



NAFA

NATIONAL ABORIGINAL FORESTRY
ASSOCIATION

[Home](#) | [About NAFA](#) | [Strategy](#) | [Membership](#) | [Publications](#)
[Jobs](#) | [Links](#)

Aboriginal-Forest Sector Partnerships: Lessons For Future Collaboration

Go to section: [[Contents](#) | [1](#) | [2](#) | [3](#) | [4](#) | [5](#) | [6](#) | [Previous](#) | [Next](#)]

3 THE NATURE AND EXTENT OF ABORIGINAL PARTNERSHIPS IN THE FOREST INDUSTRY

[3.1 Overview of Partnership Types](#)

[3.2 Joint Ventures](#)

[3.3 Cooperative Business Arrangements](#)

[3.4 Forest Services Contracting](#)

[3.5 Socio-Economic Partnerships](#)

[3.6 Forest Management Planning](#)

[3.7 Summary: The Extent of Partnerships Across Canada](#)

3.1 OVERVIEW OF PARTNERSHIP TYPES

We find it useful to distinguish five *types* of relationships in applying the term "partnership" in the context of the forest industry. These include:

- joint ventures
- cooperative business arrangements
- forest services contracting
- socio-economic partnerships

- forest management planning

A brief description of each of these partnership *types* is provided below, followed by a presentation of examples of existing partnership arrangements that illuminate the partnership form. It is noted that many of the examples cited here under a specific partnership *type* include elements from the other partnership *types*. Evolution of business relationships typically occurs in response to the demands of the business environment. Ideal typologies are unimportant in themselves.

It should be further noted that the partnership typology developed here blends elements of partnership *function* with partnership *structure*. Thus a partnership that relates to forest management planning - one of the categories under consideration - focuses primarily on the *function* that the partnership has been developed to carry out. Inclusion of a partnership under the category of joint venture, on the other hand, involves consideration primarily of the *structure* of the partnership arrangement.

A more complex development of partnership typologies might attempt to separate the structural categories from the functional characteristics, resulting in two separate axes for analysis. Such a technical assessment would require much more extensive case profile research, and is beyond the scope of the present project. Notwithstanding these potential shortcomings, an exploration of the range of Aboriginal-industry partnerships within the context of this blended framework is, however, helpful in illustrating some of the key factors involved in partnership-building.

The survey conducted for this section is by no means comprehensive, nor is it a random sample. Rather, the partnerships outlined here represent some of the more prominent partnerships and provide a selection of examples of the various types of collaboration.

3.2 JOINT VENTURES

For the sake of this discussion, a non-technical definition of a joint venture is utilized. A joint venture can be any partnership in which ownership of a business entity is shared between Aboriginal and non-Aboriginal parties. In addition to shared ownership, each party in the joint venture makes some tangible non-monetary contribution to the venture. The contributions on the part of the industry partners typically include expertise, technology and market connections. The Aboriginal partner often contributes access to timber resources, a labour force, regional goodwill, an improved corporate image and political leverage.

Joint venture business relationships are seen as a vehicle through which Aboriginal communities can build business capacity and develop their economic base.⁴ Through joint venture

arrangements with established companies, First Nation companies typically run by Band-owned economic development corporations can gain entry into the local resource sector, utilizing the knowledge, experience and market positioning of a strategic partner.

The significance of joint venture arrangements to Aboriginal economic development strategies has been documented by Anderson (1997), who found that 42% of the estimated total revenues from First Nation business activity in Saskatchewan arose from joint venture companies.

It is worth noting that joint venture partnerships often lead to other forms of cooperative business arrangements. These may be between the companies involved in the joint venture or between others with commercial interests in the First Nation partner and the industry partner. Some of these arrangements are mentioned in the following examples.

3.2.1 Iisaak Forest Resources, Port Alberni, BC

Iisaak Forest Resources is a joint venture company recently formed between the development corporation of five First Nations of the Nuu-Chah-Nulth Tribal Council (Ma-Mook Development Corporation), and MacMillan Bloedel. Ma-Mook holds a 51% ownership share, with MacMillan Bloedel owning 49%. Ma-Mook has an option to buy out MacMillan Bloedel's share in the partnership.

Iisaak arose out of considerable pressures related to the environmental implications of harvesting timber in the Clayoquot Sound region on the West Coast of Vancouver Island. In the early 1990's Clayoquot Sound was the site of an intense stand off between environmentalists, First Nations people and forest companies. After attracting world-wide attention, the BC government established a scientific panel of academics, industry, First Nations, environmental groups and government. Through this panel an Interim Measures Agreement (IMA) was reached that laid out a co-management structure designed to protect First Nation interests in the maintenance of forest resources during the interim period while Treaty-making processes are underway. A government condition for funding the IMA was that MacMillan Bloedel, which held harvest rights in the area, and the First Nations enter into a partnership.

Following the announcement of the joint venture, First Nations actively began building relations throughout the community and among environmental groups. Memorandums of Understanding have been signed between the community of Ucluelet, representatives of forest workers and environmental groups. The environmental groups will assist Iisaak in market development and consumer product testing. Cooperation has been the basis of development for gaining the confidence of the various groups involved. This process will provide political and economic stability necessary to attract investment that is required to construct a new kind of forest company in Clayoquot Sound.

Iisaak will be a small ecosystem-based operation in Clayoquot Sound. MacMillan Bloedel is currently applying to the Province to transfer the Clayoquot portion of its tenure to this new joint venture company. In addition to controlling the tenure, provisions have been created for hiring Aboriginal contractors and providing wood supply to local manufacturers. Logging is planned to begin in the Clayoquot Sound area early in the year 2000. For the First Nation partners, Iisaak represents an important opportunity to build capacity in the forest industry, employ band members, and eventually establish value-added manufacturing facilities.

Portions of the tenure designated as pristine areas will not be available for timber harvesting, although non-timber forest resources can be harvested in a sustainable manner. While timber-harvesting activities of Iisaak will remain a feature of the local economy, greater emphasis will be placed on diversification of the economic benefits available from the forest, through value-added wood manufacturing, non-timber forest products and tourism development. Environmental groups and some First Nations have proposed this new model of development. This is the first actual full-scale test of such a model in BC. Iisaak is committed to becoming a world-class example of socially and ecologically responsible forestry. Work is underway to establish a First Nations Certification program for sustainable forest management that will be endorsed by the Forest Stewardship Council (FSC). Through FSC certification, along with strategic marketing (i. e. Clayoquot Sound, Aboriginal product), it is anticipated that the company will receive a premium for their timber.

This process of building goodwill has been challenging, as there are historical tensions and cultural differences between the distinct groups involved. However, with the collapse of the local forest industry, there have been considerable incentives for everyone to join forces in an effort to achieve sustainable development.

3.2.2 Tl'oh Forest Products, Fort St. James, BC

Tl'oh Forest Products is a joint venture I-Beam and finger-joint mill owned by Nak'ol Koh Timber Limited (a company wholly owned by the Nak'azdli First Nation) and Apollo Forest Products Limited. Both partners have an equal share in the company. Development of this partnership was facilitated by the desire of Apollo to increase its harvesting operations, and by a government condition on the harvest licence for value-added production. After considering the options the joint venture with Apollo was formed after a year of business planning and negotiation. Under the joint venture, Nak'ol Koh Timber harvests timber from its seven year, 72,000 cubic metre per year, forest licence and sells the timber to Apollo Forest Products at market price. Apollo then sells trim ends (wood waste) to Tl'oh for finger-jointing and value-added manufacturing. The Tl'oh plant must combine the Apollo supply with supply from other mills to meet its production capacity. Two eight-hour shifts, with a total 50 staff, run the plant. Of

the employees at the plant, 92% are Nak'azdli members or from other nearby First Nation communities. A training program has been in place providing life skills, first aid and millwork skills.

Tl'oh has a four member board which manages the business. Operations and decision making structures are spelled out in the business plan. The value-added products produced by Tl'oh are marketed by Crystal Forest Industries, which has a member on the board. Markets for the products have been developed in Japan, the US and within Canada. The product is considered high quality and is sold in shorter lengths, which are practical features for some carpenters.

3.2.3 Eco-Link, Alkali Lake, BC

Eco-Link is a joint venture established in 1991 between the Esketemc First Nation at Alkali Lake and Lignum Limited. Esketemc is a small Aboriginal community of 400 residents, located 70 kilometres south of Williams Lake. Lignum Ltd. is a forest company established in the Williams Lake area. Each partner in Eco-Link owns an equal half of the company, although the Esketemc First Nation has the option of buying out Lignum's share at some future time.

Initially established to provide silviculture services, the company expanded into logging in 1994 and has obtained a 55,000 cubic metre per year timber supply licence. Lignum provides the technical support and organizes the harvest operations for Eco-Link.

A major new element has recently been introduced into the partnership. On June 9, 1999, the Esketemc First Nation received one of the four pilot community forest tenures announced by the Ministry of Forests. To implement the community approach in Alkali Lake, the First Nation will enter into an agreement with the province to assume forest management responsibility over 15,000 hectares of Crown Land. Indian reserve land is to be included as part of the pilot agreement area. With increased access to revenues, the band is considering log home construction and other value-added products, and the pilot agreement will be key to securing financial support for investment in value-added manufacturing.

3.2.4 Tsay Tay Dene Forestry Ltd., BC

Tsay Tay Dene Forestry Ltd. is a joint venture established in 1989 that brings together Slocan Group-Mackenzie operations, Finlay Forest Industries Inc., the Tsay Keh Dene Band and the Kwadacha Band. Each partner has a 25% share in the company. Tsay Tay forestry operations include construction, harvesting and silviculture. They have some equipment and a small sawmill but most of the revenue is generated through forest management operations. Last year the company coordinated the harvest of 400,000 cubic metres of timber. Tsay Tay develops these forest harvesting plans.

Tsay Tay also holds the contract to provide silviculture services to the partner forest companies. Contracts for the work are divided up among workers from the Bands. The joint venture provides technical support, co-management in forestry, a structure to build relationships between partners, employment and training. Last year there were a total of 112 employees, most being from the Aboriginal communities. Approximately 50% of the employees are full time. There are monthly board meetings with representatives from all parties. The company is investigating the possibility of expanding into log home building and a log construction training program is currently being implemented.

3.2.5 Burns Lake Native Development Corporation, BC

In 1974 the provincial government sent out a call for proposals for a forest licence in the Burns Lake area. The province wanted to entice the establishment of businesses in this region of BC that would provide employment and investment opportunities for Aboriginal communities. As a result, Babine Forest Products (BFP) was formed, and has operated a mill since 1975. This mill has one of the highest recovery rates in BC, and last year produced 240 million board feet. The three joint venture partners are Weldwood Forest Company (holding a 58% share); West Fraser Forest Company (32% share); and the Burns Lake Native Development Corporation (10% share).

The Burns Lake Native Development Corporation (BLNDC) is owned by five First Nations in this vicinity. Under the BLNDC, a subsidiary company was created called Burns Lake Native Logging (BLNL). This company began as a training mechanism for the First Nations, and has gradually gained capacity. BLNL now harvests 20% of BFP's timber. More recently another subsidiary company has formed under BLNDC to perform silviculture work. BLNDC has also invested equity in other forest companies including Burns Lake Specialty Wood (49%) and Decker Lake Forest Products (12%).

While BFP and other BLNDC joint ventures have no preferential hiring policy for First Nation members, workforce profiles of these companies represent community demographics.

3.2.6 West Chilcotin Forest Products, Anahim Lake, BC

West Chilcotin Forest Products Ltd. (WCFP) is a lumber manufacturing company situated in Anahim Lake, British Columbia, approximately 300 kilometres west of Williams Lake. WCFP is made up of three equal partners: Carrier Lumber of Prince George has been in the lumber business for about fifty years; CAT Resources is a company made up of 45 local non-Aboriginal investors that live in the Anahim/Nimpo Lake area; and the Ulkatcho First Nation is composed of eight hundred band members that live in the Anahim Lake area.

In 1985, Carrier Lumber Ltd. was issued a licence for the Anahim Supply Block and a processing plant was organised in Anahim Lake. The operation of Carrier Lumber in the Anahim Lake area diminished in 1990 and until early 1994, forestry activities were non-existent. At this time, Carrier, CAT and Ulkatcho began negotiating a joint venture in order to recreate a steady economic base for the Anahim Lake area. The three companies negotiated for about a year, which resulted in the formation of WCFP. As a part of the joint venture agreement, the Ulkatcho First Nation holds the forest licence and is responsible for all silviculture obligations. The joint venture began in 1995 with a five-year non-renewable forest licence that was awarded to Yun Ka Whu'ten Holdings Ltd., a company wholly owned and operated by the Ulkatcho First Nation.

WCFP has now operated a very successful operation for the past five years. The joint venture has met many of its goals, not the least of which being an equal split in employment between First Nations and non-First Nations people. Over the past four years, the Ulkatcho First Nation has set up a number of successful businesses as a result of the joint venture. These include an archaeology company, a specialty wood products company, a forest consulting company, and an economic development corporation. In 1998, a long-term forest licence was awarded to Yun Ka Whu'ten Holdings Ltd. in order to maintain the fibre flow for the joint venture for the next twenty years. This licence adds stability to the region and allows for increased levels of investment for other ventures such as value-added industries.

3.2.7 Dezti Wood Ltd., BC

Neduchun Forest Products is a company owned by three Carrier Nation bands - Stoney Creek, Stellaquo and Nadleh Whut'en. The idea of this joint venture arose from members of the Stoney Creek Elders Society seeking a source of stability for their communities. While working to find suitable partners for the mill project, Neduchun Forest Products had contracts to clear brush and pick cones.

Dezti Wood Ltd. began value-added production in 1996 and employs more than 50 First Nations members. Based near Vanderhoof, Dezti is a joint venture between Neduchun Forest Products, Slocan, and Vanderhoof Specialty Wood Products, which produces laminated posts and beams. This joint venture includes a training component funded by Forest Renewal BC that initiated a pre-employment program.

3.2.8 Kyahwood Forest Products, BC

Kyahwood Forest Products is a joint venture between the Wet'suwet'en people of Moricetown (51%) and Canfor (formally Northwood Inc., 49%). The company is managed by Canfor under broad direction of the board which is representative of ownership. This joint venture produces

finger-jointed 2x4 and 2x6 studs, and other value-added products.

3.2.9 Naha Deh Timber, BC

Naha Deh Timber is a joint venture between the Nahanni Butte Development Corporation (50%) and the Trans North Timber Company (50%) from Fort Nelson, BC. Under this arrangement, Nahanni Butte harvests the timber and Trans North processes and markets the products.

3.2.10 NorSask Forest Products and Mistik Management, Meadow Lake, SK

Meadow Lake Tribal Council's (MLTC) involvement in the forestry industry began in 1988 when the Chiefs of MLTC negotiated to purchase 50% of the Meadow Lake Sawmill from the provincial government. The remaining interest in this sawmill was purchased by Techfor Services Ltd., a company wholly owned by the mill employees. The company was renamed NorSask Forest Products Ltd. (NorSask) which holds a Forest Management Licence Agreement (FMLA) from the provincial government. The licence gives NorSask the harvesting rights over 3.3 million hectares of Crown Land in the Meadow Lake District. While the mill utilized softwood, the FMLA required that NorSask develop the capacity to use hardwood within four years. The licence also required that residents be given priority for employment and that a co-management process be established involving northern communities. These conditions were incorporated into the business and operational plans which have driven the company forward.

MLTC later utilized its wood supply to align itself with a new pulp mill being established by Millar Western Ltd. of Alberta. Millar Western, along with the Crown investment corporation of the Province of Saskatchewan, established a company called Millar Western Pulp Ltd. to build and operate the pulp mill in Meadow Lake. Millar Western owns a controlling interest (51%) in Millar Western Pulp. Millar Western Pulp acquired a 20% interest in NorSask Forest Products - 10% from each of the two original owners, Techfor and NorSask. This left the MLTC with a 40% interest in NorSask.

NorSask Forest Products and Millar Western Pulp then established a joint venture company called Mistik Management Ltd. with each parent holding a 50% interest. Mistik is responsible for the management of all forest operations under the terms and conditions of the FMLA. Mistik is not expected to perform forestry management tasks, but rather to contract work out to operating companies. It is through these operating companies that most benefits (employment, business creation and profits) are expected to reach the First Nations members of the MLTC.

In June of 1990, the MLTC created its own operating company, MLTC Logging and

Reforestation Ltd., to obtain the benefits from forest operations for the citizens of its member First Nations. Under contract with Mistik, the company provides logs to both mills and undertakes other activities such as road building, log hauling and reforestation. First Nations communities and some First Nation individuals have also created operating companies. Non-First Nations members (mostly Métis and non-status Indians) living in the 14 northern villages and hamlets of the area have also received economic benefits. Through an association of the municipal government, they have created an operating company called Norwest Logging and Reforestation Ltd.

In 1998, MLTC became sole owners of NorSask Forest Products making it the largest First Nations owned forest products company in Canada. For marketing and distribution purposes, NorSask has formed long term relationships with Seaboard International Forest Products Inc. of New Hampshire and Cascade Empire Corp. in Portland, Oregon. NorSask is also working on a partnership with Ainsworth Lumber Ltd. to build an Oriented Strand Board mill in Meadow Lake.

3.2.11 Wapawekka Lumber Ltd., SK

When a large logging contractor went out of business in 1993, the opportunity for development in northeast Saskatchewan arose. A 300,000 cubic metre supply area within Weyerhaeuser's Forest Management Licence Area became available, half of which was open for new contracts. This led to the establishment of Woodland Cree Resources Inc. that is equally owned by the development corporations of the three Woodlands Cree First Nations: Lac La Ronge First Nation, the Peter Ballantyne Cree Nation, and the Montreal Lake Cree Nation. This harvesting company became a wood supplier for Weyerhaeuser in 1994. Wapawekka Lumber Ltd. is a finger-joint remanufacturing mill that later resulted through the relationship that developed between Weyerhaeuser and the Woodland Cree. The joint venture consists of 49% Woodlands Cree First Nations ownership and 51% Weyerhaeuser Canada Ltd. ownership. The Wapawekka mill opened in the Prince Albert area in June of 1999. This partnership is profiled in greater detail in the case study section (5.3) of this paper.

3.2.12 Peter Ballantyne Cree Nation, SK

In 1994, the Peter Ballantyne Cree Nation (PBCN) and the Saskatchewan Government signed a partnership agreement with the intent to work diligently in negotiating a Forest Management Licence Agreement (FMLA) for PBCN on an area coinciding with their traditional territory. Since that time the PBCN has been busy consulting with community members, conducting environmental impact and business feasibility studies, and seeking out potential industry partners for effective use of the estimated annual harvest of one million cubic metres of softwood. Currently, PBCN forestry rights have been secured in the form of a Term Supply Licence pending final agreement of the FMLA. Work to-date has enabled the PBCN to enter into a 50/50

joint venture named Mee-Toos Forest Products Limited Partnership with industry partner Ainsworth Lumber Co. Limited of BC. The Mee-Toos facility is now under construction and mill production is scheduled to begin in the fall of 2000.

3.2.13 Scierie Opitciwan, Roberval, QC

Scierie Opitciwan is a sawmill in Roberval, Quebec that began operation in October 1998. The mill is located on the north shore of Gouin Reservoir, some 275 kilometres west of Saint-Felicien in the Lac Saint-Jean region. The Atikamekw Council of Obedjiwan is the controlling partner in the "Societe en commandite Scierie Opitciwan" limited partnership with a 55% interest. Donohue Forest Products Inc. (a wholly owned subsidiary of Donohue Inc.) holds the remaining 45%.

The Scierie Opitciwan sawmill has an annual production capacity of 24 million board feet. Wood supply to the mill is assured by contracts granted by the Ministry of Natural Resources of Quebec for an annual volume of 120,000 cubic metres of softwood. The Opitciwan Forest Services, a company belonging to the Atikamekw Council of Obedjiwan, is responsible for forest operations.

Donohue is participating in managing the sawmill for the first years of operation, and in the instruction and training of sawmill workers. Furthermore, Donohue is handling the marketing of the lumber produced at the sawmill.

3.2.14 Nabakatuk Sawmill, Waswanipi, QC

The Nabakatuk sawmill in Waswanipi Quebec is a joint venture between Mishtuk Corporation (a forest services company wholly owned by the Waswanipi First Nation) and Domtar. The First Nation share is 51%, while Domtar holds the remaining 49%. This partnership is profiled in greater detail in the case study section (5.4) of this paper.

3.3 COOPERATIVE BUSINESS ARRANGEMENTS

Cooperative business arrangements are a form of partnership that shares some similarities with the joint venture, without the joint ownership arrangement. In this partnership form, independent companies enter into cooperative arrangements to achieve mutual benefits. For the sake of this discussion, cooperative business arrangements are distinguished from simple contract arrangements in that they involve a higher level of commitment between the partners, and typically address strategic corporate objectives.

To illustrate this, an Aboriginal harvesting company may, for example, choose to market its product through the established channels of a non-Aboriginal company. The Aboriginal firm

gains some benefit in having a ready market for its product, and the non-Aboriginal partner gains additional cash through a small commission fee charged to sell the product. In addition, both parties gain valuable experience in working together and may identify further areas for cooperation in the future. Cooperative arrangements may be established through the negotiation of formal Memorandums of Understanding, or may involve less formalized arrangements.

Many types of cooperative arrangement can be established, as illustrated in the following examples.

3.3.1 Toquaht Enterprises, Ucluelet, BC

The Toquaht First Nation has established the Toquaht Enterprises forestry company to harvest a Timber Supply Licence it obtained from the province. The company has entered into cooperative business arrangements with Coulson Forest Products (CFP) of Port Alberni for assistance and the forest industry experience that this company has to offer. Under these arrangements CFP provides management expertise related to forest management planning and harvesting operations. CFP further funds development costs of the operations and in return processes and markets the Toquaht wood products.

3.3.2 Ditidaht Forest Products, Ladysmith, BC

Ditidaht Forest Products (DFP), a milling company wholly owned by the Ditidaht First Nation, operates a new \$3 million mill in Port Alberni. The DFP formerly held a Timber Supply Licence of 60,000 cubic metres jointly with a non-Aboriginal value-added products company. Under that partnership arrangement, DFP sub-contracted out timber harvesting, milled the lumber, and supplied the rough lumber to the value-added partner. The former partners are now in negotiation as to the future of the Timber Supply Licence.

DFP has since signed a Memorandum of Understanding with the Kulsen Group company covering cooperation on forest resource matters, mill management, technology transfer services, and the development of strategies to deal with larger forest companies. The need for marketing strategies is critical for this mill. Its daily production of 50,000 fbm far exceeds its export quota under the softwood lumber agreement of less than 800,000 fbm per year.

3.3.3 C-Ged Forest Products, BC

Gitwagnak Indian Band created C-Ged Forest Products (C-Ged) to run a mill previously owned by Westar. After being granted a timber licence from the province, C-Ged entered a joint venture with Interpac Forest Products in 1997. This joint venture dissolved but in 1998 a cooperative

partnership between C-Ged and Interpac was built. C-Ged runs the mill while Interpac is responsible for capital and marketing the products. This partnership is profiled in greater detail in the case study section (5.1) of this paper.

3.3.4 Naicatchewenin First Nation and Abitibi-Consolidated, ON

The Naicatchewenin First Nation has created strategic partnerships with the Ontario Ministry of Natural Resources (OMNR) and Abitibi-Consolidated Inc. for sustainable harvesting and management of resources. Through these partnerships, Naicatchewenin First Nation will gain access to timber and other resources of the Loonhaunt Forest, allowing them to establish harvesting and forest management operations, road construction and maintenance capacity as components of a self-sustaining business. The strategic business alliance agreement with Abitibi-Consolidated was a key factor in obtaining the forest licence.

The First Nation is also developing a business plan for integrated resource management of the Gamongi'ikak Project Area. This plan will include an exploration of non-timber resource opportunities such as wild rice harvesting and the development of fish farming operations.

3.3.5 Wabigoon Anishnaabe Gitigewin, ON

The Wabigoon Lake Ojibway First Nation is in the process of constructing a nursery called "Wabigoon Anishnaabe Gitigewin". This nursery will be capable of producing 5.7 million trees annually and will be operational April 1, 2000. There is an expected requirement of 4-6 full-time staff and another 40 employees on a seasonal basis. Sales contracts have been secured with both Bowater and Weyerhaeuser for the entire crop production.

3.3.6 Kaska Forest Resources, Watson Lake, YK

Kaska Forest Resources (KFR), owned by Kaska First Nation, is a company that holds a Timber Supply Licence in the Watson Lake Forest District of the Yukon. KFR has been unable to establish its own mill to process this timber. This is due in part to the cautious approach the Yukon has taken toward granting licences. Sawmills are seen as risky ventures as there have already been three bankruptcies in the region. Therefore, the company has entered into an arrangement with South Yukon Forest Products (SYFP) under which KFR provides a long-term guarantee to supply a minimum volume of timber to the mill at a pre-determined preferential price. KFR maintains flexibility to sell timber not required by SYFP to other mills. In addition, KFR has purchased a minority equity position in the SYFP mill and holds an option to invest further under preferential terms. The arrangement also provides for employment opportunities for members of the Kaska Nation.

This arrangement has addressed the need of KFR to have a processing avenue for its timber, as a condition for renewal of its timber harvesting licence. It also addresses the need that SYFP has for a secure timber supply.

3.4 FOREST SERVICES CONTRACTING

Forest services contracting can be considered to be a limited form of partnership in which one company contracts another to provide a specific service. In some cases, the industry party may provide formal (as in a contract) or informal (non-contractual) technical assistance to the Aboriginal party providing the contract service. Generally, however, this partnership form is a straightforward business arrangement without the added complexity of explicit capacity-building elements.

The significance of contract arrangements should not be underestimated, in spite of their narrow scope and limited depth of commitment. In many cases, these arrangements have been the proving ground for the later development of higher-level cooperative business arrangements or joint ventures.

Forest services contracting can function with an Aboriginal company providing a service to an established industry firm, as well as in the opposite direction. In this later case, First Nations may contract out specific forestry tasks to non-Aboriginal firms in situations where they have not yet developed adequate capacity to carry out the task internally. For example, in some regions, First Nations are gaining access to timber resources faster than they have been able to gear up for the management and harvesting of these resources. Contracting allows them to meet their licence-related responsibilities in the short-term, while building capacity over the longer-term.

Alternatively, some First Nations may be situated in higher-value, knowledge-based sectors of the forest industry, and choose to contract out the capital-intensive, yet relatively low value activities. Some discussion, for example, has centred on the possible niche that Aboriginal firms might establish in the area of marketing finished product while sub-contracting out the actual harvest operations.

3.4.1 Cheslatta Carrier Nation, Burns Lake, BC

The Cheslatta Development Corporation (CDC) has entered into a partnership with forest industry companies that provide forestry services within licence areas jointly held by the First Nation. The CDC holds two large forest licences to salvage timber from the Nechako Reservoir. The management boards for these licences consist of two members from each partner group.

One licence for 3 million cubic metres is held in partnership with Fiber Con, a management company based in Richmond, BC that runs until 2006. All the harvesting is done by non-Aboriginal subcontractors and is managed by Fiber Con. In return, Fiber Con provides royalties from the harvest operations back to the First Nation. The forest licence is for a 350,000 cubic metre annual harvest. In the past three years the harvest has been over 100,000 cubic metres but flexibility has been granted due to the wood salvage nature of the licence.

Following the dissolution of a partnership with Canadian Forest Products, CDC is currently attempting to gain access to the entire second licence area. Low market prices and no formal supply arrangements for sale of the wood have hindered the profitability of this operation. In 1996, Human Resources Development Canada provided funding for a training program for the Cheslatta Carrier Nation, but due to marginal profitability, this program did not take off.

3.4.2 SIB Forestry Inc., Sechelt, BC

SIB Forestry Inc. is a forest management services company wholly owned by the Sechelt First Nation. The company provides silvicultural services, site restoration and forest management planning services related both to First Nation forestry activities and also on contract to other forest companies operating in the region. SIB now has six staff members involved with resource management and planning in the First Nation territory.

Sechelt First Nation has an agreement in principle for a timber sale of 200,000 cubic metres over an eight-year period. This is a category 2 small business that requires involvement with a value-added manufacturing facility. Sechelt is currently looking for a potential joint venture partnership with a mill that can supply lumber for value-added manufacturing.

3.4.3 Horse Lake First Nation, AB

A working relationship has been established between Ainsworth Lumber Inc. and Horse Lake First Nation. Under this agreement, Horse Lake First Nation contractors harvested 15,000 cubic metres of deciduous fibre for the company in 1997. A similar contract relationship has been established with Weyerhaeuser Canada. This agreement consists of a three-year contract starting at 25,000 cubic metres and increasing up to 100,000 cubic metres by the 1999/2000 season.

3.4.4 Various Aboriginal Contractors, AB

A number of First Nations in Alberta are in contract arrangements with forest companies for timber harvest, silvicultural projects, fire suppression and various other forest management activities. For instance, Big Stone Cree First Nation is working with Alberta Pacific to generate

the logging capacity of their community. The provincial government has awarded approximately ten fire suppression contracts to First Nation businesses. The Woodland Cree and Daishowa have entered into a capacity-development partnership to train First Nation members in the development of forest management plans that have an ecosystem approach and include community consultation. Whitefish Lake First Nation has a community timber allocation of 50,000 cubic metres annually which is supplied to Tolko.

3.4.5 Agency Forestry Inc., and Woodland Cree Resources, SK

Timber harvest contracts have been awarded to a number of First Nation companies by Weyerhaeuser Canada. One such contract is held by Agency Forestry Inc., a company wholly owned by the Agency Chiefs Tribal Council, representing First Nation communities in the western extreme of their harvest area. Woodland Cree Resources, owned by three Woodland Cree First Nations, holds a second contract. More detail about these arrangements can be found in the Woodland Cree Resources case profile (see [5.3](#) of this paper).

3.4.6 Various Aboriginal Contractors, MB

Much of the Aboriginal forest industry activity in Manitoba involves small operators who occupy a variety of functions such as harvesting, small saw mills operations, silviculture and tree seed farming. Some of the harvesters provide fibre to the province's three large forestry mills - an OSB plant in Swan River that is owned by Louisiana Pacific; the Pine Falls Paper Company that is owned by Tembec; and a mill in The Pas owned by Tolko. Aboriginal harvesting companies, such as Moose Lake Loggers and Nelson House Forest Industries (see below), furnish more than half of Tolko's fibre requirement. North of Thompson, transport of timber to The Pas is costly due to lack of summer roads and road quality. This makes harvesting and shipping marginally profitable. Tembec is in discussion with Aboriginal communities regarding potential areas for cooperation and expansion.

3.4.7 Nelson House Forest Industries, Nelson House, MB

Nelson House Forest Industries is wholly owned by the Nelson House First Nation in north-central Manitoba. The company recently purchased a 30,000 cubic metre timber allocation through auction. Currently, all the timber harvested is shipped to the Tolko mill in The Pas by rail, although the company is investigating an opportunity to purchase several small sawmills.

3.4.8 Various Aboriginal contractors, ON

In Ontario a number of First Nation and Aboriginal businesses provide harvesting and

silvicultural services on contract to forest companies and government. These services include fire suppression, GIS mapping and management planning. For example, negotiations have taken place between Henvey Inlet First Nation and Westwind Forest Management Company to identify possible contracting opportunities. Another contractor example is Cree-Tech Inc. who provides GIS services for several companies. Cree-Tech offers general GIS services, which include information management that is sensitive to First Nations' interests.

3.4.9 Thebacha Forest Company, NWT

Thebacha Forest Company (TFC) is a joint venture between Salt River First Nation and Fort Smith Métis Nation in the Northwest Territories. The company was formed in April of 1997 as a private enterprise that would facilitate the participation of First Nation members in the management of forest resources. The main business source for TFC is governmental contracts for fire suppression, although the company has recently diversified into small-scale timber harvesting.

TFC is the largest private sector employer in Fort Smith, providing 121 jobs during peak fire season last year. The company's harvesting operations are small, with 1500 cubic metres of timber being supplied for a small mill operation last year. They provide planed timber for local consumption and sell some of the wood products to Igloo Building Supplies, a NWT construction supplier and manufacturer.

A new forest management proposal represents an evolution in TFC's business strategy. For many years the Territorial Government has contracted out forest management planning. Non-Aboriginal companies have traditionally received these contracts, bringing in outside professionals, often from southern Canada. TFC entered into discussions with the government that would lead to the emergence of more local forestry professionals able to conduct management activities such as forest inventories, vegetation mapping, and photo interpretation.

TFC hopes to win a forest management contract to perform these tasks, and to utilize graduates from the two-year natural resource management program at Aurora College in Fort Smith. TFC visualizes such a forest management contract as a means to establishing long-term capacity for sustainable forest management planning based on regional expertise.

3.5 SOCIO-ECONOMIC PARTNERSHIPS

Socio-economic partnerships between forest companies and First Nations can be viewed as having a foremost interest in the enhancement of capacity or community development for First Nations. From the First Nation perspective, these objectives may take priority over strictly profit motives. Generally, the industry partner enters into socio-economic partnerships as a means to

facilitate a key business objective. For example, governments are increasingly calling for Aboriginal participation in forestry ventures as a condition in awarding forest tenures or timber harvesting licences. Increased interest in forest management and wood product certification may further encourage this type of partnership. All major certification schemes include consideration of Aboriginal peoples as a requirement of sustainable management.

This partnership form is of particular importance to communities that lack experience in forestry operations and which are faced with an over-riding need for human resources development which include exposure to basic business methods, basic entrepreneurial capacity-building and so on.

The assignment of specific business partnerships to the category of socio-economic partnership can be a rather subjective process, as many do not explicitly state that these principles are the main reason for the partnership. Further, many of the Aboriginal-industry partnerships, which have been included within other partnership categories, contain elements that fall within socio-economic objectives. Training, capacity-building, employment creation, and establishment in the forest sector are among the objectives that are sought by communities.

Partnerships that have been included within this category explicitly address these objectives as a primary element of the partnership through tools such as employment agreements, training programs and other formal capacity-building arrangements. Further, these partnerships generally involve First Nations that have little previous experience in the forest industry.

3.5.1 Inkameet Forestry, Oliver, BC

The Osoyoos First Nation wholly owns Inkameet Forestry. The Osoyoos First Nation has 350 members that live on their reserve near Oliver, a community of 4500 residents near the US boarder in the Interior of BC. Osoyoos First Nation has six other business lines including a golf course, several small stores and a campground.

Originally established to facilitate training, employment and local capacity-development, the company has gradually gained the capacity to expand into logging operations. Through a partnership agreement with Weyerhaeuser, a ten-year, 20,000 cubic metre, Timber Supply Licence was accessed. The partnership also included training, forest management planning, and market access. Several band members recently completed forestry technician programs.

During the partnership development process, Inkameet accessed funds from DIAND's Resource Access Negotiation Program for negotiation with Weyerhaeuser. Inkameet now owns it's own harvesting equipment and employs six forestry workers, eight months of the year.

In 1995, Inkameet received a wood lot licence for 15,000 cubic metres, and a management plan

to harvest this wood is being developed. The company is currently searching for a market for the wood that will be harvested. The company also runs a silviculture business and provides silviculture services to three large forest companies, including Weyerhaeuser. Six to eight people are employed on a seasonal basis for the silviculture activities.

Last year a proposed joint venture for a post and rail plant fell through after the required forest tenure could not be accessed. Other joint ventures for value-added processing are being considered. The plans are to increase logging activities to try and gain more benefits from the active forestry developments in the region.

3.5.2 West Moberly First Nation, Moberly Lake, BC

The West Moberly First Nation identified a need to gain entry into the forestry sector. As a result they have entered into a partnership with Canadian Forest Products to jointly manage a 20-year Forest Licence and its associated 100,000 cubic metre annual allowable cut. This was awarded in the summer of 1998. A second licence is also in the works, and would raise the total allowable cut to 250,000 cubic metres.

In addition to providing a context in which the First Nation community can gain entry into the sector, this partnership is expected to create significant jobs for community members. In addition, the practices used to manage the licence area will involve an ecosystem approach more compatible with the traditional uses of the area by First Nation members.

3.5.3 742681 Alberta Limited, AB

A Memorandum of Understanding between the Aboriginal Community of Trout Lake and Carrier Lumber Ltd. is the basis for a partnership that has the objective to create employment opportunities for community members. This sawmill operation, owned 100% by Carrier Lumber, employs approximately 40 people. Of all 742681 Alberta Limited employees, 98% are from the Aboriginal communities of Trout Lake and Peerless, which are 500 kilometres north of Edmonton.

3.5.4 Wabaseemoong Independent First Nation, ON

In 1996 the Wabaseemoong Independent First Nation, with assistance from FNFP, completed a business plan for Islington Band Logging, a 5-year operating plan for the reserve and worked towards developing a licencing agreement with local forestry industry. In 1998/99 the objective has been to:

- enhance the capacity of Wabaseemoong Independent First Nation to administer and manage a larger forest harvesting business;
- increase community jobs in forest harvesting by training 10 workers in cut-and-skid operations and employing those that achieve the required skill level; and
- continue development of a positive and mutually beneficial business relationship with local forest industry.

In order to achieve these objectives the Wabaseemoong plan includes a comprehensive training course for 10 people that is designed to ensure that Islington Band Logging meets their contract commitments to the local forest industry. Wabaseemoong Independent First Nation also needs to develop 4-8 skilled loggers for sustainable community-based employment.

3.5.5 Moose Band Development Corporation, ON

In northern Ontario, the Moose Band Development Corporation is seeking to acquire a Sustainable Forest Licence (SFL) in an area north of the 51st parallel - an area the province has been considering opening up to commercial forestry operations. Several companies have expressed interest in contracting to purchase timber from the Band, should they obtain the SFL. In addition, these companies would play a key role in training employees from the Band, in sponsoring forestry students, and in carrying out forestry activities until such time as the Band gained the capacity needed to undertake these activities themselves.

The element of partnership in this case is the informal expression of a willingness to cooperate between the First Nation and the established forestry companies - willingness that will be a key factor in the province's decision to award the SFL. The partnership will become more formalized once the decision is made.

3.5.6 Windigo First Nations Council, ON

Slate Falls and Cat Lake are two member nations of the Windigo First Nations Council located in northwestern Ontario. They have begun partnership discussions with McKenzie Forest Products and Bowater Inc., respectively. The intent is to identify forestry initiatives in the region north of the 51st parallel that will support both economic development and broad community development priorities within these communities.

3.5.7 Ginoogaming First Nation, ON

In the summer of 1993 Buchanan Forest Products Inc. purchased the dormant Longlac sawmill from Kimberly-Clark. Buchanan established Long Lake Forest Products Inc. (LLFP) to operate

the mill. To satisfy increasing pressures for involvement of Aboriginal peoples in regional forestry activities, LLFP entered into a partnership agreement with the Ginoogaming First Nation. Under this agreement, LLFP agreed to provide training and employment opportunities for First Nation members.

The 1993 partnership agreement signed with LLFP is seen by the Ginoogaming First Nation to be a significant step toward their goal of building a strong and prosperous community that preserves its resources and vital traditions for future generations. Although Ginoogaming First Nation does not have an ownership share in the company, or any involvement in the management of forest lands within their traditional territory, the partnership with LLFP is seen as a significant first step that has helped them to begin their involvement in the forest sector.

3.6 FOREST MANAGEMENT PLANNING

Forest management planning partnerships are arrangements in which First Nations and forest industry companies enter into partnership to share in decision-making related to forest management. These partnerships may include First Nation participation as a means to develop Aboriginal forest management capacity, in which case the partnership would have a socio-economic dimension to its structure, with its function related to forest management capacity-building. Alternatively, Aboriginal traditional knowledge may be sought as a means of improving the way in which forest management is carried out.

Some common ways in which Aboriginal knowledge has been accessed for use in forest management planning is through traditional land use and occupation studies and Aboriginal values mapping. These activities may take place in the context of varying levels of partnership commitment. In Ontario there are some cases of values mapping carried out with very little contact with forest companies. In other situations, formal committees have been established with representatives from both the First Nation communities and from the forest company.

Yet another form of forest management partnership relates to partnerships for multiple use. In these cases, the logging company works in partnership with the Aboriginal group to develop ways in which timber harvest operations can be integrated with non-timber uses. This integration can involve such activities as trapping, harvesting medicinal plants and berries, use of sacred sites, development of eco-tourism enterprises and a range of other traditional and non-traditional uses of importance to First Nation communities.

The structure of these partnerships may take the form of formal co-management mechanisms, such as the Central Region Board in the Clayoquot Sound region, or less formal consultative arrangements. An example of the later can be found between the Cree of Waswanipi and Domtar,

as profiled in sections of this paper. In this instance, the process of the Cree-Domtar joint venture involves the interests of the trappers when managing for timber harvest. This process is being transferred to other Domtar forestry operations that are outside the scope of Nabakatuk, the joint venture company.

3.6.1 Tanizul Timber Limited, BC

Tanizul Timber Limited (Tanizul) is a forestry company owned entirely by the Tl'azt'en First Nation in Tache, Northwest of Prince George. Tanizul manages a 50,000 hectare Tree Farm Licence (TFL 42) that includes 120 hectares of reserve land. The TFL, awarded to Tanizul in 1982, is the only TFL held by a First Nation in the province. The administration of the TFL allows Tl'azt'en to exercise some control over land use decisions affecting part of the territory that the First Nation traditionally used for hunting, fishing, trapping and gathering activities. Conditions of the TFL do not differ from conditions on any other TFL, and consequently, clearcutting and other common forestry practices are used for purposes of efficiency and compliance with regulations.

Terms of the TFL also stipulate that Tanizul cannot hold ownership of its own processing facility, thereby requiring that Tanizul supply wood to other forest companies with mills in the area. To escape this stipulation, Tl'azt'en First Nation established another corporation, Teeslee Forest Products, a joint venture agreement between Tl'azt'en First Nation (80%) and Northwood Pulp and Paper Company (20%). The mill started production in 1994 and a majority of its employees were Aboriginal. Due to market changes and inefficiency of mill equipment to process small logs, the mill lost money. Due to lack of support from their partner, the mill severed ties with Northwood in 1996 and created a working agreement with Canfor in Fort St. James. In 1997, Teeslee ceased operations and in the fall of 1999, Canfor bought out Northwood. Over the past two and one half years, Tanizul has had a working arrangement with Canfor whereby Canfor assists Tanizul with forest management responsibilities in exchange for a guaranteed wood supply from the TFL. The working arrangement between Tanizul and Canfor is renegotiated on a yearly basis, taking into consideration open-market pricing and volumes for timber to be harvested.

3.6.2 Alberta-Pacific Forest Industries Inc., AB

Alberta-Pacific (Al-Pac) is the holder of a forest management agreement (FMA) covering an area of approximately 60,000 square kilometres in northeastern Alberta. The company operates the world's largest single line pulp mill in Boyle, Alberta. In the past six years, Al-Pac has utilized its Aboriginal Affairs Resource Team to work with Aboriginal communities through a range of different programs and activities which recognize and respect the unique and special relationship that Aboriginal people have with the land. Al-Pac has acknowledged an obligation to build

relationships that depend on more than profit goals. Part of this developed approach is the reliance on traditional land use studies in areas of particular interest to Aboriginal communities. The intended result of this approach is to achieve mutual benefit for the company and the First Nations involved. This requires meaningful consultation and allowance for Aboriginal input into the forest management planning process

3.6.3 Little Red River Cree and Tallcree First Nations, AB

Initiatives of the Little Red River Cree Nation (LRRCN) and the Tallcree First Nation to implement cooperative management arrangements with government and industry have been ongoing since the mid-1980's. On April 26, 1995, a Cooperative Management Agreement resulted in a Forest Management Board with responsibility to develop a Forest Management Plan to manage natural resources within the traditional use areas of LRRCN/Tallcree. The Forest Management Board created by this Agreement includes representatives from the two First Nations, Alberta Forest Service, Alberta Fish and Wildlife, Alberta Water Management and the Municipal District of MacKenzie. The Board has non-voting membership participation from High Level Forest Products/DMI, Indian and Northern Affairs Canada and Alberta Energy. The partnerships that resulted are discussed in greater detail in the case study section (5.2) of this paper.

3.6.4 Manitoba Keewatinowi Okimakanak Inc., MB

In 1988, Manitoba Keewatinowi Okimakanak Inc. (MKO) established a Natural Resources Secretariat (MKO-NRS) to assist the MKO Executive Council of Chiefs in representing the interests of the 27 member First Nations in land and natural resource use, environmental assessment and resource development in northern Manitoba. Most importantly, MKO-NRS works to protect and enhance the exercise of Aboriginal and Treaty rights held by MKO First Nations members. MKO-NRS is assisting MKO First Nations in the conduct of potential Forest Management Plans. Combined with Traditional Land Use and Habitation studies, these plans help to understand the potential for forestry activities on reserve lands, Treaty entitlement lands and traditional lands. Potential timber harvesting areas can also be determined for sufficient timber volumes that might be available to support local sawmill operations consistent with existing land uses and the overall goals, values and priorities of the First Nations involved. Particular interest has also been expressed in securing a supply of lumber for local housing projects.

Over the past eight years, the MKO-NRS has been developing a comprehensive, computer-based, geographic information system (GIS) and satellite image analysis capability for the MKO First Nations. Referred to as the Keewatinook Land Information System, or KEELIS, this land information system is providing information support to the MKO First Nations in negotiations

with governments and resource developers. Currently the MKO-NRS is supporting the First Nations of the Swampy Cree Tribal Council in their negotiations with Tolko on a number of joint initiatives.

3.6.5 Lac La Croix First Nation, ON

Lac La Croix First Nation and the province of Ontario entered into an agreement of co-existence on June 17, 1994 to address a range of issues pertaining to Quetico Park administration and forest land management and the impact of these activities on the lives of the First Nation members. The agreement was intended to foster a cooperative government-to-government relationship and ensure Lac La Croix First Nation participation in the future planning and management of Quetico area, along with a share of the economic benefits. Since the agreement was signed, a series of co-management initiatives have been jointly implemented with respect to trapping, fisheries, wilderness values (of the park) and powerboat and aircraft access.

With respect to forestry, the Lac La Croix First Nation is working on the implementation of a Memorandum of Understanding with Abitibi-Consolidated Incorporated. This MOU addresses joint management of the Namakan area of the Flanders Crown Management Unit of the company's Sustainable Forest Licence.

The MOU is designed to promote greater cross-cultural understanding and learning and to foster a cooperative and mutually beneficial relationship between Abitibi-Consolidated and Lac La Croix First Nation. In order to achieve these goals, the following activities are planned:

- community education activities;
- cross-cultural training and elder involvement;
- design of a low-impact harvesting plan (trial cutting performed last winter);
- economic feasibility study of harvesting by community residents;
- business planning for value-added forestry activities by the community;
- review by the community in preparation for making decisions with regard to co-management, (Abitibi will not harvest if Lac La Croix First Nation does not approve); and
- agreement with the Ontario Ministry of Natural Resources and/or an overlapping licencing agreement with Abitibi-Consolidated Inc.

Because of the minimal involvement of the First Nation in forestry operations in the past, the pace of participation has been decidedly slow. Some members have been involved in trial cutting over the past two years.

3.6.6 Algonquins of Barriere Lake (Mitchikanibikok) - Trilateral

Agreement Quebec

The Government of Quebec and the Algonquins of Barriere Lake are the main operational partners under the Trilateral Agreement. The Minister of State for Indian Affairs and Northern development signed on behalf of Canada, recognizing its obvious interest in the environment and its special fiduciary responsibilities toward the Algonquins of Barriere Lake. A major part of the funding comes from the Federal Government. The Trilateral Agreement was signed on August 22, 1991, in an effort to promote sustainable development and the reconciliation of resource uses by Mitchikanibikok and non-Mitchikanibikok people within the 10,000 square kilometre traditional territory of the Algonquins, as identified by the agreement.

The Trilateral Agreement contemplates carrying out this goal through these stages of development:

- Phase one: studies and inventories of the renewable natural resources within the territory;
- Phase two: preparation of a draft integrated resource management plan(IRMP)
- Phase three: formulation of recommendations for carrying out the draft IRMP; and
- Negotiations: Mitchikanibikok and Quebec negotiate an agreement on carrying out the recommendations obtained.

Though the Algonquins of Great Barriere Lake claim Aboriginal title to the area, the Trilateral Agreement was not advanced as a land claim. Rather, it was put forward as an alternative to claims, as a model for co-existence, sustainability and integrated resource management.

Work to carry out the agreement has been slow with numerous setbacks and conflicts arising over the past eight years. Phase one has been completed and an important and useful body of scientific and traditional knowledge has been accumulated with respect to renewable natural resources within the territory. In May of 1998, the parties re-affirmed their commitment to the agreement and work has continued on Phase two through a process of drafting IRMP's for the 13 traditional zones that exist within the agreement area. Technical committees have been established in each zone bringing to the table forest companies and other resource users. The completion of a comprehensive IRMP is expected in April of 2001.

3.7 SUMMARY: THE EXTENT OF PARTNERSHIPS ACROSS CANADA

The extent of First Nations partnerships within the Canadian forest sector is growing. Judging by the increasing proportion of joint venture partnerships, First Nations are taking a more business-minded approach to economic development. In the west, joint venture partnerships are more

evident, while in the eastern provinces, more work is being done to achieve socio-economic objectives. In virtually every province there are forest services being contracted out to First Nations communities. The Federal Government, by way of the First Nations Forestry Program, and recent court decisions such as the Delgamuukw case and the New Brunswick Court of Appeal case concerning the Dummer Treaty, has positively affected First Nations access to forest resources.

The result of these partnerships will be a positive growth in business expertise, infrastructure, technological production and improved forest management capacity at the community level leading to improved relationships for the Canadian forest industry in Canada and with implications for the global market. However, transference of knowledge and technical expertise is just beginning. Given the current role that the Federal Government plays in social and economic development in Aboriginal communities, and given the fact that present First Nation participation in the sector is by no means extensive, considerable development is necessary before First Nations can be equal partners with Canadian businesses.

The two following tables summarize the information on partnerships from this section. As noted earlier, the data presented here is not considered comprehensive, nor is it necessarily a representative sample. In our view, however, it provides a rough picture of the nature and distribution of partnerships across Canada.

Table 1: Summary of Partnership Types by Region

Partnership Type	BC	AB	SK	MB	ON	QC	Atlantic	North
3.2 Joint Ventures	9	0	3	0	0	2	0	0
3.3 Cooperative business arrangements	3	0	0	0	2	0	0	1
3.4 Forest services contracting	2	4	2	2	2	0	0	1
3.5 Socio-economic partnerships	2	1	0	0	4	0	0	0
3.6 Forest management planning	1	2	0	1	1	1	0	0

Table 2: The Multiple Functions of Specific Forestry Partnerships

Codes for Partnership types:

JV: Joint Venture

CO-OP: Cooperative Business Arrangement

FSC: Forest Services Contracting

S-E: Socio-economic**FMP:** Forest Management Planning

Company	Partnership Type				
	JV	CO-OP	FSC	S-E	FMP
Iisaak Forest Resources	X			X	X
Tl'oh Forest Products	X	X		X	
Eco-Link	X			X	
Tsay Tay Dene Forestry Ltd.	X		X		X
Burns Lake Native Development Corp.	X			X	
West Chilcotin Forest Products	X				
Dezti Wood Ltd.	X			X	
Kyahwood Forest Products	X				
Naha Deh Timber	X	X			
NorSask Forest Products	X	X		X	X
Wapawekka Lumber	X				
Peter Ballantyne Cree Nation	X				X
Scierie Opitciwan	X		X		
Nabakatuk Sawmill	X				
Toquaht Enterprises		X			
Ditidaht Forest Products		X			
C-Ged Forest Products		X			
Naicatchewenin First Nation		X			X
Wabigoon Anishnaabe Gitigewin		X		X	
Kaska Forest Resources		X		X	
Cheslatta Carrier Nation			X		

SIB Forestry Inc.			X		X
Horse Lake First Nation			X		
Big Stone Cree First Nation			X		
Woodland Cree (Alberta)			X		
Whitefish Lake First Nation			X		
Agency Forest Inc.			X		
Woodland Cree Resources			X		
Moose Lake Loggers		X	X		
Nelson House Forestry Services		X	X		
Henvey Inlet			X		
Cree-Tech			X		
Thebacha Forest Company			X	X	
Inkameet Forestry				X	X
West Moberly First Nation				X	X
742681 Alberta Ltd.				X	
Wabaseemoong Independent First Nation				X	
Moose Band Development Corp.				X	X
Windigo First Nation				X	
Ginoogaming First Nation				X	
Tanizul Timber Ltd.					X
Alberta-Pacific Forest Industries					X
Little Red River Cree and Tallcree Nations			X		X
Manitoba Keewatinowi Okimakanak Inc.					X
Lac La Croix First Nation				X	X
Algonquins of Barriere Lake					X

Go to section: [[Contents](#) | [1](#) | [2](#) | [3](#) | [4](#) | [5](#) | [6](#) | [Previous](#) | [Next](#)]

[Home](#) | [About NAFA](#) | [Strategy](#) | [Membership](#) | [Publications](#) |
[Jobs](#) | [Links](#)



This page updated: May 16, 2002 | [Contact NAFA](#) | [Website feedback](#) | Site updated by [Soleica Inc](#)