration Funding</b>                                  | <a href="mailto:ymep@yukon.ca">ymep@yukon.ca</a><br>(867) 667-8192               | The Yukon Mineral Exploration Program (YMEP) provides part of the risk capital to locate, explore, and develop mineral projects to an advanced exploration stage. This includes hard rock exploration, grassroots, and placer exploration.                                   |

## Nunavut, Qikiqtani region

| Program and funder  | Contact  | Description  |
|---|--|--|
| <b>Sivummut Grants to Small Businesses</b><br>Kakivak Association | <a href="mailto:info@kakivak.ca">info@kakivak.ca</a><br>(867) 979-0911 | Sivummut grants are available to eligible Inuit-owned businesses to support the establishment or expansion of their business. Business development officers work with businesses to find the best financing available for their business development project, including a combination of grant contributions and a Makigiaqvik loan. |
| <b>Makigiaqvik Loans</b><br>Kakivak Association                   | <a href="mailto:info@kakivak.ca">info@kakivak.ca</a><br>(867) 979-0911 | Inuit living in the Qikiqtani region of Nunavut can apply for financing to start or expand a business.   |

## Nunavut

| Program and funder  | Contact  | Description   |
|---|--|---|
| <b>Atuqtuarvik Corporation—Financing</b><br>Atuqtuarvik Corporation     | <a href="mailto:contact@atuqtuarvik.com">contact@atuqtuarvik.com</a><br>(867) 645-5900   | Financing is provided to start, purchase, or expand a business for Inuit living in Nunavut.   |
| <b>Business Development Centres of Nunavut</b><br>Government of Nunavut | (877) 232-2269   | Nunavut residents can get help to start or grow a business in their community through the following services: business development training and counselling, community economic development support, and small business financing.  |
| <b>Nunavut Business Credit Corporation</b><br>Government of Nunavut     | <a href="mailto:credit@nbcc.nu.ca">credit@nbcc.nu.ca</a><br>(867) 975-7891   | Loans of up to \$1 million are available to start or grow a small or medium-sized enterprise in Nunavut.  |
| <b>Small Business Support Program</b><br>Government of Nunavut          | <a href="http://gov.nu.ca/edt/programs-services/small-business-support-program">gov.nu.ca/edt/programs-services/small-business-support-program</a> | This program is primarily focused on providing up-and-coming small businesses, community organizations, and individuals with support to grow. Program eligibility is limited to Nunavut residents and businesses majority-owned by Nunavut residents.   |
| <b>Strategic Investments Program</b><br>Government of Nunavut           | <a href="http://gov.nu.ca/edt/programs-services/strategic-investments-program">gov.nu.ca/edt/programs-services/strategic-investments-program</a>   | This program offers assistance to businesses majority-owned by Nunavut residents, municipalities, not-for-profit corporations, and societies. Under the program, businesses can get a contribution to cover expansion or start-up costs. Municipalities, not-for-profit corporations, and societies can get funding for training, marketing, and community development. |

Source: Conference Board of Canada

## Additional Resources

**PDAC**  
[pdac.ca/indigenousaffairs/capacity-support](http://pdac.ca/indigenousaffairs/capacity-support)

**NACCA**  
[nacca.ca/aboriginal-financial-institutions/](http://nacca.ca/aboriginal-financial-institutions/)

**The Conference Board of Canada**  
[conferenceboard.ca](http://conferenceboard.ca)

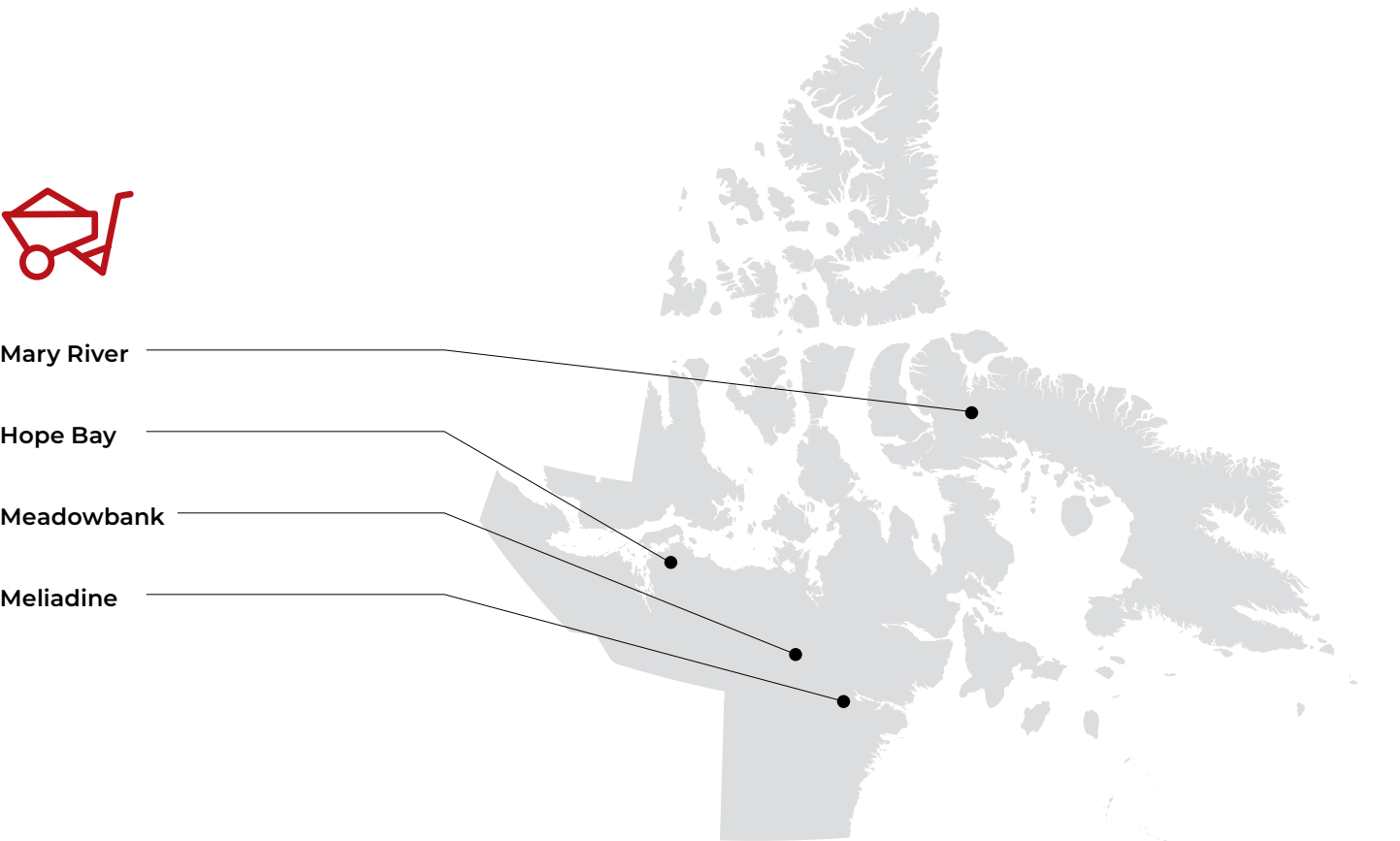


*Rankin Inlet, NU*

# Mines



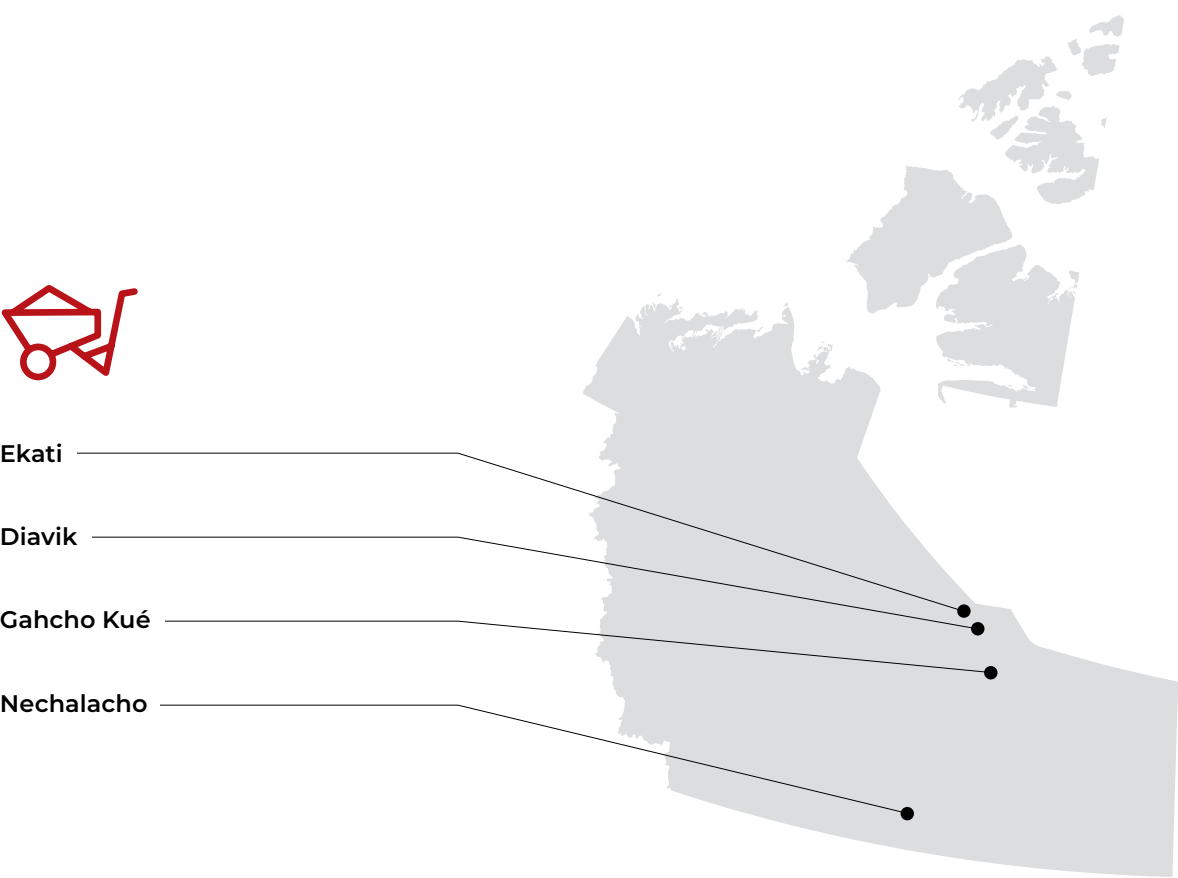
# Active Mines in Nunavut



There are currently four active mines in Nunavut. The chart below outlines these mines, their procurement processes and the publicly available agreements associated with them. Learn more about [procurement](#) and [business opportunities](#) in each mining phase.

| Mine  | Company   | Indigenous communities | Agreements with Indigenous communities  | Procurement process and contacts   |
|---|---|------------------------|---|--|
| <b><u>Meadowbank Complex (Amaruq)</u></b><br>Gold<br>(2026) | Agnico-Eagle Mines Ltd.                                   | Kivalliq Region        | <u>Inuit IBA</u> between A-E & Kivalliq Inuit Assoc. (2017)                                     | <ul style="list-style-type: none"> <li>▪ <a href="#">Agnico Nunavut procurement process overview</a></li> <li>▪ <a href="#">Pre-qualification presentation</a></li> </ul> <a href="mailto:strategic.procurement@agnicoeagle.com">strategic.procurement@agnicoeagle.com</a> |
| <b><u>Meliadine Gold Mine</u></b><br>Gold<br>(2032)         | Agnico-Eagle Mines Ltd.                                   | Kivalliq Region        | <u>Inuit IBA</u> between A-E & Kivalliq Inuit Assoc. (2017)                                     | See above  |
| <b><u>Hope Bay Gold Mine</u></b><br>Gold<br>(2034)          | Agnico-Eagle Mines Ltd.<br>(Acquired from TMAC Resources) | Kitikmeot Region       | <u>Inuit IBA</u> between the Kitikmeot Inuit Association and TMAC Resources Incorporated (2016) | See above  |
| <b><u>Mary River Iron Mine</u></b><br>Iron<br>(2037)        | Baffinland Iron Mines Corporation                         | Qikiqtani Region       | <u>Inuit IBA</u> between BIMC & Qikiqtani Inuit Assoc. (2018)                                   | <a href="mailto:procurement@baffinland.com">procurement@baffinland.com</a>   |

# Active Mines in the Northwest Territories

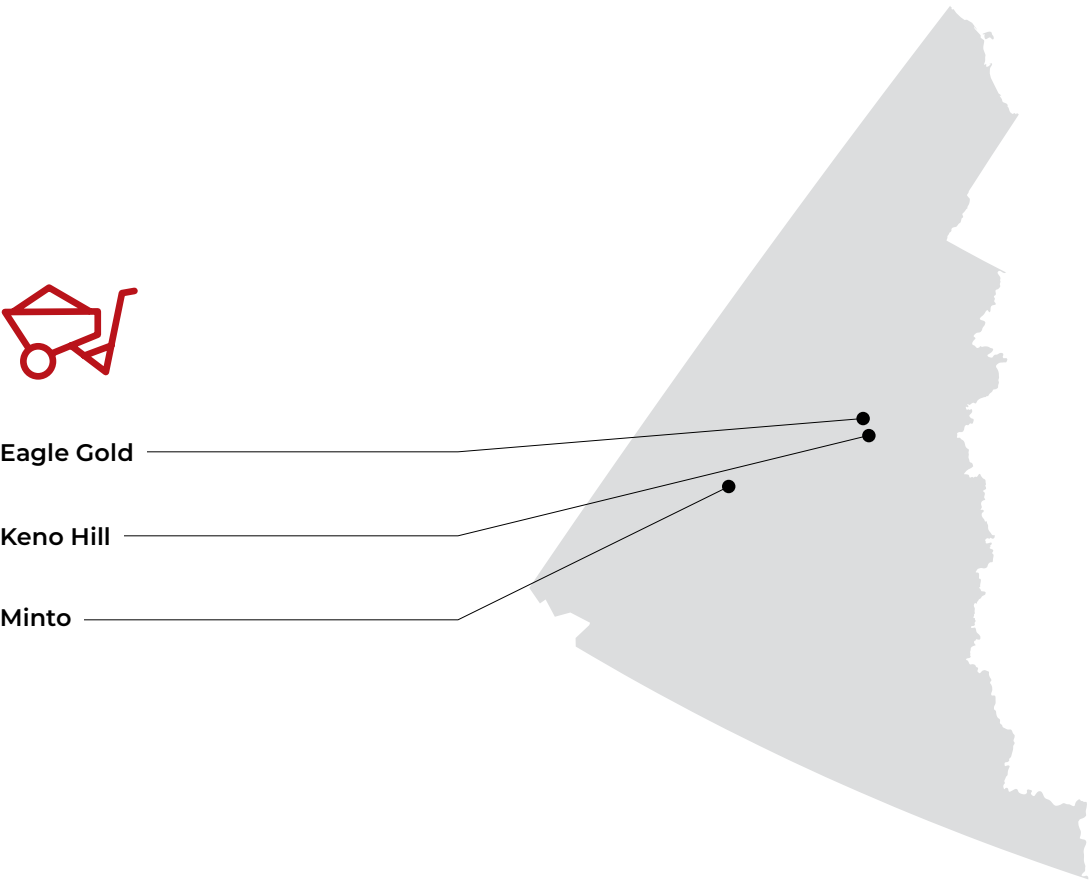


There are currently four active mines in the Northwest Territories. The chart below outlines these mines, their procurement processes and the publicly available agreements associated with them. Learn more about [procurement](#) and [business opportunities](#) in each mining phase.

| Mine   | Company  | Indigenous communities   | Agreements with Indigenous communities   | Procurement process and contacts     |
|--|--|--|--|--------------------------------------|
| <b><u>Gahcho Kué Diamond Mine</u></b><br>Diamond<br>(2030) | De Beers Canada Inc. (51%) and Mountain Province Diamonds Inc. (49%) | <ul style="list-style-type: none"> <li>North Slave Métis Alliance 2013</li> <li>Tlicho Government 2014</li> <li>Yellowknives Dene First Nation 2014</li> <li>Lutsel K'e and -Kache Dene First Nation 2014</li> <li>NWT Métis Nation 2014</li> <li>Deninu Kué First Nation</li> </ul> | <p>IBAs exist between DeBeers and six Indigenous communities</p> <p><u>Ni Hadi Xa</u> land and environmental monitoring agreement with six communities</p> | NWT Support Centre<br>(867) 679-6463 |

| Mine   | Company   | Indigenous communities  | Agreements with Indigenous communities  | Procurement process and contacts   |
|--|---|---|---|--|
| <b><u>Diavik Diamond Mine</u></b><br>Diamond<br>(2025)                 | Dominion Diamond Corporation (Dominion Diamond Mines 40% and Rio Tinto 60%) | <ul style="list-style-type: none"> <li>▪ Dogrib Treaty 11 Nation</li> <li>▪ Lutsel K'e Dene First Nation North</li> <li>▪ Slave Métis Alliance</li> <li>▪ Yellowknives Dene First Nation</li> <li>▪ Kitikmeot Inuit Association (five member communities)</li> </ul>  | <u>Socio-economic monitoring agreement</u> between Diavik Diamond Mines Inc. and NWT and Indigenous Nations (1999) and 2015 Amendment | Diavik<br>(867) 669-6500   |
| <b><u>EKATI™ Diamond Mine</u></b><br>Diamond<br>(2034)                 | Dominion Diamond Mines  | <ul style="list-style-type: none"> <li>▪ Dogrib Treaty 11</li> <li>▪ Akaitcho Treaty 8</li> <li>▪ North Slave Métis Alliance</li> <li>▪ Kugluktuk (Kitikmeot Inuit Assoc.)</li> </ul>   | <u>Socio-economic agreement</u> between BHP Diamonds and GNWT (1996) and four IBAs with Nations                                       | Corporate Office<br><a href="mailto:communications@arcticcanadian.ca">communications@arcticcanadian.ca</a><br>(403) 910-1933 |
| <b><u>Nechalacho</u></b><br><u>(more info)</u><br>Rare Earth<br>(2041) | Vital Metals  | <ul style="list-style-type: none"> <li>▪ Deninu K'ue First Nation</li> <li>▪ Northwest Territory Métis Nation</li> <li>▪ Lutsel K'e Dene First Nation</li> <li>▪ North Slave Métis Alliance</li> <li>▪ Yellowknives Dene First Nation</li> <li>▪ Tlicho Government</li> <li>▪ K'atl'odeeche First Nation</li> </ul> | <u>Overview of Indigenous agreements</u> with Avalon  |  |

# Active Mines in Yukon



There are currently three active mines in Yukon. The chart below outlines these mines, their procurement processes and the publicly available agreements associated with them. Learn more about [procurement](#) and [business opportunities](#) in each mining phase.

| Mine  | Company             | Indigenous communities                  | Agreements with Indigenous communities   | Procurement process and contacts   |
|---|---------------------|---|--|--|
| <b><u>Keno Hill Project</u></b><br>Silver and zinc (2028)         | Alexco              | First Nation of Na-Cho Nyak Dun (FNNND) | Comprehensive Cooperation and Benefits Agreement   | Keno Hill Procurement/Accounts Payable<br><a href="mailto:purchasing@alexcoresource.com">purchasing@alexcoresource.com</a><br>1-867-995-3113, ext. 5922  |
| <b><u>Minto Copper Mine</u></b><br>Copper, gold and silver (2028) | Pembridge Resources | The Selkirk First Nation                | Cooperation Agreement, amended in 2009   |  |
| <b><u>Eagle Gold Mine</u></b><br>Gold (2030)                      | Victoria Gold Corp. | First Nation of Na-Cho Nyak Dun (FNNND) | <u>Comprehensive Cooperation and Benefits Agreement</u> between Victoria Gold Corp and FNNND | <ul style="list-style-type: none"> <li>▪ <u>Business registry form</u> for FNNND businesses</li> <li>▪ <u>Business opportunities guide</u></li> </ul> Whitehorse Office, Victoria Gold Corp.<br>1-867-393-4653 |

Learn more about mining projects and Yukon First Nations at [yukon.ca](http://yukon.ca)

# Advanced Exploration and Development Projects

There are existing and growing service and product opportunities within advanced exploration and mines in development. Advanced exploration and development projects are outlined below. For up-to-date information, check with your Chamber of Mines or consult the map at [atlas.gc.ca/mins/en/index.html](https://atlas.gc.ca/mins/en/index.html). Find out more information on [procurement](#) and [contracts](#).

Updated Jan 2022

| Location | Mine  | Major commodities                    | Company   | Stage                                      | Community agreements  |
|----------|---|--------------------------------------|---|--|---|
| Nunavut  | <a href="#"><u>Angilak</u></a>                | Uranium                              | ValOre Metals Corp.   | Advanced exploration                       | Agreement with Nunavut Tunngavik Inc. (NTI)   |
|          | <a href="#"><u>Chidiak</u></a>                | Diamond                              | De Beers Canada   | Advanced exploration                       |   |
|          | <a href="#"><u>Kahuna</u></a>                 | Diamond                              | Kodiak Copper Corp.   | Advanced exploration                       |   |
|          | <a href="#"><u>Ulu &amp; Lupin</u></a>        | Gold                                 | Mandalay Resources  | Advanced exploration, care and maintenance |   |
|          | <a href="#"><u>Back River</u></a>             | Gold                                 | Sabina Gold & Silver Corp.                                    | Pre-construction                           | Negotiating Inuit Impact and Benefit Agreement  |
|          | <a href="#"><u>Hackett River</u></a>          | Zinc, silver and copper              | Sabina Gold & Silver Corp.                                    | Development                                |   |
|          | <a href="#"><u>Izok Corridor</u></a>          | Copper, zinc, silver, and gold       | MMG Resources Inc.  | Development                                |   |
|          | <a href="#"><u>Naujaat Diamond</u></a>        | Diamond                              | North Arrow Minerals  | Advanced exploration                       |   |
|          | <a href="#"><u>Stein</u></a>                  | Diamond                              | Arctic Star Exploration                                       | Advanced exploration                       |   |
| NWT      | <a href="#"><u>Courageous Lake</u></a>        | Gold                                 | Seabridge Gold Inc.   | Advanced exploration                       |   |
|          | <a href="#"><u>Indin Lake</u></a>             | Gold                                 | Nighthawk Gold Corp.  | Advanced exploration                       |   |
|          | <a href="#"><u>Pine Point</u></a>             | Zinc                                 | Osisko Metals Incorporated                                    | Advanced exploration                       | Consultation  |
|          | <a href="#"><u>Yellowknife</u></a>            | Gold                                 | Gold Terra  | Advanced exploration                       | <a href="#"><u>Looking Forward Engagement Plan</u></a>  |
|          | <a href="#"><u>Kennady North project</u></a>  | Diamond                              | Mountain Province Diamonds/Kennady Diamonds Inc.              | Advanced exploration                       |   |
|          | <a href="#"><u>Nechalacho</u></a>             | Rare metals                          | Avalon Rare Metals Inc.                                       | Development                                | Multiple agreements   |
|          | <a href="#"><u>NICO</u></a>                   | Gold, cobalt, bismuth, and copper    | Fortune Minerals Ltd.   | Development                                | Socio-economic Agreement in 2019 initiated Tlicho Participation Agreement negotiations  |
|          | <a href="#"><u>Prairie Creek</u></a>          | Lead, zinc and silver                | NorZinc Ltd.  | Development                                | <ul style="list-style-type: none"> <li>Impact Benefit Agreement with the NDDB (the "Nahanni IBA") and the LKFN (the "LKFN IBA") in 2011</li> <li>Socio-economic Agreement with NWT</li> </ul> |
| Yukon    | <a href="#"><u>Brewery Creek</u></a>          | Gold                                 | Golden Predator   | Advanced exploration                       | Socio-economic Accord in 2012 for the Brewery Creek project with Tr'ondëk Hwëch'in First Nation   |
|          | <a href="#"><u>Macmillan Pass Project</u></a> | Zinc, lead and silver                | Fireweed Zinc   | Advanced exploration                       | Consultation  |
|          | <a href="#"><u>Selwyn Project</u></a>         | Zinc and lead                        | Selwyn Chihong Mining Ltd.                                    | Advanced exploration                       | Socio-economic Participation Agreement with Kaska Nation  |
|          | <a href="#"><u>Casino Project</u></a>         | Copper and gold                      | Western Copper and Gold Corporation/Casino Mining Corporation | Development                                | Consultation  |
|          | <a href="#"><u>Kudz Ze Kayah</u></a>          | Zinc, silver, copper, gold, and lead | BMC Minerals  | Development                                | Socio-economic Participation Agreement  |
|          | <a href="#"><u>Coffee Gold Mine</u></a>       | Gold                                 | Newmont   | Advanced exploration                       | Agreement with Tr'ondek Hwechin, White River First Nation   |

## Remediation Projects

Mine remediation presents contracting opportunities through reclamation projects. Eight major projects under the Northern Abandoned Mine Reclamation Program are outlined below. More information can be found through [CIRNAC](#).

### Yukon

| Mine   | Timeline  | Affected communities   | Company activity   | Contact  |
|--|---|--|--|--|
| <b><u>Faro Mine Remediation Project</u></b><br>Open pit lead and zinc      | 15 years to complete, and 20 to 25 years for testing and monitoring | Ross River Dena Council, Liard First Nation, Kaska Dena Council and Selkirk First Nation   | <u>Parsons Inc.</u> is awarded construction, management and other activities are tendered through <u>merx</u>                | <a href="mailto:aadnc.faromine.aandc@canada.ca">aadnc.faromine.aandc@canada.ca</a><br>(800) 661-0451 |
| <b><u>United Keno Hill Mine Remediation Project</u></b><br>50 silver mines | 2025, followed by adaptive management                               | First Nation of Na-Cho Nyak Dun  | <u>Alexco Resource Corporation</u> and its subsidiary company, Elsa Reclamation Development Corporation, leading reclamation |  |
| <b><u>Mount Nansen Mine Project</u></b>                                    |   | Little Salmon/ Carmacks First Nation   |  |  |
| <b><u>Ketza River Mine Remediation Project</u></b><br>Gold and silver      | Remediation plan in 2022  | Ross River Dena Council, Liard First Nation, Kaska Dena Council and Teslin Tlingit Council |  |  |
| <b><u>Clinton Creek Mine Remediation Project</u></b><br>Asbestos           | 2026-2030   | Tr'ondëk Hwëch'in First Nation   |  |  |

### NWT

| Mine   | Timeline                               | Affected communities   | Company activity                                    | Contact   |
|--|--|--|---|---|
| <b><u>Giant Mine Remediation Project</u></b><br>Gold                     | 2031, with ongoing care and monitoring | Yellowknives Dene First Nation, Tlicho, North Slave Métis Alliance, Northwest Territories Métis Nation (NWTMN) and the people of Yellowknife | <u>Parsons</u> awarded main construction management | Louie Azzolini, Economic Development Manager at Parsons<br><a href="mailto:louie.azzolini@parsons.com">louie.azzolini@parsons.com</a><br>(867) 669-2426<br>Giant Mine<br><a href="mailto:aadnc.faromine.aandc@canada.ca">aadnc.faromine.aandc@canada.ca</a> |
| <b><u>Cantung Mine Project</u></b><br>Copper                             | 2035, with ongoing care and monitoring | Nahanni Butte First Nation   | <u>Tungsten Corporation Ltd</u> (NATC) is owner     |   |
| <b><u>Great Bear Lake Remediation Project</u></b><br>Multiple mine sites | 2035, with ongoing care and monitoring | Déliné, Sahtu Dene, Métis and Tlicho Mowhì Gogha Dè Njìtèè   |   |   |



Indigenous businesses and communities  
are well placed to take leadership in  
the mining sector and supply chain, as  
entrepreneurs and stewards of the land



We help people build better lives by strengthening local economies in Canada and in developing countries around the world. Since 1967, we've been building capacity with businesses, governments and community organizations to promote locally driven, inclusive growth and sustainable development.

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